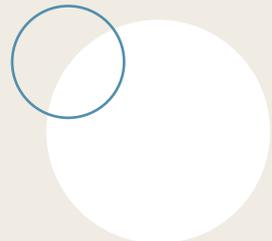
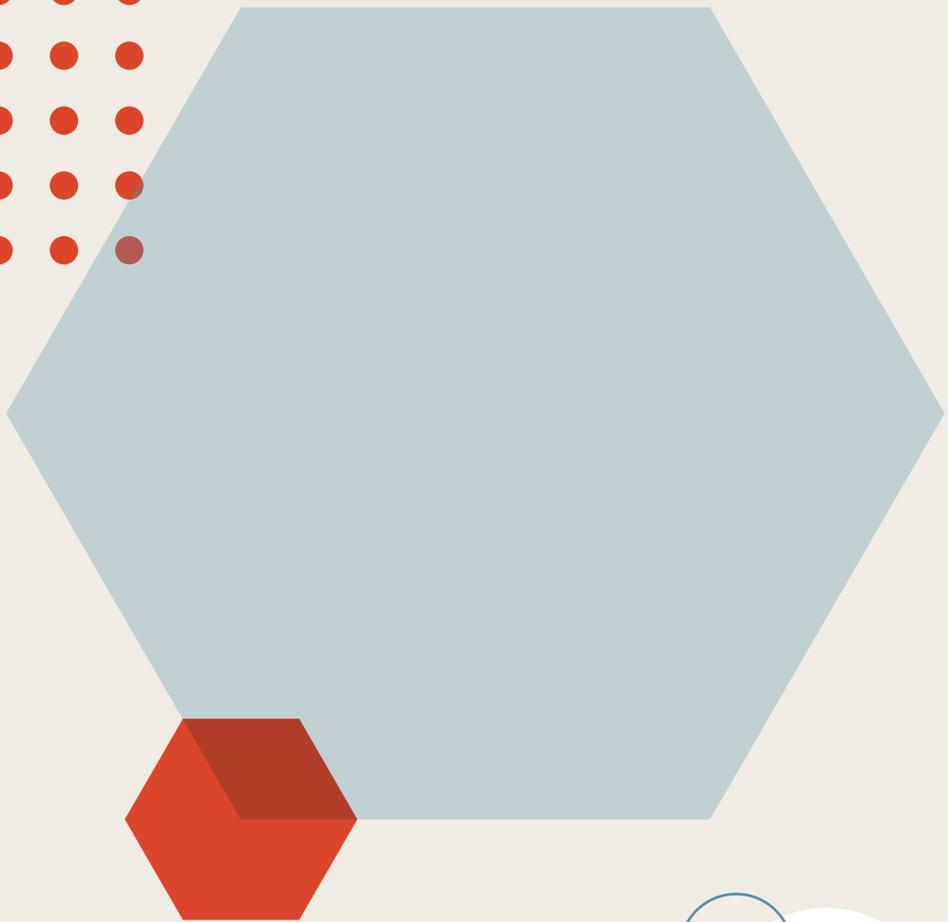
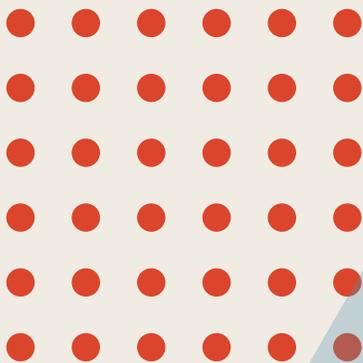
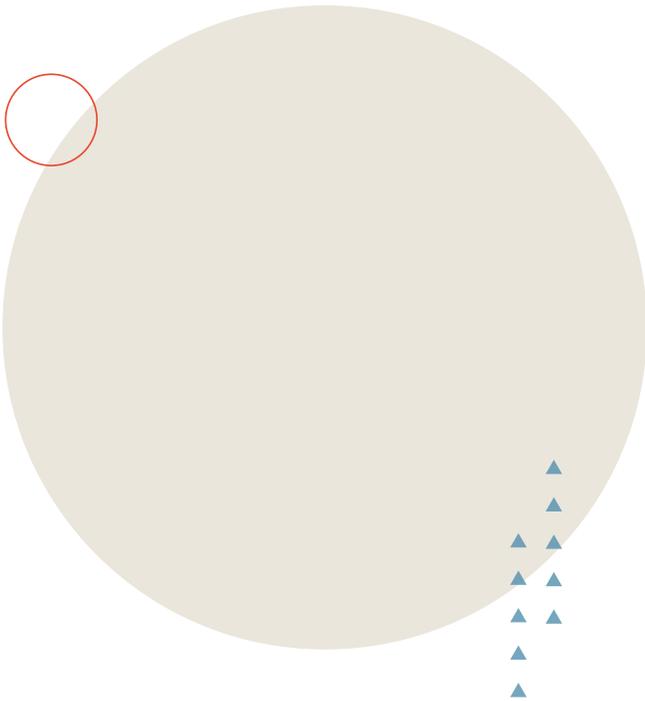

