



Build your incentive and recognition strategy for growth

Your incentive and recognition program should improve the relationship between your brand and your participants.

When properly designed and executed, incentive and recognition programs offer some of the best opportunities to establish, build and deepen relationships with employees or channel audiences, establishing a foundation of trust, alignment and commitment.



Begin with the end in mind



Stronger relationships drive the magnitude of the behavior changes and subsequent economic impact.

Whether you're developing a minor modification to a current incentive program or you're starting fresh, it's always smart to begin with the end in mind.

Start by asking yourself a few questions. What's the current state of your program? What drives your participants to sell more, stay with your brand longer and invest more with you? What is your measure of success?

You must be able to answer these basic questions about your program if you want to achieve success:



When it comes to the audience, who and how are you trying to motivate? Are they employees, dealers, channel partner sales reps, principals or all of the above? What are you saying to these different groups to drive performance? Will it motivate in the right way? How frequently do you communicate with the goal of driving behavior change?



Next, how are you engaging them? What is the criteria? Do you have nonfinancial and financial metrics, and what are they? How are stakeholders getting informed about the results of the program?



And last, but maybe most important, is the reward. What is going to entice the low performers to move up and continue to drive the top performers? Gift cards? Merchandise? A travel experience? It's important to know your audience and build a reward strategy that includes various reward types.

Inform, engage and reward. All of these components work together to contribute to the strength of the relationship participants have with the program. Stronger relationships drive the magnitude of the behavior changes and subsequent economic impact.



Inform: Gain audience alignment through communications



A big key to a successful incentive is driving the program beyond the business leaders to the actual sales reps.

When it comes to your audience, everyone who can influence objective achievement should be included in the program design.

From managers to sales support and service teams, all roles should be considered for possible inclusion. Here's a look at roles typically included in sales-focused incentive programs:

- **Service teams** can provide valuable leads that could result in a new sale or an upgrade in services
- Members of the **sales support team** often have direct customer contact and are in a position to affect sales
- **Channel partners** and their sales teams play a role in goal achievement for organizations with an indirect sales process
- **Non-sales roles** are generally not rewarded through monetary incentives, yet providing a recognition program tied to rewards increases engagement levels of all employees

After identifying those you wish to include in the program, it's critical to make sure they are getting tools and support they need to be successful. A robust communications strategy, aligned with your program goals, will ensure participants know what they can achieve and how they are doing.

Of course, the way your organization speaks to channel partners may be different than your indirect team. It is important to identify those nuances and build a robust communications plan to support your program and motivate participants. Finding unique and effective ways to reach your participants is extremely important – whether they are signing up for the program for the first time or you are making them aware of a new short-term SPIFF.

In an ongoing incentive program, communications must engage all participants. Communications can create disinterest or can entice participants to continue in the program. How are you communicating to high performers vs. low performers? Are you enticing low performers to work harder, sell more or perform the behaviors needed to achieve the trip next time?



Inform: Gain audience alignment through communications

Understanding your participants' social drivers, values, motivational factors and perceptions will help you design a targeted communications strategy.

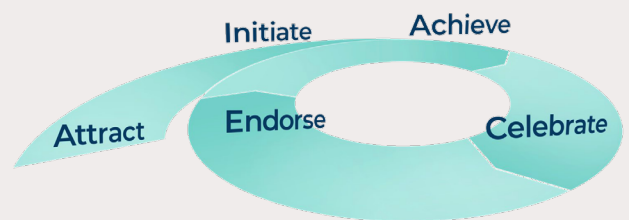
Be transparent, clear and concise in your messaging. Participants will want to know where they stand throughout the campaign. Be sure to answer basic questions such as "What do I win?" and "How do I win?"

