SALES FORCE EFFECTIVENESS MANAGEMENT

Accelerate Sales Force Productivity and Improve Your Sales Results by Aligning Sales Activities with Company Objectives

Origin Source by David Cichelli
Senior Vice President The Alexander Group, Inc.
Author of ‘Compensating the Sales Force’

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Comprehensive Framework for Sales Growth

Sales Management System

1. Strategy
   - Sales Segments & Objectives
   - Coverage Model

2. Structure
   - Sales Process
   - Job Design & Organization Structure

3. Management
   - Resource Deployment
   - Sales Talent & Supervision

4. Sales
   - Performance Metrics
   - Quotas & Sales Compensation

SALES OPERATIONS AND TECHNOLOGIES

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Predictable Pattern of Business Growth

Phase I: Start-Up
- Grow Really Fast
- Grow

Phase II: Volume Growth
- Grow; Keep Customers
- Launch New Products
- Control Pricing
- Reduce Cost
- Re-Thinking Product & Market Strategy
- Reposition

Phase III: Re-Evaluation
- Top Line Growth
  - Territory Sizing
  - Quotas
- Revenue Mgt
  - Get New Customers
  - Keep Customers
  - New Products
- Price Mgt
  - Protect Base
  - Price Mgt
  - Reduce Costs
- Segment Growth
  - New Value Proposition
  - New Markets
  - Specialization

Phase IV: Optimization
- Grow Select Markets

Sales

Objectives

Issues

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Success Can Lead to Obsolescence

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Start-Up</td>
<td>Volume Growth</td>
<td>Re-Evaluation</td>
<td>Optimization</td>
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<td>One Product</td>
<td>Big Market</td>
<td>Many Products/Markets</td>
<td>Segment Management</td>
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<tr>
<td>Survive</td>
<td>Lower Costs</td>
<td>Hold Share</td>
<td>Optimize for Returns</td>
</tr>
</tbody>
</table>

Obsolescence

- Insufficient Customer Coverage
- Failure to Support Multi-Product Strategy
- Price Erosion
- Too Many Dissimilar Products and Customers

SBUs

Business Strategy
Marketing Strategy
Sales Strategy
Dimensions of Excellence by Phase

<table>
<thead>
<tr>
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Business Strategy
Marketing Strategy
Sales Strategy

Transformation

Recruiting
On-boarding
Messaging
Executing
Testing

Acct Stratification
Multiple Messages
Acct Mgt Skills
Hunters
New Products
Market Share

Customer Segments
Multiple Channels
Sales Specialization
Rules of Engagement
Margin Maintenance
Customer De-selection
Productivity

Fewer Segments
Simpler Channels
Intense Customer Focus
High Productivity
Low Churn
Good Margin/ Cash Flow

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Destination: Sales Excellence - Themes

Phase I
- Start-Up

Phase II
- Volume Growth

Phase III
- Re-Evaluation

Phase IV
- Optimization

New Market Access Selling

Successful Growth Scaling

Core-Market Selling Proficiency

Multi Segment/Solution Selling

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Sales Segment & Objectives

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Sales Segments

Sales must do marketing…

… to organize selling resources.

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Principles of Effective Segmentation and Targeting

• **Actionable**: determines sales strategy, coverage and account targeting
• **Simple**: easy to communicate and understand
• **Customer focused**: based on buying process and buyer needs
• **Sales potential focused**: customers and prospects grouped on potential and current revenue
• **Ranked by attractiveness**: segments are evaluated and ranked in term of buying processes revenue potential, profitability and past success
# Segmentation and Targeting Components

How should the market be divided into meaningful, actionable groups and which should be targeted?

| **Buyer Profile** | Identification of significant differences in how buyers make their purchase decisions |
| **Buyer Group Attractiveness** | Determination of attractiveness of buyer groups based on current and potential revenue, profitability, strategic fit, operational fit, loyalty, etc. |
| **Targeted and Actionable Segments** | • Matching segment buying criteria (based on how buyers want to buy) with the attractiveness of segment to the company  
• Segments must be identifiable and actionable  
• Alignment of value proposition with buying preferences  
• Delivery of a unique value proposition |
| **Value proposition** | |
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**Channel Strategy Evolves**

