

# 2018 SALES COMPENSATION ADMINISTRATION BEST PRACTICES SURVEY

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The summary results for Xactly's 2018 Sales Compensation Administration Best Practices survey are in. More than 200 companies were surveyed about the processes, approaches, and technologies they use to design and administer their sales compensation programs.

The primary focus of this survey was to gain insight into how companies manage their sales compensation programs compared to best practices, identify where inefficiencies exist, and explore potential causes for these inefficiencies. This report summarizes the results of the survey and offers considerations for those looking to improve their sales compensation administration process. This survey has been conducted over the last three years, and comparisons to prior years' data will be noted throughout this report.

To provide the most accurate results possible, data was analyzed using statistical software, and any duplicate or anonymous records were removed. Data comparisons with any relevant, statistically significant differences are noted within this report. Some survey questions allowed for more than a single answer and the occasion for no response. As such, results in some of the charts and graphs in this report will not total 100 percent.

This report reveals how companies are designing and administering their sales compensation plans, the challenges they are facing, and to gain best practice considerations and summary findings from Xactly analysts based on an analysis of the results. Each section of the survey has examples of best practices for companies looking to administer the sales compensation program in a way that can drive top-line revenue, reduce time and cost spent on administration, and help retain sales representatives through motivation.

On behalf of the Xactly team along with OpenSymmetry, who co-sponsored the survey this year, we'd like to extend a thank you to all those who participated in the survey.

## DEMOGRAPHICS OF THE SURVEY

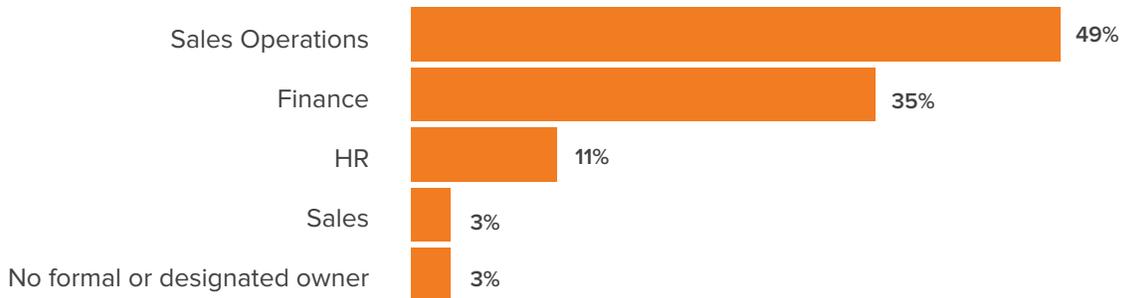
In 2018, 11 major industries were represented with a significant global presence and representation from every revenue range. Industries included: business services; financial services; high tech/software; hospitality; manufacturing; media; medical device/biotech; real estate/data center; retail; training; and wholesale.

Revenue ranges surveyed were between less than \$1M USD (1%) and \$1B+ USD, this range being the majority (33%). Organizations that were surveyed had sales rep counts ranging from less than 50 (14%), to more than 5,000 (1%), with 50-1,000 payees making up the majority of responses (70%). Responses included organizations headquartered in North America, Asia Pacific, and Europe.



76 percent of survey respondents reported utilizing sales compensation automation technology to support their administration processes, while 34 percent were utilizing spreadsheets or homegrown solutions.

### WHO OWNS SALES COMPENSATION ADMINISTRATION?



Over the last 10 years of conducting similar surveys, sales compensation administration and planning continues to be owned by three groups: Sales Operations, Finance, and Human Resources. This year’s survey data indicates that 49 percent of companies give ownership of sales compensation administration to Sales Operations in comparison to Finance (35%) and Human Resources (11%). There is a slight shift away from ownership in Human Resources, which had ownership in more than 20 percent of respondents in past years’ surveys.

### Nobody does it better than...

<p><b>Finance</b></p> <div style="background-color: #009696; color: white; padding: 10px; border-radius: 10px;"> <p>Concerned with:</p> <ul style="list-style-type: none"> <li>• Manual adjustments</li> <li>• Inflexible technology</li> <li>• High volume of data</li> </ul> <p>Top metrics tracked are the same</p> <ul style="list-style-type: none"> <li>• Incentive payout to budget</li> <li>• # of disputes</li> <li>• Time to payout</li> </ul> <p>Better at: Closing the payroll period quickly</p> </div>	<p>vs.</p>	<p><b>Sales Operations</b></p> <div style="background-color: #e67e22; color: white; padding: 10px; border-radius: 10px;"> <p>Concerned with:</p> <ul style="list-style-type: none"> <li>• Manual adjustments</li> <li>• Data problems</li> <li>• Plan complexity</li> </ul> <p>Top metrics tracked are the same</p> <ul style="list-style-type: none"> <li>• Incentive payout to budget</li> <li>• # of disputes</li> <li>• Time to payout</li> </ul> <p>Better at: Delivering sophisticated reports to Sales Management &amp; Leadership</p> </div>
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**Finance Ownership of Sales Compensation Administration:** Companies with Finance owners typically view sales compensation as a control function, citing a need for separation of duties. Because Sales Operations and Sales operate closely, organizations assign sales compensation administration ownership to finance to ensure that Sales Operations is able to remain objective and provide enough control.

