Roundtable Smarter Analytics

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VARICENT® an IBM® Company

Agenda

- Sales Performance Management Value Proposition
- Cognos SPM/ICM overview
- Customers & industry specifics
- Target Industries & buyers
- Demo

SmarterAnalytics

IBM

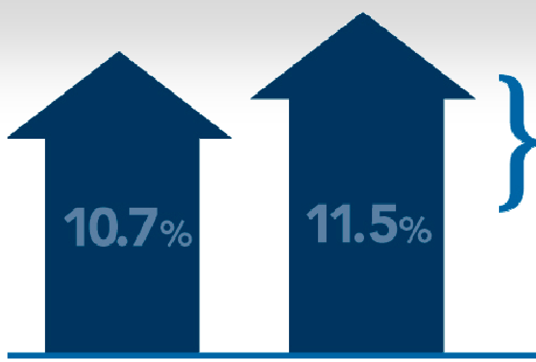
Value Proposition

VARICENT® an IBM® Company

Why Companies Adopt Sales Performance Management Technology

Pressure in sales organizations to grow and become more efficient

And finance leaders are recognizing the growing magnitude of compensation



Sales Compensation spend as a percentage of annual revenues is up to **11.5%** from **10.7%**

Key Sales Operations & Management Processes

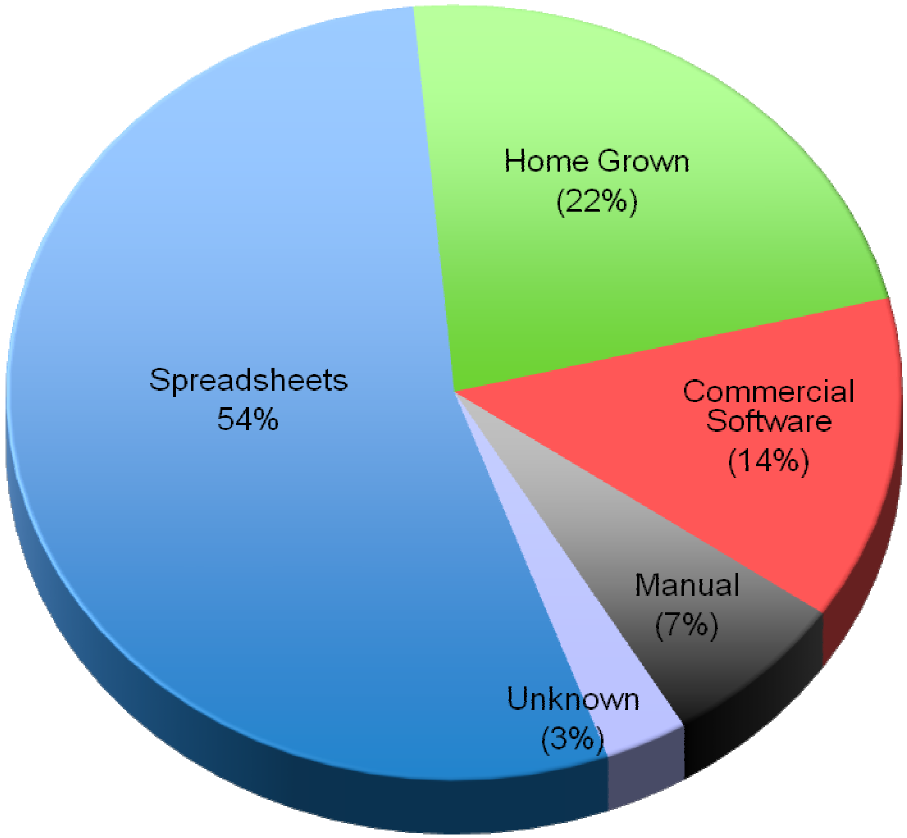
Strategy & Plan Design
- Sales Strategy
- Sales Coverage Model
- Incentive Measures
- Budgeting
- Territory Optimization

Plan Setup & Administration
- Quota Administration
- Hierarchies
- Territory Definitions
- Crediting Rules
- Plan Distribution

Compensation Processing
- Compensation Calculations
- Credit Assignment
- Payment
- Dispute Resolution
- Adjustments

Reporting, Analysis & 'Correction'
- Results vs Objectives
- Earnings Estimation
- Forecasting & Modeling
- Audit Trail
- Coaching

How Is Sales Compensation Managed today?



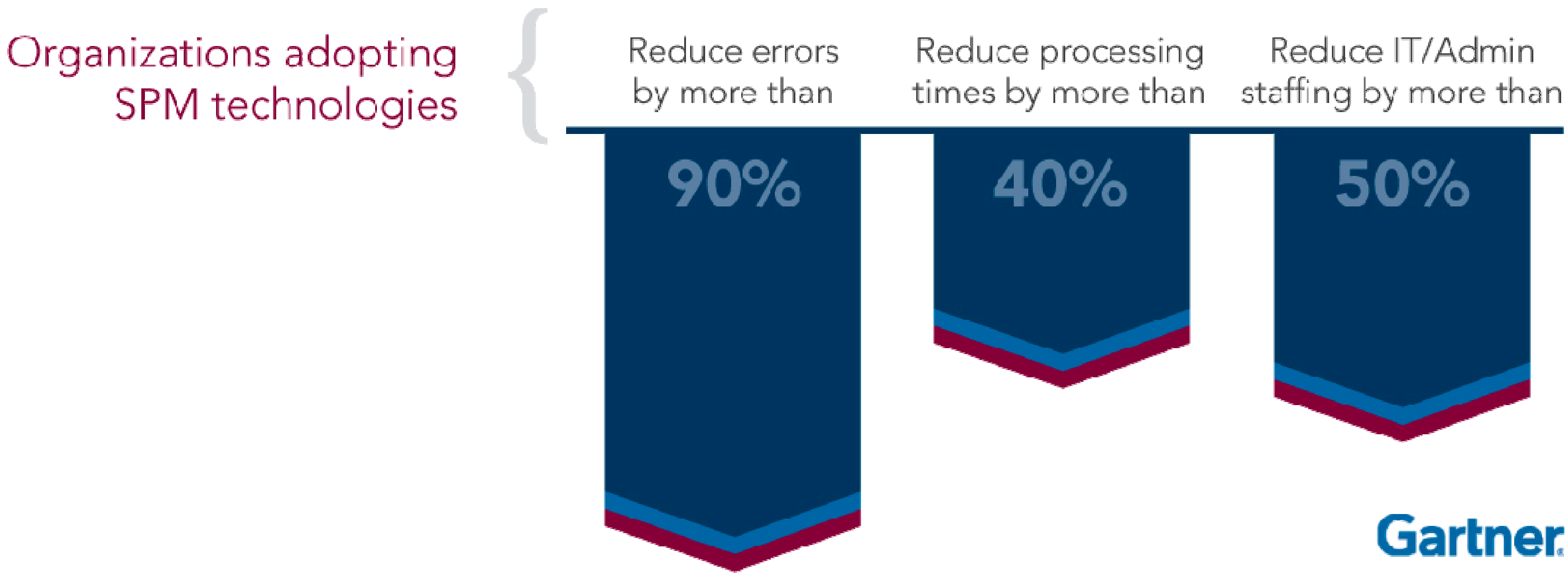
CSO Insights - 2011 Sales Compensation & Performance Management, Key Trends Analysis

How Tough Can it Be?

Get the checks out on time
Make sure they're accurate
And . . .

- Be flexible for changing priorities
- Manage complex territories
- Set accurate quotas
- Generate enthusiasm
- Deliver timely and insightful reports
- Resolve questions and disputes
- Do it with less headcount
- Analyze impact of new plans
- Plan for reorganizations

Why Companies Adopt Sales Performance Management Technology



Gartner

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Why Companies Adopt Sales Performance Management Technology

Bonus overpayment estimates:
Accenture: 3-5 %
Deloitte: 4-7%
Gartner: 2-8%

Drivers of Change

Efficiency & Accuracy

- Reduce Errors
- Shorten Cycle Times
- Replace Technology

Business Enablement

- Mergers & Acquisitions
- New Compensation Plans
- Sales/Partner Steering

Risk Reduction

- Internal Audit
- Deferred Compensation
- Regulations from SIX, FINMA, DoddFrank...

FINMA minimum standards for remuneration schemes

Cognos SPM/ICM examples of realized Benefits

- Added 5-6 hours of **selling time** per sales rep per month / more trust and enthusiasm
- Modeling allows **simulation of plan** changes prior to roll out => Improved plan management **increased profit margins by 25%**
- Increased **Cross-sell ratio** (products owned per customer) increased from 2 to 5.66
- Increased **partner productivity**
- **Payout process** reduced from 2 months to 2 days.
- Went from hundreds of spreadsheets with manually entered data to **one simple system => 80% cost decrease** on existing Systems/Services
- Reduced **time to set up new plans** by 50 days annually
- Over $4 million in **reduced commission overpayments** lead to system payback in 1st year
- **Reduced number of questions** and disputes by 90%

SPM Adopters Span Industries and Sizes

TRIBUNE	ABSA	Alcon	Prudential	FUJI xerox	THOMSON REUTERS
Fidelity International	TD Bank	GUARDIAN	facebook	Manpower	Hertz
STARWOOD HOTELS & RESORTS WORLDWIDE INC	COVIDIEN	FARMERS INSURANCE GROUP Symbol of Superior Service	Telstra	WM WASTE MANAGEMENT	FOUR SEASONS Hotels and Resorts
Autodesk	Carrefour	新鴻基金融集團 SUN HUNG KAI FINANCIAL	SYBASE	colt smarter / faster / further	TIFFANY & CO.
BMW	RBC Royal Bank	GE	Baxter	SIEMENS	ZURICH
United Technologies	vmware	RIM	Schlumberger	T · · Mobile ·	TRAVELERS

Banking

usbank
NATIONAL BANK OF CANADA
mb financial bank
RBC Capital Markets

BB&T
BANK OF THE WEST
ZIONS BANK
Comerica

Huntington
Capital One

TD Bank
Scotiabank
IBERIABANK

Banking: Key Terms

- Network/branches (stores)
- Platform employees – in the branch ("Customer Service Representatives")
- Assets (account, loan balance) versus revenue
- Cross selling
- Retail, commercial, private
- Compliance and regulations (TARP, Basel II, The Fed)
- Disintermediation
- Share of Wallet

Banking: Common Plan Designs/Measures

- Product/account volume
- Deposits
- Loans (e.g., SBA, Credit Card, Consumer)
- Profitability (NOI)
- Household (HH) Growth
- Efficiency (e.g., Sales per FTE)
- Customer Satisfaction
- Credit Quality
- Referrals
- Cross Sell and Bundling
- Bonus allocation based on overall branch performance
- Commissions, Points, Scorecards

Banking: Pain Points

- Reducing risk amidst increased regulatory oversight
  - Federal Reserve Guidelines on Incentive Compensation
    - "The Federal Reserve expects firms to make material progress this year on the matters identified as we work toward the ultimate goal of **ensuring that incentive compensation programs are risk appropriate and are supported by strong corporate governance**." - Federal Reserve Governor Daniel K. Tarullo
  - Dodd-Frank Wall Street Reform & Consumer Protection Act
    - **Section 956 requires incentive compensation is not excessive and does not incent behavior that puts organizations at risk**
    - **Enhanced policies, procedures and reporting on incentive compensation**
- Balance between risk mitigation and growth motivation
- Alignment between individual production and organizational financial performance
- Participant visibility/reporting and management reporting
- Consistency of practices/approaches across the network
- Disparate systems (e.g., from acquisition)
- Auditing (Compliance)

Banking: Customer Profiles – Efficiency Driven

BANK OF THE WEST

- 6,500 staff on Variable Pay
- Replaced Motivator and Excel
- Required Dashboard and management reporting
- Wanted a single place to go for commissions data
- Points-based system
- Required 'robust security'
- Chose Varicent because of the flexibility and lowest total cost of ownership

NATIONAL BANK OF CANADA

- Wellington West, recently acquired by National Bank
- Replaced an internally developed spreadsheet system
- Provides better information to partners and reduce errors, questions and dissatisfaction
- Provide greater auditing capabilities
- Grow to become a valuable reporting platform, potentially replacing other reporting services

mb financial bank

- 800 customer service agents, customer service reps,personal bankers and customer service managers
- Migrating off of older systems and manual processes
- Payees do not have timely visibility into their performance
- Need to better motivate, manage and track cross sell opportunities
- Looking to reduce time and effort in managing variable compensation process

RBC Capital Markets

- 5,000 payees in Capital Markets
- For annual discretionary bonus program which was previously run using spreadsheets
- Competed with Taleo and SuccessFactors
- Greater auditing around the bonus process, better tracking of approvals and sign off

TD Bank

- TD Canada Trust
- Replace homegrown system
- Goal is sales motivation and reporting
- Titled "Sales Revenue Tracking System"
- Pay salespeople based on factors such as strategic importance, profitability
- Key requirement was efficiency in terms of making on-going changes quickly and easily

Banking: Customer Profiles – Compliance Driven

usbank

- Looked for a couple of years but Federal Reserve Guidelines drove the project
- Starting with 5,000 payees
- Could grow to 64,000 payees
- Strong with against Callidus
- Elavon, credit card processing division of US Bank is long time customer
- Millions of transactions per week

BB&T

- 30,000 staff on Variable Pay
- 5 Lines of business
- 200 plans
- Organized as a group of community banks: decentralized administration made a consolidated or holistic view impossible
- Massive manual process to capture all the data and do custom reporting
- Key concerns were: greater audit, flexibility to support all lines of business, self-sufficiency
- Started with Wealth Management, Mortgage and Insurance in 2012 (2200 payees) – then retail in 2013

ZIONS BANK

- Only reason to change systems was 'the fed'
- 2,500 covered employees
- 8,000 on variable pay

Comerica Bank

- Migrating legacy systems
- Compliance was the trigger for timing
- Needs to reduce reliance on IT to make any changes to incentive compensation
- Required more speed and flexibility in reporting and analysis for management
- Needed to better track decisions regarding adjustments/credits to incentive compensation

Huntington

- 52 Billion in Assets
- 6,000 Payees
- Flexibility to meet current and future needs
- Efficiency in Making On-Going Changes Quickly and Easily
- Varicent Partnership

Banking: Success Stories

RBC Capital Markets is a premier investment bank that provides a focused set of products and services to corporations, institutional investors, and governments around the world

- **Payees: 3,000**
- **Prior Solution: Excel**

- **What They Did**
  - Implemented a bonus allocation process and compensation plan

- **How It Benefited Them**
  - Replaced their manual process of planning bonuses via excel input, and approval via email
  - Reporting functionality greatly expanded over their legacy Access DB reports which were distributed via email and hard copy

- **Notes**
  - **Prior Issues:** Uncontrolled spreadsheets, lack of audit and structure
  - **Now:** Use Varicent web forms to collect bonus information in a more structured and visually appealing way
  - Great story about managing a highly manual discretionary Bonus process

Banking: Success Stories

Bank of the West is a full-service bank with $60 billion in assets across 700 locations in 19 states, and is a subsidiary of BNP Paribas, a top global financial institution.

- **Payees: 5,000**
- **Prior Solution: Access & Excel, Crystal Reports, Sharepoint**
- **# of Admins: 3**
- **Problem(s)**
  - Very large number of source data with no common delivery mechanism and high volumes of manual transformation and changes
  - Various tools used for payout calculations and variety of different reporting
  - Inefficiency and long adjustment/processing cycles
- **Solution(s)**
  - Enhanced Reporting for Managers and Payees - Monthly online access to compensation detail data, ranking results, branch scorecards and compensation statements vs. paper or email delivery
  - One-stop data staging area - Efficient storage and delivery of all data files to staging with automated prep and transformation for compensation calculations
  - New reporting brings increased visibility into key performance metrics for branch and regional management to help affect future behaviors at the branch level
  - Ability to easily create adjustments within the system and see more immediate results

Banking: Success Stories

Varicent's solution will provide us with the unique ability to more effectively analyze important compensation and sales performance metrics.

We will also use Varicent to improve the accuracy of our forecasts and to create effective sales incentive models that can drive the right behavior and maximize our future performance.

Banking: Success Stories

Huntington is a $56 billion regional bank holding company headquartered in Columbus, Ohio, providing full-service commercial, small business, and consumer banking services

- **Payees: 5,000, growing to 21,000**
- **Prior Solution: In-house systems managed by IT**
- **Competition: Callidus**
- **Key Issues:** Inability to make plan changes in a timely fashion, costly to maintain, lack of governance and visibility
- **What we showed in the demo: M**ultiple types of plans, collection of varied data, dashboards/scorecards, non-traditional compensation (Contests)
- **Keys to winning the deal:** Relationship was key to the selection process, early engagement by Varicent Services to lead with additional Subject Matter Expertise

Banking: Success Stories

By deploying SPM across our Retail Banking business, we feel our Retail Banking sales representatives will have up-to-date information via a dashboard, and our processes will be better adapted for greater customer service.

IBERIABANK Corporation™

Banking: Success Stories

One of our goals in evaluating technology options on the market was to not just solve today's problem, but also anticipate tomorrow's challenges. We felt Varicent delivered both the core ICM component and the additional SPM features that would integrate easily with our existing enterprise systems.

IBERIABANK Corporation™

Other Financial services

Elavon

DUNDEEWEALTH

DUNDEE CAPITAL MARKETS
Dundee Securities Ltd.

Fidelity INVESTMENTS

Ameriprise Financial

BMW Financial Services

GE Capital

Vanguard

CHASE Paymentech

USAA

ABSA

American Century Investments

CONVOY 康宏
your finance navigator

SGX
SINGAPORE EXCHANGE

新鴻基金融集團
SUN HUNG KAI FINANCIAL

WELLINGTON WEST
Financial Services Inc.

Prudential

Close Asset Finance

RiverSource

Non-Bank Financial Services: Key Terms

- Advisor/Financial Consultant versus salesperson
- Licensed personnel (typically at the national level vs state level for ins.)
- Gross Dealer Concession
- Retail versus wholesale/institutional
- Independent versus captive
- Production (rather than sales or revenue)
- Householding (account aggregation)
- Discount Sharing
- Ticket (Transaction) Charges

Non-Bank Financial Services: Common Plan Designs/Measures

- Commissions:
  - GDC: from product issuer to broker/dealer (revenue)
  - Incentive pay to agent/sales person
- Production (Revenue)
  - Rates based on last year’s or trailing 12-month production
- Trail / Trailers
- Portfolio value
- Bonuses for productivity achievement (e.g., Cash or Kicker)
- Teams
- Annual trip

Non-Bank Financial Services: Pain Points

- Multiple products
- Employee versus contractor relationship
- Mindshare: products and competitors
- Mainframe based legacy systems
- Client acquisition versus servicing
- Large number of disputes
- Compliance

Non-Bank Financial Services: Pain Points

- Legacy/disparate systems
- Teams/Split administration
- Grandfathered plans from acquisitions or new Advisors
- Managing associates and assistants pay
- Discretionary/Subjective Bonuses
- Book of business transfers, fees and deductions

Insurance

ZURICH

TRAVELERS

FARMERS INSURANCE GROUP
Symbol of Superior Service

GUARDIAN

Genworth Financial

CNO FINANCIAL GROUP

RELIANCE STANDARD

MetLife

TCS

EmblemHealth

SENTRY INSURANCE

AAA

Insurance: Key Terms

- Producers
  - Agents
  - Agencies
  - Broker/Dealers/Wire houses
  - Independents
  - Captive
  - Wholesalers
  - Sales Reps/Career Agents
- Life, Health, Disability, P&C, Annuities, Retirement Services
- Carriers vs Agencies
- Channel Distribution
- Producer Administration/Producer Management
  - Maintenance
  - On-boarding
- Hierarchies, Hierarchies and Hierarchies

Insurance: Common Plan Designs/Measures

- Base Commissions
  - First Year/New Business
  - Renewal
- Incentives
  - Bonuses: Quarterly/Annual
  - Supplemental Compensation
  - Contingent Compensation
- Persistency and Loss Ratios
- Commission Splits
- Override Bonus
- Production Credits
- Hierarchies, Hierarchies and Hierarchies

Insurance: Pain Points

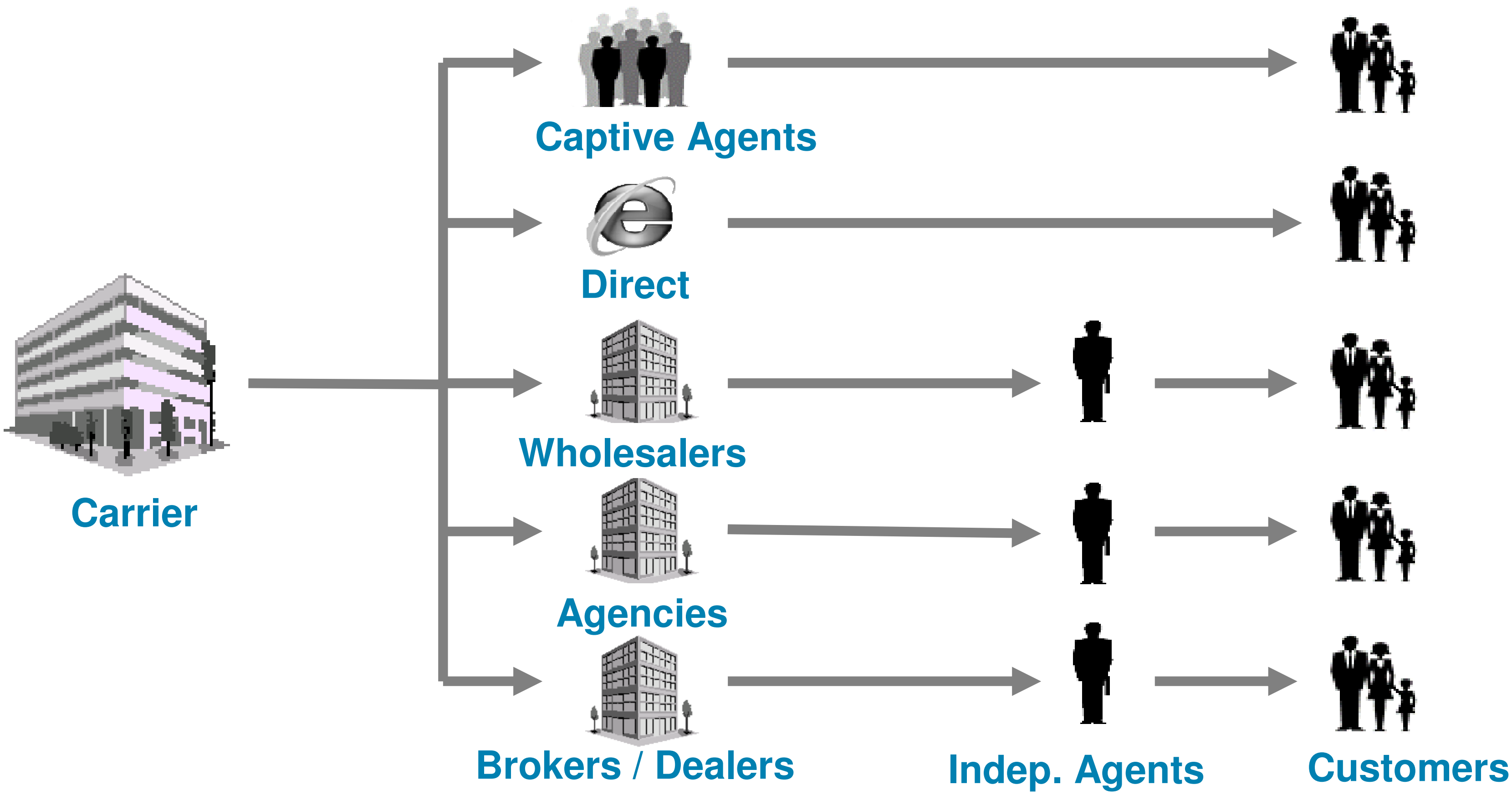
- **Inflexibility of Existing Systems**
  - Core systems are typically COBOL/Mainframe solutions that work well for existing base commission calculations but are difficult to add new rules or make changes
- **Poor Compensation Reporting**
  - Typical reporting consists of text based transaction statements and summary commission payout statements in paper or static file format. Likely no ad-hoc reporting exists
- **Lack of Compensation Traceability**
  - Inability to show agents what transactions fed into summary calculations leads to inquiries/disputes; Inquiry/dispute investigation by business is difficult due to poor traceability and takes a long period of time; IT in some cases needs to be involved to generate custom extracts for inquiries
- **Compensation Adjustments**
  - Retro-active adjustments, clawbacks, hierarchy changes are poorly handled with limitied visibility. Difficult to audit.
- **Technology Limitations/End of Life**
  - Limited knowledge and poor documentation of complex systems. Migration to modern Policy Admin systems has led to discovery of other core applications co-mingling on the mainframe.
- **Lack of Producer Validation at time of Payment**
  - Verification of licensing, appointment credentials are necessary prior to payments leading to the need for Producer Management and ICM in one solution

Insurance: Other Pain Points

- Producer Onboarding
  - Contracting
  - Hiarachy assignments
  - Licensing and appointment
  - Commission schedules
- Lack of support of complex & flexible hierarchies
- Inconsistent Producer Credential Validation
- Lack of Self Service
- Inconsistent Workflow Capabilities

Insurance: Channel Distribution

- Increasing Complexity in Distribution Channels



Distribution Channel Management

Producer Admin

Agent Admin
- Contracts
- Demographics
- Correspondence
- Preferences

Credentials
- Licensing
- Appointments
- Continuing Education
- Registrations

Organizational Relationships
- Reporting & Credit Hierarchies
- Effectivity Dating

Incentive Compensation Mgt

Compensation
- Comp Process
- Plan Design
- Administration

Debt Mgt

Debt
- Loans
- Advances
- Draws
- Change backs

Agency Plans & Reporting

Communications Manager & Workflow

Planning & Communication
- State Agency Forms
- Regulatory Reports
- Market Coverage

- Comp Budgeting
- Comp Reports
- Balance & Reconciliation

- Self-Service Administration
- Dispute Resolution
- Alerts & Notifications

Insurance: Producer Lifecycle Management

On Boarding

- Contracting or Hiring
- Background Investigations
- Education Requirements
- License Application
- Appointment Application
- Taxation Forms
- Welcome Package
- Check E&O Policy
- Contractual Agreements

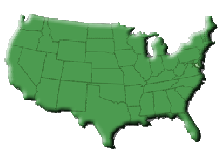
Producer Maintenance

- Demographics
- Contact Information
- Contracts
- Credentials Management
  - Licenses
  - Appointments
- Affiliation Management
- Correspondence
- E&O Coverage Checks

Incentive Management

- Primary Commissions
- Contingent Compensation
- Attainment Bonuses
- Compliance Validations
- Rate Tables
- Hierarchies
- Effective Dating
- Chargeback
- Loans and Advances

VARICENT®



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Insurance: Customer Profiles

FARMERS

- 80,000 agents
- P&C lines of business
- 50M transactions per month
- 20+ comp/bonus programs
- >100 inbound/outbound interfaces
- Replaced complex set of mainframe jobs and processes
- Key Benefits: results available daily rather than monthly; providing users with near real time feedback on performance; and greater flexibility to introduce new bonus/incentive plans

TRAVELERS

- Agency Bonuses for Top Agencies
- 400M trans per year
- 20,100 Contracts
- 320 Imports
- 315,600 Agencies evaluated each year for bonus
- Key Challenge: Cobol mainframe solution not flexible enough to meet increased demand
- Key Benefits include Increased sales operations efficiency and reduced errors; move control of the compensation application from IT to the business; and the ability to more rapidly bring new contracts to the field

ZURICH

- Zurich Global Life purchased an enterprise license for a worldwide rollout of Varicent
- Asia Pac first region to rollout: Singapore and Indonesia live on the application
- Created "ZVaricent", a common model to be reused across regions
- Key Challenges : no global standardization; penetrating several "greenfield" regions; using Excel to manage comp
- Key Benefits: single platform to agency and compensation management; reuse of components across regions; increased flexibility to model and introduce new plans

GUARDIAN

- 100,000 independent agents
- Individual Life line of business first to deploy
- 5M+ trans per month
- 5 Phase, 15 month rollout
- Base commissions, bonuses and sales incentives
- IBM GBS resources involved in the vendor selection process
- Key Challenges: 40 year old legacy mainframe system lacked flexibility; lack of business ownership
- Key Benefits: system flexibility; scalability; ease of use; business ownership

CNO FINANCIAL GROUP — BANKERS LIFE AND CASUALTY COMPANY

- Bankers Life first to deploy Varicent
- Base Commissions, Annual Bonuses and Agency Management
- 5,000 independent agents
- 20+ Contracts
- Numerous Exceptions to contracts
- 40+ year old mainframe applications
- Project approved with a 7 year ROI
- Key Challenges: Cobol-based legacy systems to hard to maintain; time to market for plan changes to long
- Key Benefits: system flexibility; business involvement

Insurance: Customer Profiles

EmblemHealth

- Base Commissions and Bonuses for Captive Sellers
- 15 Compensation Plans with complex logic
- Products: Commercial, Medicare & Medicaid
- Key Metrics were membership growth and premium dollars
- Key Challenges :managing complex payment logic in Excel; visibility only on a monthly basis to compensation
- Key Benefits: daily calculations of 1-2M trans in under 30 minutes provides daily visibility to producers; limited staff required to support the application

RELIANCE STANDARD LIFE INSURANCE COMPANY

- 150 Sales Reps
- 5 comp plans
- 15 Lines of Business
- Introduced new on-boarding process
- Key Challenges: custom built solution not flexible and responsive enough; no business control over current system; no consolidated reporting; no access to details
- Key Benefits: business owned application leads to faster turnaround for plan changes; sales reps have consolidated reporting with access to details; more time to analyze performance

SENTRY INSURANCE

- 750 Direct Writers for Phase 1, 15,000 independent agents for Phase 2
- Base commissions, annual bonuses and sales incentives
- Complex adjustment process
- 2M+ monthly trans
- Key Challenges: custom in-house solution hard to maintain; heavy IT involvement; limited reporting available
- Key Benefits: more business ownership of application and process; integrated reporting for greater visibility to sales and compensation

Genworth

- Bonus calculations for Agents
- Won business over an installed competitor product (CSC)
- Need to reduce the time it takes to produce accurate statements
- Purchased June 30 and need to go-live January 2013

AAA

- AAA Northern California Nevada and Utah and AAA South
- 750 producers
- Varicent Cloud deployment
- Replacement of Callidus solution
- 4 month conversion
- Processing time of <1 hour with Varicent, 20+ hours with Callidus
- Key Challenges: processing times; dependence on vendor services for plan updates; vendor relationship
- Key Benefits: fast processing times; business ownership

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Insurance: Success Stories

Reliance Standard Life Insurance underwrites a variety of group insurance coverage that is incorporated into basic employee benefit packages

- **Payees: 150**
- **Comp Plans: 5**
- **Challenges**
  - Custom built solution, not flexible and responsive enough to meet changing business requirements
  - No business control over current system
  - Information provided to sales reps across multiple reports, no way to drill into supporting detail without going through multiple reports
  - Very long process to introduce new lines of business or compensation plan logic
- **Benefits**
  - Varicent SPM allows the sales and finance departments to own the system
  - Compensation group will be more responsive to the changing business and market conditions
  - Sales Reps are provided a more intuitive reporting experience with access to case details with one mouse click
  - Compensation team will now have time to focus on their “real” jobs of analyzing and reporting to support management decisions
- **Notes**
  - RSLI is calculating commissions and bonuses across all their lines of business (15+), and are about to add two new lines of business to our solution. Introducing an automated process to onboard new sales reps via WebForms.

