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Appendix A - Mean Ranking of Different Components of the Incentive Travel Program

Rank	Question	Mean	SD	N
1	The Helping Hands team-building exercise was engaging and motivating.	3.91	.288	165
2	I was excited to learn what the next location would be for the incentive trip.	3.91	.306	168
3	The 2009 destination announcement was funny and enjoyable.	3.89	.312	166
4	Overall the trip was enjoyable	3.87	.350	167
5	The incentive travel program is a good incentive to drive performance.	3.85	.409	168
6	The incentive trip made me feel that the company truly appreciates me.	3.84	.452	167
7	The website provided good information and content.	3.82	.428	168
8	The welcome packet received upon arrival was helpful.	3.81	.436	169
9	The pre-conference mailing was informative.	3.80	.455	168
10	The highlights from the trip were a good way to close the trip.	3.78	.454	167
11	The tour and facility staff for my activity was professional.	3.78	.433	161
12	The website was easy to navigate.	3.76	.471	168
13	I enjoyed my activity.	3.76	.440	165
14	The travel desk for air travel booking was easy and convenient.	3.75	.487	167
15	Ground transportation from airport was efficient.	3.74	.493	165
16	The welcome reception was a great way to meet new colleagues.	3.71	.481	168
17	The sleeping accommodations met my expectations.	3.69	.503	166
18	My activity was accurately described in advance.	3.67	.576	163
19	The awards dinner entertainment was energizing.	3.66	.500	167
20	The awards dinner reserved for each division was appreciated.	3.65	.570	167

21	The awards dinner efficiently recognized earners.	3.64	.540	167
22	The networking session Monday evening off-site was fun and entertaining.	3.63	.564	167
23	The resort provided good guest service.	3.60	.549	167
24	The “inactive” exercise was a rewarding experience.	3.57	.532	166
25	Tuesday’s “What’s on Your Mind” session was enlightening.	3.55	.546	165
26	Travel to and from was easy and convenient.	3.54	.618	167
27	Photographs with the executive team were appreciated.	3.50	.570	165
28	The resort offered pleasing leisure time facilities.	3.49	.600	166
29	The food and beverage offered met my expectations.	3.48	.685	166
30	The incentive program offered me a great way to relax.	3.47	.629	167
31	I enjoyed the “What’s on your Mind” questions being read by earners.	3.47	.590	165
32	Roundtables were informative and offered valuable insight.	3.46	.599	166
33	The resort was the perfect resort.	3.45	.637	167
34	Wearing white was fun and promoted a strong feeling of group identity.	3.34	.664	168

Appendix B - Participant Interviews

Q1: Do you think the criteria for earning the incentive travel is fair?

- “Absolutely. I think it is fair. The only thing, last year I noticed there were 6 qualifiers and I met my quota every quarter so I thought I was going to get to go but then they ended up with just 5 qualifiers in my group. I am a little disappointed because I was psyched all year to go.”
- “No, I don’t think so. I know some of our competitors, they set a flat rate. You have a stable target to focus on. I think sometimes the way it is done here is a moving target.”
- “Yes, I think it is fair”
- “I think it is as fair as it can be considering all the complexities.”
- “I’m not sure that it is fair for all employees but for my group, I think it is fair.”

Q2: What do you like most about the incentive travel program?

- “I think that just having that as an incentive, I think it keeps everyone working hard to exceed their numbers. I’m so competitive being in sales, it is something to look forward to at the end of the year when you work hard.”
- “Well, I’ve qualified one year and I like how they carry out the trip. It’s certainly an incentive if you can get to go.”
- “I like how they report the rankings. I can keep up with how I’m doing and know if I’m in the running.”

Q3: What do you like least about the incentive travel program?”

- “I can’t really say that there’s anything that I really dislike.”
- “I would have to say...I feel like it’s a moving target. “
- “I know the past couple of years have been rough but I think if they start out saying there is 6 qualifiers then they should not change it”

Q4: Do you think anything should be changed in the program?

- “The only thing that I saw that I thought should be changed was that everything was scheduled too closely.”
- “I think a flat rate rather than a moving target.”
- “I haven’t been on the trip, so I can’t say but I know some people don’t like spouses are not included.”
- “I went one year and I can’t think of anything that should be changed, it was amazing.”

- “The company I was with for 12 years merged with this company and I did not know anything about this program until I was asked to participate in the interviews. So I would have to say better communication. I’m sure I got emails about it but learning a new company’s ways takes time. I am happy to know I am eligible and will follow more closely.”

Q5: How does the incentive travel program impact you?

- “It doesn’t affect me or impact me. I don’t even think about it until probably February of the following year, when it’s about time for the list to come out.”
- “Let’s go back to me being very competitive, and sales driven. I’m looking constantly. I’m looking on a week-to-week basis, as far as my numbers and on our team site to see where I am compared to my colleagues. I’m looking forward to being part of it again. I am constantly striving to meet those goals.”
- “It is motivational for me to be able to see where I stand among the other people in my category.”
- “I would say it gives me something to focus my goals toward.”

Q6: Are you motivated by the incentive travel program, and if so, how?

- “Had I never gone on the trip, I would have to say it completely does not motivate me. I have been on one of the trips, so I’d say you know it’s ---if I’m doing good, if I’m having a positive year, you know I might be more cognizant of it, than if I start out a little bit slow.”
- “Oh, absolutely, just by being a part of it. I’ve spoken to my colleagues that have made it. It’s motivational and such a great experience that once you go, it’s and have been part of that, you know that opportunity, be part of the trip, you want to be there every year.”
- “It definitely motivates me. It is hard for someone in my position to go but you know there’s always that chance and if I work hard, it may be me that goes.”

Q7: Do you think having this incentive travel programs helps you do your job?

- “I don’t feel like there’s very much impact just because, you know I came to work here because I wasn’t satisfied getting paid a salary. So I can kind of drive my own income in doing this. So, I think that’s really more of the incentive than the trip.”
- Absolutely. It’s like that carrot out in front of the rabbit. It is something to work for and towards. After you work hard at the end of the year, you want to be rewarded for it.”
- “Yes, I think so because it gives to something to aim towards.”
- “I’m not sure that it helps me do my job but it does help me set priorities.”

Q8: How do you feel if you participant in the program but do not earn the incentive trip?

- “Usually, I’m kind of on the cusp. But I’m not even meeting the minimum this year because of the economy. I mean it’s pretty much a non-factor.”
- “I feel like I’m going to work even harder. I want to make sure that I’m going to make it this year. I mean last year, again, I missed it by a couple of percentages. But again I’m competitive. I’m very self-disciplined, self-motivated, but just being apart of that, it makes me want to work harder to make it.”
- “It is always disappointing if you are close for several years and don’t get to go. I just have to keep trying.”
- “I try not to focus on the reward so much and focus on doing my best and just hope it is good enough by the end of the year.”

