When it comes to managing your company’s sales compensation plan, your solution choices are endless. In this special supplement:

- Learn how to increase growth with the right sales compensation design and technology.
- Manage territories, quotas and goals.
- Align sales performance with sales strategy and organization strategy.
- Motivate and engage your sales team.

Recent events demand sales compensation and operations professionals flex with the uncertainty of the environment.
Contributors
The Alexander Group is the Sales Compensation Market Leader

We are the premier provider of sales compensation design services to Global 2000 companies for more than 30 years. Let us help you improve sales results by ensuring your sales force has best-in-class sales compensation solutions.

Harness the Best Design Solutions

The Alexander Group optimizes sales compensation solutions for revenue organizations. From strategic alignment and program management to design, market pricing and automation, we help improve all elements of your sales compensation effectiveness.

With a history spanning thousands of clients, including global sales organizations, we will help you realize the full benefits of an effective sales compensation program to reward and recognize your dedicated sales force. Recognized by clients and professional associations alike, we are the thought leader in sales compensation solutions.

Don’t allow your sales compensation plans to become obsolete. A well-designed sales compensation plan ensures alignment between sales force efforts and business objectives. Best-in-class sales organizations use the right sales compensation plans to motivate performance and drive business results.

Whether your pay plans require a tune-up, an update or a major overhaul, the Alexander Group can devise an incentive compensation plan that optimizes your high-performance sales team.

Learning—Briefings and Seminars. Leading companies must challenge existing practices. The Alexander Group conducts full- and half-day briefings on key concepts in sales compensation for your stakeholders. These instructive sessions instill a deep understanding of sales compensation design principles—the practices that really work. Full-day workshops include specific design discussions about your plans.

WORLD-CLASS SALES COMPENSATION SOLUTIONS

Assessment. The Alexander Group’s program assessment incorporates a review of your current practices and objectives. The assessment report encompasses a checklist of action items and suggestions for further consideration. Our team can determine if your current practices are effective, need minor modification or a major redesign.

Design. During our design engagements, the Alexander Group reviews the results of the fact-finding efforts, provides alternative designs for evaluation and helps with the selection of preferred plans. Once your management team selects the plan, the focus shifts to the development phase to estimate costs and document the new plans.

Depending on your firm’s needs, we can help reconfigure your support programs, including quota allocation, sales crediting, account management and plan automation.

Implementation. We provide hands-on implementation support, including creating program collateral, training managers and ensuring program adoption. Additional services ensure your administration team has all of the plan elements fully defined to automate the new pay program.

Program Management. Need sales compensation program management protocols? We can create design principles, plan parameters, platform jobs, and governance and program accountabilities. Use these program management solutions to keep widely dispersed stakeholders aligned with best practices and sanctioned corporate policies.

About Alexander Group

The Alexander Group provides revenue growth consulting services to the world’s leading sales, marketing and service organizations. Founded in 1985, Alexander Group combines deep experience, proven methodologies and data-driven insights to help revenue leaders anticipate change, align their go-to-customer resources with company goals and make better informed decisions with one goal in mind—to grow revenue. The Alexander Group has offices in Atlanta, Chicago, London, New York, San Francisco, São Paulo, Scottsdale and Vero Beach.

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During these unprecedented times, the expectations placed on sales compensation professionals are higher than ever. You are fielding more questions requiring more data, and you are pushed to make decisions faster—decisions that impact the livelihoods of your coworkers.

How do you make the right decisions in the face of rapidly evolving market conditions and business priorities?

• Eliminate blind spots with robust modeling and scenario planning to optimize and deliver incentive plans faster.
• Pay incentives accurately and on time with real-time calculations, because every paycheck matters.
• Build trust and transparency by working from the same granular data across your entire organization.

At Anaplan, we believe your world is better when you can connect your teams with data to enhance decision-making, incentive programs, and growth strategy.

Turn your sales compensation program and go-to-market strategy into a competitive advantage with the Anaplan platform. Instantly feed your revenue targets, compensation budget, workforce and hierarchy data, optimized sales capacity, territory alignment and quotas directly into your sales compensation plans. Model scenarios, forecast the future and make more confident decisions faster.