Insurance: Success Stories

Farmers Insurance is the third largest writer of both private passenger automobile and homeowners insurance in the United States.

- **Payees: 30,000+ Agents**
- **Comp Plans: 20+**
- **Challenges**
  - Replace a complex series of mainframe jobs and processes with a more streamlined solution that can provide results in a timely manner
  - Managing data feeds into and out of their legacy system(s)
  - Provide a scalable solution that can effectively scale to handle 84,000 agents and 8+ million transactions per month
- **Benefits**
  - Compensation results and related reports are now updated on a daily basis versus monthly.
  - Provides users with near real time feedback on performance and potential earnings
  - Provides business users with greater control over the system, including:
    - the ability to quickly and easily model and develop new compensation plans; make adjustments
    - implement one-off bonus programs
    - Manage all inquiries related to Agent compensation in one centralized system
  - Consolidate the compensation plans for all LOB into one place
  - Automated management of approximately 100 inbound and outbound data feeds
- **Notes**
  - Farmers processes 5-6 million transactions nightly through our application

Insurance: Success Stories

ZURICH

Zurich Global Life, operating in 180 countries, is a global provider of a broad range of life insurance, investments, savings and pension propositions.

- **Challenges**
  - Global initiative, taking a significant step in entering the U.S. Life insurance market with the Zurich brand. Determined to build a global model & a growing, long-term presence in the U.S.
  - Eliminate using spreadsheets in excel and/or poor third party tools.
  - Needed Flexibility (change plans, exceptions, overrides, splits)
  - Re-use Varicent components across Regions & LOB's within the Zurich Group.
- **Benefits**
  - Single platform to manage their agency on-boarding, agency management and compensation requirements
  - Improved flexibility to introduce new plans in a timely manner
  - Eliminate the use of Excel
  - Improved modeling and forecasting process
  - Reduced administrative costs
  - Potential for reuse of Varicent components across other regions within Zurich Global Life
- **Notes**
  - Signed Enterprise deal for all Zurich Global Life locations.
  - Indonesia is the first roll-out, Singapore is second

Insurance: Success Stories

TRAVELERS

Travelers is a leading provider of property casualty insurance for auto, home and business, offering its global customers a wide range of coverage sold through independent agents and brokers

- **Payees: 10,000 Agencies**
- **Prior Solution: Cobol mainframe legacy system**
- **# of Admins: 10-12**

- **Problem(s)**
  - Inability to react to plan change requests i.e. gov't legislated
  - Payout yearly and Cobol had all the business logic - IT ownership
  - 2-4 week IT project if a plan change request came in

- **Solution(s)**
  - Varicent is used for calculating Profit sharing bonus (incentive to push Travelers products)
  - Automated solution with the flexibility to model and change plans
  - Can now caalculate and pay monthly, quarterly, or yearly
  - Business ownership provides quicker response time and happier stakeholders
  - Automated workflow processes for dispute resolution and CFO overrides

Insurance: Success Stories

Varicent's superb application provides us with the flexibility and system configurability that can quickly adapt to our changing incentive compensation and sales performance management needs.

We are convinced that their solution, will not only meet our needs today, but also well into the future.

ABSA
Today, tomorrow, together.

Insurance: Success Stories

Varicent offers tremendous versatility in its capability, for our agents, Compensation Analysts and Senior Management alike. The user friendly system was a clear fit for our requirements providing the right tools to help manage our growth in a strategic manner.

RELIANCE STANDARD
LIFE INSURANCE COMPANY

Retail

RICHEMONT

Carrefour

TIFFANY & CO.

SHERWIN WILLIAMS.

BEST BUY

Office DEPOT

COACH

HOLT RENFREW

DOLLAR TREE

Harris Teeter
Your Neighborhood Food Market

CASUAL MALE XL

FAMILY DOLLAR

Retail: Key Terms

- Controllable Profit/Margin
- Shrinkage
- Store Associates
- SPIFs
- Same/Comparable Store Sales
- Inventory Turn
- Markups/Markdowns

Retail: Common Plan Designs/Measures

- Transaction-based commissions
- Store-based performance
- Period-over-period growth
- Tier-based attainment (absolute $$$)
- SPIFs
- Simple plan calcs, but complex eligibility and proration

Retail: Pain Points

- Employee Turnover
- Store Transfers and Role Changes
- End User Access
- Large Transaction Counts
- State-specific rules (e.g. minimum wage, draws)
- SPIF Management

Retail: Success Stories

Family Dollar operates a chain of more than 7,000 general merchandise retail discount stores in 44 states, providing primarily low- and middle-income consumers

- **What They Did**
  - Implemented 2 plans on a hosted environment
- **How It Benefited Them**
  - Forced them to reconcile and clean up their data sources
  - Provided real-time access to their compensation statements online for 7,600 users across the U.S.
  - Vivid and accurate reports replaced their non-graphical, summary reports

Retail: Success Stories

Sherwin-Williams is engaged in the development, manufacture, distribution and sale of paint, coatings and related products to professional, industrial, commercial and retail customers

- **Payees: 15,000+**
- **Comp Plans: 50+**
- **Challenges**
  - Maintaining 30+ year old legacy mainframe systems and processes
  - Manually handling up to 3,000 territory re-alignment requests per month
  - No common solution to support their commission, bonus and MBO plans
  - Comp team had very little control over the current system
- **Benefits**
  - Automated territory re-alignment process with self-service WebForms that the field managers could access
  - Integrated all commission, bonus and MBO plans into one system
  - System now supported by the compensation team
  - Reports delivered online as well as batch PDF documents
  - Integrated target/goal setting within a single platform
- **Notes**
  - Many WebForms created for this project including heavy use of javascript; SW cannot maintain these forms themselves yet.
  - Large Oracle shop that went with SQL Server for an On-Premise deployment

Retail: Success Stories

After a thorough evaluation, we determined Varicent was the best solution to meet our needs. We liked Varicent's comprehensive approach, and flexibility, that will allow us to be more strategic in the areas of territory management, incentive plan design, and performance analytics.

SHERWIN WILLIAMS.

Retail: Success Stories

With Varicent's data model and application capabilities to clearly, and accurately, communicate the results of our sales associates' efforts, Casual Male can better focus its sales organization toward achieving a higher level of customer service.

CASUAL MALE XL

Other services

STARWOOD HOTELS & RESORTS WORLDWIDE INC

Manpower

WM WASTE MANAGEMENT

Schlumberger

THOMSON REUTERS

United Technologies

Hertz

TRIBUNE

Pharma / Life Sciences

Alcon

MERIAL

Boston Scientific
Delivering what's next.™

Baxter

COVIDIEN

PHONAK

VARIAN
medical systems

MEDLINE

stryker®

smith&nephew

SIEMENS
medical

TERUMO®

VENTANA®
A Member of the Roche Group

High Tech

IBM
Autodesk
ARUBA
Silverpop
KRONOS
facebook
f5
vmware
SYBASE
LOGICALIS
SONY
FUJI xerox
SPECTRA
Changing The World of Storage
INTRALINKS
gettyimages
BROADCOM
APPLIED MATERIALS
RSA SECURITY
mBlox
Seagate
Maritz
SUGARCRM
Quantum
PSION
Deltek
Sonus NETWORKS

High Tech: Key Terms

- Direct versus indirect (Channel Management)
- Sales-in/sales-out
- Design-in
- Distribution tier
- Overlays (applies elsewhere, but very prominent in tech companies)

High Tech: Common Plan Designs/Measures

- Commissions
- Individual Commission Rates/Personal Commission Rates (ICR/PCR)
- Goal-based incentives
- One-time versus subscription
- Renewals
- Revenue
- Significant use of different mechanics (e.g., thresholds, accelerators, multipliers, frequency, discrete, cumulative, annual)

High Tech: Pain Points

- Data
  - Internal
  - Partner/Channel-related
- Frequently changing plans
- Acquisitions/coverage model changes
- Complex crediting rules
- Crediting volume
- Quota and other related changes

High Tech: Success Stories

Autodesk

Autodesk is the world leader in 2D and 3D design software for the manufacturing, building and construction, and media & entertainment markets

- **Business Challenges**
  - Manage Employee Commissions Payments including assigning Territories and setting Quotas
  - Reconcile and Adjust Employee Commissions Payments
  - Automate Employee Commissions Payments
  - Forecast Employee Commissions Payments
  - Produce Employee Commissions Payment Reports
- **Why Varicent**
  - **Features**: best product features as decided by experienced evaluation team
  - **Flexibility**: only vendor with an interface flexible enough to handle their territory quota setting process
  - **Reporting**: Varicent reporting look and feel, and ability to create their own
  - **Experience**: knowledgeable Varicent team
  - **Performance**: Tested the performance of both imports and calculations
  - **Responsiveness**: Varicent's responsiveness to their unique needs

High Tech: Success Stories

Autodesk

Autodesk is the world leader in 2D and 3D design software for the manufacturing, building and construction, and media & entertainment markets

- **Payees: 1,100**
- **Prior Solution: Excel & Sharepoint (2008-2010); Callidus (Prior to 2008)**
- **# of Admins: 3**

- **Problem: Internal Compensation**
  - Excel ownership was a risk because few knew how to manage system.
  - No Transaction Details reporting for Reps
  - Callidus required 7 days to calculate a monthly cycle on 4M transactions. Each transaction credited to ~30 reps due to sales plan and management hierarchy.

- **Solution(s)**
  - Daily Incremental Process allows a < 2 hour YTD calculation
  - Reporting provided at invoice level for all payees
  - Automated HR and Transaction feeds removed manual changes for commission payments due to sales transfers, new hires, terminations, and LOA's

High Tech: Success Stories

Autodesk

Autodesk is the world leader in 2D and 3D design software for the manufacturing, building and construction, and media & entertainment markets

- **Payees: 1,100**
- **Prior Solution: PDF & Excel**
- **# of Admins: 3**

- **Problem: Sales Plan Acceptance**
  - Paper Based Sales Plan Distribution and Acceptance Process was a 4 week duration leading to multiple versioning for corrections and updates
  - Inconsistency led to sales lawsuits and commission payment errors
  - Audit issues from blurry fax copies, plan acceptance on incorrect forms, additional mark up notes that were not a part of the original sales plan.

- **Solution(s)**
  - Web forms enabled standardization
  - Sales Plan Acceptance able to be performed in a day.
  - Notification Reports, Aging reports simplified process of sales manager to sales rep sales territory review.
  - Digital signature supported Legal and Audit compliance

High Tech: Success Stories

Kronos' time-tracking software, working in tandem with their data collection devices, helps their client's control labor costs, manage compliance risk, and improve workforce productivity

- **Business Challenges**
  - Replace the current Callidus system that has become unpopular and unreliable
  - Calculate commission payments for 1,200 sales and services employees
  - Handle over 12 plans that will vary in structure and pull in data from multiple systems
  - Generate reports and analytics to help drive SPM within the organization

- **Why Varicent**
  - **Business Ownership:** Kronos are dependent on IT for any changes to the system and feel confident that with Varicent they will be able to own the application
  - **Improved Analytics:** Kronos want to move to the next level of SPM and drive performance through reporting and analytics, they are confident they can achieve this in Varicent
  - **Improved Support and Easy Upgrade Path:** Kronos are confident they will receive superior support and will not need to invest in expensive upgrade projects going forward
  - **Partnership:** Kronos are excited by Varicent's momentum in the market place and feel good about teaming with a winning partner.

High Tech: Success Stories

After a thorough examination, we were impressed with Varicent's robust technology, industry expertise, company momentum and great reputation. Varicent will help Kronos keep pace with our rapidly changing business environment and drive performance through comprehensive reporting and analytics.

High Tech: Success Stories

Broadcom Corporation is a major technology innovator and global leader in semiconductors for wired and wireless communications

- **Challenges**
  - Identifying commissions that are to be paid out according to specific split agreements and assigning the remaining based on territory assignment
  - Meeting legal requirements to complete all commission calculations and payouts according to contractual agreements drawn up with external Rep Companies
  - Eliminating tedious manual efforts as part of existing process
- **Why Varicent**
  - Eliminating time consuming manual processes, and reducing accuracy related errors
  - Improving visibility for the field with better reporting
  - Enabling a documented approval process for commission payouts
- **End Result**
  - Implemented Varicent in a 3 month timeframe, automating plans for all external Rep Companies, and providing a faster, more accurate, and transparent ICM solution

High Tech: Success Stories

Broadcom Corporation is a major technology innovator and global leader in semiconductors for wired and wireless communications

- **Payees: 500**
- **Prior Solution: Excel**
- **# of Admins: 4**

- **Problem:**
  - Excel limitations
  - Couldn’t change plans year to year so kept old plans
  - Individual (regional sales team) approach to splits, adjustments, MBO’s

- **Solution(s)**
  - Web forms enabled standardization
  - Automated HR and transaction feeds (7) to a nightly process, eliminated all manual touch points (also reduced to 2 HR feeds and 1 transaction feed)
  - Calculation time – minutes
  - Payout quarterly but able to see daily attainment, payment and achievement
  - Created an accrual process due to SOX compliance which is sent to their finance team now that all accruals tracked in Varicent

High Tech: Success Stories

Broadcom Corporation is a major technology innovator and global leader in semiconductors for wired and wireless communications

Efficiencies Gained	Time Wasters Eliminated
Automated tracking of quarterly sales goals, reporting & rules to manage and approve MBO's	Manual reconciliation and calculation of sales goals and tracking approval status for report out. Compiling and posting status reports through multiple processes
Tracking and calculation of split adjustments available for all sales stages and all sales roles	Manual reconciliation and calculation of split adjustment requests and tracking approval status for report out.
Automated HR data feed and history of quarterly OTE	No longer need to manually track HR incremental changes
Ability to comply with audit requests and electronically manage evidence of sales Goals, Splits, Accruals, & Payments	Manual recalculation of DWA goals, splits, accruals, & sales commissions because of missing evidence of acceptance
Scheduled Daily Sales Commission Calculation	Quarterly Sales Commission Calculation Process

High Tech: Success Stories

60% Reduction in payout inquiries **after** implementing Varicent.

INTRALINKS
The workspace is virtual. The trust is real.

High Tech: Success Stories

After evaluating the options in the marketplace, we decided Varicent was the best product to manage incentive compensation for IntraLinks.

We wanted an SPM solution that would help grow our business by putting the right tools and information in the hands of our sales executives and management team, whether they were in their offices or on-site with clients.

INTRALINKS®

High Tech: Success Stories

Our sales people are much happier because they understand how they are being compensated and why.

Not having to ask questions every pay period gives them more time to sell and earn.

INTRALINKS

High Tech: Success Stories

Our Excel-based process worked to a degree, but with our aggressive growth, the rise in compensation-related inquiries from the field was a definite indication that we had to make a change. Based on the complexity of our plans, the sales team wasn't getting the information they needed to understand the details of their payouts. As a result, our data management staff was spending a lot of time responding to questions about compensation rather than focusing on the underlying compensation data.

INTRALINKS

High Tech: Success Stories

We had to clean up some data, and it turned out to be a significant benefit. Our data clean-up improved all of the information downstream from our sales force automation system, which helped us better understand the state of our pipeline and the potential to close new business.

INTRALINKS®

High Tech: Success Stories

We have complex plans, and they change every year. We wanted a solution that would give us an extensible platform to manage compensation while unchaining us from our reliance on Excel. We satisfied both requirements with Varicent.

INTRALINKS

High Tech: Success Stories

Varicent has enabled us to achieve critical efficiency improvements in data management because our people aren't spending a large amount of their time dealing with sales.

INTRALINKS®

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High Tech: Success Stories

Spansion is a leading provider of flash memory technology used in a wide variety of electronic devices, including wireless phones, networking equipment, and automotive subsystems

- **What They Did**
  - Automated the target setting and approval process
- **How It Benefited Them**
  - Resulted in the adoption of a new quarterly standard target setting approach by all global regions. Resulted in the simplification of quota setting for regions that used non-standard quotas. Removed the dependency on a key compensation administrator who was the only person in the company who really understood this regions quotas. The new process will be used for approximately 120 payees covering more than 12 countries.

High Tech: Success Stories

Spansion is a leading provider of flash memory technology used in a wide variety of electronic devices, including wireless phones, networking equipment, and automotive subsystems

- **What They Did**
  - Automated the KSO (Key Sales Objectives) process (setting, updating and approvals), replacing an existing spreadsheet/email based system.

- **How It Benefited Them**
  - Provided a more secure system of record for global KSO data.
  - Added in the ability for KSOs to be set for all 120 Payees, even if KSOs are not part of their compensation plan.
  - KSO results are displayed on all commission statements.
  - Provided flexibility by allowing compensation administrators to define how many KSOs payees may record.
  - Provided a simple approval process and controls around when KSOs can and cannot be updated.
  - Provided a standard, but flexible rating process, enabling the rating of KOSs to change as the business changes.

High Tech: Success Stories

Spansion is a leading provider of flash memory technology used in a wide variety of electronic devices, including wireless phones, networking equipment, and automotive subsystems

- **What They Did**
  - Provided on-demand management reporting

- **How It Benefited Them**
  - Provided reports on an on-demand basis, so that a “progress to date” picture is always available, even part way through the quarter.
  - Provided links on reports to drill down to individual trend reports.
  - 2 years worth of historical data (eight quarters) included in the system allows administrators to perform year on year and quarter on quarter comparisons without the need to retrieve old spreadsheets.

High Tech: Success Stories

Aruba Networks is a leading provider of next-generation network access solutions for the mobile enterprise

- **Payees: 350**
- **Prior Solution: Excel**
- **# of Admins: 4**

- **Problem(s)**
  – The entire process was manual. The old process was Finance calculated the plans; Sales operation did quota approvals and credits. They had accountants in each theater that had to review and give input on the process. Too much room for error. They had a old home grow system that they pushed information to the end user. It was often wrong and caused more calls to the admin and upset employees.

- **Solution(s)**
  – Integrated system now owned by sales operation
  – Rolling quota planning in a interactive web form
  – End user dashboards for real time data to the field
  – Sales Plan Acceptance by all field sales

High Tech: Success Stories

Applied Materials is the global leader in providing innovative equipment, services and software to the semiconductor, flat panel display and solar photovoltaic industries

- **Payees: 400 Cloud**
- **Prior Solution: Excel & Manual Processes**
- **# of Admins: 4**
- **Problem(s)**
  – They operate in 15 countries and had no currency conversion . Each country worked like its own entity they all had different plans and processes. No global visibility. They had no way to manage the KSO process, they are a KSO driven organization and they had no access to results.
- **Solution(s)**
  – They set up a enterprise structure to give global visibility across the enterprise.
  – Plans set at enterprise level. 4 plans globally 3 roles per plan. They can now be used across the enterprise with little configuration.
  – They rolled out Employee profile management, relationship (hierarchy) management and supporting analytical reporting.
  – KSO assignment, scoring and approval by business unit

High Tech: Success Stories

Silverpop is a digital marketing technology provider that unifies marketing automation, email, mobile, and social

- **What They Did**
  - Automated entire compensation process with SFDC integration. Implemented new comp plan changes for FY12 with minor support from Varicent's VBE services team.
- **How It Benefited Them**
  - Removed manual process with Excel, automated data flow from SFDC, gained efficiency for 1 of the 2 analysts to focus on other value add activities instead of "chasing down the numbers" each month.

High Tech: Success Stories

We surveyed several other solutions, but only Varicent was able to demonstrate the ease with which their solution could integrate with Saleforce.com, manage the data and easily create plans.

SILVERPOP

High Tech: Success Stories

Varicent allows us to leverage our Salesforce.com application and offers a single, centralized solution that will continue to address our sales performance management needs well into the future.

SILVERPOP

High Tech: Success Stories

Specifically, we required an SPM solution that delivered scenario planning and analytics that would enable us to see what investments in sales are actually driving revenue growth.

High Tech: Success Stories

This system will also allow our sales force to have greater visibility to sales data on a near real time basis, in addition to their commission calculations; helping them maximize their earning potential while driving sales.

High Tech: Success Stories

Our legacy process involving manual data feeds and spreadsheets extended the commission payment cycle and resulted in frequent errors. Further we did not have the flexibility to change our incentive compensation plans mid-year, but now with Varicent, we have significant flexibility which allows us to forecast and to model our data strategically.

InBlox

High Tech: Success Stories

It was important for us to adopt a single, centralized solution that would meet our ever-changing business requirements. Varicent Business Edition fits the bill.

The commitment and investment of the Varicent team inspired a sense of confidence and trust that bodes well for a strong partnership for years to come.

SUGARCRM

High Tech: Success Stories

It became apparent during the selection process that Varicent Business Edition was more flexible, more efficient, and met our business needs better than the other products on the market. The Varicent team went above and beyond our expectations in proving to us that this solution will improve our reporting, speed up our processing, automate our compensation plans and lower our costs.

Quantum

Cognos SPM/ICM

Cognos SPM/ICM overview

Territory Management

Manage crediting and frequent sales coverage changes across territories

Quota Management

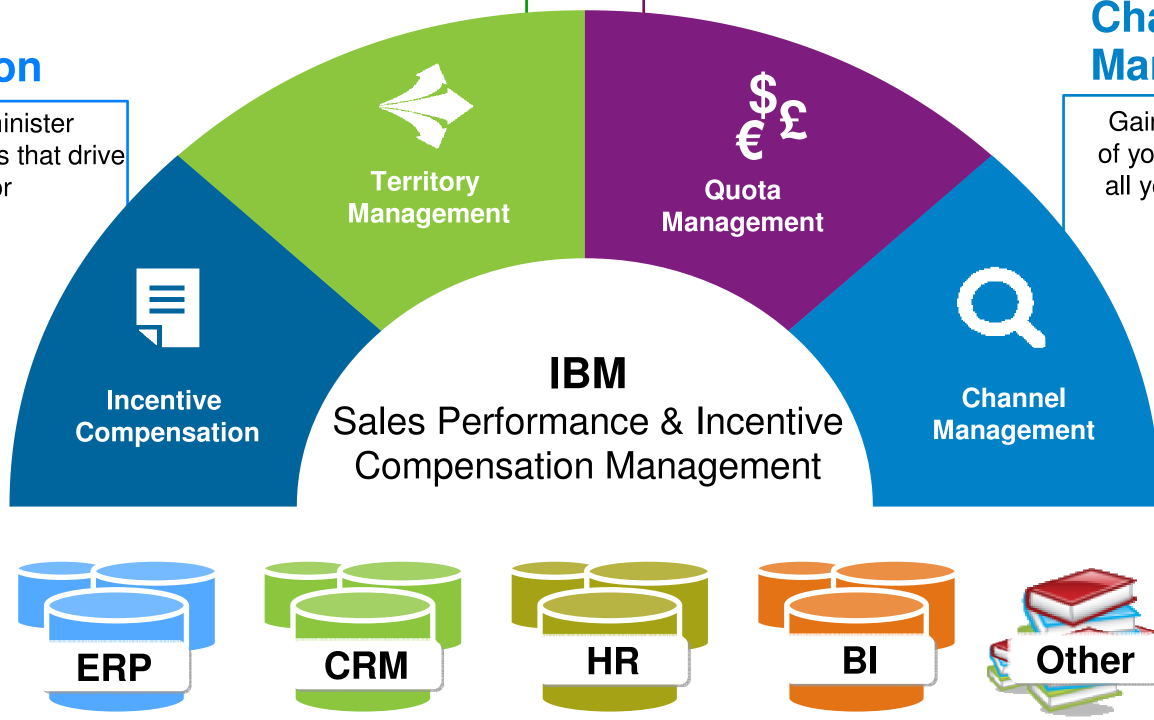
Plan and distribute quota targets efficiently across all levels of your sales organization

Incentive Compensation

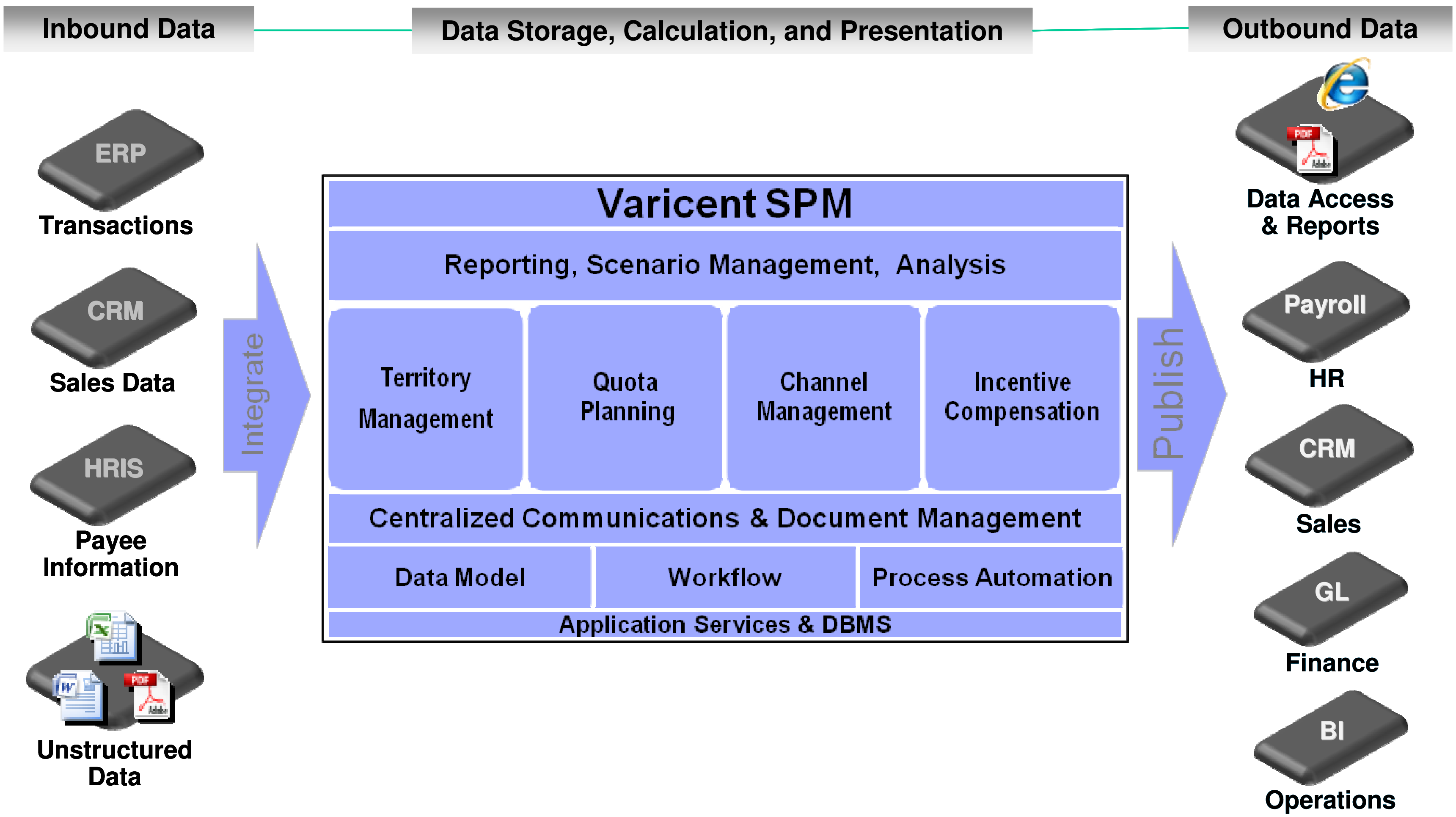
Build, model and administer variable pay programs that drive desired sales behavior

Channel Management

Gain a single, accurate view of your entire sales force and all your distribution channels



Cognos SPM/ICM overview



Cognos SPM/ICM Key Differentiators

Business oriented

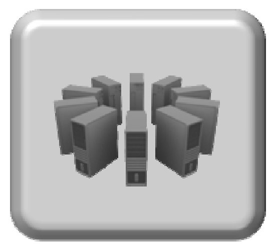
- Configure vs. code
- Visual comp design approach
- Management buy-in

Integrated Product

- Calculation engine, ETL, workflow, reporting, etc.
- Flexible data model

Business Flexibility

- Meet changing needs
- Speed to market
- Commissions, MBOs, long term incentives, non cash benefits, etc.



