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Extending OIC modeling to improve revenue forecasting through quota optimization

An Oracle Incentive Compensation and Crystal Ball integrated demo

Let's look at how we can perform quota adjustment modeling and what if scenarios, and also use the same model to manage realignment during the year to account for year to date data.

In our example, we have 20 employees, each with a current target of \$1,68M. We could have different targets, but for simplicity-sake in a brief demo, we're keeping them the same.

Our objective is to optimally set the target to maximize net revenue. There are many ways we could model this and perform the optimization, but we're keeping it simple for this demonstration.

We know a couple of additional things:

1- We have historical attainment data that we'd like to use in our model

2- We know there's uncertainty in our model assumptions, like sales potential and future attainment – we need to capture that uncertainty in our model inputs

3- if we set the target too high, we're likely to increase employee turnover and that leads to extra costs



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5	2000 Net Devenue	C 05 000 000	Min	Max		50%	60%	60%				
5	2008 Net Revenue	\$ 25,000,000				60%	70%	30%				
8	2009 Net Revenue Forecas	+ \$ 33,750,000				80%	90%	20%				
9	Target	\$ 1 687 500	\$ 1 687 500	\$ 4 000 000		90%	100%	5%				
12	Turn Over Cost (% of sales)	80%	• 1,007,000	• 4,000,000		0070	10070	0.0				
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14	Revenue	\$ 35,409,629				Legend			2	3		
15	Rep Comp	\$ 2,071,469				.	CB Assumptions		٦	-		
16	Turnover Cost	\$ 1,944,180				F	it from data					
17	Net Revenue	\$ 31,393,981				0	Decision					
18	% of Goal	93%				F	Forecasts					
19												
			%		_	Actual	-	Turn Over	Turnover	Turn Over		
20	Emp Name	Quota	Attainment	Sales Potential	Revenue	Attainment	Rep Comp	Probability	Y/N	Cost		
21	Williams, Pat	\$ 1,687,500	120%	\$ 3,000,000	\$ 2,023,789	120%	\$ 134,818	0.05	0.05	\$ 80,952		
22	Vvalker, Susan	\$ 1,687,500 \$ 1,687,500	100%	\$ 2,500,000	\$ 1,687,913	100%	ຈັ່ 84,437 ເ 125,456	0.05	0.05	\$ 67,517 ¢ 91,100		
23	Thomas Dan	9 1,007,000 \$ 1,687,600	120%	\$ 2,500,000	9 2,020,040 \$ 1 3/0 196	20%	ຍ ເວລ,450 ຊ ຊາທະດ	0.05	0.05	9 01,122 \$ 215,870		
25	Tang Linda	\$ 1,687,500	120%	\$ 2,500,000	\$ 2 023 889	120%	\$ 134.833	0.2	0.05	\$ 80.956		
26	Stewart, John	\$ 1,687,500	100%	\$ 2,000,000	\$ 1.687.913	100%	\$ 84,437	0.05	0.05	\$ 67.517		
27	Santos, Gianni	\$ 1,687,500	105%	\$ 2,000,000	\$ 1,774,226	105%	\$ 97,384	0.05	0.05	\$ 70,969		
28	Newton, Isaac	\$ 1,687,500	110%	\$ 2,000,000	\$ 1,854,256	110%	\$ 109,388	0.05	0.05	\$ 74,170		
29	Lee, Jason	\$ 1,687,500	108%	\$ 2,000,000	\$ 1,821,740	108%	\$ 104,511	0.05	0.05	\$ 72,870		
30	Klein, Arthur	\$ 1,687,500	104%	\$ 2,000,000	\$ 1,754,925	104%	\$ 94,489	0.05	0.05	\$ 70,197		
31	Johnson, James	\$ 1,687,500	89%	\$ 2,000,000	\$ 1,502,206	89%	\$ 75,110	0.1	0.1	\$ 120,176		
32	Hebert, Maryse	\$ 1,687,500	72%	\$ 2,000,000	\$ 1,215,524	72%	\$ 60,776	0.2	0.2	\$ 194,484		
33	Garcia, Juan	\$ 1,687,500	79%	\$ 2,000,000	\$ 1,332,841	79%	\$ 66,642	0.2	0.2	\$ 213,254		
34	Emerson, Iom	\$ 1,687,500 \$ 1,687,500	103%	\$ 2,000,000	\$ 1,738,369	103%	\$ 92,005	0.05	0.05	\$ 69,535 ¢ 74,000		
36	Cardonolli, Nanov	3 1,007,500 \$ 1,687,600	103%	\$ 2,000,000	3 1,0/4,018 \$ 1,740,104	103%	ວ 11∠,443 ເ ດ2.270	0.05	0.05	a 14,905 C 60,608		
37	Bell Cliff	\$ 1,687,500	120%	\$ 2,000,000	\$ 2,000,000	119%	9 52,279 \$ 131,250	0.05	0.05	\$ 80,000		
38	Baker, Franklin	\$ 1,687,500	120%	\$ 2,000,000	\$ 2,000,000	119%	\$ 131,250 \$ 131,250	0.05	0.05	\$ 80,000		
39		¢ 1,007,000	12070	0,000,000	\$ 2,000,000	11070	¢ 101,200	0.05	0.00	¢ 00,000		

