

Systematic Innovation for the Retention and Development of Human Talent

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Abstract

In order to build and sustain competitive advantage, the knowledge that a workforce possesses has become an important tactical resource. This perspective means staff retention has become part of any organization's main objectives. Numerous studies have defined management of human talent and organizational performance of this talent. The motivation for this study was to create an inventive solution through systematic innovation of human talent in the beverage industry of El Salvador. In this study, we use systematic innovation to solve retention and development of human talent issues. The guide which is introduced in this thesis may serve as a useful methodology for solving intangible human talent issues. Our findings show that even though systematic innovation has only recently begun to be used to solve business management issues it can still be used to generate ideas or specific solutions on how to solve issues related to retention and development of human talent. The specific solution given by the inventive principles is the creation of an incentive system that can be flexible, by covering not only one product but by adapting to different situations and to many different products.

Keywords: human talent, incentive system, TRIZ, systematic innovation

1. Introduction

Having a system or program to develop and retain human talent is considered to be a competitive advantage in a company (Beechler & Woodward, 2009). Management of human talent involves planning, organizing and developing the capacities of personnel, in order to make them more efficient and achieve both their individual goals and those of the company. To maintain steady development of human talent, it is extremely important to consider programs of induction, re-induction and guidance. This will allow the continued development of staff and generate identification with the organization as well as a constant understanding of organizational changes. Furthermore, to properly develop human talent it is not enough to utilize trainings and inductions, it is also necessary to provide needed resources to employees. As a result, materials and technical resources play an important role in human talent development and leads to success at the organizational level (Chiavenato, 2009). These resources are necessary for the successful development of human talent. However, giving personnel access to these resources does not guarantee optimal development of personnel. Therefore, it is necessary to create a philosophy that supports this.

Systematic innovation is often applied in problem solving, but systematic innovation has limitations; there is a lack of earlier studies on implementation of TRIZ (theory of inventive problem solving) in management incentive

systems (Mann, 2007). In other words when you try to optimize a system, systematic innovation contains virtually no mathematical formulae and so if we are trying to answer questions such as "what is the optimum batch size" or "what is the best interest rate?" or "what bonuses should everyone get this year?" or as in this study "what is the ideal amount of economic incentives for the workforce?" then systematic innovation will not help because each person has a different way of thinking, an incentive that works for one person could be a disincentive to another, and this makes it hard to apply an effective incentive system. In this study we will attempt to solve this problem with the use of systematic innovation and, if necessary, modifying it so that it can be adapted accordingly.

Currently in El Salvador there is a very competitive beverage industry. This market is currently undergoing change, and you cannot really predict what will happen in the future due to these constant changes. Organizations need to be prepared for these changes and act accordingly. The best way for a company to be prepared for these events is to have staff that are trained with the appropriate skills that enable them to respond to market events. The sales force in this industry has a hard time with market distribution. They need to have direct contact with retailers, by visiting shops either by scooter or car, and this sometimes can be very dangerous. Consequently the problem is that the sales forces (of "Company P") cannot

be retained or motivated to stay for a long period of time and perform to expectations (Abrego, 2011).

In this research we establish and create an incentive system for the development and retention of human talent in organizations dedicated to beverage distribution. First the issues are defined and data is extracted from interviews. The interviews were conducted with ex-employees (ex-sales staff) of “Company P”, from the beverage industry in El Salvador. The interviews had the objective of discovering issues encountered by sales staff during their time at Company P, and to find out more information about the current incentive system at the company. After gathering this information we used systematic innovation to solve these issues. The conceptual framework comprises nine steps which essentially follow the systematic innovation problem solving process. We evaluated our results and offer a conclusion and possible further research areas.

2. Methodology and Results

In this part of the study we go into the procedures we used to resolve the issues at hand. We follow the procedures and most of the tools of systematic innovation as found in “Pro-Forma Tools” (Mann, 2007). First we start with “*problem definition*”, with the use of information gathered from interviews with ex-employees of Company P. Secondly we apply “*preliminary problem analysis*”, which consists of analyzing in a broad way the problem at hand by using tools such as problem hierarchy and the “nine windows” approach. Then we continue with “*Problem modeling and formulation*”. In this step we perform function attribute analysis (FAA) so that we can further understand the system and grasp what each component is doing correctly and what is being done wrong. The next step is “*Contradiction Analysis*”. With the use of the information gathered we apply Root Contradiction Analysis (RCA) to understand the issues in a more specific manner, finding the roots of the problems. After RCA we carry out “*Parameter Analysis*”. With the use of a contradiction matrix we analyze the contradictions isolated in the contradiction analysis and we select the parameters that best relate to these contradictions. Then we create a “*Generic solution*”, with the help of the contradiction matrix and generic solutions from the 40 inventive principles are created. Finally, in the “*Generation of Specific Solutions*” step, we create a specific solution to solve the problem at hand, through the ideas created with the 40 inventive principles and with the

knowledge we have gathered from other research and studies.

