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Ryan Dunn

Kevin Logue

PAST, PRESENT, FUTURE Ryan Dunn & Kevin Logue reveal CarpetPlus' vision

By Sharyn Bernard

[Chattanooga, Tenn.] As Ryan Dunn and Kevin Logue prepare to take on more responsibilities at CarpetPlus — Dunn as co-chief operating officer and vice president of sales and Logue as co-chief operating officer and vice president of marketing — they are looking to the future while respecting the past. Here, they speak with FCW about their plans for growth as the company turns to the next generation of leadership.

FCW: How will you both honor your dads' vision while also making impactful changes?

Dunn and Logue: Vision and values are vital to the success of every business. Our fathers had over 50 years of combined industry experience when they launched CarpetPlus 21 years ago. This included retail, distributor, fiber and major manufacturing. Seeing and understanding the industry from so many different perspectives helped set the foundation for

a number of key operating principles that are still in play today, including:

- **Conference Room Genius:** What can make perfect sense to a conference room full of executives will often cause retailers across America to scratch their heads at who came up with that idea. Principle: Before launching anything related to retail, ask retailers for their input. Hence, we are committed to operating with a Retail Advisory Board.

- **Highest IQ:** How can you identify the smartest person in any room? It is always the Cumulative IQ. Principle: tap into brilliance by asking questions and pulling information before establishing direction.

- **Common Ground:** Logic will lead all solid business people to the same place, as long as greed, personal agenda and inflamed emotions are checked at the door. Principle: Let logic lead decisions.

If two people disagree, find out why. Each knows something the other doesn't. Once discussed, logic should lead to common ground.

- **Results-Driven:** Tasks are part of every endeavor every day. Tasks can easily become unproductive if not driven by results. Results must be measured and then tasks assigned based on achieving results. The question we ask is, are you task-driven or results-driven? If you are results-driven, tell me the results.

- **The Golden Rule:** Grandma had it right and so do our dads. Do for others just as you would like them to do for you. The result is a win-win-win-win approach ... for our members, our suppliers, consumers across America and our team. Change is constant but core principles like these will not change.

FCW: As the "next generation," what is your vision for the company?

Dunn and Logue: Only 30 percent of family businesses survive to the second generation and then only 12 percent make it to the third generation. Our vision is to pull together a growing group of next generation retailers and along with them, succeed greatly through multiple generations.

FCW: What is the actual succession/transition plan?

Dunn and Logue: Much goes into this including everything from team planning and role transitions

within the company to various financial and legal considerations. Ron and Jon are not retired, but they are working more and more toward not being retired. As this continues to evolve we will continue to take on additional responsibilities. Succession planning, or a lack thereof, is a growing concern amongst retailers and we are leading a session on this topic at our upcoming convention.

FCW: How do you plan to bring CarpetPlus into the next phase of growth?

Dunn and Logue: One thing that always drives our growth is relationship building. This involves our members and membership, suppliers and internal team. This is a relationship-driven industry so any business that includes relationship building as part of their core plan will not be off target.

FCW: What other plans and changes are planned?

Dunn and Logue: One of our immediate goals as we move forward with our Destination Showrooms is to match display footprints with the changing business mix. We will also be doing that with COLORTILE.

Plans are in place for aggressive new member growth; we are excited about bringing in new stores. We are seeing a large number of current members that, like us, are transitioning to the next generation and, like us, the next generation has plans for growth.



Ryan Dunn and Kevin Logue speaking at their annual convention.