SALES REPRESENTATIVE

SALARY SURVEY

2015



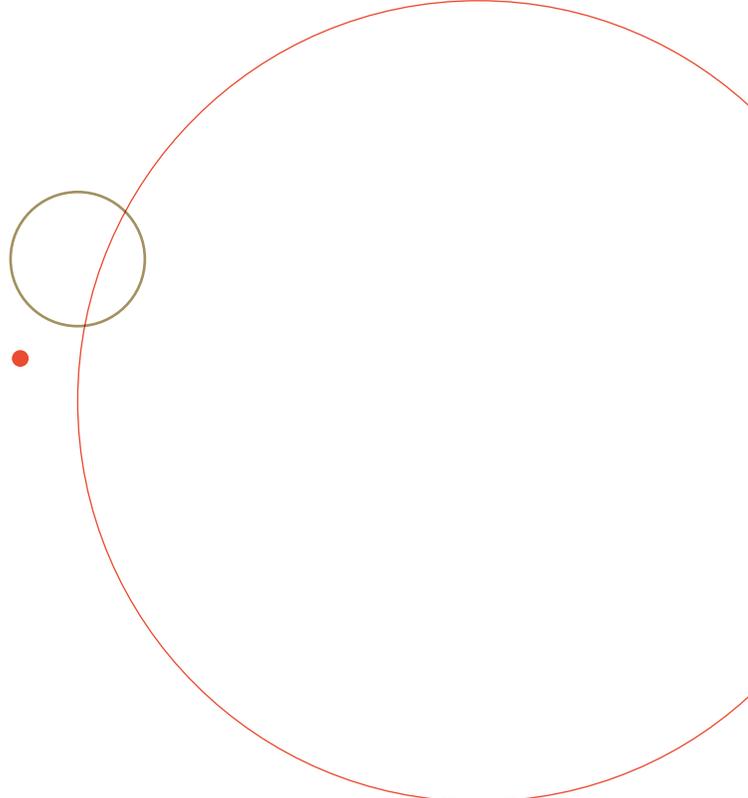


For copier channel sales professionals and their employers, 2015 has been a strange year.



Individual income growth has flatlined, but with average compensation in the low six figures, few people are complaining. Organizations face stagnation as their most successful reps discover that tending existing accounts is preferable to hunting for new business. While dealers are eager to kickstart growth by recruiting and hiring experienced reps, experienced reps are more reluctant than ever to leave their current positions and start fresh with a new employer.

To put it bluntly, the biggest barrier to our future growth is our present-day success. While just a few years ago dealership were tightening their belts, today most organizations know exactly where the next meal is coming from. The challenge for both dealers and sales reps is not figuring out how to stay fed. On the contrary, it's figuring out how to stay hungry.



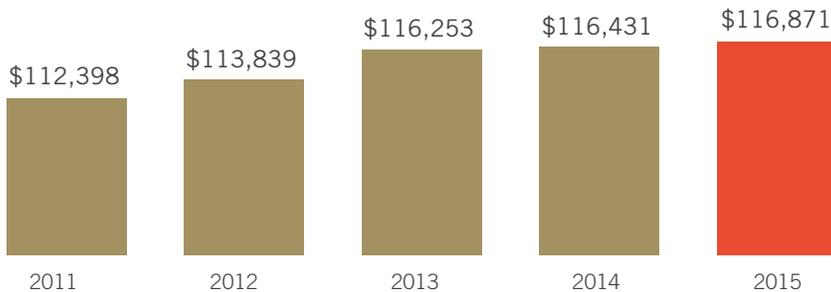
10,227

**COPIER CHANNEL SALES PROFESSIONALS PARTICIPATED
IN OUR 2015 SALES REPRESENTATIVE SALARY SURVEY**

Since 2002, Copier Careers has conducted annual surveys of copier channel service technicians, service & operations managers, and sales managers. In 2011 we added a fourth salary survey for copier sales representatives. Our sales rep survey is brief—only four questions—and it focuses exclusively on what matters most to sales professionals: money. This year, more than 10,000 copier channel salespeople participated in our survey.

