TRENDS OF THE INCENTIVE TRAVEL MARKET IN AUSTRALIA

BY

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DECLARATION

I hereby declare that the present work has not previously been submitted by me, either in whole or in part, for any other academic award.

[redacted]

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EXECUTIVE SUMMARY

The first part of the research set out to establish the types of companies which use incentives, with particular emphasis on incentive travel and the trends in usage. In line with these objectives, a survey targeting the top 500 companies in Australia was undertaken.

Seventy-six percent of companies responding to the survey are incentive users. The key findings are summarised as follows:

The top ten incentive users are found mostly in industries where the business is very competitive and, therefore, characterised by a marketing need to gain an edge over competitors.

The majority of companies award cash incentive, but travel incentive ranks highest in cases where cash is not used.

The management in most of the companies which are not using incentives are of the opinion that incentives do not achieve objectives. However, 19% of present non-users are contemplating using incentives in the future.

Companies award incentive travel mostly to sales employees, although in some cases, employees from non-sale areas are also allowed to participate. Incentives, therefore, are used mostly to increase sales and profits, although they are also rated highly as a means of improving productivity and staff morale.

A large percentage of incentive travel users do not employ the services of incentive houses. Their programmes are planned in-house or by travel agencies which are directly contacted for travel itineraries.

Most incentive travel programmes incorporate a significant degree of work-related activities: meetings, visits to customers and site inspections may be cited as examples of these.

Incentive trips of 4 - 6 and 7 - 14 days duration are the norm. Of the incentive travel destinations, 60% are overseas and travel is undertaken almost always with spouse.

Comparing the pattern of spending on incentives in general with that of incentive travel, it can be seen that at the top end of the market, incentives, whether given in the form of cash, merchandise or travel, incur a large amount of expenditure for the companies. For some, it is in terms of one to two millions of dollars annually and there was one responding company which spent $12 million in the last twelve months on incentives.

Research findings show that in the last six months, there was a rise in incentive travel programmes. Despite the depressed state of the economy, 70% of the present incentive travel users already have the next trip planned.

Literature on incentive travel, found in travel and tourism journals, has identified the incentive travel market as a growth area, which "will help to develop the Australian tourism/hospitality industry"[1]. It was this claim which provided the impetus for the second part of this study. A follow-up survey was conducted among the leading 5-star hotels in major cities of Australia in order to demonstrate that "incentive travel is a potential source of growth for the Australian tourism industry".

Findings indicate that the incentive travel market is currently only a small segment for the hotels; however, the growth potential is there. The forecast for the future rate of growth in the incentive business is 10 - 15 %.

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[1] The Quorum, No. 21, Feb 1988, p 31.

STRUCTURE OF THE REPORT

This thesis report is organised into six sections.

Section One provides a background for the thesis topic, followed by an account of the research methodology, target segment and initial problems which caused the change of focus in the later part of the study.

Section Two consists of a descriptive presentation of trends in the use of different types of incentives by major corporations in Australia.

Section Three examines the trends in the use of incentive travel among these corporate users.

Section Four gives a report on the survey of a number of leading hotels in major cities of Australia to determine how the 5-star hotels perceive the incentive travel business.

Section Five summarises the results of the research.

Section Six provides the scope for future research.

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SECTION ONE - INTRODUCTION

1.0 BACKGROUND

Prior to embarking upon the study, a computer search on several databases were performed and the author was convinced that, so far, no acknowledged research has been done in Australia on the incentive travel market from an industry-wide perspective. The Australian case can perhaps be better assessed by considering the position in other parts of the world.

In the USA, research into the incentive travel market became more widely known 13 years ago with the formation of the Society of Incentive Travel Executives (SITE). SITE was founded in New York in 1973 for the purpose of "developing a better understanding and appreciation of the importance and scope of incentive travel as the ultimate marketing and motivational tool"[1]. One of the society's ways of serving its broad-based membership is to compile the annual Incentive Travel Fact Book, which reveals the trends, growth patterns and percentages as well as the value of the North American incentive travel market. All information is updated annually. With the benefit of an earlier headstart, the USA is today the world's leader in the incentive travel market.

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[1] 1990 INCENTIVE TRAVEL FACT BOOK, compiled by the SITE

In Europe, the findings of the first European Incentive Travel Survey were presented on April 10, 1990 in Monaco, to delegates at the Second European Incentive Travel Conference[2]. For many years, Europe has felt the impact of incentive travel on its tourism industry, and recognised that it is a fast growing segment, but it was only a year ago that a survey was successfully commissioned to quantify the market in the 24 European countries represented by the European Travel Commission. This late start is understandable, considering that the continent is made up of countries which have diverse traditions, cultures, economies and languages. The European Incentive Travel Survey was, therefore, not an easy task, complicated further by the geographical span of the continent. However, as the authors of the survey put it, "a start had to be made somewhere".

A start has to be made here in Australia, too. The use of non-cash incentives as a motivational tool to help achieve management's objectives, is still very much in its infancy in Australia, compared with the USA and Western Europe. Nevertheless, it has passed beyond the embryonic stage in this country. Published figures indicate that companies' expenditure in the

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[2] THE ECONOMIST INTELLIGENCE UNIT TRAVEL AND TOURISM ANALYST, No. 3, 1990 pp 65 - 78

incentive area is estimated to total $AUD500 millions[3] for the last few years. A recent survey by the Queensland Travel Association shows that the Australian travel incentive industry generated $AUD150 - $200 million of which $50 - $60 million is thought to have been spent in Australia[4].

Notwithstanding the above level of estimated expenditure, little factual information has been collected from the incentive users, namely the corporate sector, about the content and quality of incentive packages. Although there has been speculation that incentive travel is an issue of growing interest among incentive users, so far there is no known research concerning the value and volume of its market and how it is implemented. As a result, there has been an inevitable reliance on American literature and research for indicators of the directions that the incentive industry is following.

It is now time, however, for the Australian incentive industry to look inwards to determine the extent of the expansion of the market, its rate of growth, the user profile, the incentive characteristics typical of Australian businesses and the financial potential of

[3] <u>THE QUORUM</u>, No. 36, Jul/Aug 1990, pp 7.

[4] Jill Varley, "Criteria: Choosing An Incentive Destination", <u>THE QUORUM</u>, No. 30, Jul/Aug 1989, p 20.

the incentive industry as a whole.

The present study, which involves a broad spectrum of the industry, has been initiated by the Australian Incentive Association (AIA). The findings of the study outlined in this paper serve as a data base on trends among incentive users in the top 500 companies operating in Australia. It provides an opportunity for the AIA and/or its members to better understand the needs of the industry for planning, strategy-development and decision-making.

The AIA was established in 1986 as an umbrella representation of a wide range of companies and organisations involved in all facets of the incentive industry. One of its aims is to set a high standard for the incentive product. In trying to achieve the desired quality, the Association provides "educational" programmes to suppliers. It also functions as an advisory body to inform its corporate members on tax issues pertaining to the use and implementation of incentives. All in all, it represents a broader interest of the industry than the SITE, which focuses only on incentive travel.

1.1 GLOSSARY OF TERMS

The author defines incentives and other terms used in this research as follows:

1. Incentives - A modern management tool used for motivational purposes to accomplish corporate goals by giving awards in the form of cash, merchandise or travel as a prize. It is sometimes also known as a modern marketing tool which is an alternative to the traditional methods, such as advertising and sales promotion.

2. Incentive travel (I.T.) - A motivational award in the form of an extraordinary travel experience.

3. Incentive trip - A holiday whereby all travel arrangements are organised and funded by the sponsoring company in recognition of the participant's contribution to pre-determined goals.

4. Award winner - The person on whom a prize is conferred after having attained his/her share of the goals.

5. Corporate incentive user - A company which awards incentives. Also known as a sponsor.

6. I.T. planner - The person ultimately making decisions regarding the travel programme, content and destination.

7. Qualifying period - The length of time during which participants compete for an incentive prize which can take the form of cash, merchandise or travel.

8. Incentive/Motivation house - A full-service company which provides all the elements necessary to plan and implement incentive programmes for clients.[5]

9. Destination management company - A local service organisation which provides creative itineraries and management of logistics based on indepth knowledge of incentive travel and destinations.[6]

10. Incentive-generating country - A country in which incentive travel is widely used among companies as a motivational tool and where incentive spending is significantly large.

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[5] "Coming to Terms with Incentives" - <u>**THE QUORUM**</u>, No. 39, Jan/Feb, 1991, p 15

[6] Ibid.

1.2 AIMS AND OBJECTIVES OF THE STUDY

The study aims to assess whether the use of incentives is a common practice among major companies in Australia, especially with regard to incentive travel.

The objectives of the study are to :

(i) investigate general trends in the use of incentives.

(ii) determine the extent of growing interest in incentive travel.

(iii) examine the growth of the incentive travel business as perceived by leading hotels.

1.3 LITERATURE REVIEW

As industrialisation gathered in momentum in several countries at the end of the last century, several problems associated with the changing technology of production became apparent. These were the problems of productivity, morale and work quality, some of them resulting in high wastage of human and material resources. The school of thought existing at that time attempting to investigate such issues was the Scientific Management Movement, which first made its impact in North America in 1911 and subsequently in Germany, France, Great Britain and Russia. This new wave of management system found its objects of interest mainly at the work place, and its original advocate, Frederick W. Taylor, also known as the "Father of Scientific Management", initiated a type of incentive plan in the wage system[7]. This was a financial system based on objective performance standards through which employee output could be evaluated and thereby rewarded. A specific incentive plan known as the "differential piece rate" became a part of Taylor's management strategy[8]. The mechanism by which it operated was "to pay employees at one piece rate if they produce less than the standard

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[7] Merkle, J. MANAGEMENT AND IDEOLOGY, (1980), p 10

[8] Chruden, H & Serman, A. PERSONNEL MANAGEMENT, (1976), p 479

amount of output and at a higher piece rate if their output exceeded this standard"[9]. This plan was conceived to stimulate employees to achieve above the standard level of production by using differentiated wages to reward them rapidly and directly.

Taylor's incentive system was followed by a variety of bonus plans which bore the names of such eminent leaders in management as Gantt, Emerson, Halsey, Rowan and Bedeaux[10]. While the later plans varied somewhat in ways of calculating the incentive payments, however, they were all based on the same basic principles of relating employee wages more closely to their productivity. What appeared crucial in those days was livelihood; therefore, the prime motivation of that time tended to be money, which accounts for most of the early incentive plans being based on cash incentives. The issue here was not that cash was deemed the most important or effective reward, rather, that money was "the most tangible organisationally-controlled reward"[11]. However, incentives can also take non-cash forms as well. Cash incentives are wages and salaries, whereas non-cash incentives can include a wide range of rewards in the form of

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[9] Ibid, p 470

[10] Ibid, p 470

[11] Mobley, W. EMPLOYEE REMUNERATION AND PROFIT SHARING, (1982), p 62

benefits, agreeable social and physical working environments, available technology and chances of upward mobility, among a host of other possibilities[12].

The terms "reward" and "incentive" tend to be used interchangeably in texts and the common language. Nevertheless, there is a subtle difference between them despite their synonymity. The difference is that rewards are "paid for one or more things achieved"; whereas the aim of incentives is "to hold out the prospect of reward for an achievement"[13]. Most companies operating in a free-enterprise system would use a combination of the two to motivate employees to give the highest standard of performance in their jobs through acknowledging their efforts. Therefore, incentive plans are generally used as a motivational strategy on top of the base wage or salary structure.

