



And  
**Grandy & Associates**  
 PRESENT



# *Three Days of Intensive Business Training Guaranteed to Increase Your profitability!*

### What is the P4 Learning Lab?

Many companies find themselves growing in sales but shrinking in profits. You and your employees are working harder and getting less for the extra work. Many trade companies are run by some great technicians who need a little help on the business side of their business. Whether you are a new or seasoned business owner, the P4 Learning Lab will help you determine exactly what you need to charge per hour in order to cover all the costs of running your business and still generate the profit you are looking for! Seventy (70%) of companies that hit \$1 million in sales the first time lose money doing it. Find out why before this happens to you.

### Who should attend?

The Learning Lab is appropriate for *any trade contractor*, but will specifically help contractors who are struggling to manage cash flow, recent start-ups, sons or daughters who are taking on a key role in the family businesses, or any business that may be struggling with how to make an acceptable profit or manage

growth.

### What will you learn?

Participants will learn how to “departmentalize” their business and understand which segments are providing the greatest return or loss. They’ll learn how to set prices to match profitability targets, including the benefits of “flat rate pricing”. And they’ll learn how to make spending decisions and what the effect could be on continued business prosperity. This intensive 3-day program has proven to be the smartest move many of our clients have ever made.

### What will it cost and where is it?

The tuition is \$1,795 for the first person from your company and \$795 for each additional person from the same company. Each company receives over \$1,200 worth of profit-building materials! Each person will

receive their own 450+ page manual which includes not only every slide we cover in the three days, but also much of the commentary as well. It becomes a great reference manual for years to come. If you want to learn the “business side of business” this program is for you!

**Three (3) Great Opportunities to Attend the P4 Learning Lab!**

**Aberdeen, SD**  
February 14-16, 2012

**Fargo, ND**  
February 28-March 1, 2012

**Mounds View, MN**  
March 13-15, 2012

**Read on for complete details...**

# Check These Red Flags to See if You're in Trouble ... and Don't Know It!

By Tom Grandy

I have been working with contractors throughout the trades industry for over 20 years. Over that period of time, I have watched a lot of once profitable companies go out of business. Business failure is not an overnight occurrence. The process of going out of business is gradual, often taking three to four years, and most don't even realize they are in trouble.....until it is too late!

I want to discuss a couple of red flags that might just be telling you you're in trouble, without realizing it. As you review the danger signs below, ask yourself "Is that me? Am I in that situation?" If so, you may be in trouble and not even know it! If some of these red flags apply to your business, it's time to make some changes.

- *Are you paying yourself a regular and reasonable salary (from the current income and not from borrowed funds)? If you are unable to draw a reasonable salary from the business, on a regular basis, that is a danger sign. It may simply be a pricing problem, or receivables problem, but take it as a red flag and find out what is going on.*
- *Is your line of credit growing? A line of credit is designed for one purpose and one purpose only. It is to be used for short-term borrowing against receivables. If that is actually how it is being used, your line of credit will be reduced to zero at least once or twice a year. If, however, your total line of credit is constantly growing, this too is a red flag telling you "Trouble ahead!"*
- *Are you able to pay for new vehicles with cash? Equipment replacement costs are typically the second highest cost of doing business. When products and services are properly priced, funds will be available to pay for new equipment--with cash. If you are constantly finding yourself borrowing money when it is time to purchase a new piece of equipment, chances are you are not priced properly.*
- *Are you current with all your suppliers - and especially your distributors (or are you using them as your bank)?*

Cash flow P&L's measure real dollars in and real dollars out, therefore, increasing amounts of money owed to suppliers (payables) will not be reflected in the cash flow P&L statement. Use the balance owed your suppliers as a red flag. "Healthy" companies pay their suppliers on time the majority of the time. "Unhealthy" companies owe their suppliers increasing amounts of money! How do you stand with your suppliers?