Performance & Scalability

- Built for high transaction Volumes – Imports, calculations,etc.
- Cloud and Enterprise deployments
- Proven CRM & ERP integration

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Seamless CRM Integration

salesforce.com

Microsoft Dynamics CRM

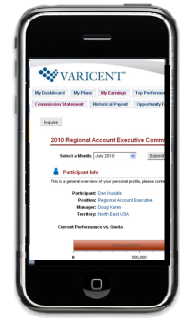
SAP

ORACLE

- Single Sign-On to access SPM & CRM information from a single screen
- Data synchronization is automated
- Easy access to plan documents, team reports and quota & territory management tools

Cognos SPM/ICM for Mobile

- Access Varicent while on the road to review reports and deal with tasks
- Browser-based access
- Leverages HMTL5 for cross-device support



"With Varicent, over 1400 of our field sales rep can access their sales compensation system via their iPads along with the other tools they use on-site with customers. They don't miss a beat when it comes to understanding the compensation implications of their selling activities."

dex one

Varicent Successfully Integrates with SAP

- Integration commonly needed to leverage transaction, people and product data
  - SAP CRM
  - SAP Payroll
  - SAP FI
  - SAP HR / HCM
- Integration with SAP (ERP, R/3, BW, etc.) most often achieved via 2-stage process:
  - Customer uses ETL to pull data from SAP to staging database
  - Varicent ETL used to pull data into Varicent system

Target industries & buyers

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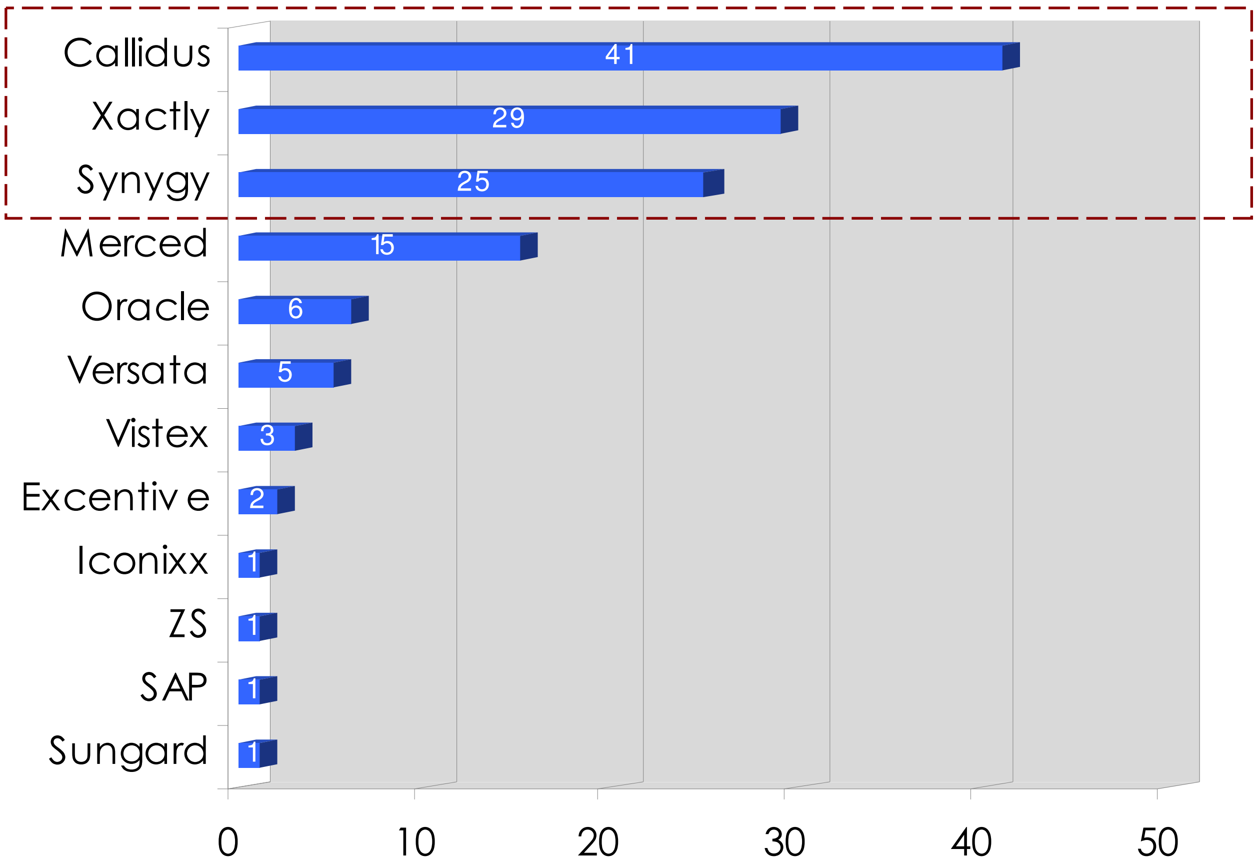
Target Audience and Industries

Target Titles
- VP Sales
- CSO - Chief Sales Officer
- Head Compensation & Benefits
- Sales Operations Manager
- HR Director
- Financial Controller
- Group Controller
- CRM Manager
- Channel Manager
- Territory Manager
- Payroll

Key Industries
- Telco
- Banking / Finance
- Insurance
- Med Devices
- High Tech
- Retail
- Pharma

Decisions in last 5 quarters where we competed and have competitive data.

Who Do We Compete Against?



Decisions in last 5 quarters where we have competitive data.

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In enterprise, how do we fare against each competitor?

We're most successful against. Synygy

Varicent beat Synygy	19
Synygy beat Varicent	3
	86%

Varicent beat Merced	7
Merced beat Varicent	2
	78%

Varicent beat Callidus	26
Callidus beat Varicent	8
	76%

We're least successful against Xactly

Varicent beat Xactly	16
Xactly beat Varicent	12
	57%

Decisions in last 5 quarters where we competed and have competitive data.

Powerful short movies

- Get a better handle on your **sales compensation** programs (4:02 min) - https://www.youtube.com/watch?v=aKN0J3BgdWo
- Manage sales simpler with IBM Cognos **Territory Management** (3:49 min) **-** https://www.youtube.com/watch?v=aKN0J3BgdWo

Roundtables

- **Geneva**: March 13th at IBM Geneva
https://www-950.ibm.com/events/wwe/grp/grp024.nsf/v16_agenda?openform&seminar=EEBKQZES&locale=fr_CH

- **Wien**: March 14th at IBM Vienna
https://www-950.ibm.com/events/wwe/grp/grp024.nsf/v16_agenda?openform&seminar=6EZDV3ES&locale=de_AT

- **Zürich**: March 19th at IBM Zurich
https://www-950.ibm.com/events/wwe/grp/grp024.nsf/v16_agenda?openform&seminar=CZ8DFSES&locale=de_CH

Q&A

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Varicent SPM/ICM demo overview – March 2013

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Agenda

1. Sales Professionals
2. Sales Managers
3. Compensation Analysts & Administrators
4. Quota Setting & Management Examples
5. Territory Management & Optimization

Agenda

1. Sales Professionals
2. Sales Managers
3. Compensation Analysts & Administrators
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5. Territory Management & Optimization

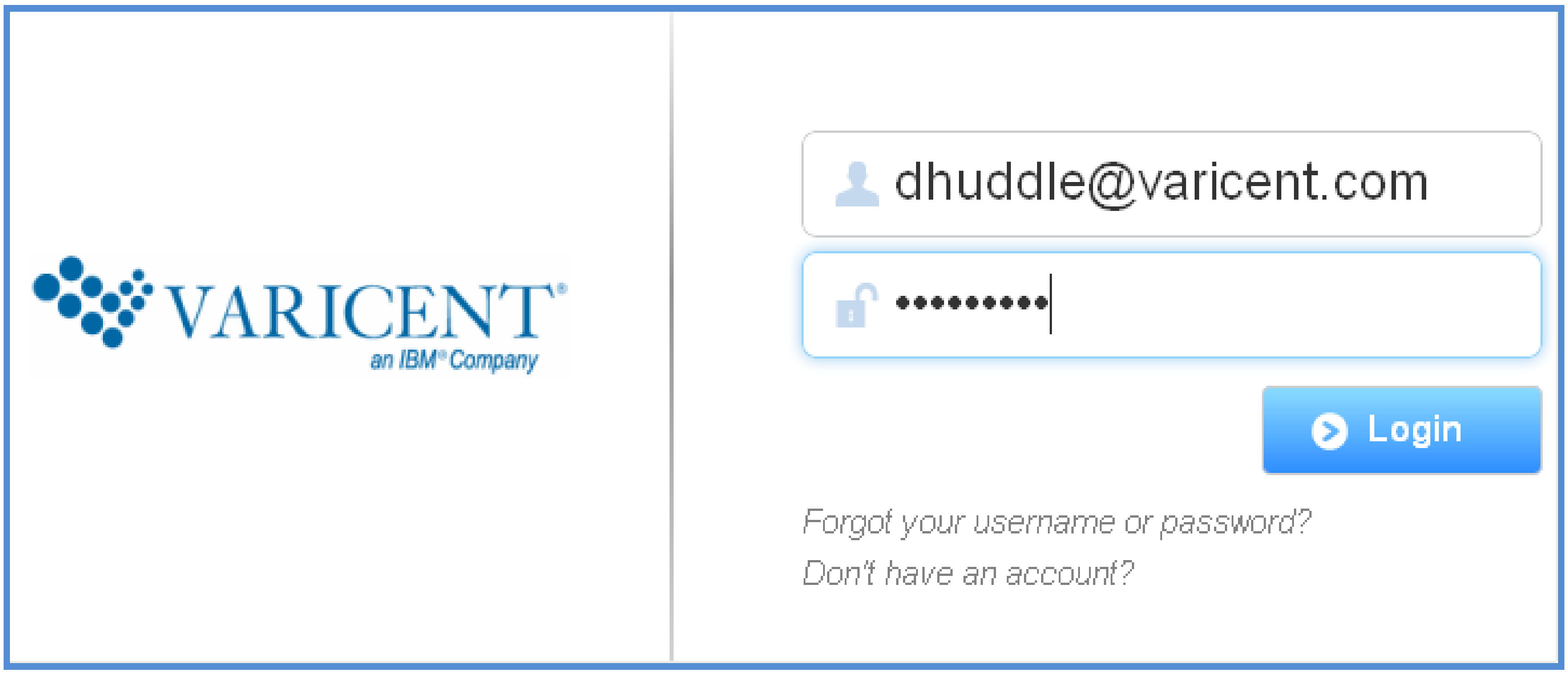
A Day in the Life of a Sales Professional

Typical Day-in-the-Life Tasks for Salespeople

1. Log in to the system
2. View performance dashboards and other reports
3. Review and approve plan documents and payouts
4. View compensation statements, scorecards, and other relevant reports
5. Use self-calculators to better understand the impact of changes in performance, and to determine which sales opportunities are best to pursue
6. Log inquiries and disputes as they arise

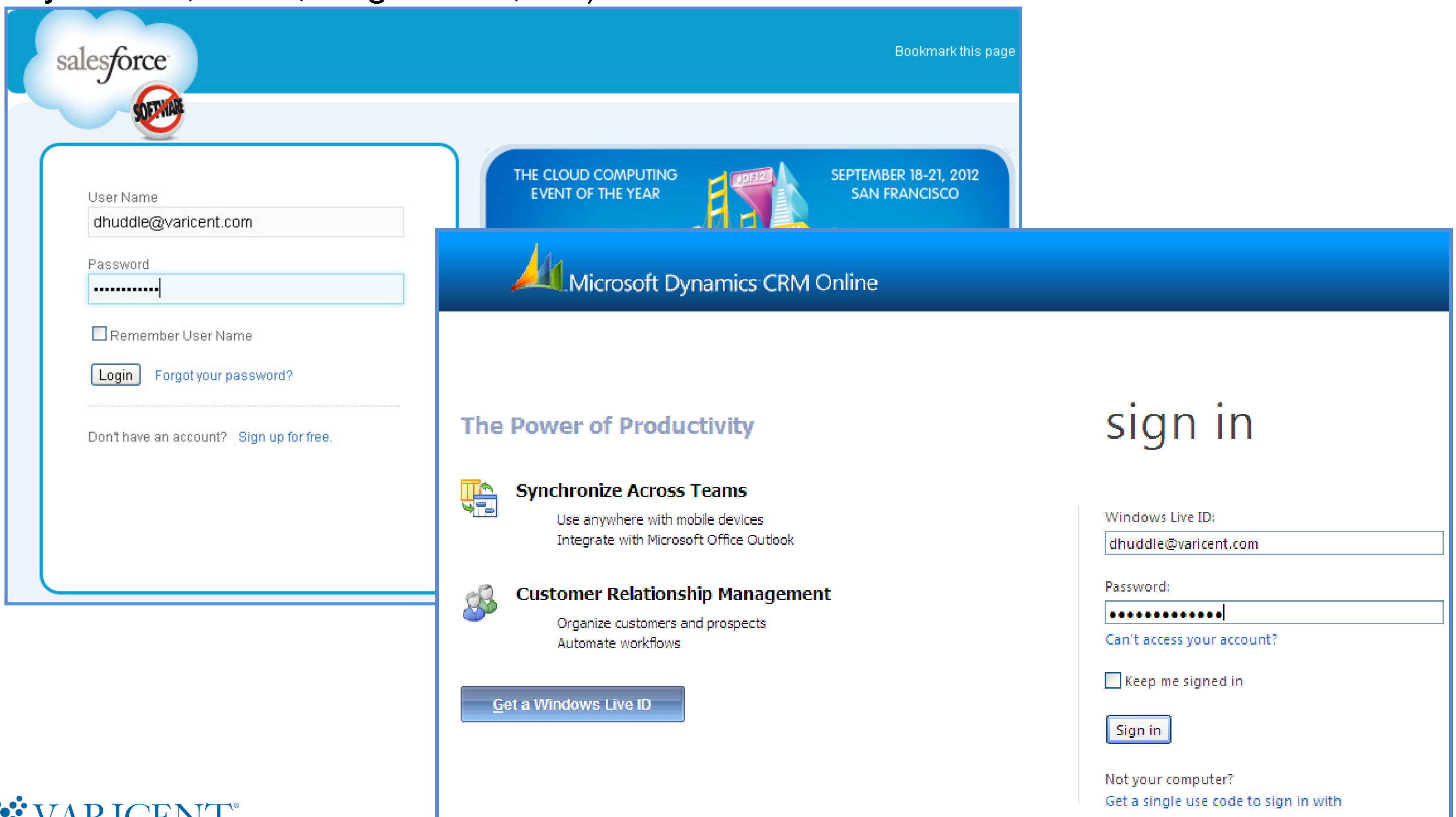
Log in to the Web Portal

- Sales Professionals can easily log into Varicent using any web browser. There are a number of authentication options including Single Sign-On (more details are available in our Technology Deck)
- All major web browsers (Internet Explorer, Firefox, Chrome, Safari) are supported



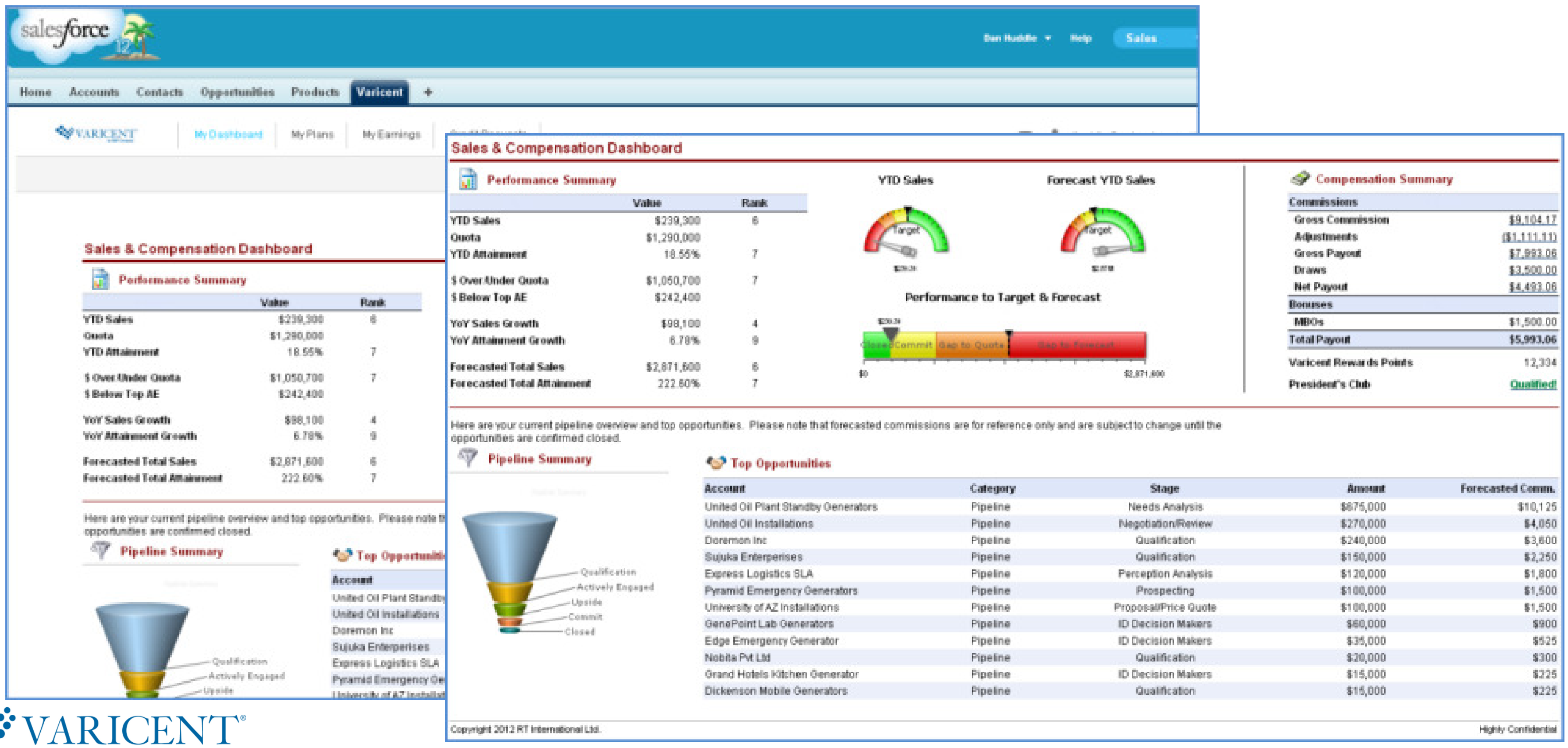
Log in to the Web Portal

- Varicent can also be embedded as a tab within your CRM (Salesforce.com, MS Dynamics, NexJ, SugarCRM, etc)



View Performance Dashboard

- When salespeople login, they are often presented with a customized dashboard displaying their performance, opportunities and other relevant sales metrics. Some clients opt for the initial view to be the sales person's detailed compensation results. Initial views can be configured specific to an individual, group, or based on any other criteria (e.g. by job role).



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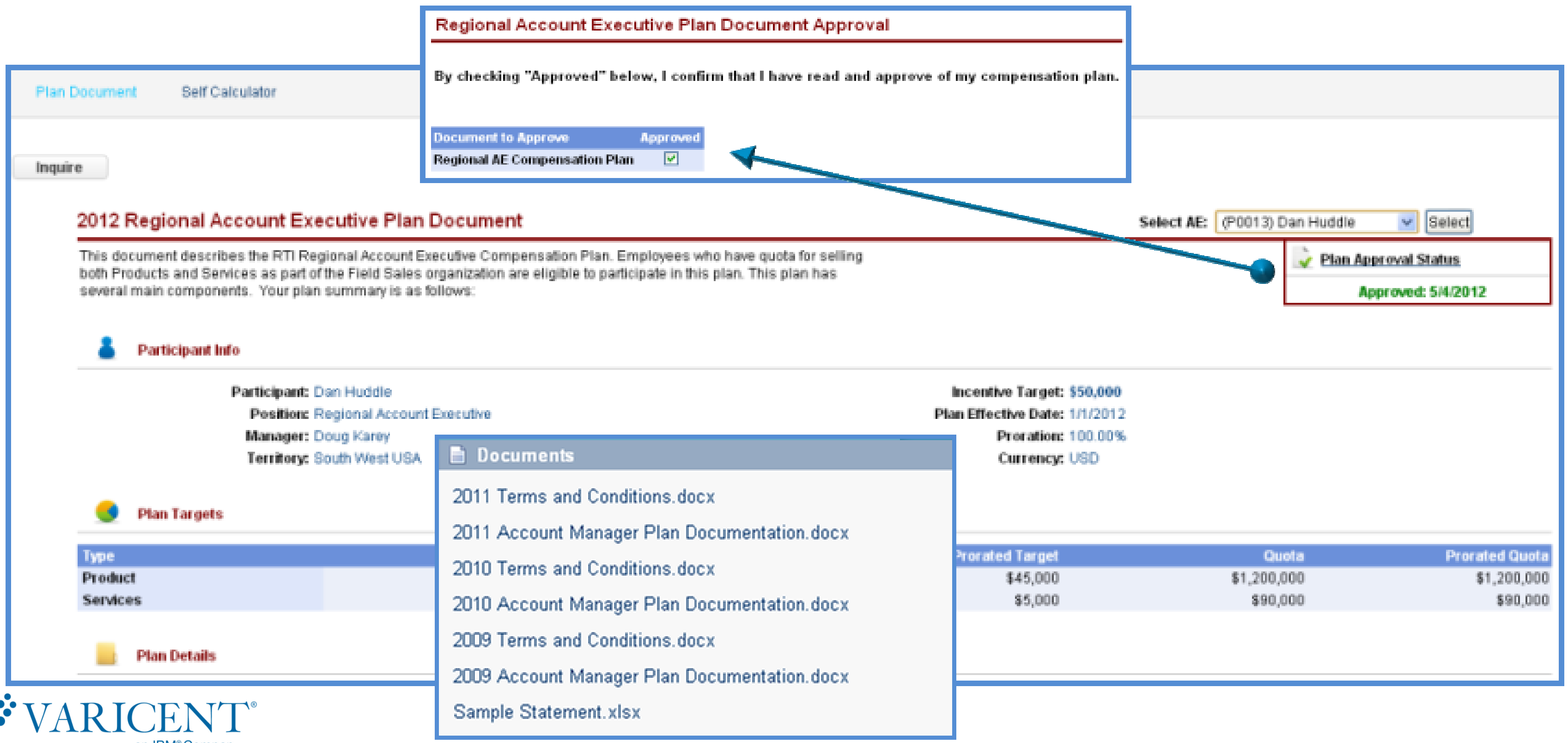
Review Plan & Other Documentation

- Salespeople can review their plan documentation at any time.
- Plan documents reference underlying payout, quota and other tables to ensure that displayed values are always current, incorporating any plan changes
- Information such as terms and conditions, eligible SPIFFs and bonuses, and prior plan documentation is available via easy to navigate links and tabs.



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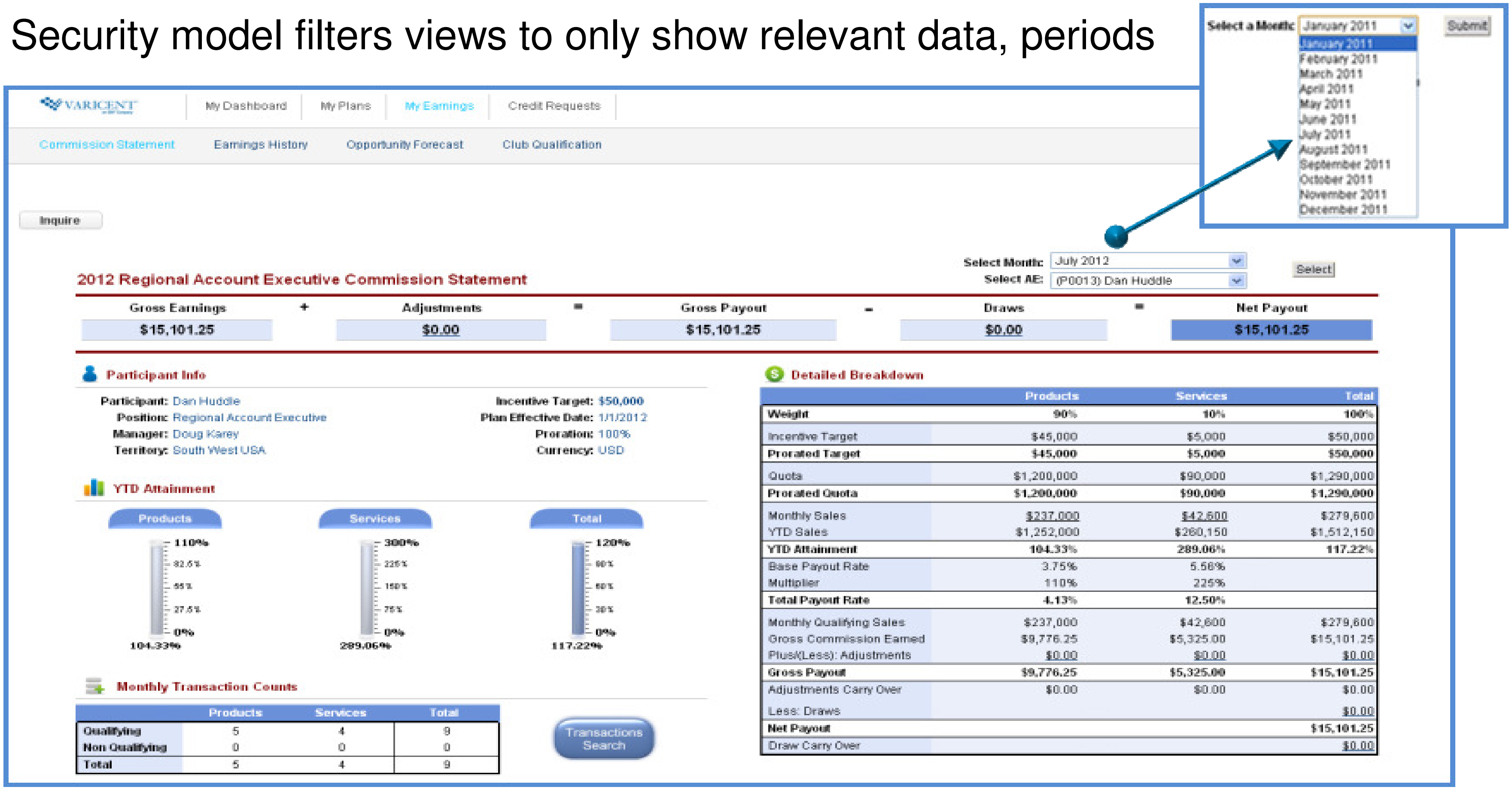
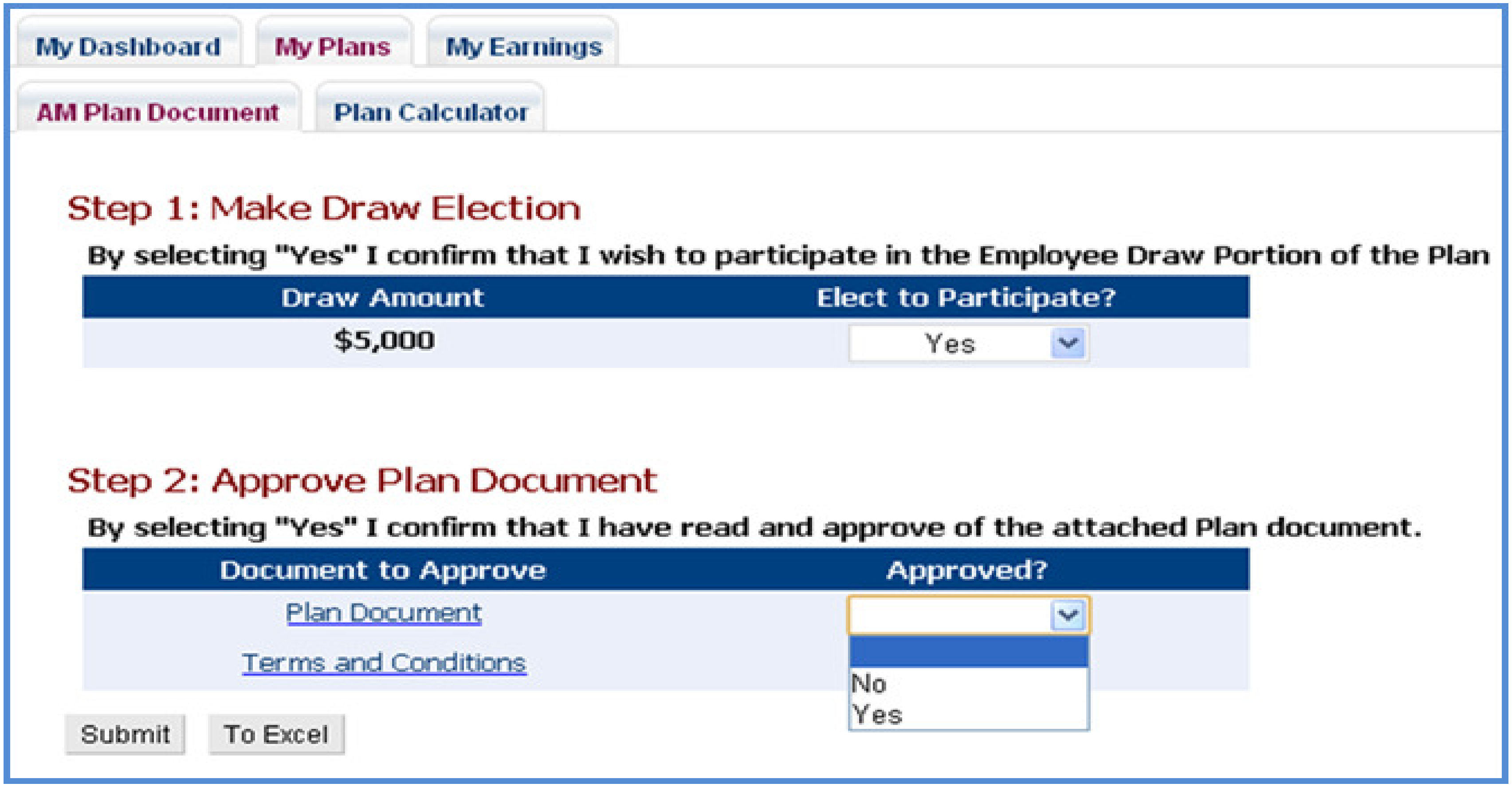
Compensation Statements

- Include any type of details for any type of compensation plan
- Fully configurable layouts, using text, charts, graphs, images, maps and tables
- Security model filters views to only show relevant data, periods



