

You can reduce these risks by working with your vendors to create installation checklists and “What to expect” documents for your sales reps and customers. These lists will include what the vendor is responsible for, what the dealer is responsible for and what the customer is responsible for, and the timeline they can expect for the project. This will allow the sales rep to confidently discuss the installation process and keep everyone on the same page from the start, with no surprises.

**(7) No one takes ownership of driving software sales.** In many dealerships, software is everyone’s responsibility, which means efforts may not be aligned. Hiring a full-time solutions director can cost \$120,000 to \$200,000 annually, and qualified leaders are hard to find. Without a leader aligning your teams and driving software growth, software becomes a vendor-driven effort — a side conversation instead of a growth focus. ■

*Kristal Cook is a solutions sales executive and the founder of RockRoot, where she helps office technology dealerships grow*

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*profitable software revenue with confidence. Through RockRoot, Cook serves as a virtual solutions director, providing leadership alignment and onboarding, solutions portfolio evaluation, vendor coordination, sales enablement and presales support. Her work includes assistance with demos, trials and POCs, installation supervision, customer training, and the creation of customized sell sheets and sales resources.*

*With a dealer-first approach, Cook aligns software strategy to each dealership’s KPIs, goals and priorities. RockRoot offers a “Virtual Solutions Director” package for dealers who would like to bring a software veteran on board to help them drive software growth. If you would like training and alignment for your current leadership, RockRoot offers a software sales growth course with a workbook to create a tangible, actionable plan to implement, and includes coaching sessions. Cook can be reached at [kcook@rockroot.biz](mailto:kcook@rockroot.biz). Visit <https://rockroot.biz>.*



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