

IMA CHAT OCTOBER 2020



GENERALI *Vitality*

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IMA Europe*

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PRESIDENT'S MESSAGE

by Sean Wilkinson- President of IMA Europe and Founder of [CR Worldwide.com](http://CRWorldwide.com)
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I hope you were able to join us at the IMA Summit Awards and Incentive Awards last month. Virtual Award Ceremonies are certainly a reflection of the current times, but I enjoyed the experience of coming together to celebrate the immense talent we have within the IMA Europe Chapter.

It was my pleasure to announce Andrew Wilmot with the President's Award for his ongoing support, proactivity of the online webinars throughout the summer and fostering the IMA brand. I'd like to extend my congratulations to Wendy Carter for the massive effort gone into organising professional online events of this high calibre, along with the P92 team for their production skills and Alastair Bellwood for his dynamic compere skills as always. Congratulations to all our members who were crowned winners! And if you are inspired by their success, why not register your interest for next years event?

Reap the benefits, Businesses are dealing with many COVID-19 related issues that are causing severe business disruption. Global governments have been swift to introduce new measures to mitigate the effects of COVID-19 on business, re-launch the economy and support employment and no doubt further measures will be introduced in due course. This includes changes and benefits for SMEs, like suspended tax payments, claims under the Jobs Retention Scheme, deferment of VAT bills or flexible support for loan repayments. Are you up to date with the current tax benefits on offer? For example, the 'July Stimulus Package' in Ireland, the 'August Decree' in Italy or the 'Economic Stimulus Plan' in France.

The EX Factor, Organisations are understandably focussed on the impact of COVID-19 on the business, but they shouldn't overlook the effects on employees too. After all, it is the staff who are going to be attracting new sales, implementing processes and fulfilling company objectives. Do they have the motivation, support and loyalty to achieve the desired results? Have you created an environment and culture that helps to embraces this? What does the employee experience (EX) look like? Do your teams have the right skill set to reach your goals? The pandemic has created a new pool of ready-made talent available from redundancies, eager to re-enter the workplace. So how do you plan to attract them? Promoting the EX is a good start.

Ways of working, If we've learnt anything this year, it's the need to be agile, flexible and pivot our offering. The constant ups and downs have kept us on our toes, so the ability to be highly responsive in the way we deliver our product or services is key. But what does it mean to 'work agile?' It's about having the right workplace environment – whether that's an office space or working remotely or combination of both – to promote creativity, productivity, sustainability and loyalty. What's the best fit for employees? And on the project management side of things, working on short, sharp "sprints" of developmental cycles, to continuously improve a product, service or project. This approach is highly collaborative, efficient and enables quick reactions to adapt to new or changing conditions in an unpredictable global market, rather than being fixed to unchangeable long-term plans.

Security smart, Homeworking has become a way of life. It's estimated that 50% of the workforce are working remotely, but are they set up to be security assured? Do your employees have the latest antivirus software and active VPN on their laptops? A secure home network and savvy to COVID-19 related scams? If it has been a while or if you're not sure, why not do an audit of systems, software and appliances, to ensure you are protecting yourselves from a different outbreak... cybercrime.

"It was my pleasure to announce Andrew Wilmot with the President's Award at the Incentive Awards"





HOW TO ADAPT YOUR CHANNEL INCENTIVES

by Elaine Keep - Founder of Your Marketing Managed and Content Editor for IMA Europe.
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A well-designed channel incentive programme will see you being able to create brand advocates and encourage others to recommend your business. But to create a programme that resonates – you need to put in some hard work, especially given that the world has changed.

Some consumers are comfortable with returning to public spaces, while others may not be. For channel partners in some businesses, this is a whole new ball game, and channel incentive programmes need to adapt. In a Workstride survey, when asked about how budgets are changing in channel management, a vast majority of respondents said they have not implemented budgetary changes compared to before. However, roughly 65% of responders do plan to look at how their money is being spent for the remainder of the year.

The incentives themselves may also need to change, and it is the incentives that are often the biggest expense and worry for channel managers. As channel promotion programmes increase in size, complexity and scope, 22% of global marketers consider managing their channel promotion programme to be more important than their marketing strategy.

