



## 2016 Performance and Development Review for Dennis J Alexander

### Associate Information

Last Name	Alexander	Position	Vet District Manager
Known As Name	Dennis	Unit	Mars Global Petcare
Line Manager	Kathy Joyce	Division	Royal Canin
P&O Business Partner	Lindsay J Dugger	Site	RSC RC, Saint Charles, US

### Review Period Information

Originator	Niki M Phillips (40310720)
Review Period	01/01/2016 - 12/31/2016
Due Date	12/24/2016

### Introduction

Completion of the performance and development review is a key responsibility for Associates and Line Managers. At Mars, ongoing coaching and feedback are fundamental to the success of Associates and the organization. To support you and your Line Manager in the process, please refer to the Performance Management Toolkit found under [Help & Tutorials here](#) in iTMS. Objectives and development plans now feature at the bottom of the form, please scroll down to view them.

### Objectives Plan

All Associates will have objectives that are aligned with the achievement of our overall business strategies. Individual objectives must represent the typical expectations in terms of scope, responsibility and accountability for the position. Results achieved need to be updated directly in the [objective plan](#) in iTMS and not in the PDP form.

Increase customer growth rate 12.7% by end of 2016

Salesforce Reporting

### Objective Details

Start Date	05/01/2016	Due Date	12/31/2016
Description (SMART)	To increase my current territory sales by 12.7%	Results Achieved	

Increase current regular users by 7 users

Salesforce Reporting

### Objective Details

Start Date	05/01/2016	Due Date	12/31/2016
Description (SMART)	Increase current regular users ordering atleast 1 SKU by 7	Results Achieved	

Increase current Core 3 users by 20 users

Salesforce Reporting

**Objective Details**

Start Date	05/01/2016	Due Date	12/31/2016
Description (SMART)	Increase current Core 3 (Urinary, Derm, and GI) users by 20 clinics	Results Achieved	

**Provide 60 Training Seminars**

Salesforce Reporting &amp; calendar dates

**Objective Details**

Start Date	05/01/2016	Due Date	12/31/2016
Description (SMART)	Provide 60 Lunch or Breakfast & Learns to clinics	Results Achieved	

**complete 1 FULL LINE CONVERSION in a clinic**

Lunch &amp; Learns, Relationship &amp; Salesforce Reporting

**Objective Details**

Start Date	05/01/2016	Due Date	12/31/2016
Description (SMART)	Secure 1 clinic to commit to a full line conversion	Results Achieved	

**Complete 5 Line conversions on urinary, Derm or GI**

Salesforce

**Objective Details**

Start Date	05/01/2016	Due Date	12/31/2016
Description (SMART)	Complete 5 line conversions	Results Achieved	

**Development Plan**

Development objectives support the Associate's growth and performance for current and future roles. Results achieved need to be updated directly in the [development plan](#) of iTMS and not in the PDP form.

Current Role

**Associate Degree in Marketing****Objective Details**

Start Date	09/05/2016	Due Date	12/31/2016
From (Describe Current State)	Taking the steps to enroll at National University to obtain my Bachelors Degree in Marketing & Communication	To (Describe Future State)	To better understand the Royal Canin Brand. Understanding the marketing departments steps to understand why our Logo and Marketing department takes the steps it does to protect our brand.
70% - Learn By Doing	Take my first Marketing course in September	20% - Learn From Others	
10% - Learning Event		Results Achieved	

Current Role

## Discovery Question

## Objective Details

Start Date	06/06/2016	Due Date	12/31/2016
From (Describe Current State)	Not strong in formulating closing statements	To (Describe Future State)	Be very fluid to close in all situations, being practice manager, veterinarian or any decision maker.
70% - Learn By Doing	*Memorize all POD's for all diets *Write out the most important discovery questions that I wanted to ask and have them available.	20% - Learn From Others	Ride-a-Long with CoWorker Jennifer C and/or Brittney L in our region
10% - Learning Event	SPIN selling model book Author: Blanchard, 1 minute sales person	Results Achieved	

## Associate Comments

In this section, the Associate should highlight key achievements in the area of performance and development for the period in review.

