


# How DSM Simplified Sales Performance Management with Varicent ICM

Established in 1902, DSM is a global purpose-led and performance-driven company specializing in nutrition, health, and sustainable living. With a wealth of science and innovation at their disposal, DSM tackles some of the world's greatest challenges, creating value for their customers, employees, shareholders, and society at large.

## The Challenge

Unexpected shifts in market dynamics as a result of the COVID-19 pandemic in 2020, as well as other external uncertainties and headwinds, made it difficult for DSM sellers to go out and sell the products that deliver on their mission of Building Brighter Lives for All.

To compound these challenges, at the end of 2020, when their performance year ended amid the pandemic, DSM recognized their existing sales performance management solution was no longer sustainable. They needed a new solution to support their employees — and fast.



**Varicent very quickly understood who we are, what our challenges are, and how our sales incentives work. They were able to give us a solution to the problem we had.**

Mischa Bijl, Manager



### Industry

Healthcare

### Size

Enterprise

### Geography

Europe

### Product

Varicent Incentive Compensation Management (ICM)

## Results

### Make data-Informed decisions

Varicent ICM empowers DSM leaders to take decisive action with confidence, thanks to comprehensive dashboards backed by data and insights.

### Remove friction with simplified insights

Varicent ICM enables DSM sellers to easily understand compensation and performance data through its automated workflows, customizable reports, and visualizations.

### Motivate performance

DSM can now drill down into individual transactions and team member performance. Sales leaders can easily identify gaps and coach sellers to outdo past performance.



## The Transformation

Due to the fast-approaching contract end date of their existing sales performance management solution, DSM needed a tool that could be implemented in a short period of time. They couldn't afford a gap. The implementation fell on the shoulders of Mischa Bijl, Manager of Total Rewards at DSM. Through the execution of OpenSymmetry's competitive vendor selection process with the aim of identifying the technology that was most aligned to the needs of DSM, and addressing the impending solution gap, Mischa was happy to see Varicent checked all their boxes.

Here are four reasons why DSM chose Varicent ICM:

### Best-in-class customer support.

With the confidence that Varicent and OpenSymmetry were the optimal choice, the teams needed to meet the tight implementation timeframe. Mischa explains, "It was quite stressful because we had to tell our business leaders that we were decommissioning the current tool on December 12th, just before you start closing the year. And the general experience with implementing a tool is that it takes up to a year, or months, to get up and running."

Through meticulous planning workshops with OpenSymmetry, a bespoke implementation plan was conceived, and DSM was able to implement Varicent ICM within the tight timeline. "It's possible to pull something like this off in just a short period of time," says Mischa, "And we ended up with a tool that works."

### A friction-free seller experience.


In the previous tool, sellers were not able to see the underlying transactions, so they had no way to check how their compensation was calculated. Varicent ICM gave sellers full transparency into their transactions and performance with customizable reports and dashboards. Providing visual data to sellers can eliminate shadow accounting, a practice that takes focus away from reaching revenue goals.

### Automated, intuitive workflows.

For DSM, it was important to have a solution that is easy to use and accessible for all employees. Varicent ICM provided intuitive and automated workflows that eliminated the errors, inefficiencies and frustrations that come from manual processes.

### Visibility into sales performance.

With Varicent's enhanced analytics and performance data, leaders are now empowered to take decisive action based on easily accessible enhanced analytics. They have access to the dashboards and tools they need to coach their sellers to outdo past performance.



**Now, with Varicent, we will be able to see, very easily, which customers purchased which products from which sellers. It's already a huge improvement at DSM.**

Mischa Bijl, Manager, Total Rewards, DSM

## The Results

With the 2020 performance year closure behind them, DSM already has their eyes on the horizon. "We have set the targets for this year and are already looking ahead at things like discovery dashboards, enhanced analytics, and spiff, which we have never done like this before," explains Mischa. "We had our sales contests, but they were always coordinated offline on a piece of paper or in Excel."

