

MERCER COLLEGE 美世学院

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，但是似乎他们反映激励不足，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？

我们还听到销售一线人员的声音：销售奖金不透明，我不知道销售奖金是如何计算的？销售总监/经理没有清晰地跟我沟通销售目标，所以我也不知道我的努力方向是什么？

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？

欢迎参加美世为期两天的“销售激励方案设计”研讨会，寻求解决方案。

课程概述

在两天的课程中，我们将结合公司销售战略，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。

课程大纲

- 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
- 销售报酬的目标、流程、方法
 - 六大关键目标
 - 流程：三阶段法
 - 设计方法
 - 练习

研讨会信息

时间地点：

北京

2014年8月14-15日

上海

2014年4月17-18日

2014年11月18-19日

广州

2014年7月3-4日

费用：

RMB 8,600 (未含6%增值税)

- 深入探讨：美世十步销售激励方案设计方法及工具

- 设计原则
- 适用性
- 付薪水平
- 薪资组合
- 上浮
- 关键绩效指标
- 薪酬结构
- 销售目标
- 支付频率
- 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
- 学会选择正确的薪资组合和有激励效果的奖金机制来设计销售薪资，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
- 获得行业典型案例分享机会

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和人力资源总监同时参加。

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或者联系相关人员。

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MERCER COLLEGE

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. Is it our sales incentive system that causes their high turnover rate?”

We hear complaints from sales directors/managers: “Our sales people show no passion in work and can’t meet sales targets. I undertake 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?”

We also hear concerns from frontline sales people: “I have no idea how our sales bonus is calculated as the sales bonus system is not transparent enough. I don’t know what I should fight for because my sales director/manager hasn’t communicated our sales targets clearly.”

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?

[Join Mercer’s two-day workshop on “Sales Incentive Plan Design”!](#)

PROGRAM OVERVIEW

In this two-day workshop, we’ll mainly have a deep dive into Mercer’s 10-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 the sales force, all on the premise of reasonable pay cost and sales target completion.

TOPICS COVERED

- 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.

PROGRAM DETAILS

Dates:
Beijing
August 14–15, 2014

Shanghai
April 17–18, 2014
November 18–19, 2014

Guangzhou
July 3–4, 2014

Fees:
RMB 8,600 (6% VAT excluded)

- Objectives, process, and approaches of sales force rewards:
 - Six key objectives.
 - Process: a three-phased approach.
 - Approaches to design.
 - Exercise.
- Deep dive: Mercer's 10 sales incentive plan design methods and tools:
 - Design principles.
 - Eligibility.
 - Pay levels.
 - Pay mix.
 - Upside.
 - KPIs.
 - Mechanics.
 - Goals.
 - Timing.
 - Rules.
- 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 a 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 and learn from what is typical.
- Hear 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. We strongly suggest that sales directors and HR directors participate in the workshop at the same time

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