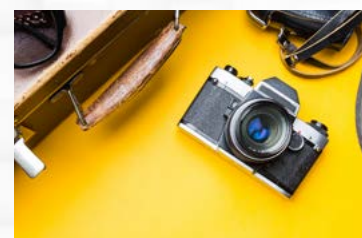


B2B Reward & Incentive Ideas

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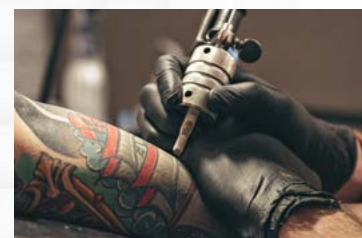
Fit to Fly: How ready is your travel incentive program design?



How to Drive Behaviour with a Sharper Comms Strategy



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Off the back of the amazing feedback and success of our first edition of Engage Magazine, we welcome you to Issue 2!

Looking back at the last year, whilst Covid-19 had a huge impact on our “industry”, we were “lucky” to have experienced significant growth in the last 12 months, and deeply believe the key ingredient to this success was our core focus on our partnerships.

At 212F we believe in partnerships - whether its clients, suppliers, or the 212F teams in Australia and New Zealand. For us, respectful, mutually beneficial partnerships are not only critical to our business model, but it also just feels right. If Covid-19 has taught us anything, it is that this fundamental pillar of our business is even more important.

Partnerships are not always easy; we must constantly work on them and sometimes we all need to have the tough discussions and ask questions which would go against traditional thinking. Is your program actually working? What should we be doing differently? Why are you doing it, or why are you even considering running a program?

Our Engage magazine is one of the ways for us to share some of our thinking on how we approach design and challenge the status quo of Incentives, Rewards & Events. Its ok that you may not always agree with us, our aim is to always try to bring a fresh perspective to the discussion.

Alongside our articles focusing on B2B strategy and design ideas, we have content on business travel and events. Our Top 15 travel incentives design elements set a framework to design a program for the future, and our interview of key stakeholders in our travel industry shows that the market, suppliers, and promoters are ready to get business event groups moving again. 2021/22 is shaping up to be the year to start exploring our own backyard with group events and support local market operator's recovery.

If you have any questions or feedback, we would love to hear from you! Drop us a line at info@212f.com

Simon & Rob



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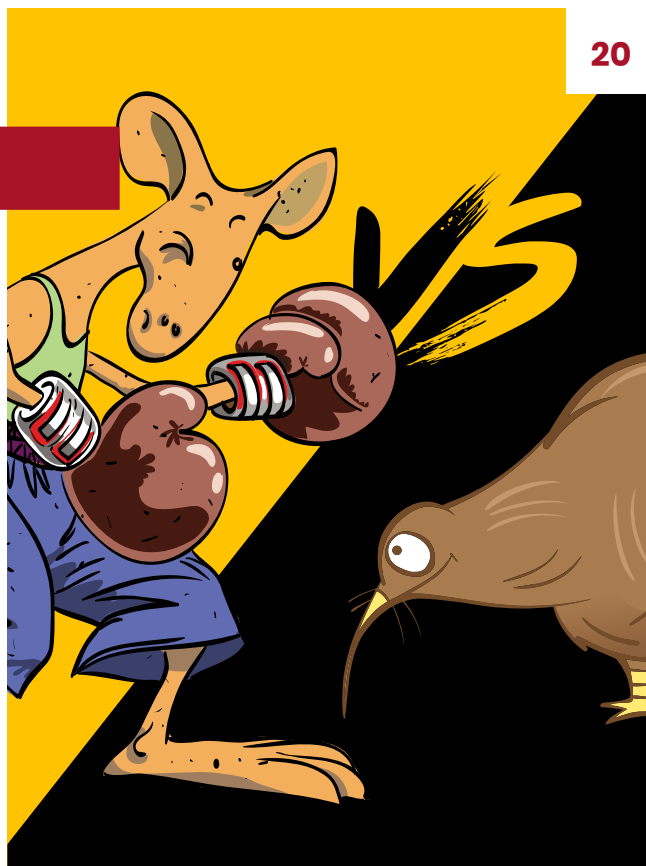
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Published by 212F
Australia & New Zealand
ISBN 978-0-6451659-0-6

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Fit to Fly

*How ready is your travel
incentive program design?*

*Rob Morrow, 212F Managing Director & Matt Griffiths,
General Manager Sales, Marketing & Technology*



What are the most important aspects to get your B2B travel incentive performing and meeting the needs of customers and stakeholders?

In Engage Issue 1, we listed the top 15 recommendations to ensure your B2B points-based incentive and reward programs is fit, firing, and ready to change the behaviour of your target audience. In this Part 2, we turn our attention to travel based incentives, leader boards, and programs that don't use points as the reward mechanism.

With travel on hold over the last 12 months, travel incentives are very much an option for the future. However, there are two good reasons to start thinking about such programs now:

1. Travel is back on the horizon, with the Australia-New Zealand bubble opening and the talk of Asian countries to be included. The world will continue to open up slowly.
2. Before they start to pack their suitcase, participants have to hit their targets and qualify for the travel incentive... and that takes time!

To make your travel program or event a success, our Australia and New Zealand teams have come up with the 15 most important things to consider.

When building a list like this, we looked at both the strategic and design elements of travel incentive programs. Many argue that the trip location, inclusions, events, experiences, and logistics are the most important part of a travel incentive program.

At 212F, we respectfully disagree!

Before planning an event or incentive destination, we see program design as critical to how your target audience will be communicated throughout the program, how they'll engage with the program, and how to track success. Without these foundations, a travel incentive program may be seen as a luxury (and expense), rather than a solution to a business pain point. This "solve the pain" philosophy is fundamental to our strategic approach to the design of travel based incentive programs.

You may have your own ways to assess travel incentives, but we're always excited to share how we approach travel incentives and events, so reach out if you'd like to know more.

As with our last list, the rankings aren't listed in importance, but should be taken as a guideline across similar areas of relevance. There is no #1 recommendation, because every program and industry is different. That means some points on this list may not be relevant to you, but most will be worth reviewing with your own program in mind.

***Note:** Similar to our Top 15 point based program list, we have created a simple scoring system at the end of this article so you can check the fitness of your current B2B travel incentive program. This list isn't definitive, but will give you a great guide of where opportunities or potential barriers could exist.*



Why use a leader board or target?

Sure, using a leader board or target structure may seem like an automatic element in a travel program, but there's a good reason why. The answer is linked to two main areas: budget control and travel group size.

By using targets or leader boards, travel incentive programs help focus the recognition and reward on the top performers of your target audience. Typically based around sales results, these individuals have contributed the most throughout the program period and most likely generate the highest revenue and margin for your business. This structure enables you to manage budget and group size by determining the number of winners.

With clear objectives, the power of targets or leader boards also makes it easy to link performance with your event strategy. Successful participants have achieved your based criteria, so you can focus on event elements, whether it be networking, reward, or even personal development. This decision will ultimately determine the type of travel event you run – incentive, study tour, or executive education.



Set targets for success

Targets may be common in a travel incentive program, but how you design them to change behaviour is a different discussion all together. The simple target structure of last year

plus 10% isn't the best target build for all travel programs.

In fact, it's the lazy way to design a travel incentive, as it doesn't allow for nuances in your sales cycles or target audience profiles. A more effective approach might be personalising the target to your audience:

- Can year on year trading be sustained?
- Do you have the majority of a customer's share of wallet?
- Should you review the returns each type of customer brings to your business?
- What's the potential for growth in current market conditions?

Targets offer you protection from awarding underperformance or can be used to fund the travel cost within the target itself. If sales-based targets are the basis of your program, success = growth. When designing targets, you can look beyond just sales figures. For example, your target audience may unlock bonus rewards or trip inclusions if they also achieve key product family volume targets. This adds benefits for participants, but also provides an extra area of focus to support overarching sales.

If you want to change behaviours that aren't so directly linked to sales performance, consider adding eligibility criteria to your program design. These can be used as qualification benchmarks to help direct an outcome your business wants but can't define a benefit cost for. By doing this, you have a target design that not only awards sales success but also eligibility criteria, creating a complete program to influence behaviour across the board.

Some may argue that including leading behaviours or KPI's that acknowledge input and output should also be part of the program design. For sales teams a focus on calls to proposals to deals could be just as important as the actual sales value.

Our message for target setting: focus on the changes you want... but keep it simple. Don't over complicate how the program works or what participants have to do to achieve in the program. Simplicity is vital for both you as a business and your participants to reach the objectives.

This is such an important topic that we could write an article on target setting... and fact, we have! See our first issue of Engage, which you can get from our website.

3

What data do you have?

Like any points-based B2B rewards program, data is an important part of a travel incentive program. It's generally used for both tracking progress (and displaying it on a leader board) and sending communications. However, because these purposes don't need the same precision that other sales insights require, granularity isn't as important. What is important is that the data's used to effectively communicate and engage with the target audience, as this drives behaviour and ultimately sales success.

Frequency is a priority. When you have target tracking or a leader board as part of your criteria, an engaged target audience leads to a program's success.

Competition or personal success is only as good as the changes and updates in the tracking functionality. The more frequently you can update sales results to your target audience, the better. Engaged participants want to see their performance and ranking, so they know what needs to be done to earn a place on the travel incentive.

Accuracy is paramount in any target tracking. A participant must be confident that sales results are represented correctly on a target or leader board. Any errors in your data have a direct affect on their personal success and could undermine the entire program, especially if someone misses out on a place on the travel incentive. If you have complex data, we'd always recommend taking the time to get it right first, rather than quickly loading it into the system and fixing errors later.

Another area of data that can be overlooked is segmentation and tiering. These insights help build target audience categories or ranking groups. If you have like-for-like groups vying for a position on the travel incentive, you can target relevant marketing communication, knowing that the messaging will resonate within that group.

4

Create a program brand, not a destination

Strategic Event Design is more than throwing a travel destination into your reward mix. A common mistake when planning a travel incentive is an unhealthy focus on the destination and selling that location, instead of putting your company and program brand first.

To be effective, you need to create an incentive brand that's much more than just a destination. When people return from their trip, they need to say, "Wow, that trip was unforgettable," rather than simply, "I went to Queenstown and it was great."

A destination-led focus can have issues that span several areas of your business.

- **Increased Budgets** – Certain destinations can be expensive. If you're trying to outdo a competitor's destination rather than focus on your strategic event design, your budget may increase, and so targets will also have to rise to cover the higher cost.
- **Growth Targets** – If these aren't included, the driver to increase sales beyond the set target disappears. Once a target is hit, there's no future growth of share of wallet. Instead, your target audience will simply move to the next competitor incentive.
- **Messaging** – You lose control of the reason a program exists and cannot effectively promote your brand benefits, since the conversation focuses on a destination.
- **Budget Creep** – Trying to outdo the last program with the same budget simply won't happen. Instead, corners get cut, program brand is damaged, and the entire point of the program is undermined.
- **Easily Replicated** – If a destination is the central selling point of your program, your proposition is easily copied by competitors. Motivation and sales achievement focus on the travel destination, not the reason to do business with you. This gives your target audience the option to shift their attention to whoever has a better trip destination, which destroys brand loyalty.

Focused strategic event design gives you greater flexibility and choice to adapt strategy and still retain trophy value in a program. The conversation becomes about your brand and program, not where participants might be flying off to next.

5

Understand your target audience (AKA design for your audience, not your executive team)

Given the status of travel incentives, it's easy for stakeholders – in particular executive teams – to get involved in the destination decision process. Recommendations from executives need to be assessed against the target audience themselves.

The destination of choice should be driven by your understanding of your market and target audience, and what's meaningful to them. For some participants, a destination and the itinerary may hold a high value, and for others, a lower value.

Another factor is that what's relevant and proportional yesterday may not be today. Markets have changed post-COVID, and a trip to Italy may dampen your target audience's ability to enjoy if they have travel concerns or personal budget limits. In contrast, regional COVID-safe options such as Japan, the Pacific Islands, or Singapore may be more appropriate at this time.

Evaluating proportionality can be more important than where the executive team want to travel next.

6

Be realistic budget-wise (Champagne vs Beer)

Two key points when planning a travel incentive are budget and expectation. Or, where you can travel and what you can do with the budget you have. Conversations of expectation versus reality need to be had when you're chasing a desirable destination, rather than maximising on trip inclusions.

The classic saying that you can't buy champagne on a beer budget is true. But if you flip your thought process, you can easily enhance

a “beer destination” by including “champagne events and experiences”.

A packed itinerary in a “less desirable” destination will have a greater impact than a sexy destination with limited inclusions and majority free-time. Keeping the group together and connected is far more important than giving them a trip where they wander off on their own.

What’s also critical is the travel incentive program brand offer. Don’t sell a luxury, all expenses paid travel incentive if you can only offer limited activities or dinners. Are you really delivering a luxury offer in the eyes of the customer if they’re pulling out their wallets over and over again?

This choice can also influence future target setting or ROI. If the effort of achievement and success doesn’t match the travel destination reward, this can affect the success of the travel incentive in the future.

If you use your budget to maximise the experience on a travel incentive, the memories you make will flow into the next. Research has shown memory is biased and can be tricked, meaning that a travel incentive duration doesn’t matter as much if there are moments in the itinerary that fill the days. It’s the magic moments you experience that create memories that last a lifetime, not the total time spent away.

