



Solomon Coyle Dealer Education

## Foundations of Sales Management

The usual fixes for weak sales are not addressing the roots of the problem in today's environment. The data points to a dire need for sales management.

Demand has contracted. Products are perceived as commodities. Buyers are driven by price. Achieving incremental gains in revenue and profit means aggressively taking market share from the competition.

It all makes for a dramatically different selling environment. Yet, as our 2013 research\* shows, **the typical dealer response has been More of the Same.**

**Same people.** The average dealer sales person has 14.5 years of industry sales experience. And more than 50% of new hires come from within the industry.

**Same ramp-up period.** 53% of dealers report that it takes 18 months or longer for a sales person to achieve productivity. That *includes* new hires with industry experience.

**Same lack of new-business focus.** 61% of sales people do less than 25% of their volume in new business.

**Same low investment in training.** 50% of dealers report they spend \$1,500 or less training sales people. *No money* is being spent in developing sales leadership.

**Same rewards.** Sales compensation is higher for sales people who do *less* new-business development.

Simply put, acquiring sales people with an attractive “book” and thinking you’re going to somehow grow the revenue from “existing” accounts is simply not working.

**What is working**—and we can share with you some recent cases—is **the application of sales management that rests on three important foundations:**

- ▶ An office staff in which everyone—including sales, design, customer service and project management—understands the nature of today's competitive environment, what it takes to overcome industry commoditization and why it's *critical* to pursue a new course.
- ▶ A strong sales culture and a well defined sales process that *everyone* in the organization knows how to support.

- ▶ Sales leaders who are equipped with the tools they need to manage the process, hold people *accountable*, coach their teams and generate a maximum return on your sales investment.

Our Foundations of Sales Management Program is not sales training. It will complement whatever brand of sales training your company may subscribe to.

Through our **Foundations of Sales Management Program**, the Solomon Coyle team is helping dealer principals lead their teams through this transformation. The heart of the program is two days of interactive staff education conducted at the dealership. Some front-end work is usually needed to properly customize the educational sessions to your specific needs. We're also available, under separate arrangements, to assist you and your team with implementation.

Our material is specific to the office furniture industry, grounded in current research and steeped in our many years of helping dealer principals drive organizational performance.

Here are a few questions to help you decide if it's time to consider a change:

*Can you easily describe your process for pursuing and closing new business?*

*Does it seem you've been chasing too many unqualified prospects?*

*Does your staff ever celebrate the closing of a sale because they all had a hand in it?*

**Please call us at 703-574-9100 to learn more. At the same time, if you like, we can ask for some details we would need to develop a proposal.**

\*2013 Solomon Coyle Compensation & Practices Survey Results and Analysis

[solomoncoyle.com](http://solomoncoyle.com)

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**SolomonCoyle**  
Solutions for Furniture Dealer Development

#### Curriculum Overview

Instructor: Paul Holland | Solomon Coyle, LLC

Solomon Coyle's 2013 Compensation Survey shows that the typical dealer response to today's commoditized, price-driven and hotly competitive selling environment has been More of the Same. Simply put, acquiring sales people who come with an attractive "book" and thinking you're going to somehow grow the revenue from "existing" accounts is simply not working.

#### What is working is the application of sales management that rests on three important foundations:

1

Company-wide understanding about the nature of today's competitive environment, what it takes to overcome industry commoditization and why it's *critical* to pursue a focus on acquiring new business.

#### Information & Knowledge

2

A strong sales culture and a well defined sales process that *everyone* in the organization knows how to support and, in fact, does support on a regular basis.

#### Culture & Commitment

3

Sales leaders who are equipped with the tools they need to manage the process, hold people *accountable*, coach their teams and generate a maximum return on the dealership's sales investment.

#### Process & Tools

The curriculum for Solomon Coyle's Foundations of Sales Management Program is covered during two days of interactive education sessions conducted at the dealership.

#### DAY ONE | SETTING THE STAGE FOR CHANGE

Getting buy-in from every part of the dealership is a crucial, early step in transforming it into a selling organization.

To help prepare the way for company-wide change, we dedicate Day One to an on-site educational session in which we work interactively with your Sales, Design, Customer Service and Project Management teams.

Your staff will gain an understanding of industry pressures, the commoditization of the market place, the growth of competitive forces and the demographically driven changes in the buying patterns of your customers. We also discuss how the roles of your various team members will change as a result of the transformation.

#### DAY ONE TOPICS INCLUDE:

- Understanding commoditization
- Sales alignment and skills matching
- What it means to be a selling organization
- Selling services
- Controlling costs and reducing waste
- Go/No Go concepts
- Customer strategies
- Defining your sales process
- Evaluating opportunities and allocating resources
- Improving communication

#### DAY TWO | SALES MANAGEMENT FOCUS

Solomon Coyle's research shows that the best predictor of a return on your sales investment is developing effective sales management. Strong sales management leads to high performing team members who exceed goals.

Day Two focuses on positioning your Sales Leader(s) to drive performance and produce lasting change. We review fundamentals, emphasizing how to manage a sales funnel, run productive sales meetings, and coach and develop team members.

We also provide the tools, tactics and tracking mechanisms your Sales Leader(s) will need to successfully implement the new sales process, work with other departments and lead a selling culture at your company.

#### DAY TWO TOPICS INCLUDE:

- Developing a strategic questionnaire
- "Buys from us, buys from others" sales management
- Managing the Go/No Go process
- Coaching and development for results
- Interviewing sales candidates
- Sales compensation thinking
- Managing the sales process effectively
- Organization, accountability and resource deployment
- High-performing day-to-day sales management
- Supporting the selling organization and sales culture

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### About the Instructor

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**PAUL HOLLAND** specializes in sales, marketing, financial management, market share growth, operations management, strategic planning and leadership development. He brings to our client training and consulting engagements the lessons gained from more than 30 years of working in the office furniture industry.

Before joining Solomon Coyle, Paul focused on channel innovation, lean methodology, dealer profitability and market share growth as Haworth's Manager of Dealer Development for North America. He got plenty of in-depth preparation for the top job in Haworth dealer development as a Haworth Senior Dealer Business Consultant for the Central, Southeast and New York Regions.

For the first 20 years of his career, Paul was at Innerplan Office Interiors, a \$15 million Haworth Preferred Dealer based in Little Rock, Arkansas. His earliest jobs were A&D Sales Rep, Designer and Draftsperson. Promotions to management started with Sales Manager and took him to Vice President and then President. Innerplan became significantly more profitable, gained Haworth Preferred Dealer status and was recognized as Arkansas Business of the Year under Paul's leadership during his 7 years as President.

Paul is Franklin Covey Certified and has completed advanced studies in Marketing, Business and Industrial Management.