



**Industry**  
Healthcare

**Size**  
Enterprise

**Geography**  
Europe

**Solution**  
Varicent ICM

#### About

[DSM](#) is a global purpose-led, science-based company specializing in Nutrition, Health & Sustainable Living. Our purpose is to create brighter lives for all. We achieve it by using all the scientific and innovation power at our disposal to tackle some of the world's greatest challenges - creating value for customers, shareholders, our people, and society-at-large.

## Finding a Healthier Future for Sales Performance Management

Specializing in nutrition, health, and sustainable living, DSM is committed to creating a brighter living for all. That mission starts with their employees. When they needed a new sales performance management tool to support their sellers, Varicent supplied the solution to their problem.

### The Challenge

Established in 1902, DSM has transformed over the last century while maintaining its ethos: Doing Something Meaningful. As a science-based company specializing in nutrition, health, and sustainable living, DSM is committed to creating a brighter living for today and generations to come. That mission starts with their employees.

Unexpected shifts in market dynamics, like those seen as a result of the COVID-19 pandemic in 2020, but also other external uncertainties and headwinds make it incredibly difficult for DSM

sellers to go out and sell the products that deliver on their mission of building brighter lives for all.

To compound challenges, at the end of 2020, when their performance year drew to a close in the midst of the COVID-19 pandemic, DSM recognized their existing sales performance management solution was no longer sustainable. They needed a new solution to support their employees--and fast.

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— Mischa Bijl, Manager, Total Rewards, DSM

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### The Transformation

Knowing a new sales performance management tool was in their future, DSM had a list of boxes they wanted the new tool to check. With the previous tool, sellers were not able to see their underlying transactions, meaning there was no way for sellers to check how their commissions figure was calculated. DSM was looking for a solution that offered automated workflows, an ability to double-click down into transactions and team performance, and something that would be easy for their employees to use and understand.

Due to the fast-approaching expiration date of their existing sales performance management solution, one of the most important requirements for DSM was that they 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 also addressing the impending solution gap, Mischa was happy to see Varicent checked all of their boxes. "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," explains Bijl, "it was a very good fit."

With the confidence that Varicent and OpenSymmetry were the optimal choice, the teams had to get to work. They needed to meet the tight implementation timeframe. Bijl 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."

For DSM, that wasn't an option. The business needed to keep running with no disruption. Sellers needed to keep selling without worrying about their bonus calculation. Through meticulous planning workshops with OpenSymmetry, a bespoke tailor-made implementation plan was conceived, and DSM was able to implement Varicent Incentive Compensation Management within the tight timeline. "It's possible to pull something like this off in just a short period of time," says Bijl, "and we ended up with a tool that works."

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***"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

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## The Results

It is only been a few months since the implementation of Varicent, but DSM is already seeing successful results. "Now, with Varicent, we will be able to see, very easily, which customers purchased which products from which sellers," says Mischa Bijl, "it's already a huge improvement at DSM."

With 2020 performance year closure just behind them, DSM already have 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 SPIFFS, which we have never done like this before," explains Mischa Bijl, "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. They are also already increasing the number of users in Varicent. "We have a few business units who have already expressed their interest to implement the tool" comments Mischa Bijl. As such, DSM will expand Varicent into three 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," says Mischa Bijl, "and there's only more to come."

**To learn more about how Varicent can help you and your teams, [book a demo today](#).**

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