

工业产品渠道管理的系统解决方案

Systemic Solution For Industrial Channel Management

课程特色: 讲授、小组讨论、角色演练、情景案例分析、管理游戏、测试

课程时间: 二天

课程内容

第一讲：渠道如何规划

Lecture 1: How to program our channel

- ◇ 影响渠道规划的六个因素：客户/产品/制造商/经销商/竞争者/环境
- ◇ Six factors which can influence our channel programming:
Clients/Products/Manufacturers/Distributors/Competitors/Environment
- ◇ 评价渠道方案的三个原则
- ◇ Three principles to evaluate our channel program
- ◇ 规划的工具和具体方法
- ◇ Program tools and detail methods
- ◇ 案例讨论
- ◇ Case discussion

第二讲：经销商的选择

Lecture 2: Select your distributors

- ◇ 选择经销商要遵循的四个基本思路；
- ◇ Four essential concepts to select your distributors
- ◇ 选择经销商的六大标准：意识/实力/市场能力/管理能力/口碑/合作意愿
- ◇ Six standards to select your distributors:
Sense/Strength/Marketing Capabilities/Management Capabilities/
Public Praise/Willing to corporation
- ◇ 选择经销商工作流程五步走
- ◇ Five steps to select your distributors
- ◇ 案例讨论
- ◇ Case discussion

第三讲：经销商的谈判

Lecture 3: Negotiate with your distributors

- ◇ 销售谈判的基本策略
- ◇ Essential strategies for sales negotiation
- ◇ 与经销商谈判套路四步法
- ◇ Four steps to negotiate with your distributors
- ◇ 案例讨论
- ◇ Case discussion

第四讲：经销商的日常拜访和管理

Lecture 4: Distributor management and daily visit

- ◇ 原则：规律联系，定期拜访
- ◇ Principle: Contacting and visiting them regularly
- ◇ 拜访经销商规定动作六步走：
 - 销售准备，了解当地市场
 - 宣传公司政策，解决投诉
 - 库存检查和订单推荐
 - 最终用户拜访
 - 为客户建立下线网络
 - 给客户洗脑，提高管理水平
- ◇ Six steps to visit your distributors:
 - Sales preparation and furthering your understanding with local market
 - Advertising the policy of your company and solving complains
 - Checking inventories and recommending orders
 - Visiting your ender users
 - Helping your clients build the network
 - Brainwashing your clients and improving their management
- ◇ 案例讨论
- ◇ Case discussion

第五讲：制定经销商政策

Lecture 5: Making the distributor policy

- ◇ 制定销售政策的五大原则：价格、返利、回款、价格保护、市场；
案例分析：某公司的销售政策分析；
- ◇ Five principles to make the sales policy: Price, Rebate, Collecting Accounts Receivables, Price Protection, Market
- ◇ 价格政策的特点和使用技巧
- ◇ The characteristic and using skills of price policy
- ◇ 不同返利的优劣分析
- ◇ The advantage and disadvantage of different rebates

第六讲：如何掌控经销商

Lecture 6: How to grasp our distributors

- ◇ 掌控经销商的具体思路和六个方法：理念/品牌/服务/冲突/最终用户/利益
- ◇ The detail concepts and six methods to grasp our distributors:
 - Idea/Brand/Service/Conflicts/Ender Users/Benefits
- ◇ 冲突掌控—三种类型的冲突处理/解决窜货的十种手段
- ◇ Controlling the conflicts
 - Dealing with three kinds of different conflicts
 - Ten methods to solve sales conflicts
- ◇ 最终用户掌控—专业化的最终用户拜访手段（关系/关键人/SPIN 顾问销售技巧）

- ◇ Grasping ender users—Professional ender user visiting method
(Relationship/Key person/Spin Consulting Skills)
- ◇ 案例讨论
- ◇ Case discussion