



The Results Are In!
ASA Quarterly Market Survey:
Showroom Operations - PART ONE

Welcome to the latest ASA Quarterly Market Survey. This time, we're zeroing in on showroom operations. Each ASA Quarterly Market Survey features questions posed by ASA distributor members themselves.

This is, by far, the greatest response we've had in terms of members submitting questions to the survey. ASA members operating showrooms came out of the woodwork with their interest in this survey and submitted a ton of questions.

A ton as in more than 110 questions. Hence, in appreciation of your time and schedule, we are breaking the survey up into three mini surveys.

This first one centers on General Showroom Operations.

Some of the questions have been kept open-ended to allow for distributor elaboration, which enhanced the value of the report. Your responses and identity have been kept strictly confidential.

Read the results now!

GENERAL SHOWROOM OPERATIONS

How many showrooms do you operate?

THE DISTRIBUTOR SAYS:

1-5 SHOWROOMS = 32

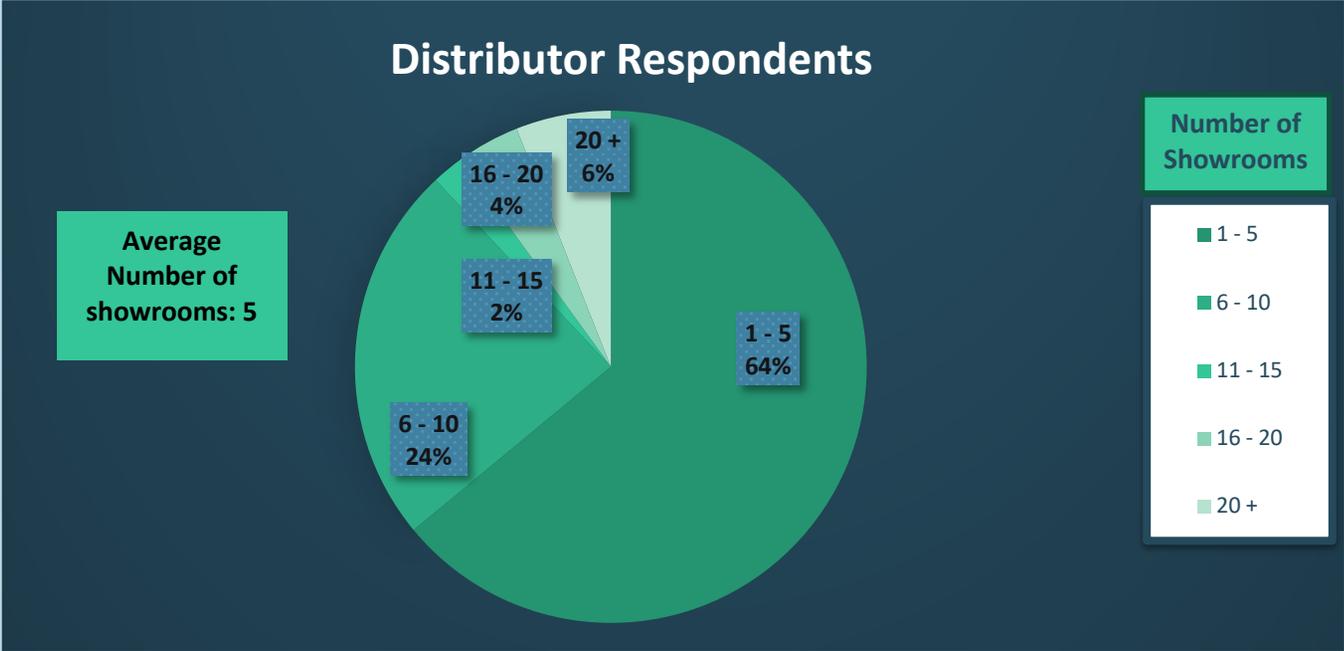
6 - 10 SHOWROOMS = 12

11 - 15 SHOWROOMS = 1

16 - 20 SHOWROOMS = 2

20+ SHOWROOMS = 3

□ One member has over 100 showrooms



How many freestanding showrooms do you operate (detached from a wholesale branch location)?

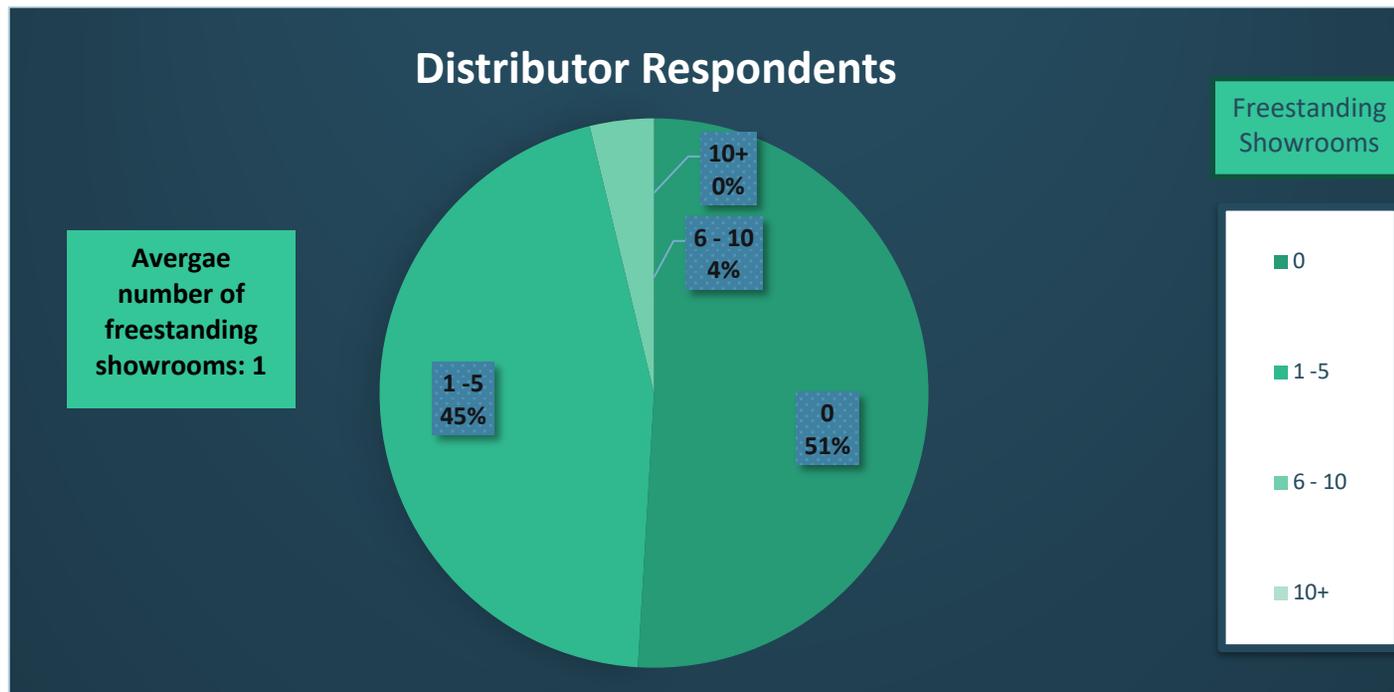
THE DISTRIBUTOR SAYS:

0 FREESTANDING SHOWROOMS = 27

1 - 5 FREESTANDING SHOWROOMS = 24

6 - 10 FREESTANDING SHOWROOMS = 2

10+ FREESTANDING SHOWROOMS = 0



Do you operate your showrooms as standalone profit centers?

THE DISTRIBUTOR SAYS:

YES = 30.91%

No = 60%

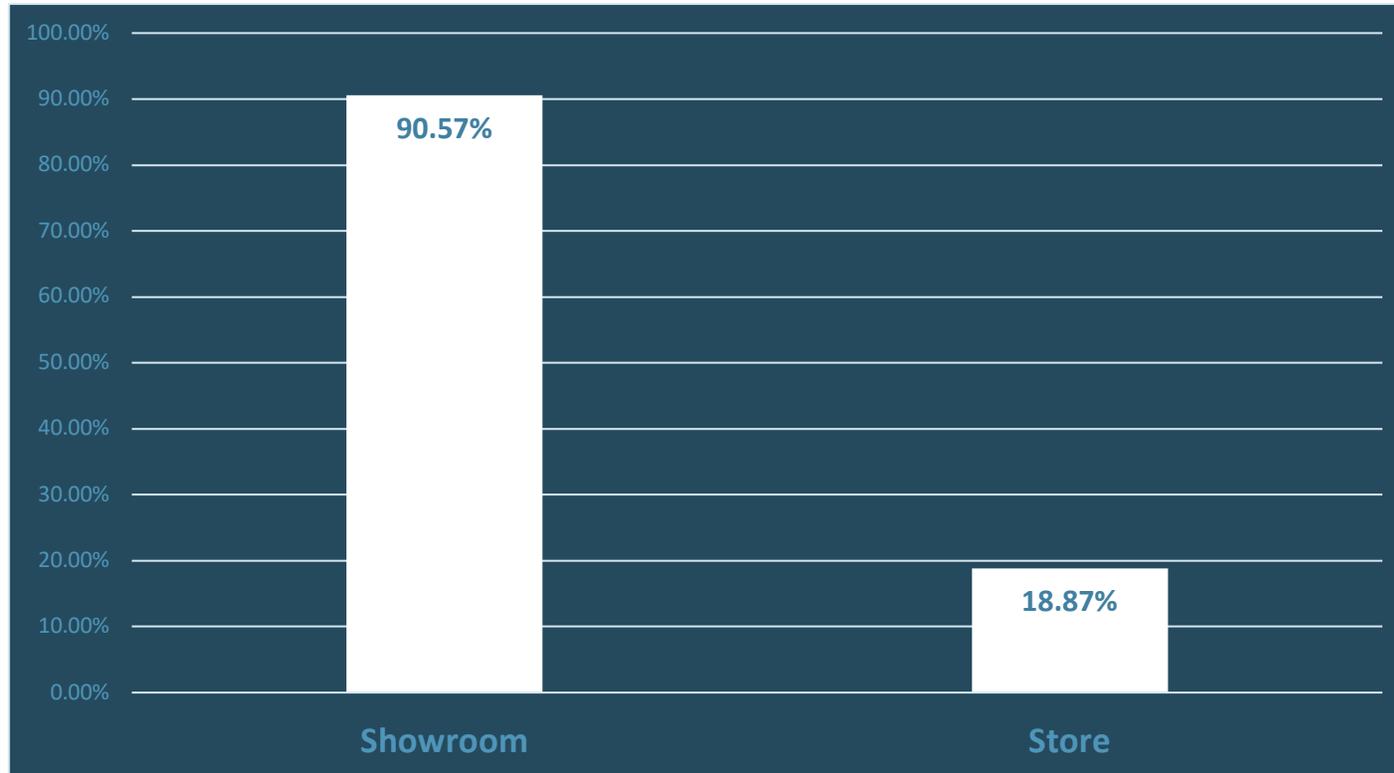
SOME RESPONDENTS CHOSE TO ELABORATE ONLY AND DID NOT CHOOSE YES OR NO...