Appendix C - Earner Interviews

Q1: Do you think that the criteria for earning the incentive travel program are fair?

Q2: What do you like most about the incentive travel program?

- *“I think that the recognition for being top performer, everyone loves recognition. I think that is definitely something that – I mean that’s definitely, what we’re there for.”*
- *“I think it’s a combination of two things. No. 1, I think the recognition is something that absolutely everybody strives for and wants to go. The second piece, which is just as important, is the networking opportunity with our peers, our executives and you know just to be able to be with the most successful people in the organization and the people that are driving the vision.”*
- *“The opportunity to network with colleagues and higher ups throughout the organization while at the same time doing it in a relaxed atmosphere.”*
- *“It’s just really great to be with your peers. Seeing people you haven’t seen in a long time. Put names to faces. It’s just – you feel like you’re really a part of a group, and it’s just – it’s a great feeling.”*
- *“I think they also mix people up. You get to meet a lot of senior level people throughout the company. I think that’s another huge benefit.”*
- *“We’re actually a nationwide company, so a lot of times we don’t really get exposed to individuals who may work out of state or out of county that we may communicate with on a daily, weekly, monthly basis. So my favorite part was the fact that we got to meet everyone, all the names we’ve heard through the year and just really get to meet other people who work in the organization and put a name with the face.”*

Q3: What do you like least about the travel program?

- *“I think sometimes it’s almost too much business. And I think sometimes you feel – like I know I need a vacation when I get back from there because it’s really a very intensive event.”*
- *“I mean the things you’re doing are really cool and fun, but I think sometimes it can be so rushed and stressful ‘cause you are meeting with senior level management and getting an opportunity to meet people that you haven’t met before around the country. And you could be in a great conversation and then all of a sudden, “Hey, I gotta go. We gotta go to this next thing.”*
- *“With the amount of activities that are included in the event, you need an extra day or two so it is not as stressful and you can have some down time along with business.”*

- *“I feel like my wife has sacrificed a lot throughout the year for me to reach my goals so for me to be going and she’s not is kinda a bummer.”*

Q4: Do you think anything should be changed in the program?

- *“I really liked the business forums and I guess maybe more my thought would be I know on the last day that we had it start, I think, at 10:00 instead of 8:00 or 9:00, whenever it typically was. Even just having a later start ‘cause you’re only there for a couple days, so you want to try and squeeze as much as you can.”*
- *“Maybe more time or more downtime.”*
- *“I think it should be a week, a business week, five days, maybe with some additional free time in the middle.”*

Q5: How does the incentive travel program affect/impact you?

- *“I think everyone likes to be recognized. I think that earning it shows that you’re successful. It shows that you know what you’ve been doing and you are rewarded for it.”*
- *“You know I don’t think there’s anybody out there that doesn’t like to be recognized. So, in that sense, that’s what it does.”*
- *“It motivates me to keep my numbers up, keep my eye on my numbers throughout the year. Obviously it gives me some, as the name calls for, incentives to do my best, not that I need it, but it’s always nice to get rewarded for your hard work and it also makes me grateful when I went there for doing the work. It makes me feel good.”*
- *“It’s important to me to be successful year-over-year-over-year. I think that this is one of the ways that regardless of what division you’re working in or who you work for, it’s a way to kind of prove yourself, and validate you’re not just a one hit wonder. So, for me that’s really important. I’m competitive. “*
- *“For me it’s important because of the recognition and the kind of status being a winner earns. It drives behavior. I check the list every month. I’m talking to my team about who is on the list, and who’s almost there. You know I really use it as a motivational tool both personally and with my team leadership as well.”*
- *“It’s very motivational. It really motivates you when you come back because you’ve had a great time. You’re like, “What can I do to get there next year?”*
- *“I didn’t have to do any of the booking or anything like that, and that was one of my favorite parts ‘cause booking a plane ticket, to me, is like pulling teeth.”*
- *After the incentive travel trip last year, I printed a picture of the next year’s destination and put it on my cubicle so that every day when I’m working I look at it and it gives me kind of a goal to strive to work harder. I’ve never been to the destination so obviously it*

sounds like a real fun trip. I think it just kind of puts it in perspective what you need to do to get to that goal, and it makes you work harder.”

- *“The true motivation is to have the performance worthy of going on the incentive travel program and then the incentive travel is kind of the icing on top of the cake.”*

Q6: Does the incentive travel program motivate you?

- *“It does motivate kind of my staff, because I made a commitment that when I went performance forum, my employee of the year gets to join me. So, that’s kind of something that my staff sees, you know. If we can get there, then the employee of the year gets to go with her and they have a blast. I mean they love it. They love it.”*
- *“I would say it’s not my only form of motivation but it’s definitely a form of motivation. It was more than a trip, it was a chance to meet people I’ve been working with all year who I’ve never met, the opportunity like I said previously to network with people that I may otherwise never get an opportunity to meet to help with my career path, hopefully meeting people that might be able to help me move up in the organization.”*
- *“It’s how you’re ranked against your peers. I think it’s an opportunity to be able to show the senior executive team your achievements. For those that have just joined the company, they can look and see who’s the multiple year winners.”*
- *“For me, it’s about continuing to earn the right to have not only the position I have with the company, but it gives credibility as we’re working deals together and I’m trying to drive the right behavior across all divisions. That you know by winning that, achieving that, that’s you know an important recognition in our organization.”*
- *“Just the recognition. I think the recognition is the most important thing. The trip comes almost second.”*
- *“Yeah. I am upset. Like I told you, I get these emails every month and see that there’s four or five people ahead of me to go and I’m like, “Ooh,” and it drives me crazy. So yeah it motivates me.”*
- *“Yeah, I think so. I think throughout the year as you see the numbers coming in and especially if you’re kind of in the running, I think you are pushed.”*
- *“Yes, I am. Like I said, I had a really positive experience last year. I got to meet individuals who work in the organization with me. It was just a real rewarding experience to kinda be recognized for all of your hard work and dedication, so I kinda keep that in the back of my mind as I go about my day-to-day activities.” “When I get really maybe stressed or overwhelmed or just having a bad day, I kinda look at that and it kinda puts me back into perspective.”*

Q7: Does the incentive travel program help you do your job?

