

2012

## Sales Manager Salary Survey

*Since 2011, total compensation for copier sales managers has increased \$11,000*

Over the past five years, our industry has undergone a rapid and at times overwhelming transition from the traditional standalone box model to the new networked environment. Just months after most dealerships began investing their time and money into managed print programs, the housing bubble burst, forcing document imaging professionals to adapt to a complex new business model at one of the worst periods in our country's economic history.



are meeting their needs. This year's survey, our biggest yet, reflects the responses of 1,001 copier sales managers who completed our online questionnaire between March 1, 2011 and March 1, 2012.

Nearly half of all respondents (49%) work for an independent dealer with one location, while the rest are employed by a regional dealership with multiple locations (24%), a national sales and service organization (15%), or an OEM (12%). Three-fourths of these sales managers supervise a small team of between one and ten employees; the remaining 25 percent supervise 11 or more people. For the first time ever, women make up more than a quarter of all sales managers—their numbers have increased from 24 percent in 2011 to 28 percent this year.

“Since we founded Copier Careers 25 years ago, a series of major changes have taken place in the industry,” says Paul Schwartz, president of Copier Careers. “There was the transition from analog to digital. There was the era of industry consolidation. There was the move from black and white to color. These were all significant, but MPS is much bigger because it affects every aspect of the copier dealership. For the managed network model to function, sales, service, and the back office all have to support one another.”

For sales managers in particular, the past few years have been challenging, characterized by longer hours, shorter staffs, higher stress levels, and less robust commissions. Based on the results of this year's salary survey, however, the situation has improved significantly. MPS is finally making good on its promise of profit, and hardworking sales managers are reaping the rewards.

### THE 2012 SALARY SURVEY

For ten years, Copier Careers has been publishing an annual survey of document imaging professionals to determine how well they're compensated, how satisfied they are with their jobs, and how well their employers

### COMPENSATION IS BACK ON TRACK

During the past few years, a combination of adverse economic factors and MPS growing pains put a dent in sales manager compensation. Between 2009 and 2010, total compensation fell more than \$7,000, from \$121,911 in 2009 to \$114,139 in 2010. The year 2011 brought improvement (\$119,640) but stopped short of a full recovery. For the first time since we began tracking these metrics in 2002, increased effort was not translating into increased income for copier sales managers. Despite working longer hours than ever before, sales managers found that their compensation levels barely budged between 2008 and 2011.

This year, however, things have turned around. Since 2011, the average base salary for a sales manager has increased \$3,030 to \$54,231 and commissions are up

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\$8,595 to \$77,034. These increases bring average total compensation up to \$131,265—a large, long-awaited, and well-deserved total increase of more than \$11,000 since last year. It took some time, but it appears that sales managers and their reps have finally gotten a handle on the long, complex MPS sales cycle and have figured out how to work their often convoluted compensation plans to their advantage. “The people we see who are the most successful have really mastered the consultative sales approach and understand how important it is to listen to the client,” says Schwartz. “Sales professionals who know how to ask the right questions are rewarded with additional revenue and opportunities, but if you don't understand the nuances, you will leave a lot of money on the table.”

Selling, however, is only part of the equation. Jessica Crowley, head of recruiting for Copier Careers, is careful to note that superstar MPS sales managers and reps owe much of their success to the service and back office professionals working behind the scenes.

“Depending on how well supported MPS is in a particular dealership, the sales manager can really benefit from what's being offered,” says Crowley. “If the dealership can support a good MPS program both on the service side and in the back office, then the sales force can sell it. But the dealership has to be able to support it.”

### **THE SELLING SALES MANAGER**

With all of the other changes happening in the industry, it should come as no surprise that the role of the sales manager is in flux as well.

While in the past most sales managers have taken supervisory and administrative responsibility for large teams of sales reps, today's business realities are mandating a more hands-on approach. Since the recession, smaller, nimbler sales teams have been the norm and dealerships are seeing the advantage of a different type of employee: the

selling sales manager. Over the past couple of years, we've seen a huge increase in demand for selling sales managers, especially among newly authorized dealerships or new locations that can't yet support a large sales team. These dealerships need someone on staff who can both produce revenue and provide leadership for a small, growing group of sales reps. While traditional sales managers might balk at the effort required to both sell and manage, for sales reps looking to break into management it can be a savvy career move.

“For experienced salespeople, mentoring a small team of reps is a great way to test whether a management position is a good fit,” says Crowley. “It gives them the opportunity to prove themselves, and many ultimately move into a more traditional management role once they've built up a team big enough to require a full-time manager.”

