



Behavior By Design

Building Incentives That Scale

May 28th, 2026



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Your tech stack gives sellers capacity.
Your compensation plan tells them what to do with it.

Framing Today's Conversation

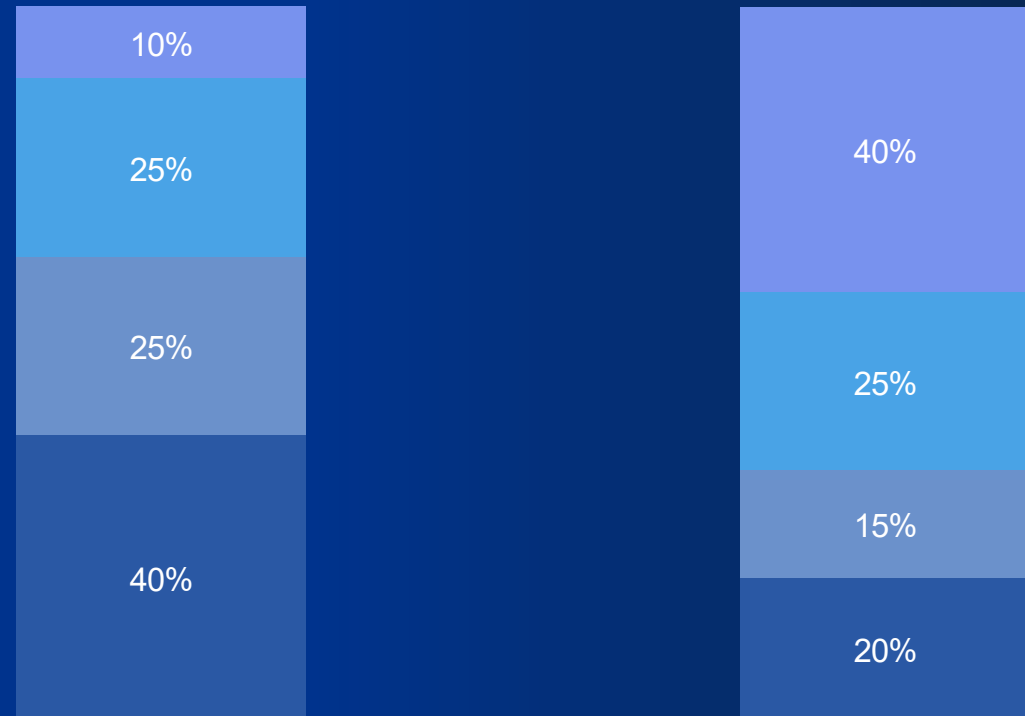
01	Welcome	5 Min
02	Today's Comp Landscape	5 Min
03	A Framework to Anchor Your Comp Strategy	5 Min
04	Framework Breakdown	20 Min
05	Call to Action / Q&A	5 Min

The Great Sales Shift | from “More Time” to “Smarter Time”

AI and modern GTM tools are providing sellers capacity and multiplying their impact.

Now more than ever, it's critical that sellers block out the noise and focus on what matters.

■ Prospecting ■ Admin ■ Selling ■ Strategic Account Engagement



Seller's Day 2016

Seller's Day 2026

**Based on a trend analysis of market data from leading industry reports, including Salesforce's 'State of Sales,' Gartner, and McKinsey, we've seen a dramatic shift in how sellers spend their day*

Simplifying Compensation Down to What Matters

Pay Philosophy



Be intentional about the type of seller you want to attract, and how you compare to competition

Business Strategy



Tie compensation to your current business strategy and immediate priorities

Simple Mechanics



Design plans that don't take weeks to dissect. Sellers must get excited about earning upon plan introduction

Operational Feasibility



Plans need to be designed around a strong operational foundation. Feasibility is essential