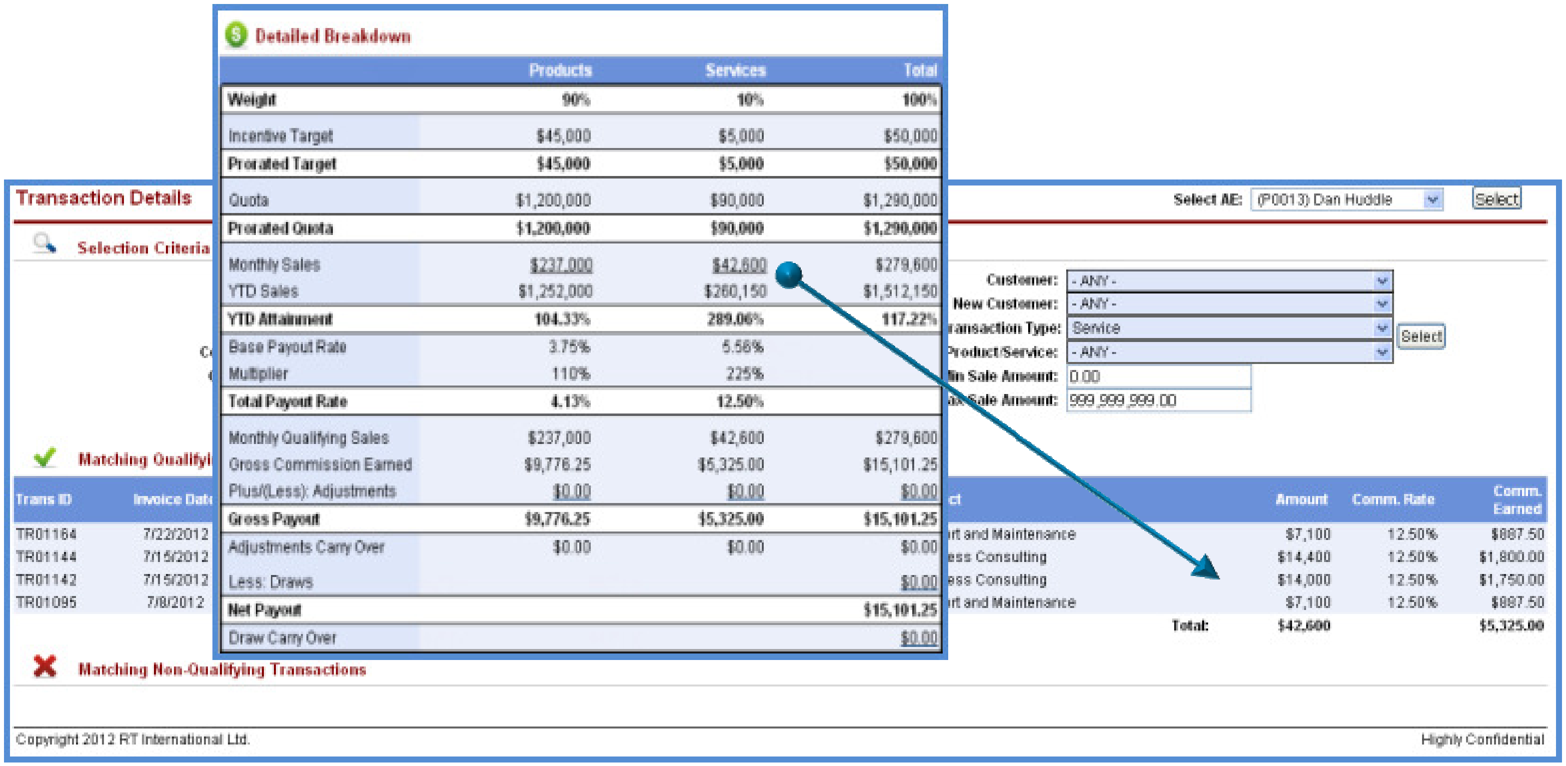
Plan Acknowledgement & Sign-off

- Salespeople can select the Approve Plan Document link from the Plan Document screen to approve plan documents. They can also select any relevant opt-in components such as Draw elections



Drill Through Results

- Any report in Varicent can contain links and multi-level drill-throughs to additional reports or other detailed information
- Include full search capabilities for transaction or other data reports
- View both qualifying and non-qualifying transactions and sales



Detailed Breakdown

	Products	Services	Total
Weight	90%	10%	100%
Incentive Target	$45,000	$5,000	$50,000
Prorated Target	$45,000	$5,000	$50,000
Quota	$1,200,000	$90,000	$1,290,000
Prorated Quota	$1,200,000	$90,000	$1,290,000
Monthly Sales	$237,000	$42,600	$279,600
YTD Sales	$1,252,000	$260,150	$1,512,150
YTD Attainment	104.33%	289.06%	117.22%
Base Payout Rate	3.75%	5.56%	
Multiplier	110%	225%	
Total Payout Rate	4.13%	12.50%	
Monthly Qualifying Sales	$237,000	$42,600	$279,600
Gross Commission Earned	$9,776.25	$5,325.00	$15,101.25
Plus/(Less): Adjustments	$0.00	$0.00	$0.00
Gross Payout	$9,776.25	$5,325.00	$15,101.25
Adjustments Carry Over	$0.00	$0.00	$0.00
Less: Draws			$0.00
Net Payout			$15,101.25
Draw Carry Over			$0.00

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Self-Service Modeling

- Salespeople and managers can access self-calculators to model potential earnings based on specific opportunities in the pipeline, or on aggregate performance

Regional Account Executive Self Calculator

This tool allows you to model your specific RTI Regional Account Executive Compensation Plan. You have several components in your plan which you can create "What If?" sales scenarios to help get an estimate on potential earnings.

Please keep in mind that this tool will just estimate your earnings and will not include any adjustments or draws that you may be subject to.

What If?

Type	"What If?" Sales	Prorated Quota	YTD Attainment	Prorated Rate	Commission
Product	1800000	$1,200,000	150.00%	6.26%	$112,680.00
Services	75000	$90,000	83.33%	4.64%	$3,480.00
					$116,160.00

Note:
The Monthly Commissioned that has been calculated is independent of any pending Draws. Actual payouts will have any pending Draws subtracted from your calculated Monthly Commission.

Plan Attributes

Participant:	Dan Huddle
Position:	Regional Account Executive
Hire Date:	1/15/1992
Plan Effective Date:	1/1/2012
Annual Target Incentive:	$50,000
Proration:	100.00%
Currency:	USD

Plan Multiplier Targets

Achieve at least...	...but less than...	...to get Multiplier
0%	100%	100%
100%	110%	110%
110%	125%	130%
125%	150%	150%
150%	200%	200%
200%	no limit	225%

Plan Targets

Type	Weight Percent	Incentive Target	Quota	Prorated Quota	Base ICR
Product	90%	$45,000	$1,200,000	$1,200,000	3.13%
Services	10%	$5,000	$90,000	$90,000	4.84%

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Self-Service Modeling continued

Opportunity Forecast

The following form will allow you to determine the payout that you will based on your ability to close deals that are currently assigned to you in Salesforce.com. Please use the Yes/No dropdown below to determine whether or not you feel the deal is likely to close. This will allow you to see the effect on your payout. Please note that this calculator does not consider any additional components that you might have attached to your compensation plan.

Overview

	Total Pipeline	Selected Opportunities
Forecasted Sales	$1,800,000	$215,000
Forecasted Payout	$29,073	$5,218

Opportunities

Submit

SFDC ID	Opportunity Name	Forecast Category	Sales Stage	Forecasted Amount	Include	Projected Payout Rate	Projected Payout $
006A0000008YT4CIAG	Grand Hotels Kitchen Generator	Pipeline	ID Decision Makers	15,000.00	☐	1.00%	150.00
006A0000008YT4IIAG	Pyramid Emergency Generators	Pipeline	Prospecting	100,000.00	☐	0.50%	500.00
006A0000008YT4KIAG	GenePoint Lab Generators	Pipeline	ID Decision Makers	60,000.00	☑	4.25%	2,550.00
006A0000008YT4MIAG	United Oil Installations	Pipeline	Negotiation/Review	270,000.00	☐	1.25%	3,375.00
006A0000008YT4SIAG	University of AZ Installations	Pipeline	Proposal/Price Quote	100,000.00	☐	2.00%	2,000.00
006A0000008YT4TIAG	Express Logistics SLA	Pipeline	Perception Analysis	120,000.00	☑	2.20%	2,640.00
006A0000008YT4YIAW	Dickenson Mobile Generators	Pipeline	Qualification	15,000.00	☐	3.00%	450.00
006A0000008YT51IAG	United Oil Plant Standby Generators	Pipeline	Needs Analysis	675,000.00	☐	1.00%	6,750.00
006A0000008YT52IAG	Edge Emergency Generator	Pipeline	ID Decision Makers	35,000.00	☑	0.08%	28.00
006G000000FSTJ1IAH	Sujuka Enterperises - Opp1	Pipeline	Qualification	150,000.00	☐	1.30%	1,950.00
006G000000FSTONIAH	Nobita Pvt Ltd - Opp 2	Pipeline	Qualification	20,000.00	☐	2.00%	400.00
006G000000FSTOSIAH	Doremon Inc - Opp 1	Pipeline	Qualification	240,000.00	☐	3.45%	8,280.00

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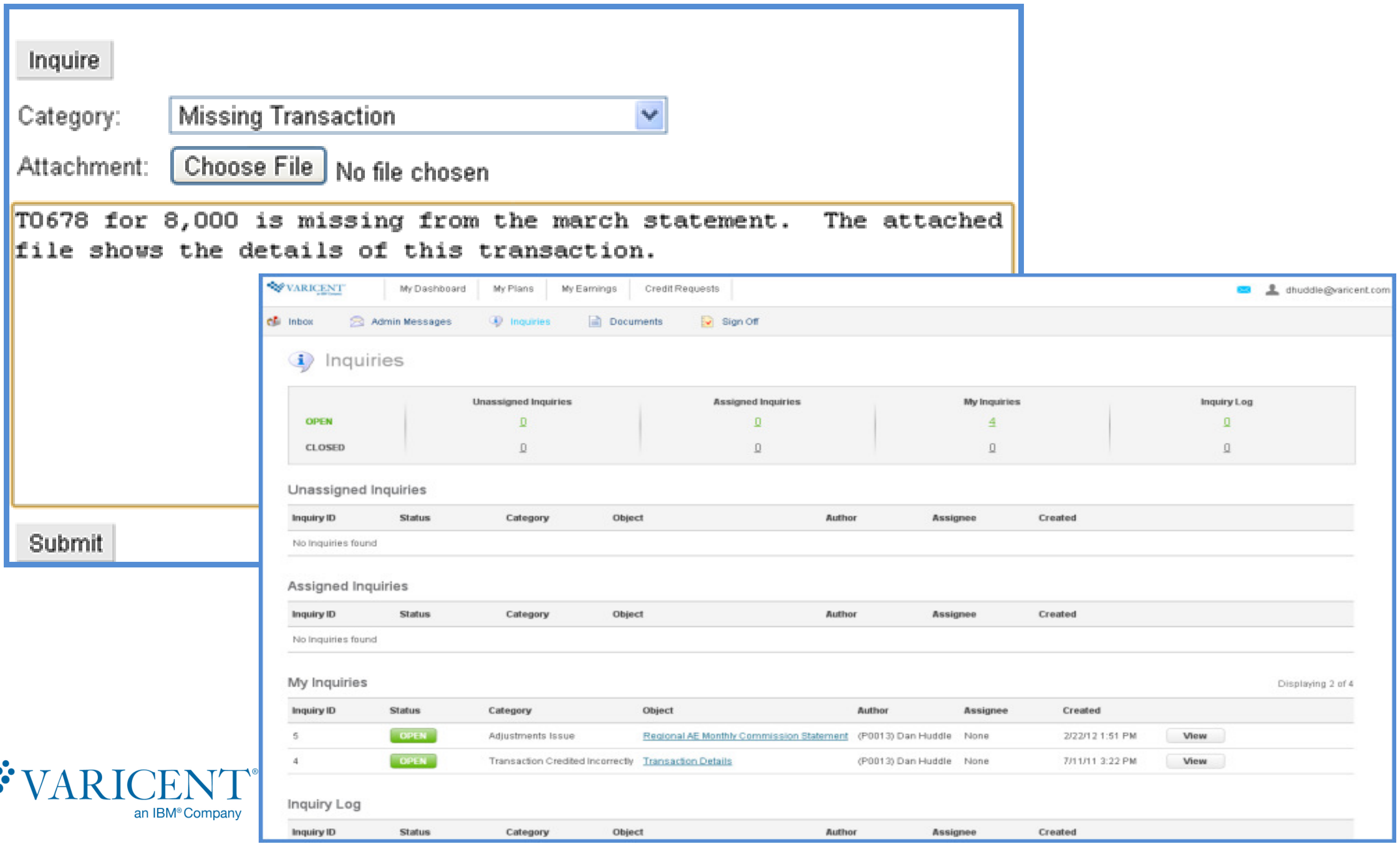
Agenda

1. Sales Professionals
2. **Sales Managers**
3. Compensation Analysts & Administrators
4. Quota Setting & Management Examples
5. Territory Management & Optimization

Dispute Resolution

- Inquiries or questions can be launched and logged through Varicent, eliminating the need to track phone calls and emails.
- Inquiries are automatically routed to the approver(s), who can view, approve and manage them on the web.



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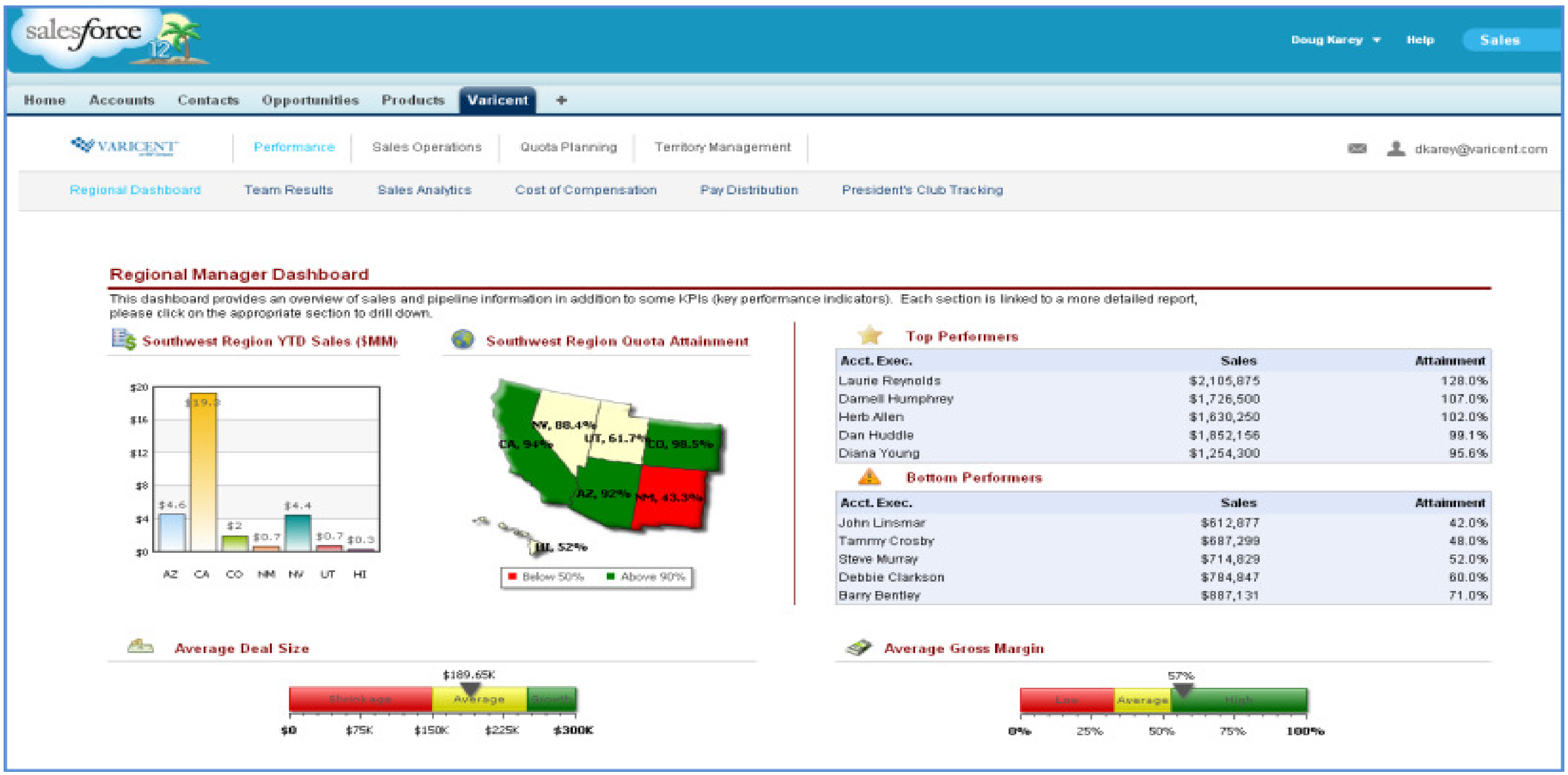
A Day in the Life of a Sales Manager

Typical Day-in-the-Life Tasks

1. Review inquiries and disputes
2. Review team performance
3. Adjust current quotas, goals or targets
4. Enter temporary territory assignment changes
5. Enter split information

Full Integration With Salesforce.com

- Users can access Varicent inside Salesforce.com, via a Varicent Tab
- Native data integration simplifies sharing and linking data between Salesforce and Varicent



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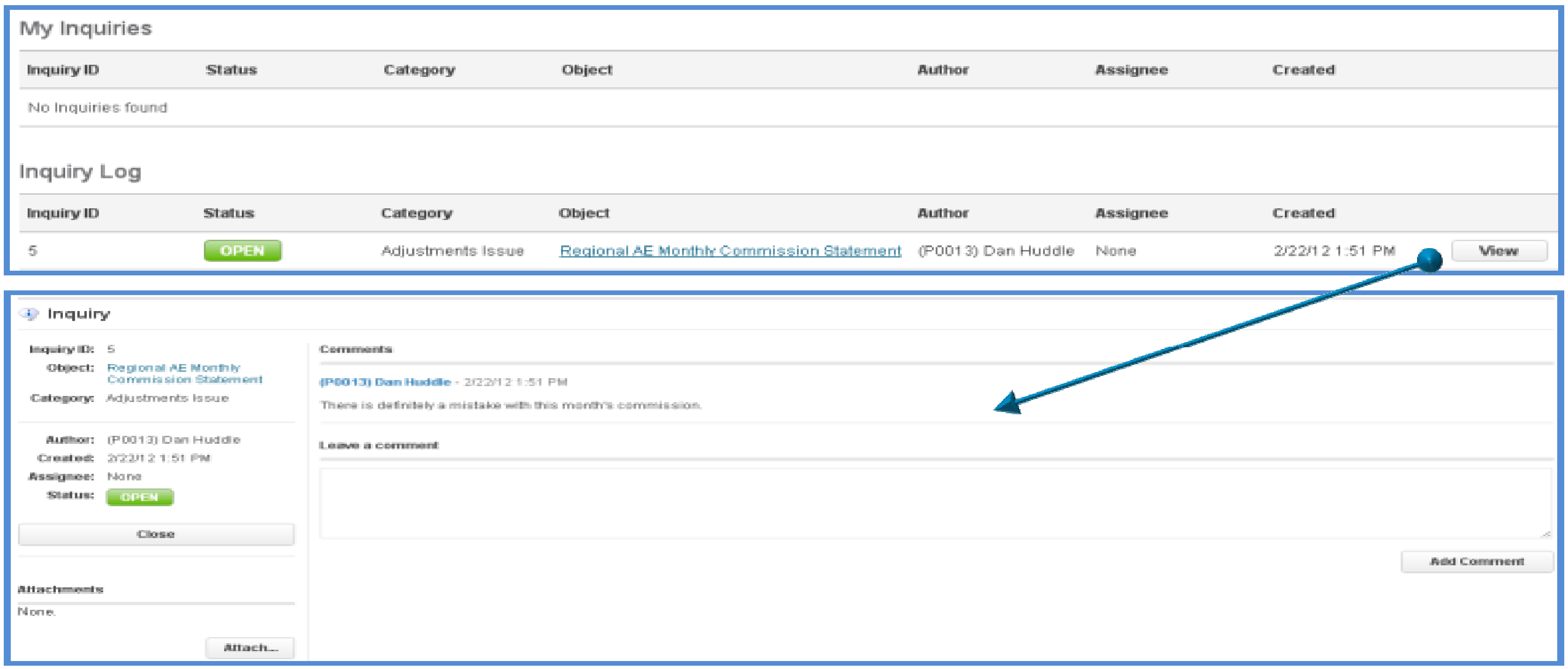
Review and Resolve Inquiries

- Managers can access and edit team inquiries through the mail center
- Email notifications can be sent notifying managers that there are inquiries or disputes that require their attention
- For issues that managers are unable to resolve, inquiries can be escalated up the assigned workflow tree



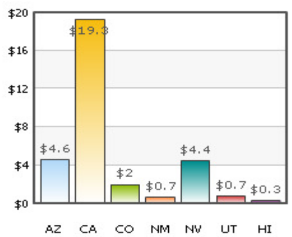
Review Reports and Analysis

- Sales Managers can have access to personalized dashboards and other reports to provide them with the information and tools they need to evaluate their team's efficiency and performance and the effectiveness of their compensation plans

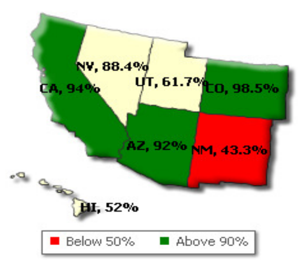
Regional Manager Dashboard

This dashboard provides an overview of sales and pipeline information in addition to some KPIs (key performance indicators). Each section is linked to a more detailed report, please click on the appropriate section to drill down.

Southwest Region YTD Sales ($MM)



Southwest Region Quota Attainment



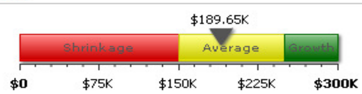
Top Performers

Acct. Exec.	Sales	Attainment
Laurie Reynolds	$2,105,875	128.0%
Darnell Humphrey	$1,726,500	107.0%
Herb Allen	$1,630,250	102.0%
Dan Huddle	$1,852,156	99.1%
Diana Young	$1,254,300	95.6%

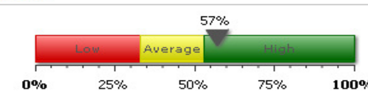
Bottom Performers

Acct. Exec.	Sales	Attainment
John Linsmar	$612,877	42.0%
Tammy Crosby	$687,299	48.0%
Steve Murray	$714,829	52.0%
Debbie Clarkson	$784,847	60.0%
Barry Bentley	$887,131	71.0%

Average Deal Size

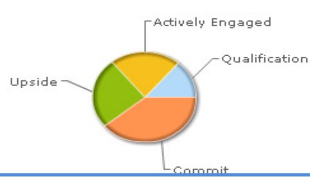


Average Gross Margin



Current Pipeline Health

Percentage of pipeline volume at each stage



Top Opportunities

These are your top opportunities, pre-determined by pipeline stage and deal size. If you want to sort these opportunities according to your own criteria, please click on any of the headers.

Account	Owner	Stage	Amount
Ness Technologies	Tammy Crosby	Actively Engaged	$475,000
A&E Television Networks	Dan Huddle	Upside	$350,000
St. John's Medical Center	Laurie Reynolds	Actively Engaged	$240,000
Wet Seal Inc.	Herb Allen	Upside	$220,415
Marshall Management Inc.	Dan Huddle	Commit	$199,650
Computer Sciences Corporation	Laurie Reynolds	Commit	$172,904
Pepco Holdings, Inc.	Steve Murray	Upside	$143,192
State Street	Darnell Humphrey	Commit	$130,182
ADVO, Inc.	Debbie Clarkson	Commit	$102,492

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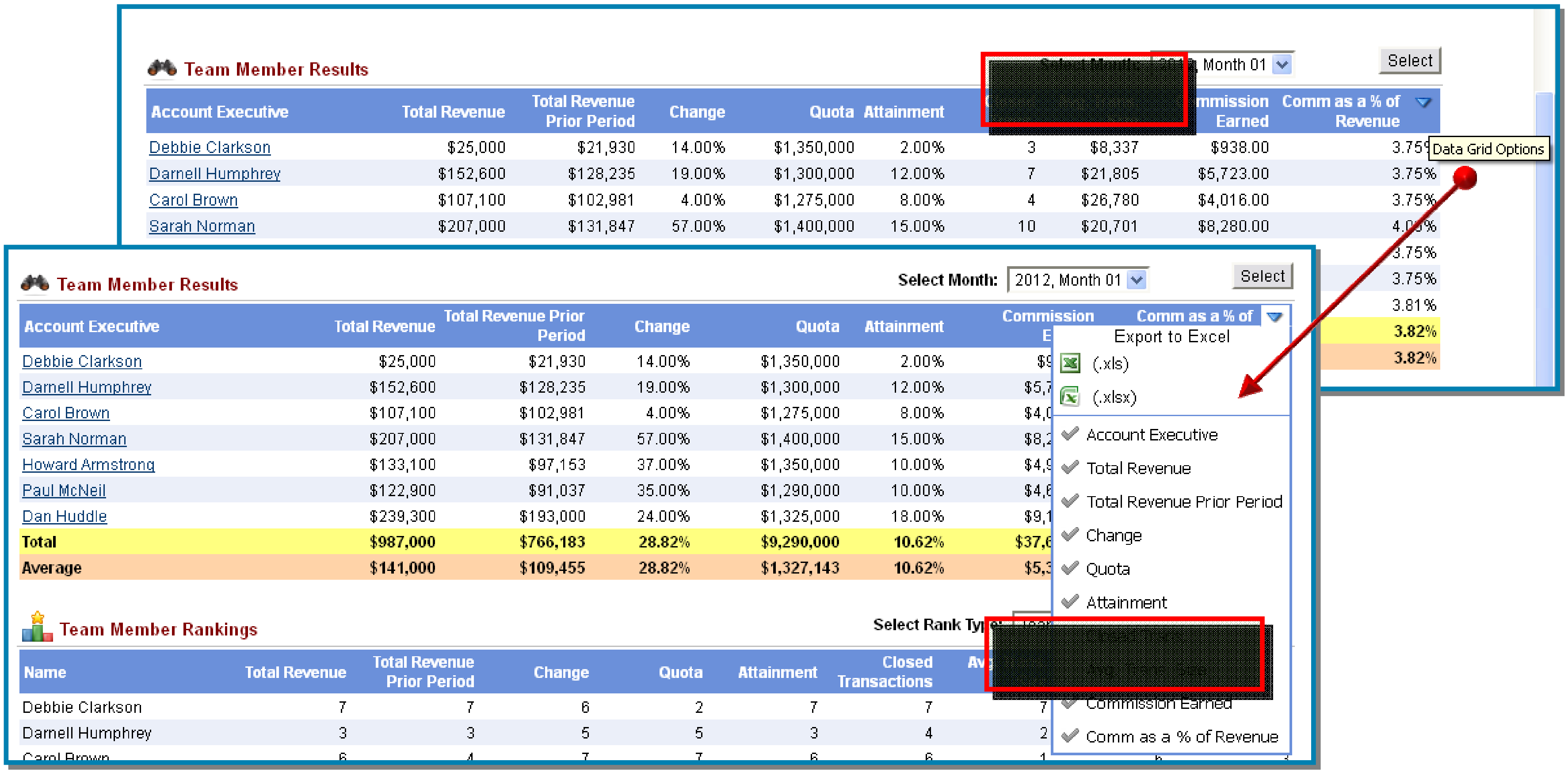
Users Can Select Which Fields to View

- Reports can allows users to self-select which fields are relevant to them in a report, showing or hiding each as needed.
- Easy export of data to Excel for offline slice and dice analysis



Review Reports and Analysis

- Stack ranking and other analytical reports allow managers to understand team performance from multiple perspectives
- Reports can be interactive: in this example, allowing managers to conditionally format and highlight individuals based on performance criteria

Instructions: Click on any header to sort the stack ranking report according to that specific metric. Any highlighting rules can be configured below.

Name	Location	Quota Attainment	New Client Acquisition	Strategic Clients	RTI Reward Points	Key Product Sales
Howard Armstrong	North West USA	76.7%	2	2	4,325	$45,230
Sarah Norman	North West USA	92.5%	5	4	8,850	$67,852
Carol Brown	North West USA	79.3%	3	1	5,523	$81,020
Dan Huddle	North East USA	91.1%	12	7	12,234	$112,500
Darnell Humphrey	North East USA	107.0%	11	5	11,520	$92,305
Debbie Clarkson	North East USA	60.0%	2	3	6,625	$77,200
Diana Young	North East USA	95.6%	7	6	9,960	$143,250
Herb Allen	North East USA	102.0%	8	8	8,440	$62,370
Kathy Blake	North East USA	73.3%	4	5	7,459	$37,540
Norma White	South East USA	82.2%	4	3	10,540	$52,135
Betty Arnold	South East USA	83.3%	6	4	5,364	$54,689
Mark Powell	South East USA	86.2%	7	5	8,410	$102,522
Kevin Winslow	South West USA	85.1%	6	3	4,210	$75,220

Highlight red if:	
Quota attainment is below	0.50
Number of new clients is below	3.00
Number of strategic clients is below	2.00
Amount of reward points is below	5000.00
Amount of key product sales is below	50000.00

Highlight green if:	
Quota attainment is above	0.90
Number of new clients is above	7.00
Number of strategic clients is above	5.00
Amount of reward points is above	10000.00
Amount of key product sales is above	100000.00

Submit

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Enter Quota Adjustments

- Quota adjustments can be easily entered into a web form at any time, routed for approval if necessary, and then made active

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Performance | Sales Operations | Quota Planning | Territory Management

Quota Planning | Top Down Quota Planning | Regional Planning By Month | Sales Rep Planning By Month | Quota Adjustments

Quota Adjustment Form

Quota can be adjusted by entering amounts into the 2012 Quota column and then clicking on the **Submit** button at the bottom left when done.

