

commercial

2005 Rep Position Guide and Territory Management Strategy

confidential – management use only

Commercial Sales & Marketing
FY2005, Q1



Table of Contents

Overview	1
Territory Management	2
<i>Creating a Defined Territory</i>	<i>4</i>
Core Commercial Sales Organization.....	5
Commercial Account Representative	7
Overview	7
Job Responsibilities	7
Position Expectations	9
<i>How to work with the other positions</i>	<i>9</i>
Business Planning - How to Develop the Territory	10
Examples of how to suspect/prospect	11
Commercial Sales Representative	12
Overview	12
Job Description/Responsibilities	12
Position Expectations	14
Business Planning - How to Develop a New Business Territory	15
Examples of how to suspect/prospect	16
Commercial Account Executive	17
Overview	17
Job Description/Responsibilities	17
Position Expectations	19
Business Planning - How to Develop the Territory	20
Examples of how to suspect/prospect	22
Senior Commercial Account Executive	23
Overview	23
Duties and Responsibilities	23
Position Expectations	25
Business Planning - How to Develop the Territory	26
Examples of how to suspect/prospect	27
Market Differentials	28
Base Salary Management	28

Overview

The new year brings tremendous promise. With open market opportunities abundant, a large customer base with changing needs and risks, a talented sales organization with new technologies and services and a focused management team, this is the year for the Commercial team to optimize on our potential. We will leverage these opportunities in a number of ways, starting with clear and attainable objectives:

- **Increase organic sales growth**
- **Leverage revenue per user through recurring services**
- **Improve profitability and subscriber acquisition cost**
- **Increase rep productivity and retention**
- **Improve customer retention and resale efficiencies**
- **Establish ADT as an expert in areas beyond traditional security**

Structuring the sales force to ensure a winning, customer centric focus is an essential part of the process. Inside this rep position guide we will address the types of roles to meet the market, the skills needed to maintain a focus on rep skill sets and our customers, as well as our potential customers' needs. Just like a carpenter uses the right tool for the right job, then measures twice and cuts once, our opportunities as a management team to meet the market and manage our territories are just as challenging. Many of our reps have distinct skills. Many like to cold call, or enjoy the challenges of an opportunity to turn around a tough customer situation. Every rep is unique. This guide will help you identify the right rep for the right job.

A central concept to ownership and accountability inside this Commercial business is the expectation of "Territory Management." Each and every rep is to be assigned a working territory to ensure that they have a chance to succeed, as well as to ensure ADT is prevalent in all markets and zip codes we operate in. An open territory strategy may spawn short-term success, but does not foster long-term ownership for results and accountability to meet with existing or potential customers.

This is our year to attain what is rightfully ours - SUCCESS. It will require every bit of our focus to



Territory Management

This scenario gives an example of management of a DT. In this fictional scenario, you will see different levels of staffing based on the quadrants of the city. In many cases, there may be reason to staff one rep in a given area or zip code layout to best meet the market.

The new structure to meet the market for staffing by position will consider many elements; of these, market penetration, high/low penetration, and RPU less than \$1,000 will be considered.

- Commercial Account Representative (Resales)
- Commercial Sales Representative (New local business)
- Commercial Account Executive (existing customer/NA rep) 750 existing account/ NA site surveys
- Senior Commercial Account Executive (Systems, National Accounts, New Business, as well as a team lead for the Commercial team.)

Sr. Commercial Account Executive			
TERRITORY 1		TERRITORY 2	
# of Businesses	37,500	# of Businesses	42,000
# of ADT Customers	1,500	# of ADT Customers	3,000
Market Share	4%	Market Share	7%
Account Executive	2	Account Executive	4
Commercial New Sales	3	Commercial New Sales	2
Comm'l Resales	2	Comm'l Resales	3
TERRITORY 3		TERRITORY 4	
# of Businesses	55,000	# of Businesses	45,000
# of ADT Customers	4,000	# of ADT Customers	1,500
Market Share	7%	Market Share	3%
Account Executive	5	Account Executive	2
Commercial New Sales	2	Commercial New Sales	5
Comm'l Resales	2	Comm'l Resales	2
Sr. Commercial Account Executive			

In the actual example of markets, you can see significant market share differences between these areas. In the scenario here, “Sample 3” has a definitive market share over “Sample 2”. The staffing should reflect new business reps in Sample 2 to capture more share.

