

Solution Guide: Sales Crediting

ICM Volume I

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Sales Crediting Solution Guide

Foreword

Every sales strategy aims to answer three questions:

- **Where should we sell?** *Sales planning that defines our universe—territories, quotas, account segments, and sales capacities; the building blocks of the sales strategy.*
- **How should we sell?** *Sales incentive programs inspiring the right behaviors that drive sellers to the results we need.*
- **What should we sell?** *Sales insights that determine the things we need to do to increase sales performance.*

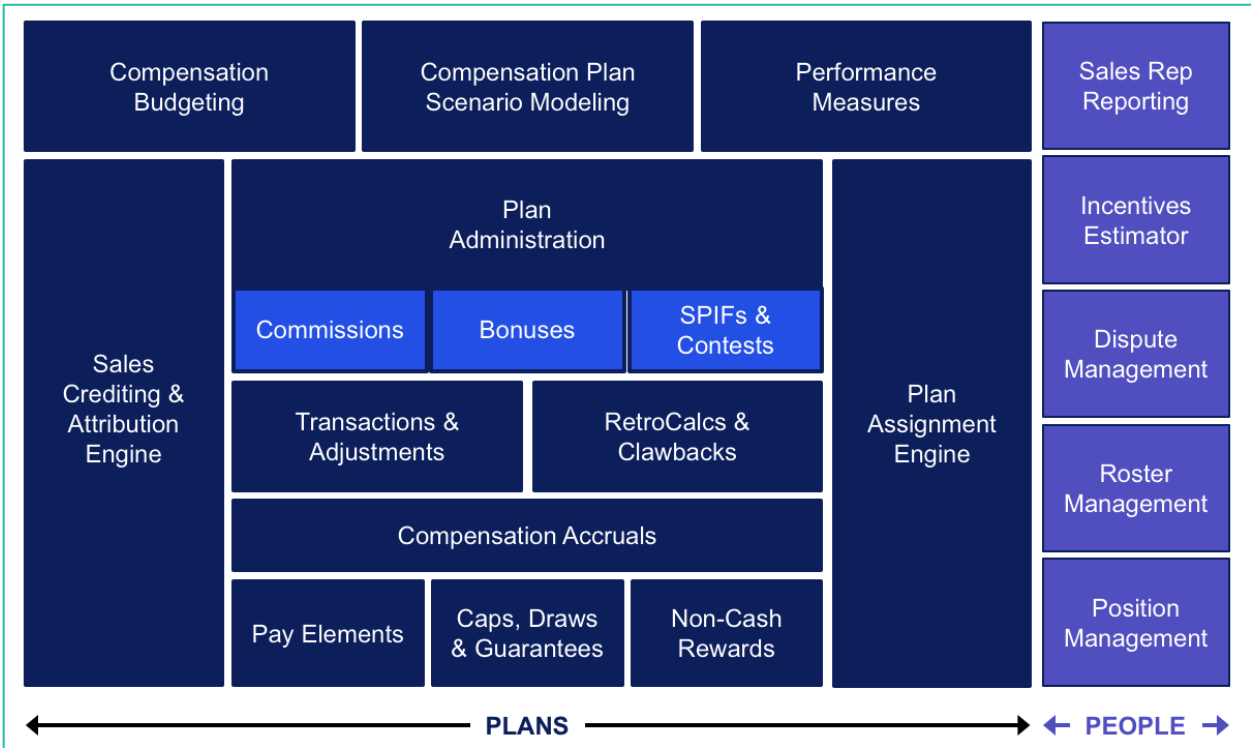
The topic of this guide relates to “*how should we sell*” and best practice approaches to managing a key component to sales incentives and reward programs: the **sales crediting** process. The following represents Anaplan’s point of view on sales crediting best practices based on industry-leading research and customer experience.

The concept of **sales crediting** refers to the set of rules and processes that determine who gets credit for a specific circumstance. Sales crediting is notoriously complex in organizations with many sales roles/teams, multiple products and business units, and/or matrixed, high-value sales cycles. A simple example is a salesperson sells a widget to a customer and gets full credit for the sale, but in enterprise sales, often times, many resources collaborate together to bring home a deal. Consider the many types of roles within an organization who may participate in a sales cycle:

- Inside sales
- Field/outside sales
- Business development managers
- Sales managers
- Account managers
- Product/technical specialists
- Industry experts
- Project leaders
- Partner sellers
- Overlays
- Sales support
- Retail associates
- Customer care

Managing sales crediting rules is often one of the most complex processes of the entire incentive compensation program, but it is often frequently overlooked or an afterthought in ICM/SPM sales cycles and implementations. It is critical to understand these requirements and how they fit in the implementation plan.

Crediting rules can be managed within Anaplan to help define how salespeople get credit for their efforts and ultimately how earnings are distributed. Crediting rules vary from simple to complex, depending on the rules, objectives, and culture of an organization. With Anaplan, customers can automate even the most complicated crediting rules, ensuring that all deals are attributed to the right people, for the right amount, and in the correct payment interval. Anaplan provides stakeholders throughout the organization with clear visibility into all crediting rules and scenarios. This eliminates confusion, speeds up processing times, and can decrease payment errors and disputes.



Scope of the Anaplan Incentives and Rewards solution

When a transaction (order, booking, etc.) is brought in from an ERP or other source system for incentive compensation calculations, often times, there is limited information about who should receive credit for the transaction. However, based on the details that are available, rules can be applied to the transaction to determine 1) who should receive credit (**Credit Assignment**) and 2) how much credit each individual should receive (**Credit Allocation**).

Credit assignment and credit allocation (including possible splits) are typically determined by rules that are defined by sales operations and/or compensation administrators. These rules are applied to transactions to determine the appropriate participant assignment(s), and credit allocation amount. The credit amount is often compared to quota to determine attainment percent and used in applicable commission and bonus calculations.

Credit rules are typically hierarchical in how they are defined. Often, but not always, they resemble the sales territory hierarchy. For many retail organizations, the rules may follow the hierarchy built and managed by human resources. Typically, direct sales reps are assigned to territories; these reps then receive credit for sales transactions that match territory definitions. In addition to direct salespeople, overlay sales, specialists, and sales managers, and others can also receive credit attainment towards each sale. Additional salespeople can also be associated (assigned) to credit rules / nodes or territories to help identify credit assignments.

Sales managers of direct and overlay salespeople also quite often receive credit attainment towards goals based on their direct report's credits. This is known as a **Rollup Credit**.

The sales crediting function is a critical first step in the sales incentive management process. With Anaplan you can easily manage and automate complex crediting calculations for multiple compensation plans; connecting sales territories and quotas, sales crediting, and incentive compensation on one platform. An automated crediting solution ultimately leads to greater attainment and payment accuracy and less disputes, leaving your reps more time to sell.

Sales Crediting Allocation Practices

Sales crediting is often complex and can be one of the more confusing aspects of compensation plan design. Crediting practices vary by industry, must be supportable by underlying data, and need dedicated administration of territory/crediting assignment and rule criteria. The first step to managing the sales crediting process is to understand and focus on general crediting practices and metrics.

There are primarily three types of credit allocation practices:

- Single Credits
- Split Credits
- Multiple Credits

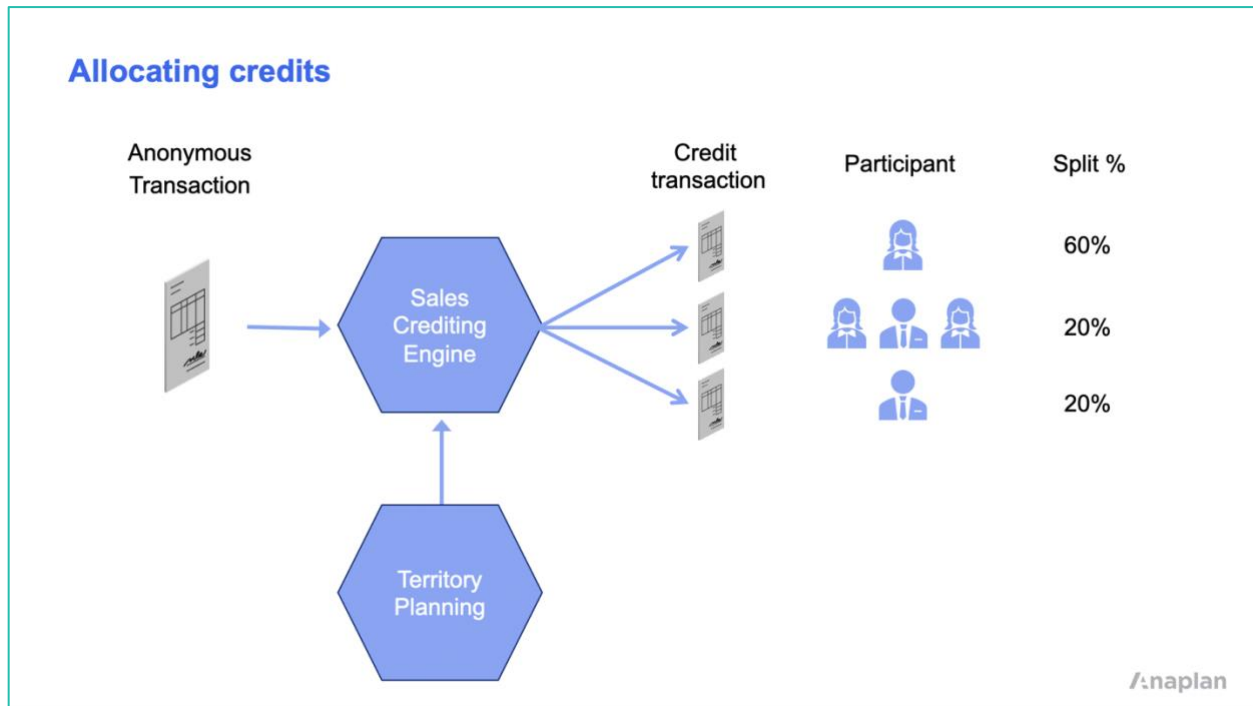
Single Credits is where only one individual receives credit for a sale. Single credits are the simplest form of crediting and used for single rep selling situations. However, significant administration often goes into identifying who receives credit for the deal and may limit the ability to recognize sales performance from other sales efforts.

Split Crediting occurs when multiple people share in attainment rewarded but total attainment percent is constrained to 100%. This is because 100% is what has been budgeted for total incentive spend. While this method allows for more than one person to receive credit towards a sale, it is often contentious and can cause friction in teams debating over the amount of attainment received.

The most typical practice seen in mid-size to larger enterprises is **Multiple Credits**. Multiple credits allow for many people sharing a sale without the 100% constraint. Each resource participating in a sale, for example, primary sales rep, SDR, and product consultant, receive 100% of the deal towards their attainment or quota relief.

Multiple credits can generate more complexity when awarded to global sales teams. Not only does attainment need to be accounted for multiple individuals, but it also may need to be calculated in different currency for individuals in different business units. And often times, compensation is managed by different teams in separate business units or regions.

When rewarding multiple credit attainment, it's best to include a governance arbitration process that spells out rules for team selling exceptions -- especially in the case of blue-bird sales. It's also a good practice to keep in mind the selling efforts that go into sales and the weight of contribution of each team member. It is not always optimal to reward multiple credits for the full value of a sale when the efforts vary by role and when duplicate sales roles are involved. It might be more economical to split credit attainment or address this with commission rate calculation adjustments in some cases.



Inputs to credit attainment are transaction lines and line attributes that come from any source system. Typically, ERP transactions such as orders, bookings, shipments, and payments are used for variable compensation. However, closed opportunities are occasionally used to calculate commission. MBO evaluations and CRM activities might be used to calculate bonuses or used for gamification.

Outputs to the credit allocation process include credit receiver(s), split percent, credit attribute (revenue/transaction amount, margin, units, hours, etc.), and credit amount. These data points are defined by matching transaction attributes to the credit rule criteria. Quite often, performance measures are also tagged to the credit amount and used in compensation plan association.