The underlying assumption is that people will be motivated when their efforts lead to desired rewards. There are, however, many formal rewards provided by organisations which are not performance-related. Rewards in this category (including motor vehicle,

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[12] Crawford, L. <u>DEPENDENT CARE AND THE EMPLOYEE BENEFITS PACKAGE</u>, (1990), p 42

[13] Greenhill, R. <u>EMPLOYEE REMUNERATION AND PROFIT SHARING</u>, (1980), p 15

insurance plans, education schemes, loans and the like) are almost always determined by seniority, loyalty, regular attendance, creative suggestions or other factors, rather than by performance[14]. Also known as "intrinsic' rewards" are such career development, alternative work schedules for parents of young children, job security, pleasant working conditions, team-building and communication. They should be present to "enhance the individual's belief in and acceptance of the goals and values of the organisation"[15].

One effect of a well-run incentive system is that it will encourage employees to accept tasks and set goals that they could not otherwise accept or set on their own[16]. Not undermining the importance of performance-related incentives, companies are also awarding incentives in order to improve work habits, build morale, decrease employee turnover, increase employee suggestions and promote job safety. This finding resulted from a study conducted on the North American market by an organisation called Successful

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[14] Byars, L. & Rue, L. HUMAN RESOURCE MANAGEMENT, (1987), pp 292

[15] Mobley, W. EMPLOYEE TURNOVER : CAUSES, CONSEQUENCES AND CONTROL, (1982), pp 67 - 75

[16] Mahoney, T. COMPENSATION AND REWARD PERSPECTIVES, (1979), pp 255

Meetings[17].

Incentive systems tend to vary from company to company, but they can be roughly categorised as "individual, group or organisational"[18]. Individual incentives, or also known as merit payment, are usually based on the performance of the individual as opposed to the group or organisation. The payments are made based on ratings made by each employee's supervisor concerning such things as general work-performance, behaviour, attendance, length of service and punctuality[19]. This is more likely to be possible for the evaluation of non-managerial staff or employees of small organisations, as such a reward system is based upon the quality and quantity of individual effort and contribution. However, at the managerial levels and particularly in large organisations, the performance of the individual is closely linked to the performance of the work unit or department. Sometimes, jobs at the lower level can also be inter-dependent and require inter-personal co-operation, rendering it difficult to isolate and evaluate individual performance. In these situations

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17 ____. "Successful Meetings' Third Annual Survey of Incentive Travel Users." <u>SOCIETY OF INCENTIVE TRAVEL EXECUTIVES FACT SHEET</u>, (1988)

18 Byars, L. & Rue, L. <u>HUMAN RESOURCE MANAGEMENT</u>, (1987), p 333

19 Crawford, L. <u>DEPENDENT CARE AND THE EMPLOYEE BENEFITS PACKAGE</u>, (1990), p 5

incentives based on group performance are more likely to succeed in their objectives. Many group incentive plans are related to profits or reduction in costs of operations. They are designed to encourage employees to exert peer pressure on group members to perform.

The last category of incentive plans is those based on establishing co-operative relationships among all levels of employees. That is how they came to be called organisation-wide incentives. Such plans would involve almost all levels of staff members, the co-operation of employees is sought so that management can reduce costs and increase production through "improved employee performance, better attitudes, improved productivity, reduced waste, better use of materials, improved processes and procedures and better product quality"[20]. As such, incentive awards would usually take the form of profit sharing, gainsharing or the employee stock ownership plan. Profit sharing is another form of bonus scheme in which, during good times when companies are making profits, a proportion of the profits of a business is distributed among employees at the end of a financial cycle, based on the performance of the company during the relevant period. It is a "non-guaranteed variable element of remuneration" and, therefore, does not have the "inflationary tendencies" which are incorporated

[20] Nash, M. MAKING PEOPLE PRODUCTIVE, (1985), p 172

in wage and salary increases[21]. Some schemes are restricted to executives, others to employees with more than a stipulated length of service, and yet others cover all employees. In most companies, the payout is calculated on the basis of net profit after payment of tax and a guaranteed dividend to shareholders. Another way of ensuring employee involvement and commitment is achieved through "productivity gainsharing". It is basically "a sharing by the organisation with employees of 'bottom-line' improvements obtained through increased productivity"[22]. Employees are thereby encouraged to conserve material and labour through a cost-reduction plan. Other objectives include developing new or better products or services to strengthen the company's image and increase job security. In a typical gainsharing programme, fifty per cent of the money saved by increased efficiency goes to the employees and the other half to the company[23]. When share options are used as an incentive device, employee-shareholding plans make provision for people to acquire shares in the companies employing them. The types of share offered may be preferential or ordinary and they are made available to employees as

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[21] Greenhill, R. <u>EMPLOYEE REMUNERATION AND PROFIT SHARING</u>, (1980), p 172

[22] Henderson, R. <u>COMPENSATION MANAGEMENT: REWARDING PERFORMANCE</u>, (1989), p 346

[23] Nash, M. <u>MAKING PEOPLE PRODUCTIVE</u>, (1985), p 172

"gifts, others at attractive rates for cash or instalment payments, through deductions from wages, and others at market rates"[24]. There have been claims that worker-ownership and participation are desirable in themselves and enhance performance. Nevertheless, equity participation by the more senior employees has been found to be insignificant in the United States and Australia[25]. Moreover, according to a survey by Aitken and Wood[26], there is no evidence that increased share-ownership by the workforce improves performance.

These three forms of incentive plans - individual, group and organisational - all share the characteristic that the specifics of their design must fit with the organisational conditions in which they are implemented, if they are to be successful in raising productivity. According to research findings based on the above incentive plans, it has been concluded that "the effects of incentives are highly sensitive to situational influences"[27].

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24 ___. SELECTED EMPLOYEE BONUS PLANS, Australian Department of Labour, (1973), p 4

25 Jensen, M. & Murphy, K. "Performance Pay and Top Management Incentives", JOURNAL OF INDUSTRIAL RELATIONS, vol. 31, pp 225 - 63

26 Aitken, M. & Wood, R. "Employee Stock Ownership Plans: Issues and Evidence", JOURNAL OF INDUSTRIAL RELATIONS, vol. 31, pp 147 - 68

27 Campbell, J. & Campbell, R. PRODUCTIVITY IN ORGANISATIONS - NEW PERSPECTIVES FROM INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY, (1988), p 71

The subject of cash incentive is more widely treated in the research literature than on non-cash types of incentives, as traditionally, incentives have been perceived primarily as financial rewards. The conclusion drawn is that "incentive plans make people productive, improve their performance"[28] and are generally effective in achieving the original objective/s. On a broader scale, employees who are paid incentives perceive a stronger link between performance and pay than those paid salaries only. "Incentives are effective not only with managerial jobs but also with such hourly-paid jobs as maids, housekeeper and bellhop" in the service industry[29]. Output has been known to be more stable and predictive when incentives are paid. Studies have also been carried out to demonstrate the direct co-relation in the motivation equation that "Effort = Drive X Habit X Incentive"[30] and the most important factor in this inter-play of variables is the size of, or human attraction to, future potential rewards. As the size of the reward varies so too does the motivation to seek such a reward. A study by Guzzo, Jette and Katzell (1985) of eleven productivity improvement practices found that "none had greater variability in

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[28] Nash, M. MAKING PEOPLE PRODUCTIVE, (1985), p 171

[29] Ibid, p 172

[30] Steers, R. & Porter, L. MOTIVATION AND WORK BEHAVIOUR, (1979), p 12

its effects than the use of financial incentives"[31]. The findings pointed out that money can stimulate increases in quality and quantity of work as well as decreases in accidents, absenteeism and other labour-related costs. However, money per se provides motivation only up to a certain saturation point and beyond that, becomes secondary to "recognition, sense of achievement, challenging work and responsibility"[32]. Companies are therefore justified in seeking other mechanisms (besides paying out cash rewards) for motivating their employees. Such non-cash incentives often take the form of merchandise and travel awards.

The above kinds of incentives have an advantage over direct cash incentives for the following reasons[33]. Merchandise and travel provide a lasting and tangible recognition of the recipients' efforts at work. Unlike cash, they are appreciated when awarded, but when the programme is withdrawn, it is not regarded as an income reduction. The merchandise chosen for the reward is usually like a "gift for the home" and as most incentive travel trips are also extended to

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[31] Campbell, J. & Campbell, R. PRODUCTIVITY IN ORGANISATIONS - NEW PERSPECTIVES FROM INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY, (1988), p 71

[32] Cullen, S. & Penrose, S. PLANNING EXECUTIVE BENEFITS, (1977), p 273

[33] Ibid, p 274

include the employees' spouse, there is an element of family involvement in such incentive plans and they are also more likely to succeed as a result of family support. Furthermore, there is no end to the kind of merchandise and the variety of travel itineraries and destinations to suit a different situation each time.

It is important to distinguish non-cash incentives from fringe benefits, which are part of the price of labour. Fringe benefits are "forms of income to the worker and elements of cost to the employer. There is often a comparative surplus in fringes when there is a comparative deficiency in wage levels"[34]. A vast range of employee benefits form the base of remuneration packages; these include paid holidays, study leave, subsidised meals/luncheon vouchers, company car, company mortgages, child care for working parents, sports and social facilities, discount for company products and private health insurance[35]. Benefit costs are usually around 20% - 30% of total staff salary for the company[36]. In contrary, good incentive programmes are notably self-financing. They are used to influence performance and there is an initial stage of goal-setting; it is only when these

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[34] Mahoney, T. <u>COMPENSATION AND REWARD PERSPECTIVES</u>, (1979), P 84

[35] Cunningham, M. <u>NON-WAGE BENEFITS</u>, (1981)

[36] Bottomley, M. <u>PERSONNEL MANAGEMENT</u>, (1983), p 99

goals are achieved that incentives are awarded.

Incentives have been used in Australia by major corporations for many years. Financial incentive, which tends to carry the burden of taxation for the recipients, has lost much attraction to merchandise and travel[37]. The most common areas of business where incentive programmes have direct application are in production and sales, with the petroleum, automotive and banking industries being particularly prominent in the profitable employment of incentive programmes[38]. The yearly expenditure of Australian companies on incentive programmes varies from $A10,000 to $A3 million[39]. Incentives used are "merchandise, cash, vouchers, bonuses, bullion, recognition rewards such as trophies, certificates or even such things as a promotion, time off or profit sharing". Incentive travel is still used exclusively by companies "at the top end of the market"[40].

A computer search at the James Cook University in Townsville, using the Tourism Research In Progress

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37 "Australia's growth industry", TRAVEL WEEK, Aug. 29, 1990, p 34

38 Cullen, S. & Penrose, S. PLANNING EXECUTIVE BENEFITS, (1977), p 274

39 "Latest incentives add exotic touches", THE CONVENTION AND INCENTIVE MARKETING, vol. 13, no. 10, Oct. 1987, p 5

40 "The Case for Merchandise", THE QUORUM, vol. 40, Mar/Apr, 1991

(TRIP) Database, showed that so far no market research has been done on either the incentives or the incentive travel industry in Australia. But the latest update of the databank was done 18 months ago, and no newer edition is yet available. However, the Australian Social Science and Education (AUSTROM) Database revealed that many related articles on the subject are being published in travel and tourism journals and magazines. By far the major one, however, is THE QUORUM, the Australian version of an international incentive and convention magazine. It serves as an important outlet for industry practitioners to represent their views and expertise on key issues in these particular segments of the market. This accounts for the inevitably heavy reliance on THE QUORUM for literature references in this report.

The commitment of the Australian Tourism Commission (ATC) to develop the incentive travel market became apparent two years ago with the publication of AUSTRALIA, THE DREAMTIME INCENTIVE. The book highlights the diverse range of experience available in Australia in terms of sights, sporting and tourist activities and was used as a marketing tool for the ATC's overseas targets. Eleven thousand copies were distributed to incentive planners in the USA and Europe. In the same period, the ATC also set out to develop a range of marketing plans, each targeting a separate segment of its overseas markets.

In spite of the ATC's global efforts, the incentive travel market is still a comparatively unknown segment in Australia. The lack of existing data necessitated a significant level of primary market research for this study. Therefore, this study is exploratory in character, setting out to identify several aspects of incentive awards among the major companies operating in Australia, based on studies being done on the North American, European and Japanese markets.