Moreover, Sample 1 should have a large new business force to meet the EBI (Effective Buying Income), which means a healthy economy as well as high expected growth, which is forecasted at 12% over the next five years.

	Sample 1	Sample 2	Sample 3
Market Information			
Current Households	2,079,701	1,405,952	643,417
Population	5,627,155	4,234,708	1,731,053
5 Year Growth (HH)	12%	6%	17%
EBI	43.6	49.4	43.9
# of Businesses	183,431	166,737	63,767
ADT Market Share			
# of Customers	13,267	8,762	6,846
Total RIF	11,493,256	12,272,307	6,298,824
% Market Share	7%	5%	11%
Avg. Annual per Cust	866	1,401	920

In this example, you can see the need for “Sample 1” and “Sample 3” to work through RPU initiatives within the existing base of customers. They have much better market share than Sample 2, yet the yield that they have from each customer is substantially below these markets. Staffing in the Sample 1 and Sample 3 examples should reflect sales back to the base and adding additional services inside these customers to focus on RPU.

	Sample 1	Sample 2	Sample 3
Market Information			
Current Households	2,079,701	1,405,952	643,417
Population	5,627,155	4,234,708	1,731,053
5 Year Growth (HH)	12%	6%	17%
EBI	43.6	49.4	43.9
# of Businesses	183,431	166,737	63,767
ADT Market Share			
# of Customers	13,267	8,762	6,846
Total RIF	11,493,256	12,272,307	6,298,824
% Market Share	7%	5%	11%
Avg. Annual per Cust	866	1,401	920

Creating a Defined Territory

As a manager, your first order of business should be to divide and conquer! Specifically, sit down with your reps, and together determine territories using the metrics outlined in this guide. This will help you to maximize all the opportunities in the area.

Time and territory management need to be taken into consideration to ensure the least amount of drive time and down time. For example, our rep shouldn't drive across three zip codes to touch three locations. Help them gather a list from one zip code in the territory and complete it. Defining the territory will assure that they are not spending too much unproductive time.

There are various ways to divide the territory so you have maximum coverage and ensure fairness to each Representative. You can use all or some of the following to divide your territory:

- Demographic
- Geographic County or Zip Code
- Account Value
- SIC Code

Core Commercial Sales Organization

There are four core commercial sales rep assignments to meet the market. They are:

- ☐ Commercial Account Representative, formerly known as “reseller”
- ☐ Commercial Sales Representative, formerly known as Core Local only
- ☐ Commercial Account Executive, focused on existing customers and NA
- ☐ Senior Commercial Account Executive, new assignment to the company, focused on large systems and NA, as well as team selling

Why have these titles changed? The titles have changed because the positions are different - they are strategically aligned with ADT’s Commercial objectives and goals. For example, the Account Executive position is responsible for our existing base – which is very important to ADT.

These reps have a host of responsibilities in terms of day-to-day activities, ANSC quotas and production targets, and supporting customer needs.

The “Lominger” competencies listed below are critical to the performance of all of the core commercial sales positions. Many of these associates will have both soft skills, as well as very specific qualities to ensure success. The certification performance and training criteria for each position are described on subsequent pages.

Competency	Description
Interpersonal Savvy	Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.
Sizing Up People	Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.
Customer Focus	Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
Negotiating	Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be direct

Competency	Description
	and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.
Command Skills	Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.
Planning	Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
Action Oriented	Enjoys working hard; is action oriented and full of energy for the things that he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.
Presentation Skills	Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.
Perseverance	Pursues everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks.
Composure	Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.
Time Management	Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.
Standing Alone	Will stand up and be counted; doesn't shirk from personal responsibility; can be counted on when times are tough; willing to be the only champion for an idea or position; is comfortable working alone on a tough assignment.
Integrity and Trust	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.

