



POWER OF INFLUENCE
ELEVATE, EXPAND, EVOLVE
Austin, TX | February 23-25

SOLD OUT



developing
***TRUE** Strategic Partnerships*

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Sales-Marketing-Leadership

Today

TRUE Strategic Partnerships

- Definitions/perceptions
- Surveys
- Aligning goals/objectives
- Tools for success ('how to')
- Planning
- Wrap-up

I was mentored by one of
the greatest salespeople
on earth!

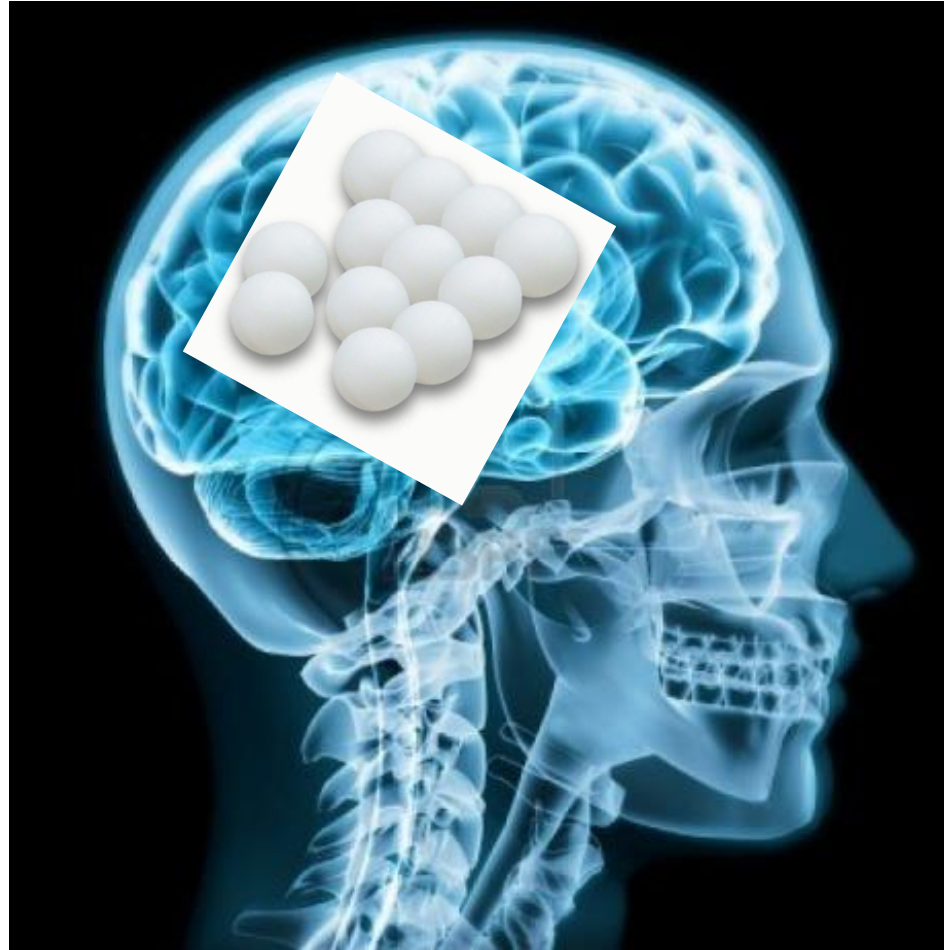
Glenn Shirley 1933-2024



Are Reps the greatest thing since...



BRIEF BIO NOTABLES



who are you ...

