



## Nokia Selects Callidus Software TrueComp® Manager for Global Incentive Management

The world's largest mobile-phone maker, Nokia is continually striving to deliver excellence to its customers. Consequently, Nokia launched its sales excellence program, a worldwide initiative to refocus on the customer and ensure consistency across its global operations. A critical part of the program was a move to a company-wide, incentive payment system for the very first time, replacing previous bonus-based schemes.

### Business Profile

Nokia is the world leader in mobility, driving the transformation and growth of the converging Internet and communications industries. Nokia's net sales for 2007 increased 24% to €51.1 billion.

#### Industry

Telecommunications

#### Geographies

Nokia has 112,262 staff across the globe. It operates in 67 countries around the world, with few thousand sales representatives.

#### Callidus Software Solution

TrueComp® Manager

#### Deployment Summary

- 1,300 payees
- 200 unique compensation plans
- Some plans are based on transactions and some on manual entry

#### Benefits

- Supporting move from bonus to incentive sales focus, providing structure and reporting to underpin this
- Successfully paying 1,300 payees in local currencies in 67 countries across varying payment dates
- Providing flexibility to cope with major company restructure and continued global growth
- Enabling increased automation of sales administration through close integration with SAP HR and Callidus' open, process-oriented design

The company realized that sales performance management would provide both the structure and flexibility that it needed to administer global incentive payments. Nokia was already using Callidus Software's TrueComp® solution in the Enterprise Solutions Division. Following extensive research and comparison of competitive solutions, Nokia selected Callidus Software for global deployment. The criteria included the ability to operate globally across all parts of the business, support for periodic payments, Callidus' worldwide presence and company strength, as well as the positive experience of using Callidus Software at a divisional level.

"The Nokia sales excellence program was a major shift in our global sales methodology and aimed to not only strengthen our relationship with customers but also encourage our salespeople to increase revenues," said Samir Qureshi, Director of Global Sales Compensation, Nokia. "We selected Callidus TrueComp to underpin this shift as it provided us with the tools to administer sales compensation globally."

### Delivering Global Incentives

Following the selection of Callidus TrueComp® Manager, the roll-out proceeded rapidly, being completed in just five months in order to implement the new incentive management system with the beginning of the New Year. Plans and quotas were established in the new system with payments being made from the new system. Initially the new deployment covered the Mobile Devices division, paying 900 payees worldwide. It was then expanded to cover an additional 400 payees of the Enterprise Solutions Division. Nokia currently runs approximately 200 specific internal compensation plans, which varies by roles, job disciplines and individual geographic areas. Payment dates vary from monthly and quarterly to semi-annually, with some areas using a combination of payment times. Sales plans are scheduled to be updated semi-annually but changes are done as processes change, making fast plan acceptance critical to sales momentum. Nokia has automated this function, using its own application which connects directly to TrueComp® Manager and from there to Nokia's SAP HR system. This ability to link TrueComp® Manager directly into business processes is one of the major advantages Nokia has seen between Callidus and other vendors' solution.

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The Callidus rollout has successfully supported the introduction of incentive programs for the first time globally across all of Nokia's businesses. This has changed sales behavior through improved visibility of activity against targets and consequent potential increased attainment through accelerator payments. The software went live on time, completing accurate and timely payments for 67 countries in local currencies, across differing periodic payments. Most importantly, TrueComp has the ability to cope with business change. When Nokia underwent a major reorganization and moved to a channel based organization, TrueComp was able to successfully adapt without impacting timeliness or accuracy of sales incentive payments.

"While the benefits we've received from using TrueComp are impressive, we believe there is a lot more we can do moving forward," concluded Samir Qureshi. "We are looking at how TrueComp can increase sales automation, allow more flexible reporting and ensure we have the fastest possible access to information."

### About Nokia

Nokia is the world leader in mobility, driving the transformation and growth of the converging Internet and communications industries. It makes a wide range of mobile devices with services and software that enable people to experience music, navigation, video, television, imaging, games, business mobility and more. Developing and growing its offering of consumer Internet services, as well as its enterprise solutions and software, is a key area of focus. Nokia also provides equipment, solutions and services for communications networks through the Nokia Siemens Networks.