Survey results show that Finance's top concerns and challenges are related to the number of manual adjustments mainly because exceptions affect financials and analysis, inflexible technology, and a high volume of data issues.

The top metrics Finance values are incentive payouts within budget, number of payment disputes, and payout timeliness.

The survey indicates that Sales Operations and Finance differ in their strengths. Finance showed a slightly higher rating of closing payroll periods quickly versus Sales Operations. This is likely because the number one focus of Finance is to close financials for the period.

**Sales Operations Ownership of Sales Compensation Administration:**

Companies with a focus on Sales culture and that use incentive compensation to drive sales behavior often have Sales Operations own sales compensation design and administration. Because they work closely with the sales team, they are considered better informed and are involved with many tasks that influence the process.

Like Finance, Sales Operations lists manual adjustments as a top challenge because of the complexity and exceptions to pay timing and accuracy. Sales Operations also notes that data integrity issues and plan complexities have a negative effect on the sales comp administration process because they can directly see the effect these issues have on sales rep behavior.

Sales Operations values the same metrics as Finance—expense of variable pay, timing, and number of disputes.

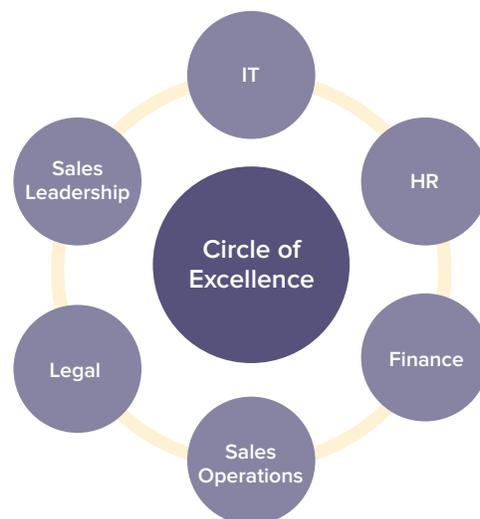
Understanding that visibility into results drives behavior, the survey results showed that Sales Operations is more efficient at delivering advanced sales compensation metrics to Sales teams and organizational leaders than Finance.

So who does it better based on the above analysis? Historically, an ideal owner of the compensation administration process has not been named, and given the survey results, it is clear that neither is better than the other. Both groups have similar concerns when it comes to top challenges and metrics, and each has areas they execute more effectively.

What can be concluded is that Sales Compensation administration must belong to a defined functional group, and ideally, include the notion of a Circle of Excellence model.

### CIRCLE OF EXCELLENCE

A sales compensation Circle of Excellence (COE) team combines skills, resources, and experiences of different organizational leaders and functional owners under one roof to help achieve organization and sales plan design goals. COEs are cross-functional teams with specific tasks, roles, responsibilities, and processes related to sales compensation administration and planning. Members also maintain clear authority over sales compensation decisions related to those tasks.



Only 42 percent of companies have a COE in place at their organization. While this result is slightly higher than prior years, it is recommended that companies consider putting a COE in place to elevate their sales compensation administration.

Best-in-class companies have shown that with a COE, it is easier to establish, document, and automate compensation processes. Based on survey results, this level of process maturity has a strong correlation with companies excelling at managing their sales compensation process with a COE.



Another benefit of COEs is lower sales compensation plan complexity.

Plan Design Complexity	No Governance Board / COE in Place	Active Governance Board / COE in Place
Low	48%	52%
High	64%	36%

In companies where high plan complexity was reported, 64 percent did not have a COE in place to manage sales compensation, indicating that there is more visibility, centralization of processes, organizational governance models, dedicated ownership of technologies, and tools and documentation for sales compensation administration support with a COE in place. In addition, organizations that have a COE in place utilize industry benchmarking, such as Xactly Insights, more often in their compensation planning.

