BLUEHORIZONS

BLUE HORIZONS GROUP

Sales Performance Management Consultancy

Advisory Platform Assessment & Governance Review

BHG helped Nozomi Networks strengthen their SPM programs through thoughtful platform design, streamlined administration, and more actionable reporting.

Advisory	2 Deliverables	Tech + Governance Focus Areas

Client Overview

Nozomi Networks is a global cybersecurity company. Their SPM environment had been in place and maintained by an outside contractor for an extended period, during which the system had grown increasingly complex and difficult to administer.

The Challenge

When Nozomi Networks came to BHG, their CSPM solution was technically functional — but operationally fragile. An outside contractor had managed the system with a reactive, task-by-task approach, addressing individual requests without considering the platform holistically.

The result was a system that had accumulated years of layered logic: redundant data transformation steps, outdated calculation rules that were never retired, and duplicative structures built on top of one another with each change cycle. Tracing data through the system had become increasingly difficult, and period processing for commissions was dependent almost entirely on institutional memory held by a small number of long-tenured staff.

If key team members left, the organization would have no reliable way to administer their own commission system. That's not a platform problem — it's a business risk.

Compounding the technical complexity was an organizational challenge: ownership of the ICM process was fragmented across the business. Without clear governance, consistent administration was nearly impossible to enforce.

What We Were Asked To Do

Nozomi engaged BHG for a two-part advisory engagement:

- Platform Evaluation: A comprehensive assessment of the existing SPM environment, with a prioritized roadmap of recommended changes to bring the system up to current standards and eliminate accumulated technical debt
- Governance Review: An assessment of how the ICM process was owned and managed across the organization, with recommendations for achieving greater operational efficiency and internal compliance

Engagement Details

Our Approach

BHG brought an outside perspective — something the organization had not had with its previous vendor. Our team assessed the full environment with a focus on:

- Identifying redundant data transformation steps and obsolete calculation logic that could be safely removed or consolidated
- Mapping inefficiencies in the current build that made period processing unnecessarily time-consuming and error-prone
- Evaluating the organizational structure around ICM ownership and documenting gaps in accountability, documentation, and change management

The engagement was purely advisory. BHG's role was not to rebuild the system, but to provide a clear, objective view of what existed and a structured path forward — one that Nozomi's team could execute themselves, bring BHG back to implement, or hand to another qualified partner.

Results

At the conclusion of the engagement, Nozomi Networks received:

- A detailed platform assessment with a prioritized roadmap of technical improvements to modernize and simplify their SPM environment
- Governance recommendations addressing organizational ownership, process documentation, and change management practices
- A clear path forward — independent of who executes it — to reduce administrative dependency on institutional knowledge and improve long-term platform sustainability

Our Methodology

The Nozomi engagement illustrates one of the most common and underappreciated risks in sales compensation management: organizations that have stared at the same system for years often can't see what an outside expert can identify immediately.

Advisory engagements like this one don't require a platform migration or a full implementation to deliver meaningful value. Sometimes the most important thing BHG can do is walk in, look at what's actually there, and tell you honestly what it will take to fix it.

Ready to optimize your compensation platform?

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