

2011 Canadian Incentive Trends Survey



Berkeley
PaymentSolutions



Introduction

This report, the 2011 Canadian Incentive Trends Survey presents the results of a nationwide survey that polled Canadian executives from marketing services organizations, incentives firms, human resources consultancies and corporations working across industries and sectors. The survey results provide key insights into the views and practices of Canadian organizations with respect to the corporate incentives programs they implement.

The 2011 Canadian Incentive Trends Survey was conducted by Berkeley Payment Solutions, a leading provider of Visa* prepaid corporate incentive programs in North America. In its second year, the survey is the only research of its kind looking at the views and practices of Canadian organizations with respect to corporate incentive programs.

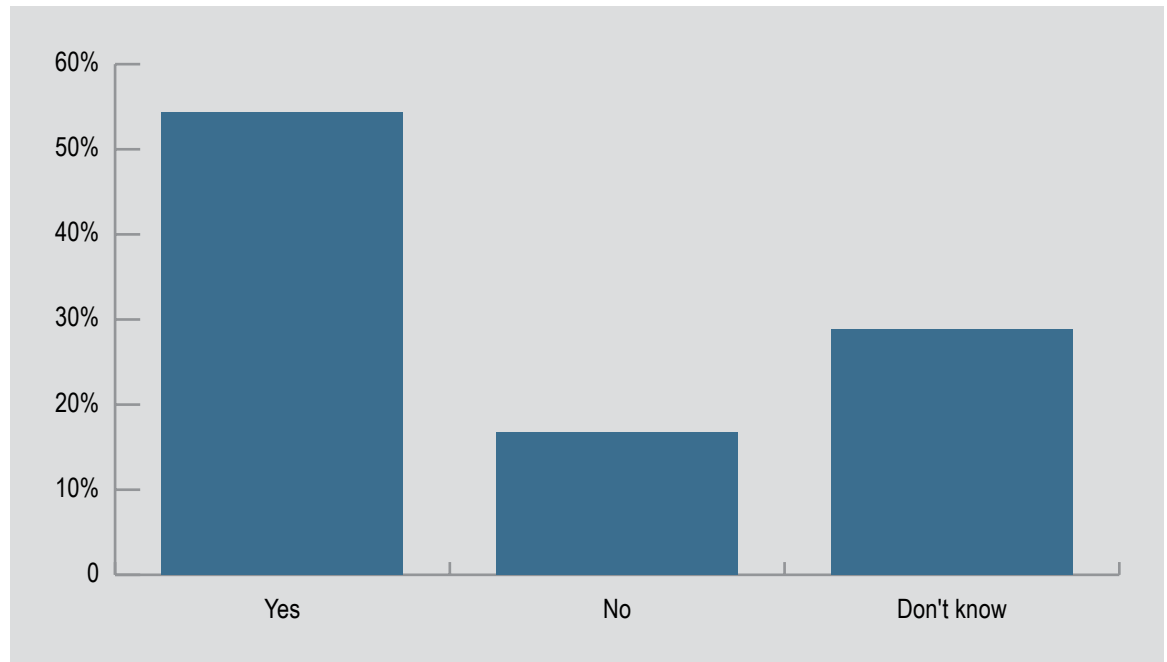
Highlights of the results and opportunities for Marketing Executives, Human Resource Managers and Sales Team Leaders are provided below:

- **Almost three-quarters (72%) of respondents said they have used corporate incentive programs** as part of their business strategy.
- Over half (**54%**) of these respondents felt they gained a competitive advantage as a result of these programs.
- **Increasing employee motivation has become a key area of focus among Canadian companies.** A strong majority (88%) of respondents indicated this is a top management priority.
- More than two-thirds of respondents (**68%**) said they were currently using incentive programs to motivate employees.
- **Branded prepaid MasterCard or Visa cards** are considered to be the incentive most highly valued by recipients (35%) and are regarded as the incentive that provides the highest ROI (38%).
- **Retail gift cards/certificates**, for a specific retail outlet, are the leading employee incentive vehicle - used by over two-thirds (67%) of respondents as they are believed to be the easiest to administer (51%).
- More than half (52%) of respondents indicated that they used merchandise as part of their employee incentive programs yet **only 11% of respondents believe merchandise to be the incentive most valued by recipients.**