- *Are your taxes current? Unpaid taxes are not just a red flag, but are very serious business and can cost a company owner a bunch of money in penalties and interest--not to mention possible jail time. If you are not paying your taxes on time (payroll or personal), it is a GIANT red flag... Trouble is on the way!*
- *Last but not least, do you have REAL money left in your checkbook each month (I don't mean that your accountant said you made money, I mean, do you have real cash dollars in your checkbook after you have paid your salaries? When all of your bills are paid, your line of credit is at zero, you are paying yourself on a regular basis, money is put back for the replacement of equipment, you are current with your suppliers and you still have money in your checkbook--you truly are profitable. Cash is a real truth teller. Your accountant, and/or accounting statement, may or may not tell you that you are profitable, but you can bet if all the things we have discussed are in proper order, your business is healthy!*

Often I talk to contractors on the phone about attending our three-day P4 Learning Lab. And they tell me things like: "We are priced right," "Sales are increasing", "Cash Flow is not a problem" etc., etc., etc. When they are through telling me how great things are, I then respond to them by saying, "I am glad everything is going so well for you; I assume that means you have piles of cash lying around, right?" The phone often becomes very quiet at that point. We, as a people, have become masters at deceiving ourselves. Take some time to review the above red flags a bit more closely and then ask yourself if any of them are being raised in your business. If so, find out what the problem is, and find out quickly!

If you need some help, call us or perhaps consider attending one of our P4 Learning Labs. The Learning Labs are not just for people in trouble, they are also used to help good companies become great companies!

**Want More Information on the P4 Learning Labs? Watch a FREE 19 minute overview on our website at**

**[www.GrandyAssociates.com/DSG](http://www.GrandyAssociates.com/DSG).**

**Space is limited to 15 Companies!**



# THREE DAYS OF INTENSIVE STUDY OF YOUR BUSINESS

## The **P4 LEARNING LAB**

### PLAN NOW TO ATTEND!

#### Here's what you can expect to learn:

- **Develop profitable hourly rates**, by department for increased profit.
- **Create month-to-month cash flow budgets** and learn how to track your progress.
- **Find out if Flat Rate Pricing is right for your company** and how it can increase bottom line profit.
- **Develop the newest methods of collection** while maintaining happy customers.
- **Create a profitable residential Service Agreement Program** for more repeat business.
- **Develop a family budget** to cover your needs and to build the salary you really need into your pricing.
- **Create a computer model of your company** and learn the "what if" process for maximizing profits.
- **Pick up enough tax tips to pay for the program.**
- **And much more!**

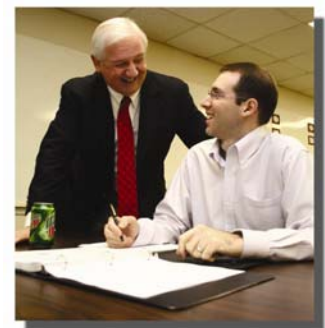


*"I attended one of the Learning Lab courses you gave in Vegas in April and here are the results after six months. Sales up 6%, my wages up 8% and overall company profits up 28%. I don't have buckets of money lying around yet, but I do have at least one. Thanks for all the help and good ideas and advice."*  
Bob Luna, Las Vegas, NV



## You'll also receive more than \$1,200 worth of Profit Building Materials!

1. Class Binder (515 pages) with every slide, plus explanation, at \$75.00!
2. "Labor Pricing for a Profit" - Proprietary software valued at \$400.00!
3. 750 custom-printed Customer Response Cards valued at \$175.00!
4. 500 custom-designed/printed Maintenance Agreement brochures valued at \$250.00!
5. 96-Page Company Policy Manual in Word at \$150.00!
6. "Hire the Right Person For the Job...The First Time" Assessment valued at \$120.00!
7. Two Tax Tip CDs at \$100.00 and much more ...



# Become Part of DSG Profitable Contractor Network That Has Attended the **P4 LEARNING LAB** (Formerly the Basic Business Boot Camp)

## Three (3) Great Locations To Choose From!

### February 14-16, 2012

Ramkota Inn (Best Western)  
1400 8th Ave. NW  
Aberdeen, SD 57401  
605-229-4040



### February 28-March 1, 2012

Ramada Plaza Inn & Suites  
1635 42nd Street, S.  
I-29 and I-94  
Fargo, ND 58103  
701-277-9000



### March 13-15, 2012

Mermaid Inn & Convention Center  
2200 Highway 10  
Mounds View, MN 55112  
763-786-2000



