Example # 5

Example of 90 day Sales Management Plan

1) **If selected for this position you will be working with an existing sales force of eight Account Executives.**

   What would be the steps you would take in the first three months in order to lead this sales force to higher levels of performance?

   My first order of business would be a one-day team meeting to meet the members, begin assessing who the leaders are, and get their "Buy in." Analyzing the team sales data and trends for the team would obviously be a priority. I would also want to spend a day with the top Regional Sales Manager from another state. This will enable me to quickly determine which 20% of my priorities directly correspond to 80% of my productivity. Then, I can begin planning productive use of my time, energy, budgeted monies and personnel.

   Quick Summary of the First Month of Region Operations:

   - I will determine which team members are the top 20% producers.
   - Spend 80% of my initial field sales development time with these sales leaders gaining a solid grasp of the business.
   - Begin developmental assignments for these 20% to work with the next 20% producers.
   - Determine which team members possess leadership capability and begin developing them to replace myself.
   - Determine which administrative duties only I can accomplish (these go on the high priority list) in order to develop a list of administrative duties I can delegate as part of the development process for those I have identified for leadership development.

   Month Two:

   - Re-evaluate administrative and field related priorities and categorize; High Importance/High Urgency, High Importance/Low Urgency, Low Importance/High Urgency, Low Importance/Low Urgency.
   - Initiate Behavioral Selling Skills Training with the top 20% producers.
   - Begin planning for region wide Behavioral Selling Skills implementation.
   - Initiation of Selling Skills Developmental Plan for each team member.
   - Initiation of Management Development plan for qualified team members.
   - Field activity priorities still lie with top 20% of team's producers.

   Month Three:

   - Begin building a business relationship with the accounts responsible for the top 20% of the region's sales volume (Safety measure in the event the sales representative leaves the company).
   - Begin full implementation of field sales training and management training developmental plans.
   - Re-evaluation of administrative and field priority list.
   - Total assessment of Regional strengths and weaknesses including business plan to address significant region sales volume growth.