



# 2020 Industrial Truck Distributor DiSC Survey

(Based on 2019 data)

Survey Deadline  
April 15, 2020

**Your data will be treated confidentially by the Mackay Research Group.**  
No one from MHEDA or its staff will have access to individual company data.  
Participant data will be aggregated in a way that prevents identification of any individual company.

Please complete the survey and mail it no **later than April 15, 2020** to: surveys@mackayresearchgroup.com  
Mackay Research Group, P.O. Box 17668, Boulder, Colorado 80308-0668, or fax (720) 890-8719.

### INSTRUCTIONS

- (1) Enter the financial statement figures for your **most recently completed fiscal year** (12 months of data).  
Full year data is required, but the data need not be audited.
- (2) As in option, you may submit a copy of your balance sheet and income statement instead of answering questions 12 and 14.
- (3) If you would prefer the DiSC survey in Excel, email Taylor Mackay at taylor@mackayresearchgroup.com.
- (4) Questions: Contact Taylor Mackay at Mackay Research Group (720) 890-4255 or email taylor@mackayresearchgroup.com.
- (5) Each participant will receive an individual **Financial Performance Report (FPR)**. Please type or print clearly.

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Mailing Address \_\_\_\_\_

City, State, ZIP Code \_\_\_\_\_

Telephone (\_\_\_\_) \_\_\_\_\_

Email Address \_\_\_\_\_

### QUESTIONS

- 1. **Organizational structure** (check one)  
 C Corporation     S Corporation     Partnership     Limited Liability Corp (LLC)     Limited Liability Partnership (LLP)
- 2. **Number of active customers** – 6 or more orders annually ..... \_\_\_\_\_ #
- 3. **Internal Billing Rates**  
 Internal rate for parts (1 = full retail price, 2 = discount from retail, 3 = cost) ..... \_\_\_\_\_  
 Internal rate for service/installation (1 = full retail price, 2 = discount from retail, 3 = cost) ..... \_\_\_\_\_

4. **Number of employees** (all employees, Full-Time Equivalents, including owner/managers)  
 (Count full-time equivalent employees including owners as appropriate. For example, include an employee who works 20 hours a week for the entire year as .5 employees; one who only worked three months as .25.)

Executives (Owners, Senior Level Managers, V.P., etc., excluding sales).....# \_\_\_\_\_#

Outside Sales including sales manager ..... \_\_\_\_\_

Sales Support / Customer Service / Inside Sales ..... \_\_\_\_\_

Rental Department including manager ..... \_\_\_\_\_

Parts Department including manager ..... \_\_\_\_\_

Service Technicians..... \_\_\_\_\_

Service Dept. other than techs, including manager and administrative/support..... \_\_\_\_\_

Warehouse Employees / Drivers..... \_\_\_\_\_

All Other Employees, Administrative / Clerical, and other employees not included above ..... \_\_\_\_\_

**Total Full-Time Equivalent Employees** .....# \_\_\_\_\_#

5. **Salaries, Wages, Commissions & Bonuses**  
 (W-2 compensation, exclude fringe benefits)

Executives (Owners, Senior Level Managers, V.P., etc., excluding sales).....\$ \_\_\_\_\_\$

Outside Sales including sales manager ..... \_\_\_\_\_

Sales Support / Customer Service / Inside Sales ..... \_\_\_\_\_

Rental Department including manager ..... \_\_\_\_\_

Parts Department including manager ..... \_\_\_\_\_

Service Technicians..... \_\_\_\_\_

Service Dept. other than techs, including manager and administrative/support..... \_\_\_\_\_

Warehouse Employees / Drivers..... \_\_\_\_\_

All Other Employees, Admin. / Clerical, and other employees not included above... \_\_\_\_\_

**Total Salaries, Wages, Commissions & Bonuses** .....\$ \_\_\_\_\_\$

6. **Technicians**

Total technician applied hours (hours which could be billed for jobs) ..... hrs. \_\_\_\_\_ hrs.

Total labor hours actually billed (internal & external, incl. customer, warranty, preparation, rental, rebuild, FM, OM) .. \_\_\_\_\_ hrs.

Total hours paid to technicians (time clock, vacation, holidays, paid time-off, etc.) ..... hrs. \_\_\_\_\_ hrs.

7. **Service**

Service calls per month.....# \_\_\_\_\_#

Service vehicle expenses .....\$ \_\_\_\_\_\$

Service vehicle expenses recovered .....\$ \_\_\_\_\_\$

Jobs/projects requiring installation per month .....# \_\_\_\_\_#

8. **Short Term Rental**

Short term rental units.....# \_\_\_\_\_#

Acquisition value of short-term rental fleet.....\$ \_\_\_\_\_\$

Time utilization of short-term rental fleet (percentage).....% \_\_\_\_\_%

9. Average Accounts Receivable (sum of 12 Month-End Balances ÷ 12).....\$ \_\_\_\_\_
10. Average Accounts Payable (sum of 12 Month-End Balances ÷ 12) .....\$ \_\_\_\_\_
11. **Inventory Aging** (Percentage of each inventory category)
- New Power Equipment over 12 months old ..... \_\_\_\_\_ %
- Used Power Equipment over 12 months old ..... \_\_\_\_\_ %
- Parts Inventory over 12 months old..... \_\_\_\_\_ %

12. **BALANCE SHEET** (end of fiscal year)