- **REPS**
 - **MANUFACTURERS**
 - **DISTRIBUTORS**
 - **OTHER**
- **IDEAS** to strengthen your relationships



Goals for TSP

Generate **IDEAS** to strengthen your relationships

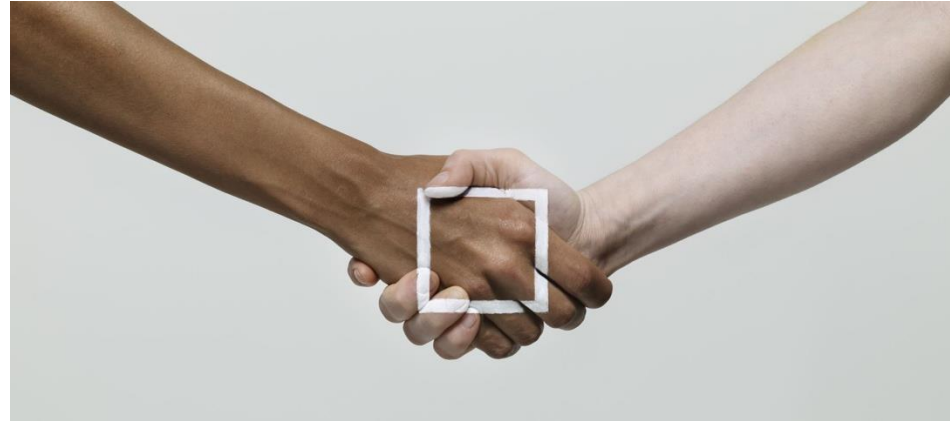
- **STOP** doing what negatively impacts the relationship
- **START** implementing new ideas to create a strategic partnership
- **CONTINUE** doing what works, refine along the way

Today

TRUE Strategic Partnerships

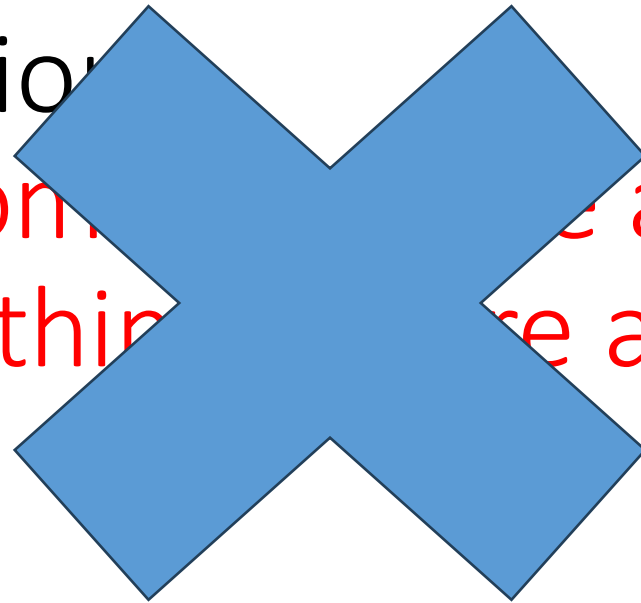
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“partnership”



the old definition

‘when I want something from you, we are partners.... when you want something from me, we are acquaintances...’ 😊



Definition(s) of **TRUE** Strategic Partnership

A true strategic partnership resembles a **high-performing dream team**, creating a win-win scenario where everyone gains advantages they wouldn't achieve independently. Together, they can produce **outstanding outcomes** and mutually beneficial relationships

Definition(s) of **TRUE** Strategic Partnership

A **true strategic partnership** in business refers to a collaborative relationship between two or more organizations or entities where each party works together toward shared goals, leveraging their respective strengths and resources. It is characterized by **mutual trust, aligned objectives, and a long-term commitment** to creating value for all parties involved.

Definitions of a 'TRUE Strategic Partnership'

A very close working relationship. Our reps are our eyes and ears on the streets in their local markets. They are very in tune with what is happening in their markets or potentially going to happen. Our reps have a clear vision of what we want our future to look like and we work closely with them to achieve that vision.

~ from a manufacturer

Definition(s) of **TRUE** Strategic Partnership

An agency that is aligned with our strategies and executes flawlessly against them.

Aligned and engaged in pursuit of identified common objectives.

Brutally honest and consistent communication.

~ from 3 different manufacturers

Definition(s) of **TRUE** Strategic Partnership

A true strategic partnership is a relationship between the manufacturers and rep firms that is one with common goals to grow market share, meet the customers needs and work closely to be profitable and sustainable across all channels of the market.

