



# 2005 Copier Careers Sales Manager Salary Survey

by Scott Cullen

*Today's Sales Manager is well compensated and takes pride in how his or her performance affects the company's success.*

If you're a dealership owner or principal, take a good look at your sales manager. He/she might not be around much longer. The 2005 Sales Manager Survey from Copier Careers, a recruiting organization that places experienced imaging professionals within independent dealerships across the United States, reveals that 99% of sales managers are either actively looking or somewhat looking for a job with a different employer. If all that sounds familiar, that's because last year's survey revealed similar sentiments among sales managers when 97% were actively or somewhat looking for another job.

## Meet the Sales Manager

Before we unveil the key numbers, let's meet our survey respondents. This year 591 sales managers took the time to respond to the survey – 79 more than last year and 279 more than in 2002, the first year of the survey. As you might expect in the office equipment industry, most respondents (92%) are male. Fully 256 have at least some college education, 210 have OEM training, 66 are high school graduates and 31 attended a tech/trade school.

The majority of sales manager respondents (346) supervise 1-10 people, while 148 supervise 21-50 and 97 supervise 11-20 people.

## The Company Behind the Sales Manager

Most respondents (85%) work for an independent dealership with one location, while 12% work for a regional dealership with more than one location. Just 2% of respondents work for an OEM and 1% work for a national publicly traded sales and service organization.

The majority of those employers (68%) have annual revenues of \$1-\$10 million. Thirty percent have annual revenues of less than \$1 million, while 2% are doing between \$10 and \$50 million in business per year.

Fully 59% of these organizations employ less than 25 people, while 32% employ 25-50. Just 7% employ 51-100 while 2% employ 101-500. In the first year of the survey, 78% employed less than 25 and 20% employed 51-100.

## On the Clock

The number of hours worked by sales managers mirrors the responses of service techs in the 2005 Service Technician Salary Survey in last month's issue of ENX. Sales managers are punching the clock to the tune of 51 hours per week – that's two hours more than last year. Looking back at the first year of the survey in 2002, sales managers were logging 46 hours per week.

If you work full time, approximately how many hours do you work per week? (Please include time spent working at the office, working in the field and traveling for work – but not commuting.)	2002	2003	VARIANCE	2004	VARIANCE	2005	VARIANCE
	Hours Worked Per Week	46	47	1	49	2	51

Joe Cultrera, Sales Manager with Northern Business Systems in New York City logs about 50-55 hours per week. "I probably log a couple of hours in the evening at home managing emails and messages along with the usual 8:30 to 5 in the office," notes Cultrera.

"I work between 43-46 hours per week," adds Ken Harouff, Document Solutions Manager, formerly with a dealership in Reno, Nev. At press time Harouff was preparing to start a new job with a dealership in Kentucky.

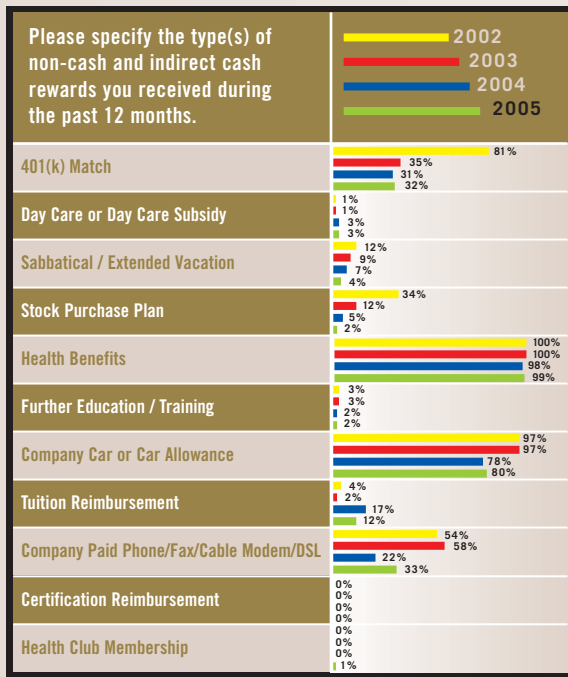
For Jim Adams (*not his real name*), Sales Manager with a Midwestern office equipment dealership, the number of hours he puts in each week has remained about the same over the years, although the hours spent with the reps in the field has increased dramatically. "Many of the reps are not computer literate enough to communicate with the IT people," he says. "They can talk dollars and cents but not bits and bytes."