Commercial Account Representative

Formerly known as Commercial Resale Representative

Overview

The main job responsibility of this position is to reactivate, add-on, make minor modifications and move on to the next out-of-service location. Resales represent a critical need for ADT. Not only do they help us to recapture valuable ANSC, but they also bring us new ADT customers that are a great source for selling additional services. Our greatest challenge is remaining focused on our organizational initiatives. Our resale representatives must remain steadfast on reactivating accounts that have discontinued services with us and our new business representatives must stay focused on developing new business opportunities. With ADT's substantial Commercial base of customers and potential customers, this is now more important than ever.

Resales are a quick way to contribute to our organization's success because using existing ADT equipment with an existing customer reduces the cost of acquiring a customer to replace the one you have. New customers have different risks and needs than a customer that discontinued. That is why it is important to "hand off" a newly resold customer to the territory Account Executive so that the resale team member can move on to additional out-of-service account opportunities. **The resale assignment is intended to be largely transactional. Keeping the resale rep moving on to the next opportunity is the strategic location management expectation of these reps.**

Job Responsibilities

The Commercial Account Representative is charged with proposing and selling reactivation service and technology as well as upselling products within an assigned territory to commercial locations that have previously disconnected, in whole or part, an ADT system. This person also must establish effective communication with appropriate sales channels to "hand-off" opportunity once it is resold. Specific responsibilities are outlined below:

- Follow the Model Sales Call Process, assuring the customer understands our value proposition.
- Sell reactivation services and upsell products within assigned territory to customers who have a previously discontinued ADT system, while maintaining assigned sales and service quota and following established guidelines.
- Identify prospects by using creative lead-generating techniques, including data mining.

- Add-on, amend, convert existing customer systems to meet the customers' expectations.
- Utilize approved marketing materials to present sales presentation and proposal to prospects, identifying benefits and advantages of our products and services over those of the competition.
- Adhere to current ADT policies, procedures, products, programs and services.
- Follow up with prospects.
- Prepare final contract for signature.
- Process work order and complete all paperwork in accordance with approved and standardized procedures.
- Post installation follow-up by contacting customer ensuring commitments were met.
- Maintain customer retention, handing off the opportunity to the Account Executive for the territory.
- Responsible for completing the Account Representative Certification Program within six months of entering this position.

Requirements:

Education: High school degree or equivalent.

Skills: Excellent interpersonal skills. Strong communication skills.
Flexible attitude ("do whatever it takes" approach).
Aptitude for problem solving; ability to determine solutions for customers (consultative sales approach).

Other: Valid drivers license with clean driving record.
Ability to work a full time schedule.
Available for local travel, nights and weekends to accommodate customer's agenda.
Ambitious results-oriented individual with entrepreneurial drive.

Position Expectations

Category	Annual Criteria	Monthly Criteria
Total ANSC	\$75,000	\$6,250
Local NSP	\$91,000	\$7,583
National NSP	\$18,000	\$1,500
Total NSP	\$109,000	\$9,083

These expectations are considered positional minimums. Each territory, as well as the individual's experience, customer relationships and knowledge should be considered in assigning a quota that is greater than positional minimums.

In addition, the representative must carry a minimum of four times their monthly quota in the previous 90 days funnel proposals.

How to work with the other positions

The Account Representative's job is transactional in nature. Therefore, when a resale customer's system is reactivated, the lead should be turned over to the commercial sales team – Resale Hand-Off.

To that end, imagine approaching these new customers. Keep in mind, these newly resold customers believe in ADT (they just re-signed with us). Their needs are absolutely different than the past customer that did business with us. This is a tremendous opportunity for the Commercial team to visit the customer, conduct a complete Risk Assessment, and propose services to meet that customer's needs. This is the best kind of warm lead opportunity that our new business team can pursue, while the resale team moves on to the next transactional opportunity.

There are two ways a resale rep can hand-off a newly resold customer:

- Using Telemar: Resale Lead Reassignment
- Using a Commercial Contract where the Admin department makes copies of agreements for newly resold customers.