2.1 Problem Definition and Interviews

The main problem in this case is that because of the unique nature and the needs of the market (where Company P is located), the sales force has difficulties in market distribution. They need to have direct contact with retailers, by visiting their shops either by scooter or car, and this sometimes can be very dangerous. Consequently the problem is companies in the beverage market (such as Company P), cannot seem to retain and motivate their sales force to stay for long periods of time and perform to expectations. Based on interviews done with Company P’s ex-employees, the problem is that there is not enough support given to the sales force. They do not receive support materials (such as pop-up materials like pamphlets or posters), or gas money for transportation (sales staff typically use their own transport to visit customers, and they don’t get a depreciation expense for their vehicles). This really discourages sales staff. Another factor is that they do not receive incentives to sell new products or products that are not the company’s main products, therefore they may reach sales targets for their main products but not for other products offered by the company.

2.2 Preliminary Problem Analysis

Preliminary problem analysis analyzes in a broad way the problem at hand by using tools such as the Problem Hierarchy Explorer and the nine windows. The Problem Hierarchy Explorer is a way of clarifying the space around an originally stated problem definition. The original problem in this case is that the sales department cannot retain and motivate their human talent (sales staff) and because they are not motivated they do not perform to expectations. The reason why we can’t solve this problem is because the incentives budget given to the sales department is simply too little to motivate and push the sales staff to improve their performance, and therefore sales staff are always unmotivated because they do not have support materials (pop-up materials, transportation, depreciation expenses, etc....) to help them improve their sales. This leads to a bigger problem which is that the company is not really a long-term sustainable business, because sales figures are declining, and also their human talent is in a constant state of change because staff quit the company because of low motivation or poor performance.

This can be seen below in Figure 1 Problem Hierarchy Explorer for the “retention of sales force”.

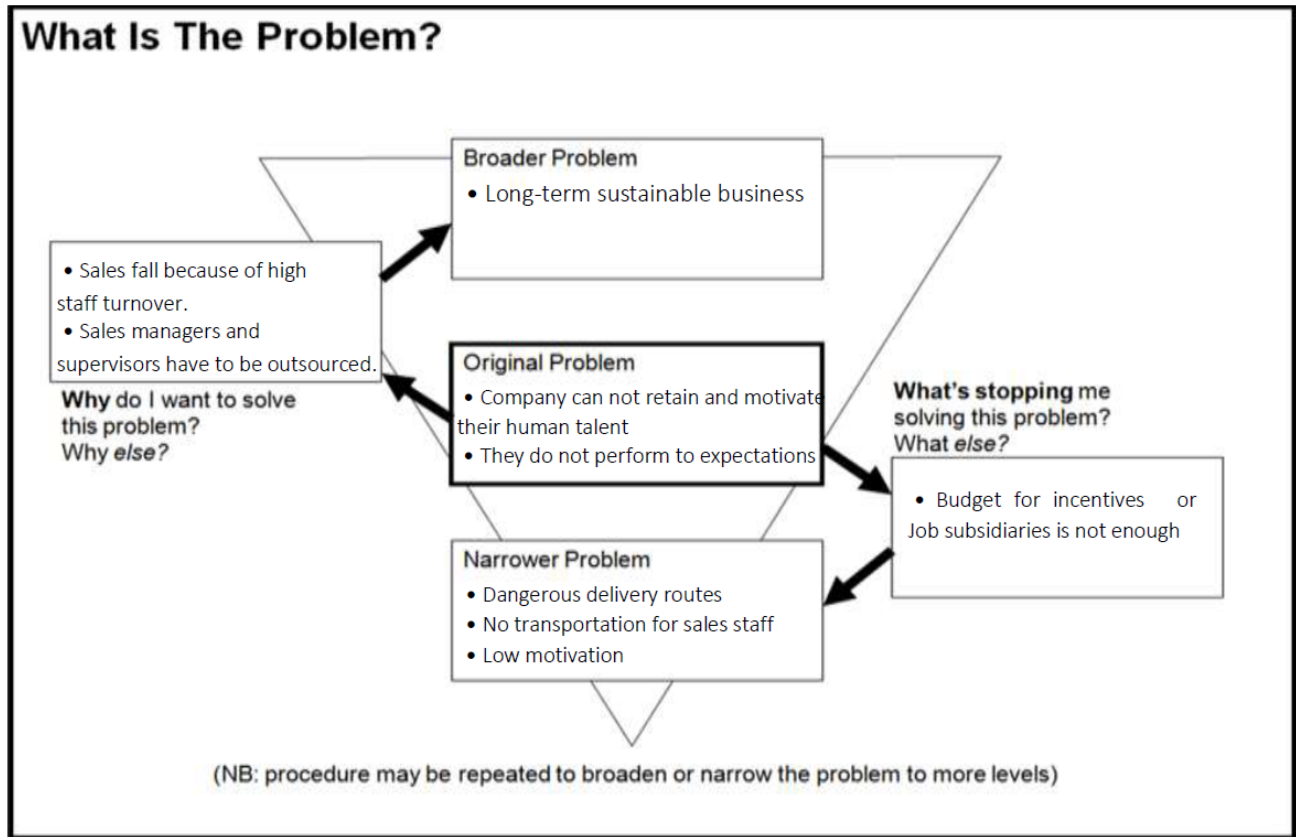


Fig. 1. Problem Hierarchy Explorer for the “retention of sales force”

