



# Performance Improvement

## What programs do dealers implement?

Compiled by: Brent Hoskins, Office Technology Magazine

Following is a question submitted by a dealer member as part of BTA's Dealers Helping Dealers resource and many of the answers received. These answers and others can be found in the members-only section of the BTA website. Visit [www.bta.org/DealersHelpingDealers](http://www.bta.org/DealersHelpingDealers). You will need your username and password to access this member resource.



### What types of performance improvement programs (PIPs) do you implement for tenured salespeople who may not be producing revenues at desired levels?

"We are changing our salesforce in order to meet buyers' needs and demands. The buyers and decision-makers have been changing over the years, and we need new people with completely new mindsets and skills to deliver to them the way they want to be marketed and sold to."

*Keven Ellison, vice president of marketing  
AIS, North Las Vegas, Nevada*

"We offer monthly and quarterly bonuses along with an end-of-the-year 5% profit-sharing bonus if goals are met."

*Van Seretis, president  
Premium Digital Office Solutions, Parsippany, New Jersey*

"Through discussions and coaching, and a slider scale of base. We offer continuous sales training with internal and external coaching. Drop the base to sales performance reality. If this is not cured, or escalation of performance is not obtained, then go to straight commission as a last resort before termination."

*Cody Webster, general manager  
JQ Office, Omaha, Nebraska*

"Here are a few performance improvement programs that we implement:

**(1) Sales Skill Refresher Training** — Even experienced salespeople can benefit from revisiting core sales skills like prospecting, objection handling and negotiation. Tailor your training sessions to address gaps.

**(2) Motivational Incentives** — Offer short-term incentives or contests to reignite enthusiasm and competitiveness. For

example, reward achieving specific milestones like meeting quotas or bringing in new clients.

**(3) Mindset & Confidence Building** — Sometimes underperformance is linked to a mindset issue. Offering access to personal development programs that focus on

mindset, confidence and stress management can help reset their approach to sales."

*Gil Gastelum, vice president of managed services  
Coast to Coast Business Equipment Inc., Irvine, California*

"I personally wouldn't vary my performance reviews or standards for tenured versus new salespeople. If reps are tenured and not performing, then in my opinion, they aren't working and/or not devoting their time to the things that make them money — prospecting through in-person cold calls and phone calls, setting appointments with current clients and new prospects, or doing in-house demos. Bring it back to the basics and track their activity. If they are working remote or hybrid, I would change that and get eyes and ears on them ASAP. If they truly want to be successful, they should welcome the help from a sales manager, and their month and year should turn around quickly since they do have experience and tenure."

*Kecia Caughey, vice president of sales & general manager  
South Coast Copy Systems, San Diego, California*

"Once someone hits 80% of plan, we have a 90-day plan to get them back to a basic level of activity. I call this the 1-2-3 plan and then 3-2-1. We focus on revenue first, prospect count second and then call activity, and then reverse this focus when a rep (new or tenured) hits 79.99% and below. This helps us get them back on track."

*Tommy McCrury, owner/partner  
Total Office Solution of West Texas, Odessa, Texas*

"Either increase or decrease commission. Making change brings a change."

*Isaac Brewer, vice president of sales  
Document Solutions Unlimited, Spring Valley, New York* ■

*Brent Hoskins, executive director of the Business Technology Association, is editor of Office Technology magazine. He can be reached at [brent@bta.org](mailto:brent@bta.org) or (816) 303-4040.*