A summary of the research findings by SITE on the above markets for 1989 was presented as:

The North American Market :

The incentive travel market was valued at $US 2.4 billion. In 1989, 3.5 million American residents went on incentive travel trips, and on average, incentive trips ran from three to seven days. The cost (per person) was $1,650 and the top incentive travel users were Auto Parts/Tires/Accessories, Electronics/Radio/Television, Automobiles/Trucks, Heating and Air-Conditioning and Office Equipment companies. Florida, Hawaii and California were found to be the most popular incentive trip destinations, which is to say that most of the U.S. companies preferred to use on-shore destinations.

The European Market :

The incentive travel sector was growing at a rate of 10% - 15% per year, rendering it one of the fastest growing tourism sectors. The top incentive travel users were found among the financial services, automotive, pharmaceutical and computing industries. The most popular incentive destinations in Europe were France, Spain and Germany, whilst London was the favourite European city. It has also been predicted that Eastern Europe will become one of the top destinations by the late 1990s. Outside Europe, the USA and the Caribbean are the most popular incentive destinations. When the trip was taken within Europe, the average length of travel was six days; outside Europe, it was eight days. The cost (per person) of incentive trips to a destination within Europe was $US 2,200 and elsewhere in the world amounted to $US 3,200.

The Japanese Market :

Incentive travel in Japan is still a very new concept. Japan accounts for only 2% of incentive travel worldwide, as Japanese companies give cash bonuses in preference to other forms of motivation tools.

SURVEY METHOD:

A steering committee consisting of three members of the Australian Incentive Association was formed in Melbourne in the initial phase of the research. The role of the committee was primarily advisory. However, the members participated in helping to design the questionnaire, which was subsequently used to survey the corporate incentive users. In designing the questionnaire, methodology was carefully taken into account; pitfalls were discussed and carefully avoided to ensure that the questions were simple to understand, unambiguous and easy to answer[41].

A mail survey of a sample of 300 companies randomly selected from the list of top 500 companies compiled by AUSTRALIAN BUSINESS (Dec. 5, 1990) was implemented. Due to limited time and restricted manpower, a managable sample size of 300 is therefore chosen. Government organisations are not included in the survey because it is not yet Federal policy to award incentives to civil servants. In the case of employee awards, an attempt was made to distinguish between incentives and the normal remuneration package offered to executives.

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[41] Berdie, D.R. & Anderson, J.F. QUESTIONNAIRES : DESIGN AND USE, (1974), pp 25 - 30

Data were input into SPSS PC+ Data Entry II and analysed in SPSS PC+.

A survey of the leading 5-star hotels in Melbourne, Sydney, Cairns, Brisbane and Perth was also conducted using a separately designed questionnaire. These centres were chosen because of contacts given by the steering committee members.

1.4 THE SCOPE AND VALIDITY OF THE RESEARCH

As no standard definition of incentive travel yet exists, it is extremely difficult to slot the concept into a single category. For many companies, the idea of awarding incentive travel is still to send staff to annual conferences. Therefore, many tourism organisations and operators do not regard this as a separate sector from the business/convention market. Until the corporate sector, as well as the incentive suppliers, fully understand what incentive travel is, a "real reward and not a cutprice annual conference"[42], any research into this area will not be able to quantify or qualify it as a market sector by itself.

The profile of incentive travel users is based on 43 replies, which is the number of companies using incentive travel in the survey. The hotel survey is based on 14 replies. Considering the small sample bases, the author would like to remind readers to treat the analysis with caution.

Incentive spending is dispersed across a wide range of industries. The end suppliers of the incentive travel product are the hotels, airlines, coach companies,

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[42] "AIA wants a voice in Canberra", THE CONVENTION AND INCENTIVE MARKETING, Vol. 16, No. 7, Jul 1990, p 22

restaurants and all forms of entertainment outlets. A study based on a survey of this entire industry segment would provide direct information on the extent of the incentive market and hence enable assessment of the role it plays in the total economy of the country. However, a survey of such magnitude is beyond the scope of this study. Therefore, the author has decided to focus on only one segment, that is, the hotels, on the assumption that accommodation is the most important and basic part of a trip away from home. All travellers are obliged to use accommodation, whilst their use of the other products is a matter of choice.

1.5 SURVEY SAMPLE OF THE CORPORATE INCENTIVE USERS

A seven-page questionnaire consisting of 23 questions, all made up of multiple-choice answers, was sent to the 300 selected companies through the post. The mail method of survey was used in this research, due to the number and geographic distribution of the target corporations involved. All questionnaires were sent out with an enclosed self-addressed envelope, a cover letter by the author using the AIA letterhead to explain the purpose of the research, and a separate letter by the Dean of the Business Faculty, Victoria University of Technology, encouraging participation in the research. As it was not known at that stage which personnel in the company was specifically responsible for organising incentives, the questionnaire was targeted whenever possible at the director of human resource management, who was addressed by name. When the name of this person could not be obtained, the questionnaire was sent to the company secretary or the chief executive director for re-direction to the appropriate officer. The above measures were taken in order to induce as high a rate of response as possible.

The survey was conducted in April over a three-week period and within the stipulated time for the return of the questionnaires, 185 responses were received. However, only 172 were usable. The rest were accompanied by apologies for refusing to participate in the survey, mostly due to company policy. The response rate, based on 172 replies, was 57%, which is significantly high for a mail survey. Out of the 172 replies, there were 43 incentive travel users. The questionnaires were generally answered by the key person in the personnel/human resource department, with a few by the chief executive officer, the company secretary and sales/marketing director.

The top 500 company list which was compiled by the AUSTRALIAN BUSINESS was based on the companies' annual total revenue, sales turnover and market share.

The table below shows the classification of the industry, the number of companies found under each category and the revenue generated in the last financial year.

TABLE 1

THE TOP 500 COMPANIES

INDUSTRY BREAKDOWN

Code	Industry	No.	Revenue $000	% no.	% rev
1	Alcohol & tobacco	5	2,940,351	1.0	0.5
2	Automotive	18	14,965,604	3.6	2.8
3	Banking & finance	57	81,678,895	11.4	15.3
4	Building products	11	12,221,226	2.2	2.3
5	Business machines & computers	15	5,041,481	3.0	0.9
6	Business services	7	1,526,148	1.4	0.3
7	Chemicals	19	8,342,322	3.8	1.6
8	Communications & media	17	27,842,029	3.4	5.2
9	Developers & contractors	25	11,022,456	5.0	2.0
10	Electrical	8	3,618,932	1.6	0.7
11	Entertainment & leisure	16	11,359,370	3.2	2.1
12	Food & beverage	28	19,999,790	5.6	3.7
13	Heavy engineering	14	6,088,934	2.8	1.1
14	Household & consumer products	10	3,164,507	2.0	0.6
15	Insurance & superannuation	43	46,525,163	8.6	8.7
16	Investments & conglomerates	28	99,355,397	5.6	18.6
17	Light engineering	12	7,093,618	2.4	1.3
18	Merchants & agents	22	30,806,570	4.4	5.8
19	Metals	23	21,852,500	4.6	4.1
20	Oil & gas	10	20,655,619	2.0	3.9
21	Paper & packaging	5	7,445,789	1.0	1.4
22	Pastoral & farming	10	6,992,838	2.0	1.3
23	Professional services	15	4,113,262	3.0	0.8
24	Utilities & public admin	24	22,072,075	4.8	4.1
25	Retailing & wholesaling	29	31,728,712	5.8	5.9
26	Solid fuels	4	1,768,075	0.8	0.3
27	Textiles & clothing	4	1,100,497	0.8	0.2
28	Transport	18	22,848,606	3.6	4.3
	TOTAL	500	535,274,345		

SOURCE AUSTRALIAN BUSINESS, 5 DECEMBER 1990

The major companies are most represented by the banking and finance sector which makes up 11.4% of the total number, followed by the insurance and superannuation companies at 8.6%. This accounts for the results of the survey being based on a higher response rate from these two groups of companies.

The simple random method was used to select 300 companies for the survey. Table 2 shows a breakdown of the sample population and Table 3, the respondents by industry type.

TABLE 2

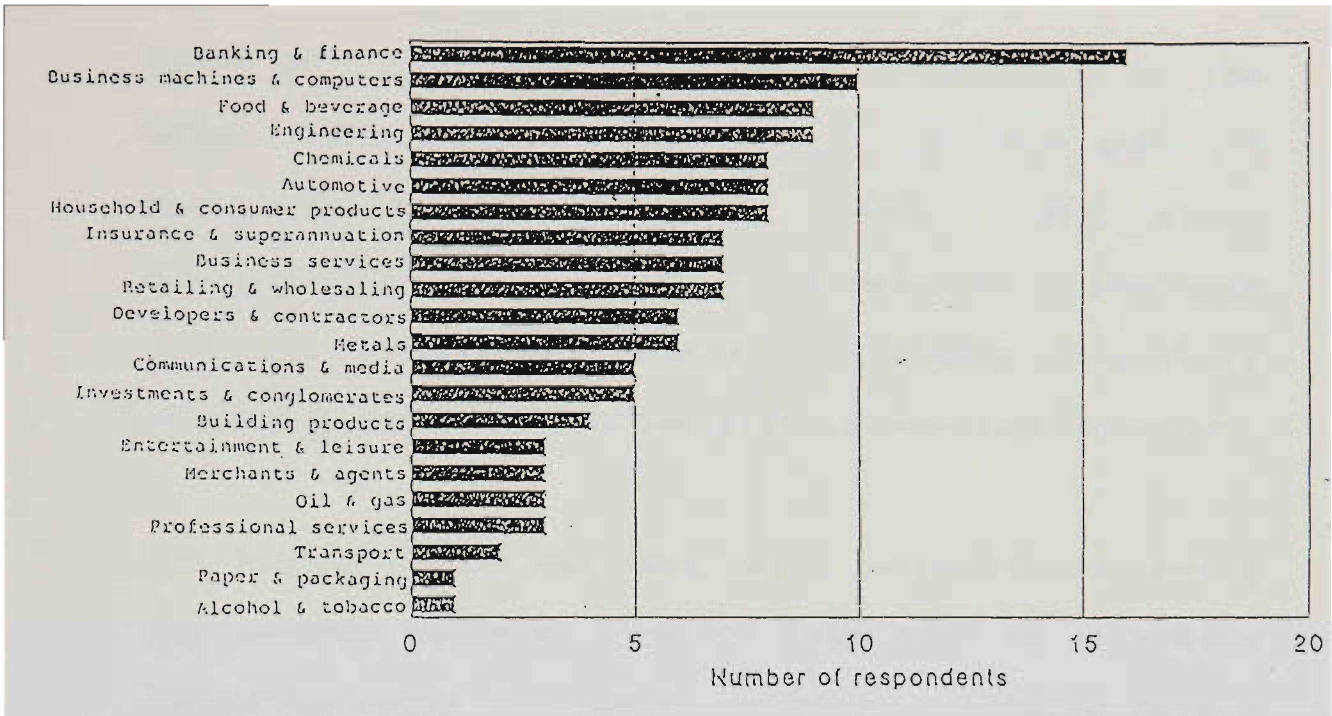
A RANDOM SELECTION OF THE SAMPLE POPULATION

CODE	INDUSTRY	NUMBER	% NUMBER
1	Alcohol & tobacco	3	1.0
2	Automotive	15	5.0
3	Banking & finance	31	10.3
4	Building products	9	3.0
5	Business machines & computers	14	4.7
6	Business services	5	1.7
7	Chemicals	15	5.0
8	Communications & media	13	4.3
9	Developers & contractors	12	4.0
10	Electrical	7	2.3
11	Entertainment & leisure	5	1.7
12	Food & beverage	21	7.0
13	Heavy engineering	12	4.0
14	Household & consumer products	9	3.0
15	Insurance & superannuation	20	6.7
16	Investments & conglomerates	16	5.3
17	Light engineering	8	2.7
18	Merchants & agents	11	3.7
19	Metals	19	6.3
20	Oil & gas	7	2.3
21	Paper & packaging	4	1.3
22	Pastoral farming	5	1.7
23	Professional services	10	3.3
24	Utilities & public administration	*	.0
25	Retailing & wholesaling	16	5.3
26	Solid fuels	2	.7
27	Textiles & clothing	2	.7
28	Transport	9	3.0
	TOTAL OF MAILED QUESTIONNAIRES	300	

SOURCE: ADAPTED FOR AIA INCENTIVE MARKET SURVEY, 1991

* This group is made up of government organisations, which are not included in the survey, as it is not yet Federal policy to award incentives to civil servants.