Roll-Out and Communication



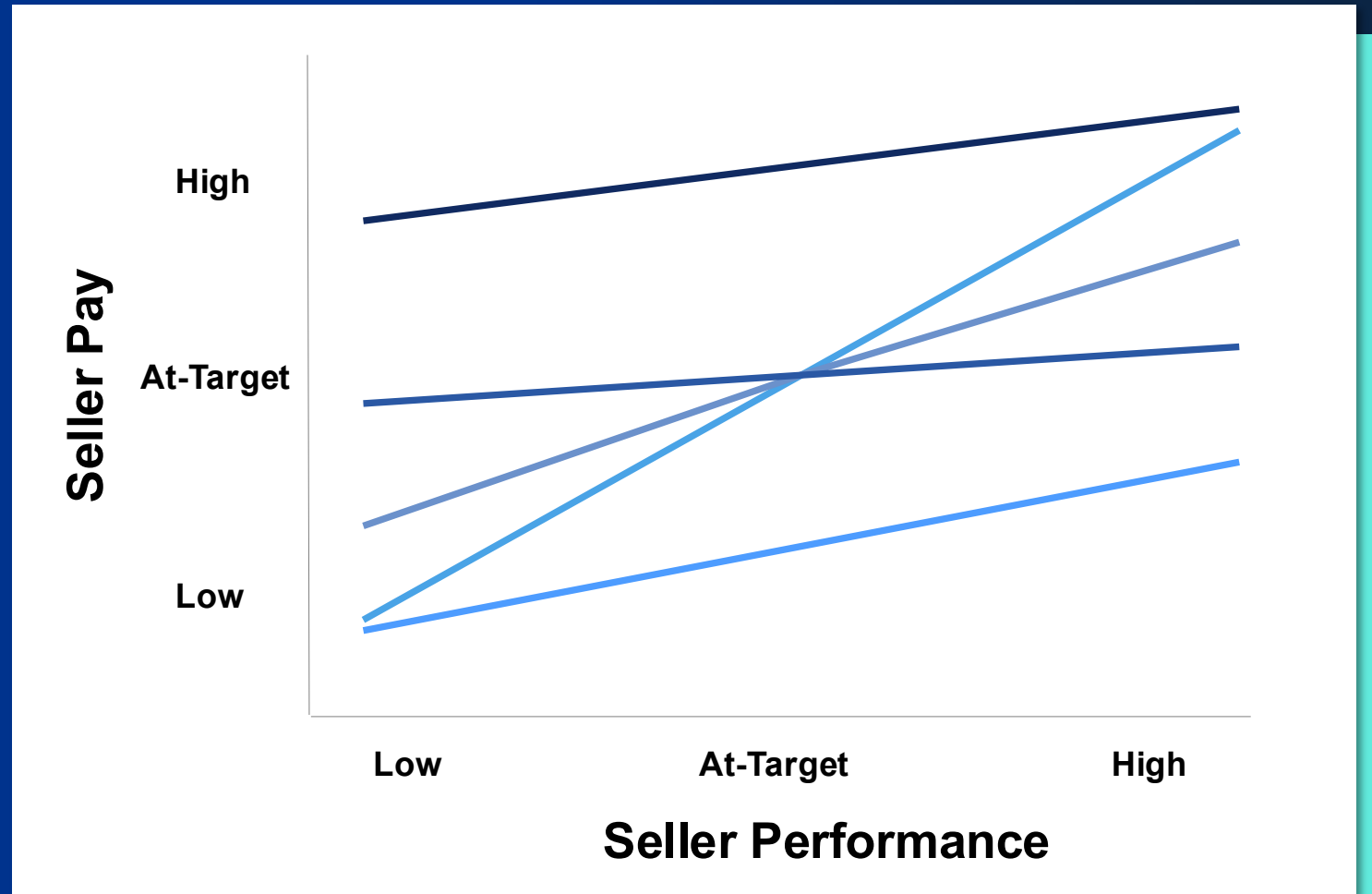
Make Change management a priority. A strong design and implementation falls flat without an intentional roll-out

Your Pay Philosophy is Your #1 Talent Lever

Pay philosophy is the blueprint for your sales DNA.