Elaborate:

- Yes, and we also allocate over delivery and warehousing costs to the showrooms.
- One of the freestanding showrooms operates as a standalone profit center. The others are included with the branches.
- 2 YES 1-NO.
- We track showroom profits through code.
- We have a separate branch for our showroom, but billing/accounts/staff are all blended.
- Just opened, nowhere near breakeven.
- We have one decorative that works as a standalone profit center.
- I have 3 showrooms that have plumbing counters and 1 standalone showroom.
- Only the freestanding locations.

Do you operate a showroom or a store?

THE DISTRIBUTOR SAYS:

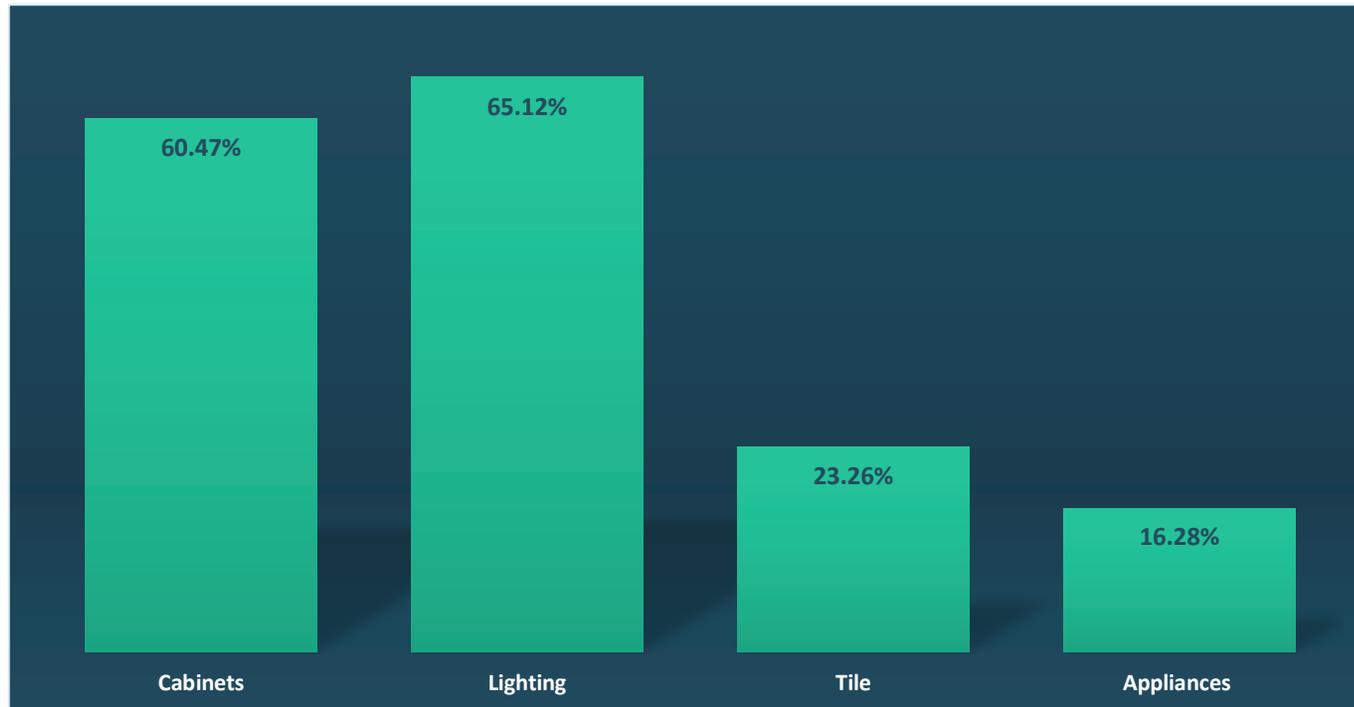


SOME RESPONDENTS CHOSE BOTH QUESTION RESPONSES, WHICH RESULTED IN SURVEY TABULATIONS ABOVE 100 PERCENT.

Outside of decorative/luxury plumbing, what other categories do you participate in?

Respondents were asked to check all that apply:

THE DISTRIBUTOR SAYS:

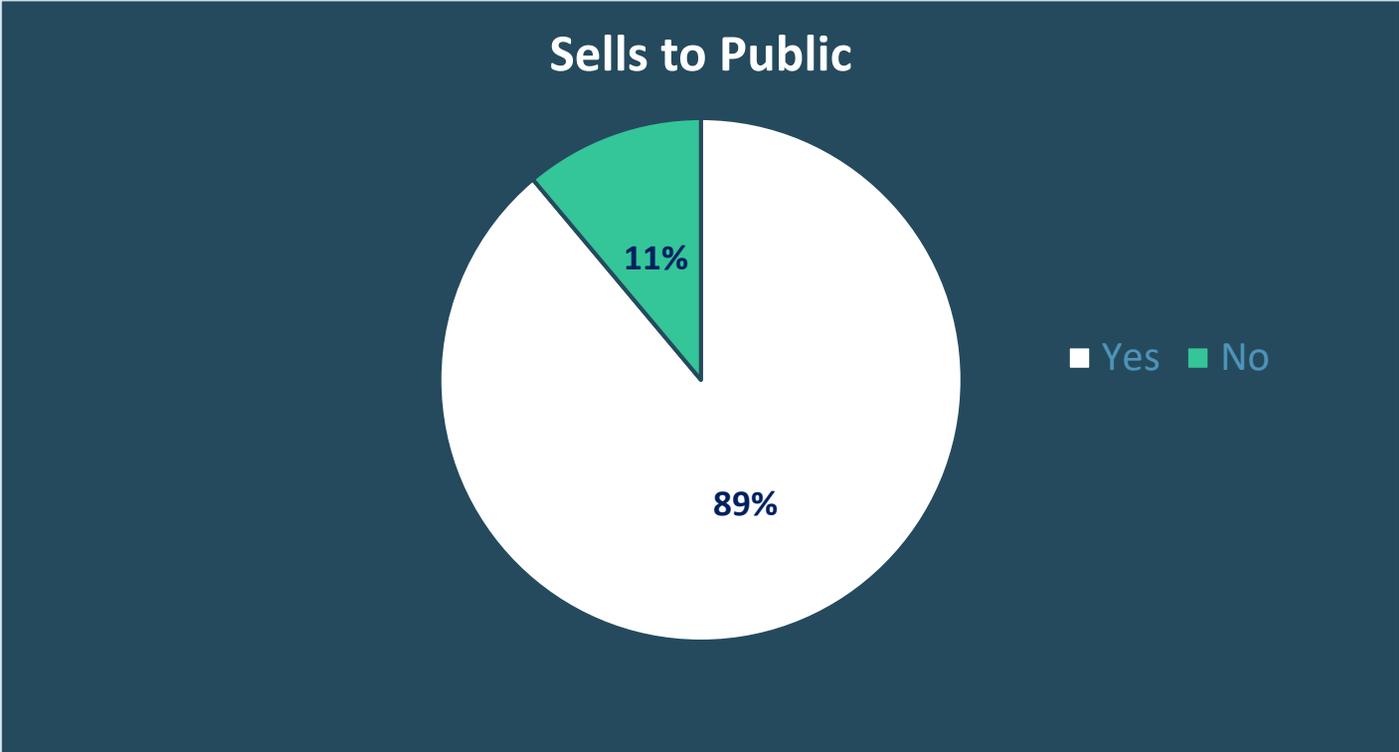


Other (please specify):

- None
- Hardware trim
- Countertops
- Bathroom cabinets, no kitchen cabinets
- Vanities
- Vanity furniture pieces
- Cabinet and door hardware, home decor
- Window treatments (Hunter Douglas), countertops
- None
- Hardware

Do you sell to the public?

THE DISTRIBUTOR SAYS:



Why do you have a showroom/store?