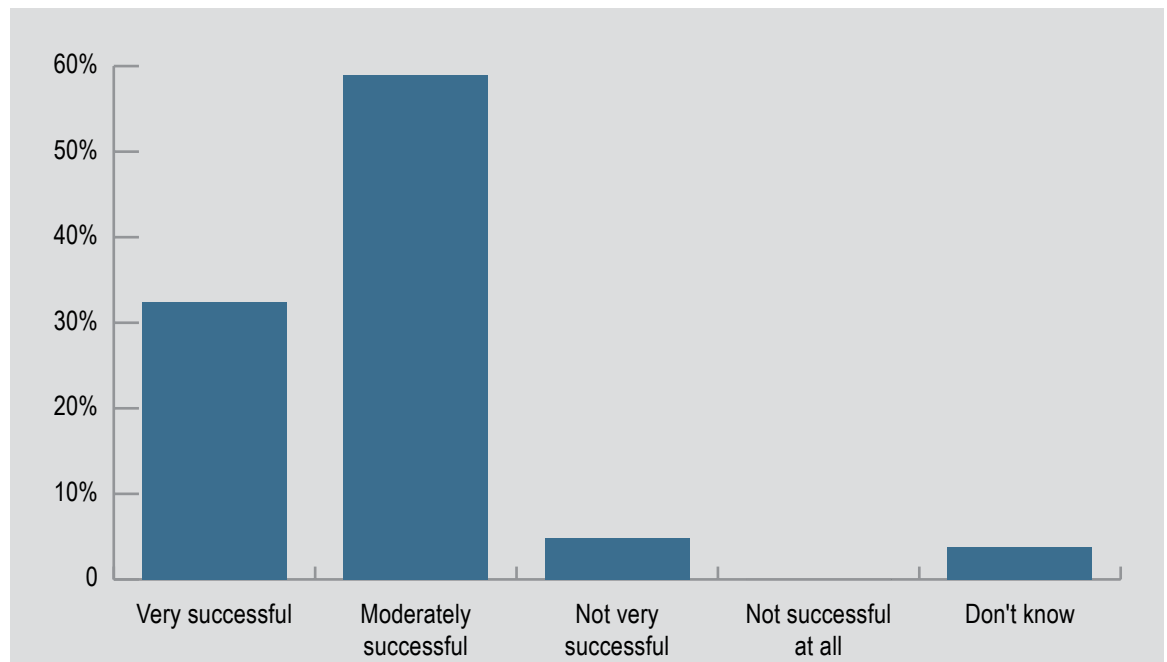
The Value of Incentive Programs

Relevant & actionable insight: There is a strong case for implementing incentive programs as they are considered a competitive advantage and a successful tool in achieving corporate objectives.

Do you feel you gained a competitive edge over the competition because of your incentive program?



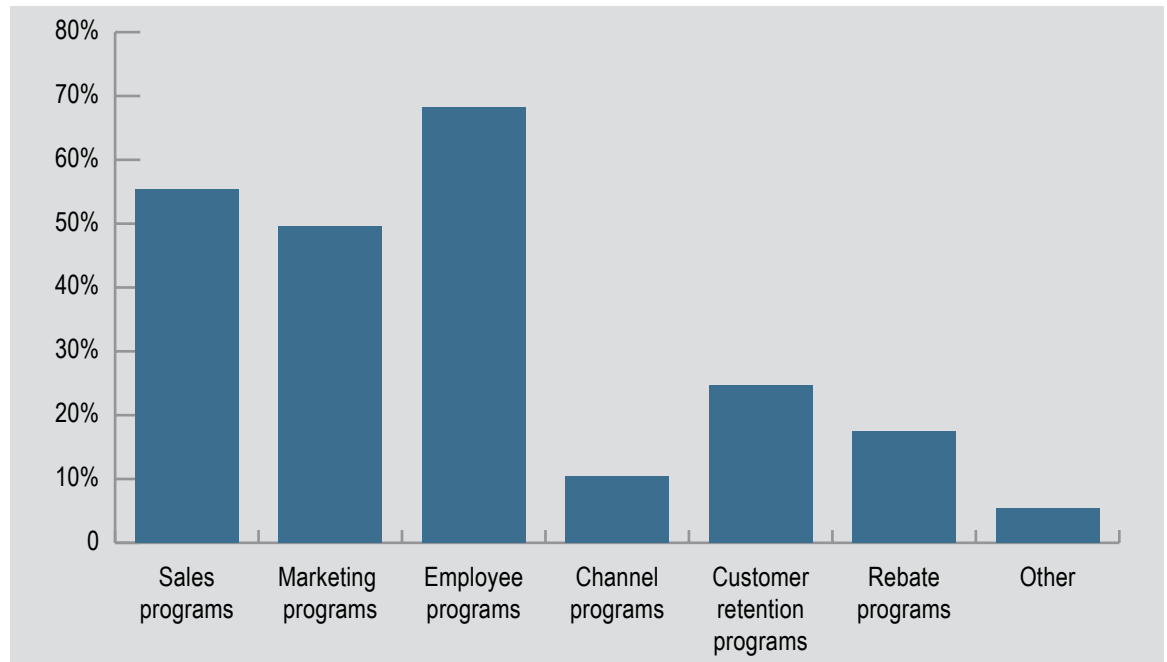
If you were able to measure the success of your incentive program, how successful were you?