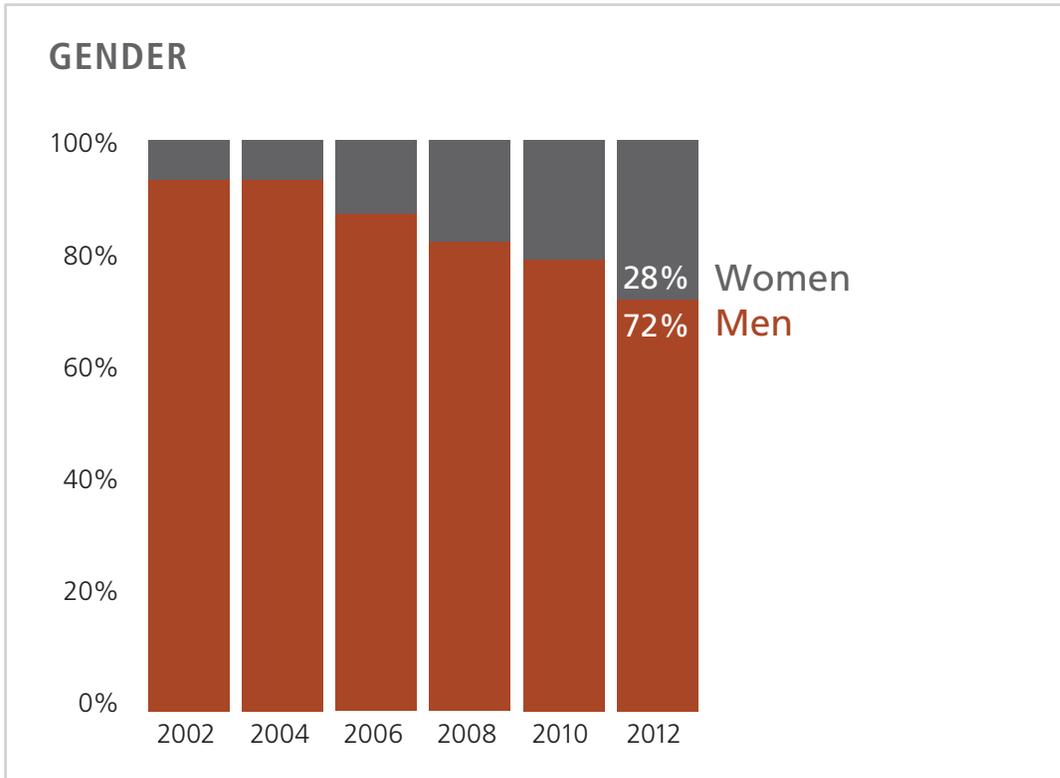
### **FED UP WITH MANAGEMENT?**

While transitioning into management as a selling sales manager has become common in recent years, we've also seen a significant number of sales managers moving in the opposite direction: out of sales management entirely to concentrate on sales.

“After the frustrations of the past four or five years, a lot of sales managers are tired of mentoring other sales reps,” says Schwartz. “They see the opportunity in MPS sales, and they say they just want to go out and sell and be responsible for their own numbers.”

Ultimately, whether people are moving into management or out of it, they're almost always doing so for a reason we couldn't be happier with: they don't want to miss out on the opportunities the industry is currently offering. It's been a bumpy few years, but as the economy recovers and MPS programs mature, things are bound to keep improving. Opportunities abound, and the current crop of copier sales managers would be well advised to make the most of every moment. —CC

**1,001** copier sales managers participated in our 2012 salary survey.



**WHAT IS YOUR HIGHEST LEVEL OF EDUCATION?**

HS diploma	7%
Some college	52%
OEM training	34%
Tech/trade school	3%
AA degree	1%
MBA	3%

**HOW MANY EMPLOYEES DO YOU SUPERVISE, BOTH DIRECTLY AND THROUGH SUBORDINATE SUPERVISORS?**

1-10	75%
11-20	20%
21-100	5%

## HOW MANY EMPLOYEES DOES YOUR COMPANY HAVE?

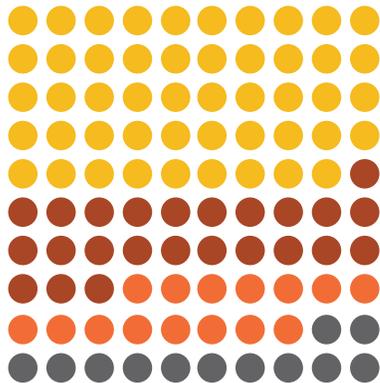
24 or fewer	4%
25–50	23%
51–100	34%
101–500	22%
501–1,000	14%
1,001 or more	3%

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**68** percent of sales managers say their companies do an excellent, good, or fair job of attracting new employees. **65** percent say their employers do an excellent, good, or fair job retaining employees.

