

Seller Name James Decker Manager/Coach Name Susan FrankPlan Date Range Jan. 1 – Dec. 31 Date Finalized Dec. 22 Last Updated Jan. 7

Sales Target for Period Between January 1 and December 31	
Quota <small>The quota, or the sales target expected by your organization</small>	Stretch Target <small>The sales target you are seeking to achieve, probably above the company-set quota</small>
\$2.6 million	\$3 million

## Background

Sales Results Last Year <small>Fill in as applicable</small>		
Total Quota	Actual Revenue	% of Target Achieved <sup>1</sup>
\$2 million	\$2.1 million	105%

Breakdown by Category <small>Fill in as appropriate</small>			
Existing Accounts	New Business Inbound	New Business Outbound	Referral/Other
\$725,000	\$675,000	\$425,000	\$275,000

Revenue Breakdown by Offering Type <small>Fill in if reviewing your revenue by offering area (products, services, solutions) is helpful</small>	
Offering Type	Revenue
Outsourcing	\$530,000
Strategic consulting	\$485,000
Operational consulting	\$390,000
Business valuation	\$270,000
HR consulting	\$244,000
Ancillary services	\$181,000
<b>Total</b>	<b>\$2,100,000</b>

Note: To add more rows in this and other tables in this document, place your cursor in the bottom right box and hit the Tab key.

<sup>1</sup> Divide Actual Revenue by Total Quota (e.g., if quota was \$1,800,000 and actual revenue was \$1,900,000, % of target achieved is 105.5%).

Revenue by Company <i>(Sorted High to Low)</i>		
Company	Revenue	% of Total Revenue
Rogers & Company	\$319,000	15.2%
Allied Group Inc.	\$311,500	14.8%
McCarthy & Smith	\$293,500	14.0%
Excelsior Industries	\$248,000	11.8%
Westlake Movement	\$198,250	9.4%
Commonwealth	\$148,250	7.1%
Ship Shape Interiors	\$144,750	6.9%
Williams Brothers	\$108,000	5.1%
Family Time LLC	\$89,500	4.3%
Tech Host Solutions	\$68,750	3.3%
Moxie Marketing	\$51,000	2.4%
Urban Craft Construction	\$46,250	2.2%
Idea Works	\$38,500	1.8%
Pro Commerce Services	\$26,250	1.3%
Artistry Design Co.	\$8,500	0.4%
<b>Total</b>	<b>\$2,100,00</b>	<b>100%</b>

Note: If revenue comes from many (e.g., hundreds of accounts), categorize revenue as appropriate or skip this section. To add additional rows in this and other tables in this document, place your cursor in the bottom right box and hit the Tab key.

Top 3–5 Factors That Led to Last Year's Results
<p><b>What led to success?</b></p> <ul style="list-style-type: none"> <li>▪ Customer needs identified early</li> <li>▪ Strong prospecting efforts</li> <li>▪ Good relationships/Retention of existing business</li> </ul> <p><b>What held back success?</b></p> <ul style="list-style-type: none"> <li>▪ Increased competition from other firms</li> <li>▪ Companies handling needs in-house</li> <li>▪ Not enough referrals</li> </ul> <p><b>Other considerations for next year</b></p> <ul style="list-style-type: none"> <li>▪ Need to encourage/enable existing clients to refer business</li> <li>▪ Increase value perception of working with a partner vs. handling in house</li> </ul>

Current Year Plan
<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>▪ Quota: \$2.6 million</li> <li>▪ Stretch or personal target: \$3 million</li> </ul> <p><b>Current Weighted Average Pipeline<sup>2</sup></b></p> <ul style="list-style-type: none"> <li>▪ \$2.2 million</li> </ul>

<sup>2</sup> Weighted Average Pipeline: Based on your current pipeline and the percent likelihood of winning each opportunity, how much revenue you expect to win, in the timeframe of this plan, based on opportunities and accounts you are currently working on.

## Plan to Achieve Overall Target

Summary Source of Plan-Year Business			
Accounts / Repeat	New Business Inbound	New Business Outbound	Referral/Other
\$1,250,000	\$600,000	\$310,000	\$440,000

Accounts			
Account	Current Revenue	Plan-Year Revenue	Increase/Decrease
Rogers & Company	\$319,000	\$199,000	-37.6%
McCarthy & Smith	\$293,500	\$299,000	1.9%
Excelsior Industries	\$248,000	\$258,000	4.0%
Commonwealth	\$148,250	\$168,250	13.5%
Williams Brothers	\$108,000	\$129,000	19.4%
Tech Host Solutions	\$68,750	\$53,750	-21.8%
Moxie Marketing	\$51,000	\$57,000	11.8%
Urban Craft Construction	\$46,250	\$48,000	3.8%
Pro Commerce Services	\$26,250	\$28,000	11.8%
Artistry Design Co.	\$8,500	\$10,000	11.8%
<b>Subtotal</b>	<b>\$1,317,500</b>	<b>\$1,250,000</b>	<b>-1.3%</b>

New Business Inbound	
# of leads needed	52
# of proposals/quotes	26
# of wins	12
Average size sale	\$50,000
Total revenue	\$600,000

New Business Outbound	
# of leads needed	48
# of proposals/quotes	24
# of wins	8
Average size sale	\$38,750
Total revenue	\$310,000