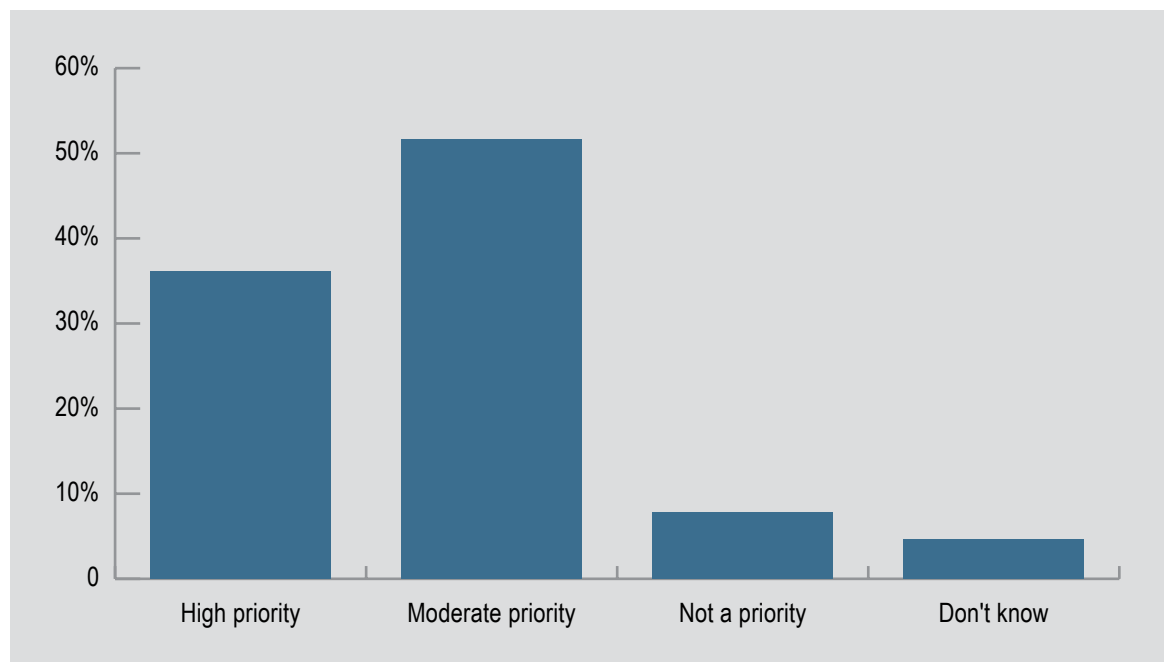
Aligning business goals with employee recognition programs

Relevant & actionable insight: With employment rates on an upward trend, the need to attract and retain high performing employees continues to intensify. Organizations are using incentive programs as a cost-effective strategy to motivate employees, improve team performance and meet business goals.

If you have used incentives/rewards, how have you used them?