### Business Growth Phase

- **I**: Start-Up
- **II**: Volume Growth
- **III**: Re-Evaluation
- **IV**: Optimization
- **V**: SBUs

### Deployment Model

- Geographic-based coverage
- Customer Size/Value Specialization
- Vertical Market and Product Specialization
- • Channel
  - • Specialization
  - • Channel Bus Unit
    - • Field Bus Unit
    - • Market Bus Unit
- Strategic Business Unit

### Action Plan

- **Account Stratification**
  - • Size
  - • Value

- **Account Segmentation**
  - • Product
  - • Industry
  - • Channel

- **Buyer Segmentation**
  - • New Access
  - • New Buyer Access

- **Market Segmentation**
  - • New Market Access
Illustrative Sales Coverage Model

Coverage Resource

Worldwide Accounts
Top 500 Accounts: Over $10M in Potential Annual Revenue

Corporate Accounts

Major Accounts

Field Sales Accounts

Inside Sales Accounts
Outbound/Inbound

Inbound only

E Commerce

Coverage Comments

Team Selling Model

Local Sales Through Central AM

Channel Management

Geographic Sales Coverage Channel Support

Assigned Accounts Field Teaming

Customer Service

E-Channel

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# Types of Selling

<table>
<thead>
<tr>
<th>Types of Selling</th>
<th>Also Known As</th>
<th>Primary Objectives</th>
<th>Salesperson’s Activities</th>
<th>Selling Technique</th>
<th>Deployment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Focus Selling</td>
<td>“Vending”</td>
<td>• Obtains “approved supplier” status</td>
<td>• Responds to RFPs</td>
<td>• Price/ performance comparison</td>
<td>• Geographic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Maximizes volume and price</td>
<td>• Differentiates products based on delivery, price</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Achieves desired product mix</td>
<td>• Mathes products to customer’s “needs”</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Overcomes objections</td>
<td>• Overcomes objections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feature/ Benefit Selling</td>
<td>“Need satisfaction selling”</td>
<td>• Maximizes gross margins</td>
<td>• Adds value through product knowledge</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Obtains/ retains target accounts</td>
<td>• Focuses on use of product in customer’s environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications Selling</td>
<td>“Design-in selling”</td>
<td>• Establishes and grows long-term relationships</td>
<td>• Focuses on economics of customer’s operation</td>
<td></td>
<td>• Geographic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Meets growth goals in volume and profitability</td>
<td>• Proactively identifies ways to improve business results</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solution Selling</td>
<td>“Consultative selling”</td>
<td>• Leads customer toward solutions that result in attainment of volume and profit goals</td>
<td>• Sell solutions that improve market share, profitability, customer retention, etc.</td>
<td></td>
<td>• Select accounts</td>
</tr>
<tr>
<td>Thought Leadership Selling</td>
<td>“Visionary Selling”</td>
<td>• Articulates vision regarding where industry and customer are going and can go in the future</td>
<td>• Guides customer toward solutions with long term implications</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Thought Leadership Selling**

- Leads customer toward solutions that result in attainment of volume and profit goals
- Articulates vision regarding where industry and customer are going and can go in the future
- Guides customer toward solutions with long term implications
Identify Sales Process

Steps of the Sales Process

- Generate Lead
- Qualify Lead
- Conduct Needs Analysis
- Design Solution
- Propose/Negotiate
- Close/Fulfill

Attrition (hit rates) | 10 | 8 | 6 | 4 | 3 | 1
Effort (hours) | 1.5 | 4 | 3 | 6 | 6 | 8
Total Effort (hours) | 15 | 32 | 18 | 24 | 18 | 8 = 115
Duration | 3.5 months
Avg. Sales Value | $ 90K

Return on sales effort = $90,000/115 = $780/hour

How can we minimize attrition late in the sales process?
How can we increase speed to close?
How can we improve the close rate and pipeline yield?
How can we increase transaction size?
Cross Industry Benchmark