## Pay Stubs

Peaking at the sales manager's pay stubs, the average base salary is \$43,411, a \$1,200 increase from the previous year. In the first year of the survey in 2002, the average base salary was \$39,800. The average commission has risen to \$64,521, up \$2,400 from last year although not as much as the \$3,443 from the previous

Please specify your current annual base salary.	2002	2003	VARIANCE	2004	VARIANCE	2005	VARIANCE
Base Salary	\$39,800	\$41,100	\$1,300	\$42,211	\$1,111	\$43,411	\$1,200
Commissions	\$61,300	\$58,678	-\$2,622	\$62,121	\$3,443	\$64,521	\$2,400

year. For sales managers, this is a positive trend, considering that in 2003 the average commission was \$58,678, down \$2,622 from 2002. “It seems as if their billables are billing out more,” observes Dave Grandelis, Director of Recruiting for Copier Careers, in response to the upswing in commissions from last year to this year. “That may also be the result of a growing focus on solutions and added value above and beyond what they’ve been accustomed to making off the traditional hardware sales,” adds Paul Schwartz, President of Copier Careers.



Looking at other sources of income, 91% of respondents receive bonuses and other direct cash payments based on personal performance, while 48% earn additional income via company profit-sharing. Forty-four percent earn extra cash for project milestone completion.

Virtually all sales managers (99%) receive health benefits and 80% receive a company car or car allowance. Thirty-three percent have company-paid phone/fax/cable modem/DSL lines, up 11% from last year when only 22% received these benefits. Tuition reimbursement is on the decline in this year’s survey with only 12% enjoying these benefits compared to 17% in 2004. That is probably not a significant trend considering that most sales managers have settled into their careers and are no longer seeking to further their education.

The majority of respondents (42%) are satisfied with their overall compensation while 36% are neutral. Only 13% of respondents are dissatisfied and 9% are very dissatisfied with their compensation. Combined, that’s down 2% from the previous year. Historically, only 12% of sales managers were dissatisfied or very dissatisfied with their compensation in 2002, the first year of the survey, reflecting the time period before the economy took a downturn.

“I’m pleased with my compensation, not overwhelmed,” says Northern Business Systems’ Cultrera. “As long as I’m hitting certain numbers in terms of revenue in the branch – and it isn’t just dependent on hardware, but the bottom line on service – aftermarket and professional services, my comp plan is reasonably unlimited.”

Adams is also somewhat pleased with his compensation. “The base is very satisfactory, but the bonuses are vague – based on sales, service and administration.”

## Things That Matter

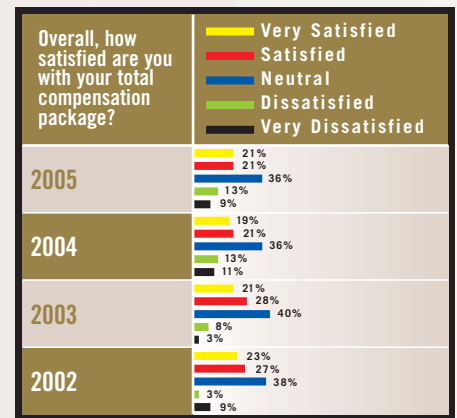
There were no real surprises in the responses to the things that matter most to sales managers about their jobs. Respondents were asked to check up to seven from a list of 38. The top seven things that matter most are:

1. Bonus opportunities – 97%
2. My work/job is important to the company’s success – 84%
3. Financial stability of company – 80%
4. Benefits – 79%
5. Base pay – 70%
6. Recognition for work well done – 65%
7. Regular coaching and feedback on performance – 58%

Responses are generally consistent with last year’s survey. The biggest increases are in “Bonus opportunities,” which rose from 91% to 97% and “Ability to work with leading-edge technology,” which also grew 6% from a modest 2% in 2004 to 8% this year. Compared to the first year of the survey in 2002, there are also some fairly minor differences among the top seven responses.

1. Bonus opportunities – 81%
2. My work/job is important to the company’s success – 81%
3. Benefits – 77%
4. My opinion and knowledge is valued – 71%
5. Having the tools and support to do my job well – 69%
6. Financial stability of company – 67%
7. Regular coaching and feed back on performance – 64%

It’s interesting to note that in 2002 only 62% of respondents mentioned “Base pay,” while in 2005, only 56% said “My opinion and knowledge is valued.”



Harouff is one of those sales managers who checks off “My work/job is important to the company’s success.” “I like to make a difference at work,” explains Harouff. “What I do can show up on the bottom line; it’s satisfying when I know I did my job.”

He also feels that his opinion and knowledge is valued by his employers. “My employer hired me because of what I knew, and to some extent they let me use that to improve business. And it worked!”

“I’ve been here for 19 years and worked directly with the President of the company since 1995,” adds Cultrera about Northern Business Systems. “Number one on my list is that the company’s profitability is tied directly to mine. I’m constantly looking at that bottom line and how to do things better, what to sell and get higher margins.”