7 Fixed vs Open Budget

It is essential to consider what type of budget you will use in your travel incentive when developing your event model strategy.

Fixed budgets are most common in travel incentives. They give certainty to all aspects of the travel incentive program, from the number of participants that can earn a place to the logistics of the travel event, hotels, flights, and activities. A fixed budget is fantastic for capturing all the known elements. However, there is a catch: not with the delivery of the travel incentive, but on the qualification and potential lost revenue or success of the program.

A fixed budget only allows for a set group size. Once all places have been filled or participants can see who’s likely to win, there’s a strong temptation to “switch off”. This results in potential

lost revenue and the ROI of the travel incentive dips. If customers worked their butt off to achieve their target and still miss out – even if they gave your business an increase in sales or share of wallet – you’re unlikely to see the same effort next time the program runs.

Open or variable budgets have no cap and are based on success. For those that like control of a program, there’s nothing worse. For those focused on results and outcomes, this is the dream budget!

Open budgets allow any number of the target audience to earn a place on a travel incentive. The cost of the program is often built into a target, so if it’s been reached, you know the ticket’s been funded. An open budget allows anyone to succeed, potentially increasing the success of the program and ROI. The challenge of an open budget is with the travel and event logistics. Flights and hotels have limits, so it’s always important to factor these into the design before launching an open budget.

It’s important to add that there isn’t a right or wrong budget type. As long as your strategic event model is implemented correctly, both can result in big success.

8 Control your budget

Those with travel incentive experience know budget control on a travel-based reward is critical. As a reward option, travel incentive and events require the highest budget to execute. To deliver a ROI, everyone needs defendable costs and quotes from the outset. These determine the target setting and overall experiences you can include in a trip.

Therefore, it’s crucial you choose vendors that offer no surprises in budgets or ongoing costs. This starts all the way back at the RFP process. RFPs that focus on costs can often experience budget creep as you go through the project. Vendors provide budgets to match the RFP, are asked to trim a few things, and therefore add additional charges on the side. The longer a travel design goes on, the more chance extra charges come into play and have a long-term effect on your overall ROI. Take the time to ensure your brief and RFP includes executables, costs, and services offers, so you won’t be surprised during reconciliation.

9 Is it OK to miss out this year?

A fear when implementing travel incentives is whether you can skip a year if there are challenges within the business. And it comes down to this: how will your customers feel if this opportunity isn’t there for the taking?

This answer goes back to the strategic event model and creating a travel incentive program brand. If you’ve taken the time to build the value proposition of a program and what it means to your target audience (rather put the spotlight on destination) you’ve got the ability to keep your brand front and centre.

You can have this conversation with your customer, as the incentive brand should be a partnership of doing business, not an expectation. This gives you the flexibility to change and offer rewards, as they have confidence that the replacement will hold the same value to them. So, if you need to skip a year – which COVID-19 has made necessary for almost every travel incentive – being able to switch using a brand promise can be extremely valuable.

If limiting numbers on a trip is still a concern, lean into the program brand and offer second tier rewards as part of the overall proposition. These could be more cost-effective options, such as merchandise rewards or branded cash. As part of a connected offer, participants can choose what success means to them and the fear of missing out is replaced by achievement and celebration.

Whichever way you handle it, don’t wait to reward. Distribute rewards for the incentive program as close to the desired behaviour change as reasonably possible. If you wait too long, the motivation for continued success will fade.

10 Story telling & communication

Since travel incentives are aspirational rewards, collateral and communications should frame them as such. They need to tell a story of your program and the destination. Program engagement starts from launch and ideally has a single communication destination that your target audience uses to find out more.

Having a program with multiple touch points can be a detrimental experience for your customers. Focus on consistency and create ongoing engagement by removing friction points. For example, a disjointed experience might have participants access one site for program tracking, another for destination information, and another for trip registration and travel documentation. Alongside consistency, program brand and key branding messages are also important.

Your target audience is engaged with you, so make sure you give them a connected story and experience from the moment you launch the program to the moment they arrive back home, basking in the afterglow of their reward experience.

11 Maximise the value long term (post marketing and brand ID)

A travel incentive should not be viewed as a single initiative. If you have a brand, then that program should be part of your annual marketing calendar.

Sending out video highlights, VOX pops, and trip photos should be utilised to celebrate the travel program that just happened... but more importantly, sell the dream for the following year. Building brand heroes and a community of top achievers to help sell the travel incentive each year is another must.

One example in the trade industry we've often seen used in a travel incentive program is the annual catch up for customers and partners. This is a great opportunity to reinforce value and advocates (brand heroes), which could actually be the wives who drive buying behaviours to achieve a place and ensure they're there each year!

12 Travel – always do a pre-trip familiarisation and know your itinerary

Doing a pre-trip "famil" before you go live with a travel incentive program gives you the assurance that is the right choice for your target audience and program brand.

Understanding what the group will experience helps your marketing and communication. However, the briefing

with your nominated agency is even more important. No one wants to be surprised with a program inclusion that doesn't fit the demographics of the group.

These demographic insights and travel outcomes help create a successful framework. Alternate options, suggestions, and creative ways to deal with problems is easier if everyone's aligned to the travel incentive design and outcomes.

13 Travel – deliver on the brand promise

The on-ground experience needs to match the marketing hype of the travel incentive. It might seem a little bit like advertising – zero hidden fees, and 100% delight! The trip needs to not only match the brand identity of the travel incentive program, but also deliver amazing experiences in the hotel, events, and activities.

The inclusion of key events can become iconic in the program and anticipated inclusions of a travel itinerary, as a customer knows the quality of experience on offer and may expect it will be delivered.

14 Your role as the client on the trip

Here's the most important part of the actual travel incentive program: community and relationship building with your attendees. The ground rules for you and staff should be set so everyone knows how to engage with the right people. This is their moment to celebrate their efforts, and hosting this experience is the single most important reason why you're with them.

By creating a program rhythm, you set expectations of your staff attending, but also of the participants themselves. Daily communications, travel itineraries, or SMS updates, set the framework and ensure everyone is working to (and enjoying) the same plan.

15 Remove the risk by partnering with an agency

Today's practice of prioritising dollar value can encourage corners to be cut, even when it comes to risk management. Having your EA or marketing team go

direct to third party suppliers for individual elements – whether a hotel, activity, or restaurant – effectively removes the safety net for the whole event.

Specialised agencies have, over time built a strong team of knowledge and expertises. Giving you access to buying power, negotiation agreements, relationship to suppliers locally and internationally to leverage better inclusions and a focus on the industry they work in that you won't get or have to build yourself by going direct. Plus, these agencies have COVID-safe plans and experience in risk management solutions. It's when something goes wrong that agencies such as 212F demonstrate their true value.

Full-service agencies demonstrate extra value in emergencies. Agencies that provide multi-destination services and the capabilities to relocate events and guests at short notice are worth their weight in gold should something go wrong. Plus, agencies often have direct access with key suppliers at the destination to make certain that, when travel resumes, your group are the first to receive boarding passes home.

So there it is, our Top 15 areas you should consider when designing your next travel based incentive program. Our Top 15 guide is based on 25 years' experience of designing and executing local and international travel incentives into the Australian and New Zealand markets. Use the "Fitness Check" as an easy reference to find blind spots and jump on changes to make your travel incentive program irresistible ■

As the outlook for travel changes into 2022, now is a great time to review your past programs or start planning your next initiative and engage with your customers.

B2B TRAVEL INCENTIVE REWARDS PROGRAM SCORECARD



To review the fitness of your program, give a score to each one of the Top 15 considerations presented in this article.

Score **3** for "Yes"
Score **2** for "Sometimes"
Score **1** for "Could Improve"
Score **0** for "No"

Tick your answer in the following table:

Is my current B2B travel program fit to fly?

	YES	SOMETIMES	COULD IMPROVE	NO (NOT RELEVANT)	SCORE
Why use a leader board or target?					
Set targets for success					
What data do you have?					
Create a program brand, not a destination					
Understand your target audience					
Be realistic budget-wise					
Fixed vs Open Budget					
Control your budget					
Is it OK to miss out this year?					
Story telling & communication.					
Maximise the value long term					
Travel – Always do a pre-trip familiarisation and know your itinerary					
Travel – deliver on the brand promise					
Your role as the client on the trippromise					
Remove the risk by partnering with an agency					

TOTAL SCORE:

Score | Fitness Level

40-45 High Flyer
30-39 Ready to Take Off
15-29 Building Up
0-14 Delayed

Your program is fit to fly, what can you add to take it to the next level?

Your travel program has what it needs to take it to the next level and reach greater heights

Time to address some gaps, you can still be fit to fly

Your program is delayed but taking the time now give get it ready for take off



Make Pain More Rewarding

Matt Griffiths, 212F General Manager Sales, Marketing and Technology

Pain-lead decisions for rewarding outcomes

Admitting your business has a problem to be fixed is often a challenge for many. This can be because of two reasons:

1. The problem could be difficult to define or pin down (so it's either ignored or just tolerated)
2. Admitting to a problem can be seen as weakness, since it may be interpreted as someone (or some team) not doing their job

And yet, defining problems we want to solve is one of THE driving factors behind the design of a B2B incentive program that works. But that brings its own problem whenever we scope a program for clients: uncomfortable conversations about the problems and challenges in their business tend to occur.

Yet, as awkward as they are, these discussions around a business' pain points are so important. If there are issues that hurt the business and can be solved by a B2B program, they shouldn't be avoided, but included in the program design.

"Pain points" are part of the B2B vocabulary nowadays, but when we started using the term back in the mid-2000's, we got more than a few odd looks thrown our way. We didn't invent the term, but like to claim we introduced it to the B2B reward and incentive space in Australia and New Zealand. It was part of what we did: our program design frameworks are based around solving pain-points! It's also an easier way to convey problematic areas of a business that need to be addressed.

It's a little like "weakness". Again, nobody likes having that conversation

and we try to hide it away (*cough* SWOT *cough*). But the concept is useful in highlighting operational, sales, acquisition, or growth processes and pin-point bottlenecks that hurt a business. Without talking about problems, we can't design program strategies that address these issues and change behaviour to make them a thing of the past.

Think of it a little like neck strain. After waking one morning with a frozen neck, you go to physio to have them rub, poke, or zap the problem away. But without a change in your behaviour (i.e. how you sit at your desk), that strain could recur on almost any future morning. So, you look to fix the root cause of the pain as well as the symptoms.

We're in a fortunate position because we work closely with clients across a wide range of industries who share their processes and issues. This gives us an insider's view and highlights pain points that almost any business can encounter, no matter what their industry. As a result, we've made a list of primary pains that most sales and marketing business stakeholders face at some point.

Share of Wallet

Share of wallet determines how much a B2B customer can spend on required business goods and services. Customers have the choice of where and how much they spend with you or your competitors. If you're not getting a large enough share of their spend, you struggle. So the question is: how much of the customer's wallet share do you receive?

Sales

You can slice or dice sales any which way you want, but ultimately, we're always looking for growth, whether in dollars, units or some other measure. New customer acquisition and market share are good indicators on how we're performing in this area. Which one is a key focus for your business?

Margin

Maintaining or growing margin is critical because it shows whether your sales are covering your costs. In other words, more margin = more freedom. Having sales teams focus on higher margin products – and on customers who buy them – builds a foundation for the future, rather than the short-term approach of “volume now”.

Retention & Engagement

Or put simply, customer loyalty. After all, everyone has heard that retaining customers is more valuable than acquiring new ones. But in most cases, loyalty and retention are two things you need to constantly nurture. And when you don't do it right, customer “churn” can be one of a business' most visible pains, even if they don't know why. That “why” can be explored by talking about potential pain points lurking in processes.

Price Protection

Price can be a major pain point in competitive markets. When looking for new business, the go-to is often sales promotions or discounts. Unfortunately, every other business is doing this, and it ultimately just affects margin and damages the brand. When trying to solve this pain point, the focus is often on how to maintain price whilst offering more value to the sale, instead of “race to the bottom” discounts.

Those of you reading between the lines would have spotted the overarching theme to the pain points: SALES! In our experience, sales performance is universally understood and results can be defended through metrics such as ROI.

A program strategy built around sales performance means we can (and must) go deeper into understanding pain points. These “deeper” pains aren't linked to numbers or dollars. Instead, they occur as internal processes, training, or culture: areas of the business you can improve or that present challenges, but that may not have a direct financial value attached. However, address them in your program design and you'll see positive outcomes as part of the program's success.

There is one trap to watch out for, though! Finding every single pain your business is struggling with can make the strategy messy. Trying to solve too many things dilutes design, while trying to achieve too many goals leads to complicated program criteria which either turns off participants or confuses them (the end result is the same: they just won't participate in the program).

We've seen other B2B incentive programs fail when they're weighed down with too many key metrics that the program couldn't hope to achieve.

This metric “bloat” also leads to broad, unfocused program design, which dilutes the impact of the program. Our methodology focuses on the one main outcome (or pain point solution) and the biggest positive impact on the key business problem.

During the pandemic, things changed fast and businesses with a complex design couldn't decide what to sacrifice or adapt in their complex programs. They had too many pain points to address. Moving forward was almost impossible until they identified their program's most important metric or key objective – and for some of those businesses, it was perhaps already too late.

This is why a pain point focus has an advantage, because they're typically more fluid. You can add new criteria (without going overboard) or shift the focus of a program's design while keeping an eye on future goals. And while you may have to take a different road or introduce ‘new’ pains and metrics to deal with unexpected roadblocks, you'll still be able to build a program that works.

