OpenSymmetry
from strategy to success.

THE SECRET OF SHIFTING SALES CULTURE TO DRIVE

MAXIMUM ROI

What is CULTURE

Defined as the collection of:

BELIEFS, BEHAVIOURS, VALUES... ...that define the personality of your organisation.

It isn't fixed.

IT BUILDS AND CHANGES OVER TIME......as new people enter the organisation and others leave.

Why is it so

DIFFICULT TO DEFINE, ARTICULATE, INSTIL, MAINTAIN?
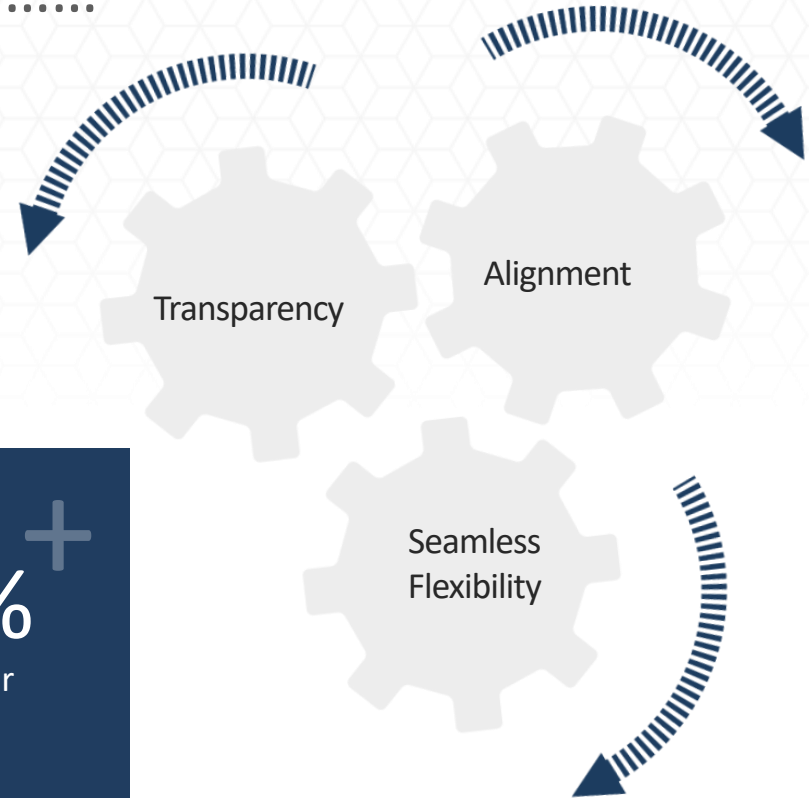
Travelex Case Study – Introduction

the
PROBLEM

- Effectiveness of incentives
- Driving behaviours
- Employee engagement
- Team vs. Individual
- Delayed reporting, payout
- Manual gamification

the
SOLUTION

- New incentive schemes
- Ability to influence behaviours - real-time
- Empowered reps and management
- Integrated team performance
- Automated process
- Automated gamification

Benefits of Getting Culture Right ......

7% More Sales Reps Making Quota	**37%** Quicker Sales
2X Faster Growth	**36%** Shorter Sales Cycle

