Solve One More Guidelines

PROGRAM OVERVIEW

One of our major objectives is to be the single-source provider of all types of facility solutions for our clients. However, a majority of our clients are not aware of the incredible breadth of services we can deliver. To overcome this lack of awareness and to focus on “Building Value” for clients, employees will have the simple goal of trying to “Solve One More” problem for our clients by leveraging the services and solutions that ABM provides. To encourage participation, we developed an incentive program, which rewards employees who have a conversation with a client or prospect about a facility problem that ultimately results in additional business with ABM.

In 2012, we launched a pilot program in California under the name “Client Collaboration Program or CCP.” To continue our early success, we are thrilled to now roll this program out company-wide under the name Solve One More (SOM). Here’s how it works:

STEP 1: Chat with clients & others about potential facility problems
STEP 2: Enter the leads at abm.com/sellabm or call 1-855-SolveABM
STEP 3: Sales follows up and client signs agreement to have ABM solve their problem
STEP 4: Employee that provided the lead receives $$$ and recognition!

KEY PROGRAM OBJECTIVES

• Drive organic growth for ABM
• Provide fast response to client problems
• Increase the number of services that ABM provides to our clients
• Build greater value and trusting client relationships
• Promote OneABM culture
• Increase employee and client awareness of ABM’s capabilities
• Provide recognition and rewards for employees who help solve client problems

KEY FUNCTIONS OF PROGRAM

• Provide program participants with prompt recognition and reward for their role in expanding the business with new and existing clients by providing leads for other business units; this program is not intended to provide leads within business units.
• Implement an educational program through Area Market Leaders and Program Review Board members that both defines the structure of the program and drives broad understanding of ABM capabilities
• Maintain a detailed policy that ensures consistent, long-term success through a diverse Program Review Board made up of delegates from all business units
• Measure program performance and report performance to ABM leaders on a quarterly basis
PROGRAM GUIDELINES

• Participation in Program
  
  • All ABM employees can participate in the program and most employees below VP/officer level are eligible for monetary rewards. The business unit Program Review Board member and Executive Leadership of each business unit will make all final decisions regarding participation for Branch Managers, General Managers, etc.
  
i. Employees whose primary job functions include selling or generating leads for bundled services are not eligible for monetary awards (e.g., ABM Facility Services sales/marketing team or ABMFS Account Executives; i.e., those who manage Integrated Facility Solutions clients).

  ii. Monetary awards will not apply in cases where an ABM employee works in a capacity to award services to other ABM business units independently without the consent of the client, (e.g. within a fixed price contract structure or an Integrated Facility Solutions account).

  iii. Participation in this program can in no way interfere with an ABM employee's primary operational role. The intent of this program is for participants to identify opportunities, but not play a significant role in approving, developing, creating the proposed solution, or "selling" the job.

  iv. This program is designed to reward employees for being proactive in promoting other services to our existing clients, and/or generating new leads for new clients. It is not designed to compensate employees for reactive leads (i.e., call-in’s, RFPs, or leads coming to us in any form outside the company without any proactive effort on the part of the employee). Any leads determined by the Program Review Board to have been generated in a reactive manner are subject to exclusion from the program.

• VPs, SVPs, and EVPs are not eligible for the SOM monetary rewards; however, they are encouraged to participate and provide leads. There will be other types of awards and recognition for those not eligible for monetary awards.
  
i. All company Officers, Executive Vice Presidents, Senior Vice Presidents, Vice Presidents, and business unit Leaders eligible for management bonuses and/or other forms of executive compensation may not participate in the monetary rewards portion of this program.

  ii. It is not allowed for a nonparticipating member of the program (executives) to provide a lead to one of their subordinates in order for the subordinate to get the rewards benefit of the program.

• Program Review Board, Program Leader and Area Leadership Program
  
  • The Program Review Board’s primary purpose is to manage the program including:

    i. Review & implementation of employee recommendations

    ii. Management of budgets

    iii. Rewards & promotion of the program

    iv. Resolution of disputes

    v. Make changes as deemed necessary by Board or Senior Leadership
• The Program Review Board is comprised of employees directly involved in sales leadership and appointed by the business unit leaders; as well as other members appointed by the ABM Executive Team.