“Anaplan is really one vision of the truth. You can look at it from all angles.”
Alyson Lougheed, Manager of Sales Compensation, Telus

About Anaplan
Anaplan (NYSE: PLAN) is pioneering the category of Connected Planning. Our platform, powered by our proprietary Hyperblock™ technology, purpose-built for Connected Planning, enables dynamic, collaborative, and intelligent planning. Large global enterprises use our solution to connect people, data, and plans to enable real-time planning and decision-making in rapidly changing business environments to give our customers a competitive advantage. Based in San Francisco, we have over 20 offices globally, 175 partners, and more than 1,400 customers worldwide.
Build an Agile and Resilient Sales Organization

We are a growth advisory firm that integrates strategy, AI, and behavioral science to drive Revenue Growth & Business Transformation for our clients.

Focus:
We help sales organizations achieve profitable growth through these 9 primary areas:

- Market Sizing
- Customer Segmentation
- Sales Motions
- Structure & Roles
- Coverage & Territory Design
- Sales Process & Operations
- Sales Enablement
- Team Configuration
- Quota-setting & Compensation

Client Project Examples
- **Industrials** | Grew organically by sector and strategic accounts focus through market sizing, customer segmentation, org design, and sales process mapping
- **Insurance** | Improved profitability and productivity of agencies through operating model, role design, competencies and talent assessments
- **Consumer** | Drove a 6% increase in beverage sales volume in a shrinking market by sizing the market and customer segmentation
- **Retailer** | Designed store sales and labor model to reduce fixed cost. Built dashboards to improve operations and piloted changes across store footprint
- **SaaS** | Channel alignment, sales deployment & incentives
- **Technology** | Transformed into a customer-focused organization through resource allocation, team configuration, talent skills & capabilities

Execution:
We use analytics and machine learning to turn enterprise data into patterns and insights that prompt & support customer and employee actions that increase revenue growth
Manage sales compensation your way

Don’t compromise on sales strategy due to system limitations

beqom provides the flexibility you need to manage global sales compensation, both incentive comp and total rewards, without compromise. In today’s world of big data, beqom lets you use rich stores of available data to adapt to the market, predict results, and optimize your processes. The result? Super efficient sales operations and a motivated and engaged sales force, effectively executing the company strategy. beqom delivers:

Holistic Sales Performance Management. beqom not only provides end-to-end sales incentive management in a cloud solution, but gives you the capability to manage all forms of total rewards for sales on the same platform, providing a holistic approach to sales performance management, with flexibility and transparency.

Incentive Compensation Management. Define, simulate and implement sales incentive plans, objectives, sales contests, and non-cash awards, using our flexible, business-user driven rules engine.

Territory Management. Define and simulate territory assignments and changes, based on not just geography but any combination of dimensions. Use advanced intelligence and predictive analytics to optimize territories.

Quota Management. Set top-down and bottom-up goals efficiently, automating time consuming tasks. Objectives, quotas or targets can be defined using basic rules or advanced algorithms at any org level.

Sales Crediting. Run high-volume crediting processes across multidimensional, multilevel territories, while reflecting participant details like mobility and role changes, to ensure accurate sales transaction crediting.

Simulation. Model, simulate, and analyze incentive strategies and projected results. Plan designers can modify variables and performance assumptions to evaluate effectiveness. Sales reps can model their potential earnings.

Channel Management. Integrate channels, partners, and dealers directly into SPM processes, giving them a clear view of their incentive plans and performance drivers, with transparent and accurate payment details.

Planning, Budgeting, Forecasting and Accruals. Automate financial planning with collaboration to review, approve, and allocate incentive costs. Provide finance with accurate monthly accruals for variable comp.

Analytics and Reporting. Empower all stakeholders with user driven reporting & ad-hoc analysis in real-time. Analyze plans, performance, benchmarks, costs, distribution, fairness, effectiveness, compliance, and ROI.

