

# 2010 Service Manager salary survey

## SERVICE MANAGER PAY AND BONUSES FALL IN 2010, BUT RELIEF MAY BE ON THE WAY

There's absolutely no question that the so-called "Great Recession"—now in its fourth year—has had a negative impact on the copier business. Compared to many other industries, however, we've been lucky: most of us still have our jobs.

"We haven't seen much unemployment in the copier industry," says Paul Schwartz, president of Copier Careers, a recruiting firm dedicated exclusively to serving the document imaging industry. "While unemployment in the general economy is greater than 10 percent, the number of unemployed people in the copier industry is still low, particularly on the service side."

According to Schwartz, the industry's low jobless rate has everything to do with its stability. "In any recession, the copier industry tends to slow down later than other industries, and it also rebounds sooner," he says. "It's an incredibly safe, stable industry to be in, and I think it's going to stay that way for a long time."

### The 2010 Salary Survey

Since 2002, Copier Careers has been surveying copier service technicians, sales managers, and service managers to learn how well they're compensated, determine whether they're satisfied with their career

choices, and find out what matters most to them. Over the past few years, we've seen some significant changes in the way service techs and sales managers have answered these questions. But when it comes to service managers—the most stable, long-term group of employees in a stable, long-term industry—it seems the more things change, the more they stay the same.

The 2010 Service Manager Salary Survey reflects the results of 1,571 service managers who took our online survey between March 1, 2009 and March 1, 2010. It's a diverse group whose members hold many different job titles and work for every type of copier service organization. Their responsibilities vary widely, with some people managing only a handful of

employees and others managing hundreds.

The job longevity of service managers is phenomenal. The average copier service manager has been in this industry for 24.8 years, and has been with his or her current company for 17.6 years. What's more, the average service manager expects to stay with his current employer for another 9.6 years. The service managers are the true veterans in this business, and they're the long-term beneficiaries of the industry's stability—they plan to be there for their employers through thick and thin, and they expect their employers to be there for them. That's not an unreasonable expectation, but it may take some compromise on both sides.

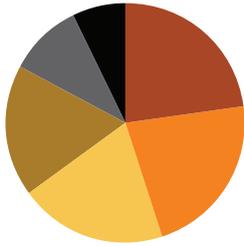
### Average base pay, 2002-2010

2002	2004	2006	2008	2009	2010
\$69,025	\$69,220	\$70,546	\$75,554	\$76,200	\$75,795

### Average base pay by job title

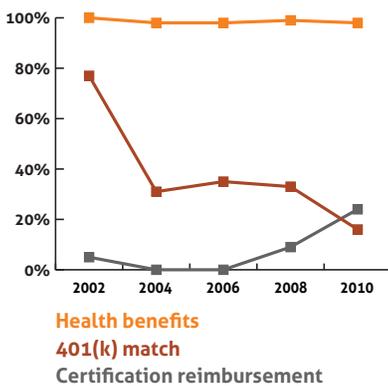
Service Manager	Regional Service Manager	Operations Manager	General Manager	VP of Service
\$67,008	\$72,107	\$78,765	\$78,991	\$82,105

### How many people do you supervise?



1-10 (23%)    51-100 (18%)  
 11-20 (22%)    100-200 (7%)  
 21-50 (20%)    201-500 (10%)

### Percentage of respondents who received bonuses or direct cash rewards



### Which job-related issues are most important to you?

	2010 rank	2002 rank
Benefits	1	1
Financial stability of company	2	3
Base pay	3	2
Bonus opportunities	4	21
Job stability	5	20

### Tightening Their Belts

The average base pay for a sales manager this year was \$75,795, a decrease of about \$400 since last year, but not a major source of concern. What really worries service managers is the loss of their bonuses, which in many dealerships have been reduced or eliminated as a result of decreasing service revenue. Another source of concern is the reduction of benefits. As one service manager told us, "My salary has been stagnant since 2008, but insurance premiums have risen more than 40 percent in the past three years. With commission down and insurance costs rising, I have lost about 20 percent."

Though service managers tend to be extremely loyal to their employers, they can only take so much for so long. Employers who want to retain their service managers and keep them happy will need to find new reasons to reward them even when service revenues are temporarily down. One way they're already doing that is through education incentives.

