



Dealer Development Program

Our Dealer Development Program is an intensive effort to position the manufacturer for system-wide gains in market share and sales by empowering dealers to perform better and win bigger.

The Solomon Coyle Dealer Development Program team is led by David J. Solomon, a widely respected industry consultant with a deep understanding of the dealer's challenges in today's economy and a reputation for approaching those challenges with a brand of financial vision and independent thinking that produces positive results.

The typical Solomon Coyle consulting engagement is an intensive, four-part assessment of a dealership's real-world strengths and deficiencies using assessment tools that Solomon and Coyle have developed in the course of engagements with over 100 dealers, installation companies and furniture manufacturers.

The program is focused on identifying and addressing specific financial, operational and management deficiencies. Our overarching goal is to take every participating dealership to significantly higher levels of performance, make them more profitable, and position them to increasingly sell more product.

Solomon Coyle has a proven track record in helping the dealer achieve significant improvements in efficiency and profitability. Our unique approach allows us to show dealer principals where the money is by demonstrating how much their current processes are costing them and the savings and profit improvement potential that can be achieved by implementing our recommendations. In most cases we can guarantee that the dealer will achieve a return on investment (ROI) within 120 days. Most dealers that implement our recommendations achieve an ROI of up to 20 times their investment in consulting services over two years.

Dealers that implement our custom improvement plans typically achieve a return of up to 20 times the investment in our services over 2 years.

Dealer Development Program

Consulting Engagement Overview

During the engagement, we review the dealer's finances, operations, and organizational structure. We compare those areas to industry benchmarks that we have developed over the past 12 years and make recommendations to right-size the organization, correct operational deficiencies, and place the dealer in a highly profitable situation.

Solomon Coyle places a strong emphasis on financial performance including: budgeting, forecasting, job costing, cash flow, financial reporting, and employee performance measures.

The typical Solomon Coyle consulting engagement consists of four major steps: pre-planning and initial review, an on-site dealer assessment, reporting and recommendations, and implementation planning and direct assistance.

Throughout the process, we focus on ten core areas of the business:

- Order Implementation and Quote-to-Invoice Process
- Sales and Marketing
- Design
- Project Management
- Customer Service
- Operations—Warehouse, Delivery, Service and Installation
- Automation Utilization
- Human Resources
- Finance and Administration
- General Management

After the pre-planning work is completed, the Solomon Coyle team schedules a two- or three-day on-site visit that includes a 360-degree review of the dealership. We meet with the principal(s), the management team, individual department managers, and representative groups from each functional area of the dealership. If possible, we also will meet with major subcontractors, the aligned manufacturer's market manager, and some customers.

Based on this assessment, the team develops the primary deliverable: an in-depth Owner's Report. The typical report (40–45 pages in length) addresses the full range of our on-site assessment including a financial review of the dealership

and its service operations, personnel evaluations, departmental processes and practices, sales and marketing observations, technology utilization suggestions, and a series of two to three dozen recommended action items. We also include a suggested organization chart and a pro forma budget.

The report and accompanying financial analysis can be used as ongoing planning tools and form the basis for developing a Dealer Sales Plan, Business Plan and Operating Budget.

We return to the dealership for an on-site implementation planning meeting a week to 10 days after delivering our report. During this planning session, we bring a list of all the Solomon Coyle recommendations to review, discuss and prioritize with the dealer team.

In addition, Solomon Coyle provides mentoring and monitoring for dealer clients for five months during the implementation process.

Solomon Coyle also offers a Profitability Program tailored to the needs of smaller dealers. For those dealers having \$10 million or less in total annual sales and operating out of one location, we offer a more affordable evaluation option with a reduced scope of work.

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Value for the Dealer

Our consulting approach reflects the perspective we have gained in achieving measurable improvements through best-practice implementations with dealers across North America.

This real-world perspective recognizes that today's successful contract furniture dealership, in effect, is an integration of three specialized operating units: a sales organization, a procurement service, and a services firm. We understand the unique requirements of each of these "businesses" and through this program can help dealers develop the competencies essential for success.

Benefits for the Dealer:

- Receive an unbiased assessment of current dealership situation with recommendations for specific improvement opportunities
- Gain a greater understanding of dealership's financial and operating information, including the dealer's average hourly cost for operations and overall break-even point
- Learn the critical success factors in operating a dealership more profitably
- Develop a strong professional management team through a better understanding of current staff and future staffing needs
- Develop a strategy for improving technology utilization throughout the organization
- Identify those processes and practices that are working well and that the dealership can capitalize on as competitive leverage
- Develop better operational capability and improve execution, the customer experience and dealer profitability
- Identify obstacles to achieving maximum productivity
- Gain an in-depth understanding of the sales order process and the work order process
- Develop strong strategic selling skills and the relationships to profitably win strategic target accounts necessary to grow their own market share
- Increase camaraderie and teamwork through the planning process
- Create an actionable plan for greater profitability

Costs may be shared between the participating dealer and primary manufacturer. Additional benefits if sponsored by primary manufacturer:

- Form collaborative working relationship with manufacturer and key manufacturer personnel
- Identify mutual goals and strengthen planning process
- Discover ways manufacturer can assist and improve dealer sales efforts and operations

By participating in the Dealer Development Program, dealers will achieve a significantly higher level of performance and profitability.

Dealer Development Program

Value for the Manufacturer

Manufacturers that want to be more competitive and grow market share must assure a strong, dynamic presence in local markets. By investing in a Dealer Development Program, a manufacturer is investing in strengthening its distribution channel. This program will help to make a manufacturer's best dealers better, or can be used to evaluate and elevate struggling dealerships through remedial programs and intensive mentoring.

Solomon Coyle will work with the manufacturer dealer development team to tailor a program enabling the level of hands-on interaction with the dealer that best meets the manufacturer's objectives. For maximum results, we recommend that the manufacturer be present during the on-site evaluation and implementation meeting, and that the manufacturer provide periodic follow-up throughout the implementation phase.

Benefits for the Manufacturer:

- Receive an unbiased assessment of current dealership situation with recommendations for specific improvement opportunities
- Gain greater access to dealership's financial and operating information
- Develop a better understanding of targeted dealers and markets
- Identify mutual goals for greater profitability and market penetration
- Form collaborative working relationship with the dealership and key dealer staff
- Develop greater insights into dealership's management team and staff
- Discover ways manufacturer can assist and improve dealer sales efforts and operations
- Strengthen individual dealerships in key markets by investing in best-practices consulting
- Create additional return on investment by implementing an integrated program that will lead to a sustainable, adaptable business model for outstanding performance and continuous monitored improvement
- Develop profitable dealers that can invest consistently in growing market share

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

Moving Forward

The Solomon Coyle team will apply our real-world experience, financial analysis and proven best practices to position dealers for sustained success and optimize their value to the manufacturer's distribution system.

In preparing for a typical consulting engagement, the dealer should plan on the following schedule:

Pre-planning and review	4 weeks
On-site assessment	1 week
Reporting and recommendations	2 weeks
Implementation planning	1 week
Ongoing implementation monitoring	5 months or as required

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