THE RESULT

"All 68 sellers quoting on March 1"? We have 60, and 32 can quote that day. One customer promise can't be kept.

A VP Sales at a 40,000-person energy equipment maker turns a product launch brief into a 90-day field plan, with any AI chat his company allows.

THE RESULT James's plan for the CRO and VP Product. Fictional company.

HALVERN POWER SYSTEMS · SALES, AMERICAS

GridStore: 90-day field launch plan, March 1 to May 29

For: Sofia Marchetti, CRO, and Lena Hoffmann, VP Product
From: James Okoro · Monday, January 11

MY PLAN

Open orders on March 1 with the 32 sellers certified by then. Each territory quotes as it certifies: 42 from March 10, 54 from March 24, all 60 from April 7, if everyone attends and passes. Brightwater was told April delivery and first units ship May 17, so we correct that now. The $36M target was built on 68 sellers and needs rebuilding. · Inputs 2, 3, 4, 6

FIRST CUSTOMERS

Brightwater (Texas)	Northgate (Canada)	Copperline (Southeast)	Sellers on March 1
Can't be met	**Fixable**	**Possible**	**32 of 60**
Told April delivery; first units ship May 17	Quote by March 15 if their seller takes a spare March 8–9 seat	Quotes from March 10; a March order earns no Q1 credit, Q2 unconfirmed	Not 68: the 8 pilot reps are account managers

PAY, AND WHAT'S NEXT

PAY	**March orders earn no Q1 quota credit** Sales compensation must confirm whether they qualify for Q2 credit. If they don't, I recommend an exception so sellers aren't encouraged to delay orders. · Input 5
BY WED JAN 13	**Lena: the ship queue from May 17, and what date Brightwater can be given** So Brightwater's account owner can correct April delivery before this plan goes out on Friday. · Inputs 2, 6
TARGET	**Rebuild the $36M from 60 sellers and the certification dates** Product to say where the $530K per seller comes from. · Input 2

CAUGHT ON REVIEW

1. **68 sellers** are 60: the pilot reps are already account managers
2. Only **32** can quote on March 1; all 60 from **April 7**
3. Brightwater was told **April delivery**; first units ship **May 17**

UC-004 · SC-04 · REV B	
FOR **VP Sales, Americas**	SECTOR **Energy equipment (battery storage launch)**
COMPANY **40,000 people · 25 sites · 15 countries**	TASK **Build a 90-day field launch plan for a new product line, with dates that hold**
WRITTEN FOR **ChatGPT · Claude · Gemini · Copilot**	
AI TEST **Claude, Nov 15, 2026 · 7 of 7 found**	

STEP 0 · THE MESS

What landed on James's desk

A short email from the CRO, product's launch brief, the training schedule, a headcount table, one pay rule and three customer promises. Each team's dates make sense on their own. Nobody has put them side by side.

EMAIL · CRO [1]

GridStore launch

“Who sells it, when they're certified, how they're paid, and what we've promised our first customers.”

1 **The plan.**

LAUNCH BRIEF [2]

Product

“All 68 sellers quoting from March 1.”

2 **68 people?**

TRAINING [3]

Certification schedule

“Only certified sellers may quote.” Canada: April 5–6.

3 **Who can sell when.**

SALES OPS [4]

Sellers by territory

60 account managers. The 8 pilot reps are among them.

4 **Count once.**

COMPENSATION [5]

New products

“Credit from the first day of the quarter after orders open.”

5 **March pays nothing.**

ACCOUNT NOTES [6]

First customers

“Brightwater Utilities: we told them delivery in April.”

6 **Ships May 17.**

YOU'RE NOT ALONE

42%

of B2B executives in Bain's 2026 survey missed their 2025 growth targets, up from 32% the year before.

Bain & Company, 2026 B2B Growth Agenda, March 2026: more than 1,100 senior executives in 18 industries. Source

STEPS 1–3 · HOW IT WORKS

Three steps, one chat

Here the AI turns a launch brief into a plan. The prompt makes it count each person once and test every date against the others.

1 Open a new chat

Use the AI tool your company approves: ChatGPT, Claude, Gemini or Copilot.