- *“Yes. The reason that I think that is that it gives me an opportunity in a three to four day period to network with the other you know top performers in the company. I meet people there and then stay linked to them, so that when I need help and support across strategic accounts, I know who’s in what market and who I can count on that’ll absolutely step up and deliver.”*
- *“It’s an opportunity to give visibility to what your team is doing to the senior executives who may not have had an opportunity to necessarily see it and know, and touch those groups. That’s an important piece as well.”*
- *“I mean I think it gives us all something to strive for. I think that, at least myself personally, I’m motivated enough that I’m gonna do my job ‘cause it’s my own little business that I’m running, and that’s kinda the responsibilities I have. I really appreciate the fact that from a company standpoint we’re willing to notice and reward people that are willing to work hard enough to earn that recognition.”*
- *“As I said, yeah, I think it does. I kinda make it my goal, “I got it last year. Why can’t I get it this year?” Just to keep doing my job and giving it 110 percent, so I really do think it kind of helps me motivate myself in doing my job.”*

Q8: How does it make you feel to earn the incentive trip?

- *“Oh, I think it makes you feel very good. I think it’s a major achievement. “*
- *“Well, I think it’s very exciting, no matter where you are.”*
- *“I get grateful. It makes me feel good about myself, builds self-esteem, self-worth, not that that’s the only thing, but like I said, it doesn’t hurt. It definitely makes you feel good about yourself and your achievements and accomplishments.”*
- *“Joyous. Proud and just very excited to have the recognition.”*
- *“It’s a fabulous feeling. You feel like so many people are looking at you as a total asset to the company. It’s a total honor, and it’s just – it just makes you feel like you’re appreciated.”*
- *“There was, I guess, four people from my office there, and we got to come back and tell all these stories and put the little plaque on our desk and all that type of stuff, and everybody would come and ask us how it was. It was as much the recognition while you were there, as the recognition when you get back of having all the stories.”*
- *“It was really – I was – I’m a very humble person. I’m the worst person on myself. I always tend to look at the negative rather than the positive, you know, “Why can’t I be at that next step?” And to be recognized and to get to shake my mentor’s hand and*

have her say, "Thank you for all your hard work," kind of – it was really rewarding and really made me feel good to know that I was being recognized for my hard work."

- "They do a stellar event, and just it's a lot of recognition."

Q9: What do you like most about the trip itself?

- "I have visited more places in my tenure with this company than I could ever have had the opportunity to without it. It is going to places that as a client service or branch manager or a director, whatever it might be, or even owner would never have gone." The events are absolutely first class. I've gone to so many places in the country with this company, because of the performance forum I would have never had the opportunity to go to. "
- Gosh, there's so many things I like about it. I think it's probably you know, it's back to a combination of the recognition, and the networking. You know those are the two key pieces that really drive that. So, you know all the different events are always fun, and an opportunity to be with the corporate executives and other top performers in the company."
- "It's just – there's just so much to be appreciative of. I think that's the other word I would use. I feel appreciative for the recognition, as well. "
- "They choose really outstanding destinations to visit."

Q10: Do you want to earn the incentive travel trip again?

- "Absolutely."
- "Of course, especially 'cause they're going to the Bahamas."
- "Absolutely. Absolutely, without a doubt. "
- "Oh absolutely."
- "Yep"
- "Yeah definitely."

Q11: Do you find the peer-to-peer learning activities, such as the Round Tables exercise, add value to the event, and help you in your daily job performance?

- "Like last year they did one that was very – it was a good event. We built the hands, and that was pretty cool. It was a charity event. "
- "They did a sustained thing throughout the year that I think was very impressive. It keeps you kind of remembering that event. It's hard to cram into a very short hour long session your vision for what we should change, and I think sometimes you feel like you're really not making an impact but sometimes you feel like you have."

- *“I think some of them lately have been intended to add value to your personal growth, which is good. You know maybe balancing your life and your work. You know I would have to say probably, yes.”*
- *“It was just a good talking forum, building conversations and sharing best practices, so absolutely.”*
- *“Yes. Opportunity to share best practices and to find out what’s working you know in different markets and across different account landscapes. It’s also a bonding experience, because you get a chance to help others, as well. You know there’s a lot of informal mentoring that goes on within our organization and that’s where a lot of that starts, those connections start.”*
- *“I do think that they were good. I don’t know that I took anything away from them that would make my job easier or harder because my position is such a niche position.”*
- *“I really liked the round table as well as – there was basically kind of a question and answer forum with all of our business leaders. It really makes me feel more proud and more secure in the company that I work for knowing that the people that are at the top are people that, having met them and listened to them, that I trust and admire.”*
- *“The one that really stuck out to me was the helping-hands one. We were all in a group and we had a bunch of mixed matched parts and trying to figure out what is this we’re supposed to be creating and following instructions step-by-step and then we built this and realized it’s a prosthetic hand that’s used to help children in third world countries. It kind of puts things in perspective. At least for me that sometimes I get into the day-to-day activities.”*
- *“I think you build relationships with people that maybe you didn’t have, and you can rely and have another person you can reach out to when you’re running into difficult scenarios. But I think above and beyond that I don’t know how (?)much it helps you in the long haul other than the relationships that you build.”*

Q12: Do you think that the business sessions, such as “What’s on Your Mind?” and sharing exercises, give you a voice to help drive company strategy?

- *“It definitely added like a – it was just a good talking forum, building conversations and sharing best practices, so absolutely.”*
- *“Yes, and insight into company vision.”*
- *“Absolutely. Just because you’re sitting around with every level from a entry level person to the CEO, and you have a chance to be able to talk about your ideas, and you’re all on an equal playing ground at that point.”*
- *“I mean I think that it definitely gives us a voice, and I think that with my feelings on all of our business leaders that they’re gonna want to hear the voice of their employees and it’ll help kind of mold their thoughts and their actions. But I think at the end of the day*

they're still the business leaders for a reason, and if some little thing is bothering me but it's for the greater good, typically the greater good is still gonna win out."

- *"I think in our industry most people should feel empowered enough to ask those questions at any time, and not wait for one year. You know I think that we have a good open communication where if I need – and I've always felt this way, even as a corporate – if I needed to ask a question, you know we're empowered to go to the right person and ask."*
- *"I think they're really more town hall meetings. I don't know that it actually helps you drive strategy. I don't know if it ever made me feel like I can actually make a difference in this because I'm part of this meeting. I think it's good. It was – they're usually good sessions 'cause you definitely – there's a pretty broad spectrum of questions that are very meaningful, but I don't know that it changes any strategy or – I think you need a smaller groups for that."*
- *"Yeah, I think the group sharing was really beneficial 'cause we had all the executives up there, and we got to ask in a town hall-type setting any questions we had about the company. You learn that everyone has similar questions as yourself, and you may not think to ask that question or maybe you're too scared to ask that question. Once we were allowed to do ideas on how to improve business. So I think it did kinda help drive the business along."*

Q13: If you were to go to another company, is this something that you would look for in another company?