Account Executive	Prior Year Actual	Prior Year Target	Prior Year % Attainment	Current YTD Actual	2012 Quota
Dan Huddle	1,211,098.22	1,750,000.00	69.21	1,234,944.50	2,000,000.00
Darnell Humphrey	1,205,055.95	1,250,000.00	96.40	1,250,000.00	1,500,000.00
Debbie Clarkson	798,493.00	1,500,000.00	53.23	1,000,090.00	1,250,000.00
Total	**3,214,647**	**4,500,000**		**4,750,000**	**4,750,000**
				Target:	**$12,000,000**

Submit | To Excel (.xls) | To Excel (.xlsx)

Results last updated Jun 27, 2012 10:13 AM

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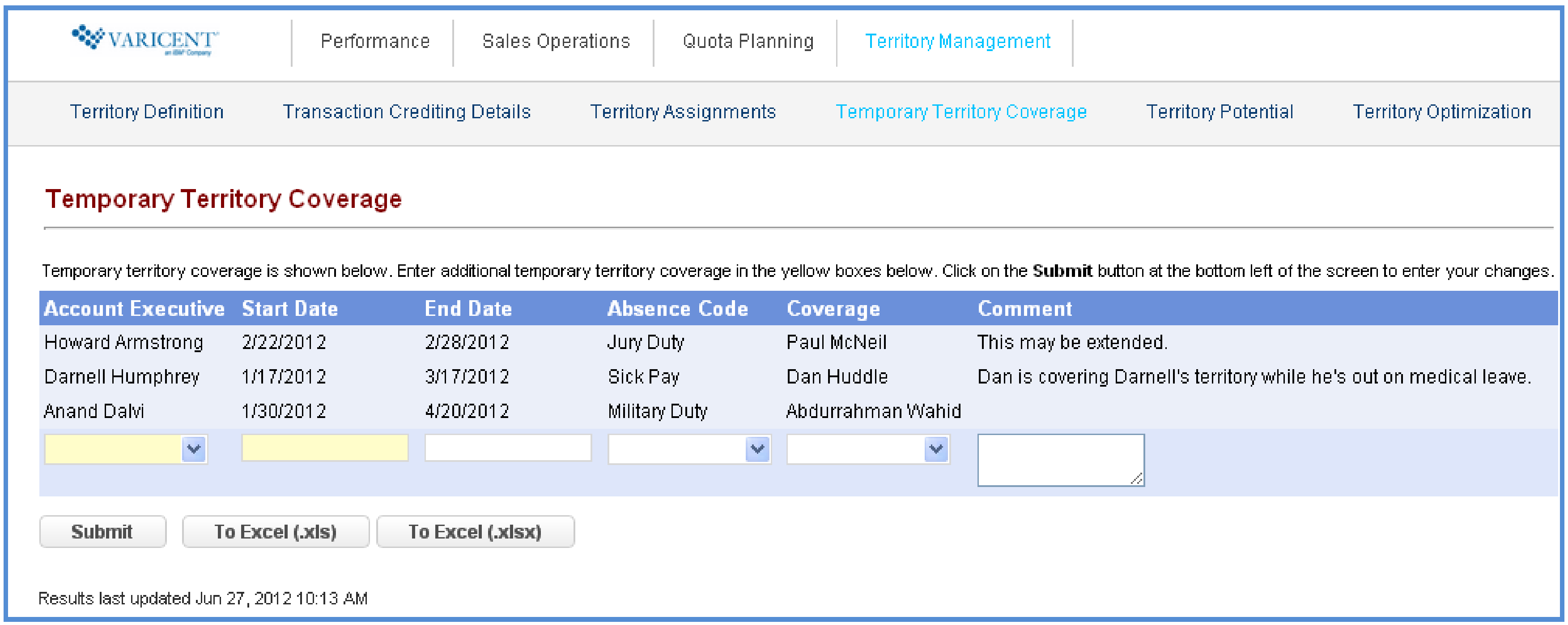
Temporary Territory Coverage

- Leaves of absence can be entered into a Temporary Territory Coverage form, allowing managers to temporarily reassign territories to another salesperson during that time
- All associated activities (e.g. transactions, sales revenue generated) during that time will automatically be credited to the temporarily assigned salesperson (pursuant to business rules)



VARICENT | Performance | Sales Operations | Quota Planning | Territory Management

Territory Definition | Transaction Crediting Details | Territory Assignments | Temporary Territory Coverage | Territory Potential | Territory Optimization

Temporary Territory Coverage

Temporary territory coverage is shown below. Enter additional temporary territory coverage in the yellow boxes below. Click on the **Submit** button at the bottom left of the screen to enter your changes.

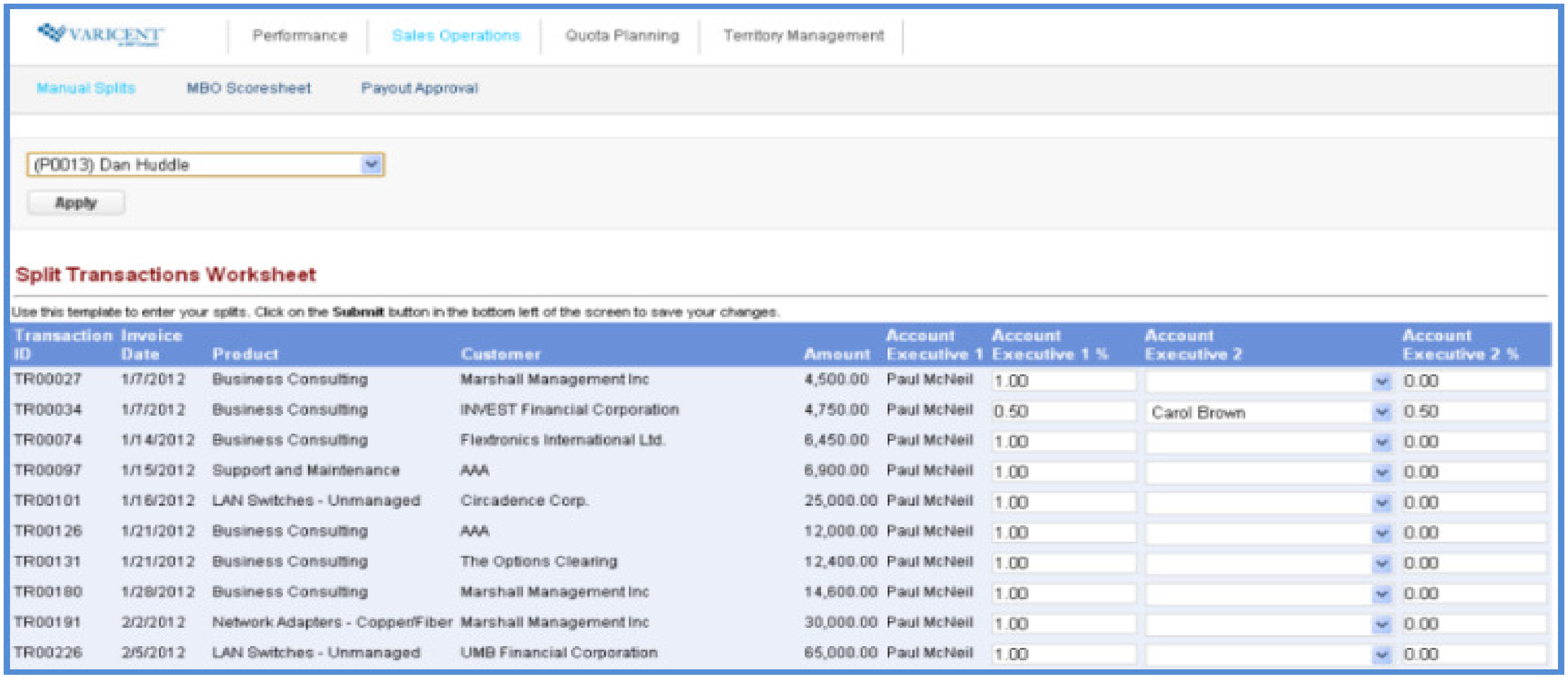
Account Executive	Start Date	End Date	Absence Code	Coverage	Comment
Howard Armstrong	2/22/2012	2/28/2012	Jury Duty	Paul McNeil	This may be extended.
Darnell Humphrey	1/17/2012	3/17/2012	Sick Pay	Dan Huddle	Dan is covering Darnell's territory while he's out on medical leave.
Anand Dalvi	1/30/2012	4/20/2012	Military Duty	Abdurrahman Wahid	

Submit | To Excel (.xls) | To Excel (.xlsx)

Results last updated Jun 27, 2012 10:13 AM

Enter Split Information

- Predefined splits can easily be built into business rules to automate split logic
- Irregular or one-off splits can be entered manually by managers or other users using a web form
- Data validation can be applied to ensure quality data is captured (e.g. split percentages add up to 100%)



Transaction ID	Invoice Date	Product	Customer	Amount	Account Executive 1	Account Executive 1 %	Account Executive 2	Account Executive 2 %
TR00027	1/7/2012	Business Consulting	Marshall Management Inc	4,500.00	Paul McNeil	1.00		0.00
TR00034	1/7/2012	Business Consulting	INVEST Financial Corporation	4,750.00	Paul McNeil	0.50	Carol Brown	0.50
TR00074	1/14/2012	Business Consulting	Flextronics International Ltd.	6,450.00	Paul McNeil	1.00		0.00
TR00097	1/15/2012	Support and Maintenance	AAA	6,900.00	Paul McNeil	1.00		0.00
TR00101	1/16/2012	LAN Switches - Unmanaged	Circadence Corp.	25,000.00	Paul McNeil	1.00		0.00
TR00126	1/21/2012	Business Consulting	AAA	12,000.00	Paul McNeil	1.00		0.00
TR00131	1/21/2012	Business Consulting	The Options Clearing	12,400.00	Paul McNeil	1.00		0.00
TR00180	1/28/2012	Business Consulting	Marshall Management Inc	14,600.00	Paul McNeil	1.00		0.00
TR00191	2/2/2012	Network Adapters - Copper/Fiber	Marshall Management Inc	30,000.00	Paul McNeil	1.00		0.00
TR00226	2/5/2012	LAN Switches - Unmanaged	UMB Financial Corporation	65,000.00	Paul McNeil	1.00		0.00

Agenda

1. Sales Professionals
2. Sales Managers
3. Compensation Analysts & Administrators
4. Quota Setting & Management Examples
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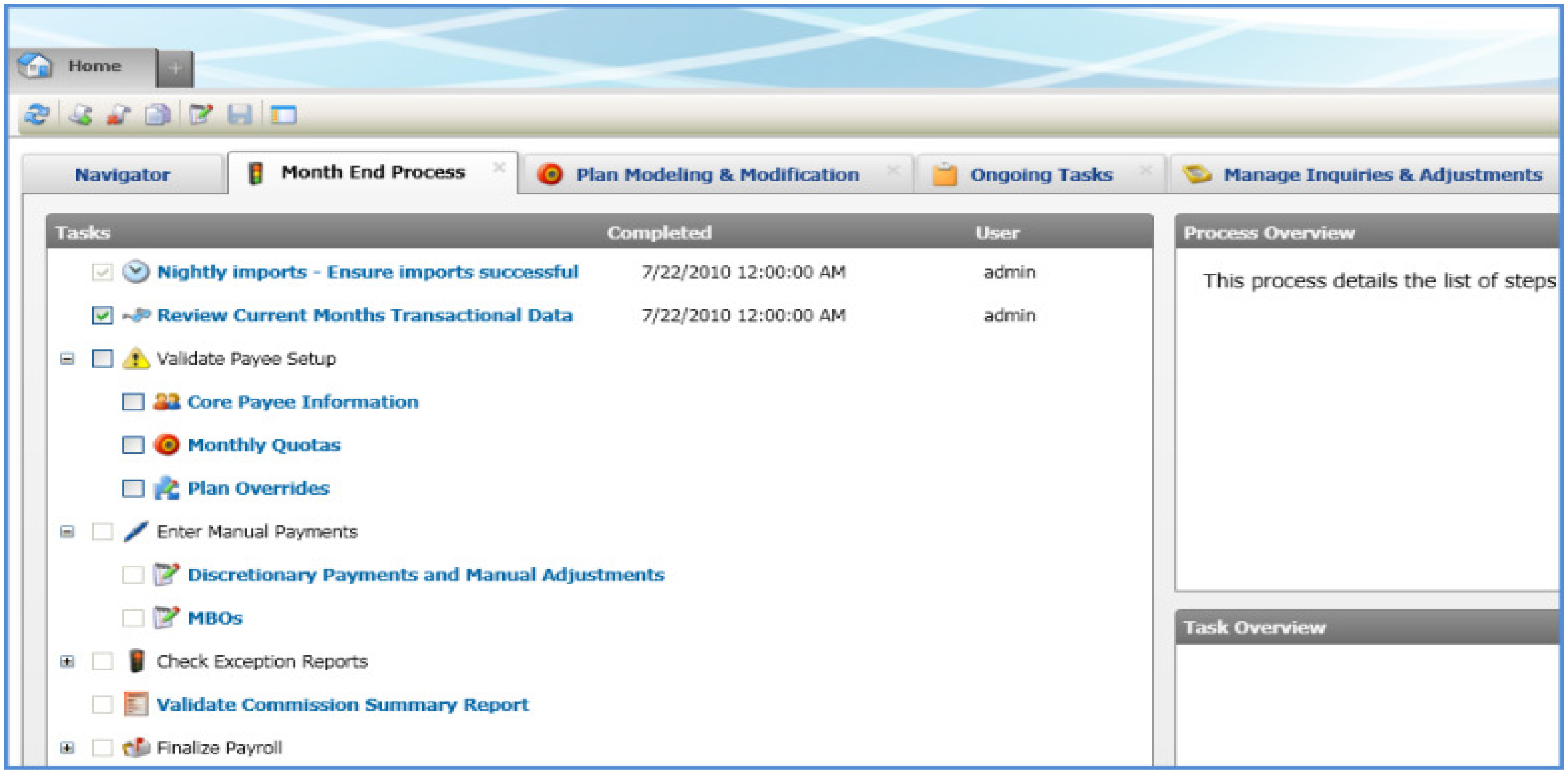
A Day in the Life of a Compensation Analyst

Typical Day-in-the-Life Tasks

1. Data Integration: Load Data into Varicent
2. Create and modify Compensation Plans and Business Rules
3. Run Calculations
4. Generate Output
5. Manage Approval Workflow
6. Resolve Inquiries & Disputes
7. Review the Audit Logs
8. Model Proposed Plan Changes
9. Export to Payroll

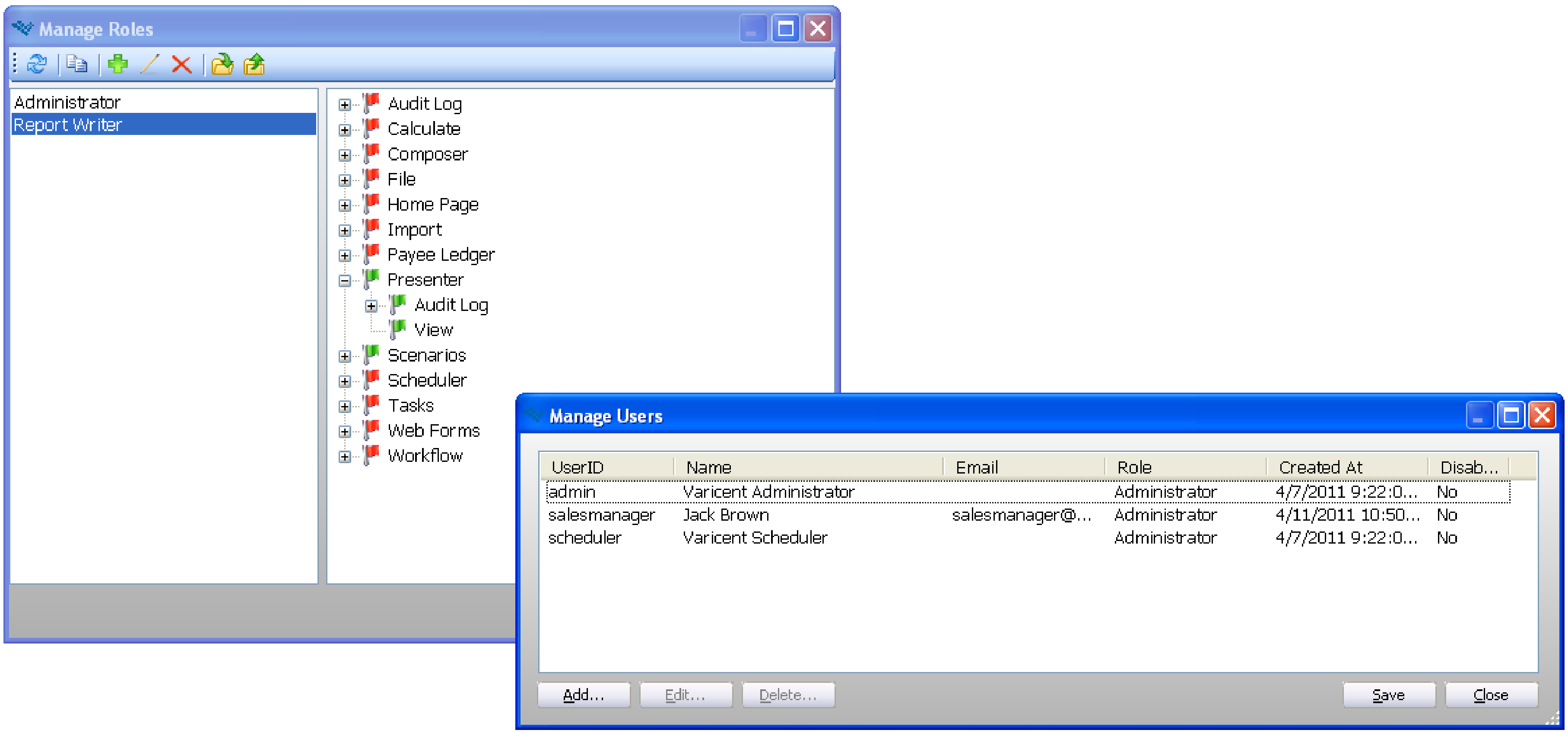
Compensation Administration

- Administration is simplified with configurable Process Lists which allow for easy access to the functions required to complete common administrative and other processes
- Different processes can easily be configured for different administrators.



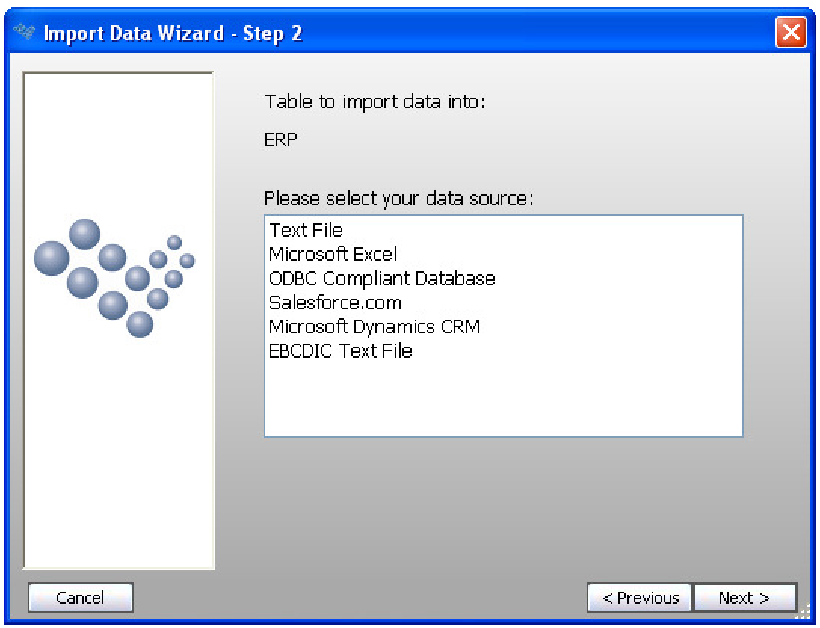
Role-Based Security

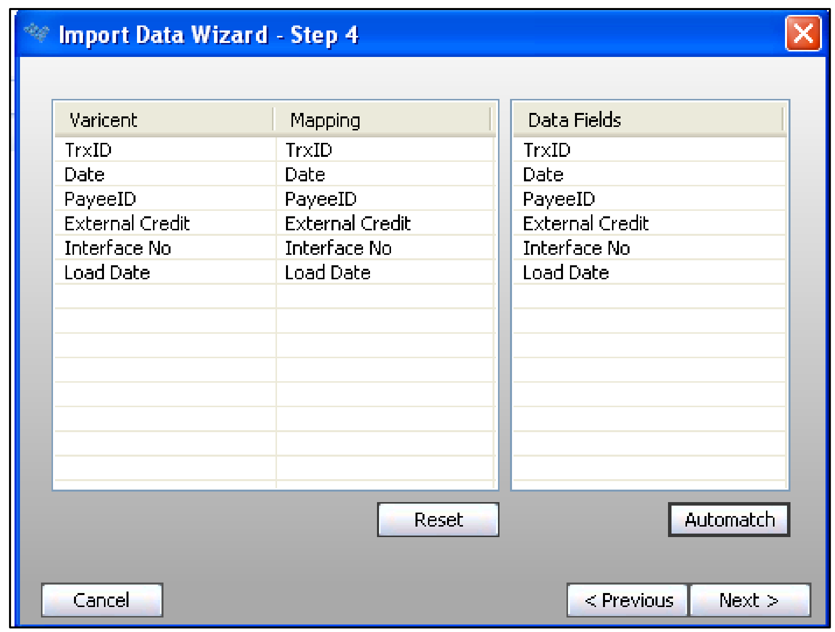
- Data and functional access can be restricted based on role and/or user
- Users only see the processes, data and functionality they are permitted to



Data Integration

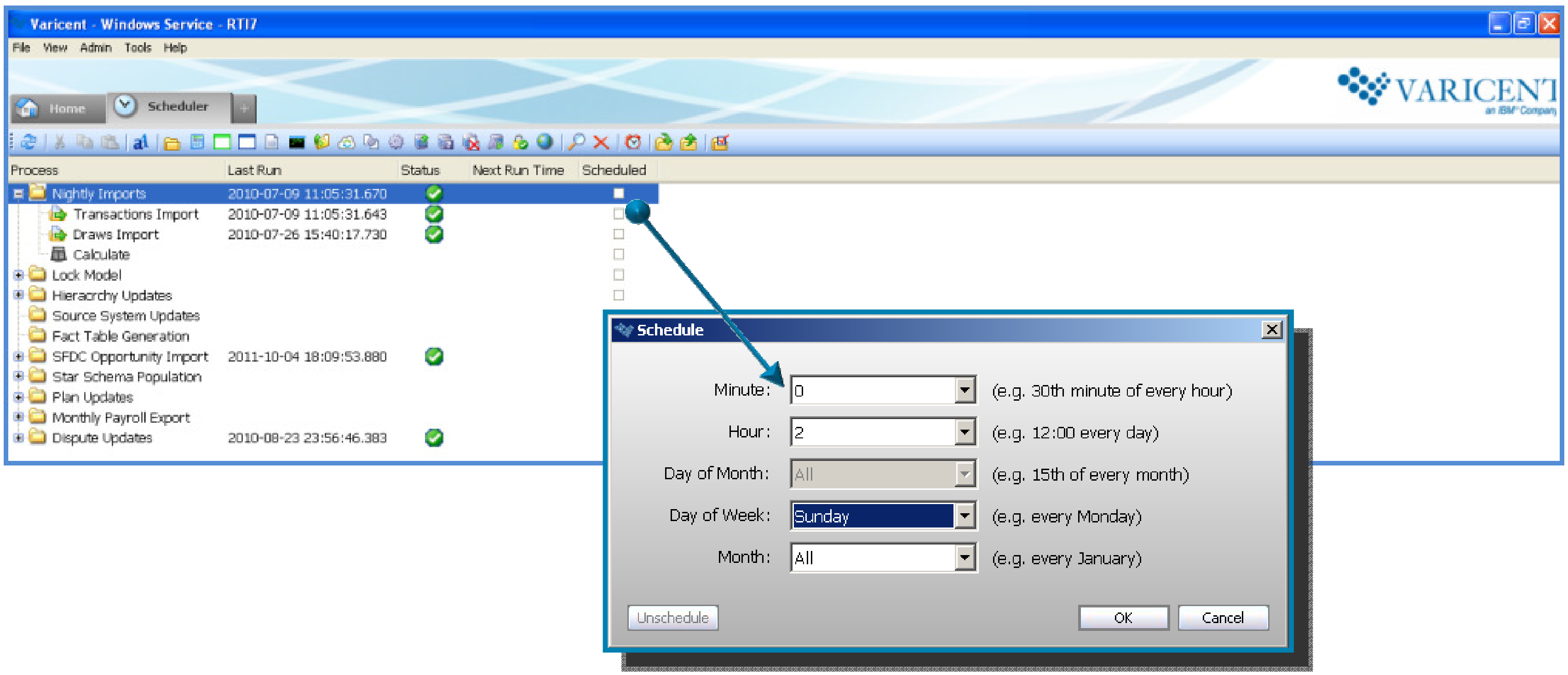
- Use Varicent's built-in ETL tool or leverage third party ETL or Data Warehouse tools to load data from any number of systems
- Data can be imported into Varicent using common formats including CSV/text files, Excel spreadsheets, any ODBC-compliant database, salesforce.com and mainframe systems
- Additional integration is also available via a web services API.





Automate Tasks with Scheduler

- Varicent's built-in Scheduler can automate imports (and other common tasks) to be run at any appropriate frequency, individually or in batch
- Schedule calculations, data updates and hierarchical changes to automate the entire compensation process



Data Integration – Error Handling

- Analysts or administrators can review imported data in staging tables using web forms and, if their security permits, make changes or reject certain records as required
- Once corrected and approved, data can be moved into production tables

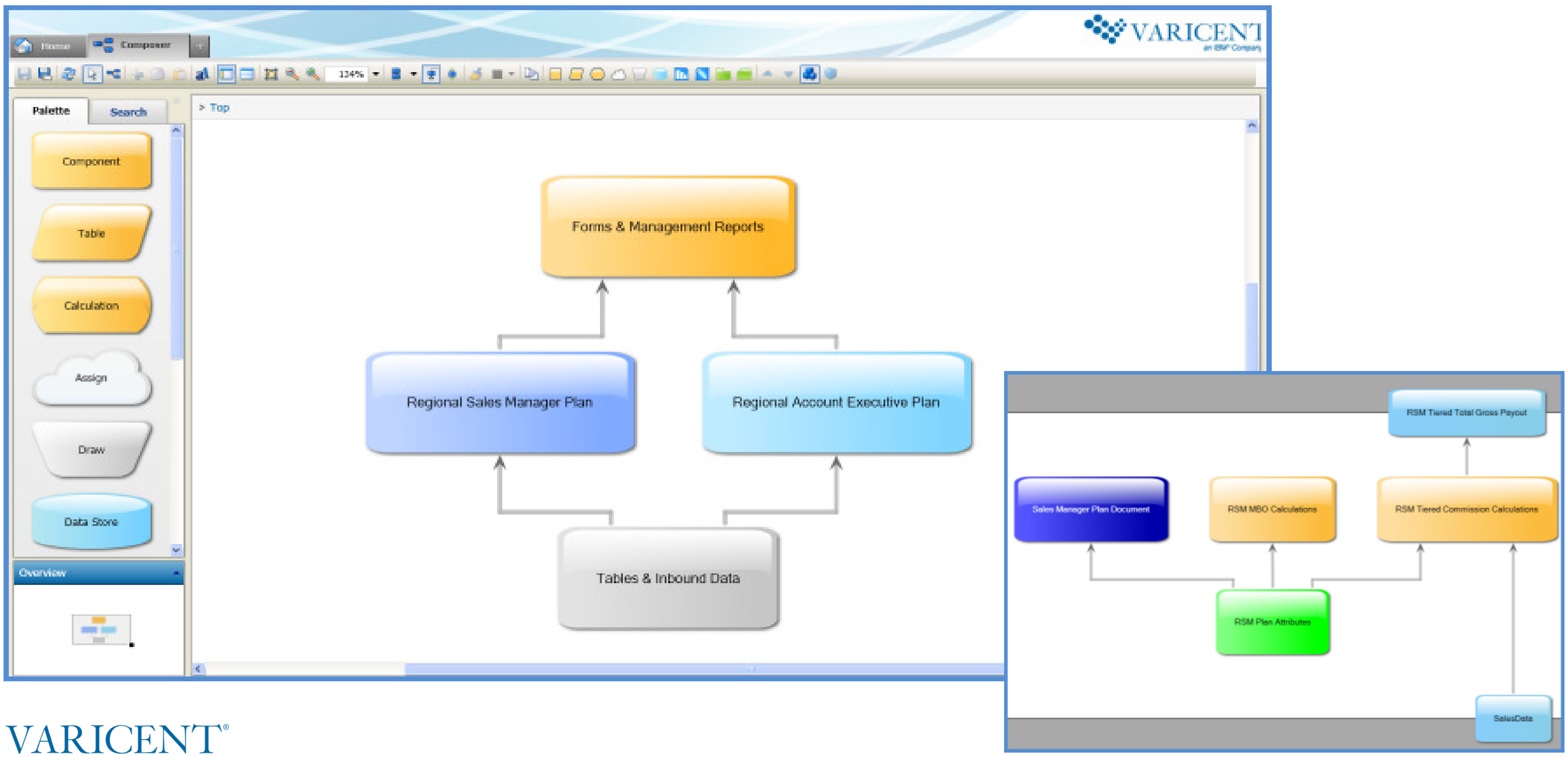
Transactions Review

Imported Records

Type	Order #	Customer	Item Number	Modality	Terms	Zone	Region	Date	Rep	Amount	Import ?
Sale	2001089	COLMERY ONEIL	P1002RH	Weller, David	Cash	West	PHOENIX SALES	1/1/2011	212992452	292,011	Yes
Order	2005215	ARIZONA HEART	S18341TP	Radio Pharmacy	Cash	Central Corridor	CHICAGO SALES	3/1/2011	212863312	162,024	Yes
Order	2006077	GIBSON AREA H	M20232PN	X-RAY Dental	Cash	Mid America	KANSAS CITY SA	1/1/2011	212992452	199,376	No
Sale	2011019	MIDDLE TENNES	H45021CS	IITS/PACS	Cash	Mid America	KANSAS CITY SA	2/1/2011	212863312	247,274	Yes
Sale	2011248	UNIVERSITY OF T	S1200RG	Respiratory	Cash	Mid America	CINCINNATI SALE	3/1/2011	212634300	176,660	Yes
Order	2012476	WEST FLORIDA H	K2070RG	Parameters	Cash	Central Corridor	HOUSTON SALES	1/1/2011	212634300	319,244	
Sale	2012947	ROANOKE-CHOW	M1150616	Radio Pharmacy	Cash	Northeast	BOSTON SALES	1/1/2011	212634300	245,161	Yes
Sale	2016361	HALLMARK HEAL	H3602RK	IDX/PACS	Cash	Northeast	NEW YORK SALE	1/1/2011	212992452	229,892	Yes
Order	2017822	REYNOLDS ARM	S30701GN	Radio Pharmacy	Cash	Southeast	CHARLOTTE SAL	2/1/2011	212992452	203,009	Yes
Order	2023025	TRI-ANIM HEALTH	S18751LB	Bedside Monitorin	Financed	Mid America	PITTSBURGH SAI	1/1/2011	212992452	304,606	Yes
Order	2025053	ASSOCIATED INT	H45021BG	GDXR-RAD	Financed	Northeast	BALTIMORE SALI	1/1/2011	212863312	234,372	Yes
Order	2035152	CHILDRENS NATI	M1171508	Nuclear/RAD	Cash	Northeast	BALTIMORE SALI	1/1/2011	212992452	176,453	Yes
Order	2038710	PROHEALTH	K9000TC	Dynamic Imaging	Cash	West	SEATTLE SALES	1/1/2011	212992452	124,586	Yes