THE DISTRIBUTOR SAYS:

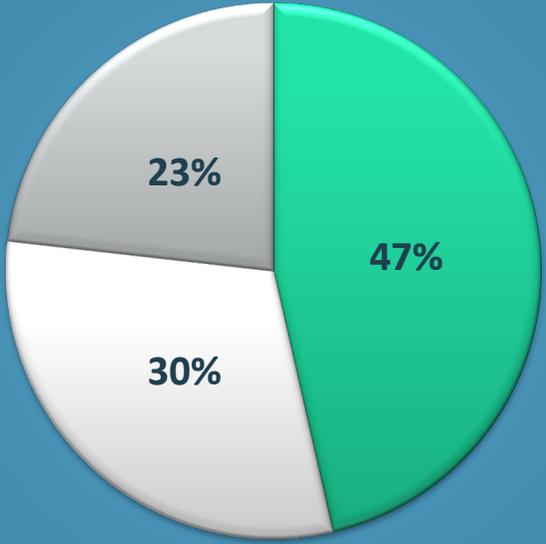
- Completes the circle. We sell to high end builders who use a designer to specify the product, but they want the consumer to purchase.
- To leverage our wholesale/distribution business with higher end decorative products. The showrooms and stores offer our customers the chance to be inspired in a beautiful space with the latest and greatest on display from our vendor partners.
- To complete the plumbing products for the whole house.
- to offer our remodelers a place to bring their customers.
- Traditionally now a days we find the consumer is selecting the product, over the years the buying process has certainly seen a change.
- To show our products and help homeowners decide what to install in their home.
- It generates a profit as well as improves our supplier relations.
- The showroom is attached to our contractor store.
- Plumbing contractors needed a place for homeowners to go see products and it led to us focusing on that business. Now we focus on builders and designers to bring their customers in
- It is an extension of our contractor's business. We meet with the end user so that they can focus on installation vs. product selections.
- We market our showrooms as an extension of the Plumber/Contractors business. We work with their clients to help make selections on projects so the contractor can focus on installation.
- To help elevate our sales and increase our presence in the trade.
- We have had showrooms for many years. They were originally only for our trade customers' clients but opened to sell to the public quite a long time ago. We feel they offer tremendous value to both our trade customers and our walk-in customers.
- Because it's a profitable business. It helps complete the service we offer to the plumber, general contractor and designer.
- Selections and Sell
- To sell decorative plumbing.
- Profit center.
- Compliments main business of wholesale plumbing supply.
- As a support and a way to add value to our contractors
- So that customers can see/touch items and to help as needed/wanted.
- People like to come in a see the fixtures in person. Size feel, finishes
- Bring additional value to our contractors. Customers will shop prices online but want the experience to see and touch products to be sure they meet the form and functionality of their needs.
- To give all our customers an option for showroom services.
- We believe we can offer a unique buying experience for our customers, and it helps solidify a certain amount of business and loyalty to contractors and plumbers.

- Customers and builders need to see the product.
- to support the market needs of our customers while generating high ROI.
- Higher profit margins, more differentiation, enables us to be a full-service supplier from rough to finish.
- To support the fitting side of the plumbing business. Some of our accounts specify that their fixtures dictate when they purchase their fitting.
- To be able to buy high end lines.
- To give customers a place to experience the selection process and see products firsthand.
- Customers want to see items in person, especially with specialty finishes, it's a complicated process and want an expert who can guide them through options.
- Our showrooms serve as a profitable extension to our contractor customers' business. They can easily refer their homeowner customers to our showrooms and in turn add decorative plumbing fixtures onto their customers' orders. We also sell direct to homeowners at a good margin.
- Additional revenue segment and to support our contractors that install or remodel kitchens and bathrooms.
- To serve builders and plumbers as well as homeowners.
- Every day purchases.
- It is a service that we enjoy providing to the community that we serve.
- To sell decorative plumbing and add it to our portfolio as a business.
- Most of our decorative showrooms were acquired along with Plumbing/HVAC businesses.
- Higher margins, elevated branding, increased awareness, ability to create stronger relationships with builders & applicable trades.
- Higher profitability. Increased catalog offering. Contractor demand.
- To complement the plumbing contractor business, have a B TO C option, higher margin than distribution side.
- To cater to the higher end builder and design community.
- 1. To support our contractor customers with a facility where their customers can have high-end experience when working to design their new home or remodel project. 2. To provide professional interior designers with a facility to aid them in conducting their business. 3. To provide homeowners with and do it yourself consumers with a high-end experience. 4. To create opportunities for our sales associates and showrooms manager.
- It is a family-owned business.
- Our showrooms still produce a good profit margin, and it is an additional service to our customer base on referrals.
- To showcase the products available and work with clients in the selection process.
- To assist our contractor partners in increasing their bottom line, and to give consumers a choice, and to make money.
- Aids our plumbers in using us for the faucet and fixture needs.
- Started a showroom 35 years ago as a new revenue stream and was very successful.

Have your sales in 2023...

THE DISTRIBUTOR SAYS:

2023 Sales



- Increased
- Decreased
- Flat

What do you attribute your showroom sales performance (increased, decreased, flat) this year to?

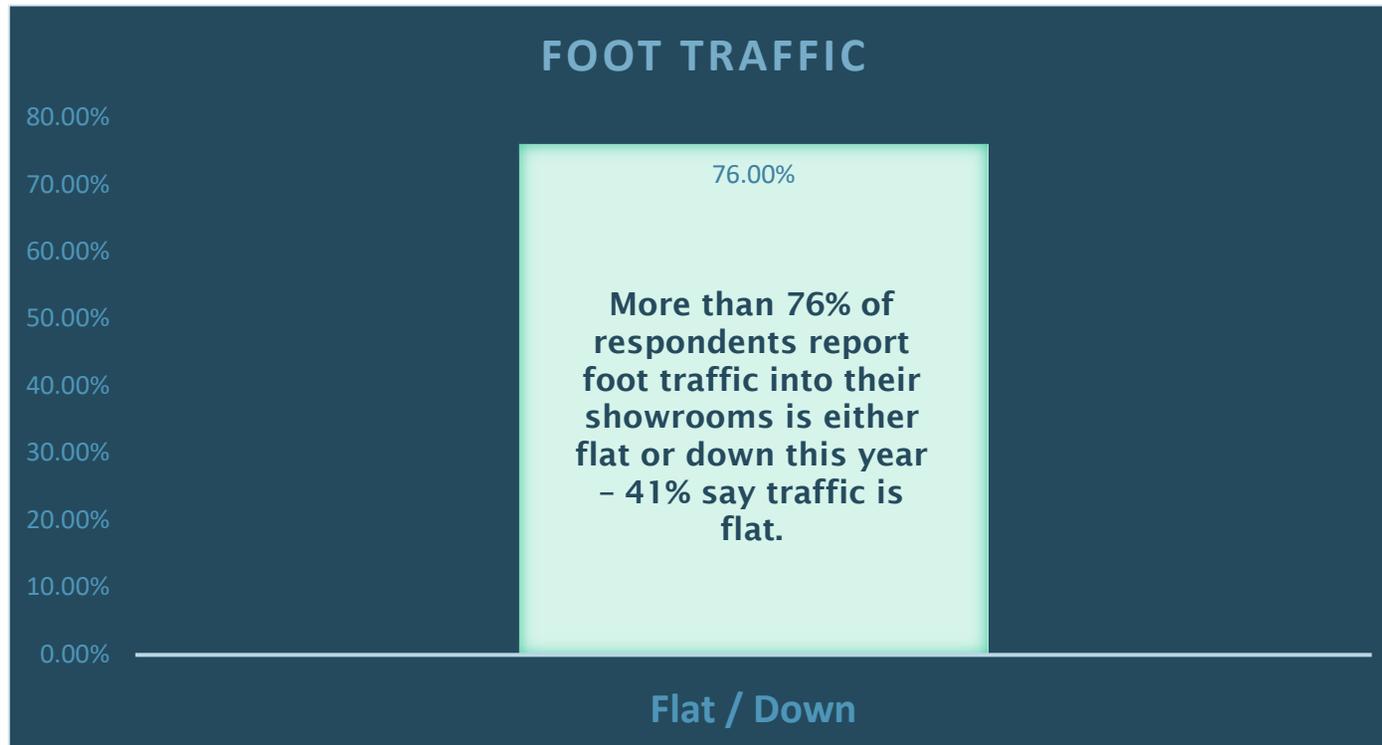
THE DISTRIBUTOR SAYS:

- The market remains very strong for the high-end consumer and that has benefited our company. i think strong local management has helped keep engagement high.
- 2022 had a very large multi-family cabinetry project that did not repeat at the same level in 2023. -
- Market conditions resulting in less housing starts.
- Remodeling one of our showrooms and price decreases and poor performance at another.
- Slowdown from a very busy 2021 and 2022.
- Less new homes being built.
- Better salespeople and operations than our competition.
- Quality staff.
- Slowdown in residential building.
- Interest rates are a big factor, new home construction is down.
- Still a lot of projects are going on. New homes have slowed, but remodels are staying very strong.
- Traffic hasn't increased and the market seems to be a little uneasy about the financial state of the country.
- New construction is down in most of our markets.
- 2022 was an anomaly for a few different reasons {I think this will be a normal answer from most} 2023 will be in-line with 2018, 2019 sales.
- More builders and homeowners supplying their fixtures.
- 2022 was not a realistic year. Things were so crazy coming out of COVID, and I didn't think that we'd be able to recreate the same thing, but incredibly we've still seen a slight increase. This is due to staying visible to our customers through marketing, advertising and partnering with local remodeling groups. We also keep our showroom up to date with the most current displays and are always looking for ways to improve it. None of this could be possible if we didn't invest in our amazing team of employees. Without the right people in place, this would not be happening.
- Consistency of the remodel market.
- Good markets.
- Builders are still building, remodeling.
- Improving showroom displays. more informed consultant.
- Excellent customer service, word of mouth.
- We are experiencing a slowdown in single family homes this year. Light commercial and multi-family is still going strong.
- Our showrooms are very busy. Typically, we have seen a turn in the market to more remodeling against less new construction. We have lived in a very robust market for the past 6 years and housing and land is becoming more and more expensive.
- Interest rates
- While the market is flat, there are opportunities for growth.
- Economic conditions, uncertainty in the market, increased competition.

