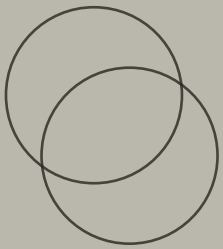


# 2013

**COPIER CAREERS<sup>®</sup>**  
**SALES MANAGER**  
**SALARY SURVEY**





1

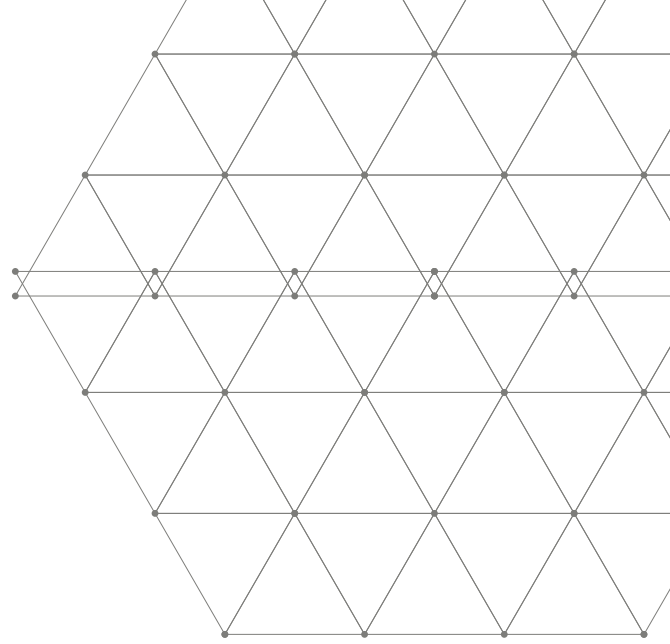
*Over the past year and a half*, as the economy has recovered from its recession and returned to growth mode, a major shift has taken place in the copier industry. After years of sticking it out in their safe, stable jobs, copier sales reps, technicians, managers, and back office staff have begun moving out of their comfort zones and into that no-man's land known as the job hunt, ready to trade in their security for something even more enticing: opportunity.

“During the last five years, a lot of people in the copier industry were afraid to look at new opportunities because there was so much uncertainty about the economy,” says Paul Schwartz, president of Copier Careers, a recruiting firm with a 25-year history of partnering with independent copier dealerships. “But after a few years of stability and growth, people are realizing that it’s safe to explore new opportunities.”

In addition to gaining confidence in the economy, copier professionals have also become more comfortable with the new business models that have emerged since 2007. Managed print and managed network services are no longer the frontier: they are the norm. And they are becoming lucrative.

“Sales managers are now beginning to understand the depth and breadth of solutions,” says Schwartz. “And they’ve started to realize that there are a variety of opportunities out there, both within and outside of traditional copier dealerships. These are the signs of an evolving industry.”

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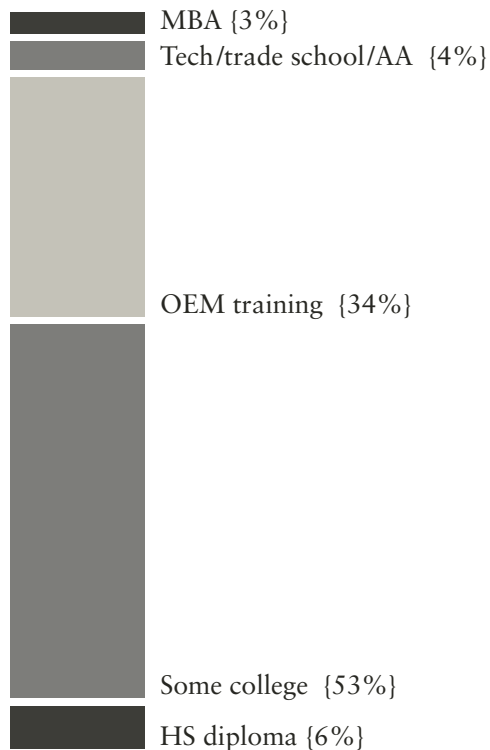


# 1,033

COPIER SALES MANAGERS PARTICIPATED IN THIS YEAR'S SALARY SURVEY. THE AVERAGE SALES MANAGER WORKS 57 HOURS PER WEEK.