~ from a representative

Definition(s) of **TRUE** Strategic Partnership

When truly viewed as an extension of their own sales force. Happens so rarely

Having an open line of communication and not being afraid to voice your opinions with respect

Treat us like a partner vs. employee

~ from 3 different representatives

Really, it's all about (your)



TRUE STRATEGIC PARTNERSHIPS

The partnerships have to NAVIGATE from all sides

- Rep firms are very different from one another
- Manufacturers are also different from one another - it's not just about products
- Distributors wildly different

Do you 'want' a TSP?

What is your company culture like?

Today

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Manufacturers



- Of your Rep companies, what % do you have a **TRUE Strategic Partnership** with? (0%-100%)
- Of the Distributors you work with, what % do you have a **TRUE Strategic Partnership** with? (0%-100%)
- Distributors _____ % TSP
- Reps _____ % TSP

Distributors



- Of the Manufacturer companies that you distribute, what % do you have a **TRUE Strategic Partnership** with? (0%-100%)
~think/maybe “corporate”
- Of the Rep companies you work with, what % do you have a **TRUE Strategic Partnership** with? (0%-100%) OSP?
- Manufacturers _____ % TSP
- Reps _____ % TSP

Reps



- Of your Manufacturers that you represent, what % do you have a **TRUE Strategic Partnership** with? (0%-100%)
- Of the Distributors you work with, what % do you have a **TRUE Strategic Partnership** with? (0%-100%)
- Manufacturers _____ % TSP
- Distributors _____ % TSP

TRUE Strategic Partnership (0%-100%)

DISTRIBUTORS with your

Manufacturers _____ % TSP

Reps _____ % TSP

TRUE Strategic Partnership (0%-100%)

MANUFACTURERS with your

Reps _____ % TSP

Distributors _____ % TSP

TRUE Strategic Partnership (0%-100%)

REPS with your

Manufacturers _____ % TSP

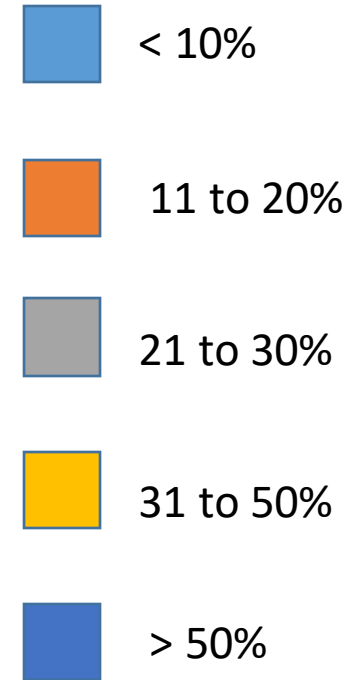
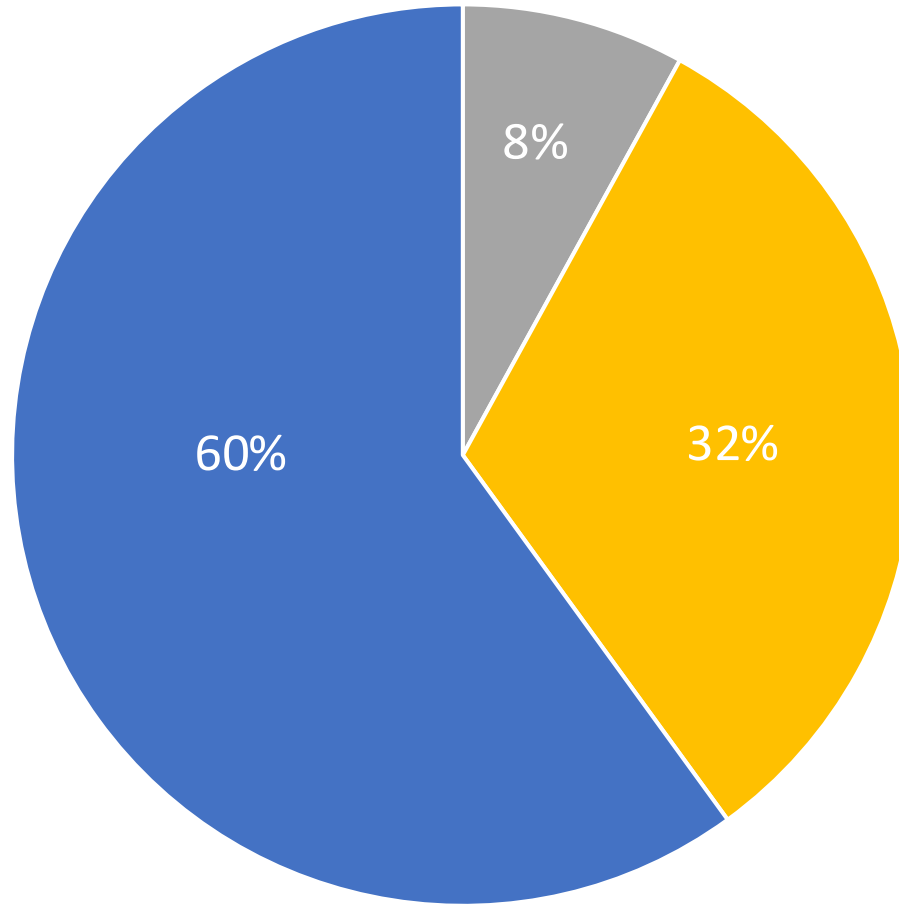
Distributors _____ % TSP