The Nine Windows tool is used for the identification of resources in and around the system. The general identification of a resource is anything in or around the system that is not being used to its maximum potential. The main point of this tool is to adopt a systematic approach to look for resources. With this tool we analyze a general view of the system and at the same time tangible (things) and intangible (knowledge, people) resources. There are no rules concerning what order to fill the boxes in, or that all boxes have to have something written inside them.

Analysis of around the system, the system and finally subsystems is done by looking into the past, present and future aspects of the entire system, and also by taking into consideration general aspects as well as the tangible and intangible resources of the system, so we can have not only a broad understanding of the system but also a more specific image of it.

Firstly, past system surroundings comprising information such as historical data of cycle profiles and lost customers is useful for the prediction of future demand

or trends. In the present system surroundings are customers such as vendors or small shops that purchase beverages for sale to final consumers, non-customers or potential customers, different channels of distribution, and different competitors in the beverage industry. We take into consideration tangible resources that are missing from the system, which is support materials for the sales force. Also we consider knowledge resources which are competitor strategies that are unknown to the sales force. For the future surrounding system these comprise new market trends and channels, new competitors and new customers, which in the case of this study need to be searched for by sales staff instead of by the company providing a list of new or potential customers; and possible transportation collaboration with the company or depreciation cost for sales staff that use their own vehicles.

In the past system (sales model or incentive system) are previous incentive systems, customer histories, databases of lessons learned; this type of information is useful to learn about problems that the company has had

before and that could be useful to solve problems in the present or future. In the present system are the current sales team and the current sales model, which in this case lack as a sales force because of unmotivated sales staff that can't reach sales targets because they do not get enough support from the sales department. In the future system are new technologies or new products that might come to the company and a long-term sales workforce that comes with experience and employee loyalty.

Within the system or the sub-system, past constraints are previous staff that have quit the company along with the lost experience they represent, also past processes and lost deals. In the present subsystem, there are sales

representatives, procedures, and a lack of technology which in this case forces them to use a paper-based order system leading to the need to have direct contact with the customer. In the future sales could be converted to homework if new technology is introduced, meaning that instead of having a paper-based order system there will be an electronic system which will make things faster and easier, and create the opportunity to achieve sustainable business with sustainable customer relationships. In Figure 2 below is the Nine Windows analysis, where all the parts of the system and all the different constraints can be seen via a more organized approach.

		Past	Present (sales workforce employees/ current customers)	Future
Around System	1	Historical Data, Cycle Profiles, Lost Customers, Exited Competitors	Customers, Non-customers, Channels, Suppliers, Competitors	Market Trends, New Channels, New Customers, New Competitors
	2		No transportation provided to sales force, No support material(Pop Material)	Transportation Provided by the Company
	3		Competitors/ Competitors strategies	Sales projections, Competitor Scenario, planning
System (Sales model or Incentive System)	1	Previous Incentive Systems, Customer History, Databases Lessons Learned, Trials	Current Sales Team/ Current Sales Model	New Technology, New Products, Experience
	2		Lack Sales workforce	Long term sales workforce, Company Loyalty, Good salesman- customer relationship
	3	Previous business model	Business/sales model(channel)	Market trends, E-commerce
Sub-System	1	Past Staff, Experience, Past Processes, Lost Leads	Sales Representative, Procedures, Structure, Forms/Media, Communications	Home-working, Flexible Models, Autonomy, New Media, Paperless
	2		Lack of technology, Use of paper base orders, Need to have direct contact with the customer	Electronic based orders
	3	Knowledge of customers from the Sales man that left the company	New sales force knowledge of Customers	Sustainable relationships with customer

1= General Analysis
2= Tangible/ Resources Analysis
3= Intangible/Knowledge Analysis

Fig. 2. Nine Windows Analyses

2.3 Problem Modeling and Formulation

In this step we performed a function attribute analysis so we can further understand the system and get to know what each component is doing correctly and what they are doing wrong. The basic function analysis process is conducted in three main stages. In the first stage we began with a definition of the components (elements) of the system. After defining the components we continued with identification of the useful and negative relationships that exist between the various components defined in the first stage.

2.3.1 Definition of Components in the System

+Sales manager: In charge of the sales area and tells the chief of sales what actions to take, coaching and mentoring the sales team, developing sales strategies, goals and plans with and for sales team, reviewing sales and marketing information both historical and current, looking at competitors and evaluating, developing strategies with which to compete, communicating the corporate message to sales team, forecasting sales for senior management, working with the marketing department, heading up sales meetings and going on sales calls with team members, meeting the needs of the team and being there for them when needed, and most importantly leading the team and helping individual members succeed.