Total Time

Selling Time 50-60%

On-Site Contact 33%

Other Selling 22%

Non-Selling Time 40-50%

Service 10-20%

Administration 10-20%

Travel 15-20%

World Class
Sales Personnel Survey - Benchmark

Non-Sales Time
- Travel and Other downtime: 3%
- People Development: 7%
- Admin. / Reporting: 9%
- Customer Service: 10%
- Implementation Problems: 9%

Sales Time
- Order Entry and Delivery: 9%
- Opportunity Pursuit/ Close: 15%
- Account Development: 18%
- Account/ Opprtunity Planning: 12%
- Market Development/ Prospecting: 8%
Job Design & Organization Structure

Sales Management System

1. Sales Segments & Objectives
2. Coverage Model
3. Sales Process
4. Job Design & Organization Structure
5. Resource Deployment
6. Sales Talent & Supervision
7. Performance Metrics
8. Quotas & Sales Compensation

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Existing ADC North America Sales Force Structure

For Each Large Account

• Verizon
• AT & T
• Qwest
• SBC
• Bellsouth

• Sprint
• Level 3
• Cisco
• Nortel
• Others

VP

Wireline Dedicated Resource
Connectivity Dedicated Resource
Services Dedicated Resource
Field Sales Director

VP Connectivity
VP IP Cable
VP Wireless

Large Accounts

For Each Large Account

National Accounts

Connectivity
IP Cable
Wireless

Other Accounts

VP

HQ
OEM
Entertainment
GOV

Sr. AM
AM
AM
Resource Deployment

S A L E S   O P E R T I O N S   A N D   T E C H N O L O G I E S

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# Resource Development – 7 Steps

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step I</td>
<td><strong>Determine the optimal territory/ segment size:</strong></td>
</tr>
<tr>
<td></td>
<td>Define the average anticipated capacity for each sales role</td>
</tr>
<tr>
<td>Step II</td>
<td><strong>Determine territory/ segment definition criteria:</strong></td>
</tr>
<tr>
<td></td>
<td>Consistent relationships, geographical deployment, match skills with opprtunity, coverage of accounts in multiple location, segment issues.</td>
</tr>
<tr>
<td>Step III</td>
<td><strong>Develop sales capacity model:</strong></td>
</tr>
<tr>
<td></td>
<td>Build model based on productivity benchmarks</td>
</tr>
<tr>
<td>Step IV</td>
<td><strong>Develop resource deployment recommendations:</strong></td>
</tr>
<tr>
<td></td>
<td>Review for “reality check” with test market.</td>
</tr>
<tr>
<td>Step V</td>
<td><strong>Refine sales capacity model:</strong></td>
</tr>
<tr>
<td></td>
<td>Based on market test</td>
</tr>
<tr>
<td>Step VI</td>
<td><strong>Build territories/ segment of equitable size:</strong></td>
</tr>
<tr>
<td></td>
<td>Run the sales capacity model for all territories/ segments</td>
</tr>
<tr>
<td>Step VII</td>
<td><strong>Assign accounts to account managers:</strong></td>
</tr>
<tr>
<td></td>
<td>Industry/ account knowledge, skills experience</td>
</tr>
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Sales Talent & Supervision

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Sales Talent & Supervision

- Competency Model
- Assessment Tools
- Skill Assessments (Implementation)
- Training Curriculum
- Ongoing Development Plan

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Performance Metric

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Return on Sales Effort

Steps of the Sales Process

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Sales Compensation

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Why Sales Compensation is Different...

- Powerful and effective but noisy and difficult to manage
- Derivative design process – matches unique job content
- Multi-parties must be involved – sales, marketing, finance, HR and IT
- Best solution is a consensus
- It produces positive results and sometimes unexpected negative outcomes
- Most litigated compensation program
- Requires constant attention – communication, administration, interpretation
- Not an HR compensation program
Management: What Drives Sales?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
<th>Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Leadership</td>
<td>• Corporate Vision</td>
<td>• Speeches</td>
</tr>
<tr>
<td></td>
<td>• Communication</td>
<td>• Learning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Orientation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Leadership Conferences</td>
</tr>
<tr>
<td>II. Accountability</td>
<td>• Measurement</td>
<td>• Appraisal Process</td>
</tr>
<tr>
<td></td>
<td>• Engagement Management</td>
<td>• Program Execution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Reporting</td>
</tr>
<tr>
<td>III. Self-Accomplishment</td>
<td>• Individual Goals and Needs</td>
<td>• Career Progress</td>
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<tr>
<td></td>
<td>• Personal Achievement Programs</td>
<td>• Recognition Programs</td>
</tr>
<tr>
<td></td>
<td>• Affiliation/ Team</td>
<td>• Training</td>
</tr>
<tr>
<td>IV. Remuneration</td>
<td>• Cash</td>
<td>• Base Pay</td>
</tr>
<tr>
<td></td>
<td>• Security Programs</td>
<td>• Benefits Stock</td>
</tr>
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<td>• Incentives</td>
<td>• Incentive Compensation</td>
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Types of Variable Compensation Plans

