



RETAINED EXECUTIVE SEARCH FOR BUILDING PRODUCTS

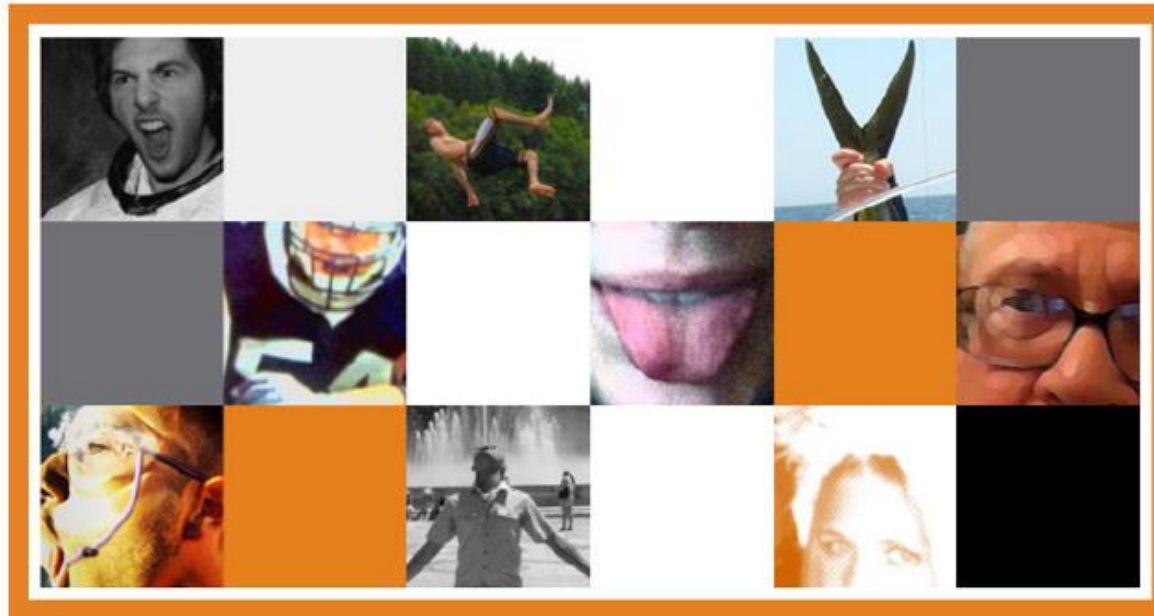
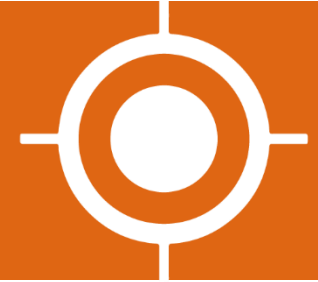
Building Gurus is America's premiere, retained executive search firm working exclusively with privately held building product companies with \$10 Million to \$1 Billion in Sales.

Separating PERCEPTION from REALITY with your sales team

Presented by:



Wheelhouse 20/20



- Integrated sales and marketing approach
- Business development company, not a conventional agency
- Typical challenges:
 - Compromising budgets
 - Breaking through company “silos”
- Marketing depends on sales for results
- Sales depends on marketing for competitive advantage solutions

Presentation Overview

1. Separate common perceptions from reality
2. Identify behaviors that are holding back sales
3. Understanding what our customers truly think of our business performance
4. Use information to begin designing and executing a comprehensive sales training program

Common perceptions

- I don't have enough time (prospecting, follow-up, quoting)
- The competition is selling below our cost
- They said we will get the next house (community)
- The project is right next to our competitor
- The company had a bad experience with us years ago
- Our credit department won't let us sell them
- We lost the job but they are a high maintenance, low margin account anyway
- They will never leave our competition, the relationship goes back for years

Q: Why is separating perception from reality so important?

- Confirms customer experience meets your expectations
- Illuminates bottlenecks in the sales process
- Evaluates how good salespeople are at winning business
- Creates a foundation for sales strategy
- Allows you to design sales training that is valuable and targets specific sales behaviors
- Establishes accountability
- Exposes excuses
- Creates “buy-in” and credibility with salespeople

Are you really better than the competition?



What is *your* competitive advantage?