Let's take a few minutes and answer three questions: 1- If I leave my target as is, how likely am I to meet my

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1- If I leave my target as is, how likely am I to meet my revenue forecast

2- Where should I set my target to maximize revenue (these first two are the quota adjustment modeling and what if scenarios)

3- How would I use the model throughout the year, as YTD data becomes known.

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1	Employee name	e/% attainmen	t Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12
3	Williams, Pat		114%	132%	123%	119%	122%	117%	125%	125%	112%	129%	116%	121%
4	Walker, Susan		90%	105%	104%	97%	94%	101%	101%	104%	110%	98%	100%	99%
5	Tremain, Patrick	¢	123%	116%	115%	121%	118%	110%	108%	117%	126%	124%	134%	124%
6	Thomas, Dan		88%	81%	84%	85%	78%	79%	76%	77%	73%	80%	84%	86%
7	Tang, Linda		130%	122%	126%	111%	121%	131%	118%	119%	116%	119%	118%	114%
8	Stewart, John		105%	90%	104%	97%	94%	101%	101%	104%	110%	98%	100%	99%
9	Santos, Gianni		107%	113%	104%	109%	102%	95%	107%	108%	111%	111%	108%	105%
10	Newton, Isaac		113%	107%	108%	106%	119%	120%	105%	115%	115%	101%	107%	98%
11	Lee, Jason		96%	120%	105%	116%	107%	107%	102%	109%	108%	104%	111%	114%
12	Klein, Arthur		106%	97%	105%	102%	101%	99%	103%	102%	109%	114%	110%	102%
13	Johnson, James	3	94%	85%	94%	90%	93%	84%	87%	82%	96%	91%	87%	93%
14	Hebert, Maryse		65%	70%	68%	73%	75%	77%	66%	69%	₩ 70%	76%	71%	80%
15	Garcia, Juan		79%	81%	74%	81%	75%	85%	78%	80%	84%	81%	82%	77%
16	Emerson, Tom		117%	105%	110%	102%	103%	100%	95%	98%	101%	110%	104%	97%
17	Chandra, Deepa	ik	110%	120%	123%	105%	111%	102%	110%	114%	116%	106%	117%	112%
18	Cardenelli, Nano	cy	105%	103%	104%	98%	102%	93%	97%	108%	99%	107%	104%	105%
19	Bell, Cliff		128%	126%	121%	118%	121%	121%	124%	123%	116%	124%	117%	122%
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 First, let's use our historical attainment data to create model input for each employee, to forecast what their future attainment could be, given their past performance. We can see in the historical data that there's a lot of variability around the attainment numbers. So when forecasting future attainment percentages, we want to include that variability, or those possible ranges of numbers.

When we describe each employee's forecasted attainment as a range of numbers, we account for all the possible "what ifs" – what if Pat Williams % attainment is higher, what if Susan Walker's lower, etc.