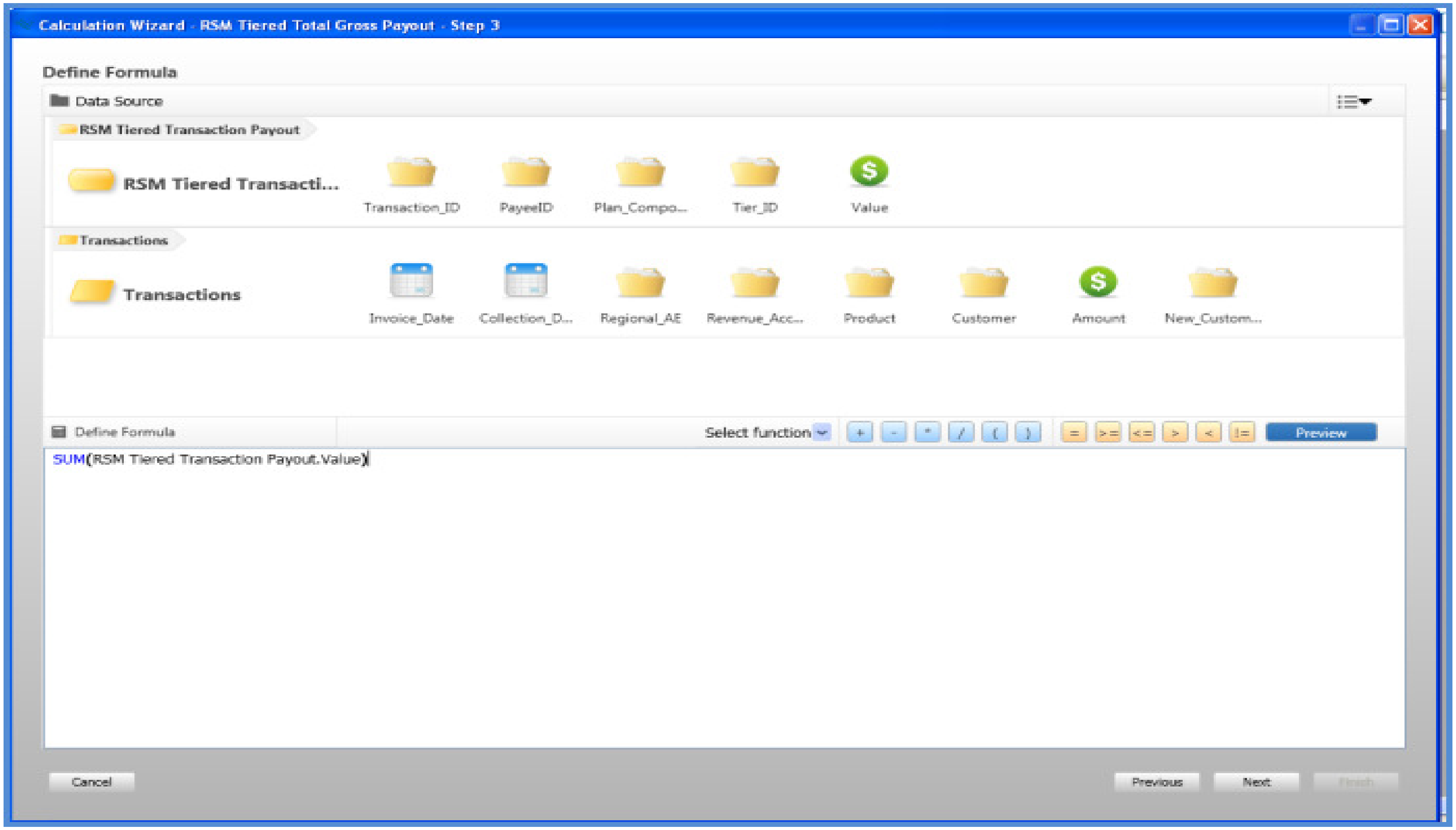
Intuitive View of Rule and Plan Logic

- Varicent automatically creates visual data diagrams for easier troubleshooting and plan management
- Drag and drop to add new tables, business rules (calculations), compensation plans or reports



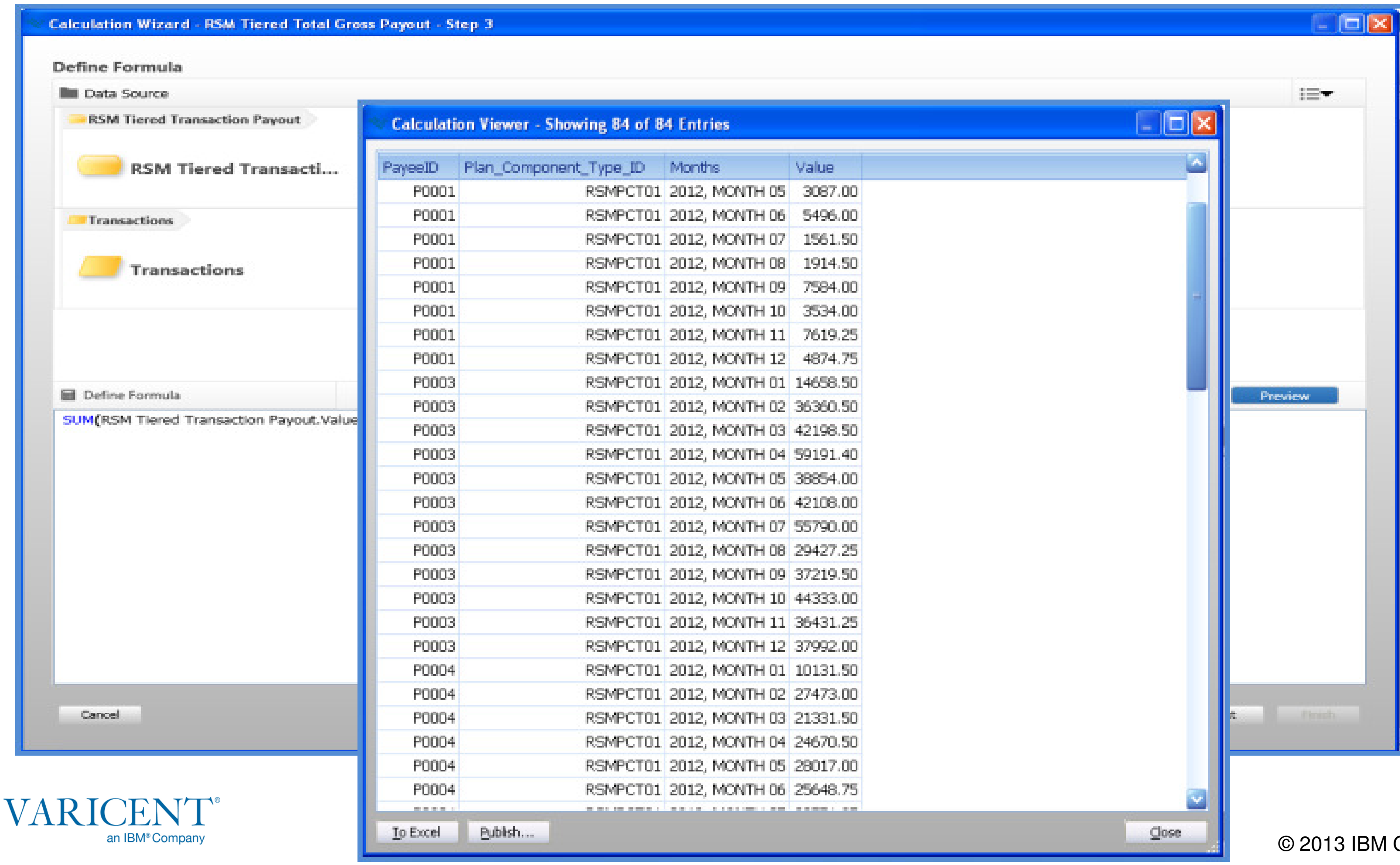
Wizard Based Calculation Builder

- Easily create or modify calculations using Excel formula syntax
- Copy existing rules or start new ones from scratch



Preview Each Step of the Calculation

- Preview calculation results as you build compensation plans
- Make sure you configure rules correctly the first time to avoid troubleshooting later



PayeeID	Plan_Component_Type_ID	Months	Value
P0001	RSMPCT01	2012, MONTH 05	3087.00
P0001	RSMPCT01	2012, MONTH 06	5496.00
P0001	RSMPCT01	2012, MONTH 07	1561.50
P0001	RSMPCT01	2012, MONTH 08	1914.50
P0001	RSMPCT01	2012, MONTH 09	7584.00
P0001	RSMPCT01	2012, MONTH 10	3534.00
P0001	RSMPCT01	2012, MONTH 11	7619.25
P0001	RSMPCT01	2012, MONTH 12	4874.75
P0003	RSMPCT01	2012, MONTH 01	14658.50
P0003	RSMPCT01	2012, MONTH 02	36360.50
P0003	RSMPCT01	2012, MONTH 03	42198.50
P0003	RSMPCT01	2012, MONTH 04	59191.40
P0003	RSMPCT01	2012, MONTH 05	38854.00
P0003	RSMPCT01	2012, MONTH 06	42108.00
P0003	RSMPCT01	2012, MONTH 07	55790.00
P0003	RSMPCT01	2012, MONTH 08	29427.25
P0003	RSMPCT01	2012, MONTH 09	37219.50
P0003	RSMPCT01	2012, MONTH 10	44333.00
P0003	RSMPCT01	2012, MONTH 11	36431.25
P0003	RSMPCT01	2012, MONTH 12	37992.00
P0004	RSMPCT01	2012, MONTH 01	10131.50
P0004	RSMPCT01	2012, MONTH 02	27473.00
P0004	RSMPCT01	2012, MONTH 03	21331.50
P0004	RSMPCT01	2012, MONTH 04	24670.50
P0004	RSMPCT01	2012, MONTH 05	28017.00
P0004	RSMPCT01	2012, MONTH 06	25648.75

Why Creating Plans is Faster with Varicent

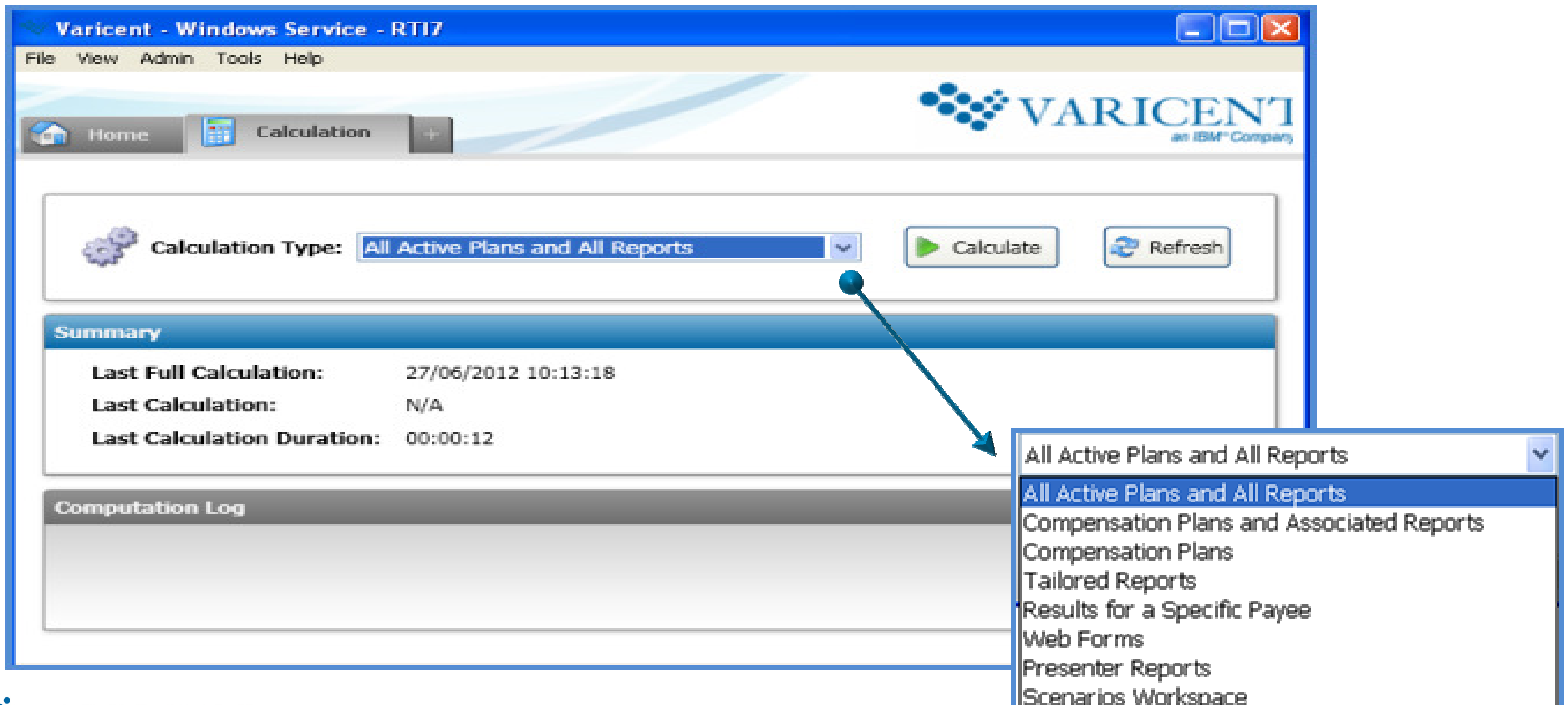
- Global Calculations – Administrators can reuse previously created calculations in an unlimited number of compensation plans. Centralized creation and reuse of calculations also means that testing and verification processes can be carried out more rapidly i.e. if you are using the same Gross Margin calculation in more then one plan you only have to build the calculation once and then you reference it into each of the plans (Regional Managers, Division Managers and Store Managers etc…) that is using the calculation. Typically fewer data feeds (the same data table can be re-used across multiple plans)
- An open data model allows for the creation of, for example, structural tables (for control picklists), custom tables (for compensation rules such as tiers, and payout rates or levels), and data tables (for each data source)
- Sensitivity Module: Ability to mock up changes to plans without having to build out new plans or calculations (allows for very quick and simple creation of ad hoc what-if analyses).

Why Creating Plans is Faster with Varicent

- Easy association of plans to payees. Can quickly drag and drop payees to plans and specify effective dates.
- Calculation engine that combines both rules-based and user-defined calculations (supporting Microsoft Excel-like syntax from within the application that Varicent then automatically converts to database syntax). This makes Varicent calculations more concise and inherently easier to understand and implement
- The use of Microsoft Excel syntax for calculations significantly lowers the training time for compensation administrators, who can become Certified Varicent Administrators with as little as two-three days training. This short training time also lowers the risk when an administrator is unavailable or leaves the organization, as new administrators can be quickly trained.
- Preview ability for calculations – as you build each step of your calculation, you can see how it is impacting your data set rather than waiting until all your calculations are built and then having to create reports to verify that the results returned are the desired results.

Calculate Results

- Users can select which model elements to calculate when performing a calculation
- The calculation engine automatically recalculates only those records and periods where data has changed since the last calculation, further avoiding long calculation times



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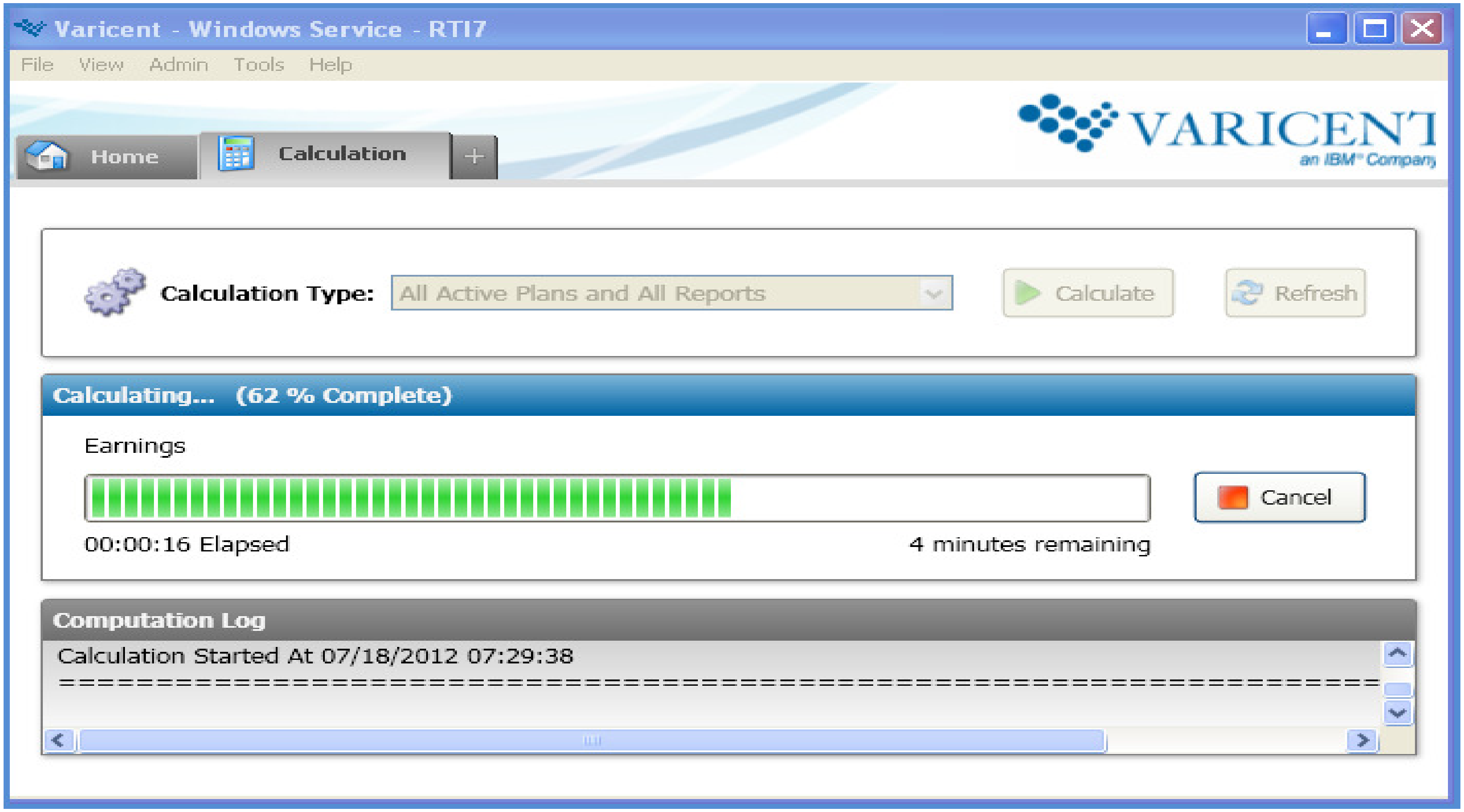
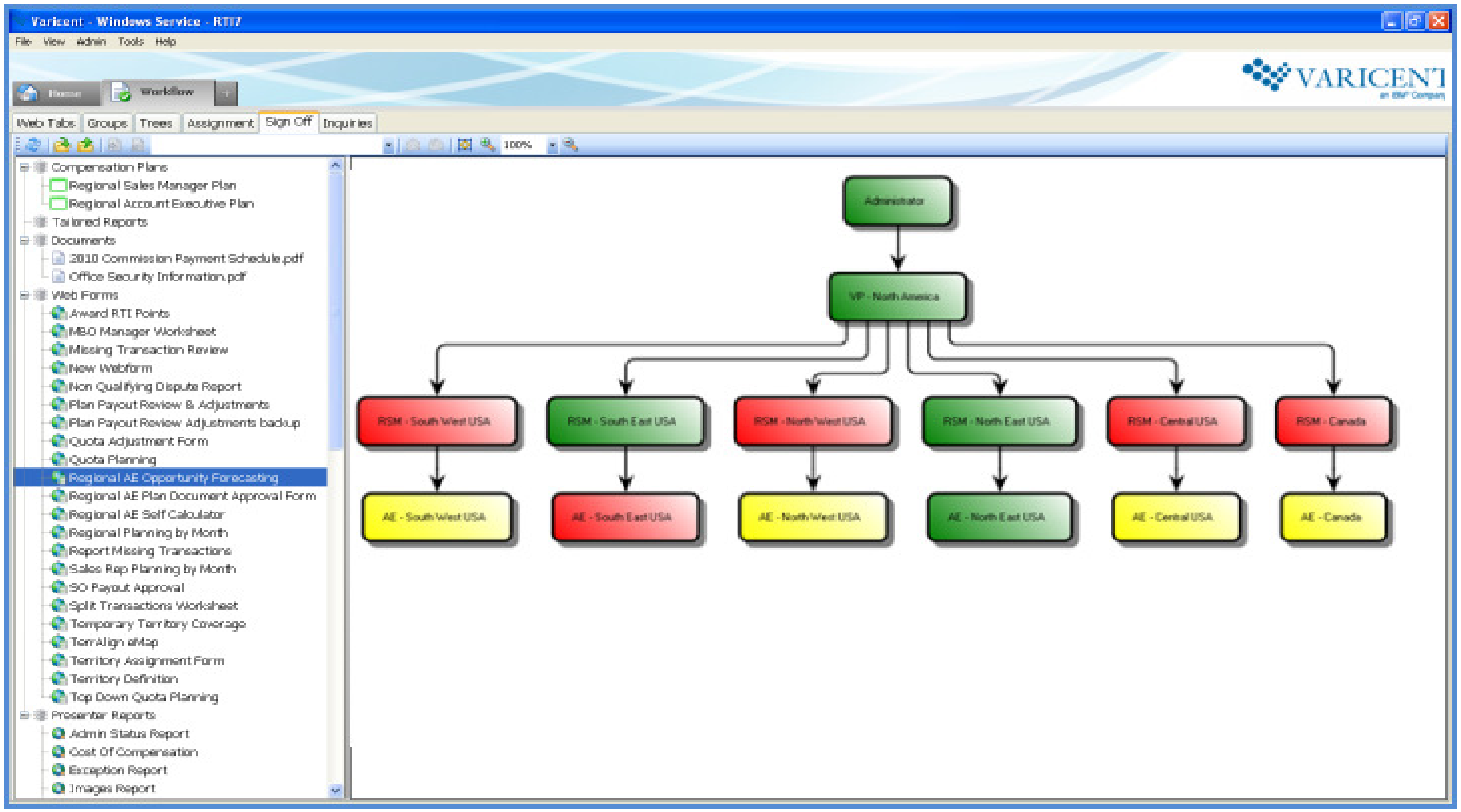
Calculate Results

- A progress status bar provides visibility into the progress of the calculation as well as an understanding of how long the process will take.



Integrated Workflow and Alerting

- Varicent's alerting and workflow capabilities facilitate approval and other processes and reduce administrative activities for all system users



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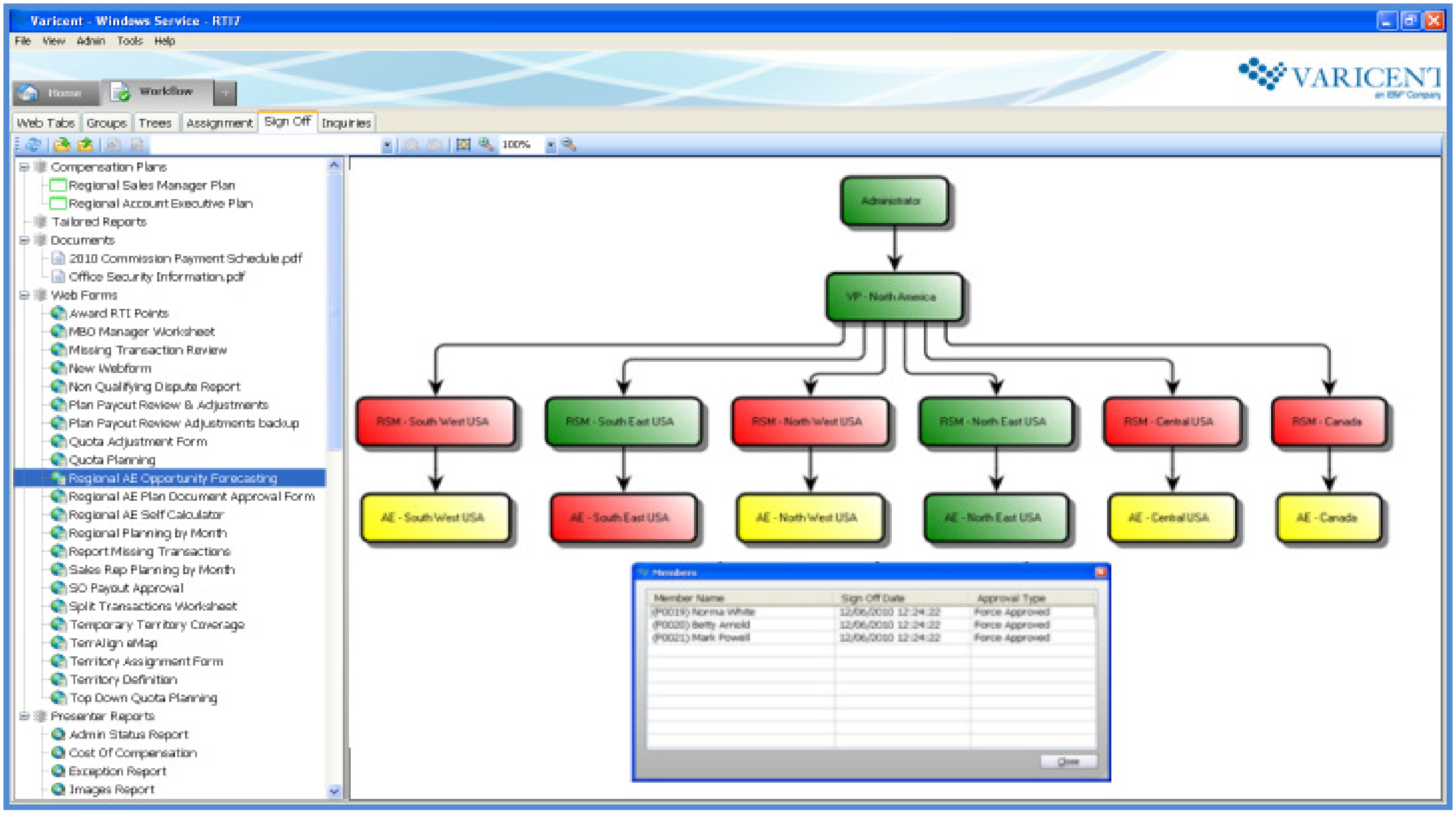
Color-Coded Approval Process

- A color-coded display with full audit tracking provides insight into which reviewers have signed-off and which are still pending



