

HUMANE SOCIETIES and ANIMAL SHELTERS

There are not many more things disheartening than the sight of a battered, frightened animal or more pitiful than that of an abandoned litter of puppies or kittens. A general love of animals and their companionship has led to the organization of formal groups which provide low cost services and protective programs for these furry friends.

Supported by local taxes and private donations, humane societies and animal shelters are representative of these groups which provide health and adoption services for hundreds of thousands pets every year. These organizations are represented, if not operating, in every community across the U.S.

Although these animal protective agencies conduct their affairs on a nonprofit basis, they still have-receivable problems demanding attention. These problem collections typically take the form of NSF checks. Non-paying open accounts are also experienced. Humane societies commonly provide:

- pet adoption services
- spay and neuter services
- pet vaccinations
- emergency veterinary services
- pet licensing and tags
- lost pet recovery and microchipping

Each of the above services is provided at the lowest cost possible. Individuals adopting pets are encouraged to have them spayed or neutered to prevent pet overpopulation. Vaccinations are also offered at a low cost so that new pet owners may adopt a dog or cat with shots for around \$50 to \$80. Taking these low balances into consideration, NCS is the most viable option to effectively recover the highest amount while also proving due diligence.

In order to write off any accounts as uncollectible and still qualify for tax-related funding, these agencies must first prove that due diligence was exercised. Most conventional collection agencies will not even accept balances which average under \$100, let alone be able to return any significant portion to the client. NCS is the perfect choice, allowing system users to select the diplomatic approach. They also know exactly what is being communicated to those assigned and the actual duration of the collection process.

NCS's diplomatic series goes hand-in-hand with the collection needs of humane societies and animal shelters. By nature, the individuals involved in operating a humane society are frequently very compassionate. Their love of animals led them to their occupation and this compassion carries over to the treatment of their human customers as well. NCS is viewed as trusted, third party intervention that motivates those with the financial ability to pay their debt and help the humane society. Those beyond their ability can be written off once being passed through the system.

Humane societies currently using NCS are experiencing welcome results. On accounts that average \$65 in balance, NCS is recovering an average 44 percent. The decision maker in a humane society will usually be the director. This individual readily understands that a genuine effort must be made to recover each account. Internal efforts can be costly and consume excessive staff time. With NCS in place, a single in-house attempt at contacting the overdue customer is all that should be made. If they do not make good on their account within five working days, NCS should be introduced. Following this type of assignment pattern, past due accounts will not accumulate into a large and difficult to handle workload. Turning accounts over to NCS at the end of each week will make any amount of accounts receivable easy to manage and eliminate staff time spent on unproductive in-house efforts.

When prospecting humane societies, ask for an appointment with the director. Nearly every other person involved with the organization will be a volunteer, with no direct involvement or influence in the daily operations. Explain to the director that NCS offers a service which thousands of organizations use to maximize their cash flow. After mentioning a few local name drops, inform the director that NCS is also utilized very effectively by nonprofit organizations, such as the Girl Scouts and the YMCA. These groups are receiving full value from NCS and the humane society director should have the opportunity to see how the system works and can be adapted to their individual needs.

Diplomacy, again, will be foremost on their mind -- along with collecting their money, of course. When humane society and shelter directors see the results being obtained for the Girl Scouts and YMCA, be certain to re-emphasize how they control this diplomatic collection process.

Referrals to pet product suppliers and veterinarians are a by-product of a successful sales presentation and personal service. Be sincere in helping clients get the most from NCS and they will happily provide referrals to others who need NCS's professional intervention.

HUMANE SOCIETIES and ANIMAL SHELTERS Market Report

Average age of accounts submitted:	90 days
Average balance:	\$85
Average NCS recovery:	44%
Major problems and concerns:	NSF checks diplomacy non-paying open accounts due diligence
Typical internal collection procedures:	phone calls, in-house letter, write off
Key individual to contact for decision:	director
Key individual to get ARA numbers:	director

INSULATION CONTRACTOR

Upon being contacted for the job, be it residential or commercial, the insulation contractor will usually visit the premises and formulate an estimate. Once an agreement is struck, the job is scheduled and the contractor comes back on the specified date to complete the work. It all sounds pretty simple, but how and when does the insulation contractor get paid?

Routinely, customers are billed after the work is completed and given 10 to 14, days to make restitution. If the project is a Large scale commercial venture, the insulation contractor may be put off for some time before receiving payment. As a subcontractor, the insulation company is awaiting payment from the general contractor, who initially placed a bid to obtain the development project. Then, as various specialty phases of the construction were encountered, subcontractors were called in to perform their trade. These subcontractors, such as the insulation firm, are due payment from the general contractor. However, the general contractor typically does not receive payment from the investment firm until the entire job is complete.

This time lag can grow to the point where subcontractors are forced to file liens against the property to motivate payment. It should be understood that liens do not guarantee payment, they just cloud the title of the property in question. Liens can cost anywhere from \$75 to \$150 to file at the respective county offices.

As an alternative to accepting apparent excuses from a general contractor, insulation companies can more economically and efficiently pursue debts through NCS. Unless there was a specific agreement where no payment would be made until the entire project's completion, which could be several months after the insulation work is finished, the general contractor should be assigned to NCS at 45-days past due. This is a very reasonable length of time, given the fact that several statements were sent and no payment arrangements were made. Or, even if an arrangement was agreed to, NCS should be introduced at the first sign of balking on the general contractor's part.

In residential consumer situations, where additional insulation may have been installed in an existing structure or add on, slow pays and NSF checks are experienced. Typically, a down payment of 20 percent of the estimated bill is made prior to the job's start. And upon completion, the balance is due. Consumers are billed for the balance by mail, unless a personal check was given to the workman who finished the job. Sometimes consumers put off paying the balance, and ignore the past due statements. After two statements have been brushed aside, third party impact is required to bring the full burden of the debt to light.

NCS adeptly accomplishes this task, contacting delinquent customers up to five times to effect recovery. Insulation contractors need to be shown just how simple the system is to use and how fast they can expect to see results from slow-paying accounts and NSF checks.

NSF checks represent a nuisance to these businesspeople. Admittedly, some checks are returned NSF because of an honest error and, in these cases, the customer is more than happy to immediately come down to the business and clear up the matter with the cash. The problems occur with customers who express their regrets and ask that their check be put through the bank again. When informed of the NSF penalties and the need to handle the amount due with cash, they hesitate and try to stall for more time. At that point, no more than five working days after the check was deemed NSF, NCS should be brought in to resolve the debt.

The decision maker at an insulation business is the owner, or contractor himself. Commonly run with assistance of several insulation installers, an insulation business may have several work crews in the field at any given time. And these crews usually complete two to three jobs per day, depending how extensive each job is. Since the bulk of their workday is spent away from the office, the best time to reach the decision maker directly is before 8 a.m. or after 5 p.m. By calling on this business type early in the morning, a positive impression will be made; one in which the decision maker knows that the NCS representative is serious about their profession and gets up early in the morning to help businesses to recover uncollected debt.

INSULATION CONTRACTOR MARKET DEPORT

Average age of accounts submitted:	90 days
Average balance:	\$2,635
Average NCS recovery:	56%
Major problems and concerns:	slow-paying accounts slow-paying general contractors filing of liens NSF checks high cost associated with percentage agencies
Typical internal collection procedures:	past due statements, phone calls file lien
Key individual to contact for decision:	owner
Key individual to get ABA numbers:	owner

INSURANCE COMPANIES

Insurance is one commodity nearly every member of the American public must buy to protect themselves from unexpected costs. This characteristic of necessity usually dictates a need for NCS. Since NCS first started handling accounts receivable in 1981, insurance companies have been well represented among the Company's client listings. As everyone knows, insurance companies offer protection to their clients, much like NCS. Clients pay regular premiums and in return receive compensation when an accident or undesired event takes place. In the course of their business dealings, insurance companies often bear the financial burden they attempt to recover from the party(ies) responsible. When those responsible for an insurance company's loss do not pay, NCS has long been the cost-effective choice for many to motivate them toward payment.

Below are the four areas where most insurance companies use NCS:

- Subrogation Claims - Subrogation is the assumption by a third party, such as an insurance company, of another's legal right to collect damages. In these cases the insurance company has already paid the damages to its client and has been unsuccessful in recovering from the person(s) at fault.
- Earned Premiums - Client has not paid his regular premium, but received coverage over a grace period until the policy was cancelled. A portion of the premium is still due for the coverage received.
- Unearned Premiums - Many insurance companies pay a full year's commission to their agents up front, even though the client is on a premium payment plan. If the client defaults on his payments, the agent then owes a portion of his commission.
- Provider Debit Balance - Insurance Company overpays its client's claim. Upon discovery of the overpayment, policy holder is billed for the amount owed.

NCS successfully recovers these types of accounts for insurance companies of all sizes, from the small one-person office writing policies for assorted companies, to the regional level activity for major insurance carriers across the U.S.

Upon entering the insurance market, it is important to know many companies grant their field offices autonomy to make a decision pertaining to collections. If this were the case, the local agent would be your contact. However, if you are working with a company that does not follow this policy, the vice president of operations, treasurer, controller, or president could be the decision maker.

After setting an appointment with the decision maker, request that the collections or accounts receivable manager be present for the., meeting also. It is important that each be presented the benefits of NCS together. If the user is not included in the meeting, questions and doubts about the system's value will probably be sent back to the decision maker from this individual. When presented together you will be able to address their objections and doubts correctly., making certain that each fully understands how the system is used.

Customer alienation is not a big concern in the insurance market. In subrogation the agency is not attempting to collect from its clients, but a third party. If a premium remains overdue, that former client has probably already gone to a competitor.

Depending on their need, be ready to suggest a 200 to 500 account system or more.

As with every client, stress how early assignment will impact their recovery. Also share the Depreciation Page in the Flip Chart and mention how much money will be saved by initiating an early assignment policy.

When installing the system for your new client, you may want to advise them to use codes to identify their delinquent account types. For example, "Sub" could be used to identify subrogation claims and "EP" for earned premiums. Instruct the user to put the codes in the shaded reference area of the Claim Form. Positive identification of the various account types will enable both you and your client to easily calculate the recovery rates and costs for each one.

As always, referrals are a valuable source of future income in this market. These businesspeople know their competitors and are interested in how they handle difficult situations, such as collections. Before your presentation, research some of the other companies in the area. When the time is right ask the prospect to refer you to them. Doing your homework and being prepared will impress the prospect with your professionalism and earn more money for you in the long run.

Apply these tips along with what you can learn from the NCS pros in your office and soon you will be considered an insurance expert.

INSURANCE MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$1500
Average NCS recovery:	50%
Major problems and concerns:	subrogation claims earned premiums unearned commissions provide debit balances bottom line collection cost
Typical internal collection procedures: statements, Terminology:	phone calls overpayment - insurance company pays too much on claim premium - periodic payment for insurance coverage subrogation - assumption by a third party to

Key individual to contact for decision:

another's legal right to
collect a debt or damages
independent agency -
agent

Key individual to get ARA numbers:

large company - vice
president of head
operations, treasurer,
controller, or president
same as above

INTERNET SERVICE PROVIDERS (ISP's)

Successful NCS sales representatives recognize that information is a powerful selling tool: know your prospects' businesses, learn their billing and collection procedures, find their hot buttons and the sale is in your control. This axiom of "information is power" is especially true in today's fast-paced business world. Through the advent of computer-accessed data on a variety of services and products, "information" in the '90s is much more than power -- it is money.

Today, information on nearly any point of interest, whether it is regarding business or personal hobbies and interests, can be accessed with a few taps of a computer keyboard through the internet. Business transactions, product or service inquiries, news, and even conversations are conducted over the internet. Often referred to as the "information superhighway," the internet is an access to resource thousands of websites for companies and individuals. The explosion of the PC industry in the early 1990s for personal as well as business use opened the door for companies which provide this information access.

Internet service providers (ISP) can be found in nearly every business community. A wide variety of clientele ranging from large multi-office companies to small single-location businesses to individual home-based computers users utilize these services by the millions every day. Service users are typically billed on a monthly or quarterly flat fee basis. A start-up fee may also be applied if not already included in the monthly quarterly payment agreement. This fee is for disk space to store the user's e-mail and for creating their own web page. ISPs can in many ways be compared to telephone long-distance service suppliers; however a fascinating aspect of an ISP is that they offer long-distance communication at a local rate.

The ISP usually has the user sign a subscription to the service, specifically to its terms and restrictions and the ISP's role in the provision of this service. This includes stipulations regarding material and services one wishes to offer over the internet, the use of profanity, and, of course, payment agreement and subsequent continuation of service. Much like every other communication provider, ISPs sometimes have their services taken for granted by subscribers. When not surfing the internet regularly, users can unintentionally give ISP payment low priority among their other bills. Service can quickly be discontinued for nonpayers, but this of course does nothing for the business' bottom line. This situation is an ideal fit for NCS, which helps over 40,000 other businesses maintain current accounts receivable through its motivating series of contacts.

As the internet service provider market continues to boom, so does the success these businesspeople are finding with the collection efforts of NCS/ACM.

JANITORIAL AND CLEANING SERVICES

There are many types of businesses that provide services or products which will always be needed. Despite the advancements in computers and telecommunications which have altered many of the ways industry and commerce operate or, in some cases, have made an entire business obsolete, the services of particular professions maintain a strong foothold in today's business communities. For example, a computer program may reduce an office's need for an outside accountant or bookkeeper, but as long as that office has carpets to clean, windows to wash, and floors to polish it will require the maintenance of a building janitorial and cleaning service.

Maintenance and janitorial companies are prevalent in every city. The services they extend are wide-ranging, from those previously mentioned to emergency and construction clean-up to mini-blind cleaning and pressure washing of the building structure itself. Some promote their services toward specific facilities like hospitals and medical offices, restaurants, and apartment complexes. Jobs are performed on a daily, weekly, or monthly schedule.

The majority of maintenance and janitorial services are independently owned and operated. This market is relatively easy for aspiring entrepreneurs to enter as it requires considerably less investment than many others. Supplies, equipment, labor, and transportation are the requirements of operating this business. Some smaller operators keep costs low by running their businesses from their homes, while others occupy typical office space. Some franchises do exist throughout the market, such as Merry Maids, Servicemaster, and Servpro. However, most maintenance and janitorial services have no corporate affiliation.

Regardless if the client is a residential home or a multiple-office complex, janitorial services usually sign contractual agreements with their customers detailing specifically the tasks to be performed and at what time. Larger customers are typically businesses which are open in the daytime and require their cleaning at night. Residential jobs are generally done during the day, as they require less time to perform and the occupants are not inconvenienced in the way an office staff would be.

A key element of the agreement is how much the services will cost and when payment will be made. Although services can be done on a daily, weekly, or monthly schedule, clients are typically billed monthly. As with any other business where monthly payments are made, timely payment is a must or cash flow will inevitably suffer. Steady cash flow is especially critical for janitorial service businesses as many of them operate within a tight profit margin. They experience the common business obligations such as payments for cleaning supplies, equipment, rent, payroll, taxes, and licensing which need to be met. If these obligations are not met, the owner may soon be forced to find a new line of work.

NCS helps businesses stay current in their A/R and remain among the ranks of the profitable. On these account types with balances averaging \$925, NCS effects an average 65 percent recovery rate.

The business owner of the service is most often the decision maker. These individuals have a considerable personal investment in their business and are quite passionate about it, as they are generally involved in all aspects of it: from securing the job, to doing the job, and then collecting the money for it.

Upon setting an appointment with a janitorial service prospect, as with any other potential client, be sure they understand to have their evidence ready for the meeting. Get the prospect involved in your presentation by touching their emotion regarding the money owed. Do this by asking specific questions about specific accounts, emphasizing the money that is owed to them. "Mr. Prospect, this account for \$900 owed to you is interesting. Tell me about the services you performed for XYZ Company. You and your staff worked hard for that money, didn't you? And, wow, how about this \$770 owed to you by ABC Medical?" Listen to the prospect describe the work done and let them get their feelings worked up. Blanket their other balances with this emotion and introduce how NCS will work for them.

Referrals are also abundant with janitorial service owners. In addition to providing the names of other service providers and janitorial supply companies, these business owners are also familiar with the decision makers of the various companies which they serve. They should know, they prospect for new clientele just as you do! Who knows, your next presentation could be with a large local medical clinic or with the area headquarters of a multi-location chain. Build your rapport with your clients in this industry by showing your commitment to helping their business. As independent owners, they will appreciate your attention and effort. This appreciation will show in referrals and endorsement letters -- all you need to do is ask.

NCS's collection program will add the stability needed in many janitorial service companies. A strict 90-day NCS assignment policy can give any business the cash flow anticipated, keeps accounts current, and alleviates unneeded aggravation. Maintenance and janitorial services keep the offices of thousands of businesses clean. Enjoy the bevy of prospecting opportunities presented by this well established market and show these businesspeople how NCS can help clean up their outstanding accounts receivable,

JANITORIAL AND CLEANING SERVICES MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$925
Average NCS recovery:	65%
Major problems and concerns:	slow-paying accounts customer alienation business reputation

Typical internal collection procedures:

Key individual to contact for decision:

Key individual to get ARA numbers:

high cost associated with conventional
percentage agencies
past due statements, phone calls,
discontinue service

owner

owner

JEWELERS

The retail jewelry market provides ready opportunities for NCS salespeople. Jewelers are in the business of selling products that show commitment or display affection, however when they do not receive payment for their products, jewelers become anything but affectionate.

Unless a jewelry store works with a finance company, they probably carry their own accounts. These high volume dealers often mark their products up considerably and market them to consumers who have no credit, or perhaps a poor credit history. Working in unison with major credit reporting bureaus, jewelry store owners are able to confirm all credit related information provided by their customers and offer them jewelry on a term payment basis.

Credit departments in the jewelry store industry are frequently well managed. If a payment that is expected to arrive on the first day of the month does not arrive, a phone call is usually made to the responsible party on the very next day. Periodic telephone and mail contact is continued until the delinquent amount is cleared.

What can NCS do for jewelry retailers with extensive in-house collection programs to help manage their often lengthy accounts receivable? The NCS service can be used as a collection tool and to aid the efforts of in-house collectors. When used early in the delinquency, NCS's contact motivate debtors to phone their creditor. While it is difficult to rate the overall effectiveness of each call placed by an in-house collector, it is easy to see that incoming calls prompted by NCS's contact are 100 percent effective.

Debtors who call their creditor after receiving a NCS contact are almost always phoning to work out an agreement, which will settle their delinquency. NCS's third party impact provides debtors with their much needed motivation. Conversely, those debtors who do not respond to NCS's mail demands are quickly identified as hard-core collection problems. Once identified by NCS, in-house collectors can concentrate their efforts on these more difficult delinquent consumers.

Always request to speak with the owner when making an appointment with a jewelry prospect. It is critical to gain the owner's interest and support before the credit department manager is brought in. Credit managers are sometimes compelled to jinx a NCS sale because they feel the service's performance will threaten their job security. If the NCS service is presented to the credit manager first, you are almost destined for failure. Get the owner, the real decision maker, on your side first, then let him talk to the credit manager.

Jewelry store prospects must clearly understand that NCS offers them third party motivation for under \$25 per account. When initially contacting an overdue customer, in-house collectors can infer that if the account is not paid immediately it will go to a collection agency. Once on the NCS system, these promises can be quickly backed up to build a greater impact.

NCS's performance in the retail jewelry market is noteworthy. Current clients experience an average 54 percent recovery on accounts` averaging \$2,000 in size.

Some jewelers will want to employ the intensive efforts of ACM to recover their stubborn delinquencies. Extensive credit applications are common throughout the industry and provide ACM collectors with a bevy of information to help effect payment. Exhaustive reference checks are routinely conducted to ensure that all credit information is accurate.

Jewelry store owners in your area need to learn the various benefits NCS has to offer. Concentrate on the jewelers in your area and you may discover a virtual gold mine of business.

JEWELERS MARKET REPORT

Average age of accounts submitted:	45 days
Average. balance:	\$2,000
Average NCS recovery:	54%
Major problems and concerns:	broken term payments high cost of percentage agencies increased cash flow
Typical internal collection procedures:	in-house collection costs statements from credit department, phone calls from in-house collectors
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner, credit manager

LAND TITLE COMPANIES

Every time a piece of real estate changes owners across the country a title company is involved. In most states, a title search is required before any property may change ownership. The search, conducted by a land title company, is designed to protect the buyer and determine if the seller has true title to the property. During the course of the search, investigators may discover liens on the property. Creditors, contractors, and the IRS are some of the most common lien holders. Needless to say, all liens must be cleared before a lending institution will issue a loan for the real estate purchase.

Many title companies also offer mortgage insurance. Regular premiums are paid to ensure the monthly mortgage payments will be met in case of the policy holder's death. Although NCS has been effective in the area of delinquent premium payments, a much larger need exists with title searches. Many different aspects of the land title market have attracted NCS reps over the years. The most prominent being a significant need for NCS's services.

The average person rarely initiates a title search; however, escrow companies, savings and loan associations, and banks all do so on a regular basis. They normally submit a number of searches at one time to the title company of their choice. The average cost for a single title search is around \$300. Obviously, the charges for multiple searches can drive the amount up considerably. NSF checks primarily come from private parties, while the delinquent commercial accounts tend to fall into the slow-pay category.

When approaching a title company, keep in mind that the decision maker is often determined by the company's size. In small operations (a single office business) the owner should be contacted, but in the case of a large company with multiple offices, the controller or vice president of finance are the decision makers.

Typical internal collection procedures consist of monthly statements and, in some cases, a few phone calls. A major concern commonly held by title companies on taking a more aggressive stand on collections is the risk of alienation. These decision makers are fearful that any kind of formal collection effort will cause their customers to take their business elsewhere.

When confronted with the fear of customer alienation objection, sales reps should stress the diplomacy feature offered by NCS. The thank you letter is a strong selling point for prospects concerned about alienation. Reps should emphasize the goodwill that is generated from sending a thank you letter for payment.

If you still experience difficulty overcoming this alienation objection, you may want to ask the prospect a straightforward question. "Mr. Jones, these 90-day overdue debtors have not paid you nor have they sent you any new business in the last three months. Now don't you think they have already taken their business elsewhere?" Not surprisingly, a frank question like this will usually get the prospect thinking about the real value of any future business from his long overdue debtors.

When closing the sale, do not forget to sell ACM. The commercial accounts provided by land title companies are highly collectible.

Referrals can also be plentiful, if you remember to ask for them. Title company prospects are generally reluctant to disclose who their valued clients are, but they will usually provide a few names of their associates within the industry. If you have already sold your new client on the benefits of NCS, they will probably agree to several referrals.

LAND TITLE COMPANY MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$1825
Average NCS recovery:	50%
Typical internal collection efforts:	monthly statements, phone calls
Major problems and concerns:	delinquent title accounts delinquent mortgage insurance premiums customer alienation accepting delinquencies as status quo in the industry
Key individual to contact for decision:	single office - owner multiple offices - vice president of finance or controller
Key individual for ARA numbers:	same as above

LIBRARIES..

Sales representatives are often instructed to use their local public library to research markets and industries that have been identified as having a need for NCS. Library research is available; however, these institutions of self-education have much more to offer.

For years NCS has been the practical choice for many libraries across the country to contact their patrons who have borrowed materials, but have neglected to return them. Replacement of unreturned materials is one of the highest costs experienced by libraries. Considering the average book costs \$25 to \$65 and libraries regularly operate within a 75 to 80 percent return rate, material replacement costs can reach into the tens of thousands of dollars. A medium sized library system normally spends around half a million dollars each year to purchase new materials. Replacement of unreturned materials represents a considerable portion of this amount.

The NCS service is cost effective, providing an inexpensive method to diplomatically contact patrons with overdue material. Diplomacy is very important in this market. Public libraries are supported by taxpayers, and administrators are highly concerned over alienation of clientele. They are in a position of providing education to their communities and cannot risk discouraging a portion of the public from using their services.

When approaching a library, speak with the head or chief librarian. If the library has an administrator, make an appointment with that person. It is essential to be prepared with evidence before the meeting. Of course, obtaining information about the libraries current collection system, average balance, and return rate prior to the appointment is to your benefit.

Be sure to talk in their language during the presentation. Library users are called patrons, not customers, and are never referred to as debtors. With the advent of technology, libraries no longer loan just books. They now have audio and video tapes, phonograph records, films, and more available for home use. The term materials is used throughout library systems to describe items on loan.

Decisions regarding collections are rarely made on the initial visit. Many times a proposal must go before a board of directors or group of county commissioners, so do not feel put off if asked to come back later. Be certain to make yourself available for the board meeting, as you are the most qualified to represent NCS. Your sale hinges upon their decision.

A substantial number of library patrons are children and it is a violation of the Federal Fair Debt Collection Practices Act for a minor to be assigned for collection. In the case of minors, it is very important to advise the system user to fill in the Claim form blank calling attention to the parents (i.e., TO THE PARENTS OF: Johnny Smith). Making contact in this manner complies with federal law.

Libraries are just like any other business in terms of NCS's effectiveness. The user should view NCS as an extension of their own collection process, not as a last resort. Libraries will typically send out a couple of their own notices informing the patron of the overdue situation. If the notices do not produce; a return, the account should be turned over to NCS immediately. Early assignments and the affects they have on the recovery rate cannot be stressed enough. Not even NCS can resurrect the dead!

Public libraries are learning centers providing sources of education to community members. Maybe your local library can learn something from you about collections.

LIBRARY MARKET REPORT

Average age of accounts 'submitted:	90 days
Average balance:	\$150
Average NCS recovery:	37%
Major problems and concerns:	alienation of clientele long overdue materials cost to replace unreturned materials - materials - books, tapes, films, or anything loaned
Terminology:	patron - individual using the library's services
Typical internal collection procedures:	two or more overdue notices sent by mail Key
individual to contact for decision:	head or chief librarian administrator
Key individual to get ARA numbers:	same as above

LIMOUSINE SERVICES

Limousine services extend the luxury of comfortable and pampered transportation to those who request it. Individuals who utilize limousine services are transported to and from work, as is the case with some top level executives of major corporations and movie/TV stars. Others use limo services to be taken to and from their local airport when traveling by air. Still others call on a limousine service when they want to spend a particularly special night out on the town.

Limousine operators experience cash flow problems in a couple of different areas. Slow-paying corporate or open accounts have a detrimental affect on the flow of cash. Customers receiving regular service need to be diplomatically alerted that prompt payment for services rendered is not only appreciated, but expected.

NSF checks are periodically seen in this industry as well. These checks typically come from private consumers who are living beyond their means. They want to experience some of the materialistic luxuries of life, but when it comes down to paying for them, they often come up short. The consequences of third party intervention can bring these individuals around to rectify their account.

Credit card chargebacks are also common in the limousine service industry. Some one-time customers put the limo service on their credit card, then call the card company to dispute the charges and have them taken off their bill. The ensuing battle frequently leaves the limo company without payment and apprehensive toward accepting future business from individuals who appear to match the dispute-type customer.

Limo services can also have problems with the security/cleaning deposit. A standard amount of approximately \$50 is usually required from one-time users to ensure they do not leave the limousine in a state of disaster. Sometimes the damage repaired or extensive cleaning performed exceeds the amount held on deposit. In these cases there is a balance due and NCS has been instrumental in its recovery.

NCS is an excellent tool for the small business operator to recover past due debts. In the limousine services market, NCS is currently recovering an average 61 percent of accounts which average \$825 in balance.

Upon investigating this market, it will be discovered that there is a high density of limousine services in close proximity of metropolitan airports. Determine the locations of these luxury service providers and plan a stuffing campaign to cover them and the surrounding businesses.

