

EMEA Team

Robert Miller

+44 (0)20 7680 3807
rmiller@radford.com

Guy Pritchard

+44 (0)20 7680 3808
gpritchard@radford.com

Philip McMullen

+44 (0)20 7680 3814
p McMullen@radford.com

Brenda De Souza

+44 (0)20 7680 3815
bdesouza@radford.com

Gaurav Dutt

+44 (0)20 7680 7417
gdutt@radford.com

Axel Schuette

+49 (69) 29727-6248
axel.schuette@radford.com

James Seechurn

+44 (0)20 7680 3818
jseechurn@radford.com

Bart Schoofs

+32 2 730 99 82
bart.schoofs@aonhewitt.com

Stefanie Verberckt

+32 2 730 99 84
stefanie.verberckt@aonhewitt.com

Katherine Aldred

+44 (0)20 7680 3836
kaldred@radford.com

Deborah Chang

+44 (0)20 7680 3830
deborah.chang@radford.com

Nikolaos Tsimogiannis

+44 (0)20 7680 7415
nikolaos.tsimogiannis@radford.com

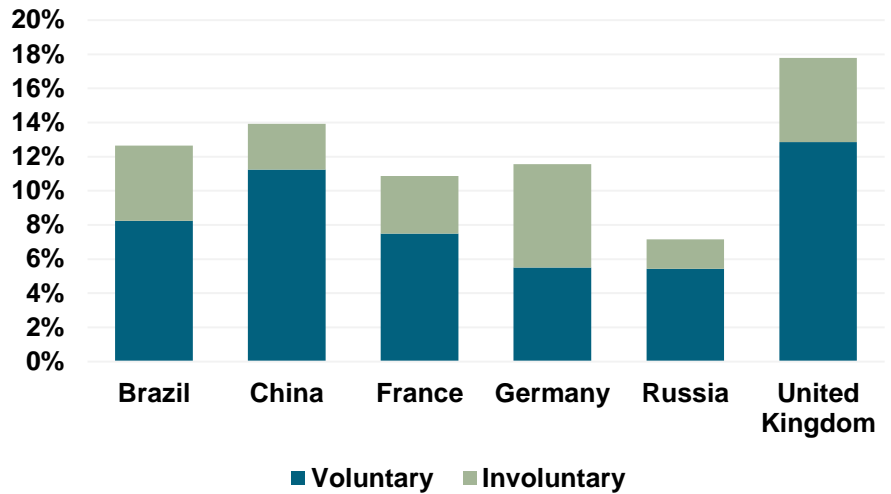
Sales Compensation Challenges

January 2012

Sales Staff Turnover

Below is an extract from Radford's Trends Report - Q4 2011 edition. Trends data for 23 countries can be obtained in the full Trends Report available to Radford participants.

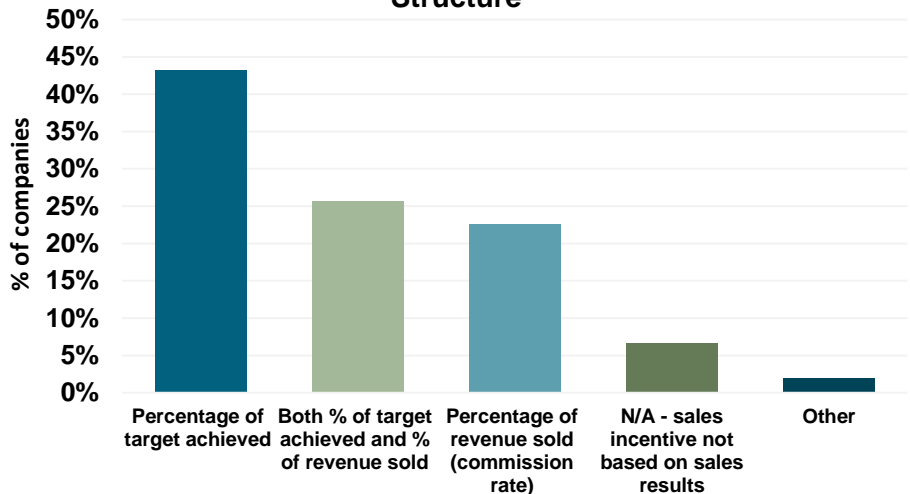
Sales Staff Median Employee Turnover - Q4 2011



Sales Incentive Plan Structure

Participation in the Global Sales Survey includes access to detailed sales practices data such as the data shown below. The following chart indicates that more than 25% of companies now base their sales incentive on both percentage of target *and* percentage of revenue sold.

