

DEALER MANAGEMENT DEVELOPMENT FOR [MANUFACTURER] DEALERS

WHAT?

Solomon Coyle's Dealer Management Development Program (DMD) program explores the evolving complexity of the dealer business amid today's environment of change and disruption. The course offers antidotes through content grounded in 5 key factors for dealer success:

Strategic Planning
& Execution

Well-Defined
Business Model

Strong Financial
Position

Superb Selling
Organization

Operational
Excellence

WHY?

Providing a deep, cross-functional look at how the dealer business really works—end to end, DMD equips participants to control costs, protect margins, and promote commitment throughout the dealership to high performance and market relevance.

WHO?

DMD is for management-level individuals who are leading—or preparing to lead—critical aspects of the dealer business. Principals and functional managers alike will find it beneficial.

WHEN?

Online classes lasting 60–90 minutes each run every other week during an approximate 13-month timeframe. The webinars are recorded for playback on demand. There are three breaks in the program schedule for ease of planning.

HOW MUCH?

Preparation for each biweekly class is estimated at 60–90 minutes. The all-inclusive cost per participant covers instruction, materials, and learning evaluation through pre- and post-program assessments conducted by Assessment Technologies Group.

**To discuss your interest, please [visit our Contact page](#)
and select “Dealer management development” as your Subject.**

SolomonCoyle

DEALER MANAGEMENT DEVELOPMENT

FOR [MANUFACTURER] DEALERS

Dealer Management Development for [Manufacturer] Dealers is a targeted learning experience for management-level individuals who are leading or preparing to lead critical aspects of their company. The program equips them to understand the evolving complexity of the dealer business and to position the company for sustained success amidst change and disruption.

Staying relevant to the customer is a daily challenge when customers themselves struggle to adapt to complexity resulting from economic, technological, geopolitical or generational change. By providing a deep, cross-functional look at how the dealer business really works—end to end—DMD helps to reduce internal complexity, foster common understandings of quality and value, and promote commitment to high performance and customer satisfaction throughout the dealership.

Managers who complete the program should be well equipped with knowledge, tools and insights to drive the business forward toward sustainable efficiency, profitability, and market relevance.

Delivery Methodology

DMD training is for people who are responsible for critical aspects of the business, including up-and-coming leaders and dealer principals. The program is delivered over a 13-month period. The topics are covered through instructor-led learning during webinars running 60–90 minutes.

Curriculum

The program covers eight areas of concentration in which—as demonstrated by Solomon Coyle’s annual operational and financial benchmarking research—a dealer must show competence, if not mastery, in order to achieve better-than-average results.

The aim for these eight areas of concentration and the learning sessions they include is to positively impact five key dealer success factors:

- **Competence in strategic planning and execution**
- **Realistic, well-defined business model**
- **Strong financial position**

- **Superb selling organization**
- **Operational excellence**

The criticality of each area of concentration is outlined below. All the sessions are listed in the accompanying cross-reference between sessions and success factors.

Business Strategy

With a high degree of situational awareness, a keen grasp of dealer economics, knowledge of various business models, and competence in bringing good plans to fruition, a dealer can take pleasure in developing a high-performing, sustainable business.

Financial Performance

In a business as complex as a dealership, it’s easy for “financial success” to be illusive. Getting real about it means knowing your average hourly costs, protecting your margins, and keeping tabs on key performance indicators.

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Talent Management

Compensation and other staff-related expenses are 70% of the cost of doing business. The dealer must have the means to be effective at defining the jobs, recruiting

and retaining the best available talent, and keeping everyone at peak performance.

Quote-to-Invoice Process

High-performing dealers have a quote-to-invoice process that yields the lowest possible cost of transaction. It's a big challenge, with the sales order and work order

processes having no central oversight yet representing 40% of the dealer's core expense.

Sales & Marketing

The proper role of sales management is to plan effectively, develop sales talent, and build a brand presence in the marketplace. The entire organization must be aligned

to the sales process and there must be accountability for assigned goals.

Project Management

Effective project management in today's hyper-complex environment means balancing client satisfaction and dealer profitability. It takes a PM who can

craft and enforce a solid scope of work, manage client expectations and generate rave reviews.

Design

There is true competitive advantage in being able to develop the process and train the resources that will consistently produce effective workspace solutions using

today's complex product platforms and do it with speed and accuracy.

Warehouse, Delivery & Installation

Regardless of whether the final act of manufacturing is performed by dealer staff or by subs, the dealer must be able to efficiently manage the logistical and technical

activities of WD&I. Those who excel at it tend to be more profitable.

Instructors

Paul Holland is a dealer development expert and business consultant with more than 34 years of office furniture industry experience. With a strong background that includes leadership roles with both a major office furniture manufacturer and a dealership, Paul specializes in sales, sales management, marketing, financial management, market share growth, operations management, strategic planning, and leadership development.

David Solomon is a nationally known consultant to the contract furniture industry and has developed training programs and tools specifically for office furniture dealers. David specializes in the quote-to-invoice process, dealer financial models, dealer services, project management, and technology. He is active in industry technology initiatives and often speaks at industry events. David holds a B.S. in Business Administration and is a member of the Project Management Institute.