The survey's respondents work at organizations of all types and sizes. Together, they comprise 1,942 Account Executives; 3,599 MPS/Solution Sales Reps; 1,018 Senior Account Executives; 1,009 Major Account Managers; 399 Government Account Managers; and 301 National Account Managers.

AVERAGE TOTAL COMPENSATION, ALL JOB TITLES, 2011–2015



This year, the average annual base pay for all job titles was \$48,804. Combined with average commissions of \$68,067, that brings total average compensation to \$116,871. Major Account Managers reported the highest average income (\$131,349 annually), followed by Government Account Managers (\$126,076), MPS/Solution Sales Reps (\$121,859), National Account Managers (\$121,546), Senior Account Executives (\$118,378), and Named Account Managers (\$109,689). Lagging behind the others were Account Executives, with an average annual income of \$89,200.

Quotas have remained stable this year, with only tiny increases since 2014. Account Executives report average monthly quotas of \$37,655, an increase of only \$10 over the past year. MPS/Solution Sales Reps report average quotas of \$44,998 (up \$180 since 2014) and Named Account Managers report quotas of \$59,112 (up \$500 since 2014).

Many dealerships have streamlined and simplified their comp plans over the past few years. However, a separate Copier Careers poll conducted earlier this year found that more than 60 percent of sales reps think there is still room for improvement. “It seems as though each owner decides how to interpret the industry’s MPS and MNS compensation plans in a different way,” said one poll respondent. “I have worked for three owners in the last 12 years and they all do it differently.”

“We’re one of the Big Four,” wrote another survey participant, “And we can’t seem to figure out how to get our MPS/MNS programs to work, let alone how to comp them. Our reps are severely underpaid.”

For their part, dealer principals are working to get their compensation formulas right, and many have added staff and software in the back office to bolster their financial analytics. But at this point the problem isn’t so much about determining margins on solutions as it is about balancing rewards for past success with incentives for future performance. Now that MPS has made recurring revenue a significant portion of most sales compensation plans, keeping reps motivated to hunt for new business is a formidable challenge.

AVERAGE ANNUAL COMPENSATION, 2015

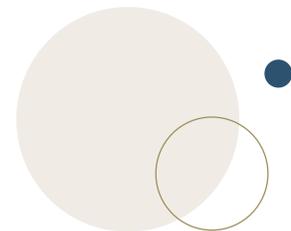
	Base Pay	Commission	Total
All job titles	\$48,804	\$68,067	\$116,871
Account Executive	\$26,201	\$62,999	\$89,200
Named Account Manager	\$45,801	\$63,888	\$109,689
Senior Account Executive	\$51,802	\$66,576	\$118,378
National Account Manager	\$59,155	\$62,391	\$121,546
MPS/Solution Sales Rep	\$40,178	\$81,681	\$121,859
Government Account Manager	\$62,599	\$63,477	\$126,076
Major Account Manager	\$55,890	\$75,459	\$131,349

NUMBER OF RESPONDENTS BY JOB TITLE

Account Executive	1,942
Named Account Manager	1,959
Senior Account Executive	1,018
National Account Manager	301
MPS/Solution Sales Rep	3,599
Government Account Manager	399
Major Account Manager	1,009
TOTAL RESPONDENTS	10,227

AVERAGE MONTHLY QUOTA

Account Executive	\$37,655
MPS/Solution Sales Rep	\$44,998
Named Account Manager	\$59,112



DOES YOUR EMPLOYER UNDERSTAND HOW TO COMPENSATE FOR MPS AND MNS SALES?

Yes, our MPS/MNS compensation makes sense for the dealer and the salesperson	37%
Sort of. Our MPS/MNS compensation is okay, but there is room for improvement	33%
No. Our MPS/MNS compensation does not properly incentivize the sales team	30%

Poll conducted in June, 2015. Total responses: 2,796



How do you keep your hunters from becoming farmers? That's an age-old question that has taken on new significance in the managed services era. The reps who've been most successful at selling solutions over the past few years are now reaping what they've sown in the form of recurring compensation, and are therefore either less willing or less able to hustle for new business, depending on how you look at it. From management's perspective, this looks like a motivation problem: when reps are raking in income from deals they've already made, they get complacent and lose their love of the chase. From the salesperson's perspective, it looks more like a time management problem: when reps have already sold a broad range of solutions to high volume clients, they need to spend a major portion of their time maintaining those relationships and providing customer support, which leaves less time for new business development. Either way you look at it, it's a problem.