There may be some changes in how our budget flows. Before 2020, incentives that promoted certain behaviours like lead generation and transaction registration reigned, but at the moment, the goals may be more focused on progress, to increase product knowledge, promote education and so on. Content consumption, like training videos, quizzes, and other materials are often incentivized – and now this may take the bulk of your incentive budget.

This may mean costs in leveraging collaboration tools to provide information and assistance over voice and video call, or using social media or streaming to distil information.

Speak to your teams about what aligns with your company, right now. Take into account marketing, sales, and the overall business. Then realign the incentives to match that ethos.

With the virus hampering physical experiences and travel, it's not surprising that, according to the Workstride survey reward options that are centered around those areas within popular channel incentive programs are becoming less prevalent, while more digital forms like gift cards, visas, and cash becoming more utilized.

You may have once implemented different incentives for different channels, a range of promotions, discounts and other incentives and all that can all feel messy and overwhelming. So, where do you begin? The key is to remember that the most effective channel promotion programmes create a level playing field that allows your partner to compete with their own past performance and with incentives that work for them, right now.

That means the first port of call should be a survey. Even if your programme users have been surveyed time and time again it's 2020, so now is the perfect time to take another temperature check of what they need.

According to a study by Model N, effective channel partner incentives can increase sales by up to 40 percent. Effective is, of course, the key word here. Now is the time to take a clear look at your programme and ask 'is this working for me?'





IS NOW THE TIME TO EVALUATE AND ALIGN YOUR REWARD SOLUTIONS

by Elaine Keep - Founder of *Your Marketing Managed* and Content Editor for IMA Europe
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Reward solutions can deliver huge returns to companies, generating thousands annually by increasing employee productivity, improving retention, and increasing your chances of achieving higher profit margins. To make the most of your team's efforts, your organisation needs to start developing a set of agile reward strategies and never has this been more critical than in 'the new normal'. Now may be the time when you want to start reviewing your sales compensation and reward strategy in terms of logistics. You may wonder whether you can incentivize your sellers to continue working towards realistic goals for different rates or rewards than before. But is this right?

The Argument For: Common knowledge says that you need to ensure that any reward strategy or development plan has to have positive connotations and is never seen as a form of corrective action. Now is a time when many people will logically see that this is the best time for you to take the opportunity to maximize potential, grow and improve all round. Including people in this change could allow you reinvigorate your programme. If you want to make sure your employees are rewarded and recognized for their hard work and that they continue to deliver for your organization then empowering them by ensuring they are participating in the change process and giving them the freedom to make their own decisions and implement new ideas could see your company benefit.

It is true that giving people a say in the reward pay-out can make recognition even more enjoyable and increase their personal investment in your programme, so you may be able to navigate the changes well.

The Argument Against: The elephant in the room is that when it comes to rewards, a lot of what we want to do many not be possible right now.

To motivate and inspire your team to achieve good results, you know that this means considering opportunities for growth and development-taking into account career goals and ensuring your rewards are aligned with more intrinsic forms of motivation. If there was ever a year when this couldn't be tangible – 2020 is it.

By making changes to your programme but not offering something solid and confirmed in its place, you may be rocking the boat too soon. There is also the issue that your reward objectives may simply not be compatible with your financial manager's objectives and right now, that may be more pressing.

Defining KPIs and goals is a time consuming act, so if you are planning to wipe your scorecards and start afresh, you may be making a temporary change that will become detrimental to any future, long term changes.

In our opinion, every company will be different, but it is important whatever you decide to try and keep dialogue open.

By reviewing and setting goals together, sending reminders to managers, and showing reporting on progress still matters, you are sending a clear message that your reward programme is important to you, even if it is on hold, pause or temporarily under review.





GLOBAL NETWORK LAUNCHED FOR WOMEN IN INCENTIVES & LOYALTY

*by Rocio Liebana Vinuesa - Co-Founder of Women In Incentives Network. Founder & Managing Director at RL Consulting & IMA Europe Board Member
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WiiN is a network for top female leaders, female founders, and entrepreneurs in the global Incentive and Loyalty industry. This non-profit organisation has been formed from a desire to encourage innovation and promote women in the Incentive and Loyalty industry.