Manufacturer's View of **TRUE** Strategic Partnership Percentage

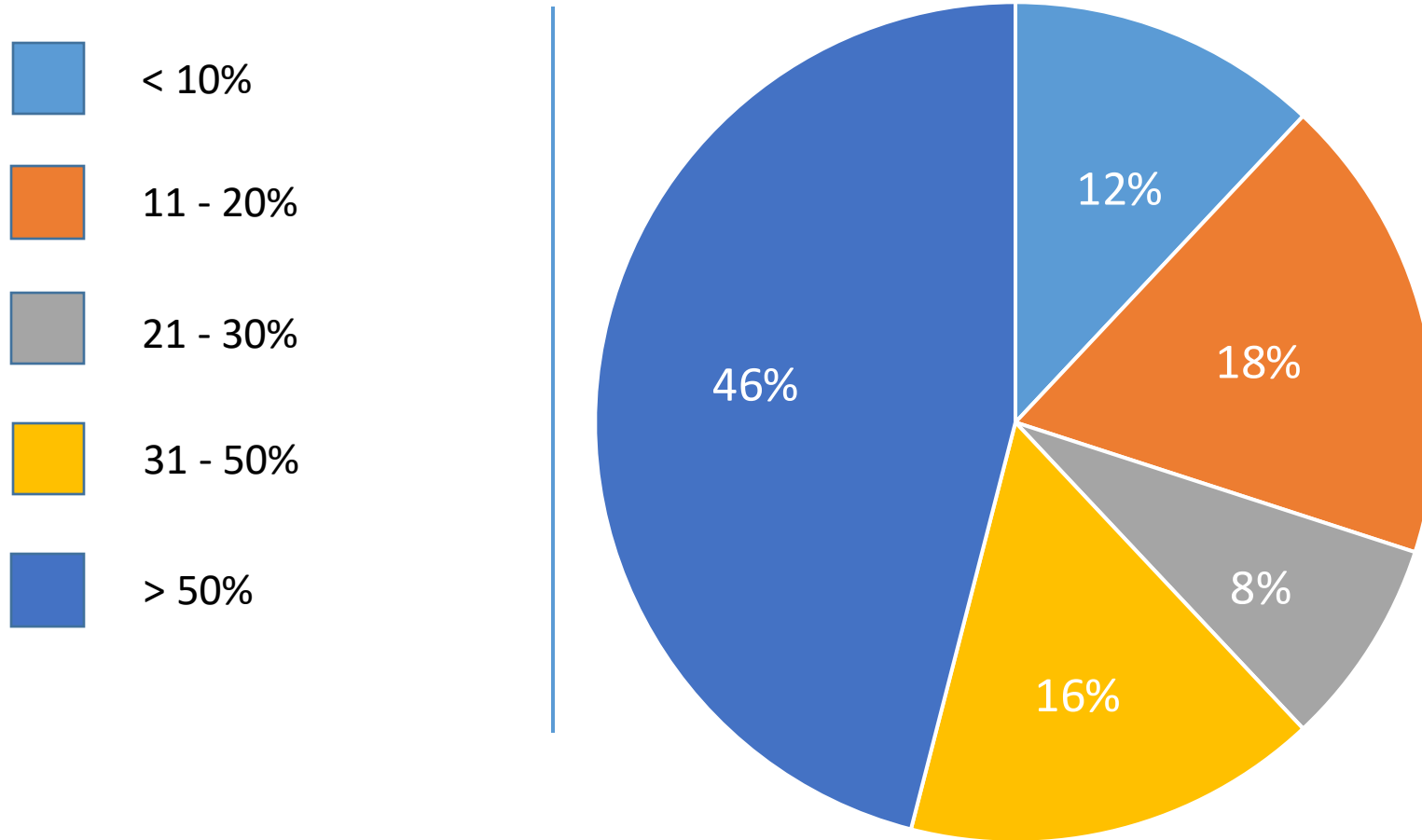
We asked MFRS:

