FROM TECHNICIAN TO CEO

THE 16-YEAR BREAKTHROUGH

That Built a Multi-Million Dollar Service Company

The Hard Lessons, Numbers, Systems, People, and Processes
I Wish Someone Had Taught Me From Day One

Presented by Jason Birdsong



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16 YEARS.

Sixteen years of mistakes.

Sixteen years of lessons.

Sixteen years of trying to figure it out.

My goal today:

Save you some of those years.

I Thought Working Harder Was the Answer.

- Taking every call.
- Working 60+ hour weeks.
- Solving every problem myself.
- Making every decision.
- Doing everything — all the time.

I WASN'T BUILDING A BUSINESS.
I WAS BUILDING A JOB THAT OWNED ME.

Being Great at the Trade Doesn't Make You Great at Business.

TECHNICIAN MINDSET		CEO MINDSET
TODAY	VS	**NEXT YEAR**
How do I fix this? Who can I call right now? I'll just handle it myself. What's the fastest solution?		How do we build a system for this? Who owns this process? How do we prevent this next time? How do we scale this without me?

THE JOURNEY | It Doesn't Go in a Straight Line

TECHNICIAN

↓

OWNER

↓ (chaos starts here)

CHAOS + HARD LESSONS

↓ (most people quit here)

MENTORS + SYSTEMS

↓

LEADERSHIP + ACCOUNTABILITY

↓

CEO → MULTI-MILLION DOLLAR COMPANY

"The day I started knowing my numbers, my business stopped being a job

and started becoming a machine."

— Jason Birdsong

IT TOOK ME 16 YEARS.
IT DOESN'T HAVE TO TAKE YOU 16.

I Thought I Had to Figure Everything Out Myself.

WHAT IT COST ME:

- Years of wasted time
- Bad hires I could have avoided
- Pricing errors that killed margin
- Burnout — mine and my team's
- Lost opportunities while I was reinventing
- Broken processes rebuilt from scratch

THE REALIZATION:

Someone had already solved most of the problems I was trying to solve.

Mentors. Coaches. Proven systems.

People who had already traveled the road.

Mentorship is not weakness. It's an accelerator.

YOUR BUSINESS IS A

PARTHENON

Only as strong
as its weakest pillar.

- NUMBERS
- PEOPLE
- PROCESS
- SALES
- MARKETING
- LEADERSHIP
- CULTURE

Foundation: VISION + DISCIPLINE + ACCOUNTABILITY



Jason Birdsong

PILLAR 1 | KNOW YOUR NUMBERS

The Numbers That Run Your Company:

REVENUE	Are you tracking total AND by division?
GROSS PROFIT	Revenue minus direct job costs
NET PROFIT	The real score
LABOR %	High labor = pricing or productivity problem
AVERAGE TICKET	Low avg ticket = options/training problem
CONVERSION RATE	Low conversion = sales/training problem
COST PER LEAD	What does it cost to get a call?
BOOKING RATE	Call center performance metric

Numbers Tell Leaders WHERE to Solve Problems:

LOW CONVERSION RATE

→ Sales / training / opportunity problem

LOW AVERAGE TICKET

→ Options / communication / training problem

HIGH LABOR %

→ Productivity / pricing / scheduling problem

LOW GROSS MARGIN

→ Pricing / purchasing / efficiency problem

LOW BOOKING RATE

→ Call center / scripting / training problem

REVENUE IS NOT THE SCOREBOARD. PROFIT IS.

Numbers don't solve problems. They tell leaders WHERE to solve them.

IF THE PROCESS LIVES IN YOUR HEAD, YOU DON'T HAVE A PROCESS.



BUILD IT ONCE. TRAIN IT. MEASURE IT. IMPROVE IT. REPEAT IT.

Every time I had to personally solve a recurring problem,
that was a process failure — not a people failure.

The process is what allows your business to function
when you're NOT in the room.

PEOPLE DON'T FIX BROKEN SYSTEMS.

We Blame People For:

- Technicians
- CSRs
- Dispatchers
- Managers
- Salespeople

The Real Problem Is:

- No clear expectation
- No documented process
- No training
- No measurement
- No accountability

YOU CANNOT HOLD PEOPLE ACCOUNTABLE TO A STANDARD YOU NEVER CLEARLY CREATED.

"Ask Jason" → "Ask the manager" → "Follow the system" → "This is just how we do things here."

THE BREAKTHROUGH

PROFITABLE.
SCALABLE.
SUSTAINABLE.

- ✓ NUMBERS
- ✓ PEOPLE
- ✓ PROCESS
- ✓ SALES
- ✓ MARKETING
- ✓ LEADERSHIP
- ✓ CULTURE

THERE WASN'T ONE MAGIC BULLET. WE STOPPED LEAVING PILLARS OUT.

HARD LESSONS I PAID FOR:

- **Revenue doesn't equal profit.**
- Growth magnifies broken processes.
- The wrong person costs more than an empty seat.
- **What isn't measured doesn't improve consistently.**
- What isn't documented isn't a system.
- Your team cannot read your mind.
- **Leadership without accountability becomes frustration.**
- Culture is what you tolerate.
- You cannot outwork a broken business model.
- **Stop reinventing wheels that already work.**

BORROW MY 16 YEARS.

- Learn from my mistakes.
- Learn your numbers.
- Build your processes.
- Invest in your people.
- Find mentors.
- Build accountability.
- Stop trying to figure it all out alone.

YOU SHOULD BE SMARTER THAN I WAS.

YOU SHOULD GET THERE FASTER THAN I DID.

WHAT DO YOU DO MONDAY MORNING?

1 KNOW

Identify 5–10 numbers that actually drive your company.

2 DOCUMENT

Choose one process living in someone's head and write it down.

3 MEASURE

Create a scoreboard. Post it where your team can see it.

4 LEAD

Set one clear expectation that has been unclear.

5 LEARN

Identify someone who has already solved your biggest current problem.

6 ACT

Make one change. Not someday. MONDAY.

STOP REINVENTING THE WHEEL.

IT TOOK ME 16 YEARS. IT DOESN'T HAVE TO TAKE YOU 16.

BUILD THE COMPANY. BECOME THE CEO.

Jason Birdsong

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IT TOOK ME 16 YEARS.

IT DOESN'T HAVE TO TAKE YOU 16.

ARE YOU TIRED OF BEING STUCK IN THE HAMSTER WHEEL?

Click the link below for a confidential conversation
regarding one on one coaching.

[COACHING LINK — INFORMATION NEEDED FROM JASON]

No pressure. No pitch. Just a real conversation.