

Led by David Solomon, Solomon Coyle is a strong team of industry professionals and association experts who share a commitment to drive growth and build sustained competitiveness for our clients and peer groups.

#### David Solomon: Principal



David Solomon is a leading consultant to the contract furniture industry and is known for bringing business vision, forward-thinking management practices, and technology and process innovation to the industry's distribution challenges.

In addition, he provides management and consulting services for the High Performance Dealers Alliance (HPDA), a Haworth dealer peer group, and the National Dealer Alliance (NDA), a Herman Miller dealer group. He also works with the National Independent Contract Dealer Council (NICDC), a Knoll dealer organization. David has been a featured speaker at numerous industry events. He is also active in industry technology and training initiatives. He holds a B.S. in Business Administration and is a member of the Project Management Institute.

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David specializes in performing business process assessments and consulting services for office furniture dealerships. He has identified and developed a best-practice business model including a model process definition, design standards, inventory and asset management programs, standard service contracts, standard terms and conditions; benchmarked financial performance, sales compensation plans, and employee benefit programs. He has also developed training programs and tools specifically for office furniture dealers. Prior to his work as a consultant, David has held senior-level positions at several large contract furniture dealerships, served as director of project management services at Coro, a division of Herman Miller, and was a corporate facilities planner. He has also worked extensively with dealer peer groups and associations. David served as the Executive Director of the Office Furniture Dealers Alliance (OFDA), and since 2000, he has also managed The Workplace Alliance, Inc. (WPA), a private international trade association of Haworth Preferred Dealers focused on developing and implementing best practices.



Consulting Services

Peer Group Management

Leadership Development

Benchmarking & Research

Business Tools

Staff Development & Training

Solutions for  
Furniture  
Dealer  
Development

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## Dealer Development Solutions

The Solomon Coyle team, led by David Solomon, has a proven track record of helping dealers achieve significant improvements in efficiency, performance, and profitability.

Our solutions combine deep industry expertise in business processes, management, sales and marketing, operations, dealer services, cost accounting, and information technology with our firsthand knowledge of hundreds of dealer operations, from small to large dealers in markets across North America.

Based on this industry-wide perspective, we recognize that although each dealership's market, culture, and personnel situation is unique, many dealers face similar challenges. We apply our best-practice approach and innovative methodologies to provide each client with a unique roadmap of recommendations that will quickly deliver ROI in terms of higher efficiency, greater cost-effectiveness, stronger customer relationships, and a healthier bottom-line.

Solomon Coyle also works directly with manufacturers to help strengthen their distribution channel through our consulting services, tailored staff development programs and customized business tools.

### Consulting Services

Solomon Coyle consulting services deliver actionable recommendations that enable dealers to achieve real results. Our engagements range from phone consultations to on-site evaluations, and can span the entire dealership or address targeted areas.

- ▶ **Dealer Development Program.** Our core service provides an in-depth assessment of a dealership's strengths and weaknesses, including detailed recommendations for improvement.

Our analysis demonstrates how much current processes are costing, and the savings and profit improvement potential that can be achieved by implementing our recommendations. Client dealerships typically experience significant increases in installed margin and operating profit within just a few months.

- ▶ **Strategic Business Planning and Implementation Program.** Our team can guide you through the planning process including a review of current operations, financial analysis, individual interviews and team exercises to develop a dynamic "living" plan. We'll also be with you throughout implementation to turn your plan into action.
- ▶ **Technology Optimization.** We help dealers leverage technology as a strategic asset that supports the organization's mission and maximizes their IT investment.
- ▶ **Business Exit Planning.** We can help you through every step of this complex process from understanding your vision and developing a sale strategy, identifying a buyer, finalizing the purchase agreement and helping to prepare your successor. We offer a solid transition team with both office furniture industry expertise and succession planning experience.

### Leadership Development

Solomon Coyle knows this industry and the challenges dealer principals face. Our team of industry experts and seasoned executive coaches has developed programs to help you become truly effective in all aspects of managing an office furniture dealership.

- ▶ **Executive Coaching and Strategy Execution Program.** Our experienced leadership coach will provide one-on-one guidance and personalized executive development. The result? Improved personal performance for you, and improved bottom-line performance for your company.
- ▶ **CEO Development Program.** This is a one-year group training experience designed specifically to develop the core skills needed to become a successful dealer principal / CEO. This program can "fast-track" executives to assume a leadership role within the dealership, or help current principals / CEOs to enhance their skill sets and raise their performance levels.



By empowering dealers to perform better and win bigger, we position the manufacturer for system-wide gains in market share and sales.

### Peer Group Management

Solomon Coyle offers dealer peer groups a unique combination of industry experience, association management experience, and industry relationships that can help members reach a high performance / best practice level. Participating dealers have access to Solomon Coyle resources on a daily basis to provide information and advice, as well as continuous facilitated interaction with their peers to add value and keep the group connected throughout the year. With our guidance, peer group member companies share best practices, strategies and successes that help them individually and collectively grow their businesses.

### Benchmarking & Research

Solomon Coyle specializes in providing dealer financial benchmarking services for dealer groups and manufacturers. We have developed Annual and Quarterly financial benchmarking tools that include unique Solomon Coyle analysis, detailed individual reporting with historical trending, the Solomon Coyle Composite Index Comparative Analysis, and Solomon Coyle Market Outlook.

We also conduct specialized research projects that focus on organizational improvement. Recent examples include a Dealer Satisfaction Survey for a major manufacturer, peer group Financial Benchmarking and Analysis, dealership Financial and Staffing Reviews, peer group Sales Compensation Program Review, and Client Assessment Survey for a leading software provider.

### Staff Development

Investing in employee training can provide big dividends in terms of increased productivity, knowledge, loyalty and customer satisfaction. That's why Solomon Coyle has developed high-quality, cost-effective staff development programs just for the office furniture industry. We deliver compelling content through a variety of educational formats: seminars, workshops, keynote addresses and webinar programs that can be customized with manufacturer-specific content.

- ▶ **On-Site Seminars and Workshops.** We provide results-oriented partial or full-day training sessions for dealers, and at conferences, dealer peer group meetings and manufacturer-led training sessions. Popular topics include Eliminating Margin Erosion, Project Management, Installation Estimating, Dealer Economics, and Design Best Practices.
- ▶ **Staff Development Webinar Program.** Our popular webinar series improves dealer business processes and boosts efficiency and productivity by training staff members in three key specialties: Design, Project Management, and the Quote-to-Invoice Process.

### Business Tools

Solomon Coyle provides dealers with ready-to-use tools and resources to help get the job done faster and easier, including:

- ▶ **Customer Satisfaction Survey.** Our economical web-based tool makes it easy to measure, manage and increase customer satisfaction and loyalty.
- ▶ **Dealer Self-Assessment Worksheet.** This field-proven online diagnostic tool helps dealers assess operational strengths and weaknesses, diagnose problems, highlight areas of opportunity for improvement, and stimulate discussion on how to drive competitiveness.
- ▶ **HR Support Center.** We partnered with the experts at HRAnswerLink to offer a one-stop, 24/7 online resource for HR-related workplace information for dealers.

### Real ROI, Real Results

Solomon Coyle is helping dealers across North America meet their challenges and achieve real results—higher margins, increased sales, more efficient processes and staff, and most importantly, increased operating profit. By empowering dealers to perform better and win bigger, we position the manufacturer for system-wide gains in market share and sales.