2

## WHAT IS YOUR HIGHEST LEVEL OF EDUCATION?



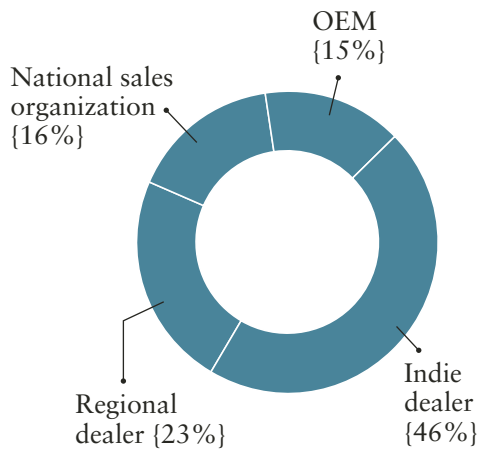
*For more than a decade,* Copier Careers has conducted detailed yearly surveys of copier service techs, service managers, and sales managers; in 2011, we added a survey for copier sales reps. These surveys track a variety of data points and measure how well copier professionals are compensated, how satisfied they are in their jobs, and how well their employers are meeting their expectations. This year's Sales Manager Salary Survey reflects the responses of 1,033 sales managers who completed our online questionnaire between March 1, 2012 and March 15, 2013.

Over these past ten-plus years, many things have changed, including the demographics of the survey's participants. In 2002, 94 percent of respondents worked for an independent copier dealership, but today that figure is only 46 percent. The rest come from regional dealerships with multiple locations (23%), national sales and service organizations (16%), and OEMs (15%). Additionally, the percentage of female sales managers has climbed quickly during this time period, from a mere 7 percent in 2002 to 29 percent this year.

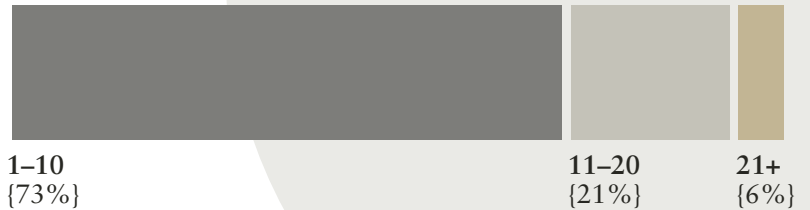
# 96%

OF SALES MANAGERS SURVEYED RECEIVE HEALTH BENEFITS FROM THEIR EMPLOYERS

## WHO DO YOU WORK FOR?



## HOW MANY EMPLOYEES DO YOU SUPERVISE?

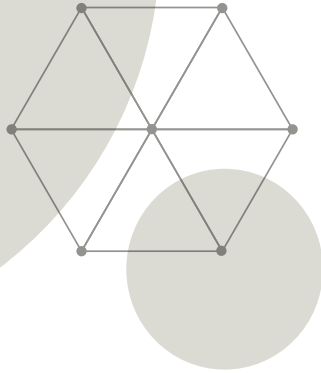


## WHICH JOB-RELATED ISSUES MATTER MOST TO YOU?

1. Bonus opportunities
2. My work is important to the company's success
3. Benefits
4. Company-provided computer
5. Financial stability of company
6. Base pay
7. Prestige/reputation of company

## AVERAGE ANNUAL COMPENSATION

	2002	2004	2006	2008	2010	2011	2012	2013
<i>Base pay</i>	\$39,800	\$42,211	\$44,322	\$48,678	\$48,699	\$51,201	\$54,231	\$56,400
<i>Commission</i>	\$61,300	\$62,121	\$66,444	\$73,136	\$65,440	\$68,439	\$77,034	\$81,331
<i>Total</i>	\$101,100	\$104,332	\$110,766	\$121,814	\$114,139	\$119,640	\$131,265	\$137,731



## 4

*While overall compensation* for sales managers dropped significantly during the recession, by 2011 it had returned to growth mode, with yearly increases in both base pay and commission. This year, the upward trend continues: the average copier sales manager saw increases of \$2,169 in base pay and \$4,297 in commission, bringing average totals to \$56,400 and \$81,331, respectively. At \$137,731, this year's average total compensation represents a 5 percent increase over last year's total of \$131,265.