Allowing for changes like this within a B2B incentive and rewards program means you can take different routes to meet any pain without impacting other business requirements. All of this shows you why uncomfortable conversations about weakness or pain points – no matter what are, should be seen as pleasure, as they will always be an essential element of good program design. ■



The Last 3 Feet and Attribute Priming

Behaviour Change on the showroom floor.

Rob Morrow, 212F Managing Director

Atttribute priming is one of the dozens of behavioural economic principles consumer marketers wield to influence a purchase. It's widely agreed that there are 5 common principles regularly used. These behavioural principles, whether we know it or not, subtly influence our buying decisions every day.

In the B2B space, we've found that attribute priming – combined with a distributor's incentive program – to be highly successful in changing behaviour, increasing share of wallet and increasing sales for a manufacturer. In a recent article, Forbes identified the 5 key principles... and we're going to have a look at each one.

5 Common Behavioural Economics Principles

1 Power of Free

We respond irrationally or more favourably to an offer when it's free. An example of this would be a "buy one, get one free" offer vs a "50% off" offer. The former often gets more interest simply because of the "free" element, even though the offers are effectively identical.

2 Dominated Alternatives

Otherwise known as the "decoy option". Many buyers struggle with the true value of a good,

with price the only indicator. This can lead them to simply choosing the cheaper of two options (e.g. if Product X is \$5 and Product Y is \$10, they'll choose X). When another point of comparison is added – a third option that adds context to the other two – buyers often gravitate towards the more expensive option, as they now believe they can judge the value better.

3 Irrational Value Assessment

We expect a cheaper option to be inferior. Are you more likely to admire a \$5 bottle of wine if I lied to you and told you that it costs \$45? Research says you would. This effect can be so ingrained in our minds that we'll tell ourselves that something cheaper tastes or performs worse than the more expensive version... even if they're the same thing.

4 Decision Paralysis

When we have too many options to consider, our decision-making capability "freezes" and we end up making no decision. This was famously demonstrated by the "jam stall" experiment, where one stall that sold 6 varieties of jam outsold a later version of the stall that offered 24 varieties.

5 Attribute priming

By asking leading questions towards your product's strengths, the theory is that you can nudge customers toward taking a favourable view of your product. In other words, by simply talking about attributes of your product, you can "prime" prospects. But... does it work?

The following study was mentioned in the Forbes article "Behavioural Economics Principles for Marketers". The designers of the study guessed that by simply talking about certain product attributes, those features would become more attractive to the potential consumer. This is what the study discovered:

"Researchers approached customers planning to buy laptop computers at an electronics store. Half of them were asked about their memory needs, and the other half were asked about their processor-speed needs. This was not steering or leading by any stretch. Turns out, that the group asked about the memory needs ended up buying computers with higher memory, and those in the other group ended up buying computers with higher processor speeds. Just getting them to think about certain attributes of the product affected their decision in favor of that attribute."

But the question remains: how does attribute priming work in a B2B behavioural change program?

At 212F, we've used this principle in both the mobile handset and automotive space successfully "in the last three feet". What does that mean? The last three feet refers to a zone of influence we can use to nudge a potential customer's buying decision when they arrive in store.

A big challenge for mobile phone providers is persuading their retail resellers, distributors and partners to sell their product over a competitor's and increase their share of wallet. To help them do that, we focus on a rewards and incentive program that centres on:

- Product knowledge – transfer and retention
- Attribute priming techniques
- Rewards for sales – core product
- Selling genuine accessories

A Last-Minute Change Of Mind: An Example Of Attribute Priming

Shayne's an "up and comer" sales person at one of the XZone phone stores. Over the last 12 months, he's registered and participated in the Superphone rewards program called Super-Duper rewards.

Every day, Shayne logs on to the program platform to check his rewards points balance and see if there are any

new training modules he can complete for points. Shayne loved his first reward – the limited-edition Superphone 5000 – but he's desperate to earn enough points to redeem a wish list item: a 5-day trip for two to Queenstown, NZ.

While he's earned rewards points for attending training, passing quizzes and selling phones, Shayne knows that selling more Superphones will get him to Queenstown much faster. Belinda, Shayne's boss, is also enthusiastic about the program: her staff gets rewarded beyond their salary and this helps her retain great talent. Belinda also earns status points, which puts her on a leader board for an all-expenses-paid holiday to Spain: the home of the Superphone. The "Superphone Celebration" is the envy of the Telco industry, and only a lucky 50 from her company get to go at the end of the year.

Having absorbed the product training, Shayne knows that while Superphone doesn't have the biggest market share, the phone has three big edges over competing models:

- Lifetime screen replacement
- Shortest battery changing time
- Longest battery life

Susan's taken the afternoon off work to look for a new phone. She's leaning towards Superphone's competitor, Coolfone. It's a phone common to her social group, but she's heard of a few alternatives and wants to explore them.

Susan wanders into the XZone store, her mind furiously weighing up the options. Shayne greets her with his customary welcome, noticing the Gungsam that Susan has... along with the cracked screen. After asking Susan what she's looking for, Shayne genuinely thinks the Superphone (he loves his) is a good option for her. He asks Susan a number of leading questions.

"I can see you've cracked your screen a few times. Is that a problem for you?"

"It sure is. I never get through the first 6 months without cracking a phone at least once."

"Do you think a lifetime screen replacement would solve that problem?"

"You bet!"

Shayne shows Susan his own Superphone, mentioning that the battery life is also a big advantage, lasting 3 times as long as the Coolfone's flagship model. Susan tries out the display model and asks a few more questions, but Shayne knows her mind's been made up.

20 minutes later, Susan leaves the store, the proud owner of a Superphone.

Over the next few days, Susan happily flashes her phone to friends, but also makes mention of how helpful Shayne was. By the end of the month, thanks to Susan and others like her, Shayne's earned his Queenstown trip ■

BEHAVIOURAL CHANGE AT WORK

What we see in this example is the action and benefits of behavioural change.



Shayne: Educated himself on the benefits of the product via training through the rewards portal, and by using the phone. Having set his own goals, this drove him to achieve more sales using techniques such as attribute priming.



Susan: Received great customer service by a knowledgeable employee, and was convinced by Shayne's honing in on an aspect of the phone she was sensitive to.



Belinda: Wanted Shayne (and all her employees) to be successful in the program, as it helped achieve her own professional and personal goals.

How to Drive Behaviour with a Sharper Comms Strategy

Federico Rosas, 212F Marketing Manager ANZ



Defining your B2B incentive and reward strategy is a big step in the overall program design. There are a lot of moving parts and elements to consider. And one of those key aspects which ties everything together and drives engagement is program communications.

After the launch, a well-designed comms strategy does the heavy lifting for a program. Unfortunately, we often see this strategy sidelined and the engagement approach reverts to communications, such as generic mass emails.

Such messages might have some basic personalisation, such as the point balances, available points, new updates or activities designed to drive tactical engagement. The main purpose of these comms is to nudge participants to check the program website and see how they're tracking towards a reward.

But is this enough?

If a company wants to change the customer behaviour the program is designed to achieve, conveying the reward and qualification criteria won't cut it. Sending out messages that say little more than "The top 30 salespeople win a place on a trip" or "Earn 500 points for every sale you make!" won't do the job.

I am not saying these aren't important aspects, what I am challenging is the idea.

A well-planned strategy should manage and guide customers through a program with communications and offers that persuade them to strive for what the company wants to achieve. The communication strategy should motivate participants towards hitting their targets (for internal staff) or promote higher spend (with external customers) that result in deeper share of wallet or higher volume sales.

Think of a strategy that sends messages like:

"John, did you know that if you grab this product in your next transaction, you'll earn an extra 500 points?"*

“John, redeem the iPad in your catalogue favourites by visiting the store before end of month and you’ll get a bonus 500 points on X product!”

These messages aim to drive sales volume and recency (i.e. fresh or newly-recent purchases or activity). They also encourage reward redemption and participant engagement, due to the trophy value of the reward.

Each program should have its own communication strategy based on a company’s specific incentive objectives. And a strategy that’s going to drive the best outcomes and returns will typically need three common elements: personalisation, message outcomes and testing.

Personalise Messages

Ideally, your program will be talking to its target audience in a way they can understand and respond to. The best way to do this is define a program “persona”: a composite “character” to represent participant cohorts that might engage with the program and/or buy your product in a similar way. You can then use this persona (and any associated data) to personalise communications.

This allows you to create individualised, relevant messages to participants. This kind of customisation might include certain language, specific actions, or special offers tailored to participants represented by the persona. In contrast, mass message “blasts” often fail as they’re only relevant to a small number of people – each who might fall under a different persona – participating in the program.

Start by defining 3 or 4 personas. As your program evolves, you could segment your data further for even deeper personalisation and relevant messages.

Define Message Outcomes

The message outcomes you want to encourage depend on the main outcomes that come from the larger program objectives. If your program goals are to drive share of wallet, your

communications plan should focus on moving products that support deeper purchase engagement in your customers. If your program aims to increase volume, your offers and communications should focus on behaviours such as frequency or bigger transactions, both of which can result in incremental purchases.

So where do message outcomes fit? Align your messaging plan to your buying personas by establishing what offer or message will influence behaviours with each persona. This can be as simple as:

- a) stating the actions most likely to impact your sales
- b) knowing which persona will most likely take this action

Knowing these two elements, the team managing communications can create messages and offers such as “Buy this week and get double points!” to magnify the impact of your strategy and outcomes.

Test Your Messages

Test different messages and optimise them for higher behaviour responses. This helps you pinpoint the types of messages that work and improves the outcomes of your communications strategy.

For instance, an incentive program for sales consultants may have a group lagging behind their sales targets. As a program manager, we could send a message letting them know how far away they are from their target, as well as ideas on how to hit their goals.

“John, you’re just two more sales away from hitting your target and being eligible to redeem reward X in the program catalogue.”

We know that when people visualise both their goal and the path to achieve it, they’re more likely to take action. We also know that reward redemption drives engagement, as it reinforces the behaviour of purchase to be rewarded.

“This week only: reward X in our catalogue will be available for just X# of points!”

This way, we can test which message works best to help participants achieve their targets (and get rewarded for it).

Testing helps you understand how participants will react to different messages. With more testing over time, the program will develop an optimised communications plan that results in higher returns.

It might be tempting for program managers to stick with traditionally “soft” messages, such as talking about how the great rewards on offer or giving participants point balances or leader board positions without actions to progress. Yet, the points we’ve discussed aren’t “hard sales”, and as we’ve seen with dozens of clients, they work.

- 1 Personalise Messages
- 2 Define Message Outcomes
- 3 Test Your Messages

Use these in your comms strategy and you’ll see changes in behaviour that help you hit your objectives and boost your returns ■

* This example only illustrates how a comms strategy can drive better results. Additional rewards or bonus points should always be planned and budgeted for.

How to Maximise B2B Sales B2C Sales Principles

Mark Farrell, Sales & Partnerships Director

PART 2

In our first issue of Engage, we looked at how B2B and B2C customer segments shared similar thinking but had different approaches. We noted how B2C has become a data first, customer centric discipline that had to adapt and evolve to stay competitive in a complex marketplace. In this second part, we look at how B2B can leverage these learnings, and how to build strong relationships using data and customer centricity to gain the successful outcomes the B2C sector enjoys.

Like B2C, data is the key to unlock the door to revenue and growth. We look at how “data first” B2B companies are shifting to reward the right behaviours, recognising long term partnerships and rewarding more than just transactions.

Data and Loyalty

Customers, resellers and channel partners don't rely on traditional methods of research to make informed buying decisions. Instead, it's become more dynamic, with a mix of digital paths from personal and work environments that influence factors

behind the buying decision. This brings both opportunity and complexity to the B2B marketplace.

Customers were once sold to by individuals, but the rapid rise of the internet has changed everything. B2B customers now have the resources and networks they need before making a decision, just like in the B2C space. Organisations must be more customer-focused, digitally-enabled, and integrated than ever before to meet the expectations of the “new age” B2B customer.

Technology and data have given B2C businesses the ability to almost instantly recognise and reward warmth towards their brand. While this might not be a transaction as such, it's a step in the journey of that person becoming a customer... not to mention a repeat buyer and advocate. B2C brands have realised the modern consumer wants more than bland discounts or “special bargains”. So, they reward engagement such as “Likes” on Instagram and Facebook, watching video content,

reading a blog post, and other data-driven actions the B2C seller deems important. Why can't B2B organisations do the same?

B2B can use data to identify not only what makes a good customer, but where any customer sits in terms of potential value. These well-designed, data-driven B2B loyalty and engagement programs are an excellent way to reward interactions and transactions without the risk of personal bias that once existed in traditional B2B selling environments.

Reward interactions, not just transactions

This “key” to unlocking the door to higher revenue may seem counter-intuitive, but it's important for B2B brands to encourage interaction and not just transactions. Rewarding and focusing on actions beyond a purchase can be an “engagement accelerator”. Examples of these actions could include:

- Researching products



- Participation
- Education
- Sharing and referral

With this kind of engagement, B2B businesses build personal relationships rather than product-based, “old school” relationships that typified the buying cycle in the pre-digital age (and remain in certain industries, like government and primary sectors).