Cold call the area within a day or two of stuffing it, then phone call those locations where a decision maker was unavailable for the personal call. Relate NCS's effectiveness in dealing with their specific account types to pique their interest, then close on setting the appointment. Be careful not to oversell on the phone, just set and qualify the appointment. Face-to-face meetings are the only tunes when an order for can be signed and a check produced.

It is not uncommon for a limousine operator to be involved in another business at the same time, such as a tanning salon or retail jewelry outlet, for example. Always be sure to ask about any other business affiliation and determine if there is another area of need for NCS. If there are joint owners, qualify the decision maker's authority ahead of time to see if anyone else would need to be consulted regarding NCS. If so, schedule an appointment where all the required partners can be present. delivering a presentation to half of the decision-making team is a waste of time. Present the entire group at once, then close for the order with all individuals present who could offer up an objection.

Most limousine service operators are acquainted with many different types of businesses through the course of normal operations. Prove the professionalism of a top-notch NCS sales rep and request to be referred to any of their customers who may have a need for NCS. Properly cultivate this referral network and reap the valuable benefits of a complete professional salesperson.

LIMOUSINE SERVICE MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$825
Average NCS recovery:	61
Major problems and concerns:	slow-paying accounts NSF checks credit card chargebacks damage done to limousine
Typical internal collection procedures:	in-house letters, phone calls
Key individual to contact for decision:	owner, managing partner
Key individual to get ARA numbers:	owner, managing partner/bookkeeper

LOCKSMITHS

The Cash Recovery System has universal applications germane to nearly every business. The benefits of NCS are recognized throughout the multitude of industries, be they retail, trade, or manufacturing. This hypothesis is supported by the over 30,000 businesses which have selected NCS's cash flow program to effectively manage their accounts receivable.

Skilled tradesmen are among the many businesspeople who rely on the cash flow advantages provided by NCS. These businesspeople are called upon for their expertise in their various fields. Locksmiths fall into this tradesman category as they provide a much needed service with their special knowledge and ability to tool locks.

A typical locksmith operation is set up with a retail front for walk-in business, offering locks, doorknob assemblies, and duplicate keys over the counter. There is commonly not a high mark up on these items as locksmiths generate the bulk of their profits from specialized field service. Fields services include:

- locks re-keyed
- auto lock outs
- combinations changed
- safes changed /installed

The majority of problem delinquencies experienced by locksmiths involve NSF checks. Personal checks are accepted at the point of purchase or when service is extended in the field. When checks are returned by the bank stamped NSF, the locksmith is confronted by a bit of a dilemma. Locksmiths have a very big problem in that many of their overdue balances are under \$200; too low to experience any great success with a conventional percentage agency. And with the service already extended, the locksmith loses any perceived leverage to collect the amount owed on their own.

Fortunately, NCS provides the ultimate solution to avoid this problem. Through the power of third party intervention and the clout of a fully licensed collection agency, NCS gets results. On these accounts averaging \$255 in balance, NCS recovers an average 57 percent. Results such as these clearly separate NCS from the high cost and low performance associated with the common collection agency.

Upon prospecting the locksmith market, be alert to the fact that more than one individual may be in on the decision making process. It is not uncommon for a locksmith's spouse to keep the books for the business and handle the accounts receivable. Be sure to qualify the decision maker and not overlook the strength of the decision influencer.

When presenting NCS, of course stress the strong selling points. Customer alienation is not a major concern for most locksmiths. For the most part, locksmith accounts represent one time service calls and the probability of any future business is slim. Sell

NCS from the angle of taking undue pressure off of the spouse, or other individual, who must attempt collection.

NCS represents the alternative to self-collection. No businessperson enjoys making collection calls, no matter the balance owed. Promises made often become broken and the businessperson is left with nothing to show for their effort.

To obtain the type of results diagrammed above, NCS should be used at no later than 90 days in the delinquency. Of course, NSF checks should be assigned immediately. Time is of the essence in account recovery and prompt and speedy assignment should be shown as the key to receiving the best results.

The locksmith market could be the key that turns the lock to your prosperous future with NCS. Open the door of opportunity and boldly step through with the power and conviction of NCS.

LOCKSMITH MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$255
Average NCS balance:	57%
Major problems and concerns:	NSF checks slow-paying accounts low cost collections maintain control of accounts in collection
Typical internal collection procedure:	past due statements, phone calls
Key individual to contact for decision:	owner
Key individual to get A RA numbers:	owner, bookkeeper

MAIL FORWARDING SERVICES

NCS representatives can appreciate what it means to be independent, to be in business for one's self. More and more individuals are discovering the benefits of such a livelihood as today's booming economy has afforded many independent and start-up business opportunities. This has also helped make for a more transient society; people are now less likely to remain with a single employer, much less live in the same location and put down roots like those in generations past. Likewise, businesses are becoming more likely to be doing commerce with others outside their own communities as well. Providing services which incredibly meet the needs of all those in the aforementioned considerations are mail receiving and forwarding services.

Mail forwarding services include national franchises such as Mail Boxes Etc. and Pak-Mail. There are also a number of such businesses in single-office locations and locally run in every community. Typical services provided in addition to mail forwarding and receiving include: private mail box rental, parcel receiving and shipping (UPS, FedEx, DHL, other major carriers), overnight letters, domestic and international shipping, stamps | envelopes | packing supplies, and large crate shipping of items such as furniture, antiques, art, and large electronics. Many of these facilities have moved toward extending such "remote office" services such as voice mail, photocopying, word processing and laser printing, fax, and notary.

Many NCS representatives might guess that unpaid balances for private mail boxes (this industry's term for a Post Office Box) make up the bulk of these business providers' collection needs. While this is a need, there are two greater areas which will benefit from the services of NCS: unpaid or open international mail bills and, of course, NSF checks. Upon reviewing this partial list of products and services alone indicates a high promise of NSF checks for the owners of these businesses. Bad checks permeate mail forwarding and receiving services on a number of levels. Many of these services will actually ship a customer's package before funds have been secured. Shipping services are commonly granted before payment in full is received when credit has been extended or a payment plan that has been established. Once the parcel has reached its destination, what motivation does the non-paying customer have to satisfy this account?

This question is better understood when one considers the amounts of some of these businesses' outstanding receivables. Larger packages that may require special packaging or even crating can run hundreds and sometimes thousands of dollars in shipment costs. It is common for mail receiving and forwarding businesses in larger metropolitan business areas or in areas which there is a lot of international business traffic to see such bills as big as \$9,000 or \$12,000 (remember, this could be furniture or other such large items). These are typical hot spots for NSF checks and nonpayment of credit. These dollar amounts are well above the average balance submitted for collection. However, they do exist. Can you imagine what one or two of these unpaid balances can do to one of these franchises or other independently-operated business?

While the private mail boxes are not the greatest concern for these operators, this is still an area in which NCS will be of benefit. What happens when a customer fails to pay on their box? This question presents a very gray area for these businesses. Rather than withholding mail outright, which presents a potentially sticky legal situation, what many of these service providers will do is either give the delinquent customer what mail they have received and lock the box or refuse the package and return it to the sender.

Rather than risk thousands of dollars in a legal matter, there is much less cost risk involved in trying to recover the \$50 to \$70 outstanding on the box's monthly fee.

Many of these companies have already moved into the arena of providing related office services such as word processing, printing and photocopying, and voice mail. Again, NSF checks and unpaid open accounts cut into the continued extension of these services if not dealt with promptly.

What NCS representatives will typically find when prospecting these centers is a small to medium sized office of about 750 to 1,300 square feet in size that generally has a full time staff of two or more people, including the owner and/or operator present. Weekend prospecting can offer the driven rep an opportunity for an on-the-spot presentation as a number are open half to full days on Saturdays with some even extending limited Sunday hours. Keep in mind that centers such as Pak Mail and Mail Boxes Etc. are franchised, and that it is likely that the same individual or group owns same-franchise stores in close proximity. As a franchise shows a good, steady volume of business, the corporate facility may decide to offer a new location in the same market. Since business is good, the present business owner might decide to also purchase this new store to reduce competition and not lose the business they have.

Mails receiving and forwarding services currently in the NCS recovery fold are seeing a 56.2 percent recovery on average balances of \$625. These businesses also can have a number of smaller balances under \$100. It is important that they are reminded of their options in attempting to collect this money: further costly in-house methods, pay a percentage or fee to a typical agency, pay a check guarantee service, or go with the proven success of NCS. Show the prospect how adding the bad check service fee can offset the cost of the service (fees vary from state to state - be sure you understand all your state laws regarding check fees). Early submission of bad checks enhances collectability, which is a key to NCS's success in this market.

The owner is often on-site in the daily operations of these businesses. It is also important to determine if anyone else on the staff will be needed to make a decision on the go-ahead with NCS. Perhaps there is a partner, a spouse, or an operations manager who will be influential in the buying process. As always, all must be in attendance for the presentation who will be in on the decision-making process. And don't forget referrals! These business operators work directly with a wide variety of other companies in your area, so leads and contact names should be readily available!

MAIL RECEIVING AND FORWARDING SERVICES

Average age of accounts submitted:	70 days
Average balance:	\$525
Major problems and concerns:	slow-paying accounts Non-paying accounts NSF checks open accounts ability to collect a wide range of balances
Typical internal collection procedures:	1.close personal mail box -- return mail not picked up to sender. 2. close personal mail box after turning over last mail received to customer. past-due statements, phone calls
Key individuals to contact for decision:	owner operator
Key individuals to get ARA numbers:	owner operator , office manager
Potential "lay-down" franchises:	Mail Boxes Etc., (3,600 franchises worldwide) Pak Mail (350 franchises worldwide)

MEDICAL LABORATORIES

NCS has long been the choice of thousands of medical practices to handle their troublesome accounts. Hospitals, clinics, and individual medical offices nationwide have been experiencing the assorted benefits of NCS's low cost system.

Medical laboratories are another viable branch of the market that NCS representatives are finding especially rewarding. These labs tend to be high volume operations. Large laboratories can see as many as 200 to 300 patients a day and have a great need for a formal collection program. The actual test in which the lab specializes will determine the average account balance. For the most part, labs conducting simple blood and urine tests will have an average balance under \$100. Radiology labs are apt to carry a larger balance as their patients often receive treatment or therapy.

The larger the lab, the more open-minded they typically are toward a collection program. Small labs may be apprehensive, as they can be more reliant on referrals from fewer doctors for their business.

Quite often, payment problems arise from a misunderstanding over billing. A patient's doctor will send them to a lab for a test. Since the doctor sent them, sometimes the patient will believe the lab cost is included in the doctor visit or is covered by their insurance. Upon learning they do owe the lab on a separate bill, some patients either refuse, or are slow to pay.

When insurance coverage is involved, there can be another problem area. Many labs operate under the concept that patients should not be billed until their insurance companies pay. It is not uncommon for insurance carriers to take up to 90 days or more to pay a claim. Under this policy, a patient would not receive a statement until the account is at least three months old.

Remember, patients are responsible for 100 percent of their medical bills, no matter the insurance coverage. Some labs are obtaining successful results by billing their patients covered by insurance for 100 percent of the amount owed. In the statement, a notation can be made that the corresponding insurance company has been billed, but responsibility for payment rests upon the individual patient. Following this program, slow or non-paying accounts are identified much earlier, providing NCS the momentum to successfully effect collection.

When prospecting labs, it is necessary to determine the ownership. Labs are generally owned by a company, corporation, or a group of doctors. Determining the ownership of the lab will help steer you to the decision maker. If involved with a company or corporation, set an appointment with the controller and chief financial officer. When doctors own the lab themselves, see the administrator. Although an office manager may be able to assist in terms of providing ARA numbers, they tend to not be involved in decisions of this nature in the medical lab market.

Depending on the lab's size, they may already be computerized, sending statements and collection letters of their own. When running across this situation, stress NCS's third party intervention. NCS's contacts fully comply with federal and various state laws as they apply, protecting the client from any legal ramifications. Remember, it is effective third party intervention that motivates patients to pay.

The medical lab market has a great need for NCS's low cost service. Put your sales talents to the test and you could become a NCS medical laboratory account collection specialist.

MEDICAL LABORATORY MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$140
Average NCS recovery:	47%
Average NCS collection cost:	14%
Major problems and concerns:	doctor alienation high volume of low balance accounts slow-paying insurance companies
Typical internal collection procedures:	wait until insurance company pays claim, then bill patient, monthly statements in-house collection letters
Key individual to contact for decision:	controller, chief financial officer, administrator
Key individual to get ARA numbers:	office manager, same as above

MEDICAL SUPPLY COMPANIES

Medical supply companies across the nation have long enjoyed the many associated cash flow benefits provided by NCS Inc. Continuing to expand to match the country's growing medical needs, these life-assistance supply firms need a solid inhouse program to monitor and control their slow-pay situations.

The medical supply market is comprised of three areas: manufacturers, wholesalers, and retailers. Some manufacturers market their own products to end-users, and others utilize middlemen in their distribution efforts. Manufacturers and wholesalers typically market their products to hospitals, medical clinics, individual physicians, and retailers. Sales representatives for the supply company make personal visits to their various prospects and show their wares. Related medical journal studies extolling a new product aids the selling process as well as the offering of free samples to encourage use. Medical supply sales to medical organizations and individual physicians are commonly set up on a net-30 basis. Retail sales to consumers routinely require payment at the point of purchase. Slow and non-paying accounts are generally experienced in the net-30 billing situation, while the majority of NSF checks come from over-the-counter purchases or rentals at the retail level. Listed below are a number of general items offered by medical supply companies:

- bandages and dressings
- blood pressure equipment
- surgical instruments
- incontinence supplies
- hospital beds
- physician's equipment
- canes, crutches, and walkers
- wheelchairs and accessories oxygen

Medical supply accounts can be broken down into three average sizes. The lowest average balance grouping, \$790, includes retail accounts. NCS medical supply clients are experiencing an average 45 percent recovery. In the next group of accounts, predominately open wholesale accounts, the balances average \$1465. NCS is recovering an average 73 percent. In the high balance range, mostly manufacturer's accounts, assignments average \$2,700. NCS has been converting an average 73 percent of these.

Of course, to obtain results such as these, timely assignment to NCS is a prerequisite. All NCS clients should be encouraged to follow a firm policy of assignment to NCS at no later than 60 to 90 days. Early assignment to NCS should be made at 60 days past due. Suggest that the NCS user note the insured's name on the second line of the insurance company's address and list their policy number in the reference box of the Claim form. When an insurance company receives contact from NCS, that particular case becomes- a priority account and magically moves to the top of the stack of claims to pay.

If a supply company operates on the manufacturer or wholesale level, the decision maker will usually be the controller or chief financial officer. When encountering a medical supply retailer, set an appointment with the owner. Regardless of the decision maker's title, these businesspeople are most impressed by NCS's diplomacy, ability to speed payment from slow-payers, and monthly updates of each account's collection activity. When used at the proper time, NCS becomes less expensive than in-house billing, and individuals assigned are still directed to make their payments to the system user.

MEDICAL SUPPLY MARKET REPORT

Average age of accounts submitted:	75 days		
Average balance:	Retail	Wholesale	Manufacturer
	\$790	\$1465	\$2,700
Average NCS recovery:	45%	73%	73%
Major problems and concerns:	slow-paying open accounts non-paying accounts NSF checks Diplomacy reduce in-house costs		
Typical internal collection procedures:	past due statements, phone calls		
Key individual to contact for decision:	controller or chief financial officer wholesaler or manufacturer owner-- retailer		
Key individual to get ARA numbers:	same as above		

MOTORCYCLE DEALERSHIPS

"Get your motor runnin', head out on the highway..." This is the opening lyric of the song that many motorcycle enthusiasts consider to be the anthem of their favorite recreational pastime. Fun and freedom are words often used by riders regarding their passion and interest in motorcycles. An interesting parallel can be made between these devotees and the NCS sales champions: NCS representatives enjoy the fun and freedom afforded by the career as independent contractors of The Cash Recovery System while "on the highway" constantly prospecting for new clients. Perhaps the greatest parallel is the motorcycle dealership. Dealership owners benefit from the repeat business of these valued customers. Likewise, their business can profit with a visit from a local NCS representative.

Much like auto dealerships, the shops in this specialized market offer sales, service, and parts. However, motorcycle dealerships provide many additional amenities for their customer base. Clothing and apparel, gift items, books, and other unique and specialty accessories are offered in the showrooms and at the counter. Each rider is as unique as the make of motorcycle they ride. These accessories permit enthusiasts to express their personal ardor for riding, for their favorite motorcycle manufacturer, and for the dealership itself.

Owners and dealership personnel are often very personable with customers, as they all share a common interest in riding and the bikes in general. This helps retain repeat business, which is further strengthened by a customer's devotion to particular makes of motorcycles. Some dealers also offer custom bike building, courses on riding instruction, and take trade-ins of or buy used bikes. Insurance and financing are commonly extended to buyers. Needless to say, many checks and credit cards are handed across the sales counter daily. These considerations, along with financing payments and open accounts, qualify these businesses for the iron horse of third party collections – National Credit Systems, Inc.

When prospecting these businesses, ask to see the owner or general manager. It is not uncommon for these titles to be carried by the same person. Usually present to oversee the daily operations of the dealership, this individual is accessible and setting the appointment is simple. Present NCS's diplomatic features and explain how the owner will maintain full control of the accounts in collection and you will probably have a presentation on the spot. The owner or bookkeeper will have the numbers for taking an ARA. Question the history of each debt (was it parts, service, accessories, etc.) and then tie them all together with how NCS is the most effective solution for the recovery of each one.

Keep in mind that these businesspeople are involved in sales as well. Their days are spent helping people make purchasing decisions and qualifying their prospects' purchase needs. They will appreciate the concern you show for their operation and their customer relationships. Present yourself and NCS as the most professional

alternative to in-house letters and phone calls The-one-time fixed fee is the most economical option against write-offs and the check guarantee services which are commonly used in this market.

Delinquent account balances among motorcycle dealerships average \$380. Assigning these to NCS at 60 days, clients in this market are receiving an average 59 percent recovery. NCS will help these businesses motivate their regular customers without fear of alienation, as reflected by this impressive recovery rate. For the casual motorcycle hobbyist who does not invest as much interest in their bike or riding, they may not regard their payment obligation toward the dealership in high regard. NCS can identify these accounts and, should this customer fail to make satisfactory settlement with the dealership in the five demand series, ACM provides the perfect backup to help make this bill a top priority with the casual patron.

Larger motorcycle dealerships may also carry other recreational vehicles, such as all-terrain vehicles (ATVs), motorscooters and mopeds, or watercraft (commonly referred to by the brand name Jet Skis). This makes no difference to NCS nor the dealer -- it is simply an issue of "money owed to your dealership."

The next time you head out on the prospecting highway, prepare a plan to call on the motorcycle dealerships in your area. With NCS, these businesses can enjoy the fun and freedom provided by a profitable operation, equipped with the easy ride of an up-todate accounts receivable.

MOTORCYCLE DEALERSHIP MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$580
Average NCS recovery:	53%
Major problems and concerns:	NSF checks slow and non-paying accounts alienation and diplomacy fear of loss of regular business cost of third-party collection
Typical internal collection procedures:	phone calls, letters and statements, write-offs
Key individual to contact for decision:	owner, general manager
Key individual to get ARA numbers:	owner, general manager, bookkeeper

MOVING AND STORAGE COMPANIES

Moving to a new residence and office space can be an exciting time in a person's life. However, who looks forward to the actual process of moving? Matters such as wrapping fragile items for packing, deciding what goes with the move and what gets thrown out, labelling boxes, loading boxes, cleaning the house, and cancelling services at the old address while making arrangements for the installation of services at the new address can be summed up as frustration and aggravation. This is why the services of moving and storage (also referred to as transfer and storage) companies can be deeply appreciated.

Moving and storage companies help reduce many of the burdens in relocating, especially when the move is a great distance. Offering packing and crating services, these companies' primary customer service goal is to reduce the stress of moving by providing such assistance in addition to transporting household and office goods. Many movers also promote their services with special mentions given to piano moving, antique handling, and computer and electronic equipment packing. It is evident that competition for customers is as great as each company's expressed concern for those customers' satisfaction.

These businesses are often locally owned, working as official agents of nationally known van lines such as Mayflower, Bekins, Allied, and North American. When researching your local Yellow Pages, you will commonly see two phone numbers: a national "800" number, if an agent of a national company, and a local number. Dial the local number and set the appointment with the owner, who usually works on-site and oversees much of the transport and storage operation. For larger facilities, set your sights on contacting the office manager.

Once the move is made, unpacking is made easy as the boxes are well-organized in their contents and clearly labeled, and heavy items have been professionally moved from the truck into the home or office. However, there is still one item which has a tendency to be lost in move-timely payment.

Moving companies typically bill according to one or all of the following: number of rooms packed; cumulative weight of the items to be moved; and/or mileage. It is common that a percentage down payment of the total moving cost is required before transport, especially when the move is long distance (i.e. out-of-state, or specific miles as determined by the company). Fortunately, checks and invoices can provide moving companies with usually two addresses to contact when payment is not made. Required payment is often asked in the form of a certified or cashier's check presented upon completion of the move. Some companies, if payment is not made at this time, keep the customer's goods in storage.

Next, what happens when too much is moved? That is, many people realize after the move is made that there is a need to store some of their furnishings. Often, the new

office or home space may not be ready for full occupancy for a variety of reasons, or the new occupant simply overestimated the amount of belongings they were moving. Whatever the case, this feature of the moving and storage industry alleviates further headaches.

Storage users often sign a rental agreement, which can be modified to suit their needs, and are obliged to make monthly payments. The agreement is usually priced in terms of the length of time the storage unit will be occupied, set up on a one-month, six month, or one-year time frame. The monthly storage fee is then determined in accordance with this time consideration. If the bookkeeper does not receive payment by the agreed upon date, a late notice is usually sent. Further contact is not commonly made again until the account is 45 days past due.

If the delinquent balance is not paid at 45 days, the storage facility will often have a lien sale -- an auction. However, many owners feel these auctions are time-consuming and not very practical; they often finish on the minus side of the lien imposed and would rather not lose out on the rent owed. There is a long 60-day legal process required in some states to evict a renter. Procedures to do so include public notification in the newspaper and the aforementioned public auction. The owner faces losing up to three months of rent -- two in the original unit and another in the separate unit now used as a property detention area.

A simple NCS installation will encourage these slow-pay account to meet current status. The NCS service can be used on a several different accounts. The principal areas are overdue accounts and NSF checks. NCS can also help those storage owners who feel that an auction is a viable method to recoup their losses. NCS has been successful in recovering the difference between the amount owed and the money collected at the sale. Moving and storage companies with an average balance of \$1,530 are seeing a splendid 56 percent recovery rate on these considerable amounts.

Keep in mind the self-storage market as well while prospecting this industry. Commonly referred to as min-storage and non-affiliated with moving companies, these businesses operate in the same way regarding payment agreements, terms, and collection needs.

Plan to move in on the opportunities offered by this nationwide industry during your next prospecting venture. Show owners of these businesses how NCS/ACM can pack up their accounts receivable troubles and get their operation rolling toward greater profits.

MUNICIPAL COURTS

The gavel sounds and the judgment is handed down, but what comes next? In a municipal court system where judgment is made in the court's favor, payment of said fines or judgement is due. These judgments include traffic fines, municipal fines, code violations, parking fines, and others. But what happens when a defendant declines voluntary payment and refuses to comply with the judgment? This is a common occurrence in a municipal judicial system and, with hundreds of judgments made daily, a formal collection program is required to keep pace with increasing delinquencies.

Actively working the municipal courts can be a very profitable enterprise for NCS sales reps. A municipal court may represent the entire county, or just the city or municipality in which the court is located. Depending on the makeup of the local government structure, exactly which authority deserving of payment due will be determined.

Become familiar with court vocabulary. Individuals who owe money to the court are not referred to as debtors, they are defendants. Collections are termed deficit revenues, and aging accounts are called delinquent nonpays or criminal nonpays. Incorporating these vocabulary terms into your prospecting efforts will help form the foundation of your professional consulting ability.

Representatives interested in pursuing municipal court business should also acquaint themselves fully with the structure of their respective court system. A thorough understanding of the pecking order and steps involved in the decision making process will further reinforce your ability as a consultant.

Typically, three positive decisions are necessary prior to a proposal being placed before a council or board of commissioners. These three decisions come from judges, the budget and finance department, and the leading governmental executive. Swaying each in favor of NCS will take proper preparation and positioning, but the rewards associated with a significant sale will be worth it.

The judicial division is rather cut and dried. A judge may have ruled in the court's favor, yet the judgment was never collected. Judges want to see their decisions carried out, or they would have never made them in the first place. They place justice above revenue and usually base their decisions on these terms.

The budget and finance department is very much revenue oriented. Present NCS as the cost efficient alternative to conventional collections agencies, as well as extended internal recovery procedures. If a defendant does not voluntarily pay the court after a judgment has been rendered, third party intervention is very definitely needed. For under \$25 per account, much less than internal collection costs, NCS contacts defendants up to five times demanding payment. Those with the ability to pay, will do so at this point or risk further penalty by the court.

When gaining the support of the leading governmental executive, usually the mayor, speak in terms of increased revenue. NCS provides a solution where revenue climbs, but taxes do not. Those individuals who are supposed to pay, do, and the rest of the public is not burdened by their debt. Show statistical projections of increased revenue through NCS's proper use.

Also be sure to explain the contact texts in detail, showing that they are not offensive or demeaning. Share a sample set with the prospect and he or she will be able to determine for themselves that NCS represents the most diplomatic means to collect delinquencies.

Upon gaining the approval of these three divisions, a council or board of commissioners vote comes next. Be confident, because with the support of these three factions, NCS will probably be approved. Do not underestimate yourself or the power of NCS. Present yourself and the NCS service with pride and conviction, and those in positions of authority will give you deserved respect.

MUNICIPAL COURT MARKET REPORT

Average age of accounts submitted:	120 days		
	Balances Under		Balances over
Average balance:	\$125		\$300
Average NCS recovery:	31%		52%
Major problems and concerns:	increasing revenue without raising taxes cost effective collection program uncollected judgements traffic fines municipal fines code violations parking fines		
Typical internal collection procedures:	past due notices, possible bench warrant for arrest is issued		
Key individual to contact for decision:	Judicial sector, budget and finance, leading governmental executive, council or board of commissioners		

MUSEUMS AND GALLERIES

Museums and galleries are places where people can go to see works of art in a comfortable and relaxing atmosphere. These places are where cultural values can be shared and personal beliefs broadened.

Although many museums and galleries operate on the premise that they provide educational outlets, they are also business enterprises that must be operated in an efficient manner to guarantee future operations for the long-term. There are museums that receive funds granted from governmental agencies, yet the overall business operation must be conducted wisely or the government funding may cease to exist. Along with soliciting donations to help support their organizations, museum directors and administrators look to other areas to raise funds. Many museums and galleries accept fees from individual artists and groups for space to display their works or pieces. When payment for the space is not made, a delinquent account is created. Charges are also incurred when materials are loaned to another organization for display at a special site. Accounts such as these must be handled properly, or too much time and effort is spent by staffers in-house to effect their recovery.

NSF checks can be encountered by museums and galleries as well. Many times prints of artistic works are made available for purchase, and personal checks are gladly accepted. As with any other business accepting these instruments of payment, museum and gallery attendants should, without making the check writer feel belittled at the point of purchase, verbally confirm the buyer's address and telephone number. It is essential that this information be correct so that, in the case of a returned check, quick and direct contact with the check writer can be made.