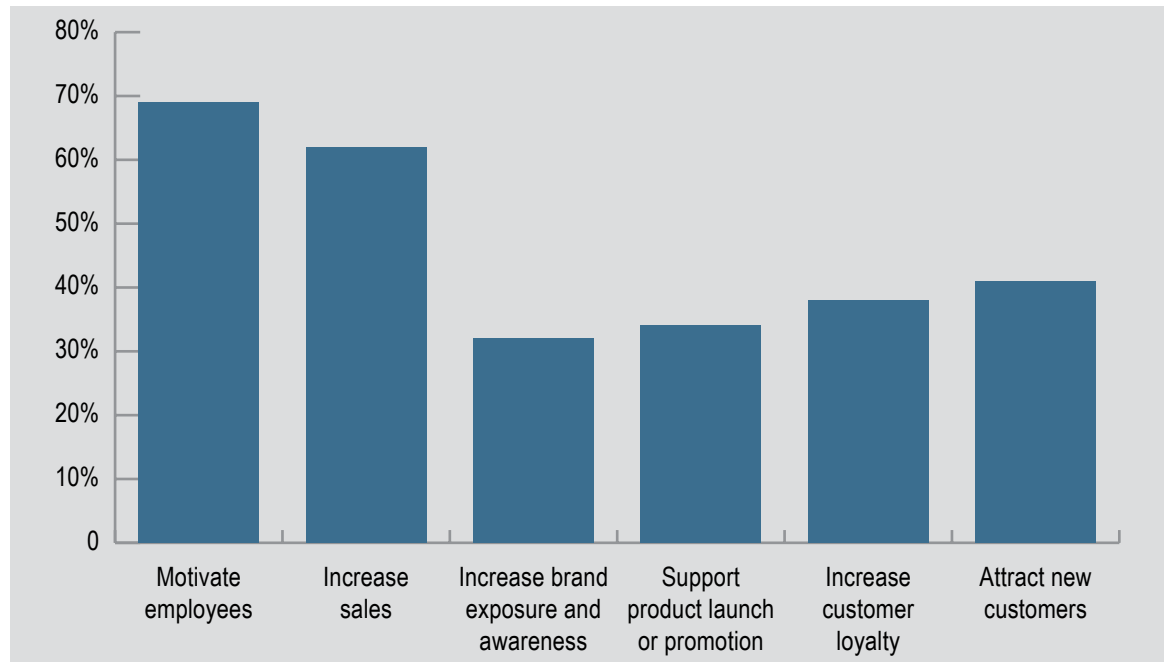


Is increasing employee motivation a management priority for the coming year?

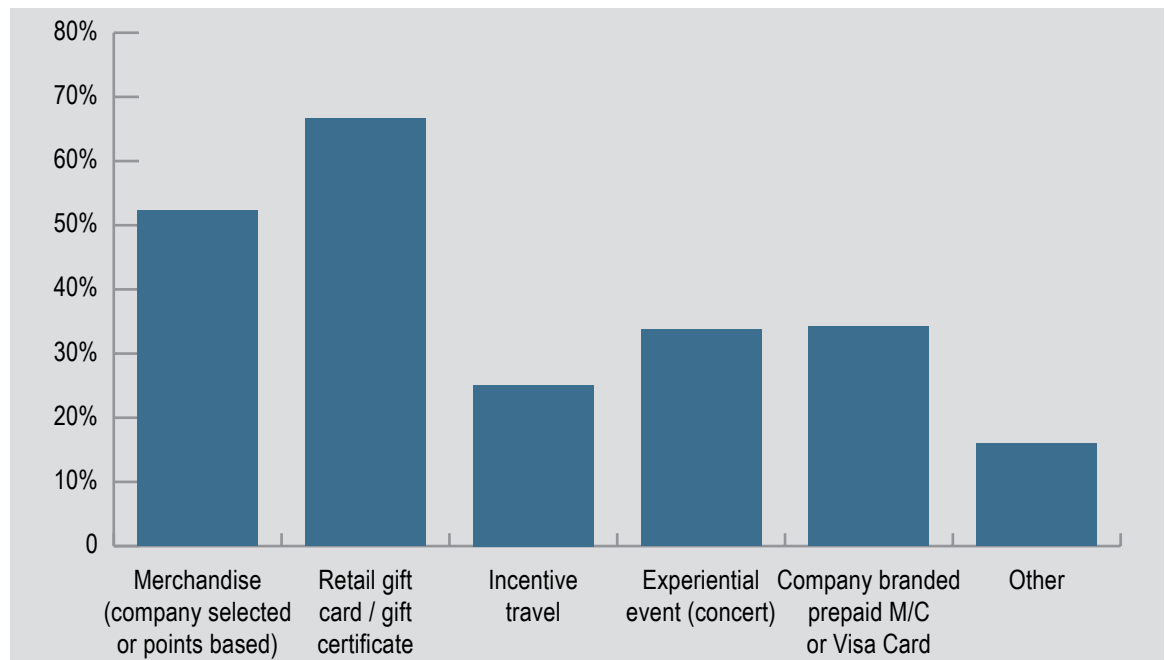


Aligning business goals with employee recognition programs

Why did you implement incentive programs?



