OpenSymmetry
from strategy to success.

Travelex worldwide money

Selecting Software is Easy.
Selecting the *Right* Software is Hard.

April 2017

www.opensymmetry.com

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AGENDA

The Travelex Story:
From E-reward Showcase to live
in under 12 Months

OpenSymmetry Support:
Best practises on selecting software

Introductions

Robyn Brack, Global Head HR Operations, Travelex

- 25 + years experience across multiple HR functions
- Currently responsible for: Rewards and Benefits, HR Technology, Payroll, Recruitment, Learning, HR Analytics and Colleague HR Support

James Mulligan, EMEA Sales Director, OpenSymmetry

- Responsible for Sales and Customer Engagement
- 10+ years experience in selling, implementing and managing compensation management technology

The journey

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Are we getting the most out of our bonus?	We want to do this, but how?	How do we determine the right technology for us?	Now that I've selected, what next?
Why not just use Excel?	What is most important to us?		

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Define a need and get buy-in	Establish a process	Vendor evaluation	Purchase justification

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Define a need

- What is it about our current incentive plans that are not achieving our desired outcome?
- Colleague survey, early 2016
  - Targets are unobtainable and "moving the goalposts" is demoralising
  - Contribution: individual performance vs. store vs. location
  - Plan payments versus off plan payment

OUTCOME Redesign plans; better engage our workforce

Are we getting the most out of our bonus?

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Get buy-in

- It isn't all about calculating the numbers correctly
- Considerations:
  - The Right Process → Drive the right behaviours,
  - Improve Selling → Move the "Mighty Middle", Reward top performers
  - Engagement and communication → Bring incentives to life
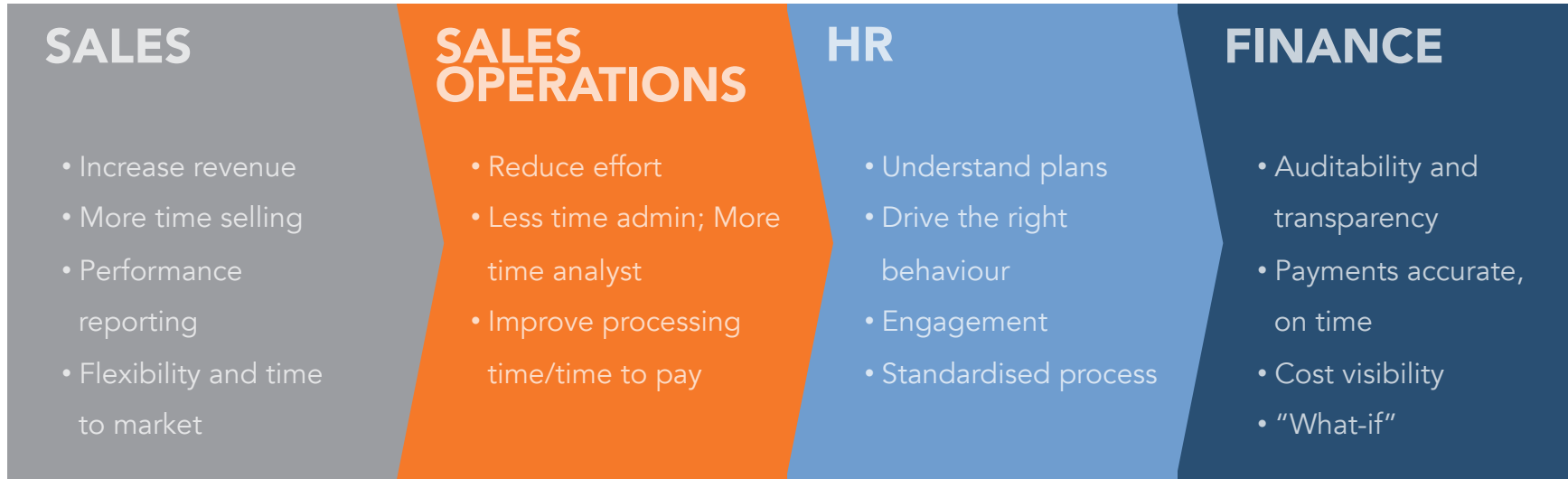 - Gamification → R-League

OUTCOME Excel can calculate commission/bonus, but it cannot impact performance & drive behaviour

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Who cares?

