



Compensation for Reps

How to motivate them in this changing landscape

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 several of the answers received. These answers and many others can be found in the members-only section of the BTA website. Visit www.bta.org/DealersHelpingDealers. You will need your BTA username and password.



In the changing landscape of selling a whole different suite of products, how can we best compensate reps? Do we have a "quarterback" rep who has the relationship and hands the detail work to someone else who may receive compensation? For example, if a traditional copier rep has the ability to source leads for business process automation, how can we motivate the rep to handle the lead but hand it off to the subject-matter expert to prepare the quote and close the deal?

"We set quotas for reps for each of our sales 'factories' (i.e., MPS, solutions, production, etc.). We also have subject-matter experts (SMEs) in each of these areas who also have quotas for their respective factories. The rep, who generally has the relationship with the client/prospect, brings in an SME and they both get paid."

Ken Staubitz, COO

Modern Office Methods, Cincinnati, Ohio

"We are specialized with a wide format rep, a product rep and a document management rep. We have a 50/50 split when using one of the reps in a transaction."

Peter Napolitano, sales manager

United Business Systems, Buffalo, New York

"We pay a straight finder's fee to the individual who found the deal. We pay commission to the individual who writes and implements the deal."

Colin Bailey, general manager

D.L. Gallivan Office Solutions, Portage, Michigan

"We educated the reps on the value of the subject-matter experts with real stats from past sales activity. Over time, we have found, with continued sharing of examples, the reps started to

go to the experts quickly and are happy to move into a shared commission situation. Our view of commission is shared gross profit dollars and an individual's contribution to the close should match his (or her) share."

*Derek Johannson, executive chairman
Carlyle Printers Service & Supplies Ltd.
Winnipeg, Manitoba, Canada*

"We have product specialists. Reps are compensated based on the size of the sale for software and MPS. They also have a gate for their quarterly bonuses around qualified leads for specialty products."

Nick Lioce, president

The Lioce Group, Huntsville, Alabama

"Pay them both."

Sheryne Glicksman, vice president of sales

Kelly Office Solutions, Winston-Salem, North Carolina

"We compensate the rep the same way throughout because if it generates profit, we believe he (or she) should be compensated."

Van Seretis, managing partner

Premium Digital Office Solutions, Parsippany, New Jersey

"We are working on that now. We currently have a quarterback and pay him normal copier commissions, but he gets lead fees on scan revenue as well as MNS and phones."

Chap Breard, president

MOEbiz, Monroe, Louisiana

"We do not use this process of a quarterback rep. The manager does the training to grow the rep to be able to handle his (or her) own deals."

Tony Sanchez, managing partner

C3 Tech, Santa Ana, California

Do you have a question for your fellow dealers? If so, email it to brent@bta.org with the subject line: "Dealers Helping Dealers." BTA will then share your question with the full dealer membership with a request for guidance from your fellow dealers. ■

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