



National Sales Playbook

Volume I, 2018

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The three scenarios selected for playbook focus are:

- i. Launch of a New Promotion/Product (Go to Market)
 - ii. Employee Development and Bench Strength Improvement (Indirect Only)
 - iii. Driving Consistent Performance (Indirect Only)

The roles examined are:

- i. Director, Sales & Distribution
 - ii. Sr. Manager, Indirect Sales
 - iii. District Manager
 - iv. Area Manager
 - v. Indirect Account Manager
 - vi. ASR new as of 8/15/18

I. History / Prologue

Why have we compiled a Sales Playbook?

Since mid-2013, MetroPCS has relied on door growth to drive subscriber growth. The rapid expansion of the Apollo markets has diminished the granular market performance focus previously held by MetroPCS HQ and field sales leadership. Additionally, varying market sizes and vintages have blurred the lines for direct market comparisons on many KPIs and metrics.

Due to these and other factors, we currently lack a standard definition of market success, which results in field sales leadership interpreting success differently from region-to-region.

Over time, the MetroPCS sales culture has de-prioritized performance stack ranking and direct peer comparisons. As a result, most performance comparisons do not occur beyond the Account Manager or Area Manager position, which lessens the accountability at upper management levels.

Lastly, the absence of a standard Sales Playbook has diluted the MetroPCS sales culture into regional cultures, based on each of the Regional GMs and/or Sales Directors personal leadership style and background.

These factors must change as we transition MetroPCS from a high growth phase to a phase emphasizing sales efficiency and standardization. We need to take MetroPCS to the next level.

II. Introduction

Vision

To re-establish a national sales culture through the following steps:

- Create a national standard of market success benchmarks. (What does “good” look like?)
- Develop a Sales Playbook inclusive of strategies and tactics, along with the needed actions and sense of accountability that are proven to win.
- Develop stack-rank reporting which compares each market’s performance to established benchmarks, as well as to that of peer markets.
- Develop stack-rank reporting at the individual level for GMs, Sr. Managers of Indirect Sales, Directors of Sales & Distribution, District Managers and Area Managers. This will drive the competitive spirit and sales culture of our teams while also creating more best practice-sharing across markets.
- Improved development of field sales leaders through new direction, peer best practice sharing and competition.

Mission

To develop high-performing teams and individuals who:

- Have clearly-defined performance goals
- Receive regular feedback
- Are held accountable for delivering results

III. Team Roles and Responsibilities

Director, Sales & Distribution

- Transparently build market vision and distribution strategy
- Talent management and employee development
- Drive communications with field and support teams
- Drive consistently high performance equally across all markets.

Sr. Manager, Indirect Sales

- Drive tactical planning and execution
- Distribution optimization
- Market performance management

- Conduit for consistently providing feedback and direction to all team members to drive accountability at all levels

District Manager

- Develop a strategy on how the Retail Channel will drive the 5 KPI's and stacked rank metrics
- Create and optimize market staffing models/headcount budgets
- Drive the execution of company objectives & sales quotes within the local retail channel
- Conduit for consistently providing feedback and direction to all team members to drive accountability at all levels

Area Manager

- Drive the execution of company objectives & sales quotas within the Area
- Work closely with store management to drive sales and operational objectives
- Ensure Retail stores are staffed and trained in accordance with the needs of the business
- Oversee Store Manager accountability for performance

Account Manager

- Business consultants for Dealer Principals
- Drive optimal ASR performance and efficiency
- Dealer inventory, operations and commissions support
- Maintain dealer relationship and accountability for performance

ASR

- Business consultants for all store personnel
- Performance management and accountability at dealer store level
- Systems, operations, training and merchandising support

Retail Store Manager

- Drive the execution of company objectives & sales quotas within the Store
- Manage all customer related activities to ensure a high level of customer service within the location.
- Lead team members to ensure store sales quotas are met on a monthly basis
- Ensure that store operational processes are followed
- Hire, train and develop store personnel

IV. Channel Expectations

Dealer

MetroPCS was built by its dealer channel and will always remain focused on maintaining positive dealer relationships that are built on trust and mutual accountability. We expect our exclusive dealers to meet or exceed all performance and operational standards as set forth in our dealer guidelines.

Sales Teams

We hold our internal teams accountable to the highest levels of performance. We expect our internal teams to collaborate and consult with our dealers and partners to drive solutions that are in the best interests of the company.

V. Defining and Measuring Success

With the re-introduction of stack-rank reporting, we will shift accountability from “performance by market” to “performance by person and position.” This will identify and highlight top performers within our company and will promote competition at all levels. Encouraging the sharing of best practices and the collaboration of peers across the organization will result in increased benefits for all.

Stack-rank reporting will be sent out to our field sales teams on a regular basis. Once received, all levels of the field sales organization should take the time to understand the gaps within their respective areas and create plans to address the gaps. This will also lead to better prioritization of store visits and field activities.

VI. Driving Sales and Performance

MetroPCS is transitioning to a more sales-efficient, standardized phase which will require increased attention and focus on driving sales and performance to gain incremental improvement from all points of distribution.

Additionally, we will focus on being consistent in our approach nationally, which is critical from an accountability standpoint as well as in the spirit of partnership with our multi-market dealers.

It is critical that we detail out the strategies, tactics, and measurements holistically at both the market and regional level. However, it is equally critical that we look at these efforts from a position standpoint as well, and at every level within our sales organization, from Sales Directors to the Account Service Rep position to the frontline sales reps. A clear understanding of everyone's roles and responsibilities will improve the communications and actions within the sales team, which will in turn empower each person to excel at their position, and create an environment of equitable accountability.

a. Strategies for Driving Sales and Performance

Our initial strategy for driving sales and performance in the channel was centered on getting our field sales organization back to focusing on the basics of selling and sales management. Over time, many of our teams have drifted away from the basics of blocking and tackling that created much of their market's early success.

i. Getting Back to the Basics

The fundamentals of selling include effective daily goal setting, consistent measurement of activities at a granular level, and the application of actions to influence and change behaviors. This creates the critical need for daily measurement and reporting of these activities. Fortunately, we now have

improved tools to deliver on these needs. This approach gives our sales teams bite-sized goals to better motivate and influence their stores' activities, thus holding them more accountable to the actions needed to exceed expectations at all levels.

ii. Improving Communications and Team Integration

Very aggressive market launch timelines and promotion changes dictate the need for broad, rapid and effective communications with the frontline.

The most effective tools – whether they are social media, emails or meetings – must meet the need for rapid and broad communication and problem-solving. These tools must also provide the additional benefits of creating a team environment between stores, driving friendly competition, and recognizing individual- and store-level accomplishments toward set goals. These added benefits improve morale, create an environment for team problem solving, and ultimately improve store and individual performance.

b. Scenario-Based Decisioning (by Role/Title)

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 - Staffing to Business Needs
 - Consistent Floor Management Program
 - Own the Mile **new as of 6/20/18**
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- Launch of a new promotion/product
 - Employee Development and Bench Strength Improvement
 - Driving Consistent Performance
 - Staffing to Business Needs
 - Consistent Floor Management Program
 - Own the Mile **new as of 6/20/18**
- v. [Account Manager, Indirect Sales](#).....pages 46 - 57
- Launch of a New Promotion/Product
 - Employee Development and Bench Strength Improvement
 - Driving Consistent Performance
 - Improving KPI Performance **new as of 7/9/18**
 - Dealer Staffing Issues **new as of 7/9/18**
 - Hosting an Effective Dealer Meeting **new as of 8/8/18**
- vi. [Account Service Representative, Indirect Sales](#).....pages 58-60
- Effective Time Management **new as of 8/15/18**

**Director, Sales & Distribution
(Indirect & Direct)**

Director, Sales & Distribution (Indirect & Direct)

Scenario Brief Description	Launch of a new promotion/product
Cause	<ul style="list-style-type: none"> • Short timeline to launch promotion/product • Not everyone is attending training calls or completing required training • No standardized Go-To-Market plan
Effect	<ul style="list-style-type: none"> • Low sales performance out of the gate • Slow ramp-up period • Confusion and questions from dealers and internal employees • Lack of urgency with the field sales team and dealers • Poor merchandising execution
Recommended Solution	<ul style="list-style-type: none"> • Directors should work to align the different departments (sales, marketing, training, ops) for a promo launch • Execute Six Touch Action Plan (see next section) that drives urgency, awareness, and accountability
Solution Implementation Steps	<ul style="list-style-type: none"> • Internal team call hosted by Sales Director, District Manager and Sr. Managers including marketing and training: <ul style="list-style-type: none"> ○ Overview of promotion and business rules ○ Review expectations ○ Create frontline sales pitch to help the field get more comfortable with selling ○ Review blitz plan for both channels – assign specific roles and responsibilities • Define expectations: How do we win? AMs host individual dealer principal calls/ASRs host dealer employee calls to review the promo and set expectations.