TABLE 3 RESPONDENTS BY INDUSTRY TYPE



WHY WERE THE TOP 500 COMPANIES CHOSEN?

There are two reasons for basing this study on the major corporations. The first was the ease of obtaining information about them. The major corporations are often targets of research by business journals and they can be used as databases for a study of this kind. The top 500 list is one such example.

The second reason was that major corporations, being top revenue earners, tend to rely more on effective marketing tools for results. They would also have a greater propensity to spend in order to achieve such results. Therefore, the initial assumption of this study is that major companies are more likely to use incentives as one of their marketing tools. Nevertheless, this is not to dismiss the possibility that smaller companies may also be incentive users, although many may not find it worthwhile because of the costs and organisational time and effort involved. This study, however, limits its scope to the major companies.

1.6 PROBLEMS ENCOUNTERED IN THE RESEARCH

In the initial approach to this study, it was the intention of the author to develop a research base incorporating the "main players" in the incentive market. They may be broadly categorised as either incentive users or incentive suppliers. However, in the course of research, the author was not able to obtain the desired level of co-operation from the majority of the incentive suppliers, comprising mainly incentive/motivation houses, destination management companies and travel agencies. The key personnel were either unable to spare time for interviews or in cases when the author was able to contact them, they were wary of disclosing "sensitive" information. It was most apparent with information relating to the quantitative value of their business. This was generally the case, despite the assurance that the findings of the study would be presented in statistical form only and confidentiality attached to the information given would be maintained.

As a result of the difficulties outlined above, the author subsequently decided to divert to major hotels for a representation of the suppliers' market. Due to the setbacks associated with the initial questions, the author was subsequently careful not to ask questions which could be regarded as a threat to "secret" information. The questionnaire aimed at the suppliers was thus designed simply to gauge the role of the incentive business as perceived by the hotel industry and an estimate of its future rate of growth. Due also to time constraint, only the major hotels were targeted. This survey was conducted over the telephone whenever possible. Most of the time, it was difficult to contact the hotel's sales/marketing director or the person in-charge of incentive groups on the telephone. As a result, ten questionnaires were mailed out and follow-up telephone calls were made to check that the questionnaires had been received and to ensure that a reply was on its way. The rest of the four questionnaires were conducted over the telephone with the sales/marketing directors.

1.7 PILOT STUDY

Prior to the actual study, trials of the questionnaire designed for the corporate incentive users were conducted among a selected group of representatives of a variety of corporations and some industry members of the Business Faculty Advisory Board of the Victoria University of Technology. The former were approached because of their knowledge of the industry and their views were sought on the viability of the questions asked. The latter, who are familiar with the criteria required in academic research of this kind were in a position to comment on whether the survey was in keeping with the required approach.

All questionnaires in the pilot study were completed in the presence of the author. Most of those involved in the trials were of the opinion that the questionnaire could be readily completed and the maximum time taken was estimated at 15 minutes. The report on the pilot study appears in Appendix A.

SECTION TWO - GENERAL TRENDS IN THE USE OF INCENTIVES

2.0 THE TOP TEN INCENTIVE USERS

The study identified the following types of companies as the principal incentive users through the response rate. Most of these companies share a common characteristic. They are involved in selling either products or services and therefore, incentives have become an important marketing tool.

TABLE 4

THE TOP 10 INCENTIVE USERS
Automotive
Banking & Finance
Business Machines & Computers
Business Services
Chemicals
Engineering
Food & Beverage
Household & Consumer Products
Insurance & Superannuation
Retail & Wholesaling

2.1 WHO RECOMMENDS THE USE OF INCENTIVES AND WHO IS THE FINAL DECISION MAKER?

Table 5 shows that in 53% of the companies in the survey, the use of incentives is recommended by the chief executive officer (CEO), followed by the personnel directors (43%). In descending order, the sales/marketing director (35%), the department manager (17%) and the board of directors (3%) make the recommendation. This low representation of the board of directors is to be expected as board members are seldom involved in the day-to-day operation of a company.

TABLE 5

WHO RECOMMENDS THE USE OF INCENTIVES?

VALUE LABEL	FREQUENCY	PERCENT
Chief Executive Officer	69	52.7
Personnel Director	56	42.7
Sales/Marketing Director	46	35.1
Department Manager	22	16.8
Board of Directors	4	3.1

[Replies add up to more than 100% due to multiple responses]

It is revealed in Table 6 that 79% of the companies in the survey have the CEO making the final decision on the implementation of incentives. This is in contrast with the 13% in which the final decision-maker is the sales/marketing director. The rest of the respondents stated that their final decision-makers are the board of directors (12%), the department manager (6%) and the personnel director (5%).

TABLE 6

WHO IS THE FINAL DECISION-MAKER?

VALUE LABEL	FREQUENCY	PERCENT
Chief Executive Officer	103	78.6
Sales/Marketing Director	17	13.0
Board of Directors	15	11.5
Department Manager	8	6.1
Personnel Director	7	5.3

[Replies add up to more than 100% due to multiple responses]

The results of the survey revealed that the person in the company who initially recommends the use of incentives may not necessarily have the final say in its implementation. The sales/marketing director seemed to participate rather actively in making recommendations. However, from 35% initially, his/her participation rate dropped to 13% in the final-decision making process. Often, the power of decision is vested in the chief executive officer (CEO). Seventy-nine percent of respondents stated that the CEO makes the final decision about the use of incentives in their companies. This indicates that incentives have earned the attention and support of the top echelon of the management in most companies. Nonetheless, the board of directors generally have a low participation rate in the company's policy on incentives. Department managers rate at 17% and 6% respectively in recommending and making decisions on the use of incentives.

The higher participation rate of personnel director over sales/marketing director in recommending the use of incentives could be a sign of companies expanding incentives beyond the traditional sales area to include a broader section of the work-force. However, the role of incentives in sales motivation should not be overlooked here, considering that the participation rate of sales/marketing director is still significantly high.

2.2 WHY ARE INCENTIVES USED?

Table 7 can be interpreted to mean that the sales achievers are the top recipients of incentive awards, as 81% of companies use incentives to increase profit and sales. However, also rated significantly high are increasing productivity (51%) and boosting morale (42%). The push for productivity has been regarded as an important aspect of the company's growth strategy. In this period of economic gloom, when workers are losing their sense of job security, morale becomes an important factor for the company. Now is the time, indeed, when the incentive "carrot" could be used most effectively to boost worker morale and increase productivity. Incentives are also used to decrease employee turnover (14%), to increase sales during off-season (12%), to launch new products (11%), to promote sales of more profitable products (10%), to encourage new entrants to company (5%) and to promote job safety (4%).

TABLE 7

WHY ARE INCENTIVES USED?

VALUE LABEL	FREQUENCY	PERCENT
To increase profit and sales	106	80.9
To increase productivity	67	51.1
To boost morale	55	42.0
To improve work habits	28	21.4
To decrease employee turnover	18	13.7
To increase sales during off-season	15	11.5
To introduce new products	14	10.7
To promote sales of items more profitable than others	13	9.9
To encourage new entrants	6	4.6
To promote job safety	5	3.8

[Replies add up to more than 100% due to multiple responses]

2.3 WHAT ARE THE TYPES OF INCENTIVE COMMONLY USED?

Cash is the most commonly used incentive. Eighty percent of companies award cash bonuses, which is not surprising, seeing that it is always easier to dispense cash than to plan and implement a non-cash incentive to suit the various roles that employees and others play in their contribution to the growth of an organisation. It is also typical management-thinking that cash is the best form of award, as it gives the receivers the flexibility to use it as they wish. Notwithstanding this, there is an increasing interest in incentive travel among corporate users and this survey clearly shows that incentive travel ranks highest (33%) in the types of non-cash incentives commonly used.

The other types of non-cash incentives used are company stocks (14%), shopping voucher (12%), motor vehicle (11%), company products (6%), market merchandise (6%), home loan (5%), club membership (4%), apparel (3%) and insurance (2%).

TABLE 8

WHAT ARE THE TYPES OF INCENTIVES COMMONLY USED?

VALUE LABEL	FREQUENCY	PERCENT
Cash bonuses	105	80.2
Travel	43	32.8
Company stocks and bonds	18	13.7
Shopping vouchers	16	12.2
Motor vehicle	14	10.7
Company products	8	6.1
Market merchandise	8	6.1
Home loans	6	4.6
Club membership	5	3.8
Apparel	4	3.1
Insurance	3	2.3

[Replies add up to more than 100% due to multiple responses]

In an article distributed by a leading motivation house[43], incentive travel has been identified as the "best motivator" of all awards and it is sometimes known as the "ultimate incentive". Travel has also become quite popular with incentive planners because it connotes something everybody needs to do from time to time, which is "getting away from it all"[44]. It is one thing that most business people are not normally able to do at a leisurely pace.

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43 THE IDEAL INCENTIVE AWARD, unpublished article

44 "What motivates people?", THE QUORUM, No 5, 1984, p 35

2.4 WHY ARE COMPANIES NOT USING INCENTIVES?

Forty-two percent of companies not using incentives expressed the view that incentives do not achieve their objectives; hence, they are not perceived to be worthwhile. Management who do not support the use of incentives (29%) are probably of this opinion too.

From a marketing stand-point, if the management of the non-incentive user companies can be convinced that a good incentive programme is ultimately self-financing, the 12% which have no budget at the moment could be persuaded to initiate one.

For the incentive industry, the outlook here is promising, in that 17% of the present non-users have indicated interest in the implementation of an incentive programme in the near future.

TABLE 9

WHY ARE COMPANIES NOT USING INCENTIVES?

VALUE LABEL	FREQUENCY	PERCENT
Incentives are not perceived to be worthwhile	17	41.5
Lack of management support	12	29.3
Planning to use incentives in future	7	17.1
No budget allocated to incentives	5	12.1
TOTAL	41	100.0

2.5 WHAT IS THE ANNUAL INCENTIVE EXPENDITURE?

Approximately half (49%) of the respondents incur expenditure over $140,000 on incentives. Of this segment, 8% indicate an incentive budget exceeding one million dollars.

The expenditure pattern is unevenly distributed towards opposite ends of the spectrum. The table below shows that a significant number of companies (21%) spend below $60,000, whilst the majority are found in the higher expenditure range. Companies within the medium range tend to be fewer.

TABLE 10

WHAT IS THE ANNUAL INCENTIVE EXPENDITURE?

VALUE LABEL	FREQUENCY	PERCENT
Below $60,000	28	21.4
$60,000 - $79,000	3	2.3
$80,000 - $99,000	3	2.3
$100,000 - $119,000	16	12.2
$120,000 - $140,000	17	13.0
Over $140,000	64	48.8
TOTAL	131	100.0

It has not been possible in this study to investigate the actual amounts rather than just the range of money spent by companies. This is considered sensitive information and many companies have been vague and evasive about their incentive expenditure for fear of their competitors knowing it. Also, many companies disguise incentive programmes as conferences, conventions or trade shows[45] in order that their tax declaration be adjusted for maximum deduction. Incentive travel is treated as a Fringe Benefit Tax item. Thus, companies are reluctant to reveal the actual sum spent on incentive travel.