Associate Comments

Since joining Royal Canin in March, I have learned a great deal about the company, our products, our clinics, and myself. From the start of my eight weeks of training, I have taken the Mars 5 Principles to heart and I strive to embody them daily in my engagement with clinics and in my personal life. As I have gained experience in the territory, I have established an efficient route that allows me to visit clinics on a four-week cycle and my top clinics more frequently. I have built a solid relationship with my practice managers at Banfield and I am working to build an equally strong relationship with VCA Hospitals and independent clinics. Though my time in the field did not begin until May, my persistence and diligence have allowed me to meet or exceed my yearly KPI goals. This is my first experience using a client management tool, and I have developed proficiency with Salesforce quickly in order to gain the maximum benefit from the capabilities it provides.

While I have been successful during my first 10 months at Royal Canin, I recognize there are opportunities for growth and improvement. I was hired into a territory that had been vacant for at least six months, so I have had to devote significant energy to repairing or developing relationships that may have been damaged or neglected. Though I have not always been able to connect with the key decision maker in each clinic, and have not always been successful in closing a deal during each visit, my respectful approach and repeated attempts have allowed me to improve these relationships. My previous experience as a pet store owner and a pet supply distributor representative has provided me with a baseline knowledge for my new role, but my limited exposure to calling on veterinarians and their practice managers has been a challenging learning curve that I have tackled aggressively. I am becoming more proficient with utilizing discovery questions and PODs when speaking to decision makers to educate them on the benefits of our diets for their clients. I recognize that I will need to focus on prospect accounts to compensate for potential attrition and to drive additional sales growth.

Having given over 60 lunch-and-learn seminars, I am comfortable representing our products and I have incorporated innovative ways to encourage participation from the attendees. Through Banfield stand-alone clinic grand openings, I have gained a reputation for creating a fun and client-engaging experience. I have personally taken that energy and duplicated the experience at two independent clinic grand openings. Embodying the mutuality principle, I have assisted with a vacant territory within my region by answering calls from clinics and resolving issues quickly and professionally, and I accompanied our regional diet champion to a veterinary conference. Working towards establishing a strong foundation for future growth within the company, I am pursuing a Bachelor's degree in Marketing and Communications, and I have completed my first three courses.

## Associate Career Aspirations and Mobility

To be completed by Associate. Career Aspirations highlight the job experiences and development you are seeking at Mars, Incorporated. After completing the PDP form, please complete your Career Aspirations and Mobility directly in your Associate Profile in ITMS.

☒ I have reviewed both my Career Aspirations and Mobility.

Best Next Move

After completing the PDP form, please complete the Best Next Move information for the Associate directly in the Associate’s Profile in iTMS.

Performance Rating

The overall performance evaluation for an Associate should reflect the achieved results across all performance and development objectives for the past review period. The Line Manager will enter the overall performance rating in this section.

Performance Rating

Meets Expectations

Line Manager Comments

In this section, the Line Manager should highlight key achievements in the area of performance and development for the period in review. In addition, the Line Manager should also detail why the performance rating has been selected and comment on areas for continued development and improvement.

Line Manager Comments

Dennis started in territory May 2, 2016. He quickly turned around a declining territory and will exceed his annual goal. He has exceeded each KPI and goal given. Dennis has shown team leadership very early and continues to support positive team engagement by the valuable ideas and energy he brings to our meetings. He has brought many ideas to the team that have been implemented. Dennis quickly built a strong relationship with his customers which will serve him well in 2017. He has demonstrated self drive in learning not just the technical part of Royal Canin sales but quickly adapted into the company processes and culture. He excels in organizational skills of all administrative tasks required of him. He became the team champion on Sales Force helping everyone navigate easily through the website. To be successful in 2017, he will need to continue learning the technical side of our formulas at a deeper level. I look forward to working with her next year in driving sales in her territory.

Signatures

The Associate's signature does not imply agreement or disagreement, only the acknowledgement that the discussion occurred. The Line Manager signature acknowledges that the rating is complete.

Associate:	<u>Dennis J Alexander</u>	<u>01/01/2017</u>
Line Manager:	<u>Kathy Joyce</u>	<u>01/23/2017</u>