Field Sales Management – Sales Incentive Plan Structure

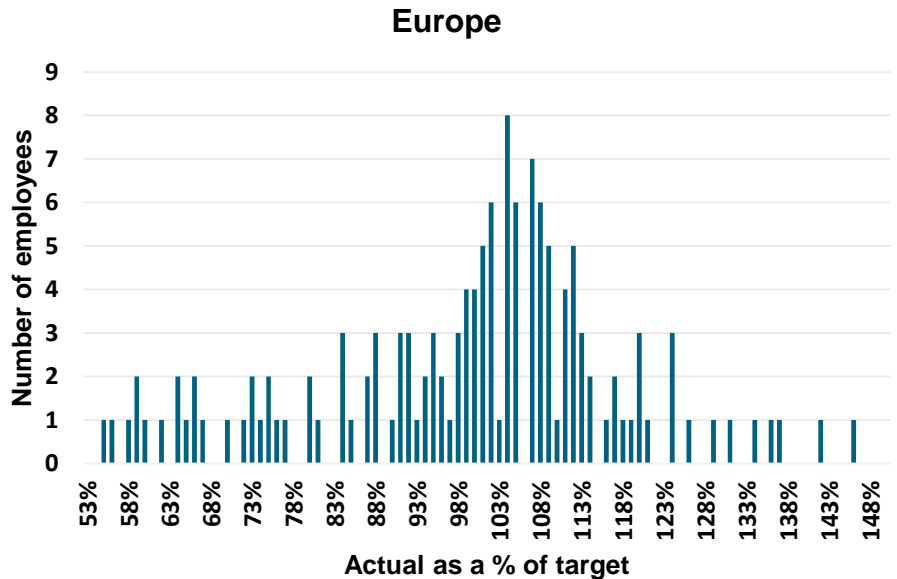


Key Participants

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- Alcatel-Lucent
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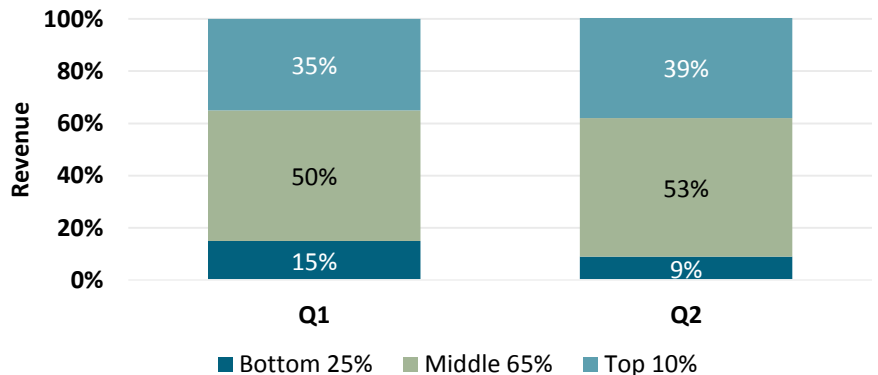
**Radford Sales Plan Audit
Measures and Performance**

The following chart is an example of how Radford's sales plan audit process can identify issues in sales incentive plans.



In the chart above, we find that a large proportion of this company's sales staff are achieving greater than 100% of target.

% of revenue generated by top, middle, and lower performers



Looking in more detail at performance using the chart above, the bottom 25% of performers contributed just 9% of total revenue in Q2, slipping downwards from the previous quarter.