Auctions may also be periodically held to help raise funds. Oftentimes, items to be auctioned off are donated by area businesses and individuals. Personal checks are also accepted at these events, so an effective system must be in place to ensure the best chances of recovery should any checks return from the bank stamped "NSF " This is where NCS should be implemented to do what it does best: recover funds due in the most diplomatic and cost effective manner possible. Following a firm 60 to 90-day assignment pattern, (of course NSF checks should be submitted immediately upon being initially returned by the bank) NCS achieves tremendous results. NCS clients in the museum and art gallery market with accounts averaging \$570 in balance are recovering an average 59 percent.

The decision maker in this industry will be the director or administrator, depending on the individual site contacted. Typically open-minded individuals with the ability to visualize, these decision makers are receptive to concepts which can easily increase their profitability.

Staff time on the collection process is a factor, as there is not much of it to devote to this cause. Stress NCS's ease of use, and how the system replaces any repetitive efforts previously made. Once the accounts are transmitted to Corporate, that is it. Staff time

can then be occupied with other activities, as payments and incoming phone calls can be handled as they arrive.

Upon getting one or two museums and art galleries involved with NCS, referrals to others will follow. This industry is highly sensitive to hard-core tactics, and NCS's soft, diplomatic approach is a welcome change. Getting these clients involved with NCS properly during the installation is essential and, when the payments start flowing, so will the referrals.

The Cash Recovery System is a masterpiece in and of itself. Share this work of art with museums and art galleries and help them realize the beauty of NCS/ACM.

MUSEUM and ART GALLERY MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$570
Average NCS recovery:	58%
Major problems and concerns:	fees for display space fees for loan of materials NSF checks diplomacy low cost, third party impact
Typical internal collection procedures:	statements, phone calls
Key individuals to contact for decision:	director, administrator
Key individual to get ARA numbers:	same as above

INSTRUMENT RENTAL & RETAIL SALES

The music industry is rich with opportunities for the NCS sales force: recording studios, publishers, and distributors are among the many businesses which demand that close attention be paid to their accounts receivables area. Perhaps the greatest in need, however, are musical instrument rental and retail outlets.

Learning how to play a musical instrument requires dedication, commitment, and desire in order to adept the talent. Much like becoming a top-notch NCS sales professional, mastering an instrument takes consistent practice every day. The undertaking to learn how to play an instrument is most often taken on by children. School music programs are commonly in place to help students learn the value of group participation and musical expression, while allowing students a launching pad from where they can take off and go as far as they like with their musical ability.

Many school programs may have instruments available for students to use, otherwise rental situations on an individual basis are typically entered. It makes good sense to test the water before plunging headfirst into a decision to rent an instrument prior to making an outright purchase; pawn shops are already full of musical instruments that once belonged to aspiring superstars. Furthermore, a reasonable monthly payment is easier to make than put down payment in full on what frequently are expensive purchases.

When renting an instrument, a coupon payment book may be given to the customer to help assure that the monthly payments are made. If there is not a coupon book, the customer is given other instructions on how and when to make their payments. The customer typically provides their driver license number and proof of home address at the time of rental.

Some customers do purchase the instrument and make monthly payments until they own it outright. Occasionally, these payments are either slow in coming or are not forthcoming at all, sending the merchant into a repossession situation. This alternative can expose the merchant to a great expense. Not only do they have to pay the personnel to make a visit and retrieve the instrument, but there is not much goodwill spread or customer loyalty tendered from a repossession. The instrument may have also been damaged while in the customer's possession and now requires repair before it can be resold or rented.

NCS can act as an intermediary between music shop merchants and their clientele. At the merchant's discretion, NCS can be brought in to rectify either a slow pay situation or recover damages due for repair work. The special "E" text offered by NCS also fills the bill as merchants can break the charges specifically and have them appear on the NCS contact. Direct reference is made to the value of the equipment (instrument) and any other related charges.

NCS clients operating in the musical instrument rental and retail market are experiencing welcome results. On accounts with an average \$855 balance, NCS is recovering an average 51 percent.

Music shop merchants should already realize that when rental instruments are not returned, not only is the current value of the instrument at stake, but any future rental revenue may also be in peril. When phone calls and in-house letters have failed to bring a past due customer to terms, NCS can pick up the tempo with a melody that gets results.

The decision maker in this industry will usually be the owner. Music shops which rent instruments are typically sole proprietorships operated by individuals who possess a deep interest in music expression and education. These decision makers tend to be somewhat liberal in their policies regarding instrument rentals. NSF check and open account collection needs often can be found in other areas as well: sheet and book music sales; instrument repair and tuning; and related equipment and accessory sales. NCS helps put firm procedures in place which will ensure the highest recovery rate and lowest possible cost with respect to managing past due receivables. Help these business owners and their customers come to terms on a most positive note through the diplomatic, third party intervention of NCS.

MUSIC STORES - INSTRUMENT RENTAL & RETAIL SALES MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$855
Average NCS recovery:	51%
Major problems and concerns:	slow-paying accounts non-paying accounts unreturned rentals damaged rentals
Typical internal collection procedure:	in-house letters, phone calls, repossession
Key individual to contact for decision:	owner
Key individuals to get ARA numbers:	owner, bookkeeper

NURSERIES AND HOME GARDEN CENTERS

Even as winter continues to set in and foliage sinks deeper into dormant stages, people are carefully making landscaping plans for the upcoming spring. When spring finally arrives, decorative plants, trees, shrubbery, and ground cover needed to fulfill these plans will be in high demand. Corresponding with this demand, nurseries and home garden centers will be very busy meeting the assorted organic needs of their customers.

There are two basic varieties of nurseries: retail and wholesale. Retail nurseries and home garden centers market their products to the general public. Their customers include typical consumers who want to beautify their property and landscapers and hardeners hired to do the same. Large nurseries operating on a wholesale level market their products to home garden centers and retail nurseries. Landscapers who develop large pieces of property such as business parks or housing developments also use wholesale nurseries.

Whether providing a gross of spruce trees and begonias for a new business park or a few strips of Kentucky blue grass for a homeowner's backyard, nurseries deserve timely payment. Wholesale nurseries frequently extend credit on a net-30 basis whereas retailers experience their cash flow problems with NSF checks and slow paying open accounts. Regardless of their origin, NCS is the best solution for problem accounts receivable.

NCS's performance on these accounts is virtually unmatched. On retail nursery accounts which average \$475, NCS recovers an average 55 percent. NCS performs equally well on wholesale nursery accounts. These larger balances average \$4,485 and NCS's recovery rate averages to a very respectable 56 percent.

Private proprietorships are the norm in the nursery industry, so make an appointment with the owner. However, home garden centers have recently experienced substantial growth due to the backing of corporate entities. Upon determining if a home garden center is corporately owned, seek an appointment with the vice president of finance or controller.

Nursery owners are generally down-to-earth individuals who got into the business because of their fondness for live plants. Unfortunately, sound accounts receivable management techniques do not often accompany their deep feeling for plants. Frequently business managers are appointed by owners to handle the business end of the operation. This management style allows the owner to be more involved in the propagation of their nursery stock.

Upon receiving a NCS presentation, nursery owners are generally quick to come to a decision on NCS. They prefer to make snap decisions rather than tabling them for future advisement. When the facts are clearly presented and the evidence is on the desk, another NCS sale is the only possible result.

Nursery and home garden centers are perfectly suited for new NCS reps to test their sales skills. Plant some NCS seeds with the nursery prospects in your area and see them through to fruition as satisfied NCS clients.

NURSERY & HOME GARDEN CENTER MARKET REPORT

Average age of accounts submitted:	110 days	
Average balance:	Retail Accounts	Wholesale Accounts
	\$475	\$4,485
Average NCS recovery:	55%	56
Major problems and concerns:	NSF checks open accounts slow-paying accounts customer alienation	
Typical internal collection procedures:	past due statements, phone calls	
Key individual to contact for decision:	owner - private proprietorship vice president of finance or controller -- corporately owned	
Key individual to get ARA numbers:	same as above	

OFFICE PRODUCT SUPPLIERS

The equipment provided by office product suppliers is much needed by nearly all businesses. In addition to everyday operating supplies, these retailers provide professional business equipment, such as adding machines, typewriters, and even personal computers needed to carry out a business' basic functions. Some of these retailers specialize in office furniture, while others carry a variety of goods ranging from paper clips to computer diskettes.

New businesses need furniture and equipment in order to operate. Often new business owners overextend themselves when just starting out and do not produce enough revenue to cover all of their debts. If immediate action is not taken to collect on these delinquencies, a patient office product supplier might assume the debtor's lowest priority.

Ordinarily, common operating supplies are paid for on an open account or net-30 basis. On the other hand, major equipment and furniture sometimes do not have to be purchased outright, but can be obtained through a lease agreement. Once again when businesses do not meet their monthly lease obligations, swift action is necessary. Office product retailers typically want those under contract to get back on their payment plan, or return the leased equipment.

The decision maker in the office products industry is usually the company owner. If the business is owned by a corporation, an appointment with the controller or vice president of finance may be necessary. An office supply chain operation may allow their local managers autonomy regarding a decision to enlist NCS's services. A brief investigatory phone call should reveal which of the above to contact for an appointment and presentation.

NCS is currently producing some outstanding results for clients in the office products industry. On smaller accounts with an average balance of \$535, NCS produces an average 56 percent recovery.

When working the larger balance equipment and furniture accounts, NCS's results are even more impressive. On these larger balances that average \$2,990, NCS averages a 78 percent recovery rat. In part, these superior results are what drives NCS head and shoulders above all others in the collection industry.

If these results do not convince an office product prospect to sign right away, try this highly effective close:

"Mr. Prospect, the reason why most companies have invested in the NCS system is because it is like having a collector who will work for approximately two and a half months at a cost of less than \$10 per account. That works out to a little more than 15 cents a day. Where else could you find a collector who will work your accounts

thoroughly and systematically and give you a written progress report each month for only 15 cents a day?!"

The office product suppliers in your area are ready and waiting for NCS to increase their cash flow. Take NCS to these anxious prospects, apply your sales skills, and convert them into satisfied clients.

OFFICE PRODUCT SUPPLIER MARKET REPORT

Average age of accounts submitted:	90 days	
	Smaller Balance	Larger Balance
Average balance:	\$535	\$2,990
Average NCS recovery:	56%	78%
Major problems and concerns:	open accounts slow-paying accounts broken lease	
Typical internal collection procedures:	letters phone calls	
Key individual to contact for decision:	owner, vice president of finance or controller manager	
Key individual to get ARA numbers:	same as above	

OPTOMETRISTS AND EYEGLOSS RETAILERS

In order to provide competent accounts receivable consulting, one must first possess a basic understanding of the particular field in which they are working. Optometry is the profession concerned with examining the eyes for defects or faults. Upon examining a patient, an optometrist can prescribe corrective lenses or other optical aids to treat vision problems. An optometrist, however, is not a medical doctor (M.D.) and is not licensed to prescribe drugs or trained to perform surgery. These areas are reserved for ophthalmologists, who may also prescribe corrective lenses. Next in line are opticians. These skilled eye glass professionals make, fit, and sell the corrective lenses prescribed by optometrists and ophthalmologists.

With this overview digested, we can focus on the retailers in the market: opticians and optometrists. Some optometrists organize their businesses in conjunction with an optician so they may offer eye examinations and eye glasses at the same location. Other optometrists simply prescribed the corrective lenses and leave it up to the patient to select an optician to fill the prescription.

Although they are not doctors, opticians and doctors share a common thread in the minds of many patients. This association is that they frequently end up occupying a patient's lowest payment priority. Once the immediate vision problem is corrected, some patients tend to forget those important people who provided the necessary goods and services.

Along with the medical insurance claims routinely handles by ophthalmologists, optometrists also encounter the same types of problem accounts as opticians. It is not uncommon for those in the optical market to extend credit to their patients. In these cases, NCS reps should make certain a thorough patient information form is used. The majority of problem accounts for optical retailers involve NSF checks. These annoying notes of commerce, once returned from the bank, require swift attention to effect their recovery. NCS is the prescription needed for NSF's to reach recovery quickly and with very little effort expended.

Current NCS client in the optical market experience an average 59 percent recovery on account balances averaging \$275. The average age of accounts turned over to NCS is 60 days, (of course NSF checks should be submitted immediately. These clients can literally see the radical impact NCS has upon their receivables.

The decision maker in this market is usually the business owner. This individual, who is most often on site, has a working knowledge of receivables and knows how their speedy recovery affects cash flow. Upon being shown some of the benefits provided by NCS such as, low cost third party intervention, all money is sent direct

to clients, the ability to monitor accounts through the monthly and online Status Report, and retention of control of all accounts in the NCS system, these prospects require little persuasion to come on board. By means of a complete presentation, optical prospects

come to realize NCS provides the business community the most complete collection program available for the lowest cost imaginable.

New NCS clients need to be made aware of the most efficient method to recover NSF checks. As mentioned earlier, clients should not resubmit any NSF check to their bank. Banks commonly charge \$2 or more to reprocess a check previously designated as NSF. Writers of NSF checks should be immediately contacted by the client and instructed to pay their balance due in person by money order, cashier's check, or cash. If they fail to satisfy their account within the time frame given, usually no more than five days, the account should go direct to NCS. Following this collection schedule, clients will eliminate the bank cost of resubmitting NSF's and improve their recovery by turning them over to NCS when chances of collection are greatest.

OPTICAL RETAILER MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$275
Average NCS recovery:	59%
Major problems and concerns:	NSF checks medical insurance claims low cost third party intervention
Typical internal collection procedures:	statements, in-house letter, phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

PAINTING AND WALL COVERING CONTRACTORS

Abundant in every NCS marketing area, painting and wall covering contractors provide their services to thousands of residential and commercial clientele. Many homeowners or business operators turn to these contractors to ensure a professional and guaranteed look. Rather than save a few hundred or even thousands of dollars for larger commercial jobs, people find the price difference worth the effort saved and call upon a contractor. for an estimate.

Along with residential and single office projects, painting and wall covering contractors also get involved with commercial developments. Apartments, condominiums, townhouses, office buildings, and shopping centers all require interior and exterior painting to some degree. In commercial situations, the painter assumes the role of a subcontractor who works to the specifications provided by the general contractor.

Depending on the size of their business, the painting contractor may have only one work group, of which they are the supervisor. Each day's schedule is planned according to the various jobs booked, so little time is left to pursue overdue receivables. NCS represents an easy and effective means of maintaining a firm hold on unresponsive A/R for these single-proprietor operations.

A painting contractor will usually pay their own employees before being paid themselves when jobs are completed. The contractor may be awaiting payment in full from a general contractor who is stalling their payment obligation, due to the procrastination of the. company heading the development project. Maintaining a steady flow of cash is especially imperative for small businesses. The many problems associated with delinquent accounts, however, can be eliminated with the involvement of NCS in regular A/R collection activities.

NCS's diplomatic contacts can eliminate the adverse effects that slow and non-paying accounts have on a contractor's cash flow. NCS is returning an average 58 percent on accounts with a balance of \$2,180 to its clients in this industry. These results, along with NCS's easy-to-use methods of account submission and the fact that all money recovered is set directly to the contractor set NCS apart from the traditional percentage agencies.

Clients in the painting contractor market will appreciate that they control the Phase I collection process. The owner will decide who will be submitted for collection, when the assignment will occur, and through what level of intensity the account will be pursued. The suspend and reinstate features of the service are also attractive to these entrepreneurs. Being able to suspend the NCS service while their client is making payment arrangements enables the contractor to welcome the client's cooperation, all the while still holding the power to reinstate collection efforts should the client renege in future payments.

Mailing and stuffing is a great way to introduce you and your service to those in the painting and wall covering industry. Follow up on the telephone or in person two days later. The best times to reach these professionals is before 8 a.m. and after 5 p.m., as they are typically on location at a job site during "prime time" prospecting and selling hours. Larger paint and wall cover companies may have an office manager or controller with the power to make a purchasing decision. When cold calling or following up on stuff ingmailing, however, ask for the owner first before accepting the appointment with any other title. The owner in many cases will have a say in the end.

It should go without saying that you can receive enough referrals in this market to literally wallpaper every room in your house! There are plenty of chances to request and receive qualified referrals through the relationships between the different types of contractors operating in related industries. References and introductions to others in the painting and related contractor markets will come quite easily from satisfied NCS clients. Lighting, roofing, landscaping, flooring, and other specialized contractors can all benefit from the services extended by The Cash Recovery System. Also, seek out the various associations of these trades to further supplement your prospecting endeavors.

PAINTING AND WALL COVERING CONTRACTOR MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$2,180
Average NCS recovery:	58%
Major problems and concerns:	general contractors - slow and non-paying accounts residential - NSF checks cost of percentage agencies
Typical internal collection procedures:	past due statements and invoices, phone calls
Key individual to contact for decision:	owner
Key individuals to get ARA numbers:	owner, office manager

PAYROLL PREPARATION SERVICES

It may come as somewhat of a surprise, but payroll preparation services and NCS have a lot in common. Not only do both deal exclusively in cash handling and perform an essential function for most businesses, they offer a further benefit to business operators. In much the same way as NCS frees up a business owner's time and enables them to wholly concentrate on profit generating activities, payroll preparation services handle the often tedious accounting duties linked with the weekly or bimonthly disbursement of employee paychecks.

Payroll preparation services typically bill their customers monthly, and keep in close contact via regularly placed customer service calls. Companies are usually charged on a per paycheck computed and produced basis. Based on how many individual paychecks were produced over a given month, customers are obligated to pay the amount due within 10 to 14 days of receiving notice. When accounts become past due, a service call is commonly made to assure that the payroll service provided has been satisfactory and to remind the customer that payment should be made within a specifically stated grace period.

The real key for a payroll preparation service is to recover past due accounts before resorting to the discontinuation of service. Once the service has been discontinued, the customer involved has very little motivation to place a high priority on paying the amount due. Also, by the time the service is revoked, cash flow at the customer's business may have become so nonexistent that there is not much chance of the payroll service recovering any of the amount due, ever.

Thirty-day assignment to NCS is the best and most effective alternative for payroll preparation services. At 30 days past due, the service will still be in place and a diplomatic, third party can enter the scene to prompt payment. Customer alienation maybe a concern, but when explained in the proper manner, any objection regarding alienation is quickly overcome. In the same manner as most automated billing systems, customers who do not make their obligatory payment within the specified time frame are automatically transferred to NCS for account recovery. Customers who call in response to receiving one of NCS's demands are primed for payment. They just need to be gently reminded of the importance of paying this particular bill.

NCS's performance in the payroll preparation industry is definitely praiseworthy. On accounts with an average \$900 balance, NCS is recovering an average 58 percent of the dollars assigned. If the payroll preparation service is privately owned, the decision maker will usually be the owner. When multiple locations and corporate affiliation exist, the decision maker will frequently be the chief financial officer or controller. Try to determine the ownership status, then call for an appointment asking specifically for the individual with the proper title. A well-prepared NCS representative goes straight to the person who can make a decision, saving valuable time and effort for both the prospective client and themselves.

Remember, the best time to receive what is owed and retain the customer for future business is when the payroll service is still in place. Get the prospect thinking about increased cash flow from the very beginning. NCS also provides the added value of eliminating the troubling decisions associated with accounts reaching 120 days or more. With NCS, this undesirable situation will not occur. Recovery efforts will have already been put into action, and any accounts identified as hard core can be evaluated for further collection effort on a percentage basis.

Referrals possess tremendous potential in the payroll preparation market. Providing payroll services to many small to large size businesses enables these service providers the ability to share quality referrals with deserving NCS professionals. Show respect and care for clients, and they will return their thanks for a job well done through referrals to other businesses with accounts receivable management needs.

PAYROLL PREPARATION SERVICE MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$900
Average NCS recovery:	58%
Major problems and concerns:	slow-pay accounts customer retention low, flat fee collections retain control over collection process
Typical internal collection procedures:	past due statements, customer service calls, Discontinuation of service
Key individual to contact for decision:	privately owned -- owner corporate affiliation -- chief financial officer or controller
Key individual to get ARA numbers:	same as above

PEST CONTROL COMPANIES

Throughout the United States, many insects and rodents are considered a danger to human health and a general hazard to buildings and must be dealt with accordingly. Commonly referred to as pests, they inhabit the walls, foundations, soil, and surrounding area of many homes and businesses. Some pest intruders can be eradicated by consumers with over-the-counter pesticides and poisons. When pest problems reach a level beyond the control of these oftentimes lower-grade chemicals, professional exterminators are summoned.

Troublesome pests and their associated dangers are widespread. Not limited to any particular region of the country, these unwelcome guests especially thrive in warmer climates. Termites and other wood-eating insects can ruin a home if left undisturbed to weaken and undermine its structural support.

NCS clients within the pest control industry experience an average 50 percent recovery. Account balances average \$240, although many are under \$100.

The majority of delinquent accounts experienced within the pest control industry are of the non-paying variety. These business operators also see some NSF checks, but bank returned checks are not considered a major problem. What happens many times is a consumer will request an inspection of a structure and surrounding premises. Quite frequently termite and general inspections are performed to satisfy a lender's requirement for a possible upcoming sale. Upon conducting the inspection and writing up a full report, the consumer responsible may not follow the suggested action and delay payment for the inspection. Rates for inspections will vary as to their extensiveness and size of area surveyed, however, they generally fall under the \$50 to \$200 range. Aside from conducting inspections, exterminators obviously do perform the required treatment when requested. They will typically spray the infested areas and bill for their services. Conditional service warranties are common throughout the industry guaranteeing eradication for the specified length of time.

Pest control and extermination service operators are rather open minded toward installing and using a formal collection system. These businesspeople routinely give their customers every benefit of the doubt in determining if the pest problem has been eradicated. They frequently will even make subsequent visits to ensure the pests have not returned. Upon putting forth such a goodwill effort, these service oriented businesspeople fully expect and deserve to be compensated.

As in many other industries, the decision maker in a single location exterminating business is usually the owner. Quite often pest control services are family operated with the wife handling the office duties and the husband in the field performing inspections and treating pests. In a multi-location situation,, the comptroller or chief financial officer are typically the decision makers. It can be worthwhile to make an investigative call first to uncover pertinent information regarding the decision maker, then follow up with a confident, fact-filled call.

Among the many benefits provided to all NCS clients, those within the pest control industry especially enjoy the speed in which debtors are contacted, retention of control of accounts in Phase I collection, and the recovered cash that is immediately put back into their business, without regard to the individual business volume, NCS gives pest control clients the third party clout they need to collect delinquencies nationwide. Considering the low balances of many of their accounts, NCS's cost effectiveness and success rate virtually eliminate any competition.

Several business associations exist within the industry at different levels. There are national, state, and local pest control associations which provide perfect networking opportunities. NCS reps will discover the associated fruits of business networks.

PEST CONTROL MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$240
Average NCS recovery:	50%
Major problems and concerns:	non-paying accounts slow-paying accounts some NSF checks inspection fees service fees
Typical internal collection procedures:	monthly statements, phone calls
Key individual to contact for decision:	single location - owner multi-location - comptroller or chief financial officer
Key individual to get ARA. numbers:	same as above

PHARMACIES

Pharmacies are representative of the many markets which have an ongoing need for the services of NCS. Plentiful in every metropolitan NCS marketing area, pharmacies can yield an abundant supply of NCS sales.

Specific training and extensive schooling is required to become a pharmacist. The pharmacist must build a working knowledge of prescription drugs and the effects they have on the human body. They often must learn how to run a business as well. Combining the responsibilities of running a business and dispensing medical prescriptions make for a tall challenge. Yet thousands of pharmacists take to the task and provide their surrounding communities with personal service and promptly filled prescriptions for medical-related ailments.

There are, naturally, some problem accounts that are routinely experienced in the course of running a pharmacy. Most pharmacies maintain open accounts for local doctors, clinics, and hospitals. This type of account requires close monitoring to ensure that monthly payments are made in a timely manner. NSF checks are also experienced in purchases made over the counter. These need to be dealt with swiftly in order to achieve the highest level of recovery.

Pharmacies must also work directly with insurance carriers. Who else better to handle such cases than the insurance resolution specialists of NCS! The consumer often pays a co-payment at the window for their prescription, be it as low as \$3, \$5, or \$7 in many cases. Just like a doctor bills the insurance carrier for service rendered, pharmacists must also submit claims to the carriers for reimbursement. Pharmacists also run across Workers Compensation claims. These claims, of course, are not immediately determined in each case. So when the pharmacist has filled a prescription presumably for a consumer who has been granted Workers Compensation, and the filing has been turned down, the pharmacist has received nothing than perhaps the co-payment on a prescription tendered.

Business ownership comes into the picture in determining the identity of the decision maker. Often independently owned and operated, the pharmacist is frequently the sole decision maker. If the pharmacy is a chain operation, the decision maker will be a member of the corporate entity's management structure, such as the controller or chief financial officer. Regardless of the decision-making team's make up, NCS should be presented as an internal tool that reduces in-house billing costs and increases cash flow. Through diplomatic contact, NCS's positive impact is felt as seriously delinquent accounts are eliminated and incoming cash is kept at a steady flow.

Like most business owners, pharmacists keep a full schedule. When not filling prescriptions, they can usually be found evaluating their inventory or performing other necessary duties pertinent to operating a business. A brief cold call may be the best approach to setting an appointment with a pharmacy. Typically found at work behind the counter, the pharmacist is very approachable. Pharmacists are often asked

(or required) to advise a customer, and they completely understand the concept of applying the best solution to a specific situation. Through a simple introduction and delivery of an attention-grabbing line, the pharmacist will usually become available for an on-the-spot presentation, or an appointment for later in the day or week.

NCS has been providing pharmacy clients with exceptional performance on their problem accounts. On accounts with an average balance of \$840, NCS is recovering an average 51.3 percent. The number one feature that appeals to pharmacies is the system's ease of use. Pharmacists, by merely writing down the individual's name, address, and amount owed, (via Claim form or entered electronically), bring NCS is on the scene. The option of selecting a diplomatic or intensive approach is also viewed as a real plus. Considering the business -dispensing products that help heal health-related ailments -- in which pharmacies operate, pharmacists enjoy the choice of sending a courtesy notice or intensive demand on a case-by-case basis. Also, the thank you letter is a tremendous feature. Sent to customers whose future business is welcome, the thank you letter lets them know their patronage is appreciated.

A tremendous referral factor exists in the pharmacy market. Health care providers regularly do business with their local pharmacies, which develops a strong working relationship between them. The pharmacist becomes very familiar with doctors and clinics in the area and can provide that important introduction which leads to creating more satisfied NCS clients. In almost every case when prospecting or going on an appointment in a medical park or building, a NCS rep can expect to find a pharmacy on the grounds or within a short walking distance of the facility - or both. Pharmacies found in medical parks or buildings will typically have a specialist "tie-in" to the practices of that particular park or building. For example, a medical building occupied primarily by podiatrists may have a pharmacy that carries a large supply of special bandages, splints, etc. specifically suited for prescriptions from these practices.

Personal service is extremely important in this industry, so make certain that regular calls are made. Maintaining a favorable level of recovery and prescribing the type of accounts receivable management advice that keeps customers' good will intact will ensure a happy client for years to come.

PHARMACY MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$840
Average NCS recovery:	51.3%
Major problems and concerns:	slow-pay accounts Non-pay accounts NSF checks control of accounts in Phase 1 insurance Workers Compensation
Typical internal collection procedures:	past due statements, phone calls
Key individuals to contact for decision:	private proprietorship - owner, pharmacist corporate controlled -- chief financial officer, controller
Key individual to get ARA numbers:	same as above

PHOTO LABS

Photograph processing labs are among the many businesses that derive tremendous benefits from the use of NCS's service. A large market with many opportunities, the photo lab industry has a great need for NCS.

