

4D銷售領導管理法 4D Sales Leadership Management

團隊背景 Background of the Team



團隊名稱 Team Name	輝瑞銷售管理團隊 Pfizer Sales Management Team
成立日期 Date of Formation	2011年9月 September 2011
業務單位 Business Unit	輝瑞銷售部門 Pfizer Sales Department
部門促進員 Team Facilitator	輝瑞銷售經理 Pfizer Sales Manager
隊長 Team Leader	張世聰 Kelvin Cheung
團隊 Team Members	張文輝 劉安錫 鄭國豐 鄭子傑 何婉茜 袁立言 陳敏剛 嚴灝鈺 Anthony Cheung Anthony Lau Benson Cheng Christopher Cheng Esther Ho Martin Yuen Nicholas Chan Vincent Yim

背景 Background

不同行業都經常面臨人才爭奪的問題，而當中醫藥製藥行業的競爭尤為激烈，輝瑞香港亦面對著相同挑戰。如何挽留人才，特別是銷售人員，成為公司甚為重要的課題。

Talent acquisition and retention is a common problem faced by many industries in Hong Kong. The competition amongst the pharmaceutical industry for skilled individuals is no exception and Pfizer Hong Kong also faces the same challenge. Therefore, retention of colleagues, especially sales professionals is of primary concern.

問題成因 Cause of the Problem

銷售往往被理解為一項只講求結果導向的工作，而輝瑞香港的銷售團隊以往亦傾向集中於追求銷售目標。然而，公司領導層卻發現過度注重於業績或會對員工之個人推動力、工作滿足感、公司歸屬感等構成負面影響。

Traditionally, sales professionals were results driven and aggressively pursued sales targets as their primary goal. This model was also adopted by Pfizer Hong Kong, however the executive leadership found that it adversely impacted their teams' motivation, job satisfaction and sense of belonging to the company.

解決方法 Solution

- 本小組自行研發出「4D銷售領導管理法」。此管理法循四大方向著手，從多角度提升員工參與度。
- Our unit has developed the "4D Sales Leadership Management" to enhance colleagues' engagement with the company.

成果及效益 Achievement & Benefit

- 自引入「4D銷售領導管理法」策略，輝瑞銷售團隊一直維持士氣高昂及團隊穩定。從這數年銷售人員流失率大幅減少可反映出來，更遠低於同業50%。
- 根據員工的參與度調查，輝瑞香港於2015年獲得97%的滿意度。
- 雖然面對市場的競爭激烈及種種挑戰，輝瑞香港銷售團隊之業績表現仍然能夠連續數年超出公司預期的目標。
- 此外，在處方藥物方面更持續穩據香港市場的領導地位。
- 在輝瑞所有附屬公司當中，輝瑞香港這數年一直成為擁有全球最高的本地市場佔有率的位置之一。
- Since introduction of the "4D Sales Leadership Management" strategy, a stable and highly motivated sales team has developed as reflected by the incredibly low turnover rate. It was significantly less by 50% compared to the current pharmaceutical industry rate.
- Colleague Engagement Score achieved an exceptionally high rate of 97% in 2015.
- The sales performance always exceeds ambitious targets in consecutive years despite an increasingly competitive and demanding landscape.
- Pfizer Hong Kong achieved, and most importantly, retained market leadership in the highly contested ethical pharmaceutical category.
- Pfizer Hong Kong has maintained one of the highest local market share in all Pfizer subsidiaries worldwide.

4D銷售領導管理法
4D Sales Leadership Management



輝瑞開心銷售團隊
Pfizer Happy Sales Team

Pfizer Engagement Survey 2015

Outcome Indices	Hong Kong
Climate/Engagement	97%
Retention	97%
Inclusion	97%
Culture	97%

■ Favorable □ Neutral ■ Unfavorable

2015員工參與度調查
2015 Pfizer Engagement Survey