

Monitoreo Fuerza de ventas

La mejor manera de monitorear la fuerza de ventas es lograr que ellos mismos lo hagan de manera autónoma y por su propio beneficio. ¿Cómo lograrlo? Con un atractivo plan de incentivos que los motive a hacerlo. De manera similar a un programa de adsense de google, en donde se reciben ingresos cuando los visitantes de la Web hacen clicks en los anuncios y patrocinadores, una persona se interesa por revisar y mejorar su desempeño si gana algo por hacerlo, y que mejor manera que cuando le mejora su bolsillo.

Se ha hablado mucho sobre cuales deben ser los mejores incentivos para que una persona alcance los objetivos propuestos y supere los resultados. Nos remontamos frecuentemente a la tradicional pirámide de Maslow y la escala jerárquica de las necesidades para encontrar lo que realmente motiva a una persona. Con razón se esgrime el concepto que es mejor premiar con afecto y valores no monetarios que con dinero, porque este último solo ofrece satisfacción momentánea, y los primeros de mayor duración. Sin embargo, para la fuerza de ventas no existe un mejor detonador de su motivación que el dinero. El mejor incentivo para un vendedor es recibir dinero en efectivo como recompensa por su mejor desempeño. ¿Qué si debe estar acompañado el premio en efectivo con otros reconocimientos, como el prestigio o el ascenso o viajes o estudios? Claro, sería el ideal, y en especial si también se fomenta el trabajo en equipo, para que las competencias no se vuelvan solo el logro del reconocimiento personal sino del esfuerzo grupal.

Por ello, si se logra desarrollar un plan de incentivos para la fuerza de ventas, que le llegue a sus entrañas y les añada valor a su desempeño, ellos se encargarán de llevar y exigir los medios para poder hacer seguimiento a su ejecución y resultados. Hoy en día, ya no es práctico ni económico tener policías encargados de estar detrás de las tareas de otras personas, se exige de los profesionales el autocontrol de su propio desempeño, y que mejor apoyo que un plan de incentivos que les refuerce y apoye en este cometido. Ahora bien, la gerencia no se puede olvidar de su responsabilidad en la gestión de los resultados, y para ello se cuenta hoy en día de múltiples software, CRM o datawarehouse, para recopilar la información y clasificarla, organizarla y difundirla, a fin de que la persona responsable pueda detectar las tendencias e identificar las alarmas, que le permitan tomar los correctivos a tiempo. Su función será la de re-direccionar y diseñar estrategias, pero no la de hacer el papel de policías, y menos de reprimidores. La función de hacer seguimiento de las ventas, monitorear los resultados y auditar el desempeño, debe recaer en cada uno de los vendedores, responsables de su gestión y motivados por herramientas que les apoyen en dicha labor. Sin duda el adecuado plan de incentivos es útil para ese cometido.

Los sistemas de monitoreo gerenciales deben servir para detectar comportamientos generales y no para puntualizar en desempeños individuales, para corregir problemas de producto y de servicio que están afectando a toda la fuerza de ventas en lugar de castigar a uno u otro vendedor, para sensibilizarse sobre el verdadero valor de la oferta para el cliente en vez de detenerse en hechos fortuitos y particulares.

Otra forma de monitorear las ventas, es a través de los mismos clientes, haciéndose necesario el desarrollo de encuestas de sondeo periódicas que permitan descubrir

tendencias, que son más importantes que las fotografías de estados puntuales. Es fundamental la encuesta al cliente tan pronto ha utilizado el servicio o realizado la venta, para medir su satisfacción y cubrimiento de sus expectativas. Igualmente, es clave la entrevista al cliente que se retira de la empresa o se encuentra inactivo, para generar oportunidades no solo de recapturar al cliente sino de realizar mejoras.

Sobre planes de incentivos existe un excelente lugar en la Web: www.sellingpower.com y sobre software de CRM y datawarehouse, se puede acudir a la Web: <http://www.crm-daily.com/> o <http://www.crm.com/> o al mismo Oracle <http://www.oracle.com/index.html>

A continuación registramos las investigaciones sobre el incentivo de los vendedores, registrado en www.sellingpower.com :

"When you ask employees, money's rarely, if ever, at the top of the list of big motivators," says Nelson, who is vice president of product development at Blanchard Training and Development. "Things like being involved, informed and appreciated, being given opportunities and a chance to achieve, are all much more important in motivating employees than money."

Wichita State University's Gerald H. Graham and Jeanne Unruh back up Nelson's claim with their findings on salespeople's most popular motivators. Here are their top five:

1. Personal congratulations from the manager
2. Personal note by the manager recognizing good performance
3. Use of performance as major basis for promotion
4. Public recognition by manager for good performance
5. Manager-conducted morale-building meetings to celebrate success

The same study indicated that 58 percent of those surveyed reported that their managers rarely, if ever, personally thanked them for a job well done.

1. Surprise, surprise!

Deliver unexpected rewards. The next time your salespeople hit a goal, set a sales record or otherwise come through, surprise them with time off, a formal dinner on the company, a day trip somewhere or some other rewarding bolt from the blue. Just as capricious criticism undermines morale, unexpected rewards bolster attitudes and lead to a more motivating selling environment.

2. Dip into the pot

Run an incentive where team members who reach specified targets or hit a certain level can draw money or prizes from a pot. Fill the pot with various denominations of cash or gift

certificates reflecting a range of values. Make it a collective exercise by letting participants pull out their prizes in front of their colleagues.

