
APPENDIX I —
TERRITORY ORGANIZATION:
DETAILED EXAMPLES FOR SETTING UP CALL
PLANS

Setting up calling plans can be somewhat complicated and time consuming, so I have included here a more detailed example of each. The Sector Call Plan may be difficult to fully understand, but if you will study it in the context of the explanation, I believe the mechanics will become clear.

SECTOR CALL PLAN METHOD

To illustrate this first approach, we will set up a plan based on mythical companies as if you are covering several states in the U.S. Any relation of the names of these companies to any real companies is purely coincidental. This same plan can be easily adapted if you are covering several countries, or only covering one large city. Illustrated here is a plan for six groups. (C-1 through C-3, and P-1 through P-3).

If you are not familiar with the area you have been assigned, hopefully your company or the former salespeople who have called on the accounts in your territory will have an idea of their total potential for your products or services. If this information is not available, you can try trade association data, the internet, or perhaps something like the Thomas Register to evaluate the size of the companies and the markets in which they operate. If your company does not have much information, you may be operating on educated guesswork at this point, but as you begin calling and generating more information, you can go back and make adjustments to the plan that you have developed. At any rate, using the best information you can find, put together a list of your accounts and their estimated potential. Note that potential sales are not usually the same as their total purchases. Potential sales would be the sales you would expect to obtain if everything went perfectly (that sometimes happens!). That doesn't mean the potential will not

be difficult to achieve, but it's your ultimate goal at each account. At this point do not worry about where they are located. It should look something like the following chart.

CHART 1

Customers and Prospects: Total Potential		
Customers & Prospects	Location	Potential Sales (\$)
Magnus Engineering		3,000,000
Worth Chemicals		2,500,000
Rainbow Paints		2,300,000
Allied Components		1,750,000
Corfu Tech		1,500,000
Quickor		1,250,000
Mine Forever		1,250,000
Work Systems		1,000,000
Advertised Excellence		900,000
Foundry Systems		865,000
Quality Printing		800,000
Jack's Colors		775,000
Gator Valves		765,000
Y-Not Materials		750,000
Argus Structural Products		700,000
Cities Direct Products		675,000
AA Plastics		545,000
Advanced Materials		450,000
Doody Fences		425,000
Harris Materials		425,000
National Service company		425,000
Differential Systems		425,000
Blastor Cleaning Materials		400,000
K-A Manufacturing		315,000
Gebmans Basic Products		295,000
Dead Eye Castings		285,000
Valley Equipment		280,000

Customers and Prospects: Total Potential		
Customers & Prospects	Location	Potential Sales (\$)
Modern Technology		280,000
Best Baby Foods		275,000
Tough Stuff Fasteners		275,000
NY Sports		260,000
Easter Chemicals		260,000
Good Products		255,000
Sterling Coatings		255,000
Warbucks		250,000
Chemical Sealants		250,000
Weller Hospitals		215,000
Kiwatic Copy Systems		215,000
Cistern Catchalls		215,000
Durable Paints		215,000
Astor Automotive		185,000
Triple A Loaders		175,000
Fortune Enterprises		175,000
First Call Manufacturing		175,000
Neverland Toys		150,000
Hickory Furniture		125,000
Major's Hogs		125,000
Bluepoint Printing		125,000
Processing Excellence		115,000
Busters Mechanicals		100,000
Leaf Pharmaceuticals		100,000
Platoon Products		100,000
Adhesive Products		100,000
Copy Products		95,000
Flick Bug Repellents		95,000
Wonder Manufacturing		75,000

Your territory will obviously have customers/prospects that have considerably more or less potential, and your large and small customers and prospects can be much larger or much smaller than this example. In this hypothetical case, you can see you have customers and prospects whose estimated potentials range from \$75,000 to \$3,000,000 (figured annually). Although you may separate them into as many groups as you like, for this example I have chosen to divide them into three groups, as follows:

Group 1

\$1,000,000 – \$3,000,000 in potential business

Group 2

\$300,000 – \$999,000 in potential business

Group 3

\$75,000 – \$299,000 in potential business

They will be given a (C) designation (for customer) if we have a substantial portion of their potential business, and a (P) designation (for prospect) if we don't. There will be some C-1s, C-2s, C-3s, and some P-1s, P-2s, and P-3s. You may decide you don't need to designate them as either customers or prospects, but I feel that differentiation is important because there will be a difference in the way they are treated. However, if you decide to eliminate the customer or prospect label, just designate them as 1, 2, or 3. If you have been given a new "uncharted" territory to build up from scratch, you will usually have many more prospects and few, if any, customers and will be revising your plan more often as you learn additional information about their potential. Again, for ranking purposes, the location of each account is not important.

