



Turning the downturn into an upturn

Incentive and rebate programs are common features in the motor industry. During the economic downturn, it became essential to combine cost-effectiveness with an even stronger incentive to perform and meet targets. Our brief was to find affordable ways to improve the performance of several long-running dealer incentives.

The challenge

Achievement Awards Group was tasked to determine the business outcomes of seven existing incentive and rebate programs, checking for areas where performance could be improved or costs minimised.

The challenge was to obtain candid and meaningful feedback at all levels of the organisation, including senior executives and dealer channel members. Survey fatigue was a significant risk, and vast amounts of processing and analysis were required before meaningful, customised recommendations could be made for each program.

Our involvement

To ascertain cost-effectiveness and improve the efficiency of the seven programs, Achievement Awards Group measured them against the following best practice criteria:

- Alignment of the program to strategic business objectives;
- Alignment of the programs to each other, and across the supply chain;
- Informed reports facilitating sound business decisions;
- Motivational effectiveness of the program to the target audience;
- Cost-effectiveness and financial justification; and
- Benchmarking of the programs against best practice design in the industry.

To ensure survey fatigue was overcome and statistically meaningful data was obtained, dealer input was gathered face-to-face and telephonically.

Results

- Program performance was adequate in some areas, but survey data highlighted several structural and process weaknesses that were inhibiting effectiveness and Return on Investment (ROI).
- To bridge the gaps, our analysts made numerous recommendations based on global best practice in incentive program design.
- New program integration technology was used to save time and costs, and improve ROI.

Vital statistics

Product category:
Audit



Number of participants:
100 - 1 000

The Science and Art of Business and People Performance

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