WHAT WE TEACH AND HOW IT IMPACTS DEALER EFFECTIVENESS

DEALER SUCCESS FACTORS

All sessions are delivered as group webinars.

Strategic Planning & Execution / Well-Defined Business Model / Strong Financial Position / Superb Selling Organization / Operational Excellence

	Strategic Planning & Execution	Well-Defined Business Model	Strong Financial Position	Superb Selling Organization	Operational Excellence
BUSINESS STRATEGY					
State of the Industry Overview	●	●	●	●	●
Understanding the Business Life Cycle	●				
Dealer Economics		●	●		
Business Planning	●	●	●		
Organizational Structure	●			●	●
Transition Management	●		●	●	●
FINANCIAL PERFORMANCE					
Installation Economics			●		●
Margin Erosion: Causes and Avoidance		●	●	●	●
Financial Benchmarking	●	●	●		
TALENT MANAGEMENT					
HR Management Principles and Best Practices		●		●	●
Role Definitions and Job Descriptions	●	●		●	●
Compensation Design and Implementation		●	●	●	●
Onboarding and Engagement				●	●
Applying State-of-the-Art Assessment Tools	●		●	●	●
QUOTE-TO-INVOICE PROCESS					
Objectives and Best Practices		●	●	●	●
SALES & MARKETING					
Foundations of Sales Management		●	●	●	●
Account Plans and Activity Tracking				●	
Selling Dealer Services			●	●	
Branding and Marketing Best Practices	●			●	●
PROJECT MANAGEMENT					
The Role, The Objectives and the Mind Set for Success			●	●	●
Project Management Training with a Manufacturer Orientation			●	●	●
DESIGN					
The Design Role and Design Process			●	●	●
Design Management Best Practices				●	●
Manufacturer-Specific Design Training (monthly for 13 months)				●	●
WAREHOUSE, DELIVERY & INSTALLATION					
WD&I Best Practices			●	●	●
Prototypical Estimating Methodology			●	●	●
[MANUFACTURER]-SUPPLIED SESSIONS					
Subject matter to be determined. Indicators at right are notional.	●	●			●
Subject matter to be determined. Indicators at right are notional.		●		●	
Subject matter to be determined. Indicators at right are notional.	●	●			●
Subject matter to be determined. Indicators at right are notional.	●	●	●	●	

DEALER MANAGEMENT DEVELOPMENT

FOR [MANUFACTURER] DEALERS

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.

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

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

* The underlying research is the annual Solomon Coyle Operational Performance and Financial Benchmarking Survey, which involves hundreds of Allsteel, Haworth, Herman Miller, Knoll, Steelcase and Teknion aligned dealers in the United States and Canada.

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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**Principles of Project Management**

- » Analysis
- » Planning
- » Managing
- » Communication
- » Customer satisfaction
- » Dealer profitability

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 Methodology

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

*** Complementary Design Training**

Participating dealers will have the opportunity to designate one or more of their staff designers to attend monthly design training webinars led by Solomon Coyle's design expert, Cate Sword. The webinars will be specific to [Manufacturer] in terms of products, manufacturing, specification and order process.

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Curriculum Content Supplied by [Manufacturer]

Dealer Management Development training incorporates the sessions outlined below, which are provided by and in coordination with appropriate parts of the [Manufacturer] organization.

Track: To Be Determined

[Manufacturer Session] 1 Title

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Track: To Be Determined

[Manufacturer Session] 2 Title

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[Manufacturer] Session 3 Title

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Track: To Be Determined

[Manufacturer] Session 4 Title

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DEALER MANAGEMENT DEVELOPMENT

NOTIONAL TIMELINE

The Dealer Management Development Program is designed for an approximate 13-month time frame. The suggested sequence and timing of the topics are shown in the list below. The actual schedule may vary from what you see here.

Sequence	Month	Topic Title	Track
1	1	Program Orientation	Program Administration
2	1	State of the Industry Overview	Business Strategy
3	2	Manufacturer Session 1	Sales & Marketing
4	2	Manufacturer Session 2	Sales & Marketing
5	3	The Learning Organization	Business Strategy
6	3	Manufacturer Session 3	Design
7	4	Applying State-of-the-Art Assessment Tools	Talent Management
8	4	Dealer Economics	Business Strategy
9	5	Role Definitions and Job Descriptions	Talent Management
10	5	Financial Benchmarking	Financial Performance
11	6	Margin Erosion: Causes and Avoidance	Financial Performance
12	6	Foundations of Sales Management	Sales and Marketing
13	7	Compensation Design and Implementation	Talent Management
14	7	Quote-to-Invoice Objectives and Best Practices	Quote-to-Invoice Process
15	8	Manufacturer Session 4	Quote-to-Invoice Process
16	8	Design Management Best Practices	Design
17	9	Principles of Project Management	Project Management
18	9	Installation Economics	Financial Performance
19	10	WD&I Best Practices	Warehouse, Delivery & Installation
20	10	Prototypical Estimating Methodology	Warehouse, Delivery & Installation
21	11	Selling Dealer Services	Sales and Marketing
22	11	Business Planning	Business Strategy
23	12	HR Management Principles and Best Practices	Talent Management
24	12	Branding and Marketing Best Practices	Sales and Marketing
25	13	Transition Management	Business Strategy