+Sales Chief: Responsible for a sales territory. A territory can be by a state, city, division of the country, among others. The sales chief controls, supervises, advises on actions to take, solves problems, and informs market needs to the sales manager, among others. Also he is responsible for informing staff under his charge of how to manage the territory correctly.

+Supervisor: Responsible for supervising a specific area within the sales territory. Supervisors report on and control the sales staff that are under their charge. These sales staff are assigned to the area that the supervisor is in control of.

+Sales Staff: Responsible for taking orders from customers. They are important, as they directly communicate with customers and can detect market movement.

+Customer: He is the person that places orders for sales staff to request product with. They are retailers that

sell the products to the final consumer and sometimes they are also the final consumers.

+ Product: is simply the plain product that is sold to the customer, in this case the beverages supplied by Company P.

2.3.2 Identification of positive and negative relationships between components

+Sales Manager - Sales Chief: The sales manager and the sales chief have a positive relationship with each other when it comes to the manager informing the chief what actions to take, and the goals of the company. In the same way the chief informs the manager what the market's needs are as well as making sales reports. On the other hand they have a negative relationship because the budget which is managed by the sales manager (allocated by higher up management departments) is insufficient to cover incentives or support materials needed for the sales team.

+Sales Chief – Supervisor: The sales chief and the supervisor have a positive relationship when the chief overlooks or supervises the work that the supervisor is doing. They also enjoy good communications when the chief informs the supervisor how to handle each part of the territory. On the negative side the sales chief does not solve problems faced by the supervisor, the main problem being keeping sales staff motivated, and because of this they are losing a lot of the sales staff.

+Supervisor – Sales Staff: The supervisor-sales staff relationship is slightly positive when it comes to informing sales staff what part of the sub-territory they should handle. However, they have a negative relationship regarding information flows from sales staff to the supervisor. Since there are no service surveys given to customers neither the sales staff nor the supervisor know if they are meeting customer expectations. Another negative relationship is that support materials given to sales staff is missing; there is no pop-up material or transportation rebate given to sales staff, resulting in an unmotivated sales force. This negative relationship results in not enough know how, and an unwillingness to work from the sales force because of lack of support.

+Sales Staff – Customer: In the sales staff customer relationship there is a positive relationship when it comes to communication, like the response from sales staff to the customer when the customer places an order. But there is

a negative relationship at the same time, because of the fact that the sales staff do not have support materials or do not have enough knowledge about the products and thus do not know how to sell the products or all of the product to the fullest, leading to low order volumes because sales staff are pushed to sell mostly the main product. Since the incentive system of the company is focused only on sales of this main product and not on new products or other products, the result is insufficient orders and failure to reach sales targets. Another negative relationship is that there are no recommendations whatsoever from customers

to sales staff, since there are no customer service surveys, so there is no chance for improvement for the sales team.

+Customer – Product: The customer-product relationship is positive for some products of the company, mainly for the main product, but for other products or new products it is negative because the sales staff do not have knowledge or support materials on how to sell to the customer therefore the image of the product is discredited and sales are not achieved as expected.

In Figure 3 FAA (Function and Attribute Analysis) below you can see all of the negative and positive relationships between the components of the system.