As the global incentive and loyalty landscape continues to grow and evolve, WiiN is planning on bringing a proactive approach by facilitating a “think tank” and creative environment for its members.

WiiN is aiming to create a focus on mentorship, growth and empowerment of female talent within the industry. Supporting and helping to develop emerging “superstars” into leading lights and females who forge new ways.



The network has been created by a group of leading industry figures, Julie Leblan, Wendy Carter, Debbie Ghillino, Holly Glowaty, Carly Neubauer and IMA Europe Board member Rocio Liebana, Founder & Managing Director, RL Consulting. Rocio said: I'm proud to co-found this exciting initiative which will amplify the voices of women in our industry, enabling them to shine and grow stronger together. A global space to drive trends and innovation for the Incentive and Loyalty industries.

The Founders state that they are looking to share their energy, expertise and knowledge, and have come together to bring a new vision to the Incentive and Loyalty space. Founding Member Julie Leblan, CEO Merit Incentives said: "The idea behind WIIN is to create a place for female leaders to network, collaborate and empower each other in the incentives and loyalty sectors.

They are on a mission to build the future of this industry." The WiiN mission To collaborate, educate and empower women in the Incentive and Loyalty industry - on a global scale.

The network formally launches on Wednesday 7 October – further details can be found by visiting www.wiin.global





BUSINESS STRATEGIES FOR WORKING FROM HOME SUCCESS

by Elaine Keep - Founder of Your Marketing Managed and Content Editor for IMA Europe
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Work from home is here to stay for many of us, and when our concern as a planet is stopping the spread of coronavirus, many businesses are moving from the initial stage of 'stop gap' remote home working through to the implementation of a longer term plan.

Now is the time to start to draw up specific guidelines to ensure that employees understand what they need to achieve when working remotely, what is expected, but also what support will be on hand for them.

New standards and guidance will not only ensure productivity but a sense of unity among employees. Socially isolated employees are unhappy employees. This is also helpful yourself, even if you are a manager, head of department or founder/ CEO.

As with any change to internal policy, you should be prepared to take the time to assess its effectiveness for at least six months. Even if you are not implementing the changes, take a look at some of the tips and see what could work for you.

Have your communication boundaries become blurred? Working from home can lead you to put in longer hours than you normally work in the office, limiting your personal and family time. Even if you have more free time while you work at home to explore new business opportunities, you may never have enough time to remain productive during your working hours. If you don't have a fixed schedule, working from home can be a challenge.

Now is the time to implement guidance on working hours and how you communicate. When are people expected to respond to emails? Are you emailing late into the evening and is that creating an 'always on' culture? What about zoom meetings? Don't forget that every meeting has a cost. Has there been a creep in how many people you are virtually inviting to each meeting, and are decisions being made down to the smallest minutiae – because it's so easy to simply hit the video call button?

Many people are not used to such high levels of video engagement and it can cause stress. For some 'jumping on a call' may be useful. For others, it's an infringement of their day and working schedule. Create rules and guidance around when and how team members can stay in touch.

Supporting The New Way Of Working: Having laid out the important work on boundaries, It is really key to every business that you can maintain an open line of communication with team members to ensure they are not isolated. Social isolation can lead to less productivity and unhappiness all round. We may be in this for the long haul, so now is the time to invest in equipment, licences and tools to make life comfier for people. Get the ergonomic chairs collected and delivered from the offices. Stop scrimping on free licences that need people to make work arounds. Cut corners in any area of wellbeing at this time will be a false economy.

We would love to hear your opinion on what other steps businesses should be taking to make working from home successful. Why not reach out and ask to join the IMA WhatsApp Group where you can join the debate!





MEET OUR NEW MEMBER, GENERALI VITALITY

by Maurizio Tessarotto -- Business Development & Partnerships Manager.
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Generali Vitality is looking to ramp up their footprints in Europe and explore partnerships - on the supply as well as the demand side of gift cards, wellness, fitness, rewards and travel.