Companies should evaluate the feasibility of a Circle of Excellence, and ensure that stakeholders are actively involved and meet as often as possible—ideally monthly, or quarterly at minimum—to evaluate your sales compensation administration and plan effectiveness.

Centralization is also a goal that many organizations strive for when determining the ideal organizational management model of sales comp administration. The majority of survey respondents (76%) are managing sales compensation in a centralized model for the entire organization, while 34 percent say they have a decentralized process based on geography or business unit. The amount of centralization is determined by organizational capacity, governance, and tools in place to achieve the desired state of centralization.

For a centralized model, administration functions should be operated by a COE at the lowest cost possible (e.g., offshore, near shore, or managed services). Compensation design, planning, and strategy should have a governance committee style and centralized command of control (at the HQ level) to ensure the alignment of the sales strategy with financial and corporate goals. As for what remains decentralized, this set of administration functions is done at the business unit, region, or country level, where the organization is aware of the nuances and frequent changes that occur. The intimacy of time, space, culture and language enables a higher level of service from the back office to field sales and results in greater trust, understanding, and satisfaction.



### SALES COMPENSATION ADMINISTRATION HEADCOUNT

One of the most popular benchmarks organizational leaders often seek is the correct number of full-time employees (FTEs) it takes to manage sales compensation administration. While there are many other variables that need to be taken into account when identifying the correct number of resources to manage a company’s incentive compensation management (ICM) program, this survey data has revealed the following benchmark: ratios of admin to payee counts by size of sales force.

Sales force size compared with FTE's to support process



Though some efficiencies scale as an organization grows the size of its salesforce, there is no correct ratio of administrators to the number of sales representatives. Companies should use this data as a rough guideline to see whether they fit within these ranges or if they are outliers to these ranges. Often times, sales force size and full-time employees (FTEs) to support is not a linear relationship. Outliers do exist, and it’s worth assessing what the cause of those outliers could be.

For the outliers, a secondary consideration, aside from sales force size, is the level of service provided to the sales force. A higher level of service will dictate a need for more admins as opposed to a need for a lower level of service. Centralization of administration versus decentralization is also a consideration based on organizational need.



A third and common consideration is the amount of complexity in the current process that the organization is attempting to support. Consider the notion of complexity and the ripple effect it can have outside of simply additional headcount to support the complexities.

In survey responses, the top two challenges related to sales compensation administration were 1) too many adjustments due to inaccuracies or exceptions, and 2) high plan complexity.

### PLAN COMPLEXITY

Plan complexity has an adverse effect on pay perceptions, which in turn, negatively affects employee performance against a goal. Plans are perceived as too complex, compensation calculations are confusing, and in turn, up to half of sales admin time is spent on fixing inaccuracies. Plan complexity can also blur the alignment between incentives and corporate objectives. Compensation should drive sales behaviors, and those sales behaviors should help achieve organizational goals.

Reps should understand how they are paid and have a clear understanding of how the compensation plan benefits them. As the plan becomes more complex and less clear, reps have a harder time prioritizing goals and putting the focus on the correct selling behavior. Admins will also begin to struggle with payment calculations and keeping accuracy high. This creates a recipe for disaster and almost guarantees incorrect payments and missed company goals.

It's a commonly held belief that size and complexity go hand-in-hand. This is an expected assumption, as larger companies are often concerned with more metrics at the high level, which naturally creates complexity. However, year after year, survey results have showcased a different outcome: complexity is not the result of sales force size. In fact, the split between organizations with low- or high-complexity plans is 50/50, regardless of sales force size.

How many people participate in your organization's sales compensation program? (please select one)	Low Complexity Incentive Compensation Plan Design	High Complexity Incentive Compensation Plan Design
Less than 50	57%	43%
51 - 100	37%	63%
101 - 250	45%	55%
251 - 1,000	50%	50%
1,001 - 5,000	46%	54%
5,000 - 10,000	50%	50%



The survey also looked at how complexity influenced payment accuracy.

Payment Accuracy	Low Complexity Plan Design	High Complexity Plan Design
Less than 90%	44%	56%
91% - 95%	58%	42%
96% - 99%	62%	38%
Greater than 99%	50%	50%