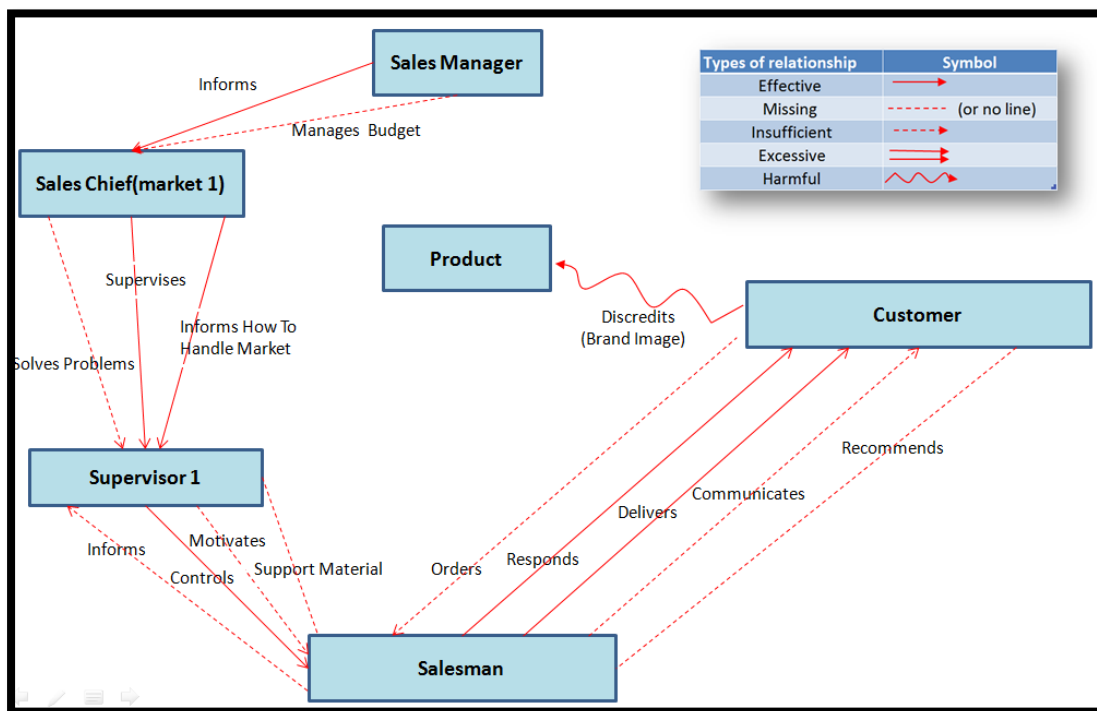


Fig. 3. FAA (Function and Attribute Analysis)

2.4 Contradiction Analysis

With the help of Root Contradiction Analysis problems are determined in a more specific manner. We discover the roots of problems and why things went wrong so that we can both correct them and, more importantly, prevent them from happening again. Based on information gathered we have come up with an RCA. We start at the bottom of the RCA with the roots of the problems and move upwards to the main problem by describing every part of the RCA as shown in Figure 4.

There are two main roots in this RCA. The first one is that the upper management department give the sales department a really (8) *low budget* to work with, resulting

in a positive and a negative effect, or, in other words, a contradiction (contradiction # 1). The positive effect is that since they provide only a low budget it means more profit for the company since they do not have to spend that much sales revenue on a budget for the next year. In other words there is less cost for the company. The negative side of this contradiction is that since there is not enough budget for the sales department the sales management cannot afford to supply (5) *support materials* to their sales team. Support materials are really important to sales staff because they facilitate their work, by making it faster (providing transportation) and easier (by providing pop-up materials allowing them to sell their products in a more efficient way). The shortage of support materials results in another

negative impact in the system, (3) *no motivation*. When a sales force is unmotivated it does not sell or perform as expected by the company, resulting in a drop in sales, or inability to retain sales staff ((2) *sales staff not retained*).

The second root of the RCA is that management (9) *focuses only on one main product*; because of this another contradiction comes about as a result (contradiction # 2). On the positive side of the contradiction, because management focuses on only one main product sales staff are able to reach the sales target for that specific product. On the other hand (negative side of the contradiction) because management focuses on only one product they create (6)(7) *an inadequate incentive system or an incentive system without proper objectives*. The inappropriate incentive system creates contradiction # 3, because the sales system is programmed to reward salesman only if they reach the sales target of the main

product, they are able to reach this sales target. On the negative side because of this the salesman are (4) *not able to reach sales targets of all products*, resulting in a loss of opportunity for the company to earn more profits.

All of these conflicts or contradictions result in the company being (2) *unable to retain their sales force*, because they are so unmotivated or their jobs are hard to do and they do not have that much support. This is becoming a big problem for the company because it means that it is not (1) *a long-term sustainable business*. If they keep on losing sales staff every 6 to 8 months the experience that the sales staff possess and the money that the company has invested in training these staff goes to waste. Also customer relationships are harmed since there is no stable sales staff-customer relationship. Below is Figure 4 RCA, where it can be seen how these problems move from the roots all the way up to the main problem.