- *"I would ask about it. Sure. Again I think it's a sign of what the company believes in as far as how they treat and/or reward their top performers."*
- *"Yeah. I mean it's something where I came from sales in a completely different industry, and really the only recognition that was given there was a dinner and a check essentially. And I mean while that's great and everybody likes money, it's nothing like a company rewarding you and sending you on a three-day trip to paradise so you can enjoy yourself and get energized for the next year."*

Additional Comments

- *"Obviously people get very excited. It's something especially the couple months leading up to and then the month following people are talking about, so it's a way that I think a company can definitely drive unity and excitement surrounding results oriented action, so I definitely think it's a huge benefit for any organization to offer an incentive reward program like this incentive travel."*
- *"I think they do a great job. It is a legacy from back – from when I first started here and the executive management that they've carried on this tradition, it's been great. I*

think – I know there have been some questions about with the economy should they change it, and I think that would be the wrong direction.”

- *“Well, I can tell you – it might be helpful with your study, is that I met some people who I’ve never met before, and we kind of struck a friendship, and I do keep in touch with colleagues. Even though I may not work with them on a daily basis, at least to just reach out to them and say hi and see how they’re doing. So, I think with a large organization spread across all 50 states and Canada, it’s hard to – like so there’s tons of people that you’ll never meet or never know that exist, and I did make some real good friends that I still keep in touch with on a weekly basis just to see how their doing in their lives.”*

Appendix D - Management Interviews

Q1: Why do you think that incentive programs are used in the business model?

- *“I think first of all, the incentive travel program create a certain type of culture, where people’s performance and contributions are appreciated. I think the other thing is to create the right type of behavior on the part of those people that are being incented.”*
- *“I think there’s multiple reasons because in our business model we have different levels, meaning skill sets and what people qualify for, so if you can’t qualify for maybe the incentive travel program maybe you can qualify for something like gift certificate promotions. It’s a simple way but very valuable to say thank you to people. I think when you’re in day-to-day the grind and you’re so busy you forget to say thank you and you forget how important people are in our business. There’s one incentive that I’ll do every once in a while, “Okay team, you can wear jeans in for three days for the week” and I get so many thank-you emails on people just going, “Oh gosh, thank you. We love doing that.” So I think anything to say, “I appreciate you and what you do for us” is always received very well and very much appreciated.”*
- *“I think to motivate individuals – to keep them motivated throughout a period of time as well as be able to provide them the forum to – with other people that are successful.”*
- *“It’s an effective way to reward and recognize within a sales organization. One thing that salespeople have in common no matter what they’re selling is they like to be rewarded, and I think even more importantly is the recognition piece. I hear time and time again it’s a real motivator Performance Forum for people. They want to – they see that as an opportunity to be recognized and to escalate their profile within a very large company.”*
- *“Well, I think for – you know the basic reason being that we have a group of folks who are all motivated by sales and service. They’re motivated by results and many of them are paid commissions and bonus dollars as a result in doing so. So, therein lies the reason to have, in my opinion, a phenomenal great incentive program, incentive reward type program. It allows people to be recognized, rewarded, accolades to be given, all those things that feed the motivators of folks that we want to hire and to be successful.”*
- *“To drive behaviors.”*
- *“Well, to motivate people to increase their results and to reward them for meeting extraordinary – you know meeting those extraordinary expectations.”*
- *“There are multiple levels of incentives, so there’s a compensatory incentive around commissions that we use to drive revenue-generating behavior. That’s fairly common in a sales space organization.”*

- *“Then the incentive travel program, another recognition program similar to that are used basically to give awareness around goals, and to get objectives for associates based on excellence exhibited by others. So, in our incentive travel program for example, we rank our associates pretty much every month for a year. Folks can engage their own individual production relative to the projection of the very best of their company.”*

Q2: What do you think is the overall impact of the incentive travel program on business results?

- *“I would say pretty positive.”*
- *“I would say that for the legacy culture, the culture that’s been here for a while and it is incredibly important to people. They recognize a real badge of achievement. They recognize that it’s a very elite event, and it’s front and center in their mind. So, I think that there’s a huge correlation between the legacy employees and the impact on business performance that that incentive travel program has.”*
- *“I would say that as you take a look at the newer growth or the newer employees, or perhaps some of the mid-term employees, you may not necessarily find that direct alignment that you find with the legacy employees. So, for instance, you know new people coming in the organization who’ve never been to an incentive trip like ours or haven’t really experienced it any way shape or form, may not really be impacted.”*
- *“I guess is the right word – impacted by that program as much as someone who’s been around a little bit longer, or who maybe has, either had a taste of the program or understands culturally what that – you know the cultural significance of the program. I think it really does depend upon the part of the employee population you’re talking about, as to whether or not it will have a greater or lesser impact.”*
- *“I do, I absolutely do. I think people get really excited. Everyone talks about it all year, “How do I qualify? What do I do? I really wanna go.” Absolutely.”*
- *“I think it’s hard specifically to tie it – how much more of a dollar it is. But what I can tell you is especially for – you know if we’re talking specifically about for instance our performance forums, the individuals that do make it (audio), the thought to make it the next year, I do think pushes them and gives them that extra drive. Nobody wants to miss out on that opportunity.”*
- *“So, in terms of our return, obviously, we’re going to get a higher level of production just based on the criteria for them to be able to achieve that status. How that relates to specifically to a dollar, I don’t know. I think those individuals that we’re targeting definitely go (audio), if not beyond, but definitely push the bar in terms of their overall production to be able to achieve those certain things that we provide as an organization.”*
- *“I don’t know.”*

- *“If you look at the individuals that go, those individuals have exceeded financial targets, so that’s a very comfortable place to be. It’s not like it would be an all-attended function for everyone whether they’ve been producing or not and it would have a significant impact on the financials.”*
- *“The business results, once they go then – in fact as I was talking to someone this morning, someone who went last year, and he said to me, “Am I going to get a chance to go this year? How can I do that?” Because he’s changed positions and he’s not in the same kind of individual contributor role. So once people go to it they’re very motivated. On the other hand I have a group of people who are new with the organization in the last year and they monthly review targets and they attach it to where they are with Performance Forum, so it’s highly motivational. With the right people it’s highly motivational.”*
- *“I don’t know if there is a direct impact of the travel program, but certainly, an indirect impact for sure. I don’t know how we would measure the direct impact. But, an indirect impact in that it is one more way that people have a chance to be rewarded, if you will, for something they have attained or something that they’re going to do or be recognized for. It’s just another method of that. There is no doubt that it is a direct motivator for every employee. When you have one big – it’s like the Super Bowl, when you have one thing that is the pinnacle, if you will, it’s the ultimate. It’s to say that you have arrived. It’s to say that you have earned the right to be respected as a successful leader within your organization. It’s also a personal motivator. So, yes, it has a direct impact on the success and results of our folks.*
- *“It’s very clear to the participants in what is – in what activities drive kind of above and beyond results. It’s really crystal clear they’re being rewarded kind of outside of their normal compensation plan through travel reward, right. It’s really clear what type of behavior we’re driving towards.”*
- *“You know what. I’m not – in truth, I couldn’t answer that question. I know that – I don’t know if you’re talking about performance forum, specifically, but I do know that a lot of people work extra hard and they’re looking at those – tracking it all the time. It’s become kind of an elite status to go to performance forum.”*
- *“I don’t know how I’d frame that. I don’t know. I don’t – to be honest, I don’t know. I don’t know if they directly impact the business.”*