25% Turnover Rate

Transparency

Alignment

Seamless Flexibility

How Incentive Design Influences Culture... AND Vice Versa

Number of Plans

Paymix

Bonus or

Commission

Additional

Programmes

PLAN FRAMEWORK

PLAN STRUCTURE

PLAN RULES
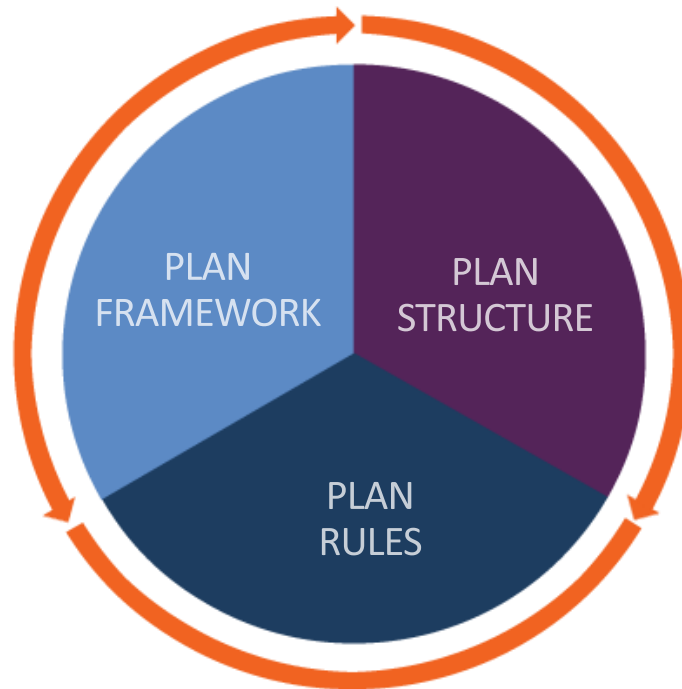
Commission Rates

Thresholds

Payout Curve

Caps

Accelerators

Multipliers

Credit Rules, Payout Rules, Holdbacks
Clawbacks, Windfalls

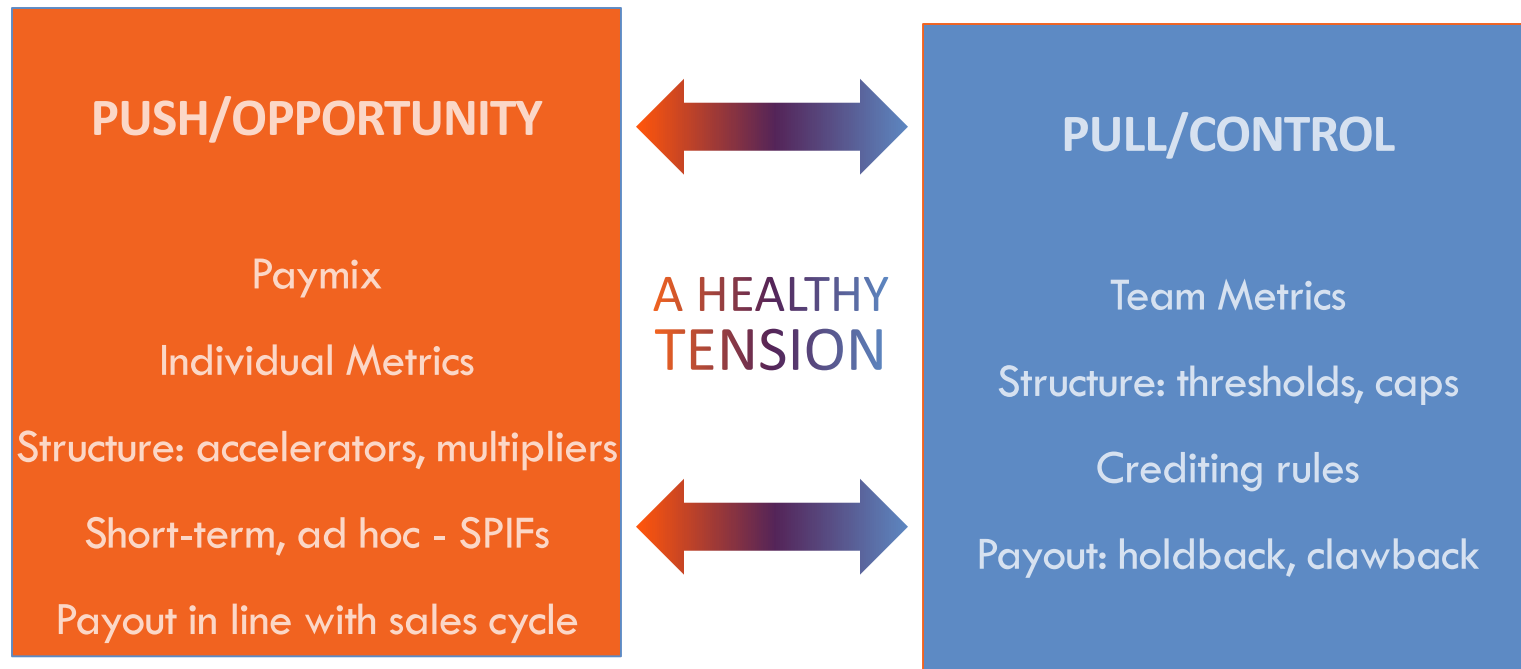# Alignment of Culture to Plans and Vice Versa