	<ul style="list-style-type: none"> • ASRs & Store Managers follow up with frontlines sales makers to ensure they have completed MetroUniversity/Cornerstone Promo Training. • Drive MetroU/Cornerstone course participation to all customer-facing employees – 90% completion rate needed within first three days of the promo. • Sales team executes blitz visits: <ul style="list-style-type: none"> ○ 100% of stores seen the first three days of the promotion launch ○ 100% of stores seen in the first day in COR ○ Use Grab-and-Go guides (from cornerstone) to complete store visits, deliver promotion materials, and review quiz questions and answers ○ Ensure all reps have completed Cornerstone/Metro University training ○ Practice promo pitches and conduct side-by-side Selling with reps • Inspect What You Expect – Director verifies the success of promo launch <ul style="list-style-type: none"> ○ Reach out to dealer principals to ensure promo understanding ○ Conduct store visits to ensure market execution ○ Analyze promo results to compare performance against other markets. ○ Stack rank District Manager / Sr. Manager / Account Manager / Area Manager / ASR / Store Manager / Dealer to identify top performers and underperformers
<p>Solution Resources</p> <p><i>(Training, documents, reporting, etc.)</i></p>	

Director, Sales & Distribution (Indirect & Direct)

Scenario Brief Description	Employee Development and Bench Strength Improvement
Cause	<ul style="list-style-type: none"> • Lack of correlation between market expectations, core competencies and Roles & Responsibilities • Lack of stretch assignments for more tenured employees • Sr. Managers spend too much time in office • Side projects take too much time away from field • Market expansion and employees moving to other roles
Effect	<ul style="list-style-type: none"> • No coaching or developing of field teams • Low performance • Teams lack know-how of the “Metro Way” of conducting business in the markets. • Low employee morale, no energy • Low bench strength when it comes to time for promotion • Inconsistent measurements of what “good” looks like from market to market
Recommended Solution	<ul style="list-style-type: none"> • Create a culture of employee development • Schedule quarterly roundtables with all levels of the field sales team to understand feedback and challenges in the field • Implement standardized ride-along program within your area • Begin a local mentoring program for all groups within the sales organization
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Quarterly Roundtables</u> <ul style="list-style-type: none"> ○ Each quarter the Sales Director will host a series of roundtables with their sales teams and a select group of dealers ○ ASR’s, Store Managers, Area Managers, Account Managers, District Managers, and Sr. Managers. ○ Roundtables should be focused on specific challenges that impact sales and operational performance within your region ○ Dealer roundtables will highlight gaps within the sales team ○ Best practices should be observed and shared with the greater team • <u>Standard Ride-along Program</u> <ul style="list-style-type: none"> ○ Ride-alongs are beneficial for all levels of the organization ○ Each month the Sales Director should do at least one ride along with a Sr. Manager & District Manager to understand challenges within the field. ○ Sales Directors also should ensure that Sr. Managers & District Managers are doing ride-alongs with Account Managers/Area Managers and Account Managers/Area Managers are doing ride-alongs with Store Managers on a regular basis.

- Sales Directors should schedule at least one “skip level” ride along each quarter to spend time with high-potential Account Managers and Area Managers.
- **Local Mentoring Program**
 - Partnering up people within the same position to communicate and share best practices on a regular basis
 - Encourage monthly ride-alongs with two ASRs & Store Managers to help them see and understand different ways of doing things
 - Foster collaboration by having two Account Managers work in tandem for monthly dealer meeting
 - Team up Sr. Managers within your area to open lines of communications and spend time in each other’s market to identify gaps
 - Encourage District Managers to open lines of communication with other DM’s in the Region as well as their Indirect Peers to identify gaps
- **Culture of Employee Development**
 - Ensure employees know their Career Band Competencies and where they stand
 - Utilize the Employee Development Cycle (partner with HR for guidance, if necessary):
 1. Assess employee’s strengths and areas of opportunity
 2. Build an Individual Development Plan (IDP). Have leaders work with and mentor high potential employees on their IDP. Recommend hi-potential employees for development programs.
 3. Put the Plan into Action – Meet with employee frequently to discuss how to overcome any roadblocks or objections
 - Create stretch assignments for employees with potential for advancement – see examples below.
 1. Sr. Manager – Create region product launch plan
 - Requires employee to develop their leadership, strategic planning, collaboration, and presentation skills
 2. Account Manager – Create stretch assignments for ASRs with potential for advancement – see examples below.
 - ASR creates a plan to improve a market KPI and presents the plan on all hands meeting
 - Requires employee to develop their analytical, leadership, planning, presentation skills
 - ASR is assigned 2-3 accounts to “manage” under AM supervision for a quarter
 - ASR will be responsible for day-to-day management of the account – gives

	ASR perspective on driving the business and helps them with their planning and relationship building skills (Discuss with Dealer Principal in advance for approval)
Solution Resources <i>(Training, documents, reporting, etc.)</i>	

Director, Sales & Distribution (Indirect & Direct)

Scenario Brief Description	Driving Consistent Performance
Cause	<ul style="list-style-type: none"> • Poor Dealer financial health • Poor employee recruiting • Inadequate staffing • Low training participation • Low IDF participation • Lack of consistent performance management and/or sales recognition programs • Poor ongoing sales training & reinforcement tactics • Lack of Floor Management Program (COR)
Effect	<ul style="list-style-type: none"> • Inconsistent performance within the same geographic area • Low morale • Declining foot traffic • Poor store appearance • Low inventory • Poor CSAT/Mystery Shop scores • Selling of non-approved products • Low conversion rates
Recommended Solution	<ul style="list-style-type: none"> • Take a more proactive approach with the bottom performing dealers and COR doors • Challenge the Sr. Managers to be more vested in turning around under-performing accounts. • Challenge District Managers look at performance vs like markets, regional & channel averages/goals • Conduct internal team meeting to level-set market performance expectations • Conduct Dealer Council Meeting (with dealer principals in market) to set market targets/expectations and share best practices • Send out weekly stack ranking – Dealer/Team • Recognize top performers and hold underperformers accountable
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Develop a clear Sales & Distribution Strategy</u> <ul style="list-style-type: none"> ○ Partner with Indirect & COR Corporate Sales teams to understand national strategies ○ Based on National/Region/Market objectives, define clear sales strategy & expectations ○ Require Sr. Managers & District Managers to develop channel specific plans to complement the Director strategy as well as enterprise strategy • <u>Take a more proactive approach with the bottom performing Dealers and COR Doors</u>

- Meet with the Dealer, Sr. Manager, and Account Manager to review under-performing metrics and market expectations.
 - Meet with District Manager/Area Manager to review underperforming metrics and market/channel expectations
 - Dig in and find out why the Dealer or COR door is struggling.
 - Setup a ride-along with the Sr. Manager and the Dealer to go visit the high-performing and low-performing locations to identify challenges and gaps.
 - Setup a ride-along with the District Manager to go visit the high-performing and low-performing locations to identify challenges and gaps.
 - Encourage Dealers to run additional contests/incentives in low-performing locations.
 - If funds allow, allocate additional Marketing dollars to build an awareness campaign around underperforming locations.
 - Review Dealers & COR Door progress towards expectations on weekly and monthly basis.
 - Personally call the Dealer on a weekly basis to let them know the progress they are making.
 - Attend Retail QBR 2x per year to review progress towards market & channel expectations
- **Challenge the Sr. Managers to be more vested in turning around under-performing accounts**
 - Reset expectations with your Sr. Managers to meet with the key Dealers on a weekly basis to review hits/misses for the week.
 - Have AM/ASR prioritize routes to provide a high-level of presence and support in key under-performing locations.
 - Ensure a complete and thorough Action Plan is completed by the Dealer and Sr. Manager with mutual SLA's for both parties to hit and follow up on.
 - At the end of the Action Plan, escalate to PIP if Dealer locations are not making progress towards hitting expectations.
- **Challenge District Managers to be more vested in taking performance to the next level**
 - Ensure District Manager understands Retail Channel objectives and has developed a strategy of execution
 - Ensure DM has defined scheduling expectations as well as a Sales Floor Management program
 - Require & Attend District Manager, Area Manager, and Store Manager QBR's presentations two times per year to review progress in executing on strategy. Director of Retail Programs attends once per year
 - Review Retail preperformance in comparison to similar districts within the channel and Channel averages
 - Ensure DM is using training and other sales resources for reinforcement and ongoing sales skill improvement
 - Schedule Store Visits with & without the DM to follow up