**Of your Rep companies,
what % do you have a **TRUE**
Strategic Partnership with?**



No
responses
0-20%

Representative's View of **TRUE** Strategic Partnership Percentage



We asked REPS:

**Of the MFRS you represent,
what % do you have a **TRUE**
Strategic Partnership with?**

TRUE STRATEGIC PARTNERSHIPS

Range	REPS	MFRS
Less than 10%	12%	0%
11 – 20%	18%	0%
21 – 30%	8%	8%
31 – 50%	16%	32%
More than 50%	46%	60%

TRUE STRATEGIC PARTNERSHIPS

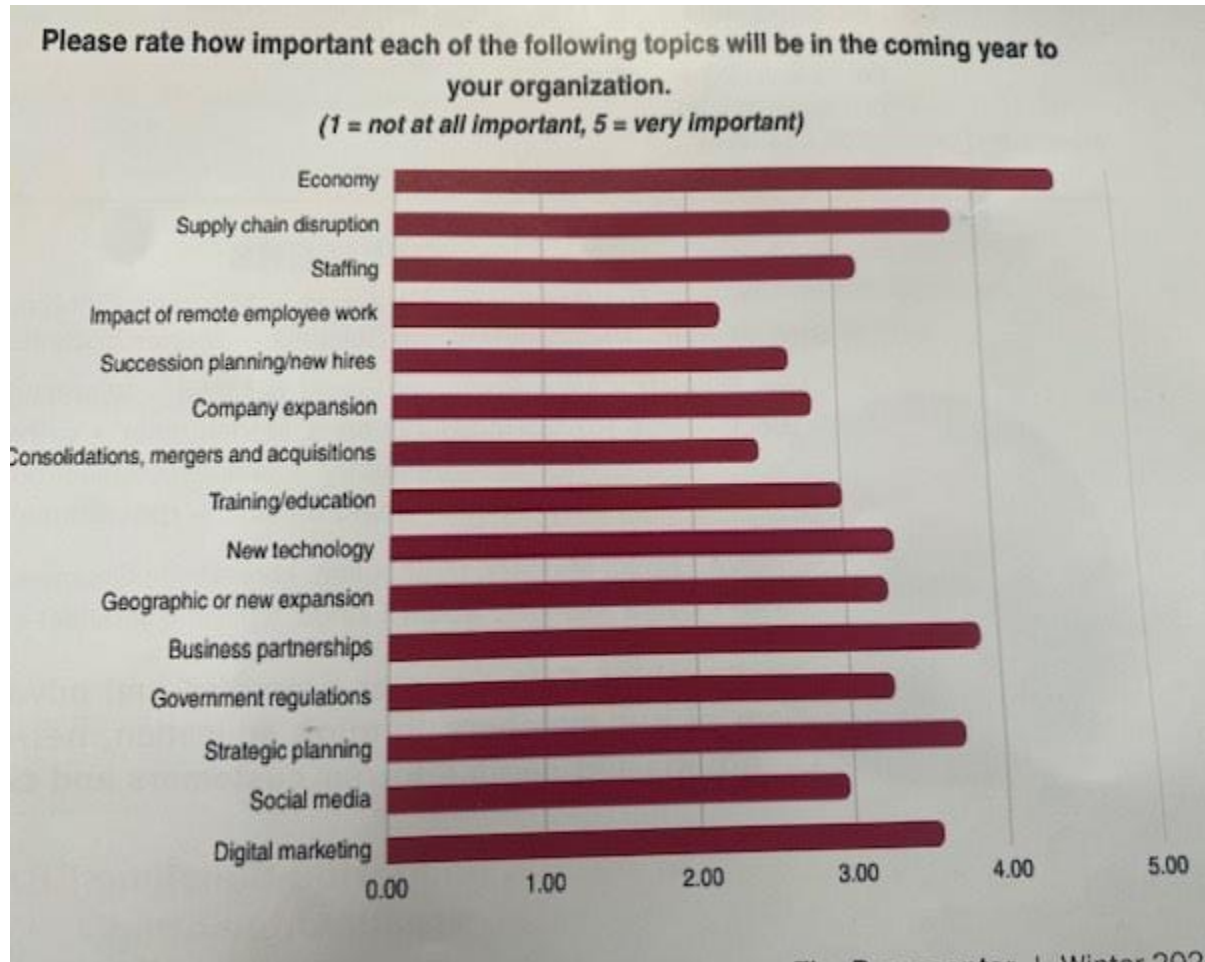
HOW ABOUT WITH OUR CUSTOMERS?



