**Ad Sales & Operations –** **Advertising Sales Time Evaluation Project**

**Manager Talking Points:**

**Talking Points (leads to team)**

* As the [insert team] team, we’re always looking for opportunities to ensure that the way we are spending our time is effective, while also finding ways to promote efficiency
* We also look for these opportunities in response to SCI results and general feedback on how we work
* In order to ensure that we are set up for success to reach our goals, grow as a team, and drive results...
* We are launching a project that will run for a month, wrapping up right before Memorial Day Weekend and the start to our summer
* This project is meant to gather an understanding of our activity as a team, and as the Ad Sales & Operations Division, with the goal of finding opportunities to implement positive change
* Within this project, each individual within Ad Sales & Operations will make note of where they focus their time each day
* Each team will have an individual Excel document that we will use to take notes. The Excel will include a column of categories of where we spend our time and a column to note the time spent in each area. We don’t intend for this to be a heavy lift, and I’d suggest that you spend 5-10 minutes at the end of each day to incorporate your notes
  + The data is directional in nature so do your best to find the right category and task.
* We will be holding office hours on [TBD] to walk through the process and answer any questions. If necessary
* Again, this is meant to provide data on our activity, with the goal of identifying opportunities for improvement or optimization and develop potential solutions to streamline processes. This is not meant to be punitive, or a time clock, and this is not an accountability exercise. Reporting will be in aggregate
* The data from this project will have the following use cases:
  + Determining inefficiencies due to systems and process requirements
  + Identify tasks that should be considered for elimination or automation
  + Identify white space to put more time in front of customers
* I appreciate your time and participation in this project. We will begin this work on 4/22 and wrap up on 5/17
* This is not a new initiative for our org. The CSM team completed this project in the past, and through this assessment, the team was able to identify reporting redundancies, and product roadmap
* And I look forward to the positive change that will come out of our group from this project
* As a next step, I will share the excel, and please look out for a follow up email from Michael

Should you have questions as to how to navigate the template, please reach out to the following:

* **Brand/M&E/Emerging Sales**: Matt Agosto, Crissie Perez, Darren Melanson, Eric Taylor
* **MSA Sales**: Max Robinson
* **Indirect Sales, Performance Sales**: Pat Burney
* **SMB**: Grant Covell
* **Agency Sales**: Courtney Howell
* **CSDI**: Caryn Banchek, Carolyn Fiori
* **Sales Ops**: Steven Gold