

Rewarding collaborators' merit
supported by **Akeron Vulki**:
the success of **Decathlon Italia**

How the leading sporting goods retailer successfully reduced by
80% the time devoted to managing variable remunerations

DECATHLON

COMPANY PROFILE

Sports for everybody! This is Decathlon's mission and philosophy: to sustainably make the pleasure and benefits of sport accessible to as many people as possible.

The brand was born in the summer of 1976 to realize the founders' project to gather most of the sports in a single store and to offer customers the best sports equipment at the best value for money.

Since then, Decathlon has developed and consolidated itself as a designer, manufacturer and distributor of sporting goods worldwide.

Italy concentrates about 9% of the company's global turnover, with a network of 127 stores so far (and counting) distributed throughout the country.

www.decathlon.it

SECTOR

Sporting and leisure goods retailing

KEY FIGURES 2019

- 80+ brands
- € 1,600 M turnover
- 6,744 collaborators
- 127 stores
- 4 warehouses
- 4 manufacturing plants and Passion Brands

EXECUTIVE SUMMARY

Decathlon Italia's system to manage staff and remuneration policies is based on an incentive scheme organised according to different time horizons (short, medium and long-term) that encompasses all company's employees. Decathlon Italia has chosen **Akeron Vulki** and thanks to this software the company has successfully tackled the problem of managing short-term incentives and obtained significant benefits:

-80%

Time spent **calculating bonuses**

100%

Reliability of the data processed

-95%

Manual processing

THE CHALLENGE

Each of the 6744 employees of Decathlon Italy receives, each month, a bonus linked to the performance of the specific shop they work in, whose ultimate aim is to enhance the autonomy and responsibility of each of them to achieve a common and shared objective. The processing and disbursement of the award, however, had critical issues:

- **Opportunity cost**

Many resources were required locally for calculating and manually checking bonuses, and such resources were systematically taken from some key activities such as customer satisfaction.

- **Security**

Since spreadsheets were systematically used, the chances of making important mistakes were high, and the traceability and security that are essential in auditing were also hindered.

- **Problems managing some peculiarities of the staff organisation**

Each time a collaborator was assigned a different task and/or sent to a different store, expensive calculations of the bonuses corresponding to two periods- before and after the change- were required. Similar difficulties also arose when the bonuses for newly hired personnel had to be calculated, as this should be done after the resource's initial on-boarding period was completed.

6700+

Calculations of monthly bonuses for collaborators

30+

Incentive plans to manage

20+

Different payment reasons

5

Major units: retail, logistics, services, laboratories, production

“...Using inadequate tools such as spreadsheets to manage the complex processes typical of an organisation such as ours had resented the way we managed short-term remuneration incentives and had made it inefficient. Regarding data security, we did not have the necessary peace of mind that an issue as important as the variable compensations for our collaborators entailed...”

Alessandro D’Auria
Country HR Administration Manager

GOALS

To automate the process to determine monthly bonuses for all the company’s collaborators. To free key resources so that they can be used in more strategic activities.

SOLUTION

Thanks to **Akeron Vulki**’s outstanding capacity to centralise processes that were previously scattered in many spreadsheets and heterogeneous data sources, it was the solution that Decathlon Italia needed. The main reason why Akeron software was chosen: simplification.

At the same time, the company benefited from a powerful calculation engine that ensures efficiency and fewer errors. Even if the number of errors was not high, their percentage of occurrence was not unacceptable for a company such as Decathlon Italia.

This flexible software offered the chance to successfully manage some specific peculiarities in Decathlon, such as the calculation of bonuses following changes in tasks or places of work, or after a new employee is hired. With **Akeron Vulki** the technological infrastructure was consolidated, which finally led to the real possibility of structuring reports and analyses intrinsically available in the software to support the strategic objectives of the staff management and the company in general.

RESULTS & FUTURE PLANS

Akeron Vulki solved existing operational inefficiencies successfully and immediately. In particular, important resources used on each location to calculate and check bonuses were immediately freed, and directed to activities more strategic for the company. More generally, Akeron software made it possible to automate all processes to standardise databases and bonus calculation. Today, Decathlon Italia has a centralised and shared repository of all present or past incentive plans, representing a solid database for the optimization of the entire process.

Akeron Vulki makes it possible to trace every single operation related to generating plans and calculating incentives, and in this way, all the company’s major control and auditing needs are met. Thanks to the wide range of functions that Akeron SPM covers today, the demands of the key representatives in Decathlon Italia are fully satisfied.

Akeron Vulki will accompany and assist Decathlon Italia to find the company’s own criteria to assess and manage remuneration incentives, and will provide speed, efficiency and accuracy throughout the process.

“...Adopting Akeron Vulki has meant that we are better prepared to pursue the short-term incentives of our collaborators, one of the main monetary components that builds up their remuneration package. Today, with Akeron, I can say that the processes have been significantly simplified. Manual processing to calculate the monthly incentives for all employees has been almost eliminated...”

Alessandro D’Auria
Country HR Administration Manager

VulXi

by Akeron



EBOOK

Where to start?

**DISCOVER VULKI AND DRIVE PERFORMANCE WITH
THE REVENUE EXCELLENCE PLATFORM**

Composable platform to motivate and sell better.

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