



Modernize sales performance management

KPMG and Varicent together help drive higher growth and ROI

Few processes are more complex—or more important—than sales performance management (SPM). But many organizations struggle to interlock their enterprise-level strategies with their go-to-market initiatives. Even more fail to convert sales opportunities to increase revenue, remove friction, and adapt strategies to master their true sales yield.

Regardless of industry, sales organizations face similar challenges:

- **Rapid business changes** that alter the effectiveness of compensation plans and require new operating models
- **Multiple compensation systems and instances**, complete with manual calculations and adjustments and inflexible structures unable to support advanced capabilities
- **Inconsistent and frequent manual operational processes** with little ability to track KPIs and limited direct access to crediting and calculations
- **Poor seller experience**, resulting in a high volume of disputes and inquiries, low compensation transparency, inability to forecast compensation, and limited integration with other platforms, such as Salesforce
- **Inconsistent integration with key processes**, such as finance, customer relationship management, human resources, and marketing.

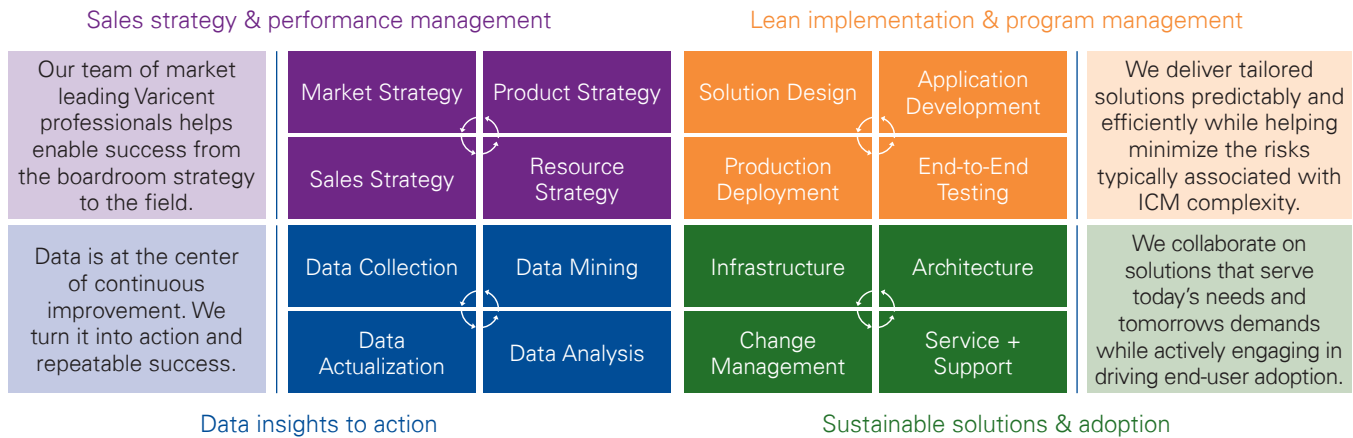
Why Varicent?

To overcome these challenges, leaders need to leverage modern technologies that automate the SPM process—from planning to execution—and unlock revenue performance. By bringing artificial intelligence (AI) to the forefront of its solutions, Varicent is well positioned to deliver valuable return on investment relative to the cost of sales.

Varicent established itself as a market-leading incentive compensation management solution in 2005 and became widely recognized in the marketplace for supporting some of the biggest and most complex organizations in the world. Subsequent investments broadened its suite of capabilities to support the end-to-end sales performance management process and deliver strong return on investment (ROI) relative to the cost of sales.

This new combination of cloud-based capabilities enables Varicent to scale customers of various sizes to be more predictive and prescriptive. As a result, midsize and enterprise organizations alike can tailor their data, people, and business needs to better drive growth and improve ROI.

Leading Practices: SPM Service Model



Working together, KPMG and Varicent deliver bespoke sales transformations and improved ROI.

Why Varicent and KPMG together?