What matters most to Adams is the financial stability of the company and the recognition for work well done. He believes his company is lacking in the latter. “When I came to the company it was only doing around \$50,000 in sales per month; since then we have moved up to \$180,000. All I hear is, ‘Back in the ‘70s and ‘80s we did \$250,000.’ Granted, they were competing against three companies in the metro area; now there are nine.”

## Job Satisfaction

When asked how satisfied they are with all aspects of their job, including benefits, compensation and other aspects of employment, the majority of respondents (52%) are either very satisfied (25%) or satisfied (27%) and 11% are neutral. Some 18% of respondents are dissatisfied, an increase of 3% from the previous year, while those who are very dissatisfied remained the same as last year at 19%. “If anything can be derived from these responses, it’s simply that there’s a lot more to job satisfaction than being well-compensated and a lot of sales managers are concerned about their overall work environment, company culture, management issues and business policies,” says Schwartz.

What matters most to you about your job? (Please check up to 7 of the job-related issues that are the most important to you.)	2002	2003	VARIANCE	2004	VARIANCE	2005	VARIANCE
<b>Top 10 Answers Shown Here</b>							
Bonus Opportunities	81%	87%	6%	91%	4%	97%	6%
My Work is Important to Company Success	81%	79%	-2%	81%	2%	84%	3%
Financial Stability of Company	67%	72%	5%	80%	8%	80%	0%
Benefits	77%	79%	2%	79%	0%	79%	0%
Base Pay	62%	64%	2%	71%	7%	70%	-1%
Recognition for Work Well Done	61%	64%	3%	65%	1%	65%	0%
Regular Coaching & Performance Feedback	64%	64%	0%	59%	-5%	58%	-1%
My Opinion & Knowledge is Valued	71%	69%	-2%	56%	-13%	56%	0%
Having Tools & Support to Do My Job Well	69%	68%	-1%	54%	-14%	54%	0%
Understanding Company’s Business Strategy	44%	41%	-3%	45%	4%	47%	2%

Harouff though was generally satisfied with his previous employer and has found working in the copier industry a rewarding experience. “Going out and solving customer problems can be rewarding,” notes Harouff. “And because of my background, I can also help improve the dealership.”

## Pounding the Pavement

Whether they’re satisfied or not, sales managers are a mobile breed, keeping an eye out for new and improved opportunities. Consider that 41% of respondents are actively looking for another job, a 9% increase from last year, while 58% are somewhat looking. That figure is down 7% from the 2004 survey. Only 1% compared to 3% last year say they aren’t looking for a job with a different employer. In 2002 and 2003, the first two years of the survey, 15% of respondents were not looking.

Harouff recently left his current dealership to join another company. “I just took another position with a company in Louisville for two reasons: I like Kentucky as a place to raise my family and I have more growth potential with this new company,” notes Harouff.

While Harouff recently switched employers, Cultrera is firmly entrenched with Northern Business Systems. “I guess I’m in that very, very small minority,” says Cultrera. “But I’d be foolish if someone knocked me upside the head [with an offer], but I am nowhere near actively looking and haven’t even thought about it in many years.”

However, in the Midwest, Adams is looking. “I moved here from Montana to help out a friend get his business back in order,” he says. “I really miss the people of Montana. It’s more laid-back and honest. The customer wants to stab you too much here.”

Topping the list of why sales managers are looking or keeping their options open is “Higher compensation” (83%), followed by “Job market opportunities are too good to pass up” (78%), and “Don’t like present company’s management/culture” (39%). “I think everybody who does sales is looking to make more money, finding a way to do it, are always on edge and keeping their eyes open for opportunities,” observes Grandelis.

“I also think some of the capital coming out of the bank and being reinvested into opening new branches has probably created some job opportunities for these managers,” he adds. “Some of these guys running \$1-\$3 million dealerships are maybe looking for a \$10, \$20 or \$30 million dealership, along with an opportunity to open up a satellite office and have more support behind them. Maybe that’s one of the reasons they’re looking – at least that’s the impression I’m getting when I talk to sales managers around the country.”

Other popular responses to this question include “Personal/family needs” (28%), “Seeking less stress” (22%), “Move to a different geographical area” (21%) and “More interesting work” (20%).