Q3: What do you think would happen if you eliminated the performance forum? How do you think that would affect the employees?

- *“Well, it would be a huge distraction for one. I think you know, I think from that standpoint, I think you’re talking about a huge, huge distraction. I think – and I think it would send the wrong message quite frankly. I think that you know if we’re trying to*

create a culture of pay-for-performance, and recognizing contributions, I think that that would definitely send the wrong message. I think it would probably have a bit of a negative impact both, in terms of productivity, as well as the impact on the business.”

- *“If I were able to quantify the impact of taking (the incentive travel program) away on the business, I think the impact of taking it away would be – it would approach the cost of performance forum.”*
- *“I think that it would be a huge disappointment. I think it would hurt morale. I think people strive, it’s one of their goals to go to Performance, so it eliminates goals that are important to people. If you don’t really have a goal, why are you at the company if there’s no reason why they can’t shoot for something?”*
- *“Well, one, I think that it’s somewhat of a standard in our industry. I think it is somewhat standard in the sales culture, so I think it would be – you know a competitive disadvantage to us. I think that it’s one way of attracting individuals, because I think everybody likes to be rewarded, especially sales-type individuals. I think that besides not being competitive, I think it would be extremely morale killer for those individuals that year-after-year are qualifying for those (audio) things (audio) in the upcoming two years.”*
- *“I think we would have a real difficult PR issue with our people. You know I think that it’s been – it’s been institutionalized. If we replaced it with something else of like – of like recognition, you know and I don’t know what that is, but it would – that would cause some morale, some serious morale issues.”*
- *“I think given all the takeaways this year, it’s been a tough year. I think that would send the wrong message because again this is rewarding people who have exceeded targets. It’s top performers so to eliminate something that recognizes top performers I think would be highly de-motivating.”*
- *“Well, I would hope that within a nanosecond it would be replaced with something equally as good or better.”*
- *“Well, you know it would be one of the facets that we have that drives behavior and success, and you know kind of our desired organizational, financial focus. It would be one of the facets of that would be gone. That would be – that would be a bummer right. That would be – the company wouldn’t collapse, right, but one of – there’s several ways that we drive behaviors. One of those would be missing from the spectrum of several of the things that we do to drive certain behaviors.”*
- *“Well, I think – I think there’d be a big stir. I think, it’s part of our culture for so long. Quite frankly, you know our CEO at every performance forum that I’ve ever been to, said this is one program that they would never discontinue.”*

- *“I think it would be a blow to morale. I think people get very excited about it. It’s also a fairly common feature within a sales organization to have an annual event that we celebrate top performance.”*

Q4: What do you think is the biggest advantage to using incentive programs?

- *“I think there are a number of different advantages. I think – I think the program itself throws off a lot of collateral benefit in terms of you know top performers being together for a couple of days and exchanging stories of opportunities, success, and challenge. I think this is you know invaluable. When you’re able to network amongst your high performing peers, there’s nothing but goodness that comes about.”*
- *“I would say that you know there’s a fair amount of learning that goes on as well. You know separate and apart from you know kind of the good vibe that everybody gets, I think that there’s a fair amount of learning that goes on.”*
- *“I think that there’s also an implied message to the employee base that you know management does care about them, that it is interested in their long-term welfare, and thus, the investment being made.”*
- *“I think it also provides us with an opportunity to attract some of the best and brightest because I think that most sales driven organizations, at least from my experience have these types of programs in place.”*
- *“There’s a certain measure of expectation that you know if I’m a top performing salesperson, business developer, what have you that I would expect that that type of a program would be in place. Because you know it’s not necessarily about the dollars and cents, at least in terms of the program, but it’s about you know the recognition more than an thing. You know kind of how you rank in the pecking order that turns a lot of salespeople on.”*
- *“I think it’s just morale, motivation.”*
- *“I think being able to motivate specific behavior. To get the outcome from that whether it be a short-term, you know we need to get out account executives out to more clients and we tie something to that for a period of time and charge it, or whether it be a long – a one-year program to get them there. You know you can target it based on what your needs are to (audio) certain short or long-term goals.”*
- *“That it creates a goal for people to strive for. Then the event itself is a great opportunity for people to network with top performers, their peers, as well as other people from within the company to include the executive management. That might be the only time of the year that they get access to them.”*
- *“The biggest advantage is to drive people towards an end result that the company wants. Everyone, you know if you – you may be going in a great direction, but if you’re*

unsure of where you're headed, you may think the direction is great and you may be going backwards. You could be going anywhere. You have no destination and so you go aimlessly."

- *"Well, the same thing is true I think with performance forum or an incentive rewards program. That is that it gives you an end game. It gives you an end goal. It doesn't mean that you don't have 10 or 20 other goals along the way, but it gives you an end goal. It allows everybody to be driving towards the same goal. I think in that vein you're going to be ensured of a greater level of success overall as a division because you're driving towards the same goal, and it's crystal clear."*
- *"So, I think to both (individual and organization) would be clarity. It's very clear what type of results will be rewarded to the organization. It's clear from the individual's perspective and it's clear from the organizational perspective."*
- *"I guess it drives results and rewards performance"*
- *"The advantage to an incentive program is to provide a reward mechanism for desired behavior. So, if that behavior is to generate gross profits or to generate head count or to generate a solutions opportunity, you know I guess that's why I'm struggling with the questions, because there's so many different moving parts to our business."*
- *"Performance forum rewards gross profit, annualized gross profit production. So, the advantage there is it's good for morale. It recognizes top producers. It provides role models for other folks that are looking to grow and develop their book of business. I think it also adds to the cultural fabric of our company to have our top producers mingle with our executives and each other. You know so there's – that would be what I would point to."*
- *"Well, I think you know if the incentive programs are properly calibrated, it has – it has a direct P&L impact, a very positive P&L impact in terms of the performance of people. So, I think that's one thing. I think it also, from a cultural standpoint, continues to further culture – you know, our cultural values and what we're trying to you know, to create here."*

"I think at the end of the day those types of programs tend to give people reasons to stay rather than leave the organization. You know because many times it's a lot less about the money. It's a whole lot more about the recognition, and you know especially in economic times where you know budgetary dollars are not easy to come by. Sometimes putting on events, even if they're throttled back a little bit, make a big difference."
- *"I think the biggest advantage, it tells that we are a company that appreciates our people and it's a way to say thank you."*
- *"Well the advantage is it makes us a desirable place to be. It certainly makes us competitive from that standpoint with the people we wanna be compared to within the industry. All of the good top companies within the industry have similar programs."*

Q5: When you look at your employees, what do you think the overall impact of the incentive program is on them?

