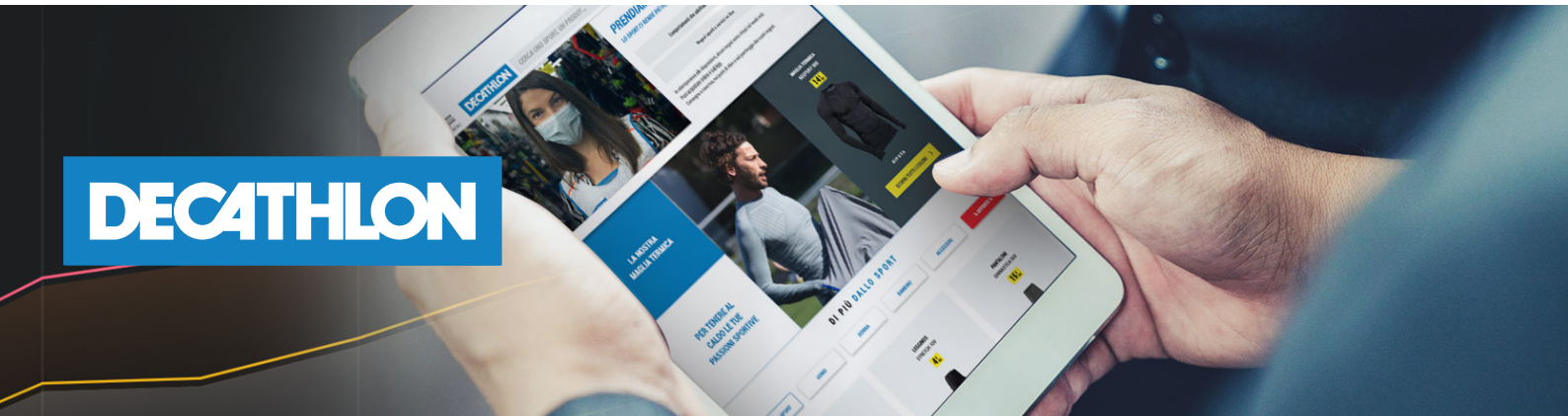




## Rewarding collaborators' merit supported by Akeron SPM: the success of Decathlon Italia

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



### Sector

Sporting and leisure goods retailing

### 2019 Key Figures

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

### 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](http://www.decathlon.it)

### 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 SPM 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

***"...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

## Challenge

Every month, each of the 6,744 Decathlon Italia collaborators receives a bonus based on the performance of the store in which they work. The ultimate goal of such bonus is to reward each worker's autonomy and responsibility to reach a common shared goal. However, processing and distributing such bonus showed remarkable weaknesses:

- **Opportunity cost**

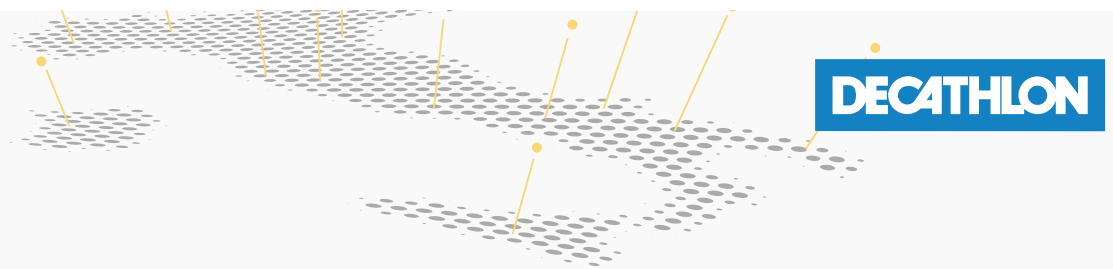
Many resources were required locally for calculating and manually checking bonuses, and such resources were systematically taken from some key activities such as customer satisfaction.

- **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.

**DECATHLON****6700+**

Calculations of  
monthly bonuses for  
collaborators

**30+**

Incentive plans  
to manage

**20+**

Different  
payment  
reasons

**5**

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

## 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 SPM'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 SPM 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.

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the success of Decathlon Italia



*"...Adopting Akeron SPM 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



### Akeron SPM in a Nutshell

Akeron SPM is the comprehensive solution to manage the reward systems for employees and collaborators. Some of its distinctive features are:

- Centralised archiving of variable remuneration plans for employees
- KPIs and reward criteria can be fully configured for both homogeneous clusters of employees and individual beneficiaries
- Comprehensive visibility of each beneficiary's performance, at any time and place
- Managing of accounting impacts and payment due dates
- Calculation of accruals and deferrals of the year
- Registration and validation of consultants' invoices or integration with the corporate Payroll system
- Full tracking of each operation relevant to calculate and distribute employee's remunerations
- Forecast analyses and What-if simulations



## Results & Future Plans

Akeron SPM 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 SPM 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 SPM 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.

[Book a demo](#)

## Akeron

### About Us

Akeron Srl, headquartered in Lucca (Italy), **develops innovative software solutions for Sales, HR and Finance departments**, to manage complex processes not addressed by enterprise application platforms. Recognized for its deep competence and customer focus, Akeron is everyday committed to improve the customers' ability to achieve their business objectives.