"A lot of the solutions that are now being sold are money-saving solutions, so even when the economy was in poor shape, copier sales professionals were doing pretty well," says Jessica Crowley, Director of Recruiting for Copier Careers. "Now that the economy is growing again, it's only getting better for them. The increases we've seen in sales manager compensation—nearly \$20,000 over the past two years—are a reflection of this uptick in sales, and a good indication of the health of this industry."

### **MOST COMMONLY RECEIVED DIRECT CASH BONUSES**

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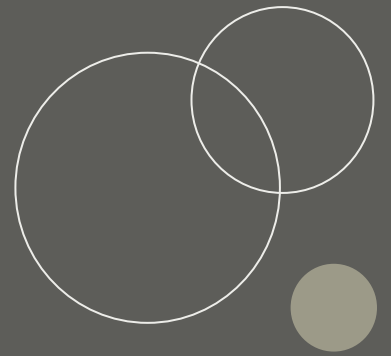
1. Personal performance
  2. Signing bonus
  3. Project milestone completion
  4. Certification/training
  5. Other
  6. Company profit sharing
- 

### **MOST COMMONLY RECEIVED NON-CASH / INDIRECT CASH BONUSES**

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1. Health benefits
  2. Company car/car allowance
  3. Company-paid phone/fax/internet
  4. Certification reimbursement
  5. Further education/training
  6. 401(k) match
-

**“THE SALES MANAGERS WHO HAVE BEEN INVOLVED IN SUCCESSFUL MPS AND MNS PROGRAMS OVER THE PAST FEW YEARS ARE A FAIRLY BATTLE-TESTED GROUP, SO THEY’RE VERY CONFIDENT IN THEIR SKILLS.”**



*When you ask copier sales managers* which job-related issues are most important to them, the same answers tend to emerge year after year: bonus opportunities, the opportunity to contribute to the company's success, and benefits have been the biggest vote-getters for most of the survey's history. What's more telling are the movers and shakers farther down the list. Though neither of these cracked this year's top ten list, both the "ability to work with leading-edge technology" and the "ability to work on creating new, innovative IT solutions" increased by several percentage points this year. These increases suggest a growing awareness among sales managers that it pays to get excited about technology.

"The more the industry moves toward professional services and IT solutions, the more sales managers need to understand and appreciate new technology," says Crowley. "The older generation of copier sales professionals didn't necessarily need a lot of technical knowledge to be successful, but that is no longer the reality. To thrive as a sales professional in this industry, you have to really embrace not only the devices themselves, but also all the technology that supports them and makes it possible to provide sophisticated business solutions in networked environments."

While this interest in technology has led some sales managers to seek positions with more progressive, tech-oriented copier dealerships, it has led others out of the industry entirely and into IT entities, telecommunications firms, and other tech-based business where they can put their skill sets to good use.

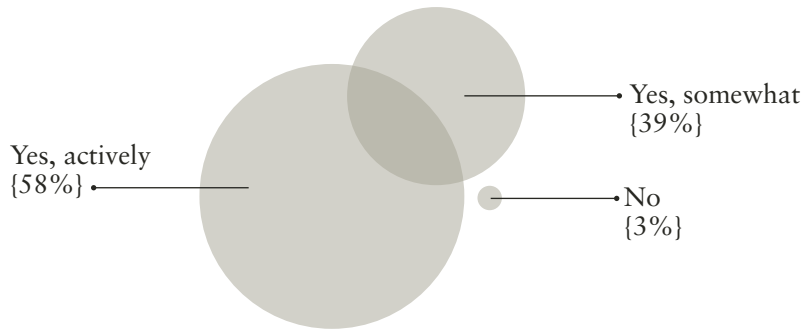
"The sales managers who have been involved in successful MPS and MNS programs over the past few years are a fairly battle-tested group, so they're very confident in their skills," says Schwartz. "With the copier industry so clearly moving into the IT space, it's not a huge leap for them to go to work for other types of technical service providers. Unfortunately, it's often the people we'd most like to see stay in the industry who are choosing to move out of it."