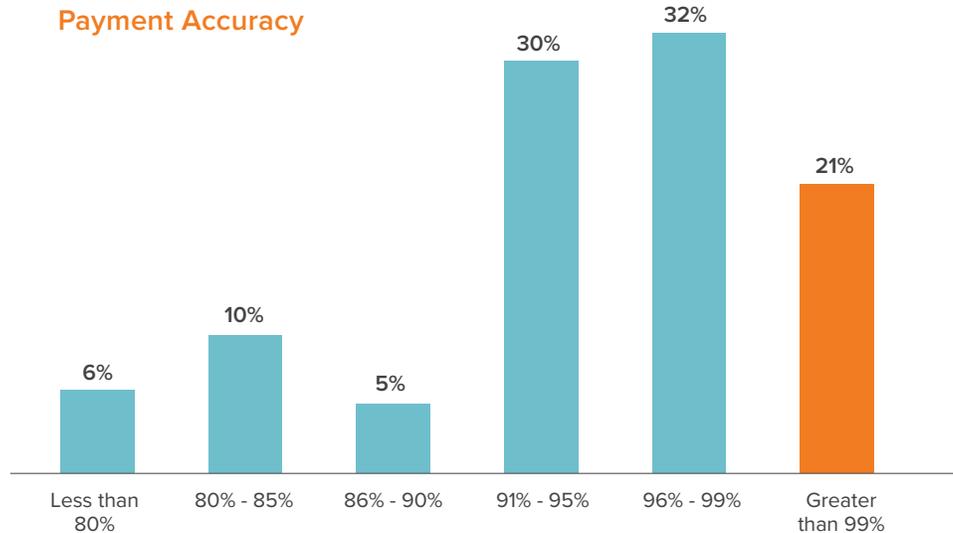
One clear correlation from the survey results was a link between incentive plan complexity and payment accuracy. Organizations with the lowest reported rates of payment accuracy (less than 90% accuracy) have the highest rate of sales compensation plan complexity (56%). Conversely, the companies with payment accuracy between 96-99 percent have the lowest incidence of sales compensation plan complexity (44%).

#### How to Reduce Plan Complexity:

- 1. Plan Simplification:** Focus on mechanics in addition to plan components. Organizations that can limit the number of components and streamline administration processes typically reduce complexity in their plans and administration processes. Reducing plan and process complexity improves payment accuracy, saving organizations from error-related expenses.
- 2. Plan Communication:** Simplify new plan changes with a communication strategy. Get plan changes out before or during sales kickoff so there is enough time to ensure both leadership and reps understand the plan completely. Automation can help these efforts become more efficient.
- 3. Governance Board / COE:** Utilize a governance board to keep a proactive review on plan performance. The board should track the effectiveness of the compensation plan in terms of its ability to drive organizational goals and adaptability to be modified as needed.
- 4. Benchmarking:** Simplified compensation plans and processes require understanding of industry best practices and internal sales performance insight. Leveraging industry benchmarking, such as Xactly Insights, provides key metrics to help organizations identify strengths and areas for improvement in their sales compensation plans.



### Payment Accuracy – is 99% Good Enough?



Accurate sales compensation payments continue to be a significant challenge for organizations. Only 21 percent of companies report a payout accuracy rate at or above 99 percent. While this is slightly higher than last year (18%), it shows that high payment accuracy is still a challenge for many organizations. Additionally, only 35 percent of organizations track inaccuracies and can materialize the impact those inaccuracies have, meaning more than 60 percent of companies are estimating their payment accuracy rate.

The survey results indicate that a majority of respondents (62%) have an accuracy rate between 91 and 99 percent. However, many companies do not realize the impact that one percent payment inaccuracy has on sales behavior and financial goals. Manual compensation planning and administration efforts only increase the chance of inaccuracies due to poor upstream data quality, inflexible technology, inefficient processes, insufficient admin resources, and lack of tracking inaccuracies.

For example, examine the effect that one percent inaccuracy can have from a financial perspective:

Consider a \$50M revenue company that uses a nine percent variable expense ratio (lower than the industry average of 10 percent) and then assigns a 50/50 split to determine commission pay as derived from Xactly Insights.

Annual Revenue	Sales Comp Expense	Variable Pay
\$50,000,000	\$4,500,000	\$2,250,000



Now examine the impact of various error rates ranging from 1-10 percent. With a one percent error rate, or 99 percent accuracy within the organization, the cost of payment inaccuracies is approximately \$22,500. As inaccuracy increases from one percent, the errors begin to become quite costly, costing \$225,000 with a 10 percent error rate.

Error Rate	Error Expense
1%	\$22,500
2%	\$45,000
3%	\$67,500
4%	\$90,000
5%	\$112,500
6%	\$135,000
7%	\$157,500
8%	\$180,000
9%	\$202,500
10%	\$225,000

This helps showcase the potential financial impact due to inaccuracies, but what about the impact to sales rep morale? Consider the same example from above, but rather than cost of errors, notice the percentage chance reps will be paid incorrectly with each increase in error rate.