Are you currently looking for a job with a different employer?	2002	2003	VARIANCE	2004	VARIANCE	2005	VARIANCE
Yes, Actively	31%	27%	-4%	32%	5%	41%	9%
Yes, Somewhat	54%	58%	4%	65%	7%	58%	-7%
No	15%	15%	0%	3%	-12%	1%	-2%

If Yes, why are you looking for a new job?	2002	2003	VARIANCE	2004	VARIANCE	2005	VARIANCE
Stock Options	77%	34%	-43%	12%	-22%	9%	-3%
More Dynamic Company	54%	64%	10%	14%	-50%	16%	2%
Personal / Family Needs	33%	22%	-11%	23%	1%	28%	5%
Want to Join a Start-up Company	1%	5%	4%	2%	-3%	2%	0%
More Job Stability	3%	12%	9%	11%	-1%	12%	1%
Move to a Different Geographical Area	14%	18%	4%	18%	0%	21%	3%
Higher Compensation	82%	78%	-4%	79%	1%	83%	4%
More Responsibility	12%	11%	-1%	4%	-7%	3%	-1%
More Interesting Work	12%	46%	34%	22%	-24%	20%	-2%
Don't Like Present Company Management	44%	53%	9%	44%	-9%	39%	-5%
Job Market Opportunities Too Good to Pass Up	56%	46%	-10%	51%	5%	78%	27%
Seeking Less Stress	44%	46%	2%	44%	-2%	22%	-22%

It's interesting to note that the number of those who said they are seeking less stress is down 22% from the previous year. The other major deviation from the previous year's survey is with those who cited "Job market opportunities are too good to pass up." That's up a very solid 27% from the previous year.

Adams is not one of those sales managers experiencing less stress. If anything, it's just as stressful as ever. When asked about the source of stress, he responds: "There are too many internal road blocks and many of the people here don't respect the owner of the company and would rather see him fail."

## Retention and Attraction Levels

Despite keeping their options open, most sales managers feel their company does either an excellent (22%) or good (28%) job of attracting copier industry employees. Fully 19% said their company did a fair job, while only 15% noted poor and 3% said totally unsatisfactory.

Employers didn't score as highly with sales managers in their retention efforts. While 22% call them excellent and 21% said good, 26% say fair, 26% said poor and 5% said totally unsatisfactory.

In the first year of the survey, more respondents (60%) said that their companies did either an excellent (31%) or good (29%) job of attracting copier industry employees – compared to the 50% in both categories this year. Curiously though, 13% checked off "Don't know" this year compared to a modest 2% in 2002.

Also in 2002, 55% of respondents said their companies did either an excellent (33%) or good (22%) job of retaining copier industry employees.

While Harouff respectively declines to talk about his previous employers' ability to attract and retain copier industry employees, Cultrera is blunt – and because he is responsible for hiring, assumes some of the blame himself. "We need to do a better job – my employer and myself," contends Cultrera. "I'm the main recruiting arm in my branch, so it falls squarely on myself. Our company should be getting more of the top guns. That's something we've got to improve on."

That said, Cultrera concedes the biggest challenge is finding people with the right skills, particularly those who understand the new technology. "I have people with experience who have sold copiers for major accounts and down the street, and I'm finding those fairly easily – but I'm looking for someone to really embrace the idea of selling technology," he says. "We're at a crossroads right now where I have the ability to sell anything from solutions to PC break/fix services through that digital copier. And it's a big challenge finding those reps at the base salaries our industry is accustomed to paying."

## Final Words

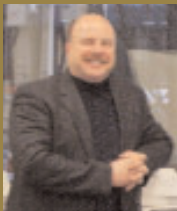
The bottom line is that most sales managers are well-compensated although by nature they're hungry for more. "Despite being mostly satisfied with what they're making, many sales managers seem willing to consider new opportunities – even though it may take more than a bigger paycheck to convince them to move on," says Schwartz. "It is clear from the survey that these folks enjoy their jobs and the challenges."

"What seems to be piquing their interest is the lure of expanded responsibilities as dealerships open new branches and expand into new territories," adds Grandelis. "While that may not alleviate their stress levels, it is providing some lucky ones with greater opportunities not only from an income perspective, but from a personal achievement perspective as well."

See previous Salary Surveys at [www.CopierCareers.com](http://www.CopierCareers.com)

©2005 Copier Careers

Copier Careers



I called Copier Careers and within one day I was phone interviewing a candidate. The fit was perfect. We had the individual visit for a personal interview and hired him on the spot! We were delighted. Copier Careers is awesome. They allow us to focus on our daily business while they continually seek the best candidates for our company.

– John Mytinger  
Copy Rite Business Systems

**Copier Careers is the Source for Techs, Sales, and Management in Copier Dealerships.**

So if you are an employer searching for a well-trained industry professional, visit us online today at [www.CopierCareers.com](http://www.CopierCareers.com), click to the "Employers" section and fill out the brief form.

Or call us now at (888) 733-4868.

Copier Careers

Wholly owned by Schwartz & Co., LLC