“Using beqom, Orange has reduced reseller partner claims by 90% ... significantly improving relations between Orange and its reseller network. By gaining key insights from the beqom solution, Orange has reduced the amount of overpaid commissions each month.”

– Eric Jacquinet, Head of Compensation & Benefits for Orange Partner Network, Orange

Interested in finding out how beqom’s Total Compensation Cloud Solution breaks through limitations to drive sales effectiveness?

Contact us today - info@beqom.com or visit www.beqom.com

beqom to make your people happy

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Canidium is a sales performance and process management consultancy partnering with sales organizations to increase their efficiencies and ROI.

The leading SPM, CPQ, and ICM implementation partner for SAP Customer Experience and Xactly.

Canidium is a market leader, and the most experienced consultancy with SAP Sales Cloud and Xactly. In 2018 and 2019, we led with the most SAP Sales Cloud deployments, while we ranked among the top Xactly partners. An added benefit for our customers is our competitive pricing, giving you the most ROI and helping you speed to increased sales and revenue. We have global teams and coverage, with multilingual consultants. Our relationships with SAP and Xactly, in addition to our pre-existing relationships with CallidusCloud and Obero, combine for decades of experience for our customers.

Most of our customers find irreplaceable value in our expertise and trust us with Managed Services even after an implementation. These strong relationships have achieved quantified benefits like 90%+ reduction in compensation processing time, 50%+ improvements in the efficiency of the administrative staff, and a 40% sustained revenue increase; That is how we measure success.

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For a free consultation, go to www.canidium.com/contact and submit a request.
How do you build the right sales comp plan for right now?

**FOCUS**
Not every sales dollar (or euro or rupee) is created equal. Success depends on selling to the right customers with the right offering and the right terms at the right time. Your sales comp plans provide the guidance to tell your sales people not just how much to sell, but which sales are the most important. As priorities and markets shift, sales comp plans are a key tool to align sales effort with strategy.

**MOTIVATE**
In uncertain times supporting motivation and engagement is essential. It’s never been more important to have the right risk/reward balance, the right emphasis on collaboration vs. independent work, the right measurement period (monthly, quarterly, annual). Earnings opportunities must be both meaningful and affordable for the business. And amid all these priorities, plan simplicity is paramount.

**ADJUST**
In the current environment, change will be our only constant. Sales comp plans must build in “knobs” to be tuned as business conditions and priorities change. Designing the right plan for right now includes flexibility to make needed adjustments in coming quarters as the path ahead becomes clearer.

**THE CYGNAL DIFFERENCE**
- **Senior experienced professionals** lead every engagement, attend every meeting, and finalize every deliverable. The person who sells you the engagement will be with you every step of the way. Our thought leadership is solid and well recognized.
- **Repeat engagements** have taken us beyond best practice theory. We have a track record of repeat engagements that is rare in consulting with many clients choosing to engage us year after year. This means we were there to see what happened next, learning from experience the power of simple, practical plans.
- **We are serious nerds**, on a first-name basis with your numbers. We see the patterns and diagnose the issues using beautiful and compelling visual analytics that make the answers come alive for your business leaders.
- **We love our work** with edge-of-the-seat personal interest in our clients’ hardest puzzles. Once we have understood your biggest challenge, we can’t help working on it until it’s solved.
- **We scope carefully**, right-sizing the engagement to ensure client needs are met via an efficient process that shortens engagement duration and keeps fees in check. We change scope rarely, and more often reduce it than increase it.
- **We work on a fixed fee basis**, so you know from the start what your costs will be.
Get better insight. Drive better decisions.

Experience unrivaled flexibility built to support the organization of the future.

Jedox enterprise performance management software streamlines planning, budgeting and forecasting across finance, sales, human resources, procurement, and other departments. Integrate financial planning and analysis with operational plans and reporting to optimize processes, boost data quality, and slash planning cycles across your organization.

Over 2,500 organizations in 140 countries trust Jedox to boost their performance, streamline business collaboration, and make insight-based decisions with confidence. Its ease-of-use and flexibility have earned Jedox high recommendation rates and recognition as an industry leader by independent analysts worldwide.