### Learning is Earning

As clicks continue to decrease and new business models like Managed Print Services take hold, service managers are discovering that the key to running a profitable service department is education. As a commentator on the Copier Careers website said, "Being hardware-centric is not enough. Do you understand your company's document solution products? How well do you communicate and write? Consider returning to college for advanced skill training or degrees. Look to CompTIA for industry certifications. The more

knowledgeable you are, the more you're worth."

Education is also becoming a reliable way to earn bonus money. This year, 28 percent of respondents reported earning bonuses for completing certification or training, and 24 percent were reimbursed for certification costs. Not bad, when you consider that seven years ago as few as 5 percent of service managers were being rewarded for these reasons.

### A Light at the End of the Tunnel?

Though the recession has had some economic impact on service managers, its real consequences have been psychological. Service managers have worked hard to keep their departments motivated and intact during the past few years. They've been under constant stress to perform, and that stress has been compounded by the fear that their bonuses, their benefits, and even their jobs could be eliminated by forces beyond their control. Hope, however, remains—and according to Schwartz, we have good reason to believe that the worst is over. "Throughout the recession, there wasn't a lot of job loss in the copier business, but there wasn't much hiring, either," he says. "I don't want to speak too soon, but over the past few months we've definitely noticed that hiring is starting to pick up. We're seeing clear signs here that the copier industry is growing again. And when the copier industry grows, the rest of the economy is likely to follow." ●

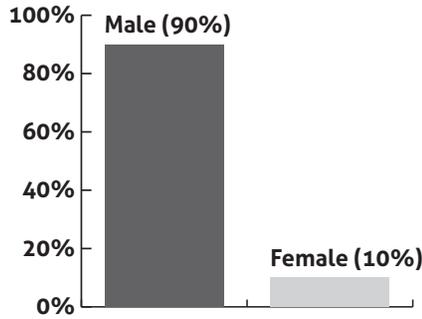
Up next: special online-only section, featuring a full page of additional graphs and commentary.

## Demographics

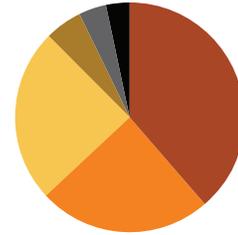
The service manager demographic is still heavily dominated by men.

Most service managers rise up through the service technician ranks. Education levels vary from person-to-person: on-the-job experience is still the most important qualification in this business.

## What is your gender?



## What is your highest level of education?

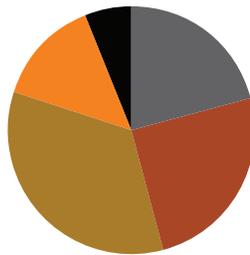


Some college (38%)  
 OEM training (24%)  
 HS diploma (24%)  
 Tech school (5%)  
 AA degree (4%)  
 MBA (3%)

## Satisfaction

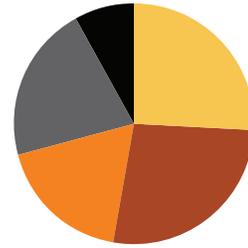
More service managers say they're satisfied than dissatisfied. Though the recession has brought new worries, stresses, and challenges, service managers are holding themselves and their departments together.

## How satisfied are you with your compensation package?



Very satisfied (21%)  
 Satisfied (25%)  
 Neutral (34%)  
 Dissatisfied (14%)  
 Very dissatisfied (6%)

## How satisfied are you with all aspects of your job?

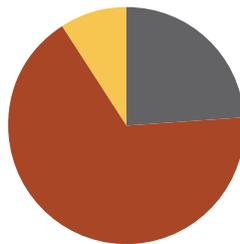


Very satisfied (26%)  
 Satisfied (27%)  
 Neutral (18%)  
 Dissatisfied (21%)  
 Very dissatisfied (8%)

## Job searching

Service managers are by far the most loyal employees in the industry—the average service manager has been with his or her current employer for 18 years. Still, they say they're open to new opportunities.

## Are you currently looking for a different job?



Yes, actively (24%)  
 Yes, somewhat (67%)  
 No (9%)

## If you're looking for a new job, why are you looking?

Higher compensation	1
Job market opportunities are too good to pass up	2
Move to a new geographic area	3
More job stability	4
Personal/family needs	5

## About us

Copier Careers is a recruiting firm dedicated exclusively to helping independent copier dealers find experienced service techs, copier sales reps, managers, controllers, back office staff, and MPS experts. Learn more about our commitment to the industry at [www.CopierCareers.com](http://www.CopierCareers.com).

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