- ❑ We have expanded to the type of business we do through the showroom. We look to bring on high-end, multi-family projects.
- ❑ Personnel.
- ❑ New build is down considerably due to high interest rates. Remodeling has increased.
- ❑ We have implemented a variety strategies and tactics over the past few years that are driving our sales and margin growth: leadership enhancements, marketing, line-card adjustments, and more.
- ❑ Inflation and higher interest rates have negatively impacted on our results as projects have been cancelled, delayed or scaled back.
- ❑ Decrease in residential construction due to inflation and interest rates.
- ❑ Overall better sales.
- ❑ Dedicated training for the staff, remodeled showroom and outside salespeople utilizing the resource more often.
- ❑ Economy.
- ❑ Acquisition and modest same showroom sales.
- ❑ We are still addressing the demand from the past few years of home buying and building. The contractors were booked solidly and are still cycling through projects.
- ❑ Relationship development Builder sales role. Remodeled, updated and new showrooms.
- ❑ Brand awareness, staff, broad offerings.
- ❑ Inflated 2022 sales and higher interest rates, and housing starts slowing down in 2023 in our area.
- ❑ New B2B customers and increased walk-in traffic.
- ❑ Most likely to COVID.
- ❑ Online and or higher-end showrooms.
- ❑ Most of our areas have a continual housing shortage. This has kept a good balance with new starts and remodels.
- ❑ We have less traffic than the previous year, but the average sales are higher than the previous year.
- ❑ Less residential new construction.
- ❑ Slowing market caused by interest rates.
- ❑ Huge open orders from the past year, new showroom, added salespeople.
- ❑ In this area there are currently several disincentives to selling an existing home and so, although interest rates are up, many people prefer to remodel instead of sell.
- ❑ Expert staff, well-designed showrooms.

How has foot traffic into your showroom footprint been compared to last year?

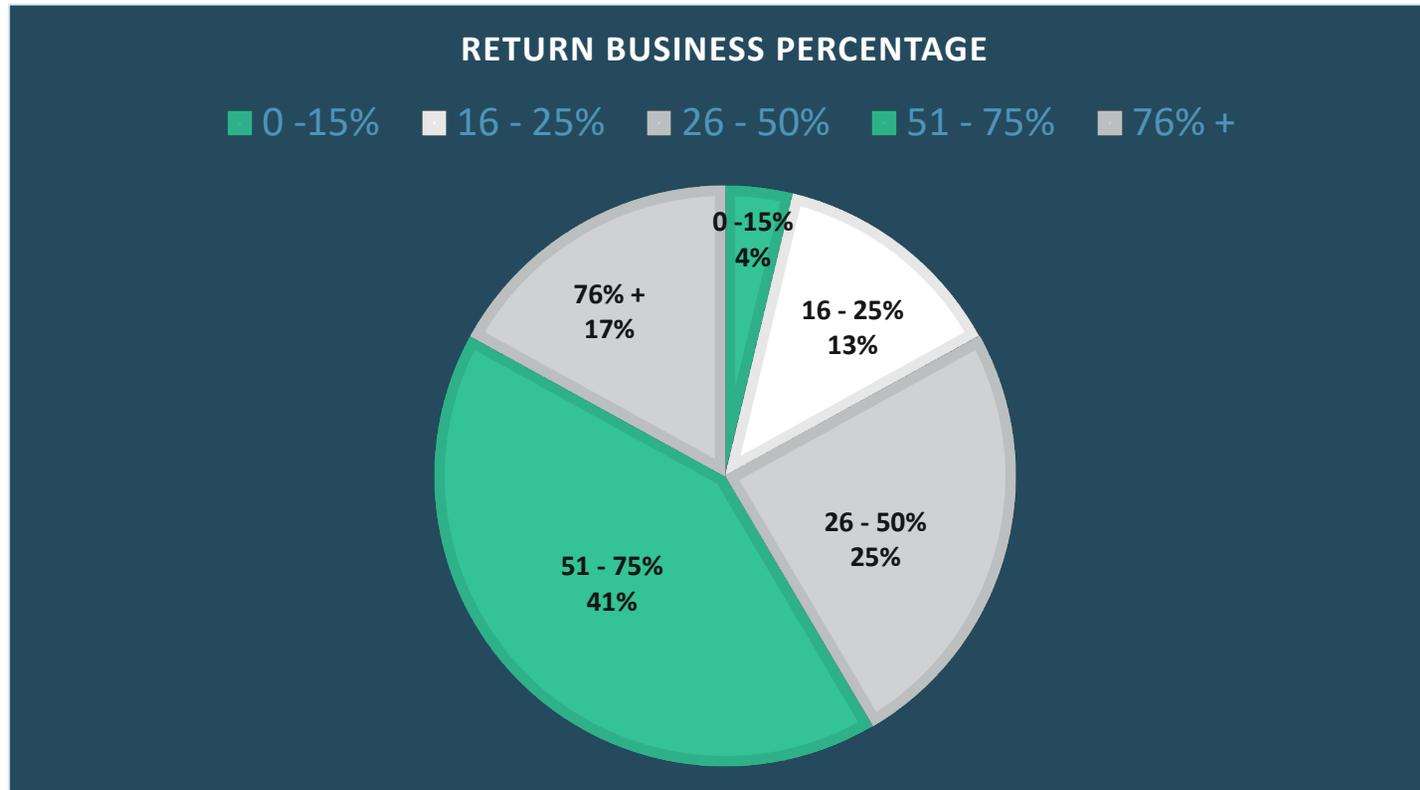
THE DISTRIBUTOR SAYS:



What percentage of your showroom customer base is return business?

THE DISTRIBUTOR SAYS:

□



Elaborate:

- About 65% is trade-based accounts - This number does not include homeowners buying direct multiple times.
- 55% of our customers this year bought from us last year.
- Contractor referrals and homeowners doing multiple projects.
- Contractors, builders and designers are our core customers, and they bring their clients to us.
- We work directly from referrals from contractors. It is rare to get a repeat homeowner into the showrooms. Once they make their selections, we will normally do not see the homeowner again.
- Most of our business is repeat clients.
- I am considering our trade customers as return business. We also have walk-in customers that keep returning.
- Take care of your contractors and designers, and they will continue to send customers our way.

- ❑ **Builders and plumbers.**
- ❑ **Referrals from builders, plumbers, designers and previous customers.**
- ❑ **We are still a contractor-based business.**
- ❑ **New construction.**
- ❑ **76%+ of our customers are consumers who are doing a single project. However, many are referred to us by repeat contractor customers.**
- ❑ **We deal with designers, builders, kitchen and bath shops, and others who send business in. Roughly 75% of our showroom sales come from those types of customers.**
- ❑ **We have made it a priority in our business to support the customers that are repeat clients.**
- ❑ **About 70% of our business comes from the professional traders: contractors, builders and remodelers, K&Bs.**
- ❑ **Repeat business from builders and homeowners.**
- ❑ **Most of our business is driven by contractors and builders.**
- ❑ **About 50% of our business is through trade, even though we are mostly meeting with the end user. The trade business is heavily repeat.**
- ❑ **We have strong return contractor relationships combined with high retail performance in several markets.**
- ❑ **60% of our business is builder, designer, contractor accounts.**

What has been the largest area for revenue and profit growth within your showrooms over the last 12-24 months?

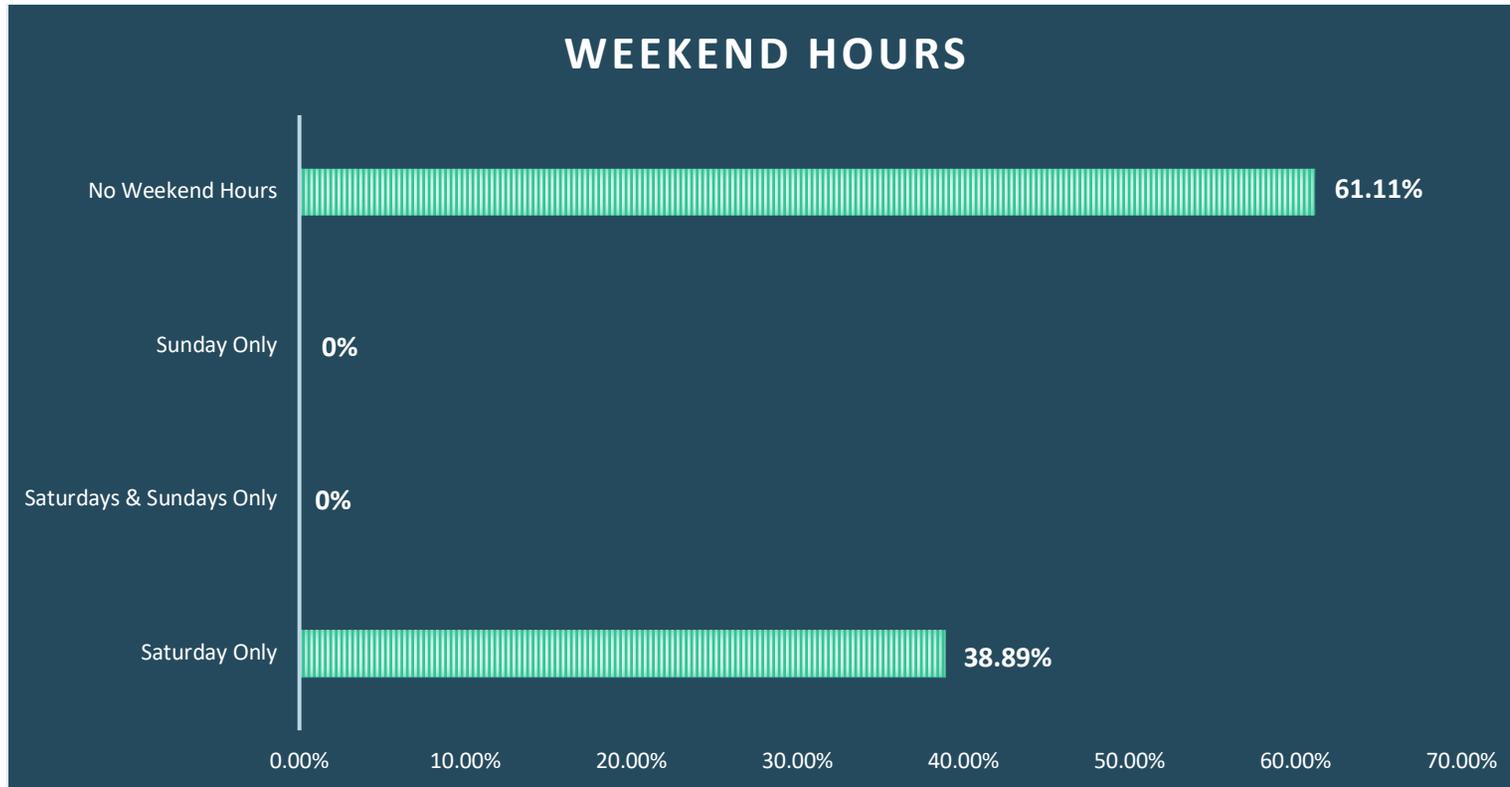
THE DISTRIBUTOR SAYS:

- Faucets
- Our business mix has remained constant at about 60% plumbing (faucets and fixtures) / 30% cabinets and 10% lighting, tile, etc.
- Freestanding tubs and steam shower.
- General contractor customers buying Delta faucets.
- Plumbing
- Even growth pattern
- Appliances
- Cabinetry has shown the most growth in our showrooms.
- Cabinets
- Vanities
- Lighting.
- Free-standing tubs
- Faucets
- The largest growth has been bathroom vanities / cabinetry. The revenue or profit growth has more to do with supporting products or manufacturers that have an internet MAP policy and enforce it.
- Cabinetry
- Tile
- Wash lets, new products.
- Lighting and cabinet hardware
- Faucets
- Cabinets
- Faucets
- Product and in-stock availability
- The consumer continues to be our largest and most profitable customer category.
- Private label and limited distribution lines.
- Plumbing material outside of faucets and China. We are concentrating on shower doors, solid surface shower surround, steam generators and accessories.
- Large single-family homes and luxury projects
- Cabinets and lighting
- Custom items (vanities, tops), specialty finishes and items that are not sold online.
- An increase in direct-to-consumer sales and more focus for our team on the most profitable product lines
- Cabinets and countertops

- **Appliance growth**
- **Everyday sales have increased.**
- **Cabinets**
- **Remodels**
- **Kitchen cabinets and flooring.**
- **Plumbing accessories & cabinetry**
- **Remodel business has been strong combined with investment in Graffe, Gessi and Duravit.**
- **Shower door installations**
- **Cabinet sales**
- **Faucets and bathing**
- **Cabinetry, countertops have seen the highest growth, followed by decorative plumbing fixtures.**
- **Scranton**
- **Custom design.**
- **Custom items — shower systems, vanities, tops and shower doors**
- **Cabinets and custom showers with Onyx walls**
- **Added appliance sales and new location.**
- **Private label or exclusives, custom products**

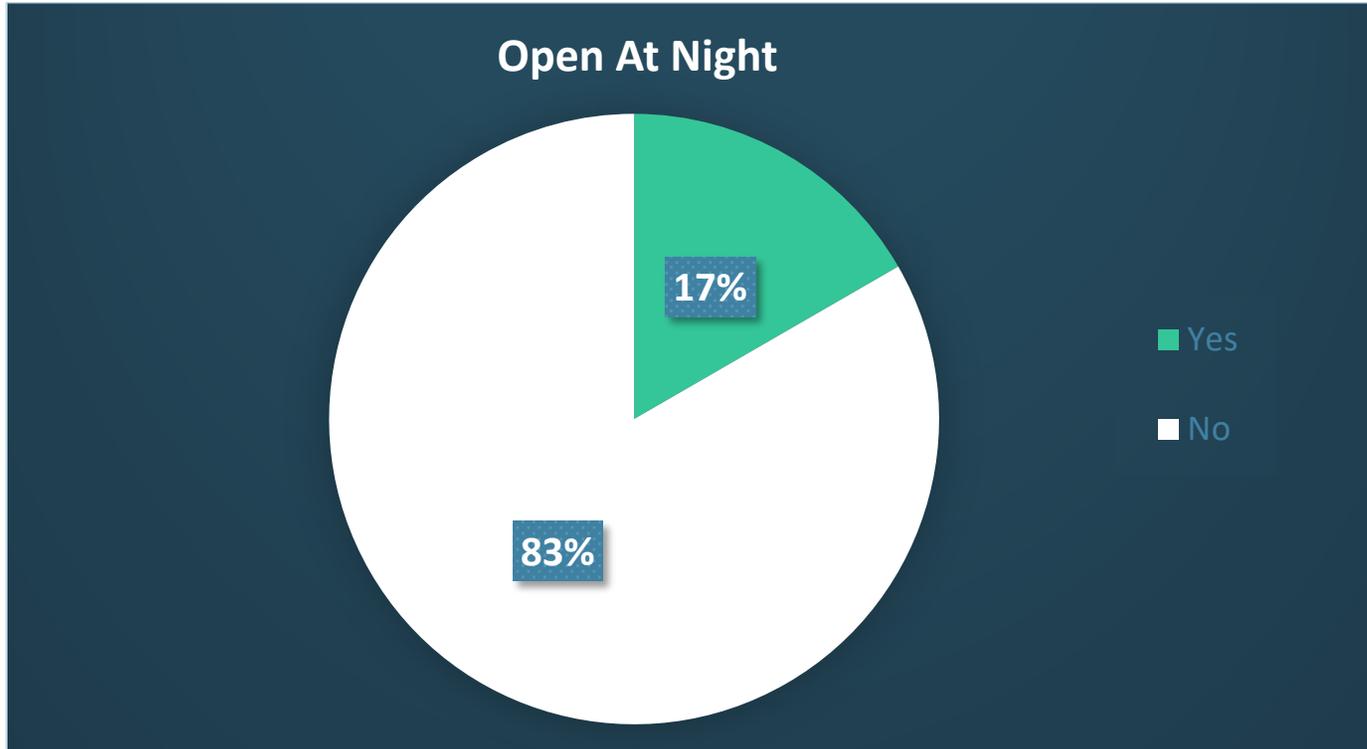
Are you open weekends?

THE DISTRIBUTOR SAYS:



Are you open at night (Does your showroom keep any evening hours)?

THE DISTRIBUTOR SAYS:

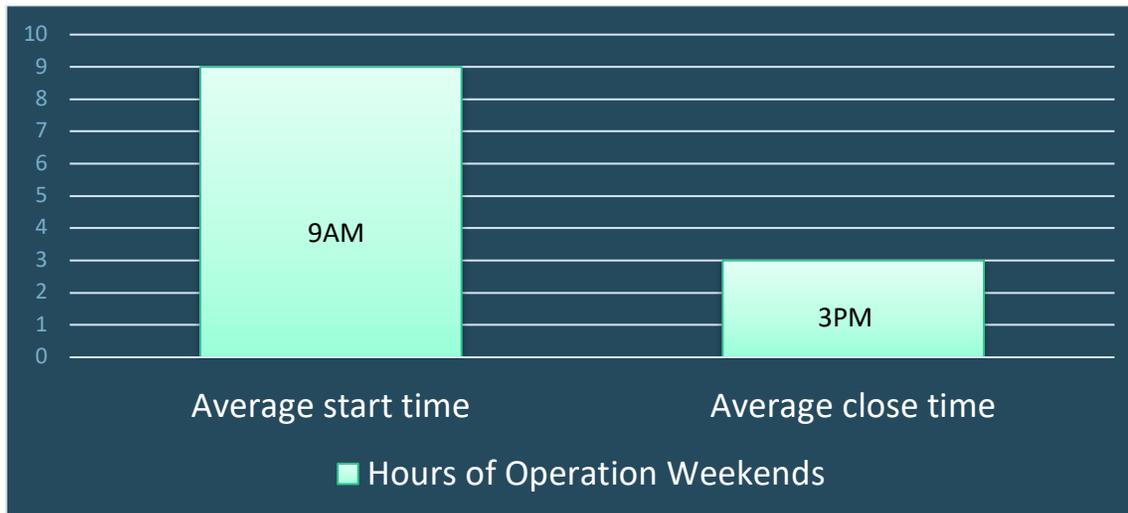
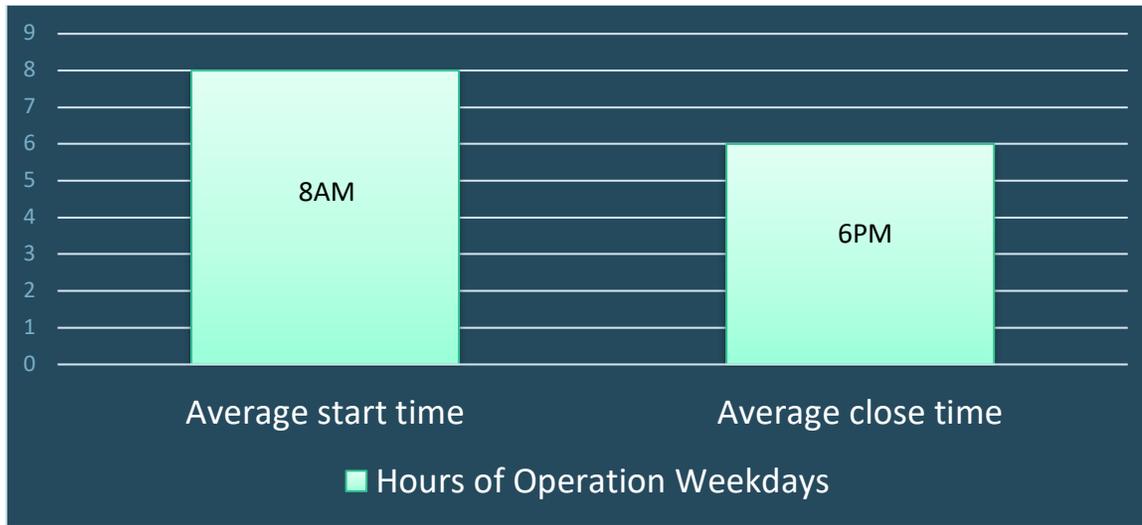


Elaborate:

- By appointment only
- Until 6 p.m.
- Thursday night until 7 p.m.
- But we do make appointments after hours.
- Not unless special appointments are made.
- There are no published hours, but lots of appointments happen.
- A few of our showrooms stay open past 5:00 p.m. one evening per week.
- On-call 24-7.
- By appointment only.
- Most showrooms are open Wed and Thurs evenings.
- Showrooms are open until 6p.m. weekdays and until 3p.m. on Saturdays.

