

经销商（渠道）管理

Distribution/Channel Management

概述 Background

在市场的快速变化下，许多公司都在进行销售团队及渠道的整合。在面对公司内部销售人员的时候，只要能够说清楚目标、策略和支持作业，运作的问题基本上都不大。但是，牵涉到经销商的时候，问题就很多而大，因为经销商不属于公司的体系，而经销商也都有自己的利益要维护，更麻烦的每个经销商都有不同的想法。因此，经销商的管理一直都是企业又爱又恨的挑战。这些挑战有：

- 如何决定适当的市场覆盖？
- 如何寻找适合的经销商？
- 如何做好销售的预测？
- 如何招募适当的经销商？
- 在签约后，怎么能够快速产生业绩？
- 如何让经销商承诺销售的目标？
- 如何让经销商做策略性的工作？也就是短期不赚钱，但是公司希望执行的工作。
- 如何让经销商做好服务性的工作？
- 如何让经销商准时付款？
- 如何激励销售商大幅度成长？
- 如何停止串货？渠道冲突？
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Under the fierce competition, there are many companies to proceed the transformation of the sales team and distributors/dealers. Compare to the distributors/dealers, the internal sales team is relative easier to handle, if the goals, strategies and supports are right. There is very tough to deal with outside distributors or dealers. Distributors or dealers, they work for their own agenda or priority. Each distributor/dealer has their own opinion which worse the situation. However, distributors/dealers are the inevitable growth engine for most of the companies. That is always huge challenge for the ambitious companies. Those challenges are:

- How to decide strategy for appropriate channel coverage?
- How to search the good prospect distributor?
- How to make a workable sales forecast?
- How to recruit targeted prospect distributor?
- How to generate the quick revenue after the contract signed?
- How to enforce the distributors to make commitment on the request quota?

- How to ask distributor to take action on those strategic action, which won't make money in short term?
- How to request distributors to improve their service level?
- How to invite distributor to pay A/R on time?
- How to motivate distributors to grow the sales in short period?
- How to stop the channel conflict?
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本课程从营销经销商的基本概念解析，提供经销商管理工具，引导学员结合其业务具体特点，设计建立可行的经销商模式和制定完善经销商管理的体系，既要考虑到今天的销售实际环境，也要着眼于明天的业务发展趋势。从而使学员熟悉整个决策和运作过程，便于在实际操作中准确地把握和精彩实践，为了使组织通过经销商网络之优势实现收益的最大化。In this training program, start from the basic concept of distribution management with the tools, to lead the participants work on their own challenge, to design the workable systems and processes of the distribution management. The systems and processes should consider the current challenges and the future trend at the same time. The training program will help the participants to familiar with the materials and tools, to apply the learning to their own business practice, the reap the fruits from the nurturing on the distribution management.

整个经销商管理共有十一个步骤，从公司的整体策略开始，进行市场分析决定渠道的切入方式、筛选经销商的方式、如何寻找经销商、如何向潜在经销商进行简报、签约后的管理方式，到最后的渠道冲突和如何激励经销商。每一个阶段都有提供工具，并透过活动让学员学习如何使用。

There are 11 steps for the whole distribution management, which start from the corporate strategy, define the positioning from the market research, screen the prospect from the selection criteria, and search the prospect distributors, and make professional presentation, manage the activity for distributors' performance, and motivation and management the grow and avoidance of the conflict.

每一个公司所面临经销商管理的问题都有不同，因此本课程不是一个标准的课程，每一次都需要依照培训对象的不同，调整进行课程的内容。也因为每个培训对象的需求不同，所以经销商管理的课程，非常容易变得非常理论而不实际。凌敬忠老师拥有二十年以上不同产业的经销商管理经验，会在课前访谈培训对象及主管，掌握实际的调整后，调整课程内容，并准备适合的经销商管理的工具，期望在课程结束后可以产生一些可以直接运用的流程和政策。

Each company has different kinds of challenge, hence this program need certain level of customization. The content will be changed according to different participants. As the variety of the situation/challenge, which will make the program to be academic easily. As Vincent has more than 20 years of experience on channel management for various industries with prior interview with stakeholders, Vincent will adjust the content and tools to address the issues properly, to generate high training performance.