Key Comments:

- *“Well, I think you know – I think you know it gives an employee – it impacts them in a number of different ways. I think first of all it tends to change their behavior. Meaning that, I think that they’re aware of what it takes to qualify and participate while – I mean to qualify for the program. Thus, they understand the types of behaviors that they have to exhibit, the types of activities they need to engage in that will allow them to qualify for participation in the program. I think that’s one thing. I think that there’s a direct correlation between how well the program is articulated and run and employees behave here.”*
- *“I think the second thing I would probably think of is that you know it’s one more reason not to leave the company”*
- *“I think giving people reasons to stay other than compensation are very important from a retention perspective. I think just you know kind of the intangible feeling that you know that employees feel that management does care. That there is investment in programs and that there is some fun injected into the whole culture. You know those programs generally are pretty fun both, on the way that you participate, as well as I participate and quality and then of course, you know the event itself.”*
- *“I think the impact is for them to say, “I have won an award with my organization and it was based on my performance”, and that’s a huge impact.”*
- *“I think generally our top performers that are going on the incentive trip are staying because obviously they’re in that top echelon. They’re making decent money, one. Two, I think if you have won an awards trip, I think that you would think probably twice about leaving. I also think it showcases that the company is investing in you, and most people are looking for that, so therefore, I do think it encourages people to stay. See, I do think it would affect – I do think it (audio) – let that train go by. It definitely I think affects our retention.”*
- *“I think it also allows us to attract people.”*
- *“Everybody just wants to have some additional incentive, whether it be monetary, whether it be a trip, whether it – you know people like additional things.”*
- *“Well, the ones that win it, you know it’s clearly a sense of accomplishment. Then the subsequent trip makes them feel like – you know it makes them feel like they’re special, like they belong to an elite group of employees.”*
- *“Those that don’t win it – you know for those that would like to win it, it becomes a goal or a target for them the following year. But for those that don’t win it, I don’t know that*

– for those – you know there’s a certain population of people that work for us that that’s not a priority to them, so I don’t know that it has any impact.”

- *“Well I think for the most part for those people that fall within the categories that have the opportunity to win, it’s motivational. I think the only downside to it, and I don’t know how we would do it for a variety of reasons, but it’s not completely inclusive of all the people within the organization. Really the front line customer service people in our branches are really not included. There’s a strong argument to that, that they’re the people that produce and they’re not included in it, so I think that would be the only issue around it.”*
- *“So, for them it’s – you know they don’t have to guess, right, what type of behavior we’re looking for them to demonstrate. It’s nice and clear. It’s fun, right. It’s something that they desire to be a part of. Not only is it just a fun reward for them personally, to be away from the office and experience cool things.”*
- *“It’s also, an opportunity for them to meet others in the organization that can further propel their success and professional growth in the organization. They get to be around company executives, get a sneak peek usually at, oh, the direction of the organization from a strategic perspective. All of those things are a benefit to the individual.”*
- *“Personally, I think they’re proud when they achieve it, disappointed when they don’t. But, in truth if I just look at my group of people, you know they work just as hard – I don’t think they would work any less hard, if there weren’t a program. However, in the years that they achieve it, it’s really you know kind of the ultimate reward.”*
- *“But it’s still the carrot, they always strive for.”*
- *“I think there’s a satisfaction level of reaching a – satisfaction level being recognized. It’s fairly high touch at performance forum. So, people – we go out of our way to make sure that folks are recognized and celebrated. I think, especially for the staffing services part of our business, where people don’t earn a ton of money that the vacations that we afford them are probably beyond their individual means. So, you know I think it can be a life event for certain folks.”*

Q6: What would you consider to be a negative aspect of utilizing the incentive travel program?

- *“Honestly, there’s not a whole lot that comes to mind. I’ll have to think about that one. I can’t say that there’s anything that’s material that I can think of that would be negative.”*
- *“You know that would be a negative impact, but it certainly has not been the case with our organization. I would say that the only – the only negative aspect to our program has been that you know that generally – well, not generally speaking, but people’s experiences have been that you know spouses or significant others are invited to*

programs, and other people have become accustomed to and that's part of our program."

- *"That everyone can't go and explaining why they can't go."*
- *"You know I think there's a couple of things, and specifically the way that we use it, and I don't necessarily feel this way, but I know some people feel that our specific incentive program is targeted just to the individual that achieves that status and they would like to be able to bring their significant other or whomever it may be --So, therefore, there's a little bit of negative connotation there."*
- *"Well, it's costly to the company. You know it's a contest, so you have winners and losers. I don't really – I mean I think it's a necessary expense. I think that it creates healthy competition, so I don't know that there are negatives."*
- *"That more people – because with the incentive – with the performance forum program, only a handful of people get to go. While the good news and that they are your top performers, my biggest regret whenever I leave performance forum is that how do we get the energy and that excitement and that motivation and that drive that is built up over three days, cascaded down through the organization? That's a tough thing to do."*
- *"You know there tends to sometimes in a very small percentage of the awards there could be some subjectivity, right. That's always challenging to work through. It's expensive. "*
- *"Well, I think probably there's always a few people that go that probably shouldn't be there, and a few people that don't go that probably should be there. I think I said that backwards. There are some people that go that probably shouldn't be there, and people that don't go that probably should be there. You know have to you know, set out guidelines. So, that's probably the – and I guess the cost."*
- *"I think the negatives are taking so many of our top producers out of the field for a week. I think that there's a potential – if somebody is a top producer and just barely doesn't make it, that there's a feeling of unfairness. "*

Q7: How is the incentive travel program tied to business outcomes? What types of business outcomes are considered?