Evaluating current sales to potential and assigning the accounts to these categories results in Chart 2.

CHART 2

Potential Sales and Actual Sales				
Customers and Prospects	Location	Potential Sales (\$)	Actual Sales (\$)	Rank
Magnus Engineering		3,000,000	2,000,000	C-1
Worth Chemicals		2,500,000	0	P-1`
Rainbow Paints		2,300,000	100,000	P-1`
Allied Components		1,750,000	765,000	C-1
Corfu Tech		1,500,000	750,000	C-1
Quickor		1,250,000	0	P-1`
Mine Forever		1,250,000	150,000	P-1`
Work Systems		1,000,000	400,000	C-1
Advertised Excellence		900,000	300,000	C-2
Foundry Systems		865,000	0	P-2
Quality Printing		800,000	100,000	P-2
Jack's Colors		775,000	335,000	C-2
Gator Valves		765,000	255,000	C-2
Y-Not Materials		750,000	0	P-2
Argus Structural Products		700,000	400,000	C-2
Cities Direct Products		675,000	300,000	C-2
AA Plastics		545,000	50,000	P-2
Advanced Materials		450,000	30,000	P-2
Harris Materials		425,000	10,000	P-2
Doody Fences		425,000	135,000	C-2
National Service company		425,000	150,000	C-2
Differential Systems		425,000	350,000	C-2
Blastor Cleaning Materials		400,000	25,000	P-2
K-A Manufacturing		315,000	0	P-2
Gebmans Basic Products		295,000	0	P-3
Dead Eye Castings		285,000	0	P-3
Modern Technology		280,000	0	P-3
Valley Equipment		280,000	100,000	C-3
Tough Stuff Fasteners		275,000	50,000	P-3
Best Baby Foods		275,000	125,000	C-3

Potential Sales and Actual Sales				
Customers and Prospects	Location	Potential Sales (\$)	Actual Sales (\$)	Rank
NY Sports		260,000	25,000	P-3
Easter Chemicals		260,000	35,000	P-3
Good Products		255,000	125,000	C-3
Sterling Coatings		255,000	125,000	C-3
Warbucks		250,000	150,000	C-3
Chemical Sealants		250,000	175,000	C-3
Cistern Catchalls		215,000	0	P-3
Kiwatic Copy Systems		215,000	10,000	P-3
Durable Paints		215,000	25,000	P-3
Weller Hospitals		215,000	110,000	C-3
Astor Automotive		185,000	55,000	C-3
Triple A Loaders		175,000	0	P-3
Fortune Enterprises		175,000	20,000	P-3
First Call Manufacturing		175,000	175,000	C-3
Neverland Toys		150,000	70,000	C-3
Hickory Furniture		125,000	0	P-3
Major's Hogs		125,000	5,000	P-3
Bluepoint Printing		125,000	10,000	P-3
Processing Excellence		115,000	0	P-3
Adhesive Products		100,000	0	P-3
Busters Mechanicals		100,000	65,000	C-3
Leaf Pharmaceuticals		100,000	65,000	C-3
Platoon Products		100,000	65,000	C-3
Flick Bug Repellents		95,000	60,000	C-3
Copy Products		95,000	80,000	C-3
Wonder Manufacturing		75,000	75,000	C-3

Next, to achieve efficiency, we will consider location. Look over the accounts and do your best to divide them into different geographic areas or sectors so you will be making the best use of your time when seeing them. For this plan, I will be using the term geographic area or sector interchangeably. You assign the accounts to different areas/sectors by observation or some method like putting pins or dots on a

map. You don't need different colors depending on whether they are customers or prospects, but I suggest different colored pins or stickers for the 1s, 2s and 3s. As you do this, you may find your territory is small and you don't need sectors, or you may find you have several distinct areas to cover. It is best if you try to get by with as few sectors as possible, and then you will be able to see the customers and prospects more often (generally a good thing). For this method to work best, it is good to have about the same number of 1s and 2s in each sector or geographic area you will be covering. It doesn't matter if they are customers or prospects at this point, only that you have approximately the same number of high importance and medium importance accounts in each area. Don't worry about the smaller accounts (C-3s and P-3s), just let them fall in wherever sectors they end up based on how you divided the other accounts. Your first effort may look something like the next chart. For the example we have assumed you have to cover four different areas and the following hypothetical companies within your territory as efficiently as possible. Again, although this chart covers specific cities, it could just as well apply to calls in different countries, states, or only one city.

