

Solution Overview

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Faced with today's business challenges of reducing margins, rising costs and increasing competition, it is imperative for any organisation to be able to measure and track the health status of their business from day-to-day.

Our solution, SPRINT (Sales Performance, Rewards & Incentive Tracking) allows a sales-driven organisation to achieve this. From sales management to incentive calculation, from campaign management to dashboards, you will be able to monitor the 'heart beat' of your sales initiatives.

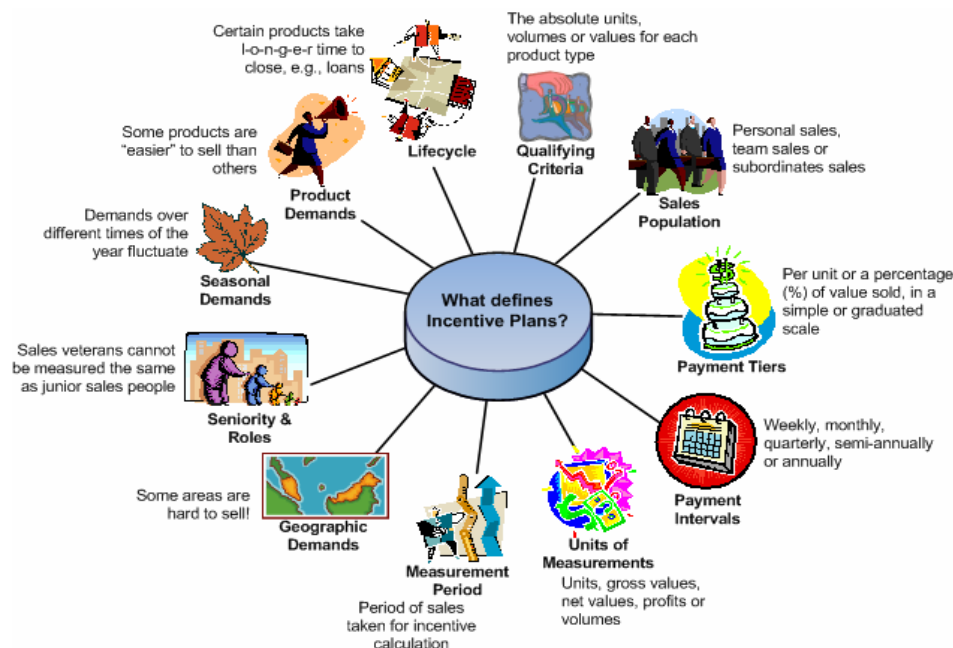


Figure 1.0 – Incentive Flexibilities

Key Benefits

With the implementation of SPRINT, steps previously performed manually or with great degrees of difficulties are reduced (if not eliminated).

Organizational Structure

SPRINT is designed to support a wide-range of sales-driven organization's business. In many set-up's, sales people may be teamed into different organizational structure. A sales team, consisting of one or more sales persons, can be classified to:

- ☐ Different sales business units,
- ☐ Different departments,

- ❑ Different sales channels.

With the breakdown of sales borders, setup complexities become more pronounced with the organization structure spanning across geographical locations.

Multi-Product

SPRINT supports the incentive management for a number of product categories that specify the type of product sold. The commissions paid out to sales agents are determined by these categories. SPRINT has been used for the incentive payout for:

- ❑ Credit card with emphasis on card approvals and retention.
- ❑ Mortgage, with incentives being paid subject to the transaction lifecycle, e.g., execution of loan document or loan draw downs, with emphasis to also penalize agents for non-performance (as defined by the organization).
- ❑ Banking accounts such as fixed deposits, savings, current, FX and others.
- ❑ Club memberships.
- ❑ Finders-fee arrangements for new business setups.

Multi-Quota

Sales targets are key performance indicators of a sales person's performance. Quota's or standards of performance (SOP's) as they are known in SPRINT, are contractual targets assigned to sales agents that articulates what each agent is to achieve and what he/she will receive according to achieving these targets.