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<th>Gainsharing</th>
<th>Add-On</th>
<th>2x Capped</th>
<th>3x Uncapped</th>
<th>Straight Commission</th>
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<td>Total Compensation</td>
<td></td>
<td></td>
<td></td>
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# Two Categories of Sales Jobs

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<tr>
<th>Value Created by</th>
<th>Income Producers</th>
<th>Sales Representatives</th>
</tr>
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<tr>
<td>Account Owner</td>
<td>Seller (Relationship)</td>
<td>Company (Product/Services)</td>
</tr>
<tr>
<td>Basis of Pay</td>
<td>Percent of Revenue (Unlimited)</td>
<td>Manage to Target Pay</td>
</tr>
<tr>
<td>Examples</td>
<td>Real Estate Traders, Independent Agents, Multi Tier Marketing</td>
<td>Territory Rep, Account Manager, Chanel Manager, Product Specialist</td>
</tr>
</tbody>
</table>
Market Pay – Volume Versus Earnings

W-2 Earnings

Low

High

Sales Territory Volume

Low

High

Sales Representatives

Income Producers

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Managing Pay – Sales Representatives

W-2 Earnings

Sales Territory Volume

High

Low

Sales Representatives

Global Account Manager

Senior Account Manager

Account Executives

Senior Sales Representative

Territory Representative

Low

High

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Job Categories – and Pay Plans

Income Producers
- Own the accounts – Portable
- Relationship Selling
- Straight Commission
- Target Rate - Unlimited

Sales Representatives
- Company Accounts
- Promote Solution/ Value
- Bonus Plus Incentive
- Target Pay – Managed
- Significant Risk

Sales Support
- Support Company’s Sellers
- Extend Solution/ Value
- Base Plus Incentive
- Target Pay – Managed
- Moderate Risk
**Target Pay – Target Cash Compensation**

Target Total Cash Compensation is the preferred annual pay for achieving goal: lower pay for less than goal; higher pay for exceeding goal.

Consistent with your company’s:

- Labor Market Rates
- Job Scope
- Budget Dollars
- Internal Equity
## Manage All Compensation

<table>
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<tr>
<th>Recognition</th>
<th>Intrinsic Rewards</th>
<th>Special Compensation</th>
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<tbody>
<tr>
<td>Contests</td>
<td>Focused Efforts</td>
<td></td>
</tr>
<tr>
<td>Overtarget Incentive Pay</td>
<td>Outstanding Pay</td>
<td></td>
</tr>
<tr>
<td>Target Incentive Pay</td>
<td>At Risk Pay</td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td>Retention/ Non-Sales Pay</td>
<td>Sales Compensation</td>
</tr>
<tr>
<td>Benefits</td>
<td>Security Needs</td>
<td></td>
</tr>
<tr>
<td>Sales Expenses</td>
<td>Reimbursement</td>
<td></td>
</tr>
</tbody>
</table>

- **Performance-Based Compensation**
  - Special Compensation
  - Sales Compensation
  - Fixed Compensation
  - Intrinsic Rewards
  - Focused Efforts
  - Outstanding Pay
  - At Risk Pay
  - Retention/ Non-Sales Pay
  - Security Needs
  - Reimbursement
Upside Earnings