Solution Resources <i>(Training, documents, reporting, etc.)</i>	

Sr. Manager, Indirect Sales

Sr. Manager, Indirect Sales

Scenario Brief Description	Launch of a new promotion/product
Cause	<ul style="list-style-type: none"> • Short timeline to launch promotion/product • Not everyone is attending training calls • No standardized Go-To-Market plan • Lack of dealer buy-in/poor marketing tactics (dealer-owned)
Effect	<ul style="list-style-type: none"> • Low sales performance out of the gate • Slow ramp-up period • Confusion and questions from dealers and internal employees • Lack of urgency with the field sales team and dealers • Poor Merchandising Execution
Recommended Solution	<ul style="list-style-type: none"> • Support the Sales Directors' Six Touch Plan for Go-to-Market (see below) • Build a blitz plan for the sales team to spread the message • Create an agenda of talking points for your AMs to utilize on calls with Dealer Principals • "Inspect What You Expect" • Assign specific duties for each field role (marketing, training, MASRs, Ops, Sales) • Set the sales goal, develop an action plan on how to hit the target and update your team and dealers consistently on their status
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Support the Sales Directors' Six Touch Plan for Go-to-Market</u> <ol style="list-style-type: none"> 1. Internal team call hosted by Director and Sr. Managers 2. Everyone completes promo/product training on MetroU 3. Dealer call downs by Account Manager 4. Drive virtual training participation – 90% completion in 3 days 5. Execute sales blitz plan 6. "Inspect What You Expect" • <u>Build a blitz plan for the sales team to spread the message</u> <ul style="list-style-type: none"> ○ Focus on hitting all points of distribution within the first three days of the promo/new product period ○ High performing locations should be prioritized over low performers ○ Break up the distribution in a geographic basis and incorporate Account Managers into the mix ○ Celebrate the completion of the blitz with your team in your next all hands meeting – share best practices and improvements for the next time • <u>Create an agenda of talking points for your AMs to utilize on calls with Dealer Principals</u> <ul style="list-style-type: none"> ○ Review the new promotion/product with all Dealers (either Principal or Market GM) ○ Review business rules and compensation elements

	<ul style="list-style-type: none"> ○ Set expectation and targets for the first week ○ Ensure dealer buy-in by reinforcing the “What’s in it for Me” – specifically how this will impact/improve their bottom line • <u>Inspect What You Expect</u> <ul style="list-style-type: none"> ○ Reach out to several dealers after the first day of the promo and gather feedback ○ Conduct store visits with your Account Managers to ensure proper execution ○ Analyze each Account Manager team and compare results within the market ○ Stack rank Account Manager team and ASRs to celebrate top performers
<p>Solution Resources</p> <p><i>(Training, documents, reporting, etc.)</i></p>	

Sr. Manager, Indirect Sales

Scenario Brief Description	Employee Development and Bench Strength Improvement
Cause	<ul style="list-style-type: none"> • Account Managers spend too much time in office • Side projects take too much time away from field • Market expansion and employees moving to other roles • Not challenging/presenting high-potential employees with opportunities to showcase themselves
Effect	<ul style="list-style-type: none"> • No coaching or developing of field teams • Low performance • Teams lack know-how of the “Metro Way” of conducting business • Low employee morale, no energy • Low bench strength when it comes to time for promotion • No consistency
Recommended Solution	<ul style="list-style-type: none"> • Create a culture of employee development • Structured team development during all-hands meetings • Effectively utilize SYNC and IDP resources • Assign individual stretch assignments for high-potential team members • Recognize top performers on group email, meetings, Appreciation Zone
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Structured team development during all-hands meetings</u> <ul style="list-style-type: none"> ○ Break team into small groups, assign groups to each AM ○ Develop a schedule, include facilitator rotation to increase exposure ○ Solicit team feedback, to identify key objectives for program ○ Based on feedback, craft a blended and consistent team program <ol style="list-style-type: none"> 1. Targeted book readings, & articles 2. Skillsoft or similar module based trainings 3. Small group meetings within rotation 4. Team discussion or confirmation exercises, led by members 5. Establish implementation strategies, or best practices ○ Establish cross-partnership with other departments (Marketing, Ops, Training) • <u>Effectively utilize SYNC and IDP resources</u> <ul style="list-style-type: none"> ○ Utilize SYNC conversations quarterly, and as needed ○ Send topics to the employee in advance to maximize impact ○ Be sincere, push and pull information ○ Let employee help guide where they desire development ○ Use Skillsoft, and focused learning to bolster skills ○ Help employee document a plan, send it to them for confirmation ○ Set calendar follow ups, and milestone dates ○ Partner with HR to conduct team development opportunities

	<ul style="list-style-type: none"> • <u>Assign individual stretch assignments for high-potential team members</u> <ul style="list-style-type: none"> ○ Determine specific market goals for the year ○ Review plan quarterly ○ View your business from a higher level ○ Assign each Account Manager a metric or initiative goal to drive through the field sales team ○ Challenge Account Managers to partner together and come up with a project for the year to drive ○ Projects should help the team, and drive individual development ○ What metric or business issue does it solve? • <u>Culture of Employee Development</u> <ul style="list-style-type: none"> ○ Ensure employees know their Career Band Competencies and where they stand ○ Utilize the Employee Development Cycle (partner with HR for guidance, if necessary): <ol style="list-style-type: none"> 1. Assess employee’s strengths and areas of opportunity 2. Build an Individual Development Plan (IDP). 3. Put the Plan into Action – Meet with employee frequently to discuss how to overcome any roadblocks or objections ○ Create stretch assignments for employees with potential for advancement – see examples below. <ol style="list-style-type: none"> 1. Sr. Manager – Create region product launch plan <ul style="list-style-type: none"> • Requires employee to develop their leadership, strategic planning, collaboration, and presentation skills
<p>Solution Resources</p> <p><i>(Training, documents, reporting, etc.)</i></p>	

Sr. Manager, Indirect Sales

Scenario Brief Description	Driving Consistent Performance
Cause	<ul style="list-style-type: none"> • Poor dealer financial health • Poor employee recruiting • Inadequate staffing • Low training participation • Poor marketing tactics • Low IDF participation
Effect	<ul style="list-style-type: none"> • Inconsistent performance within the same geographic area • Low morale • Declining foot traffic • Poor store appearance • Low inventory • Poor CSAT/Mystery Shop scores • Selling of non-approved products • Low conversion rates
Recommended Solution	<ul style="list-style-type: none"> • Set up a dealer meeting with Account Manager to address performance Issues • Review dealer operations and provide feedback on gaps • Review that supporting field sales team is maximizing opportunities • Execute a specific plan for dealer with 3-5 simple, short goals • Follow up
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Dealer meeting with Account Manager to address performance issues</u> <ul style="list-style-type: none"> ○ Set a meeting to address dealer and outline expectations ○ Ride along with dealer and AM ○ Establish targets and goals and agree on steps that we as a team (Dealer and MPCS) must execute to obtain them ○ Ensure dealer has a plan to maximize sales and payment traffic and drive referrals by offering customers an amazing customer experience • <u>Review operations of the dealer and provide feedback on gaps</u> <ul style="list-style-type: none"> ○ Review dealer's compensation plan to ensure it drives key KPIs and sales of new products and services ○ Ensure staffing is on point and dealer is staffing strategically to maximize power hours and key high-volume days. ○ Utilize Shopper Track Analysis (if available) to determine if issue is traffic based or at the dealer door level and more training is needed on closing sales and converting payments ○ Confirm staff is leveraging training programs so they are ready to sell incoming customers

	<ul style="list-style-type: none"> ○ Ensure dealer is executing on “own the neighborhood” strategies to increase store awareness and drive additional customers into their stores. What marketing activities are they doing? ○ How does it benefit the dealer financially? • <u>Ensure supporting field sales team is maximizing opportunities</u> <ul style="list-style-type: none"> ○ Ensure Account Manager is providing the dealer with additional support (Mktg, Training, Sr Mgr. and Director involvement) ○ Ensure ASRs store visits are telling a story and include emphasis on training and conducting side by side selling sessions ○ Business Development Optimization: If dealer performance does not improve and is due to limited traffic, work with BD team on potential optimization/relocation • <u>Follow Up</u> <ul style="list-style-type: none"> ○ If performance fails to improve due to dealer failure to execute agreed upon strategies, issue an action plan to dealer and manage thru the process until improvement is made. Ensure continual follow up is made at all levels: ○ If dealer performance continues to not meet market average, issue performance improvement plan adhering to company guidelines ○ Leverage and partner with NAMs early in the process for all National dealers ○ Measure dealer’s improvement through: <ul style="list-style-type: none"> ▪ Sales and KPI reporting tools- Qlik ▪ MetroComp and Callidus ▪ Increased customer transactions- Qpay payments, PowerHours Reporting ▪ Recognize improvements
<p>Solution Resources</p> <p><i>(Training, documents, reporting, etc.)</i></p>	