By the very nature of the business, most photo labs require a formal collection program to some degree. They typically grant credit to most of their customers in return for repeat business. This repeated patronage is what will make a lab profitable; however, when a significant percentage of customers fail to satisfy their accounts in a timely manner, cash flow suffers.

The customer makeup will vary, but most photo labs serve a 50-50 split between retailers and private consumers. Some labs do simple print processing, while others perform specialty jobs according to the customers' specs. These custom jobs include such detailed work as air brushing, converting black and white photos to color, and video transfers, to name just a few. No matter the area of specialty, a common dedication to producing quality work is held throughout the majority of photo labs. It is this high standard of quality that keeps customers coming back for more.

Photo labs must place a high value on their customers' repeated patronage as the market is quite competitive. It is not unusual to find 25 different labs within a 25-mile radius. Some large volume processors do business on a nationwide basis through the mail. These major photo processing labs can have an annual customer base of 30,000 a month. Lab operators are faced with the two-sided challenge of keeping their customers happy, yet getting paid for their services. Herein lies the great need for NCS.

Labs generally bill once or even twice a month. At 60 days, a note may be added to the statement, or a personal call from the owner of the lab may be made. At 90 days, financially smart photo lab owners are forwarding their accounts to NCS. Obviously, account balances vary according to the volume of work provided, but the average balance is \$850. NCS's recovery on these accounts averages 55 percent. These are fantastic results, especially for a business extremely concerned over alienation.

When prospecting the photo lab market, contact the owners. If the lab is owned by a corporation, you will need to see the chief executive officer or vice president of finance. Feel confident about yourself and NCS when initially meeting the decision maker. There may be some perceived competition for the lab's collection business, but no other service can match NCS's high quality, low cost, and superior results.

During your presentation to the decision maker, be sure to sell your consulting abilities. Many of these prospects meet one-on-one with their customers to lay out and discuss the details of any given job. They know what quality customer service is and tend to expect the same from their vendors.

Referrals are free for the asking in the photo lab market. Camera shops, photo equipment suppliers, and other labs are among the related businesses that you can get involved with NCS. Inquire about any business associations as well. These groups have proven to be easy entrances for NCS reps to large numbers of prospects.

Focus on the photo labs in your area and expose them to NCS. A concentrated selling effort will result in mutually favorable developments.

PHOTO LAB MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$850
Average NCS recovery:	55%
Major problems and concerns:	delinquent open accounts diplomacy customer alienation
Typical internal collection procedures:	statements, phone calls
Key individual to contact for decision:	owner, chief executive officer vice president of finance
Key individual to get ARA numbers:	same as above

PHOTOGRAPHERS

Have you ever heard the expression, "A picture is worth 1,000 words?" This saying just may have originated from disgruntled photographers who have to use at least 1,000 words in their attempts to recover slow-paying accounts receivable.

Photographers are representative of the many types of small business operators who can greatly benefit from NCS's time saving and cost effective method of accounts receivable management. Often working very independently, photographers usually take care of all their business responsibilities themselves. This includes prospecting for new business, performing their trade, and collecting fees earned.

Slow-paying accounts can really put a pinch on the independent entrepreneur. Steady cash flow is essential to almost any business' continued operation. Lost accounts come out of profits, and reduced profits translate into a business which is not operating at its highest potential. Even worse, a slow-paying account can soon become a non-paying account if proper measures are not taken to ensure its recovery.

Photography charges differ according to the independent operator. Some charge by the hour, day, roll of film, or number of shots exposed. Studio photographers who shoot portraits indoors and on location typically charge a flat fee for the sitting, and then add on expenses for the length of time the shoot takes. There are also charges for additional prints requested by the customer.

Most photographers do their own black and-white processing and printing. Color work requires more advanced and expensive equipment to process, so the majority of color processing and printing is done by a lab of the photographer's choice. In these cases, the photographer usually has to pay the lab for services rendered before receiving payment from their customer. This sequence of events puts the photographer in the middle, not only providing their service, but actually paying a lab for their customer's work.

In addition to slow-paying and non-paying accounts, photographers also encounter an occasional NSF check. These problem payments must, be addressed in an urgent fashion for the best chances of recovery.

NCS is a perfect fit for this business operator's needs. NCS photographer clients are experiencing outstanding collection results. On accounts with an average \$460 balance, NCS is recovering an average 56 percent.

Prospecting for new NCS clients in this market is easy. Taking a quick look in the telephone directory will reveal the fact that many photographers operate their business under their own personal name. Identifying the decision maker is simple, so call on every one with added confidence.

NCS alleviates any concern a photographer may have over accepting new business on credit. Without NCS's program, they are left to their own devices to recover money

owed for services rendered. Putting the backing of The Cash Recovery System behind a small business operator is like giving each account a personal bodyguard, assuring that third party collection activity may be brought into the picture at any given time. Photographers often work with assorted companies throughout their area. They may specialize in a certain industry, but most are not so selective. Display your professionalism showing NCS's attention to detail with every type of problem account submitted. Ask for referrals to other businesses deserving of the same professional service which NCS routinely provides.

PHOTOGRAPHER MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$460
Average NCS recovery:	56%
Major problems and concerns:	slow-paying accounts customer alienation low cost third party impact
Terminology:	print -- actual photograph or act of producing photograph proof -- a trial print of a negative shoot - act of taking pictures of subject at hand
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

POOL MAINTENANCE

An in-ground swimming pool is, to some, a sign that they have made it -- the big time. To others, it represents an opportunity; an entrepreneurial opportunity upon which a profitable business can be built.

Entrepreneurs operating in the pool maintenance industry provide much needed supplies and services to pool owners. Swimming pools, as well as spas (Jacuzzis) and saunas, require regular maintenance to ensure their continued enjoyment. And pool store owners have identified this need, meeting it in thousands of communities across the country.

Pool services are typically set up in a retail fashion, offering pool supplies for sale over the counter. From pool toys and cleaning accessories, to the various forms of chemicals to keep the chlorine level correct, pool supply stores provide everything necessary to enjoy a backyard pool or spa.

Most pool stores also provide maintenance service for those pool owners who would like a qualified technician to perform the periodic work. In addition to maintaining the correct chemical mix, a pool's underwater surfaces need to be scrubbed on a regular basis. The tile at the waterline, if any, requires cleaning as well. All of this regular maintenance can be performed by the pool service, and the customer is billed monthly.

Swimming pools and spas have a pump and filtration system, commonly located in a covered area nearby. The pump circulates the water and the filter catches the leaves, insects, and other small particles which have fallen into the water. If the pump/filtration system should fail, a service call to a pool service is made and the technician visits to troubleshoot the problem.

From the above description, one can deduce the primary areas in which NCS can speed up slow-paying accounts, recover NSF checks, and collect on unpaid service calls. When assigned in a timely manner, NCS performs with great effectiveness on these problem accounts. NCS clients in the pool services industry currently average 56 percent recovery on balances averaging \$485.

The decision maker in the pool services market will be the owner. With a strong entrepreneurial sense, these businesspeople can easily see how troublesome accounts receivable can have a negative impact on their bottom line. Upon receiving an explanation of NCS's program, pool store owners can easily recognize the value and time savings associated with The Cash Recovery System.

Through open-ended questions, determine the prospect's specific needs and desires. Offer NCS as a diplomatic, yet highly effective means of managing recurring A/R difficulties. A pool store owner's time is much better spent in the field addressing technical repairs, rather than in the store calling on delinquent accounts.. NCS eliminates the need for an owner's repetitive contact by taking over this responsibility,

while complete control of the collection process remains with the system user. This feature alone has closed many a sale.

With every prospect, stress the advantage of having a personal service representative at their disposal to address any inquiries or needs immediately. Monthly service calls are a must, however, sincere advice and assistance with handling sensitive A/R situations will ensure long and happy business relationships.

Do not hold your breath, dive right into this market and get in the swim. Pool stores need NCS, so meet their needs and add to your client base.

POOL MAINTAINANCE MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$485
Average NCS recovery:	56%
Major problems and concerns:	diplomacy/customer retention control over accounts in collection low collection cost monthly updates on collection process
Typical internal collection procedures:	past due statements , phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

PRINTING COMPANIES

The printing industry produces every kind of printed material from flyers and calendars to blueprints and even Bulletins. Thousands of businesses rely on printing companies for the dissemination of their particular printed messages.

Most every business needs the services of a printer at some time. Be it a \$15 order of business cards for an independent businessperson, or a \$20,000 run of annual reports for a corporation, these items are essential to an organization's continued operation. Like the individual who needs cards to help foster business contacts, printing companies need their customers to pay on time to keep their cash flow steady. The decision maker in the printing industry is most often the owner. The nationally recognized names listed above are all franchise operations where the individual business owners have autonomy in making a decision regarding NCS. When encountering a printing company with multiple location, but is not franchised, the controller or vice president of finance may be needed for a decision.

Problem Account Types

- slow-paying open accounts
- non-paying accounts
- NSF checks

As usual, diplomacy is a major concern to these businesspeople, however, they realize the dramatic affect accounts receivable losses can have on their bottom line. Print shop owners should be encouraged to assign their overdue open accounts to NCS at 90 days. During this course of time, a delinquent customer will have already received several past due statements and probably a phone call or two. If they still have not responded with payment, they should receive a NCS courtesy notice at 95 days. This initial NCS notice routinely prompts the procrastinating customer to contact their printer and folio through on their financial obligation.

When meeting with a printing company owner, push your consulting abilities. Many printers extend credit to their customers on a 30-day net basis. On occasion, and depending on the size of the particular job, printers may require a percentage of the total due up front. Ask the owner to review their credit/information sheet with you. Go over this sheet with the owner line by line making sure all information pertinent to future collection efforts is included.

Current print shop clients enjoy the fact that for a very nominal fee NCS collects their overdue accounts and reopens broken lines of communication. Print shop clients also especially appreciate these system features:

- Retention of control
- All accounts worked equally; regardless of balance
- Money sent directly to client

Finding enough printing companies to substantiate prospecting the market is not difficult at all. These businesses are plentiful in suburban communities and even more so in major metropolitan cities. Some specialize in quick printing jobs, while others concentrate on larger, more complex projects. A typical county will frequently have more than 100 different print shops located within its boundaries.

Referrals are quite plentiful throughout the printing industry. Much of the work done by printers is commercial, so they are in direct touch with many business owners within their community. Either ask for new names or have several already in mind to ask for before leaving a newly signed client. Exercising your utmost professional manner when requesting referrals will almost always pay off in the form of several fresh leads.

PRINTING COMPANY MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$1230
Average NCS recovery:	56%
Major problems and concerns:	slow-pay nonpay NSF checks customer alienation
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	single location franchise . owner multi-location -- controller or vice president of finance
Key individual to get ARA numbers:	same as above

PRIVATE SCHOOLS

The education of our country's children has always been an issue of concern. Parents want to provide their sons and daughters with a promising future; politicians focus their election campaigns and administrations upon creating better schools and learning environments; and, of course, teachers, administrators, and students want the best surroundings in which to instruct and learn. Especially now, perhaps more than ever, education is a topic which raises the passions of these groups (as well as much of society) and ranks number one on the agenda of many community groups.

Classroom violence, overcrowded classes, aging facilities, and a perceived decline in the quality of public education are currently hot subject matters being addressed. These topics among others have parents considering many options to augment their children's education. This helps explain why private schools have experienced such a phenomenal increase in applications over recent years.

Private schools have long held a reputation for offering a higher quality education than that available through the public school system. Class sizes tend to be smaller, allowing teachers to give more attention to individual students and maintain a level of control over the environment. Private school curriculums, particularly on the high school level, are often more accelerated than their public school counterparts. This gives parents and students a general feeling that private education holds several advantages. However, with advantages also come disadvantages - in this case considerable tuition expense.

Just as with most any business, private schools amass some accounts receivable problems. These accounts typically involve overdue tuition payments -- a sensitive issue throughout the education field. Private schools have long been using the services of NCS to increase their cash flow and minimize their AIR. NCS's performance on these accounts furthers The Cash Recovery System from others in the industry: recovering 64 percent. With features such as NCS's courtesy notice and thank you letter offsetting concerns of student alienation, private school prospects further see through these average results how NCS can diplomatically and successfully handle their sensitive accounts - especially in the area of tuition.

Exclusive academies sometimes charge as high as \$18,000 for a single school year. A parochial education (schools with a church affiliation) can run upward of \$10,500 to \$16,000 per year. The extensive curriculum, high quality instructors, and exclusive, personalized education provided are all features and benefits cited to justify these rates.

These costs are often the greatest area of A/R difficulty. Tuition payments can be made weekly, monthly, or annually, depending on an institution's plan, which will vary from school to school. Much like public schools, private schools face particularly difficult decisions when considering their limited options to recovery these costs.

Expelling students can damage a schools community image beyond repair. Some may restrict a student from taking final exams or they may withhold their grades or diploma,

all which can provide unwanted backlash. Church affiliation, if any, must be considered when taking an approach regarding money owed. Typically, private schools rely on phone calls or letters to parents who are behind in tuition payments. As you will see when you prospect this market, NCS provides welcome third party assistance in effecting payment on these problem accounts.

A school's enrollment will commonly determine your decision maker. Regarding school's with a student body of less than 1,000 students, arrange to meet with the principal or dean. When you are prospecting a school with more than 1,000 students, set an appointment with the director, treasurer, or business manager. Take along plenty of reference letters and name drops of area schools successfully using NCS. High-percentage recovery without alienation will impress these individuals most, which is what they desire to maintain their accounts receivable.

Many private schools prepare their A/R business after the school year has ended, but that should not dissuade NCS representatives from hitting this area any time of the year. NCS enables schools to attack problem accounts earlier and better prepare themselves for the upcoming fall enrollment.

PRIVATE SCHOOL MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$1270
Average NCS recovery:	64%
Major problems and concerns:	overdue tuition diplomacy positive community image student/parent alienation
Typical internal collection procedures:	letters (mailed to parent or sent home with student), phone calls
Key individual to contact for decision:	schools with less than 1,000 students - principal or dean
schools with more than 1,000 students	director, treasurer, or business manager

PROPANE and BUTANE GAS COMPANIES

Propane and butane gas companies represent hot sales opportunities for NCS reps to ignite their monthly production campaigns. These businesses have a substantial need that only a collection firm such as NCS can address with diplomacy, tact, and efficiency.

Propane and butane gas companies usually experience seasonal demand. They naturally do the bulk of their business in the winter and colder months. Accounts receivable problems exist throughout the busy months and can grow rather extensive if no effort to collect is made until the seasons change.

The customers in this market are primarily private consumers. They frequently live in outlying areas where there are no city gas lines. Propane and butane gas company operators tend to be very sympathetic to their customers' needs, especially because heat is a basic need in life. These companies are reluctant to discontinue their services for fear they will lose customers and create an unfavorable business image in their community.

Billing practices vary from company to company. However, it is not uncommon for customers to sign a contract for delivery. The contract may call for one delivery a month for 12 months. Customers receive statements every 30 days and are usually considered delinquent at 60 days.

Sometimes the truck drivers who make the deliveries are forced to become involved in the collection process. Typically, they are not too enthusiastic about the idea of playing a collector's role. What is more, customers are commonly not even home at the time of delivery.

Generally, propane and butane gas companies are individual proprietorships. When prospecting this market, some partnerships may also be discovered. It is always a good idea before presenting an owner to first ask, "Do you happen to have a partner, or anyone else who would be involved in this decision?" Clarifying whether all the decision makers are present will prevent any miscommunication of NCS facts from one partner to another.

As previously mentioned, these gas company owners are concerned over diplomacy and customer alienation. Competition is fierce among local suppliers and these owners realize that consumers must obtain fuel from one of them. Owners may fear customer loss, but they want to eliminate their persistent accounts receivable problems.

Costs for propane and butane gas service commonly range between \$60 and \$125 a month. It is suggested that accounts be referred to NCS at 65 to 70 days, an age early enough to get customers back on good terms with their fuel supplier. Following this pattern, accounts turned over to NCS generally appear in the \$120 to \$400 range.

These relatively low balances fit perfectly into NCS's cost effective, fixed fee program, as opposed to being skimmed over by a percentage agency.

Although these gas companies experience the majority of their A/R problems in the open account category, they also see some NSF checks and skip accounts. Occasionally consumers who rent property will move without notifying their gas supplier. ACM has been successful in these cases locating and recovering from those who have skipped out on their fuel bills.

As in any presentation, remember to inquire about any related business associations. The possibilities are limited when given the chance to contact fellow members within a newly-signed client's business association. A confident NCS sales representative, coupled with a member's endorsement, is the proven formula that has led many to make multiple sales in the same industry.

Propane and butane gas companies have become an explosive prospecting avenue for NCS sales representatives. Put your efforts to work in their industry and heat up your sales and service portfolio.

PROPANE and BUTANE GAS COMPANY MARKET REPORT

Average age of accounts submitted:	105 days
Average balance:	\$340
Average NCS recovery:	56%
Major problems and concerns:	open accounts NSF checks fear of customer loss sympathy toward customers' needs
Typical internal collection procedures:	monthly statements, phone calls personal contact with customer by delivery person
Key individual to contact for decision:	owner
Key individuals to get ARA numbers:	owner, controller

PUBLIC RELATIONS AGENCIES

Image is everything. Companies and individuals spend millions of dollars every year to enhance their images through public relations campaigns. Public relations agencies provide a multitude of services and capabilities to clientele seeking to shape the way in which they are perceived among the marketplace.

The public relations function should not be confused with advertising; the former is often considered to be perception of a company or individual while the latter is the marketing effort of the product or service provided. In essence, advertising can *be* public relations, but public relations is not considered advertising -- especially by PR practitioners. The primary purpose of public relations activity is to help an organization create and maintain a social climate in which it can most favorably prosper, serving as an interface between the organization it represents and the segment of the population which the organization serves.

Some of the variety of services provided by PR agencies include:

- The development of comprehensive marketing plans - This usually entails in-depth situation analysis including strategy development, surveys, polls, focus groups, archival and database research, the Internet and the World Wide Web.
- Media relations and publicity -- Serving as a media liaison and advisor, often through press releases via newswire distribution, mass mailings, fax broadcasts, and, again, the Internet and WWW.
- Publications -- This includes writing and editing, design, layout, and production supervision. Format examples can be annual reports, brochures, newsletters, magazines, and even scripts for speeches and presentations.
- Special events management -- PR agencies will coordinate program design and promotion. Some agents will even specialize in such areas as complete campaigns, open houses, and educational programs. "Kick-offs," an event for the inaugural day of an operation's campaign, are a specialized service readily provided by many
- larger agencies.
- Promotion - Advertising concepts, media placement, sales incentives and signage, direct mail and mailing list organization are contained in the sphere of many public relations facilities ongoing operations. Promotion campaigns can be targeted by size, demographics, ZIP, and SIC Codes. Photography, television, radio, and multimedia campaigns.

Large, metro-based agencies will offer many, if not all, of the aforementioned services. They will also serve the public relations needs of a client on-going, in many cases. Meanwhile, smaller agencies will often handle a single campaign or concentrate on particular aspects of the public relations process. Some even serve as subcontractors for the larger firms. Freelance writers, researchers, graphic artists, and photographers are often contracted by agencies in order to fully provide these services. Agencies may also specialize in targeted industries, such as healthcare, banking and finance, and nonprofit organizations, for example.

Most of the costs of a PR person or firm are for personal time. There are three basic methods for determining client charges: fixed fee, fee for services plus out-of-pocket expenses, and retainer. The fixed fee is an advance for all work and expenses. (This is seldom used by larger agencies, as projects tend to require changes before and during implementation.) Charges for service fees plus out-of-pocket expenses is the most common form of billing, which includes travel, communications, and when applicable, hotel expenses and meals. The third, retainer, covers counseling, supervision, profit, and overhead. Overhead includes all of the indirect expenses of doing business: utilities, office supplies, equipment usage, and secretarial, clerical, and other FTE (full-time expenditure) costs. Extra charges are made for services at hourly rates that reflect payroll costs plus out-of-pocket expenses. Many large firms charge a retainer that covers counseling, supervision and profit, with an additional charge covering payroll and overhead expenses. All out-of-pocket costs are extra and billed as such. The cost of staff time spent on a project is staff salaries, usually prorated to the nearest hour. The cost of executive time and supervision depends on the size of the agency: Large ones have executive oversight; smaller ones include the executive among the staff part of the time.

The expenses of running a PR agency are defined as chargeable (client meetings; interviews, surveys, and material placement; supervision of material distribution and assignments; and hourly charges dedicated to assignments) and nonchargeable (maintaining media contacts; agency staff meetings; business solicitation; and time spent on agency matters). Expenses mount quickly for any agency, regardless of its size. PR practitioners are faced with the burden of not only motivating their clients' commitment to campaigns, but also that of collecting for these services when clients back out or feel that they do not need to pay when maximum results are achieved. NCS can provide the perfect third-party representation for agencies looking to enhance the image of their A/R.

NCS serves as the ideal reminder for delinquent clients of PR agencies that there is a responsibility to met regarding services contracted. PR practitioners and agencies are recovering an average of 59 percent of accounts submitted. This is impressive when one considers that the average balance being worked in this industry is \$2,375. NCS's diplomatic contacts also help PR agencies, both large and small; maintain valuable repeat business and referral sources. ACM Phase II supplies this market with the perfect backup when PR clients are unresponsive to Phase I. The services have been rendered, the bill has been determined valid, and the balances can be considerable. Remind the PR prospect that their statements have been ignored throughout their in-house efforts and that of NCS's five contact series. Detail how the successful one-two combination of NCS will recover more money at less cost than any standard percentage agency.

The agency owner will often be the decision maker in this field. However, partnerships are common. Often, in larger agencies, there may be a "creative team" - principals who coordinate the production and campaigns. The owner is frequently among the creative

team. The point here is to be aware of all influencers and to qualify any perceived decision-making authority. Extend the courtesy to include all those who will be needed to make the decision to use NCS.

PR professionals know that any successful campaign must be consistently maintained over time, so present The Cash Recovery System as just that - a diplomatic and intensive campaign designed to motivate payment while maintaining the favorable, professional image of the firm. Emphasize the time-saving aspects NCS will have as well. From the responsibilities detailed, you can imagine time is of considerable importance to those in this field. PR agents will take note of how NCS will increase their cash flow and reduce their in-house expenses.

PUBLIC RELATIONS AGENCY MARKETING REPORT

Average age of accounts submitted:	90 days
Average balance:	\$2,375
Average NCS recovery:	59%
Major problems and concerns:	slow and non-paying accounts client alienation agency image reduced staff time on collections
Typical internal collection procedures:	statements, invoices, phone calls discontinued service
Key individual to contact for decision:	owner, senior partner, agency principals (team leaders)
Key individual to get ARA numbers:	same as above

PUBLISHING COMPANIES

Publishing companies have had a need for NCS's service almost since the invention of the printing press. Publishers and printers produce and distribute information on the premise that they will be paid for their efforts, yet frequently their hopes for compensation are met with resistance.

The publishing market includes all companies in the printing business from newspapers to magazines. Across* the country these businesses rely on their advertising revenues to maintain a healthy bottom line. When advertisers are slow to pay, or do not pay, publishing companies experience cash flow problems that require NCS's help.

Costs for advertising space can range from \$25 up to thousands of dollars, depending on the size of the publication. A display ad in a magazine with a substantial circulation will far exceed the cost for a small classified as in a suburban weekly newspaper, however, delinquencies in both of these cases elicit a need for NCS.

Bills for advertising tend to come due at a rather early age. Sometimes they are paid for up front, but for the most part, costs for advertising is on a "bill me later" basis. Publishers realize that their advertisers keep their publication in print and are reluctant to actively solicit payments before bills are seriously delinquent.

NCS's service is the most cost efficient and diplomatic method available for publishing companies to contact their overdue advertising customers. The NCS contacts are specifically designed to effectively communicate the collection demand within the parameters of the law. They diplomatically convey the collection message with conviction and emphasize the importance of clearing the account.

Aside from publications driven by advertising revenues, some publishers also do specialized jobs much like an average print shop. They take on assorted work projects from all different types of businesses. NCS has a major publisher as a client who has a separate operation to print loan payment books for banks and credit unions. When these services are not paid for, NCS is there to help recover the lost dollars.

When approaching a publishing company, make an appointment with the publisher. Depending on the size of the business, you may be referred to a department head, but many times the publisher is in touch with the revenue generated through advertising and is the decision maker. Upon setting the appointment, be sure to inquire about any decision influencers, such as a controller or credit manager. If the publishing company has individuals in these positions, request that they be present for the meeting. Their input and support are invaluable to the success of the NCS collection system.

Publishers are most impressed with NCS's recovery. For a nominal fee, NCS collects overdue accounts and reopens the lines of communication between the publishing company and its customers. NCS is the right tool to elicit a response from delinquent customers who seem to disregard formal billing statements.

To ease any apprehension the publisher may have about their customers becoming upset after receiving a contact from a collection agency, explain that we have a technique to avoid this unpleasant occurrence. All NCS clients are provided with a script in the Claim form folder that may be used in these situations. An accounts receivable clerk can tell overdue customers that the company uses a computerized billing system, and all accounts 60 days past due go directly to NCS. The clerk can initially blame the computer system for any inconvenience or embarrassment, then address the delinquent bill at hand.

Vertical markets are a definite reality among publishing companies. Many times publications are owned by large corporations and operated by their subsidiary companies. Once proving your capable nature and NCS's effectiveness with a subsidiary company, you may find an opening for negotiations with the corporation.

PUBLISHING COMPANY MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$1200
Average NCS recovery:	52%
Major problems and concerns:	cost to collect accounts customer alienation slow-paying accounts
Typical internal collection procedures:	monthly statements, periodic phone calls
Key individual to contact for decision:	publisher
Key individual to get ARA numbers:	controller, credit manager

REAL ESTATE APPRAISERS

The real estate industry is wide open for interested reps. An easy industry to get involved with, real estate appraisers across the nation need NCS's help.

A real estate appraiser is usually called upon when a property owner is selling. With today's property values in a constant state of flux, it becomes necessary for an owner to determine their property's current value before placing it on the market.

An overview of the appraisal industry will uncover two primary areas of specialty: commercial and residential. Although some appraisal firms cover both areas, the majority concentrate in either one or the other. The industry is state regulated as appraisers are required to obtain certification prior to offering their services.

Generally, appraisal firms are organized by a single owner who maintains a staff of certified appraisers. The staff members operate as independent contractors, receiving standard fees for conducting each appraisal. Real estate agencies, mortgage companies, and private consumers are among those who will request an appraiser's services when a property's value is in question. The appraiser travels to the site and conducts a physical inspection of the structure(s) and adjoining land. Both the seller and realtor then use the appraised value as a guide in listing the property.

Slow-paying accounts are among the most troublesome for appraisal firms. Frequently appraisers will do work for a number of real estate agencies on an open account basis. When agencies do not satisfy their accounts within the allotted time frame, slow-pay problems are experienced. Appraisal firm owners are wary of customer alienation and are very concerned with diplomacy; however, they still want their money for services rendered.

Even though it is inherent for appraisal firms to hold onto their accounts in hope of voluntary payments, NCS clients experience the best results when assigning them at 60 to 90-days past due. Current clients in the industry average an impressive 62 percent recovery. The average NCS appraisal account balance is \$2,160, yet this figure can vary dramatically according to the services rendered and amount of credit extended.

When prospecting real estate appraisal firms, request to speak with the owner. No matter what size the company is, the owner is the decision maker in this market. Express your understanding of their common A/R problems and how NCS can solve them. Show prospects that NCS determines whether accounts are simply slow-paying or non-paying very quickly. Upon receiving the first contact, slow-payers will get in touch with their appraisal firm to work out arrangements.