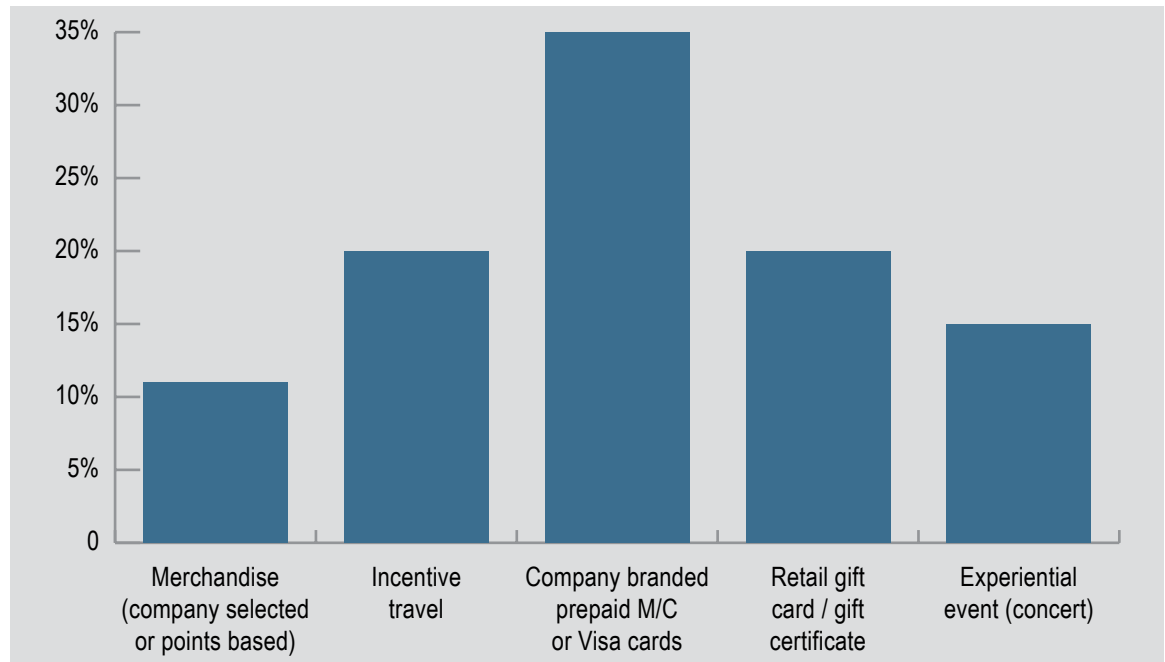
If you have run an employee incentive program, what type of incentive(s) have you issued?



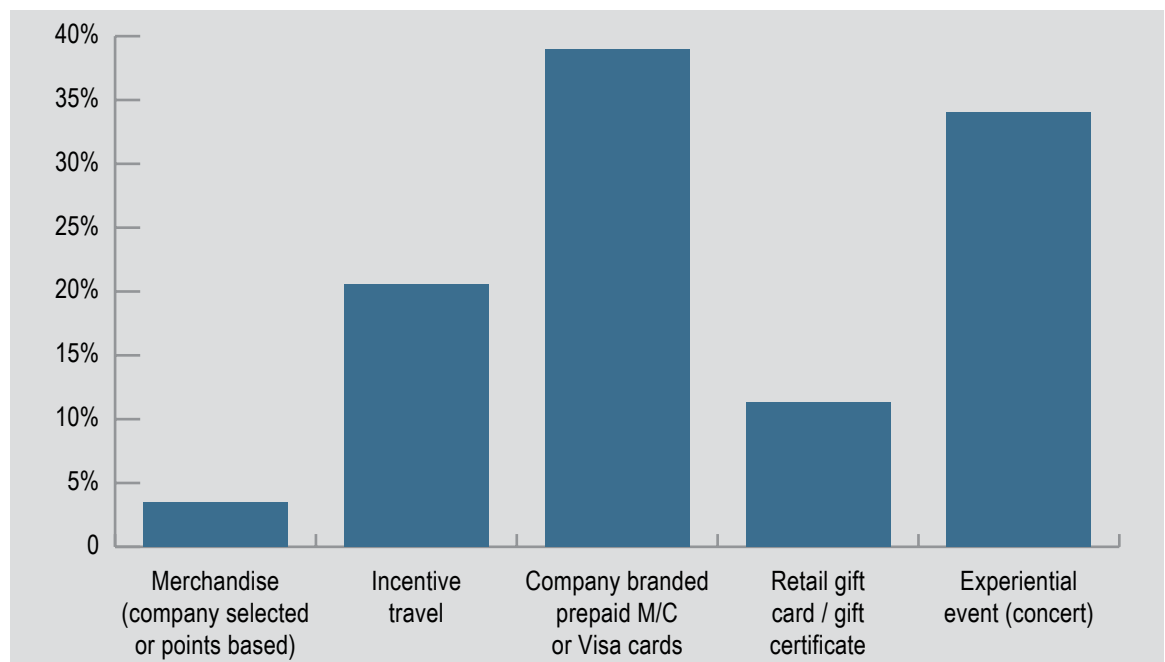
Offering rewards that motivate behaviour