We introduce to you one of our new IMA members and their service Generali Vitality, who are looking to connect with fellow members.

Generali Vitality is an innovative wellness programme that encourages and rewards customers for living healthy, which everybody can participate in, regardless of their current health and fitness level.

In the programme, members are incentivised to make healthier choices by keeping a regular exercise pattern, going for health check-ups and not smoking. It also includes many exciting benefits like discounted smartwatches, discounted holidays and hotels by up to 40%, small ways to motivate users along the way to a healthier life. There is also the perk of small weekly rewards in the form of Gift Cards that help their members to keep their motivation up all the time. A user, for example, can earn a 5€ gift card by exercising three times a week, no matter the activity type.

They launched in Germany in 2016 as part of a move for an insurance business to motivate customers to take small steps towards a healthier life, tracking their progress with the help of technology and rewarding them for their improvements or rewarding them because they took their first step in better knowing their health - e.g. by simply completing an online health assessment.

Experience during Covid-19 shows that Generali Vitality fits well into a more health-conscious environment. For example, their members in Germany took more than 13 billion steps in 2020, and every second they have a member who syncs his/her device in order to get Vitality points.

Generali Vitality position themselves as a leader of innovation and a force of social good.

Generali Vitality has changed the way that our customers view and engage with us. It provides us with so many positive selling arguments, such as rewards and wellness as opposed to death, illness and disability. It also captures the trend phenomena of healthy living at a time where technology is impacting everything we do.

"Generali Vitality is our very ambition of providing real value to Generali customers as a lifetime partner at all times. We are actively helping more and more customers to live a more active and healthier lifestyle. Our members live healthier lives, learn about their health, exercise regularly and achieve their objectives with great enthusiasm."

The programme is now available in Germany, France and Austria and is very successful. Our long-term goal is to further expand Generali Vitality across Europe.

Generali Vitality is looking to ramp up their footprints in Europe and explore partnerships - on the supply as well as the demand side of gift cards, wellness, fitness, rewards and travel.

To arrange an introduction, please email Phil Mooney at phil@imaeurope.com



IMA EUROPE- OCTOBER 2020 AT A GLANCE



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NEW TO THE IMA EUROPE CONTENT HUB LAST MONTH.

IMA Europe Content Hub is a library of knowledge for the incentive, reward & recognition industry. Please see below some recent additions supplied by IMA Europe members;

- RPI – Recognition Strategy Model. [Click Here to View](#)
- Loyalty360 – The Ultimate Guide to Loyalty Management. [Click here to View](#)
- HR Review – Good crisis communication is essential for productivity during Covid -19 [Click Here to View](#)
- Motivforce - How is Artificial Intelligence Changing the B2B Loyalty Landscape? [Click Here to View](#)
- Global Payments Report. [Click Here to View](#)
- Five Ways Leaders Must Communicate and Focus Their Teams During Covid-19. [Click Here to View](#)

TO EXPLORE THE IMA EUROPE CONTENT HUB, [PLEASE CLICK HERE:](#)

“GETTING GOING TOGETHER” SUMMER WEBINAR SERIES

To view a selection of the webinar topics, please select and click below

- Loyalty – Consumer Engagement and Reward – [Click Here to View](#)
- Technology Transformation – New World of Payments and Rewards – [Click Here to View](#)
- Employee Engagement and Improving Motivation – [Click Here to View](#)
- Reward Innovation in Fintech and Start-Ups – [Click Here to View](#)

IMA VOICE

Thank you to all who submitted their completed member’s surveys recently. We are analysing the results to support future activity. Some initial takeaways

- 75% of respondents have secured positive business opportunities in IMA Europe Networks
- Extremely positive NPS Score of 70%
- 87% of respondents found the Regional reports during the Spring Webinar series beneficial
- 66% of respondents are interested in supplying Content for the IMA Europe Content Hub to share knowledge and gain exposure for their business

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Gain brand exposure in the official publication of the Incentive, Reward & Recognition industry by contacting phil@imaeurope.com.