NCS's -real estate appraisal clients especially-enjoy-the speed and cost at which results are produced. NCS effects collection in a diplomatic manner. In addition, at a client's request, NCS will send a thank you letter to help maintain goodwill.

A number of real estate appraisal associations exist on a national level. A quick investigation will uncover several local chapters which meet regularly in your area. Business associations are always interested in sharing information that is useful to their membership. Make an effort to meet with them and you will find yourself presenting many interested prospects, all with similar collection problems. Remember, a well cultivated business association relationship can be invaluable in terms of referrals, endorsements, and reorders.

Real estate appraisers need the help of professional accounts receivable consultants. Apply your sales talent and provide the NCS solution to their A/R problems.

REAL ESTATE APPRAISER MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$2,160
Average NCS recovery:	62%
Major problems and concerns:	open accounts customer alienation diplomacy
Typical internal collection procedures:	statements, phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

RENTAL CAR AGENCIES

In today's fast-paced world of business and commerce, air travel is a highly common occurrence. And, with air fares commonly reduced at gin times throughout the year, pleasure travel increases accordingly. These travelers who use the airways often require their own ground transportation upon arrival at their end destination. Reliant upon rental car agencies for their ground travel connections, these individuals utilize the services of Hertz, Avis, Budget, General, Enterprise, or many other rent-a-car agencies for temporary automobile usage.

Increases in air travel will also impact the car rental industry, and an effective means of managing accounts receivable is essential to keep pace with growing transactions and unpaid account balances. Although the vast majority of rental car transactions involve a major credit card, which is typically preauthorized for the estimated sum of usage, balance due can still exist. Perhaps there is a per mile charge, and the vehicle was returned late at night when the auto rental agents were not on shift. Or maybe the gas tank was not full, like it was when the car was picked up, and now requires filling. Vehicle damage incurred while in the renting individual's possession can also be charged back to the responsible party.

The collection of corporate accounts can also pose a challenge to rental car agencies. These accounts are set up for companies which utilize rental car services with great frequency. Usually billed monthly for accumulated charges, slow-pays in this area are a common problem. The future business provided by corporate accounts is very important, yet payment due for services already rendered is of extreme importance as well. Through NCS's subtle third party conditioning, corporate users are retrained to pay on time.

Of course, NCS cannot successfully recover from credit criminals or individuals intent on committing fraud, but correct use of the system can identify these accounts early so they may be referred to the proper authority. NCS can, however, recover from individuals and businesses which have been neglecting their obligation. With NCS's courteous and very business-like approach to account recovery, cash flow is increased and customer goodwill is not threatened.

The decision maker in the rental car market will either be the controller, vice president of finance, or general manager. A few effectively worded questions are sure to uncover the identity of the real decision maker and any influencers who may be required to institute a change in billing/collection policy.

"If you like what you see, Mr. Prospect, then we are going to do business, aren't we? Then you have the authority to write a check? By the way, it's not at all uncommon when making this type of decision to seek the advice and counsel of your bookkeeper, controller, or another individual related to your accounting function. Do you feel that would be necessary? Fine, I'm looking forward to meeting with you."

Present NCS from the standpoint of being an in-house accounting tool which can determine the potential for recovery rather quickly. For a cost of under \$10 per account, rental car agencies can enlist the power of a third party to contact their accounts, up to five times, and request payment. With all payments directed straight to the system user, there is nothing to lose. NCS's cost is far less than that of continued billing, and effective system usage reveals the especially tough cases. These hardcore cases can then be assigned to ACM or an in-house attorney for further attention.

NCS clients in the auto rental industry are experiencing favorable results with the assortment of problem accounts experienced. On accounts with an average \$750 balance, NCS is recovering an average 50 percent.

When coming around to the close and there is still some resistance, try the net profit close. This closing sequence helps attach the proper value to uncollected accounts and how much they can cost a business in the long run. When effectively communicated, this close can open a prospect's eyes to lost revenue.

RENTAL CAR AGENCY MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$1450
Average NCS recovery:	50%
Problems and concerns:	mileage charges gasoline charges damage charges slow-paying corporate accounts credit card chargebacks
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	vice president of finance, controller general manager
Key individual to contact for decision:	same as above

RESIDENTIAL PROPERTY MANAGEMENT FIRMS

Working under their own ownership, or by means of a contractual agreement, property management firms are typically affiliated with more than one rental location. These locations may have as few as six times (apartments), or as many as several hundred. Obviously, the number of units managed and their occupancy rate will determine the frequency of problem accounts receivable experienced.

Accounts receivable are created by renters who, for one reason or another, are late in making their monthly payment. Eviction is the natural course of action for residents behind in their rent, but NCS can be employed at the proper time to head off unnecessary evictions and help conscientious renters to become current in their payments. Normally, the collection procedure for a property management firm is as follows:

- Rent due on the first of each month. Account delinquent on third to fifth day of the month.
- Renter notified by management posting a notice that the renter has five days to pay or quit, or face eviction from the property. State law will vary, however, the ability to dispute the eviction is common for renters; who then have a legal length of time in which they can stay in the apartment without fearing immediate eviction.
- The next step is a 24-hour notice for eviction posted by the manager and peace officer. The next day the renter is evicted and served with papers that require an appearance in small claims court in the following 10 days. At the same time these papers are served, a new lock may be put on the apartment door along with a lock out sticker. The tenant then has 24 to 72 hours to remove his personal property at the management's convenience.

If the eviction takes place, the property management company will have created its own skip. There are two common situations in this area where NCS can positively impact cash flow. First, an intermediate to long-term resident with a solid history of timely payment is a tenant the management company would like to keep. By using the diplomatic option, property managers employ NCS's third party intervention to gently remind the tenant of their obligation and maintain open lines of communication. Also, the property manager will normally make an exception to the rules and not evict this type of individual, allowing the renter to pay near the end of the month.

The second situation where NCS is useful involves a new tenant who writes a NSF check. This type of individual needs to be dealt with swiftly, ensuring to keep all future options open. Use of the NSF check or intensive service should impart the seriousness of the situation to the renter.

Following NCS's 10-day cycle, overdue renters will be contacted a minimum of three times prior to the end of the month. A large percentage of skips are eliminated and rapport is maintained with long-term residents. The advantage to the NCS client is that a minimal amount of management time is spent contacting the past due renter.

Consistency in recovering the debt is also maintained, especially since property managers handle a tremendous volume of resident contacts during the first week of each month.

Accurate resident application forms and credit checks are critical for effective follow through. When the renter is about to be evicted or if they may skip out, the property should immediately re-verify the renter's employer. After checking with their attorney and depending on the state law, the property management company oftentimes contacts the debtor at their place of employment, making a personal request for payment. It is not uncommon for property managers to be quite skilled at skip tracing, enabling them to crack the psyche of many of their former renters. That is but another reason why NCS is a logical third party choice. The Cash Recovery System provides a cost-effective alternative and can prolong what was once a mutually beneficial relationship.

RESIDENTIAL PROPERTY MANAGEMENT MARKET REPORT

Average age of accounts submitted:	5 days
Average balance:	\$1400
Average NCS recovery:	55%
Major problems and concerns:	eviction paperwork skip accounts
Typical internal collection procedures:	phone calls, five-day pay or quit notice eviction
Terminology:	property -- apartment complex resident -- renter unit -- apartment
Key individual to contact for decision:	owner, apartment manager property manger
Key individual to get ARA numbers:	same as above, bookkeeper

RETAIL COMPUTER SALES AND SERVICE CENTERS

When entering a business place these days, regardless of the company's industry or size, a computer is commonly present. Whether it is a single PC or an office-wide network of users, computer systems are widespread throughout today's marketplace. The explosion of computers and computer-related services over the past decade available to businesses has streamlined many daily tasks such as bookkeeping and inventory into a simple task performed within minutes compared to what once took hours or sometimes days to complete. Communication and education have also boomed through computer use, with the introduction of e-mail, the World Wide Web, and Internet services. Whatever the service sought or performed, computer users have one thing in common - the machine or system itself is needed before any of these tasks can be performed. Retail computer centers offer the services needed to provide this electronic commodity to millions of businesses worldwide.

An important presentation point to note is that while many electronics and appliance centers offer an extent of such services, these specialized stores focus exclusively on the specific computer needs of their customers. Computer centers commonly offer supplies and lease arrangements in addition to equipment sales.

Not surprisingly, over the course of providing their products and services to the business community, computer centers experience problem accounts.. A typical retail center will have problems in one or more of the following areas:

- Open Accounts - Business customers are frequently extended credit on a net-30 basis. Computer centers can experience a significant slow-pay problem here.
- Broken Lease Payments - Some customers will enter into a lease agreement for the equipment and service provided. When they fall behind in their payments, immediate action must be taken.
- Deficiency Balances - A deficiency balance. could be incurred when equipment is repossessed. If more money is owed than the equipment's current value, the difference is a deficiency balance.
- NSF Checks -- Checks returned by backs for nonsufficient funds in the check writer's account.

The majority of accounts handled by computer centers are commercial, or business to business. This type of account tends to be highly collectible. Current computer center clients average 65 percent recovery. Account balances will vary radically according to the complexity and number of components purchased. NCS's truly outstanding results are major contributors to its increasing usage throughout the computer industry.

When prospecting computer centers, schedule an appointment with the owner. If there are multiple locations, you may need to talk with the resident manager first, but most often the owner is the real decision maker.

Computer center prospects are most impressed with NCS's ability to induce action; that is to prompt holders of delinquent accounts to make arrangements. NCS computer center clients also enjoy their freedom in controlling the accounts going to collection and the ability to select the intensity of NCS's contacts. A major selling point for computer center operators to their clients is a system's ease and efficiency in performing desired operations.

Many owners operate their own retail outlets and do not have the extra time required to properly pursue overdue accounts. Those who have become clients enjoy, in addition to the outstanding results and the fact that NCS is easy to use, the provision of a monthly and online Status Report of all collection activity. No other collection program is as cost effective and easy to use as NCS.

Before meeting with a computer center prospect, be sure to acquaint yourself with a few of the terms used in the industry. Hardware refers to the actual physical components of a computer system, while software is the terra used for programs that organize the data input. Support is used to define any needed assistance in operating the system. Supplies include special paper, printer ribbons, and other related accessories. Your specific knowledge of the prospect's business vocabulary adds to your credibility as the industry expert.

Typical internal collection efforts include statements, letters, phone calls, and occasionally, legal proceedings. Each of these methods cost an owner their time, but most importantly, money that should be going back into their business. During your presentation, stress NCS's third party impact demonstrating the system's effectiveness. Encourage new clients to assign their accounts at 60 to 90 days, as this is the best age to assure their system's maximum performance.

Your consistent prospecting of computer sales and service centers will help you log on many businesspeople in need of account recovery. Referrals can be bountiful in this market, as services are provided to an array of other businesses from medical offices, to city government, to other retail stores, and almost any other industry you can name. These business owners provide what has fast become an essential service. Present NCS in this same way and you will be on line to. many new happy clients and referrals.

RETAIL COMPUTER SALES AND SERVICE CENTERS MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$2,900
Average NCS recovery:	65%
Major problems and concerns:	open accounts broken lease payments deficiency balances NSF checks
Typical internal collection procedures:	statements letters, phone calls, small claims court

Key individual to contact for decision:
Key individuals to get ARA numbers:

owner
owner, manager

ROOFING CONTRACTORS

Roofing contractors are among the many small to medium sized businesses which have an ongoing need for the services of NCS. Present in every community, roofing contractors are periodically called upon to either install entirely new surfaces or conduct roof repair due to storm damage or normal wear.

Most states require roofers to hold a contractor's license. These licenses typically ensure that the contractor has passed the individual state's minimum requirements to conduct building projects.

A roofing business is the type of operation where a contractor can get set up rather easily. The business owner, or contractor, holds their license with the state, then hires some help to complete the often laborious jobs. It is not uncommon to open the phone book and see dozens of roofing companies listed by the personal names of the principal operators. Furthering customer confidence, many roofers will capitalize on a family tradition or length of service provided to the surrounding community.

How are delinquencies created in the roofing contractor market? Big residential jobs frequently require a down payment before the contractor will begin the related work. Upon the job's completion, the balance is due. This final payment is usually made in response to a statement sent to the party involved. When the responsible party does not respond in a timely manner, a potentially serious past due situation can occur. Other than repeated statements, and ultimately filing a lien against the property, the roofing contractor is left with little alternative than to seek third party assistance. So why not get them aligned with the most cost-effective third party collection agency in the marketplace? NCS should be considered the businessperson's most reliable tool to maintain steady cash flow.

Large commercial development projects taken on by a roofing company are usually handled differently from individual residential situations. New housing tracts and commercial property developments often require roofing contractors to come in and top off the brand-new buildings all at once. In these projects, the roofing company assumes the role of a subcontractor working for the general contractor. Payment for the job completed is due from the general contractor, but sometimes this payment is slow in coming due to the procrastination of the company heading the development project. In these slow-paying general contractor cases, NCS has been effective in generating recovery.

In addition to the fine results produced by NCS, clients in the roofing industry also enjoy the fact that they control the Phase I collection process. The business owner decides who will be turned over for collection, when the assignment will occur, and through what degree of intensity the collection will be pursued. The suspend and reinstate feature of the service is also attractive to these business operators. Being able to suspend the service while the debtor is making payment arrangements enables the business owner

to welcome the debtor's cooperation while still holding the power of re-enacting collection efforts should the debtor falter in making future payments.

The best times to contact a roofing contractor are between the hours of 7 and 8 a.m. or after 4:30 p.m., as they are usually out on a job during the day. Large roofing companies will often have an office manager or controller, who may have the ability to make a decision regarding NCS. When cold calling, ask to speak with the owner first before accepting an appointment with a lower title. As with all appointments, be sure to fully qualify the decision making authority of the individual(s) with whom you are meeting, and make certain that all those involved in making the decision are present.

Through the relationships between the different types of contractors operating in the construction industry, there are plenty of opportunities to request and receive qualified referrals. Introductions to others in the industry come quite easily from satisfied NCS clients. In addition to the direct approach of asking for referrals, each trade has its own association(s). Become familiar with these various associations and capitalize on the opportunity to present a multitude of qualified NCS prospects at one time.

ROOFING CONTRACTOR MARKET REPORT

Average age of accounts submitted:	90 days	
Average balance:	Smaller Balance	Larger Balance
Average NCS recovery:	\$1250	\$4,300
Major problems and concerns:	62%	68%
	slow-paying accounts	
	Non-paying accounts	
	filing liens	
	high cost associated with percentage agencies	
Typical internal collection procedure:	past due statements, phone calls, file lien	
Key individual to contact for decision:	owner	
Key individuals to get ARA numbers:	owner, controller, office manager	

RETAIL FURNITURE

Among the many retail opportunities in which NCS's service is instrumental in recovering monies due is the retail furniture industry. Furniture retailers fill an ever present need in the marketplace, as private consumers and business interests alike require furnishings for decorative and practical purposes.

In addition to the many sales opportunities present the retail furniture industry represents a perfect match for NCS. Furniture dealers, eager to do business, routinely extend credit to customers. Opening a charge account at a furniture store is usually not difficult, and both parties receive what they really want. Customers get the furniture they selected in the showroom and retailers obtain a financial commitment of a specified number of monthly payments. Depending on the retailer and the amount purchased, payment plans can span anywhere from six months up to several years ahead.

In the natural course of extending credit, furniture retailers encounter customers who fall a month or two behind. These delinquencies are cause for great attention so they do not become hard-core cases. When the first payment is missed, the customer is notified of the overdue payment by mail within 10 days. The notice frequently says that two payments must be made by the next due date.

Notices like these will generally motivate customers to contact their furniture retailer if the financial burden is too great. The furniture retailer will then typically make acceptable arrangements with the customer to get back on their payment plan. Now if these arrangements are not kept, or 60 days pass since the last payment, NCS's third party impact should be introduced to generate results.

It is essential to the overall collection process that NCS be employed at the proper time, in relation to the industry in which it is being used. The key time in the retail furniture industry is immediately after two payments have been missed, and before costly repossession action must be taken. NCS's low cost service enables furniture retailers to reduce their in-house collection efforts, utilize the impact of a third party, and pay a nominal flat fee of under \$25 per account.

When employed in the above described manner, NCS has proven to reduce repossessions and bring customers current in their payments. Motivating customers to reach a current status in their payments and reducing in-house collection costs are the two primary concerns of furniture retailers.

On retail furniture accounts averaging \$1230 in balance, NCS recovers an average 46 percent.

NCS is also instrumental in recovering money due in hard-core cases where repossession action must be used. In these cases, the value of the furniture repossessed may be appraised lower than the total amount owed. The difference

between the appraised value and the total amount owed is termed a deficiency balance and is the responsibility of the customer.

Deficiency balances are historically tough collections, yet NCS has been effective 60 days after the' repossession has taken place. This cooling off period is suggested to give customers time to get back on their feet and become more financially stable, as they would not be too inclined to pay any amount immediately after the repossession.

The decision maker in the retail furniture industry will generally be the owner or general manager. In cases of corporate ownership, individual store managers many times possess autonomy to render their own operational decisions. If a single individual owns several locations, the company controller may be needed for a decision. Regardless of ownership, NCS should always be presented as a natural extension of the billing process which reduces in-house costs and the need for repossession.

RETAIL FURNITURE MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$1230
Average NCS recovery:	46%
Major problems and concerns:	slow-paying accounts Non-paying accounts deficiency balances reduce in-house costs reduce need for repossession
Typical internal collection procedures:	past due statements, in-house letter phone calls, repossession.
Key individual to contact for decision:	owner, general manager, controller
Key individual to get ARA numbers:	same as above

STADIUMS AND ARENAS

Have you ever attended a sporting event and wondered just how much money it cost to operate the environment surrounding you? The upkeep of these venues, regardless if they are 9,000 or 90,000-seat facilities, is indeed a pricey endeavor, especially when you consider maintenance of facilities, playing/performing area, clean-up, and lease agreements. Stadiums and/or arenas are present in most every city across the United States. Ranging in size as well as diversity of use, from your local ice arena all the way up to the Rose Bowl, these facilities require precise attention to all areas of expense – especially that of overdue accounts.

Stadiums and arenas, much like NCS, serve an endless array of clientele. Professional, semi-professional, and college athletic organizations often sign multiyear leases to use the grounds. This sometimes includes, in addition to the field on game day, -use of locker rooms, weight rooms, and meeting rooms. In these cases, the team or school leasing is considered a tenant, and is handled in much the same way a commercial property manager would handle a business in residence of a professional building. The amount for usage and terms of payment are agreed upon before the organization can begin using the facility, obviously. The variable here will be the time of payment (monthly, yearly, seasonal, etc.) and any specifics regarding extension / termination of lease, vendors, parking, and otherwise "tangent" operations.

Failure of an organization to keep its end of the previously agreed upon conditions usually leads to termination of the lease - often leaving unresolved financial balances due the stadium or arena operator. Sometimes the organization in residence may feel the operator has not held up their end of the lease, thereby withholding payments due. Either way, introduction of NCS as a third party will bring the two sides together, be it to settle on the terms of payment or pursuit of the amount still due.

Stadiums and arenas are also rented for private parties and a variety of one-time events. Larger companies may seek the use of the building for events as grand as product shows (auto dealers, large equipment sales, etc.) or as simple as company parties. Along with the cost of the facility, an organization may be billed for cleaning services, electric and water utilities, parking, labor for setup and tear down, and food services. If the use of the arena has been paid for in advance, these costs will be billed separately. Otherwise, these costs will be added to the entire bill. Such users are typically billed immediately following the event.

Concert and special event promoters make up a 'considerable portion of any large stadium or arena's regular business. Just like the private party client, promoters only seek use of the grounds for a short time -- usually anywhere from three to 14 days. This could be any event ranging from boat and RV shows, ice skating performances, or a .rock concert. Although the performance may only be scheduled for one night, time must also be allowed for, set up and take down of staging, lighting, and any other equipment required for the event. (Consider the tours in recent years of The Rolling Stones or U2, both of which had immense stages, video screens, and lighting

systems. Set up and take down are each typically a day in happening. These are days in which the stadium could otherwise be in use.) Promoters want to remain current with the arenas they use, primarily keeping in mind future business. Since a city typically has only one or two large stadiums and/or arenas, promoters want to remain current so that they can return with their latest production.

A larger stadium or arena will often be part of a larger ownership group or sometimes city-owned and operated. Smaller venues will be most-likely individually owned and operated. When prospecting any venue, your desired contact will be the coordinator of operations. This person may be under the title of Vice President, Director, Coordinator, Supervisor, or Manager. This often depends upon the size of the building and the amount of business it does annually. In smaller facilities (seating fewer than 20,000), the decision maker might wear many hats of responsibility. When prospecting the larger operations, you will be looking for a person who oversees this one aspect of the building: cost of operations.

It is important to bear in mind that the nature of these accounts will almost always be business-to-business. This means these debts are highly collectible if-pursued quickly -- and excellent ACM accounts should Phase II attention be warranted. A single past-due notice at 30 days from the facility typically precedes submission to NCS. Such clients following this guideline are finding an average 66 percent recovery rate on balances averaging \$4,200 with NCS.

Keep in mind that stadium and arena operators can also be debtors of the various vendors they utilize. Parking services provide, in cases where the stadium does not have its own attendants, workers to coordinate traffic as it enters and exits the lot. Food service vendors are also contracted by these facilities. Also, the stadium may have a gift shop, lounge, luxury box seating, or other business that may operate separate from the facility. Just like the team' that may be playing in that building, be sure to have a fully prepared game plan if you want to come out with a winning prospecting effort! No matter the show or event - being staged, stadiums and arenas are often filled with cheering, happy spectators. There is no reason the operators of these sports and entertainment palaces should not be applauding as well. Give them something to really applaud: increased cash flow and reduced costs through the services of The Cash Recovery System.

STADIUMS AND ARENAS MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$4,200
Average NCS recovery:	66%
Major problems and concerns:	large balances write-offs can quickly add up (especially for smaller venues) high cost of percentage agencies

Typical internal collection procedures:

retention of high-profile teams
and events
past due statements, phone calls,
court

Key individual to contact for decision:

large stadium: vice president of
operations
small stadium: director, manager,
supervisor, coordinator of
facilities or operations .

Key individuals to get ARA numbers:

same as above, administrative
operations manager, accounting
manager

SCHOOL DISTRICTS

The cost of an education today is phenomenal. When once the elements of a quality public education were almost taken for granted (books, lunch programs, paper, art supplies, extracurricular and athletic programs, etc.), these matters now present grave cost concerns that can affect an entire district's academic profile. For instance, how many of our parents actually had to pay a student fee when we were attending school in the 1990s, or even as recent as the 2000s? What a difference a few years can make.

Now, as parents and/or taxpayers, we can see how this has changed. School revenues are constantly being influenced by tax and budget cuts. Maintaining high standards in education is difficult when spending has been curbed and purchases such as new, current textbooks or the replacement of damaged materials have to be postponed another year. The aforementioned fees are often implemented to offset these costs and, hopefully, provide for the budget so that other supplies can be purchased as well as allow for special educational opportunities such as field trips. When the fees are not paid and budgets continue to shrink, school districts are faced with the delicate task of recovering these costs while maintaining their reputations in the community. Sensitivity is incredibly high for schools' recovery of these accounts. This concern alone makes NCS Inc. the only real alternative for effective payment.

Common recovery concerns for school districts are with lunch programs, damaged and non-returned school equipment (i.e. books, band uniforms, and caps/gowns), fines (i.e. false fire alarms and vandalism), and student fees. Some schools with larger auditorium and gymnasium make these halls available for rental and must collect on rental, clean-up, and repair costs.

Districts imposing student fees often do so to help pay for extracurricular and fine art programs. These fees are usually between \$45 and \$80 per child. If a parent or guardian has more than three children in school at the same time, the fee normally has a ceiling that does not exceed the cost of three children. For example, a family with four children in a district asking for \$65 in fees would only be asked to pay \$195. Economically strapped families can usually fill out what is commonly referred to as a hardship form, which is an application to either reduce or waive the fees.

School lunch programs on a payment schedule are often set up on a weekly, semi-monthly, or monthly plan. There are schools issuing coupons or credit-type cards which designate how many meals a student is entitled. Lunch program charges are typically not allowed to age more than two months (approximately 40 meals) before a student is refused further service. This is a fine example of how NCS's diplomatic approach can be an effective means of collection for school districts.

Damaged and non-returned materials are another area of cost concern. Library and textbooks must be continually replaced due to wear and loss. Vandalism is also a considerable burden. Clean-up of graffiti, replacement of broken fixtures (projectors, overheads, cassette players, etc.), defaced desks and chairs, and, again, books are

expenditures which must be suffered. In addition to diplomacy matters, NCS representatives can now imagine the wide range of balances facing a school district. These could be as low as \$40 for the replacement of a textbook or even as high as \$1400 for a multitude of fees or fines. For these low-dollar and low profile concerns, NCS is the only solution.

The Administration Offices will have your desired contacts in this market. The Superintendent or School Business Manager will be the decision making authority. Oftentimes, these titles are worn by a single person, who also may be referred to as the Administration Director in larger districts. Regarding services for school lunch programs, talk to the Food Services Director (sometimes called the School Lunch Director).

When prospecting or presenting this individuals, be precise in your description of their three main recovery options. Number one: They can do nothing, and continue to absorb these costs at the expense of their pupils' education. Two: They can turn these accounts over to a conventional agency and lose 50 percent of the amount recovered in cost. Also, conventional agencies can overlook the sensitive nature of these accounts, exposing schools to potential bad publicity -- another consideration that cannot be afforded - and they tend to skim the lower balances because they work on percentage. Third: NCS is the only logical choice for working this range of balances and collection concerns cost effectively and with sensitivity. All money is paid directly to the district, and each account is worked with equal attention regardless of the balance.

School districts, submitting with good; confirmed addresses, prompt assignment, and using the service properly, are seeing notable recovery. NCS is recovering an average 41 percent on accounts averaging \$260.

School districts can also provide a representative with a long-term client relation and network referral source. Districts establish line item budgets, and NCS's effective recovery accompanied by regular servicing efforts should help ensure a continued bond with each fiscal review. Efficient NCS representatives will also discover the value of networking the many associated associations linked to school districts: School Administration Associations, School Finance Directors, Custodial, and Bus Drivers are all valuable contacts to be earned through your professional servicing.

SCHOOL DISTRICT MARKET REPORT

Average age of accounts submitted:	under 30 days
Average balance:	\$260
Average NCS recovery:	41
Major problems and concerns:	diplomacy small balances variety of accounts NSF checks bad publicity

Typical internal collection procedures:

letters (mailed or sent home with student), phone calls

Key individual to contact for a decision:

Superintendent, School Business Manager

Key individual to get ARA numbers:

same as above

SIGN AND BANNER COMPANIES

There are many signs that indicate prime prospecting locations for NCS sales representatives. Business parks, retail plazas, and banking and financial centers are such examples of signals that alert reps and tell them to cold call, stuff, and mail the enterprises within these structures. In fact, account executives can use actual signs as excellent prospecting symbols to follow; not only as a direction toward the business displayed upon the sign, but as a lead to follow back to the company which manufactured the sign itself.

Sign and banner companies can be found in force in nearly every city. All one needs do to see evidence of these businesses presence is step outside and glance up and down the street. This market's crafts can be seen prominently displayed mounted on buildings, applied to the sides of commercial vehicles, lettered on doors and windows, free-standing as A-frame (sandwich board) signs, painted as murals, and fixed on specialty-use vinyl banners. Many sign companies also specialize in smaller display items, such as desk and door plates, decals and posters, building office directories, name badges, and even bumper stickers.