学习流程 **Learning Process**

在课程中，学员将通过不同形式学习活动，来学习以下课题：（这些活动将包括小组与全体讨论、个人与结队练习等...）

- 向学员介绍经销商的基本特征和功能。
- 让学员掌握经销商网络的选择和建立。
- 使学员提升对营销通路管理和掌控的能力。
- 提供操作性强的经销商评估和管理的工具。
- 建立经销商管理体系，并激励经销商。

In the course, there will be involved with variety of activities to ensure the participants' learning performance, the learning process as below:

- The basic features and function of distributor
- To understand how to select and recruit class a distributors
- To manage distributors' business plan, objectives and performance
- To learn how to evaluate the distributor with tools
- To setup the process for the distribution management

课程收益 **Benefits**

在课程结束后，学员将学会以下技巧及收获：

- 从终端购买者、经销商及厂家的角度看经销商管理
- 知道如何决定及管理渠道覆盖策略
- 掌握建设经销商体系的完整流程
- 预测市场环境对于销售的影响
- 了解寻找潜在经销商的途径，并如何进行招募
- 快速启动签约的经销商产生业绩
- 理解要如何进行经销商的生意管理，如何推动业务
- 学习如何激励经销商，管理冲突

After the course, participants will learn:

- How the distribution management works from the perspective of end buyers, distributors, and principles?
- To learn how to decide and manage the channel coverage strategy
- To have overview on the cycle of distribution management
- To learn how the environment affect the distribution strategy
- To identify the sources of prospect, and to recruit identified prospect distributors
- To facilitate the revenue generation after the contract signed
- To master the distributors' performance, to push the revenue growth with plan
- To motivate the distributor and manage the channel conflict

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模块 Module	课程大纲 Outline	时间分 Time (m)	教学方法 Activity
课程导入 Introduction	<ul style="list-style-type: none"> • 开场（客户方） Opening by host • 破冰活动 Ice breaking • 研讨公约 Ground rules • 课程介绍 Overview of the program • 讨论：学员面临的挑战是什么？ Activity: What is the challenge? 	30	<ul style="list-style-type: none"> • 内容讲解 • 猜猜看 • 小组讨论 • Lecture • Small game • Group discussion
第一单元 Module 1 经销商管理的 关键观念 Key concept of distribution management	<ul style="list-style-type: none"> • 单元目的：介绍渠道的演变和基本理论，并从整体的分析来决定市场覆盖的策略 • Objective: Introduction of the evolution of the distribution and the basic theory • 什么是渠道 • what is channel • 渠道的演变 • evolution of channel structure • 为什么生产商/最终使用者需要渠道 • the importance of distributor for end buyers • 生产商对于渠道商的重要性，要如何分析 • how to analyze the importance of principle for distributors • 经销商需要什么样的生产商 • the selection criteria for the principle for distributors • 如何选市场覆盖策略 • to define the coverage guideline • 渠道设计流程的 11 步 • the 11 steps to build distribution system • 活动：制定覆盖策略及渠道覆盖现况 • Activity: to define the practice of coverage guideline 	90 分	<ul style="list-style-type: none"> • 内容讲解 • 技巧演示 • 小组讨论及简报 • 工具：渠道覆盖表 • Lecture • Demo • Group discussion and presentation • Tools: Channel Coverage Sheet
第二单元 Module 2 市场分析 Market analysis	<ul style="list-style-type: none"> • 单元目的：从市场环境的分析开始，掌握市场竞争状态，并分析最终购买者的行为，然后制定销售的预测 • Objective: Start from the market analysis and competition, to analyze the end buyer's behavior, then the sales forecast 	120 分	<ul style="list-style-type: none"> • 内容讲解 • 技巧演示 • 小组讨论 • 工具：SWOT 表