The software has multiple ways to use historical data to create variable inputs. Plus it has the advantage that if you didn't have relevant historical data, you could still use certain techniques to set up your variable inputs.

That's one of the benefits – you can do this either with, or without data, or any combination.

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4	Walker Susan			90%	105%	104%	97%	94%	101%	10	1%	-		0%	99%
5	Tremain, Patric	k		123%	116%	115%	121%	118%	110%	10	8%		Correlation Matrix	4%	124%
6	Thomas, Dan			88%	81%	84%	85%	78%	79%	7	6%			4%	86%
7	Tang, Linda			130%	122%	126%	111%	121%	131%	11	8%		Data Analysis	8%	114%
8	Stewart, John			105%	90%	104%	97%	94%	101%	10	1%		butu <u>H</u> itulysis	0%	99%
9	Santos, Gianni			107%	113%	104%	109%	102%	95%	10	7%			8%	105%
10	Newton, Isaac			113%	107%	108%	106%	119%	120%	10	5%		Decision Table	7%	98%
11	Lee, Jason			96%	120%	105%	116%	107%	107%	10	2%			1%	114%
12	Klein, Arthur			106%	97%	105%	102%	101%	99%	10	3%	dh	Scenario Analysis	0%	102%
13	Johnson, Jame	5		94%	85%	94%	90%	93%	84%	8	/%	Teero		(%	93%
14	Hebert, Maryse			65%	/0%	68%	/ 3%	/5%	11%	0 0	b%			1%	80%
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19	Bell Cliff	c y		128%	126%	121%	118%	121%	121%	12	4%			7%	122%
20	Baker Franklin			121%	123%	118%	111%	121%	120%	12	8%	Integ	ation Tools	4%	129%
21	Andersen, Jon			111%	124%	123%	118%	133%	121%	11	5%			4%	109%
22	Allen, Mary			122%	129%	107%	123%	121%	124%	11	7%		Enterprise Performance Management	3%	126% =
23															
24	Data Series:		Willia	ms, Pat	Walker, Susan	Tremain, Patrick	Thomas, Dan	Tang, Linda	Stewart, John	Santos, Gia	nni Newton,		Strategic Finance	nes H	lebert, Maryse
25	Distribution:			120%	100%	120%	80%	120%	100%	10	5%			9%	72%
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In this case, we're going to use a tool called Batch Fit, which lets us crunch through multiple series of data at once and outputs the value and associated range (what we call a distribution or assumption) for each one.

We've already run this, so let's have a look at the output

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reach 120%, but with some uncertainty around that number. It could be a little higher, or a little lower.