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[45] "Incentives - How important are they?", THE QUORUM, No. 25, Sep/Oct 1988, p 6

3.0 THE TOP FIVE INCENTIVE TRAVEL USERS

The top five incentive travel users (determined according to their rate of response) are found among the principal incentive users. They are mostly operating in a competitive market, each has a strong need for a marketing niche.

TABLE 11

THE TOP 5 I.T. USERS

Banking & Finance

Business Machines & Computers

Business Services

Household & Consumer Products

Insurance & Superannuation

The survey found that there are some types of companies which are not using incentives at all. They are:

Alcohol & Tobacco

Building Products

Electrical

Metals

Paper & Packaging

Solid Fuels

Transport

However, the position of the alcohol and tobacco type of company listed here as a non-user is not necessarily a true representation of the actual situation. Only five such companies are listed in the "Top 500 List"; of these, three were selected by random sampling (refer to Table 2, page 31), only one responded to the questionnaire, and this particular company does not use incentives. The sample is therefore too small to form an adequate basis for analysis.

3.1 REASONS FOR CHOICE OF INCENTIVE TRAVEL DESTINATION

According to the survey results, the choice of destination was not based on one factor alone, but rather on a combination of them.

The majority of incentive travel planners choose resorts that are deemed to be both attractive in terms of location (56%) and associated image (51%). The "image" factor may be related largely to a country's political stability. Corporate leaders do not wish to risk their top achievers' lives by sending them to a potential war zone or exposing them to possible terrorist attacks.

It is understandable in the present economic climate that many companies are cost- conscious. There were 42% which acknowledged considering the price when choosing a destination. However, for an incentive travel trip to achieve its objective and maintain its effectiveness, it must be a unique experience for the award winner. In other words, it must not be "just another package tour". Rather, it must be "larger than life", and most important, it must "stand out".[46] To achieve these ends, the sponsor should spare no expense. Therefore, incentive travel planners who are

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[46] THE IDEAL INCENTIVE AWARD, an unpublished report

aware of the above criteria, would tend not to subordinate quality to cost.

TABLE 12

REASONS FOR CHOICE OF DESTINATION

VALUE LABEL	FREQUENCY	PERCENT
Popular resort	24	55.8
Image of destination	22	51.2
Price level	18	41.9
Popular city	9	20.9
Easy access	9	20.9
Venue of official duties	9	20.9
Determined by survey	4	9.3
Local region	2	4.7

[Replies add to more than 100% due to multiple responses]

The reasons for choice of destinations were, also, it is a popular city (21%), is easily accessible (21%), the venue of official duties (21%), has been determined by a survey (9%) and, least important, it is local region (5%).

3.2 FOR WHOM IS INCENTIVE TRAVEL PLANNED?

The survey showed a high response rate in employee incentives (93%). However, automotive and insurance companies are more likely to award incentives to retailers/dealers or agents as they depend on them to bring in sales, whilst the banking and finance companies, which need to entice customers to use their competitive services, would tend to give out customer incentives.

TABLE 13

FOR WHOM IS INCENTIVE TRAVEL PLANNED?

VALUE LABEL	FREQUENCY	PERCENT
Employees	40	93.0
Retailers/Dealers	6	14.0
Clients/Customers	5	11.6
Agents	3	7.0

[Replies add up to more than 100% due to multiple responses]

3.3 FOR WHOM IN THE COMPANY IS INCENTIVE TRAVEL PLANNED?

Having established that the majority of the companies in the survey award incentive travel only to their employees, the study went on to show that sales employees (86%) are the major beneficiaries of the awards. However, there is a developing trend whereby companies are giving such awards also to non-sales staff. This is indicated by Table 7 (page 43), which examines the reasons for companies using incentives. To reiterate, companies are not only using incentives solely for sales motives, but also to increase productivity, boost morale, improve work habits, decrease employee turnover, encourage new entrants to the company and promote job safety. All these reasons explain why there are companies awarding incentives to non-sales staff.

TABLE 14

FOR WHOM IN THE COMPANY IS INCENTIVE TRAVEL PLANNED?

VALUE LABEL	FREQUENCY	PERCENT
Sales	37	86.0
Administrative	14	32.6
Technical	14	32.6
Finance	12	27.9

[Replies add up to more than 100% due to multiple responses]

3.4 HOW MANY EMPLOYEES GO ON INCENTIVE TRAVEL ANNUALLY?

Knowing the number of award winners being sent on incentive trips annually would help to establish the size of the incentive travel users in the market. The survey showed that over half (51%) of the responding companies send less than nineteen people on incentive travel each time.

TABLE 15

HOW MANY EMPLOYEES GO ON INCENTIVE TRAVEL ANNUALLY?

VALUE LABEL	FREQUENCY	PERCENT
19 or less	22	51.2
20 - 39	6	14.0
40 - 59	3	7.0
60 - 79	4	9.3
80 - 99	1	2.3
100 - 119	1	2.3
120 - 139	2	4.7
140 or more	4	9.2
TOTAL	43	100

3.5 INCENTIVE TRAVEL DESTINATION - (WITHIN AUSTRALIA OR OVERSEAS?)

About two-third of incentive travel trips take place overseas. The reasons for this could be that overseas destinations are more exotic than local ones, and often, they are also cheaper to get to. However, now with airline deregulation in full force, prices have been reduced for many Australian destinations and this is the time for more marketing campaigns by the respective state tourism authorities to convince incentive travel planners that there are worthwhile on-shore destinations to discover.

TABLE 16

INCENTIVE TRAVEL DESTINATION (WITHIN AUSTRALIA OR OVERSEAS)?

VALUE LABEL	FREQUENCY	PERCENT
Within Australia	20	46.5
Overseas	30	69.8

[Replies add up to more than 100% due to multiple responses]

3.6 HOW LONG IS AN AVERAGE INCENTIVE TRAVEL TRIP?

As the survey revealed that more companies send their award winners overseas rather than to a local destination, the average incentive trip is expected to be longer than a weekend. A period of 4 - 6 or 7 - 14 days seems to be the norm, with only a few companies extending the trip beyond two weeks. The survey also showed that over 70% of companies used only one destination, contrary to the expectation that more destinations would be planned for overseas trip of this duration.

TABLE 17

HOW LONG IS AN AVERAGE INCENTIVE TRIP?

VALUE LABEL	FREQUENCY	PERCENT
1 - 3 days	3	7.0
4 - 6 days	18	41.9
7 - 14 days	20	46.5
More than 14 days	2	4.6
TOTAL	43	100

3.7 HOW LONG IS THE QUALIFYING PERIOD FOR INCENTIVE TRAVEL PROGRAMMES?

Half of the incentive travel planners in the survey used 10 - 12 months as the qualifying period for the potential incentive travel winners to compete for the award; 21% use a longer than 12-month period. In the present economic climate, companies tend to use a longer time period to allow participants to achieve their targets.

TABLE 18

HOW LONG IS THE QUALIFYING PERIOD FOR THE INCENTIVE TRAVEL PROGRAMME?

VALUE LABEL	FREQUENCY	PERCENT
1 - 3 months	3	7.0
4 - 6 months	5	11.6
7 - 9 months	4	9.3
10 - 12 months	22	51.2
Over 12 months	9	20.9
TOTAL	43	100.0

3.8 ARE EMPLOYMENT-RELATED ACTIVITIES INCLUDED IN THE INCENTIVE TRAVEL PROGRAMME?

In the USA, 67% of all incentive travel movements have a meeting component.[47] In Australia, incentive travel is also often treated as an "add-on" to conferences and seminars, or there is a tendency to incorporate work-related activities, such as visits to customers or site-inspections into incentive travel programmes for tax-deductible purposes. Hence, the high percentage of respondents who answered "always" and "sometimes" to the above question is as expected. However, about 21% of companies claimed that employment-related activities are never included in incentive travel trips. It is left to conjecture if such an admission is also explicitly expressed in the actual incentive travel programme plans.

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47 Article written by the Australian Incentive Association in THE QUORUM, No. 36, Jul/Aug, 1990, p 9

TABLE 19

ARE EMPLOYMENT-RELATED ACTIVITIES INCLUDED IN THE INCENTIVE TRAVEL PROGRAMME?

VALUE LABEL	FREQUENCY	PERCENT
Always	17	39.5
Often	3	7.0
Sometimes	14	32.6
Never	9	20.9
TOTAL	43	100.0

3.9 DOES THE TRAVEL INCLUDE SPOUSE?

Incentive travel planners have long realised the important role a partner or spouse plays as a motivator in the success of a potential award winner.[48] The spouse is regarded as the company's "unofficial partner" in motivating the participant. The strategy of most companies is to involve the spouse in major aspects of the programme - the launch, related social functions and promotional mailings.

TABLE 20

DOES THE TRAVEL INCLUDE SPOUSE?

VALUE LABEL	FREQUENCY	PERCENT
Always	17	39.5
Often	9	20.9
Sometimes	12	27.9
Never	5	11.7
TOTAL	43	100.0

[48] Michael Hurwitz, "Creative Design Program", THE QUORUM, No. 9, 1985

3.10 IS INCENTIVE TRAVEL AWARDED TO GROUPS OR INDIVIDUALS?

More than 23% of incentive travel award winners go on group trips. Group incentive travel trips are not always feasible as companies would then have to cope with the absence of all their top achievers at the same time, especially in the case of companies employing smaller numbers of people. Therefore, group trips are usually sponsored by larger companies.

TABLE 21

IS INCENTIVE TRAVEL AWARDED TO GROUPS OR INDIVIDUALS?

VALUE LABEL	FREQUENCY	PERCENT
Individuals	22	51.2
Groups	10	23.3
Both	12	27.9

[Replies add up to more than 100% due to multiple responses]

3.11 HOW IS INCENTIVE TRAVEL ARRANGED?

Most of the responding companies plan and arrange their travel programmes in-house or approach a travel agency, many of which now have incentive travel divisions. One-third of companies use a combination of services rather than leaving the entire task to an incentive house. Once the company has decided that the incentive to be used is travel, then it could make use of in-house personnel to organise it and subsequently contact a travel agency for the itinerary planning. Incentive houses are more likely to be called in when companies have decided upon using incentive but professional advice is needed at this stage on the "how" and "what". Incentive houses play a consultancy role in advising the clients on the specific choice of programme reward (not necessary travel) or a mix of rewards after an analysis and consideration of a host of information - ranging from the desired objectives, mix of participants, sales cycles, territories, reporting system, budget allocation, and so on.[49]

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[49] Karen Halabi, "The Case of Merchandise", THE QUORUM, No. 40, Mar/Apr, 1991, p 23

TABLE 22

HOW IS INCENTIVE TRAVEL ARRANGED?

VALUE LABEL	FREQUENCY	PERCENT
In-house	14	32.6
Motivation/Incentive house	3	7.0
Retail/Corporate travel agency	14	32.6
A combination of the above	15	34.9

[Replies add up to more than 100% due to multiple responses]

3.12 INCENTIVE TRAVEL ANNUAL EXPENDITURE

The pattern of spending indicated below correlates with that of the overall incentive budget (Table 10, page 48). The majority of the principal incentive travel users fall at each end of the expenditure range. They are either spending a relatively small amount or a substantial sum. This may be attributed to the fact that the concept of incentive travel is comparatively new in companies which allocate a small budget. Where incentive travel has been used over time and proven to be successful, companies are more willing to increase the budget allocation. This may be the result of greater awareness of the positive benefit derived from incentive travel.