	<ul style="list-style-type: none"> • 进行大环境的分析，寻找销售商发展的限制和机会，用这分析作为经销商管理的基础。 • to analyze the market environment as the base for the distribution management • 竞争者分析的三个步骤 • 3 steps for the competition analysis • 消费者分析 • Consumer analysis • 销售预测与销售目标的不同 • The difference between sales forecast and sales goal • 活动：市场及竞争分析 • Activity: <ul style="list-style-type: none"> - Market analysis, or - Analysis of the differentiation 		<ul style="list-style-type: none"> • Lecture • Demo • Group discussion and presentation • Tools: SWOT analysis
<p>第三单元 Module 3 筛选及招募经销商 selection and recruitment of distributors</p>	<ul style="list-style-type: none"> • 单元目的：掌握开拓经销商网络的流程 • Objective: to master the process of channel development • 渠道建设失败的原因 • the reason of failed distribution management • 设定经销商筛选条件 • to select the criteria for selection • 寻找潜在经销商的途径 • the path to find potential distributor • 招募被确认的潜在经销商的五个步骤 • 5 steps to recruit • 整理你的渠道政策 • to prepare your policy for distributors • 确定公司的支持 • confirm the support from corporate • 如何对潜在经销商做有力的简报 • the presentation for the potential distributors • 签订合同及建立关系 • contracting and relationship building • 活动： <ul style="list-style-type: none"> - 经销商的筛选表 - 寻找潜在经销商 - 制定渠道政策 - 进行潜在经销商的招募简报 • Activity: 	180分	<ul style="list-style-type: none"> • 内容讲解 • 技巧演示 • 小组讨论 • 角色扮演 • 工具： <ul style="list-style-type: none"> - 经销商筛选清单 - 渠道政策清单 • Lecture • Demo • Group discussion and presentation • Tools: <ul style="list-style-type: none"> - Selection Criteria List - Channel Policy List

	<ul style="list-style-type: none"> - Selection criteria for distributor recruitment - To define the policy for distribution management - Role play for the presentation to potential distributor 		
<p>第四单元 Module 4 经销商管理 manage the distributor</p>	<ul style="list-style-type: none"> • 单元目的：了解管理经销商的流程，从获得经销商的承诺，到确认达到目标 • Objective: To master the distributors' performance, to push the revenue growth with plan • 基本理念 • basic concept • 新经销商启动 • on boarding of the new distributor • 建立伙伴关系的五个法则 • 5 ways to build the relationship • 四种有效的经销商沟通方式 • 4 types of effective communication with distributors • 发展经销商共同生意计划及流程 • to develop the Joint Business Plan, the process and practice • 如何说服经销商承诺销售量 • how to win the commitment from distributors • 活动： <ul style="list-style-type: none"> - 检视目前的新经销商的启动程序 - 制作渠道咨询会议的提案 - 选择经销商简报的图表 - 进行 JBP 的会议模拟 • Activity: <ul style="list-style-type: none"> - Review the on boarding process - Role play for the dealer meeting 	180 分	<ul style="list-style-type: none"> • 内容讲解 • 技巧演示 • 话术准备 • 小组讨论 • 角色扮演 • 工具： <ul style="list-style-type: none"> - 经销商启动流程 - 经销商会议流程 • Lecture • Demo • Group discussion and presentation • Tools: <ul style="list-style-type: none"> - On boarding process - Meeting agenda

<p>第五单元 Module 5 渠道冲突处理和 激励措施 channel conflict and incentive plan</p>	<ul style="list-style-type: none"> • 单元目的：学习如何激励经销商，管理冲突 • Objective: To motivate the distributor and manage the channel conflict • management of channel conflict • 经销商激励措施 • motivation for distributors • 推的策略 (Push) • Push strategy • 拉的策略 (Pull) • Pull strategy • 培训活动 • 活动： <ul style="list-style-type: none"> - 设计年度经销商激励活动 - 设计经销商项目启动计划 • Activity: <ul style="list-style-type: none"> - Design your annual incentive program 	180分	<ul style="list-style-type: none"> • 内容讲解 • 技巧演示 • 小组讨论 • 工具： <ul style="list-style-type: none"> - 经销商激励清单 • Lecture • Demo • Group discussion and presentation • Tools: <ul style="list-style-type: none"> - Motivation list for distributors
	总课时长度 Total training time		13小时0分

休息时间 (break time) : 上下午各一场 15 分钟休息 15 min per am/pm
中饭休息时间 (lunch hour) : 1 个小时 1 hour