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- ‘most important 2025’
- 1-Economy
 - 2-Business **partnerships!**
 - 3-Supply chain disruption
 - 4-**Strategic Planning**

Do you do Strategic Planning? Share?

From the ERA *Representor*
winter 2025



TRUE STRATEGIC PARTNERSHIPS

- 1. Shared Mission/Vision and Objectives**
- 2. Mutual Trust and Transparency**
- 3. Complementary Strengths**
- 4. Long-Term Commitment**
- 5. Equity and Shared Risk/Reward**
- 6. Continuous Improvement and Adaptability**
- 7. Focus on Value Creation**

Relationship **Hot** Buttons



Mind share – Time
share / Time
Management



Productive Territory
Visits



Reporting NBOs



Contracts,
Commission &
Incentives



Product/Application
Training



M&A/Conflicts

Breakdown of our **TRUE** Strategic Partnership: conflicts and conflict resolution

- When A bad decision is made
- Y. K. I. K. –and-- I. K. Y. K. that I. K.
- Emotional withdrawals (Covey)
- Contracts
- Commissions
- Line Conflicts
- Mergers/acquisitions



‘this is a great deal for you’



Types of Reps (in the whole world)



- “A” Reps

30%



- “B” Reps

40%



- “C” (and “D”) Reps

30%

Here's my list of the *best habits* and *best practices* of the **best reps**. As you read through the list, I hope that you are able to [✓] check off each item as something both you and your rep firm currently practice.

The best reps:

- ☐ are professional and ethical.
- ☐ act with integrity even in tough times when others maybe react desperately.
- ☐ are communications experts.
- ☐ realize that 'sales is a contact sport' and make more sales calls in tough times.
- ☐ network with lots of other reps.
- ☐ over-communicate with manufacturers in tough times.
- ☐ motivate themselves and motivate others.
- ☐ don't blame or use excuses, and face the biggest challenges with new ideas.
- ☐ are not afraid to try something new and different.
- ☐ are change engaging.
- ☐ realize that business and industries always have cycles.
- ☐ accept the fact that they are in the ultimate risk/reward business.
- ☐ save for a rainy day when times are good.
- ☐ seek opportunities for their own professional development.
- ☐ know their industry, their market and especially know all of their accounts.
- ☐ know what their customers want (ASK!).
- ☐ know their customers' customer.
- ☐ invest in education for themselves *and* their employees.
- ☐ conduct annual strategic planning.
- ☐ have a succession plan for their business.
- ☐ continuously look for diversification opportunities with new products, new customers, new territories, buy-sell, selling services, becoming a 'customer' representative, starting to assemble, or more.