Performance Measures are metrics used for incentive compensation calculations. Examples include revenue attainment, quarterly attainment bonus, number of net new accounts, number of calls made, number of hours, net sales margin, etc. In some cases, one credit rule may propagate two credits for two performance measures for a single salesperson. For example, Becky Smith, an Account Executive sells CRM Software to her key account customer. She receives 100% attainment towards her monthly commission and also receives 100% credit attainment towards her quarterly attainment bonus component. Measure attainment is typically associated to a sales rep's compensation plan components and used in calculating commissions, bonuses, and other eligible incentives.

Industry Practices

Over time, industries have developed similar crediting practices. Below are some common crediting strategies for specific verticals:

- High Tech & Industrial Manufacturing – Multiple Credits
 - Sales organizations are organized in territories that are defined across multiple dimensions, including verticals, named accounts and geographies.
 - The team(s) associated to each closed/won opportunity gets credit for billings, orders, invoices, or payment transactions from the ERP.
 - Sales territories drive credit rules and are the basis of credit allocation.
 - Additional rules and overlay reps are quite often added to territory rules and used for crediting.
- Retail – Mix of Single, Split, and Multiple Credits
 - The salesperson receiving direct credit is recorded at point-of-sale (POS) and receives 100% credit.
 - Credit rules may also apply for department or store manager credits.
 - Everyone in the department receives the same credit attainment – department attainment. This can be based on product group. e.g. credit all perfume sales for Department A to team and/or manager.
- Financial Services –Single Credits and Splits
 - Account/product-based rules for financial advisors.
- Insurance/Professional Services – Single Credits
 - Policy/contract-based rules.
 - Credit policy payment for a multi-year policy/contract; it may take place over multiple years. Payment against contract to agents are tracked over time.
- Many industries and individual organizations have different rules, rule exceptions/exemptions, or atypical data. Other examples include:
 - Pharma: zip code / geo rules usually based on prescription data, aggregated by account and product.
 - Employment Placement: customer and direct sales rep rules. Multiple credits over time for reoccurring revenue accounts.
 - Professional Services: milestone transaction based on contract.

Performance Metrics

Measuring performance and comparing to revenue can be tricky when using multiple credits practices. Understanding the effect multiple crediting has leads to a better understanding of the process and the difference between credited revenue vs. actual revenue.

Complexity of the sales process, particularly for global and hi-tech companies, often means that there is a higher ratio of credit attainment revenue as compared to actual revenue. You cannot simply reconcile actual sales revenue to what is credited to the sales force – it's not a one to one tie-out. For hi-tech and industrial manufacturing industries the ratio is typically between 10

and 20 (credits) to 1 (actual), in some instances the ratio might be even higher. Other industries vary in this ratio.

Calculating the credit vs actual ratio, and revenue per sales employee, can help provide insights to how profitable your sales really are as well as the effort that goes into each deal in different regions and or by role.

What is important to note is you can be confident in managing sales crediting competently by understanding and focusing on sales crediting practices typically used and by tracking and comparing crediting metrics to actual sales and sales ratios.

Transaction Data and Compensation Events

Typically, ERP transactions are used to compensate salespeople. Most ERP application data entry processes do not capture the direct or overlay salespeople on transactions. Orders, shipment, billing, invoices, and payments are **transaction types** commonly used for crediting and compensation and are usually anonymous (meaning the source system does not identify who was involved the transaction).

In some rare instances, the direct rep might be added to the transaction header, but many other salespeople may need to be identified as receiving credit towards that sale. Additionally, salespeople receiving credit attainment may differ from line to line.

For example,

- Order #1001 has four line-items for the Zeda Industries account
 - Line 2 for 232K is for CRM Software for which John Mansfield sold and should receive credit
 - Line 3, for 107K is for Financial Software for which Becky Smith sold and should receive credit
 - Becky should **not** receive any attainment for the CRM software order line
 - John should **not** receive any attainment for the Financial software order line
 - A sales consultant, Dave, created custom demos for both CRM and Financial software for Zeta. He is the designated Sales Consultant in the region so he should receive credit for line 2 and line 3
 - John and Becky's Sales Managers should receive attainment for each of their respective direct reports. Quite often, sales leader's comp plans pay commission or bonus based on their team's attainment
 - Dave's manager should also receive credit based on Dave's attainment

In some cases, the territory or hierarchy node receives credit. Or **positions** assigned to the territory or rule receive credit. If position or territory is used, attainment is inherited by salespeople assigned to the territory or position and position is managed in a separate hierarchy.

The transaction type (order, billing, shipment, payment) is what triggers compensation and is known as a **Compensation Event**. Sometimes the event might be split; for example, 100% attainment is earned and 50% is paid when the order is billed. The remaining 50% earning is paid to the rep when the order is paid by the customer. This usually means most point solutions end up importing transactions for both events. For this example, it wouldn't be necessary to import both transaction sets into the Anaplan ICM model. The events could be tracked on a single transaction and payments released using boolean line items, formula, and import logic.

Transaction Matching

In the above example, three transaction attributes were used to identify the three different credit receivers; account name, product (group), and region. Transaction attributes were matched to territory / credit rule definitions, and credit awarded to the salespeople assigned to the territory.

- The account (Zeda Industries), and product (CRM Software) found on transaction line #2 were matched to Becky Smith's territory.
- The account (Zeda Industries), and product (Financial Software) found on transaction line #3 were matched to John Mansfield's territory.
- Dave received credit for transaction line #2 and line #3 because the Region on the transaction was matched to Dave's territory.

If additional salespeople had been assigned to Becky, John, or Dave's territory they too should receive credit towards the order lines.

Because John, Becky, and Dave's assignment included a Rollup to Manager flag, their manager's also received credit for the same transaction lines. If the sales managers also have managers, e.g. regional managers, they too might receive rollup credit attainment.

Trx ID	Line No.	Date	Type	Term	Region / Credit Rule	Account	Product	Quantity	Amount	Credit Receiver
1001	1	9/17/2020	Order	3 Years	California – Key	Zeda Industries	Storage	130 GB	100,000	
1001	2	9/17/2020	Order	3 Years	California – Key CRM	Zeda Industries	CRM Software	225	232,000	Becky Smith
									232,000	Dave Sanchez
									232,000	Becky's Manager
									232,000	Dave's Manager
1001	3	9/17/2020	Order	3 Years	California – Key FIN Services	Zeda Industries	Financial Software	30	107,000	John Mansfield
									107,000	Dave Sanchez

									107,000	John's Manager
									107,000	Dave's Manager
1001	4	9/17/2020	Order	3 Years	California – Key	Zeda Industries	Support	1	17,500	

Crediting Example

Various combinations of attributes and dimensions are used to define territories / credit rules. Quite often some data transformation for transactions is needed during import in order to successfully match transactions to these rules. Here are some of the common criteria used.

Hierarchies / Lists

- Accounts (Used to define territories for named accounts.)
- Products (Product Family/Group)
- SKU (occasionally used)
- Geographic (City, State, Country, Region, Zip Code)
- Industry
- Segment
- Customer, Customer Size...
- Other Hierarchies...

Transaction Attributes

- Account/Customer ID (**lookup** Account ID and match to account name criteria)
- Zip Code (Credit all transactions to John & Sally where zip code is between 12... and 23...)
- SKU (**lookup** SKU in the Product Hierarchy and match to Product Family criteria)
- Term (length of subscription)
- P.O. Number
- Ship To ID
- Sold To ID/Address
- Many other attributes...

Date Effectivity and Credit Attribute

The above crediting example shows how rule criteria is matched to transaction attributes -- this is the "**how**". However, there is additional complexity for determining **who** receives attainment credit.

We cannot simply assume that each salesperson assigned to the territory (credit rule) receives credit based on the matching criteria. This is where date effectivity comes into the picture. We also need to match the date of each salesperson assigned to the rule to the date of the

transaction. Here is an example of date effectivity using the same transaction example as previously used. We start with the rule assignment dates:

Credit Rule (territory)	Assignment	Start Date	End Date	Role	Rollup to Manager
California	Dave Sanchez	02-15-2018	12-31-2023	Sales Consultant	Y
• California – Key CRM	Becky Smith	01-01-2017	12-31-2023	Strategic AE	Y
• California – Key FIN	John Mansfield	09-15-2020	12-31-2023	Strategic AE	Y
• California – Key FIN	Linda Lee	03-01-2016	09-14-2020	Strategic AE	Y

Sales Rep Assignments to Territory / Credit Rule

Notice Linda Lee's assignment to the rule ends on September 14th and John's assignment starts on September 15th. The rules and formula must account for salespeople's assignment dates to the transaction date.

The transaction date, 09-17-2020 falls within John Mansfield's assignment date, and John's criteria specifies that he sells Financial Software for this account John receives credit for the transaction line. The transaction date does not fall within Linda Lee's assignment dates.

Trx ID	Line No.	Date	Type	Term	Region Credit Rule	Account	Product	Quantity	Credit Amount	Credit Receiver
1001	1	9/17/2020	Order	3 Years	California – Key	Zeda Industries	Storage	130 GB	100,000	
1001	2	9/17/2020	Order	3 Years	California – Key	Zeda Industries	CRM Software	225	232,000	Becky Smith
									232,000	Dave Sanchez
									232,000	Becky's Manager
									232,000	Dave's Manager
1001	3	9/17/2020	Order	3 Years	California – Key	Zeda Industries	Financial Software	30	107,000	John Mansfield
									107,000	Dave Sanchez
									107,000	John's Manager
									107,000	Dave's Manager

Credits Based on Effective Date

The last piece to crediting is the **how much**. It's possible that the attainment might be split between Becky and John. For example, if Becky and John jointly manage the account and Product is not considered when selling to Zeda Industries they might split the credit 50/50 for both transaction lines. Additionally, their compensation plan might need to calculate commission using some other metric such as Quantity or Net Margin. Here is what credit attainment would look like if using quantity as the **credit attribute** and Becky and John split credit attainment.

Trx ID	Line No.	Date	Type	Term	Region / Credit Rule	Account	Product	Quantity	Credit Amount	Credit Receiver
1001	1	9/17/2020	Order	3 Years	California – Key	Zeda Industries	Storage	130 GB	100,000	
1001	2	9/17/2020	Order	3 Years	California – Key	Zeda Industries	CRM Software N/A	226	113 232,000 113 232,000 226	Becky Smith Dave Sanchez John Mansfield Dave's Manager Becky & John's Manager
1001	3	9/17/2020	Order	3 Years	California – Key	Zeda Industries	Financial Software N/A	30	15 107,000 15 30 107,000	John Mansfield Dave Sanchez Becky Smith Becky & John's Manager Dave's Manager

Credit Splits and Credit Attribute is Quantity

Note that Becky & John's manager receives rollup credit for the full amount of the transaction line's quantity. Dave and Dave's manager both receive credit attainment for the transaction revenue amount because their compensation plan and credit rule criteria are based on revenue and not quantity.

NOTE: This example shows mid-month date effectivity. While some companies do in fact want effectivity down to the day, we try to generally steer them towards monthly date effectivity to cut down on model size and calculation complexity. In addition, quite often process and assignments are managed on a bi-monthly or monthly cadence as opposed to daily.

Credit Hierarchies and Positions

Some organizations use an intermediary object, position, to manage assignments to credit rules / territories. This is especially beneficial if position management is utilized by the organization's HR department. Salespeople and their assignments to the position hierarchy can be imported

into the incentive compensation model and updates in HR can be automatically reflected. Positions are then assigned to credit rules instead of salespeople. There are advantages and disadvantages to using these intermediary assignments.

