

鲍世维

工作年限：6 年 年龄：28 邮箱：bao_shiwei@163.com 电话：189-4564-3688

申请职位 区域销售管理

教育背景

2011.9-2015.6	大连理工大学	管理与经济学部	信息管理与信息系统	本科
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工作经历

2019.02 至今	华为终端有限公司	区域总经理	广西 柳州
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工作职责及业绩：

- 期间主要负责柳州区域，监管来宾、梧州等区域，对区域综合经营 KPI 负责（2021 年目标：销售额 **5 亿**/零售量 **14 万**/稳定基本盘完成全面转型；2020 年目标：销售额 **6 亿**/零售量 **26 万**/市场份额 45%；2019 年目标：销售额 **4 亿**/零售量 **15 万**/市场份额 35%）。
- 负责**区域手机、家电、IT、汽车、政企、全屋智能产业的渠道布局**：带领团队完成 KA/商圈/门店沙盘梳理，拓展经销商和门店布局华为业务，制定竞争策略，孵化培育市场。19-21 年完成了市县 15 家华为授权店建设，培育新增 10+核心 KA。完成县乡镇下沉工作，新建 20+家非授权专卖店，100+专区店，10+黑店阵地，10+IT 阵地，汽车授权店 3 家，全屋智能展示阵地 1 个，政企 NA 成功入围。
- 负责**区域零售&市场运营**：负责门店销售、运营、市场品牌推广活动，带领团队完成每年的新品上市到退市的促销、节假日大型促销活动、重点难点产品的销售提升；围绕门店的人、货、场、奖、促、培的问题，制定解决方案，不断优化日常的零售运营流程机制。
- 负责**区域组织建设**：组织能力孵化，人才选用育留；19-21 年补全了市-县人员编制，招聘人员超过 60+；负责制定和优化团队目标、绩效考核、评价、应用；通过物质和非物质激励，提升团队凝聚力和执行力；不断提升组织氛围，建立能打善战，士气高涨的团队。
- 维护**区域市场秩序&内控合规**：维护内部外部的营商环境和市场秩序，确保内控合规，公司业务发展的长治久安。
- KPI 达成**：2021 年 H1 地市综合 KPI 排名全省 TOP1（1/13）；2020 年地市综合 KPI 排名全省 TOP1（1/13），连续两个季度获得全国“全场景卓越地市奖”；2019 年柳州区域份额提升至 33%，全年收入达成地市排名第 1，高端机增长率全省 TOP1；

2017.11-2019.01	华为终端有限公司	省区 KA 经理	黑龙江 哈尔滨
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工作职责及业绩：

- 负责黑龙江全省核心通讯经销商经营指标（2018 年目标：全省高端机销售额 7.8 亿、高端机零售量 34 万台、华为品牌市场份额目标突破 40%，41 家 FDKA 全年目标达成零售量 68 万台，平均 KA 份额 30%以上）
- 年度渠道 BP 制定**：通过市场沙盘调研、合作伙伴拜访，结合团队现状和公司业务方向制定具体落地策略；
- 核心经销商业务管理和布局**：通过区域联合和制衡，不断提升核心客户数量和质量。2018 年核心 KA 由 32 家增加至 49 家。通过 18 年 TOP KA 战略目标的签署和执行，联合全省 41 家 FDKA 执行了 3-8 月季度主推，全年开展超过 30 场首销/路演/校园/品鉴会活动，TOP 18 客户华为品牌平均份额由 27%提升至 40%，其余 TOP 客户华为品牌平均份额由 18%提升至 30%；
- 旗舰机产品生命周期操盘**：负责高端旗舰产品从上市、提升、成熟、退市的营销策略制定和落地，18 年高端机份额提升至 40%；
- KPI 达成**：2018 年全省高端机销售收入达成 8 亿，同比 2017 年增长 50%，全年 110%挑战目标 7.6 亿，完成率 115%，41 家 KA 全年战略目标达成 80 万台，销量同比 2017 年增长 39%，达成率 117%；

2015.9-2017.10	华为技术有限公司	省区交通行业客户经理	山西 太原
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工作职责及业绩：

- 行业洞察**：获取交通行业政府投资计划，看清市场空间和机会点，结合客情、渠道、竞争格局形成全年工作计划；
- 客户&渠道关系管理**：梳理 KA 决策链，培养组织、关键、普遍客户关系；挖掘项目优势渠道，管理渠道关系；
- 项目管理**：负责机会挖掘、决策链公关和渠道拓展，方案交流和引导、招投标和交付服务端到端的项目运作。
- 2017 年 H1 实现订货 500 万，完成率排名办事处客户经理前 5/13，格局项目 100%中标，建立良好客户关系基础

所获奖励

- 2020 年度**消费者 BG 总裁奖**（1/100）
- 2020 年度**公司级质量之星**（1/100）
- 2020 年度 CBG 英雄勋章
- 华为技术有限公司消费者 BG 2018 年 “中国地区部级金牌团队奖”