This quota's drive the payout rates of incentive payments. In SPRINT, quota's can be defined for different sales targets, per sales agent, per product, per measurement period. This is all user-definable.

The following diagram illustrates the quota's assignment methodology implemented in SPRINT.

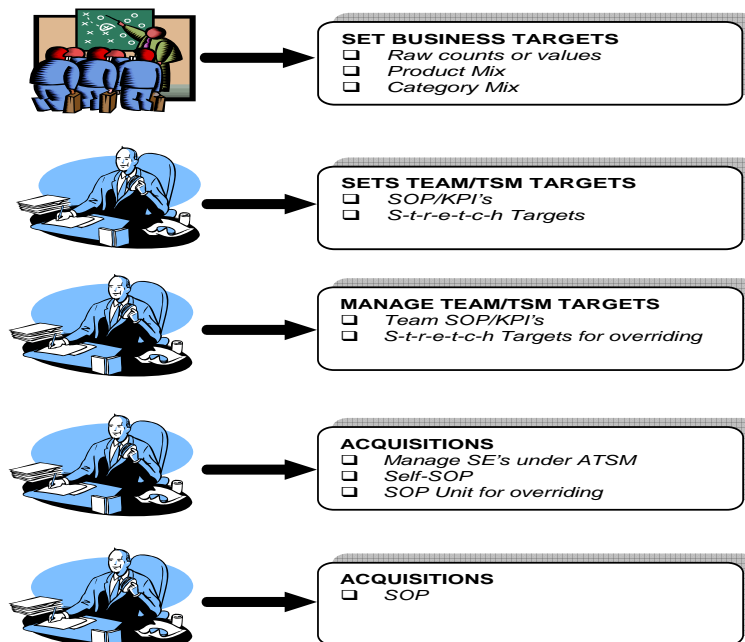


Figure 2.0 – Quota Assignment Methodology

Multi-Lifecycle

A sale is tracked from its closing to its delivery, e.g., a mortgage sale commences at application and completes when it's either rejected, or the loan amount drawn down by the client. Using this example, each sale transaction status can be incentivized or penalized as needed. The following incentive payout illustrates the example described:

- ☐ Pay by submission.
- ☐ Pay by approvals.
- ☐ Pay by acceptance.
- ☐ Pay by draw downs.
- ☐ Penalize by redemptions.
- ☐ Penalize by defaults.
- ☐ Penalize by rejections.

Multi-Roles Support

Different organization roles, ranks or tiers also determine the payout of incentives.



Figure 3.0 – Multi-Roles Incentive Payouts

Multi-Measurement Support

Various product types also determine how an agent is to be incentivized.

SPRINT supports these measurements by:

- ☐ By unit sales.
- ☐ By gross sales values.
- ☐ By revenue sales.
- ☐ Any other measurements as specified by you.

Multi-Dimensional Incentive Plans

An incentive plan is the definition of what compensation will be paid for achieving sales over a given measurement period. SPRINT provides the facility to create and maintain various types of plans (incentive schemes), and one or more of these plans can be active at any one time, for any one or more products.

An example of a multi-dimensional incentive plan could be as follows:

- ☐ A special incentive programs, such as Gold Card Incentives, which are tied to a product. These are basic/primary incentive schemes.

- ❑ Special incentive programs to encourage sales effort directed toward certain categories, e.g. new-to-bank approvals.
- ❑ Annual business plan and stretch plan targets for individuals at TSM level and above.
- ❑ Normal SOP/KPI incentives. The definition of many SOP incentive plans that may apply differently to different channels/teams may apply at this level.
- ❑ Overriding incentives.
- ❑ Additionally, vintage (determined by the length of service of a sales agent) incentives can also applied.
- ❑ Any other ad-hoc incentives that maybe deemed appropriate or motivational from time to time.

