

# 90 Day Business Plan for Representatives

## QUICK REFERENCE GUIDE

### Overview

Upline Leaders or DSMs should offer this 90 Day Business Planning Session to new Representatives (as a close to Field Fundamentals (PATD) trainings), existing high-potential Representatives and Top Sellers. Although highly recommended, these sessions are voluntary and Representatives will not be penalized if they do not follow up and conduct / achieve any or all of their planned activities / goals. The first 90 Day planning session should be an integral part of the PATD process, conducted around week 10 of a new Representative's life cycle, after she has completed her initial Campaign Planning training sessions.

Primary objectives of these sessions include:

- **Motivate** Representatives through recognition of their past achievements
- **Develop** a big picture view of a Representative's business—including selling trends, strengths and opportunities for growth
- **Assist** Representatives in developing personalized 90 Day business plans with specific goals, earnings potential and detailed action plans to achieve those goals
- **Build** a strong working relationship with high-potential Representatives early on

### Prepare for the session

1. Identify the new Representatives and High-Potentials you want to conduct this 90 Day Business Planning exercise with and schedule these sessions  
  
*\* Note for DSMs: If the high-potentials are in your first generation (HS+), begin scheduling 90 Day Business Planning Sessions with them. If the high-potentials are a Downline to your Sales Leaders, work with those Sales Leaders to help them plan and schedule 90 Day Business Planning Sessions with their high-potentials*
2. Analyze each Representative's past performance data including:
  - **Award Sales:** increases or average per Campaign over the past 90 days
  - **Title Changes:** current title versus previous year title (where applicable)
  - **Opportunity to Title:** award sales needed to title within this PRP cycle
3. Ask the Representative to bring her last 6 Campaign invoices, her planning calendar and a calculator for the 60 minute planning session

### Conduct the planning session

The planning session follows 6 key steps listed in the Representative 90-Day Business Plan:

*\* Useful Tip: Prior to Step 1 of the planning discussion, first initiate a conversation with the Representative to learn more about her background and develop a relationship with her. Keep this part of the conversation informal, but do record highlights of your conversation after the meeting so that you may reference your notes when reconnecting with this Representative in the future.*

### STEPS 1-2:

#### Discuss Dreams & Goals, Prior Quarter Achievements

- Help the Representative articulate her immediate and future goals
- Understand what is driving the Representative to want to succeed ("the emotional why") and what success really means to her
- Identify and take the time to recognize the Representative's achievements in the prior quarter

*Suggested timing: 10 minutes*

Conduct the  
planning  
session,  
*cont'd*

### STEP 3:

#### Track Past Performance; Calculate Per Campaign Averages

- Reference the Representative's past 6 campaign invoices to fill in the table and calculate "Per Campaign Averages" by dividing totals by 6 (or by the number of historical campaign datasets used)
- "Per Campaign Averages" represent the Representative's current performance level, against which we will compare target levels going forward
- Guide the process and validate data where necessary, but as far as possible, allow the Representative to own the task of filling in and rationalizing the numbers in the table

*Suggested timing:* 10 minutes

### STEP 4:

#### Recognize Opportunities for Growth; Calculate Per Campaign Average

##### Targets for Remaining PRP Cycle

- Review Avon's Rewards and Recognition Program and discuss how the New Representative earns and redeems points for rewards.
- Discuss which sales level / title the Representative would like to achieve; Ensure this goal is feasible
- Fill in the "Targeted Level" column in the bottom table using the data from the top table, based on the chosen sales level / title
- Pull data from the table in Step 3 into the "Current Level" column; remember to multiply Per Campaign Average Earnings x 2 to get Average Monthly Earnings Potential
- Calculate the variance between the Representative's current performance levels and targeted levels
- Determine the number of campaigns left in this PRP cycle and calculate the Representative's "Per Campaign" targets going forward based on the formulas provided

*Suggested timing:* 10 minutes

### STEP 5:

#### Plan Next 90 Day Targets and Determine Potential Earnings

- Brainstorm different ways in which the Representative can reach her Customer target in each Campaign
- Introduce the concept of growing a repeat beauty business (decide on the number of focus areas for this session, based on each Representative's level of competence and comfort)
- Enable the Representative to recognize the potential impact of a repeat beauty business on her cycle to date award sales

*Suggested timing:* 15 minutes

### STEP 6:

#### Develop Detailed 90 Day Action Plan to Achieve Targets

- Guide the Representative to develop a robust yet realistic action plan to achieve her goals over the next 90 days
- Ensure that the action plan contains adequate details with clear timelines and specific activity descriptions while mapping closely to earlier defined goals
- Take the opportunity to schedule 30 Day, 60 Day and 90 Day follow-up meetings with the Representative

*Suggested timing:* 15 minutes

**Tips for the session****Ask the Right Questions:**

- “What business accomplishments at AVON are you proudest of?”
- “What do you want to get out of the next 60 minutes of our planning session today?”
- “How will you look at your business differently after our session together?”
- “Are there certain areas that you are more hesitant in executing?” (e.g., due to logistical challenges / lack of confidence)

**Make “WOW” (Recognition) Statements:**

- “I noticed that you did particularly well in Campaign [ ] Wow! Can you tell me about how you achieved that?”
- “You doubled your award sales within a period of [ ] months; imagine if you did that again, and again!”
- “You have exceeded your goals from our last meeting. That’s wonderful! Can you tell me the impact this is having for you financially?”

**Agree on Specific Actions:**

- “How are you going to expand your network beyond your existing customers?”
- “What are some selling tactics you could use to sell a repeat beauty regimen to one of your existing Customers?”
- “What tools and resources do you intend on using to drive your award sales?” (e.g., those found on yourAvon.com)
- “What specific support do you need from me / the company to be successful in achieving your 90 Day goals?”

**Capture Growth Opportunities:**

- “What are some programs and incentives that will help you maintain or even improve your activity during the next quarter?”
- “What prospecting / tabling events will you participate in to grow your Customers?”
- “What new product launches are you going to focus on and how will you use them to reach your sales goals and/or reach new Customers?”

**Conduct 30/60 Day Follow-ups**

**Conduct follow-up calls / meetings in the next 30 and 60 days.**  
**During the calls:**

- Revisit the action plan and congratulate on achievements
- Discuss challenges and help the Representative define corrective actions, if necessary

**Conduct 90 Day Update**

- Assess actual results versus plan and congratulate on achievements
- Discuss key learnings and identify development areas
- Plan next 90 Days