



Managing Compensation in the Telecommunications Industry

Customer Success Stories

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Managing Compensation in the Telecommunications Industry

Compensation in the highly dynamic telco industry presents many special challenges, in both sales incentive compensation and global total rewards. Yet effective management of rewards is critical as a competitive differentiator that can create a motivated workforce and drive market share.

With sales incentives playing such a huge role in driving the business, in both the B2B and B2C sectors, it is critical to have incentive plans that fully support company strategy on a daily basis, and to efficiently deliver those incentives in a timely, accurate, and transparent fashion.

Likewise, broad-based HR compensation such as salaries, bonus plans, and long term incentives for employees need to be linked to company strategy. They need to be consistent company-wide, yet adapted for local markets.

Both Sales and HR compensation plans need to be flexible to handle complexity, and so require a compensation management platform that can ensure the plans are executed effectively, with visibility to all stakeholders. And since plans may change frequently to adapt to changing conditions or strategies, the platform must support fast and easy plan changes by the Sales and HR teams.

Many telcos get by with legacy systems or ad hoc solutions cobbled together from various disparate systems and manual processes, which are inefficient, costly to maintain, and hard to change.

Since our inception in 2009, beqom has been providing the telecommunications industry with a platform to automate compensation for employees and external sales channels, bringing much needed efficiency, reduced costs, and a powerful tool to motivate and reward the workforce.

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The beqom total compensation solution

beqom provides a cloud-based sales incentives and total rewards platform that is the preferred compensation management solution for telcos around the world.

Our total compensation platform provides both a scalable, flexible sales incentives platform, and the missing piece in HRIS software suites to enable sophisticated compensation management for total rewards processes, without compromise.

beqom's unified platform can manage any or all of your rewards processes:

- Sales incentives for employees and all sales channels
- Salary planning and merit increases
- Objectives based bonus plans
- Long term incentives / stock plans / deferrals
- Executive compensation

Why do telco companies choose beqom?

Telco business and operational issues

- **Difficulty motivating and securing the loyalty of the sales network in an extremely dynamic, evolving market**
- **Need to frequently adapt compensation policy, due to proliferation of offerings, frequent launches of new services, special promotions, etc., in areas such as:**
 - Voice Over IP, fixed line phone cards,
 - B2B
 - 3G/4G/5G broadband access, payments via SMS, etc.
 - Triple play (Internet, Phone, TV)
- **Difficulty in maintaining market share due to:**
 - Challenges related to high churn rate
 - New actors emerging on the market (MVNO – Mobile Virtual Network Operators)
- **Challenges in relation to distribution networks:**
 - Decreasing exclusivity within distribution networks
 - Disparate network (franchise / hypermarket distribution / local shops)
 - Increasingly complex products
 - Market overload: replacement market
 - Shrinking of margins on voice subscription
- **Multi-channel strategy challenges**
 - Direct & Indirect

beqom solution benefits

- **Adaptability**
 - Ability to create and quickly adapt balanced, flexible incentive plans per segment (e.g.: boost sales of particular product/family, reward on volume, etc.)
 - Fully configurable multi-criteria rules engine to define eligibility and payment rules at a granular level
 - Management of complex earning/payment rules: retro-activity, exceptions, split commissions, over commissions, advances, clawbacks, regularizations, departures in mid-year, etc.
 - Flexibility in data aggregation, multiple hierarchies
 - Open model enabling the business to react to every type of market/scenario
- **Transparency**
 - Ability for each sales executive/distributor to access: the rules affecting their individual and group incentive plans the detail, down to transaction level, to track their compensation calculation
 - Easier negotiation thanks to crystal clear agreements during reorganization
- **Business efficiency**
 - Reduction in compensation disputes and related dispute management costs (verifications, recalculations, reminders, etc.)
 - Electronic publishing (dispatch invoices to distributors)

Customer Success Story

Turkcell

Need

Manage the complex variable incentive compensation plans of the Corporate and Consumer Sales Channels.

