



MPG
moore phillips group

where
customer
needs
drive
business
success



YOUR DESTINATION: BUSINESS RESULTS

PROCESS: THE CRITICAL LINK

People are important in every business. But people move in and out of the organization. Processes remain, and give structure to your business. They help you achieve consistent profitability year in and year out, in good times and recessions.

The Moore Phillips Group has more than 50 years of successful industry experience in all aspects of office furniture. We've distilled that knowledge into performance-enhancing consulting that helps you understand **why** consistent business results are so elusive, and also **how** to build a dealership that can achieve them.

Why is it so difficult?

Office furniture is complex. It's competitive. And right now, the market is recessionary. Most dealers don't have a structured, successful and repeatable set of processes that can increase revenue under those conditions.

In general, a good dealership can win a few projects every year and keep most of its customers. Succeeding a few times does not mean you have a process—it just means you've been fortunate. However, if you want consistent, profitable results from your efforts, you need to win a lot more often than you lose.

You can only generate consistent revenue if you have a repeatable process.

How do you do it?

Our team has succeeded through five industry recessions. So we know you don't have to hold your breath and hope for the best. You can take concrete, specific steps to gain market share and increase your net profit this year. Even if the market is in a recession. Even if there's strong competition. Even if you don't think anyone is buying furniture.

We collaborate with dealer ownership and management to establish clear goals and objectives for increasing revenue and restructuring to reduce expenses. Then we literally live in your dealership for as long as it takes to help you turn things around.

We rebuild the structure and teach you a process that works.



more
than
50 years
of
success

INCREASING REVENUE

We collaborate with you on a specific four-step process to increase the revenue—generating capability of your dealership.

Phase One:

Diagnostic Review

- Assess the market
- Evaluate current sales capabilities and potential
- Assess current position within major accounts

Phase Two:

Gap Analysis and Opportunity Report

- A comprehensive, detailed analysis of the dealership's market position and competitive ability

Phase Three:

Revenue Generation Plan

- Comprehensive sales training, from the 100 level to the 400 level
- Account strategy development for key accounts
- Targeted new business development program
- Sales forecasting process
- Aligning dealership and manufacturer resources
- Assessing/adjusting dealer's market position and branding
- Recruiting and training sales and management staff (as needed)

Phase Four:

Ongoing Sales Coaching and Mentoring

- Individual account reviews
- Sales management coaching



revenue

minus

cost

equals

profit

RESTRUCTURING TO THE NEW REALITY

This is the part of the process in which we focus on the “cost” portion of the profit equation. The depth and length of the current recession has placed many dealerships in crisis mode. They need to restructure to survive, but they lack the experience to know what must be done.

The Moore Phillips Group has extensive experience in restructuring the following operational areas of a dealership.

Sales & Marketing

- Structure sales organization to align with market opportunities.
- Organize sales activities to maximize revenue.
- Craft sales compensation to reward for profitable volume.
- Align a sales resource team to maximize sales action in front of customers.
- Develop dealer brand and marketing materials.

Operations

- Create real estate strategy.
- Optimize operational real estate.
- Structure service organization to support market opportunities.
- Organize service activities to maximize add-on sales revenue.
- Build service agreements for existing and new business opportunities.

Finance

- Analyze financial position of dealership.
- Review all agreements and financial obligations.
- Develop cash flow model/tools for the organization.
- Build/implement financial dashboard for running business.
- Create banking strategy if necessary.

Design & Customer Service

- Structure resources to address market opportunities
- Assign resources to maximize sales revenue.
- Implement compensation structure to reward for profitable volume.