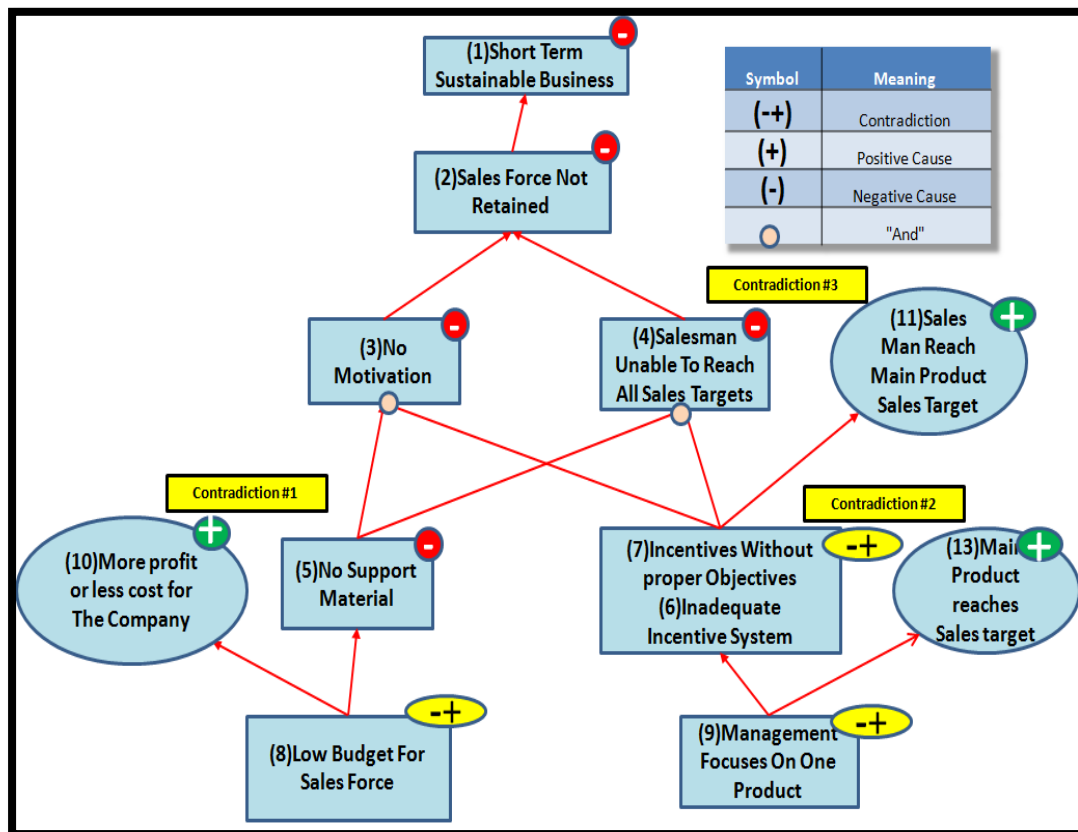


Fig. 4. RCA

2.5 Parameter Analysis

In this part of the process, with the use of the Contradiction Matrix, we analyze each of the contradictions isolated in the Root Contradiction Analysis

and we select which of the parameters best relate to the contradictions. Below in Table 1 Contradictions are the three contradictions identified from the RCA, emphasizing what should be improved and what is preventing this improvement from occurring.

Table 1 Contradictions

	Things you would like to improve	→	What's stopping you from doing it
#1	No Support Materials	→	High Cost for the Company
#2	Incentives without Proper Objectives	→	Drop in Sales Profits from Main Product
#3	Sales Staff Unable to Reach All Sales Targets	→	Drop in Sales Profits from Main Product

2.5.1 Contradiction # 1 & its Parameters

Contradiction # 1 is composed of what we would like to improve i.e. “No support materials” and what is stopping this improvement which is “high costs for the company”. Based on the Contradiction Matrix we have

selected the parameters that in our understanding relate the most to the conflicts in this contradiction. In Table 2 below, the parameters selected for each conflict are shown as well as the possible inventive principles to solve or reduce the problem.

Table 2 Contradiction #1 Parameters

No support materials	Parameters	(1) R&D-Spec /Capability/ Means	(7) Production Cost	(12) Supply Cost	(15) Supply Interfaces	(17) Support Cost	(19) Support Risk
High costs for the Co.	(7) Production Cost	3,10,35,37		2,5,31,35	3,5,12,35	2,3,10,35	3,10,25,27
	(12) Supply Cost	1,5,6,15	2,5,31,35		1,6,28,38	5,25,27,35	2,10,12,27
	(17) Support Cost	15,25,28,35	2,3,10,35	5,25,27,35	1,5,10,26		14,25,27,35
	(21) Customer Revenue/Demand/ Feedback	7,13,14,22	1,7,13,24	2,13,25,35	13,24,25,39	3,24,25,37	4,7,13,20

2.5.2 Contradiction #2 & its Parameters

Contradiction # 2 is composed of what we would like to improve i.e. “Incentives without proper objectives or an inadequate incentive system” and what is stopping this improvement from being made i.e. “sales profits of the main product”. Based on the Contradiction Matrix we have

selected the parameters that in our understanding relate the most to the conflicts in this contradiction. In Table 3 below, the parameters selected for each conflict are shown as well as the possible inventive principles to solve or reduce the problem.

Table 3 Contradiction #2 Parameters

7) Incentives Without Proper Objectives (6) Inadequate Incentive System	Parameters	(26) Convenience	(28) System Complexity	(29) Control Complexity
Sales Profit from Main Product	(7) Production Cost	1,2,25,27	1,2,5,35	3,6,10,25
	(17) Support Cost	1,12,25,26	1,2,25,35	15,19,25,28
	(21) Customer Revenue/Demand/ Feedback	27,28,35,40	1,2,19,25	2,7,25,37

2.5.3 Contradiction #3 & its Parameters

Contradiction # 3 is composed of what we would like to improve i.e. “Sales staff unable to reach sales targets” and what is stopping the achieving of this improvement i.e.

“sales profits of the main product”. Based on the Contradiction Matrix we selected the parameters that in our understanding relate the most to the conflicts in this contradiction. Table 4 below shows the parameters selected for each conflict as well as the possible inventive principles to solve or reduce the problem.