TABLE 23

ANNUAL INCENTIVE TRAVEL EXPENDITURE

VALUE LABEL	FREQUENCY	PERCENT
Below $60,000	16	37.2
$60,000 - $79,000	4	9.3
$80,000 - $99,000	0	0.0
$100,000 - $119,000	3	7.0
$120,000 - $140,000	5	11.6
Over $140,000	15	34.9
TOTAL	43	100.0

3.13 WHEN DID COMPANY LAST USE INCENTIVE TRAVEL?

The last six months have seen an increase in the use of incentive travel among the responding companies. The bad economic times have not deterred companies from pushing ahead with their incentive travel programmes. However, it is possible that these programmes could have been planned a year or two ago, and that management are merely fulfilling an earlier commitment.

TABLE 24

WHEN DID COMPANY LAST USE INCENTIVE TRAVEL?

VALUE LABEL	FREQUENCY	PERCENT
Last 18 months	3	7.0
Last 12 months	13	30.2
Last 6 months	27	62.8
TOTAL	43	100.0

3.14 IS THERE ANY INCENTIVE TRAVEL ITINERARY BOOKED FOR THE FUTURE?

This final question was asked in the survey in order to obtain an indication of future growth in the incentive travel market. If the rise in incentive trips in the last six months was actually due to an earlier commitment made by companies when the economic climate was still healthy, it is then to be expected that in this gloomy period, companies would reduce spending on incentive travel. However, 70% of companies in the survey gave an affirmative response to a future incentive travel programme. This shows that most of the companies which are present incentive travel users have faith that this form of incentive is going to continue achieving their corporate and financial objectives, whether in good or bad times.

TABLE 25

IS THERE AN INCENTIVE TRAVEL PROGRAMME BOOKED FOR THE FUTURE?

VALUE LABEL	FREQUENCY	PERCENT
Yes	30	69.8
No	13	30.2
TOTAL	43	100.0

SECTION FOUR - THE INCENTIVE TRAVEL BUSINESS AS PERCEIVED BY THE LEADING HOTELS

The relative importance of the incentive market in 1988 was referred to by Ramsay[50] (Director of Sales and Marketing for Hyatt Sanctuary Cove),as representing "a significant although not huge proportion of the prestige hotel's business", while Israel[51] (Director of Sales and Marketing for the Hilton International Sydney) commented that "the Hilton group first started handling incentive movements back in the mid-'70s and today they comprise around 5% of the hotel's business".

In order to gain an insight into the current perception of the incentive business by the hotel industry, and to determine any changing trends in the value and volume of incentive travel over the last few years, fourteen five-star hotels in Melbourne, Sydney, Perth, Brisbane and Cairns were approached in the survey to gauge whether incentive travel is a potential source of growth for the Australian tourism industry. The author chose to focus only on this segment of the overall tourism industry because the accommodation section is regarded as a necessity in

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50 "Incentives - How important are they?" THE QUORUM, No. 25, Sep/Oct, 1988, p 6

51 Ibid, p 6

incentive travel and should, therefore, present a fair and representative view of the supplier market. The questionnaire used for the survey can be viewed in Appendix C.

4.0 DOES YOUR HOTEL HAVE A MARKETING STRATEGY TARGETING SPECIALLY AT THE INCENTIVE TRAVEL BUSINESS?

The incentive travel business is a relatively new concept for most hotels, and those which have convention facilities to cater for large groups are trying to carve a niche for themselves in this area. The survey showed that over the last few years 71% of the responding hotels have begun to formulate a marketing strategy aimed at this segment of the corporate market.

TABLE 26

DOES YOUR HOTEL HAVE A MARKETING STRATEGY TARGETING SPECIALLY AT THE INCENTIVE TRAVEL BUSINESS?

VALUE LABEL	FREQUENCY	PERCENT
Yes	10	71.4
No	4	28.6
TOTAL	14	100.0

A scrutiny of their advertising campaigns reveals that incentives and meetings/conventions are still very much marketed together on the doubtful assumption that a venue suitable for one is suitable for both. To rectify this misconception, incentive specialists like the AIA and leading incentive houses have been trying to differentiate incentive travellers from conference attendees, by drawing attention to the need for an incentive group to be "pampered and panderd"[52] to the whole way. To this end, an "Incentive Class" has been created, which is not only higher than First Class, but also significantly different in a number of ways. For example[53]:

* Private functions instead of public ones; private clubs instead of public venues; specially-prepared menus; meeting outstanding people; doing otherwise 'un-do-able' things; experiencing the individually 'inexperienceable'.
* Hospitality that starts as travellers leave home - special transfer vehicles, staff at hotels and airports to meet and introduce qualifiers to other group members.
* Hospitality lounges at airports.
* Qualified and 'incentive-experienced' tour escorts.
* Best hotels.
* Front rooms, rooms of a similar nature.
* A la carte (or highly imaginative) meals where banquets or theme parties are

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[52] An untitled article by the AIA in <u>THE QUORUM</u>, No. 26, Jul/Aug, 1990, p 9

[53] Hudson, J., "Have Incentives Will Travel", <u>THE QUORUM</u>, No. 12, June 1986, p 40

inappropriate.

The above recommendations sum up the unique packaging of a travel reward designed to make winners feel that they are both important and special.

As there is often no expense spared to make an incentive package workable, incentive travel is a lucrative business for the hotels. The demand for a wide range of in-house activities helps to utilise the hotels' resources and their food and beverage outlets.

4.1 IF THERE IS SUCH A MARKETING STRATEGY, FOR HOW LONG HAS IT BEEN IN EXISTENCE AND IF NO, WHY NOT?

Seventy-one percent of the hotels in the survey have a marketing strategy targeted specially at the incentive travel business. That incentive travel is a new phenomenon is clearly indicated by the fact that only one of the ten hotels which have an incentive marketing strategy has been involved for more than four years. The majority (40%) have operated such a scheme for only two years; 30% for four years and 20% for one year.

TABLE 27

IF YES, FOR HOW LONG HAS THIS MARKETING STRATEGY BEEN IN EXISTENCE?

VALUE LABEL	FREQUENCY	PERCENT
More than 4 years	1	10
4 years	3	30
2 years	4	40
1 year	2	20
TOTAL	10	100

The four hotels in the survey which have hitherto had no such marketing strategy (Table 28) share the view that the incentive market is either too small to be worth the effort of implementing a comprehensive marketing strategy or that the hotel does not have the kinds of facilities (outlined earlier in this report) necessary for incentive types of programmes.

TABLE 28

IF YOUR HOTEL HAS NO SUCH MARKETING STRATEGY YET, WHY NOT?

VALUE LABEL	FREQUENCY	PERCENT
The incentive market is too small to be worth the effort	2	50
The hotel does not have the facilities to cater for incentive types of programmes	2	50
TOTAL	4	100

Although three of the hotels without an incentive marketing programme have no plan to expand their business into this area, one such hotel is considering the possibility.

TABLE 29

IF THERE IS STILL NO MARKETING STRATEGY AIMED AT THE INCENTIVE BUSINESS YET, WILL THERE BE ONE IN THE FUTURE?

VALUE LABEL	FREQUENCY	PERCENT
Yes	1	25
No	3	75
TOTAL	4	100

4.2 OVER THE LAST 12-MONTH PERIOD, WHAT PERCENTAGE OF YOUR GUEST POPULATION IS REPRESENTED BY INCENTIVE TRAVELLERS?

With the exception of those in Sydney, the hotels surveyed in Melbourne, Cairns, Brisbane and Perth registered less than a 5% representation of incentive travellers among their house guests. One leading hotel in Sydney recorded a percentage rate of incentive guests of more than 5% in the last 12-month period, but the percentage did not exceed 9%.

Generally, the response indicated a range of between 5% and 9% in the component of incentive travellers in the guest population of the hotels. It is possible that this low figure may not be indicative of the lack of significance of incentive travel business to the total volume of house patronage. This is because one has to bear in mind that incentive trips often incorporate a meeting or employment-related component. From a statistical perspective then, it is not always possible for hotels to distinguish incentive guests from those in the business or convention segment.

TABLE 30

OVER THE LAST 12-MONTH PERIOD, WHAT PERCENTAGE OF YOUR GUEST POPULATION IS REPRESENTED BY INCENTIVE TRAVELLERS?

VALUE LABEL	FREQUENCY	PERCENT
Under 5%	7	50
5% - 9%	7	50
TOTAL	14	100

4.3 OVER THE LAST 12-MONTH PERIOD, WHAT PERCENTAGE OF YOUR INCENTIVE GUESTS IS FROM THE DOMESTIC MARKET?

The following table (Table 31) gives an overview of the domestic incentive market in the 5-star accommodation sector. Generally (in 43% of the cases), this segment comprises less than 15% of the total number of incentive guests. However, 21% of respondents claimed that most (50% - 75%) of the hotels' incentive guests are from the domestic regions; a further 21% of respondents claimed to derive 25% - 49% of their incentive guests from the same source. Only one hotel in the survey has 75% of its incentive guests coming from the domestic market and this hotel is located in Brisbane.

TABLE 31

OVER THE LAST 12-MONTH PERIOD, WHAT PERCENTAGE OF YOUR INCENTIVE GUESTS IS FROM THE DOMESTIC MARKET?

VALUE LABEL	FREQUENCY	PERCENT
Less than 15%	6	42.9
15% - 24%	1	7.1
25% - 49%	3	21.4
50% - 75%	3	21.4
Over 75%	1	7.2
TOTAL	14	100.0

4.4 DO INCENTIVE ACTIVITIES OF YOUR GUESTS OFTEN INCORPORATE THE USE OF HOTEL FACILITIES?

According to the survey, a high percentage (64%) of incentive guests made use of the hotel facilities, for example, the function rooms (for theme parties or other incentive-related activities), the food and beverage outlets, recreation, shopping and entertainment facilities. Those which do not have guests making use of their facilities directly (36%) could be servicing either smaller groups of incentive guests or those awarded travel on an individual basis; their greater flexibility of time and programme would enable them to use such facilities outside the hotel.

TABLE 32

DO INCENTIVE ACTIVITIES OF YOUR GUESTS OFTEN INCORPORATE THE USE OF THE HOTEL FACILITIES?

VALUE LABEL	FREQUENCY	PERCENT
Yes	9	64.3
No	5	35.7
TOTAL	14	100.0

4.5 PLEASE SPECIFY THE RATE OF INCREASE IN THE ARRIVAL OF YOUR INTERNATIONAL AND DOMESTIC HOTEL GUEST IN THE LAST COUPLE OF YEARS.

From the survey, it was difficult to establish a pattern of growth in the volume of either international or domestic incentive travellers among the hotel guest population over the last few years. This difficulty arose from the diversity of answers to the questions. Generally, hotels in Cairns and Sydney saw an increase in the arrival of international and domestic incentive groups, while Melbourne and Perth attracted more of the domestic market, their international arrivals remaining constant. Up to date, there has been very little incentive movement in Brisbane.

TABLE 33

PLEASE SPECIFY THE RATE OF INCREASE IN THE ARRIVAL OF YOUR INTERNATIONAL INCENTIVE HOTEL GUESTS IN THE LAST COUPLE OF YEARS?

VALUE LABEL	FREQUENCY	PERCENT
Constant	5	35.7
5%	4	28.6
10%	2	14.3
15% or more	2	14.3
Don't know	1	7.1
TOTAL	14	100.0

TABLE 34

PLEASE SPECIFY THE RATE OF INCREASE IN THE ARRIVAL OF DOMESTIC INCENTIVE HOTEL GUESTS IN THE LAST COUPLE OF YEARS.

VALUE LABEL	FREQUENCY	PERCENT
Constant	3	21.4
5%	6	42.9
10%	1	7.1
15% or more	3	21.4
Don't know	1	7.2
TOTAL	14	100.0

4.6 WHAT IS YOUR FORECAST FOR THE RATE OF GROWTH IN INCENTIVE BUSINESS IN THE NEXT THREE YEARS?

The rate of growth in incentive business for the hotels for the next three years has been forecast by the majority in the survey (43%) to be in the region of 5%. There is, however, an encouraging number of respondents (29%) who think that the incentive market will sustain a higher-than-15% rate of growth.