- Take a minute to think what sets your company apart and then answer the following question.

“Based on all the alternatives in your area available to builders, why would they choose you”?



I bet you have some version of...

- *“It is really our commitment to **QUALITY**”*
 - *“It is our exceptional **SERVICE**”*
 - *“It is our **EMPLOYEES’** experience/knowledge”*
 - *(trucks, locations, purchasing power, relationships)*
- * If you are like most people you believe your company has a competitive advantage in these areas. Unfortunately, so does the competition...and if it's everyone's advantage then it is really no one's advantage

Secret Shops

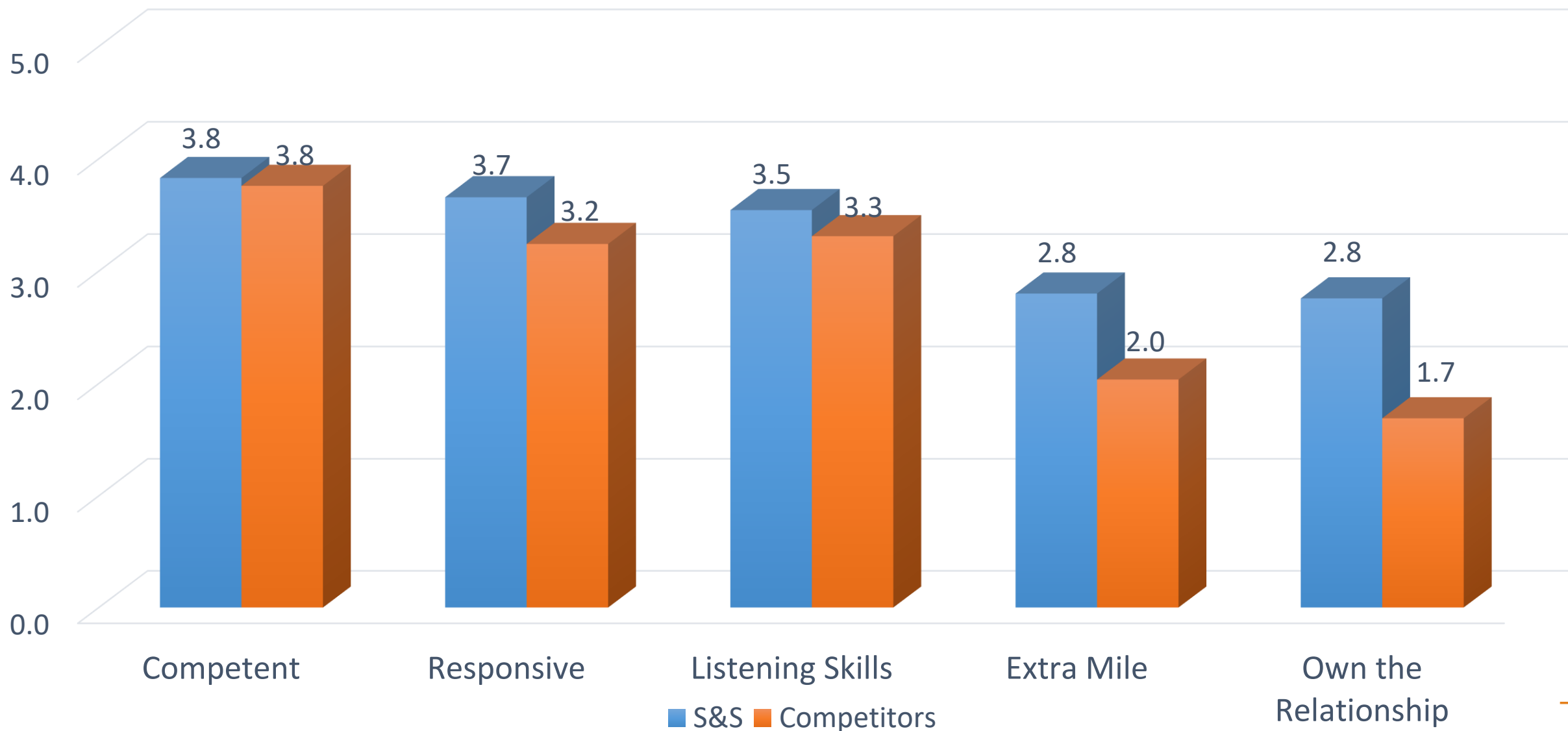
- ✓ Benchmark your group, creating measurements & metrics (visibility)
- ✓ Identify areas where the team is under-performing (training)
- ✓ Identify areas where the team is over-performing (marketing)
- ✓ Create buy-in from the salespeople, eliminate excuses (accountability)