The majority of a sign company's transactions come from commercial; industrial, and retail business. Much of this commerce is through one-time, single-location or single-item jobs. This includes window lettering and logo graphics or trade show banners, for example. A considerable amount of jobs are for brand-new businesses just opening their doors. This places an emphasis on early assignment for overdue accounts, as new businesses are at risk for closing or bankruptcy -- as more than 50 percent of new or start-up businesses fail.

However, repeat business is also crucial to these companies to maintain a steady cash flow. Jobs for real estate and construction companies wherein the sign maker designs and builds signs for property and site display are often on open accounts. Magnetic signs are also produced for adhering to the sides of automobiles for real estate agents or other business contractors. Such items are frequently lost, stolen, or damaged and need to be replaced regularly. Window painting is another service offered by sign companies on an open account basis. Examples of such work can often be seen in the showroom windows of automobile dealerships, advertising the lot's financing package or trade-in values. Some sign companies, in addition to the production of custom orders, advertise extra specialties such as neon or spotlighting.

Everywhere you turn in the marketplace you can spot a product of this specialized market. Obviously, then, this is a very competitive industry. It is common to find 50 or more sign and banner companies listed in the Yellow Pages of middle-sized suburban areas and even double number in larger metro communities. Reliant on their prominence in the marketplace in which they operate and well-aware of their competitors' presence, the owners and managers of these businesses know that a current A/R is priority and that accumulating NSF checks can burden their fragile cash

flow. If these matters are not administered properly, the next sign they produce could very well be their own: "Going Out of Business."

However, the writing is on the wall for sign companies looking for an alternative to costly write-offs and hefty percentages taken by conventional agencies: NCS Inc. provides such businesses the third-party accounts recovery leaders at a very affordable collection cost. At the present, NCS averages 65 percent recovery working balances averaging \$1200. Seeing these results stacked up against those of the common collection agencies, these businesspeople will quickly appreciate how NCS's banner service and recovery rate fly high above the perceived alternatives.

When prospecting for the appointment, search out the owner with smaller, locally operated establishments and with franchised locations of national companies. In the case of corporate-owned or multi-location businesses that are not franchised, your target contact will be the controller or vice president. Due to the competitive concerns of this industry, diplomacy and the fact that customers pay the business directly will be appealing purchasing, points to these decision makers. Maintaining goodwill is important to sign manufacturers for not only future business from their slow-paying customer, but also for keeping a steady stream of referrals coming from these concerns, as the delinquent customer is motivated to contact the sign maker and make this account priority.

Referrals are numerous to and from sign companies. When seeking referrals from these businesses, you may be presented a bevy of local commercial contacts. They are in direct communication with several business owners in their area. You can also gather referrals to sign companies from your current client base. During your next servicing call, note the presence of any banners, window lettering, or wall plates I directories. Your contact or their facilities manager can provide you with this valuable referral. Sometimes there actually is a sign that indicates the ultimate prospecting area. When preparing you next cold calling venture, do not overlook the prominent market of sign and banner makers and designers. They can provide the perfect direction for you to find your upcoming sales.

SIGN AND BANNER COMPANIES MARKET REPORT

Average age of accounts submitted:	95 days
Average balance submitted:	\$1200
Average NCS recovery:	65%
Major problems and concerns:	slow and non-paying accounts NSF checks diplomacy customer alienation losing business to competition
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	owner (single location) controller or vice president of finance (multiple locations)
Key individuals to get ARA numbers:	same as above

SPECIALIZED DIRECTORIES

Specialized directories are used in many industries for an assortment of purposes. In addition to providing a research source and marketing effort, specialized directories allow all competitors to be listed side-by-side. Thousands of different types of directories are produced annually, with many of them including both standard listings and display ads. The emergence of the Internet and World Wide Web have also opened a new avenue for such industry directory assistance. Let's not forget software which can be purchased on CD-ROM, which feature an exponentially increased number of listings versus their standard published directory counterparts.

Specialized directories may be published locally, statewide, regionally, nationwide, or worldwide. The following are but a few examples of industries active in specialized directories.

- Computer Services / Websites
- A Travel / Hotels / Resorts
- Toll-Free 800 Numbers
- Trucking / Moving
- Real Estate
- Chambers of Commerce
- Government Agencies and Services

With the emphasis put on marketing their own products and services, these directories provide an endless source of leads for outside salespeople. Savvy NCS representatives, for example, use specialized directories to contact all business within a selected industry. These NCS reps know that many times large companies will place their listing in a specialized directory over a local telephone directory.

Sales representatives for directory companies contact business operators within a selected industry to secure their listing. With some directories, a single-line listing is free of charge, while a nominal listing charge is more common throughout the industry. Display ads bring in the most advertising revenue. These ads can be of various sizes and can take up to a whole page. Display ads require much more preparation than a single-line listing and, their cost reflects this. Ad costs of several hundred dollars on up to \$1,000 are common and dependent upon their size, placement, and prestige of the specialized directory in which they appear.

Specialized directory companies also generate revenue through the sale of their publication. A well-researched and all-encompassing industry directory is very valuable to outside salespeople as well as to businesses with an ongoing need for the included products or services. Depending on the market value and geographic scope of the printed information, directory prices range from \$100 to \$800.

The problem account types experienced by directory companies include unpaid advertising and directory orders, NSF checks, and credit card chargebacks. In the case of advertising accounts, a down payment is usually made at the time the ad order is

made to secure its placement. Many times, these advertising account balances are not brought current prior to a directory's printing.

Some companies will dispatch their directory orders upon telephone request, and will follow up with a bill. Past due accounts of this nature require prompt attention. NSF checks are also encountered in normal business operations. Directory orders are routinely filled within 10 days of their arrival, typically before personal checks clear the bank. The experience of any NSF check, especially from outside the directory company's home state, should be immediately introduced to NCS.

The same goes for credit card chargebacks. A credit card chargeback can occur when the cardholder notifies their credit card company that the merchandise was returned and a credit to their account is necessary. Credit card companies will frequently make the appropriate credit without checking with the retailer to assure the merchandise was actually returned. These disputed charge accounts commonly require third party involvement to be resolved.

NCS's performance on these problem account types is exceptional. On these accounts averaging \$618 in balance, NCS clients receive an average 58 percent recovery.

The owner or general manager of a specialized directory company will usually be able to render a decision regarding NCS. Among all of NCS's many features, these decision makers particularly like the benefits derived from the service's low cost and nationwide ability. With debtors often spread over a number of states, NCS allows system users to employ third party contact regardless of the state in which a debtor resides. The accurate and up-to-date nature of NCS's Status Reports also appeal to these system users as they are notified every month of the current standing of every account submitted.

SPECIALIZED DIRECTORIES MARKET REPORT

Average age of accounts submitted:	90 days
Average Balance	618
Average NCS recovery:	58%
Average NCS collection cost:	5.2
Major problems and concerns:	unpaid advertising charges unpaid directory orders NSF checks credit card chargebacks
Typical internal collection procedure:	statements, in-house letters
Key individual to contact for decision:	owner, controller
Key individual to get ARA numbers:	same as above

SUPPLEMENTAL LEARNING CENTERS

A child's education and upbringing help form a foundation for continued learning and development throughout their life. While the majority of a child's upbringing takes place in the home, their formal education is usually received in a typical school room environment. To enrich the traditional school's efforts and add more focus to a child's curriculum, many parents have turned to supplemental learning centers to provide an improved educational opportunity.

A high value is placed upon a child's education, as there is often just one chance to get it right and provide the proper skills for future development. NCS has always performed well in the recovery of education related accounts. Individuals who incur education related debts, by virtue of their concern for the future, hold a strong level of responsibility and are more likely to pay than those whose debt involves the purchase of a common product.

Supplemental learning centers are usually open to elementary school age children, from up to high school age and above. These learning centers can help high school students prepare for college entrance exams and develop the type of study habits required to succeed in a college environment. Listed below is a sample of the assorted fields of concentration offered by most learning centers.

- Reading
- Geometry
- Math
- Computer Software Training
- Study Skills
- Speed Reading
- Algebra
- Evaluation
- Test Preparation
- Homework Support

Among the problem accounts experienced by supplemental learning centers, their most common occur in the areas of slow pay, nonpay, and NSF checks. NCS efficiently addresses each of these common situations with diplomatic aplomb. Upon determining the policy for age of assignment in each category, system users simply fill out the appropriate areas on the Claim form and send the information to Corporate. Clients do not have to give it a second thought as NCS expertly handles their accounts and immediately initiates the collection process.

NCS's proven track record of success in pursuing debts for supplemental learning centers is well above industry standards. Handling accounts with an average \$445 balance, NCS is recovering an average 54 percent of those assigned.

The decision maker in this market will usually be the owner. When group ownership exists, the chief administrator or executive director will commonly be the decision maker. As with all appointments, qualify the decision maker's authority prior to launching into a full presentation. Make certain that all individuals required for a presentation will be present for the scheduled meeting. By asking clear and direct questions, this information will be revealed, and prospects tend to hold more respect for sales professionals who display thoroughness in preparing for their formal presentation.

An effective approach to gain an introduction in this market includes the composition and mailing of a customized sales letter. In addition to NCS's main selling points, such as cost per account, ease of use, and maintaining control of accounts in Phase I, the letter should also include name drops of NCS clients operating in the field of education locally. The inclusion of name drops adds strong credibility to performance claims and also sets the stage for the prospect's pending acceptance and implementation of The Cash Recovery System.

Whenever investing the time and money required to complete a mailing, always phone or cold call a day or two afterward. Most prospects will not respond on their own accord. Put in the complete effort of a true sales professional and watch the number of appointments set from a mailing soar. By approaching the decision maker from a level of mutual professional respect, you qualify yourself as being a trusted expert within the industry.

The supplemental learning center market possesses tremendous potential for NCS representatives committed to fully pursuing it. Look into the supplemental learning centers in your area and show them how NCS can teach their customers to pay on time.

SUPPLEMENTAL LEARNING CENTER MARKET REPORT

Average age of accounts submitted:	120 days
Average balance:	\$445
Average NCS recovery:	54%
Major problems and concerns:	slow-pay accounts non-paying accounts NSF checks diplomacy flat fee collection cost
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	owner, executive director or chief administrator
Key individual to get ARA numbers:	same as above

TAILORING AND ALTERATIONS

Tailoring and alteration service providers is another one of the many specialty markets in which The Cash Recovery System exceptionally fulfills the recovery of past due receivables. A true specialty market, these businesspeople provide their services to consumers who desire the very best in custom fit clothing and service that does not accompany that when buying clothes off the rack in a department or retail store.

The majority of tailoring and alteration businesses are independently owned. If an individual possesses the skill to sew, design, alter, and/or create new fashionable apparel, this type of business is relatively easy to start. A large investment in equipment or manufacturing facility is not necessary. All that is required is sewing machinery and related supplies, the ability to order fabric, and the space in which to operate.

Tailors often provide clothing alteration and repair services in addition to creating totally new apparel. Prices for this service will vary as simple alterations to a single business suit can run anywhere between \$25 and \$80. Costs for repair work will also depend on the extent of the repair. The cost for new, custom-made clothing will depend on the fabric used and the complexity of the design. Custom-made dresses are commonly over \$675 in value and men's dress shirts average around \$100.

Policies differ among these business owners. Most require a down payment prior to designing or beginning work on custom-made clothing. The tailor or seamstress must order and pay for the fabric, thus incurring what could be a sizeable expense. A down payment reduces the risk of losing the entire investment-in fabric, but does not eliminate it entirely.

Cash flow problems are experienced when a customer changes their mind about the clothing ordered. Customers fail to meet their financial obligation for a variety of reasons, including they did not like the fabric or design after all or deciding that they could buy similar shirts off the rack and do not really need to pay for tailormade dress shirts. When such situations arise during the usual course of business, NCS can be instrumental in bringing both sides together to reach an amicable agreement.

Working these accounts with balances averaging \$465, NCS recovers an average 50.5 percent. The axiom "a stitch in time saves nine" could not be any more appropriate than when considering assignment for maximum recovery on overdue accounts. As with any business or market, early submission to NCS is the best method to diplomatically and cost-effectively recover past due accounts. This is particularly true in this industry, as customers who refuse their order do not have any merchandise to substantiate the bill in their minds. Those unresponsive to NCS identify themselves as hard-core delinquencies and ask for the personal attention of ACM.

Many of the business owners in this market operate on a small profit margin and cannot endure a multitude of uncollected debt. They usually buy just enough of the selected fabric to complete each custom order. When payment is not made, the couturier is stuck

with custom-made clothing, in selected colors and prints and so unique that the garment or material typically cannot be sold to anyone else for its full value -- if at all.

NCS's third party impact brings the importance of a customer's obligation to light. Upon receiving NCS's initial contact, the debt is confirmed. Delinquent customers are then led to make a decision on whether to not pay their outstanding debt and experience further collection activity, or meet their financial obligation and wipe their delinquent account slate clean.

When presenting the NCS service in this market, stress the ease of assignment, speed of debtor contact, and complete control over accounts in NCS. These three factors are key selling points. This aspect of complete control is a great persuader when presenting prospects who have previously dealt with or are turned off by the thought of working with conventional percentage fee collection agencies.

TAILORING and ALTERATIONS MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$465
Average NCS recovery:	50.5%
Major problems and concerns:	Balances outstanding on custom-made clothing Disputed accounts NSF checks High cost of conventional agencies
Typical internal collection procedures:	Phone calls
Key individual to contact for decision:	Owner
Key individual to get ARA numbers:	Owner

TAX PREPARATION SERVICES

It rolls around every time this year. As if it were a major holiday, April 15 is a date that is imbedded in the minds of the nation's working class. However, many of us do not look forward to it with the same anticipation of Christmas or New Year's! Despite whether one is expecting a refund from or to owe the government, no one looks forward to the preparation of their income tax with much enthusiasm. Even if one is planning to use the services of one of the tens of thousands of tax preparers across the country to save time and ensure the accuracy of their filing, people often dread the effort that will be involved. Tax preparers assume this oft undesirable task of computing and filing tax returns¹ for countless individuals and businesses.

As the adage goes, "Nothing is for certain in life but death and taxes," we could amend it to read "Nothing is for certain but taxes and NCS" for this field.

The tax preparation market is packed with powerful opportunities for NCS sales representatives. While they routinely file returns taking advantage of all the applicable deductions for their clients, tax preparers sometimes come up on the short end of payment themselves. Keeping their own accounts receivable in line is a challenging undertaking, and NCS had been participating in this process for over two decades. NCS's cash management program helps sole proprietorship tax shops and national franchises control their accounts receivable and eliminate unnecessary losses. Tax preparers provide a number of specialized services to their clientele.

- electronic filing
- forecasting, budgeting,
- property tax service
- cash management
- file returns for any state
- bookkeeping for businesses and professionals

Another plus is the tax preparer's ability to represent a client before the Internal Revenue Service in the case of an audit. To do this, the tax preparer must be previously enrolled to appear before the IRS.

Cash flow problems lie in the area where clients fail to pay for their prepared return. Many of these cases occur in the area of electronic filing where a client can receive their tax return check the next business day after filing. Introduced several years ago, electronic filing is a popular choice due to its speed and lack of extensive paperwork. In fact, the IRS processed upward of 10 million electronically filed returns last year.

The typical scenario goes as follows: An individual visits a tax preparer and requests to have his tax return computed and electronically filed. The client is asked to sign a waiver that states that he or she does not owe the federal government any money which could be owed in back taxes, student loans, and child support. Upon signing the waiver, the client's tax return is computed and electronically dispatched to the IRS for approval.

If approved, the return money is transferred to the network bank where the tax preparer has an account. The bank takes out their standard fee, deposits the appropriated fee in the tax preparer's account, and transmits the balance of the return to the preparer's office to be given to the client. When all phases of this process go as planned, the client receives his or her tax return the day following its filing.

Problems crop up when the IRS rejects the return and it comes back to the preparer "flip." This means that the client owes the federal government money and will not be receiving a return. Without a return, tax preparers cannot collect their fee in the customary manner. Essentially, this means this individual's tax forms were prepared and filed for free.

NCS can change this situation and produce positive results where little or no recovery is the status quo. Recovery performance can be divided between individual consumer accounts and business oriented accounts. On the lower end of the scale, individual consumer accounts, which average \$460 in balance, NCS recovers an average 50 percent. When dealing with business oriented accounts averaging \$2,390 in balance, NCS recovers an average 57 percent.

The decision maker in the tax preparation industry will be the owner. A quick check of the telephone directory will most always identify this individual. Knowing this name prior to a cold call is highly advantageous for the NCS representative. Confidently state the nature of the call and expect to set an appointment. Persevering confidence yields consistent results when prospecting.

Tax preparers are bound together professionally through their membership in business associations. The National Association of Enrolled Agents represents a tremendous NCS networking opportunity.. Organized on a national basis, yet meeting in smaller regional or statewide groups, NAEA members confer on various aspects of their trade. These groups are always interested in services that will benefit their membership.

TAX PREPARATION SERVICES MARKET REPORT

Average age of accounts submitted:	90 days	
Average balance:	Individual Consumers	Businesses
Average TS I recovery:	\$460	\$2,390
Major problems and concerns:	50%	57%
	unpaid. fees	
	instant returns rejected by the IRS	
	low cost collection program	
	collection activity monitored monthly	
Typical internal collection procedures:	in-house collection letters, phone calls	
Key individual to contact for decision:	owner	
Key individual to get ARA numbers:	owner	

TELEVISION and RADIO STATIONS

Television and radio stations serve a multitude of purposes for the American public. They inform, educate, and entertain millions of people throughout the course of their daily standard operations. Although these are important functions, most television and radio stations are in business to make a profit.

The majority of media generate their volume through advertising. They supply the audience, while advertisers transmit buying messages to these various viewing publics. This business exchange generally works out well for both parties. However, when advertisers neglect to pay for their airtime, television and radio stations experience reduced cash flow.

NCS is the natural choice for the media to address their accounts receivable problems. Over the years, NCS has been helping hundreds of television and radio stations increase their profitability by implementing a systematic approach to account collection. These clients view the NCS service as an inexpensive tool used to motivate holders of delinquent accounts toward payment

No other service can come close to NCS's superior performance for such a low cost. Television and radio stations experience two basic types of advertising accounts: Direct Bill - This type of account is generated through the efforts of an in-house sales staff. Station sales representatives market airtime to local businesses. These accounts are usually set up on a net-30 basis.

Advertising Agency Accounts - Advertising agencies often contract for airtime on behalf of their clients. These agencies commonly deal with a number of stations in addition to representing a multitude of clients.

Typically, a station's general manager is the decision maker. Corporations own many television and radio stations; you may need to see the controller if this is the case. Upon setting an appointment, ask some probing questions to gain additional information for your presentation. When prospecting appointments by phone, take thorough notes regarding what the prospect says. Are they worried about client alienation, or are they displeased with their current agency? What is it they want their agency to do aside from collect their money? Responses to such questions will provide you with additional ammunition for your presentation. Specifically addressing areas of high concern arouses the prospect's interest and draws them into the presentation.

General managers are often apprehensive toward turning over their advertising agency accounts for collection. These accounts frequently represent more than one client and a significant amount of future business. Slow-pay situations commonly exist, as advertising agencies will wait to be paid by their clients before settling up with a station. Unpaid advertising agency accounts at 90 days are the norm in many television and radio stations. NCS sales reps specializing in this market urge general managers not to allow these accounts to age any longer. By 90 days, telephone contact could be made

and a payment arrangement set. The value of any future business diminishes greatly when accounts outstanding have no specific date to be paid.

Television and radio stations tend to move more quickly on their direct bill accounts. Many of these accounts are one-time only clients without much promise for future business. Customarily set up on a net-30 basis, direct bill accounts should be turned over to NCS at 60 days. Early assignment is crucial to recovery, as costs for past advertising often become one of a businessperson's lowest priorities.

Among the NCS benefits that most impress general managers are diplomacy, retention of account control, and third party intervention. General managers enjoy the freedom of selecting the intensiveness of NCS's contacts and the ability to control an account's activity once being assigned for collection. Also, the power of NCS's third party intervention is obtained for a nominal fixed fee, rather than a high contingency percentage of which many general managers are accustomed.

When presenting NCS to prospects, do not forget to sell Phase II. ACM is the natural conclusion to NCS's program, working with it to achieve additional results. The professional collection staff of Credit Management Services offers clients one more opportunity to recover their hard-core delinquencies before being written off as uncollectible.

TELEVISION and RADIO STATION MARKET REPORT

Average age of accounts submitted:	100 days
Average balance:	\$2,750
Average NCS recovery:	41%
Major problems and concerns:	non-payment of advertising accounts diplomacy high cost of percentage agencies
Typical internal collection procedures:	periodic statements, telephone calls
Key individual to contact for decision:	general manager, controller
Key individual to get A/R numbers:	same as above

TELEPHONE ANSWERING and PAGING SERVICES

Telephone answering and paging services are a necessity for many types of businesses. Oftentimes, it is necessary for a business professional to leave their office unattended during normal operating hours when customers call in regards to present or future business. Many business owners employ the services of a telephone answering and paging service in order to serve the needs of their current and potential customers.

Business owners nationwide have come to rely on their respective telephone answering and paging services to maintain a steady flow of commerce. They receive their telephone messages and continue to generate revenue. But what about the owners of the answering service? These individuals continue to provide a much-needed service and are routinely neglected by a percentage of their customers.

NCS is perfectly suited to meet the needs of the small business owner. Telephone answering and paging services have long been valued NCS clients. Proven time and time again, NCS's systematic approach to collections provides the most cost efficient third party intervention available for business owners to pursue their delinquent accounts.

Problem account types are created when customers opt for nonpayment of their regular monthly fee. Additional charges may be accrued by selecting one or more of the following specialized services:

- Paging Services -- Instead of phoning in for messages, the client is immediately notified of a call through a "beeper."
- 24-Hour Service - If the client wishes, phones can be monitored 24-hours a day.
- Emergency Contact -- In the event of an emergency phone call, the service will notify the client immediately.
- Messages Not Picked Up -- Some services add an extra charge for messages not picked up within 24 hours of their reception. The messages may be discarded at no charge if the client specifies, but they are more often accepted and added to the monthly bill.

When prospecting telephone answering and paging services, speak exclusively with the owner. They are the ones who make the decisions, and their staff will probably not be able to assist you. If the office atmosphere is often hectic, so schedule an appointment for after normal business hours. The incoming phone calls slow down following 5 p.m. and owners have an opportunity to address the needs of their own business.

Diplomacy and lost business through customer alienation is of utmost concern within this market. Even though an owner could have a multitude of accounts designated as past due, there may be a very definite apprehension toward turning them over for collection. The competition for clients among telephone answering and paging services is rather fierce, and is not uncommon to find 20 or more answering services in a single county. All of these services are vying for the available business in the marketplace.

Once establishing a client, owners abhor losing them to the competition, especially over the method used to collect an overdue bill.

Emphasize NCS's diplomatic approach strategically throughout your presentation. Let them know NCS service is so diplomatic that, when requested, a thank you letters can be sent when a debtor has cleared their account.

Monthly charges for a standard telephone answering service average around \$90 to \$120, while additional costs for paging services will drive the amount up proportionally. By the time services are discontinued and NCS is involved, the average client balance is around \$480. When pagers are not returned, their value is added to the amount due.

When reviewing the owner's accounts receivable, suggest that accounts be turned over to NCS at 60 days. Point out that these accounts have not responded to two of their monthly statements and the time is right for some third party impact. The earlier they are turned over, the sooner they can become regular paying customers again.

TELEPHONE ANSWERING and PAGING SERVICE MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$480
Average NCS recovery:	40
Major problems and concerns:	customer alienation diplomacy when contacting overdue accounts prepayment for collection services slow-paying accounts
Typical internal collection procedures:	monthly statements, phone calls
Key individual to contact	owner
Key individual to get ARA numbers:	owner

TELEPHONE SYSTEMS

It has been said we are living in the age of communication. As technology continues to advance, so do the ways in which information is transferred. Telephonic communication is the most common method used in today's business world. An increasing number of business deals are conducted by telephone, and the telephone itself is big business to many companies, including our own.

Although a number of private vendors existed for many years, AT&T was the largest phone system supplier. The deregulation of AT&T encouraged more competitors to enter the market, thus providing more telephone system providers for businesses to choose from.

Exactly what is a telephone system? Phone systems include the physical instruments (telephones), internal phone lines, switchboards, and special features. These features can include hold, transfer, call pick up, and a host of others. Ideally, a phone system is tailored to the specific needs of a particular business.

There are a variety of areas in which telephone system providers can experience cash flow problems.

- Sale of Equipment -- Physical equipment and hardware can be purchased outright by the user. They can go through a lender of their own, however, some telephone systems companies carry their own paper. Payments can be made on installation plans that commonly require no more than three.
- Leased Equipment -- Equipment may also be leased. Signed lease agreement commits the buyer to regular monthly payments.
- Service Calls -- Most telephone systems providers also offer maintenance agreements. If the service call made is with the terms of the agreement, no extra charge is assessed. Service call charges can be made if no agreement was signed, or if the call made is not covered by the specific terms of the service contract.
- Add-ons -- Over the course of time it is not uncommon for a business to outgrow its system and need more lines, instruments, and other accessories. Regardless of the add-on, the bill needs to be paid in a timely manner, usually 30 days.

These accounts, which are normally commercial, need to be turned over at an early age to effect recovery. The telephone system market is very competitive and most suppliers cannot afford to carry their receivable beyond 45 days. Using NCS effectively at 45 days will speed a business cash flow and eliminates costly internal collection efforts.

Recovery statistics do vary with some telephone system clients experiencing up to 85 percent recovery through NCS. On the average, NCS telephone system clients receive a 56 percent recovery on accounts totaling \$1610.

When prospecting telephone system providers, the business owner will most often be the decision maker. If the business is owned by a corporation, the president or vice

president of finance may be the decision maker. Nevertheless, these individuals are in the business of selling phone systems, not account collections. They lack the expertise and ability to efficiently collect past due accounts. Decision makers need to be shown that NCS is a leader in the field of collections and offers the ultimate in accounts receivable management.

TELEPHONE SYSTEM MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$1610
Average NCS recovery:	56%
Major problems and concerns:	equipment sales equipment leases service calls add-ons
Typical internal collection procedures:	past due statements, phone calls
Terminology:	service contract -- agreement to provide system maintenance over a specified period of time carrying own paper - in-house financing
Key individual to contact for decision:	owner- proprietorship president – corporation
Key individual to get ARA numbers:	bookkeeper - proprietorship controller -corporation

THRIFT STORES

The NCS service provides universal value to all businesses and professional practices employing The Cash Recovery System. Without regard to the specific industry, proper application of NCSIACM enables business operators to gain full control of their accounts receivable and keep NSF check losses to an absolute minimum.

Thrift stores are in the business of offering goods and clothing to buyers who often cannot afford to, or do not want to, pay for them brand new. Sometimes affiliated with a nonprofit institution, these thrift stores are in the business of generating revenue to help fund their nonprofit agency. Regardless of the mission statement of the thrift store, NCS can have a dramatic impact on the business side of their operation.

Nearly every city across the U.S. has thrift stores. Often referred to as second-hand stores, they are usually found on the side of town where the retail space rent is lower, which also makes them more accessible to their demographic market. Thrift stores keep normal business hours and are great cold calling opportunities. Simply stop by and ask for the store manager. By requesting to see the person with this title you will be able to further qualify their decision making ability by talking to them. If, this person is the one who institutes their store's operating policy and has the power to write a check, schedule an appointment and proceed with a presentation. If they do not, question them as to who has that authority and how you can contact that particular individual. Through an even give-and-take conversation, you should be able to adequately pique their interest in NCS and fully qualify their decision-making ability and their store's ongoing need.