District Manager, Direct Sales

District Manager, Direct Sales

Scenario Brief Description	Launch of a new promotion/product (Go To Market)
Cause	<ul style="list-style-type: none"> • Short timeline to launch promotion/product • Not everyone is attending training calls • No standardized Go-To-Market plan
Effect	<ul style="list-style-type: none"> • Low sales performance out of the gate • Slow ramp-up period • Confusion and questions from Dealers and Internal Employees • Lack of urgency with the field sales team and Dealers. • Poor Merchandising Execution • MetroPlan compliance below 95%
Recommended Solution	<ul style="list-style-type: none"> • Support the Sales Directors Six Touch Plan for Go-to Market • Build a blitz plan for the sales team to spread the message • Trust and verify • Recap & Follow up
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Support the Sales Directors Six Touch Go to Market Plan</u> <ol style="list-style-type: none"> 1. Internal team call hosted by District Manager & Area Managers with Direct Sales teams. 2. DM & AM team completes promo/product training in Cornerstone 3. DM visits all stores in 2 days (3 days in Districts with geographical exceptions) and ensures Area Managers visits all doors on day 1 of the promo launch (2days in areas where there are geographical exceptions) of promo 4. Drive Virtual training participation – 90% completion in 3 days 5. Execute Sales Blitz Plan 6. Trust and Verify • <u>Build a blitz plan for the sales team to spread the message</u> <ul style="list-style-type: none"> ○ Focus on hitting all Retail locations within the first two days of the promo/new product period (3 days where there are geographical exceptions) ○ Ensure Area Managers are spot checking front line sales pitch in all doors ○ Verify stores are 100% compliant in Metro Plan with correct promo collateral in place on day one & are reporting missing or damaged collateral pieces ○ Ensure Area Managers visit all doors in one day (2 days where there are geographical exceptions) ○ Celebrate real time the completion of the blitz with your team with your sales teams, share best practices and improvements for the next time. • <u>Create a uniform set of tools for your AM's to utilize during store visits</u> <ul style="list-style-type: none"> ○ Work with Area Manager team to develop ways to check for understanding & execution during store visits

	<ul style="list-style-type: none"> ○ Set expectation and targets for the first week ○ Set times throughout the day to track sales performance and Promo adoption numbers (ex: Sales updates at 1pm, 5pm, closing) ○ Report feedback to local & corporate leadership <ul style="list-style-type: none"> ● <u>Trust and verify</u> <ul style="list-style-type: none"> ○ Reach out to several Store Managers after the first day of the promo and gather feedback. ○ Analyze each Area Manager team and compare results within the market. ○ Stack rank Area Manager team and Store Managers to celebrate top performers. ○ In next staff meeting review blitz results and execution, best practices, and improvements.
<p>Solution Resources (Training, documents, reporting, etc.)</p>	

District Manager, Direct Sales

Scenario Brief Description	Employee Development and Improving Bench Strength.
Cause	<ul style="list-style-type: none"> • No coaching or developing of field teams • Low performance • Teams lack know-how of the “Metro Way” for conducting business in the markets. • Low Employee Morale, no energy • Lack of bench strength for promotion opportunities • Inconsistent measurements of what “good” looks like from market to market
Effect	<ul style="list-style-type: none"> • Lack of correlation between market expectations, TMUS competencies and Roles & Responsibilities • Lack of stretch assignments for tenured employees • Assuming top sales performers are automatically high potential performers • Lack of prioritization for side projects, too much time away from field • Higher turnover rates
Recommended Solution	<ul style="list-style-type: none"> • Create culture of employee development • Effectively utilize AMP, Skillsoft and other development resources • Assign stretch assignments for high-potential team members • Utilize mentoring @t-mobile program; assign mentor
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Create a Culture of Employee Development</u> <ul style="list-style-type: none"> ○ Identify developmental needs based on feedback from the field ○ Use company provided tools and other resources to develop a foundation of learning, such as: <ol style="list-style-type: none"> 1. Roles & Responsibilities 2. Core Competencies 3. Digital Learning site (Skillsoft) 4. Targeted book readings and articles 5. Focus group and skip level discussions 6. Confirmation of learning exercises, led by participants ○ Establish implementation strategies and best practices ○ Craft a blended and consistent team program based on feedback • <u>Effectively use AMP and other Developmental Resources</u> <ul style="list-style-type: none"> ○ Utilize SYNC conversations quarterly, and as needed ○ Send topics to the Area Manager in advance to maximize impact ○ Be sincere, push and pull information ○ Let Area Manager help guide where they desire development ○ Use Skillsoft and focused learning to bolster skills ○ Help employee document a plan, send it to them for confirmation ○ Set calendar follow ups and milestone dates ○ Include a development topic once per month in your weekly Area Manager Meeting • <u>Assign Individual Stretch Assignments for high-potential team members</u>

	<ul style="list-style-type: none"> ○ Determine specific market goals for the year ○ Assign individual Area Managers a metric or initiative to drive through the field sales team ○ Challenge Area Managers to partner together and identify project to spearhead for the year <ol style="list-style-type: none"> 1. Project should focus on essential channel concerns with concentration on individual development 2. Identify what metric or business issue it solves? 3. Determine specific dates for follow up and progression review ● <u>Utilize Mentorship Programs within the market</u> <ul style="list-style-type: none"> ○ Identify potential leaders who can cross train and mentor high potential performers ○ Work with AM team to develop mentorship program based on key roles and responsibilities ○ Work with AM team to develop ways to recognize and highlight performance ○ Identify and ongoing list of stretch assignments ○ Create a store/area swap program to cross develop managers and challenge performance ○ Plan Capstone event with Director and AM team to present and discuss learnings, determine next steps
<p>Solution Resources <i>(Training, documents, reporting, etc.)</i></p>	

District Manager, Direct Sales

Scenario Brief Description	Drive Consistent Performance
Cause	<ul style="list-style-type: none"> • Lack of consistent performance management and/or sales recognition programs • Poor ongoing sales training & reinforcement tactics • Lack of Floor Management program execution • Poor Store Management Scheduling expectations • Outdated assumptions about sales trends without data to support • Lack of consistent accountability across the channel • Failure to set goals and/or require business plans
Effect	<ul style="list-style-type: none"> • Inconsistent performance within the same geographic area • Low morale • Declining foot traffic • Poor store appearance • Poor CSAT/Mystery Shop scores • Poor KPI performance • Low conversion rates • Inadequate inventory planning
Recommended Solution	<ul style="list-style-type: none"> • Set up meeting with Area Manger to address performance issues, provide feedback on gaps in comparison to market and channel performance • Identify gaps in scheduling and traffic • Define store management scheduling expectations • Utilize Floor Management program • Partner with training team to reinforce training for existing employee base, refine selling skills • Ensure area and store managers consistently document poor sales processes and behaviors • District Manager and Area Managers present QBR 2x per year to Sales Director. Director of Retail Programs to attend once per year.
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Review Performance Issues and Provide Feedback</u> <ul style="list-style-type: none"> ○ Address area level performance issues and outline expectations ○ Establish targets and goals, define steps that the AM and RSM teams must execute to obtain them ○ Ensure Area Manager has a plan to maximize sales thru conversions ○ Ensure teams are driving Customer First Culture ○ Work with AM to verify that stores are scheduling strategically to ShopperTrak data ○ Challenge conventional ways of thinking, utilize data to support assumptions on performance and trends ○ Utilize ShopperTrak analysis to determine if opportunities are traffic based or if supplemental training is required ○ Ensure store is executing the “Own the Neighborhood” play to drive incremental business ○ Ensure the AM is providing additional support as needed to achieve strategies and objectives • <u>Structured Sales Expectations and Programs</u>

	<ul style="list-style-type: none"> ○ Define Store Management scheduling expectations geared to maximize sales performance (i.e. number of closing shifts, RSM and RAM work opposite shifts, all-hands on deck weekends, etc.) ○ Ensure the Floor Management program is being executed ● <u>Follow Up</u> <ul style="list-style-type: none"> ○ If performance fails to improve due to Area Manager neglecting to execute agreed upon strategies, follow TMUS Performance Improvement process ○ If store performance continues to miss market/channel targets, issue Performance Improvement Plan adhering to company guidelines ○ Measure area & store improvement thru: <ul style="list-style-type: none"> ▪ Sales and KPI reporting tools – Qlik ▪ Improved conversion rates ▪ Staffing and scheduling ▪ Store Visits ▪ Re-visit QBR and analyze planned results
<p>Solution Resources (Training, documents, reporting, etc.)</p>	

District Manager, Direct Sales

Scenario Brief Description	Staffing to Business Needs
Cause	<ul style="list-style-type: none"> • Higher STAR scores • Missed sales opportunities • Lower CSAT and mystery shop scores • Overworked employees • Low morale • Higher turnover • Lack of development and training • Increased customer escalations
Effect	<ul style="list-style-type: none"> • Lack of understanding of peak hours • Open positions/vacancies • Poorly trained teams • Lack of bench strength • Improper FT/PT mix • Inability to recruit quality candidates • Store leadership time not used effectively • Failure to schedule by performance • Inability to accommodate PTO requests • No scheduling standards
Recommended Solution	<ul style="list-style-type: none"> • ShopperTrak Program • Develop scheduling strategy for leaders • Communication
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>ShopperTrak Program</u> • Communication and understanding of staffing strategies to all levels • Ensure training completion for all members of management • <u>Develop Scheduling Strategy</u> • Set minimum standards – closing shifts, weekends, holidays • Prioritize coverage to business needs • Verify during store visits that scheduling expectations are being met • <u>Communication</u> • Notify market of open positions • Meet with AM to set hiring expectations • <u>Trust and Verify</u> • Knowledge checks • Store visits based on business needs • Scheduling expectations are being followed and communicated
Solution Resources <i>(Training, documents, reporting, etc.)</i>	