TABLE 35

WHAT IS YOUR FORECAST FOR THE RATE OF GROWTH IN INCENTIVE BUSINESS IN THE NEXT 3 YEARS?

VALUE LABEL	FREQUENCY	PERCENT
5%	6	42.9
10%	2	14.3
15%	1	7.1
Over 15%	4	28.6
Don't know	1	7.1
TOTAL	14	100.0

SECTION FIVE - CONCLUSION

The survey of the top companies in Australia shows that incentives are widely used, especially by companies which are directly marketing a service or product/s. This supports, to a large extent, the thinking that incentives are traditionally awarded by companies to motivate sales people or to increase the customer base. It is very much a marketing tool used simultaneously with, or alternatively to, advertising and sales promotion.

The general trend is towards incentive travel as the best alternative to awarding cash. Although this form of incentives is still largely awarded to boost sales output, some companies are also stressing the importance of productivity, morale and safety, resulting in non-sales staff also becoming eligible for awards as well. This expansion of use will see an increase in the incentive travel business for the tourism industry.

The incentive travel market is a lucrative business, in terms of company spending to provide the experience for the award winners and the latter's spending power on shopping and other forms of entertainment.

The incentive travel market is relatively new in

Australia. Although its beginnings were on a small scale, its impact has been recognised by the leading hotel industry, which is optimistic that its growth will be sustained.

SECTION SIX - SCOPE FOR FUTURE RESEARCH

There are a myriad of areas which could be of research interest and information could be used to help the ATC in its implementation of marketing strategies. One important source is the INBOUND MARKET looking at the:

- psychographic characteristics of incentive award winners in terms of their age, gender, educational qualification and background and occupational status.

- quantitative information on the type of industry they represent, where they come from, how long they stay, where they go from here, how much money they spend on souvenirs, personal effects and social entertainment in the duration of their stay.

- information on perception. What award winners think of their host, what they like or dislike most about their experience in Australia and whether they could come back on their own, and/or if they would recommend this place to their friends/relatives.

Information on all the above would require a survey of the inbound incentive travellers and the survey can only be undertaken with the co-operation of the hotels and/or the destination management companies which are hosting the incentive guests.

APPENDICES

A REPORT ON THE PILOT STUDY :

PROFILE OF THOSE WHO DID THE TEST QUESTIONNAIRE AND THEIR RECOMMENDATIONS :

CASE 1

- A member of the Business Faculty Board of Footscray Institute of Technology. Previously held an executive post in the Australian Tourism Commission.

RECOMMENDATIONS :

(1) There should be a separate cover letter from the Dean of Business Faculty to ensure the respondents (of the actual study) that the project does have an academic aspect to it. This is in case they are not willing to participate in a solely commercial market research for fear of confidential data being distributed to competitors.

(2) The term "incentive" should be defined to differentiate from "rewards", "benefits" or the usual remuneration package.

CASE 2

- The person responsible for initiating and planning incentives, meeting/convention programmes for the company. His interest in the survey is reflected by a number of concrete recommendations he made.

RECOMMENDATIONS :

(1) In question 1, item No. 10 "Insurance" should be grouped together with "Financial Services" as insurance companies would often provide some form of financial services at the same time.

(2) Question 2 should be split into "who recommends" and "who decides" because from his knowledge, there are usually two different groups of people involved in this process.

(3) There should be a question asked to find out how the benefits of using incentives are quantified or similarly, how results are measured.

CASE 3

- Holding this post in the Group Corporate Office, he is in charge of co-ordinating the recruitment, payroll and all employment-related functions. As the company hitherto has not used travel as a form of staff incentives, he is not able to answer the questionnaire beyond question 6.

RECOMMENDATION :

(1) There is a need to define "incentive" so that it would not be confused with the remuneration package.

(2) Question 2 should be expanded to "Who recommends?" and "Who approves?".

CASE 4

- This is a sales and service company. The nature of business does not yet warrant a personnel/human resource department, so the questionnaire is answered from the viewpoint of incentives used to generate business on top and above what is expected from the marketing people.

  No difficulty in understanding and answering the questionnaire, therefore no recommendations to make.

CASE 5

- As he is only responsible for the sales force in the company, he could only answer the questionnaire pertaining to them. Where staff from the other units are concerned, he recommends that the questionnaire be addressed to the Personnel Department.

  No recommendations to make.

CASE 6

- The bank does not have an incentive programme. All executives are, however, put under the remuneration package.

CASE 7

- A partner in the family business importing and exporting tourist souvenirs. The company has no formalised incentive programme as it is very small. However, he recommended that I contact Moran of Melbourne, his previous company, because while as an employee there, he became aware of an incentive scheme targetted mainly at the shopfloor level workers.

CASE 8

- This is a furniture manufacturing company which sells its end products to the retailers here and exports the rest to New Zealand, Middle East, Japan and S.E. Asia. The person interviewed is in-charge of 250 skilled and unskilled workers in the factory. There is a standardised cash bonus scheme which is made available to all workers to encourage them to complete a piece of work at the shortest time possible. Besides this, there is no other known areas of incentives, and where the administrative staff and executives are concerned, his boss refused to divulge on the matter.

18th March 1991

RESEARCH ON INCENTIVES

Dear

The University seeks your support in assisting with the research being undertaken by Maye Seow as part of the requirements for her Master of Business degree in Tourism Development. This study is being undertaken with the full support of the Australian Incentive Association.

The validity and hence value of this study, is heavily dependent upon the responses to the questionnaire. We would be very appreciative, therefore, if it could be completed by the appropriate officer in your organisation.

Yours faithfully,

BRIAN WISE
Dean : Faculty of Business

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....

Maye Seow
c/o The Dean's Office
Faculty of Business
Victoria University of Technology
P.O.Box 64
Footscray 3011

7th March, 1991

Dear

Ph: (03) 813 1258

RESEARCH ON INCENTIVES

In conjunction with the Australian Incentive Association, I am undertaking a research project into the use of incentive travel in the industry.

This totally confidential study is aimed at the trend of the top 500 businesses in Australia in the use of incentives. I will also study practices and productivity of the suppliers such as motivation / incentive houses and destination management companies.

A key element of my study will be the incentive travel industry, and its role and contribution to the total Australian tourism industry. I am writing to invite you to participate in the study which is part of my Master's Degree in Business at the Victoria University of Technology.

The enclosed questionnaire is designed to help in gaining for both the industry and myself a better insight into the incentives business. I emphasise that replies to this survey are totally confidential and have offered my study results to the AIA as a basis for their own statistical studies.

I look forward to receiving your completed questionnaire by ___________, the ___________. If your company is not an incentive user at all, I would appreciate the return of the questionnaire completed up to Question 3 as this information is also of importance to the study. In the meantime, I would be glad to answer any queries or doubts you may have pertaining to the study.

With thanks,

Yours sincerely

Maye Seow

All correspondences to be directed to the above address.

APPENDIX C

A SURVEY OF THE INCENTIVE USERS :

INFORMATION GIVEN HERE WILL BE KEPT STRICTLY CONFIDENTIAL.

COMPANY NAME :

ADDRESS :

RESPONDENT : ______________________________

TITLE : ____________________________

Instruction : For each question, please circle the number of your choice (eg. Chemicals .... 3). Where there are more than one item applicable, please circle accordingly.

I. YOUR ORGANISATION.

1. What is the main type of business conducted by your company?

Banking & Finance	1
Insurance & Superannuation	2
Chemicals	3
Food & Beverage	4
Oil & Gas	5
Investment & Conglomerates	6
Automotive	7
Business Machines & Computers	8
Retailing & Wholesaling	9
Household & Consumer Products	10
Building Products	11
Business Services	12
Entertainment & Leisure	13
Others, please specify __________________________	14

II. INCENTIVES USED BY YOUR ORGANISATION.

The term "incentive" in this study is defined to be performance-related and something which varies from year to year, depending on the work performance. It is to be differentiated from the base remuneration packages and sales commissions.

2. Who in your company recommends the use of incentives and the type of incentives to be used?

Chief Executive Officer 1
Personnel Director 2
Sales/Marketing Director 3
Department Manager 4
None of the above, please specify _______________. 5

3. Who is the final decision-maker in the type of incentives to be used?

Chief Executive Officer 1
Personnel Director 2
Sales/Marketing Director 3
Department Manager 4
None of the above, please specify _______________. 5

4. Indicate the types of incentives used :

Cash / Bonuses 1
Motor vehicle 2
Club membership 3
Home loans 4
Insurance 5
Company products (free or discounted) 6
Market merchandise 7
Apparel 8
Shopping vouchers 9
Company stocks and bonds 10
Travel 11
Others, please specify ___________________________. 12
No incentives used 13

5. If the answer to Q.4 is "No incentives used", what is the reason for not using incentives?

Cannot get management support for such a programme ..	1
Feel that incentives do not work in achieving their objectives	2
Think they would work, but there is no budget at the moment	3
Planning to implement an incentive programme in the near future	4
Other reason(s), please specify ____________________	5

(If you have answered Q.5, please do not continue with the questionnaire. However, we would appreciate receiving the survey form, completed up to this point, for the information you have supplied is vital to the study.)

6. Why does your company use incentives?

Increase profit and sales	1
Increase sales during off-season	2
Increase productivity	3
Improve work habits	4
Boost morale	5
Introduce new products	6
Promote sale of items more profitable than others.	7
Decrease employee turnover	8
Encourage new entrants	9
Promote job safety	10
Long service award	11
Other reason(s), please specify ____________________ ...	12

7. What is the estimated annual budget spent on incentives?

Below $60,000	1
$60,000 - $79,000	2
$80,000 - $99,000	3
$100,000 - $119,000	4
$120,000 - $140,000	5
Over $140,000, please specify ____________________.	6

III. INCENTIVE TRAVEL

(If you have not ticked the box "Travel" in Q.4, please do not proceed. Nevertheless, we thank you for your interest thus far and look forward to receiving the questionnaire completed up to this point.)

8. How many of your employees are awarded with incentive travel in a 12 - month period?

19 or less	1
20 - 39	2
40 - 59	3
60 - 79	4
80 - 99	5
100 - 119	6
120 - 139	7
140 or more, please specify______________________.	8

9. How is the incentive travel arranged?

In-house	1
Using a full-service motivation / incentive house.	2
Using a retail / corporate travel agency	3
Using a combination of the above services	4

10. For whom does your company organise incentive travel?

Employees	1
Clients / Customers	2
Retailers / Dealers	3
Agents	4

11. Which category (s) of employees in your company participates in incentive travel programmes?

Sales personnel	1
Administrative personnel	2
Technical personnel	3
Finance personnel	4
Others, please specify ______________________..	5

12. If incentive travel is offered to only one specific group above, why are employees in the other departments excluded?

Difficult to quantify their outputs 1
Other forms of incentives are used instead 2
Incentive travel to be extended to them at
a later stage 3
No budget to include them 4
Other reason(s), please specify ________________

____ .. 5

13. How long is the programme qualification period?

1 - 3 months 1
4 - 6 months 2
7 - 9 months 3
10 - 12 months 4
Over 12 months 5

14. How is the incentive travel often awarded in your company?

Individual 1
Group 2
Combination of both 3

15. While on incentive travel, are award winners expected to undertake employment-related activities, eg. meetings, visits to customers, site inspections, etc.