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## WHO DO YOU WORK FOR?



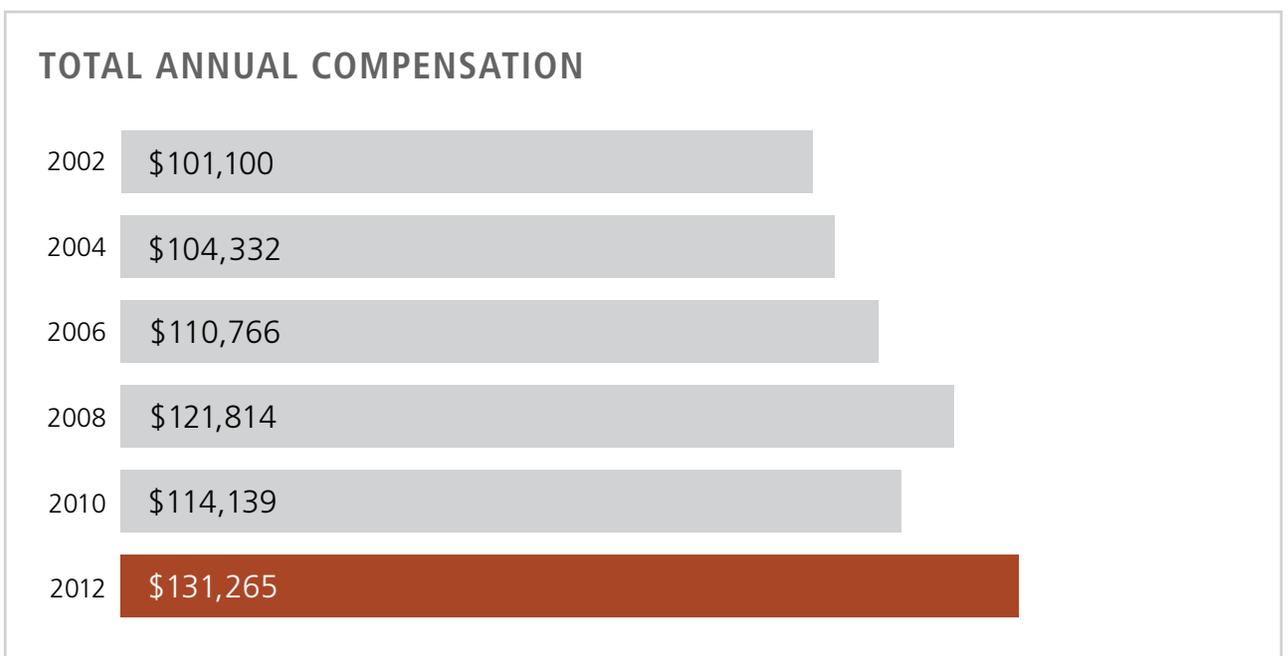
Indie dealer with one location (49%)  
 Regional dealer (24%)  
 National sales & service organization (15%)  
 OEM (12%)

## WHAT IS YOUR COMPANY'S ANNUAL REVENUE?

Less than \$1 million	4%
\$1–10 million	45%
\$10–50 million	35%
More than \$50 million	16%

