

# Globalive Communications Connects with Varicent Sales Performance Management for Achieving Targeted Profitability



**Globalive Communications Corp.**  
is a provider of telecommunications  
solutions to niche markets.

## WITH VARICENT SPM, GLOBALIVE HAS:

- ▶ Reduced the commission calculating error rate to near zero percent;
- ▶ Reduced the time and effort with setting up new incentive plans by more than 250 hours annually, with additional savings expected;
- ▶ Saved the management team 8 – 16 hours per manager, per month through greater efficiency in managing sales;
- ▶ Reduced sales and financial reporting cycles by five business days;
- ▶ Reduced down-time of mission critical (revenue generating) employees by an estimated five to six hours per individual each month;
- ▶ Increased the accuracy of sales forecasting; and
- ▶ Increased overall revenue.

## Complexity Abounds

Globalive Communications Corporation, based in Toronto, provides next generation telecommunications solutions to customers worldwide. The company leads the market in hospitality operator services, VoIP, wireless services, hospitality, high speed Internet, billing and clearing of call records, competitive payphone services, and low-cost long distance calling for both commercial and residential clients. Globalive has received numerous prestigious recognitions including achieving the number one ranking on the annual Profit 100 as well as three consecutive years as one of Canada's 50 Best Managed Companies.

As a telecommunications provider, Globalive processes millions of transactions and hundreds of thousands of customers on a monthly basis. The company's core back-end systems record the transactions and manage the billing for each transaction. That feat alone requires robust processing capabilities.

As scalable as the company's core services and systems were, some of their internal processes and systems were simply not. "Globalive's financial database environment contains a tremendous volume of information that is updated every minute of the day," said Brice Scheschuk, CFO, Globalive Communications. "To calculate variable-based pay for each of our sales reps, we were running multiple queries on an already overburdened system."

Additionally, incentive compensation was one of Globalive's largest variable expenses and totaled nearly 50 percent of employee-related costs.

Scheschuk and his team realized that they needed to make their incentive compensation programs as scalable as their telecommunications services. In order for the business to continue growing, Globalive needed to make sure their sales reps were paid accurately, on time and with minimal hassles, while reducing the costs to manage incentive compensation.

## Beyond Incentive Compensation Management

As a software category, Incentive Compensation Management (ICM) has been around for a number of years. At its core, ICM automates the calculation of commissions. Globalive realized that ICM, often a standalone technology, would not meet their scalability requirements. Instead, Scheschuk wanted to move beyond ICM and select a sales performance management (SPM) platform that would meet their current and future needs.



“Varicent earned high marks not only for the product’s scope and features, but also for the company’s detailed approach to a Proof-of-Concept demonstration, thoroughness and engagement in answering all our questions. We felt Varicent listened to us, and genuinely cared about earning our business – a professional attitude that continues today.”

SPM would not only make managing variable pay programs easier, but it would also bring a more process-driven approach to the company’s sales compensation infrastructure. Additionally, the right SPM solution would provide tools to better forecast commissions and revenue, predict the outcomes of changes to territories and quotas, and provide advanced analytics that would facilitate more informed decision making.

### Evaluating the Options and Selecting Varicent SPM

After a rigorous evaluation of several SPM solutions on the market, Globalive selected Varicent Sales Performance Management (Varicent SPM). Globalive’s requirements included providing comprehensive features for SPM, and being able to handle the scope and volume of its telecommunications transactions.

“We researched the market, and knew exactly what we wanted in a sales compensation management solution. Our knowledge enabled us to be very demanding and specific during our evaluation,” stated Scheschuk.

Once Globalive selected Varicent SPM, Varicent’s Services team began working with key business analysts in Scheschuk’s team. Varicent met with key people at Globalive to learn more about existing compensation plans, desires for changes in compensation plans, what wasn’t working and why, and where they wanted to go. Based on that in-depth information session, the Varicent services team began building compensation and sales models customized for Globalive. That was quickly followed by testing and a smooth roll out to Globalive’s worldwide sales force, sales management and executive team.

### Finance and Sales Partnering to Achieve Corporate Objectives

One of Globalive’s main goals for adopting Varicent SPM was to reduce administration costs, obtain better accuracy in compensation payout, increasing actual selling time, and ultimately, achieving greater revenues. While finance led the initiative, the actual success would come down to the sales team’s buy-in and enthusiastic participation. With the promised features of self-service dashboards and analytics, the planned system won over sales.

Now, with Varicent SPM deployed across Globalive, the sales organization has a number of strategic tools at their fingertips. Using the Varicent SPM dashboard, which is personalized for each rep, or for managers, sales reps can track their progress against set corporate metrics and personal goals. For example, the reps can see where they are in regards to quarterly and annual quotas and revenues and do scenario planning to understand how to reach their goals. With each rep better armed to reach their individual goals, the company can reach its targeted revenue.

