**An auto products distribution company with 200 employees worldwide**

**The Situation**

The company had experienced difficulty achieving growth goals in two of its divisions. The sales employees in the divisions had been on company-wide management bonus plans and/or profit sharing plans that were much beyond their line of sight. The company felt that the lack of sales incentives was inhibiting growth in these divisions. They felt that without sales incentives, they were not paying the appropriate compensation levels for its sales positions vis-á-vis the external competitive market, and that they were not motivating the sales force to achieve the growth targets. BCR was engaged to make total target cash compensation and plan design recommendations to motivate the right behaviors to achieve aggressive sales growth goals through new business and the organic growth of existing business.

**The Deliverables**

* Assessed the strengths and limitations of the sales compensation program based on the inventory and analysis of the current program, as well as the feedback from the interviews and external benchmark data. Assessment not only included a compensation review but also a review of sales effectiveness in areas such as goal-setting, role definition, and sales tools.
* Provided current trends and best practices in sales compensation program design. Developed model of key success determinants for the sales incentive plan design and communications, and performed a gap analysis between current and desired programs.
* Prepared recommendations to introduce a sales incentive plan: type of plan design; incentive targets; degree of leverage; mix; performance measures and range of award opportunities; weighting of sales performance components; payout formulas and mechanics; timing of payouts; etc. A cost/sensitivity analysis was also provided to illustrate plan cost at various levels of performance.
* Prepared an implementation and communications program approach and communication materials to announce changes to the sales team. This included development of the plan document and individual incentive plan statements which could be used to calculate incentives earned. BCR also assisted leadership in the communication meetings to address employee questions.

**The Situation**

The company had previously designed a new retail compensation program that replaced their current step and grade volume based pay program with a market pay driven system. Their existing program placed employees significantly above market for base pay. Due to the current economic conditions in the retail sector, the company could no longer afford to compensate employees at such an aggressive rate and remain profitable. It was necessary to implement the system in conjunction with their fiscal year which required an aggressive project timeline.

**The Deliverables**

* Provide an assessment of the benchmarking work completed by another consulting firm in establishing the current compensation structure to determine the appropriateness of its position matches and methodology.
* Develop a detailed project plan for the rollout and implementation of the new compensation structure.
* Provide project plan leadership to ensure the project plan stays on track.
* Assess current project status, identify key resources, budget, key project milestones and develop an extensive eight (8) month project plan.
* Develop training and communication for the program changes and rollout for Senior Managers through the employee population.
* Meet with key stakeholders, corporate and division executives for program buy in.
* Manage project plan, resources, deliverables, and budget. Manage project team, report project status to executive team, identify and rectify issues. Engage resources and management as deemed necessary.
* Responsible for program implementation, communicating compensation changes to employees, and managing HRIS changes in accordance with key milestones.