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1 2 3 4	Plan Name MDT S62 Ex 2a	MDT S62 Ex2a (Quota Name Quarterly Target Performan	ce	Turn Over Quota Attainm	nent Range	Probability 80%		
5 6 7	2008 Net Revenue	\$ 25,000,000 35%	Min Max		50% 60% 70%	60% 70% 80%	60% 30% 20%		
8 9	2009 Net Revenue Forecast Target Turn Over Cost (% of sales)	\$ 33,750,000 \$ 1,687,500 80%	\$ 1,687,500 \$ 4,000,00	0	80% 90%	90% 100%	10% 5%		
13 14	Revenue	\$ 35,409,629			Legend				
16 17	Rep Comp Turnover Cost Net Revenue	\$ 2,071,469 \$ 1,944,180 \$ 31,393,981			Fit De	from data			
8 9	% of Goal	93%			Fo	recasts			
20	Emp Name	Quota	% Attainment Sales Potent	ial Revenue	Actual Attainment	Rep Comp	Turn Over Tu Probability	rnover Turn Over Y/N Cost	
21 22 23	Williams, Pat Walker, Susan Tremain, Patrick	\$ 1,687,500 \$ 1,687,500 \$ 1,687,500	120% \$ 3,000,00 100% \$ 2,500,00 120% \$ 2,500,00	0 \$ 2,023,789 0 \$ 1,687,913 0 \$ 2,028,040	120% \$ 100% \$ 120% \$	134,818 84,437 135,456	0.05 0.05 0.05	0.05 \$ 80,952 0.05 \$ 67,517 0.05 \$ 81,122	
24 25 26	Thomas, Dan Tang, Linda Stowart, John	\$ 1,687,500 \$ 1,687,500 \$ 1,687,500	80% \$ 2,500,00 120% \$ 2,500,00 100% \$ 2,500,00	0 \$ 1,349,186 0 \$ 2,023,889	80% \$ 120% \$ 100% \$	67,459 134,833 84,437	0.2 0.05	0.2 \$ 215,870 0.05 \$ 80,956 0.05 \$ 67,517	
27 28	Santos, Gianni Newton, Isaac	\$ 1,687,500 \$ 1,687,500 \$ 1,687,500	105% \$ 2,000,00 105% \$ 2,000,00 110% \$ 2,000,00	0 \$ 1,774,226 0 \$ 1,854,256	105% \$ 105% \$ 110% \$	97,384 109,388	0.05	0.05 \$ 70,969 0.05 \$ 74,170	
9 30 31	Lee, Jason Klein, Arthur Johnson, James	\$ 1,687,500 \$ 1,687,500 \$ 1,687,500	108% \$ 2,000,00 104% \$ 2,000,00 89% \$ 2,000,00	0 \$ 1,821,740 0 \$ 1,754,925 0 \$ 1,502,206	108% \$ 104% \$ 89% \$	104,511 94,489 75,110	0.05 0.05 0.1	0.05 \$ 72,870 0.05 \$ 70,197 0.1 \$ 120,176	
2 3 4	Hebert, Maryse Garcia, Juan	\$ 1,687,500 \$ 1,687,500	72% \$ 2,000,00 79% \$ 2,000,00	0 \$ 1,215,524 0 \$ 1,332,841	72% \$ 79% \$	60,776 66,642	0.2 0.2	0.2 \$ 194,484 0.2 \$ 213,254	

Now let's have a look at our optimization model and how we can answer our first two questions

How likely are we to achieve our revenue forecast

Where should we set quota target to maximize that revenue

The first step is defining the variability around our model inputs. We've already done that for attainment percentages. We can also capture that variability around other inputs, like turnover.

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What we're modeling here is the likelihood of Pat Williams leaving. This varies according to our Turnover table. If we set the quota too high, there's a much higher probability that Pat will leave, thus incurring those turnover costs. This distribution shape, a yes-no distribution, is very commonly used for just this type of what if modeling.

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5			Min	Max		50%	60%	60%					
6	2008 Net Revenue	\$ 25,000,000				60%	70%	30%					
7	Growth	35%				70%	80%	20%					
8	2009 Net Revenue Foreca	st \$ 33,750,000				80%	90%	10%					
9	Target	\$ 1,687,500	\$ 1,687,500	\$ 4,000,000		90%	100%	5%					
12	Turn Over Cost (% of sale	s) 80%											
13	D	6 25 400 600											
14	Revenue Rep Comp	\$ 35,409,629				Legend	P. Accumptions						
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17	Net Revenue	\$ 31 393 981					ecision						
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19								•					
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23	Tremain, Patrick	\$ 1,687,500	120%	\$ 2,500,000	\$ 2,028,040	120% \$	135,456	0.05	0.05	\$ 81,122			
24	Tang Linda	007,500 \$ 1,007,500	120%	\$ 2,500,000	\$ 2,022,220	120%	07,459	0.2	0.2	v ∠15,6/U \$ 80,656			
26	Stewart John	\$ 1,667,500	120%	\$ 2,000,000	\$ 1 687 913	120% 3	84,033	0.05	0.05	\$ 67.517			
27	Santos Gianni	\$ 1,687,500	105%	\$ 2,000,000	\$ 1 774 226	105% 9	97 384	0.05	0.05	\$ 70,969			
28	Newton, Isaac	\$ 1,687,500	110%	\$ 2,000,000	\$ 1,854,256	110% 9	109,388	0.05	0.05	\$ 74,170			
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32	Hebert, Maryse	\$ 1,687,500	72%	\$ 2,000,000	\$ 1,215,524	72% 9	60,776	0.2	0.2	\$ 194,484			
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35	Chandra Deenak	\$ 1.687.600	111%	<u>-s 2 nnn nnn</u>	\$ 1 8/4 618	111% 9	112///3	0.05	0.05	<u>× 74.985</u>			
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ck sanity check on how much risk we have around our revenue forecast. If we have a high And Aller likelihood of meeting our forecast, maybe we don't need to change anything. So let's answer that first question - how certain are we of meeting our 2009 Net Revenue Forecast of \$33,750,000.