Take a good look — be candid and open. We need to communicate and get the word out: **Manufacturers' Reps and outsourced professional field sales are still the best way to go to market.** We need to promote and protect the function *together*. Invest in your future, network with Reps, and remember that you are not in this alone.

So, go work harder, engage change, look for new and different opportunities, diversify, plan, be creative and look forward. Don't strive to survive — *want to thrive!* Create a reason to celebrate.

FIVE MINUTE SURVEY RESULTS

REP COMMISSION INCOME Change from 2007 to 2008:

16% | about the same
9% | decrease of 10% or less
26% | decrease of 10 to 30%
9% | decrease of 30% or more
11% | increase of 10% or less
15% | increase of 10 to 30%
3% | increase of 30% or more

Top 7 Biggest Rep Challenges, Ranked from Highest to Lowest:

- 1 | The Economy and Uncertainty
- 2 | Finding New Manufacturers to Represent
- 3 | Decreased Commission Rates and/or Overall Commissions
- 4 | Increased Operation Costs
- 5 | Pioneering New Lines (no sales/commission in territory)
- 6 | Face-to-Face Selling; Getting to the Decision Maker
- 7 | Offshore Sourcing and/or Customers Moving Out of Territory

*results based on 443 unique member responses

\$1

agency sales[®] magazine

additional subscriptions — only \$1 per issue

Send it as a gift to your:

☒ Manufacturers

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Tools for success

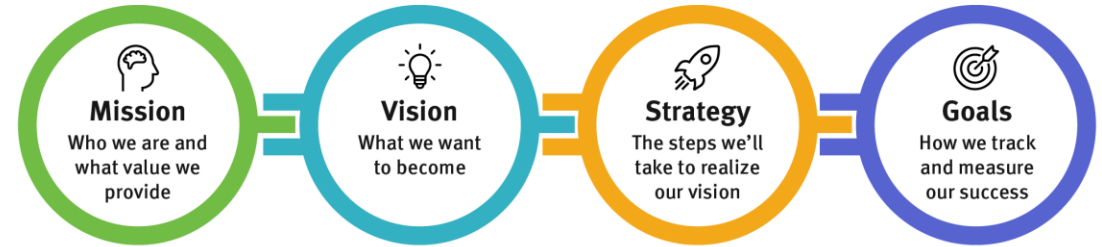
- Mission Statements
- Fair and consistent contracts
- Reporting/NBOs
- VIP Visits to territory
- Rep Councils (Mfrs and Dist)



Mission Statements

- Do you have one?
 - Shared with 'partners'?
 - How do you align your goals, objectives and strategies?
- ERA Mission: It is the mission of ERA to advance and support the professional field sales function in the global electronics industry by providing programs, services and activities that educate, inform and advocate for manufacturers' representatives, the principals they represent and the distributors who are representatives' partners in the marketplace.
 - **ECIA Mission** To promote and improve the business environment for the authorized sale of electronic components by manufacturers, their distributors and independent sales representatives.