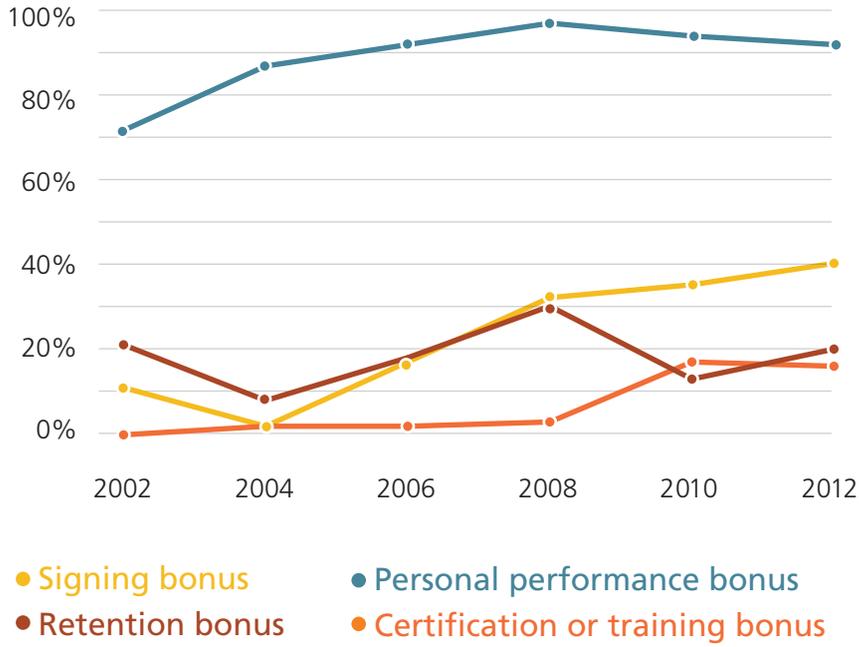
# Base salary & commission

This year, sales managers earned an average of **\$54,231** base salary plus **\$77,034** commission for a grand total of **\$131,265** in overall compensation, an increase of **\$11,625** over the previous year.

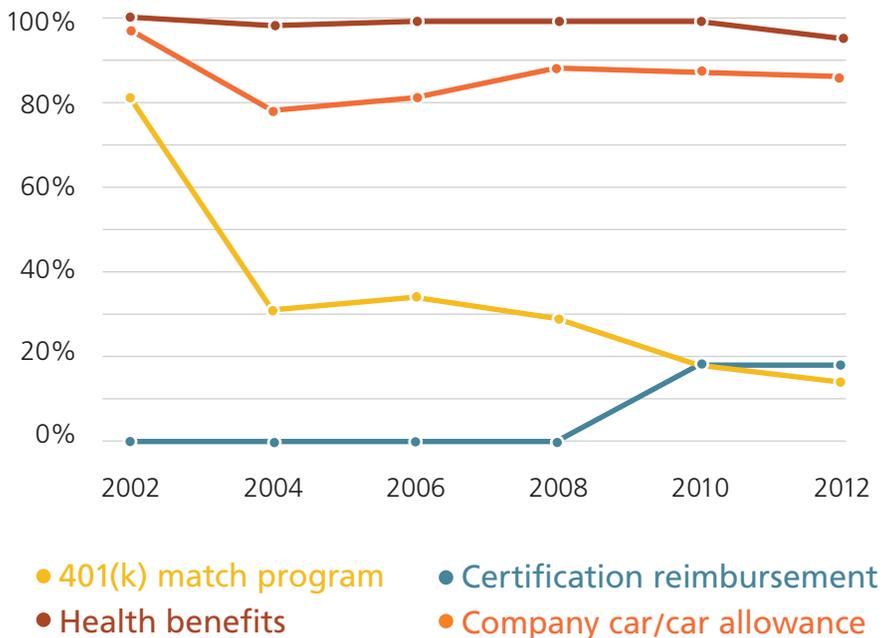


# Other compensation

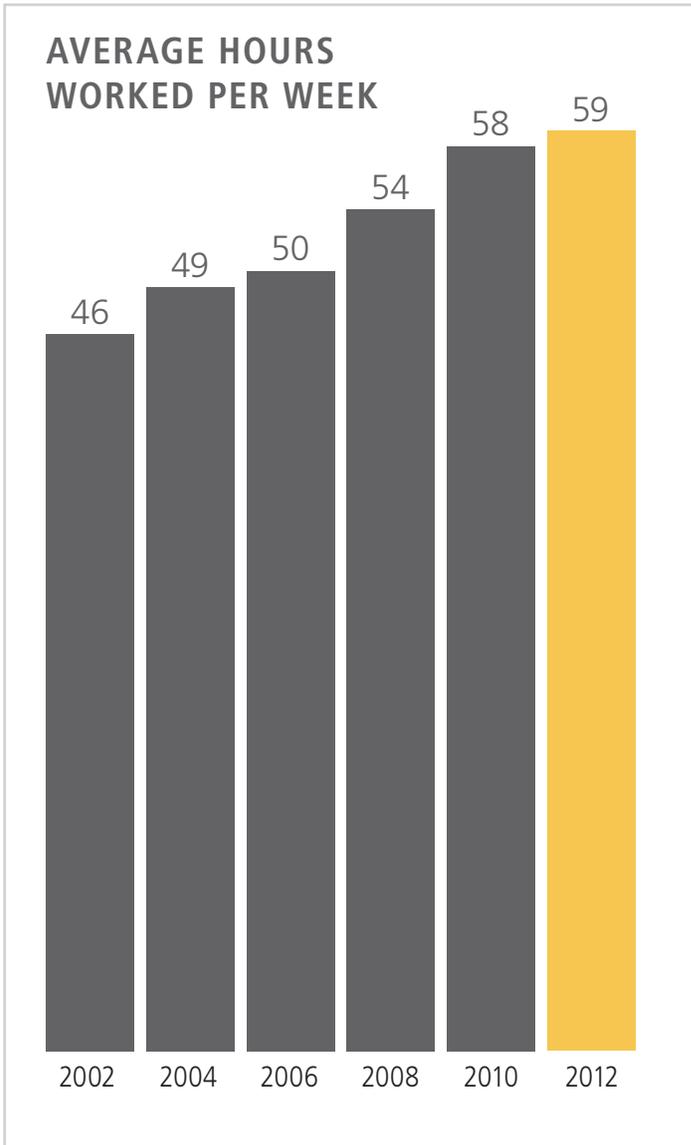
**PERCENTAGE OF RESPONDENTS WHO RECEIVED CASH BONUSES**