14 4 **>** >1 Ready 🛅



What we've just done in a few seconds is run a thousand different what if trials. We automatically varied all the inputs and calculated what the corresponding outputs would be, and then we charted this. For example, maybe one of the trials had Pat Williams at 102% and staying with the company, so no turnover costs. Another trial might have him at 87% of quota and leaving, thus incurring costs and lowering Net Revenue. We can also call this a simulation, because we're trying out, or simulating, different possible futures.

It would be just about impossible to do this modeling manually, but the software makes it quick and easy. Let's look at the output chart to answer our question.

14 4 1



Now we answer that first question – and the answer is that in this case, there's virtually no possibility that our revenue will meet or exceed our forecast.

So, we do need to adjust the quota to have a better likelihood of reaching our goal. In other words, we need to mitigate that risk.

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So now we want to adjust our quota to improve the likelihood of reaching our goal. We'll define that target as what we call a Decision Variable. That's an input that we do control, as opposed to, say, Pat's sales for next year, which we don't really control.

We easily tell the software what parameters to use for the optimization. We could have multiple decision variables but to keep it simple, we're only doing one. We've also chosen for this example to vary the number in steps of \$10,000, but again, that can be defined however we want to it be.

The software is as flexible as you need it to be to model this according to your business requirements.

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Here, what we want to do is maximize revenue. So basically we're telling the software: go find me the best quota target number such that my net revenue (which accounts for those turnover costs) is maximized, and account for all the variability in my inputs.

I4 ◀ Read Again, because of the software's flexibility, we could add any number of requirements and constraints to the optimization. What's going to happen when I hit that run button, is a lot of powerful math!



What we're doing now is another type of what if modeling, called an optimization. This time, we're "what iffing" the decision variable, running a complete simulation and looking at the result. You can see the yellow cell change in the spreadsheet. Each time, the software is "testing" a different target to see if it leads to better results.

You can view the progress of the optimization on the performance chart while it runs. Here we can see that after about the fifth scenario, we seem to have found the best quota number. But since it only takes a few moments, we're going to let the software enumerate the entire solution space.

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The software automatically copies the best solution – a target of \$2,287,500 into the spreadsheet, and recalculates that risk we were concerned about earlier, i.e. the certainty of reaching our revenue goal.

Now we can see that the quota adjustment does indeed decrease that risk. We're now over 85% certain of reaching our goal.