Advantages:

- Credit attainment can be tracked for each position which reflects a territory assignment. Targets can also be associated to each position and total target to attainment percent is measured more accurately over time.
- Sales rep assignments to positions will vary over time as reps are promoted, move around in the organization, or leave. Position assignment is much more static, so territories and sales credit assignments require less maintenance.
 - Position Attainment can be inherited by the salesperson in the position during any interval.
- Vacant territories are managed more easily.

Disadvantages:

- Additional data and imports are required in the model.
- If HR does not use positions, then customers must maintain additional assignments.
- Dashboards and reports may require a bit of extra work to create.

Whether using positions or directly assigning salespeople to credit rules / territories, be sure to use effective dating for position assignments and rule criteria in order to correctly match assignments to transaction date. For example:

Credit Rule (territory)	Position	Assignment	Start Date	End Date	Role	Rollup to Manager
California	CA-SC Overlay	Dave Sanchez	02-15-2018	12-31-2023	Sales Consultant	Y
- California - Key	CA-AE – Key 1	Becky Smith	01-01-2017	12-31-2023	Strategic AE	Y
- California - Key	CA-AE – Key 2	John Mansfield	09-15-2020	12-31-2023	Strategic AE	Y
- California - Key	CA-AE – Key 2	Linda Lee	03-01-2016	09-14-2020	Strategic AE	Y

NOTE: During requirements gathering be sure to really understand how credit assignments and rules are managed within an organization. Compensation administrators may be using a position type functionality using salespeople as the position without really realizing they are at times. Be sure to get examples.

Benefits of Automating Sales Crediting

Anaplan's Sales Crediting solution complements territory and quota planning as part of the sales planning process. If customers have implemented and use Anaplan Territory Planning, hierarchies, territory definitions, sales rep assignments and criteria, should be exported to a Data Hub. These definitions should then be imported into the ICM model and used for sales crediting for both initial setup and on-going maintenance. For those organizations that don't use

a planning solution, crediting structures, assignments, and criteria can be created and maintained within the Anaplan ICM (incentive compensation management) model.

Benefits of Anaplan Sales Crediting are:

- Aligns sales strategy with territory planning through to incentives and rewards
- Intuitive to use; easy to search and maintain
- Flexible – use any attribute or dimension, allocate(split) any amount, credit any and multiple fields (e.g. amount, quantity, margin)
- Enables direct integration and provides a single source of truth
- Ensures greater accuracy resulting in less disputes and lower operational costs
- Test assignment rules and view results against all transactions for an interval to see possible crediting costs

Anaplan Sales Crediting can be sold as a separate solution from the rest of ICM for those using point solutions that really don't provide a good crediting mechanism.

Sales Crediting – Dashboards and Demo Flow

Following sections contain dashboards with talking points and differentiators.

Crediting Check

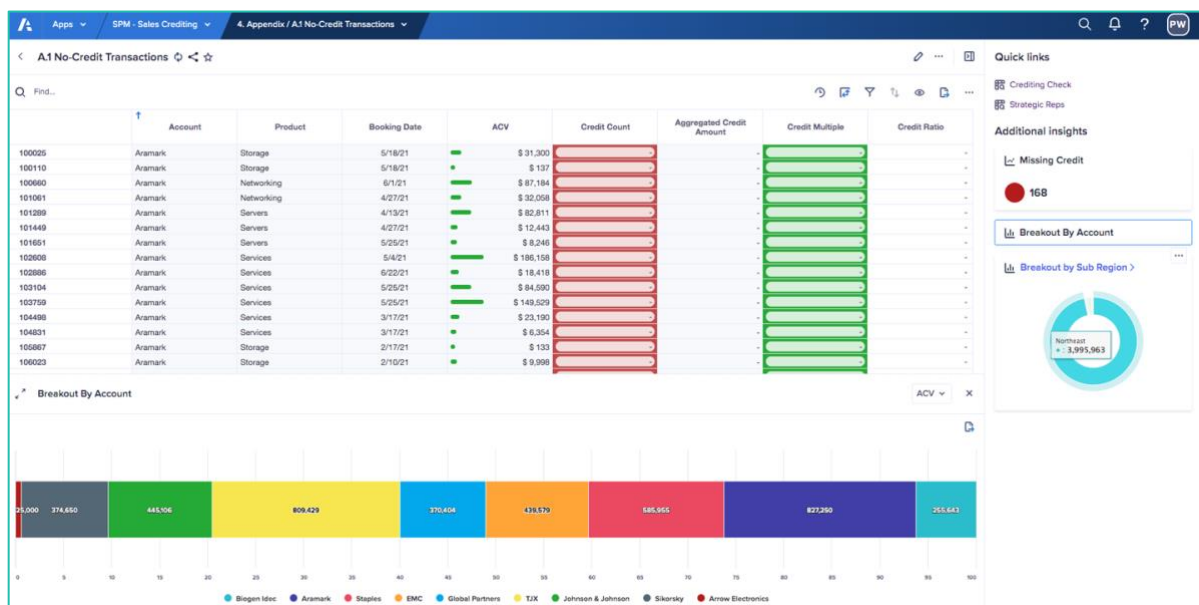
Use this page to understand key KPI around crediting.

	Account	Product	Booking Date	ACV	Credit Count	Aggregated Credit Amount	Credit Multiple	Credit Ratio
9000001	Rite Aid	Storage	7/2/21	\$200,000	6	\$600,000	3.0 x	50%
100000	Rite Aid	Storage	4/15/21	\$12,821	6	\$75,920	6.0 x	100%
100001	Rite Aid	Storage	4/27/21	\$100,000	6	\$400,000	4.0 x	75%
100002	Rite Aid	Storage	6/15/21	\$99,750	6	\$403,877	4.0 x	75%
100003	Concoast	Storage	6/8/21	\$20,173	6	\$90,789	4.5 x	75%
100004	Tessada & Associates	Storage	4/20/21	\$21,763	2	\$43,526	2.0 x	100%
100005	WPP Group US Investme...	Storage	4/13/21	\$8,851	3	\$17,701	2.0 x	67%
100006	General Electric	Storage	5/11/21	\$2,891	6	\$13,011	4.5 x	75%
100007	Turn 5	Storage	6/15/21	\$5,700	2	\$8,551	1.5 x	75%
100008	Westcon Group	Storage	6/22/21	\$7,592	3	\$15,183	2.0 x	67%
100009	Liberty Mutual	Storage	6/8/21	\$15,223	2	\$30,446	2.0 x	100%
100010	Vac-Con	Storage	5/4/21	\$8,535	1	\$8,535	1.0 x	100%
100011	Biogen Idec	Storage	4/27/21	\$8,535	1	\$8,535	1.0 x	100%
100012	Vertellus Specialties	Storage	5/4/21	\$14,475	4	\$43,426	3.0 x	75%
100013	Vertellus Specialties	Storage	6/1/21	\$64,107	4	\$192,322	3.0 x	75%
100014	Vertellus Specialties	Storage	5/18/21	\$13,633	4	\$40,899	3.0 x	75%
100015	Weight Watchers Internati...	Storage	4/20/21	\$12,528	3	\$25,056	2.0 x	67%
100016	Raytheon	Storage	6/22/21	\$8,161	2	\$16,322	2.0 x	100%
100017	Raytheon	Storage	5/11/21	\$10,800	2	\$21,600	2.0 x	100%
100018	WPP Group US Investme...	Storage	4/27/21	\$9,664	3	\$19,327	2.0 x	67%
100019	Philips Electronics	Storage	6/22/21	\$54,161	4	\$135,401	2.5 x	63%
100020	Philips Electronics	Storage	5/25/21	\$76,003	4	\$190,008	2.5 x	63%
100021	Westcon Group	Storage	4/27/21	\$38,613	3	\$77,226	2.0 x	67%
100022	Sunoco	Storage	4/13/21	\$5,503	6	\$24,763	4.5 x	75%
100023	Weight Watchers Internati...	Storage	4/27/21	\$5,375	3	\$10,750	2.0 x	67%
100024	Westcon Group	Storage	5/18/21	\$5,617	3	\$11,234	2.0 x	67%
100025	Aramark	Storage	5/18/21	\$31,300	3	\$46,950	1.5 x	50%
100026	UGI	Storage	6/8/21	\$7,269	6	\$32,708	4.5 x	75%
100027	Weight Watchers Internati...	Storage	6/8/21	\$4,873	5	\$19,494	4.0 x	80%
100028	UGI	Storage	4/20/21	\$4,670	6	\$21,013	4.5 x	75%

Are there transactions that did not receive credit?

Are there accounts or territories that receive too much or too little attainment for which you should adjust territory and credit rules?

Click the KPI Link for No Credit Transactions We can see that none of these transactions triggered any credit assignments.



Click the “Breakout by Sub Region” link above the donut chart.

Looking at our Strategic Account assignments we can see these accounts are not assigned to our two strategic sales reps and these two reps are at capacity. We can also see that we have a headcount available.

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Strategic Account Assignments

Review sales rep territory KPI, assign, and re-assign key accounts.

The screenshot displays the Anaplan Strategic Account Assignments dashboard. The top navigation bar includes 'Apps', 'SPM - Incentive Compensation Management', and '05. Territory and Quota Planning / 05.01 Account Assignments'. The dashboard is divided into several sections:

- Available Headcount:** Shows a headcount of 1 with a 'Release Headcount' button.
- Key Account Rep KPI:** A table showing KPIs for Frazee, Tom and Johnson, Ren. The table includes columns for Start, End, End Override, Give Unassigned Accts, Potential Spend, # Accts, Acct # Capacity, and Acct Variance.
- Territory Account Details:** A table showing account details for Johnson, Ren, including Account Type, Industry, PY Sales, Potential Spend, Effective Start, Acct End, and Transfer Account To.
- Key Account Gaps:** A table showing gaps for various accounts. The table includes columns for Key Rep Gap, Key Rep Alert, Predictive Grade, and Account Type. Accounts like Biogen Idec, Revers IT, Aramark, and Staples are marked as 'Under-assigned'.

We're now in the Territory & Quota Planning application. This demonstrates the ability to connect our planning application to sales crediting. In the Strategic Account Assignments dashboard, we see that Aramark and Biogen along with several other key accounts haven't been assigned to anyone yet. **Point out unassigned accounts with gaps.**

We'll go ahead and release headcount and then assign the Gap Accounts to the to-be-hired (TBH) for this territory in the next dashboard.

Click the "Release Headcount" button.

Select the TBH – KEY – 1 row and click the "Give unassigned accounts" check box. Next click the Assign Accounts action button.

NOTE: Normally this process would be managed by Sales Ops during the planning process. However, accounts might also be reassigned as salespeople leave, transfer, change roles, and are hired during the year.

1.2. Key Account Assignments

Anaplan

Key Account Rep KPI

	Start	End Override	End	Give Unassigned Accts	Potential Spend	# Accts	Acct # Capacity	Acct Variance
Frazier, Tom	1/1/13			<input type="checkbox"/>	26,72,012	11.00	10	10.0%
Johnson, Ron	4/1/14			<input type="checkbox"/>	22,18,851	12.00	10	20.0%
TBH - KEY - 1	1/1/20			<input checked="" type="checkbox"/>	-	-	10	100.0%
Northeast					48,90,863			

Show the accounts newly assigned. Navigate to the Credit Hierarchy & Assignments page.

Sales Credit Hierarchy and Assignments

This page is where crediting assignments and assignment criteria is reviewed and modified. You can review effective dated assignments of salespeople and their rules in context of the hierarchy. When selecting the Rule Assignments and Criteria grid you can view all of the criteria that determine attainment for the salesperson and edit and or add additional rules if needed.

If the customer does not have or use Territory Planning, we can manage all assignments can criteria manually in the UI or through the Excel Extension (plug-in) or through Google Sheets.

2.2 Credit Hierarchy Assignments and Criteria

2.2 Credit Hierarchy Assignments and Criteria

Find...