**Assets**

Cash & Marketable Securities .....\$ \_\_\_\_\_

Accounts Receivable (trade receivables, less allowance for bad debts) ..... \_\_\_\_\_

**Inventory**

New Power Equipment Inventory ..... \_\_\_\_\_

Used Power Equipment Inventory..... \_\_\_\_\_

Parts Inventory..... \_\_\_\_\_

All Other Inventory ..... \_\_\_\_\_

**Total Inventory** .....\$ \_\_\_\_\_

Other Current Assets..... \_\_\_\_\_

**Total Current Assets** (Cash + A/R + Inventory + Other Current Assets) .....\$ \_\_\_\_\_

Rental Fleet (net of depreciation) ..... \_\_\_\_\_

Other Fixed Assets & Noncurrent Assets (net of depreciation) ..... \_\_\_\_\_

**Total Assets** (Total Current Assets + Rental Fleet + Fixed Assets & Noncurrent Assets) .....\$ \_\_\_\_\_

**Liabilities and Net Worth**

Accounts Payable (trade) .....\$ \_\_\_\_\_

Notes Payable, Line of Credit, Current Portion of Long-term Debt (due within one year) ..... \_\_\_\_\_

Other Current Liabilities (including accruals, taxes, benefits, etc.)..... \_\_\_\_\_

**Total Current Liabilities** .....\$ \_\_\_\_\_

Long Term Liabilities (not due within one year) ..... \_\_\_\_\_

Loans from Stockholders..... \_\_\_\_\_

Net Worth or Owner Equity (include paid-in capital & retained earnings) ..... \_\_\_\_\_

**Total Liabilities and Net Worth**.....\$ \_\_\_\_\_

13. **Previous** fiscal year Net Sales (2018) .....\$ \_\_\_\_\_

14. **INCOME STATEMENT** (12 months of data)

**Net Sales** (less returns, cash discounts, and allowances & sales taxes) .....\$ \_\_\_\_\_

Cost Of Goods Sold (including freight-in, less purchase discounts) ..... \_\_\_\_\_

**Gross Profit** (Net Sales - Cost Of Goods Sold) .....\$ \_\_\_\_\_

**Payroll Expenses** (exclude service tech wages included above in COGS)

Salaries, Wages, Commissions & Bonuses (except tech wages included in COGS).....\$ \_\_\_\_\_

Payroll Taxes (FICA, unemployment, Workers' Comp., **all employees**)..... \_\_\_\_\_

Group Insurance (Health/medical insurance, group life. **all employees**)..... \_\_\_\_\_

Employee Benefits (pension, 401(k) & benefits not mandated by the govt., **all employees**) ..... \_\_\_\_\_

**Total Payroll Expenses** (salaries + payroll taxes + group insurance + benefits) .....\$ \_\_\_\_\_

**Occupancy Expenses**

Utilities (heat, light, power, water) .....\$ \_\_\_\_\_

Building Repairs & Maintenance ..... \_\_\_\_\_

Rent or Real Estate Ownership (rent, mortgage interest, bldg., depreciation, insurance, etc.) \_\_\_\_\_

**Total Occupancy Expenses**.....\$ \_\_\_\_\_

**Other Operating Expenses**

Vehicle (gas, oil, repairs & maintenance, insurance, depreciation, leasing, etc.) ..... \_\_\_\_\_

Insurance (liability & casualty, not real estate or group insurance)..... \_\_\_\_\_

Depreciation (exclude rental equipment, building, vehicle) ..... \_\_\_\_\_

Training ..... \_\_\_\_\_

Computer & MIS/Communications (telephone, data lines, cell phones) ..... \_\_\_\_\_

Marketing/Advertising/Website Costs (exclude payroll) ..... \_\_\_\_\_

All Other Operating Expenses ..... \_\_\_\_\_

**Total Other Operating Expenses**.....\$ \_\_\_\_\_

**Total Operating Expenses** (Payroll + Occupancy + Other Operating Expenses) .....\$ \_\_\_\_\_

**Operating Profit** (Gross Profit - Operating Expenses) .....\$ \_\_\_\_\_

Other Income (interest income, gain on sale of assets, rental income, etc.)..... \_\_\_\_\_

Interest Expense (exclude rental fleet and mortgage interest)..... \_\_\_\_\_

Other Non-Operating Expenses (incl. extraordinary expenses,)..... \_\_\_\_\_

**Profit Before Taxes** .....\$ \_\_\_\_\_

Income Taxes (Local, State, Federal)..... \_\_\_\_\_

**Net Profit After Taxes** .....\$ \_\_\_\_\_

15. **Sales & Costs by Product Category**

Sales

Cost of Goods Sold

New Power Equipment .....\$ \_\_\_\_\_ \$ \_\_\_\_\_

Used Power Equipment ..... \_\_\_\_\_

Storage & Handling Products (racks, shelves, bins, drawers, mezzanines, etc.) .. \_\_\_\_\_

Engineered Systems (automated units)..... \_\_\_\_\_

Parts ..... \_\_\_\_\_

Service – Customer & Internal (service tech wages **excluding** benefits for COS) \_\_\_\_\_

Rental Billings – Customer & Internal (depreciation, maintenance, interest for COS) \_\_\_\_\_

All Other Sales..... \_\_\_\_\_

**TOTAL** (Should match Net Sales & COGS on the Income Statement) .....\$ \_\_\_\_\_ \$ \_\_\_\_\_