



CASE STUDY

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Global Leader in Rail Equipment Manufacturing and Service

Global Sales Compensation Design and Implementation

Situation

- Slow growth in traditional markets with aggressive competition
- Need for global sales compensation plan to support transformation to a more proactive, creative and aggressive sales effort
- Majority of sales resources on management bonus plan based on company performance

Challenges

- Supporting the strong team oriented sales process, involving many roles, with an individual based sales incentive plan
- Long sales process made performance measures difficult to align
- Titles, roles, pay plans, competitive pay positioning, etc., varied across divisions and geographies
- Data collection and analysis
- Various Works Councils governing pay practices

Actions

- Created a global project team, including steering committee, design team and implementation team that was used to facilitate diagnostic, design and implementation activities
- Developed global sales compensation design that rewarded desired behavior and supported broader transformation
- Facilitated implementation team to develop supporting processes/tools and effectively communicate the new plans

Results

- Plan launched with proper communication processes and tools
- Sales resources focused on common individual key objectives that support transformation and organization objectives