• The Program Leader is Bob Swanger, who is also a member of the Program Review Board. The Program Leader’s primary role will be to organize Program Review Board meetings, lead event planning, distribute performance reports, and lead promotional efforts. For the first 12 months of the Program, the Program Review Board members will be:
  i. Bob Swanger (Program Leader)
  ii. Bob Clarke (Onsite Services)
  iii. Eric Crabb (Security)
  iv. Bill Maurer (Energy)
  v. Tony Piucci (Facility Services/Engineering)
  vi. Rick Wilson (Parking)
  vii. Bruce Phibbs (On Demand)
  viii. Kevin Bray (Healthcare)
  ix. Kevin Kovak (Building & Energy Solutions)
  x. Brett Knox (Corp Marketing)

• Area Leaders are the regional ABM representatives assigned to promote SOM awareness and assist in training and implementation of the program. They will be nominated by the business units to the Program Review Board and approved by the Executive Team. There will be an expectation that Area Leaders will be responsible for the objectives of the program in a given area, vertical market, or region.

• Business unit leaders will be given quarterly reviews and will provide performance feedback and direction to the Program Leader.

• **Eligible/Qualified Leads**
  • Program participants will be recognized and compensated for registering qualified new leads that result in expanded services *outside* their business unit for an existing or new client.
    i. A qualified lead is a lead that has been converted to an opportunity in Salesforce.com (SFDC) by the person receiving the lead
  • All leads must be entered at [abm.com/sellabm](http://abm.com/sellabm) or called into 1-855-SolveABM (1-855-765-8322). The toll-free number is only to be used by field personnel that don’t have access to a computer.
  • If the lead is not entered, no payments will be made – no exceptions. The lead must be entered prior to the job being awarded.
  • Only leads for business units outside the lead generator’s business unit are eligible for the program. For example, a lead between ABM Electrical & Lighting Solutions and ABM Building Services is valid.
  • This program is not intended to be a lead program within a business unit. However, each business unit may elect to adopt or mirror this rewards structure as an incentive program for internal cross-selling at their discretion.
• This program does not replace or change compensation policies for business unit sales staffs or employees already compensated or recognized for multiservice selling activities.
• This program is additive and not meant to reduce the salesperson’s incentive program currently in place for the BU.
• All leads are subject to review by the Program Review Board prior to funding and recognition under this program. The decision of the Program Review Board is final.
• Once a lead is successfully sold, the relationship is now with the receiving BU and will not be compensated in the future for the receiving employee (unless authorized by the receiving BU and/or the PRB).
• Leads open longer than one year must be re-submitted and accepted by the business unit Leader.

• **Non-Qualifying Leads**
  • Clients or prospects calling us with a problem, leads generated by finding RFP’s on the internet or any other reactive lead. The program is intended to encourage employees to proactively solve problems with clients or prospects.
  • The program is not designed to reward referrals and leads *within* a service line. For example, if an existing security client wants to add security services to a building in a different location, it does not qualify for the SOM program.
  • If a business unit has an Integrated Facility Solutions (multiple ABM services) agreement and needs to hire a local vendor to complete the work, that work does not qualify for the program. This program is designed to encourage our employees to help clients solve their facility problems using *ABM solutions*.

• **Workflow/Process**
  • Leads will be initially qualified and verified by the sales administrator for the business unit responsible for the primary service interest identified by the lead generator. The lead recipient will acknowledge receipt of the lead to the lead generator.
  • Leads will be assigned, qualified, and run through the respective business unit’s normal sales process and assignment protocol.
  • Sales and operations staff will be recognized in the same way and under the same compensation structure as established and in place by their respective business units’ sales and compensation program.
  • If a lead is received and disqualified, a notification will be sent to the lead generator advising that the lead was disqualified and provide the reason why it was not considered a qualified lead. This information will also be recorded in Salesforce.com.
  • Each business unit must identify a single point of contact to receive SOM leads and to receive and disseminate program communications.
• **Incentive Program for Leads Resulting in Sales**
  