Structured process to calculate variable compensation:

- Handling and modeling complexity with user-friendly GUI
- Setting the objectives for different levels and different hierarchies
- Changing plans quickly and easily
- Following up on sales performance via dashboards & scorecards
- Ensuring payee trust and confidence and significant time savings
- Handling disputes and processing exception management
- Real-time calculation and simulation of incentives against plans
- High performance even with huge transactional data volume (hundreds of millions of transactions per day)

Solution

- Ability to manage plans with hundreds of indicators and rules
- Self service target management for dealers to enable top-down distribution
- Personalized Performance and Compensation Dashboards & Scorecards
- End to end integration with DWH, CRM, IDM, ERP, etc.

Result

- Commissions for 30,000 payees including sales employees, stores and distributors
- Accurate calculations on adaptable commission plans
- Quick & easy changes, adapt quickly to changing market
- Aligned strategy for more confident and motivated dealers and distributors
- Fully authorized commission plans for Consumer and Corporate channels



Turkcell

The largest Turkish mobile operator

Project facts:

Start date: 2012

Users: 30,000

Segment: Incentive Compensation Management (ICM)

Customer Success Story

Sunrise

Need

Manage commissions of Sunrise Dealer Network in Switzerland:

- Process commissioning events in close to real time for daily business, allowing business users to see the preliminary dealer statements and additional reports up to date each single day
- Modeling and simulation of commissioning results based on modified (not yet live) commissioning parameters

Solution

- Manages commissions of 2,000 store employees
- Complex calculation rules that support company strategy
- Fully integrated system within the Sunrise IT landscape and processes

Result

- Faster delivery of statements to dealers
- Reduced time required for calculations so more time can be spent on quality controls and dealer communication
- Easier and more efficient changing of commission schemes

Sunrise

Sunrise

Largest privately held telecommunications provider in Switzerland

Project facts:

Start date: 2012

Users: 2,000

Segment: Incentive Compensation Management (ICM)

Customer Success Story

Swisscom

Need

- Compensation not linked to company strategy
- Complex compensation plans were not standardized and required frequent changes
- Multiple legacy systems and manual processes were inefficient, costly to maintain, and hard to change
- Wanted a Total Comp view per employee

Solution

- Replaced 4 systems & inhouse developments, including Excel tools, with the potential to replace 2-4 additional systems
- Automated compensation management for all processes (Salary Review, Bonus, LTI, Sales, Recognition), for all populations

Result

- Ability to manage compensation flexibly, “the Swisscom way” (without compromise)
- Ability to view Total Comp for all employees
- Ability to do real time simulations of complex compensation plans, budgets, and forecasts
- Strong bonus management capabilities including sales bonuses and effective dating
- Reliable, efficient modern technology
- Reduced dependency on IT to apply changes
- High usability; managers needed no training
- Strong integrated reporting and analysis on all compensation data



Swisscom

Switzerland's
leading telecom
provider


Project facts:

Start date: 2013

Users: 17 000

Segment: Total
Compensation, ICM

beqom has been tackling the toughest telco compensation challenges for over a decade

 TURKCELL	 Sunrise	 swisscom
Turkcell (Turkey) Since 2012	Sunrise (Switzerland) Since 2012	Swisscom (Switzerland) Since 2013
<ul style="list-style-type: none">• Sales Commission• 30 000 users• Employees, stores and distributors in retail and B2B divisions	<ul style="list-style-type: none">• Sales Commission• 2000 users• Daily commission processing for dealer network, with complex rules	<ul style="list-style-type: none">• Total Compensation• 17 000 users• Standardized comp plans linked to strategy



Claudio Carnovali, beqom Product Manager

Happiness is the best driver for success

Our mission is to make the workforce of our customers happy. beqom drives happiness by allowing business managers to lead, align, and motivate employees and partners. The beqom Total Compensation solution is used globally across all industry sectors by more than 100 large companies such as PepsiCo and Deutsche Post DHL. It addresses all performance and compensation aspects such as salary review, bonus, long-term incentives, commissions, benefits, non-cash rewards, and all key drivers towards employee performance and sales performance.

HR, sales, and finance departments leverage our platform to drive performance, retention, cost optimization and... happiness among their people.



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