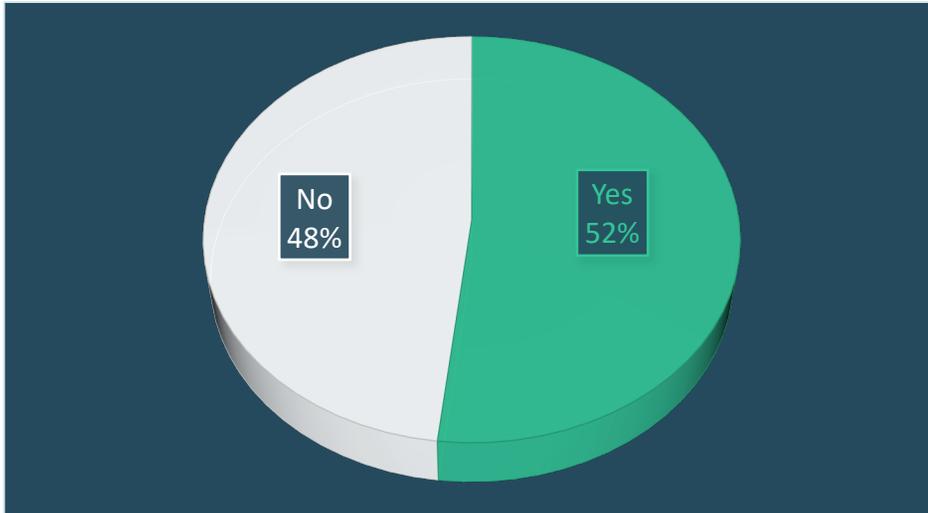
What are your normal business hours?

THE DISTRIBUTOR SAYS:



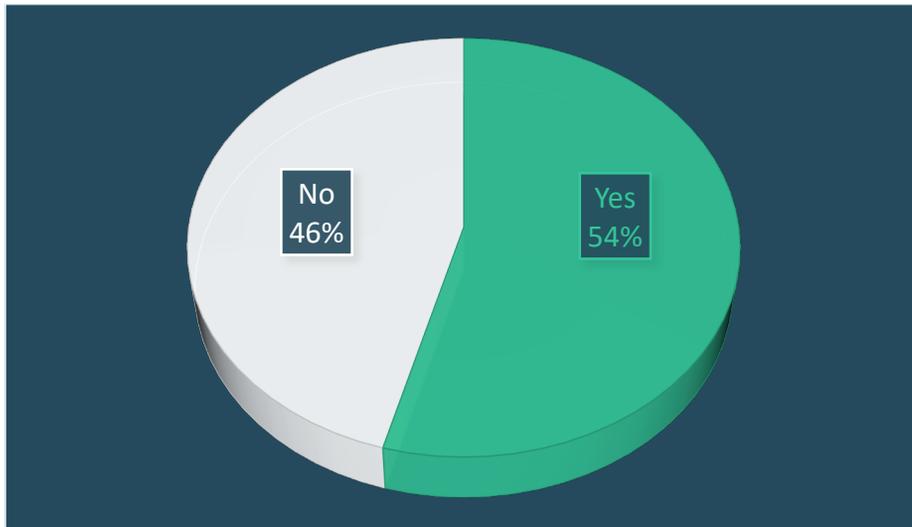
Did you change your hours of operation during COVID?

THE DISTRIBUTOR SAYS:



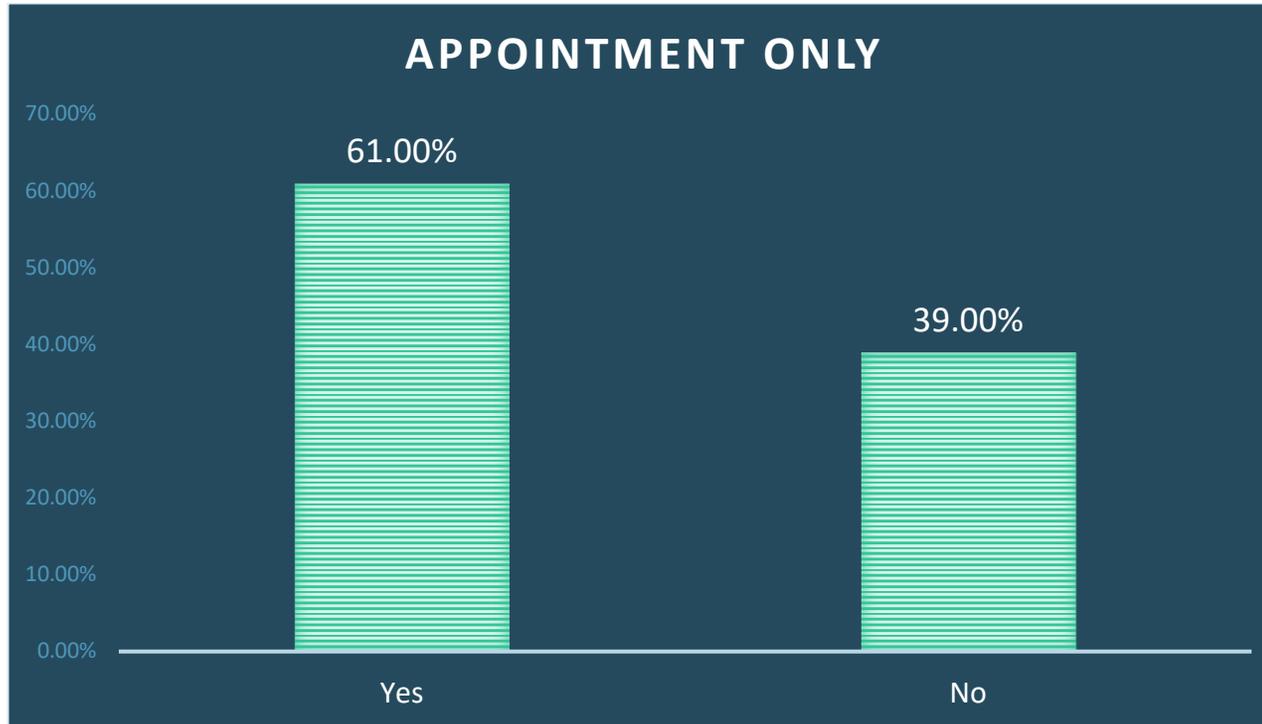
If yes on COVID hours, did you change them back?

THE DISTRIBUTOR SAYS:



Do you offer appointment-only hours?

THE DISTRIBUTOR SAYS:



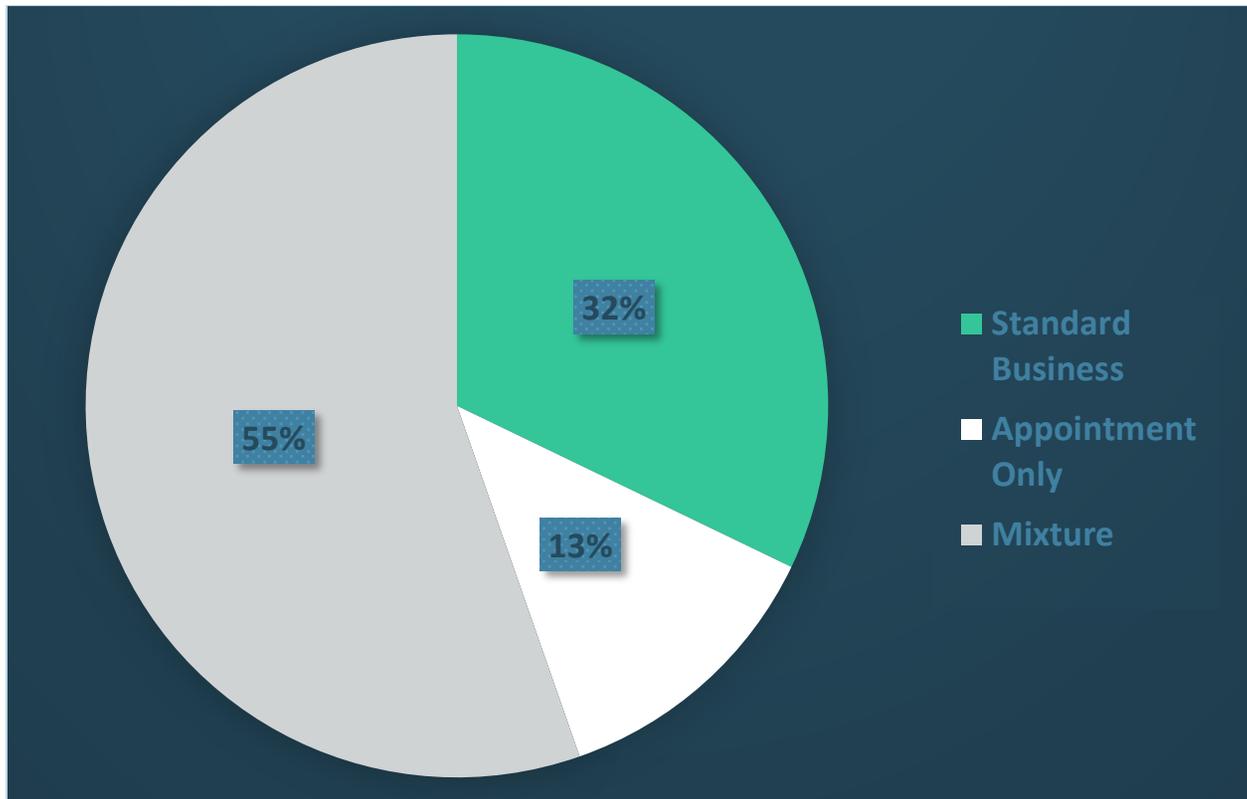
Elaborate:

- Always happy to schedule an appointment if a customer requires different hours.
- Thursday evenings.
- We encourage appointments but will take walk-ins if our consultants are available.
- By customer request only.
- Evenings are by appointment only.
- We will stay late if a customer cannot come in during our regular hours.
- We suggest appointments since we are often very busy during our hours of operation.
- We always want an appointment to give our undivided attention. We do after-hour appointments to accommodate schedules.
- We try to always have appointments for a better, more thorough experience.
- We offer appointments, but during business hours.
- Upon request we will.