Target Compensation

Target

Influence of Salesperson

Extent of Upside Potential

Low

High

10%

100%

0%

120

160

200

10

30

50

90

70

50
Performance Measures

Required

- Accountable
  - Assigned to a Salesperson

- Observable
  - Measurable
  - Accurate
  - Reportable

Avoid

Bad Measures

- Corporate Galactic Measures
- Compliance Measures
- Input Measures
- Cant Measure Measures
# Types of Performance Measures

<table>
<thead>
<tr>
<th>Types of Performance Measures</th>
<th>Sales Revenue: purchase, continuing, estimated</th>
<th>Profit: gross margin, contribution margin</th>
<th>Items: units, contracts, design wins</th>
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</thead>
<tbody>
<tr>
<td>Volume Production</td>
<td>Products: balance, mix, launch, cross-sell, packages</td>
<td>Accounts: new, retention, penetration, growth</td>
<td>Orders: close rate, size, length, receivable</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Price Management: discount, rebates, realization, percent</td>
</tr>
<tr>
<td>Sales Effectiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Impact</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource Use</td>
<td></td>
<td></td>
<td></td>
</tr>
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### Volume Production
- **Sales Revenue:** purchase, continuing, estimated
- **Profit:** gross margin, contribution margin
- **Items:** units, contracts, design wins

### Sales Effectiveness
- **Products:** balance, mix, launch, cross-sell, packages
- **Accounts:** new, retention, penetration, growth
- **Orders:** close rate, size, length, receivable
- **Price Management:** discount, rebates, realization, percent

### Customer Impact
- **Sales Satisfaction:** surveys, complaints
- **Loyalty:** persistency, share

### Resource Use
- **Productivity:** cost per order dollar, sales loading
- **Channels:** partner success, outlet performance
- **Personnel:** balance performance, turnover, ramp rate
Quota Difficulty

Quota Performance

- **Minimum**
  - Bottom 10% of Sellers

- **Target 100%**
  - 30% to 40% of Sellers
  - 60% to 70% of Sellers

- **Excellence**
  - Top 10% of Sellers
**Formula Types for Sales Reps**

**Target Incentive – Commission Formula**

- TI - CF
- Target Earning are Pre-Established
- Expected Volume is Known – **Same for All Territories**
- Commission Formula Rate – Pay Percent of Production to Achieve and Exceed Target Earnings

**Target Incentive – Bonus Formula**

- TI - BF
- Target Earning are Pre-Established
- Expected Volume is Known – **Differs by Territories**
- Bonus Formula Rate – Pay Percent of Target Pay for Percent of Goal Achievement to Achieve and Exceed Target Earnings
**Flat Commission**

| Features          | Pay Mix: 0/100  
<table>
<thead>
<tr>
<th></th>
<th><strong>Payment for each sale:</strong> sales dollars, gross margin, units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Illustration</strong></td>
<td><strong>Flat Commission</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Rate on Revenue</strong></td>
</tr>
<tr>
<td></td>
<td>3%</td>
</tr>
<tr>
<td><strong>Commission Graph</strong></td>
<td><img src="image" alt="Commission Graph" /></td>
</tr>
<tr>
<td></td>
<td><strong>Commission Dollars</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Sales Volume</strong></td>
</tr>
<tr>
<td></td>
<td><strong>3%</strong></td>
</tr>
<tr>
<td><strong>Comments</strong></td>
<td>Simple, easy to understand</td>
</tr>
<tr>
<td></td>
<td>Seller owns customers</td>
</tr>
<tr>
<td></td>
<td>Earnings will vary substantially</td>
</tr>
</tbody>
</table>
# Ramped Commission

<table>
<thead>
<tr>
<th>Features</th>
<th>Pay Mix: 0/100</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Payment for each sale: <em>sales dollars, gross margin, units</em></td>
</tr>
</tbody>
</table>

## Illustration

<table>
<thead>
<tr>
<th>Pay Mix</th>
<th>To $3M</th>
<th>$3M &amp; Over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate</td>
<td>2%</td>
<td>4%</td>
</tr>
</tbody>
</table>

**Commission Graph**

- **Commission Dollars**
  - 2%
  - 4%

- **Sales Volume**

**Commission Graph**

## Comments

- Simple, easy to understand
- Seller owns customers
- Premium paid for high sellers
### Bonus - Steps

| Features          | Pay Mix: 80/20  
|                  | Territories: *dissimilar size*  
|                  | Earnings: *equalized*  