SALES	SALES OPERATIONS	HR	FINANCE
• Increase revenue • More time selling • Performance reporting • Flexibility and time to market	• Reduce effort • Less time admin; More time analyst • Improve processing time/time to pay	• Understand plans • Drive the right behaviour • Engagement • Standardised process	• Auditability and transparency • Payments accurate, on time • Cost visibility • "What-if"

Define a need and get buy-in	Establish a process	Vendor evaluation	Purchase justification

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Establish a process

- BUT, we need credibility to support our ask for investment
- Define requirements for technology and purchase
  - Gather Travelex requirements
  - Define business case
  - Select a vendor
  - Prepare for implementation

OUTCOME Partner with OpenSymmetry to provide credibility and expedite the process

| Are we getting the most out of our bonus? | We want to do this, but how? | How do we determine the right technology for us? | Now that I've selected, what next? |
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Establish a process

- We need to do an apples-to-apples comparison for Travelex
- Key requirements and considerations:
  - The calculations are "easy"; need to ensure this can be done, but must be broader
  - Integration, data, security
  - Reporting, engagement
  - Ongoing operations, managing change
  - Gamification

OUTCOME Define key requirements; Develop demo scenarios to make vendors tell Travelex story

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Establish a process

- Structured process

- Key requirements and considerations

- 7 Cs methodology

| Define a need and get buy-in | Establish a process | Vendor evaluation | Purchase justification |

Vendor evaluation

- Based upon demo scenarios, develop a scoring mechanism to understand our evaluation
- Travelex scorecard:
  - Detailed scorecard with relevant Travelex requirements
  - Remove emotion; stick to facts
  - Use facts to make a decision

OUTCOME Define a scorecard; stick to the scoring. Short list; reassess

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Vendor evaluation

Make the vendors tell you your story

Generic demos and RFPs don't work

Create detailed scoring and remove emotion

Define a need and get buy-in	Establish a process	Vendor evaluation	Purchase justification

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Purchase justification

- Develop the business case. What matters, and to whom?
- Business case evolution:
  - Initial assessment
  - Finance involvement
  - Justification
  - Starting line versus final

OUTCOME > Selection!

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Purchase justification

1 Understand your journey

2 How does your organisation buy?

3 Tangible and intangible benefits

4 Negotiation windows, legal, IT (security), etc.

5 Sign off process

Define a need and get buy-in | Establish a process | Vendor evaluation | Purchase justification