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	113% 133% 107% 122% 118% arcia, Juan 79% Normal 0.0679 1.000 Becca becca YTD	95% 108% 114% 127% 116% Emerson, Tom 103% Logistic 0.0756 1.000	112% 130% 112% 122% 114% Chandra, Deepak 111% Lognormal 0.0573 1.000	99% 120% 117% 120% 124% Cardenelli, Nancy 103% Lognormal 0.0567 1.000 Se of bat ple to ju h keep tl	102% 118% 118% 115% 125% Bell, Cliff 120% Lognormal 0.0663 1.000 Cch fil st re- ne old	101% 119% 126% 119% 122% Baker, Franklin 120% Normal 0.0542 1.000	106% 112% 124% 124% 119% Andersen, Jon 120% Lognormal 0.0662 1.000 use his e mode a, do a	100% 114% 115% 119% 111% Allen, Mary 120% Normal 0.0610 1.000 Storic el as (rollir	106% 117% 122% 126% 113%	100% 114% 115% 127% 120%	109% 111% 122% 117% 115%	108% 126% 125% 112% 115%	ariat nd ir 1, wł	ole m nclud natev	nodel le in t /er yo	inpu he r	uts, new
G	113% 133% 107% 122% 118% arcia, Juan 79% Normal 0.0679 1.000 Becca becca YTD	95% 108% 114% 127% 116% Emerson, Tom 103% Logistic 0.0756 1.000	112% 130% 112% 122% 114% Chandra, Deepak 111% Lognormal 0.0573 1.000	99% 120% 117% 120% 124% Cardenelli, Nancy 103% Lognormal 0.0567 1.000 Se of bat ple to ju h keep tl	102% 118% 118% 125% Bell, Cliff 120% Lognormal 0.0663 1.000 Cch fil st re- ne old	101% 119% 126% 119% 122% Baker, Franklin 120% Normal 0.0542 1.000	106% 112% 124% 124% 119% Andersen, Jon 120% Lognormal 0.0662 1.000 use his e mode a, do a	100% 114% 115% 119% 111% Allen, Mary 120% Normal 0.0610 1.000 Storic el as (rollir	106% 117% 122% 126% 113%	100% 114% 115% 127% 120%	109% 111% 122% 117% 115%	108% 126% 125% 112% 115%	ariat nd ir 1, wł	ole m nclud natev	nodel le in t /er yc	inpu he r	uts, new rant
	113% 133% 107% 122% 118% arcia, Juan 79% Normal 0.0679 1.000 1.000 Becca becca YTD	95% 108% 114% 127% 116% Emerson, Tom 103% Logistic 0.0756 1.000 ause of omes q data.	112% 130% 112% 122% 114% Chandra, Deepak 111% Lognormal 0.0573 1.000 f the eas uite sim You car	99% 120% 117% 120% 124% Cardenelli, Nancy 103% Lognormal 0.0567 1.000	102% 118% 118% 125% Bell, Cliff 120% Lognormal 0.0663 1.000 Cch fit st re- ne old	101% 119% 126% 119% 122% Baker, Franklin 0.0542 1.000	106% 112% 124% 124% 119% Andersen, Jon 120% Lognormal 0.0662 1.000	100% 114% 115% 119% 111% Allen, Mary 120% Normal 0.0610 1.000	106% 117% 122% 126% 113%	100% 114% 115% 127% 120%	109% 111% 122% 117% 115%	108% 126% 125% 112% 115%	ariat nd ir 1, wł	ole m nclud natev	nodel le in t ver yo	inpu he r	uts, new rant