Immediate assignment to NCS is the best way for a business to handle their NSF checks. NCS's first contact is firm, but not accusatory, as to the intent to write a bad check. By assigning checks immediately, the retailer can actually save money by forgoing their bank's charge for the second deposit of an NSF check. In high volume retailer operations, eliminating this unnecessary charge can pay for the NCS service itself. Then; NCS pursues the entire check balance, and the previously posted NSF check fee, from the check writer. This third party intervention achieves tremendous results when brought in immediately.

The average account balance assigned by thrift stores is \$155 and, when NSF checks are turned over immediately upon return from their bank, NCS is recovering an average 56 percent. NCS's routinely high performance on these low balances is unparalleled in the collection industry.

A diplomatic approach to the handling of these often sensitive accounts is a common concern among most thrift store operators. They would not like to see their regular clientele mishandled through an overly aggressive collection effort.

NCS's notices instruct the check writer to contact the thrift store itself to work out agreeable payment arrangements. No harsh methods are employed, only professional

and courteous third party contact is utilized. NCS's thank you letter also enables system users to acknowledge their customer's payment and extend the polite offer to continue doing business with them in the future.

Thrift stores represent a multitude of NCS sales. Remember to ask to be referred to their nonprofit agency affiliate. NCS can work wonders for all types of business enterprises. Prove your professionalism and share The Cash Recovery System with all those in need of the collection industry's most effective and efficient cash flow management service.

THRIFT STORE MARKET REPORT

Average age of accounts submitted:	10 days
Average balance:	\$155
Average NCS recovery:	56%
Major problems and concerns:	NSF checks diplomacy/thank you letter fixed fee collection service control of accounts in collection Status Reports
Typical internal collection procedures:	internal collection letter, phone calls, write off
Key individual to contact for decision:	store manager, director of nonprofit agency
Key individual to get ARA numbers:	same as above

TIRE STORES

Retail tire stores represent a significant segment of the very large automobile market. These retailers have needs just as any other- attract enough customers to support operating expenses and generate a profit. While the fulfillment of this need is quite basic, a multitude of factors can affect its attainment.

Past due accounts receivable are one of these factors which have a major impact on profit. The management of these anticipated problem accounts should be systematic and consistent. Haphazard methods just do not work. Fortunately for thousands of business and tire stores alike, NCS does.

NCS representatives interested in pursuing the tire store market should seek an appointment with the owner. Multiple locations under the same ownership are commonplace, even if the store names are different. Some tire stores are operated as dealerships for big name brands such as Goodyear, Michelin, Firestone, and others. A short inquiry with a resident store manager will yield specific information on the owner and whether he would be required for a decision regarding NCS.

It is always best to shoot for the top and work your way down, rather than assume the resident manager has the ability to make a decision and later become disappointed by his lack of authority in this area. Your presentation is also liable to lose a little steam the second time around. Commit yourself to identifying and pursuing the real decision maker and a tire store will be a one call sale.

Be sure to arrive fully prepared for your presentation with letters of recommendation. A well laid out battle plan is the first step to assuming the sale. NCS is the best service, so prepare your specific set of documents which demonstrate this fact.

The majority of a tire store's problem delinquencies include slow-paying open accounts and NSF checks. The handling of NSF checks is fairly straight forward, immediate assignment to NCS; however, slow-paying open accounts can be more sensitive. There may be some apprehension on the decision maker's part toward the assignment of an open account. These customers represent consistent, return business upon which store owners place a high value. But how valuable are they when they settle into a slow-pay routine and are basically using the tire store's money for other purposes?

Tactfully educate the decision maker of how NCS trains chronic slow payers to satisfy their accounts on time. Ninety days past due is long enough for a regular customer to bring their account current or make contact to work out satisfactory arrangements. Share the text of NCS's courtesy notice and ask, "if you received this notice from one of your creditors, would you be offended?" Consider the prospect's "no" answer as a closing signal and go straight to the system size authorization. If the prospect says, "Yes, I would be offended," dig deeper into their reasoning as to why they would feel this way if they truly owed the money.

NCS's performance on these open account and NSF check balances is exemplary. On accounts averaging \$690, NCS recovers an average 53 percent.

In addition to the high prospect of multi-location sales, these tire store dealers will also provide referrals. Once one is sold and is receiving the benefits of NCS, they will be open to referring you onto their fellow dealers. There may likewise be a business association to investigate, which can lead to numerous contacts. Inquire about any state or national associations of which the new client may be a member. Try to obtain a membership listing so you can do a mailing and then follow up by phone, thus increasing your appointment ratio by two to three times.

Tire stores are plentiful in nearly every community across the U.S. Introduce them to NCS and pump some fresh air back into their accounts receivable.

TIRE STORE MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$690
Average NCS recovery:	53%
Major problems and concerns:	slow-paying open accounts NSF checks diplomacy high cost charged by conventional agencies
Typical internal collection procedures:	past due statements, phone calls possibly small claims court action
Key individual to contact for decision:	owner, resident manager
Key individual to get ARA numbers:	same as above

TOOL DISTRIBUTORS

The independent tool distributor market is one in which NCS representatives can thrive on new business. Thousands of sales opportunities are present for reps with the initiative to go for them. Three major companies, Snap-on, Matco, and Mac, dominate the independent tool distributor market. Each of them market their products through independent distributors. Distributorship are available for purchase by private individuals. Upon coming on board with a tool firm, the new distributor receives a well-defined territory and a step-side truck in which to market and distribute their tools. Obviously, a hearty investment is required to obtain a tool distributorship.

Each of these three major tool companies is organized in a similar fashion. Approximately 10 to 15 distributorships comprise a single district, and a typical region will contain 10 to 15 districts. District managers oversee the production of their distributors, while regional managers keep their respective districts in line. Depending on the area, a region can cover more than one state.

Tool distributors carry their own inventory, which makes the collection process that much more vital to their business' bottom line. The primary users in the tool market upon which these distributors focus are: automobile dealerships, auto garages, body shops, and independent mechanics.

NCS representatives interested in pursuing the tool distributor market should conduct a little research and determine how the various regions and districts are broken up in their area. Depending on the location of the regional manager, reps should contact this individual first. If the regional leader is headquartered too far away, get in touch with the closest district manager.

In either case, approach the manager from the position of offering a service which will save their distributors prime selling time and recover at least 25 to 35 percent of their lost receivables. When receivable problems do occur, distributors must break their selling routine and pursue overdue payments. Distributors are told by their managers that their time is worth \$150 to \$175 an hour. Well, it does not take too long trying to chase down a single delinquent account to chew a sizable portion of prime selling time. NCS eliminates this time consuming task, recovers a significant percentage, and allows the distributor to continue generating business.

A typical tool distributor will experience 30 to 35 problems accounts each year. With an average balance of \$275, it is easy to calculate that a distributor stands to lose over, \$5,500 in receivables alone each year. Add in any lost selling time, and the savings produced through NCS becomes even more attractive. For around \$600 per year, NCS enables tool distributors to maintain a firm grip on their receivables and increase sales. Upon contacting a district/regional manager and selling them on the time savings concept, ask for permission to attend the next district/regional meeting. These meetings, which are held monthly, will allow you to present NCS to the group of attending distributors at once and offer them a group rate.

The debtors in this market are generally mechanics working in garages, body shops and auto dealerships. Typically, these mechanics are required to own a personal set of tools for their work. Upon purchasing tools from a distributor, the buyer is set up on a weekly payment schedule. With weekly payments and a one-man operation, one is quick to realize it does not take too much to cut into a distributor's selling time.

Recovery on these accounts is lower than NCS's average, however, these accounts are highly transient in nature. Many mechanics change jobs with high frequency, making it difficult for distributors to contact them at work. When a good home address is provided, NCS recovers an average 35 percent. Extended internal collection efforts yield about the same results, yet cost distributors precious time and cause unnecessary frustration.

The group presentation enables distributors to confer among each other and compare their collection problems. The bandwagon effect can be created as they share their experiences and decide NCS is the solution. As each distributor signs up with NCS, those remaining undecided will have to substantiate their nonaction to themselves and their peers.

TOOL DISTRIBUTOR MARKET REPORT

Average age of accounts submitted:	45 days
Average balance:	\$275
Average NCS recovery:	35%
Average NCS collection cost:	12%
Major problems and concerns:	overdue tool payments time saving procedures low cost collection program not too concerned with alienation
Typical internal collection procedures:	past due statements, phone calls personal visits
Key individual to contact for decision:	regional or district manager
Key individual to get ARA numbers:	distributor

TOWING COMPANIES

Americans hold a fondness for auto travel and frequently take to the open road enjoying themselves while cruising down the highway. Much more common are people who use their vehicles for business purposes driving to and from work, or making deliveries, for instance. One thing is certain, wherever there are cars and trucks, there will be the inevitable breakdowns. Hence, wherever there are cars and trucks, towing companies are present that see to the transport of disabled vehicles.

Tow trucks respond to accidents and remove illegally parked cars in addition to aiding breakdowns. Towing companies fill a big need in the mobile society of today and are rarely thought of until that critical time of need.

Once receiving aid from a towing company, life can return to normal for the motorist. But what about the business owner deserving of payment for services rendered? Oftentimes motorists pay their towing bill with cash or credit card. Yet there are still other times when motorists have no means for payment. When this situation presents itself, tow truck operators are left with the decision of taking a personal check, towing the vehicle to their storage yard, or refusing to provide service altogether. Typically, they select one of the first two options.

Some towing companies operate under agreements with various auto associations, such as the American Automobile Association. Members of these associations receive limited towing services upon presenting their membership card to associated towing operators. These services are limited, such as a restriction on the number of miles towed and charges incurred for storage of a disabled vehicle. Sometimes association members do not realize they can still be charged for services in addition to paying their annual membership dues.

Towing Company Problem Accounts:

- NSF Check - Check for services rendered is returned by the bank for nonsufficient funds.
- Insurance/Auto Association Discrepancy -- Towing operator agrees to provide services under the belief the motorist's auto insurance or association will cover the cost.. After providing service, it is discovered the insurance/association coverage is inadequate.
- Storage Charges - Each day a disabled vehicle rests on the towing operator's property, a storage charge is incurred. These charges are due upon removal of the vehicle.

Each of the above delinquencies must be pursued early for the best chance of recovery. Towing company operators typically send late payment due statements and attempt to contact debtors by phone: Once the vehicle has been removed from the towing operator's possession though, payment for these services can assume one of the lowest priorities in a debtor's payment schedule.

With NCS, towing company owners can bring their bill's importance back near the top of a debtor's monthly responsibilities. Towing company clients experience an average 45 percent recovery rate on accounts whose balances average \$550.

The decision maker in the towing industry will most always be the owner. These are usually small business owners with one to five tow trucks. In metropolitan areas, major towing company operators will have upwards of 30 tow trucks which can cover a wide area.

NCS's low cost and high recovery on accounts traditionally felt to be tough collections, particularly impress towing company owners. Ease of assignment, speed of contact, and monthly and online updates through Status Reports are big selling points as well.

TOWING COMPANY MARKET REPORT

Average age of accounts submitted:	45 days
Average balance:	\$550
Average NCS recovery:	45
Major problems and concerns:	NSF checks deficiency balances storage charges NCS's speed of contact retention of account control
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

TRACTOR AND INDUSTRIAL EQUIPMENT DEALERS

Investments in capital equipment are necessary for nearly all types of businesses. While the specific equipment needs of a wheat farmer differ from those of a mail order operation, for example, they each use automated equipment extensively to achieve their operational goals. Tractor and industrial equipment dealers provide big-ticket items to businesspeople in industries where automation is necessary to remain competitive in the marketplace.

In some cases, industrial equipment is sold through company representatives who are the marketing arm for the manufacturer. In these situations, the salespeople actually work for and are paid a sales commission by the manufacturer. Authorized dealers comprise the balance, and majority, of the heavy equipment distribution sector. Factory authorized dealers operate independently of the manufacturer and represent more than one brand name, much like that of an automobile dealership. Dealers buy the equipment from the manufacturer and pay their salespeople on a previously agreed upon commission structure. Utilizing authorized dealerships for marketing purposes also keeps overhead costs down for manufacturers.

Salespeople for the dealer arrange sales meetings with prospects. In the instance of farm equipment or forklift sales, prospects usually stop by the dealership in person to physically see the different pieces or display. When specialized, custom fitted equipment is called for, the salesperson will generally visit the prospect's place of business and take down all of the proper specs for the custom piece's manufacture.

Industrial equipment dealers commonly offer leasing, rentals, and service in addition to sales. They may also have used and reconditioned equipment available for sale. Coupling sales, leasing, service, and replaceable parts, authorized dealers can offer buyers the full spectrum in heavy equipment maintenance.

A down payment is involved and a finance agreement is signed in a typical sales situation. Dealerships oftentimes prefer to be involved in the financing because they stand to make a bigger profit that way. Sales are encouraged through quick and easy credit requirements. After all, dealerships do not make any money from equipment buyers who miss payments, and fall behind in their obligation. Rather than go through costly repossession, possible reconditioning, and resale hoping to recoup a lost investment, dealerships are presented with a cost-effective alternative – NCS.

NCS's method of account recovery allows heavy equipment dealers to contact delinquent customers through a third party without forgoing a costly percentage of the amount owed. System users should be instructed to assign the total amount due, and not just the two or three payments on which the customer is behind. By making the whole amount due, customers are more motivated to contact their dealer and work out satisfactory arrangements. Dealers do not want to repossess and resell any equipment; they would much rather that a delinquent customer get back on their payment plan and

fulfill the finance agreement. And once the customer calls in response to NCS's contact, the first step to total recovery has been made.

NCS is very proficient in accomplishing this objective. On heavy equipment balances that average \$10,670, NCS recovers an average 63 percent.

Considering the value of the accounts at risk, NCS must be used early in the delinquency. Upon missing the first payment, a past due notice should be sent. If there is no response within 10 working days, telephone contact should be initiated by the creditor. If no agreement or settlement has been made by the due date of the second payment, NCS should be introduced to bring both sides together before the delinquency grows any worse. NCS provides dealers with third party impact, which gets the job done, for under \$10 per account. No other collection service can match NCS's cost and offer all of the features of a nationally licensed agency.

The decision maker will usually be the owner in a tractor and/or industrial equipment dealership. When pursuing a manufacturer that does its own distributing, the controller or chief financial officer will make the decision regarding NCS. Either way, present NCS as a cash flow tool which drastically reduces the need for repossession. Contacted by NCS in the early stage of delinquency, past due customers can generally find other funds to cover their balance due before being backed too far into a corner and facing sure repossession.

TRACTOR & INDUSTRIAL EQUIPMENT SALES MARKET REPORT s

Average age of accounts submitted:	90 days
Average balance: Average:	\$10,670
NCS recovery:	63
Major problems and concerns:	overdue payments high cost of percentage agency get customers back on payment schedule cash flow hurt by repossession and resale
Typical internal collection procedure:	past due statements, phone calls repossession
Key individual to contact for decision:	dealership - owner manufacturer -- controller
Key individual to get ARA numbers:	same as above

TRAVEL AGENCIES

Whether it is work-related, a vacation, to go home, or simply "to get away from it all," people enjoy traveling for these and a variety of other reasons. Regardless if it is for business or for pleasure, the over 685 billion passenger miles flown each year in the United States can attest for our passion to travel.

The majority of these air miles were arranged through travel agents. Typically, a travel agent is contacted to book a traveler's arrangements through air, train, bus, or water modes of transportation. Agents also routinely secure hotel accommodations and rental cars for their clients. Reservations or tickets to popular tourist attractions and other events in the area of one's travel destination can usually be obtained through a travel agent. Airlines, cruise lines, and tour services give travel agents a standard 10 percent commission for their service.

Travel agents often require that tickets and accommodations be paid prior to departure. However, open accounts are often provided to clients who book travel extensively and regularly. These accounts can cripple an agency's cash flow when they are not cleared on a regular basis. Couple this consideration with the standard NSF check maladies from other clientele, an agency, regardless of its size, will quickly see its losses mount and ultimately hinder what services it is capable of providing. Travel and tourism is a highly competitive market, therefore concern about maintaining regular clientele is an issue of high regard with agents. But of what value is a regular client who does not pay on time? This is a delicate point which requires a diplomatic alternative.

NCS has been providing such an option for over a quarter-century, and is the recovery solution for the large agency right on down to the single-person operation. The owner is the key individual to contact when prospecting for the appointment. Regarding agencies operated in a chain, a meeting with the location manager will be your objective. These decision makers appreciate how swiftly NSF checks and overdue accounts need to be handled, but hold alienation of regular clients a key issue. Address the timeliness of NCS's contacts, the first contact courtesy notice, and the control that the agency will have with the collection program. Since travel is a service and not a product that can be repossessed or returned, explain how payment for the tour or flight can take low priority with the traveler after it has been enjoyed. As you qualify the appointment, this statement is an ideal way to get the prospect emotionally involved in the recovery of their outstanding A/R.

NCS can also reduce the burden of unreceived commissions due the agent from the airlines, cruise lines, and tour services. These can sometimes get lost in the shuffle, much in the way a medical insurance claim does. When this happens, it is up to the agent to contact the travel line in hopes of receiving their commission. However, upon receiving diplomatic notice from NCS, travel service providers are directed to contact the agent involved and to see the situation through to a satisfactory conclusion.

Travel agencies help people enjoy the excitement of seeing new places and reuniting with friends and family. Connect NCS with the many travel agents in your area and help them maintain the excitement of operating a profitable and appreciated service.

TRAVEL AGENCY MARKET REPORT

Average age of accounts submitted:	45 days
Average balance:	\$1240
Average NCS recovery:	49%
Major problems and concerns:	open accounts NSF checks commissions due from travel providers and tour services diplomacy, alienation
Typical internal collection procedures:	statements, in-house collection letters, phone calls
Key individual to contact for decision:	owner
Key individuals to get ARA numbers.	owner bookkeeper

TREE CARE SERVICES AND SURGEONS

When it comes to landscaping, routine maintenance is the suggested course of action. However, when just about any botanical plant is left to grow out of hand, bringing it back under control requires extra, and often specialized, effort. This example holds true in most any situation from tall growing trees all the way to accounts receivable management. The specialists in tree care include tree services and surgeons while delinquent accounts are efficiently handled by NCS.

By definition, a tree surgeon is someone who treats damaged or diseased trees by filling cavities, removing parts, or treating fresh wounds. Tree surgeons are most interested in saving a damaged tree once the harm has already been done. Closely related, but not quite a tree surgeon, is an arborist. This individual is a specialist in the planting and maintenance of trees. Complementing each other, tree surgeons and arborists offer the ultimate in across-the-board tree care.

Commonly listed in telephone directories under horticulture consultant and tree services, these tree specialists offer a wide variety of botanical services.

Common Services

- Pruning Removal
- Topping/Shaping
- Stump Removal
- Cabling/Bracing
- Fertilization Spraying
- Root Cutting
- View Restoration
- Transplanting

Surgeon Services

- Disease Diagnosis
- Pest Management
- Loss Appraisal
- Hazard Evaluation

Some tree surgeons will perform all of the above duties, while others stick strictly to their specialty. Service charges vary according to their type and the size and number of trees involved. The cost to spray a tree infected with Dutch elm disease, for example, ranges from \$80 to \$100. If an aerial lift (cherry picker) is required, the cost can go even higher.

Billing is routinely done on site upon completion of the specific job, and tree service professionals prefer to be paid at that time. When prompt payment does not occur, a potential cash flow problem may result. After the tree service has been completed,

payment may not hold such a high priority to the debtor as it did previously. When a few frequent reminders from the tree service fail to produce payment, the introduction of NCS's third party collection program is the best alternative.

Satisfied clients are NCS's best endorsement. Clients within the tree care service market experience an average 54 percent recovery rate on accounts averaging \$950.

Take the family owned business approach when scheduling an appointment with a tree service company. Oftentimes an arborist's or tree surgeon's spouse takes care of the office duties and should probably be consulted on the decision regarding NCS. The spouse's support is paramount to the success of NCS's usage. Spend some time talking with the spouse when setting the appointment and gain her confidence. By the time your presentation comes up on the calendar, most of the selling may already have been done.

Through interface with the decision maker/influencer, determine what aspects of internal account collection are most irritating to them. Then, during your presentation, address the points one-by-one, showing how NCS alleviates each of them. Personalizing the presentation to each prospect makes them feel special. By asking the right questions and listening carefully to the prospect's answers, they will tell you exactly what they need to hear to close them.

Professional tree care specialists are serious about their work. Often considered a somewhat hazardous profession, these tree climbing businesspeople run risks of personal injury or property damage if the job is not done right. They typically carry PL and PD (Personal Liability and Property Damage) insurance to protect themselves and their customers from such unexpected incidents. The same theory can be carried over to their accounts receivable. Without sufficient protection (NCS), they run a high risk of losing past due receivables. Implementing NCS at 90 days will eliminate any potential in-house problems and identify those which require hard-core attention.

TREE CARE SERVICE MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$950
Average NCS recovery:	54%
Major problems and concerns:	non-paying accounts some NSF checks in-house time savings
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner bookkeeper

TRUCKING COMPANIES

The customer's shipments have been transported and received, the fuel bills and drivers have been paid, yet the provider of the transportation services is wondering if he will ever get paid. Promises to pay have been broken, phone calls are not being returned, and the business operator's hopes of seeing any payment at all are deflating as fast as a blown tire. Fortunately, for over 40,000 businesspeople nationwide, NCS is pumping air back into their businesses in the form of collected accounts receivable.

Trucking companies typically experience the following problem accounts:

- slow-pay
- non-pay
- disputed claims

Many trucking companies operate on a 15-day net payment schedule and slow paying accounts occur when this time period expires and no payment is received. Obviously, non-paying accounts result when the trucking company allows them to reach an old age without any payment arrangements being made. Disputed claims can arise when shipments are damaged or short of the full order. Customers often refuse to pay their trucking bill until the problem shipment is settle.

A little known problem area can sometimes include the driver themselves. In some trucking companies, independent drivers are called upon to carry out deliveries. The drivers, who may live some distance away from the trucking company, receive a cash advance for fuel and labor. On occasion, these drivers keep the money and do not do the work, thus creating additional cash flow problems.

In the trucking industry, accounts need to be turned over to NCS early (i.e., 30 days) to exercise the best chances of recovery. In most cases, the goods being shipped have already been bought and paid for. If accounts sit for too long, the trucking company will probably miss out on payment.

NCS's current trucking company clients are receiving an average 72 percent recovery rate on accounts averaging 30 days of age. Account balances average \$650.

The decision maker in the trucking industry is usually the owner. Most often, the owner is the business operator as well. Many trucking companies are affiliated with national carriers such as, Allied Van Lines or PIE Nationwide Inc. Even though there may be national affiliation, individual owners possess the ability to make their own decisions regarding NCS.

Following are some of the major reason trucking company owners have given for reordering NCS:

- nationwide coverage

- high speed of recovery
- ease of use
- tactful recovery
- maintain control of accounts
- thank you letters
- low cost

As in many other business, these owner are quite sensitive to name drops. They know exactly who their competitors are, so when another company's name is mentioned as being a satisfied NCS client, it commands attention. In this situation, the prospect can be shown how, their competitors are handling overdue accounts receivable and what type of results can be expected in their own business.

TRUCKING COMPANY MARKET REPORT .

Average age of accounts submitted:	30 days
Average balance:	\$650
Average NCS recovery:	72%
Major problems and concerns:	slow-paying accounts Non-paying accounts disputed accounts nationwide accounts diplomacy
Typical internal collection procedures:	past due statements, phone calls
Terminology:	bill of lading -- a document issued to a shipper describing the goods to be shipped and stating the terms of their shipment drop ship- shipping from producer straight to user without passing through a middleman in-state- commerce within a single state interstate - commerce between states
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

TELEVISION, VCR, and HOME ELECTRONICS REPAIR

Television was considered a luxury item for its first 30 years of existence. Likewise for the video cassette recorder (VCR). For the first decade after its introduction in the late 1970s to the consumer public, this machine was a costly purchase. Nowadays, these items along with several other electronic goods can be found in nearly every home. Current surveys show that the typical American household has at least one VCR and two to three television sets. More than 85 percent of those surveyed also said that they had a component stereo system, video camera, and/or home computer system.

These items all require periodic maintenance or repairs to guarantee proper operation and prolong their long lifetime of operation. While all these machines have differing requirements, maintenance and repair can be performed largely by a single shop. (Computers, however, having more technical and programming considerations are often tended by a facility specializing solely in this field and will not be serviced by a TV, VCR, and home electronics service tech.) Unless the machine in need of service is covered under a manufacturer's warranty, it will typically be taken to an independently operated repair shop for maintenance.

Most VCR / camcorders have similar circuitry and parts which are easily serviceable. A service quote is standard to determine the customer's economic feasibility before any work is done.

VCR repair and maintenance has become more commonplace as millions of them have been sold, with a tremendous number of them reaching ages where performance failure and breakdown can occur. Periodic cleaning, replacement of belts and heads; and adjustments made to the tracking system can help bring picture reproduction back to peak levels. Cleaning and standard maintenance are often performed for a flat rate. Complex repairs may be subject to an additional hourly rate on top of this.

Due to their portable, compact sizes, VCRs and camcorders can be taken directly to the repair shop by the customer. Some television sets, especially large projection systems or older console models, are too large for easy transport. A service call to the customer's residence is required, for which most repair shops will ask for payment at the time of the call. If the repair cannot be made at the home, the unit will be taken to the shop by the technician for further work.

Many repair shops have used merchandise for purchase or trade-in. This type of offering enables customers to upgrade their model without having to pay full retail prices for a brand-new unit.

Problem accounts typically come the way of unpaid service calls, NSF checks, and credit card chargebacks. Chargebacks occur when a card holder has current charges over their limit, and the card was accepted by the service tech for payment. These cases are tough collections, especially for proprietors of such single-location businesses

as these. The customer has already reached their limit on at least one card, and usually will have done so on a few other cards as well.

These accounts should be assigned immediately to NCS upon discovery. NCS's third-party influence will quickly determine the collectability of such an item. ACM also works great wonders with these accounts when they are introduced to Phase II at an early age.

NCS's recovery in the home electronics repair market has historically been very good. Clients in this market realize a recovery average which falls right on line with NCS's national average - 56 percent. This service is provided on accounts with an average balance of \$490.

Typically a small business with a single location, the decision maker in the TV, VCR, home electronics field will be the owner. The facility may also be a one-person operation in which the owner makes service calls and performs all repair work themself. A spouse or partner may be involved in the business, handling paperwork and billing concerns. When setting the appointment, be certain to determine if there is anyone else who may need to be involved in the decision regarding NCS. Qualifying should otherwise be simple as the need and numbers can easily be obtained in these small but profitable businesses.

TELEVISION, VCR, and HOME ELECTRONICS REPAIR MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$490
Average NCS recovery:	56%
Major problems and concerns:	unpaid service calls NSF checks credit card chargebacks high cost, low recovery of conventional agencies
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	same as above

UNIFORM and LINEN SERVICES

Many businesses rely on the products provided by uniform/linen services to maintain their commercial operations. Uniforms, towels, aprons, table and bed linen, floor mats, and shop towels are among the numerous items provided on an exchange basis for tens of thousands of businesses daily.

Customers using uniform/linen services cover a wide range of business types. There are restaurants and food service outlets, auto shops, hair salons, medical and dental offices, hospitals, and community service agencies providing emergency services to its residents. Put plainly, the majority of accounts are owed by commercial enterprises, thus enhancing the favorable possibility of their recovery.