Think about the type of culture you want to drive.

Are your incentives building that culture, or fighting against it?



Build Seller Habits Aligned to Your Strategy

By your strategy demands profitability, but you only pay on volume, you are building the wrong seller habits.

Your mechanics—hurdles, SPIFs, and multipliers—must be intentionally engineered to reward the specific behaviors that drive your corporate goals.



Simplicity moves the needle. Complexity creates noise - Simplicity Drives Focus and Trust

If a seller can't understand the mechanics of a new plan within 24 hours, you've already lost.

Plans should motivate and drive behavioral change, not create confusion and

uncertainty

53%

of Sales reps are 'very confident' that their commissions are accurate.

Confident sellers sell. Uncertain sellers leave.

**The Source: Varicent, "The State of Sales Incentive Compensation and Performance Report" (2023).*

The Data Trap: When a Brilliant Plan Meets Operational Reality

70%

of comp rollouts are delayed or fail not because the plan is bad, but because the data isn't ready.

Your plan is only as good as the data that feeds it.

**The Source: Source: Gartner Research – Sales Performance Management Deployment Best Practices & Sales Management Association (SMA), Incentive Compensation Research.*

Is the data readily available?

Does it need to be transformed?

What data volume is required?

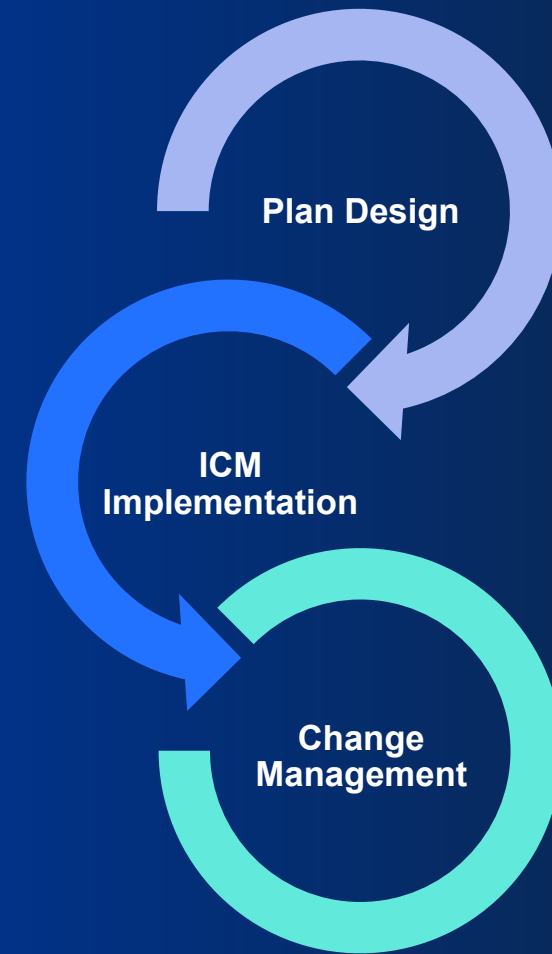
Don't overcomplicate your implementation by designing plans without operational feasibility in mind.

Well-Designed Plan + Timely Implementation = Failed Roll-out?

A great plan and a perfect SPM implementation are only two pieces of the puzzle.

Sellers need to understand not just **WHAT** they should sell, but **WHY**.

Change management isn't an afterthought—it's the bridge between a new plan and behavior change in the field.





Shape Behavior to Drive Outcomes:
Business strategy must drive plan design

Simplicity Motivates Sellers:
If sellers don't understand the opportunity,
they won't change their behavior

Feasibility is Vital:
A plan is worthless if you don't have the data to enable it

Come to the **KPMG booth** and let's discuss the biggest challenges you're facing today, whether they are focused on plan design or operationalization.

Q&A

KPMG



Varicent