2 Paste the prompt and the inputs

Copy the prompt and the six fictional inputs from the appendix into one message.

3 Check one date yourself

Canada certifies April 5–6. Northgate was promised a quote by March 15. Then decide what you tell the CRO first.

THE PROMPT, PART BY PART

COPY-READY VERSION IN THE APPENDIX

I'm VP Sales, Americas at an energy equipment manufacturer. We're launching a new battery storage line, and our CRO wants my 90-day field launch plan by Friday, January 15, for her and our VP Product. Today is Monday, January 11. Below are the CRO's email, the product team's launch brief, the certification schedule, our account managers by territory, the compensation rule and what we've promised our first customers.

1 Who you are, who the plan is for, the deadline and today's date.

Please give me:

1. **Each claim in the launch brief** tested against the data: holds, doesn't hold, or unknown.
2. **Who can sell, when**: certified sellers by date and by territory, from now to the end of the 90 days.
3. **The 90-day plan** (March to May): certification, quoting, pay and each customer commitment, with dates that hold.
4. **What must change, and who decides**, before Friday.
5. **A short note to the CRO and VP Product.**

2 Each launch claim tested, who can sell when, a 90-day plan, what must change and who decides, and a short note.

Count each person once. Check every date against the certification schedule, the first shipping date and the compensation rule. Don't promise customers anything the inputs don't support. Don't add facts that aren't in the inputs; if you assume something, say so.

3 The heavy lifting: count each person once and check every date against the schedule, the shipping date and the pay rule. It found all seven planted problems.

WHERE TO PASTE

Every tool has one message box. Paste the prompt, add a blank line, paste the inputs, send. Schedules and rosters can be attached as files if your tool allows it.

SAFE TO TRY

Practise with the fictional inputs first. Real customer names, pay plans and launch dates are confidential: use only your company's approved tool.

THE AI'S FIRST ANSWER

What Claude actually wrote

Exactly as it came back, not edited. Read it the way James did: check each point against the source it cites.

UNEDITED Claude · fresh session, no other context · Nov 15, 2026 · one run

Assumptions (each one needs confirming)

- A2. Quarters are calendar quarters, so Q1 ends March 31 and Q2 starts April 1. If your fiscal year is different, the pay section changes.
- A3. The pilot reps' 2026 certification is still valid. The inputs don't say whether it expires.
- A4. Quoting starts March 1 for anyone certified earlier. The inputs don't say whether quotes can go out before orders open.
- A5. "90 days" means March 1 to May 31. That is 92 days; 90 days from March 1 is May 30.

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1. Launch brief claims tested

Claim	Verdict	Why
Orders open Monday, March 1	**Holds as a date**	March 1 is a Monday. But only 32 of the 60 sellers are certified that day (see section 2).
First units ship Monday, May 17, in order received	**Unknown**	May 17 is a Monday. The date comes only from the product brief. Nothing says how many units ship on May 17 or how fast the queue moves, so no customer can be given a ship date from the inputs.
"68 sellers (60 account managers plus 8 pilot reps)"	**Doesn't hold**	The 8 pilot reps *are* account managers (4 West, 4 Texas). They are already inside the 60. The real number is **60 people**. found
"All 68 quoting from March 1"	**Doesn't hold**	Only certified sellers may quote. On March 1, **32** are certified: 8 pilot reps, 12 Northeast and 12 Midwest. Southeast, the rest of West and Texas, and Canada are certified on March 9, March 23 and April 6. found
"$36M = 68 × about $530K"	**Doesn't hold / Unknown**	The arithmetic is right (68 × $530K = $36.04M), but the 68 is wrong. Even with all 60 selling for the full 90 days, 60 × $530K = $31.8M. Where the $530K per seller comes from is **unknown**: nothing in the inputs supports it. Because certification is staggered, there are only about 4,932 certified seller-days, against the 6,256 the brief assumes (68 × 92), which is about 79%. This is arithmetic only, not a forecast. found
(Implied) Launch orders count toward quota	**Doesn't hold for March**	Under the compensation rule, credit starts on the first day of the quarter after orders open. That is April 1 (A2), so March orders earn no quota credit. found

2. Who can sell, when (each person counted once)

The table assumes everyone attends and passes (A1). The West and Texas session needs 12 seats: 12 West plus 8 Texas, minus the 8 pilot reps who are already certified. The session seats exactly 12.