There’s another big benefit in rewarding your customers’ interaction: you control the interaction. Yes, the emphasis on the customer should always remain, but the nature of modern interaction allows your organisation to stay in firm focus with the buyer. Brand messaging or recognition of interaction can be tailored and enforced at each interaction “event”.

No matter which B2B market an organisation operates in, those that connect at a human level will do more with their marketing dollars than those who rely on traditional marketing and selling.

Another difference is that face-to-face interaction remains an important milestone in a typical B2B sales process. This isn’t the case with B2C, as most prefer to let their logos, brands and online portals do the selling for them (unless they are solely bricks & mortar). The more interactions, connections and stories you can generate in a B2B environment, the better. This is a big reason why B2B businesses choose travel incentives to reward and thank customers. The opportunity to gather data from decision-makers in a relaxing environment (and where the selling brand is front and centre) is still seen as the holy grail for many businesses.

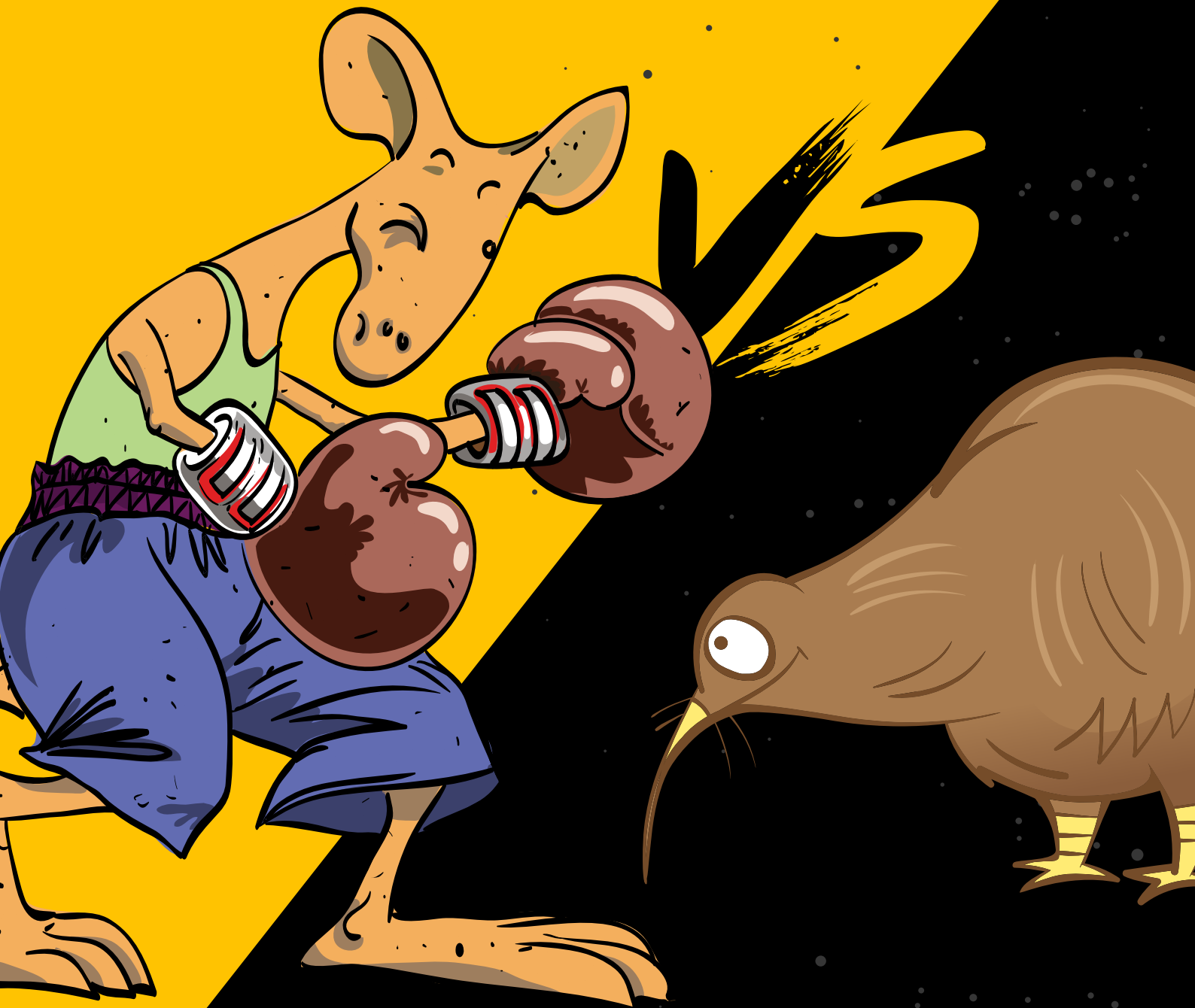
Speaking of data, the realisation of just how powerful it can be in creating and building connection is shaking things up in B2B. Savvy B2B businesses have identified how data and technology drives more sales opportunities, better sales outcomes and more loyal, longer-term customers.

FINAL THOUGHTS

B2B has long lived on business relationships to drive sales. But what if we combined the human connection at the heart of most B2B selling with data to optimise the relationship? Data that gives insight into future transactions, current preferences, buying behaviours, and networks. And even more powerfully, data that could be used to reward preferences and trigger certain behaviours. Done right, this may well unlock the door in making B2B relationship-building truly customer centric... with all the growth and revenues that come with that ■

Is the Australia vs New Zealand Market Conflict Real?

Stephanie Kohlhase, 212F General Manager NZ



When I walked back through the doors of 212F Auckland, it felt like I was home again. This was the family I started my career with, which has led me to travel the globe whilst doing what I love.

During my time, I've been fortunate to work in both the New Zealand and the Australian markets, with my roles touching all parts of a B2B programme. I've done everything from working in the sales process to design and into the management and delivery of rewards, including travel.

Now back in New Zealand after six years in Melbourne, I've had time to reflect and review the current New Zealand market, as well as find opportunities where we can maximise Australia and New Zealand programmes. One thing kept coming up, though – the challenges in dealing with both markets.

The differences between Australia and New Zealand meant you could almost never get a programme aligned. Individuals would state their case as to why it couldn't happen and why only a local market programme could succeed!

I can hear it now...

"Australia tells New Zealand what to do..."

"They don't know our market..."

"Australia is super competitive against New Zealand so we'll always be put second..."

"We simply aren't the same..."

"How can a programme or decision come from somewhere that doesn't understand us!"

Trust me, it went on and on.

Are these apprehensions a reality or a perception that just feed into our friendly trans-Tasman rivalry? Do the perceived differences really have to impact the collaborative purpose to get the best outcomes?

As funny as it is to play off each other when it comes to pavlova, Crowded House, or Russell Crowe, I've found this to be more of a sibling relationship. There's no doubt a competitiveness exists, but deep down we love each other and know that you have to be from this part of the world to understand that respect.

The biggest differences aren't really the perceived "working together" barriers or the decision making. They're the ones that are more functional. There are definitely obstacles on how we can deliver a similar offer, but they're not insurmountable.

Location

Australia is large. The location of programme participants and numbers in a programme will always be bigger than New Zealand. This can present challenges in the delivery of rewards and scale of a programme build. But knowing this, it can be worked through.

Reward mix

Local availability on certain rewards is likely to be different, but like any programme rewards, can be tailored to suit a demographic. At the end of the day, a reward is an outcome, so if the reward mix achieves a behaviour change, there's no reason to stop here.

Communications

This is the obvious difference between Australia and New Zealand, as there's no doubt a clear language "odour" with both the Australian and New Zealand vocabularies. An individual can sniff out where an author of any programme communication is from, and where that communication has come from. It's this difference where I believe local market is beneficial to a B2B programme. It helps a programme remain authentic and speak to the target audience. Too many times, I've said jandal or chilly bin

to my Aussie team and gotten weird looks in reply.

As a collective, the Australia and New Zealand markets are advanced compared to the world. Down under, industries have embraced incentives and rewards as ways to change behaviours – they've seen the results and they know they work. The design and strategy of the programmes have evolved, and supporting platforms and communication options are incredibly innovative.

There are some remarkable design solutions created to solve a business pain, and this healthy competition has pushed us to not just meet a market but try to predict what future behaviours or rewards could look like.

This is what I've relished about being back in an organisation with a true trans-Tasman focus. We're a team of Kiwis and Aussies in each country, with local teams delivering programmes for both local and trans-Tasman audiences.

It's true that we'll always find arguments around why only a local market programme can succeed and perceived challenges will arise, even internally. However, I've seen enough evidence to show they are simply views and not real barriers to a solution.

We've designed successful programmes with a single strategy in mind, working with key stakeholders in each country and once aligned, we deliver that vision into each market. It's powerful to work through the local nuances with everyone knowing the overarching pain a client programme is designed to conquer.

In my view, the philosophies of business – whether in Australia or New Zealand – are the same. We work together to solve problems, and THAT is the challenge I love to be part of ■



Using the Goal Gradient Effect Theory to Increase Sales

Federico Rosas, 212F Marketing Manager ANZ

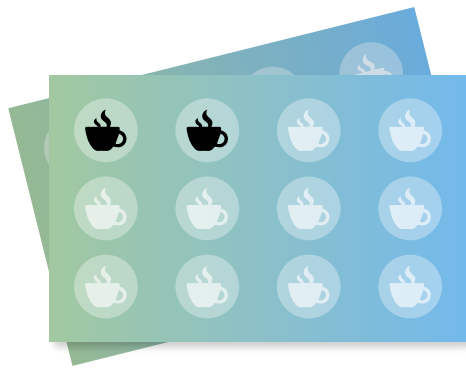
“Our efforts increase as we move closer to a goal”.

This simple sentence sums up the Goal Gradient Effect. It’s been studied by psychologists for almost 100 years, but gives us a valuable lesson when it comes to business and engagement.

American psychologist Clark Hull developed the Goal Gradient Effect in 1932, where he found that the level of effort in rats rose as they got closer to food rewards.

Building on Hull’s theory, Kivetz, Urminsky and Zheng in 2006* tested the Goal Gradient hypothesis in the context of consumer reward programs. They looked at people participating in “Buy 10 coffees, Get 1 free” programs at cafés. The conclusion was that those with a punch card bought coffee more frequently.

In a follow up study, they compared customers with a 12-punch coffee card with two “free” punches against customers who got a 10-punch coffee card with no free punches. The group with free punches bought coffee more frequently... even though both groups had to buy 10 cups to get one free.



The conclusion this time: as participants in incentive programs see they’re getting closer to their goal, they increase their efforts.

So, how can you use this for your business?

Here are 3 practical uses for the Goal Gradient Effect with a B2B incentive and rewards program:

1. If you’re running a points program, help customers get started by giving them welcome bonus points when they register. This will increase the likelihood of them actively participating in the program.
2. The appearance of progress toward a goal encourages more effort, so use visual cues such as goal trackers (e.g. a sales target graph) to give participants a boost.

Another way you can use progress is to allow program participants to pick a reward they need to save points for. This not only helps them visualise the end reward, but tracks how close they are to attaining it. Alerts might pop up as they get closer to even further heighten the anticipation of the reward. This can be a huge motivator for a salesperson to push themselves to close deals.

3. People are more driven to finish a task or reach a goal as they near completion. If you’re running a short-term incentive, increase communications as the incentive gets closer to finishing. You can also tell participants how to hit their goals (i.e. make one more purchase and you’ll earn a certain reward).

Note: Beware of the post-reward reset phenomenon. Motivation tends to drop after a goal has been reached, even if there is a second reward on the horizon. Now, there are ways to deal with this... which is what we’ll talk about in the next edition of *Engage* ■

*JOURNAL OF MARKETING RESEARCH, FEBRUARY 2006 Ran Kivetz, Oleg Urminsky, And Yuhuang Zheng. The Goal-Gradient Hypothesis Resurrected: Purchase Acceleration, Illusory Goal Progress, and Customer Retention. http://home.uchicago.edu/ourminsky/Goal-Gradient_Illusory_Goal_Progress.pdf. Ran Kivetz (Professor of Business at Columbia University), Ran Kivetz - Sidney Taurel Associate Professor of Business, Graduate School of Business, Columbia University, Oleg Urminsky - A doctoral candidate, Graduate School of Business, Columbia University, Yuhuang Zheng - Assistant Professor of Marketing, Graduate School of Business Administration, Fordham University



Turn your data into insight.

Base decisions for your incentive program on analytics, not gut feel.

212F Labs is the development team behind some of the most successful B2B Incentive & Loyalty platforms in Australasia. Trusted by leading brands to run their customer and partner programs, 212F Labs turns program data into insight for better sales and marketing outcomes.

Build deeper relationships and stay closely connected to customers and partners with data driven insights.

PlusFactor: A Rewarding COVID Story

Mark Ferguson, 212F Sales Director ANZ



◀ Harrison Bloy
co-owner,
Ben Bloy

A lot of the recent stories and commentary of 2020 centred on how businesses successfully pivoted to new offers or products through the COVID period. 212F helped businesses to do that through implementing or adapting B2B incentive and reward programmes. However, of all the businesses we partnered with last year, there was one story that stood out. This partner used their programme to accelerate growth, win new deals, and have their best year on record in a very challenging time!

Plumbing Plus (NZ) is a buying/marketing collective of independent, owner-operator stores that sell supplies to retail and trade customers. Developed with 212F, the group runs a fully managed trade loyalty programme – PlusFactor Rewards – that targets plumbing trade customers.