Top organizations around the world trust Jedox:

80% of organizations are still reliant on Excel for budgeting, planning and forecasting.*

75% reported that non-integrated solutions present a challenge in planning. *

24% are not getting their forecasts right.*

Hear directly from customers using Jedox to improve their sales planning:

“With Jedox, we always know the status of our sales projects and can respond with targeted, timely actions.”
– Thomas Kremer
Head of Sales Controlling
Zimmer

“Jedox simplifies reporting and helps us manage the performance of multiple sales points in much less time.”
– Thomas Mossimann
Finance Manager
McDonald’s Switzerland

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Is your Sales Performance Management (SPM) program working as hard as it could? Or should?

In the same way you periodically get a physical exam to check the overall status of your health, your company should periodically check the health of its SPM program. By taking a holistic, in-depth look at your SPM program, you have the opportunity to detect inefficiencies and opportunities for optimization.

A well-executed SPM program assessment identifies enhancements that will:

- Improve the use and strength of SPM processes
- Increase effectiveness of the team
- Enhance communication and user adoption
- Improve the ROI from SPM technology investments

**PLAN FOR A BETTER FUTURE: SPM PROGRAM ASSESSMENT & FUTURE STATE PLANNING**

OpenSymmetry offers a complete end-to-end analysis for defining a future state plan to support the goals of your SPM program. We’ll work with you to assess your current state, establish the desired future state, and develop the plan and roadmap to get there. This includes optimization, justification, and solution recommendations. The assessment focuses on tactical objectives while ensuring that you understand how technology can support all aspects of the end-to-end SPM process.

“OpenSymmetry helped us to evaluate our ICM program in a new light. Their technical and business expertise allowed us to understand the details of how changes would impact our system and processes. This enabled us to implement changes that would have the biggest impact on our business.”

- Sales Operations Manager, Wacker Neuson

The OpenSymmetry approach to an SPM program assessment uncovers where your processes, resource allocation, and supporting technology stand relative to the current and ongoing needs of your business and market practices. Our approach is a tried-and-true four-step process:

**STEP 1**
Planning and Preparation – Kickoff the project with data requests and a preliminary review of the SPM program.

**STEP 2**
Assessment Workshop & Interviews – Conduct a workshop with the project team and process owners to review the current state and identify future state needs.

**STEP 3**
Technical Analysis – Review and analyze existing technology configuration; evaluate against best practices and benchmarks.

**STEP 4**
Readout – Present findings of current SPM state with prioritized areas for improvement, recommended next steps, and expected benefits.

At the end of the assessment, you will walk away with:

- Identified opportunities to improve SPM program performance
- Developed future state goals for ongoing SPM management
- Prioritized recommendations and roadmap to execute and complete
- ROI analysis and business case for recommended enhancements

To learn more about how OpenSymmetry can help you plan for a better future, visit us at opensymmetry.com.

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Wherever you are in your SPM journey, we’re here to support your success.

**Overcoming Disruption**
Market disruption impacts organizations on multiple fronts and presents specific challenges for sales organizations. Leading organizations overcome market disruption with clear communication, realignment of go-to-market activities, and strategic goals and incentives tied to new market conditions. Businesses without a connected SPM solution lack agility to react as fast as their competitors. When these organizations do react, they lack the connected insights to shape their actions with data leading to inconsistent results and poor traceability. SAP Commissions and SAP Territory and Quota provide connected sales performance management capabilities that empower organizations to streamline sales performance processes with less complexity at a lower total cost.

“We’ve gone from 12 hour pipeline run times to 20 minute pipeline run times... from a full time staff of 8 to a full time staff of 1.5.”

$45B+ U.S. Insurance and financial services organization

**Streamline incentive Compensation**
SAP Commissions is a high-performance incentive compensation management (ICM) solution designed to simplify administration, planning, and management of ICM processes while improving outcomes with a seller-friendly experience that provides incentive compensation calculation transparency, simplified dispute resolution workflows, and rich dashboards that shape behavior and motivate sales teams.

