

Santa's Workshop: One Year Later

An update on how the Incentive Compensation Management (ICM) program of the North Pole's biggest organization has evolved, in just one year, after working with OpenSymmetry to optimize their program.



The Challenge

A current state assessment revealed the following key challenges related to elf incentive comp at Santa's Workshop.

7% ERROR RATE resulted in inaccurate payouts and low confidence among elves

Low quota attainment - only **51% OF ELVES MEETING OR EXCEEDING THEIR QUOTA**

NO REAL-TIME ACCESS to performance insights and payout details

37% ELF TURNOVER RATE as Keebler® and Elf On The Shelf® employ aggressive recruiting tactics

3% OF COMMISSION CHECKS are eaten by the reindeer responsible for delivering them

The Solution

OpenSymmetry created a detailed roadmap, identifying the most strategic & cost-effective path to help Santa's Workshop overcome their ICM program challenges and get to their desired future state.

Automated process enabled by new ICM technology platform

Developed operations guide with **comprehensive process documentation**

Optimized reporting & analytics capabilities with a real-time performance dash(ing through the snow)board



The Results

The outcome of Santa's Workshop's engagement with OpenSymmetry is astonishing. Santa and his team are enjoying a tremendous return on their ICM investment, and the optimizations have had a widespread impact throughout the organization.

Automation helped achieve a **98.5% PAYOUT ACCURACY RATE** and greater self-sufficiency, leading to happier elves



Happier elves led to a **55% REDUCTION IN ELF TURNOVER**



Santa's Workshop voted one of the **"BEST PLACES TO WORK" IN ELF MAGAZINE**, beating out The Rainbow Corporation, well known for its gold-protecting leprechauns

"Not only did I attain quota, but for the first time ever I made quota before Christmas Eve. I earned a spot in Santa's Winners Circle and received a bonus of 5,000 marshmallows!"

- Buddy The Elf

Elves can access **REAL-TIME PERFORMANCE REPORTS** via the now fully-integrated North Pole Portal, eliminating outdated reports previously sent through elf-mail

Timely reports provide the necessary "naughty or nice" insights so that elves are able to adjust behavior and effort. **OVER 70% OF ELVES NOW ATTAIN OR EXCEED QUOTA** (up from 51%)

Reporting and analytics dash(ing through the snow)board gives sales management **THE ABILITY TO IDENTIFY AND COACH LOWER-PERFORMING ELVES**

OVER 1,500 ELVES went through the **SWAT (Santa's Workshop Academy for Top-performers) program** in 2019 at management's recommendation

SALES COMP ADMINS GAINED BIG EFFICIENCIES from automation and new streamlined, documented process that helped **SAVE 810 HOURS PER PAY PERIOD** on sales comp administration

"Because of the time savings we gained, I got to take my first vacation in 200 years!"

- Papa Elf



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The OpenSymmetry family wishes you and yours a warm, joyful holiday season and a new year filled with good health and prosperity!