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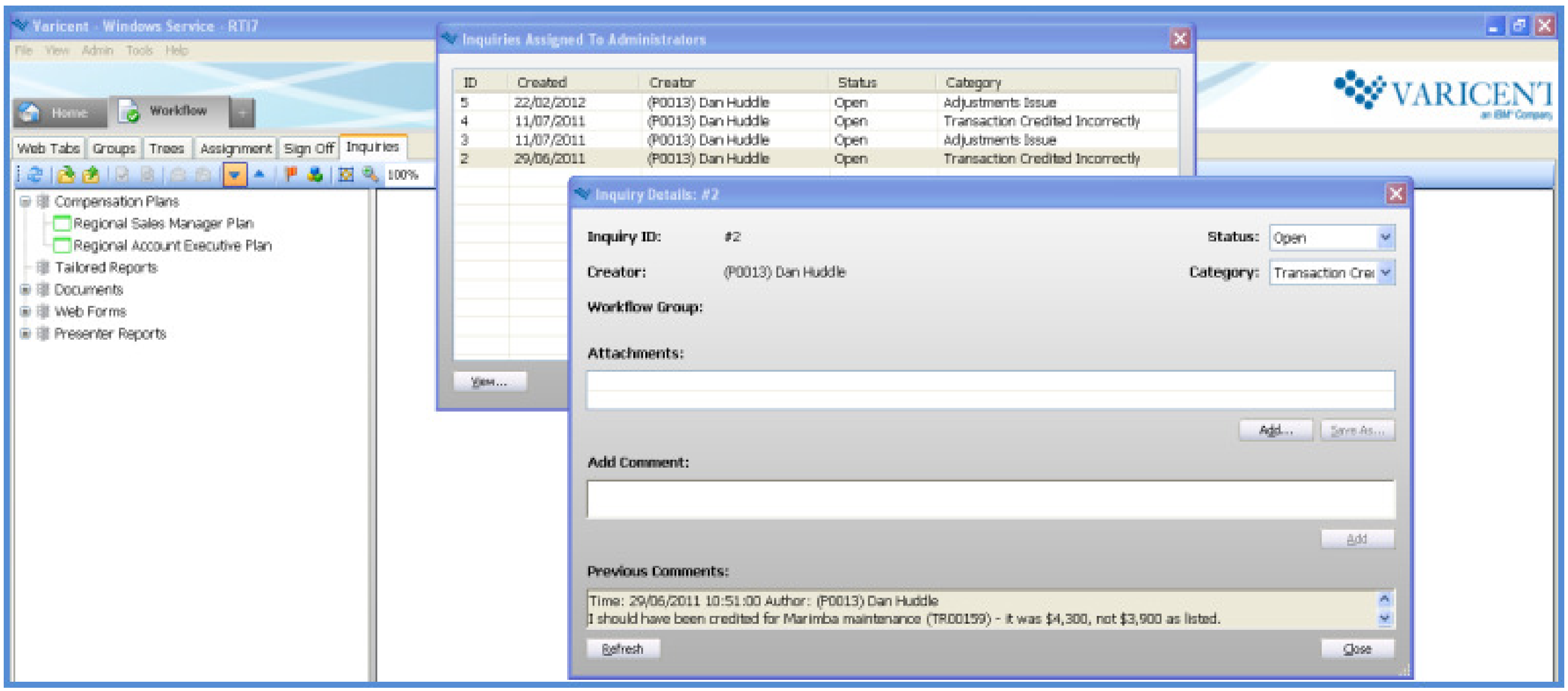
Integrated Inquiry Tracking

- The inquiry management tool allows analysts and administrators to see the status of issues throughout the system and the queue of issues currently awaiting resolution
- Once an administrator has taken ownership of an inquiry, they can add comments, attachments or close the issue



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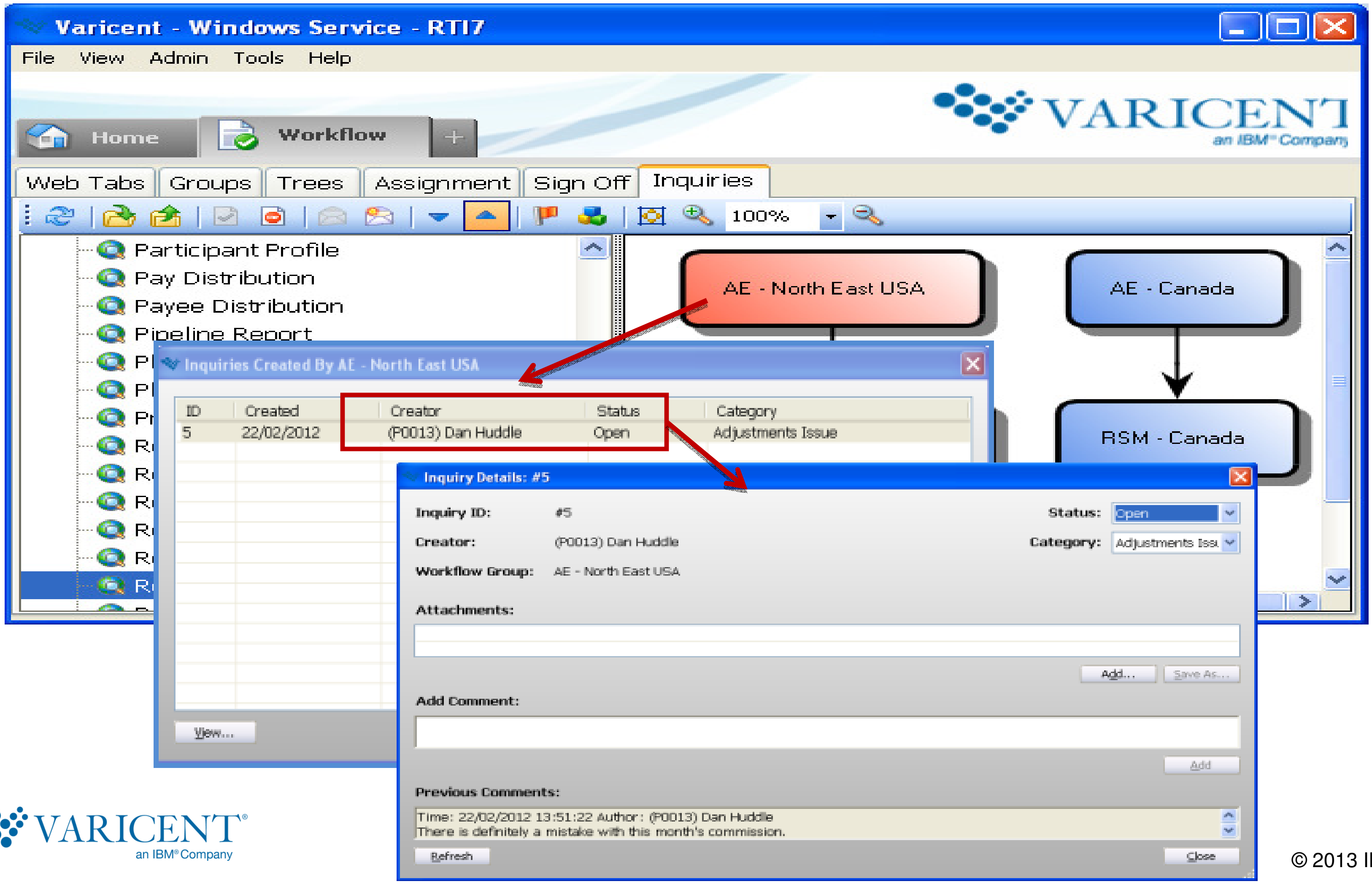
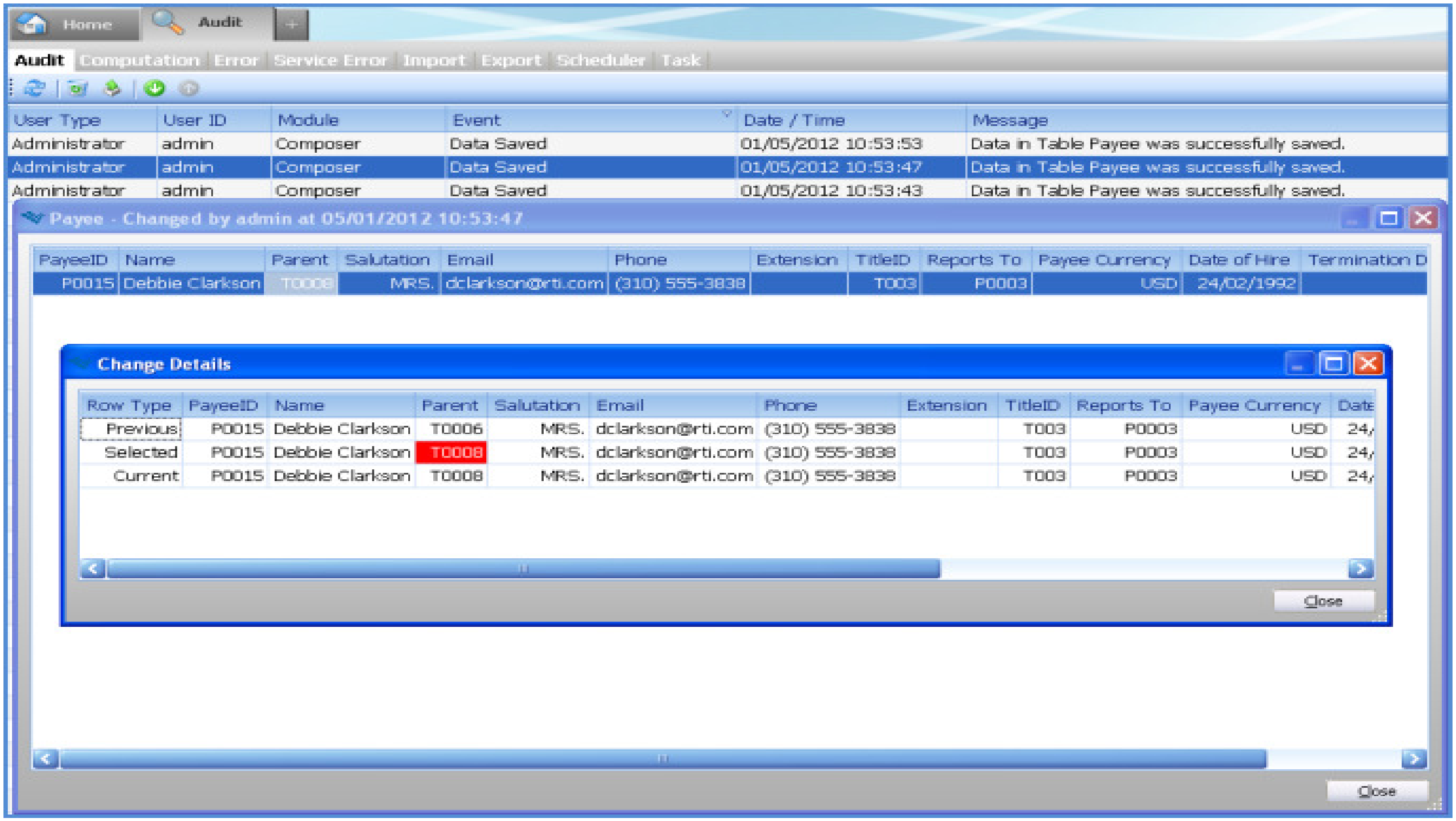
Workflow Admin View After Inquiry

- When an inquiry is made, the inquiry flows through the organization according to the defined workflow process.



Audit Trail Reporting

- Varicent SPM tracks all system activity including user log-in/off, data or process changes and executed tasks with date/time stamps



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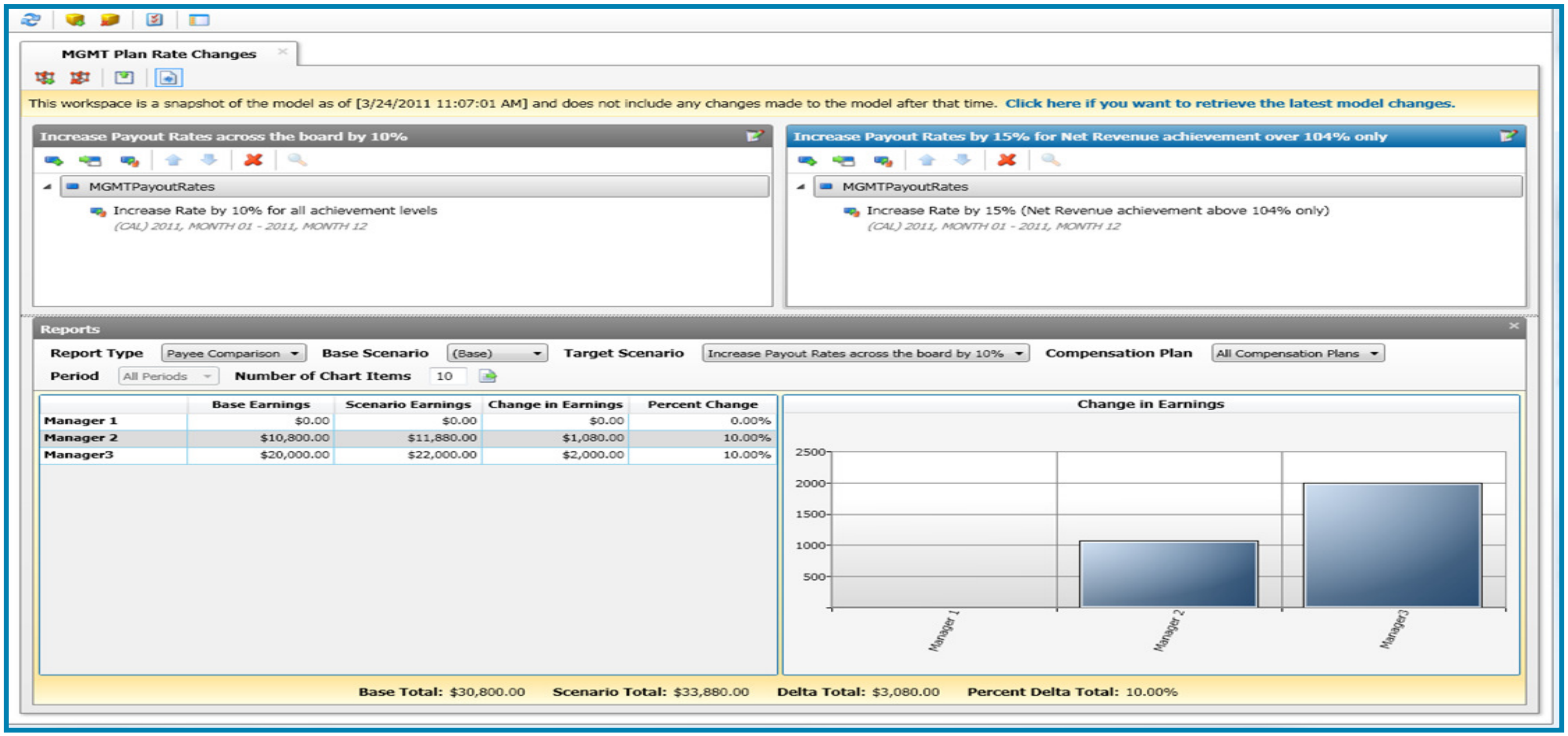
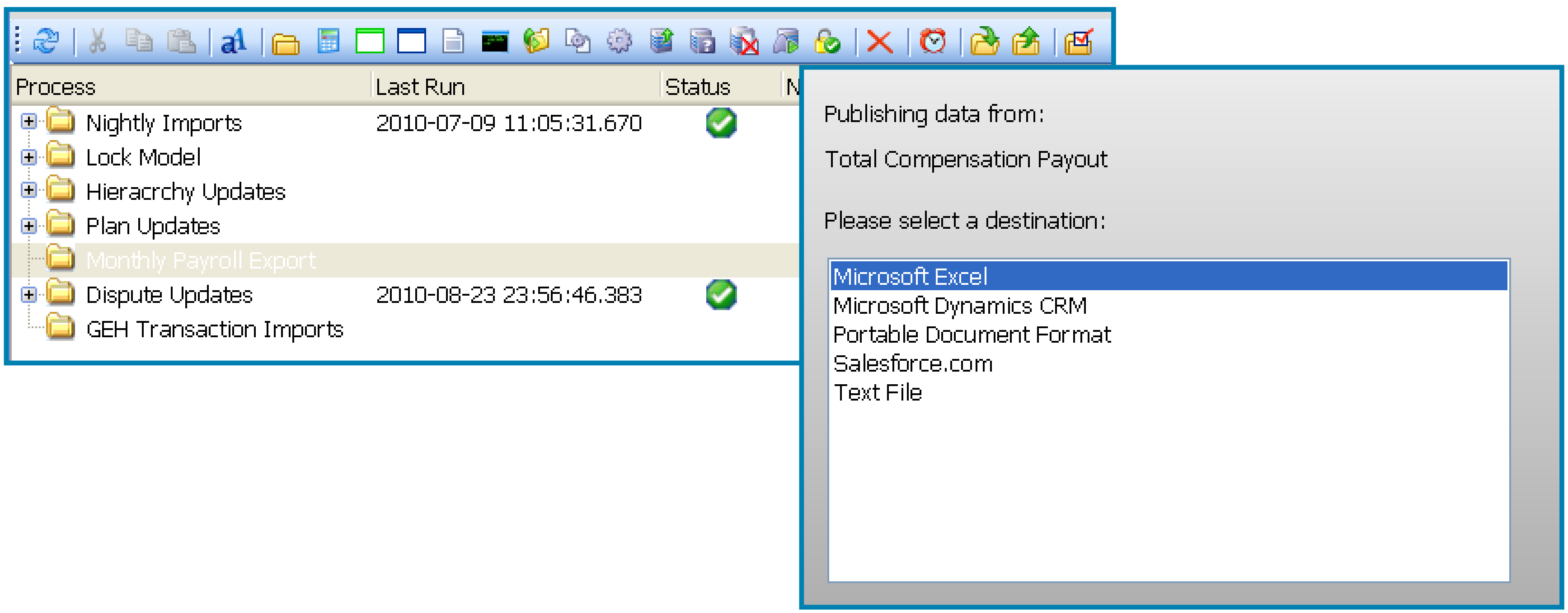
Scenario Modeling

- Modeling enables users to forecast the impact of plans prior to implementation for budgeting and cost management
- Create as many What-If scenarios as desired and easily compare them to each other or to the current plan



Generate Payroll File

- Varicent can create output files to support different formats required by various payroll systems
- Compensation analysts and administrators can enable the pay file to be generated automatically by the Scheduler or run manually
- Separate pay files based on geography, channel, or other dimensions can be easily created



Agenda

1. Sales Professionals
2. Sales Managers
3. Compensation Analysts & Administrators
4. Quota Setting & Management Examples
5. Territory Management & Optimization

Quota Planning

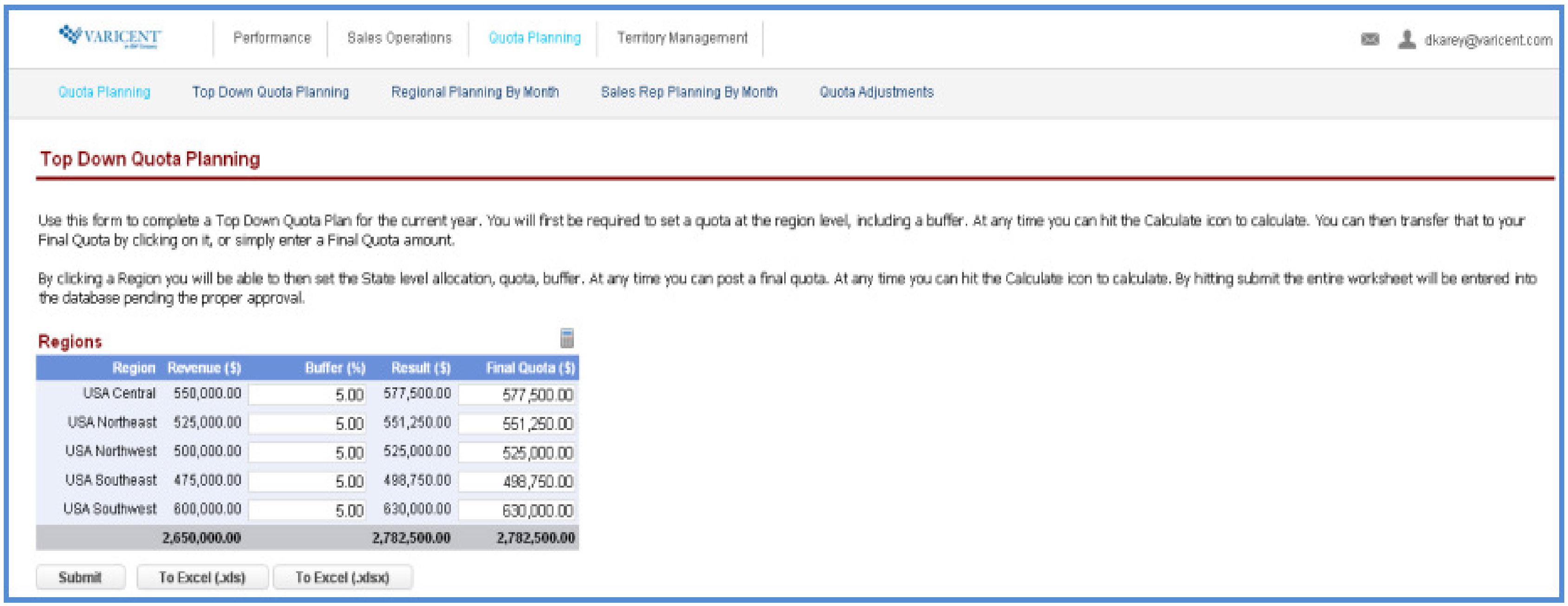
1. Set top-down revenue targets by
   - Geography, and/or
   - Account, and/or
   - Product line

2. Perform detailed bottom-up plans by
   - Territory, and/or
   - Account, and/or
   - Product line

3. Enter Quota Adjustments

Quota Setting & Management Examples

- Sales Managers can set targets for regions then submit them for approval
- Top-down quota planning forms allows for central planning of quotas for an organization by any dimension (product/region/channel/account, etc.).



VARICENT | Performance | Sales Operations | Quota Planning | Territory Management | dkarey@varicent.com

Quota Planning | Top Down Quota Planning | Regional Planning By Month | Sales Rep Planning By Month | Quota Adjustments

Top Down Quota Planning

Use this form to complete a Top Down Quota Plan for the current year. You will first be required to set a quota at the region level, including a buffer. At any time you can hit the Calculate icon to calculate. You can then transfer that to your Final Quota by clicking on it, or simply enter a Final Quota amount.

By clicking a Region you will be able to then set the State level allocation, quota, buffer. At any time you can post a final quota. At any time you can hit the Calculate icon to calculate. By hitting submit the entire worksheet will be entered into the database pending the proper approval.

Regions

Region	Revenue ($)	Buffer (%)	Result ($)	Final Quota ($)
USA Central	550,000.00	5.00	577,500.00	577,500.00
USA Northeast	525,000.00	5.00	551,250.00	551,250.00
USA Northwest	500,000.00	5.00	525,000.00	525,000.00
USA Southeast	475,000.00	5.00	498,750.00	498,750.00
USA Southwest	600,000.00	5.00	630,000.00	630,000.00
	2,650,000.00		2,782,500.00	2,782,500.00

Submit | To Excel (.xls) | To Excel (.xlsx)

Quota Setting & Management Examples

- After setting top-level targets, lower-level target (e.g. state level) allocations and buffers can be set and submitted

VARICENT | Performance | Sales Operations | Quota Planning | Territory Management | dkarey@varicent.com

Quota Planning | Top Down Quota Planning | Regional Planning By Month | Sales Rep Planning By Month | Quota Adjustments

Top Down Quota Planning

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USA Southwest	600,000.00	5.00	630,000.00	630,000.00
	2,650,000.00		2,782,500.00	2,782,500.00

Submit | To Excel (.xls) | To Excel (.xlsx)

Employee	Territory Name	Prior Year Bookings ($)	Allocation (%)	Employee Quota ($)	Total Quota (%)
Named Accounts					
Tamara Yelle	Named Accts - Central 1	104,000.00		109,200.00	18.91
Tal Palmer	Named Accts - Central 2	98,000.00		102,900.00	17.82
		202,000.00		**212,100.00**	**36.73**
Geographical Territories			**Amount to Allocate:**	**365,400.00**	
Kay Lee	Geographic - Central 1	113,000.00	35.00	127,890.00	22.15
Gene Gray	Geographic - Central 2	89,000.00	32.00	116,928.00	20.25
Ted Vettra	Geographic - Central 3	146,000.00	33.00	120,582.00	20.88
		348,000.00	**100.00**	**365,400.00**	**63.28**
Total		**550,000.00**		**577,500.00**	**100.01**

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Quota Setting & Management Examples

- Prior year actuals can also be used as a starting point, using spreading and other trending techniques to allocated future targets
- A sample bottom-up quota planning form allows managers to set quotas by individual salesperson and account, and aggregate the results for analysis and adjustment as needed

Performance | Sales Operations | Quota Planning | Territory Management

dkarey@varicent.com

Quota Planning | Top Down Quota Planning | Regional Planning By Month | Sales Rep Planning By Month | Quota Adjustments

Regional Planning by Month

Prior year actual numbers can also be the starting point for your new plan. The Forecast Method can be used to initialize your quota according to different planning approaches while the resulting numbers can be overtyped or adjusted by absolute or percent amounts.

Previous Year

Region	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Year
USA Central	10,256	11,265	12,003	10,562	10,986	11,569	11,205	11,105	12,305	11,890	12,605	13,699	139,450
USA Northeast	9,659	10,251	9,862	10,250	8,996	11,056	9,985	11,256	10,256	11,265	11,365	12,350	126,551
USA Northwest	11,265	10,256	12,012	9,986	11,562	12,365	13,000	11,968	13,250	11,653	12,546	13,500	143,363
USA Southeast	12,560	13,065	13,562	12,560	12,699	13,659	13,000	13,265	13,666	13,255	14,005	15,653	160,949
USA Southwest	10,659	11,205	12,365	11,256	11,980	12,695	12,060	12,980	13,890	13,696	14,560	15,698	152,844

Current Year

Region	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Year	Forecast Method	Adjust
USA Central	10,256	13,265	13,003	11,562	11,986	12,569	12,205	12,105	13,305	12,890	13,605	14,699	151,450		0
USA Northeast	10,222	10,222	12,776	10,222	10,222	12,776	10,222	10,222	12,776	10,222	10,222	12,776	132,880		0
USA Northwest	11,023	10,974	13,557	10,929	11,002	13,639	10,675	10,948	13,764	10,992	10,819	13,779	142,101		0
USA Southeast	0	0	0	0	0	0	0	0	0	0	0	0	0		0
USA Southwest	0	0	0	0	0	0	0	0	0	0	0	0	0		0

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Quota Setting & Management Examples

- Quotas can also be assigned by individual Account or other metrics (e.g. product)

Customer Planning by Month

Once Sales Rep plans are done, you can assign quota to customers using the form below.

Previous Year Customer Data

	2010 Sales ($)
Good Samaritan Hospital	2,343
Methodist Hospital	1,212
Saint Mary's Hospital	3,433
The Johns Hopkins Hospital	890
University Hospital	2,293

Current Year Allocations

	Rep	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Year
Previous Actuals	Dougherty, Kristine O.	9,659	10,251	9,862	10,250	8,996	11,056	9,985	11,256	10,256	11,265	11,365	12,350	126,551
Current Quota	Dougherty, Kristine O.	97,347	97,347	121,684	97,347	97,347	121,684	97,347	97,347	121,684	97,347	97,347	121,684	1,265,512
Current Unallocated	Dougherty, Kristine O.	91,612	87,612	109,516	87,612	87,612	109,516	87,612	87,612	109,516	87,612	87,612	109,516	1,142,960
The Johns Hopkins Hospital	Dougherty, Kristine O.	0	4,000	5,000	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	5,000	48,000
Good Samaritan Hospital	Dougherty, Kristine O.	3,100	3,100	4,000	3,100	3,100	4,000	3,100	3,100	4,000	3,100	3,100	4,000	40,800
Saint Mary's Hospital	Dougherty, Kristine O.	2,635	2,635	3,168	2,635	2,635	3,168	2,635	2,635	3,168	2,635	2,635	3,168	33,752
		0	0	0	0	0	0	0	0	0	0	0	0	0

Sales Rep Planning by Month

Once regional plans are done, you can assign quota to individuals using the form below.

	Region	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Year
Previous Actuals	USA Central	10,256	11,265	12,003	10,562	10,986	11,569	11,205	11,105	12,305	11,890	12,605	13,699	139,450
Current Quota	USA Central	10,256	13,265	13,003	11,562	11,986	12,569	12,205	12,105	13,305	12,890	13,605	14,699	151,450
Current Unallocated	USA Central	10,165	6,464	12,444	11,003	11,427	12,010	11,646	8,546	9,746	9,331	10,046	14,140	126,968
Doug Karey	USA Central	77	4	4	4	4	4	4	4	4	4	4	4	121
Daniel Quinn	USA Central	6	6,565	333	333	333	333	333	3,333	3,333	3,333	3,333	333	21,901
Dorra Wiseman	USA Central	8	232	222	222	222	222	222	222	222	222	222	222	2,460
		0	0	0	0	0	0	0	0	0	0	0	0	0

Agenda

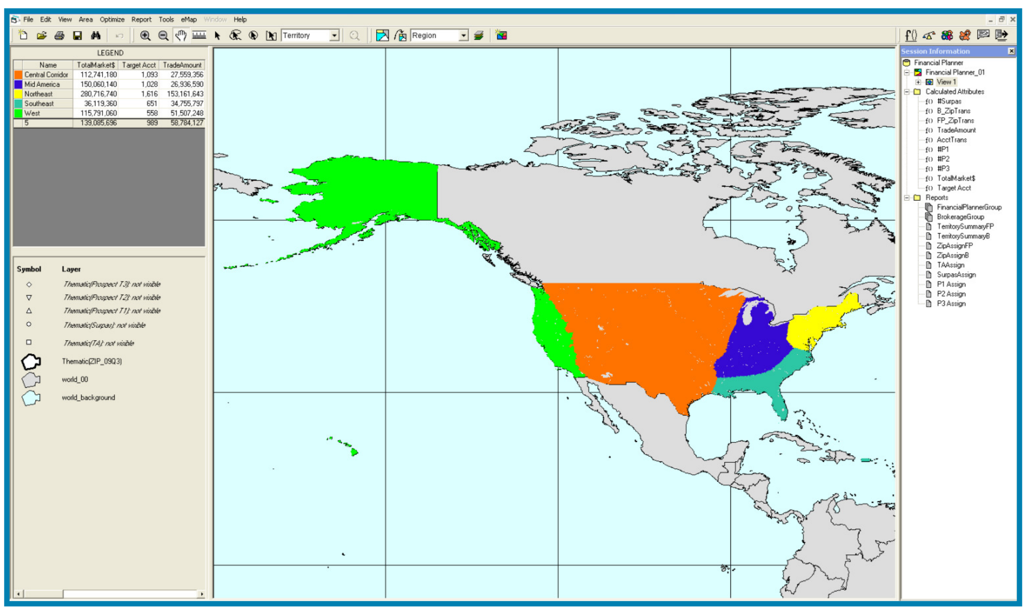
1. **Sales Professionals**
2. **Sales Managers**
3. **Compensation Analysts & Administrators**
4. **Quota Setting & Management Examples**
5. **Territory Management & Optimization**

Territory Management & Optimization

1. Model and create optimal territories using TerrAlign
2. Assign Reps to Territories
3. Review Territory Potential

Territory Optimization through TerrAlign

- View zones and optimize based on various metrics, including size, drive times, potential, number of customers/accounts, total sales, growth, etc.
- Visually identify non-contiguous territories and other exceptions
- Build location based and/or zip-code based alignments
- Faster and more effective automatic territory optimization features that can handle thousands of territories and minimize customer disruption
- Prebuilt Drive Time Network to optimize based on driving distances and time



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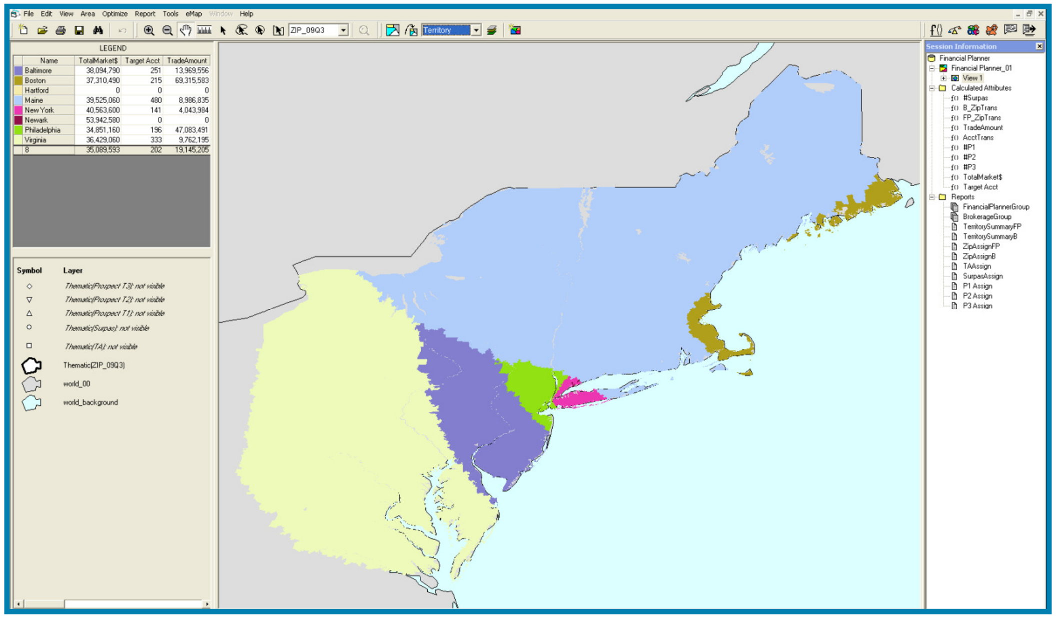
Territory Optimization through TerrAlign

- Drill into zones to optimize territories at any level
- CallMax: automatically build daily or weekly call plans to help each salesperson meet their call targets
- Automatic batch map generation (including to PowerPoint slides)
- Build weighted attributes on the fly
- Gain/loss report shows changes made between multiple alignment scenarios



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Territory Definition

- Use configurable Territory Definition forms to manage effective-dated territory allocations based on any criteria
- Easily manage assignment exceptions and overlays

Territory Definition

View Transactional Details

Select territory definitions using the multi-select picklists below.