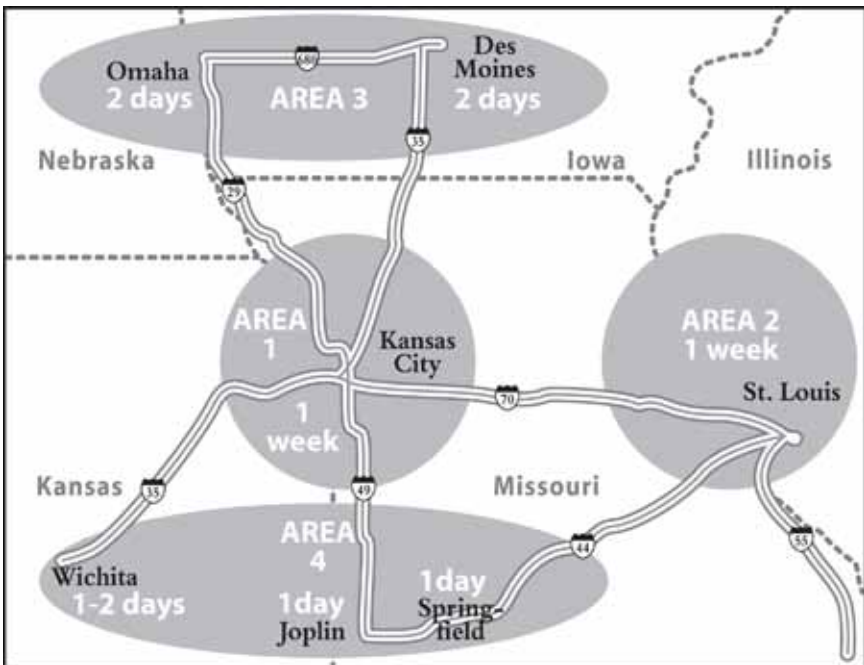


CHART 3

Potential Sales and Actual Sales				
Customers and Prospects	Location	Potential Sales (\$)	Actual Sales (\$)	Rank
Magnus Engineering	Area 1	3,000,000	2,000,000	C-1
Worth Chemicals	Area 1	2,500,000	0	P-1`
Rainbow Paints	Area 3	2,300,000	100,000	P-1`
Allied Components	Area 4	1,750,000	765,000	C-1
Corfu Tech	Area 2	1,500,000	750,000	C-1
Quickor	Area 4	1,250,000	0	P-1`
Mine Forever	Area 2	1,250,000	150,000	P-1`
Work Systems	Area 3	1,000,000	400,000	C-1
Advertised Excellence	Area 3	900,000	300,000	C-2
Foundry Systems	Area 3	865,000	0	P-2
Quality Printing	Area 1	800,000	100,000	P-2
Jack's Colors	Area 3	775,000	335,000	C-2
Gator Valves	Area 4	765,000	255,000	C-2
Y-Not Materials	Area 2	750,000	0	P-2
Argus Structural Products	Area 1	700,000	400,000	C-2
Cities Direct Products	Area 2	675,000	300,000	C-2
AA Plastics	Area 1	545,000	50,000	P-2
Advanced Materials	Area 3	450,000	30,000	P-2
Harris Materials	Area 4	425,000	10,000	P-2
Doody Fences	Area 4	425,000	135,000	C-2
National Service company	Area 2	425,000	150,000	C-2
Differential Systems	Area 1	425,000	350,000	C-2
Blastor Cleaning Materials	Area 2	400,000	25,000	P-2
K-A Manufacturing	Area 4	315,000	0	P-2
Gebmans Basic Products	Area 1	295,000	0	P-3
Dead Eye Castings	Area 4	285,000	0	P-3
Modern Technology	Area 2	280,000	0	P-3
Valley Equipment	Area 3	280,000	100,000	C-3
Tough Stuff Fasteners	Area 1	275,000	50,000	P-3
Best Baby Foods	Area 2	275,000	125,000	C-3
NY Sports	Area 3	260,000	25,000	P-3
Easter Chemicals	Area 3	260,000	35,000	P-3