Are we getting the most out of our Bonus?

- What is it about our current incentive plans that are not achieving our desired outcome?

- Colleague Survey, early 2016
  - Targets are unobtainable and "moving the goalposts" is demoralising
  - Contribution: Individual Performance vs. Store vs. Location
  - Plan payments versus off Plan payment

Outcome: Redesign Plans, better engage workforce

How Does Incentive Design Influence Culture?

PUSH/OPPORTUNITY

Paymix

Individual Metrics

Structure: accelerators, multipliers

Short-term, ad hoc - SPIFs

Payout in line with sales cycle

A HEALTHY TENSION

PULL/CONTROL

Team Metrics

Structure: thresholds, caps

Crediting rules

Payout: holdback, clawback

Engaging the Salesforce - Paymix

Target Culture: Fast moving, dynamic, rewarding initiative, entrepreneurial, fun

Length of Sales Cycle	Long	80:20 ← → 40:60	Short
Customer Type	Existing		New
Number of Accounts	Few		Many
Channel	Indirect		Direct
Product/Service Maturity	Established		New
Company Culture	Conservative		Aggressive
Level of Personal Persuasion Needed	Low		High

# Bringing Incentives to Life

Why not just use Excel?

- It isn't all about calculating the numbers correctly

- Considerations:
  - The Right Process → Drive the right behaviours,
  - Improve Selling → Move the "Mighty Middle", Reward top performers
  - Engagement and communication → Bring incentives to life
  - Gamification → R-League

Outcome: Excel can calculate commission/bonus, but it can not impact performance and drive behaviour.

Meeting the Change Challenge
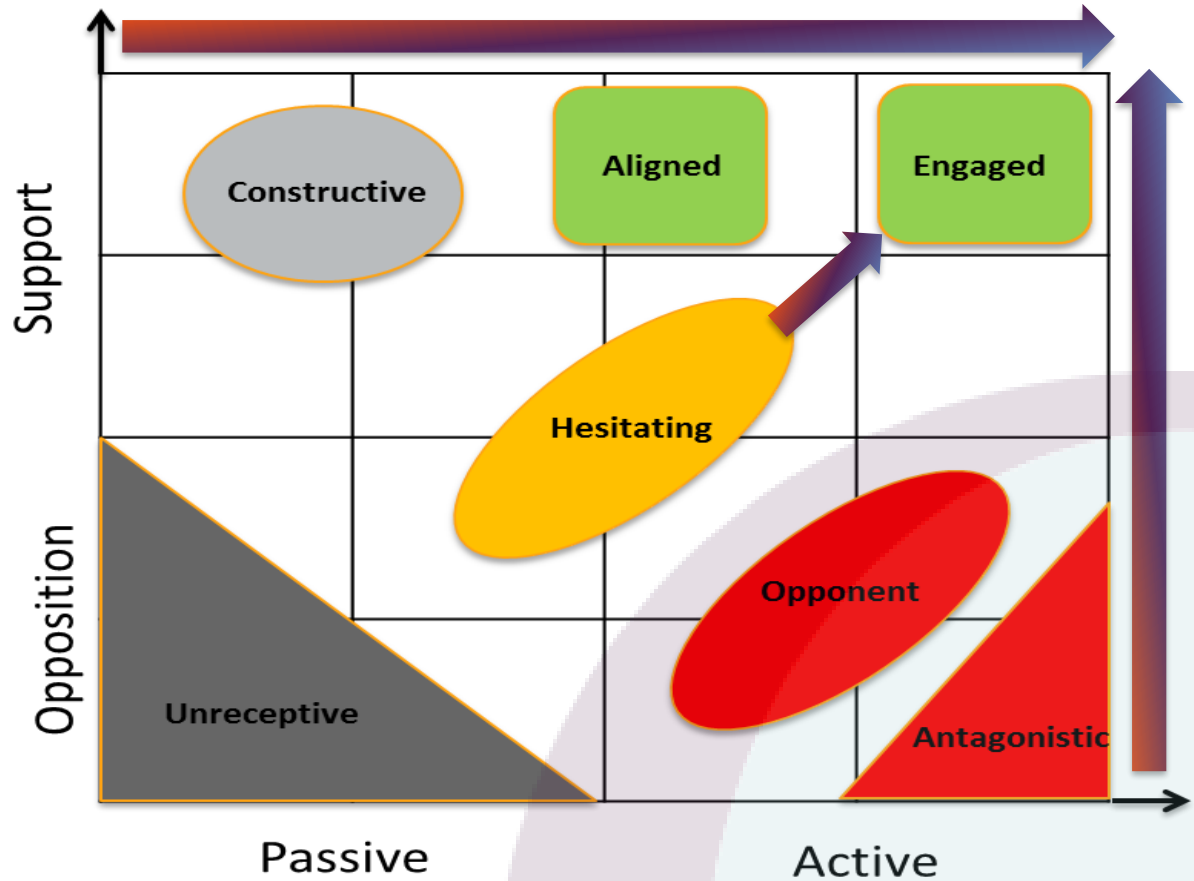
Engaging Through Effective Change Management