- Tailor your communications and channels to optimize your audience's engagement and motivation
- Alter your imagery, your language and your calls to action
- Focus on the audience instead of your perceptions
- It's okay to move away from corporate-speak and have some fun

If you want your communications strategy to work, you need to be willing to invest in it – both from a mindshare and financial commitment. Then you will need to prove your communications spend is working. Lucky for you, we live in a digital world, so the impact of communications tactics is easy to measure. Relevant metrics include open rates, click-through rates, direct program sign-ups and page views. Eventually, you can use these measurements to determine behavior change.

As you design your plan, identify key audience segments and define the behavioral and communications objectives that matter to each of them, using research and feedback. Remember, it's not just about communicating what you want people to do, it's about doing it in a way that moves them to act.

As you begin, inventory the opportunities you have to deliver on your goals. We leverage a five-part participant journey model in our delivery of communications:



Attract: Announce the program and create awareness and interest; drive enrollment.

Objective: Recruit Participants

Initiate: Reinforce program rules and promote the benefits of participation.

Objective: Activate Participants

Achieve: Provide guidance on earnings status and promotional encouragement.

Objective: Increase/Maintain Engagement

Celebrate: Recognize and reward earnings.

Objective: Reward Participants

Endorse: Leverage the excitement of valuable program participants to motivate peers.

Objective: Create Ambassadors



Engage: Encourage desired behaviors



Corporate objectives should be translated into individual goals, to encourage personal commitment.

One of the most important aspects of a successful incentive and recognition program is the development of an effective rules structure.

Rules are vital because they can, and should, directly relate to your business objectives. Objectives can include specific increases in terms of units, revenue, net bottom line, steps to the sale or other factors. To build a strong foundation for a successful incentive program, objectives should be:

- Measurable: Performance can be tracked via existing systems and processes
- Realistic and attainable: Challenging yet achievable for at least 50 percent of the target audience
- Based on activities participants can control
- In alignment with corporate objectives and vision
- Limited: One to three objectives are ideal, as too many are confusing and decrease the impact of the program

Corporate objectives should be translated into individual goals. Participants feel more inclined to make a personal commitment to these goals, resulting in the behavior change that you seek.

From here, you will start to realize the desired behaviors and above-and-beyond performance you are looking to achieve.

Once participants are engaged in your program, magic happens! Suddenly, you can track real-time trends, watch the products that are selling and those that are not. You can see what regions are more active than others. Perhaps there is a user group that isn't using the program at all? These invaluable insights can help to inform better outreach, manage teams and improve your company mission. When participants are engaged, they are active. When they are active, you receive data. And, with data, you can take actionable steps toward success.



Reward: Create an optimal mix

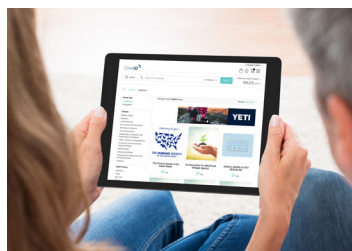
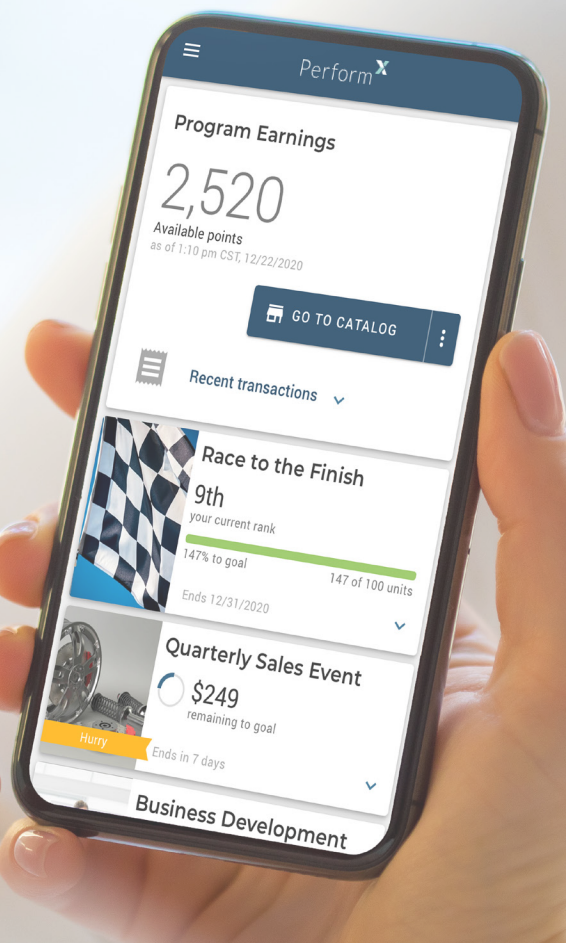
Combine art and science to result in programs that inspire, motivate and drive behavior change within your audience.