Error Rate	% Chance that a Rep will be Paid Incorrectly Over the Plan Period
1%	11.36%
2%	21.53%
3%	30.62%
4%	38.73%
5%	45.96%
6%	52.41%
7%	58.14%
8%	63.23%
9%	67.75%
10%	71.76%



Organizations paying sales compensation on a monthly basis are paying a sales rep an average of 12 times per year regardless of the size of their sales force. With an error rate of one percent, there is an 11 percent chance that any given rep will be paid incorrectly at some point during the year. Organizations with an error rate of five percent or higher have a chance of mispaying the majority of people in the organization throughout the year.

In addition, increases in error rates come with a loss of motivation. As a result of incorrect payments, distrust grows within the sales team, and reps spend more time shadow accounting than selling in order to ensure their compensation payments are correct. The survey found that repeated inaccuracies also increase the chances of sales rep attrition, which can cost a company \$115,000 per rep replacement. While unexpected attrition is not ideal for any organization, a worse effect of inaccuracies is that the majority of sales reps faced with a low trust of accuracy will simply sit back and work the bare minimum until something better comes along. This will create deadweight on organizational teams and put achieving goals at a high risk.

### HOW TO IMPROVE ACCURACY

**Step One: Increase visibility and metrics.** Organizations must put metrics in place to help sales leaders gain the insight needed to improve, starting with accuracy metrics and working through why they are present. Those metrics should be shared with the sales leadership and compensation planning team to identify areas of top priority and showcase progress as it is made. Showing dedication to constant improvement will gain trust from the sales force, and once organizations are able to track accuracy metrics, they can start to correct inaccuracies with various initiatives related to the cause. Putting in place quality assurance (QA) steps as well as ensuring understanding of the calculations and dependencies will also help companies avoid errors in their day-to-day tasks.

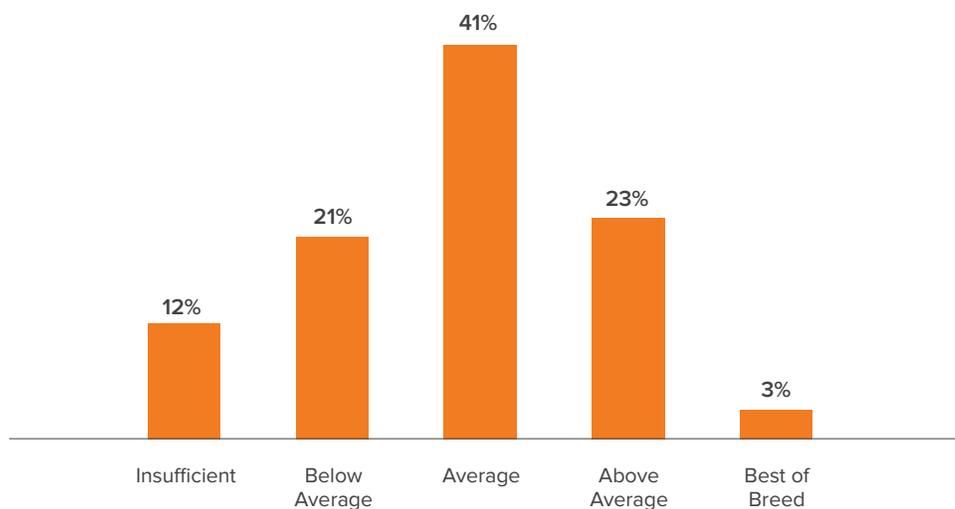
**Step Two: Implement automation.** A lot of companies are still using spreadsheets, homegrown, and legacy systems to manage sales compensation. While spreadsheets have many strengths, they simply do not have the ability to provide the QA and accuracy checkpoints that automation provides. Automation must also be utilized to support process change, and organizations must drive errors out of the upstream processes, whether related to plan complexity, data integrity issues, or other workstream challenges.

**Step Three: Simplify your plans.** The number of metrics, mechanics, and communication are all areas of improvement that have proven to increase payment accuracy. Plan complexity and simplification is a theme throughout the survey results and has a ripple effect on everything else. Complexity has many negative effects and creates inaccuracies because of exceptions, adjustments, and misunderstanding of plan execution.