Ben Bloy is the co-owner of Harrison Bloy, a group of five stores covering the lower South Island of New Zealand. From the outset, Ben saw the potential of PlusFactor and rolled it out to the majority of his customer base. It wasn't long before he saw a huge increase in loyalty and trade spend. As PlusFactor was specifically developed for Plumbing Plus and their customers, it hit the objectives and user experience the group needed – protecting and growing market share. The programme was going gangbusters... and then COVID hit!

Like most business owners, Ben feared the success of the last few years would be wiped out in a matter of months. Staff couldn't work, plumbers couldn't venture on-site (unless their work was "essential"), and supply chains were disrupted. Would the business survive?

Fortunately, enough plumbers could work during lockdown to keep the business afloat. And after a while, Ben spotted an opportunity in the market. He identified that with limited work and jobs, he needed to capture more sales from his existing trade customer group. But rather than focus on new jobs, he worked to improve the relationships he already had, stayed positive, and developed an aggressive offer that stood out in market.

Harrison Bloy worked with 212F on this new offer, and in conjunction with key suppliers, launched a "double points" promotion. Word quickly spread about the added benefits PlusFactor now offered trade customers. And sure enough, Ben had soon won a number of key accounts from his competitors.

His move to adapt the PlusFactor programme was a brave one. Other competitors had clamped down on rebates and rewards to protect their dwindling bottom line. Bloy did the opposite. By giving away double points, his customers didn't just have the opportunity to keep earning points in a tough time, but get even greater value than what they normally would.

Feedback showed his customers were grateful for the chance to keep earning points that could be redeemed at any time. They were especially appreciative that points could be transferred to a reloadable Visa prepaid gift card – a "game-changer", according to Ben.

As the New Zealand market began to reopen, Bloy was well placed to take advantage of the lift in post lockdown activity. Since PlusFactor was designed to be nimble, the programme criteria

changed again. This time, extra programme "levers" such as higher reward rates for larger share of wallet spend were offered to select trade customers.

This allowed Ben to capitalise on industry sectors now booming, such as renovations, government projects, or homeowners moving their holiday budget to home improvements. The different reward offers, earning rates, and supplier bonus, helped Harrison Bloy switch the programme's focus towards a new group to keep sales growth moving up and up.

With these clever initiatives, PlusFactor enjoyed year-on-year growth of 22%! It was an incredible result, especially in the year of COVID.

So, what's next for Harrison Bloy?

With his current customers locked in for the next two years and his sales team fizzing, they'll look at new exclusive promotions and opportunities to attract new customers using Plus Factor as the anchor for exciting new offers and experiences. 212F is proud to have helped hard working clients like Ben and his customers through a tough year. The fact that they boomed through 2020 highlights how powerful the right rewards programme and strategy can be... even when everything else seems to be going wrong! ■



▲ The Harrison Bloy reloadable Visa prepaid gift card – a “game-changer”, according to Ben Bloy.

Building a sense of belonging & connection

Matt Griffiths, 212F General Manager Sales, Marketing and Technology



Gold Tier, Platinum Level, Diamond Status... sound familiar? They're common terms in loyalty programs, and from a marketing point of view, they sound amazing. As customers, we're drawn to reach these levels and the recognition and rewards each bring.

... *But why?*

If you've ever wondered why you're driven to achieve a gold status for your airline program, the answer lies in psychology. Specifically, the psychology behind a strategically designed program.

Maslow's Hierarchy of Needs is a theory of human needs, often depicted as five hierarchical levels within a pyramid, like this:

Maslow's Hierarchy of Needs

Self-actualization

Desire to become the most that one can be

Esteem

Respect, self esteem, status, recognition, strength, freedom

Love & belonging

Freindship, intimacy, family, sense of connection

Safety needs

Personal security, employment, resources, health, prosperity

Physiological needs

Air, water, shelter, sleep, clothing, reproduction

Rewards Program Benefits

Exclusive Rewards & Elite Offers

Status and Variable Earn Rates

Recognition

Rewards for Effort

Simple to Participate

Maslow stated that we're motivated to achieve certain needs, but not all needs are equal. Some take precedence over others.

Our most basic need is physical, and if this isn't met, will be our primary motivator. Only once we've satisfied our need for shelter, food, and water, will we look for safety and security and so on.

It's the top levels of the hierarchy – "love and belonging", "esteem" and "self-actualisation" – that fit into a B2B incentive program designed to influence a change in behaviour. These top-level emotional needs are why status tiers in a loyalty or incentive program are so popular.

Love and belongingness

These are seen as interpersonal needs that drive behaviour. Trust, acceptance, receiving and giving affection, affiliation, and being part of a group, all fall under this level of the hierarchy.

Esteem

Put simply, esteem is respect or admiration. However, Maslow classified esteem needs into two categories:

1. esteem for yourself (e.g. dignity, achievement, mastery, independence)
2. a desire for reputation or respect from others (e.g. status, prestige)

Self-actualisation

This need is at the highest level in the hierarchy. It refers to the realisation of a person's potential, self-fulfilment, seeking personal growth, and peak experiences.

Maslow's theory shows the influence a status tier structure can have within a program design. In conjunction with your business strategy, Maslow's concepts highlight the opportunity to enhance a program in a way that doesn't require financial input. As participants "ascend" to higher levels on the hierarchy, they search as much (if not more) for emotional gratification that feeds into their esteem and self-actualisation needs.

From a business point of view, another benefit of status tiers is that they don't have to be linked to sales performance. They can be based

on behavioural or other business objectives, where assigning a true ROI or tracking value can be difficult.

There's also the "bonus" of indirect objectives. A status tier structure gives you an option to include other objectives into a program knowing you won't break the budget by overachieving. This makes tiers a cost-effective way to influence behavioural change without the risk of overfunding.

A good example is a partner incentive program that integrates completion or attendance to a training event as criteria to reach a status tier. Many companies run product training and enablement programs, as that knowledge can often lead to increased sales. So, adding a status category that accelerates points or offers bonus rewards for attendance or completion can influence behaviour around training without a direct link to sales performance.

Status tiers can also be built to target long term goals, so a participant has something to work towards. By doing this, people not only engage with the "earn and redeem" core of the B2B program, they now have aspirational targets that encourage long-term participation.

Status tiers are often a crucial part of B2C loyalty programs. However, these programs use status structure as the sole loyalty metric. The love these programs try to foster is higher frequency of sales, which at a certain threshold creates "VIPs". On the other hand, B2B programs can reward higher value purchases with status changing behaviours or other relationship influencers.

By focusing on psychological triggers ingrained into rewards programs, you can influence customers to strive for the next tier by showing them how close they are to reaching it. This way, customers know where they stand and may be even more motivated to be a part of your program.

(For more about the psychology behind this, check out the article about behavioural economics on page 22.)

Where status tiers can have a strong motivational pull is through ranked earn rates. That is, when someone achieves a higher status tier, their

points jump in value. The attraction for participants is simple: they can earn more points AND status. That's the beauty of status: you can be flexible with the rewards achievement, because it's often the recognition of achievement in B2B programs that take priority. Matching the status reward with "esteem" or "self-actualisation" needs means that offering rewards can be tailored based on budget and weighted towards the target audience.

Naturally, what shape the incentives take differ between industries and customer groups. We've seen status-based rewards take the form of:

- Early access to training or product launches
- Certified or expert groups
- Advisory councils from direct consumers
- Premium dealer marketing or instore collateral:

Travel incentive program status tiers can open up even more benefits for top-level members during a trip. For example, room or flight upgrades, private dinners with senior leaders, or exclusive gift packs can all be used to demonstrate individual status.

There's little doubt that the status of achievement influences behavioural change. But more importantly, knowing the psychology behind that change gives you plenty of options to shape your program in a way that fills that need... and lets you stand out even further from the competition ■

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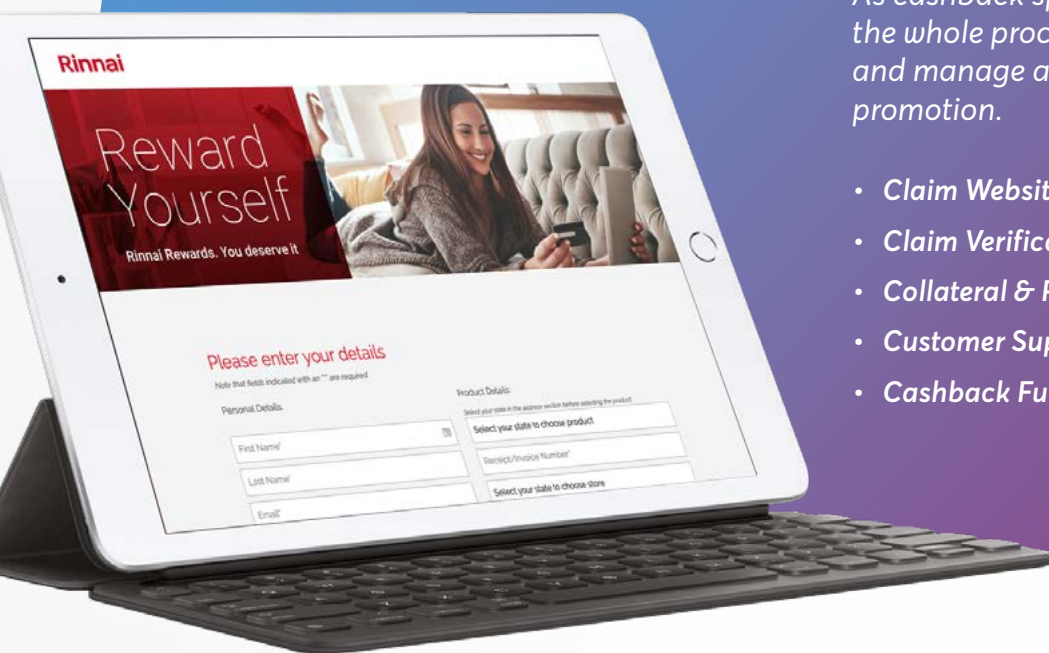


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Industry Showcase

Supplier Funded Trade Incentive Program

Federico Rosas, 212F Marketing Manager ANZ



Within independent trade store networks and even similar retail outlets, store owners often control the choice of what they buy and who they buy from. But when owners order directly instead of brand preferred suppliers or distribution centres, this can prove a challenge. The flow-on effects can cause financial slippage for the larger group and hamper future trade terms negotiations that then impact growth.

We've used a B2B incentives and rewards framework to design a self-funded program. The goal: improve supply chain performance and in turn, increases sales by driving a different behaviour – to buy from preferred suppliers. So, how do we incentivise store owners to do that? And how would this type of program work?

The framework for a successful supplier funded trade incentive needs to tick several boxes:

- Sales growth
- Increased preferred suppliers purchases
- Improved buying power
- Augmented rebates and margins
- Strong relations
- Profit retention

However, get the balance right and you'll create a win for the retail brand, supplier, and store owner.

But let's talk more about how this program typically works.

Suppliers in the program participate by funding the rewards based on spend, an increase in sales, or stores hitting their sales goals. This ensures growth targets and channelled purchases are driven in their direction. It also gives the supplier a number of benefits, from brand building and awareness to sales volume growth and loyalty.

Additional preferred supplier advantages can include the chance to run program-based promotions (such as double points for volume purchases), advertising of brand and products through program channels, or product knowledge and training through the program.

To create the supplier funded program, we used a few criteria elements and structured it like this:

Eligibility Criteria

- Every independent store buying through the retailer network is eligible to participate.
- Independent store owners, general managers, and stockists are eligible to participate.

Program Basic Criteria

- Buy through the retailer network and distribution centres.
- Buy from the list of preferred program suppliers and earn rewards from this selected group only.

Base Rewards Criteria

- Every purchase through the retailer network will earn participants points that can be redeemed for rewards from a merchandise catalogue. Alternatively, points can be used to get (or top up) a prepaid Visa gift card with money.

Leaderboard Reward Criteria

- Independent stores have a target based on previous year's growth. The top 30 stores, based on percentage over target, earn a place an all-expenses-paid, "money can't buy" trip for two.

The base rewards (merchandise or Visa prepaid gift cards) are tangible, and participants know they can attain them on every purchase they make through the program. This not only gives instant gratification, but adds extra value to the transaction and builds a positive emotional connection with the program.

A leader-board base structure for a travel incentive is the ultimate prize for program participants. It's designed to strengthen the relationship between the company, franchises and participating preferred suppliers. Having two people from the store or the store owner and partner (which is normally

the case) is a one-on-one opportunity for the retail brand to get closer to their customers or business partners. But one of the biggest benefits of a leader-board offering a highly sought-after reward is that it gives focus. Participants almost automatically consider what they need to do to achieve the reward.

Eligibility criteria offer benefits beyond just channelled sales. As the program develops preferred vendor status with their suppliers, it strengthens their ability to negotiate stronger margin and rebate control. The network can develop ongoing revenue streams outside the program itself as well.

This incentive and behavioural strategy design shifts perceptions of using discounts, and challenges stores to drive purchases through the network. When the lower price buying directly off suppliers is weighed against the benefits of using the brand's preferred suppliers, the incentive's value appears bigger... and stores change their buying behaviour.

Designed with all key stakeholders in mind, a supplier funded program can be a game changer for everyone involved: retail brand, suppliers, and store owners ■

Rewarding Ideas

Accelerated Engagement

Reward Event Days

Tanya Henneman, Operations Manager Australia



Finding anchor points within a B2B program that drive further engagement is always a priority for every program manager. Program reward offerings are an obvious starting point, as they demonstrate the most obvious benefits to the target audience.

