



THE **Flash** REPORT

How WPF Members are Growing Sales and Profits with the Industry's Most Progressive Dealer Group

Revenue Engine puts BKM Total Office of Texas in the Driver's Seat for New Sales and Profitability



Ask Carlene Wilson why WPF members should consider signing up for the Revenue Engine program and she's got nine million dollars worth of reasons why it's a terrific idea.

That's how much Carlene estimates the program has brought her dealership, Dallas-based BKM Total Office of Texas, since she and her team put it in place just a year ago.

“At a time when the industry as a whole was going through one of its steepest and fastest downturns in a long while, 2009 was a record year for us and a lot of that is due to Len Tinkoff and the Revenue Engine,” says Carlene.

The story of BKM’s transformation from a dealership that looked and sounded just like all the other contract dealers in its market into a focused, customer-centric organization with a value proposition that truly sets it apart from the competition began in March 2008 at the WPF Annual Meeting.

“There was a session featuring Len Tinkoff and Larry Feldman of BKM in Hartford on something called the Revenue Engine that was billed as a new way to create strategic focus and become top-of-mind in the market,” Carlene recalls. “The title piqued my interest though quite frankly, our organization was already known for its aggressive sales and marketing approach and I did not think I was going to hear or see anything new.”

As she listened to the presentations, however, Carlene realized her initial perception was far off the mark.

“I recall thinking, ‘If only our sales organization could have this same discussion with prospects and customers...what results would we see!’ It more than justified making the effort to attend the WPF Annual Meeting and really underscored the value of membership as a whole,” she said.

In November of 2008, Carlene and her team began the process of bringing the Revenue Engine to life in their dealership in earnest.

“It was already clear to us back then that 2009 was going to be a very challenging year,” Carlene recalls. “What better time to re-invent the company and re-introduce ourselves to the market in a new and different way?”

Carlene and her team embarked on their transformation effort with two key goals:

- 1. To be able to go to market with a message and process that clearly differentiated the company from any other office furniture resource in its trading area.*
- 2. To provide a clear framework for a consistent brand identity that their entire organization could embrace and support.*

“We have 13 people on our sales team and if you had asked them back then why anyone should do business with BKM Total Office of Texas, you would probably have heard 13 different answers,” Carlene admits candidly. “The only way you can effectively brand your organization is by consistently repeating the same message over and over again on multiple levels, and the Revenue Engine gives us the ability to do just that.”

First step in the process was formation of a planning team drawn from all areas of the firm. In addition to Carlene and business partner Carol Roehrig representing the operations side, members included representatives



from the company's healthcare and higher education business units, as well as from the corporate sales team and its custom millwork and remanufacturing division.

The team spent about an hour and a half on a conference call to define exactly what the dealership wanted to accomplish, hear an overview of what the Revenue Engine's new thinking and go-to-market process is all about, and learn how all could unite in a cause whose goal was recognition of BKM Total Office of Texas as the leader by those who should be its clients.

Next up was a two-day workshop in February 2009, during which Len came to Dallas. Team members described their personal aspirations for the program, Len described why conventional strategy, marketing, and sales approaches fail and why traditional contract furniture dealers lack market differentiation.

The team worked together to integrate the strengths of BKM Total Office of Texas and the Revenue Engine with a goal of maximizing revenue, gaining access to new clients, and defining the firm as a very different type of partner from its competitors.

More conference calls followed, followed by a return trip by Len to Dallas to participate with firm leadership and the team on the program's launch and help train the sales and design team on the dealership's new direction.

Following that meeting, Carlene gave the sales team 30 days to internalize the Revenue Engine concepts and be ready to present the new message to their peers.

From start to finish, the entire process lasted 60 days. Most importantly, BKM Total Office of Texas, like all of the firms adopting the Revenue Engine, did not need to change its products, services, or organizational structure. Its input made the program even more powerful and continues to do so post-launch, to keep BKM Texas ahead of its competitors as things change.

"Implementing the Revenue Engine model is not easy and it certainly doesn't happen overnight," Carlene warns. "It takes time, requires continual monitoring and mentoring and demands full commitment from top management. You have to be willing to take the message and have it permeate your entire organization and that's a very demanding and time-consuming process."

So why bother?

The picture Carlene Wilson paints of the Revenue Engine's impact on her dealership speaks for itself. "Our first big win from the new program occurred within less than 30 days and within three months, we had more than recouped our initial investment," she reports.

"We were able to start using elements of the program even in its very early implementation stages with very positive results, and those results only got better as our people grew more comfortable with it," she adds.

Today, BKM Total Office of Texas is a far different organization from what it was just a short year ago. The dealership positions itself as an expert resource on managing what it calls the Workplace Transition Cycle (WTC), with the ability to deliver workspace projects in less time and at less cost and improve productivity and profitability for their clients, as their organizations evolve and things constantly change.

"Instead of talking about ourselves and how great we are—which is the standard dealer marketing approach—the Revenue Engine puts the focus on the customer and the customer's issues in a way that really changes the game for us and for the people we serve and increases our overall win percentage significantly," Carlene explains.

As Carlene and her team gear up for a new year and the prospect of a stronger market overall two or three quarters down the road, her confidence in the Revenue Engine and the benefits it brings her dealership comes through loud and clear.

"It demands a lot of work," she admits. "But the support we have received from Len Tinkoff throughout the process could not be better and the results more than justify the effort," she insists. "We're already into Version Two of the BKM Revenue Engine and planning to add a third component later this year and believe me, the best results from all this are still very much to come!"

Like to learn more about the Revenue Engine and what it can do for your dealership? Make plans now to attend our 2010 Annual Meeting, March 29-31 in Ft. Myers, FL., where Len Tinkoff will be conducting a breakout session on the program.