Account	Direct Rep	Product	Zip Code	Sub Region	Credit Type	Credit Rule	Start Date	End Date	Start Date Override	End Date Override	Split	Split Override
Rite Aid	Rite Aid				Account	Rite Aid	1/1/20				100%	-
Cigna	Cigna				Account	Cigna	1/1/20				100%	-
Comcast	Comcast				Account	Comcast	1/1/20				100%	-
General Electric	General Electric				Account	General Electric	1/1/20				100%	-
Sunoco	Sunoco				Account	Sunoco	1/1/20				100%	-
UGI	UGI				Account	UGI	1/1/20				100%	-
Aetna	Aetna				Account	Aetna	1/1/20				100%	-
United Technology...	United Techno...				Account	United Techno...	1/1/20				100%	-
Xerox	Xerox				Account	Xerox	1/1/20				100%	-
Terex	Terex				Account	Terex	1/1/20				100%	-

Frazier, Tom

Payees

Find...

Role	Start Date	End Date	Roll up to Manager?	# Accts	Acct Capacity #
Frazier, Tom	Strategic AE		<input checked="" type="checkbox"/>	10	10
Johnson, Ron	Strategic AE	1/1/20	<input checked="" type="checkbox"/>	11	10
Boxco, Gabby	General Overlay	1/1/20	<input checked="" type="checkbox"/>	10	20
King, Joshua	General Overlay	1/1/20	<input checked="" type="checkbox"/>	15	20
Zalaski, Janie	General Overlay	1/1/20	<input checked="" type="checkbox"/>	11	20
Rowley, Jodi	General Overlay	1/1/20	<input checked="" type="checkbox"/>	15	20
Schere, Keighley	Storage Specialist	1/1/20	<input checked="" type="checkbox"/>	4	4
Geyer, Les	Network Specialist	1/1/20	<input checked="" type="checkbox"/>	4	4
Monroe, Major	Service Specialist	1/1/20	<input checked="" type="checkbox"/>	4	4

Quick links

Credit Overrides and Adjustments

Additional insights

Import Territory Changes

Add Credit Criteria

Activate Credit Rule Changes

Credit Rule Region Hierarchy

	TAM
Northeast	\$ 1,559,834,...
New York	\$ 1,811,230,...
Mid-Atlantic	\$ 863,935,105
US East	\$ 4,235,000,...
Atlantic Coast	\$ 1,080,717,...
Southeast	\$ 1,234,962,...
Texas	\$ 1,016,987,...
US South	\$ 3,333,776,...
Pied Belt	\$ 1,511,731,...
Midwest	\$ 930,957,826
US Central	\$ 3,458,719,...

Payees

Discuss how the source of truth is the Territory Planning model in most cases. Actions are provided to keep the two hierarchies in sync. Actions found on the Insights Panel (top right) are also provided to manually modify hierarchies and assignments for those that don't have a territory planning solution. Navigation of hierarchy nodes and assignments are easy:

Select different regions, e.g. US West and US East on the Territory hierarchy and point out Worksheet synchronization.

Select the Northeast Region in the side panel. Also show how you can search the entire hierarchy for a particular account or sales rep within the grids.

Click the **Import Territory Changes** action button. Refresh the page when done and search for the new TBH – KEY – 1 just added to Territory Planning.

Show all of the account assignments just imported and point out Aramark and Biogen Idec assignments.

Assignments and rules are all effective dated, and default to the territory assignment dates. Assignment and rule dates can be overridden, e.g. ended early when needed.

All account splits for TBH – KEY – 1 default to 100%. Discuss how this can be any split percent needed. Change one of the account splits to 50%.

There's one additional step and that is to Finalize Credit Rules. To prove this and to show that Biogen Idec and the other new account haven't been credited yet navigate to the Credit Overrides and Adjustments page.

Click **Credit Overrides and Adjustments** in the side panel Quick Links.

You can see all of the transactions at the top of the page and easily add quick filters. Click the **Filters** card in the Insights Panel. Search for **Biogen** and select it to show all of the transactions for Biogen Idec. Click the refresh icon at the top of the page.

	Account	Product	Term	Service Obligation	Zip Code	Industry	Segment	Sub Region	Booking Date	Booking Month	ACV	Quantity	Discount	Margin %
100011	Biogen Idec	Storage	1 yr	94	2493	Healthcare	Mid Market	Northeast	4/27/21	Apr 21	\$ 8,535	82	9.5%	52%
100133	Biogen Idec	Storage	2 yr	92	20817	Consumer	Key	Northeast	5/1/21	May 21	\$ 3,331	32	9.5%	52%
100738	Biogen Idec	Networking	1 yr	92	10022	Consumer	Key	Northeast	4/20/21	Apr 21	\$ 2,350	12	10.7%	59%
101065	Biogen Idec	Networking	1 yr	96	55144	Energy	Key	Northeast	4/13/21	Apr 21	\$ 1,389	7	12.3%	58%
101261	Biogen Idec	Servers	2 yr	91	2493	Healthcare	Mid Market	Northeast	4/13/21	Apr 21	\$ 12,768	10,000	4.9%	59%
101606	Biogen Idec	Servers	3 yr	90	85003	Consumer	Key	Northeast	6/8/21	Jun 21	\$ 11,212	55	2.9%	60%
102486	Biogen Idec	Cloud	1 yr	92	94583	Energy	Key	Northeast	5/25/21	May 21	\$ 1,424	2,024	29.6%	15%
102588	Biogen Idec	Services	1 yr	98	2493	Healthcare	Mid Market	Northeast	5/11/21	May 21	\$ 51,448	1,500	9.7%	44%
103849	Biogen Idec	Cloud	2 yr	91	2493	Healthcare	Mid Market	Northeast	3/10/21	Mar 21	\$ 23,077	28,154	18.0%	27%
104350	Biogen Idec	Cloud	1 yr	95	91320	Healthcare	Key	Northeast	3/1/21	Jan 21	\$ 3,884	5,282	26.5%	18%
104941	Biogen Idec	Services	1 yr	91	62002	Telecom	Key	Northeast	3/17/21	Mar 21	\$ 31,899	47	9.5%	44%

Now we want to show that there are no credits for the newly assigned accounts yet. Select the first Biogen transaction in the top grid and Select the Rep Crediting Summary grid from the side panel. Select one or two more transactions, you can see there are no credit receivers yet.

Navigate back to the Credit Hierarchy. Click the Finalize Credit Rule Changes button.

Navigate back to the Credit Overrides and Adjustments page.

We can now see that there are credit receivers, the TBH account. We can also see that the rollup manager is not receiving credit.

Navigate back to the Credit Hierarchy. **Click the Rollup to Manager flag** for the TBH.

Navigate to the **Credit Overrides and Adjustments** page. **Click the Manager Summary** grid in the side panel. We can now see the rollup to the Northeast sales manager.

Manager Crediting Summary									
Find...									
		Manager Role	Payee Role	Credit Split %	Credit Amount \$	Override Split %	Override Credit Amount \$	No Credit?	Final Credit Amount \$
Mavetz, Jon	TBH - KEY - 1	Sales Manager	Strategic AE	100%	\$ 51,448	-	-	<input type="checkbox"/>	\$ 51,448

Manually Edit Rules:

To establish the full overlay relationship, we'll add some rules for Gabby Bosco.

Navigate to the Credit Hierarchy page.

Select Gabby and right click to insert some items. Fill in 3 to add three new criteria lines.

Add the TBH – KEY – 1 rep in the direct credit column. Add once and copy to the next two rows. Copy the products and sub region values from the first three rows and paste these values into the new rows.

- Gabby will now receive credit for anything TBH – KEY -1 qualifies for AND Storage OR Networking, or Server products
- Gabby also receives credit for anything Tom Frazier sells AND Storage OR Networking, or Server products

Find...											
	Account	Direct Rep	Product	Zip Code	Sub Region	Credit Type	Credit Rule	Start Date	End Date	Start Date Override	End Date Override
Frazier, Tom-Stor...		Frazier, Tom	Storage		Northeast	Multiple	Frazier, To...	1/1/20			
Frazier, Tom-Netw...		Frazier, Tom	Networking		Northeast	Multiple	Frazier, To...	1/1/20			
Frazier, Tom-Serv...		Frazier, Tom	Servers		Northeast	Multiple	Frazier, To...	1/1/20			
TBH - KEY - 1-Sto...		TBH - KE...	Storage		Northeast	Multiple	TBH - KE...	1/1/20			
TBH - KEY - 1-Net...		TBH - KE...	Networking		Northeast	Multiple	TBH - KE...	1/1/20			
TBH - KEY - 1-Ser...		TBH - KE...	Servers		Northeast	Multiple	TBH - KE...	1/1/20			
Bosco, Gabby											

Click the “Finalize Credit Rule Changes” action button to trigger the new rules.

Navigate to the Crediting Overrides & Manual Adjustments page. Access this page via Quick Links or the main menu. Click the Rep Crediting Summary grid and we can now see that Gabby is receiving credit for the applicable Biotech transactions.

Apps

SPM - Sales Crediting

2. Compensation Admin / 2.3 Credit Overrides and Adjustments

2.3 Credit Overrides and Adjustme...

Find...

Count 14

Min 0.0292

Max 11212.3945

Average 1893.5032

Sum 11361.019

	Account	Product	Term	Service Obligation	Zip Code	Industry	Segment	Sub Region	Booking Date	Booking Month	ACV	Quantity	Discount	Margin %
100011	Biogen Idec	Storage	1 yr	94	2493	Healthcare	Mid Market	Northeast	4/27/21	Apr 21	\$ 8,535	82	9.5%	52%
100133	Biogen Idec	Storage	2 yr	92	20817	Consumer	Key	Northeast	5/11/21	May 21	\$ 3,331	32	9.5%	52%
100728	Biogen Idec	Networking	1 yr	92	10022	Consumer	Key	Northeast	4/20/21	Apr 21	\$ 2,250	12	10.7%	59%
101065	Biogen Idec	Networking	1 yr	96	55144	Energy	Key	Northeast	4/13/21	Apr 21	\$ 1,289	7	12.3%	58%
101281	Biogen Idec	Servers	2 yr	91	2493	Healthcare	Mid Market	Northeast	4/13/21	Apr 21	\$ 17,768	10,000	4.9%	59%
101608	Biogen Idec	Servers	3 yr	90	85003	Consumer	Key	Northeast	6/8/21	Jun 21	\$ 11,212	55	2.9%	60%
105486	Biogen Idec	Cloud	1 yr	92	94583	Energy	Key	Northeast	5/25/21	May 21	\$ 1,424	2,024	29.6%	15%
103588	Biogen Idec	Services	1 yr	98	2493	Healthcare	Mid Market	Northeast	5/11/21	May 21	\$ 51,448	1,500	9.7%	44%
103849	Biogen Idec	Cloud	2 yr	91	2493	Healthcare	Mid Market	Northeast	3/10/21	Mar 21	\$ 23,077	28,154	18.0%	27%

Rep Crediting Summary

Find...

	Role	Credit Type	Credit Rule	Credit Split %	Credit Amount \$	Override Split %	Override Credit Amount \$	No Credit?	Final Credit Amount \$	Rollup to Manager?	Override Rollup to Manager?	Comments
Bosco, Gabby	General Overlay	Multiple	TBH - KEY - 1-Servers-Northeast	100%	\$ 11,212	-	-	<input type="checkbox"/>	\$ 11,212	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Northeast					\$ 11,212				\$ 11,212			
US East					\$ 11,212				\$ 11,212			
AMER					\$ 11,212				\$ 11,212			
Total Company					\$ 11,212				\$ 11,212			

Quick links

Credit Hierarchy

Credit Rule What-if

Additional insights

Filters

Rep Crediting Summary

Manager Crediting Summary

Manual Credit Adjustment

Payee

Split

Reason

101608

Add Manual Credit Adjustment

Credit Overrides and Adjustments

Search for a transaction and view all related credits. Override credit splits and add additional credits as exceptions to your rules in this page.

