



Success Story  
Energy and Resources Industry



## Remaining Competitive by Quickly Adapting Commission Plans

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Hera is among Italy's largest multi-utilities, working mainly in the environment (waste management), water (aqueducts, sewerage and purification) and energy (electricity, gas distribution and sales, energy services) sectors.



Within the panorama of public services in Italy, the Hera Group's leadership can easily be recognized in a few figures: over 8500 employees who meet the needs of 4.4 million citizens in over 350 municipalities in Emilia-Romagna, Friuli-Venezia Giulia, Marche, Tuscany and Veneto. Hera Comm is the group's sales company for gas and electricity.

## Need



In 2011, Hera Comm wanted to reward those sales representatives who adhere to their mission and values, using a culture of dialogue to promote the information sharing and the feeling of belonging to a single, integrated group.

To remain competitive, maintain growth, and promote their culture, Hera needed flexible commission plans for their gas and electricity contracts that could be updated frequently by compensation teams, without being dependent on IT. Their need was complex, especially regarding plans and claw backs, and the commissioning system needed to integrate with their CRM platform.



In 2019, with the addition of a new business line, Value Added Services (VAS), Hera also wanted to automate the commissioning of VAS sales. VAS transactions were completely separate from the basic contracts, and were being handled manually using spreadsheets. It was labor intensive to do this manual commissioning, and the lack of an audit trail made it difficult to track back the VAS process status to resolve any disputes that might arise about the commissions. To remain competitive, they needed the ability to quickly and easily change the plans on the fly throughout the year.

## Solution



To address their challenges, Hera selected beqom's Sales Performance Management solution, optimizing their processes to manage a growing number of external payees and large data volumes.

As a result, beqom provided them with a simple, fully-integrated solution, customized to their structured commission plans. They now can simulate new scenarios and define new rules, based on grids and historical data, to generate forecasts.

The beqom application not only manages the commission calculations, it tracks the process of configuring the commission rules and adding agents, so there is a record of what changes were made, when, and by whom. beqom tracks everything at the transaction level for each contract and agent. The solution provides efficiency, accuracy, and transparency, as well as the ability to trace VAS status related to a commission to quickly resolve disputes.

## Benefits



By leveraging beqom, Hera:

- Removed the dependency on IT, allowing business users to quickly create, simulate and deploy new incentive plans, and change them as needed
- Streamlined the commissioning process and tuned performance to address both growing data volumes and the high turnover of sales agents
- Gave sales reps confidence in the accuracy of their commissions, reducing the number of disputes as well as the valuable selling time spent resolving them
- Gained a full audit trail of changes to rules and campaigns, and calculation of sales commissions, with visibility back to the original sales transactions and crediting process

### Corporate Snapshot

**Sector:** Energy and Resources

**Headquarters:** Bologna, Italy

**Total employees:** 8,562\*

**Total revenue:** €6.1 billion\*

\*in 2018

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Images source: Courtesy of Hera

*“Given the growth in the number of sales agents and contracts, we found in beqom the right solution, in terms of both flexibility in customizing the product to our structured commission plan, and of product price. We are well satisfied with the product and especially with the beqom people who support us in addressing the continuous changes and challenges.”*

— Veronica Musiani, Sales & Marketing Services Manager