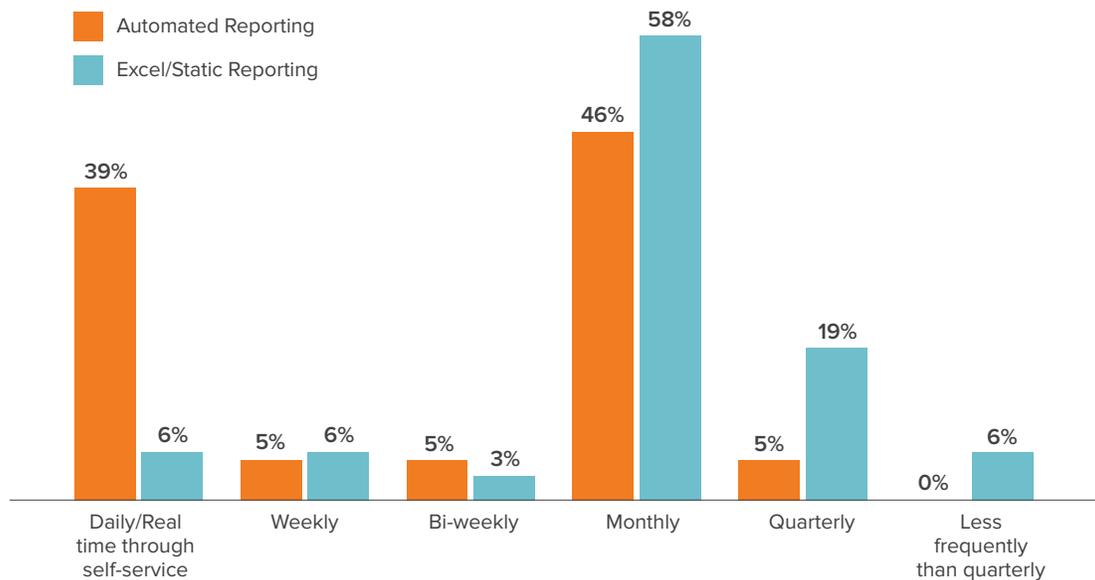


## ANALYTICS, REPORTING, AND PLAN COMMUNICATION

Reporting is often a significant driver for Sales Performance Management (SPM) investment and is traditionally considered a key component of a successful sales compensation program. Survey results indicate that the majority of companies provide some level of reporting at varying frequencies. However, 33 percent of companies rate their analytics and reporting capability as insufficient or below average, and 12 percent of companies provide no reporting to their sales representatives. Reporting metrics on the effectiveness of your variable pay is a key component to successful sales compensation administration to ensure a link between reward and behavior as well as ensuring each incentivized behavior works towards a goal.



In terms of reporting timeliness, survey results indicate that of the companies that offered sales compensation reporting, 86 percent did so on a monthly or more frequent basis. Of the companies able to offer timely reporting based on reporting mechanism, 39 percent were able to do so daily or in real time as transactions occurred with capabilities to produce automated reporting. 25 percent of organizations utilizing spreadsheets to generate reports were unable to provide reporting more frequently, compared to just 5 percent of companies using automation to support this effort.



When organizations are administering sales compensation using spreadsheets, reports are not provided in a timely fashion due to limitations in execution. Delayed data is often seen as stale, so many organizations consider it ineffective for proactive sales compensation performance analysis. For reps, delayed reporting is seemingly meaningless as well if it is delivered post paycheck. With automation, reporting tends to be more self-service and provides real-time data; thus, a majority of those who considered themselves average or above average at reporting were organizations using automation tools. In this area, automation provides almost instant visibility and reporting of metrics to help drive analysis into the comp admin process and the results. However, automation alone cannot guarantee timely and accurate reporting. Data and process to generate the reports must also be efficient and accurate.

Companies should provide each of the key audiences (e.g., sales reps, sales management, executives, and administrators) with as close to real-time access to reports and performance visibility as possible. The frequency and volume of reports generated create improvements related to the following:

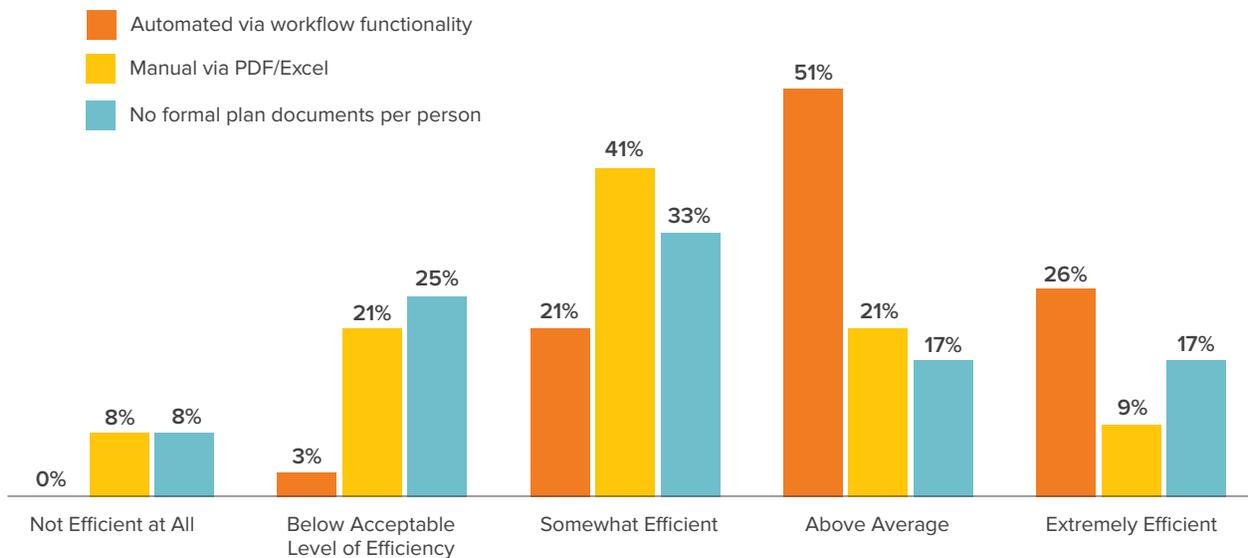
- Greater transparency and trust of compensation results by payees
- Enhanced user adoption of technology to generate reporting
- Greater insights into payee performance by administrators and management
- Tighter alignment of reward to behavior

By providing daily reporting, organizations reinforce the link between the incentive plan, sales reps' behavior, and the compensation payments. Waiting until the end of the pay period creates weak, sub-optimal links.



There is no specific number of reports ideal for each audience; however, a majority of survey respondents reported that they provide one or two reports to the sales representatives. A detailed compensation statement that clearly and transparently communicates how much a rep has been paid in the plan year, how much has been earned but not yet paid, current quota attainment, balance due towards draws, and the ability to drill down to the underlying details of the contracts, orders, line items, etc. is a bare minimum. Other reports containing specific performance metrics such as expense as a percentage of total revenue, team performance, etc. should also be provided to the appropriate audiences.

Another key reporting component to a successful sales compensation plan is in the documentation and roll out of the plan. According to survey results, 18 percent of respondents said they have an inefficient or no plan documentation provided to their sales team, and 20 percent say they are unable to get plan documentation out until after the first quarter of a new year. A poorly communicated, undocumented or delayed plan cannot motivate and align the sales force to sell the way the organization needs them to sell. The survey data indicates that those who said they have an above average or extremely efficient and timely process were those who had automation in place to handle the process of plan communication.



Survey results also noted that 22 percent of administrators who utilize automation to create and distribute plan documents did so before the start of the new year, compared to just 11 percent of those who did the same task manually.



While automation of the plan documentation process alone does not guarantee timely communication, it does reduce most time-consuming and burdensome manual tasks of sales compensation planning and administration at the start of the new plan year. Organizations must also make commitments to deliver final plan design changes in a timely fashion that allow administrators to effectively put those changes into place. Time is needed to execute change management strategy from adjustment in upstream data through testing of changes. Ideally, best practice is that companies release their new sales compensation plan before or at the annual sales kickoff meeting. Releasing plans and quotas after two months of the start of the fiscal year can set companies back an entire quarter. With no compensation plan or quota, sales teams have no clear direction, and companies are not maximizing their potential.

### **How to Improve Visibility and Reporting:**

**Right-time information:** Companies do not necessarily need data in real time, but instead, as close as possible to the event to link reward with behavior for the sales reps. Examples include bookings, preliminary calculations or estimates, and actual compensation reports.

**Right amount of information around commission and bonuses:** Organizations shouldn't overwhelm sales reps with too many reports. A compensation statement with the ability to drill down into details, sort, and search for relevant crediting information (e.g., customers, products, verticals) is a good starting point.

**Right place for information:** Having a primary location for incentive statements and reports will allow reps to have centralized access to the information they need. This reporting can be integrated with your CRM to ensure a one-stop shop experience for reps, like the experience incentive compensation management (ICM) technology Xactly offers.

**Right calculations:** Ensure extremely accurate and timely payments to the sales force to avoid the impacts of inaccuracy. Providing timely, visibility into results in a clear way reduces rep's need to shadow account and helps regain reps' confidence in payment accuracy.

**Right delivery of reports:** As mobile devices, tablets, and phones become more prevalent, reports specifically designed for these formats should be developed. Reps are on the go and need to be able to access key information easily. Easy-to-access reports increase rep productivity, so they aren't searing through emails, spreadsheets, PDFs, etc. for the right information.