Table 4 Contradiction #3 Parameters

(4) Sales staff unable to reach all sales targets	Parameters	(7) Production Cost	(12) Supply Cost	(21) Customer Revenue/Demand/ Feedback
Sales Profits from Main Product	(7) Production Cost		2,5,31,35	1,7,13,24
	(17) Support Cost	2,3,10,35	5,25,27,35	3,24,25,37
	(21) Customer Revenue/Demand/ Feedback	1,7,13,24	2,13,25,35	

2.6 Generic Solutions

In this section, with the help of the contradiction matrix and the 40 inventive principles, generic solutions are created. Each contradiction is analyzed by looking at every row in each of the contradiction tables and taking the most frequent inventive principle as the number one option to solve the problem, because the most frequent inventive principle would be the most likely to create the best generic solution. If the most frequent principle does not create a solution, then the second most frequent principle is examined and so on. If the most frequent principle does not find a solution then we analyze the ones that are not repeated. After analyzing and finding the generic solution of each contradiction, the generic solutions will be analyzed in Section 2.7 of this paper.

In contradiction #1, after analyzing the parameters and the inventive principles related to the contradictions the most frequent inventive principles are: Principles: #3 Local Quality, #5 Merging, #35 Parameter Changes, and #13 “the other way around”. In contradiction #2, after analyzing the parameters and the inventive principles related to the contradictions the most frequent inventive principles are: Principles: #1 Segmentation, #25 Self-service, #2 Taking/Separation. In contradiction #3, after analyzing the parameters and the inventive principles related to the contradictions the most frequent inventive

principles are: Principles: #3 Local Quality and #13 “the other way around” (Mann, 2007).

2.7 Generation of a Specific Solution

In this part of the process, after the generation of generic solutions, the ideas given by the 40 inventive principles, and the use of the knowledge we have gathered from research and studies, we create a specific solution to solve the problem at hand. Based on the analysis of the contradiction parameters/generic solutions, the answer to solving this issue is creating a flexible incentive system, with one or more incentives for each part of the sales force system, one which is not only applied to the results of sales of the main product, but one that can also be applied fairly or for each product, adapted in a different way to every different situation, so that no matter what product it is (main-new-old product) there would be some compensation for sales completed if the sales target is reached. For each compensation resulting from sales, part would be as an economic incentive for the salesman, and the other part would be for expenses for support materials or transportation expenses, in other words the more sales staff sell the more economic incentives they will receive and the less expenses they will have, therefore solving the problem of not having any sales support materials. The main idea is that instead of the company giving sales staff

money for support materials, they can be compensated with support expenses if they reach sales targets of every product. Instead of giving money at the start for support

Another option would be that once the new incentive system is completed, ex-employees could be rehired with the offer of an improved contract. The experience that they possess can be recovered and with new or extra incentives they will perform better. The incentive system could self-motivate sales staff since the more they sell the less their expenses for support materials will be. If ex-employees are

materials, the company will provide support materials only if they achieve a large percentage of sales or if they reach sales targets, thereby motivating sales staff to do better.

rehired they can be part of a new incentive system that will cover all products therefore boosting sales of every product not only the main product. Figure 5 below shows problem/ conflicts and corresponding solutions, in which it can be seen how each principle creates an idea for a specific solution.

Contradiction #	Problem/conflict	Generic Solution	Specific Solution	Flexible Incentive System
1	(+)No Support Material	[3]Local Quality	<ul style="list-style-type: none"> • Principle 3: From uniform incentive system to, flexible incentive system. • Principle 13: instead of company providing support material let the salesman earn their support material by selling. • Principle 35: Giving ownership to salesman, make them invest in their own company. 	
	(-)High Cost for the Company	[13]'the other way around [35]Parameter changes		
2	(+)Incentives Without Proper Objectives	[1]Segmentation [25]Self-service	<ul style="list-style-type: none"> • Principle 1: divide the incentive system in an way that it covers all of the products the salesman are incharge of. • Principle 25: rehire employees that quit, regaining their experience and making them better with a new incentive system. 	
	(-)Drop of Sales Profit from Main Product			
3	(+)Sales man unable to reach Sales target	[3]Local Quality	<ul style="list-style-type: none"> • Principle 3: From uniform incentive system to, flexible incentive system. • Principle 13: instead of company providing support material let the salesman earn their support material by selling. 	
	(-)Drop of Sales Profit from Main Product			

Fig. 5. Problem conflicts and corresponding solutions

2.8 Specific solution for incentive system

An incentive system is a vital part of any sales force and of any company. Besides helping increase sales volume, coverage, customer service, etc., it also helps develop human talent through the direct contact they have with customers. It is necessary to have a system of incentives that is effective and not only benefits the company but also helps with the developing and retention

of human talent. The system of incentives that will be offered will be directed to the sales force of companies engaged in the distribution of beverages.

The incentive system that will be proposed consists of different tasks that will help to develop and retain human talent. This system will be to the benefit of Company P and will help them develop and retain their sales force. Every task proposed is essential because it has a specific objective in the incentive system. Below in

Figure 6 is the tasks that the proposed incentive system will have.