**PERCENTAGE OF RESPONDENTS WHO RECEIVED REIMBURSEMENTS AND NON-CASH COMPENSATION**

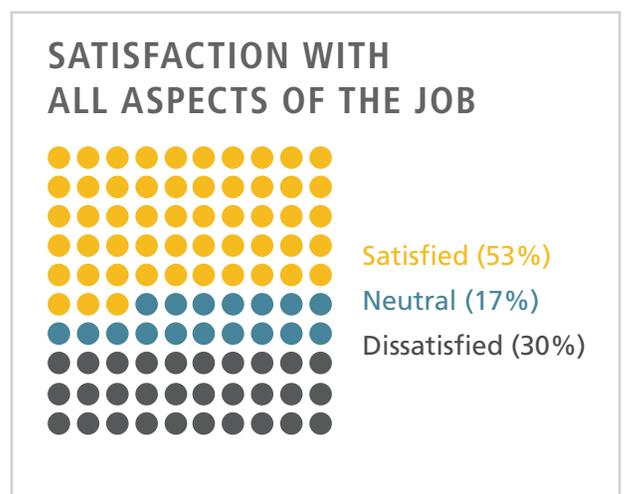
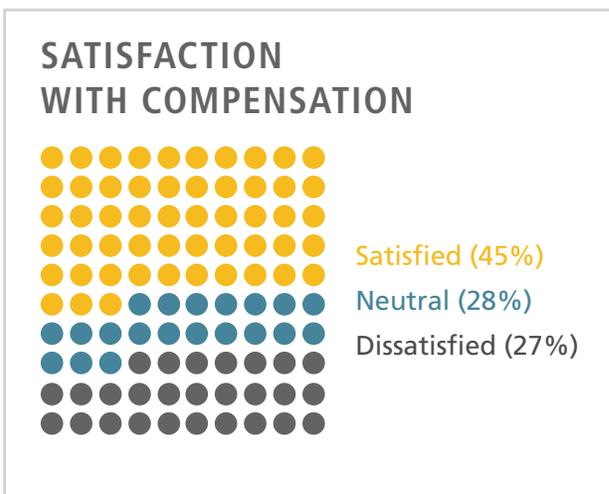


# Satisfaction



Over the past ten years, the amount of time sales managers work each week has risen from **46** hours to **59** hours.

Though such long working hours seem unsustainable, they have been the norm for sales managers for several years. Since the recession, dealerships everywhere have tried to do more work with less staff.



Since the recession, smaller, nimbler sales teams have been the norm and dealerships are seeing the advantage of a new type of employee: **the selling sales manager.**

## ARE YOU CURRENTLY LOOKING FOR A NEW JOB?

Yes, actively	55%
Yes, somewhat	42%
No	3%

Sales managers are on the lookout for their next big opportunity: an overwhelming **97** percent say they're currently searching for new employment.

## TOP 5 REASONS SALES MANAGERS ARE LOOKING FOR NEW EMPLOYMENT

1. They want higher compensation
2. Job market opportunities are too good to pass up
3. They don't like their current company's management or culture
4. They're looking for a more dynamic company
5. They're seeking less stress

## 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 experts. Learn more about our commitment to the industry at [www.CopierCareers.com](http://www.CopierCareers.com).