Continue the story for importing territory changes. After running the **Finalize Credit Rule Changes** action we can now see the TBH – KEY -1, and Overlay Gabby rules applied to the uncredited transactions.

- Search for the **Biogen Idec account in the side panel** and click the **Refresh** icon at the top of the page
- Select a transaction row
- **Click the Rep Crediting Summary grid in the side panel**
- Point out all related credits
- We can also modify credits created by rules
 - Click the **No Credit** check box for the TBH rep
 - Click the **Add Manual Credit Adjustment** action button and add a new credit transaction adjustment for Tom Frazier

Discuss how new transactions coming in will still be credited to salespeople based on the original rule. We're able to add exception credit adjustments as well regardless of rules and criteria.

NOTE: To reset the above navigate to Demo Assumptions and click Reset Demo for both T&Q Sales Crediting, and Manual Adjustments.

Sales Credit Rule What-if Testing

If editing a rule or re-aligning your territories and crediting hierarchy, add your criteria and see all transactions effected. View the total cost of rule changes.

The screenshot displays the Anaplan Sales Credit Rule What-if Testing interface. The top navigation bar shows the user is in the '2.4. Credit Rule What-if' section. The main header includes the Anaplan logo and a 'Qualified Transaction ACV' of \$757,367. A 'Credit Multiplier What-if Driver' is set to 3.0 x, resulting in an 'Aggregated Credit Amount' of \$2,272,102. The interface is divided into a 'Qualifiers' sidebar and a 'Crediting Transactions' table.

Qualifiers:

- Account: Find...
- Sub Region: Find...
- Product: Find...
- Industry: Consumer (selected)
- Zip Code: 17011 (selected)
- Start Date: 01/01/2021
- End Date: 08/31/2021

Crediting Transactions Table:

Account	Product	Booking Date	ACV	Term	Zip Code	Industry	Sub Region	Transaction Qualifies?
105110	Rite Aid	Services	1/13/21	\$ 26,289	2 yr	17011	Consumer	Yes
106406	Rite Aid	Networking	1/13/21	\$ 4,769	1 yr	17011	Consumer	Yes
106407	Rite Aid	Networking	1/13/21	\$ 3,836	2 yr	17011	Consumer	Yes
106408	Rite Aid	Networking	1/13/21	\$ 5,418	3 yr	17011	Consumer	Yes
106410	Rite Aid	Networking	2/3/21	\$ 16,459	1 yr	17011	Consumer	Yes
105108	Rite Aid	Services	2/10/21	\$ 21,124	3 yr	17011	Consumer	Yes
105541	Rite Aid	Services	2/10/21	\$ 15,837	1 yr	17011	Consumer	Yes
104484	Rite Aid	Cloud	2/17/21	\$ 1,212	1 yr	17011	Consumer	Yes
103840	Rite Aid	Cloud	2/24/21	\$ 539	3 yr	17011	Consumer	Yes
104483	Rite Aid	Cloud	2/24/21	\$ 1,854	3 yr	17011	Consumer	Yes
105540	Rite Aid	Services	2/24/21	\$ 14,961	1 yr	17011	Consumer	Yes
103838	Rite Aid	Cloud	3/3/21	\$ 1,322	2 yr	17011	Consumer	Yes
103839	Rite Aid	Cloud	3/3/21	\$ 5,358	3 yr	17011	Consumer	Yes
105109	Rite Aid	Services	3/3/21	\$ 32,738	1 yr	17011	Consumer	Yes
105539	Rite Aid	Services	3/3/21	\$ 22,621	3 yr	17011	Consumer	Yes
105537	Rite Aid	Services	3/15/21	\$ 20,319	2 yr	17011	Consumer	Yes
105538	Rite Aid	Services	3/15/21	\$ 21,274	1 yr	17011	Consumer	Yes
106409	Rite Aid	Networking	3/17/21	\$ 6,162	3 yr	17011	Consumer	Yes
101271	Rite Aid	Servers	4/13/21	\$ 7,110	1 yr	17011	Consumer	Yes
101703	Rite Aid	Cloud	4/13/21	\$ 4,359	3 yr	17011	Consumer	Yes
105000	Rite Aid	Storage	4/15/21	\$ 12,821	2 yr	17011	Consumer	Yes
101702	Rite Aid	Cloud	4/20/21	\$ 4,761	1 yr	17011	Consumer	Yes
102568	Rite Aid	Services	4/20/21	\$ 35,786	2 yr	17011	Consumer	Yes
102569	Rite Aid	Services	4/20/21	\$ 27,105	2 yr	17011	Consumer	Yes

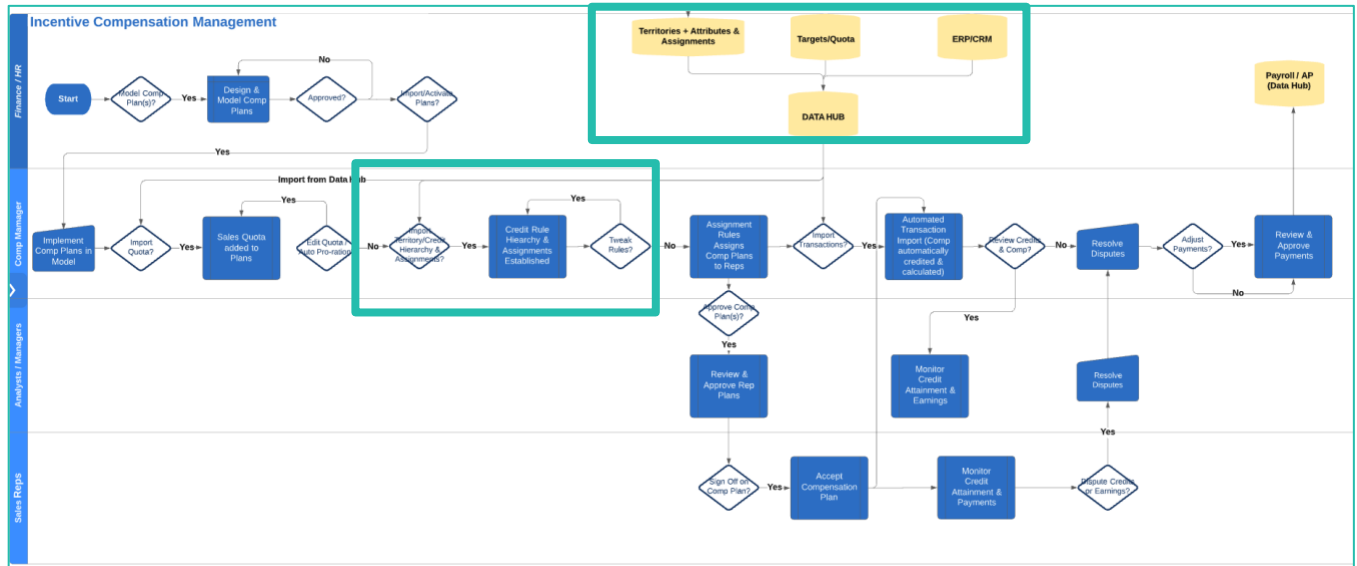
For this scenario the comp team were asked to add additional rules to enable crediting to target Consumer sales for the 17011 Zip Code.

Select “**Consumer**” from the Industry drop down and “**17011**” from the Zip Code selector. **Enter 3.0** (this company’s typical credit multiplier) in the **Credit Multiplier** assumption input box at the top of the page. **Click the Refresh Icon** at the top of the page.

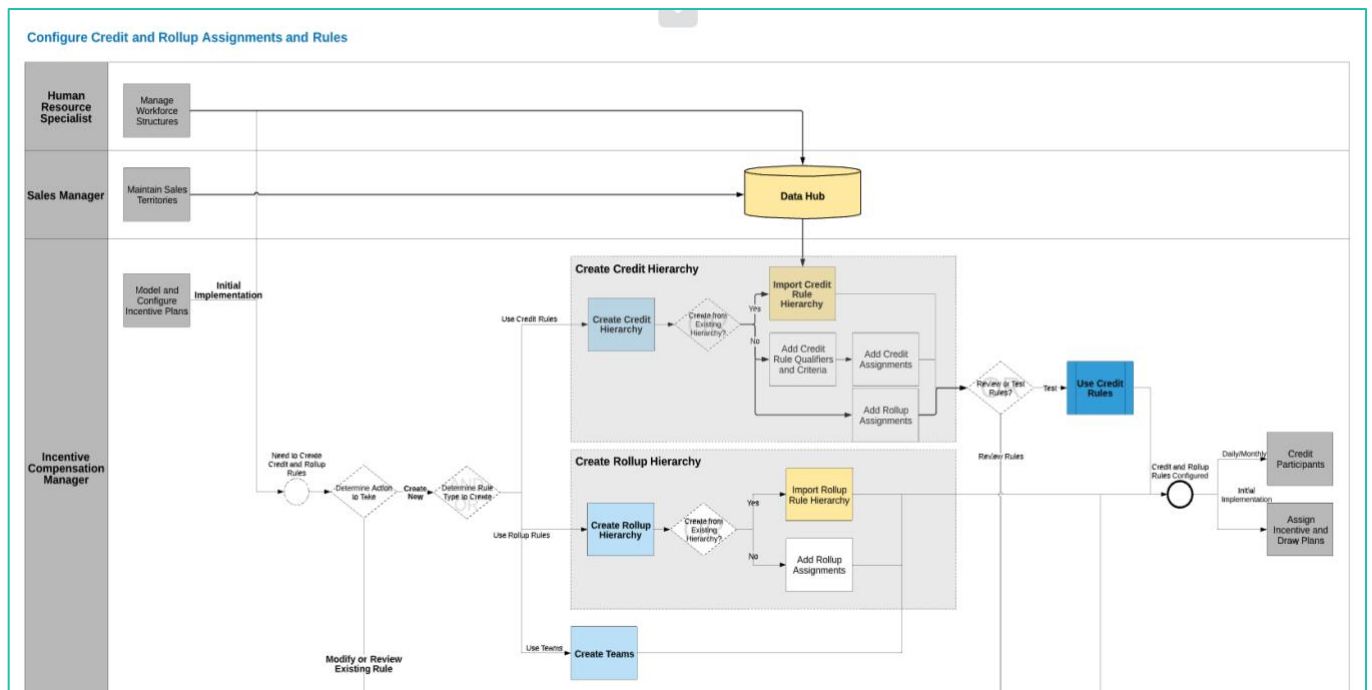
All transactions that meet this criterion are filtered and highlighted. The comp team can also see what the total actuals amount to as well as potential credit attainment and determine total cost of this rule.