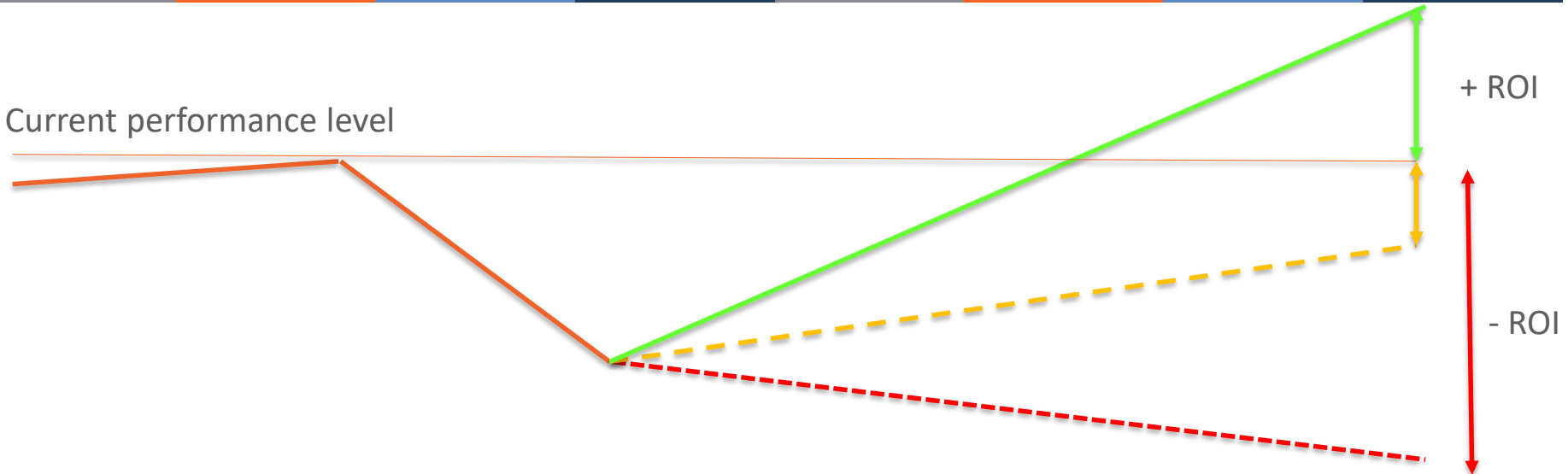Increase urgency | Building a guiding team | Get the vision right | Communicate for buy-in | Empower Action | Create short-term wins | Don't Let Up | Make Change Stick