## CONCLUSION

As a general business practice, the administration of sales compensation is in need of attention and focus at a majority of organizations. The sizable spend on sales compensation and the desired return on investment of that spend creates a risk to mitigate and an opportunity to improve efficiency, accuracy, and visibility.

An organization should consider the following changes this year to help on both sides of the risk and opportunity equation:

- 1. Sales compensation plan complexity:** High plan complexity has wide-reaching impact, including increased turnover, lower administration efficiency, and lowered calculation accuracy. A sales compensation plan review with a specific focus on eliminating unnecessary complexity in the plan and aligning the plan will help eliminate this problem.
- 2. Ownership in sales compensation:** There is no one department that best fits the role of sales compensation owner, but in general, companies with a Governance board and/or Circle of Excellence (COE) have less complex plans and utilize benchmarks and surveys more frequently. The first step to solve this is the creation of a cross-functional design team that includes members from Sales, Sales Ops, Finance, HR, and IT. Organizations should ensure the team meets on a regular basis throughout the year to monitor administration efficiency and plan effectiveness via metrics, discuss future plan design changes, and process optimization opportunities.
- 3. Automation:** From the survey results, there is a clear divide between those who utilize the right technology to manage sales compensation and those who have no automation in place. Companies using automation continue to see more efficient processes and reporting, higher accuracy rates, and high ratings in terms of organizational perception of their administration effectiveness. The key to success is a combination of strategic use of technology combined with process maturity. Investing in technology to automate the planning and administration processes as much as possible is the first step. In addition, organizations should take an end-to-end look at their compensation administration process maturity and their reporting and analytics strategy. Having a system in place to automate, accurately calculate, and report on that spend can rapidly return large dividends.



A number of survey respondents say they are preparing for ICM implementation, which is a positive sign as organizations continue to trend towards using automation tools to manage sales compensation administration. The survey included an additional question that asked organizations that had gone through an automation project—what they would have done differently to help showcase lessons learned for others to consider as they embark on the automation journey. According to 26 percent of organizations, the top lesson learned was the need to improve upstream processes and clean up source data that supports sales compensation calculations. Putting automation in place will certainly help organizations reap immediate benefits in terms of accuracy, visibility, and reporting; however, it will not fix upstream process without full understanding of the cause of the upstream challenges—such as data integrity and plan complexities.



#### **PEOPLE**

A highly experienced dedicated team, with the right tools to successfully drive on time and accurate results



#### **PROCESS**

A well-defined, adaptable, and scalable process with defined controls and visibility



#### **TECHNOLOGY**

An advanced, innovative, motivational toolset to showcase results and drive performance analysis

Most organizational leaders are aware of opportunities to improve their processes to best of breed. In addition, many companies want to change but don't quite know where to start, or they may have a plan in place but no roadmap to execute.

Incentive compensation administration and planning is a complex process that needs dedicated ownership within organizations. Having the right people, process, and technology will greatly improve your chances at aligning your organization with sales compensation best practices and achieving company objectives year after year. Starting to address the areas for opportunity in your own processes will help make the process more efficient, accurate, and able to drive intended behaviors.



## ABOUT XACTLY

Xactly delivers a scalable, cloud-based enterprise platform for planning and incenting sales organizations, including sales quota and territory planning, incentive compensation management, and predictive analytics. Using this powerful sales performance management (SPM) portfolio, customers mitigate risk, accelerate sales performance, and increase business agility. Combined with Xactly Insights, the industry's only empirical big data platform, Xactly empowers companies with real-time compensation insights and benchmarking data that maximize the bottom line. With an open, standards-based architecture, Xactly seamlessly integrates within an enterprise's existing infrastructure, with the ability to work with any ERP, CRM, or HCM application, while meeting the highest enterprise standards in security, reliability, and privacy.

To learn more about Xactly and the latest issues and trends in SPM software, follow us on Twitter, Facebook, and the Xactly Blog.

Xactly Strategic Services is a consulting practice that combines best-in-class technology, incentive compensation expertise, and big data from Xactly Insights™ to help clients improve the effectiveness and efficiency of their incentive compensation program and the technology that supports their compensation administration processes. Our consulting engagements are designed to optimize clients' incentive processes, their use of the Xactly solution, and their sales compensation plans, allowing for a greater return on your incentive compensation investment. If you are interested in learning more about how Strategic Services can help, contact [stratservteam@xactlycorp.com](mailto:stratservteam@xactlycorp.com). Or visit <https://www.xactlycorp.com/sales-comp-process-optimization/>.

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