Sales Credit Process Flow

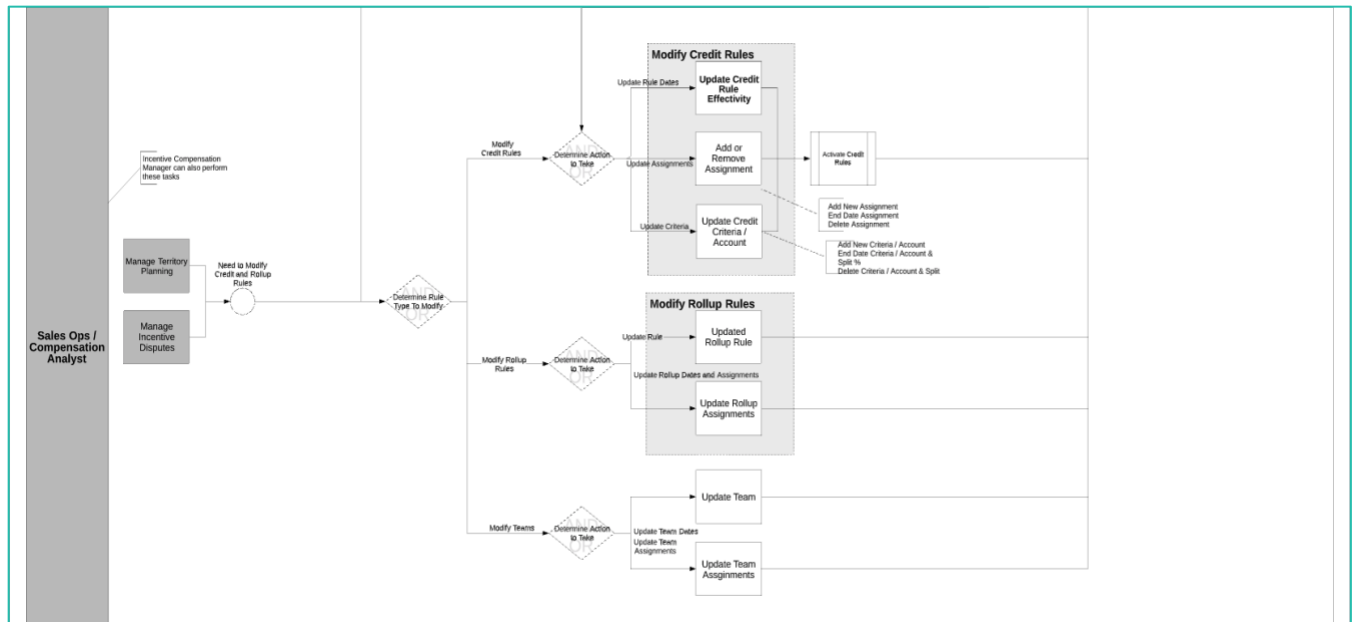
Following is the process flow depicted in the Incentive Compensation Management (ICM) model. The sales crediting process is part of the overall ICM process.



L2 ICM Process Flow



L3 ICM Crediting and Rollup Process Flow - Create



L3 ICM Crediting and Rollup Process Flow – Modify

The process flow encompasses all of the process steps necessary for applying best practices for sales crediting assignments and rules.

Data comes from many different sources for this solution. It's a best practice and in the long run easier, and less costly to create a **Data Hub** to move data to and from source and target systems. Data brought into the model determines the different functionality that can be built to support the dashboards and analysis.

Typical data imports for sales crediting:

- Salespeople imported from CRM or HR
- Salesperson Role, role start/end date (if any) from CRM or HR
- If positions are used, positions and position assignments
- Territory hierarchy, sales rep assignments, and criteria along with any assignment and criteria dates
- Other lists used for criteria: accounts, products, industry, customer, geographic (e.g. states, zip codes, country codes)
- Sales actuals are needed to calculate credit attainment

To help reduce the size of lists and the overall model do not populate lists with all members if it's not necessary. For example, if you use zip code for credit rules but only need a sub-set for your rules do not import the unneeded zip codes into your list. Or if you need to populate the entire list for use elsewhere in the model, designate a sub-set to be used for rules.

Anaplan Model

Following are some best practice suggestions when building out sales crediting for your incentive compensation solution. There are also crediting user stories available for use as a requirement starting place. Stories represent at least 80% of requirements needed for sales credit and rollup functionality. They are a starting place and may need to be modified slightly and reprioritized to fit each customer's specific needs.

Lookup System Modules

It's best to create system modules that hold **mapping** between transaction attributes and various lists (dimensions) and lookup the values from transactions that are used to define your credit rules. Boolean line items can track the various attributes found for each transaction and referenced in your credit rule formula. The use of system modules and boolean line items helps make the model more performant. It also helps keep various formula expressions shorter and easier to maintain.

Types of systems modules used for lookups should include relevant details and will likely consist of the following lists:

- Region (code)
- Country (code, region)
- Sub-Region (code, region, country)
- Location (code, country, region, ship to address, sold to address, zip code)
- Product Details (code, product family, size, color)
- Employee (code, ID, name, role, role start date, role end date, department, position, manager)
 - Multiple records for an individual employee may occur over time as he/she changes roles or moves to different locations
 - Employee ID will likely be needed for mapping for exports to payroll
- Department (code, department name)

See the [Planual](#) located on Anplan Community

Time Settings System Module

Sales crediting, along with compensation plan calculations are typically processed and paid by interval. For example, commission might be processed and paid weekly, monthly, or quarterly or a combination of all three intervals. Bonus type components might be processed monthly and paid quarterly, and semi-annually. Most point solutions include the concept of a "period" which is defined by the customer and typically thought of as open or closed. **Open periods** are where processing occurs, and payments exported out for the current period. Closed periods (user sets the status) are not re-processed although prior period adjustments might be made against "closed" period transactions, credits, and payments, and carried forward to the current period to be paid.

To track what is open and current, a Time Settings module can and should be created to define variables such as current period as it is defined and set in the model calendar and to track active employees within each week or month. Track employee by the smallest payment interval among all compensation plans. You'll want to surface current period in the UI, so the

compensation administrator has easy access to update the calendar period to the current period and to close the previous period if utilizing this concept.

Credit Transaction Rollup

It's recommended that credit transactions rollup to salespeople or to position if using positions. You'll need to track whether the employee is assigned to a position, or territory/credit rule within each period in order to credit transaction attainment to each sales rep correctly. Typically, each salesperson is assigned to a single position. There can only be one active position assignment without overlapping assignment dates. See more about position advantages and disadvantages in the positions section above.

Crediting logic along with date effectivity logic will need to be used in a module that intersects transactions and assignments to determine the eligibility of credit attainment. You can track each credit's eligibility for each transaction using boolean logic, and for those transactions that qualify create another line item for the credit amount.

Again, please note that there are drastic impacts to model size and performance when comparing daily vs. monthly effectivity, so thought needs to be given to how this is configured.

Trans ID	Trans / Assignment Start Date	Check for Trans Date	Transaction Eligible?	Amount	Credit Amount	Performance Measure
101	4/01/20	4/8/20		1000		
102	4/04/20	4/8/20		2000		
103	4/10/20	4/8/20	X	2000	2000	2020 Comm...
Tom Smith	4/08/2020				2000	2020 Commission Attainment
101	4/01/20	1/15/19	X	1000	1000	2020 Comm...
102	4/04/20	1/15/19	X	2000	2000	2020 Comm...
103	4/10/20	1/15/19	X	2000	2000	2020 Comm...
104	4/07/20	1/15/19	X	2500	2500	2020 Comm...
102	4/04/20	1/15/19	X	2000	2000	Product Spiff
Lisa Jones	1/15/2019				7500	2020 Comm Attainment
					2000	Product Spiff

Assignment Date Check

In the example above, Tom Smith only receives credit for transaction #103, dated 4/10/20. This is because his assignment start date is after transactions 101 and 102 dates. A formula would be used to validate that the transaction date falls between the assignment start and end dates.

Notice in the above table the same transaction, #102, is credited to Lisa Jones twice. Total attainment for Lisa's regular commission component is \$7,500. Lisa's plan also has a Spiff, a special component that pays an extra bonus/commission if Product A is sold. The credit attainment for April is \$2,000.00. Transaction #102 is double credited to Lisa.

You will want to consider exploding transaction lines by credit receivers. For example, if the direct sales rep, two overlay reps, position, and two sales managers receive credit for a transaction line, create six individual credit/transaction rows (not line items) and use these credit

transactions for plan component calculation. This explosion of transactions would be managed by an Action and most likely executed during the transaction import process.

Instead of duplicating all transaction attributes to each credit transaction, include the transaction code/unique identifier on every corresponding credit in order to map back to the original transaction in order to use these attributes in reporting. Only include the applicable credit attributes on credit transactions.

You will need to be able to trace back from calculated payments to credit transactions to the original transaction in order to support transaction adjustments, credit adjustments, payment adjustments, compensation analyst reconciliation processes, and sales rep reporting.

Performance Measure

Consider tagging credit transactions with one or more performance measures. Ultimately, it is the association of performance measure to plan component that should determine whether a credit is eligible for calculation within the plan.

Tagging can be accomplished by adding performance measure line items to credit rule criteria and including the measure value when generating credit transactions. Performance measures can then be associated to plan components and used to determine eligible credit attainment used for calculating commission or bonus.

Depending upon component calculation rules you might need to apply rates to a summary attainment amount for the interval, or rates might be applied to individual credit attainment transaction lines. Generally, but not always, if using attainment percent (credited attainment / quota) you'll be applying rates against the aggregated credit amount. If you capture the performance measure against individual credit attainment it is easier to summarize attainment as needed for each measure that is associated to plan components for each salesperson. You may have credits that apply to multiple measures and applied to multiple plan components.

Importing Transactions

When transactions are imported into the model, credit attainment is automatically calculated for the new transactions. It's possible that the customer may want to hold off on the calculation until they use an action to kick the process off. One reason for waiting is because credits and payments for the month (or payment interval) have been reviewed and most approved and or adjusted. However, not everything has been approved so earnings have not been sent to the payment system such as HR. Compensation Analysts won't want their monthly commission close process interrupted. Depending on the process and how salespeople reporting is managed it may be confusing to process everything at the same time.

Once earnings are exported to the payment system(s) the compensation administrator will close the period and set the next period as the current period in the model's calendar. The compensation administrator will then initiate import and additional actions. You are typically processing earnings for the previous interval. For example, it is May 5th but as a compensation analyst I'm reconciling commission earnings for April.

Most customers will need to import and also create manual transaction lines in the model. These transactions might be used to generate team-based credits, say for example, a bonus

based on attainment for a region goal where everyone within the region receives the same attainment.

The bulk of transactions typically come from ERP applications, e.g. orders, or invoices. Customers will want these imports to be automated, perhaps scheduled to run every night. Depending on the customer's business processes, they may want credits generated automatically during the import. Administrators will also need the ability to run these processes ad-hoc as they near the end of each payment interval.

It's recommended that data is staged upstream from Anaplan to properly leverage ETL tools for data cleansing activities. Even simply being able to produce a unique identifier for transaction records in an upstream application will greatly simplify the data integration activity and potentially increase performance.

Store as many attributes as possible in a time-based module. Include a line item to track the transaction's period. You'll use this for calculation and reporting later.

Do not include the date as part of the transaction ID (code). For the full article around density versus sparsity and what including a date does, see this article by David Smith in Community: <https://community.anaplan.com/t5/Blog/The-Truth-About-Sparsity-Part-1/ba-p/44493>

We looked at the impact of storing data in a two-dimensional module by removing the timescale from the key and adding time as a dimension in the data module. The results were surprising!

Have a look at the size of the data:

- 2 years of data by month
- 3 elements to create uniqueness
- 80 percent sparse
- Model 1 used a transaction key that included the date
- Model 2 was multi-dimensional with time as a dimension

	Model 1	Model 2	
Import Time (seconds)	95	106	11.6%
Model Open (seconds)	30.9	1.6	(94.8%)
Transaction IDs (k)	7284	288	(96.0%)
Model Size (Gb)	4.5	1.0	(77.8%)
Module Cell Count (Ms)			
Transaction Details	50.99	1.14	
Transaction Data	-	5.48	
Data Summary	121.89	121.89	
	172.88	128.51	(25.7%)

You can see that not only did Model 2 open more than 90 percent faster than Model, 1 but it was also more than 75% smaller. How can that be, given the adage that sparse multi-dimensional modules take up more space than dense modules? Well, the reason is list items themselves also make up part of the model size. I didn't mention it earlier when discussing the cell count calculation because lists don't add to the cell count itself, but each list item uses 500b, so the bigger the list, the more space used.

Excerpt from The Truth About Sparsity

Credit Adjustments

Customers are always going to have exceptions to credit rules. Exceptions might take the form of editing calculated credit attainment. It is also likely additional credit transaction adjustments will need to be created.

For example, an exception for the sales to Acme Industries for transaction #102 needs to be made because Tom helped with the sale during his training period. The original sales rep for Tom's territory, Adam, should also receive credit because he was still active during the first part of the month. The agreement is that Tom and Adam will split the credit.