More information on the process can be found in the Resale Hand-off Strategy guide at www.OutsideADT.com.

Business Planning - How to Develop the Territory

The Commercial Account Representative will be responsible for proactive resale opportunities in his/her market. It is their responsibility to manage the discontinuance list for resale opportunities. In addition, the resale rep should track empty buildings where existing systems reside, with various databases available.

While meeting with resale customers, it is the Account Representative's responsibility to introduce the customer to ADT services and technologies that may meet their needs. When these opportunities arise, the sales manager will determine if the opportunity should be handed-off to a Commercial territory representative.

There are many ways to efficiently influence your territory and aggressively manage the out-of-service locations in your area. Each territory has numerous ADT resale opportunities. First, how do you find the opportunities?

- Opportunity data, from sources such as RMS, ADMIN, 55 Day list, etc.
- Field and phone blitzes.
- Networking with your Centers of Influence, like property managers.
- Face-to-face marketing in a given area.

To effectively meet the resale goals, create a business and territory management plan. Keep in mind, however, that time management is an important consideration as your rep cannot be everywhere at once.

Please refer to your 2005 Commercial Playbook (L6378-01) for more information on Territory Management and Business Planning, as well as the Resale Playbook (L6582-00) which was published to support this specific team.

Examples of how to suspect/prospect

ADT win-back opportunity: target the partial discontinuance customer – this is a great way to increase your resales. Here are a few scenarios:

- A customer who previously had QSP (maintenance) and decided to cancel: Revisit this customer to propose QSP. This service gives your customer the comfort of knowing the system can be maintained properly if a malfunction ever occurs.
- A customer who had Parallel Protection (cell or radio back-up) and decided to cancel: Call the customer to find out if they would be willing to talk to you about back-up communications. In today's world your customer cannot afford to be without working phone lines.
- Visit a customer who recently cancelled a service, but still has monitoring: With Preventative Maintenance (inspections), your customer will get the peace of mind they deserve. Inspections are accomplished on a regular scheduled basis, and help to address system issues proactively.

Commercial Sales Representative

Formerly known as Core Local Only

Overview

This position is all about creating new market share and penetrating territories. The Commercial Sales Rep is responsible for promoting and selling ADT services and technology in a territory management strategy, leveraging relationships and closing new business for ADT. This position creates new, non-National Account customers for ADT.

This person is the ADT “brand steward”, charged with telling the ADT story and clearly demonstrating that ADT is the leading electronic security provider. The Commercial Sales Representative is responsible for securing profitable package sales and upgrades to new ADT Commercial customers while maximizing customer satisfaction and retention by initiating post installation follow-ups.

Job Description/Responsibilities

- Follow the Model Sales Call Process, assuring the customer understands our value proposition.
- Identify new business prospects, utilizing creative lead-generating techniques.
- Sell products within assigned territory consisting of mid-sized commercial customer accounts, maintaining a sales quota and following established guidelines. Partner with the Account Executive to assure clean and effective hand-off of existing customers.
- May maintain up to 25 posted existing ADT customer accounts that must continue to show progress and continued sales and marketing activities within territory.
- Maintain open proposals on new customer sites for 6 months before handing over locations to Account Executives in same territory.
- Independently establish call plans and customer follow-up strategies, and apply time and territory management techniques.
- Utilize approved marketing materials to present sales presentation and proposal to prospects, identifying benefits and advantages of our products and services over those of the competition.
- Adhere to current ADT policies, procedures, products, programs and services.
- Follow up with prospects.
- Obtain referrals and work with Centers of Influence.
- Prepare final contract for signature.
- Process work order and complete all paperwork in accordance with approved and standardized procedures.

- Post installation follow-up by contacting customer, ensuring commitments were met and generate referrals.
- Maintain customer retention by affirming customer satisfaction after the completion of both 6 and 12 months of service.
- May provide functional guidance to less experienced representatives.
- Maintain an in-depth knowledge of complete line of products/services and customers' issues and needs through in-house training and reading/research.
- Responsible for completing the New Business Sales Representative Certification Program within six months of entering this position.

