BLUEHORIZONS

BLUE HORIZONS GROUP

Sales Performance Management Consultancy

Trusted Guidance, Smarter Solutions: Mattress Firm's Transformation

BHG partnered with Mattress Firm to unify fragmented compensation systems into a single SPM platform, achieving 87.5% faster payroll processing while supporting 6,500 sales reps and 300K+ monthly transactions.

87.5%	3 to 1	6,500	300K+
Faster Payroll	Systems Unified	Sales Reps	Monthly Transactions

Client Overview

Mattress Firm is one of the largest specialty mattress retailers in the United States, with thousands of locations and a large, distributed sales force. Before partnering with BHG, the company relied on three separate systems to manage incentive compensation — a fragmented setup that created inefficiencies, limited visibility, and made compliance difficult to maintain at scale.

The Challenge

Mattress Firm's compensation environment had grown increasingly complex. Three disconnected systems meant manual data reconciliation, limited reporting capabilities, and no single source of truth for pay calculations. The process was time-consuming, error-prone, and heavily dependent on a single developer who held institutional knowledge of how the systems worked together. Leadership lacked real-time visibility into compensation performance, and the finance team faced challenges validating payroll accuracy before disbursement.

> *With all logic concentrated in one person's hands, any absence or departure posed a serious operational risk. The organization needed a system that could be administered by a team, not a single individual.*

Without a unified platform, Mattress Firm could not scale its compensation programs efficiently or ensure consistent, auditable pay practices across its 6,500-person sales organization.

Why BHG

Mattress Firm selected BHG not just for technical implementation expertise, but for strategic advisory capabilities. BHG led a thorough discovery process — going beyond surface-level requirements to understand the underlying business logic, stakeholder needs, and operational pain points. BHG redesigned compensation processes from the ground up and guided the implementation with a focus on long-term sustainability and internal ownership.

BHG's discovery process went beyond documenting current-state requirements. The team invested time understanding why processes existed, what pain points they created, and how the future state could eliminate root causes rather than replicate workarounds.

Our Approach

BHG's engagement with Mattress Firm included:

- RFP development and vendor evaluation support
- End-to-end data modeling and system architecture design
- Deep-dive discovery sessions with compensation, finance, and sales leadership
- Process redesign to eliminate manual steps and reduce risk
- Platform configuration, testing, and deployment
- Training and enablement for internal administrators
- Coordination across multiple vendors and workstreams to maintain a unified timeline

BHG coordinated across Mattress Firm's internal teams and technology vendors to ensure workstreams remained aligned. This cross-functional leadership prevented delays and kept the project on track.

Results

- 87.5% reduction in payroll processing time — from 8 days to 1 day
- Full compliance and audit readiness across all compensation plans
- Real-time visibility into compensation data for leadership and finance
- Elimination of manual reconciliation between disconnected systems
- Scalable platform supporting 6,500+ reps and 300K+ monthly transactions
- Internal team empowered to manage and evolve the system independently

Mattress Firm replaced three legacy compensation systems with a single Varicent platform, achieving full SOC compliance, eliminating single-point-of-failure risks, and creating a scalable foundation for continued growth.

In Summary

BHG continues to partner with Mattress Firm on platform enhancements, reporting improvements, and new compensation plan configurations. The engagement has evolved from a system replacement into an ongoing strategic relationship — one that delivers efficiency, transparency, scalability, and reduced operational risk across the organization.

Ready to optimize your compensation platform?
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