To determine the right rewards for any given program, understand what motivates people in general and then what will motivate your participants.

One10 develops reward strategies that combine art and science to result in programs that inspire, motivate and drive behavior change within your audience.

One10's PerformX technology, combined with strategy and design, acknowledges the need for a flexible reward mix. Strong communications and the ability to track performance in a comprehensive manner all benefit ROI.

Consider an optimal reward mix for your program:



eCatalog

- Merchandise
- Gift cards
- Event tickets
- Individual travel



Prepaid cards

- Single load
- Reloadable



Group travel

- Incentive travel
- Experiential
- Partnership events



Refined strategy in action: Using data to think differently

Gaining channel mind share through an intuitive and competitive rewards program

There are many factors to consider when building (or rebuilding) an incentive and recognition strategy, here's a look at a real-life client example.

The Challenge

A global electronics integration and automation client wanted to begin offering sales incentives to employees (qty 3,700) of their channel dealers (qty 5,900), to boost sales of their products. These employees have a choice in what products they offer to their customers, so our client wanted a way to keep their products top of mind against brands offered by their competitors. This was our client's first foray in offering a rewards program and they wanted a way to differentiate their program from the competition while also making it easy for sellers to participate.

The Solution

One10 designed and deployed a rewards portal to provide a central location for incentive program information, program announcements, and product information. Participating dealers and their sales and design architect employees could log in to the portal to submit sales made to their end user customers. One10 developed an intuitive sales claims process, tied to sales information provided by the client, ensuring claimed products being rewarded were actually sold to the participating dealers. Rewards are paid directly to participants as dollars to a reloadable prepaid Visa® card. Payouts occur weekly. The portal also provides users a quick way to see their earnings as well as the status of their submitted claims.

The Results

They are good. Real good.