Human Resources

- Create and/or edit job descriptions.
- Create employee review tools and train leadership how to conduct reviews.
- Develop and/or edit compensation plans.
- Create and help implement recruitment/targeted selection.



extensive
experience
in
successful
restructuring

EVALUATE YOUR BUSINESS PERFORMANCE

Revenue Questions

- | Yes | No | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Do we have 100% penetration of our existing accounts? |
| <input type="checkbox"/> | <input type="checkbox"/> | Are we receiving product and service business from our existing accounts? |
| <input type="checkbox"/> | <input type="checkbox"/> | Are our existing accounts continuing to order at their historical rate? |
| <input type="checkbox"/> | <input type="checkbox"/> | Are we winning accounts this year? |
| <input type="checkbox"/> | <input type="checkbox"/> | Are we taking accounts away from the competition? |
| <input type="checkbox"/> | <input type="checkbox"/> | Do we have a realistic forecast for this quarter? |
| <input type="checkbox"/> | <input type="checkbox"/> | Do we have a realistic forecast for this year? |
| <input type="checkbox"/> | <input type="checkbox"/> | Do we have a strategic account sales plan in place for our top 25 accounts? |
| <input type="checkbox"/> | <input type="checkbox"/> | Do we have a formalized target account program in place? |

Cost Questions

- | Yes | No | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Are we leveraging the relationship with our major manufacturers? |
| <input type="checkbox"/> | <input type="checkbox"/> | Have we reviewed our staffing plan to match the market realities? |
| <input type="checkbox"/> | <input type="checkbox"/> | Have we restructured the way work is done to maximize the use of resources? |

Profit Questions

- | Yes | No | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Are we consistently profitable? |
| <input type="checkbox"/> | <input type="checkbox"/> | Are we maximizing our service revenue opportunities? |
| <input type="checkbox"/> | <input type="checkbox"/> | Are we making our desired level of profit? |

If you're finding a lot of "no" answers—or if you don't know the answers—then it's time to talk further with the Moore Phillips Group. We can help you drive business results.

For More Information

Jeff Phillips: 616.485.8166 jeff@moorephillipsgroup.com
Jay Moore: 616.915.2266 jay@moorephillipsgroup.com



ask
yourself
the
following
questions

Jay Moore

Jay is a principal in the Moore Phillips Group. He has more than twenty-five years of experience in successful business development and sales management within the contract furniture industry.

Jay brings a well-honed focus to the sales and account development process. He is exceptionally adept at building rapport, trust, and reliance at all levels, and has proven skill in leading sales teams to success. Jay spent fifteen years "carrying the bag" as a major accounts salesperson, and over ten years in various sales management positions.

His skills include:

- Analyzing market potential and opportunities.
- Creating reliable sales forecasts.
- Aligning a sales organization to the market's best opportunities.
- Developing and implementing a target account program.
- Creating strategic account planning processes to develop and fully penetrate accounts.
- Designing and implementing a consistent, repeatable, sales management process within a dealership.
- Coaching, mentoring, and developing sales and sales management staff.
- Understanding the interplay of all elements on the profit & loss statement.
- Analyzing the revenue and expense opportunities within a dealership, and adjusting to reach target profit goals.

Jay earned a Bachelors of Arts degree in Business Administration with an emphasis in finance from Grand Valley State University in Grand Rapids Michigan.



Jay Moore

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Jeff Phillips

Jeff is a principal in the Moore Phillips Group. He leverages more than twenty-seven years of experience in sales, sales leadership, business development, strategic planning, business leadership and customer relationships to propel revenue and profitability.

Jeff has a solid business development track record. He has increased revenue, improved productivity, and enhanced profitability during seventeen years of high-level corporate leadership in a variety of industries. Jeff has also “walked the talk,” having been a successful salesperson for nine years before moving into sales and business leadership positions.

His skills include:

- Linking successful sales strategies to business objectives and competencies.
- Systematically analyzing markets and positioning products.
- Developing successful salespeople who understand how to identify and meet customer needs.
- Sustaining long-term customer relationships.
- Increasing sales through intense focus on the customer.
- Creating sales and marketing tools that help solidify customer relationships.
- Hiring team members who are highly competent and passionate about making the company successful.
- Compensating people for results, not activity.
- Allocating resources to meet budget requirements.
- Identifying strategies to improve profitability.
- Creating a shared vision of success among all team members.

Jeff earned a Bachelor’s of Science from Michigan State University in Lansing, Michigan. He holds degrees in Public Affairs Management and Business.



Jeff Phillips

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