As with most continuing service businesses, the best time to engage recovery efforts is before the service itself has been discontinued due to nonpayment. A business operator has little motivation to pay an overdue bill for service which has already been used up. When the business relationship is still intact, the chances of recovery are at their highest, and the slow-paying customer can also be kept on the delivery route for future orders. It also makes good sense to get cash flow moving when the prospects of there being any cash to move are greatest. Employ NCS at 60-days past due and slow-payers with the intent to pay will, and those who do not contact their uniform/linen service can be taken off the delivery route and evaluated for more intensive recovery efforts.

NCS is quite successful in settling past due worries for uniform/linen services. On accounts with an average \$1430 balance, NCS is recovering an average 65 percent.

When contacting business owners in the uniform/linen service industry, follow standard cold calling procedure if a mailing or stuffing was conducted prior. "Hello. My name is _____ with NCS. (Hand business card to receptionist.) My company asked me to stop by and introduce myself to the owner. Would you please tell the owner that I'm here. Thank you."

This approach will usually yield the positive result of a face-to-face meeting with the owner, but if more effort is required, simply state, "It's about money owed to your company. Please tell the owner that I'm here." If the owner is in the building, they will come out. If they are not there at the time, possibly an appointment can be set or at least an approximate time given when the owner can be reached.

Upon effectively presenting the NCS service to a prospect and they are still reluctant to sign, that is when the real selling starts. Any one of a number of closes may encourage the prospect to get started with the system today, so be certain to have several ready should that indecisive moment arise. Commit as many closes to memory as possible, then preparedness will, be a close ally as you move forward in your NCS career.

Try the following close when necessary, and develop the confidence to close every sale. "Mr. Prospect, investing in NCS is better than putting money in the bank. We offer a "money back" written guarantee. In other words, for every dollar you invest with us, we guarantee to return at least two dollars. In addition, the NCS system will improve your office efficiency while reducing your delinquent accounts, which means less operating costs and greater profit dollars to you."

Referrals to others in need of NCS should be requested at every opportunity. Uniform/linen service operators are acquainted with many other businesses through the normal course of their operation, but they may also have other associates in Rotary or the Chamber of Commerce. Ask for specific business types and receive the type of qualified referrals truly desired.

Uniform/linen services make sure their clientele is stocked with the supplies necessary to continue running vibrant operations. Take NCS to these service providers and make certain they have the most sound recovery program in place.

UNIFORM/LINEN SERVICE MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$1430
Average NCS recovery:	65
Major problems and concerns:	diplomacy customer retention control over accounts in collection thank you letter slow-paying accounts non-paying accounts
Typical internal collection procedures:	past due statements, phone calls discontinuation of service
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

VIDEO PRODUCTION COMPANIES

Over the last 20 years the medium of video has grown at a staggering pace. Owning a VCR was once considered a luxury, and now many American households have two or more of these versatile pieces of equipment. Coupled with the idea of being able to see desired programming at the convenience of the viewer, the production of personal video projects has also become commonplace.

Video production companies are technology-based businesses that offer customers professional help and guidance in the planning, creation, and completion of formal video programs. Small to large-sized corporations use video for a variety of purposes, such as the training of personnel, recording business meetings and conventions, and the creation of image-building presentations.

Video production companies also extend their services to individual consumers. The recording of important personal events, such as weddings, has become quite popular in recent years. Many people are also finding those old 16mm and super-8 home movie films as well as slides and photographs and having them converted to video. This conversion makes priceless family memories once again viewable through the easily accessed format of video. Home movies and the like can be further customized by editing in sound, if desired, and through computer graphic capability, title frames can be added to identify exactly who or what is on the tape.

The cost to create a video production is based on the amount of time and equipment that must be used. High-end training or corporate image pieces following a formal script and utilizing two or more cameras can cost upward of \$20,000 to \$40,000. Traditional wedding video packages can normally be produced for \$500 to \$1400, while home movie and still picture transfer packages are commonly priced below \$200. The amount of editing required to finish a video project has a dramatic impact on the final cost. The editing process can be the most costly portion of producing a video, however, it has the greatest influence on the quality of the finished project.

Payment arrangements in this market vary among business operators. Most video production companies require a down payment in advance before initiating any significant work on a high-end production or wedding. This kind of financial commitment is necessary with first time or one-time customers to ensure that payment in full will be forthcoming. On these types of videos, the balance is totaled upon project completion and the customer is typically billed by invoice on a net-30 basis. Home movie and still picture transfers to video are usually handled over the counter and paid for when picked up.

Private ownership is the predominant form of business management in this market. Most video production companies are independently operated enterprises with favorable growth potential. Efficient handling of problem accounts in an area critical to this type of business' bottom-line success, and NCS can be the tool that helps these businesses grow to their fullest.

On accounts averaging \$1200 in balance, NCS is recovering an average 56 percent for video production company clients.

The decision maker in this market will be the owner. Call on these individuals with the confidence of representing the best accounts receivable management service in the industry. NCS can easily be inserted in their internal collection procedures, at 45 days, just two weeks after the 30-day statements have been sent. Any NSF check received should be submitted to NCS immediately, ensuring that swift attention is brought to these unwelcome oversights.

NCS speeds up needed cash flow for video production companies. When employees have already been paid for their work on a project, but the customer's payment has yet to be received, cash flow suffers and the healthy state of the business itself can be placed at risk. NCS becomes a business owner's best ally to recover NSF check losses and motivate slow-paying accounts to reach a current status.

Video production companies help their customers bring images to life through their customized work. Contact the video operators in your area and show them how NCS helps bring the desired life back into their lagging accounts receivable.

VIDEO PRODUCTION COMPANY MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$1200
Average NCS recovery:	56%
Major problems and concerns:	slow-paying accounts NSF checks high cost associated with conventional collection agencies ability to select intensity of demand and maintain control of accounts in collection
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

VOCATIONAL and TECHNICAL SCHOOLS

Today's labor market places various demands on those individuals preparing to enter or reenter the achievement oriented arena of life. More and more employers are expecting job candidates to possess a basic knowledge of the job function they wish to perform. Although on-the-job training is still common practice in the vast majority of businesses, a growing number, of job seekers are turning to vocational and technical training schools to gain their basic job skills.

Obviously, individuals with specialized skills are more marketable than job seekers, without such skills. Vocational schools and institutions offer special training in a wide variety of professions including computer science, court reporting, automotive repair, construction, real estate, cosmetology, medical secretarial, and even professional sports officiating. Upon receiving the training required for a given industry, individuals can enter their selected field with confidence, experience, and a basic knowledge that can be immediately put to work.

While vocational and technical schools provide their students with quality training, these institutions must also endure a healthy percentage of delinquent accounts receivable. Collection problems present themselves in a number of ways, among the most common being cases where students drop out of their training program and leave an unpaid balance behind. Even though a student may not have completed the program and will not receive certification, the school still deserves to be paid for the special training received. These unpaid tuition balances comprise the bulk of a technical school's delinquencies.

Much like an earned premium in the insurance industry, tuition is also earned. Students who drop out still receive a portion of their full training and are many times legally committed to payment if they signed a tuition agreement with their school.

NSF checks represent another problem area for these schools. Checks returned by bank for nonsufficient funds come from payments for tuition, books, supplies, and special class fees.

Although vocational and technical school accounts are viewed by some as tough collections, NCS's performance record debunks this belief. In this specialized market, NCS boasts a respected 57 percent recovery rate. The degree of specialized training received will directly impact the amount of tuition charged, with highly technical career training garnering a higher price. Taking this factor into consideration, account balances average \$1630.

Common in-house collection efforts include the sending of a few past due statements, but typically do not go much further. The majority of uncollected accounts are simply written off and built into the cost of doing business. Some students maintain steady attendance records, but do not stay current in their tuition payments. Most schools feel they have the ultimate to leverage by not granting--certification- in the given field of

study. Although this technique of withholding certification until the balance is paid may seem worthwhile on the surface, it is actually self-defeating. Once a course is completed, the students will have received the full training whether certified or not. Waiting until the training is over before pursuing overdue tuition accounts allows the to lose their importance and continue to slip down a student's payment priority list.

NCS is the solution to this cash flow problem. For under \$25 per account, technical training schools receive up to five demands and the power of third party intervention. Recovery is greatest when accounts are pursued immediately upon becoming past due. Once reaching 60 days past due when in-house efforts are exhausted, assignment to NCS should be automatic.

Decision makers in this market generally hold the title of director. These individuals maintain school policies and oversee the business end of their operations. Make sure to include the person in this position when the time comes to involve them in the system's implementation.

Vocational and technical training schools offer specialized education for those entering or reentering the work force. Prospect your neighboring schools and give them a NCS education in accounts receivable management.

VOCATIONAL and TECHNICAL SCHOOL MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$1630
Average NCS recovery:	57%
Major problems and concerns:	past due tuition account NSF checks ineffectiveness of conventional agencies excessive write-offs
Typical internal collection procedures:	past due statements
Key individual to contact for decision:	director
Key individual to get ARA numbers:	director or office manager

WASTE AND REFUSE INDUSTRY

As sales representatives begin their careers with NCS, they soon realize that many markets exist which have the potential for high volume systems. These high volume systems are uncovered daily by conscientious reps who take their prospecting to heart. Among the markets in which large sales have been made is the waste and refuse industry.

Often referred to as garbage companies, these businesses provide services needed by nearly every consumer and commercial enterprise across the nation. Without them, waste and refuse would literally become a problem out of control. It is perfectly clear that today's society is reliant upon the businesses which cart the garbage away, however, these providers of refuse removal are reliant on their customers' regular payments.

Waste and refuse services have employed the NCS service since the Company's beginning. Over the years, the major haulers of waste, such as Laidlaw, Waste Management, and Browning Ferris Industries have come on board. NCS serves hundreds of these business operators coast to coast, yet still many more potential clients exist.

As in any industry, the system is most effective when used in direct relation to the individual industry's billing patterns. In the refuse removal industry, both consumer and commercial accounts exist. Bills are routinely sent at 30 to 60-day intervals. NCS is naturally suited to follow up on a great number of accounts upon reaching a 90-day age. It is recommended that commercial accounts be assigned at 60 days because of a high mail skip factor.

Upon talking with a garbage company prospect, be prepared to give advice, but take a soft approach and read the prospect carefully. Garbage companies are usually very concerned with diplomacy, so do not get too aggressive. These prospects are highly impressed by NCS's ability to induce debtor action without alienating them as customers. The thank you letter is another strong selling point with these users.

NCS can radically impact a garbage company's in-house billing costs. They experience a high rate of delinquency and need a method of contacting their overdue customers without spending more money. NCS is their solution. Overdue customers are contacted up to five times with requests for payment, and all accounts are pursued to a conclusion. System users can see the results by the monthly and online Status Reports and by the payments they regularly receive prompted by NCS.

The decision maker in the waste removal market is typically the general manager or controller. A decision on NCS can most times be made by either one of these individuals, but occasionally they seek the input of a regional manager. Regional managers operate individual locations, while the other-two-decision makers may oversee a number of facilities.

The results achieved through NCS are truly impressive. Current clients experience an average 53 percent recovery on balances averaging \$85. Overdue garbage pickup accounts are generally 90-days old when they reach NCS. Reps should know that different locations within the same garbage company can often be sold separately. It is not uncommon for a NCS representative to sell a number of locations within a company and pick up several 1,000 account or greater systems at once.

The opportunities provided by refuse and waste removal market are many. Apply your sales expertise and cash in on this high volume market.

WASTE and REFUSE SERVICE MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$85
Average NCS recovery:	53%
Major problems and concerns:	consumer accounts commercial accounts cut in-house costs diplomacy
Typical internal collection procedures:	past due statements, accounts written off
Key individual to contact for decision:	general manager, controller
Key individual to get ARA numbers:	same as above

WEB SITE DESIGNERS

"Surfing the 'net" has fast become the popular pastime for millions people all over the world. And there is literally a web site for every person utilizing the World Wide Web. Hundreds of thousands of business sites and countless personal interest sites currently exist, with more subjects than one can fathom. For instance, one can look up the Library of Congress in Washington, D.C., screen the BBC from London, or pop in at Kellogg's in Battle Creek, MI., or call up any other organization from nearly every point on the globe.

On top of all that, there are countless, multiple web sites devoted to personal interests, hobbies, and even individuals. If your interest is even shared by only a handful of people, chances are you can find some space devoted to it on the web. You can find several pages and sites devoted to such diverse topics as your favorite sporting team or player, music group, hobby, and television and movie stars. Imagine a web site for a tree company that shows the leaves of various trees and shows how to identify trees by their leaves. Would you believe that Godzilla has over 30 web sites maintained in his honor? Or that The X -Files television show has more than 500 sites devoted to the series and its stars? As indicated by these examples, pick the most minute detail of any subject matter and odds are in your favor that you will find it set up with its own location. After all, it is the World Wide Web!

The price range for web site design is tremendous. A single-page, static site can cost as little as \$200 to \$500, for example, whereas a multiple-page; highly interactive site with upgrades can have a price as high as \$20,000. Depending upon the service sought, the charges can be set upon an hourly, monthly, quarterly, or even annual rate. Rates are usually agreed upon during an initial consultation. Customers are typically asked to consider the changes and ongoing maintenance they foresee in their web site in mind to match their budget and objective in having the site in the first place. Designers then can get to work with their concept for their new client. The Internet is also the source for customers to review the progress of their site and interface with their designer. Typically, as the site is being constructed, the customer will be given an access code to get into their provider's system and view the material. Meanwhile, the public when pulling up the address for this specific web site (if one already exists) will see a simple message: "Under Construction."

Designers set up sites in one of two formats: as a basic page pretty much limited to itself with some links, or as a Common Gateway Interface (CGI), a web site which is programmed so that it can access existing databases.

The Internet itself will of course provide a bevy of leads in this market as well. Designers naturally take pride in their work and will often have their own site touting their services. Also, a number of web sites also give credit to the designers behind them - so pay attention to your most frequented local web sites for any credits or by-lines.

The designer themselves will often be the decision maker; obviously if they provide their service as an individual. If the service is offered as part of an ISP package, request the owner and the office manager. (For more information on Internet service providers, see the SMR in the June 1996 *Bulletin*.) Submitting accounts at an average age of 60 days with balances of \$2,500, web site designers are downloading an impressive 65 percent

recovery rate. How can these up-and-coming entrepreneurs not but realize the long-term benefits that NCSIACM can provide their businesses?

Now is the perfect time to get online with the web site designers in your area. As a rapidly-developing and much sought-after business still in its early stages, the professionals of this market will need to have a firm AIR recovery plan set in place. Remember, some of The Cash Recovery System's top clients joined on before they had their first customer enter their door!

WEB SITE DESIGNERS MARKET REPORT

Average age of accounts submitted:	60 days
Average balance:	\$2,500
Average NCS recovery:	65
Major problems and concerns:	slow and non-paying accounts NSF checks cost concerns as a new business
Typical internal collection procedures:	phone calls, past due statements letters, e-mail discontinue service dismantle web site
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner, office manager (usually if part of an ISP)

WEIGHT LOSS PROGRAMS

In recent years, people across the country have grown more and more aware of their health. As levels of consciousness rise in regards to body weight, cholesterol level, and bran fiber intake, people are realizing they are in control of how they look and feel. Shedding unwanted weight seems to have become one of the most common individual objectives nationwide. Recognizing this need in the marketplace, and filling it, are a number of weight loss centers which provide tested programs to those who are interested.

The various weight loss clinics in operation today are organized in different ways. Some charge their customers by the pounds lost, while others charge a flat fee for their services. Very low priced introductory offers are commonly used to entice would-be dieters to try a program. Some centers provide their dieters with the special food they are to eat and others, like Weight Watchers, give dieters a list of food and instruct them not to stray from it.

Weekly weigh-ins are typical in most diet centers. The dieters come in, and upon being weighed receive their next week's food allotment and counseling on their progress. Weekly payments for food and counseling are made at each visit, often by personal check. Herein lies the need for NCS.

NCS handles NSF checks almost exclusively for weight loss center clients. On accounts averaging \$180, NCS recovers an average 64 percent.

To achieve the best NSF check recovery, this procedure should be strictly followed: Upon receiving a NSF check returned by the bank, a phone call should be made to the debtor. If the debtor is not located, the account should be assigned to NCS. If the debtor is located, a 48-hour demand for payment should be given to allow them to make their check good. Payment should be made in cash or money order. NSF checks are not to be resubmitted to the bank as there is an extra charge incurred. If the debtor does not meet the 48-hour time frame, the account should go straight to NCS.

NSF checks require very prompt handling to effect their recovery. NCS's third party clout brings the importance of clearing a NSF check to the forefront of a debtor's priorities. In a diplomatic, yet firm fashion, debtors get the message that they must clear the returned check or face an assortment of negative consequences. NCS's speed reinforces the demand's impact as debtor contacts are routinely received within five working days of their assignment.

Weight loss clinics can be prospected either by phone or through the mail, however, personal visits are the most effective. Prior to stopping by for an introduction, determine if the weight loss center is corporately or individually controlled. Simply telephone and ask, "Are the financial decisions for your company made on an individual basis or at the corporate level?" Upon receiving the answer, ask, "May I have the name of that person

who makes these decisions?" When asked politely, these questions are most always quickly answered.

The decision maker in an individually controlled center is usually the owner. In a corporate structure, the financial administrator or controller will generally render a decision regarding NCS.

Present NCS as the best method available to recover NSF checks The NSF check text on NCS's contacts specifically addresses the problem and alerts the debtor of possible ramifications. For a total cost of under \$25 per account, NCS provides the third party impact which produces payments.

A successful NSF check recovery program can pay for itself. Introduce the Cash Recovery System to the weight loss industry and watch their NSF check losses melt away.

WEIGHT LOSS PROGRAM MARKET REPORT

Average age of accounts submitted:	14 days
Average balance:	\$180
Average NCS recovery:	64%
Major problems and concerns:	NSF checks low balance accounts diplomacy
Typical internal collection procedures:	phone calls
Key individual to contact for decision:	owner -- individually controlled financial administrator or controller corporate controlled
Key individual to get ARA numbers:	same as above

WELDING SERVICES

The NCS service is instrumental in helping thousands of small business operators recover monies owed by their delinquent customers. NCS is suited to fulfill the collection needs of most any company, regardless of their product or service. In recent years, the welding market has come to light as a viable industry with a significant need for the services of NCS.

Welders are commonly independent business owners. They routinely repair and construct metal structures, pipes, handrails, tanks, truck bodies, and more. These independent businesspeople can generally repair or construct anything for a customer requiring a metal-to-metal weld.

Business owners in the welding market are rather open-minded toward a formal collection program. In most cases, they have already done the work and deserve payment. These business operators also realize they can generate more revenue, by continuing to perform their trade in the field rather than sitting in the office agonizing over their accounts receivable.

NCS is tailor-made to follow up and continue a welder's collection efforts. After two statements are sent and telephone contact is made with a delinquent customer, third party intervention is suggested to effect collection.

Typically, a welding company's problem accounts center around nonpayers and NSF checks. These two areas turn up from both consumer and commercial sectors. NCS's diplomatic service should be enlisted after the second statement is sent. Once in the NCS system, a welding shop owner can rest assured their accounts will be treated with the utmost of care.

Handling accounts with an average \$1000 balance, NCS is recovering an average 46 percent for welding service clients. Any uncollected accounts through Phase I are great candidates for ACM. Present the full value of The Cash Recovery System to prospects and ensure that they receive its many related benefits.

The above statistics demonstrate NCS's effectiveness in the welding industry, however there is another area in which the service can be used. Suppliers providing equipment to welders have collection needs as well. Welders need a steady supply of equipment and gas to keep their businesses running. Most often the gas is paid for up front and a deposit is left for the tank and any other equipment needed. If a welding company does considerable business, they may have several dozen of their supplier's tanks at a time.

NCS has been effective in recovering these steel gas tanks for welding suppliers: The courtesy notice alerts the customer that their tanks need to be returned or they will have to bear the burden of the equipment's cost.

Business associations are also ever present throughout the welding industry. NCS representatives who regularly get involved in associations already know how valuable their support and endorsements can be. By contacting the local welders association, NCS reps can network their services to their entire group.

The welding industry needs the professional accounts receivable control which only NCS can provide. Set some appointments with the welders in-your area and satisfy their collection needs.

WELDING SERVICES MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$1000
Average NCS recovery:	46%
Major problems and concerns:	nonpayers NSF checks
Typical internal collection procedures:	past due statements, phone calls
Key individual to contact for decision:	owner
Key individual to get ARA numbers:	owner

WINDOW CLEANING SERVICES

One of the many benefits for representatives of NCS is that the prospect base is virtually limitless; any business accepting checks or extending credit is a candidate for the collection services of The Cash Recovery System. Among this great list of potential clients are professional window cleaning services. This market's services, just like those of NCS, are not limited to any one business. Any facility with windows and related fixtures is a prospect of these service providers.

Window cleaning companies often do much more than their name suggests. The services provided range from the obvious to screen cleaning and repair, mini blind cleaning, rain gutter cleaning, and post-construction cleanup. Some companies promote particular considerations, such as business or residential cleaning, "hard to reach windows" specialists (i.e., skylight and high-rise complex cleaners), or power/jet wash capabilities. Inside, outside, in office or home, there is not a window-related matter these specialists will leave alone as competition is pretty stiff among these service providers.

Depending upon the size of the domain or office and the amount of servicing required, jobs are typically scheduled on a weekly, monthly or annual basis. An individual residence, for example, may schedule a visit once a year for a full maintenance of all window glass, fixtures, and rain gutters. A large, multi-level office building may have a contract for daily cleanings which require a "rotation" of the areas to be cleaned (the building's size may make it impossible to wash every window in a single day, so it is broken down into sections for regular servicing). Residential jobs are usually done during daytime hours, as they require less time to perform. Commercial contracts, however, may be for daytime or after work hours servicing. Outside windows will be tended usually during normal business hours as there will be no disruption of the employees' workday inside the building's). For the same reason, any indoor cleaning or special services (i.e., window blind cleaning, interior office windows, etc.) will sometimes be done after employees have left for the day.

Many window washing services are independently owned and operated - any corporate affiliation or chains of operations are rare. Although this field is somewhat easy for one to set up shop, operators work long and hard to build their reputation in the business community they serve in order to compile a strong list of clientele. Providing an off-site service, many window washers operate their business from their home or a small office location since they do not require floor space to display products or equipment. The minimal requirements for running a business in this market are essentially washing equipment, supplies, transportation, and, of course, labor.

Regardless of the window wash service schedule, billing is usually done on a monthly basis. As with most independently owned and operated businesses, timely payment must be consistent or else cash flow will weaken. These businesses function within an exceptionally tight profit margin, and obligations regarding payroll, licensing,

equipment maintenance and replacement, and supply inventory must regularly be met in order for the business to remain not only profitable, but open.

The time-consuming efforts of accounts receivable collection can be tremendous headaches for these entrepreneurs. The demands of their business do not allow for much time to be spent in the office contacting slow and non-paying customers. If a window cleaning service is large enough to warrant office personnel, it will generally be a single person overseeing the matters of bookkeeping, scheduling, and supply inventory. NCS can greatly alleviate this burden for these businesses. Helping window cleaning service providers set up a timely billing cycle which will be complemented by the power of The Cash Recovery System's third-party effectiveness, you can tap into this vast market for a long-term business relationship and a valuable referral resource.

Window cleaning services with balances averaging \$885 are currently enjoying a 65 percent recovery rate. Remember, these business owners are very concerned about their reputation and the work it has taken to establish an ongoing relationship with their clientele. Emphasize NCS's diplomacy and how this helps serve as a "reminder" for customers who have fallen delinquent in meeting their payment obligations. NCS's Courtesy Notice and graduating series of contacts will motivate slow paying customers to put their window cleaning bill at the top of their payment list.

The owner of a window cleaning service will usually be the decision maker. The business is their investment and they will be active in all aspects of its thorough operation: from signing the job, to performing the service, to confirming payment. Being independent business owners with a wide variety of clientele, these people will also appreciate your need for referrals ,to maintain a steady flow of business. Your genuine attention and effort toward helping their business will be returned in their appreciation through referrals and endorsement letters. Their client base will contain a sweeping array of local businesses, and their contacts will include the decision makers of those companies they serve.

WINDOW CLEANING. SERVICES. MARKETING REPORT

Average age of accounts submitted:	90 days
Average balance:	\$885
Average NCS recovery:	65
Major problems and concerns:	slow and non-paying accounts diplomacy customer alienation reputation cost of conventional collection agencies write-offs, and lost business
Typical internal collection procedures:	past due statements, phone calls discontinue service
Key individual to contact for decision:	owner

Key individual to get ARA numbers:

owner

YOUTH ORGANIZATIONS

Prevalent in nearly every community across the United States are youth organizations. These providers of youth oriented programs are important elements in the fabric of a community as they aid and enhance the development of the area's future leaders.

Organizations such as the Boys Club, Girls Club, and YMCA provide specialized programs for the benefit of local youths. The summer season is their busiest time of year as school is out and a wide assortment of outdoor activities are offered. Day camps, hikes, nature studies, swimming, team sports, and other programs fill the summer months with activity. Seasonal programs are planned for the remaining months of the year, emphasizing after-school time and weekends.

Typically, these programs are not provided free of charge, and payments must be made for a child's participation.

Delinquent Account Areas

- Membership Dues -- allows associate members use of facilities, often including gymnasium, pool, sport courts, etc.
- Day Passes - charges for intermittent use of facilities.
- Camp Charges - amounts owed for the attending of various youth oriented camps.

The parent(s) is always responsible for debts incurred for the activities of their children under the age of 18. Although most parents understand this concept, a good many put off payment for as long as possible, maybe even hoping that their debt will be forgotten or expunged.

This is not the case with NCS. For a low fee of under \$25 per account, youth organizations can manage their AIR closely, and identify tough collection or hardship accounts at an early age. Underprivileged families often engage the services of a youth organization because of the low cost involved. And the organizations realize this, encouraging parents to enroll their children in the relatively inexpensive programs. With NCS, hardship accounts can be dealt with on a case, by case basis at the discretion of the system user.

NCS clients in the youth organization market are experiencing an average 51 percent recovery rate on accounts averaging \$245 in balance.

When prospecting a youth organization, seek an appointment with the administrative director. This individual is generally in charge of day-to-day operations and oversees the design and implementation of special programs. Accounts receivable management fall under day to-day operations and should be exposed as an area where increased revenue can be derived.

Supplementary funding to youth organizations is often provided through grants from various government agencies. In order to qualify for grant funding, a youth organization must demonstrate fit management. One measure of fit management can be made in the accounts receivable area, where due diligence must be exercised to recover amounts owed. NCS serves this purpose to perfection. Following a systematic assignment pattern, NCS will ensure that all accounts possible are being contacted with courteous requests for payment.

Proper use of NCS brings more money in faster, and at a lower cost, than protracted in-house efforts. Help the decision maker envision how their increased revenue could be used. New programs, facilities, equipment, and even more staff personnel can all result from efficiently handled accounts receivable.

Issues such as collections may need to be brought before a board for a decision. Be prepared to give a short presentation, emphasizing the selling points which led to the administrative director's acceptance of the NCS concept and request for a presentation to the board. NCS helps the organization utilize the funds which are due and motivates debtors to fulfill their responsibility to the youth organization.

YOUTH ORGANIZATION MARKET REPORT

Average age of accounts submitted:	90 days
Average balance:	\$240
Average NCS recovery:	53
Major problems and concerns:	membership dues special program charges diplomacy exercising due diligence cost effective collection
Typical internal collection procedures:	phone calls, write off
Key individual to contact for decision:	administrative director
Key individual to get ARA numbers:	administrative director