KPMG has deep experience in working with Varicent's suite of products, making the company a natural choice to be a KPMG alliance partner. Leaders in our sales performance management practice have successfully implemented Varicent in both stand-alone projects and as part of broader sales transformation programs for companies across a myriad of industries.

Unlike firms that focus on select elements of a transformation—such as sales strategy, system integration, or analytics—KPMG and Varicent together connect those dots. We further measure the impact of our efforts on the value our clients realize.

In short, we aim to transform sales performance management to drive sales and increase top-line performance.

Benefits of transformed sales performance management

An advanced SPM solution, built with KPMG know-how and Varicent technology, can yield a number of qualitative and quantitative benefits.

Qualitative benefits

- **Flexibility and agility** to adapt quickly to future business initiatives, increase automation to reduce manual workarounds, and simplify the incentive compensation infrastructure
- **Transparency and visibility** to improve "first run" accuracy and reduce the number of compensation disputes
- **Data and analytics** for a better understanding of how qualitative decisions will affect quantitative measures and predictive modeling to help optimize compensation plans
- **Responsiveness** to reduce dispute resolution and payout time frames, automate manual activities for better yield and cycle times, and improve sales coaching to help teams close deals faster
- **Workflow ownership** to provide clear roles and responsibilities and standardize dispute resolution
- **Self-service** for faster communication and seamless integration of reporting and dispute capabilities.

Quantitative benefits

- **Optimized incentive spend** to help ensure that only eligible compensation is paid
- **Accuracy through reduced overpayments** to help minimize manual pay adjustments and improve quote management
- **Optimized discounts** for better sales crediting accuracy and customer/account planning
- **Improved sales yields** by reducing non-selling activities, improving pipeline management, and aligning sales performance management
- **Decreased operations costs** through improved plan setup and administration, more accurate incentive data processing, and better reporting, analytics, and audit.

Potential Outcomes of Commissions Transformation

<p>Optimize Incentive Investment</p> <ul style="list-style-type: none"> — Align incentives with growth strategy and priorities (target customer segments, strategic products, sales strategies) — Optimize coverage and territories — Improve quota setting confidence — Align sales eligibility and crediting — 10–15 percent delivery cost reduction 	<p>Reduce Over/Under - Payments</p>  <ul style="list-style-type: none"> — Address incentive plan design/policy gaps — Improve exception review workflow and governance 	<ul style="list-style-type: none"> — Remediate data and systems issues — Improve audit capabilities — Improve ROI by 3–7 percent
<p>Decrease Operational Costs</p> <ul style="list-style-type: none"> — 20–40 percent reduction in commissions operations cost — Gain scale efficiencies from system licensing costs — Reduce comp admin and IT operational support costs — Reduce labor costs via standardization and consolidation 	<p>Increase Agent Productivity</p>  <ul style="list-style-type: none"> — Improve agent effectiveness analytics — Reduce offline tracking and shadow accounting — Redirect wasted admin time towards selling 	<p>Improve Agent/Employee Experience</p>  <ul style="list-style-type: none"> — Increase accuracy of payments — 40 percent reduction in disputes — Improve visibility of incentives — Enable individual performance and pay modeling — Enable agent self-service capabilities — Automate and accelerate disputes

Improving incentive compensation management drives value in five areas.

How KPMG helps improve SPM

To accelerate speed to value, we deliver a “minimum *valuable* product.” The initial release consists of core features that provide value by configuring out-of-the-box capabilities with minimal customization. This tested approach facilitates continuous cycles of stakeholder feedback and iteration and accelerates time to value for cloud-based solutions.

We also use a suite of industry-leading program delivery accelerators and a change management methodology that puts the stakeholder at the center of each phase of implementation to drive faster adoption.

Rely on us for front-office transformation

Taken together, this combination of deep experience in sales performance management and Varicent’s market-leading technology can accelerate business value and deliver a significant return on investment.

Contact us to learn how we can help you maximize revenue potential, master your true sales yield, and drive growth for your front-office transformation.



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