



## AO AM Manager Profile of Excellence



### Practice Area Strategic Planner

Impact of Practice Area  
Support Business Growth

#### Excellence in Action

1. Collaborate with Sales team in the development of a territory/country/local sales plan on how to generate revenue that meets/exceeds the team's quota.
2. Manage performance to go beyond the click through rate, find out the clients' true campaign goals, coach the team to manage campaign performance against identified objectives and make adjustments aligned to customer, market dynamics and internal product changes.
3. Help the team identify high impact upsell/cross sell/annuity opportunities to grow sales revenue leveraging in-depth understanding of customers, analytics, and the market in order to tell a compelling story.
4. Assign account workload based on sales targets for the team that stretch and challenge each team member in line with his/her experience and maturity.
5. Ensure customer action plans are included in service delivery plans for each book of business (agencies and advertiser).
6. Participate with Sales Manager in the development of agency/advertiser level customer action plans and assure adoption by AM's.
7. Ensure a rhythm of the business and quality level of account team to execute campaigns against annual long term agreements with agencies/holding companies with commitment to deliver the obligations, terms and goals of the agreements.



### Practice Area People Leadership

Impact of Practice Area  
Create a Climate of Success

#### Excellence in Action

1. Develop and communicate a vision that takes the country plan and localizes it for team success and evolves the team's mindset from reactive tactical execution to proactive engagements.
2. Coach AM's on how to work within the account team model that fosters a climate of great account teaming and feedback among AE's/AM's and internal stakeholders (with diverse perspectives) to proactively mitigate issues to ensure open communication and collaboration.
3. Maintain a high value talent pipeline (internally and from the marketplace) for fast and effective recruitment.
4. Evaluate, document performance and coach the team based on suitability, capability and organizational fit.
5. Recognize and reward teams through individual and team recognition and promote team best practices internally.
6. Incorporate the principles of readiness into day-to-day conversations with AM's to coach performance and reinforce training topics.
7. Execute and lead direct reports through HR people processes and annual rhythm (i.e., role priorities, performance reviews, development plans, MYCI, etc.) and leverage one on ones to coach and track progress.



### Practice Area Smart Collaborator

Impact of Practice Area  
Accelerate the One Microsoft Approach

#### Excellence in Action

1. Collaborate with other internal teams and groups (EPG, OEM, etc.) to create the One Microsoft customer experience.
2. Develop and cultivate an internal network of stakeholders and facilitators (e.g., credit/collection team, BGs, etc.) to support needs of removing roadblocks, facilitating delivery of deals and improving ways of working for mutual benefit.
3. Contribute to the success of the local leadership team – working in an open way to ensure alignment of different areas, sharing information and providing support to members.
4. Provide actionable feedback to the BGs and WW Sales Operations (directly or through the program manager) on local challenges, ideas and provide potential resolutions where applicable to resolve issues.
5. Conduct/participate in regular meetings with Sales Manager and Specialist Manager to ensure team alignment (e.g., product sales and delivery questions/concerns, client needs, etc.).
6. Contribute and participate in the worldwide management community to align goals and share best practices.





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### Practice Area Value Creator

### Impact of Practice Area Provide the Best Sales and Services Experience

#### Excellence in Action

1. Proactively lead regular satisfaction meetings with key customers to develop the relationship, build plans and, as a result, coach and grow account team members that assures they provide white-glove service and follow through on committed actions.
2. Collaborate with Sales management to identify key influencers within agencies and customers and develop/grow/expand the network within those accounts.
3. Co-plan and conduct regular business reviews with customers and partners to build the business discussion (e.g., alignment on goals and actions, mutual ambitions).
4. Evangelize and sell the Microsoft value story to customers, partners and the media that raises Microsoft's profile in the industry and coach direct reports so they can sell the same to their customers (evangelize).
5. Meet routinely with Sales Managers to track progress against the territory/country/local plan to drive the best possible outcomes for customers and Microsoft.
6. Leverage Microsoft Advertising sponsored and industry-specific events to develop and grow customer relationships.
7. Coach teams on pitching upsell opportunities to customers, closing deals in transition to solution-selling environment and delivering high quality end-to-end campaign management.
8. Collaborate with Sales team to provide a best-in-class end-to-end service to customers.
9. Ensure AM's are providing customers with a Red Carpet experience during times of account transition.



### Practice Area Sales Excellence

### Impact of Practice Area Effectual Plans that Drive Wins

#### Excellence in Action

1. Have ongoing and frequent pipeline reviews with your teams, managing against a pipeline dashboard (where applicable).
2. Coach the team to drive the adoption of AdCRM for all contact and pipeline management, including upsell/cross sell/annuity opportunities (where applicable).
3. Ensure AMs are contributing to regular business/customer plan reviews and delivering on established service level agreements (SLAs).
4. Drive team involvement in contributing to customer action plans with sales counterparts and ensure execution of plans.
5. Identify any themes or trends in the market that are contributing to negative AdSat and either mitigate or escalate, as appropriate.
6. Review and assess all top wins and losses to ensure best practices are being shared with A&O Sales and blockers addressed (where applicable).
7. Monitor and enforce proper policies to ensure customer's contractual obligations are met and avoidable credits are minimizes.
8. Safeguard the team from unnecessary distractions that take time away from their primary role of working with customers, agencies and their account teams (filter the noise).



### Practice Area Continuous Learning

### Impact of Practice Area Lead by Example

#### Excellence in Action

1. Develop and maintain an in-depth understanding (i.e., a pulse on the market) on the industry and trends affecting/influencing customers/partners and provide market insights to the team (as it relates to customer set).
2. Develop a working knowledge of the foundational skills and product knowledge (device and services) needed to support the team.
3. Maintain a high degree of business and commercial acumen coupled with an in-depth knowledge of the online and off-line advertising industry.
4. Model 'self-discipline' to team members that demonstrates the importance of being 'intentional' in all planning and execution activities.
5. Develop the capability to be an effective coach and leverage every individual and team interaction to enable potential and self-sufficiency of the team.
6. Establish a mentor relationship and partner on professional growth, sharing feedback received from others and discuss opportunities to improve.
7. Leverage the management and WW Sales Operations community to learn and grow.