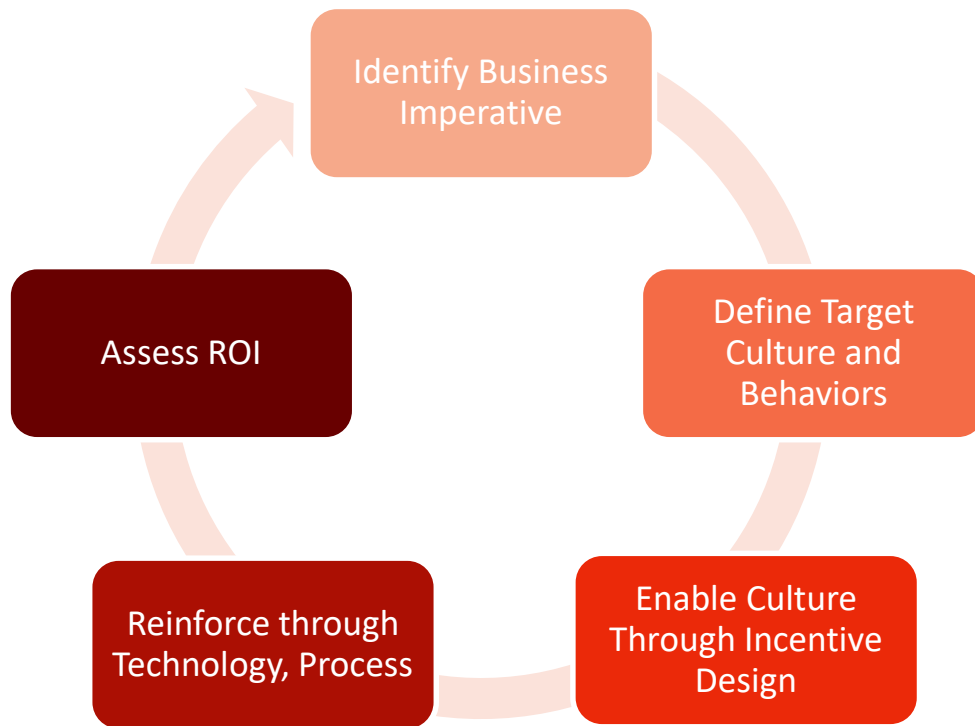Current performance level

+ ROI

- ROI

Communication is Key

How do I roll out the new plan and technology?

Sales Incentive Prospectus

Regional Roadshows

Communicate, Communicate, Communicate, Communicate again

A Virtuous Circle

Identify Business Imperative

Define Target Culture and Behaviors

Enable Culture Through Incentive Design

Reinforce through Technology, Process

Assess ROI

Free workshop

OpenSymmetry offers a FREE 2-hour workshop structured to focus on *your* key current challenges and questions.

- Receive guidance on plan design
- Optimize the sales performance process
- Build a business case for sales performance management (SPM)
- Develop an SPM roadmap

REGISTER
FOR YOUR
WORKSHOP
TODAY!

Visit our booth
to learn more

or register online at:

http://tinyurl.com/osspmworkshop

CONTACT INFO

JON CLARK
Strategy Services Director EMEA
jon.clark@opensymmetry.com
+44 (0) 7768.558771

JAMES MULLIGAN
Sales Director EMEA
James.mulligan@opensymmetry.com
+44 (0) 7739.340313

Engaging the Salesforce Through Technology

PERFORMANCE VISIBILITY

- Sales Rep can calculate outcome
- Sales Manager can focus coaching
- Execs make the right strategic calls

SELLING FOCUS

- Accurate payout
- Fewer disputes
- Focus on selling

SUSTAINED MOTIVATION

- Virtuous Circle of Credibility – territories, quotas, incentives
- Development link
- Flexibility to adjust