Potential Sales and Actual Sales				
Customers and Prospects	Location	Potential Sales (\$)	Actual Sales (\$)	Rank
Good Products	Area 3	255,000	125,000	C-3
Sterling Coatings	Area 2	255,000	125,000	C-3
Warbucks	Area 1	250,000	150,000	C-3
Chemical Sealants	Area 1	250,000	175,000	C-3
Cistern Catchalls	Area 2	215,000	0	P-3
Kiwatic Copy Systems	Area 4	215,000	10,000	P-3
Durable Paints	Area 1	215,000	25,000	P-3
Weller Hospitals	Area 4	215,000	110,000	C-3
Astor Automotive	Area 4	185,000	55,000	C-3
Triple A Loaders	Area 4	175,000	0	P-3
Fortune Enterprises	Area 2	175,000	20,000	P-3
First Call Manufacturing	Area 1	175,000	175,000	C-3
Neverland Toys	Area 2	150,000	70,000	C-3
Hickory Furniture	Area 3	125,000	0	P-3
Major's Hogs	Area 4	125,000	5,000	P-3
Bluepoint Printing	Area 2	125,000	10,000	P-3
Processing Excellence	Area 3	115,000	0	P-3
Adhesive Products	Area 1	100,000	0	P-3
Busters Mechanicals	Area 3	100,000	65,000	C-3
Leaf Pharmaceuticals	Area 4	100,000	65,000	C-3
Platoon Products	Area 1	100,000	65,000	C-3
Flick Bug Repellents	Area 4	95,000	60,000	C-3
Copy Products	Area 3	95,000	80,000	C-3
Wonder Manufacturing	Area 2	75,000	75,000	C-3

Using the information in the previous chart, you can then prepare a simple sector or area call plan like the following. This example plan is based on four sectors, so visits to each sector would happen every month. The frequency of calling in each sector also depends on the time allotted to cover each sector. In our example we are assuming each sector requires a week to cover appropriately. However, as mentioned, there can be more or fewer sectors, depending on the geography.

CHART 4

Sector Call Plan				
Area	Customers & Prospects	Rank	Calls/ Year	Interval
1	Magnus Engineering	C-1	12	Every month
1	Worth Chemicals	P-1`	12	Every month
1	Argus Structural Products	C-2	6	Every other month
1	Differential Systems	C-2	6	Every other month
1	Quality Printing	P-2	6	Every other month
1	AA Plastics	P-2	6	Every other month
1	Warbucks	C-3	4	Once a quarter
1	Chemical Sealants	C-3	4	Once a quarter
1	First Call Manufacturing	C-3	4	Once a quarter
1	Platoon Products	C-3	4	Once a quarter
1	Gebmans Basic Products	P-3	4	Once a quarter
1	Tough Stuff Fasteners	P-3	4	Once a quarter
1	Durable Paints	P-3	4	Once a quarter
1	Adhesive Products	P-3	4	Once a quarter
2	Corfu Tech	C-1	12	Every month
2	Mine Forever	P-1`	12	Every month
2	Cities Direct Products	C-2	6	Every other month
2	National Service	C-2	6	Every other month
2	Y-Not Materials	P-2	6	Every other month
2	Blastor Cleaning	P-2	6	Every other month
2	Best Baby Foods	C-3	4	Once a quarter
2	Sterling Coatings	C-3	4	Once a quarter
2	Neverland Toys	C-3	4	Once a quarter
2	Wonder Manufacturing	C-3	4	Once a quarter
2	Modern Technology	P-3	4	Once a quarter
2	Cistern Catchalls	P-3	4	Once a quarter
2	Fortune Enterprises	P-3	4	Once a quarter
2	Bluepoint Printing	P-3	4	Once a quarter
3	Work Systems	C-1	12	Three times per quarter
3	Rainbow Paints	P-1`	12	Three times per quarter

Sector Call Plan				
Area	Customers & Prospects	Rank	Calls/ Year	Interval
3	Advertised Excellence	C-2	6	Every other month
3	Jack's Colors	C-2	6	Every other month
3	Foundry Systems	P-2	6	Every other month
3	Advanced Materials	P-2	6	Every other month
3	Valley Equipment	C-3	4	Once a quarter
3	Good Products	C-3	4	Once a quarter
3	Busters Mechanicals	C-3	4	Once a quarter
3	Copy Products	C-3	4	Once a quarter
3	NY Sports	P-3	4	Once a quarter
3	Easter Chemicals	P-3	4	Once a quarter
3	Hickory Furniture	P-3	4	Once a quarter
3	Processing Excellence	P-3	4	Once a quarter
4	Allied Components	C-1	12	Every month
4	Quickor	P-1`	12	Every month
4	Gator Valves	C-2	6	Every other month
4	Doody Fences	C-2	6	Every other month
4	Harris Materials	P-2	6	Every other month
4	K-A Manufacturing	P-2	6	Every other month
4	Weller Hospitals	C-3	4	Once a quarter
4	Astor Automotive	C-3	4	Once a quarter
4	Leaf Pharmaceuticals	C-3	4	Once a quarter
4	Flick Bug Repellents	C-3	4	Once a quarter
4	Dead Eye Castings	P-3	4	Once a quarter
4	Kiwatic Copy Systems	P-3	4	Once a quarter
4	Triple A Loaders	P-3	4	Once a quarter
4	Major's Hogs	P-3	4	Once a quarter