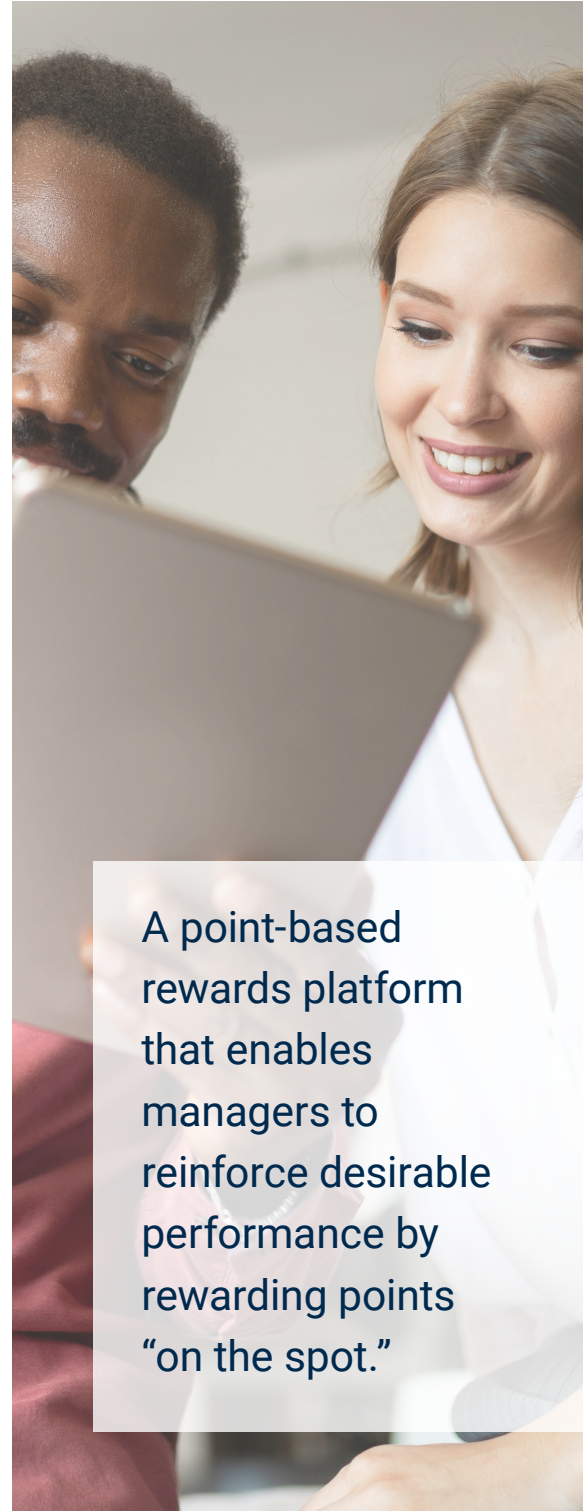
Increased YOY Growth %: Top 25 dealers participating in the program outpaced those not participating

Non-participants: 11.9% growth

Participating dealers: 25.7% growth

Of Program Participants:

- 86% indicated they plan to sell more of the client's product due to the program
- 85% were happy with the reward payout amounts
- 84% said the program structure was easy to understand
- 96% were happy with the frequency in receiving their rewards



A point-based rewards platform that enables managers to reinforce desirable performance by rewarding points "on the spot."



Refined strategy in action: Using data to think differently

A consultative approach in action

The Challenge

Before coming to One10, CDW, a technology products and services company, ran scattered Partner promotions in hopes they would work. Engaging 150 Partners, more than 3,000 CDW Sales Reps and running over 600 promotions per month, was nothing short of overwhelming for the company. Enter One10.

The Solution

One10 provided a consultative approach to CDW to lead the reimagine process and build and launch the Achieve More Portal. The platform is designed to facilitate the promotion design process, enable and reinforce a communications strategy, drive users to the portal for information, provide rich business reporting, offer analytic and measurement support, and feature additional consulting and reward services.

The Results

Managing 600 promotions per month sounds overwhelming! Not when you have a platform to back you up. One10 not only gave CDW piece of mind, but also helped to:



- Enhance ease of use/productivity
- Drive program engagement
- Develop and deliver “best practice” incentives
- Provide data analysis designed to gauge program effectiveness
- Simplify per program and quarterly reviews



More people and more promotions don't equal more problems. Ask CDW.



Building your strategy for growth

We understand that your incentive investment must go as far as it can to:



Accomplish your business objectives



Deliver a memorable reward



Improve key relationships within your organization

For an incentive program to be truly successful, it must succeed in these areas. Each of the goals must be taken into account in the process of program design and measurement. As a result, you will ensure that your program delivers the hard and soft benefits that have the biggest impact on ROI.

Beyond the information shared in this brief, we can help you examine and enhance relationship strength, behavior change and financial impact as they relate to your incentive and recognition strategy. Are you ready to make an incentive and recognition program work for you? We invite you to contact the experts at One10. We look forward to meeting with you to discuss your goals!

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At One10, we believe in better.

For companies who want to effectively increase productivity and profits, One10 offers the best travel and events, incentives and recognition, and marketing services programs to leverage the exceptional impact even one engaged stakeholder can make. That's why, for decades, our people have powered excellence in execution and obsessive customer service, creating alignment between business objectives and employees, dealers, channel partners and customers.

[Contact us today to learn more.](#)