Requirements:

Education:	College degree preferred. High school degree or equivalent required.
Experience:	2 years experience in a successful Commercial Sales assignment, demonstrated by the consistent ability to meet and exceed quota.
Skills:	Excellent interpersonal skills. Strong communication skills. Flexible style ("do whatever it takes" approach). Aptitude for problem solving; ability to determine solutions for customers (consultative sales approach).
Other:	Valid drivers license with clean driving record. Ability to work a full time schedule. Available for local travel. Ambitious results-oriented individual with entrepreneurial drive.

Position Expectations

Category	Annual Criteria	Monthly Criteria
Total ANSC	\$51,000	\$4,250
Local NSP	\$300,000	\$25,000

These expectations are considered positional minimums. Each territory, as well as the individual's experience, customer relationships and knowledge should be considered in assigning a quota that is greater than positional minimums.

In addition, the representative must carry a minimum of four times their monthly quota in the previous 90 days funnel proposals.

Business Planning - How to Develop a New Business Territory

New business opportunities abound, and there are several ways that you can generate them. These include:

- Takeovers from competitors (Replacement Market Strategy)
- Referral-based marketing
- Centers of Influence
- New construction opportunities
- Resales (in areas that do not have a dedicated Commercial Account Representative)
- Vertical industry marketing
- Community involvement
- Face-to-face marketing in a given area, called pivot or horizontal marketing
- Density of customers and potential customers should be considered high-growth areas

Much of ADT's success in past years has been generated in these key areas. You and your rep should create a business plan specific to the skill sets and the marketing efforts to help keep them on track. Time management is an important consideration as they cannot be everywhere at once.

Please refer to your 2005 Commercial Playbook (L6378-01) for more information on Territory Management and Business Planning.

Examples of how to suspect/prospect

There are a number of strategies your rep can employ to reach new customers and/or current customers. Some strategies include:

1. Generating new business lists.
2. Creating relationships with Centers of Influence such as networking groups, the Chamber of Commerce, insurance companies, trade associations and commercial property managers.
3. Vertical Marketing.
4. Obtaining referrals from existing customers.
5. Replacement Market Strategy, or takeovers.
6. Obtaining market share by installing ADT products and services in businesses that already have systems from other security companies.
7. Utilizing tools that help you maximize your suspecting opportunities, like:
 - Crime Indicator Map
 - RIF download- where we sold no recurring revenue on past transactions, otherwise known as “parts and smarts”. While they are existing customers, this is considered a new potential customer
 - List Resources (vendors)

Commercial Account Executive

New position, focused on existing customers, both NA and local

Overview

Very possibly, the greatest asset ADT has on the Commercial side are our Commercial customers. As a result, the Commercial Account Executive has a critical function in this organization to assure that the existing customers' needs are met, while continuing to change the customers' perception of our value proposition in the market place. This individual effectively is the ADT "brand steward", charged with telling the ADT story and clearly demonstrating to the existing customer that ADT is the leading electronic security provider. Working from both existing and National Account leads, the Commercial Account Executive is responsible for securing profitable package sales and upgrades to existing ADT Commercial customers and maximizing customer satisfaction and retention by initiating post installation follow-ups, another key objective. This position meets and exceeds our National Account customer expectations at a local level. All offices will have the majority of the sales associates in this assignment based on both existing customer counts, as well as the number of NA site surveys required.

This rep will also have a commanding knowledge of our product line, as well as that of our services. They will be key in terms of renewing customer agreements.

Job Description/Responsibilities

- Follow the Model Sales Call Process, assuring the customer understands our value proposition.
- Sell products within assigned territory consisting of mid-sized commercial customer accounts, as well as all NA new and existing business requiring a local Commercial representative.
- Respond to all NA site surveys within the allotted 72 hour window.
- Maintain sales quota and follow established guidelines.
- Identify prospects utilizing creative lead-generating techniques and maintain productive working relationships with existing customers.
- Independently establish call plans and customer follow-up strategies, and apply time and territory management techniques. Contact, at minimum 6-10 existing customers a day and meet in a face-to-face environment with a minimum of 3 customers per day.
- Utilize approved marketing materials to include the Commercial Model Sales Call process to present sales presentation and proposal to prospects, identifying benefits

and advantages of our products and services over those of the competition. This includes the use of the ADT “We Care” form in all customer appointments.