Merchandise is back in favour as a “reward of choice”, so there are various approaches that can be used to drive excitement in a program.

A great example where we’ve used merchandise as the focal point of an engagement campaign is when we’ve created a “Reward Event”. Think of it as “Black Friday”, but with your program branding and rewards targeted to your customers. This could cover the latest tech gadgets, electronics, coffee machines, luxury goods, power tools and kitchen appliances... all at vastly reduced point values (compared to the points normally needed to “buy” the items).

Themed reward events are delivered with a targeted communications campaign that builds up hype to the single day event. Circulating “teasers” of reward items and savings in the lead up creates strong interest in the promotion. These messages are shared across the channels a company uses to talk with their customers and goes beyond any day-to-day program communications.

The teaser campaign also provides the internal sales team an opportunity to develop relationships with their customers by using the reward event as a sales tool. The sales team can use the event as a reason to contact customers and promote it, as well as ensure the customer has enough points (however they’re earned) to get the most from the upcoming day.

It’s important to ensure you offer the right mix of rewards within a program event. Both high end aspirational rewards and budget conscious options should be available in an event’s merchandise rewards mix. This allows more customers to participate and engage with the promotion. We’ve seen significant increases in engagement with reward events that provide a limited range of highly desirable products at discounted price points.

Whatever mix you use and “pricing” you follow, you want a reward selection that will create trophy value and cover the demographics of the program participants.

When promoted correctly, an event day can have a huge impact on engagement, some of the results we have seen exceed normal KPI metrics such as;

- Program activity and visits up to 9 times over the average daily logins
- An increase in total redemptions, and not just on event-based rewards
- eDM open rates and click throughs increased by 20%

Inactive customers returning and redeeming rewards during the event is another marker for success. Reactivating this group encourages them to engage further with the program and company in future.

As we’ve seen from managing event days for programs in both Australia and New Zealand, events can be executed with minimal work across both markets. The communications strategy and event day can be aligned across the regions, with the biggest localisation typically being variations of the rewards available.

What we love about the “Reward Event” day is that they become a regular feature of the program calendar. With a strong offer behind the event, anticipation amongst participants builds as the day gets closer. Customers often increase their buying in the lead up to build more points for the day. And when the event rolls round, they hope to be amongst the lucky participants that snap up an incredible rewards deal! ■

Have you considered a “Black Friday” style event for your business or program?



Industry Insight

The return of travel and events

Business events, incentive travel, and conferences have long been part of the B2B sales and marketing calendar. They bring important stakeholders from every business in every industry together to share knowledge, connect (or re-connect), and celebrate the year's efforts.

The MICE (Meetings, Incentives, Conference & Events) industry is worth \$38 billion to the Australian and NZ markets per annum, with a myriad of suppliers and operators integral to the industry. As the COVID pandemic started hitting our markets, travel incentives and group events were amongst the first to be affected. But like many industries, the outlook for late this year and 2022 is one of promise.

As business confidence returns and interest in travel and events picks up, Engage interviewed key individuals in the industry. The objective: to find out their perspective of what's happening within the MICE market, highlight what changes the industry's undergone post-COVID, and the outlook for 2021 and beyond.

What Does the Future of Travelling and Holding Group Events Look Like in a Changed World?



Hotels & Resorts

After the choice of destination, hotels become a focal point of an event. The meeting place connected to a travel incentive or event itinerary. Arguably, some of the biggest changes have taken place in the hotel industry – from hygiene protocols, group expectations and looking for innovative ways to deliver events in a way that travellers will feel safe. We find out how hotels are dealing with these challenges and working to bring back guests.



Marriott International

Ramesh Daryanani

Vice President Global Sales, Asia Pacific

What steps have your hotels taken to make future incentive groups COVID safe?

Ramesh: The safety of our guests and associates continues to be a key priority for us. At Marriott International, we've enhanced cleanliness protocols, social distancing, and usage of masks to heighten standards of hygiene to build trust amongst our guests and associates. Beyond that, our hotels have also incorporated contactless technology into everyday touchpoints, leveraging the use of the Marriott Bonvoy app and allowing the option of mobile check-ins, contactless unlocking of doors, and requests. In the year ahead, we'll continue to fast-track our digitalisation efforts globally to ensure the safety of both our guests and associates.

Dean: We've implemented the IHG Clean Promise and IHG Way of Clean, which includes deep cleaning. Guests can expect to see evolved procedures throughout the hotel, reduced contact at check-in, touchless transaction, new standards and service approach to buffets, banquets, room-service and catering, plus the reduction of in-room furnishings and high-touch items. When it comes to meetings and events, it includes socially-distanced seating and meeting room layout, guidance on management of guest flow, and meal options.

Frederick: Through listening to our key stakeholders throughout the COVID-19 pandemic, we've learned that recovery and reopening our hotels needs to be more than just about cleaning and sanitisation. We need to focus on a more holistic sense of wellbeing, prevent the spread of COVID-19, but also care for people. For Hyatt, enhanced and comprehensive hygiene protocols was just the beginning. In 2020, our 149 hotels in Asia Pacific completed the Hyatt Group's Global Care & Cleanliness Commitment goals, and now with our second phase in line with our global commitment, all Hyatt hotels went through the GBAC STARTM

cleanliness and training accreditation process from the Global Biorisk Advisory Council (GBAC) to help us further reinforce consumer and client confidence for our brand.

Have you started any new initiatives to address perceived travel incentive barriers?

Ramesh: It might take a while before international travel resumes, so in response we launched #YourDreamDestinationAwaits. 13 hotels across Asia Pacific introduced locally relevant experiences from sister properties and destinations, allowing guests to experience signature elements of some of their favourite 'dream destinations'. From the distinctive uniform associates wear, to the recognizable decor and iconic food and beverage offerings, this campaign sparked travel inspirations on where Marriott International can take travellers when restrictions start to ease.

Dean: Site inspections were always a great opportunity to explore and experience a destination. With the state border closures, we navigated this element of a program differently and now offer Virtual Site inspections for clients to connect with the hotel team and see the product offering and facilities. This is done entirely from the comfort of their home or office. These have been an interactive and bespoke offering, tailored to program requirements, and have helped educate event teams without the additional cost of travel usually associated with an in-person site inspection.

Frederick: Hyatt launched our HY-brid Meeting offerings. This came from the proactive listening we've been doing with our key customer stakeholders. What we learned is that we need to reimagine the event and meeting experience to meet a wide range of change variables. The HY-brid Meeting offer provides seamless and sustainable small to large-scale global meetings that can simultaneously take place



IHG

Dean Jones

Head of Commercial, Australasia & Japan



Hyatt

Frederick Wong

Vice President - Revenue, Sales & Distribution, Asia Pacific

across multiple Hyatt venues – all while being neatly bundled and centrally billed. Since introducing the concept, we've hosted a number of successful regional hybrid events for large and medium sized conferences. The HY-brid meetings provide meetings planners with the flexibility to pivot from on-site to virtual attendance at short notice and caters to both onsite and virtual participants.

In what has been a very difficult period, are there any highlights you have had?

Ramesh: We believe the worst is behind us and are seeing progress with 94% hotels open globally. Asia is expected to lead the road to recovery. We've expanded and deepened our offerings to guests and members in Asia Pacific. We are grateful for the continued dedication demonstrated by our associates during this unprecedented time as we celebrated key milestones such as our 800th opening in the region. As we look throughout 2021, we're committed to continue making travel personalised and purposeful for all our guests.

Dean: After the devastating impact of natural disasters, including bushfires and floods in early 2020, it's been great to see business support the recovery of the regional areas that were affected. A number of domestic campaigns have helped the regional areas rebound and, with international borders likely to remain closed for a while still, the domestic market for conference and incentive travel has been sourcing local options. A number of programs have included a corporate social

responsibility element, connecting delegates with local communities to give back.

Frederick: While the COVID-19 pandemic has certainly required events and meetings to go online this year, it's resulted in many of us seeing that we can work and meet virtually. However, when the pandemic is managed, we believe organisations and meetings planners will now have more options in the future – it makes more sense to host the meeting or event virtually, in person or a combination. In-person gatherings will not go away. We're humans and we want to interact and socialise.

What changes are you making for contract clauses, in relation to COVID?

Ramesh: Consumer behaviours are constantly changing, and we have to always adapt our business because of that. We're seeing guests make last minute booking decisions – especially with the tightening of local restrictions which makes it hard for them to book their stay. For us to make booking easier for our guests, we've added easy terms and conditions for booking and modifications as well as cancellation policies to give guests more flexibility and convenience when booking their stay with us.

Dean: We recognise that, now more than ever, life requires adaptability. Our Meet with Confidence offer allows planners to confidently book future groups and meeting space with zero cancellation fees or attrition fees at participating hotels.

Frederick: One of the current challenges when securing a group during the pandemic is the uncertainty of hosting events with

changing restrictions on gatherings. To address this, we've reviewed our hotels' postponement, cancellation and attrition policies to ensure our clients have greater flexibility while planning their events. Hyatt will collaborate with clients to execute their event and ensure they're comfortable with planning during this unpredictable time.

What hopes do you have for travel incentives in 2021?

Dean: Australia and New Zealand have so much to offer for domestic incentive programs. We don't often get the chance to explore our own backyard, so we're seeing customers eagerly booking new local experiences. InterContinental Hayman Island Resort is offering true luxury in the beautiful Whitsundays, while Hobart and Adelaide are in-demand destinations.

Frederick: Like many industries and people, we've been closely following the news around a COVID-19 vaccine and are optimistic about recovery with the latest vaccine updates. Ultimately, it's about rebuilding confidence that it's safe to travel again. In the interim, Hyatt is curating localised incentive offerings to help companies incentivise their stakeholders through their love of travel on a local level. The joy of travel and in-person connections still holds appeal and creating new incentive experiences for the domestic traveller has been a key focus area for us.



Tourism Boards

Tourism Boards are there to promote and attract individual travellers, as well as business events into their region. Following international travel bans and forced borders closures from the pandemic, the importance of how they market a destination and support their local markets is more crucial than ever. What are they doing to influence people to travel to and throughout Australia and New Zealand?



Tourism New Zealand

Lisa Gardiner

Global Manager Business Events

What steps have been taken to make future incentive groups COVID-safe?

Lisa: Business Events Industry Aotearoa (formerly Conventions & Incentives New Zealand) has led the industry in an Events Sector Voluntary Code. This encourages all areas of the events sector to adhere to these guidelines to give confidence to groups wishing to come to New Zealand. As we know, COVID-19 isn't going away anytime soon, so we've added these measures to our Health and Safety programmes already in place.

Penny: Business events have already restarted in Australia and early events have demonstrated that COVIDSafe events – which don't compromise on the attendee experience – are absolutely possible. As more of these events take place, this is likely to help confidence further. As it stands, clients should be confident to hold events now which adhere to the gathering restrictions within the hosting state and which follow other locally provided guidelines. COVIDSafe policies and practices are also being put in place across the industry and the businesses that service it, so that should give confidence to planners and attendees that safety has been maximised.

What have you done to help business event planners and grow interest in bringing groups back to your region?

Lisa: Tourism New Zealand can help incentive planners with creating a bespoke incentive itinerary to suit any group size, taste, or budget. We can offer industry introductions and familiarisation visits when borders reopen so planners can experience what our country can offer first-hand. We also provide an extensive range of marketing resources for presentations and promotion.

In New Zealand, we live by a value called 'Tiaki'. It means that we all feel a special connection to the land we come from and a duty of care to protect it. While we can't see

you in person right now, rest assured we are taking care of our place, ready to welcome you again someday soon.

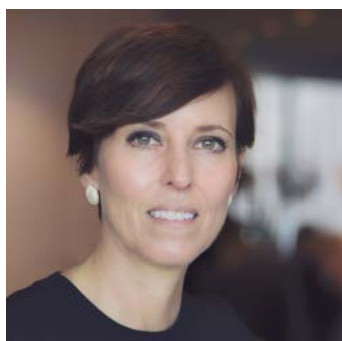
Penny: From a business events perspective, Tourism Australia's specialist unit, Business Events Australia has developed its first ever domestic strategy as a result of the pandemic. With domestic business events set to sustain Australian industry until international travel restrictions lift and international events return, encouraging a safe restart to local events will be a key focus for 2021, sitting alongside our ongoing international focus.

As part of the strategy, we've launched the Business Events Boost Fund and formed 86 partnerships with industry to deliver marketing and distribution projects which seek to encourage a restart to local events. We'll also be launching our own domestic business events marketing campaign soon – watch this space – to boost visibility of the value of business events, both to Australian businesses and to the wider economy. This will be done through mainstream media and advertising placements as well as trade publications, PR, social, and search marketing.

2020 was a very difficult year but were there any highlights?

Lisa: While our borders have been closed, we've been embracing technology to keep New Zealand top of mind with potential buyers. Our Singapore and South East Asia and Americas teams have held virtual fam trips so that buyers who were due to be hosted here could still get a taste of New Zealand. The exclusive webinars saw participants treated (virtually) to Josh Emett's Pavlova-making skills, Te Puia storytelling, Real Country farm life, and serenading by the Modern Maori Quartet.