Recommended categories for measurement

Greeting	Communication	Sales Skills
Response time	Competent	Act as a Resource
Name/location	Responsive	Ask Questions
Professional	Listening Skills	Offer Solutions
Enthusiastic	Extra Mile	Add-On Sales
Likable	Own the relationship	Straight to Price
Operationally Excellent		Follow up

Communication Detail

Company-wide Averages for all (4) S&S Stores vs. (21) Competition



Sales Skills Detail

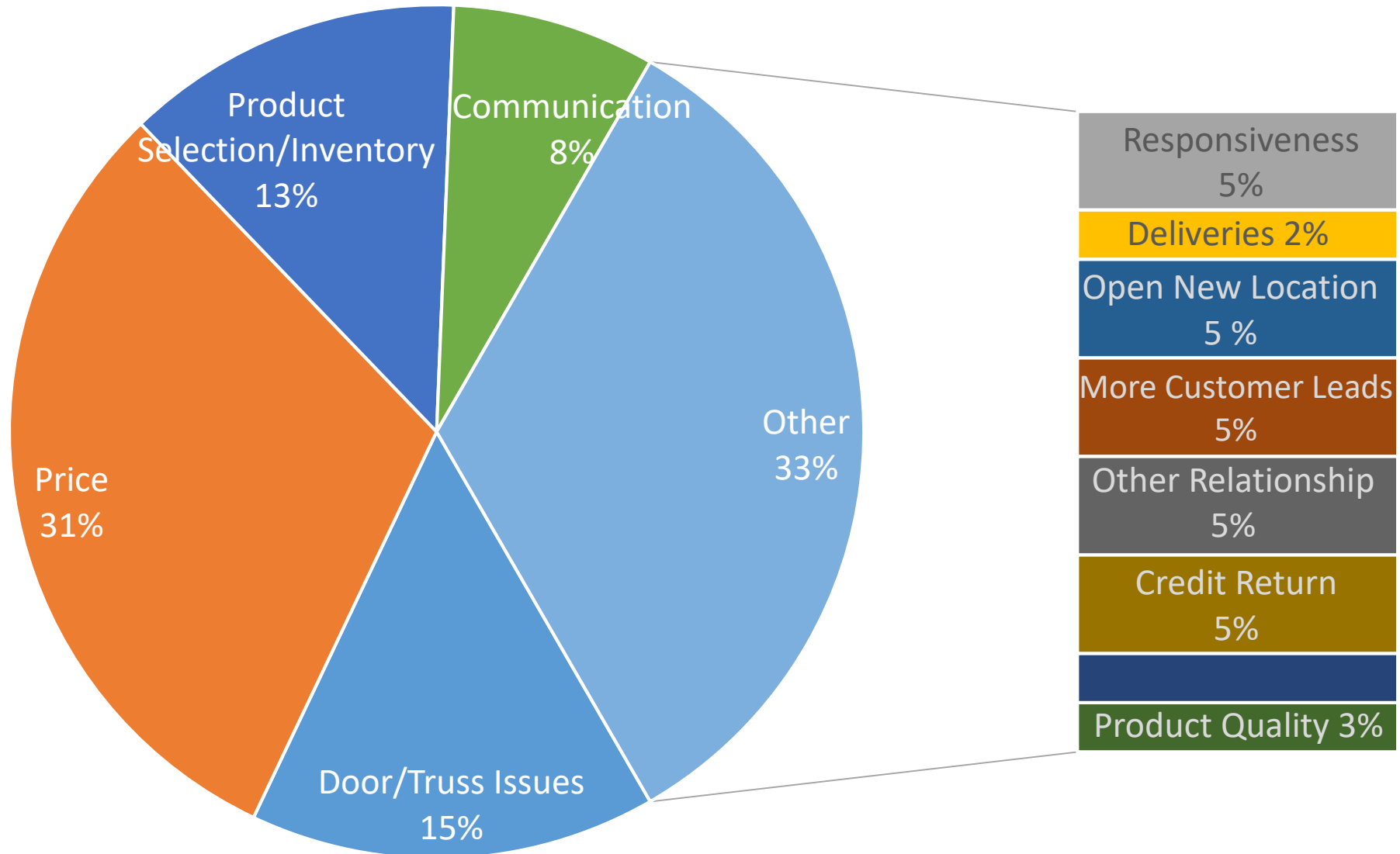
Company-wide Averages for all S&S Stores vs. Competition