- Add on, amend, and convert customer systems to meet their specific needs.
- Renew existing customer agreements.
- Adhere to current ADT policies, procedures, products, programs and services.
- Follow up with prospects.
- Obtain referrals.
- Prepare final contract for signature.
- Process work order and complete all paperwork in accordance with approved and standardized procedures.
- Post installation follow-up by contacting customer, ensuring commitments were met and generating referrals.
- Maintain customer retention by affirming customer satisfaction once the customer has been in service.
- May provide functional guidance to less experienced representatives.
- Maintain an in-depth knowledge of complete line of products/services and customers' issues and needs through in-house training and reading/research.
- Responsible for completing the Commercial Account Executive Certification Program within six months of entering this position.

Requirements:

Education:	College degree preferred. High school degree or equivalent mandatory.
Experience:	2 years experience as a successful Commercial Sales Representative demonstrated by the consistent ability to meet and exceed quota.
Skills:	Excellent interpersonal skills. Strong communication skills. Flexible style (“do whatever it takes” approach). Aptitude for problem solving; ability to determine solutions for customers (consultative sales approach).
Other:	Valid drivers license with clean driving record. Ability to work a full-time schedule. Available for local travel. Ambitious results-oriented individual with entrepreneurial drive.

Position Expectations

Category	Annual Criteria	Monthly Criteria
Total ANSC	\$65,000	\$5,417
Local NSP	\$250,000	\$20,833
National NSP	\$300,000	\$25,000
Total NSP	\$550,000	\$45,833

These expectations are considered positional minimums. Each territory, as well as the individual's experience, customer relationships and knowledge should be considered in assigning a quota that is greater than positional minimums.

In addition, the representative must carry a minimum of four times their monthly quota in the previous 90 days funnel proposals.

Business Planning - How to Develop the Territory

Existing business efforts require a different mindset. Our job is to address the very different sets of needs and changing risks faced by existing customers. Opportunities abound, and there are several ways that you can find them. These include:

- Customer call-ins
- Resale hand-off program
- Internal service/tech department hand-off, for a system replacement
- Decentralized Account program
- Recent Attack Reports where ADT systems yielded a live event, i.e. fire, etc.

Each territory has hundreds of long-standing and acquired ADT Commercial customers. The marketing track takes on a different form inside each territory. Our expectations include the “re-marketing” of current ADT customers to assure that our technology and services are continually updated in a way that appropriately meets their changing needs. Chances are high that the technology and service plans that they chose from ADT in the past may not completely meet the needs and business model they have now. As their security provider, it is our responsibility and obligation to assure that the protection of their Life, Property and Profits is addressed on an ongoing basis. This is the basis for the “We Care” customer touch program – to measure our customer’s current satisfaction.

We expect that your rep meet and “touch” these customers two times a year with the intent of assessing their current risks and needs. This is in addition to our expectations for new business prospecting and further market penetration efforts through other marketing initiatives. Setting territories should also take into consideration the National Account site survey volume that each area receives.

In addition to the re-marketing of ADT customers, internal referrals to other key decision makers in the business also offer potential for future business development. For example, if your rep is focused on existing accounts and has 750 Commercial customers in the territory, then their Touch numbers should look like the below chart.

ADT CUSTOMER TOUCH APPROACH	
Average Commercial Accounts	750
Average Touches per year	2
Total ADT touches	1500
Selling days per year	250
Touches per day needed to meet the customer base	6

With 750 Commercial accounts, six “touches” per day are necessary to completely cover the territory and meet the expectations of ADT.