Trans ID	Trans / Assignment Start Date	Check for Trans Start Date	Check for End Date	Transaction Eligible?	Amount	Split	Credit Amount
101	4/01/20	2/05/2017	04/07/20	X	1000	100	1000
102	4/04/20	2/05/2017	04/07/20	X	2000	100	2000
103	4/10/20	2/05/2017	04/07/20				
Adam Bocca	2/05/2017	2/05/2017	04/07/20				3000
101	4/01/20	4/8/20			1000	100	
102	4/04/20	4/8/20			2000	100	
103	4/10/20	4/8/20		X	2000	100	2000
Tom Smith	4/08/2020						2000

Credits generated via credit rules

The above table shows the credits Adam and Tom receive based on the rules and date effectivity.

In order to adjust transaction credit #102, the compensation analyst will need to modify (override) the credit split to 50% for Adam and also **create an additional credit transaction** for the 50% split for Tom.

Trans ID	Trans / Assignment Start Date	Check for Trans Start Date	Override ?	Transaction Eligible?	Amount	Split	Credit Amount
101	4/01/20	2/05/2017		X	1000	100	1000
102	4/04/20	2/05/2017	X	X	2000	50	1000
103	4/10/20	2/05/2017					
Adam Bocca	2/05/2017	2/05/2017					2000
101	4/01/20	4/8/20			1000		
102	4/04/20	4/8/20		New	2000	50	1000
103	4/10/20	4/8/20		X	2000	100	2000
Tom Smith	4/08/2020						3000

Modified credits for rule exception

Prior Period Adjustments

Many customers require transaction adjustments to be imported into the model. If adjustments to transactions occur during the current, open period it's usually not an issue. You'll need to identify that what is being imported is an adjustment and do the following:

- If the transaction is an **offset** to the original transaction process it as you normally process transactions. For example:

- Transaction line #3003, dated 5/02/2020, for Acme Industries and \$76,200 is imported, credited and calculated.
- Part of the transaction line is returned, and a credit adjustment is created and imported for -20,200. Transaction #3003, and customer name remain the same.
 - Net amount of the combined transactions is now \$56,000
 - Credit attainment and calculated earnings is automatically corrected based on the net amount
- If the adjusting transaction is a corrected amount and then the original transaction needs to be offset.
 - Transaction line #3003, dated 5/02/2020, for Acme Industries and \$76,200 is imported, credited and calculated.
 - Part of the transaction line is returned, and a credit adjustment is created and imported for \$56,000. Transaction #3003, and customer name remain the same.
 - Net amount of the combined transactions is now \$132,200 which is incorrect.
 - Create a negative adjusting transaction = -76,200 based on the transaction type
 - The negative adjustment offsets the original transaction, and both are processed
 - The Adjusted transaction is also processed as it normally is processed

A similar process will need to occur for adjustments to transactions for prior periods. However, you'll also need to adjust credits and payments, carry those into the current period and pay within the current period. **Payments, once they are exported and paid, cannot simply be recalculated.** You'll need to calculate the difference between what should have been paid and what was paid and pay it in the next period. Additionally, it may be necessary to re-calculate everything for several intervals/months.

This is where the possibility of creating snapshots of paid earnings comes in handy. Not only do snapshots help with preserving history for audit and compliance, it also helps when needing to calculate for previous period adjustments.

Paid Clawback Example

Compare snapshot payments to newly calculated payments based on re-calculation with adjustments and pay the difference in the current period.

Date	Type	Product	Quantity	Amount	Credit Receiver	Code (ID)
1/15/2020	Order	iPhone 11 64G	28	20,000	N/A	12121

Original Transaction

Credits based on credit rules.

Date	Split %	Code	Transaction Code	Credit Amount	Credit Receiver
1/15/20	50%	31-12121	12121	10,000	Lisa

1/15/20	50%	32-12121	12121	10,000	Tom
1/15/20	100%	33-12121	12121	20,000	Ricardo

Calculated commission earning results.

Date	Split %	Code	Transaction Code	Credit Amount	Credit Receiver	Commission	Paid?
1/15/20	50%	31-12121	12121	10,000	Lisa	240	Yes
1/15/20	50%	32-12121	12121	10,000	Tom	182	Yes
1/15/20	100%	33-12121	12121	20,000	Ricardo	422	Yes

An adjusting transaction is imported into the model dated March 18, 2020. It's necessary to clawback the **exact** amount of commission paid. If the comp plan component's rates increase based on attainment increase over time you cannot simply calculate the adjustment's commission and reverse, because it may be higher than what was calculated for the previous period. Consider creating credit and earning reversals for the original transaction and calculate the new adjusting transaction along with subsequent period earning differences and bring into the current period to pay.

Date	Type	Product	Quantity	Amount	Credit Receiver	Code (ID)
1/15/2020	Adjustment	iPhone 11 64G	18	14,000	N/A	12121

Adjusting Transaction

Reverse the original transaction, credits and earnings

Date	Type	Product	Quantity	Amount	Credit Receiver	Code (ID)
1/15/2020	Order	iPhone 11 64G	28	-20,000	N/A	12121

Original transaction reversal

Date	Split %	Code	Transaction Code	Credit Amount	Credit Receiver
1/15/20	50%	31-12121-1	12121	-10,000	Lisa
1/15/20	50%	32-12121-2	12121	-10,000	Tom
1/15/20	100%	33-12121-3	12121	-20,000	Ricardo

Credit reversals

Reversed commission results should be applied to the current period's earnings.

Date	Split %	Code	Transaction Code	Credit Amount	Credit Receiver	Commission	Paid?
1/15/20	50%	31-12121-1	12121	10,000	Lisa	-240	Yes
1/15/20	50%	32-12121-2	12121	10,000	Tom	-182	Yes
1/15/20	100%	33-12121-3	12121	20,000	Ricardo	-422	Yes

Payment reversals (paid earnings)

Calculate the adjusting transaction as if included with January's earnings. Recalculated February earnings to ensure there is no difference. If there is a difference, carry that result into the current period.

Date	Split %	Code	Transaction Code	Credit Amount	Credit Receiver
1/15/20	50%	31-12121-1	12121	-10,000	Lisa
1/15/20	50%	31-12121-4	12121	7,000	Lisa
1/15/20	50%	32-12121-2	12121	-10,000	Tom
1/15/20	50%	32-12121-5	12121	7,000	Tom
1/15/20	100%	33-12121-3	12121	-20,000	Ricardo
1/15/20	100%	33-12121-6	12121	14,000	Ricardo

New Credits for January

Earning results for January, no difference for February attainment or earnings. Pay out the reversal and the new commission along with March earnings.

Date	Split %	Code	Transaction Code	Credit Amount	Credit Receiver	Commission	Paid?
1/15/20	50%	31-12121	12121	10,000	Lisa	240	Yes
1/15/20	50%	31-12121-1	12121	-10,000	Lisa	-240	
1/15/20	50%	31-12121-4	12121	7,000	Lisa	188	
1/15/20	50%	32-12121	12121	10,000	Tom	182	Yes
1/15/20	50%	32-12121-2	12121	-10,000	Tom	-182	
1/15/20	50%	32-12121-5	12121	7,000	Tom	165	
1/15/20	100%	33-12121	12121	20,000	Ricardo	-422	Yes
1/15/20	100%	33-12121-3	12121	-20,000	Ricardo	-422	
1/15/20	100%	33-12121-3	12121	14,000	Ricardo	401	

New January Earnings

Payment Snapshots

Once payments (calculated earnings) are sent to payroll or to accounts payable those calculated results **must not** change. Compensation specialists must have the ability to trace actual payments back to these results if being audited and for regulatory compliance and governance reasons.

In order to preserve these results, consider creating snapshots of this data for the payment interval(s). Due to the large amount of data normally needed in a commission model, you'll likely only snapshot the calculated results module(s) for the payment interval, however, consider snapshotting credit results in addition to payments.

Track the date earning results are sent to the payment system and the system they are sent to. Some customers require that the check/electronic payment number and payment dates are imported back into the commission application and tagged onto the payment results as well. There's a short video on Anaplan Community that discusses [snapshots](#) in more detail.

You will need to make a copy of earning results for each snapshot in order to re-calculate results for adjustments that come into the application after payments are sent out. See the "Prior Period Adjustments" section for an example. When using the snapshot approach use a Custom Versions List method. You can snapshot versions only for relevant modules rather than the entire model when using the custom versions list method. It's easier to scale to many versions or payment results. You'll need to create an Admin page with the ability to access these modules when needed if taking this approach.

Consider using **Dynamic Cell Access** (DCA) to control any potential updates. DCA boolean logic applied to earning results can be used to lock down the data when it's approved and sent to payment systems. Even if creating a copy of the earnings for snapshot it's recommended that you lock down any potential result changes using DCA. There is a [Dynamic Cell Access learning app](#) on the App Hub that is very helpful and easy to follow. Also, a [video](#) demoing the learning app on community. A general guideline for DCA is to use dedicated modules to store your access logic. DCA can also be used to control periods that are closed vs open (current and future) periods.

Another suggested best practice is to export crediting, calculation, and payment results into a separate **Reporting Model** along with any other relevant data needed for reporting and potential audits. Splitting models won't solve for the retro-calculation (clawback) requirements many customers have. It will solve for most potential concurrency issues. The majority of reporting end users are sales reps and sales leaders. Reporting data does not need to be calculated. Although you should consider adding in an estimator/what-if commission calculator for sales inspiration.

Candidates for snapshots

- Payments (calculated commission and bonuses sent to Payroll/Accounts Payable)
- Credits (credits related to exported payments)
- Transactions (possibly transactions if used to compare to adjusting transactions)
- Position assignments (to track assignment changes after payments are exported for the period)

- Role assignment changes (if not using position and if using roles to assign salespeople to compensation plans)

It's no longer necessary to have the entirety of functionality in one model with the new ability to create apps that can combine data from separate models.

Additionally, thinking ahead to the enhanced calculation engine in 2021, this may also help to facilitate better performance, as sparse reporting models could be set up in ECE and heavier calculation models can leverage classic calc engine for better performance.

Anaplan Incentive Compensation Model and Territory Planning Integration

Anaplan Data Hub

When using a separate model for Territory Planning you should import the hierarchies, territory definitions, sales rep assignments and criteria, into a Data Hub. These definitions should then be imported into the ICM Solution and used for sales crediting for both initial setup and on-going maintenance.

It's probable that you will re-arrange assignments differently and use flattened hierarchies within the Incentive Compensation Model so territory to sales crediting may not be a one-to-one module mapping.

Transaction data from ERP, manual transactions, and other transactions such as forecast opportunities, or CRM Activities should be imported into the data hub and Import mapping created within the ICM model to be used for integration automation and ad-hoc imports.

Earning results should be exported to the Data Hub. They can be exported from the Data Hub to any 3rd party payment or payroll application.

Model Download Link

The Anaplan Model used as the basis for the Sales Crediting Model can be downloaded from the Anaplan Master Demo workspace.

SPM – Sales Crediting

App: Reach out to your assigned SC Support User to complete “Duplicate App” process for corresponding UX App.

Appendix

Sales Crediting User Stories for Agile Implementation

The following user stories were extracted from an Anaplan Agile Implementation model. This model is free to use, can handle many projects, and can be downloaded from the App Hub.

