

銷售人員獎酬制度之探討：以台灣半導體/FPD 設備耗材供應商嬰兒期
公司為例

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摘 要

對一個從事代理經銷業務的新創公司而言 代理甚麼產品是企業成功的重要因素，特別是在產業週期變化很快的半導體產業，可代理的產品有限之下，經銷權的存續會因為銷售成績的太好或太壞的影響；太好則原廠會眼紅而試圖自行直接銷售，太壞則又會另覓經銷商取而代之；因此，未來充滿不確定性、不安定性、尤其是在初創時期，公司資源又少；一切在摸索之中的情況之下，如何在最短期限吸引人才，完成產品行銷佈局、創造營收是公司在初創時期的重心。企業在此一時期，就自身條件、產業環境及成本考量之下，必須設計出最佳的行銷組織及薪酬獎金制度以確保在顧及公司資源及吸引人才之下，銷售人員能夠發揮最佳績效，創造營收；因此，銷售人員的薪資獎金制度對從事代理經銷的新創公司是十分重要的。

本研究首先採文獻回顧，由「文獻分析法」(literature analysis)整合不同理論及實徵資料以建構企業嬰兒期獎酬制度的模型。並且以經營者之「個案研究法」探索實務上的現象。其中個案研究法採用深入訪談的方式，分別針對十家成立迄今五年內半導體設備耗材公司進行訪談。經過歸納整理之後，試著將訪談公司之獎酬制度分類，並探討其結果和文獻分析結果的差異各類型對企業成長的攸關性並提出。

本研究結果，受訪者為因應企業嬰兒期的營運重心所採用的獎酬制度有固定式報酬、按件計酬以及預算式報酬、分紅入股、員工股票選擇權、及以上各種制度之混合；其中以固定式報酬、按件計酬以及預算式報酬為行銷人員獎酬制度的主要激勵制度。大抵上都符合由「文獻分析法」以建構的模型。也就是：高比率的獎金、即時性、明確而簡單的特性、強調團隊合作、激勵未來和創造遠景；唯有些企業主在資源不足的情況之下，實際運作的結果往往與期望產生很大的落差。例如：黑箱作業、對獎酬的效果存疑還有資訊不足。因此；政府若能提供這些新創嬰兒期的企業相關資訊與訓練，對於鼓勵創業與穩定社會安定，俾能產生極大的效益。

The Study of Incentive Program for Sales Representatives: A Case Study
from one IC/FPD Supplier of the Equipment and Key Components in Taiwan
during its Infant Stage

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ABSTRACT

This research aims to evaluate various incentive programs in response to the infant stage for starting up enterprises. To find out the issues affected in particular, or any gap between those propositions in achieving sales goal (or market). The principle objectives were to gather and aggregate the views of managers in various newly established (below five years) of enterprises by means of in-depth interview. The issues/gaps between different stages within enterprises' in designing effectiveness of incentive programs have been addressed and prioritized for its development.

It is vital to attract good talented sales people to market suitable products for achieving its success in a short period for any starting up enterprise, especially for those agent companies in dramatically competing semiconductor industry in Taiwan. The effectiveness of incentive system allows the enterprises to keep talented people when it comes to developing new products and technologies and to quickly adapt to shifts in the industry. The challenges in achieving its goal including the uncertainty competing environment, the length of agent contract, loyalty of employees and limited resources in the newly established enterprises. How those contextual issues impact on its designing of incentive programs for organization's development and whether the strategic incentive programs being effective to support its business objective during its infant stage were discussed in the dissertation.

The theoretical concepts and framework surrounding the idea of incentive programs were considered by various interviewees from industry, which were applied to examine its relevant criteria of being an effective incentive system. This finding of the project concludes those incentive systems were accordance to the infant stage of enterprises including stationary reward, pays on a piecework basis as well as the budgeting reward, draws bonus buy stock, the stock option, and a mix of the above systems. The stationary reward, pays on a piecework basis and the budgeting reward systems are the major motivative programs for sales people.

This project has concluded those experiences was expected for new starting up enterprise to develop for its sustainability with suggestions to overcome the problems in its internal and external constrains such as motivation, supportive resources and better equipped to manage change...etc.

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