#### HOW MANY HOURS DO YOU WORK EACH WEEK?

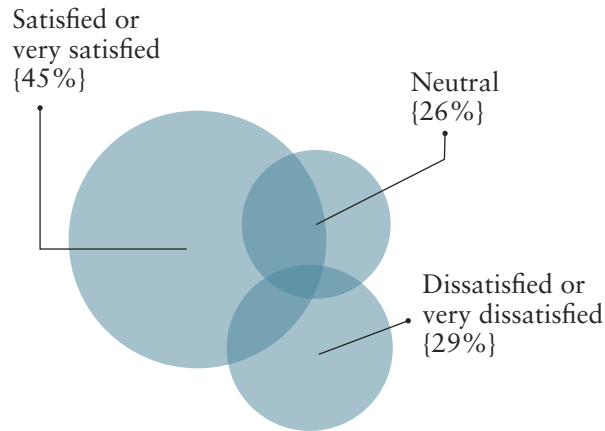
2002	46
2004	49
2006	50
2008	54
2010	58
2011	58
2012	59
2013	57



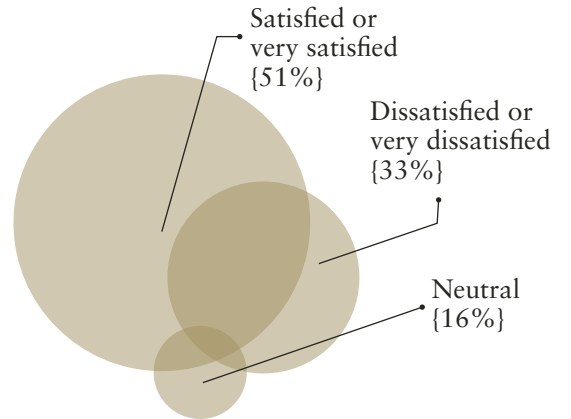
### ARE YOU LOOKING FOR A NEW JOB?



### SATISFACTION WITH COMPENSATION PACKAGE



### OVERALL SATISFACTION



### WHY ARE YOU LOOKING FOR A NEW JOB?

1. Higher compensation
2. Job market opportunities are too good to pass up
3. Don't like present company's management/culture
4. Seeking a more dynamic company
5. Seeking less stress
6. Want to move to a different geographic area
7. Looking for more interesting work
8. Seeking greater job stability





37%

OF COPIER SALES MANAGERS SAY THEIR COMPANIES DO AN EXCELLENT OR GOOD JOB OF ATTRACTING NEW EMPLOYEES

8

*For sales managers who have the ability* and the desire to embrace solution sales, the future holds a lot of promise. But for the managers who don't meet this description, the future isn't quite so bright. One Copier Careers newsletter reader describes a situation that has become familiar to many of us:

“My company has too many managers who have been in the same position for too long. Everyone from the sales manager to the regional VP are just biding time until they retire. There are long-standing grudges and political battles that go back years, and the current sales team suffers as a result, since none of these managers are willing to try new things or work on creative strategies to drive new business.”

Not only are sales managers who have failed to embrace new business models leaving money on the table today, they are also damaging their company's ability to recruit quality sales staff, a situation that could negatively impact the dealership's business for years to come.

“When a sales manager is stuck on the idea of selling boxes, it is really difficult for us to convince experienced sales reps to give that dealership a look,” says Crowley. “Three- to five-year reps have come up in a solution selling environment, so they know how much money they'd be leaving on the table if they agree to work for a dealership that isn't supporting a wide range of solutions. If a sales manager is failing to embrace newer business models, his or her recruitment options are going to be very limited.”

*As the copier industry has shifted* to a solutions-based, device-agnostic business model over the past few years, it has left behind a lot of people who either wouldn't or couldn't keep up with the pace of technological change. On the upside, however, it has also opened up a whole new slew of opportunities for the smart, the curious, and the motivated.

“In recent years, this industry has changed at warp speed,” says Schwartz. “But the good news is that it seems to be moving in the right direction. A few years ago, people didn't know where this industry was headed, and that was a scary thing for many of us. Today, I still don't think we completely understand what the future holds, but the fear is no longer there. It's been replaced by optimism, and by confidence—if the past five years have taught us anything, it's that as business needs evolve, our industry will be dynamic and nimble enough to evolve right along with them.” **CC**



#### ABOUT US

*Copier Careers is a recruiting firm dedicated exclusively to helping independent copier dealers find experienced service techs, copier sales reps, managers, controllers, back office staff, and MPS/MNS experts. Learn more about our commitment to the industry at [www.CopierCareers.com](http://www.CopierCareers.com).*