Jessica Crowley, Business Development Manager and Senior Recruiter for Copier Careers, notes that finding reps who genuinely enjoy the hunt is a perennial challenge that has become even more difficult as solution selling has matured. "Finding a true hunter is really the holy grail for owners," Crowley says. "Every sales rep says they love to hunt. But do they really love to hunt, or do they love to see the commissions rolling in every month?"

Paul Schwartz, president of Copier Careers, says that many dealership principals are attempting to solve the problem by recruiting more reps. "Unfortunately, the industry is currently facing an enormous staffing shortage," says Schwartz. "The people who already know how to sell solutions are having a lot of success right now, which makes them incredibly difficult to recruit. Hiring inexperienced people and training them is always an option, but it's a slow option—the knowledge required to successfully sell in the copier channel has increased significantly over the past decade. Dealership owners that are looking to expand right now are in a tough place. There's no doubt that the shortage of experienced staff is holding some dealerships back."

**“ EVERY SALES REP
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MONTH?**

DO YOU SEE SALES IN THE COPIER CHANNEL MORE AS A LONG-TERM CAREER OR AS A STEPPING STONE TO ANOTHER INDUSTRY?

Long-term career	87%
Stepping stone	10%
Other	3%

Poll conducted in October, 2015. Total responses: 2,836

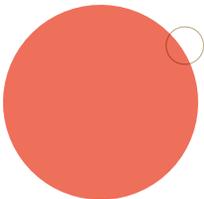
As a result of MPS and MNS annuities, sales reps are now staying at their current jobs longer because the cost of leaving—and thus leaving behind their recurring income streams—has gotten higher. In addition, it appears that they are staying in the copier channel longer. A recent poll on CopierCareers.com of more than 2,800 people found that 87 percent of respondents view copier sales as a long-term career path.

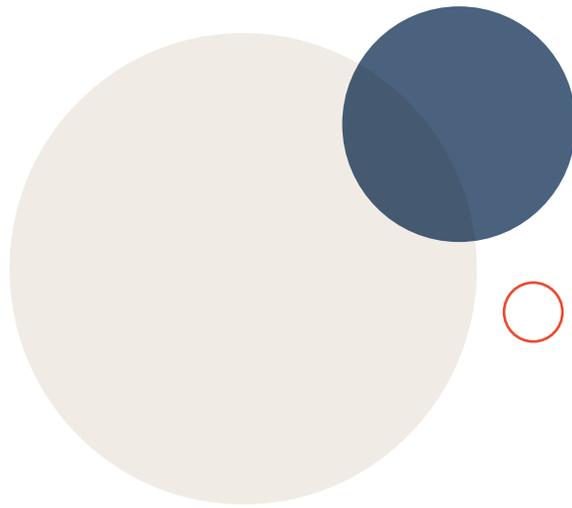
“MPS made us a great industry for the long term,” said one poll respondent. “You can now sell anything to anyone.”

When successful sales reps do leave their jobs, it is often a response to a dealership’s inability to provide adequate service and support.

“We have worked with many salespeople who are seeking new positions because their companies can’t deliver on solutions,” says Crowley. “A few years ago, salespeople were eager to work for dealerships that carried the widest possible range of solutions. Now that a wide range of solutions is the norm, salespeople are much more sensitive to the quality of the service. They still want to be able to sell a broad variety of solutions, but only if their companies have the capacity to deliver. Nobody wants to sell a solution that doesn’t work.”

“I hear a lot of frustration from sales reps when they feel their companies can’t deliver on the promises they’ve made to their customers,” adds Schwartz. “When dealerships can’t support their solutions, the sales rep is the one who pays the price. As solutions have become more sophisticated, sales reps are increasingly adamant about working only for companies that offer the highest level of service and support.”





Any way you look at it, sales professionals in the copier channel have a pretty good thing going right now.

They're making a comfortable income and cultivating consultative, long-term relationships with their customers. The job is arguably more interesting and indisputably more stable and profitable than it has been in the past. While MPS annuities may be making some sales reps—and some organizations—complacent in their success, it's unlikely to cause serious long-term problems for the industry. We feel confident that the people and companies committed to making their mark will find ways to overcome barriers to growth and continue to innovate and thrive.

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ABOUT US

Copier Careers® is a recruiting firm dedicated exclusively to helping copier channel employers find experienced service techs, copier sales reps, sales managers, service & operations managers, controllers, back office staff, and MPS/MNS experts. Learn more about our commitment to the copier channel at www.CopierCareers.com or call 888-733-4868 to talk to a recruiter.

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