**Space is limited so reserve your seat today!**

(1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

Name(s) of Person(s) attending \_\_\_\_\_

Company Name: \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Phone \_\_\_\_\_ FAX \_\_\_\_\_

E-mail \_\_\_\_\_

### Dakota Supply Group P4 Learning Lab Attendees

- |   |   |
|---|---|
| Paul's Electric   | Cyclone Furnace & Air Duct  |
| Paul & Marlys Dolzenrod                                 | Jodi Nesset   |
| Lightning Electric                                      | Taylor Electric   |
| Dana Gunderson & Chancey Otto                           | David Taylor  |
| K & N Electric  | Wolff's Plumbing & Heating  |
| Scott Kennedy   | Greg Hartman  |
| Dupont Electric   | Clean Plumbing & Heating  |
| Joe Dupont  | Brad Busch  |
| Goff Electric   | Rathert Electric  |
| Greg Goff   | Marti Rathert   |
| Lillis Electric   | Mattern Electric  |
| Bob Lillis  | Eddie Mattern   |
| Nordick Electric  | Don Edwards   |
| Glenda Ellingson  | Plumbing Heating & AC   |
| Todavich Electric                                       | Don Edwards   |
| Tony Todavich, Todd Plaster & Dean Eggebraaten          | Reindl Electric   |
| Advance Electric  | Heath Reindl  |
| Doug Grinde, Josh Grinde, Kent Andersen & Julie Thorsen | John Hoffman Electric   |
| Century Electric  | John & Rachel Hoffman   |
| Greg Matteson   | DW Electric   |
| Lake Region Electric                                    | Darren Wach   |
| Brent & Toni Pflaum                                     | Frontier Electric   |
| Breyfogle Plumbing & Heating                            | Richard Schwingler  |
| James & Molly Breyfogle                                 | Mid-Valley Electric   |
| Howe Electric   | Craig Eriandson   |
| Rick & Pam Howe   | Moorhead Electric   |
| Scott Mayer Electric                                    | Marty Ekren   |
| Scott Mayer   | Elite Electric  |
| Hanson's Plumbing & Heating                             | David & Linda Wells   |
| Robin Hanson  | Modern Electric   |
| Voss Plumbing   | Teri Martinson  |
| Dale Klein & Jeff Ruprecht                              | Anderson Electric   |
| LMS Irrigation  | Jason Anderson  |
| Brent Johnstone   | Fulda Electric Service  |
| E & L Electric  | Pat Loosbrock & Susan Goertz  |
| Tom Lien  | Grotberg Electric   |
| Dakota Electric   | Steve Welken, Wyatt Zoun & Bret Fehr  |
| Brent A. Olson  | Miller Electric   |
| JTI Electric  | Jeff Miller   |
| Tom Anderson  | Scott's Electric  |
| Foley's Heating & Air Conditioning                      | Corey Neuhauser & Scott Neuhauser   |
| Willie Foley  | Sorlien Electric  |
| Hase Plumbing   | Tor Sorlien & Dean Borchardt  |
| Chris Hase  | Otter Valley Electric   |
| West River Plumbing & Heating                           | Byron & Carol Krull   |
| Alan Heim   | Braun Electric  |
| Studd Electric  | Gary & Cheryl Braun   |
| Jess Studd  | American Electric   |
| Bergstrom Electric                                      | Jay Van Voorst  |
| Perry Kleven, Jamie Dietzler & Steve Wasvick            | Al Sutton Electric  |
| Dakota Hills Electric                                   | Albert Sutton   |
| Val Koppong   | Cunningham Electric   |
| Fergus/MHD Electric                                     | Lynn Cunningham   |
| Bob Rick  | Samson Electric   |
| Magnum Electric   | Paul Samson   |
| Dick Beaton   | Richfield Plumbing Co.  |
| Summerville Electric                                    | Dave Adelman  |
| Nathan Summerville & Tyler Summerville                  | Aqua Star Plumbing, Heating & Cooling   |
| Wiebolt Electric  | Joseph Frasier  |
| Darwin Wiebolt & Kris Eaton                             |  |

**Phone, Fax or E-Mail Your Registrations to:**  
Arne Breikjern, DSG Marketing Manager

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