Despite the disruption of COVID-19, New Zealand's business events infrastructure continues to grow, signalling both the importance of this industry to our



Tourism Australia

Penny Lion

Executive General Manager Events

tourism economy and recognition of the wider knowledge, networking and business benefits international events bring. Work is underway on three dedicated, world-class convention centres in the main cities – Christchurch, Wellington, and Auckland. Investment continues with a number of international brand hotel chains – see Auckland and Queenstown – choosing New Zealand, plus new incentive options (e.g. Weta Unleashed and All Blacks) opening.

With New Zealand's borders closed, many tourism operators and hotels have relied on the domestic market. Tourism New Zealand has supported domestic tourism and the latest MBIE domestic spend data from across New Zealand shows that Kiwis are supporting New Zealand's economic recovery by exploring New Zealand and doing something new.

Penny: Throughout the pandemic, sentiment from international customers has been that Australia is handling the pandemic well and we're perceived as a safe destination, which will give us an advantage when international events do return, so that's a definite highlight.

Also seeing some reasonably large events – up to almost 1,900 attendees – restarting in Australia has been encouraging, as has seeing Australia's infrastructure boom continue to roll on during the pandemic, with the opening of some key new hotels.

Finally, the clear appetite for face-to-face meetings to resume when it's safe to do so gives me hope that the business events industry will thrive again in future.

What are your hopes for travel incentives in 2021?

Lisa: Tourism New Zealand's focus on encouraging domestic visitation has helped to keep New Zealand operators working and engaged, and they're keen to hit the ground running once borders reopen.

We're encouraging MICE planners to 'Take your thinking somewhere new'. We believe that New Zealand's good management of the COVID-19 pandemic, its reputation as a safe and friendly destination, and of course its stunning scenery, amazing activities, and excellent events infrastructure, make it a very attractive proposition for events once borders reopen. New Zealand can't wait to

welcome international visitors again.

Penny: I would love to see Australian businesses getting out there on incentives that explore the wonders of our own backyard. Australia has such a diverse landscape and so many incredible experiences.

There is no time like the present to embrace the opportunities that are right in front of us and help sustain Australia's business events industry and our wider economy while we're at it.

Business events drive significant economic impact for the hosting community as well as having a hugely positive impact on the companies that hold them, in a myriad of ways, from morale and connection to reward and motivation, and driving innovation.

And, of course, we would also love to welcome back our neighbours from New Zealand. The establishment of a Safe Travel Zone with New Zealand has been encouraging and we look forward to quarantine-free travel becoming reciprocal so we can start welcoming incentive groups from New Zealand back to Australia in the near future.

212F

When it comes to travel and events, a plethora of things can go wrong, and this is often when your incentive travel and event agency will prove their true value as they leverage relationships and put in place positive solutions that manage and reduce the risk. Dealing with market uncertainty and changes, agencies like 212F are at the centre of creating, managing, negotiating and communicating with all stakeholders. With a positive view to the future, how are 212F supporting client travel programs into 2021 and 2022?



Jo Strachan
Director of Travel & Events, Australia



Adam Leslie
General Manager Events, New Zealand

How is 212F dealing with perceived or real barriers in getting groups back?

Jo: *One of the largest side effects of a global pandemic is the feeling of uncertainty. With so many moving variables surrounding travel, it's our job to keep up with the latest advice and recommendations to help ease concerns for our client.*

It's standard practice for us to look after all the checks and risk assessments to ensure we're partnering with the right suppliers and have contingencies in place. We also need to consider the concerns from the perspective of individual delegates and their willingness to travel, so providing detailed communication and education on the steps taken to ensure their safety is an important consideration in the lead up to an event.

As much as the desire to book an event may be there, many businesses are hesitant to take the next step and hand over a deposit for fear of losing a significant investment should the event be affected by a COVID outbreak or border closures. Therefore, financial risk mitigation has been our number one focus at 212F over the past year, and we've been negotiating some of the most flexible cancellation policies available. Reassurances are great, but we need to have them on paper to protect our clients and give them peace of mind.

Adam: *I agree. The biggest barriers to our clients jumping back into booking new events has been the question of 'financial' risk and our biggest challenge has been managing the perception of this risk. We've been busy negotiating some groundbreaking COVID clauses with our suppliers, that provide clients with every confidence they won't be exposed to any financial risk in the event of any further outbreaks. It's also provided us with a fantastic opportunity to work in partnership with the leading hotel brands, to not only provide COVID clauses that are fair and reasonable, but update some standard terms and conditions that haven't been amended in decades.*

What we're actually aiming for is to give our clients every reason to 'postpone' and not to 'cancel' their event. The reality is that there is almost no financial risk with moving an event to a new set of dates, so provided we negotiate fairly with our suppliers and clearly describe these 'COVID clauses' in our contracts, then our clients feel reassured, relieved and actually receptive to a postponement over a cancellation.

Are you approaching the travel and events market differently to other agencies?

Jo: *212F's core business philosophy has always been to develop the right strategy to help clients achieve business objectives and implement programs that change behaviour. That's our philosophy: strategy first – reward second.*

The strategy is no different when it comes to planning events. When we ask a client why they are running an event, a common reply is "because we've always done it". We believe an event strategy must always start with alignment to the overall businesses objectives and we challenge our clients to treat their events with a strategic approach to achieve the best possible business-driven outcomes.

Adam: *Touching on strategy, we've developed our own unique event strategy process that applies an event behaviour model to identify current and desired outcomes. We want to help our clients ensure their business events can now be aligned with their business objectives, with a more certain return on investment.*

Incentive outcomes are also changing, with clients looking for new ideas to increase sales and improve their ROI that can work with a traditional 'reward' program approach. 212F has been leading the charge by developing exclusive partnerships with some of the world's top universities, such as Cambridge, Oxford and Harvard. We can now provide our customers with programs tailored to specific business needs, using the extensive resources and world class subject matter experts we have access to. Executive Education is much more accessible than many may realise, and we are without doubt leaders in this very unique but exciting space.

How do you see 2021 playing out for incentive travel & events?

Jo: *For the immediate future, we see incentive travel being more targeted and localised. Travel may even be broken up into a number of smaller events. We're so blessed with the diverse landscape and wonders of our own backyards in Australia and New Zealand. So many incredible regions, properties and experiences are right in front of us, just waiting to provide some magic moments!*

We also see the focus on smaller networking experiential events. People are excited for face-to-face connection and by having smaller, targeted groups. It gives

you the ability to make the event more personalised to suit the demographic and achieve the desired business outcomes.

Imagine taking some of your top clients to a private ranch for a day of quad biking, or flying by float plane to a secret fishing location and dropping your line off the plane's pontoon, or exclusive private events with sports stars testing your skills. We talk about trophy value and the opportunity to build lifelong business relationships. We dare our clients to think big and challenge us to curate some unique experiential programs in our own backyards.

Adam: *New Zealand's in a fortunate position. In a lot of ways, we're probably six months ahead of other countries with the way COVID has been handled and also how NZ continues to adapt with each new outbreak. We're small enough as a country to make quick decisions, so it's much quicker to get back a 'business as usual' environment.*

Following sustained periods of zero cases, business confidence has returned, we've seen a surge in domestic enquiry, and are now seeing the first signs of enquiry with international events also.

We think international travel is likely from the start of 2022, our clients can see there is light at the end of the tunnel and are ready to confirm international travel for 2022 and beyond.

Whilst the past year has been incredibly difficult for everyone, we have a very positive view of the next 12 months, which is certainly echoed by our clients and the increase in enquiry we're getting ■

Rewarding Ideas

Risk with Certainty

Event Bookings In The Post-COVID Era

Adam Leslie, General Manager Events, New Zealand

Well, what a year 2020 was!

I can honestly say it tipped the event world upside down. In the nearly 20 years I've worked in this industry, nothing has decimated the event community like COVID-19.

Whilst much was said about the impact on tourism, travel and hospitality, those in the event world suffered in silence, and perhaps more than any other industry. Companies, competitors, and colleagues all fell victim to incredibly difficult times that mostly went unreported.

As our world revolves around people coming together, we were among the first affected and likely to be the last back to running at 100%.

Thankfully, 2021 brings new hope and a renewed confidence we're starting to recover, at least here in NZ. Within the next 12 months, international travel may even be possible to some degree.

So, what did we learn from the pandemic? How to stay resilient and how to support one another were key. By having a diversified portfolio and a more intuitive and flexible approach, it enabled us to work closely with our suppliers to achieve the best outcome for everyone.

In the era of COVID-19, we're now working smarter and harder to provide clients with the best event solutions that help 'mitigate risk'. By doing that, we provide the greatest event outcomes for those looking at travel and events for late 2021 and 2022.

Risk mitigation has been a key focus since the pandemic began. From a client perspective, we've identified four distinct risk profiles:

Perceptive Risk

Emotional responses to what is 'perceived' can play a huge part in what people believe, whether these are factual or not. Concise communication and accurate information are integral tools to help reduce any concerns, perceived or otherwise.

Personal Risk

How COVID-19 could affect an attendee's health is a concern for every client. However, supplier cleaning standards and health and safety protocols have never been stricter. The reality is that no one will now travel or hold an event if there's any health risk. So, personal risk is very low.

Professional Risk

From my view in NZ, clients and event suppliers have obligations under the NZ Health & Safety at Work Act to provide a 'Primary Duty of Care', and working with our Australian teams, know that Australia has similar regulations. As an industry, this is to ensure the safety of event attendees at all times. Provided these obligations are met at every stage, this is your best defence as an events manager against professional liability.

Proprietary Risk

The financial loss to a business for either cancelled or postponed events is probably the biggest 'fear factor' in this new COVID-19 environment. However, we're leading the discussion by working in partnership with suppliers to effectively throw out the rule book when it comes to traditional contract terms and conditions.

These include:

- Mutually agreed release dates
- Staggered concessions for 'irrecoverable' costs
- Fully flexible postponement consents
- COVID-19 friendly minimum numbers

By following measures like these, we make proprietary risk a much smaller and less threatening possibility.

Mitigating these risks for our clients is the best chance we have of ensuring business events proceed. We've seen the value of this risk mitigation and received positive feedback from clients and suppliers with what we are doing in this space.

We will continue to: work closely with all parties involved in the event, design action plans that pre-empt any likely challenges, and create new processes to keep them from becoming a risk.

As for the future, we remain positive that the tide will turn and are already working on some international event proposals which will be incredibly exciting... so stay tuned! ■

By doing the hard work now, we're confident we'll be able to push the Go button the moment it's safe to do so and breathe life back into the industry we're all so passionate about.

TAKE A STRATEGIC VIEW TO YOUR NEXT TRAVEL PROGRAM OR EVENT.



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Rewarding Ideas

Showcase of amazing travel experiences

Kauri Cliffs, Bay of Islands A Hidden Paradise



Budget: \$3,700 pp

Suggested Duration: 2/3 nights

Group size: 32 couples

Best Travel Month: Sept – Dec or Feb – Apr

Weather Highs: Highs of 25°C, Lows of 10°C

OVERVIEW

This is an experience immersed in vintage style and elegance, which starts the moment you step into your charter flight: a classic 1940's DC-3 airliner. This private flight whisks you away to the opulent suites and amazing activities you'll find at The Lodge at Kauri Cliffs, tucked away in the Bay of Islands.

It's hard to compare anything to a destination where you wake up to the glow of the rising morning sun that reveals panoramic views of the Pacific Ocean and ends with daily dining that lets you sample the finest local produce.

DESTINATION HIGHLIGHTS

- Enjoy a charter trip back in time with classic 40's and 50's style flying in a beautifully presented DC-3 airliner, complete with propellers, NAC-type uniformed stewardesses, and an open-to-view cockpit. "Betsy" is one of only a handful of DC-3s in the world still certified for civil aviation... and you'll be flying with her.
- Named the number one resort in Australia and New Zealand by Travel+Leisure, Kauri Cliffs is a leisure traveller's dream.
- Kauri Cliffs is currently ranked #37 in the world by Golf Digest's Top 100 Greatest Golf Courses in the World.
- The Spa is nestled at the edge of a Totara forest, overlooking a verdant fern glen and winding stream.
- With an emphasis on local produce and providers, Frith and his brigade of chefs keep the food miles relatively low, with fish often caught and cooked on the same day.

ITINERARY EXAMPLE

	Day 1	Day 2	Day 3
Morning	Depart for Kerikeri, Bay of Islands (Private Charter DC3)	Bay of Island fishing, golf or mountain bike	Relax and enjoy the resort
Afternoon	Spa treatments	Time at leisure for Resort Activities	Depart home
Evening	Welcome Dinner at the Veranda	Best of NZ Feature Dinner	
Overnight	Kauri Cliffs	Kauri Cliffs	



HOTEL OF CHOICE

The Lodge - Kauri Cliffs

Tastefully designed by Virginia Fisher with the guests in mind, the lodge is timelessly beautiful, offering space, comfort and complete relaxation amidst the homeliness of soft furnishings, warm carpets and blonde woods.

Resting on unspoiled coastline where high cliffs nestle around three pristine private beaches, Kauri Cliffs is experiential travel at its best. Activities abound with the David Harman-designed golf course, immersive local heritage tours, plentiful fishing, and bush walks, mountain biking, quad biking, and spa sanctuary hidden within native forest.

Kauri Cliffs' Northland location provides a bounty of the freshest ingredients. A team of chefs craft these foods into delectable cuisine that's sophisticated and fun to eat. Head Chef Frith draws inspiration from a wide base of international cuisines as he prepares the daily menu to emphasise local produce and providores.