Relevant & actionable insight: It is time to re-evaluate the incentives organizations are using to motivate employees as there is an inconsistency between the ones being offered by employers and the rewards considered most desirable by recipients.

What type of incentive/reward do you think is valued most by recipients?



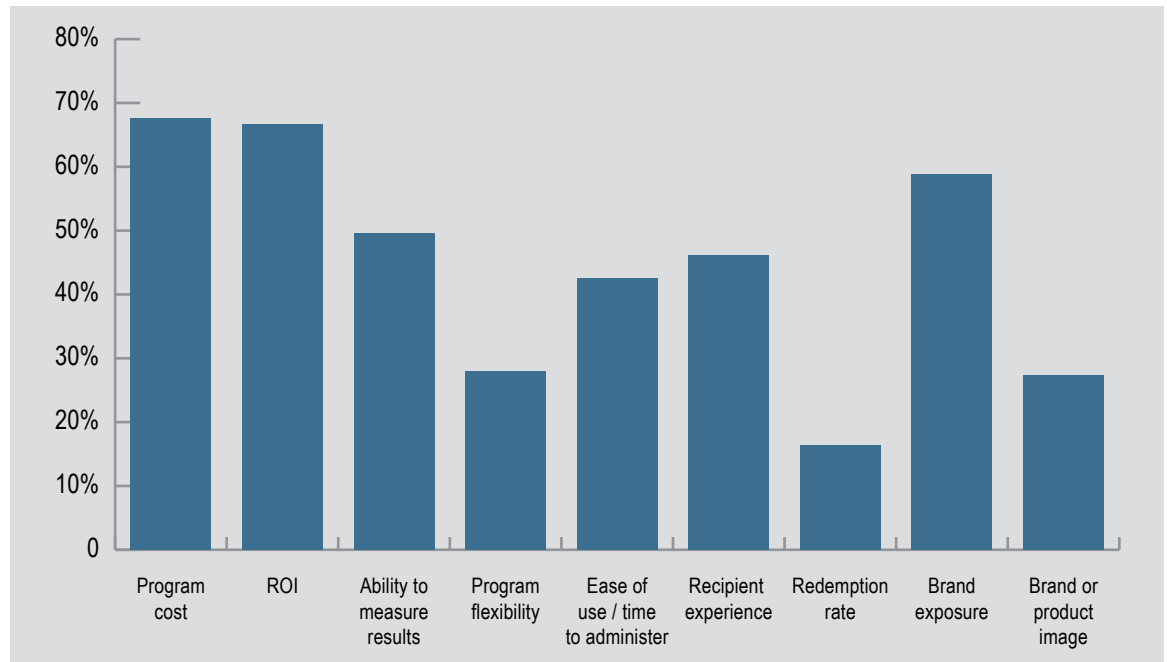
Which incentive program do you think the end recipient will be more motivated by?