“Varicent SPM helped to contribute to one of our key corporate goals – increasing market share and revenues,” said Scheschuk. “We’re able to analyze performance and pay our sales team on customer retention and cross selling metrics. We’ve attracted new customers through special incentive promotions paid to our sales team and are able to analyze and make changes to the customer and product mixes for optimal profitability. Before Varicent SPM, we simply did not have the ability to drill down into this information. Now, with Varicent SPM we can easily model, administer and report on any number of key metrics.”

### The Numbers...

The impact of Varicent SPM on Globalive has manifested itself in both hard and soft return-on-investment. Within a short time of deploying Varicent SPM, Globalive started reaping the benefits, and today those benefits have multiplied.

### And More...

Those statistics are just the start of Globalive’s payoff with Varicent SPM. Prior to implementing the system, Globalive had a very difficult time investigating and resolving commission disputes. With Varicent SPM’s workflow capabilities, combined with the automation of the system, Globalive managers can very easily manage and resolve the dispute.

Previously, the commission process was standalone from the company’s core IT systems. Now, with Varicent SPM integrated with Globalive’s database for a seamless connection with the company’s financial systems and processes. In turn, this has facilitated more collaboration between sales operations and finance. Whereas finance was viewed as simply needing reports, and sometimes having to respond to commission issues, now it has provided a self-service option for the sales team. Not only does this reduce the administrative time spent by the finance team, but it also puts the key information at the finger tips of the sales team, creating a higher performing, more satisfied sales force.

### The Impact: More Time Selling = More Sales = Targeted Revenue

Revenue-generating employees (the sales force) are arguably the most vital to corporate profitability. By arming them with both the tools to understand their performance and metrics, and reducing the headaches, hassles and time spent on “shadow accounting” of commissions, tracking commissions and disputing payments.

Globalive’s sales force now has more time to actually sell product. In total, Varicent SPM has reduced sales down-time by five to six hours per individual each month. The extra time generated is a result of Varicent SPM delivering better sales reporting and analysis capabilities. Overall, the strategic information provided by Varicent SPM combined with increased selling time has led to Globalive achieving its targeted sales goals and corporate growth.

## COMPANY:

Globalive Communications Corp. leads the market in hospitality operator services, VoIP, wireless services, hospitality, high speed Internet, billing and clearing of call records, competitive payphone services, and low-cost long distance calling for both commercial and residential clients.

## CRITICAL ISSUES:

Reducing the time and expense for managing complex compensation plans

Providing business insight for the sales force to better understand individual and corporate performance

Delivering tools to track metrics and maximize revenue

## CAPABILITIES NEEDED:

Complete solution, beyond pure Incentive Compensation Management (ICM)

On-premise solution easily integrated with existing enterprise systems

Flexible, dynamic and personalized reporting and dashboarding

## SOLUTION:

Varicent SPM, providing incentive compensation management, territory management, quota planning and performance analytics for better control, management and visibility into variable pay programs.

## RESULTS/BENEFITS:

Globalive significantly reduced the commission calculation error rate to nearly zero percent

The company reduced the time and effort with setting up new incentive plans by more than 250 hours annually, with additional savings expected

Varicent SPM saves Globalive's management team 8 – 16 hours per manager, per month through efficiencies

Varicent SPM gave the Globalive sales team more time to sell, reducing sales down-time by five to six hours per individual each month

## ABOUT GLOBALIVE COMMUNICATIONS CORP.

Globalive Communications Corp. is a leading provider of next generation telecommunications solutions globally. The company develops innovative applications and delivers first-rate services to clients internationally. Globalive leads the market in hospitality operator services, VoIP, wireless services, hospitality, high speed Internet, billing and clearing of call records, competitive payphone services, and low-cost long distance calling for both commercial and residential clients. Globalive is now featuring globaliveInteractive solutions, which is comprised of interactive Web, television and mobile applications (including competitions, contests, promotions, polls, text and IVR voting, text-to-screen and news alerts), as well as rich, varied content and full wireless infrastructure.

Globalive is an award winning company with several prestigious recognitions including: #1 ranking on the 16th annual Profit 100, Canada's 50 Best Managed Companies for three consecutive years, Deloitte Technology Fast 50, and Canadian Business Magazine's Top 30 Workplaces in Canada. Anthony Lacavera, Chairman & CEO, was named to the celebrated Canada's Top 40 Under 40 list in 2006.

## ABOUT VARICENT

Varicent Software Incorporated delivers the only complete sales performance management solution addressing the needs of the entire corporation. High performing companies relying on Varicent for better visibility and control of variable compensation programs include KLA-Tencor (NASDAQ: KLAC), Starwood Hotels and Resorts (NYSE: HOT), Waste Management (NYSE: WMI), Rogers (TSX: RCI), About.com (a New York Times company), Pacific Blue Cross and more.

For more information on Varicent, visit: <http://www.varicent.com>