

SALES PLANNING

Building a Winning Sales Plan in 10 Steps

1. Summarize Your Objectives
2. Identify the Strategic Objectives
3. Assess Prior Sales Performance
4. Segment Your Customers
5. Set This Year's Objectives
6. Develop Territories Action Plans
7. Develop Key Accounts Plans
8. Measure and Monitoring Results
9. Establish your Annual Sales Planning Cycle
10. Write the Executive Summary

The Sales Planning Guide for the Sales Manager

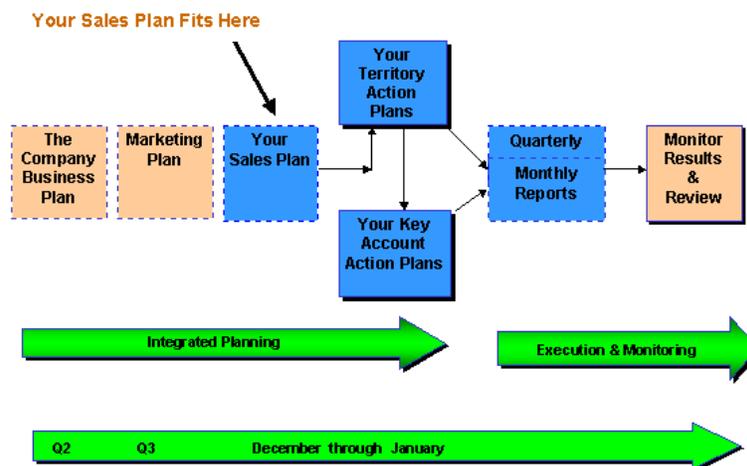
The purpose of the Sales Plan Guide is to serve as your guide in your role as Sales Manager. It will provide you with an operating Sales Plan for this year.

This Sales Plan Guide is meant to be used consistently throughout the year as both a planning and as a monitoring tool. We will provide comments and graphs in this guide to empower you and your Sales Representatives in the real world. Clearly the expectation is that this guide will become a highly productive planning and monitoring tool that will directly impact your business.

The other important advantage to using this sales planning model is that it is also expected that your resulting Sales Plan will be used as an effective communications tool to the other departments in your company that work closely with Sales. In this way, everyone is kept aware of your sales plans and should be able to assist you in the successful completion of the company's objectives. There are three primary sections to the Sales Plan:

1. Understand Your Sales Objectives
2. Develop Your Action Plans, Rep Territory Plans and Rep Key Account Plans
3. Measure and Report Your Results

Within these three sections are a total of ten components that follow the sales planning requirements for the overall year. The graph outlines how the Sales Plan will fit into the overall planning requirements of the business.





1. Identify the Sales objectives:

Objective of this section: To present an overview of your company's sales objectives as they are defined in your objectives.

This introductory section of your Sales Plan requires you to identify the specific overall sales objectives as reflected in the annual business plan. The purpose of this exercise is to ensure that you clearly understand the sales requirements of the business plan on a quarterly basis and the company's overall business planning objectives.

2.0 Identify the other sales objectives in the business plan

Objective of this section: In addition to the sales revenue, sales units and market share percentages that you have outlined above, you should clearly define any specific objectives of the company's business plan that relate directly to sales performance or sales tactics that will be required from you and your Sales Representatives this year.

Examples of company level objectives whose success relies on Sales could be...

- a specific sales penetration plan for a specific market segment.
- a specific sales plan to expand the customer base
- the introduction of a new sales channel into the market.
- the introduction of a new business partner into the sales channels.
- the adoption of a new sales strategy such as a customer program.

The question that needs to be answered here is...*Are their new company wide strategies that rely on the successful execution of your Sales Representatives?*

3.0 Summarize the existing sales performance

Objective of this section: To present the sales data that identifies...

- (1) the *historical* sales performance during the past one to three years depending on the specific performance criteria, and...
- (2) the *current* sales performance.

This intent of this section is to help understand the current perspective of the sales and market share performance of the company.

4.0 Segment Your Customers Segmentation Tiers and Create Your Reach & Frequency Objectives

Objective of this section: To present specific examples of customer segmentations as they relate to... the numbers of target customers in each tier, and the number of end users in each tier. Account segmentation should be one of the most powerful sales tools that you use.

Segmentation by customer classifications should be used as a tool for you to...plan the specific type of sales tactics that you will use for each tier, and determine the sales call frequency patterns that will be applied to each tier.

Objective of this section: To present the monthly sales call frequency patterns that are expected of your Sales Representatives for the customer tiers shown above.

5.0 Set This Year's Objectives

Objective of this section: To define the specific annual sales objectives in a clear and easy-to-understand manner which is both highly quantifiable and qualitative. This section of your Sales Plan is the core of your objective setting planning for the year.



- Set Your Revenue & Market Share Objectives
- Set Your End User Objectives
- Define Your Primary Sales Tactics
 - Plan Your Sales Force Structure
 - Plan Your Hiring Timetable
 - Create Your Sales Representative: This section identifies the basic categories to be considered for the "best in class" for the ideal Sales Representative.
 - Plan Your Training Needs and Requirements
 - Plan Your Incentive Packages and Awards Programs

6.0 Define Your Target Territories

Objective of this section: To present an overview of the primary focus for each territory as an overall territory and to highlight those territories that will require additional focus and concentration from Sales, Marketing and Clinical management throughout the year.

- Define Your High Performing Territories
- Define Your Opportunity Segments
- Develop a Winning Territory Action Plan in 5 Steps:

7.0 Create Your Key Accounts Action Plans

- Define Your Key Account Plans
- Build a Winning Key Account Plan

8.0 Report & Monitor

- **Recommended Monthly Reports**
- **Leading and Lagging Indicators**

9.0 Define Your Annual Planning Cycle

Objective of this section: To define and outline the components of the annual planning cycle.

10.0 Write the Executive Summary

Objective of this section: To provide your manager, your peers and your Sales Representatives with a clear and concise *review* of the primary strategies, the tactics and the performance objectives that you have planned for the upcoming year.

The reader of your Executive Summary should be able to answer the following regarding your responsibilities, objectives and measurements for the year:

1. Your annual unit sales and revenue objectives for the year.
2. Your most recent years' performance compared to your projected performance.
3. The primary strategies and tactics that will get you there.
4. Your overall customer segmentation scheme by history and by forecast.
5. Your rationale for your targeted regions and territories.
6. Your rationale behind your targeted account planning
7. An overview of your sales organization.
8. Your anticipated requirements for hiring, training and developing sales personnel.
9. Your measurement criteria