You may then prepare a worksheet for this four sector approach and attach it to the plan. It should resemble the following example.

Area	Customers and Prospects	Rank	Calls Per Yr.	Weeks, First Quarter												
				1	2	3	4	5	6	7	8	9	10	11	12	
3	Jack's Colors	C-2	6													
3	Foundry Systems	P-2	6													
3	Advanced Materials	P-2	6													
3	Valley Equipment	C-3	4													
3	Good Products	C-3	4													
3	Busters Mechanicals	C-3	4													
3	Copy Products	C-3	4													
3	NY Sports	P-3	4													
3	Easter Chemicals	P-3	4													
3	Hickory Furniture	P-3	4													
3	Processing Excellence	P-3	4													
4	Allied Components	C-1	12													
4	Quickor	P-1	12													
4	Gator Valves	C-2	6													
4	Doody Fences	C-2	6													
4	Harris Materials	P-2	6													
4	K-A Manufacturing	P-2	6													
4	Weller Hospitals	C-3	4													
4	Astor Automotive	C-3	4													
4	Leaf Pharmaceuticals	C-3	4													
4	Flick Bug Repellents	C-3	4													
4	Dead Eye Castings	P-3	4													
4	Kiwatic Copy Systems	P-3	4													
4	Triple A Loaders	P-3	4													
4	Major's Hogs	P-3	4													

You will attempt to call on the companies in each area the appropriate number of times when each area is visited. C-1s and P-1s will be called on every time you are in the area. C-2s and P-2s would be called on every other time, and the C-3s and P-3s only once a quarter. You can make a note of the calls on the worksheet when you make them, and it will be readily apparent when calls are needed in the future.

If it is easier for you to visualize the call plan, you might put together a proposed call schedule that looks like the one below. You would work this in cycles like a calendar, starting with Area 1, and proceeding through each area before starting over again.

CHART 6

Cycle 1			
Area 1	Area 2	Area 3	Area 4
P-1 Magnus Engineering	C-1 Corfu Tech	P-1 Rainbow Paints	C-1 Allied Components
C-1 Worth Chemicals	P-1 Mine Forever	C-1 Work Systems	P-1 Quickor
P-2 Quality Printing	P-2 Y-Not Materials	P-2 Foundry Systems	C-2 Gator Valves
C-2 Differential Systems	C-2 National Service Co.	P-2 Advanced Materials	C-2 Doody Fences
P-3 Gebmans Basic	P-3 Modern Technology	C-3 Valley Equipment	P-3 Dead Eye Castings
C-3 Chemical Sealants	P-3 Fortune Enterprises	P-3 Hickory Furniture	P-3 Triple A Loaders

Cycle 2			
Area 1	Area 2	Area 3	Area 4
P-1 Magnus Engineering	C-1 Corfu Tech	P-1 Rainbow Paints	C-1 Allied Components
C-1 Worth Chemicals	P-1 Mine Forever	C-1 Work Systems	P-1 Quickor
C-2 Argus Structural.	C-2 Cities Direct	C-2 Jack's Colors	P-2 Harris Materials
P-2 AA Plastics	P-2 Blastor Cleaning	C-2 Ad Excellence	P-2 K-A Manufacturing
P-3 Tough Stuff Fasteners	C-3 Best Baby Foods	P-3 NY Sports	P-3 Kiwatic Copy
C-3 First Call Mfg.	C-3 Neverland Toys	P-3 Proc. Excellence	P-3 Major's Hogs