- We don't highly recommend by appointment, but we do take clients if we have availability. Typically, our reoccurring accounts make sure that appointments are scheduled.
- We take both walk-ins and appointments every day.
- Saturday is appointment only, staffing issues.
- We welcome walk-ins and we offer appointments.
- Appointments are encouraged.
- Customers can set appointments during hours or off-hours.
- Appointments can be made during normal hours or after hours as determined by the sales associate.
- Appt-only but during business hours.
- It depends on the location. The larger showrooms tend to use more appointments.

What works better for your operation, standard business hours or by-appointment-only hours?

THE DISTRIBUTOR SAYS:



What are your policies regarding walk-in customers?

THE DISTRIBUTOR SAYS:

- We help everyone, however if a customer walks in and is looking to make a whole-house selection and we do not have anyone available we tell them that. Most customers do not realize the time investment required. We do everything possible to take care of them.
- We are willing to help walk-in customers and encourage walk in- business — our goal is to make them feel welcome and if an appointment is necessary due to staffing or store traffic will try to have them leave with that scheduled if it can't happen in the moment.
- We will greet them and if a sales consultant can help them, they will, otherwise the customer is encouraged to make an appointment.
- We love them. We just ask them to understand that for personalized attention it is better to have an appointment. However, we gain a ton of business from walk-ins.
- We serve them if we're available.
- Second to appointments but we welcome them.
- We are staffed to handle walk-in customers.
- We love them. We do want to know what builder they are working with.
- If someone is available, we will take care of them at that time. If not, we get them to make an appointment for another time.
- If we are available, we are happy to help. If not, we request they make an appointment for another time.
- We will help them if we can, but always try to get them to come in again with an appointment.
- We welcome walk-in customers and try to accommodate them and offer them excellent service.
- No policies. We do our best to help every customer that comes through our doors. We may need to do an overview and schedule an appt, but we never turn customers away.
- Service and sales.
- Feel free to walk in, and if someone is available, we are more than willing to assist the customer. If all sales associates are busy, the customer will sign up on a waiting list and wait to be helped. If they do not want to wait, they can always make an appointment for another day or time.
- We will briefly help but use it as a qualifier for an appointment.
- Take care of them if there are openings, schedule appointments if no team members are available.
- We prefer scheduled appointments but will take walk-ins as needed.
- Walk ins are welcome, but if I am busy, they may have to wait a bit. If I am busy, I will encourage them to make an appointment for a different time.
- Appointments first, then first come, first serve, offering appointments if they can't wait.
- We will accommodate them the best we can depending on availability around scheduled appointments.
- We will meet with them if there is not a current appointment going on.
- We allow them to come in and look and give them about a 5-minute rundown of what we do and ask them to make an appointment.

- We try to accommodate them.
- We love all customers.
- Walk-ins are welcome, appointments are highly encouraged for any projects larger than pure replacement.
- We will take them if we have time, but we won't do entire homes as a walk-in. Those need to be scheduled.
- We serve them as our sales team is available.
- All are welcome, appointments are recommended.
- We always try to help walk-ins, even on Saturdays when we are appointment only, but if we are full, then we encourage them to come back and make an appointment.
- No policy is in place. Walk-ins are welcome but appointments are encouraged for customers who want to ensure they have dedicated time with an associate. Sometimes people just want to walk in and browse.
- We accept walk-in customers but prefer by appointment.
- They are helped by the first available showroom consultant.
- They have to be commercially related.
- We will assist them at the time if possible.
- We always help them in some capacity. whether it be gaining knowledge and then scheduling an appointment.
- Determine who is doing the work. MAP pricing.
- We encourage appointments, but will take walk-ins. No Saturday appointments, but that is hard to enforce with the staff.
- We welcome them and assist them if we have associates available. Otherwise, we ask them to make an appointment or allow them to shop the space and ask an associate for help if they become free.
- It is greatly appreciated. We are getting 10-15 a week. Closed a large order from a new customer.
- A rotation to each salesperson getting the chance if available.
- Walk-in customers are welcome, but we encourage all to make an appointment so we can dedicate the necessary time and resources.
- Our receptionist cycles walk-in opportunities through the available designers/sales associates in the showroom location. Every effort will be made to serve that customer. We avoid providing direct model numbers for the consumer to shop.
- There are several of us that work in the showroom, so it's first come, first serve.
- We still take them for now.
- Wait for them and if our staff is all busy, we offer to set up an appointment.
- First come, first serve. Whoever is available will take the next customer.
- We serve them if we're available.
- We see them all, if not with anyone.
- Encourage appointments but will work with someone if able regardless of appointment.
- Allowed in all showrooms.
- We always try to service walk-ins. If no salesperson is available, the sales assistants can help with the walk-ins.

Aside from sales, what is the most impactful KPI you use to manage your showroom business?

THE DISTRIBUTOR SAYS:

- # of walk ins. % of products sold - categories
- Working on tracking quotes and follow-ups better. we are interested in tracking this at a more detailed level to gain better insight into close rates and conversion.
- Walk-in traffic
- Margin \$
- Event exposure
- Gross margin \$'s per salesperson
- We look at individual written by and GP per order writer.
- Return business by our contractors to build relationships. To circumvent end users purchasing products from e-retailers.
- Return business from plumbers, contactors and homeowners.
- sales reports are our main indicator.
- The most important way for us to know we are doing our best is the appreciation of our trade customers for how we handle their clients' projects and their return business.
- Inventory turns. Margin. Designer tracking.
- GP\$ per designer (showroom associate).
- Quotes, traffic
- customer feedback
- Profits and closure rates.
- We have a percentage of sales of about 6 questions answered quarterly by supervisors on performance. Profit, loss or breakage, attitude, efficiency, dependability.
- Profit
- gross margin dollars generated by each sale associate.
- Profit margin
- Maintaining relationships with our plumbers and builders and providing training for designers, builders and plumbers on the lines we carry.
- Purchasing
- employees
- Margin is most important. We measure sales and margin performance by associate. A few other leading KPIs are quoting activity, conversion rate and number of open orders.
- Gross profit and gross margin.
- Quoting
- Gross Profit
- I am new here and still trying to establish that.
- social media. customer service.

- net profit after expenses and allocations.
- Quotes, Open Orders, Traffic, Traffic-to-quote conversion, quote-to-order conversion, and, of course, sales.
- Gross Margin percentage Mix analysis
- Open Orders, what do we have closed, on order, in Que?
- Referrals
- 65K in sales on average/associate at 32%+ margin is our target today. Once we achieve these numbers and above all associates, we know it is time to look at adding a sales associate to the team.
- Facebook and phone calls
- Great customer service.
- We have set quotas and bonus program for showroom staff that meets their quotas.
- gross margin
- GPM and customer reviews
- Open orders, open quotes
- Return customer engagement, rep engagement. Employee input.
- Gross Profit more important than sales

When staffing a showroom, do you have a ratio of sales associates to admin personnel that is effective?

THE DISTRIBUTOR SAYS:

- Our staffing varies by location from 2 - 8, but tends to have 1 manager, 3 -4 sales personnel and a shared customer service person with multiple locations....
- 1 admin for every 3 Sales Consultants
- 1 manager split between 2 locations with 2 associates each.
- 3 to 1.
- We have no admin for the showroom now, although we are contemplating adding one.
- 4 showroom staff with some support from one inside admin.
- It is different from market to market. Typically, we would like to have at least two consultants in a market or more.
- 4 salespeople to one support person.
- We do not have large showrooms, so we typically have one manager (who does work with customers) and 2 associates. One location just has one associate.
- We have a purchasing dept, so the sales team sends orders to them. We have one receptionist for 12 salespeople. She is very efficient.
- All hands-on deck as often as possible. No, we do not establish a ratio.
- Yes. \$3 million sales per admin.
- It's not that simple due to the nature of our operation. It's roughly 1.5 admin per sales but the admin roles do more than support strictly showroom.
- I am administrative to 3 sales associates.
- We have a very small showroom. 1 Admin and 3 associates, one of which is part-time.
- 5 sales associates and 4 admin "back of house" very effective for us.
- We don't have a ratio for this.
- We don't have admin personnel. All showroom sales associates do their own admin.
- No, but I would be very interested in that info.
- 3 to 1
- Too small for that employees currently wear all hats!!
- today's sales to 1 Admin/reception
- Once we hit 4, we need an admin, add another admin at 8.
- All our showroom associates are taught to sell. We have branch managers to take care of the admin part.
- No, all showroom staff do the admin work as well. We do have separate purchasing and accounting departments that assist in the admin work.
- 3/.5
- We do not have a specific ratio we work with. Also, with multiple branches, some admin work is centralized.