  - This program is in addition to existing business unit’s sales compensation and supersedes/replaces all other cross-selling sales incentive programs between business units.
  - All sales generated by this program and being paid as part of the incentive program must be priced in accordance with the receiving business unit’s standard policies, processes and by the receiving business unit’s sales or operations resources.
  - This program is only applicable when the Lead Generator is not an employee of the receiving business unit. Internal cross-selling between regions or within business units are not addressed in this program. Existing, lead incentive programs are not affected by this program.
  - The incentive award for leads that result in sales will be 1.5% (.015) of the first year’s contracted value or the Project/TAG value. The prior maximum value of $5,000 will be doubled to $10,000 for the first 8 months of this program, which begins February 22 and ends October 31, 2013. In FY2014, the maximum incentive award will be reviewed but will not go below $5,000.
    i. Example: $190,000 Project = $2,850 ($190,000 x 1.5%)
    ii. Example: $1.5M Service Contract = $10,000 Maximum ($1.5M x 1.5% = $22,500)
  - Any lead that results in a sale/signed agreement with ABM On-Demand will be eligible for a commission of $500, provided the sale/signed agreement generates at least $20,000 of ABM revenue within the first six months of its commencement. Eligibility for the commission expires after the six-month period.
  - The incentive reward of 1.5% is paid by the business unit that receives the lead and completes the resulting contract or agreement with the client.
  - All incentives will be validated and authorized to be paid by a designated accounting resource and applied to the receiving business unit’s payroll.
  - Program participants must be employees of ABM at the time of the scheduled incentive distribution to be eligible to receive rewards.
  - All incentives will be paid from a monthly report generated in Salesforce.com, distributed to all business unit operations/sales leadership, and passively approved or actively disapproved by the business unit leaders by providing a minimum of 10 business days to disapprove. No response will be considered automatic approval.
  - All incentives will be paid by the last business day of the month following the start date of the contract. (i.e., a start date of October 1 would be paid by November 30).

• **Reward and Recognition Program for Top Program Performers**
  
  a. In addition to the Incentive Rewards portion of the program (described above), which is funded by the receiving business unit, an annual recognition program will be funded by ABM Corporate and is described below.
  b. This program will recognize the top Lead Generator by number of Leads generated and the top Lead Generator by total sales volume of submitted leads.
Top performers in each category will be recognize each quarter of the fiscal year and on an annual basis.

• Top Lead Generator is determined by the highest number of Qualified Leads submitted by an individual. A Qualified Lead is a Lead that is converted from a Lead to Opportunity in Salesforce.com (SFDC) by the Lead recipient (salesperson).

• Top Lead Generator by total sale volume is determined by the annualized sales volume created by Leads submitted that are “sold” (converted to Job) in SFDC by the Lead recipient (salesperson).

c. The Program Review Board will use the standard reports from SFDC to identify the top performers in the two categories identified above on an annual and quarterly basis. Each winner will be recognized for their achievement and awarded a prize to be identified and funded by the Program Review Board.

d. On an annual basis, the top Lead Generators for each category will attend & be recognized at the ABM Leadership Conference Meeting or other combined management meeting at the discretion of ABM leadership and awarded a travel voucher for up to $4,000 and one week’s paid vacation.

e. Other recognition awards will be made available from time to time at the discretion of the PRB and management to promote and/or recognize top participants in the SOM program.

f. ABM will promote sales success using email, company newsletters, SFDC Chatter, etc.

g. Each quarter, program participants will be published by category and Business Unit and e-mailed to all employees to promote competition for winning the quarterly and annual awards.

h. Video of awards from the ABM Leadership Conference Meeting will be broadcast on our internal Web site and promoted within ABM.

• Promotion and Management

• Management of the program will be conducted by the Program Leader in coordination with the Program Review Board using SFDC as the automated platform to manage the program.

• Promotion

i. The ABM national rollout of the SOM program will begin February 22, 2013.

ii. The Program Review Board, Program Leader, and SVP Marketing – working through the Area Leaders – will coordinate the promotion and launch of the program to include:

1. Launch kit to assist regions, markets, and branches with the promotional materials and guidelines to ensure effective promotion of the business.

2. Kick-off meetings between February 22 and March 22, 2013 in each office location along with special prizes for employees who review the program documents and videos and whose names are randomly drawn.

3. Routine Area Meetings in ABM offices including online (abm.meeting.com) for those unable to attend in person.

4. Ongoing promotion by Executive Leadership during business update videos.
5. Monthly program status updates sent to all BU Leaders indicating participation rates by business unit.
6. Ongoing Sales Success Updates issued for all sales meeting minimum criteria (new accounts, >$XX,000 annual revenue, etc.)
7. Quarterly success updates announcing the quarterly business unit winners of each category in Employee eNewsletter.

- Any fraudulent activity or behavior will result in immediate action against employee or employees that participate in such behavior, up to and including termination.