DSM efforts for future success don't stop there. DSM will expand Varicent ICM into additional business entities, so more employees have access to information and performance data to make better decisions. "So far, I'd say the response has been very positive, and there's only more to come."

[Learn more by contacting one of our trusted advisers.](#)

### Key Takeaways

#### Build a culture of trust

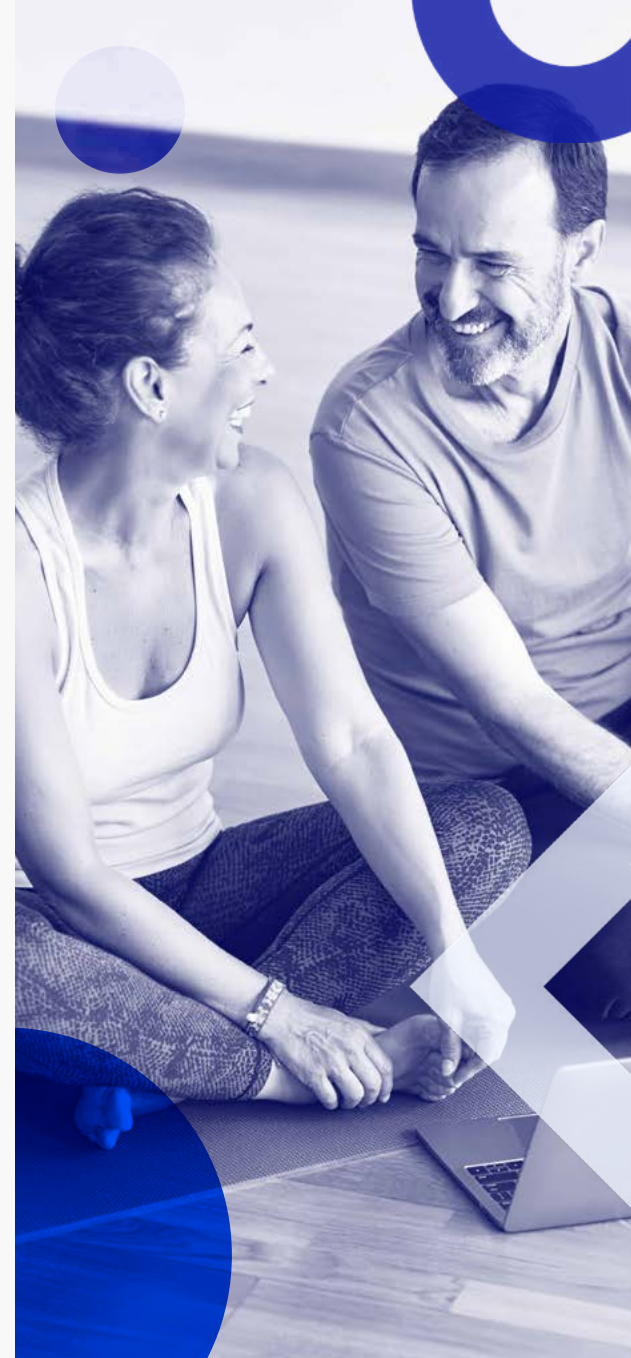
When DSM needed a new sales performance management tool, Varicent helped build a system that was sustainable and supported the company's sellers. Sellers could now see their underlying transactions and understand their commissions figures in an automated workflow.

#### Find efficiencies through collaboration

Working together with OpenSymmetry, Varicent delivered on a tight timeframe that would have normally taken up to a year to get up and running. A tailor-made plan was conceived, and DSM was able to successfully implement Varicent ICM in a short period of time.

#### Make data-driven decisions that lead to growth

Through Varicent ICM, DSM is seeing successful results with a clear view of what customers are buying and from whom. Leaders can leverage data-based insights to make strategic decisions that drive growth.



**Varicent Incentive Compensation Management removes friction from sales compensation, enables you to adapt strategy to stay in step with the market and provides you with actionable insights to outdo past performance.**

**Learn more by contacting one of our trusted advisers.**

**Book a demo today**