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The story today

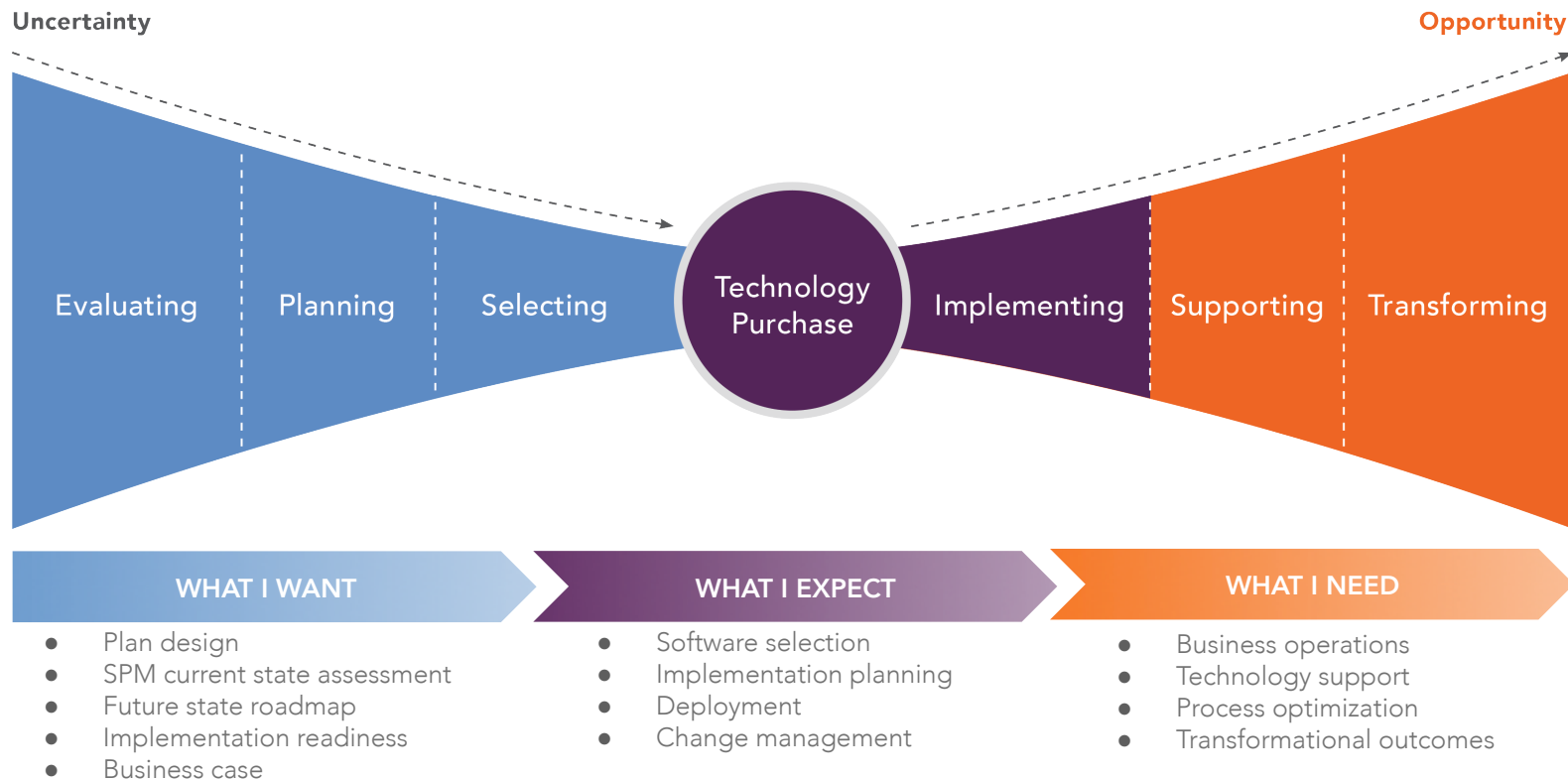| Case for automation | Key requirements and considerations | Vendor evaluation | Purchase justification |

The OS roadmap

Uncertainty

Opportunity

Evaluating | Planning | Selecting

Technology Purchase

Implementing | Supporting | Transforming

WHAT I WANT

- Plan design
- SPM current state assessment
- Future state roadmap
- Implementation readiness
- Business case

WHAT I EXPECT

- Software selection
- Implementation planning
- Deployment
- Change management

WHAT I NEED

- Business operations
- Technology support
- Process optimization
- Transformational outcomes

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Free workshop

OpenSymmetry offers a FREE 2-hour workshop structured to focus on *your* key current challenges and questions.

- Receive guidance on plan design
- Optimize the sales performance process
- Build a business case for sales performance management (SPM)
- Develop an SPM roadmap

REGISTER FOR YOUR WORKSHOP TODAY!

Visit our booth to learn more

or register online at:

http://tinyurl.com/osspmworkshop