District Manager, Direct Sales

Scenario Brief Description	Floor Management Program
Cause	<ul style="list-style-type: none"> • Not defining expectations of floor management program • Manager not on the floor at peak times • Management not understanding ShopperTrak data • Inadequate floor coverage • Inconsistent follow up • Poor time management • Not utilizing your internal resources properly, delegation • Managers not advocating the program
Effect	<ul style="list-style-type: none"> • Missed sales opportunities, low KPI's • Low conversion rates • Low CSAT and mystery shop results • Customer escalations and impatience • No sales observations • Manager too busy with operational, other tasks • Underdeveloped sales makers
Recommended Solution	<ul style="list-style-type: none"> • Define and set expectations of floor management program • Set up meeting with Area Manager to address performance issues, provide feedback and address gaps • Partner with training to identify needs • Store operations should be left to other managers whenever possible
Solution Implementation Steps	<p><u>Align strategy to the Sales Floor Coaching module</u></p> <ol style="list-style-type: none"> a. Strategize and develop expectations for the market beyond the sales floor coaching program b. Meet with Area Managers to develop execution plan c. Coordinate with training to ensure Sales Floor Coaching course is available in market; verify completion for all sales leaders d. Visits all stores to verify execution on every store visit <p><u>Create a uniform set of tools for your AM's to utilize during store visits</u></p> <ul style="list-style-type: none"> • Work with Area Manager team to develop ways to check for understanding & execution during store visits • Assess KPI movement as a result of program • Report feedback to Leadership
Solution Resources <i>(Training, documents, reporting, etc.)</i>	

District Manager, Direct Sales

Scenario Brief Description	“Own the Mile” & Marketing Tactics
Cause	<ul style="list-style-type: none"> • Lack of planning and execution on marketing tactics • Little to no participation in community events • Unclear on brand standards and guidelines around owning the mile • Poor partnership with local marketing team • Unclear on how to measure and assess return on investment • Lack of awareness on target customer
Effect	<ul style="list-style-type: none"> • Loss of traffic • Poor brand awareness within the mile • Missed sales opportunities • Lack of representation at community events
Recommended Solution	<ul style="list-style-type: none"> • Set clear standards & expectations on how to successfully own the mile • Create market specific strategy, identify market level objectives & develop a plan of execution • Measure ROI
Solution Implementation Steps	<p><u>Set clear standards & expectations on how to successfully own the mile</u></p> <ul style="list-style-type: none"> • Align with corporate brand expectations and develop visual representation of brand standards to educate field team. <p><u>Create market specific strategy, identify market level objectives & develop a plan of execution</u></p> <ul style="list-style-type: none"> • Work with Area Manager team on how to bring the community to your doors (“Own the mile”) Examples include: <ul style="list-style-type: none"> ○ In-store and outside events ○ Residential marketing ○ Community outreach ○ Local business partnerships • Work with Marketing to utilize resources such as <ul style="list-style-type: none"> ○ Marketing event calendar ○ Store level demographics ○ Top Activation days ○ Historical data on previous events and tactics ○ Event swag & giveaways opportunities • Set execution standards which includes planning, timelines, goals, recapping results and measuring ROI. <ul style="list-style-type: none"> ○ Consider current sales messaging (ie: network advantage, and current promotions) ○ Ensure Area Managers are developing ways to identify “Own the mile” ambassadors and team involvement
Solution Resources (Training, documents, reporting, etc.)	

Area Manager, Direct Sales

Area Manager, Direct Sales

Scenario Brief Description	Launch of a new promotion/product (Go To Market)
Cause	<ul style="list-style-type: none"> • Short timeline to launch promotion/product • Not everyone is attending training calls or completing online training • No standardized Go-To-Market plan
Effect	<ul style="list-style-type: none"> • Low sales performance out of the gate • Slow ramp-up period • Confusion and questions from internal employees • Lack of urgency with the field sales team. • Poor merchandising execution • MetroPlan compliance below 95%
Recommended Solution	<ul style="list-style-type: none"> • Drive the Six Touch Plan for Go-to Market • Drive excitement in store on new promotions • Recap and Follow up
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Drive the Six Touch Go To Market Plan</u> <ul style="list-style-type: none"> ○ Everyone completes promo/product training on Cornerstone/VILT. Be sure to set and communicate completion timeframe expectations. ○ Attend Retail Call hosted by DM reviewing execution on the Sales Directors 6-point plan ○ Visit all your stores on first day of promo launch (2 days where there are geographical exceptions) ○ Execute Sales Blitz Plan in doors <ul style="list-style-type: none"> ▪ Merchandising: Store should be 100% MetroPlan compliant ▪ Check for understanding & use of promo sales pitch ▪ Setting in door sales expectations ▪ Gather best practices and feedback • <u>Drive excitement in store on new promotion</u> <ul style="list-style-type: none"> ○ Utilize group messaging chats (Group me, SLACK etc.) ○ Send out numbers and highlight high performing locations ○ Share and take pictures of doors • <u>Recap and Follow up</u> <ul style="list-style-type: none"> ○ Verify employee knowledge of the promotion during store visits and spot check that promo sales pitch is being used ○ Set expectation and targets for the first week ○ Set times throughout the day to track sales performance and Promo adoption numbers (ex: Sales updates at 1pm, 5pm, closing) ○ Provide feedback regarding execution of agreed expectations
Solution Resources <i>(Training, documents, reporting, etc.)</i>	

Area Manager, Direct Sales

Scenario Brief Description	Employee Development and Improving Bench Strength.
Cause	<ul style="list-style-type: none"> • Not prioritizing employee development • Lack of coaching or developing of field teams • Lack of correlation between market expectations, TMUS competencies and Roles & Responsibilities • Lack of stretch assignments for tenured employees • Assuming top sales performers are automatically high potential performers • Inconsistent follow-ups • Area Managers not trained on how to properly conduct effective AMP sessions or not utilizing the programs
Effect	<ul style="list-style-type: none"> • Low performance • Teams lack know-how of the “Metro Way” for conducting business in the markets • Low employee morale, no energy • Lack of bench strength for promotional opportunities • Inconsistent measurement of what “good” looks like from market to market • Higher turnover rate
Recommended Solution	<ul style="list-style-type: none"> • Create a culture of employee development • Structured team development during Area Manager team meetings • Effectively utilize AMP and other developmental resources • Assign individual stretch assignments for high-potential team members
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Culture of Employee Development</u> <ul style="list-style-type: none"> ○ Ensure employees know their career band competencies and where they stand ○ Utilize the Employee Development Cycle (partner with HR for guidance, if necessary): <ol style="list-style-type: none"> 1. Assess employee’s strengths and areas of opportunity 2. Build an Individual Development Plan (IDP). 3. Put the Plan into Action – Meet with employee frequently to discuss how to overcome any roadblocks or objections ○ Create stretch assignments for high performing Retail Store Managers – see examples below: <ol style="list-style-type: none"> 1. Retail Store Manager creates a plan to improve a market KPI and presents the plan during the Area Manager Team Meeting <ul style="list-style-type: none"> • Requires employee to develop their analytical, leadership, planning, presentation skills 2. Retail Store Manager is assigned 2-3 stores to “manage” under Area Manager supervision for a quarter <ul style="list-style-type: none"> • RSM will be responsible for day-to-day management of area – gives RSM perspective

	<p style="text-align: right;">on driving the business and helps them with their planning and relationship building skills</p> <ul style="list-style-type: none"> • <u>Structured Team Development during Area Manager Team Meetings</u> <ul style="list-style-type: none"> ○ Area Managers structure their meetings with specific topics for Retail Store Managers to drive business in their doors (i.e. driving sales, marketing calendar, business relationship, time management, monthly business review etc.) ○ During team meetings have Retail Store Manager discuss and present their business to the teams <ol style="list-style-type: none"> 1. Find solutions to issues within their door 2. Establish implementation strategies and best practices 3. What they have learned, what they would do differently, what next steps they are taking ○ Use tools like Roles & Responsibilities, Core Competencies & Skillsoft to develop a foundation of learning • <u>Effectively utilize AMP Program and other developmental resources</u> <ul style="list-style-type: none"> ○ Utilize SYNC conversations monthly, and as needed ○ Send topics to the employee in advance to maximize impact <ol style="list-style-type: none"> 1. Use AMP cards to help facilitate topics for discussion ○ Be sincere, push and pull information ○ Let the Retail Store Manager help guide where they desire development ○ Have the employee take an assessment and build an IDP ○ Use Skillsoft, and focused learning to bolster skills, then have them share in team meeting what they learned ○ Help employee document a plan, send it to them for confirmation ○ Set calendar follow ups, and milestone dates • <u>Assign Individual Stretch Assignments for high-potential team members</u> <ul style="list-style-type: none"> ○ Determine specific market goals for the year ○ Assign Retail Store Manager a metric or initiative to drive through the field sales team ○ Challenge Store Manager to partner together and identify project to spearhead for the year <ol style="list-style-type: none"> 1. Project should focus on essential channel concerns with concentration on individual development 2. Identify what metric or business issue it solves 3. Determine specific dates for follow up and progression review ○ Recognize and praise success ○ Document results, have Retail Store Manager share successes
<p>Solution Resources (Training, documents, reporting, etc.)</p>	