Epic	User Story Title *	Description	Who?	What?	Why?	How?	Acceptance Criteria
Crediting	Display Sales Credit Assignments & Rules within an editable hierarchy	Hierarchy needs to be search-able using territory/node name, salesperson assignment name, rule/criteria (Account, Product) name	As a Comp Analyst,	Hierarchy must display Rule/Territory/Node Name and effective dates (or active flag)	So that comp analysts can easily research and maintain rule assignments, criteria and effective dates	UI	<p>And I know when this is done when:</p> <ul style="list-style-type: none"> - I can easily navigate and search the crediting hierarchy to review assignments and make changes - I can select a Territory/Rule/Node and see when it is effective/active - I can end date and add new Territory/Rule/Nodes - I can select a Territory/Rule/Node and end date, add, and delete sales rep, overlay assignments - I can easily indicate to rollup attainment to direct report's managers - I can select a Territory/Rule/Node and end date,

							add, and delete rule criteria assignments
Crediting	Import Territory Hierarchy, sales rep and account/criteria assignments from the data hub	Need to define a multi-level territory import from Territory & Quota Planning into a data hub to be used for ICM.	As a Comp Analyst,	Territory Hierarchy, assignments, and criteria need to be imported into ICM and create/populate the sales credit hierarchy, assignments, and rules.	So that there is a starting place for the sales credit function.	Import	And I know when this is done when: - I can click a button/action and import territories, assignments, and rules as a starting place for the sales credit hierarchy and rules - I can click a button/action and import incremental changes to the territory structure, assignments, and criteria/rules using date effectivity
Crediting	Determine crediting rules for direct reps	Each Credit should be eligible for multiple components	As a Comp Analyst,	System must support multiple credit attainment measure types for different performance metrics for direct sales reps. For example,	So that sales reps receive the correct attainment used for compensation calculation	Modules, Formula, & UI	And I know when this is done when salespeople receive credit attainment for multiple measures for a single transaction line based on rule/territory

				capture revenue attainment and capture scoring on activities for compensation (points for certain activities) - MBO Pay			criteria matching to transaction attributes and date.
Crediting	Determine crediting rules for all levels of the crediting hierarchy	Hierarchy should be balanced. Separate crediting modules per level of the hierarchy	As a Comp Analyst,	System must be able to support a pod structure for team-based selling	So that everyone within each team receives equal credit attainment	Modules, Formula, & UI	And I know when this is done when commission/bonus is calculated based on team attainment for individuals associated to the team, department, or territory.
Crediting	Determine crediting rules for overlay reps	Direct rep credits might also be based on this combination. The main outcome is that overlay reps' credit attainment may be determined at different levels from direct reps.	As a Comp Analyst,	System should assign credit attainment to more than a single direct sales rep. Overlay reps such as sales consultants, tele sales, SDR, Support, etc. can be assigned to a rule/territory and also receive attainment credit.	So that overlay reps are credited and compensated correctly	Modules, Formula, & UI	And I know when this is done when I can configure overlay rep credit rules differently, at different levels, than direct sales rep rules within the same hierarchy/rule set and they also receive credit attainment.

Crediting (Rollup)	Determine crediting rollup rules for managers	Managers at any level of the hierarchy, of direct and overlay sales reps, might (and might not) receive rollup credit for their direct report's sales	As a Comp Analyst,	System should assign indirect credit attainment to managers of direct and overlay reps and or those below them in the hierarchy	so that Sales and Region Managers are compensated based on their team's attainment	Modules, Formula, & UI	And I know when this is done when I can configure sales leaders, at different levels in the hierarchy, to receive Rollup attainment from their direct reports, and calculate commission/bonus based on rollup attainment.
Crediting	Determine crediting rules for every level of the overlay hierarchy	Separate crediting rule for each level of the hierarchy	As a Comp Analyst,	I need to manage crediting at different levels of the hierarchy	so that direct and indirect attainment is assigned based on my organization's needs.	Modules, Formula, & UI	And I know when this is done when credit attainment can be rolled up to overlay reps and sales managers based on the level of the hierarchy assignment and rules.
Crediting	Use Effective dating to determine whether a person is active during the transaction date	Effective dating may include, start date, end date, leave of absence start and end date. Determine the date that drives crediting.	As a Comp Analyst,	eligibility of credit attainment needs to be based on credit hierarchy assignment date and sales rep start or leave of absence dates	so that credit attainment is correct for salespeople assignments matched to transaction dates	Modules, Formula, & UI	And I know when this is done when salespeople receive credit splits based on credit rule assignment dates, on individual start and end dates, and leave of absence dates

Crediting	Use Effective dating to determine whether a Rule (criteria) is active during the transaction date	Effective start and end dates are used to determine the date and criteria that drives crediting matching for a transaction.	As a Comp Analyst,	Eligibility of credit attainment needs to be based on credit Rule/criteria assignment date and end dates	so that attainment is correct for territory/ credit rules	Modules, Formula, & UI	And I know when this is done when salespeople receive credit attainment based on rep and criteria (rule) assignment dates.
Crediting	Ability to use any attribute for credit attainment	Any transaction attribute, e.g. transaction amount, Gross Margin, Margin %, # of Units, # of Calls, etc. can be used/counted towards attainment	As a Comp Analyst,	Transaction attributes other than transaction amount can be used for attainment	so that credit attainment is configured based on customer compensation needs	Modules, Formula, & UI	And I know when this is done when any performance metric
Crediting	The system must be able to support changes to strategy for partner/rep attainment ratio (split percent)	Attainment split may vary for each individual based on different factors and roles at different levels of the hierarchy.	As a Comp Analyst,	I need the ability to change credit split attainment percent at the individual level	so that credit attainment is the correct amount	Modules, Formula, & UI	And I know when this is done when I have the ability to configure attainment split percent at the individual sales and overlay rep level

Crediting	System must allow for modeling for different compensation plans (multiple buckets, different compensation structures for reps)	<p>The story title might be interpreted differently by different people.</p> <p>2. Different transaction attributes on a single transaction can qualify for multiple credits and plan components</p> <p>3. While modeling/analyzing compensation planning for future, you can qualify attainment towards multiple comp plan components</p> <p>1. A single credit can qualify for multiple plan components/measures (1 and 2 should be split into separate user stories, I've seen both requirements. Most often, I've seen the requirement for #1.)</p>	As a Comp Analyst,	I need the ability to bucket credit attainment towards different plan component measures	so that a single transaction qualifies for multiple plan strategies (measures)	Modules, Formula, & UI	And I know when this is done when transaction credit attainment is used for one or multiple plan component commission calculation.
Credit Result Management	System must manage exceptions (cases where attainment should be credited/reMOVED despite aligning	Provide the ability for Comp Admin/Analyst to manually override split (credit) amount as well as salespeople receiving credits. Many	As a Comp Analyst,	I need the ability to override credit split amount and credit receiver by deal and preserve these changes	so that rule exceptions are managed correctly within the solution	Manually override credit split amount and salespeople within a UI.	<p>And I know when this is done when</p> <ul style="list-style-type: none"> - I can manually update credit amount in a UI - I can manually update credit receiver in a

	with the rules)	customers can implement credit rules but quite often, sometimes as much as 20% of rule-based attainment will be adjusted due to exceptions.					UI - I can add additional credit receivers/splits in a UI - I can delete individual credit receivers/splits in a UI
Change - Credit Criteria (account assignments)	System must be able to transfer all existing quota and accounts to a new rep	Moving Quota and Accounts may or may not be required. In many cases customers will start the new rep (on existing territory) with a ramped quota based on time in plan; he or she will not inherit attainment but will receive commission based on the pro-rated quota and new account assignments.	As a Comp Analyst,	I need the ability to move quota and accounts to a salesperson	so that new reps taking over an existing territory receive credit for what has been sold up to date	Via UI action, and Via automated Import	And I know when this is done when - I have the option to select the original territory/sales rep and assign the new sales rep - I have the option to automatically inherit existing attainment (credits) and quota - I have an additional option to inherit Pro-rated Quota (without attainment credit)
Change - Credit Criteria (account assignments)	System must allow changes to account assignment	Use effective dates for account and other rule criteria (e.g. products, Geo attributes (Zip Code, State, Country), Industry, Customer Size, Transaction attributes) changes.	As a Comp Analyst,	I need the ability to re-assign accounts to different territories using effective dating	so that salespeople receive the correct credit attainment based on account and other attribute assignment	Manually in the UI and automated feed	And I know when this is done when - I can end date assignment of one or more accounts to a territory and start a new assignment with non-overlapping

					ent date to the territory and transaction date		dates - I can import account assignment changes from Territory Planning
Control - Credit Rules & Assignment Changes	System must create an audit trail for any account transfers and criteria changes that are made to sales rep assignments and rules		As a Comp Analyst,	I need the application to keep a history of changes made to territories/cr edit rules, sale rep role changes, and compensation plan calculation changes	so that I can correct mistakes , if made, and provide an audit trail needed for regulatory requirements	Change report; search by date within period, or rule attributes, sales rep	And I know when this is done when - I can review any changes made to structures, reps, comp plans, assignments , and rules - I can roll back to previous versions to correct mistakes - I can export and print changes when needed and hand over to finance or auditors
Communicate (Visibility) Credit Rule (Account Assignments)	System must be able to display a list of accounts at a sales manager level (what is my team assigned)	Territory/Org level security is enabled for sales managers. If possible, import from Territory Planning (if using this solution)	As a Sales Manager,	I need to review my team's account assignments	so that I can ensure accuracy and plan changes	Reports and Dashboard; Import security if possible	And I know when this is done when - I can log into Anaplan and review my team's territory/credit assignment information - Includes accounts associated to the territory and any other attributes used to define the territory and crediting, e.g.

							products, geo factors
Communicate (Visibility) Credit Rule (Account Assignments)	System must allow sales managers to flag issues with current account allocation	Believe this story is related to the 8.9 and it is in regard to the Credit Rule Hierarchy and not the territory hierarchy. If they are the same then I would expect territory assignments to be managed on the territory and changes automatically flow into the ICM Credit Rule Hierarchy. Also, these rules can become very complex. I would expect that Sales Ops, or the Comp team would manage them within ICM, not sales managers.	As a Sales Manager,	I need to be able to flag credit rule hierarchy/territory account assignment to indicate incorrect account (or other attribute) assignment	So that attainment is credited/split correctly, and my team is paid correctly	Searchable UI	And I know when this is done when - I can log into Anaplan and review Credit Rule/Territory account assignments - I can flag incorrect account (or other attribute) assignments so the comp team knows changes must be made - I can add a comment as to what and why an account or attribute is incorrect.

Control - Credit Rules & Assignment Changes	System must be able to generate workflow for approval process of account ownership changes	Assume the approval workflow is for compensation plan documents/goal sheets assigned to sales manager direct reports. Will also need workflow to send the approved compensation plans to the sales reps so they can sign off on them. I may be necessary for the Comp or Finance team to sign off on plans prior to sending to sales managers.	As a Sales Manager,	I need the ability to review and approve/reject Territory Assignments via workflow notification	so that I know when changes have been made and they are accurate	Plan Document Report	And I know when this is done when - I receive notification that my direct reports, and my own compensation plan is available for review - I can review my own and my direct reports' compensation plan details either on line or via email attachment - I can approve or reject my own or my direct reports compensation plan - I can enter a comment and a reason for rejection - I can select multiple compensation plans and approve/reject
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Credit Management	Ability for reps to request deal splits from within CRM or the planning tool	Two possible use cases, or it could be that CRM is used for planning as well - not sure. 1. CRM Deal Split requests flow to sales managers; if approved would flow into the ICM Application and update credit transaction splits (if not paid). 2. Territory Planning deal split requests are approved by sales managers. Definitions are sync'd automatically to credit rules/setup.	As a Sales Rep,	I need the ability to request deal splits from within my CRM or Territory Planning application	so that credit split requests flow into the commission app automatically	UI, Modules	And I know when this is done when - Sales reps can claim a transaction by clicking a box and adding their names as a potential credit receiver - Sales managers can approve the credit claim - A new credit row/adjustment is created based on the sales rep approved claim. The credit is counted towards attainment and commission/bonus is paid.
Crediting	Balance crediting hierarchy (If using position assignments instead of rep/overlay)	Convert ragged hierarchy into balanced hierarchy	As an Administrator,	Align position levels consistently across position hierarchy	so, hierarchy can be split into different lists		And I know when this is done when Level of positions align with the level of the hierarchy list