



REWARD AND RECOGNITION

Alex Philiotis talks to the experts about their essential motivation tips

AZ

A AUDIENCE

When it comes to rewards, there's no better starting point than knowing and understanding your audience to define a reward that drives change and is aspirational, says Oliver Duval, managing director of experience provider Unmissable. "There's little point making a proposal that includes experiences or products recipients are already familiar with."

B BUDGET

Work out from the start what you are feasibly able to spend. From there, you can decide what type of scheme will work for your company. "Breaking the budget into smaller incentives can be more effective," believes Duval.

C COMMUNICATION

Getting people to participate in any motivation scheme means letting them know about it and, importantly, how it benefits them. Launch the scheme with panache, says Clare Rutherford, House of Fraser's business incentives manager. Good communication is vital to avoid any misunderstandings.

Expert panel includes: top from left, Ben Stephens, Yvonne West, Keith Herman, Julie Rosehill and John Sylvester

D DELIVERY

Matching your staff's efforts is a key consideration when deciding how and when to reward them. Star performers deserve star treatment, suggests Mike Davies, director of performance improvement at BI. "Rewards should be delivered as soon as possible after they have been earned, to reinforce the link between effort and reward. A recipient should never be given a reward weeks or months after earning it, because that's likely to result in them no longer being able to recall why they earned it."

E ENJOYMENT

Make the reward and incentive programme enjoyable for all staff taking part. If it becomes an unforgettable experience for the wrong reasons, it will affect take-up for future schemes.

F FLEXIBLE

Flexibility should be inherent in any reward scheme. No programme works by offering only a single reward. The more flexible the scheme, the more successful it will be, believes Ben Stephens, director of loyalty firm Stephens Francis Whitson.

G GOALS

Have clear goals in mind, insists Julie Rosehill, sales director at The Voucher Shop. It is futile to run a scheme without knowing what you want it to achieve in the long term.

H HELP

While it is possible to run a successful incentive scheme in-house, calling on the expertise of motivation agencies is another route. "An agency's responsibility

is to get under the skin of a company and determine what behaviours may come about as a result of a programme, and what will achieve the firm's ultimate business objectives," says BI's Davies.

I INVOLVEMENT

Include as many employees as possible in a scheme in order to avoid demotivating staff who are left out. "Remember to involve senior personnel because they will be important in driving the scheme forward," says House of Fraser's Rutherford.

J JARGON

Don't burden the communication with jargon. Speak to staff in a way with which they can relate and understand. Without their full participation, a scheme can flounder before it has begun.

K KEEP INTEREST

Keeping employees motivated throughout the course of the scheme is paramount to its success, believes John Sylvester, director of motivation and incentives at P&MM. "The challenge is to get through to staff with messages that will have impact." Events, newsletters, league tables, performance reviews and ongoing email updates are just a few of the techniques that can maintain interest in the programme.

L LONG SERVICE

Rewarding long-serving staff is important for morale and making employees feel appreciated for their hard work. Recognising staff who have been at a company for a long time will help in reducing churn rates, believe most of our experts. ▶

M MOTIVATE

"Ultimately, you need to motivate your staff to achieve results so that rewards can be given," advises Yvonne West, manager at Sainsbury's Business Direct. "A series of achievable goals with realistic targets is a positive way to motivate."



Meerson: a successful scheme will deliver ROI

N NOVELTY

Don't always think that "new" means "better". According to ICLP's general manager Stuart Evans: "New ideas and rewards are often welcome, but they do not form the cornerstone of a scheme. Novel rewards should only be used if they truly reflect the aspirations and wants of your staff base. Use of them should be tempered with the understanding that novelty is no replacement for relevance."

O OPPORTUNITY

Incentive schemes give employers the chance to tell staff how valuable they are. "They offer

the opportunity to communicate to your staff in a way which is not an official or formal context," says Archer Young's business development manager Benjamin Hunt. "This communication comes across as encouragement because it shows reward for excellence rather than a call for more output."

P PERFORMANCE

Offering incentives will drive performance beyond what is expected from employees, says P&MM's Sylvester. "Increasing numbers of organisations are investing in incentive programmes with the aim of driving sales and quality, and improving performance. Relevant and attractive incentives will drive performance."

Q QUALITY

"Quality work deserves quality rewards," says Caroline Meehan, director of sales and marketing at Marriott Individual Incentives. "While some employees may want cash rewards, a personal experi-

ence can create a lasting memory and have a greater impact because it can be shared and, more importantly, be related to colleagues."

R ROI

A successful scheme must offer return on investment for employers, believes Sodexho's incentives and motivation director Alexandre Meerson. "ROI comes to employers when they give the right reward because the exercise boosts employee morale and helps retention." One way of measuring success is to ask suppliers for a tracking system that analyses where and how the rewards were spent.

S SUSTAINED PERFORMANCE

Maintaining high performance levels after a scheme has finished and before a new programme is launched is difficult, but not impossible. Some of the simpler things that encourage recall include putting up photographs of staff who performed well during ▶

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