Mt Mulligan Outback, Queensland

Shadows of a Sun-Soaked Peak



Budget: \$7,000-\$7,500 per person
(based on 20 guests)
Suggested Duration: 3 nights, 4 days
Group Size: 10 rooms
(maximum 20 guests double/twin share)
Best Travel Month: Jun – Aug
Weather: Highs of 28°C, Lows of 13°C

OVERVIEW

Experience the spirit of the Queensland back-country through a captivating and timeless landscape. The expansive property where you'll stay and explore still bears the marks of the historic gold and coal rush and, in its current life as a working cattle station, the rich pastoral history of Australia.

Mt Mulligan Lodge lies at the foot of its impressive namesake, overlooks a sparkling weir, and is surrounded by untamed landscape in every direction. What's more, you'll travel to this all-inclusive luxury lodge via a 35-minute scenic helicopter flight or a 2.5-hour 4WD adventure from Cairns.

DESTINATION HIGHLIGHTS

- 35-minute scenic helicopter transfer with sweeping views of the Daintree Rainforest, Atherton Tablelands, and the rugged terrain that surrounds majestic Mount Mulligan.
- Get behind the wheel of an ATV exploring boulder-strewn creeks, navigating outback tracks, and meeting the bovine locals, before resting for a "bush tucker" picnic lunch.
- Discover the famous waterfall circuit on the Atherton Tablelands, a natural wonderland of waterfalls and swimming holes, crater lakes, and pristine flowing streams.
- Enjoy the full outback Australian experience by trying your hand at cattle mustering.
- As the sky glows ember at sunset, finish the day with a gourmet cheeseboard and a chilled sundowner overlooking Mulligan Hill.
- 'Dine under the stars' with a seven-course degustation dinner served on the edge of the weir, under a blanket of twinkling stars, and in the shadow of lofty Mount Mulligan.

ITINERARY EXAMPLE

	Day 1	Day 2	Day 3	Day 4
Morning	Depart for Cairns	ATV adventure	Discover goldmine, and visit abandoned township	Sunrise Picnic and helicopter to Cairns
Afternoon	Arrivals and helicopter transfer to Mt Mulligan	Water activities	Barramundi fishing	Return home
Evening	Welcome Dinner in the Lodge Restaurant	Dinner in the Bush	Farewell Dinner Under the Stars	
Overnight	Mt Mulligan Lodge	Mt Mulligan Lodge	Mt Mulligan Lodge	



HOTEL OF CHOICE

Mt Mulligan Lodge

The lodge accommodates 10 spacious guest retreats that complement the landscape and offer a luxurious and charming take on pastoral living. Each retreat is a sanctuary overlooking a eucalyptus-fringed weir and views of the ever-changing moods of Mount Mulligan.

The contemporary retreats are luxurious, yet retain a raw external charm with their spotted gum timber cladding, pitched roofs and deep verandahs. Inside, the earthy-tones and lavish leather furniture give a rich sense of place. Slide open the glass and timber doors onto your private deck to run a deep outdoor bath while you take in the incredible vista of the Northern Queensland outback.

Tasmania

Awakening wonder

Budget: \$4,000 per person (based on 40 guests)

Suggested Duration: 3 nights, 4 days

Group Size: 20 rooms (double share)

Best Travel Month: Dec – Feb

Weather: Highs of 20°C, Lows of 11°C

OVERVIEW

Long considered by “mainlanders” as a sleepy backwater, Tasmania has finally shaken off this reputation as tourists flock to the capital of this pure, scenic wonderland. And while it may be Australia’s smallest state, Tasmania packs a punch when it comes to the ultimate incentive or conference destination. The streets of Hobart buzz with art and culture, whilst boasting an exciting foodie scene that offers something for everyone.

Outdoor lovers will find this a magical place where you can experience remarkable natural beauty, from brooding mountains to stunning beaches, all while you enjoy what’s said to be the cleanest air in the world. If you still aren’t sure why you should go, speak to our experts 212F. Once you know the full story, we guarantee you’ll have Tasmania on your bucket list, whether coming from mainland Australia or on the new direct flights from New Zealand.

DESTINATION HIGHLIGHTS:

- Stay at the brand-new Crowne Plaza Hotel which lies in the very heart of Hobart’s bustling city centre
- Gorge yourself and guess the cuisine with blindfolded food experiences at The Lounge by Frogmore Creek
- Get a bird’s eye perspective of Hobart with a thrilling Jet Fighter experience
- Relax your way through a Wine, Whiskey and Food Tour of Bruny Island, south of Hobart
- Enjoy an exclusive dinner before embarking on a scavenger hunt with actors and entertainment at MONA
- Get a birds-eye view at this incredible city with a helicopter transfer from the airport to Freycinet
- Learn how to shuck oysters... and eat them fresh out of the ocean!

ITINERARY EXAMPLE

	Day 1	Day 2	Day 3	Day 4
Morning	Arrival to Hobart	Breakfast at hotel	Breakfast at hotel and helicopter transfer to Oyster Freycinet	Breakfast at hotel
Lunch	Transfer to Crowne Plaza to check-in and lunch	Wine, Whiskey & Food Tour of Bruny Island	Oyster Shucking Experience	At leisure
Afternoon	Jet Fighter experience	At leisure	Private transfer on MONA Ferry	Departure Transfer to Hobart Airport
Evening	Welcome Dinner & food experience at The Lounge by Frogmore Creek	Private Dinner at Glen Albyn Estate	Exclusive Farewell Dinner & Scavenger Hunt through MONA	



HOTEL OF CHOICE

Crowne Plaza Hotel

Located in the heart of Hobart, the new-built Crowne Plaza Hobart welcomes guests into the new era of Crowne Plaza, offering a contemporary design-led experience. Discover inspired dining destinations and innovative spaces to blend work and play, while knowing the hotel has sustainability built into its very core. With Hobart's first Club Lounge, outdoor balcony event spaces, and The Deck – Hobart's new place to be seen – guests can sit back and enjoy a cocktail while watching the sun set over Kunanyi (Mount Wellington).

Singapore

City in a Garden

Budget: \$5,500-\$6,000 per person
(based on 40 guests)

Suggested Duration: 3 nights, 4 days

Group Size: 20 rooms (double share)

Best Travel Month: February and April
(for the most part, a year-round destination)

Weather: Highs of 31°C, Lows of 25°C

OVERVIEW

International travel is on the horizon again in 2022. Asia is expected to return to favour as a travel destination, especially with countries who've enjoyed similar success with COVID management, such as Australia and New Zealand. Capitalising on its melting pot of cultures, Singapore is fast becoming one of Asia's 'must see' destinations. From cheap hawker fare to Michelin-starred fine dining, a buffet of activities on offer and an ever-buzzing nightlife, Singaporeans (and tourists) will line up for it and Instagram the hell out of it.

Even the skyline's getting in on the act, as concrete towers give way to green skyscrapers that look more like living ecosystems than business hubs. In fact, the entire country is fervently working towards their dream of a 'City in a Garden'. Singapore's sure to exceed your expectations and is a 'must consider' for your next group travel.

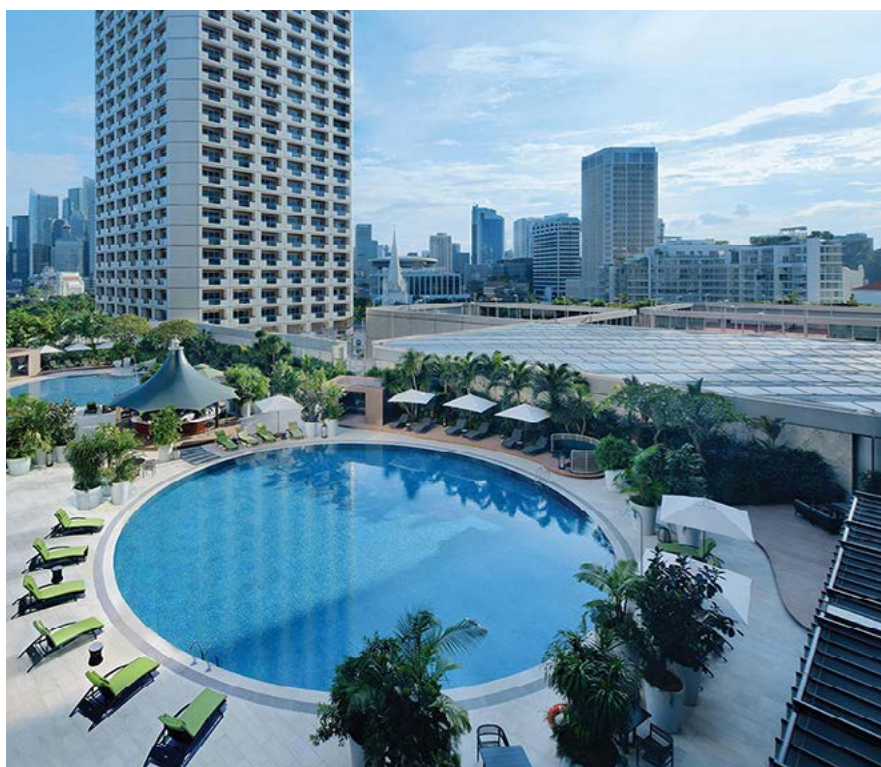


DESTINATION HIGHLIGHTS:

- Take a tuk tuk ride through Singapore's renowned Hawker Markets, get hands-on making some of Singapore's most famous dishes, then finish with a Singapore Sling masterclass
- Wine and dine in the famous Singapore restaurants and bars, and when you're ready, dance the night away at some of the hottest spots in town.
- Test your skills by making your own gin from scratch at the Brass Lion Distillery.
- Spark your creative side by designing your own custom pair of sneakers.
- Escape the bright lights of the city to enjoy a 4-course dinner in a Tipi Tent at the world-famous Singapore Zoo.
- Cruise on a bumboat along the Singapore River and let the mix of modern and past drift on by.

ITINERARY EXAMPLE

	Day 1	Day 2	Day 3	Day 4
Morning	Arrival to Singapore	Breakfast at hotel. Private 'Windows to Singapore' tour	Breakfast at hotel Choice of options: <ul style="list-style-type: none"> • 1920s Trails of Tan Ah Huat • Gin tour • Shoe design • VESPA sidecar sightseeing 	Breakfast at hotel Enjoy a morning at leisure
Lunch	Transfer to Swissotel to check-in and lunch	Chomp your way through Singapore's food tour - includes Singapore Sling masterclass and travel by tuk tuk	Lunch at Botanic	Lunch at VUE
Afternoon	Bumboat along Singapore River with MBS light show	A lazy (or busy!) afternoon of leisure	A lazy (or busy!) afternoon of leisure	Departure and transfer to Changi Airport
Evening	Welcome Dinner at LAVO	Dinner in a Tipi tent at Singapore Zoo	Farewell Dinner at Tanjong Beach Club	



HOTEL OF CHOICE

Swissotel The Stamford

Strategically located in the heart of Singapore's shopping & entertainment districts, step into a world of comfort and experience the finest in Swiss hospitality at Swissotel The Stamford. One of Southeast Asia's tallest hotels, you'll have panoramic views of Singapore and a voyage of epicurean and entertainment pleasures at your doorstep.



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Hyatt: Connecting the Tasman!

If you are interested in taking advantage of this fantastic offer, please contact the 212F Travel and Events team

Australia: jo@212f.com.au

New Zealand: adam.leslie@212f.co.nz



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As we eagerly await the reopening of international borders between Australia and New Zealand as part of the "trans-Tasman travel bubble", we can turn towards the evolution of hybrid events which has provided all business a virtual solution to bring Aussies and Kiwi partners together.

Hyatt has timed its highly anticipated return to New Zealand with the debut of Park Hyatt Auckland, alongside the launch of their Hyatt LIVE Hybrid Solution. With eligible Hyatt hotels across Melbourne, Sydney, Canberra, Brisbane, Perth - and now Auckland - Hyatt have created the perfect package to bundle your venue, catering, technical and digital production capabilities, to ensure the smooth delivery of a hybrid experience across the Tasman.

Hyatt also has flexible cancellation and attrition policies to ensure that you have the confidence to reconnect your teams and plan your next event.

LIMITED TIME OFFER!

Free* Fitness Test

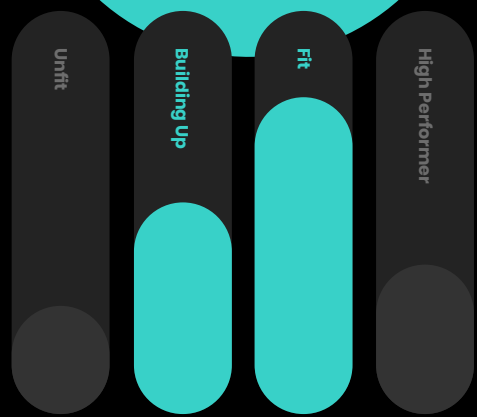
*Offer ends 30 September 2021

65% of all program owners surveyed, agreed that implementing the recommendations would:

1. Improve the program performance
2. Increase ROI of the program and ultimately save costs
3. Give their program a competitive edge in market against competitors

The biggest take out from the survey was: Taking on the recommendations to make their program fitter would have positive impacts and deal with changes to their current market now and into the future.

76%
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ISBN 978-0-6451659-0-6



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