3. Grand prize lottery

Award one big grand prize to the rep whose name is pulled from a hat at the contest's conclusion. Let participants place their name in the hat each time they achieve a certain specified goal. The more goals they reach, the greater their chances of winning the grand prize. To minimize disappointment among the others, remember to provide smaller prizes to everyone who qualifies.

4. Bingo is it's name-o

Distribute Bingo cards to your team members, with each square representing the accomplishment of a desired activity. The first participant to achieve Bingo – standing up and yelling is optional – wins the grand prize.

5. Divide and conquer

Separate your sales staff into two equal groups and set a goal for both groups. The winning group's prize is that the losers have to perform some menial task for a week, such as washing the winners' cars, preparing them meals or bowing down in reverence every time they walk past

To take advantage of these concepts, Greunke suggests these incentive ideas:

1 TOP 100 Reward salespeople with a prize for every hundredth order. The more orders a salesperson sends in, the more likely it is that he or she will win a prize. These prizes are open to everyone, however, and even a salesperson who sends in only one order can win a prize. This program works best in conjunction with other incentives.

2 SCRATCH-OFFS In this program a scratch-off card accompanies each order, so that salespeople receive a prize for each order. Because of the number of prizes, the majority will be inexpensive tokens. Occasionally, however, the reward for an order should be a big-ticket item.

3 REFERRAL REWARDS Give a prize for each referral. The value of the prize should vary with the size of the order the referral produces. Companies can provide rewards for strong production in any segment of the sales cycle. And, Greunke says, managers can see immediate results.

1) Rent management services. Managers who want to help their salespeople may be willing to park or wash salespeople's cars in exchange for specified donations to the incentives fund. Some employees might contribute \$10, \$20 or more in exchange for a manager's services for one day. Plan a pancake breakfast, lunchtime cookout or ice cream social and ask for contributions from salespeople to "pay" managers to cook and serve the food.

Managers may not have a chance to win the prizes, but chances are they'll benefit from more dedicated, motivated salespeople and higher sales.

2) Enlist managers with a sense of humor. Some good-natured managers may swallow their pride in the name of better sales and motivation. One company auctioned opportunities to cut pieces of clothing off a manager - an event that raised \$1,200. Suggest that salespeople pay managers to not talk for a day, or to not call in at all during their vacation - your manager may be more than willing to cooperate! At the Tennessee Valley Authority's annual community charity campaign, participants dressed in Gay Nineties-style bathing suits and employees donated \$1 to lob a water balloon at the exec of their choice and \$5 to squirt a manager or executive with a garden hose. Remember to have fun, but keep your ideas tasteful. Don't ask managers to do anything you wouldn't want to do yourself.

3) Collect fines for inappropriate behavior. Keep salespeople on their best behavior by setting rules and imposing fines when salespeople violate them. Collect 50 cents from salespeople each time they show up late for work or meetings, and when they swear, make negative comments or interrupt meetings. Design a "bozo box" for collections. Encourage salespeople to set personal sales quotas (above their usual quota). At the end of each month, have those that don't make their goal contribute a quarter or a dollar for every hundred or thousand dollars they are under their quota.

4) Make it a team effort. Some fundraising efforts can help you raise money while teaching your salespeople the value of teamwork. A Saturday afternoon car wash gives your salespeople a chance to polish their team building skills while they polish cars. Ask each salesperson to cook a favorite dish, then hold a potluck lunch and charge \$5 per ticket. Bake sales require only a small investment of time and money from each employee, but can raise big bucks for your incentive fund. Strongly encourage all your salespeople to participate in each event and to work together to ensure its success.

5) Hold an auction or raffle. When you offer the right items, auctions can pack tremendous fundraising potential. Ask employees to donate decorated food baskets or offer fruit-, cookie- or coffee-of-the-month club memberships. Feature items and activities in a variety of categories. On the practical side, you might offer an oil change or one month's car, rent or mortgage payment. Fun auction or raffle ideas include a massage, weekend getaway or theater tickets. To further your salespeople's skills and education you might offer seats at a seminar or sales course. Survey those who will attend the auction and compile a list of popular items. Whatever you choose to offer, promote your event heavily, get your salespeople excited about it and make it a fun and motivating experience for everyone.

6) Be creative. Don't be afraid to abandon traditional fundraisers for a more imaginative approach. Encourage salespeople to donate their spare change to assemble a mile of pennies, dimes or quarters. Have a 50/50 drawing - a lottery in which the winner claims 50 percent of the proceeds, saving the remaining 50 percent for your incentive fund. Extra vacation days or three-day weekend passes make great lottery prizes and allow you to save 100 percent of the proceeds for incentives. Help ensure accurate paperwork by collecting a dollar from salespeople for each mistake they make.

7) Make a trade. What does your company have, do or make that's of value to other individuals or companies? Find out if you can trade it for something you can contribute to your incentive fund. For example, in exchange for a presentation to managers at the San Diego Zoo I received \$2,000 in zoo passes, which I then donated to our recognition committee. Now, the committee awards the passes (or movie passes, car wash tickets or restaurant coupons) to deserving employees. One newspaper I interviewed bartered advertising space for health club memberships. Distributing the memberships based on performance gave the health club an elite status as a "performers' club." Take a look at all of your company's resources - people, facilities, products, services - and try to make a trade that helps you get something your salespeople want.

Big prizes may generate big excitement, but incentive fundraisers can raise a lot more than money. Generating and implementing ideas helps stimulate your salespeople's creativity, motivation and team spirit as it supplements their incentive income. The money your salespeople raise might help to reward them, but the fundraising effort unites and inspires them.
