

Dealer Management Development for Contract Furniture Dealers

## Program Curriculum

The Dealer Management Development curriculum is organized into the eight tracks outlined below. Each track represents an area of dealer competence that industry research\* shows is critical to achieving better-than-average results.

Learn how we can help you.

[solomoncoyle.com](http://solomoncoyle.com) | [info@solomoncoyle.com](mailto:info@solomoncoyle.com) | (703) 574-9100

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## Business Strategy

### State of the Industry Overview

- » Industry trends and observations
- » Industry forecasts
- » Construction outlook
- » Architectural outlook
- » Commercial real estate insights
- » Major manufacturer performance

### The Learning Organization

- » Becoming a student of business
- » Business drivers
- » Becoming a student of the industry
- » Industry drivers
- » Becoming a student of your business
- » Dealer effectiveness

### Dealer Economics and Organizational Structure

- » Definition of a dealer
- » Complexity's impact on economics
- » Where the money goes
- » The change in margin dollars
- » Economics and dealer models

### Business Planning

- » Strategic business planning
- » Defining strategic initiatives
- » Creating action steps
- » Keys to implementation
- » Team and individual accountability

### Transition Management

- » Current position of you and the business
- » Direction of the business without you
- » Transition considerations
- » Transition strategies
- » Stakeholder considerations

## Talent Management

### Applying State-of-the-Art Assessment Tools

- » Assessing potential talent for hiring
- » Using assessments to develop and retain talent
- » Coaching strategies

### Role Definitions and Job Descriptions

- » Conventional dealer roles
- » Emerging roles
- » The importance of roles
- » Roles and process

### Compensation

- » Philosophy
- » Affordability
- » Design
- » Implementation

### HR Management Principles and Best Practices

- » Maximizing your talent investment
- » Effective onboarding
- » Employee engagement
- » The power of recognition

## Design\*\*

### Design Management Best Practices

- » Managing design
- » Effective design application
- » Design scope
- » Critical information
- » Design issues

## Project Management

## Financial Performance

### Financial Benchmarking

- » Financial benchmarks
- » Using the Solomon Coyle financial benchmark report
- » Defining high performance
- » Key Performance Indicators
- » Understanding how your business is different

### Margin Erosion: Causes and Avoidance

- » Defining margin erosion
- » Magnitude and impact of margin erosion
- » Sources of margin erosion
- » Avoiding margin erosion

### Installation Economics

- » The hour factory concept
- » True hourly cost
- » Job costing
- » Efficiency factors
- » Market value

## Quote-to-Invoice Process

### Quote-to-Invoice Objectives and Best Practices

- » Understanding quote-to-invoice
- » Pre-order
- » Order management
- » Project close-out
- » Sales order process
- » Work order process

## Sales and Marketing

### Foundations of Sales Management

- » Sales management concepts
- » Creating a selling organization
- » The sales process
- » Accountability and performance

### Selling Dealer Services

- » Client decision-making process
- » Intangibility
- » Clues and value proposition
- » Pricing service

### Branding and Marketing Best Practices

- » Dealership marketing
- » Brand proposition
- » Elevator speech
- » eMarketing
- » Social marketing

## Warehouse, Delivery, & Installation

### WD&I Best Practices

- » Installation efficiencies
- » Material handling
- » Logistics
- » Installation planning
- » Field communications

### Prototypical Estimating Methods

- » Prototypical estimating
- » Estimating elements
- » Rules of thumb
- » Adjusting for project conditions

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