

Transforming your sales force

How to use your compensation
solution to gain the trust of your
end users

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Summary



1.

Goals of the transformation



2.

Solution evaluation



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Results & Benefits



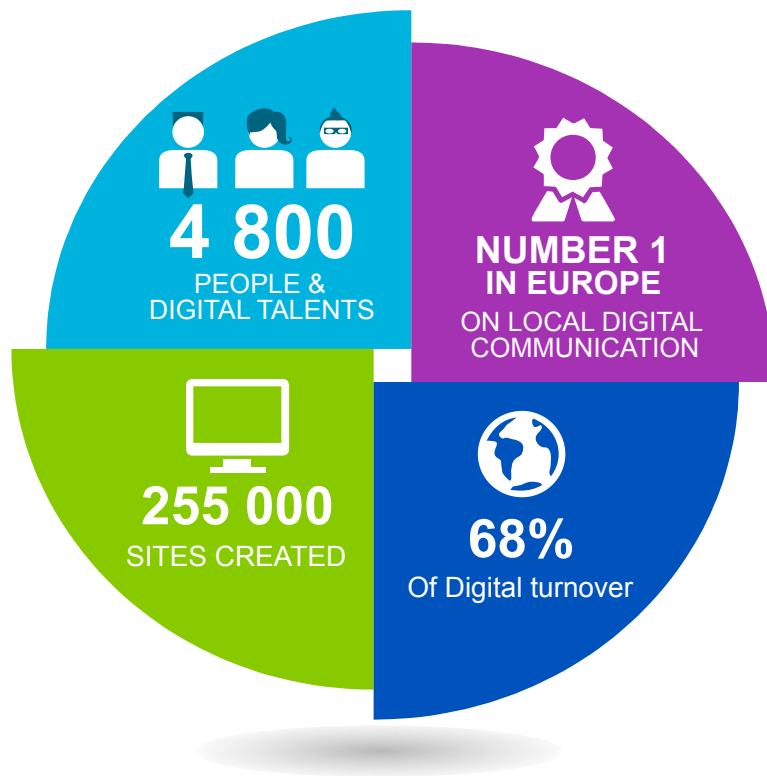
4.

What we've learned

5.

Goals of the transformation

About Solocal Group



About the salesforce



700
TELESALES OPERATORS



1100
SALES PERSONS



Compensation benefits
amount to 20-60% of
salesforce fixed income



5

NEW BUSINESS LINES

What were the challenges

The Business model revolution from paper to digital needed to be supported through a salesforce transformation

- ◆ Salesforce transformation began in 2013, driven by compensation
- ◆ New sales organization by business line
- ◆ Revamping of sales rep contract & incentive policy: from commission-only to salary plus performance-based incentives
- ◆ Sales comp now to be managed by HR, not Finance:
 - Sales comp part of income & contract, therefore under responsibility of HR
 - HR team discovered whole new issues to calculate compensation (almost a new job!)

The goals of the transformation on compensation were:

- ◆ **Usability:** visibility & automation
- ◆ **Flexibility:** multiple objectives / KPIs
- ◆ **Adaptability:** quick & easy modification





Solution evaluation

What we focused on to choose a solution

Ease of use, user-friendly

Customization and configuration capacity

- ◆ Ability to adapt the solution look & feel to PagesJaunes
- ◆ Business users can edit rules & calculations within the GUI
- ◆ Different application profiles

Tailored reports to ensure transparency on calculations

Simulation module of compensation amounts in the hands of the end users

Evaluation of complexity and man/days in the answers to the RFP aligned with our own perception

Final selection

beqom.

to make your people **happy**

“I want every sales rep being able to verify by themselves in the ICM solution the benefits of the new comp plan with direct access via the CRM (Sales Force)”

Solocal Group CEO



Ease of change: so we can adapt quickly to the market

- ◆ Modifications of rules and existing calculations is supported by the business users (not I.T)
- ◆ Ability to develop custom reports on any calculation

Ability to support complexity: to support Sales Strategies without compromise

- ◆ Complex compensation mechanisms, carry-forward process
- ◆ Many different objectives, rules
- ◆ Manage performance curves for bonus/commission

Salesforce.com integration: to drive engagement

Simulations capability: to empower sales reps to see how to achieve their targets

Expertise: beqom understood our requirements, and provided an experienced integrator

A large purple hexagon is positioned on the left side of the slide. It is divided into two sections by a vertical line: the left section is a darker purple, and the right section is a lighter purple. The text "Results & Benefits" is centered in white within the lighter purple section.

**Results &
Benefits**

Benefits & Results of the solution

Ease of use, rich content and simulation:

- ◆ acceptance & engagement from the end users
- ◆ users understand / trust their compensation with full transparency
- ◆ users can focus on performance/goals
- ◆ deeper engagement of the managers through steering tools and real-time performance

From the business owners' perspective

- ◆ increased productivity (fewer manual processes)
- ◆ adaptable to change without the need of I.T.
- ◆ better control: audit trail, approval workflow
- ◆ success of the transformation plan **Digital2015**: the compensation solution contributed to its achievement



What we've learned

A virtuous circle: trust in the compensation solution helps carry out the transformation plan

When confronted with something as critical as the compensation plan renewal in a transformation plan, the key is to make the compensation a side issue for sales people, for them:

- ◆ To focus on business
- ◆ To involve in the digital transformation of their jobs and especially of the products they're selling
- ◆ To overtake objectives by knowing immediate benefits (no blur: users can simulate additional performance and immediately see extra compensation if reached)

To make compensation a side issue, you need to gain the TRUST of your end-users. TRUST is earned by giving users full visibility into:

- ◆ How calculations are made
- ◆ Their performance and how it relates to compensation

TRUST is measured:

- ◆ directly: decrease in nb of support tickets & disputes
- ◆ indirectly: improvement of results in employee survey, very low staff turnover





Solocal
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Session Description

Beginning in 2013, PagesJaunes (the French Yellow Pages) launched a major transformation of their sales organisation. This transformation included moving to an objectives-based compensation plan, with some complex calculations, that could be changed quickly as needed to adapt to the market.

They knew that for such a transformation to be successful, especially when it impacts compensation, the company would need the buy-in and confidence of their end users.

They searched for and implemented a solution, beqom, that gives their users tools to monitor and follow their compensation, is fully transparent, and makes users confident on the solution and the calculation of their compensation, thus contributing to the success of the transformation plan.

This session will explore the business challenge they faced, the solution they implemented, and lessons learned.

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