

Table of Contents

Overview - Mortgage Production Management Process	1
Introduction.....	1
Commitment to Manage	3
Sample Commitment	3
Goal Management.....	5
What's your Goal?	5
Defining Volume Goals Based on Referral Source/Channel.....	7
Completing the Goal Worksheet.....	8
Daily, Weekly, Monthly and Quarterly Progress.....	10
Seasonality in the Plan – Interest Rates	11
Key Accounts, Channels, and Referral Source Management	13
Prospect/Key Accounts.....	14
Channel Based Marketing – Real Estate Agents	15
Channel Based Marketing – Advisors and Financial Intermediaries.....	17
Channel Based Marketing – Affinity	17
Key Account Plan	18
Introductory Package - Marketing Collateral	19
Preparation of an Introductory Package.....	19
Time Management, Call Planning and Performance Review	20
Activity Planning and Time Blocking	20
Account Management	21
Checklist for Reviewing Detailed Call Reports.....	23
Joint Call Planning Process.....	24
Key Account Business Review Process.....	26
Sales Team Meetings	27
Monthly Activity Review	29
Performance Appraisals	31
Preparing for a Performance Appraisal.....	32

Overview - Mortgage Production Management Process

Introduction

Sales management, particularly in the mortgage business, has been seen as an aspect best left to industry and motivational speakers. Most often, discussions of sales tactics in abstract take the place of meaningful measurement of goals and results. Business management requires the use of goal setting and review, and this is the role of the mortgage production manager.

The steps in production management are fundamental:

1. Develop a Business Plan
 - a. supports the marketing strategy
 - b. use marketplace analysis
 - i. where you are
 - ii. where you want to be
 - iii. how you plan to get there
2. Develop Sales Objectives/Activities that support achievement of the plan
 - a. identify sales activities and performance standards
 - b. identify key accounts
 - c. Gather data for each account to build profile
 - d. Develop a Key Account Plan with strategies to maximize business opportunities in each account.
3. Monitor and manage the implementation of Sales Plans and Key Account Plans
 - a. reviewing application pipeline
 - b. reviewing call reports, call records, and planning calendars
 - c. joint calls
 - d. key client business reviews
 - e. lost business reviews
4. Ensure service quality through
 - a. quality of applications
 - b. responsiveness to customer
 - c. customer feedback
5. Provide reinforcement
 - a. conducting sales meetings
 - b. managing sales training
 - c. giving performance recognition
 - d. Review Monthly Activity Reports
 - i. identify reasons for variance from planned to actual results, reasons why and make any needed adjustments.
 - ii. Conduct written quarterly Performance Appraisals tied to objectives and Sales Plans and make any needed adjustments.
 - iii. Review key account strategies quarterly and make adjustments as necessary.

This program provides instruction on managing these through regular activities.

Annually

Developing a Business Plan
Setting Sales Performance Objectives
Market Analysis
Key Account Planning
Key Client Business Reviews

Quarterly

Sales Plans
Key Client Business Reviews
Sales Performance Appraisals
Key Account Strategy Reviews

Monthly/Weekly

Call Reports
Call Records
Key Account Strategy Reviews
Joint Call Planning
Managing Sales Training
Sales Team Meetings
Monitoring the Application Pipeline
Monthly Activity Reports