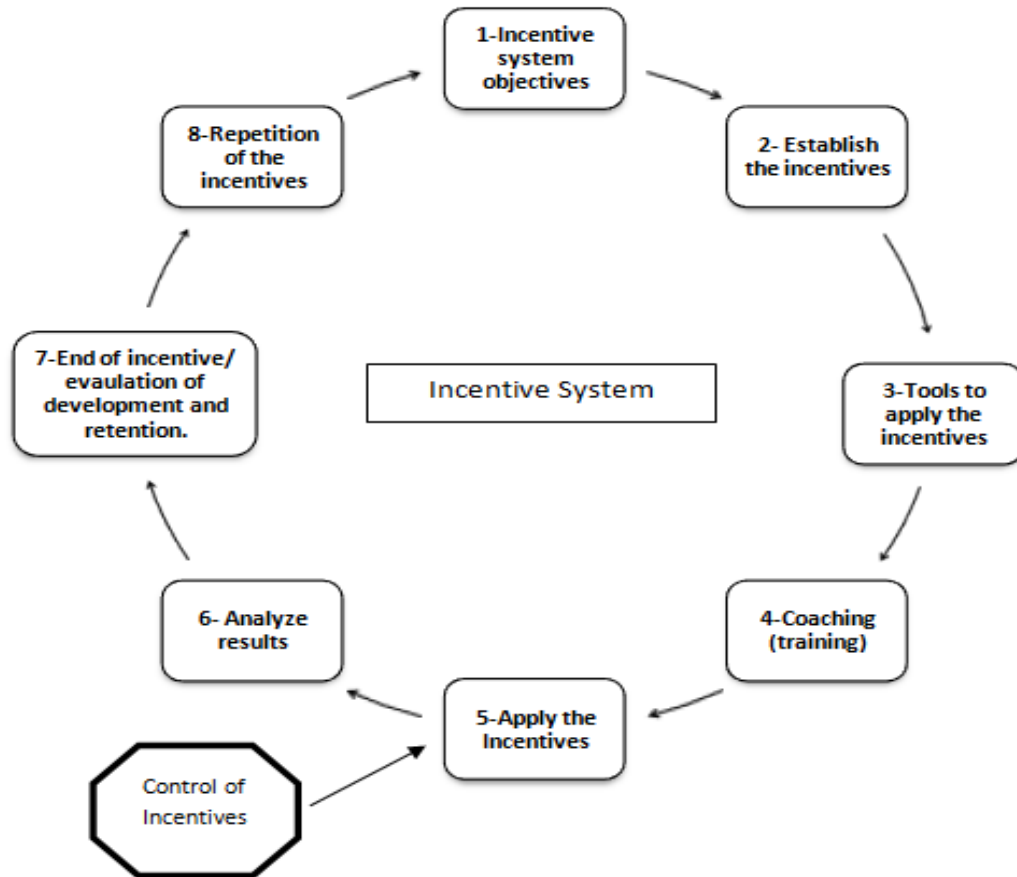


Fig. 6. Incentive system

The incentive system must always be in a state of constant feedback. The feedback will allow the system to maintain the incentives. This means learning to improve every activity by avoiding mistakes that have happened in the past by keeping it in a state of constant improvement. That is, to improve every aspect of activities and to achieve the development of talent within the sales force. The development of human talent gives the company a competitive advantage over the competition. This is because the staff knows their way around and does their work efficiently and effectively. By having different types of incentives, the system is adapted to every single aspect of Company P, including sales incentives, customer service incentives, customer resource incentives, coverage incentives, and clients served incentives, helping to overcome the problems of the company.

3. Conclusion & future research

A good incentive plan is straightforward and predictable. It is easy to comprehend so that staff can link their performance with their pay. It is predictable, so that people can match the work they do to their objectives. A good plan is fair and flexible enough to accommodate new product launches and changeable markets. It is economical, yet competitive. Finally, it meets the needs of both its customers' sales force and the company. Research indicates that broad-based incentive plans can be utilized as a means to encourage both employee performance and productivity (Gordon & Kaswin, 2010). When implementing an incentive plan, several considerations are needed to ensure the plan is successful. However, it is important to note that incentive plans cannot guarantee employee productivity by themselves. They must be tied to effective human resources practices in order to ensure a successful work environment. These include determining appropriate incentive awards, instituting a broad?

In the last few years, TRIZ methodology has been used in several fields. It began to be studied in several non-technical areas such as business, finance etc. (Souchkov, 2007). This study is inspiring because human talent has not been evaluated to the fullest before with systematic innovation, and systematic innovation can be used as a creative tool to design a guide for managers. The major contribution of this paper is to show that human talent is an appropriate area in which to use systematic innovation methodology even though originally systematic innovation was only applied to engineering problems.

Regarding future research, it is recommended that researchers should focus on analyzing this study in terms of different cultures or environments. The fact that this study is applied to a company in El Salvador does not mean that it could not be adapted to a different industry in a different country. Every company has its own "personality" and culture. For an organization to be successful over the long term, its management style needs to be designed depending on its culture. Taking this fact into consideration, incentive systems can be designed or adapted depending on the characteristics of individual companies or the countries within which they reside.

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