Area Manager, Direct Sales

Scenario Brief Description	Drive Consistent Performance
Cause	<ul style="list-style-type: none"> • Poor use of tools and analytics to Identify gaps in performance • Poor follow up on execution of COR strategy • Poor execution of AMP program • No parameters around store monthly business plans. • Follow up and conduct additional visits with store • Poor ongoing sales training & reinforcement tactics • Lack of Floor Management Program • Lack of follow up on Store Management Scheduling expectations • Not utilizing the Sales Floor Coach program as designed • Not following ICAN coaching model • Failure to set goals and/or business plans
Effect	<ul style="list-style-type: none"> • Inconsistent performance within the same geographic area • Low morale • Declining foot traffic • Poor store appearance • Poor CSAT/Mystery Shop scores • Poor KPI performance • Low conversion rates
Recommended Solution	<ul style="list-style-type: none"> • Work with Retail Store Manager to review and address low performance issues • Complete required store visit forms • Ensure execution of Floor Manager Program • Identify gaps in scheduling and traffic • Ensure Store Management Scheduling expectations are followed • Partner with training to reinforce and refine selling skills • District Manager and Area Managers present QBR 2x per year to Sales Director. Director of Retail Programs to attend once per year.
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Review Performance Issues and Provide Feedback</u> <ul style="list-style-type: none"> ○ Address store performance issues and outline expectations ○ Retail Store Manager to visit doors that model the expected behavior ○ Ensure Retail Store Manager has a plan to maximize sales through conversions ○ Ensure store management is driving the Customer First Culture ○ Get buy-in from the RSM to address performance issues using the AMP program tools (SYNC, PIP, etc.) ○ Ensure all scheduling standards are in compliance • <u>Selling Tactics</u> <ul style="list-style-type: none"> ○ Observe Floor management program in store and provide feedback to the Retail Store Manager ○ Role Play different scenarios that will drive performance with sales team ○ Utilize top performers to model sales behaviors

	<ul style="list-style-type: none"> ○ Ensure door is up to date on all Cornerstone training courses ○ Use library of training resources to reinforce the sales process ○ Utilize the Sales Floor Coach and ICAN coaching model ○ Celebrate door successes <ul style="list-style-type: none"> ● <u>Follow Up</u> <ul style="list-style-type: none"> ○ Dedicated store visits to review plan and progression toward performance goals ○ Reinforce performance expectations ○ If performance fails to improve due to Retail Store Manager neglecting to execute agreed upon strategies, follow TMUS Performance Improvement Plan ○ If store performance continues to miss market/channel targets, Issue Performance Improvement Plan adhering to company guidelines ○ Measure Store improvement thru: <ul style="list-style-type: none"> ▪ Sales and KPI reporting tools – Qlik ▪ Improved conversion rates ▪ Store Visits ▪ Staffing and Scheduling
<p>Solution Resources (Training, documents, reporting, etc.)</p>	

Area Manager, Direct Sales

Scenario Brief Description	Staffing to Business Needs
Cause	<ul style="list-style-type: none"> • Higher STAR scores • Missed sales opportunities • Lower CSAT and mystery shop scores • Overworked employees • Low morale • Higher turnover • Lack of development and training • Increased customer escalations
Effect	<ul style="list-style-type: none"> • Lack of understanding of peak hours • Open positions/vacancies • Lack of training tools • Lack of bench strength for promotional opportunities • Improper FT/PT mix • Inability to recruit quality candidates • Store leadership time not used effectively • Failure to schedule by performance • Inability to accommodate PTO requests • No scheduling expectations/standards
Recommended Solution	<ul style="list-style-type: none"> • ShopperTrak Program • Communicate market scheduling strategy • Recruiting strategy
Solution Implementation Steps	<p><u>ShopperTrak Program</u></p> <ul style="list-style-type: none"> • Ensure ShopperTrak tools are being utilized (i.e. Actionable Insights Worksheet) • Review training compliance <p><u>Communicate Market Scheduling Strategy</u></p> <ul style="list-style-type: none"> • Outline expectations to RSM and RAM • Follow up during store visits <p><u>Recruiting Strategy</u></p> <ul style="list-style-type: none"> • Share open positions with channel • Share staffing expectations with field • Partner with recruiter to fill openings within 30 days <p><u>Trust and Verify</u></p> <ul style="list-style-type: none"> • Knowledge checks • Store visits based on business needs • Verify scheduling expectations are being followed and communicated
Solution Resources <i>(Training, documents, reporting, etc.)</i>	

Area Manager, Direct Sales

Scenario Brief Description	Floor Management Program
Cause	<ul style="list-style-type: none"> • Not defining expectations of floor management program • Manager not on the floor at peak times • Management not understanding Shopper Trak data • Inadequate floor coverage • Inconsistent follow up • Poor time management • Not utilizing your internal resources properly, delegation • Management not advocating the program
Effect	<ul style="list-style-type: none"> • Missed sales opportunities, low KPI's • Low conversion rates • Low CSAT and mystery shop results • Customer escalations and impatience • No sales observations • Manager too busy with operational, other tasks • Underdeveloped sales makers
Recommended Solution	<ul style="list-style-type: none"> • Define and set expectations of floor management program • Set up meeting with Store Manager(s) to address performance issues, provide feedback, address gaps and implement plans. • Partner with training to identify needs • Ensure floor management coverage during business hours • Store operations should be left to other managers whenever possible
Solution Implementation Steps	<p><u>Align strategy to the Sales Floor Coaching module</u></p> <ul style="list-style-type: none"> • Strategize and develop expectations for the market beyond the sales floor coaching program • Meet with Store Managers to develop execution plan • Coordinate with training to ensure Sales Floor Coaching course is available in market; verify completion for all sales leaders • Utilize existing tools within Sales Floor Coaching model <ul style="list-style-type: none"> ○ Store Meeting Document ○ Coaching in the moment activity ○ Observation Guide • Visits all stores to verify execution on every store visit • Work Store Manager team to develop ways to check for understanding & execution during store visits • Assess KPI movement as a result of program • Report feedback to Leadership
Solution Resources <i>(Training, documents, reporting, etc.)</i>	

Area Manager, Direct Sales

Scenario Brief Description	“Own the Mile” & Marketing Tactics
Cause	<ul style="list-style-type: none"> • Lack of planning and execution on marketing tactics • Little to no participation in community events • Unclear on brand standards and guidelines around owning the mile • Poor partnership with local marketing team • Unclear on how to measure and assess return on investment • Lack of awareness on target customer
Effect	<ul style="list-style-type: none"> • Loss of traffic • Poor brand awareness within the mile • Missed sales opportunities • Lack of representation at community events
Recommended Solution	<ul style="list-style-type: none"> • Communicate standards and expectations on how to successfully own the mile • Implement market specific strategy, identify store level objectives and develop a plan of execution within stores. • Measure ROI and report results to the District Manager and sales teams
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Communicate standards & expectations on how to successfully own the mile</u> <ul style="list-style-type: none"> ○ Work with District Manager to align with corporate brand expectations and visual representations of brand standards to educate field team. ○ Ensure the standards are executed at the store level • <u>Implement market specific strategy, identify store level objectives & develop a plan of execution within stores.</u> <ul style="list-style-type: none"> ○ Work with store teams to execute strategy to bring the community to the door (“Own the mile”) Examples include: <ul style="list-style-type: none"> ▪ In-store and outside events ▪ Residential marketing ▪ Community outreach ▪ Local business partnerships ○ Set execution standards which includes planning, timelines, goals, recapping results and measuring ROI. <ul style="list-style-type: none"> ▪ Work with store teams to identify a compelling talk track that aligns with messaging (ie: network advantage, and current promotions) ▪ Work with store managers to identify store ambassadors and outline their responsibilities ▪ Ensure store teams are researching and identifying own the mile opportunities ▪ Verify both the store and tactic is staffed to meet the business need. ▪ Drive performance and/or results at sales events by motivating teams to get the most out of the event

	<ul style="list-style-type: none"> • <u>Measure ROI and report results to the District Manager and sales teams</u> <ul style="list-style-type: none"> ○ Ensure Store Manager completes an event recap ○ Analyze results to identify successes, opportunities and best practices for next time ○ For in-store events, analyze traffic and conversion trends
<p>Solution Resources (Training, documents, reporting, etc.)</p>	