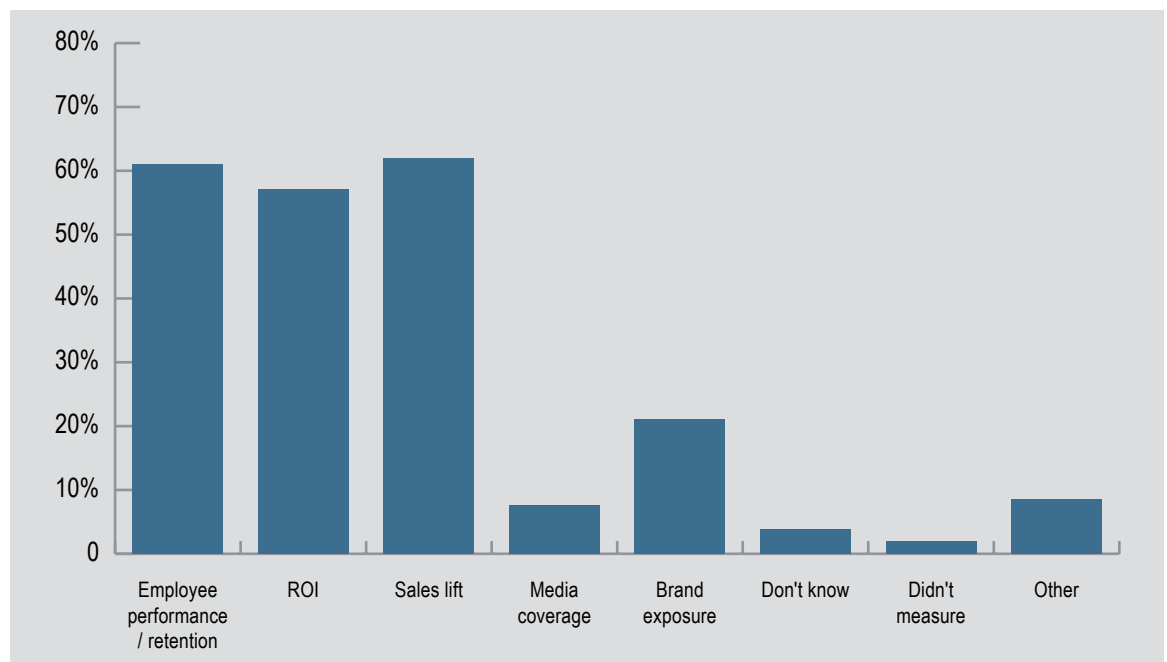
Aligning program goals: design, success metrics and rewards

Relevant & actionable insight: When designing and implementing incentive programs, there should be clear alignment between the program goals from a design perspective, a success metrics standpoint and the reward selection.

What are the most important things to consider when designing incentive programs?

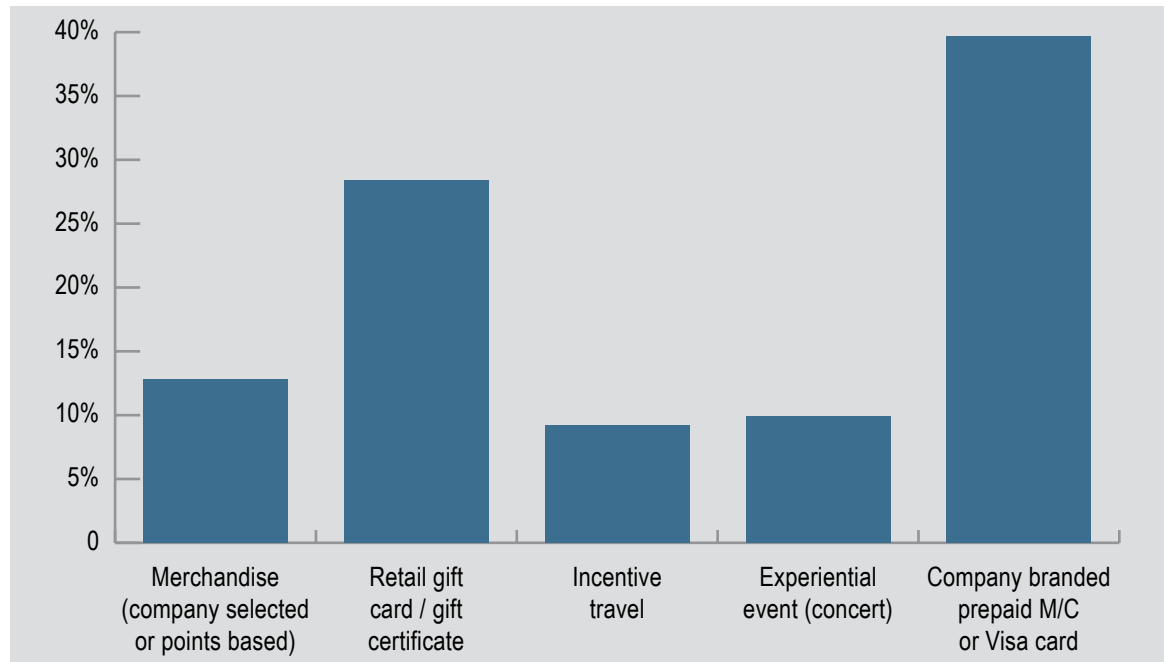


What measures did you use to evaluate the success of your incentive programs?

