

# The Story behind Dealer Underperformance

When markets slow down, manufacturers often ask the same question: "Why are our dealers and sales channel partners underperforming?" But sales channel performance is rarely that simple.

Many manufacturers still select dealers based on familiarity, assumptions, or short-term coverage needs, then spend years managing the consequences.

When was the last time the original dealer selection logic was audited?

In many cases, the issue is not only dealer performance, it is the entire channel operation surrounding it.

Markets evolve, customer expectations shift, competitors change strategy, and yet many companies **continue managing their dealer networks with assumptions built five or even ten years ago**. That creates a dangerous disconnect between what the numbers report and what is actually happening in the market. The critical question is whether the organisation truly understands ***the story behind the numbers***.

**Difficult issues are easier to address when they can be viewed objectively and improvement suggestions are produced by a neutral party.**

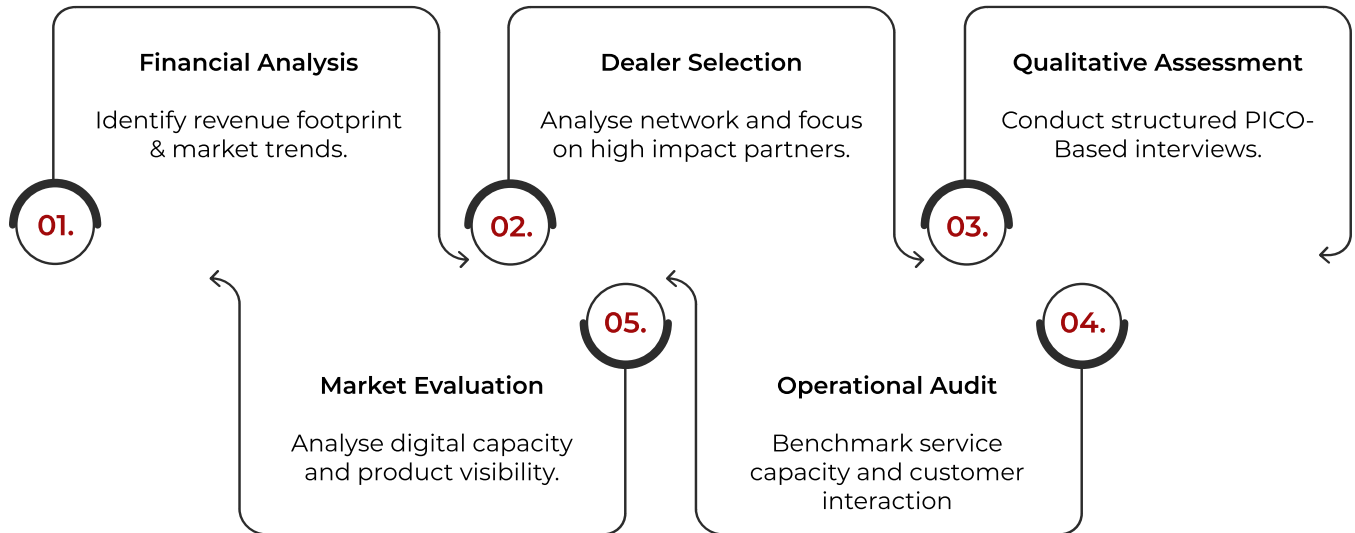
This includes gaining a critical view of dealer commitment in relation to market potential, activating the reseller channel, and most importantly, finding practical ways to improve dealer collaboration.

At Nordic Industries Development, we developed the PICO analysis

framework to help manufacturers gain an objective and critical view of their sales channels.

PICO evaluates four essential dimensions:

• Performance • Information • Competitiveness • Operations



Our Pico Analysis Framework

The analysis not only highlights key findings but also delivers concrete tools and direction for implementing operational improvements. Based on this, distributor-specific action plans can be developed to strengthen the competitive position.

***“A good and critical analysis of our partners and our own channel operations. This provides a strong foundation for building a new strategy and optimizing distributor-specific performance. An external perspective, especially from an operator who understands our market, was truly valuable in this case.”***

– Ville Eklöf, CEO of [JAK-Metalli Oy](#), on our PICO analysis

We provide a strategic roadmap combining quick-win actions and long-term development initiatives.

This creates a clear understanding of future growth opportunities and how to steer channel strategy to support global expansion.