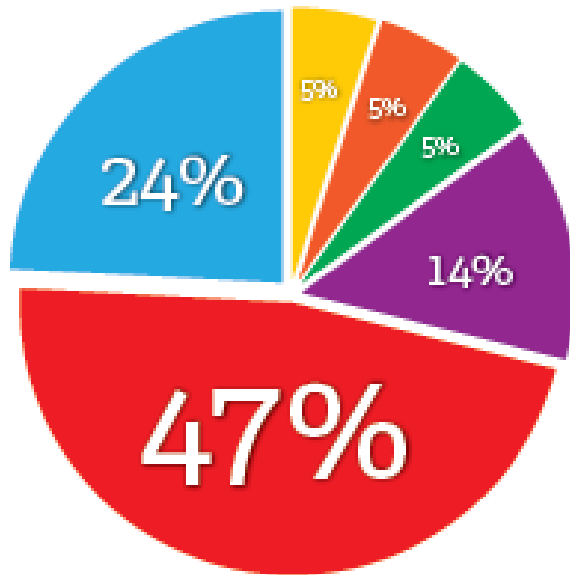
Benefits of builder surveys

- Understand your business from your customer's perspective
- Exposes hidden objections
- Dispels myths about the customers' preferences
- Identifies who your competitors are and why customers buy from them
- Identifies product categories that are potential opportunities and why they are not buying them from you
- Helps improve operational processes
- **Most importantly it shows that you care about your customer's opinion and their business**

Opportunities for Improvement

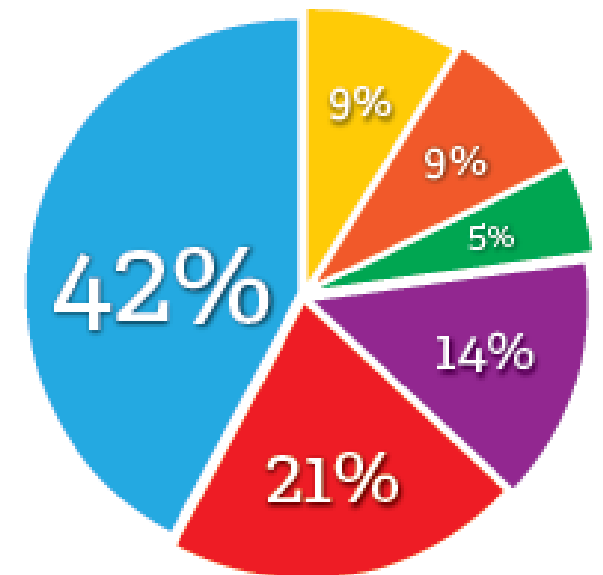


Where Customers Shop



PRO Contractor Yard

Competitor 1	Box Store 1
Competitor 2	Competitor 4
Competitor 3	Competitor 5



High Traffic Retail Yard

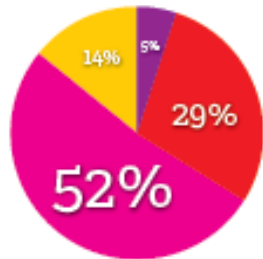
Competitor 1	Box Store 1
Box Store 2	Competitor 3
Competitor 2	Competitor 4