Certified by end of	NE	MW	SE	West	Texas	Canada	Total	Can quote from
Today (Mon Jan 11)	0	0	0	4	4	0	**8**	Mar 1 (A4)
Tue Feb 9	12	0	0	4	4	0	**20**	Mar 1
Tue Feb 23	12	12	0	4	4	0	**32**	Mar 1
Mon Mar 1 (orders open)	12	12	0	4	4	0	**32**	
Tue Mar 9	12	12	10	4	4	0	**42**	Wed Mar 10
Tue Mar 23	12	12	10	12	8	0	**54**	Wed Mar 24
Tue Apr 6	12	12	10	12	8	6	**60**	Wed Apr 7
May 31 (end of 90 days)	12	12	10	12	8	6	**60**	

Spare seats:

- **2** in the Southeast session (March 8–9)
- **6** in the Canada session (April 5–6)
- **None** in the West and Texas session (March 22–23). Anyone who misses it can only make up on April 5–6, and no session is scheduled after that. found

3. The 90-day plan (March to May)

Certification

- Feb 8–9: Northeast (12). Feb 22–23: Midwest (12). These are already scheduled and full.
- March 8–9: Southeast (10), **plus the Canada account manager for Northgate Hydro** in one of the 2 spare seats (see the Northgate item below).
- March 22–23: West and Texas (12 seats, full). Any no-shows go to April 5–6.
- April 5–6: Canada (the 5 remaining) plus any make-ups. By April 6, all 60 are certified (A1).

Quoting

- March 1: the 32 certified sellers can quote (8 pilot reps, Northeast, Midwest).
- March 10: Southeast. March 24: West and Texas. April 7: Canada.
- Launch message: "certified sellers quote from March 1, other territories as they certify". Not "all sellers from March 1".

Pay

- March orders earn no quota credit under the current rule (A2). The open question is whether March bookings get credit in Q2 or none at all. The rule doesn't say, so sales compensation must confirm. `B: recommend, don't ask`
- Credit starts April 1.
- Risk: sellers may hold March deals until April.
- Note: moving the launch to April wouldn't fix this. Orders opening in Q2 would push credit to July 1.

Customer commitments

- **Northgate Hydro (Canada), quote by Monday, March 15.** This can't be met on the current schedule, because Canada certifies on April 6. Two ways to make it hold: `found`
  - (a) Put the Canada account manager in a spare Southeast seat on March 8–9. They are certified March 9 and quote by Monday, March 15.
  - (b) A seller who is already certified quotes for them. Whether a seller may quote outside their own territory is **unknown**, so that needs a ruling.
  - If neither is agreed, tell Northgate now that the quote comes after April 6.
- **Brightwater Utilities (Texas), delivery in April. This can't be met.** The first units ship May 17, so April delivery isn't possible. Brightwater's actual delivery date after May 17 is also **unknown**, because queue position, volume and transit time aren't in the inputs. `found`
  - Texas has 4 certified pilot reps from day one, so a quote can go out from March 1.
  - Reset the expectation with Brightwater before any order. Don't promise a new date until product confirms the ship queue.
- **Copperline Data Centers (Southeast), expects to order in March.** This is **possible but tight.** Southeast can quote from March 10, which leaves March 10 to 31 to quote and close. `found`
  - Under the rule, that order earns no quota credit (A2).
  - Its ship date is **unknown**, beyond "no earlier than May 17, in order received".

Shipping in the window: first units ship May 17, inside the 90 days. How many ship before May 31 is unknown.

4. What must change, and who decides, before Friday Jan 15

1. **Seller count and target.** Correct 68 to 60, and rebase the $36M (and explain where the $530K per seller comes from). Decided by Lena Hoffmann and Sofia Marchetti.
2. **Launch wording.** Change "all sellers quoting March 1" to staggered, certified-only quoting (32 → 42 → 54 → 60). Decided by Sofia, on James's recommendation.
3. **Northgate.** Move the Canada account manager into the March 8–9 session, or allow cross-territory quoting, or reset the date with the customer. Decided by James with sales training. Cross-territory quoting needs Sofia.
4. **Brightwater.** Withdraw the April delivery commitment, and have the account owner reset it with the customer. Decided by James. Lena confirms what ship date, if any, can be given. `C: a date for the call`
5. **Pay for March orders.** Decide on an exception, or confirm that March orders get no credit, and confirm whether we use calendar or fiscal quarters. Decided by Sofia with sales compensation.
6. **Confirmations needed:**
   - The pilot reps' certification is still valid (sales training).
   - A make-up option for the West and Texas session, which has no spare seats (sales training).
   - Whether certified sellers can quote before March 1 (product).
   - Ship capacity and queue from May 17 (Lena).

5. Note to the CRO and VP Product

> Sofia, Lena,
>
> I've checked the launch brief against the training schedule, headcount, comp rule and our customer commitments. Four things need a decision before we lock the plan Friday:

1. **We have 60 sellers, not 68.** The 8 pilot reps are already among our 60 account managers. On March 1, 32 are certified (pilot reps, Northeast, Midwest). That rises to 42 on March 9, 54 on March 23 and all 60 on April 6, assuming everyone passes. The $36M target was built on 68 sellers quoting from day one, and the $530K-per-seller basis isn't documented, so it needs rebasing. `A: customers first`
2. **Comp.** Under the current rule, quota credit starts April 1, so March orders earn no credit (assuming calendar quarters). Sofia, do we want an exception for March, or accept the risk that deals slip to April?
3. **Northgate Hydro** was promised a quote by March 15, but Canada certifies April 6. I propose putting their account manager in a spare March 8–9 seat, which makes March 15 achievable.
4. **Brightwater Utilities** was told April delivery. First units ship May 17, so we have to reset that now. Lena, what ship date can we responsibly give, given the order-received queue?

Copperline can order in March once Southeast certifies on March 9. Its ship date stays unconfirmed until we know the queue.

James

`found` caught a planted problem `A–C` James changes it; see the next section

THE HUMAN PART

What James changed, and why

Claude found every planted problem, lined up who can sell when and found a spare seat that saves the Northgate quote. James's edits change what the CRO reads first, turn a question into a recommendation and put a date on the customer call.

WHAT CLAUDE FOUND: 7 OF 7 PLANTED PROBLEMS — One run

✓ 68 sellers are 60	✓ 32 certified on March 1	✓ No Q1 credit for March orders	✓ April delivery, May shipping
✓ Canada certified too late	✓ $36M built on 68	✓ Seats and Copperline	

THREE EDITS, ALL JUDGMENT CALLS

	CLAUDE WROTE	JAMES'S VERSION	WHY · PRIORITY
A	The note opens with “We have 60 sellers, not 68.” Brightwater's April delivery comes fourth.	**James opens with the customers: Brightwater was told April delivery and can't have it; Northgate's quote holds with a spare seat. The seller count comes next.**	An internal number can be fixed on Friday. A customer waiting on a promise we can't keep can't wait.
B	“Sofia, do we want an exception for March, or accept the risk that deals slip to April?”	**James: March orders earn no Q1 credit, and sales compensation must confirm whether they qualify for Q2. If they don't, he recommends an exception so sellers aren't encouraged to delay orders.**	The CRO asked for a plan. A VP Sales who leaves the choice open hands the problem back.
C	“Withdraw the April delivery commitment, and have the account owner reset it with the customer.”	**Lena confirms the ship queue and what date Brightwater can be given by Wednesday, January 13, so the account owner calls Brightwater before the plan goes out on Friday.**	Without a date, “reset it” waits for the launch. The customer should hear it from us first, with a date we can stand behind.

What only you can do — Decide what the CRO reads first, recommend instead of asking, and make sure the customer hears the bad news early. The AI lined up the dates. You decide who hears what, and when.

YOUR TURN

Make it yours

Use it whenever a launch, a reorganisation or a new process depends on dates set by several teams: training, systems, pay, delivery.

YOUR PROMPT: FILL IN THE BRACKETS

I'm **[your role]** at a **[industry]** company. We're launching **[the product or change]**, and **[who]** wants my **[length]** plan by **[date]**, for **[who else]**. Today is **[date]**. Below are **[the email, the launch brief, the training or certification schedule, headcount by team, the pay rule and what we've promised customers]**.

Please give me: **1. Each claim in the brief** tested against the data: holds, doesn't hold, or unknown. **2. Who can sell, when**, by date and by team. **3. The plan**, with dates that hold. **4. What must change, and who decides**, before **[date]**. **5. A short note** to **[who]**.

Count each person once. Check every date against the schedule, the delivery date and the pay rule. Don't promise customers anything the inputs don't support. Don't add facts that aren't in the inputs; if you assume something, say so.

FIVE CHECKS BEFORE YOU SEND THE PLAN

1. Every person is counted once.
2. Who can sell on day one is a number, not "everyone".
3. Pay credits the work in the months it happens.
4. Every customer promise is checked against the delivery date.
5. Each customer who was promised too much hears it from you first.

MAKE IT REPEATABLE (OPTIONAL)

Save the prompt once and reuse it for every launch: a custom GPT in ChatGPT, a project in Claude, a Gem in Gemini, or an agent in Copilot. Some companies switch these off; copy and paste always works.

WITH REAL DATA

Launch dates, pay plans and customer names are confidential. Use only the AI tool your company approves, and follow its rules.

WHAT THIS EXAMPLE SHOWS

One run of this prompt in Claude found all seven problems planted in fictional inputs and found the spare seat that saves one customer promise.

WHAT IT DOESN'T SHOW

That every tool, setting or run will do the same, how much time it saves you, or how a real launch should be paid or staffed. Halvern Power Systems and its people are fictional.

APPENDIX

Copy-ready: the prompt and the six inputs

Copy the prompt, then all six inputs, into one message in a new chat. Everything here is fictional and safe to paste.

THE PROMPT

I'm VP Sales, Americas at an energy equipment manufacturer. We're launching a new battery storage line, and our CRO wants my 90-day field launch plan by Friday, January 15, for her and our VP Product. Today is Monday, January 11. Below are the CRO's email, the product team's launch brief, the certification schedule, our account managers by territory, the compensation rule and what we've promised our first customers.

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Count each person once. Check every date against the certification schedule, the first shipping date and the compensation rule. Don't promise customers anything the inputs don't support. Don't add facts that aren't in the inputs; if you assume something, say so.

[1] EMAIL FROM SOFIA MARCHETTI, CRO

James, product wants the GridStore field launch on Monday, March 1. Please send Lena and me your 90-day field launch plan by Friday: who sells it, when they're certified, how they're paid, and what we've promised our first customers.

[2] GRIDSTORE LAUNCH BRIEF (LENA HOFFMANN, VP PRODUCT)

- Orders open Monday, March 1. First units ship Monday, May 17, in the order they were received.
- Field launch: all 68 sellers quoting from March 1 (our 60 account managers plus the 8 pilot reps).
- 90-day order target: $36M (68 sellers x about $530K each).

[3] CERTIFICATION SCHEDULE (SALES TRAINING)

Only certified sellers may quote GridStore. The course takes two days (Monday and Tuesday) and seats 12.

Session	Territory
February 8–9	Northeast
February 22–23	Midwest
March 8–9	Southeast
March 22–23	West and Texas
April 5–6	Canada

[4] ACCOUNT MANAGERS BY TERRITORY (SALES OPERATIONS)

Northeast	Midwest	Southeast	West	Texas	Canada	Total
12	12	10	12	8	6	60

The 8 pilot reps are account managers, 4 in West and 4 in Texas. They were certified in the 2026 pilot and don't need the course.

[5] COMPENSATION RULE (SALES COMPENSATION)

A new product earns quota credit from the first day of the quarter after orders open.

[6] FIRST CUSTOMER COMMITMENTS (ACCOUNT NOTES)

- Northgate Hydro (Canada): we told them they'd have a GridStore quote by Monday, March 15.
- Brightwater Utilities (Texas): we told them delivery in April.
- Copperline Data Centers (Southeast): they expect to order in March.