Customer Contact by ANSC Revenue	
< \$2,500	1 touch/year
\$2,500 - \$5,000	2 touches/year
\$5,000 - \$10,000	3 touches/year
> \$10,000	monthly

ADT has very strong and stable products and services – and because of this the business development effort should be easier to support and accomplish the goals. Minimally, the goals should include, a renewal, the introduction of new services, i.e. ADT Select DataSource, or potentially to take a customer through a proposal for new technology at their existing site.

Please refer to your 2005 Commercial Playbook (L6378-01) for more information on Territory Management and Business Planning.

Examples of how to suspect/prospect

Using a Focus 200, a panel that can integrate a customer's theft, fire, access control and video needs into one affordable, easy-to-operate system, you have the ability to propose additional technology and services. Having a call plan on convincing a customer to add products and services based on current technology will help drive sales. With thousands of these installed panels, this is just one example of how we can leverage technology and installed products to both extend our product as well as service presence within a Commercial customer.



Senior Commercial Account Executive

Overview

This position is responsible for promoting and selling ADT services and technology to new business and existing customers using ADT marketing collateral and tools. The Senior Account Executive is a senior level sales associate with accreditation, team selling skills, and is aware of ADT's integrated level technologies, including Fire and other high-level applications, working well in front of customers as well as across teams. Working in a territory management environment, this individual is responsible for new business development for NA and Local business accounts - existing customers and new. This position is additionally responsible for securing profitable technology and recurring revenue contracts. A portion of this associate's time will be spent working with and developing the skills of newer sales associates as directed by the Commercial Management team to increase their skills. **There are roughly one of these positions for every ten (10) commercial representatives, in total, or \$5M in NSP at the DT level. Actual staffing may vary based on transactional volume, number of new reps and other criteria.**

This individual will work on all Fire, as well as integrated technologies to assure that the selling rep as well as the customer's needs are met, and that ADT's job profitability is assured. Commission and production splits on high end solutions are expected with associate reps whose skills in meeting customer requirements, and job estimating requires it. The Commercial Sales Manager and district management set these splits as well as assign which reps require this type of support.

Duties and Responsibilities

- Follow the Model Sales Call Process, assuring the customer understands our value proposition; present sales presentation and proposal to prospects, identifying positive features and advantages of our products and services over those of the competition.
- All projects greater than 250 hours should involve this Senior Commercial Account Executive.
- Sell products within assigned territory consisting of mid-sized commercial customer accounts, as well as all NA large projects that consist of integrated video surveillance and access control, as well as all fire sales. Fire jobs, where NICET certification, and an understanding of local municipal codes are required will be estimated, confirmed, and sold with the support of this associate.

- Team-sell with other ADT associates, particularly representatives in the first 180 days of position being assigned.
- Respond to all NA site surveys within the allotted 72 hour window.
- Identify prospects utilizing creative lead-generating techniques and maintain productive working relationships with existing customers.
- Independently establish call plans and customer follow-up strategies, and apply time and territory management techniques.
- Adhere to current ADT policies, procedures, products, programs and services.
- Follow up with prospects.
- Hold no greater than 25 accounts in book of business. These accounts are posted for other reps.
- Obtain referrals.
- Prepare final contract for signature.
- Process work order and complete all paperwork in accordance with approved and standardized procedures.
- Post installation follow-up by contacting customer, ensuring commitments were met and generating referrals.
- Maintain customer retention by affirming customer satisfaction after the completion of both 6 and 12 months of service.
- Provide training/guidance to less experienced representatives.
- Maintain an in-depth knowledge of complete line of products/services and customers' issues and needs through in-house training and reading/research.
- Responsible for completing the Senior Account Executive Certification Program within six months of entering this position.