<table>
<thead>
<tr>
<th>Illustration</th>
<th>Bonus Schedule (% of Base Salary)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Base Salary</td>
<td>% to Quota</td>
</tr>
<tr>
<td></td>
<td>&lt;85%</td>
</tr>
<tr>
<td></td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>105%</td>
</tr>
<tr>
<td></td>
<td>110%</td>
</tr>
<tr>
<td></td>
<td>&gt;115%</td>
</tr>
</tbody>
</table>

| Comments | Basis Choices: base salary, midpoint, target incentive  
|          | Weakness: *steps*  

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### Bonus - Dollar Schedule

**Features**
- **Pay Mix:** 75/25
- **Territories:** dissimilar size
- **Earnings:** equalized

**Illustration**

<table>
<thead>
<tr>
<th>I. Base Salary</th>
<th>II. Dollar Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dollar Payouts</strong></td>
<td></td>
</tr>
<tr>
<td>% to Quota</td>
<td>Dollar Amt</td>
</tr>
<tr>
<td>&lt;96%</td>
<td>$1,500</td>
</tr>
<tr>
<td>98%</td>
<td>$3,000</td>
</tr>
<tr>
<td>100%</td>
<td>$5,000</td>
</tr>
<tr>
<td>102%</td>
<td>$7,500</td>
</tr>
<tr>
<td>104%</td>
<td>$10,000</td>
</tr>
<tr>
<td>106%</td>
<td>$12,500</td>
</tr>
<tr>
<td>&gt;108%</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

**Comments**
- **Basis Choices:** base salary, midpoint, target incentive
- **Weakness:** steps
# Bonus - Supervisor Matrix

**Pay Mix:** 75/25; base plus bonus matrix  
**Measures:** volume and number of reps achieving goal  
**Linked:** both measures must be excellent payout

## I. Base Salary

### Illustration

<table>
<thead>
<tr>
<th>Excellence</th>
<th>75</th>
<th>100</th>
<th>125</th>
<th>150</th>
<th>200</th>
<th>250</th>
<th>300</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>58</td>
<td>83</td>
<td>108</td>
<td>133</td>
<td>172</td>
<td>211</td>
<td>250</td>
</tr>
<tr>
<td>Treshold</td>
<td>42</td>
<td>67</td>
<td>92</td>
<td>117</td>
<td>144</td>
<td>172</td>
<td>200</td>
</tr>
</tbody>
</table>

### Comments

**Effective:** strong visual impact of results and pay-out  
**Application:** channel manager, product overlay specialist  
**Weakness:** double threshold and cap

## II. Bonus Matrix

### Comments

**Effective:** strong visual impact of results and pay-out  
**Application:** channel manager, product overlay specialist  
**Weakness:** double threshold and cap

<table>
<thead>
<tr>
<th>Treshold</th>
<th>0</th>
<th>8</th>
<th>17</th>
<th>25</th>
<th>42</th>
<th>58</th>
<th>75</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>8</td>
<td>22</td>
<td>36</td>
<td>50</td>
<td>67</td>
<td>83</td>
<td>100</td>
</tr>
<tr>
<td>Excellence</td>
<td>108</td>
<td>108</td>
<td>133</td>
<td>172</td>
<td>211</td>
<td>250</td>
<td>300</td>
</tr>
</tbody>
</table>

**Volume**

<table>
<thead>
<tr>
<th>Threshold</th>
<th>17</th>
<th>36</th>
<th>56</th>
<th>75</th>
<th>92</th>
<th>108</th>
<th>125</th>
</tr>
</thead>
<tbody>
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<td>Target</td>
<td>25</td>
<td>50</td>
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<td>100</td>
<td>117</td>
<td>133</td>
<td>150</td>
</tr>
<tr>
<td>Excellence</td>
<td>75</td>
<td>100</td>
<td>125</td>
<td>150</td>
<td>200</td>
<td>250</td>
<td>300</td>
</tr>
</tbody>
</table>

**# of Reps Reaching Goal**
Thank You

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