Referral/Other	
# of wins	8
Average size sale	\$55,000
Total revenue	\$440,000

Revenue Type (Offerings Sold)	
Offering Type	Revenue in Plan Year
Outsourcing	\$589,000
Strategic consulting	\$586,000
Operational consulting	\$480,000
Business valuation	\$385,000
HR consulting	\$331,000
Ancillary services	\$229,000

### Targeting

My territory includes the following:

<b>Existing Accounts</b>	As noted previously
<b>Target Accounts</b>	50 hand-selected companies in the Western region assigned to me
<b>Geographies</b>	Western region inbound leads as assigned
<b>Industries</b>	Finance, marketing, technology, commerce, construction, creative services
<b>Audience Segments</b>	Business owners, executive leadership, financial leaders, operational managers
<b>Other</b>	N/A

### Metrics

<b>Lead Indicators – Pipeline Metrics</b>
<i>Enter the metrics that might point to your success in achieving your goals. (Add as many bullets as you need to reflect the metrics you're tracking.)</i>
<ul style="list-style-type: none"> <li>▪ <b>Initial new prospect sales meetings booked (per month): 10</b></li> <li>▪ <b>Inbound leads (per month): 4</b></li> <li>▪ <b>Proposals submitted (per month): 92%</b></li> <li>▪ <b>Account satisfaction rate: 92%</b></li> <li>▪ <b>Stage duration: 3 weeks (avg.)</b></li> <li>▪ <b>Email open rate: 32%</b></li> </ul>

<b>Examples of Lead Indicators</b>
<i>Choose from this list, or use your own</i>
<ul style="list-style-type: none"> <li>▪ Conversations initiated</li> <li>▪ Meetings booked/attended</li> <li>▪ Number of opportunities created</li> <li>▪ Value of opportunities created</li> <li>▪ Proposals submitted</li> <li>▪ Number of new quotes</li> <li>▪ Stage duration</li> <li>▪ Account satisfaction rate</li> <li>▪ Email open rate/response rate</li> <li>▪ Product/service usage</li> </ul>

<b>Lag Indicators – Pipeline Metrics</b>
<i>Enter the metrics that might indicate a need to adjust your strategy. (Add as many bullets as you need to reflect the metrics you're tracking.)</i>
<ul style="list-style-type: none"> <li>▪ <b>Sales won: 10</b></li> <li>▪ <b>Average size of sale: \$50,000</b></li> <li>▪ <b>Repeat business percent: 80%</b></li> </ul>

<b>Examples of Lag Indicators</b>
<i>Choose from this list, or use your own</i>
<ul style="list-style-type: none"> <li>▪ Contracts signed</li> <li>▪ Monthly revenue</li> <li>▪ New clients won</li> <li>▪ Win rate</li> <li>▪ Client churn rate</li> <li>▪ Gross margin</li> <li>▪ Revenue bookings</li> <li>▪ Quota attainment</li> <li>▪ Average deal size</li> </ul>

<b>Targets by Quarter</b>		
Quarter	Sales Target <small>Indicate the target for sales won you have for each quarter</small>	Sales Actual <small>Track actual sales per quarter here after each quarter ends</small>
Q1	\$657,000	<Type here>
Q2	\$725,000	<Type here>
Q3	\$653,000	<Type here>
Q4	\$465,000	<Type here>

<b>Metrics Review</b>	
<b>Results Review Meeting Rhythm</b>	Monthly
<b>Review Team (names)</b>	James, Susan, Tom, and Cindy

## Plan Confidence and Commentary

Top 3–5 Reasons I Believe This Plan Is Achievable	
#	Reason I Believe It's Achievable
1	Strong pipeline of existing accounts
2	New Business Pipeline Analysis indicates an increase, exceeding the revenue needed for new inbound/outbound business
3	Strong relationships with existing clients and thorough understanding of their needs
4	Prospecting now yielding needed #s of meetings; only need 1 new meeting per week

Top 3–5 Priorities to Achieve Plan	
Priority	Action/Commitment
Implement strong prospecting efforts	10 hours of outreach each week to my 50 assigned accounts and 200 identified referral sources
Increase ability to sell value proposition to executives	Training in value proposition development and communication, including ROI cases
Develop good relationships/retain existing business	Work to meet with each client once per quarter

Top 3–5 Areas for Learning or Improving to Achieve Plan	
<i>Knowledge, skills, and/or attributes; use of tools, technology, resources</i>	
Areas to Improve	Action/Commitment
Account management	Work with Cindy as my coach for improving account management; especially building and implementing account growth plans
Leading more rigorous sales conversations	Training on advanced consultative selling, including value proposition and ROI case making (as noted previously)
Building client relationships	Training and coaching to increase ability to connect with and build relationships with senior executives

Top 3–5 Potential Results Derailers	
<i>Indicate top risks that can derail success, and what you can do to mitigate</i>	
Potential Results Derailer	Plan to Mitigate
Increased competition from other firms	Become excellent at building and communicating value proposition cases, especially differentiation
Companies handling needs in-house	Quickly identify which companies handle needs internally; focus efforts elsewhere
Not enough referrals	Actively prospect to, meet with, and develop relationships with 200 targeted referral sources; work actively with each client to seek referrals proactively

## Commitment to Success

I believe I can achieve this plan and am committed to executing it.

Signature James Decker