Requirements:

Education:	College degree or equivalent.
Experience:	<p>4 years experience as a successful Commercial Sales Representative demonstrated by the consistent ability to meet and exceed quota.</p> <p>Must be minimum NICET 1 certified. <i>(some areas may require level 2 or 3)</i></p> <p>Must be certified and confident with Casi Rusco and Northern Computers, as well as high-end applications of entire video surveillance line.</p>
Skills:	<p>Excellent interpersonal skills.</p> <p>Strong communication skills.</p> <p>Flexible style ("do whatever it takes" approach)</p> <p>Aptitude for problem solving; ability to determine solutions for customers (consultative sales approach).</p>
Other:	<p>Valid drivers license with clean driving record.</p> <p>Ability to work a full-time schedule.</p>

Available for local travel.
Ambitious results-oriented individual with entrepreneurial drive.

Position Expectations

Category	Annual Criteria	Monthly Criteria
Total ANSC	\$45,000	\$3,750
Local NSP	\$175,000	\$14,583
National NSP	\$700,000	\$58,333
Total NSP	\$875,000	\$72,917

These expectations are considered positional minimums. Each territory, as well as the individual's experience, customer relationships and knowledge should be considered in assigning a quota that is greater than positional minimums.

In addition, the representative must carry a minimum of four times their monthly quota in the previous 90 days funnel proposals.

Business Planning - How to Develop the Territory

New business opportunities abound, and there are several ways that you can generate them. These include:

- Takeovers from competitors (Replacement Market Strategy)
- Referral-based marketing
- Centers of Influence
- New construction opportunities
- Resales
- Vertical industry marketing
- Community involvement
- Face-to-face marketing in a given area, called pivot or horizontal marketing
- Decentralized National Account program

Much of ADT's success in past years has been generated in these key areas. This rep should create a business plan specific to their skill sets and the marketing efforts they plan to help keep themselves on track. Time management is an important consideration as they cannot be everywhere at once.

Please refer to your 2005 Commercial Playbook (L6378-01) for more information on Territory Management and Business Planning.

Examples of how to suspect/prospect

There are a number of strategies your rep can employ to reach new customers and/or current customers. Some strategies include:

1. Generating new business lists.
2. Using the Decentralized Accounts Program.
3. Creating relationships with Centers of Influence such as networking groups, the Chamber of Commerce, insurance companies, trade associations and commercial property managers.
4. Vertical Marketing.
5. Obtaining referrals from existing customers.
6. Replacement Market Strategy or takeovers.
7. Obtaining market share by installing ADT products and services in businesses that already have systems from other security companies.
8. Utilizing tools that help you maximize your suspecting opportunities, like:
 - Crime Indicator Map
 - RIF download
 - List Resources (vendors)

Market Differentials

Base Salary Management

Due to market differentiation, i.e. cost of living comparisons, base salaries will be determined in accordance with the Annual Geographic Salary Market (GSM) which is determined by the job and the city of employment at the time of hire.

Each year, the cities are evaluated and classified into their respective salary markets (A, B or C). The GSM city list is reviewed annually and changes are made. Base salary is depended on the GSM classification at the time of hire.

Commercial Sales Reps are eligible to receive an annual base salary paid in weekly up-to-date instalments on his/her weekly pay check. The weekly base will be pro-rated based on start and term dates.

The below chart outlines the base salary levels for each market.

	Plan	Oracle Title	A	B	C
Commercial Account Rep	C3	Rep..Account Sales.Comml	16,200	18,000	19,800
Commercial Account Rep - Commission Only	C4	Rep.Comm Only.Account Sales.Comml	0	0	0
Commercial Sales Rep	C5	Rep..Core Sales.Comml	18,000	20,000	22,000
Commercial Sales Rep - Commission Only	C6	Rep.Comm Only.Core Sales.Comml	0	0	0
Commercial Account Executive	C8	Rep..Account Executive.Comml	24,300	27,000	29,700
Senior Commercial Account Executive	C9	Rep.Sr.Account Executive.Comml	31,500	35,000	38,500

This is the year to leverage the skills of the Commercial Sales organization. By focusing our associates on specific functions, as well as specific customer types, the new organization can obtain new growth in RPU, customer satisfaction, and additional sales in the marketplace. This is the year to Reach Beyond!

If you have any questions or comments about the new Commercial Compensation, we have set up an email address for you to use. Please send your questions and comments to adtc0re@adt.com.