Curiosity of structure/hierarchy of showrooms How is your showroom set up and what are the basic definitions of each role (customer-facing, back of the house, etc.)?

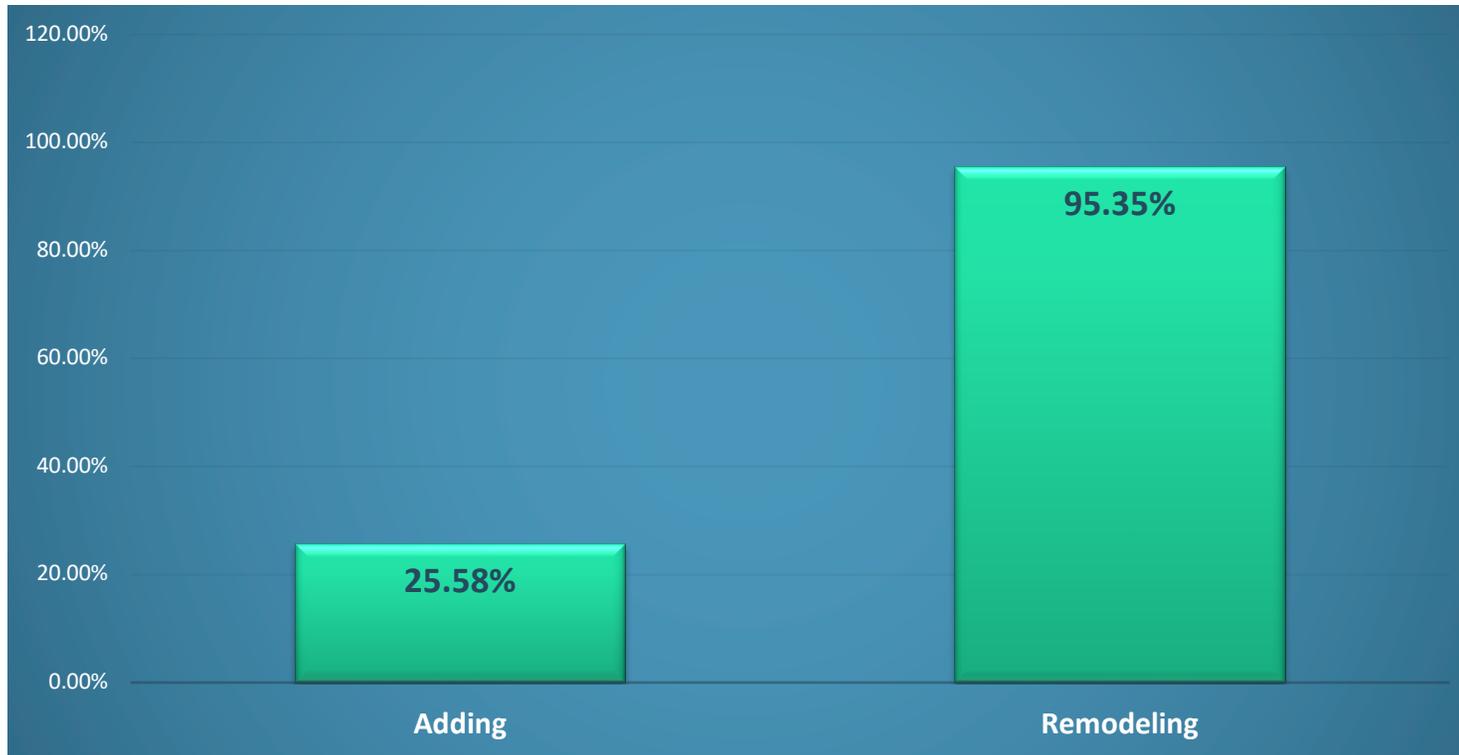
THE DISTRIBUTOR SAYS:

- Each location has a greeter. then it normally would be 1 back of house to every 2-customer facing
- Store Manager, Assistant Manager (sometimes), Sales Design Consultant, Senior Sales Design Consultant, Outside Builder Sales, Customer Service Coordinator
- Customer-facing on the outer edge of the showroom
- 1 manager split between 2 locations with 2 associates each.
- All of them are customer facing except our customer care dept. It is generally more of a call center atmosphere. Each store has a receptionist as well as support associates.
- Everyone is a salesperson.
- Customer facing/focal point. Operates somewhat independently from the "contractor" business.
- Showroom Consultant, Showroom Manager, Admin
- All showroom personnel are customer-facing and offices are located inside the showrooms.
- Each of our showrooms has 1-3 designers for plumbing and 1-2 designers for cabinets. We are all responsible for taking appointments and walk-ins. All designer offices are located within the showroom perimeter of the building.
- Manager — still meeting with select clients. 4 sale-people handling the daily walk-in traffic and their regular clients. 2 warehouse crew (1 is also a delivery driver), 1 sales support staff — writing orders and handling inventory.
- All of our employees are customer-facing, including the managers.
- Receptionist in the front, sales staff in the back for the most part.
- Front
- Manager, Sales Associate, Receptionist/ Admin, Operations Manager
- All hands-on deck
- I have worked on both applications but prefer being visible to customers.
- Showroom consultants meet with clients on the selection process and rely on account manager price files for final pricing. Everyone after the sale is dependent on our warehouse and drivers to pick, pack and ship when and where it is needed.
- Customer facing
- All showroom employees are involved in sales. 2 of our SR locations also employ one admin to assist in quoting and follow-up and day-to-day needs. Also acting as receptionist.
- General manager/assistant manager, sales associate, store coordinator. All positions are customer facing.
- Our showroom is made up of sales associates that are customer-facing. We have a small inside sales (back of house team) along with additional admin functions such as warehouse, inventory, purchasing, customer service, etc.
- Walk-in sales associate is up front and center. Associates that primarily work with accounts are in the back of the showroom.
- All sales staff are customer facing. Manager is back of house.
- Manager, sales associate, back of house
- We have showroom sales associates and a centralized after-sales service team.

- Our showroom is run by a single showroom manager who is supported by the non-showroom portion of our plumbing and HVAC wholesale supply branch operation.
- All consultants are customer-facing and handle the job from start to finish.
- Customer facing.
- All are customer-facing. We have (1) Showroom manager, (1) Assistant showroom manager and (1) showroom consultant.
- All of our team is customer-facing including managers.
- All designer/salespeople are customer facing. Back of the house does stock item procurement, logistics and accounting.
- If it is a standalone showroom, we have a selling manager, designers and a coordinator. If part of a branch, the manager oversees all departments. Sometimes they also have a coordinator (essentially one assistant for the whole team). We use the same resources for purchasing, operations, IT, accounting, HR, etc., as the rest of the wholesale business.
- FG Corporate showroom manager, FG managers, FG sales associates, FG admin
- Both showrooms are Kohler registered.
- All customers are facing today.
- We have three sales specialists and 1 showroom manager.
- Showrooms Manager (oversees operations, policy, procedure for 3 showrooms) - Sales Associate/Designer - Admin. Logistics for showroom sales when required is handled by our local distribution team that works closely with the showroom.
- Our showrooms are set up to sell the most popular trends at the time of opening. We are always updating outdated material.
- We have one person who oversees all showrooms (and marketing). Each showroom location has a supervisor to assist in the day to day.
- We have one manager who manages all the showrooms. We have two salespeople in two of our showrooms, the other 5 just have one.
- 3 showroom reps and a part-time secretary.
- Varies a little by location. In smaller showrooms, sales staff are responsible for more admin functions than in larger locations or in wholesale locations. Each location has a showroom manager responsible for overseeing operations. In most locations the manager also is a salesperson. Purchasing and accounting is centralized so not handled at individual locations.
- Receptionist, sales admin, sales consultant, sales manager

Are you adding or remodeling showrooms in 2024?

THE DISTRIBUTOR SAYS:



SOME RESPONDENTS CHOSE BOTH QUESTION RESPONSES, WHICH RESULTED IN SURVEY TABULATIONS ABOVE 100 PERCENT.

ELABORATE:

- Not any full-scale remodels, but updates and capital investments certainly
- There are no plans to add or remodel in 2024.
- currently finishing expansion and remodeling of main showroom.
- New Branch location to add and always remodeling. Can never get ahead!
- updating vignette with high-performance shower setting. Updating kitchen faucet display.
- We must continue to invest and keep up with the designer trends.
- We are constantly updating products and displays. No major remodels or additions are planned.

- Larger remodels were done this year, but we try to keep things updated continuously.
- The showroom is in a constant state of remodel- with line changes and vendor updates.
- Currently working on one and will be doing some remodeling at a second location next year.
- You must always be remodeling your showroom. Adding more of them is only a wish currently.
- Consistent annual remodeling process.
- My parent company is always improving the showrooms.
- Always adding new displays
- A good showroom is in a constant state of change and evolving to stay fresh, we are constantly updating and moving things around.
- Yes, updating to show more Customer shower options and shower fixtures. That is where we see higher dollars being spent.
- We are currently in the middle of a full remodel.
- I would call it updating, not remodeling. No major reinvestments currently.
- Adding 2, remodeling 1.
- Tigard, OR, Bend, OR & Boise, ID
- both showrooms are brand-new
- We renovate 25% of the showroom annually.
- Adding a 6,000 FT showroom in SD, will be remodeling in Nebraska.
- We have remodeled.
- 2024. We are always updating products and refreshing the showroom.
- Totals rebuild of one of our branches.
- always updating
- Assuming we mean 2024, we will remodel.
- We are always remodeling.

Is your showroom/store fully supported by your entire organization (i.e., is it a “stepchild” or contributor to the profitability of the entire organization)?

THE DISTRIBUTOR SAYS:

