

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 销售激励方案设计

我们听到总经理的疑惑：公司很重视销售人员，但是似乎他们反应激励不足，公司销售目标始终完不成；销售人员连年流失，是不是我们的销售激励体系有问题？

我们听到销售总监/经理的抱怨：销售人员没有工作积极性，销售目标完不成，我在总经理面前“压力山大”。

我们听到人力资源总监/财务总监的反馈：销售人员的工资与市场相比已经不低了，为什么他们还不满足？我们该如何评价销售激励方案的有效性？

面对以上的种种困惑，我们有解决问题的办法吗？如何提高销售激励方案的有效性，以保证激励销售人员达成公司销售目标？美世为期 2 天的研讨会，将结合公司销售战略，帮助您深入学习美世经典的十步销售激励方案设计流程与方法。我们还将分享较多的工具与案例，帮助您更好地理解与掌握如何在保持合理的薪资成本前提下，制定与销售策略相一致的销售激励体系，有效激励员工努力达成公司销售目标。在学习形式上，将采用美世复合式教学模式—在线学习、线下面授与在线测试。美世会在课前开通 1 门与课程内容相关的在线课程，线上学习与测试有助于预习和复习理论知识和工具方法，面授研讨则更加关注重点知识的融会贯通、实战演练、实际案例的讨论和问题解决，线上线下相结合，强化巩固学习效果，为每位学员带来精彩充实的学习旅程。

#### 课程概述

##### 根据业务战略规划整体薪酬策略

- 公司战略分解及实现路径
- 人力资源策略及人才规划的业务一致性
- 人力资源现状与规划的差距分析
- 整体薪酬策略与 HR 其他职能的互相支持与制约
- 整体薪酬策略的业务一致性及成本有效性分析
- 规划整体薪酬策略

##### 销售报酬的现状

- 销售激励的基础知识
- 销售激励的现状
- 最大化销售有效性
  - 美世销售有效性模型
  - 销售有效性的要点

#### 联络

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## 销售报酬的目标、流程和方法

- 六大关键目标
- 流程：三阶段法
- 设计方法

## 深入探讨：美世十步销售激励方案设计方法及工具

- 报酬理念
- 适用性
- 支付水平
- 薪酬组成
- 杠杆
- 绩效指标
- 设计薪酬结构
- 绩效目标
- 支付频率
- 管理规则

## 案例分析及总结

### 学员收获

- 了解不同销售模式对应不同的销售激励方式，并准确把握本公司的销售激励方式
- 学会选择正确的薪酬组合和有激励效果的奖金机制来设计销售薪酬，建立销售激励与公司业绩间的正确关联
- 掌握修订和完善销售人员绩效管理体系方法，确定不同的绩效和付薪水平，以准确评估销售人员的业绩
- 行业典型案例分享

### 学员对象

涉及或参与销售激励方案的相关人员，包括但不限于公司总经理、销售总监、财务总监、人力资源总监、销售激励专业人员等；特别建议公司销售总监/经理和人力资源总监/经理同时参加

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### SALES INCENTIVE PLAN DESIGN

We hear confusion from general managers: “ My company pays lots of attention to our sales people, but they still seem unsatisfied and did not meet the sales targets. The turnover rate is high every year, is there anything wrong with our sales incentive system? ”

We hear complaints from sales directors/managers: “Our sales people show no passion in work and can't meet sales targets. I experience a lot of pressure when facing our general manager. ”

We hear feedback from HR directors/finance directors: “ Compared to the market, our sales people's salary level is competitive. Why are they still unsatisfied? How can we evaluate the effectiveness of our sales incentive plan?”

Facing the challenges above, do we have a solution? How can we improve the effectiveness of our sales incentive plan to encourage sales people to meet the company's sales targets? Mercer's 2-day workshop will help you deep dive to Mercer's ten-step sales incentive plan design process by aligning with your organization's sales strategy. Tools and case studies will be shared to help you better understand and learn how to design a sales incentive system that matches your sales strategy while being competitive for sales force, all on the premise of reasonable pay cost and sales target completion.

We will take the method of Mercer blended learning: online learning, offline training and online assessment. Mercer will open 1 related online module before the workshop. The on line learning and assessment will help participants preview and review theory, knowledge, tools and methods, the face to face workshop will focus on practicing key knowledge, discussing real cases and learning how to deal with practical HR problems. The highly effective on line to off line learning method will consolidate learning effect, and bring participants a fruitful learning journey.

#### TOPICS COVERED

##### The Place of Sales Force Rewards

- Fundamentals of sales incentives
- The place of sales force incentives
- Maximizing the effectiveness of the sales effort
  - Mercer's sales effectiveness model
  - Elements of sales effectiveness

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## Objectives, Process, and Approaches of Sales Force Rewards

- Six key objectives
- Process: three-phased approach
- Approaches to design

## Deep Dive: Mercer's 10 Sales Incentive Plan Design Methods and Tools

- Reward philosophy
- Eligibility
- Pay levels
- Pay mix
- Leverage
- Performance measures
- Plan mechanics
- Performance objectives
- Payout timing
- Administrative guidelines

## Case Study and Wrap-up

### BENEFITS TO PARTICIPANTS

- Learn different sales incentive methods corresponding to different sales modes, and better understand your own system
- Learn to choose the right pay mix and bonus system with incentives to design sales staff's salaries, and establish the right connection between sales incentives and the organization's sales performance
- Master improvement methods of the sales force's performance management systems by determining different performance ratings and pay levels, so as to accurately evaluate the sales force's performance
- Case studies from different industries

### TARGET PARTICIPANTS

Relevant personnel involved in sales incentive plan design, including but not limited to general managers, sales directors, HR directors, and sales incentive professionals; Sales directors/managers and HR directors/managers participate in the workshop at the same time is highly encouraged

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