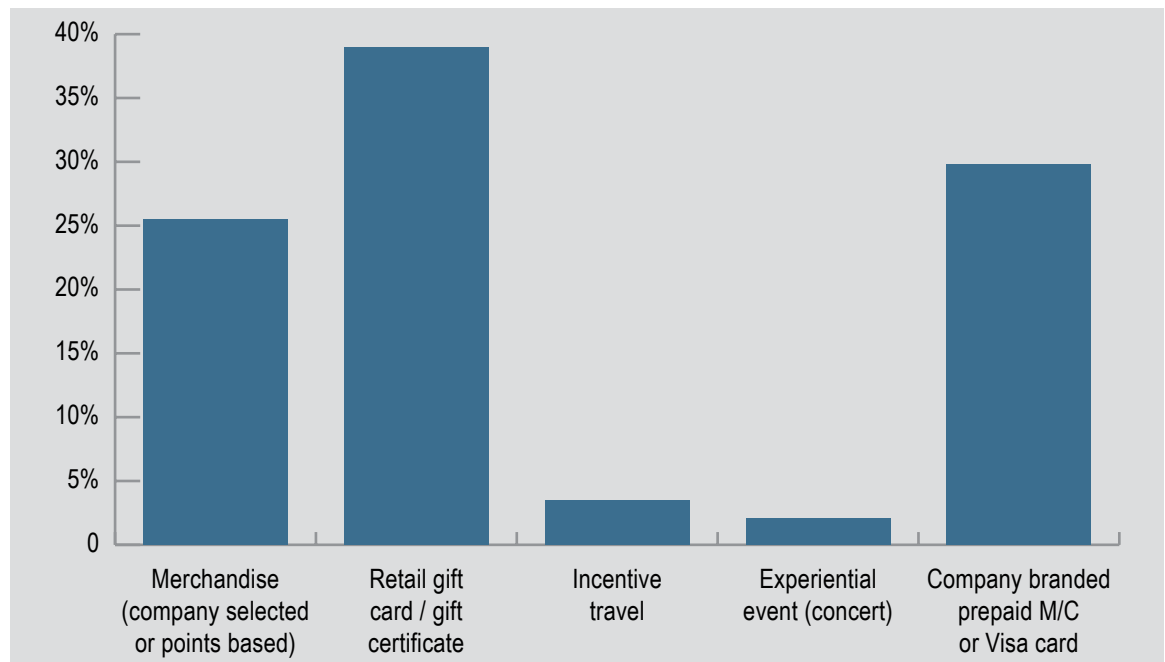


Aligning program goals: design, success metrics and rewards

Which type of incentive do you believe will provide the highest return on investment to a company?



Which incentive program do you believe is the most cost-effective?



Survey respondent profile and methodology

Who are the survey respondents?

- Respondents were from the following: Corporations (50%), Marketing agencies (18%), Other (32%).
- 38% of respondents are from small businesses (100 employees or less), followed by 100-500 employees (28%), 1,000-5,000 employees (13%) and 5,000+ employees (12%).
- Respondents hold the following position in their respective organizations: Manager (37%), Director (21%), Vice President (11%), Executive (11%), Administrator (6%).

Survey methodology

The 2011 Canadian Incentive Trends Survey was conducted in April 2011 through an online survey, polling 429 Canadian business leaders from marketing services organizations, incentives firms, human resources consultancies, and corporations working across industries and sectors.

The research

For more information regarding the 2011 Canadian Incentive Trends Survey please contact Lisa Gervais, Marketing Manager, Berkeley Payment Solutions at contact@berkeleypayment.com

If you would like to participate in future industry research conducted by Berkeley Payment Solutions, please sign-up at berkeleypayment.com/research

About Us

Berkeley Payment Solutions is a leading provider of Visa prepaid corporate incentive programs in Canada. Partnering with Visa and Scotiabank®, Berkeley bridges the needs of a company's human resources, sales, and marketing departments with innovative financial services products to reduce the complexity and cost of implementing incentive, reward, and rebate programs. With clients across industries, Berkeley works with some of North America's largest companies, as well as rapidly growing small and medium-sized enterprises. For more information, visit berkeleypayment.com

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