Mission and Vision *Fitting the Pieces Together*



CONTRACT CONVERSATION

YOUR Contracts – fair/equitable



Reporting especially NBOs



QBR - Benchmarks, current standings, & past comparisons for some or all of the following

- Opportunity scores/rankings
- Pipeline status
- Win rate analysis
- Average selling price
- Market share &/or market events
- Sales & profitability
- Performance & book-to-bill
- Opportunities closed & in the pipeline

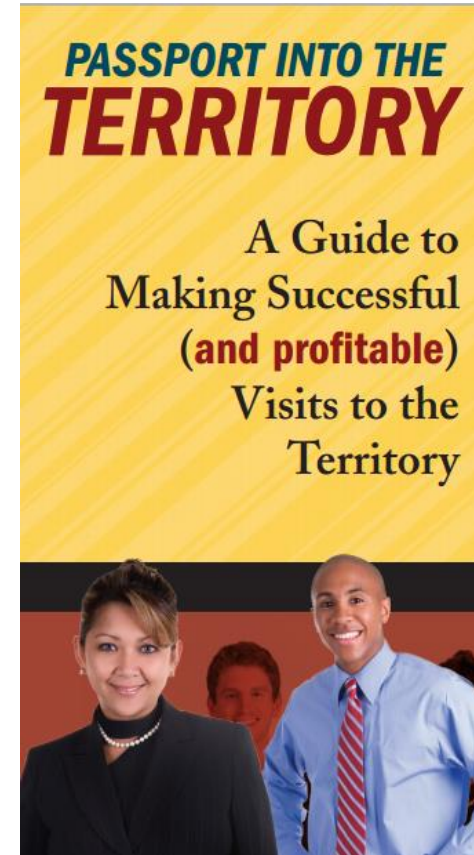
QBR – Cont'd

- Joint improvement activities
- Key news/updates (from both organizations)
- Products: New, retiring, technical issues, allocations etc.
- Process review for unique and/or successful deals closed
- Technical support status and opportunities
- Training progress: Product and sales
- Competitor updates by product, market, and individual customers
- Design wins

TERRITORY VISITS

Passport into the Territory (MRERF)

- Arrange trip
- Pre-visit information
- Plan
- Itinerary
- Handling problems
- Joint calls
- Review call
- Visit review



Do YOU have a Rep Council



REP COUNCILS— DEFINITIONS

A Rep Council is an advisory group comprised of key manufacturer/distributor sales leadership and executives and individuals selected from a cross section of the company's representative organizations

A mutually advantageous advisory board to build trust, understanding, and increase profitable sales.

Rep Council - WHY DO IT?

- GET CANDID INPUTS FROM REPS
- MARKET INTELLIGENCE (CHEAP!)
- FEET ON THE STREET (ANON. **SURVEY**)
- BUILD TRUST WITH REPS
- ESTABLISH **TRUE** STRATEGIC PARTNERSHIPS
- AND (duh)– **GROW SALES!**

HOW DO WE CREATE **TRUE** STRATEGIC PARTNERSHIPS?

IN THIS BUSINESS, IT'S MOSTLY ABOUT

COMMUNICATIONS

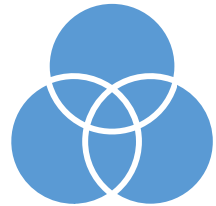
EXPECTATIONS

TRUTH, TRUST, RESPECT

BE a communications expert



To become emotional favorite of your partners:



Responsive
Easy
Fun
Relationships



This is the essence of a **TRUE** Strategic Partnership

D.U.N. Different Unique New

- The next bright shiny object syndrome
- Distractions
- Fascinate me!!
- What have you D.U.N. lately?



Best Practices Capture Exercise

Stop--Start--Continue

- What are we doing that we shouldn't be, that is hurting our success?
- What aren't we doing that we should be that will enhance our success?
- What are we doing well and should continue to do?



Skill
THE LOST ~~ART~~
OF
FACE-TO-FACE
SELLING



and why you **NEVER** want to give it up!

BRYAN C. SHIRLEY

bryan.shirley

coming this fall



Thank you for your time and engagement



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- Tom McCarthy
- John Mitchell
- Glenn & Joan Shirley
- Bob Trinkle
- June Windmuller
- **ERA**
- **And YOU!**



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**HAVE A QUESTION
ABOUT MANUFACTURERS' REPS?**

ASK AN EXPERT.

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- RESOURCES FOR **REPS.**
- RESOURCES FOR **MANUFACTURERS.**
- RESOURCES FOR **ASSOCIATION EXECUTIVES.**