

## Customer Reference

**UTLIERS** Success Story

# Cable & Wireless Communications

*Interview with Javier Méndez  
Senior Director and Operations Excellence*

**Industry:**  
TELCO

**Solution:**  
XACTLY INCENT

## ABOUT CABLE & WIRELESS COMMUNICATIONS

As part of the Liberty Latin America group of companies, Cable & Wireless Communications (C&W) is one of the leading telecommunications and entertainment providers in the Caribbean and Latin America.

The company has operated in the region since the 1870s, always at the forefront of innovating infrastructure and services – from historic telegraph poles and cables, to modern day broadband, mobile, landline and video services. Today, C&W services are underpinned by over 50,000 kilometers of the most modern subsea and terrestrial fiber networks in this part of the world enabling unparalleled connectivity - the fastest broadband with the latest video content, secure IT solutions, plus mobile services packed with data options – all under a blend of iconic consumer, business and wholesale brands.



### About Javier Mendez

**Senior Director and Operations Excellence at Cable & Wireless**

With a wide background in Risk Management and Fraud Prevention in Europe and the Latam Market, Javier Mendez currently drives sales operation processes to excellence with direct and indirect sales channel as well as Commissions management for all channels including design, testing, calculating, dispute management and payment to employees and third parties.

## PROJECT OVERVIEW

Can you give us more details about your role?

Thank you so much for having me, and for the opportunity to share our story on our partnership.

I lead the sales organization's operational excellence at Cable and Wireless Communications. We are a full-service communication and entertainment provider offering video, broadband, telephony, and mobile services to consumers in more than 20 markets throughout the Caribbean and Latin America.

How was this Incentive Compensation Management project born?

In my role, I bring excellence to our sales operations by increasing our products and what we call 'Sales Excellence'. We use Xactly, not only as our commission calculation tool but also as our process to control targeting, drive sales of products, and to have the separation of duties, which is a SOX compliance.

## THE CHALLENGES

Before using an Incentive Compensation Management solution what were the main pain points that you were dealing with?

Cable and Wireless's footprint across the Caribbean is a sizeable region.

Our commission calculations were assigned to local sales groups, so we basically had a manual process, Some commission plans were not always aligned with the company's objectives, and we had some "waste payments" due to errors or lack of automation.

### Project overview

- **Country:** LATAM & Caribbean
- **Industry:** Telco
- **Practice:** Sales Performance Mgt
- **Solution:** Xactly Incent.
- **N° of Payees:** 3000
- **Plans:** 8 en B2B, 19 en B2C
- **Integrations:** Salesforce, Billing Systems, HR systems

## THE EVALUATION PROCESS

What would you tell to your peers were the key factors that motivated investing in an Incentive Compensation Management solution?

Xactly is a cloud-based service solution, so no license to buy and no hosting expenses. You just pay per usage. Xactly is a very flexible solution in terms of data intake.

Their ability to use hierarchies is good to have the full view of the company and complete drill-down capabilities to the single salesperson. You will make the project successful, but you need to invest in learning how their systems work to be able to administer it yourself. Be ready to have a data expert to manage feeds and configuration. After that, it is a breeze to operate because you can make your own changes. No need for change requests with IT teams.



*Outliers Consulting team demonstrated its expertise in Sales Performance Management Solutions with references, and multiple times a wide understanding of our industry challenges."*

Why did you choose Outliers Consulting to implement this project?

In our earlier conversation with Outliers Consulting and their partner for Sales Performance Management (Xactly), we were able to see how their teams were working very well together and how they were perfectly aligned in terms of knowledge, expertise and services. The whole approach and work plan made sense to us from the software proposal to the implementation services. Also we wanted to work with a partner in LATAM to overcome the challenges of multi-language teams as much as possible.

## THE RESULTS

Why is having an SPM Solution (Sales Performance Management) necessary right now?

Using an Incentive compensation management solution is key for cost savings as it avoids errors not only in the calculation but also in the application of the correct compensation model. But that is not what is most important.

In my opinion, having a tool that allows you to track your productivity and the flexibility to adapt to market changes has allowed us to create commercial offers that are compensated with complex calculations, yet simple to explain and show to a salesperson, so they are motivated to sell better.

Salespeople absolutely love the interface and how easy it is to track their month-to-date achievements, giving them more control of their time and managing expectations of what they sell.

Do you consider your company to be data-driven when it comes to Sales Comp, and if so, how?

We are transforming into a data-driven organization with a focused approach to improving our sales. With this data, we can better understand, make decisions and drive an effective data-driven commercial strategy with the information to back it up.

We went from compensating for selling "things" to compensating for selling revenue-generating customers.

## NEXT STEPS

Does your company have goals to expand beyond the Incentive Compensation Management (ICM) offering and consider other SPM Solutions like Forecasting or Benchmarking?

We're taking it one step at a time. We are in the midst of deploying the solution across our markets, and we've managed not only to replace outdated plans but also to create and implement new ones with a sense of standardization.

To date, the connectivity to our sources has been a challenge, but we are working as expected. Once we've fully deployed, I will be more than happy to hear about your suite of products.



### Challenges

- Manual process
- Compensation plans not aligned with business' goals
- Overpayments



### Benefits

- Data driven sales strategy
- Cost savings
- Sales performance tracking
- Agility to change plans
- Motivated sales reps with clear understanding of their compensation plan



## TAKE-AWAYS

Is there anything else we haven't gone over that you'd be willing to share about your experience using our services?

Perhaps I'd add by saying we are an incredibly diverse organization, and our customers across our footprint in the Caribbean and Latin America come from many different types of economies and cultures. That is why it was fundamental for us to hire the right partner who understands our language and the culture of our customer, which is the key for success.

- **Align compensation plans with corporate goals:** The right incentives motivates the people who build your company's revenue
- **Avoid dependency on external consultants:** Work with a partner who can teach you how to adopt and own the technology
- **Start small and build up:** Implementing any compensation project is a science, start by automating your basic compensation plans before working on more complex ones.

**8%**

Overpayment  
eliminated

**90%**

of disputes  
eliminated

## About The Software

Xactly Incent allows a company to design, manage and optimize programs for employee bonuses. Specifically, Xactly products support incentive compensation initiatives, also known as pay-for-performance plans and guarantees a rapid calculation of even the most complex compensation plans.

### + 60 consultants

Certified in de Sales Performance  
Management Solutions

### + 15 years expertise

implementing Incentive Compensation  
Management projects in LATAM

## About Outliers Consulting

Headquartered in Mexico with offices in the US, Canada, Brazil and Colombia, Outliers Consulting offers a broad portfolio of IT solutions to help companies optimize their growth using first-in-class software.

Outliers' team of experts has the ability to integrate all corporate processes and software to ensure the least possible human interaction with the data and, therefore, avoid errors and ensure that your projects comply with corporate and regulatory standards.

# Want to know more about Sales Performance Management solutions?

Visit our website!  
[outliersconsulting.com](http://outliersconsulting.com)