Account Manager, Indirect Sales

Account Manager, Indirect Sales

Scenario Brief Description	Launch of a new promotion/product
Cause	<ul style="list-style-type: none"> • Short timeline to launch promotion/product • Not everyone is attending training calls or completing online training • No standardized Go-To-Market plan
Effect	<ul style="list-style-type: none"> • Low sales performance out of the gate • Slow ramp-up period • Confusion and questions from dealers and internal employees • Lack of urgency with the field sales team and Dealers. • Poor merchandising execution
Recommended Solution	<ul style="list-style-type: none"> • Drive the Six Touch Plan for Go-to Market • Drive excitement in store on new promotions
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Drive the Six Touch Plan for Go-to Market</u> <ol style="list-style-type: none"> 1. Everyone completes promo/product training on MetroU/VILT. Be sure to set and communicate completion timeframe expectations. 2. Door Call downs by ASR 3. Execute Sales Blitz Plan in doors 4. Merchandising-Does the store look promotional? 5. Check for understanding 6. Setting in door sales expectations • <u>Drive excitement in store on new promotion</u> <ul style="list-style-type: none"> ○ Utilize group messaging chats (Group me, Voxer etc.) ○ Send out numbers and highlight high performing locations ○ Share and take pictures of doors
Solution Resources <i>(Training, documents, reporting, etc.)</i>	

Account Manager, Indirect Sales

Scenario Brief Description	Employee Development and Bench Strength Improvement.
Cause	<ul style="list-style-type: none"> • ASRs spend too much time on operational items • Side projects take too much time away from field • Market expansion and employees moving to other roles • Inconsistent follow-ups • AMs not trained on how to properly conduct effective SYNC and AMP sessions
Effect	<ul style="list-style-type: none"> • No coaching or developing of field teams • Low performance • Teams lack know-how of the “Metro Way” of conducting business in the markets • Low employee morale, no energy • Low bench strength when it comes to time for promotion
Recommended Solution	<ul style="list-style-type: none"> • Create a culture of employee development • Structured team development during Account Manager team meetings and team ride-alongs • Effectively utilize SYNC and IDP Resources • Assign individual stretch assignments for high-potential team members
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Structured Team Development during Account Manager Team Meetings</u> <ul style="list-style-type: none"> ○ AMs structure their meetings with specific topics for an ASR to drive business in their doors (i.e. driving sales, marketing calendar, business relationship, time management, monthly business review etc.) ○ During team meetings have ASRs discuss and present their business to the teams <ol style="list-style-type: none"> 1. Find solutions to issues within their door channel 2. Best practices 3. What they have learned, what they would do differently, what next steps they are taking ○ Develop a plan to execute the topic throughout their doors with follow-up and tracking. • <u>Effectively utilize SYNC and IDP Resources</u> <ul style="list-style-type: none"> ○ Utilize SYNC conversations monthly, and as needed ○ Send topics to the employee in advance to maximize impact <ol style="list-style-type: none"> 1. Use AMP cards to help facilitate topics for discussion ○ Be sincere, push and pull information ○ Let employee help guide where they desire development ○ Have the employee take an assessment and build an IDP ○ Use Skillsoft, and focused learning to bolster skills, then have them share in team meeting what they learned ○ Help employee document a plan, send it to them for confirmation

	<ul style="list-style-type: none"> ○ Set calendar follow ups, and milestone dates ● <u>Assign Individual Stretch Assignments for high-potential team members</u> <ul style="list-style-type: none"> ○ Determine specific market goals for the year ○ Assign the ASR a metric or initiative goal to drive through the field sales team ○ Challenge ASR to partner together and come up with a project for the quarter to drive ○ Projects should help the team, and drive individual development ○ What metric or business issue does it solve? ○ Set calendar follow-ups and milestone dates ○ Recognize and praise success ○ Document results. Have ASR share successes. ● <u>Culture of Employee Development</u> <ul style="list-style-type: none"> ○ Ensure employees know their Career Band Competencies and where they stand ○ Utilize the Employee Development Cycle (partner with HR for guidance, if necessary): <ol style="list-style-type: none"> 1. Assess employee’s strengths and areas of opportunity 2. Build an Individual Development Plan (IDP). 3. Put the Plan into Action – Meet with employee frequently to discuss how to overcome any roadblocks or objections ○ Create stretch assignments for ASRs with potential for advancement – see examples below. <ol style="list-style-type: none"> 1. ASR creates a plan to improve a market KPI and presents the plan on all hands meeting <ul style="list-style-type: none"> ● Requires employee to develop their analytical, leadership, planning, presentation skills 2. ASR is assigned 2-3 accounts to “manage” under AM supervision for a quarter <ul style="list-style-type: none"> ● ASR will be responsible for day-to-day management of the account – gives ASR perspective on driving the business and helps them with their planning and relationship building skills (Discuss with Dealer Principal in advance for approval)
<p>Solution Resources</p> <p><i>(Training, documents, reporting, etc.)</i></p>	

Account Manager, Indirect Sales

Scenario Brief Description	Driving Consistent Performance
Cause	<ul style="list-style-type: none"> • Poor dealer financial health • Poor employee recruiting or poor dealer hiring practices • Inadequate staffing • Low training participation • Poor dealer/partner relationship in general – lack of effort and drive
Effect	<ul style="list-style-type: none"> • Inconsistent performance within the same geographic area • Low morale • Declining foot traffic • Poor store appearance • Inaccurate/outdated collateral • Low inventory • Poor CSAT/Mystery Shop scores • Selling of non-approved products • Low conversion rates
Recommended Solution	<ul style="list-style-type: none"> • Work with ASR and address low performing issues • Side-by-side selling • Set up time with Store Manager/Dealer/Market Manager to review performance • Follow up and additional touch points with the door location • Partner with training to identify participation statistics and recommended courses
Solution Implementation Steps	<ul style="list-style-type: none"> • <u>Work with ASR and address performance issues</u> <ul style="list-style-type: none"> ○ AM works with ASR to identify door issues or concerns ○ During AM & ASR ride-along, visit low performing door ○ Ensure door has a plan to maximize sales and payment traffic and drive referrals by offering customers an amazing customer experience • <u>Side by Side Selling</u> <ul style="list-style-type: none"> ○ Have ASRs dedicate time in the door to show them how it's done ○ Role play different scenarios that will drive performance ○ Ensure door is up to data on all MetroU training courses • <u>Set up time with Store Manager to review performance</u> <ul style="list-style-type: none"> ○ During each visit, work with the Store Manager to review store performance. ○ Set achievable and obtainable goals for the door ○ Get buy in from the location to focus on the performance issue

	<ul style="list-style-type: none"> ○ Work with training team to schedule learning on targeted issues ○ Celebrate door success • <u>Follow Up and additional touch points with the door location</u> <ul style="list-style-type: none"> ○ Over-communicate performance at the door level ○ Visit door multiple times to review progress and performance. Provide feedback after each visit, adjust goals as needed. ○ Follow up with Store Manager/Local Manager on performance. Send out follow-up communication to all recapping action items and commitments. • <u>Additional training, focused on impacted metric</u> <ul style="list-style-type: none"> ○ Request assistance from local trainer/corporate training ○ Identify time/day that works best for store, getting all employees engaged. Make sure the Market Manager is present to show importance and for coaching of sales makers. ○ If possible, group additional locations into training with similar needs. Larger groups tend to be more impactful for these trainings ○ Schedule additional ASR visits to impacted stores, with focus on coaching around this one topic/issue ○ Measure results, celebrate success around increases
<p>Solution Resources <i>(Training, documents, reporting, etc.)</i></p>	

Account Manager, Indirect Sales - Improving KPI Performance

Scenario Brief Description	Improving KPI Performance and Buy-In
Cause	<ul style="list-style-type: none"> • Internal team pushback on execution • Break in dealer communication, dealer not cascading information • Misaligned dealer compensation and Callidus knowledge • Lack of understanding and accountability • Lack of training • Lack of investment • Poor relationships; lack of trust
Effect	<ul style="list-style-type: none"> • Negative customer experience • Poor sales and metrics results (KPI-5, churn) • Inconsistent dealer health • Resistance to change • Growth hold • High turnover/staffing issues
Recommended Solution	<ul style="list-style-type: none"> • Identify and set action plan: Internal/External/Cross-functional collaboration • Consistent, open communication and visibility • Gain Dealer Buy-In, What's In It for Me (WIFM)? • Understanding the dealer's needs • Scheduled follow-ups
Solution Implementation Steps	<ul style="list-style-type: none"> • Internal Action Plan: Team Member Buy-In and Preparation <ul style="list-style-type: none"> ○ Schedule monthly meetings. Review KPI performance and set clear expectations ○ Ensure AM is reviewing MIDAS visits and reviewing with ASRs to validate they are driving key KPIs/priorities ○ Leverage internal/external stack ranking ○ Do the math, commission calculators ○ Leverage training resources (Drive the Five, MetroU, Associate Ready Program - ARP) ○ Recognize top performance ○ Anticipate dealer responses ○ Inspect right fit guide usage ○ Utilize whiteboards/leave behind • External Action Plan: Gaining Dealer Buy-In <ul style="list-style-type: none"> ○ Level set communication, all hands to drive accountability ○ Be objective and direct; stand your ground with empathy ○ Show them the "why" ○ Align KPI goals with internal compensation (dealer/door) ○ Re-educate on KPIs ○ Utilize whiteboards/leave behind ○ Evaluating KPI report frequency ○ Trial store, examples ○ Dealer recognition programs