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1 Emp Na	me	null P	lan Name	Quota Na	ame		Quota Element	Summary Amount	9-Jan	9-Feb	9-Mar	9-Apr	9-May	9-Jun	9-Jul	9-Aug
2 Williams	s, Pat	2163 M	DT S62 Ex 2	a MDT S62	2 Ex2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
3 Williams	s, Pat	2163 M	DT S62 Ex 2	a MDT S62	2 Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66719	66719	66719	66719	66719	66719	66719	66719
4 Williams	s, Pat	2163 M	DT S62 Ex 2	a MDT S62	2 Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	133438	133438	133438	133438	133438	133438
5 Walker,	Susan	2163 M	DT S62 Ex 2	a MDT S62	2 Ex2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
6 Walker,	Susan	2163 M	DT S62 Ex 2	a MDT S62	2 Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66719	66719	66719	66719	66719	66719	66719	66719
/ Walker,	Susan	2163 M	DT S62 Ex 2	a MDT S62	2 Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	133438	133438	133438	133438	133438	133438
8 Tremain,	Patrick	2163 M	DT S62 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e larget	2287500	190625	190625	190625	190625	190625	190625	190625	190625
9 Tremain,	Patrick	2163 M	DT S62 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66/19	66/19	66/19	66/19	66/19	66/19	66/19	66/19
10 Tremain,	Patrick	2163 M	DT S62 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	133438	133438	133438	133438	133438	133438
11 Inomas,	, Dan	2163 M	DT 562 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
12 Thomas,	, Dan Dan	2103 IV	DT S62 EX 2		Ex2a Quarteriy	Target Performanc	e Fixed Amount	000025	122420	122420	122420	122429	122420	122420	122420	122429
14 Topg Li	, Dan ndo	2103 IV	DT S62 EX 2		Ex2a Quarterly	Target Performanc	e Goal	2297500	100626	100625	100626	100625	100626	100626	100626	100625
14 Tang, Li	nua nda	2103 M	DT S62 EX 2	a MDT 302	Ex2a Quarterly	Target Performanc	e Target o Eixod Amount	2207500	66719	66719	66710	66719	66719	66719	66710	66719
16 Tang, Li	nua nda	2103 M	DT S62 EX 2	a MDT 302	Ex2a Quarterly	Target Performanc	e Fixed Amount	1601250	133/138	133/38	133/39	133/38	133/38	133/38	133/38	133/38
17 Stewart	lohn	2163 M	DT S62 Ex 2	a MDT 302	Ex2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625 =
18 Stewart	John	2163 M	DT S62 Ex 2	a MDT 562	Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66719	66719	66719	66719	66719	66719	66719	66719
19 Stewart	John	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	133438	133438	133438	133438	133438	133438
20 Santos	Gianni	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performance	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
21 Santos	Gianni	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66719	66719	66719	66719	66719	66719	66719	66719
22 Santos.	Gianni	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	-1433438	133438	133438	133438	133438	133438	133438
23 Newton,	Isaac	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
24 Newton,	Isaac	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66719	66719	66719	66719	66719	66719	66719	66719
25 Newton,	Isaac	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	133438	133438	133438	133438	133438	133438
26 Lee, Jas	on	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
27 Lee, Jas	on	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66719	66719	66719	66719	66719	66719	66719	66719
28 Lee, Jas	on	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	133438	133438	133438	133438	133438	133438
29 Klein, Ar	rthur	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
30 Klein, Ar	rthur	2163 M	DT S62 Ex 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66719	66719	66719	66719	66719	66719	66719	66719
31 Klein, Ar	rthur	2163 M	DT S62 Ex 2	a MDT S62	2 Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	133438	133438	133438	133438	133438	133438
32 Johnson	, James	2163 M	DT S62 Ex 2	a MDT S62	Ev2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
33 Johnson	, James	Eir		tha ra	a ulta a	of the on	timizati	on oon h	امير م	aada	d to		6719	66719	66719	66719
34 Johnson	, James		ially,	ine re	esuns c	n the op	umizau	on can b	e upi	oaue	a 10		3438	133438	133438	133438
35 Hebert, I	Maryse	1-1-				•			•				0625	190625	190625	190625
36 Hebert, I	Maryse	tat	Dies.										6719	66719	66719	66719
37 Hebert, I	Maryse						_						3438	133438	133438	133438
38 Garcia,	Juan	2163 M	DT S62 Ex 2	a MDT S62	2 Ex2a Quarterly	Target Performanc	e Target	2287500	190625	190625	190625	190625	190625	190625	190625	190625
39 Garcia,	Juan	2163 M	DT S62 Ex 2	a MDT S62	∠ Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66719	66719	66719	66719	66719	66719	66719	66/19
40 Garcia, J	Juan	2163 M	DT S62 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	133438	133438	133438	133438	133438	133438
41 Emersor	n, Tom	2163 M	DT S62 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e larget	2287500	190625	190625	190625	190625	190625	190625	190625	190625
42 Emersor	1, 10m	2163 M	DT 662 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Fixed Amount	800625	66/19	122420	422420	66/19	122420	422420	422420	00/19
43 Emersor	1, 10m	2163 M	DT 662 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Goal	1601250	133438	133438	100605	133438	133436	100000	133438	133438
44 Chandra 45 Chandra	Deepak	2103 IV	DT 962 EX 2	a MDT S62	Ex2a Quarterly	Target Performanc	e Target	220/500	190625	66740	190625	190625	66710	66740	66710	66710
45 Chandra	, Deepak	2103 IV	DT 000 E		Exza Quarterly	Target Performanc	e Fixed Amount	000625	400400	400400	400400	400/19	400400	400400	400400	400400
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