Cycle 3			
Area 1	Area 2	Area 3	Area 4
P-1 Magnus Engineering	C-1 Corfu Tech	P-1 Rainbow Paints	C-1 Allied Components
C-1 Worth Chemicals	P-1 Mine Forever	C-1 Work Systems	P-1 Quickor
P-2 Quality Printing	P-2 Y-Not Materials	P-2 Foundry Systems	C-2 Gator Valves
C-2 Differential Systems	C-2 National Service Co.	P-2 Advanced Materials	C-2 Doody Fences
C-3 Warbucks	C-3 Sterling Coatings	P-3 Easter Chemicals	C-3 Weller Hospitals
P-3 Adhesive Products	P-3 Bluepoint Printing	C-3 Buster's Mechanical	C-3 Leaf Pharmaceuticals

Cycle 4			
Area 1	Area 2	Area 3	Area 4
P-1 Magnus Engineering	C-1 Corfu Tech	P-1 Rainbow Paints	C-1 Allied Components
C-1 Worth Chemicals	P-1 Mine Forever	C-1 Work Systems	P-1 Quickor
C-2 Argus Structural	C-2 Cities Direct	C-2 Jack's Colors	P-2 Harris Materials
P-2 AA Plastics	P-2 Blastor Cleaning	C-2 Ad. Excellence	P-2 K-A Manufacturing
P-3 Durable Paints	P-3 Cistern Catchalls	C-3 Good Products	C-3 Astor Automotive
C-3 Platoon Products	C-3 Wonder Mfg	C-3 Copy Products	C-3 Flick Bug Repellents

You probably will not have the same number of calls in each area for each cycle as in the example, but this should give you the idea of how it works.

As noted above, you would work Cycle 1 all the way through, then Cycle 2 all the way through, etc., until you have worked Cycle 4 all the way through. Then start over. As you can see from the sector or area call plan we have put together, you are calling on your largest customers every time you make a cycle through each area. That may be every

week, or every month; it just depends on how many areas/sectors you have to cover and how long it takes to cover each sector or area. Of course, some customers may not want or need you to call as frequently as the plan suggests. Obviously you will want to accede to their wishes while at the same time making sure that when you do call, you are not wasting their time but have something new or important to offer. Sometimes an email or phone call in between or as a replacement for a “normal” call on your plan will fill the bill in those circumstances.

This kind of plan takes time to set up, but once you have it in place you can almost put your call frequency on autopilot and work on other important needs. It’s also easy to adjust if changes are required.

CONTACT CALL PLAN METHOD

As mentioned in Chapter 2, the Contact Call Plan may be used effectively when you have to see many contacts at the same accounts. For example, this would be an excellent plan to use when dealing with large corporate accounts. Using a few of the accounts from our hypothetical territory, your plan should start out looking something like this (I have illustrated the plan for a 20-week period).

After you've been following it for awhile, and putting in the call information, it should look something like this:

CHART 8																					
Customer Contact Call Plan																					
		Week Number																			
Customer	Calls/ Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Magnus Engineering																					
Jim Baker (Purchasing)	26	C	L	C	C	V	L	C	V	C	D	X									
Ed Snyder (Lab)	12	C					L	V		C	V									C	
Doris Hall (Lab)	6						L	V			V	C									
Florence Bell (Mfg)	2				C		V			V										C	
Bill Wake (Mfg)	4			C			V			V	C										
Bob Mann (Tech)	4				C		V			V	C										
Sally Dunn (Orders)	6	L			C		V			V	C										
Frank Stemm (Mkting)	3				C		V			V											
Worth Chemicals																					
Dan Benson (Dir Purch)	12	E			X		V	L		V	X									L	
Mary Quinn (Buyer)	26	C	C	C	C	V	C	C	V	L	C	C									
Bill Burris (Lab)	6		L				V	C		V										L	
Dave Springer (Mfg)	3				C		V			G	V										
Mary Denton (Dir Mkting)	2			E			V			V											
AA Plastics																					
John Marsh (Purchasing)	12			L			C	V		L	V	C								L	
Kathy Davis (Buyer)	12			C			L	V		C	V									C	
Bob Dark (Tech)	4			C			V			V	C										
Aberdeen Furniture																					
Bill Plank (Buyer)	6	C					V			L	V									C	

Symbols:

C= Call L=Lunch D=Dinner G=Golf V=Vacation
E= Major Entertainment (Theater, Fishing trip, etc.)

Of course, you can make up whatever symbols you want.

Either method will work very well. There are other approaches, but in my mind, one of these two types of call plans will fit most territories and accomplish the purpose of making the right number of calls on the right accounts (and contacts) at the right times. I used one or the other of these on several occasions with great success throughout my sales career. Put one of them together and stick with it. Organizing one of these plans takes care of the details and leaves you free to spend more time selling.