技能/爱好

- 英语：良好的英语听说读写能力；通过大学英语六级（519/710）；托业（815/990）

Shiwei Bao

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ACADEMIC BACKGROUND

2011.9-2015.6	Dalian University of Technology	Business Administration	Bachelor
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WORK EXPERIENCE

2019.02 –Present	Huawei Terminal Co., Ltd.	District Director	Liuzhou, Guangxi
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Responsibilities and performance:

- ✧ Responsible for regional integrated operation KPIs of Liuzhou (2021 target: sales of 500 million / retail volume 140,000; 2020 Target: sales of 600 million / retail Volume 260,000 / market share 45%; 2019 Target: Sales: 400 million, retail sales:150,000+, market share 35%+; Targetfor20).
- ✧ **Channel layout:** Responsible for the channel layout of regional mobile phones, home appliances, IT, automobiles, government and enterprises, and the whole house smart industry: Lead the team to complete the KA/business circle/store sandbox sorting, expand dealers and stores to deploy Huawei's business. I From 19-21, the construction of 15 Huawei authorized stores in cities and counties was completed, and 10+ core KAs were cultivated, built 20+ non-authorized specialty stores, 100+ special area stores, 10+ black shop positions, 10+ IT positions, 3 car authorized stores, 1 whole house smart display position,
- ✧ **Retail operation:** Responsible for retail store sales, operation, and marketing branding activities. Developed the mechanism and standards for operation of the cooperation store and implement the inspection. Leading the team to complete the annual sales promotion of new products to delisting, large-scale holiday promotions, and sales promotion of key and difficult products.
- ✧ **Organization construction:** Develops regional organizations, nurtures organizational capabilities, and selects and retains talent. Replenished the staffing of cities and counties in 19-21 with more than 60 employees recruited; Develops and optimizes team goal setting, performance appraisal, appraisal, publicization, and application. Improve team cohesion and execution through material and non-monetary incentives.
- ✧ Maintaining the internal and external business environment and market order, ensuring internal control compliance and long-term stability of the company's business development.
- ✧ **KPI achievement:** The comprehensive KPIs of cities ranked top 1 in the province in H1 of 2021 (1/13). In 2020, the city's comprehensive KPIs ranked top 1 in the province (1/13), and won the "All-Scenario Outstanding City Award" for two consecutive quarters. In 2019, Liuzhou's market share increased to 33%. The annual revenue ranked No. 1 in the region and the growth rate of high-end devices ranked No. 1 in the province.

2017.11-2019.02	Huawei Terminal Co., Ltd.	Provincial KA manager	Harbin, Heilongjiang
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Responsibilities and performance:

- ✧ Responsible for provincial core KAs operation KPIs(Target for 2018: 780 million sales of high-end devices, 340,000 sets of high-end device retail volume, Huawei high-end devices brand market share target: 40%+, 680,000 retail sales of 41 KAs, average KA share 30%+)
- ✧ **Annual BP development:** Developed specific implementation strategies based on the market sandbox survey, partner visit, and team status quo and business direction of the company.
- ✧ **Core KAs business management:** Continuously improved the quantity and quality of core KAs through regional joint checks and balances. In 2018, the number of core KAs increased from 32 to 49. Planned the signing and execution of the 2018 TOP KAs strategic objectives, help to bring about the 41KAs' exclusive promotion from Q2 to Q3, and the average market share of TOP 18 KAs increased from 27% to 40%, the average market share of other top KAs increased from 18% to 30%. Taken charge of over 30 initial sales/roadshow/campus/product authentication activities in the whole year.
- ✧ **Product GTM control:** Develop and implement marketing strategies for high-end flagship products from GTM, improvement, maturity, and retirement; Increase the share of high-end flagship products to 40% in 2018.
- ✧ **KPI achievement:** In 2018, the sales of high-end devices in the province reached 800 million, a year-on-year increase of 50%. 41 KAs achieved a strategic target of 800,000. The sales volume increased by 39% compared with 2017.

Responsibilities :

- ✧ **Industry insight:** Obtained the government investment plan of the transportation industry, seen the market space and opportunities, and formed the annual work plan based on the customer relationship, channel, and competition pattern.
- ✧ **Customer & channel relationship management:** Sorted out KAs' decision-making chains and develop organizational, key, and common customer relationships. Explored advantageous channels of projects and manage channel relationships.
- ✧ **Project management:** Responsible for opportunity mining, decision-making chain PR and channel development, solution communication and guidance, bidding, and delivery service E2E project operation.
- ✧ **KPIs:** In 2017, the order of H1 was 5 million. The completion rate ranked 5/13 in the rep office account manager. The 100% won the bid in the landscape project and established a good relationship foundation.

Rewards

- ✧ Consumer BG President Award in 2020 (1/100)
- ✧ company-level quality star in 2020 (1/100)
- ✧ CBG Hero Medal in 2020
- ✧ Huawei CBG "China Region-Level Gold Team Award" in 2018

Skills/Hobbies

- ✧ English: Good English listening, speaking, reading and writing skills; Through college English level six (519/710); TOEIC (815/990)