Store Comparison

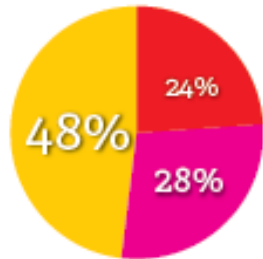
Location 1



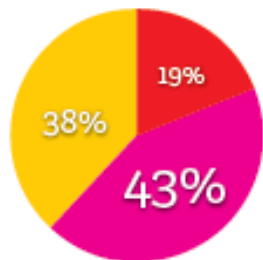
Competitive Pricing



Customer Service



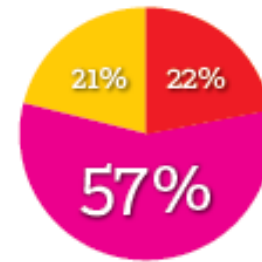
Experience



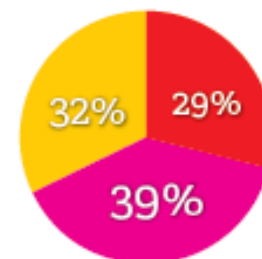
Location 2



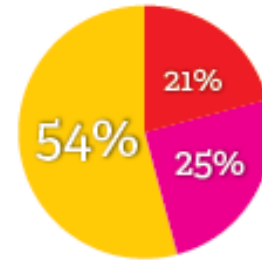
Competitive Pricing



Customer Service

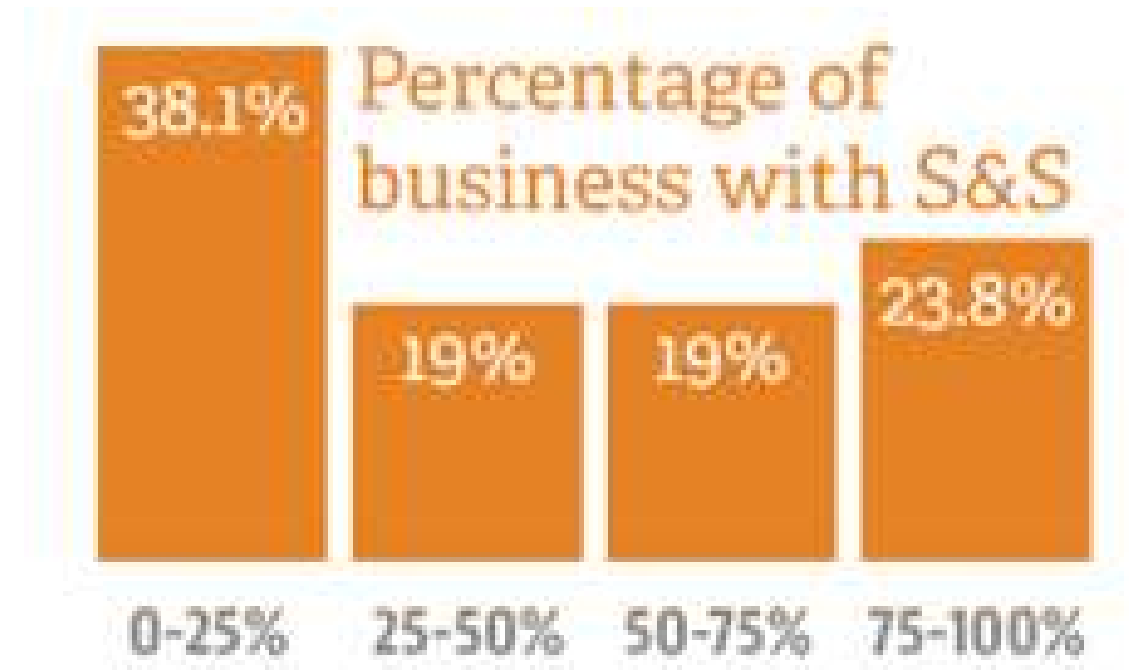


Experience



Customer identification and growth

- Largest group of customers is only buying 0-25%
- How can we encourage them to buy more?



5 Components of Successful Sales Teams

1. Competitive advantage message (if you don't have one, make this a priority)
 - Salespeople must be able to communicate company and individual Competitive Advantages
2. Training & Resources (don't rely on vendors for your sales training)
 - Make sales training specific (add-on, follow up, extra mile, taking ownership)
3. Visibility (monitor consistently)
 - Real-time visibility over several metrics, not just sales and GP \$/%
4. Accountability (employees must be held accountable)
 - Everyone in the organization is responsible for sales, but salespeople are accountable
5. Motivation (provide motivation on a consistent basis, part of you culture)
 - Recognition, reward, compensation, competition

Thank you!

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Presented by:



wheelhouse
2 0 / 2 0
where insight and hindsight merge