	<ul style="list-style-type: none"> ○ Leverage growth opportunities ○ Set expectations and deadlines as needed ○ Ask what the dealer needs from us to meet goals/address issues ○ Schedule follow-up and stick to it ○ Recap meeting via email <ul style="list-style-type: none"> ● Next Steps <ul style="list-style-type: none"> ○ Track progress and document in weekly email to dealer ○ Hold dealer accountable to the plan that was created and agreed upon ○ Be prepared to go to the next level if needed ○ Acknowledge and recognize improvements ○ NAM, cross-functional and/or leadership support where needed and appropriate ○ Performance Management Tools
<p>Solution Resources (Training, documents, reporting, etc.)</p>	<ul style="list-style-type: none"> ● MIDAS ● Stack Rank, Scorecard, ShopperTrak and KPI reporting ● Mystery Shop results ● Dealer Agreement ● Internal Support (NAM, Training) ● MetroFACE Dealer Survey ● Dealer Performance Management Tools ● Recognition Program

Account Manager, Indirect Sales - Dealer Staffing Issues

Scenario Brief Description	Dealer Staffing Issues
Cause	<ul style="list-style-type: none"> • Poor dealer health • Not offering competitive wages • Poor hiring practices, recruiting structure • Hiring unqualified candidates • Lack of training/onboarding process • Misaligned or complicated employee compensation program • Poor management skills, lack of communication • Development opportunities, performance reviews • Limited employee diversity, language barriers • Lack of employee recognition
Effect	<ul style="list-style-type: none"> • Poor sales and metrics results • Negative customer experience and poor brand perception • High turnover • Lack of coverage • Untrained employees • Overworked employees/poor store environment/low morale • Limited market leadership • Decreasing traffic • Profit loss (theft, employee error, security risks) • Unsatisfactory MetroFACE results • Not “Owning the Mile” • Door not opening on time
Recommended Solution	<ul style="list-style-type: none"> • Review and set dealer expectations • Gain dealer buy-in: “<i>What’s In It For Me?</i>” • Make sure dealers are having 1:1 meetings with their managers
Solution Implementation Steps	<ul style="list-style-type: none"> • Review and set dealer expectations <ul style="list-style-type: none"> ○ Ensure staffing expectations are known (internal/external) ○ Dealer ride along days ○ Compensation review, models ○ Drive participation in Dealer Excellence training ○ Ensure ARP completion ○ Leverage ShopperTrak data ○ Formalize recognition plan ○ Review interview and onboarding process ○ Dealer role clarity, org chart, employee rosters • Gaining Dealer Buy-In i.e. “What’s In It For Me?” <ul style="list-style-type: none"> ○ Explain exposure/risk ○ Sourcing quality staff ○ Explain dealer comp equation, highlight missed opportunities ○ Trial store, examples ○ Dealer recognition ○ Growth opportunities

	<ul style="list-style-type: none"> • Employee referral program – Provide incentives to existing employees to refer friends and family, if referral stays employed for a certain amount of time
<p>Solution Resources <i>(Training, documents, reporting, etc.)</i></p>	<ul style="list-style-type: none"> • State assistance programs • Local colleges for student resource managers • Staffing FTE Report • Shopper Trak/Power Hours Report • MetroPCS career website

Account Manager, Indirect Sales Hosting an Effective Monthly Dealer Meeting

Scenario Brief Description	Regularly-scheduled and structured performance management meetings with Dealer and/or local point of contact.
Cause	<ul style="list-style-type: none"> • Infrequent and/or inconsistent meetings • Ineffective or unstructured meeting agenda; field is poorly prepared for meetings • Poor utilization or lack of awareness of point of contact • Feedback that is not SMART (specific, measurable, achievable, realistic, timely) • Lack of mutual accountability items
Effect	<ul style="list-style-type: none"> • Dealers feel blindsided by meetings • Lack of communication/relationship between AM and Dealer • General dealer unawareness of performance and expectations • Lack of dealer accountability • Lack of follow-through by AM • Dealers and field teams misaligned on priorities • Breakdowns in communication • Poor performance
Recommended Solution	<ul style="list-style-type: none"> • Identify opportunities • Discuss and agree on actionable solutions • Plan for the future • Recap • Revisit open items • Account Manager should be meeting with their dealer partners, sub dealers and dealer support staff once monthly with a formal agenda. • Account Managers should review QBR action items and MIDAS visit feedback to discover key opportunities and common themes in their stores
Solution Implementation Steps	<ul style="list-style-type: none"> • Identify local point of contact and change-making attendees • Establish regular cadence for scheduled in person meetings <ul style="list-style-type: none"> ○ Segmenting: In cases where all dealers cannot be met, meet with dealers based on the needs of the business • Determine objectives • Map improvement priorities • Provide Meeting Agenda 24-48 hours prior to the dealer to ensure readiness and help the dealer also prepare for upcoming meeting • The Account Manager should schedule a meeting with the dealer, ideally between the 5th and the 15th of the month. • The meeting should be scheduled for at least 1 hour, and should include: Dealer principle, key sub dealers/dealer leadership (if applicable), Sr. Manager of Indirect (if needed), National Account Manager (if applicable).

	<ul style="list-style-type: none"> • The meeting should be segmented into the following three categories: <ul style="list-style-type: none"> ○ Previous Month <ul style="list-style-type: none"> ▪ Review of performance indicators and door level opportunities ▪ Lessons learned ▪ Wins to celebrate ▪ Go-forward opportunities ○ Coming Month <ul style="list-style-type: none"> ▪ Review the first week's performance and trends developing ▪ Conduct analysis on data and weave actionable strategy recommendations ▪ Gain commitments on items like IDF, planning, promotional changes, inventory forecasting, staffing and sub-dealer changes and planning, etc.) ○ Mutual Accountability <ul style="list-style-type: none"> ▪ What does the dealer need from the field team to be successful? ▪ What do we need the dealer to execute on for us to be successful? ▪ What can we do to further enhance collaboration between the dealer and the field team? ▪ What can we do to get more out of each other? • The Account Manager should recap this meeting within 48 hours, and copy everyone invited to the meeting. In the email recap, the AM should outline the meeting, recap items discussed, and most importantly, put in writing the commitments that both parties agreed to. If there are unanswered questions or open items, they should be clearly outlined for the NAM or Sr. Manager to gain resolution.
<p>Solution Resources (Training, documents, reporting, etc.)</p>	

Account Service Representative, Indirect Sales

Account Service Representative, Indirect Sales Effective Time Management

Scenario Brief Description	How do I allocate my time between dealer doors, personal development and admin responsibilities each month? What does “good” look like?
Cause	<ul style="list-style-type: none"> • Too much time spent on admin responsibilities • Conflicting initiatives, non-sales fire drills • No established cadence or calendar • Unstructured door visits • Geographic challenges with remote locations/organic markets
Effect	<ul style="list-style-type: none"> • Not enough time in field • Not scheduling time for personal development • Poor communication or relationships with assigned doors • Lack of strategic planning, alignment and prioritization with AMs and doors • Poor execution, missed information or deadlines • Inconsistent performance
Recommended Solution	<ul style="list-style-type: none"> • Establish a consistent cadence. Use 80-10-10 as guideline: <ul style="list-style-type: none"> ○ 80% (door) ○ 10% (personal development) ○ 10% (admin) • Prioritize the “Big Rocks” • Conduct structured visits
Solution Implementation Steps	<ul style="list-style-type: none"> • Establish a consistent cadence <ul style="list-style-type: none"> ○ Stay on track, minimize distractions ○ Utilization of resources ○ Predictable scheduling practices <ul style="list-style-type: none"> ▪ Establish door visit rotation ▪ Drive time/route optimization ▪ Schedule personal development/training time/admin time • Prioritize the “Big Rocks” <ul style="list-style-type: none"> ○ Sales are always #1 ○ SYNC with AMs ○ Open lines of communication, up and down ○ Embrace agility, be flexible ○ Develop great door relationships ○ Personal development time ○ Ensure admin tasks are completed (reporting, expenses, mileage, Kronos, etc.) • Conduct structured visits <ul style="list-style-type: none"> ○ Utilize sales and KPI reporting on every door visit ○ Evaluate, document and make recommendations for improved customer experience on every door visit ○ Follow 4 Pillars (POEM) – Refer to ASR Excellence training <ul style="list-style-type: none"> ▪ People ▪ Operational Excellence

	<ul style="list-style-type: none"> ▪ Environment ▪ Marketing/Merchandising ○ Document areas of opportunity and follow up actions in Midas ASR store visit log.
<p>Solution Resources <i>(Training, documents, reporting, etc.)</i></p>	<ul style="list-style-type: none"> • MetroMessenger communications • Dealer Portal • Qlik and Sales Reporting • Utilize DACG/MetroPLAN • Training (ASR Excellence, Cornerstone, SkillSoft) • Mystery Shop/CSAT Reporting • MIDAS • Outlook calendar