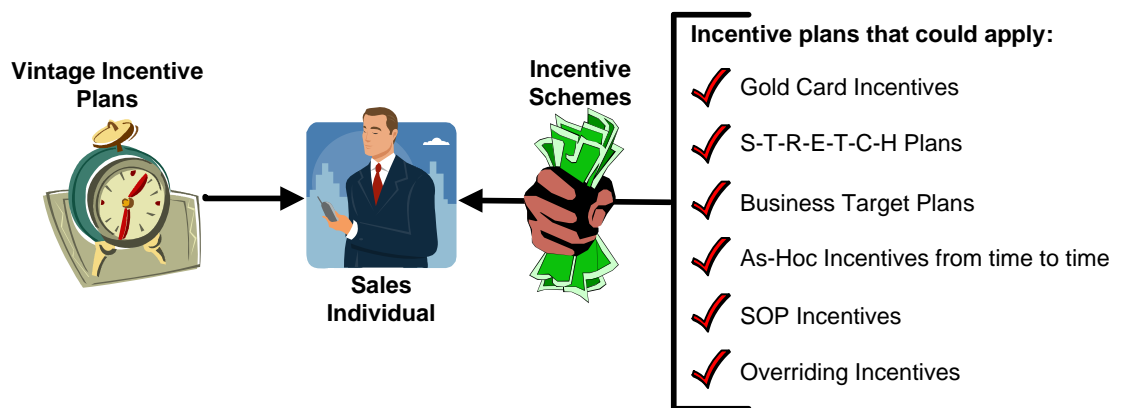


Figure 4.0 – Multi-Dimensional Incentive Plan

Agent Recruitment Lifecycle

SPRINT also supports the managing of sales activities across enterprise wide range of business units and departments. A comprehensive personnel employment movement that impacts how a sales agent is to be incentivized is also tracked. These activities include:

- ❑ Recruitment of sales agents (new agents).
- ❑ Transfer of agents across business units, department or teams.
- ❑ Suspension (and subsequent reactivation) of a sales agents employment status.
- ❑ Resignation of agents.

Performance Management

For all sales targets that are assigned to a sales agent, SPRINT also manages the performance of these agents against their quotas for any given period. Typically, this serves to classify sales agents as good, average or bad performing agents. The results of these analyses can be represented in the system based on a customer-assigned performance grading structure.

Tracking and classification of agents performance in SPRINT is achieved by:

- ❑ Determining the percentage (%) sales of the agents against their assigned sales quota. In this instance, a sales agent will carry one performance grade, i.e., either good, average or bad.

SPRINT also supports the grading of agents on a weighted average of their performance. This caters for situations where a sales agent may sell more than one product at any one time. Grading under this scenario, will be a weighted average of the agents' performance on all the assigned products, against his or her sales quota's.

Flexi-Instrument Payout Schemes

Although monetary rewards form the most common payouts, other forms of incentives are also considered in motivating sales agents to consistently meet their targets. This "other" forms of incentives can be points reward or other equivalent remuneration introduced as either the primary or supplementary incentive benefits.

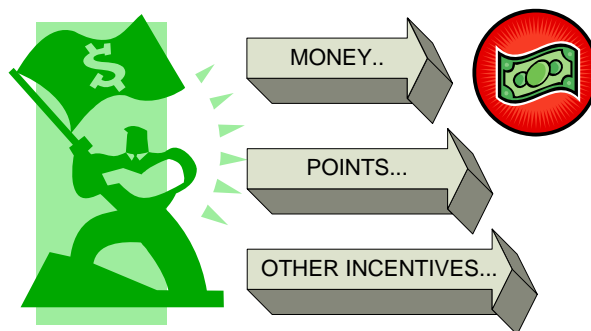


Figure 5.0 – Flexible Incentive Payouts

Scenario Analysis

In any sales-driven business, many dynamic sales factors impact the underlying sales achievements of an organization. With the fast-pace in which changes takes place, sales performance systems must provide the capability for management to modify revenue projections and examine the impact on commission compensation.