Supporting organizations with:
1,500,000+ Payees

Yearly transactions processed:
358 Trillion+

Enterprise calculation average:
Under 17 Minutes

**Connected Sales Performance Management**
Unified data model and hierarchy management
Embedded AI analysis and optimization
Out-of-the-box integration

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Recognized industry leader and innovator of sales performance management

Who is Varicent?
Recognized as an innovator by Gartner Research and Ventana Research, Varicent provides sales performance management solutions. Our team of creative problem-solvers leverage technology and relentlessly ask questions in pursuit of making evidence-based decisions to improve the seller experience.

Varicent is the solution organizations rely on to track, manage and report on sales processes.

Our sales processes are focused on incentive compensation, territory, quota and planning with integrated systems for CRM and HRIS, which feed into downstream solutions for both reporting and payroll. This allows you to easily address sales trends, problem areas and opportunities—brining your ability to optimize revenue to the next level.

What makes Varicent Unique?
Varicent is a single, integrated platform designed to manage sales performance processes, including:

Incentive compensation
Build and manage incentive plans and automate commission calculations while managing complex compensation rules, including sales splits, prior period pay adjustments, self-reported sales, and planning for timely and accurate changes.

Territory management
Define territories across complex combinations of geographies, industries and named accounts.

Quota planning
Automate workflow processes to efficiently facilitate plan signoffs and approvals from a top-down or bottom-up approach.

Augmented intelligence
What will have the highest impact on your business? Where are the outliers? Which players and opportunities are at the highest risk? Our augmented intelligence technology, Symon.AI, helps turn sales performance data into evidence by finding meaningful patterns in complex and sophisticated sales systems, enabling you to make more informed business decisions and find answers to these questions.

“In order to grow our products and services revenue, we need to incent sales reps to step outside their comfort zone. Varicent Sales Performance Management helps us accomplish that goal.”

- Don Schenck Manager
Sales Operations Getty Images

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When disruption hits, adaptability and real-world insights are your strongest assets.

90% of companies say making real-time decisions based on real-time insights is important to be effective—yet less than one-third can do it, according to Forrester Research. That’s the problem: we know what needs to be done, but we can’t achieve it.

Continuous sales planning solves this. When you analyze and optimize your incentive plans consistently, you have the flexibility to adjust at any moment—without putting your compensation teams through the wringer. But first, you have to escape spreadsheet hell.

It’s not an overnight process—it’s a digital transformation that starts with Sales Performance Management (SPM).

Why Now?
If you haven’t started your sales transformation, you’re already behind. It’s easy to adopt an “if it’s not broken, don’t fix it” mindset—but the worst thing you can do, especially in times of disruption, is remain stagnant. Failure to align your planning velocity to the market only hurts your ability to reach increasingly higher growth targets. The companies that do achieve 20% higher gross margin (Harvard Business Review).

With things changing in the world as fast as they are, now more than ever is the time when sales organizations need to arm themselves with data insights and adaptability. With that in hand, you can tackle any challenge and overcome any disruption confidently.

Why Xactly?
In order to achieve your vision, you must prioritize people and data in your organization. At Xactly, our goal is to help you do just that. It’s the reason why our customers say they wouldn’t work without our SPM solutions ever again.

“We have had a solid partnership with Xactly for five years. We’ve been investing in our entire SPM platform for five years with the intent to connect all of the data, with the intent to protect all of the data, with the intent to automate the data. Xactly’s team has allowed us to move much faster through some of these changes.” - Justin Ritchie, AVP Enablement & Execution, Cox Automotive

Xactly’s experts help enterprises simplify their complex Sales Performance Management processes. With more than 15 years of real-world insights, Xactly empowers companies to make strategic decisions, adjust sales plans with agility, and put your team on the best path to reach your organizational goals.

It’s not to say your unique complexities go away, but with the right SPM partner, achieving operational sales management and success is much easier. Learn more about Xactly’s SPM solutions in a personalized demo.