Territory Ownership

Start Date	End Date	ID	Name
1/1/2012	6/30/2012	P0012	Carol Brown
7/1/2012		P0013	Dan Huddle

Territory Rules

Geography Rules	Country	State	Zip
FILTERED GEO	US	CA	ALL

ALL GEO
FILTERED GEO

Customer Rules	Named Account	Account
FILTERED ACCOUNTS	NAMED ACCOUNTS	7-ELEVEN, INC.
FILTERED ACCOUNTS	NAMED ACCOUNTS	ADT SECURITY SERVICES, INC.
FILTERED ACCOUNTS	NAMED ACCOUNTS	ALCOA CONSUMER PRODUCTS
FILTERED ACCOUNTS	NAMED ACCOUNTS	AOL TIME-WARNER
FILTERED ACCOUNTS	NAMED ACCOUNTS	FEDEX CORPORATION
FILTERED ACCOUNTS	NAMED ACCOUNTS	GAP INC.
FILTERED ACCOUNTS	NAMED ACCOUNTS	JOHNSON & JOHNSON
FILTERED ACCOUNTS	NAMED ACCOUNTS	NORDSTROM, INC.

ALL CUSTOMERS
FILTERED ACCOUNTS

Product Rules	Product Family	Product
FILTERED PRODUCTS	NETWORK ADAPTERS	ALL
FILTERED PRODUCTS	OPTICAL	ALL

ALL PRODUCTS
FILTERED PRODUCTS

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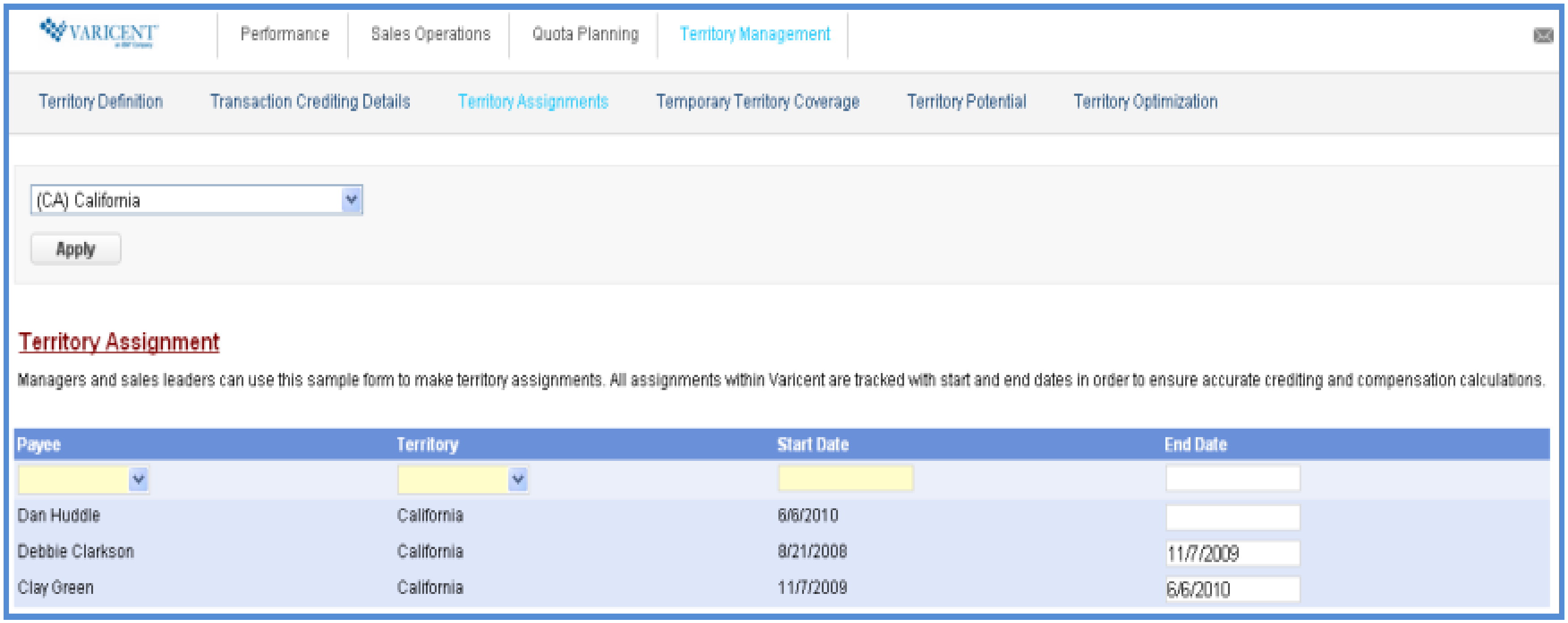
Territory Assignment

- Use configurable Territory Assignment forms to manage effective-dated territory assignments based on any criteria
- Easily manage assignment exceptions and overlays



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Territory Potential

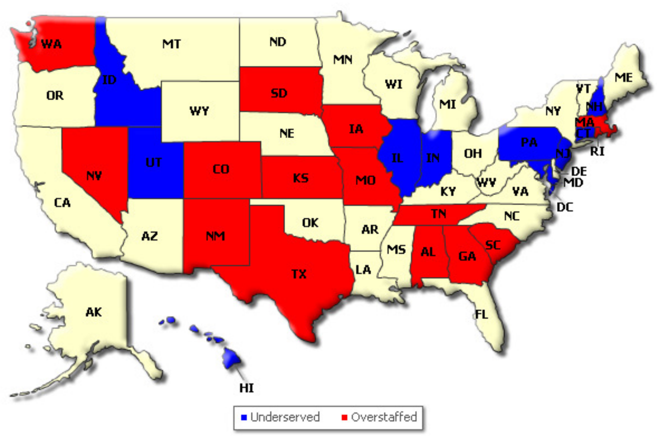
- Create Territory Potential reports to analyze current territory potential and plan for future deployments
- Identify over and under-performing territories and potential capacity issues

Dashboards | My Team | Manage Comp | Quotas | Territories

Territory Definition | Territory Assignment | Temporary Territory Coverage | Territory Potential | TerrAlign eMap

Territory Potential - USA

This report compares your current sales force deployment strategy against the estimated potential for each territory, as analyzed through syndicated data. The previous year's sales performance results are also provided as a comparison to aid you in planning your future deployments.



All sales are reported in thousands ('000s)

Territory	2011 Potential	2010 Sales	Percent Change	Number of Reps	Average Sales per Rep	Sales Capacity
Alabama	$1,640.0	$2,830.0	-42.0%	1	$2,830.0	173%
Alaska	$1,370.0	$1,580.0	-13.0%	4	$395.0	115%
Arizona	$2,500.0	$2,000.0	25.0%	2	$1,000.0	80%
Arkansas	$2,230.0	$2,410.0	-7.0%	1	$2,410.0	108%
California	$2,220.0	$2,760.0	-20.0%	5	$552.0	124%
Colorado	$1,110.0	$1,800.0	-38.0%	3	$600.0	162%

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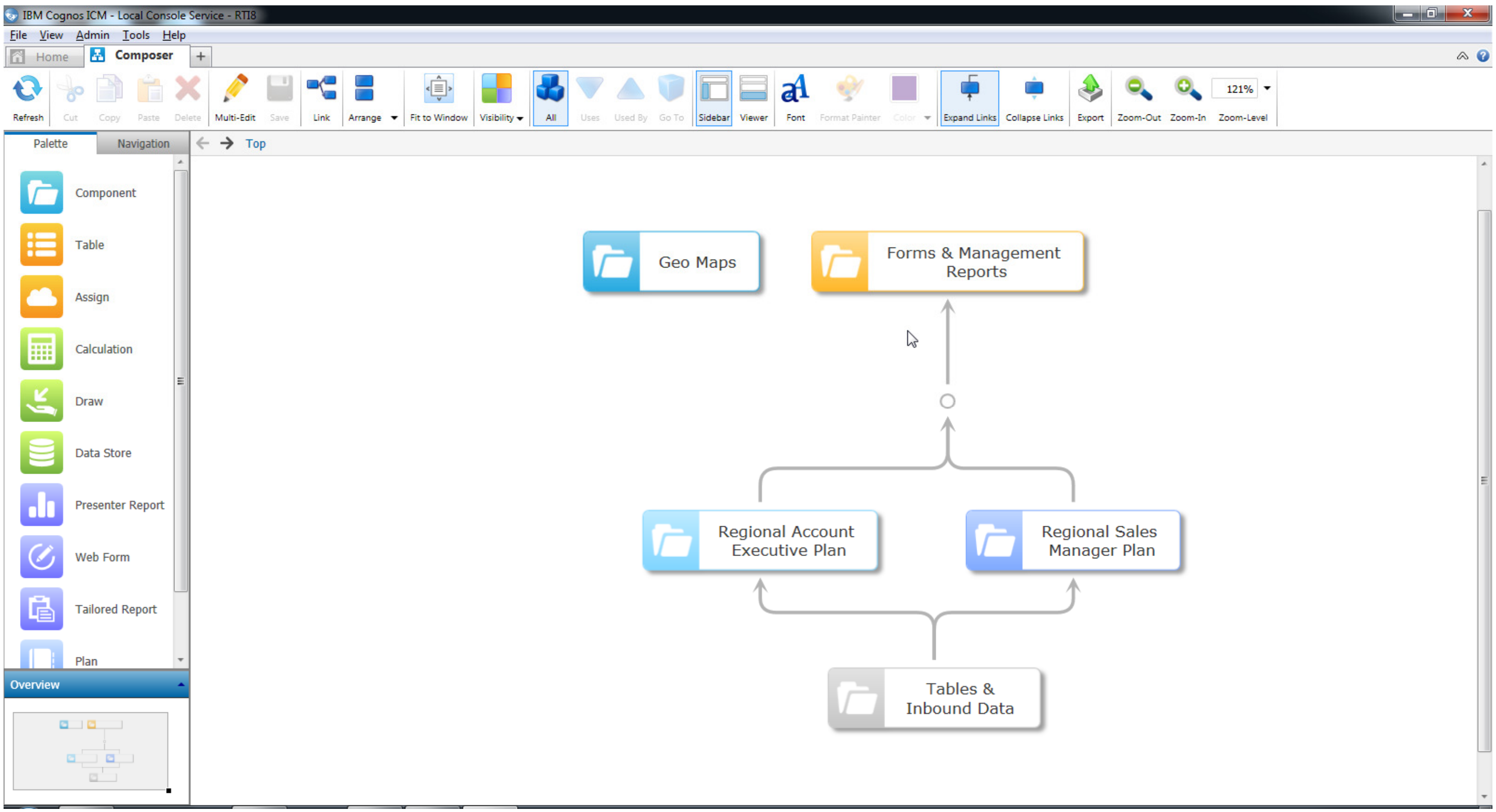
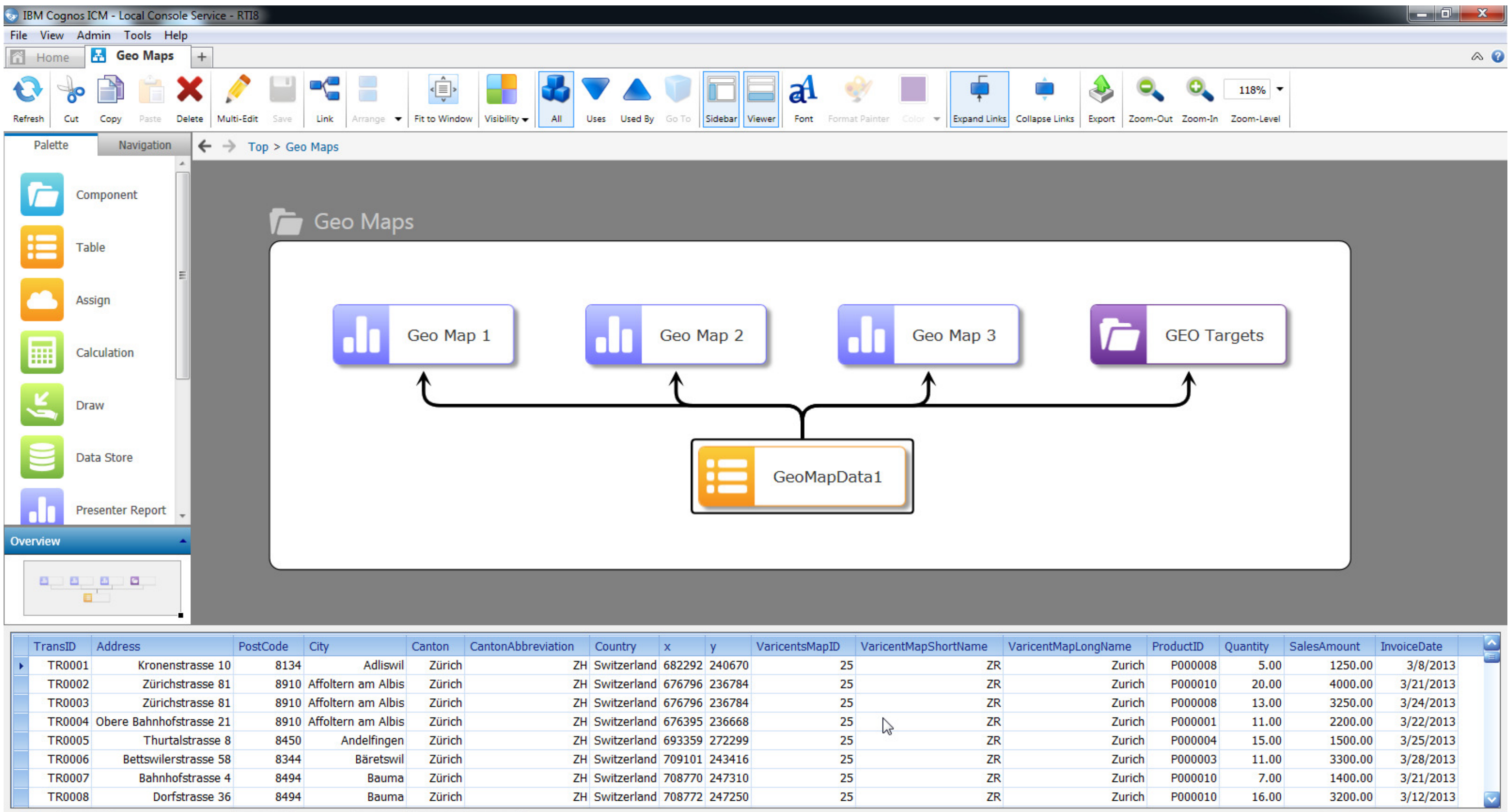
Graphical Overview of Model



Graphical Overview of Data Flows and Logic and Data Preview Capability



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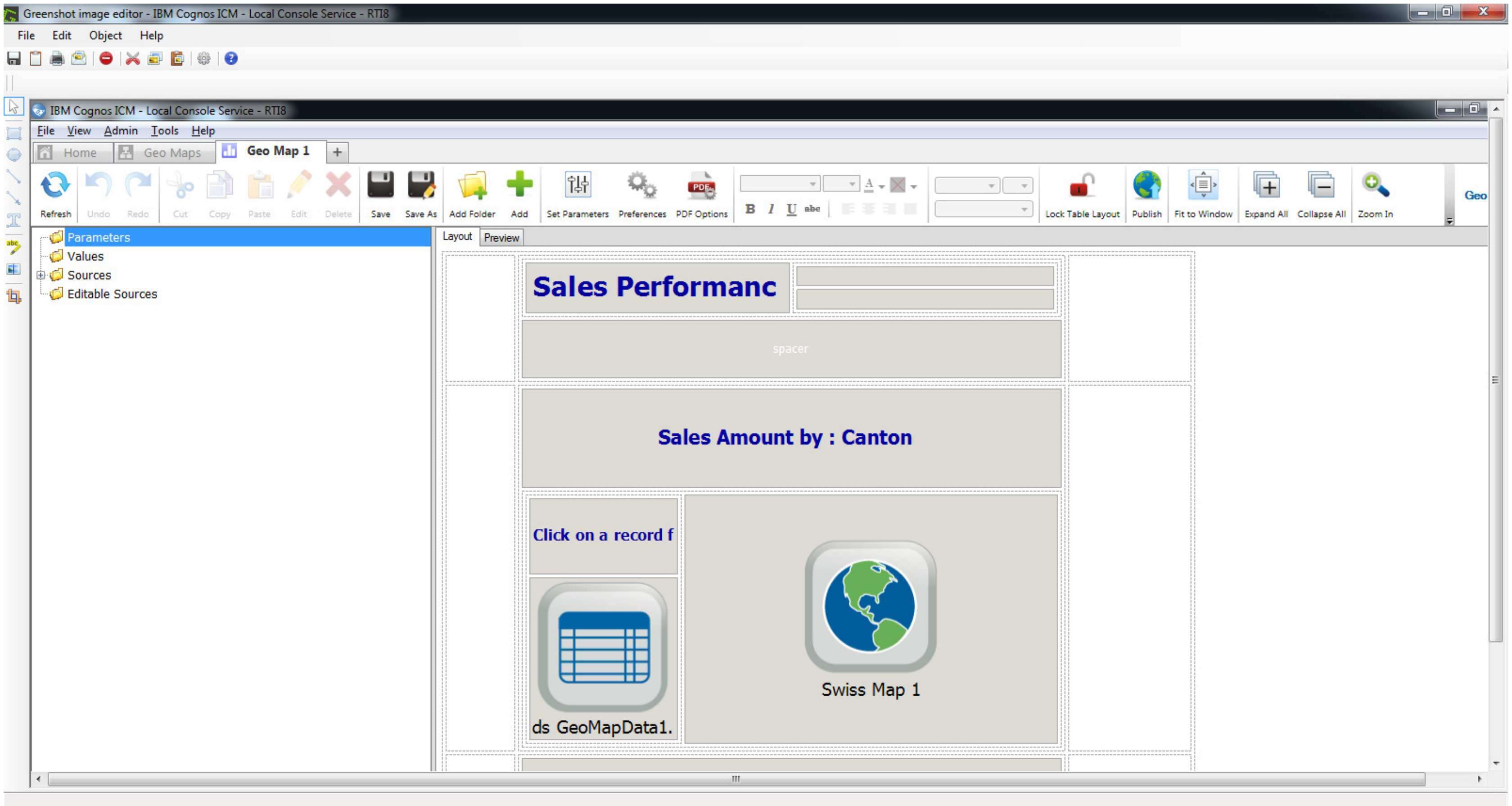
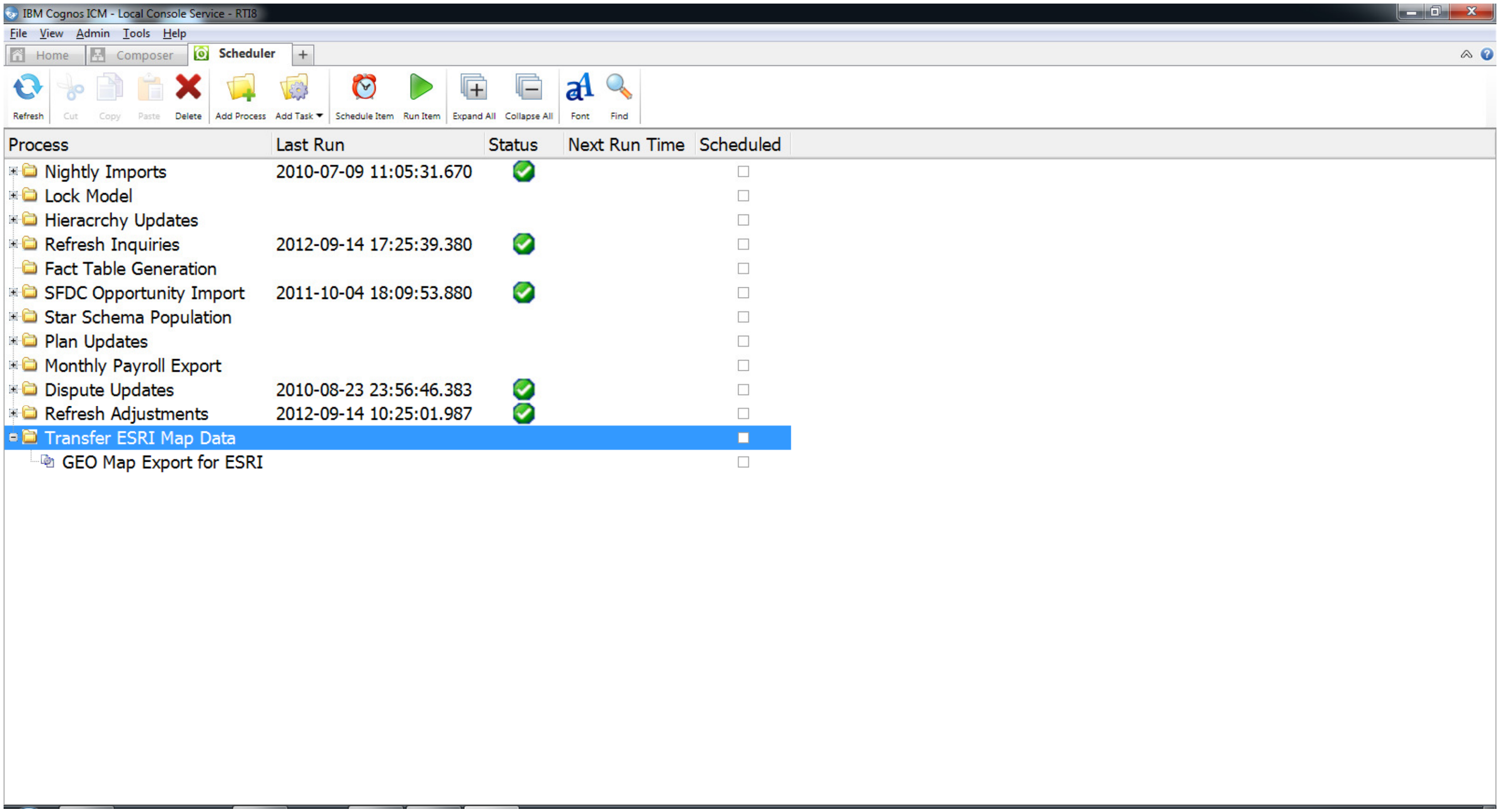
Graphical Report Designer



Scheduler – Manual or Automated Processes



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High Level Performance Summary

VARICENT | My Dashboard | My Plans | My Earnings | Credit Requests | GEO Reports   dhuddle@varicent.com

GEO Sales Report   GEO Target Performance

Inquire   Generate PDF

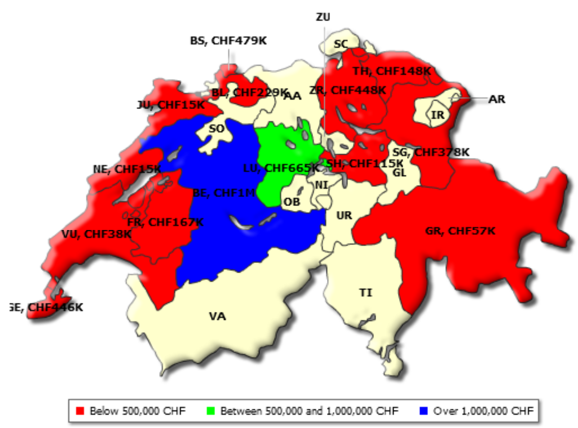
Sales Performance Chart for : Switzerland

Date Report Run:
Friday, March 08, 2013

Sales Amount by : Canton

Click on a record for more details

Canton	Value
Basel-Landschaft	229,400
Basel-Stadt	478,720
Bern	1,048,200
Fribourg	167,250
Genève	445,840
Graubünden	56,830
Jura	15,210
Luzern	665,310
Neuchâtel	14,700
Schwyz	115,120
St. Gallen	377,720
Thurgau	148,240
Vaud	38,220
Zürich	448,420



Drill Down Report to More Detail

VARICENT | My Dashboard | My Plans | My Earnings | Credit Requests | GEO Reports | dhuddle@varicent.com

GEO Sales Report | GEO Target Performance

Inquire | Generate PDF

Sales Performance Chart for : Switzerland

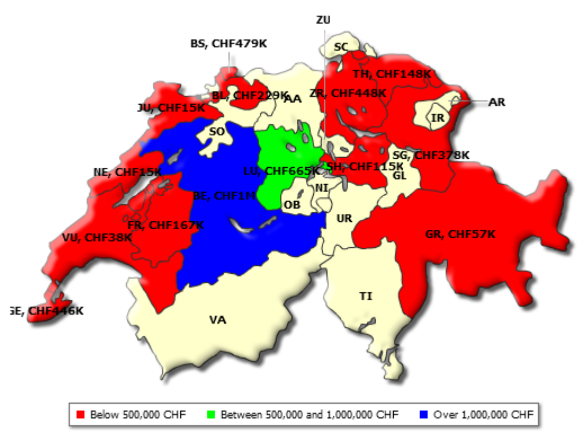
Date Report Run:
Friday, March 08, 2013

Sales Amount for : Basel-Landschaft

Home

Click on a record for more details

City	Value
Augst BL	6,720
Binningen	17,750
Bottmingen	6,100
Brislach	8,960
Bubendorf	1,950
Frenkendorf	11,650
Gelterkinden	8,650
Grellingen	4,700
Hölstein	5,210
Laufen	18,120
Lausen	26,220
Liestal	33,790
Muttenz	27,720
Münchenstein	30,560
Oberwil BL	14,580
Ormalingen	6,720



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Drill Down Report to Individual Locations

My Dashboard | My Plans | My Earnings | Credit Requests | GEO Reports

dhuddle@varicent.com

GEO Sales Report | GEO Target Performance

Inquire

Generate PDF

Swiss Sales Performance Chart

Date Report Run:
Friday, March 08, 2013

Sales Amount for selected Canton and City

Canton	City	Value
Basel-Landschaft	Binningen	17,750

Home

TransID	InvoiceDate	Address	PostCode	City	Canton	ProductID	Quantity	SalesAmount
TR1027	3/20/2013	Hauptstrasse 49	4102	Binningen	Basel-Landschaft	P000005	7	1,050
TR1028	3/1/2013	Hauptstrasse 49	4102	Binningen	Basel-Landschaft	P000003	20	6,000
TR1055	3/7/2013	Hauptstrasse 49	4102	Binningen	Basel-Landschaft	P000003	12	3,600
TR1056	3/15/2013	Hauptstrasse 49	4102	Binningen	Basel-Landschaft	P000010	14	2,800
TR1083	3/30/2013	Hauptstrasse 49	4102	Binningen	Basel-Landschaft	P000004	7	700
TR1084	3/19/2013	Hauptstrasse 49	4102	Binningen	Basel-Landschaft	P000009	20	3,600

Target/Quota Based Performance Report

VARICENT | My Dashboard | My Plans | My Earnings | Credit Requests | GEO Reports | dhuddle@varicent.com

GEO Sales Report | GEO Target Performance

Inquire | Generate PDF

Sales Quota Performance Chart for : Switzerland

Date Report Run:
Friday, March 08, 2013

Percentage Sales Performance to Target

Name	Value
Bern	105%
Basel-Landschaft	46%
Basel-Stadt	96%
Fribourg	167%
Genève	89%
Graubünden	114%
Jura	76%
Luzern	133%
Neuchâtel	98%
St. Gallen	151%
Schwyz	115%
Thurgau	148%
Vaud	153%
Zürich	60%