What constitutes a "what-if scenario"? Consider the following examples:

- ❑ What is the impact to my bottom-line, if the number of agents were to be increased by a certain percentage?
- ❑ What is the impact to my bottom-line, if each agents achieves a certain submission percentage for a product?
- ❑ What is the impact to my bottom-line, if a certain percentage is achieved over all submissions for a certain product?

The combinations are many and the efforts, if manually projecting these figures are mind boggling. Scenario analysis in SPRINT allows sales organizations to perform "sales modeling", i.e., by inputting a range of estimates (as many scenarios that one can think of) and project the outcome of this scenario towards the organization's performance or the overall incentive payouts. This is achieved by allowing users to extract sales data from its database, and "tweak" sales figures on Excel platform to project the probabilities of a scenario outcome. This flexibility allows sales

organizations to forecast seasonal sales patterns, or even to determine cost of sales per account, thus aligning incentive payouts to meet the required sales model.

Reporting Facilities (multi-format, data extract)

SPRINT supports a wide range of inquiries and reports to be printed by any levels of organization participants. All inquiries and reports are “print previewed” to the users before allowing users to determine the form of output required. All previewed results can be either:

- ☐ Printed as a hardcopy via a network connected printer, or
- ☐ Saved as a softcopy output in any format desired by the users. This can be in PDF, Excel, CSV, text, XML or other formats as deemed appropriate by the users.

Additionally, SPRINT also supports the capability for users to extract sales data for scenario analysis or for any other exercise required by the users.

Dashboards

Consistent views of business performance throughout an organization are vital to ensuring that everyone has the same information and can focus on delivering on the same goals. Yet maintaining consistent visibility of business activities is no easy task. To make sound decisions quickly, sales systems must provide users with the right information—when they want it, in the way they need it.

With the advancement of information technology, sales organizations are swamped in terms of choice in dashboard tools. However, some core considerations that drive the implementation of dashboard tools include:

- ☐ Cost-effective solutions (certainly, the choice of dashboard solution should not equal or exceed the price of your sales performance systems).
- ☐ Empowering users views without IT intervention. Management personnel must be able to view information without having to obtain special IT certifications or the need to hire special IT expertise.
- ☐ Allowing management personnel to foresee critical performance shortcomings enterprise wide within the shortest time frame.

In SPRINT, the focus of the dashboard tool is to towards allowing management personnel to view a comprehensive range of information, “tweak” performance indicators while being on the move. In most sales organizations, the key sales coordinators are typically people who (like it or not) are constantly weaving in and out of meetings or discussions. Dashboard integration in SPRINT is achieved by streaming of **key sales information** and structured display of numbers and charts within Microsoft Excel platform.

The SPRINT proprietary dashboard tool that facilitates this integration, allows management personnel to view meaningful sales information, tweak key performance indicators of a business unit, department or even a team with relative ease. Additional views can be easily customized to accommodate other performance tracking

indicators. However, all this is can only be achieved if the required data is available to accommodate this.

A copy of the print-out of SPRINT dashboard display as seen by users in Excel has been attached in front of this proposal.

External Interfaces

To ensure SPRINT works for all sales organizations, SPRINT provides various modes of interaction with some of the more common sales related systems. This may include:

- ☐ Sales Force Management Systems.
- ☐ Payroll Systems.
- ☐ Primary sales management systems.

Whatever the systems, interactions with these systems can be achieved (with some level of customization) via a wide-range of communications protocol, e.g., ODBC connections, message-based middleware, file exchange or exchange of system based messages.

Security Controls & Auditability

All functionalities in SPRINT incorporate comprehensive levels of security controls to ensure data integrity as well as system security. This is achieved via:

- ☐ Maker – Checker controls governing all sensitive functions in the system.
- ☐ Comprehensive audit logs to track all sensitive activities, both on a transaction level, as well as security levels in SPRINT.

In any case, sales organizations will find that SPRINT delivers the same (if not higher) standard in system controls and auditability.