- *"Well, it's all about generation of – well, first of all its role based. So, depending upon the category of associate that qualifies, the goals tend to be a bit different. But in general, it's all about the generation of revenue and GP on a year-over-year basis."*
- *"When you think about what it would take to qualify in the program utilizing those metrics, you know people generally are thinking...What do I need to place? How many phone calls do I need to make? How many meetings does that mean? How many resumes do I have to present? Our business is pretty easy to back cast. You know if*

you've been paying attention to kind of the data. I think there's a direct correlation there."

- *"I mean it's based off everyone has a goal for the year or quota. It depends on what the skill set is. You have to come within I think 80 percent of that goal no matter what the goal is, and then of course 100 depending on how many slots we have. It's definitely performance driven. If you perform you go; if you don't, you don't go."*
- *"It's hard to gauge whether or not that is driving it, because I know, it's so far from attainability."*
- *"Well, they're based on individual contributors exceeding their targets and winning. The more people that we get to exceed their targets and to generate sales and gross profit, then the business objectives are met."*
- *"Well the actual Performance Forum isn't directly linked to my performance, but the argument would be that to be successful, I mean I could ultimately have some winners and then not be successful in Canada, but the more winners that I have obviously reflects that we're producing and doing well in Canada, so it's loosely tied."*
- *"Yeah, depending on their role in the organization, it could be tied directly to P&L profitability and percentage increase in profitability over a prior year. In sales only roles, it's tied directly to gross profit dollars generated. So, yeah, it's very close to the money, if you will."*
- *"How is – how is it tied to business outcomes. Well, I think that – from the franchise community, you know they work as hard as they can. I think it's a tremendous reward for the franchisees, because it's you know an all expense – all paid trip."*
- *"Once again, I think those franchisees are going to work just as hard with or without performance forum, but it really kind of puts them in an elite group, gives them some bragging rights. You know gives them a well deserved, you know recognition."*
- *"I think it would be interesting to see, does performance forum drive results or is it – but if for nothing else, you know getting the highest performing people in the organization for a couple of days and thanking them for an extraordinary job, I think is critical to our culture. Whether it's really driving the results, I'm not sure."*

Q8: Is the incentive travel program only tied to net operating income or gross profit?

- *"Not always. You've got your different skill sets, so it can be sales, it can be your leadership team, and then you have like a discretionary. You'll probably have three positions that maybe they're back office support that you really can't put a goal or revenue on to it. It's just at your discretion to say, "Here are three people" that you really can't put numbers on what they do, but they've done an outstanding job."*

Q9: Do you think that the travel program is financially prudent and justified from a management perspective?

- *“In my opinion, yes. I think it’s both objective and subjective why is the company spending this much money, when times are tough? Yet, you know it’s just been – I mean, this has been embedded in our culture for – forever.”*
- *“Reasons why I feel that way. Yeah. I do, if just to reward extraordinary performance, if nothing else.”*
- *“I think it’s you know about the dollars and cents, but it’s also, about the culture you’re creating. Now, now, listen. You haven’t asked me you know if there were other alternatives to do this, you know would I consider them? I think the answer would be “yes,” but I mean, if we’re just talking specifically about this, and only this, then, yeah, I think my answers would stand.*
- *“Yes. You know our company overall, it’s not – it depends on what division, but we do have commission-based performers, but I think there’s certain divisions that it’s not so much commission based, and so it’s a big incentive to go. We’re not paying you so much in commissions, but this is what we’re gonna pay for because you have earned the right and you have been a stellar performer.”*
- *“Absolutely.”*
- *“Yes.”*
- *“Yes.”*
- *“So from my perspective the cost to me is in bringing the people down, the cost of the travel and the hotel. The event itself I’m not privy to. I think it can be fairly extravagant and I’m not privy to what that cost is, so I can’t really comment overall.”*
- *“It is, absolutely. Yep. But, you know when we’re looking to cut costs as an organization, you “know sometimes these incentive travel things do come to forefront, right. Luckily, this company hasn’t, but I know at many Fortune 1,000 companies they have.”*
- *“Yeah.”*

Q10: Has the incentive travel program changed the way you manage people?

- *“Yeah, a little bit. I think that you know – I mean, there are always constant reminders about being part of the elite group, about making sure that their performance is at a level to make sure that they qualify. Because having been there and participated in the program, I can tell you that it does have some incredible benefits.*
- *“We focus on what it’s going to kind of take for them to achieve that level of performance in order to qualify.”*

- “Well, you know we’ve always had it, so I don’t know that it’s changed the way I manage people.”

Q11: Is there anything about the incentive travel program that would be helpful for an outsider that may critique a travel incentive program to know?

- *“I think that the way we handle our incentive travel program, it’s not – we’re just not there to have a crazy, wild time. We do a lot of business events, team building, which I think is really critical.”*
- *“I come from within the industry from an organization where I created a program like this and so when I came here I was very pleased to see that there was a similar rewards program in place. There were significant differences between that one and this one, but ultimately it was an annual program for top performers, so yeah, I would be looking for something like this if I wasn’t with this company.”*
- *“There are three things: 1) it is the pinnacle award within the company; it is the highest level of recognition that we have for success. Therefore, it’s a mandatory function. 2), it’s the ultimate way of measuring success at the highest level. 3) We should work every year to make sure the program exceeds the prior year.”*
- *“I think the context of the sessions. You know, sometimes they’re more business. Sometimes they’re less business. I think it has to be an equal mix. I think it could be a time where top performers come together and we really learn something from them. I think we’ve tried to do that over the years. You know I think we always need to look at the criteria to make sure we’re really getting the best people there year after*
- *“I think that that builds camaraderie, and builds to the cultural narrative that we have as an organization. I think that that’s probably the most important piece of it.”*
- *“I think that performance forum is a very important event, but not necessarily for driving sales production, but recognizing the best of our company and giving them an opportunity to mingle with executives and with each other.”*

Q12: What input do you have into the design of the incentive program?

- *“I know philosophically the company has not believed that having spouses and significant others was going to be part of the plan. I would suggest that that needs to be examined and some creative thought given to that.”*
- *“Well, I help set the criteria for those who qualify and win for the businesses that I’m responsible for. The actual event itself is planned and put together by other people.”*
- *“Most of the time, the content is meaty and worthwhile. I think though that at times the business part of the events, tend to be overboard or create a serious business side to the*

time there. You know there's a little bit of a tipping point between you know just going there and having fun. You worked your butt off. You know."

- *"It involves setting the goals, confirming what the final goals – final metrics will be that everyone is measured by, categories of attendees, number of attendees, and final selection."*
- *"A lot, especially in the front end relative to how – you know how folks are going to be stacked, ranked based upon their job and responsibility, as well as the communication of any changes to the program. Kind of once that's locked, then the program just runs itself, right. We've got administrators that watch the numbers and report on a monthly basis."*

Appendix E - Service Provider Interviews

Audio-Visual Service Provider Interview

Q1: Why do you think you are selected for the incentive travel program's AV service provider and what sets you apart from other similar service providers.

- *"Service. We care so we do a good job... always."*

Q2: Do you try to develop a relationship with a client such as XYZ in order to book additional business?

- *"Since we are a service oriented type of business, it's great to have a relationship with the client. Get to know all the different people from the CEO's, CFO's all the way down to some of the salespeople that you work with back and forth so you know what they want. Kind of get to know their business at the same time and develop a nice relationship with them is a great asset and helps us keep the clients as well as get new clients with referrals."*

Q3: How much repeat business do you get from incentive groups?

- *"It is hard to say because it is a little slower right now, of course, with the economy like it is. But we rarely lose clients after we have them unless something changed overall in the company. Most of the time, we consistently get repeat business. Part of that is because I try to be really fair in the pricing."*

Q4: Do you get additional business through referrals doing incentive group business?

- *"We've always gotten referrals through the companies that we already do work for and from them and others."*

Q5: Are there any particular challenges working with incentive groups?

- *"Well, from our aspect it is not much different than big events. The only big difference with the incentive people is that they have achieved usually to be at the event, so I would say it isn't any more challenging, just different. It's actually nice cause they're upbeat and happy."*

Q6: Does incentive group business add to the value of your brand as a company?

- *“It definitely helps. I mean it’s good business and you meet and greet with a lot of people when you are working with them. Although it is not the bulk of our overall business, it is enough that if we lost our incentive business, we would be affected.”*

Q7: Do you market specifically to incentive groups?

- *“No not directly, it is mainly word of mouth.”*

Q8: How did XYZ Corporation become a client?

- *“I’ve been doing work for them for probably over 15 years. I was just doing some video production work for them at first. I guess they got our name way back and we did some small jobs, training, videos and it just slowly grew and I kept telling them to let us in on their big meetings. They gave us a chance to do one of these and it was very successful. They were happy with everything including the price, they saw the value they were getting compared to what they were spending somewhere else. Over a couple of years period of time we slowly got most of their meetings.”*

Q9: Working with incentive groups is _____ (fill in the blank).

- *“Rewarding, fun, exciting. “*

Q10: Is there anything else you would like to add?

- *“As a provider, we obviously provide all the needs they have, but as an opinion from a provider I think these incentive events are very good to have. Even with the economy tough, I think it’s still a needed piece because people need to still be with people. I think they learn from one another when they’re on these events. I think it gives them something to look forward to and something to reach towards during the year besides just working off your computer, texting, and emailing. Sometimes people never actually talk to people or see them face-to-face. From an outsider looking in, it is very important from a business point of view.”*

Q11: Is there one incentive travel program that stands out?

- *“They are all pretty unique and outstanding. I’ll be told, oh yeah. She did this great,” and you’ll see what sales she had and how she helped someone or worked together with someone. They reached their goal or got a new client. That’s always nice. The stuff I would say has stood out, you know, is the charitable contributions they make. Last year they built hands, where they had no clue what they were doing until they were getting going and then eventually they find out all this is going to help men and women who have lost hands in war. It’s pretty emotional for all of them. You can see it in their face and in their pictures. It’s something that’s good plus they’ve learned more about working with one another.”*

Site Selection Service Provider Interview

Q1: Do hotels have to do anything special to provide services to incentive groups?

- *“I think a lot more hotels are looking for the incentive programs just because of the value base on the overall price of the programming and they will make usually more money on an incentive program than other programs. I think it is more the destination.”*

Q2: Why do you think you get selected as a third party provider and what sets you apart from other providers?

- *“What sets us apart is not only that we help streamline the time commitment for doing comparisons on destinations with a request for pricing, but also are the largest third-party in the hospitality industry for site selection and contract negotiations. So our leverage when they hear our name, there’s over 950 of us around the country and we’re international too. So we have a lot of information resources that we can tap into. We have the size and leveraging of our buying power. In addition, we have some of the top-of-the-line technology when we are doing site selection and hotel and things like that. We also share anecdotal information on how programs went and how properties are providing services.”*

Q3: Do you develop relationship with the incentive clients?

- *“What I do is definitely keep my contact with customers- whether it’s incentive or not, but I really get to know their personal side of the profile because I think what happens so many times today is that people are so busy. But again, we’re in the meeting industry. We’re not always face-to-face. So I not only know planners professionally but also personally to get to know their likes and dislikes. Researching their company and knowing how they’re changing with the economy, the culture, and what drives them.”*

Q4: How much repeat business do you get from your incentive groups?

- *“I would say at least 95%”.*

Q5: How does the incentive business help you achieve your sales goals?

- *“I would say that it helps me achieve my goal with my revenue goal 100 percent. The value of an incentive program is really helps me hit my goal by the value driven size of the programs. It is the bulk of my yearly income.”*

Q6: Are there particular challenges working with the incentive market?

- *“I think the challenge with the incentive market is not so much the meeting planner and myself, it’s more the company and their perception of a destination, the reflection on the company culture and what they want to perceive as what an incentive is. It’s because of the changes over the last year or so that they want to make sure that the destination links with the mission.”*
- *“Sometimes it’s hard for the meeting planner to sell to the top level why that destination. Even though the value could be there and a great opportunity, it’s now putting the mission and what they want to say to those performers and incentive winners, “Why are we doing this incentive for you and how does it link to the culture mission of the company? Even though there’s a value they have to sell it to the board.”*

Q7: Do you see that the perception of the incentive travel industry has changed? And if so, how?

- *“I think it has changed.” I think that companies are still seeing the importance of an incentive, but they’re just being more selective of the individuals and the size of the program.”*

Q8: Do incentive group bookings add value of your brand?

- *“Oh, definitely. We do a number of large Fortune 500 programs with different associates. And with that leveraging and having that reference, it makes a big difference.”*

Q9: Do you feel the return on investment for what is spent on marketing to incentive groups is worth it?

- *“I would tend to say yes.”*

Q10: Working with incentive groups is _____(fill in the blank).

- *“Rewarding.” I mean if you’re working with your top people on an incentive for a corporation, you are getting to meet some of the shining stars...you get to really share some wonderful ideas. If the planner is doing fabulous team-building activities, it makes a difference not only on the individuals but the company as a whole. I think it’s so rewarding.”*

Q11: Do you think incentive travel programs are trying to design their programs in a way to meet their business objectives?

- *“Yes, I do. Many people are not seeing incentive travel as a benefit to the company with your top education and top individuals that can share and drive the company’s bottom*