Always 1
Often 2
Sometimes 3
Never 4

16. What is the average length of time allowed for the travel?

1 - 3 days 1
4 - 6 days 2
7 - 14 days 3
More than 14 days, please specify ______________. 4

17. Where is a more likely destination to be used for the travel award?

Within Australia 1
Overseas 2

18. What are the factors involved in choosing a destination?

Local region 1
Popular resort(s) 2
Popular city (s) 3
Price level 4
Easy access 5
Image of destination 6
Determined by an in-house/contracted survey 7
Venue coincides with official duties 8
Other reason(s), please specify ________________

____.... 9

19. How many destinations (i.e. cities) are normally covered in an incentive travel programme?

One 1
Two 2
Three 3
Four or more 4

20. Does the travel include the spouse as well?

Always 1
Often 2
Sometimes 3
Never 4

21. How much does the incentive travel programme cost your company in a 12 - month year?

Below $60,000 1
$60,000 - $79,000 2
$80,000 - $99,000 3
$100,000 - $119,000 4
$120,000 - $140,000 5
Over $140,000, please specify ________________. 6

22. When did your company last use incentive travel?

Last 18 months 1
Last 12 months 2
Last 6 months 3

23. Is there any incentive travel itinerary (s) booked for the future?

Yes 1
No 2

********** THANK YOU VERY MUCH FOR YOUR SUPPORT **********

PLEASE RETURN THE QUESTIONNAIRE USING THE SELF-ADDRESSED ENVELOPE.

APPENDIX C

A SURVEY OF THE INCENTIVE ACCOMMODATION SUPPLIERS

1 Does your hotel have a marketing strategy targeting specially at the incentive travel business?

Yes 1

No 2

2 If yes, for how long has this marketing strategy been in existence?

More than 4 years 1

4 years 2

3 years 3

2 years 4

1 year 5

Less than 1 year 6

(If you have just answered Q2, please proceed to Q5.)

3 If your hotel has no such marketing strategy yet, why not?

The incentive market is too small to be worth the effort 1

The hotel does not have the facilities to cater for incentive types of programmes 2

Other reasons, please specify ____________________

______________________________________ 3

4 If there is still no marketing strategy aimed at the incentive business, will there be one in the future?

Yes 1

No 2

5 Over the last 12-month period, what percentage of your guest population is represented by incentive traveller?

Under 5% 1

5% - 9% 2

10% - 14% 3

15% - 20% 4

Over 20% 5

6 Over the last 12-month period, what percentage of your incentive guests is from the domestic market?

Less than 15% 1

15% - 24% 2

25% - 49% 3

50% - 75% 4

Over 75% 5

7 Do incentive activities of your guests often incorporate the use of the hotel facilities?

Yes 1

No 2

8 Please specify the rate of increase (or decrease) in arrival of your international incentive hotel guests in the last couple of years.

<u>Increase</u>		<u>Decrease</u>	
5%	1	5%	4
10%	2	10%	5
15% or more	3	15% or more	6

9 Please specify the rate of increase (or decrease) in arrival of domestic incentive hotel guests in the last couple of years.

Increase		Decrease	
5%	1	5%	4
10%	2	10%	5
15% or more	3	15% or more	6

10 What is your forecast for the rate of growth in incentive business in the next 3 years?

5% 1

10% 2

15% 3

Over 15% 4

APPENDIX D 1 What is the main type of business conducted by your company?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Alcohol & tobacco	1	1	.6	.6	.6
Automotive	2	10	5.8	5.8	6.4
Banking & finance	3	20	11.6	11.6	18.0
Building products	4	6	3.5	3.5	21.5
Business machines & computers	5	9	5.2	5.2	26.7
Business services	6	7	4.1	4.1	30.8
Chemicals	7	10	5.8	5.8	36.6
Communications & media	8	8	4.7	4.7	41.3
Developers & contractors	9	9	5.2	5.2	46.5
Electrical	10	1	.6	.6	47.1
Entertainment & leisure	11	3	1.7	1.7	48.8
Food & beverage	12	14	8.1	8.1	57.0
Heavy engineering	13	6	3.5	3.5	60.5
Household & consumer	14	9	5.2	5.2	65.7
Insurance & superannuation	15	10	5.8	5.8	71.5
Investments & conglomerates	16	7	4.1	4.1	75.6
Light engineering	17	3	1.7	1.7	77.3
Merchants & agents	18	5	2.9	2.9	80.2
Metals	19	12	7.0	7.0	87.2
Oil & gas	20	6	3.5	3.5	90.7
Paper & packaging	21	2	1.2	1.2	91.9
Professional service	23	3	1.7	1.7	93.6
Retailing & wholesaling	25	8	4.7	4.7	98.3
Solid fuels	26	1	.6	.6	98.8
Transport	28	2	1.2	1.2	100.0
	Total	172	100.0	100.0	

```
     Alcohol & tobacco \\\ 1
            Automotive \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 10
     Banking & finance \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 2
     Building products \\\\\\\\\\\\\\\\\\ 6
   Business machines & \\\\\\\\\\\\\\\\\\\\\\\\\\\ 9
     Business services \\\\\\\\\\\\\\\\\\\\\ 7
             Chemicals \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 10
Communications & med \\\\\\\\\\\\\\\\\\\\\\\\ 8
Developers & contrac \\\\\\\\\\\\\\\\\\\\\\\\\\\ 9
            Electrical \\\ 1
Entertainment & leis \\\\\\\\\ 3
       Food & beverage \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 14
     Heavy engineering \\\\\\\\\\\\\\\\\\ 6
  Household & consumer \\\\\\\\\\\\\\\\\\\\\\\\\\\ 9
  Insurance & superann \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 10
  Investments & conglo \\\\\\\\\\\\\\\\\\\\\ 7
     Light engineering \\\\\\\\\ 3
    Merchants & agents \\\\\\\\\\\\\\\ 5
                Metals \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 12
             Oil & gas \\\\\\\\\\\\\\\\\\ 6
     Paper & packaging \\\\\\ 2
  Professional service \\\\\\\\\ 3
  Retailing & wholesal \\\\\\\\\\\\\\\\\\\\\\\\ 8
           Solid fuels \\\ 1
             Transport \\\\\\ 2
                       3
                       @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                       0         4         8         12        16        20
```

Mean	11.430	Std err	.531	Median	12.000
Mode	3.000	Std dev	6.960	Variance	48.445
Kurtosis	-.825	S E Kurt	.368	Skewness	.386
S E Skew	.185	Range	27.000	Minimum	1.000
Maximum	28.000	Sum	1966.000		

Q2A Does the CEO recommend the use of incentives and the type of incentives to be used?

Yes	1	69	40.1	52.7	52.7
No	2	62	36.0	47.3	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 69
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 62
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         15        30        45        60        75
```

Mean	1.473	Std err	.044	Median	1.000
Mode	1.000	Std dev	.501	Variance	.251
Kurtosis	-2.019	S E Kurt	.420	Skewness	.108
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	193.000		

Valid cases 131 Non-incentive users 41

Q2B Does the Personnel Director recommends the use of incentives and the types of incentives to be used?

Value Label	Value	Frequency	Percent	Percent	Percent
Yes	1	56	32.6	42.7	42.7
No	2	75	43.6	57.3	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 56
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 75
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         15        30        45        60        75
```

Mean	1.573	Std err	.043	Median	2.000
Mode	2.000	Std dev	.497	Variance	.247
Kurtosis	-1.942	S E Kurt	.420	Skewness	-.297
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	206.000		

Valid cases 131 Non-incentive users 41

Q2C Does the Sales/Marketing Director recommends the use of incentives and the type of incentives to be used?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	46	26.7	35.1	35.1
No	2	85	49.4	64.9	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\\\\\\\\\\\\\\\\\\\\\ 46
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 85
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0        20        40        60        80       100
```

Mean	1.649	Std err	.042	Median	2.000
Mode	2.000	Std dev	.479	Variance	.230
Kurtosis	-1.627	S E Kurt	.420	Skewness	-.631
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	216.000		

Valid cases 131 Non-incentive users 41

Q2D Does the Department Manager recommend the use of incentives and the type of incentives to be used?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	22	12.8	16.8	16.8
No	2	109	63.4	83.2	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\\\ 22
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 109
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0        40        80       120       160       200
```

Mean	1.832	Std err	.033	Median	2.000
Mode	2.000	Std dev	.375	Variance	.141
Kurtosis	1.249	S E Kurt	.420	Skewness	-1.797
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	240.000		

Valid cases 131 Non-incentive users 41

Q2E Does the Board of Directors recommend the use of incentives and the type of incentives to be used?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	4	2.3	3.1	3.1
No	2	127	73.8	96.9	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\ 4
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 127
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0        40        80        120       160       200
```

Mean	1.969	Std err	.015	Median	2.000
Mode	2.000	Std dev	.173	Variance	.030
Kurtosis	28.919	S E Kurt	.420	Skewness	-5.521
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	258.000		

Valid cases 131 Non-incentive users 41

Q3A Is the CEO the final decision-maker in the type of incentives to be used?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	103	59.9	78.6	78.6
No	2	28	16.3	21.4	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 103
       No \\\\\\\\\\ 28
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0        40        80        120       160       200
```

Mean	1.214	Std err	.036	Median	1.000
Mode	1.000	Std dev	.412	Variance	.169
Kurtosis	-.004	S E Kurt	.420	Skewness	1.413
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	159.000		

Valid cases 131 Non-incentive users 41

Q3B Is the Personnel Director the final decision-maker in the type of incentives to be used?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	7	4.1	5.3	5.3
No	2	124	72.1	94.7	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\ 7
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 124
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         40        80        120       160       200
```

Mean	1.947	Std err	.020	Median	2.000
Mode	2.000	Std dev	.226	Variance	.051
Kurtosis	14.358	S E Kurt	.420	Skewness	-4.017
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	255.000		

Valid cases 131 Non-incentive users 41

Q3C Is the Sales/Marketing Director the final decision-maker in the type of incentives to be used?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	17	9.9	13.0	13.0
No	2	114	66.3	87.0	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\ 17
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 114
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         40        80        120       160       200
```

Mean	1.870	Std err	.029	Median	2.000
Mode	2.000	Std dev	.337	Variance	.114
Kurtosis	3.014	S E Kurt	.420	Skewness	-2.229
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	245.000		

Valid cases 131 Non-incentive users 41

Q3D Is the Department Manager the final decision-maker in the type of incentives to be used?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	8	4.7	6.1	6.1
No	2	123	71.5	93.9	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\ 8
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 123
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         40        80        120       160       200
```

Mean	1.939	Std err	.021	Median	2.000
Mode	2.000	Std dev	.240	Variance	.058
Kurtosis	11.936	S E Kurt	.420	Skewness	-3.709
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	254.000		

Valid cases 131 Non-incentive users 41

Q3E Is the Board of Directors the final decision-maker in the type of incentives to be used?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
yes	1	15	8.7	11.5	11.5
No	2	116	67.4	88.5	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 yes \\\\\ 15
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 116
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         40        80        120       160       200
```

Mean	1.885	Std err	.028	Median	2.000
Mode	2.000	Std dev	.320	Variance	.102
Kurtosis	4.061	S E Kurt	.420	Skewness	-2.449
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	247.000		

Valid cases 131 Non-incentive users 41

Q4A Any incentive used at all?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	131	76.2	76.2	76.2
No	2	41	23.8	23.8	100.0
	Total	172	100.0	100.0	

```
Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 131
 No \\\\\\\\\\\\\\\ 41
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0        40        80        120       160       200
```

Mean	1.238	Std err	.033	Median	1.000
Mode	1.000	Std dev	.427	Variance	.183
Kurtosis	-.471	S E Kurt	.368	Skewness	1.239
S E Skew	.185	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	213.000		

Valid cases 172

Q4B Type of incentive used - cash/bonuses

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	105	61.0	80.2	80.2
No	2	26	15.1	19.8	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 105
 No \\\\\\\\\\ 26
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0        40        80        120       160       200
```

Mean	1.198	Std err	.035	Median	1.000
Mode	1.000	Std dev	.400	Variance	.160
Kurtosis	.345	S E Kurt	.420	Skewness	1.530
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	157.000		

Valid cases 131 Non-incentive users 41

Q4C Type of incentive used - motor vehicle.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	14	8.1	10.7	10.7
No	2	117	68.0	89.3	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\ 14
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 117
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         40        80        120       160       200
```

Mean	1.893	Std err	.027	Median	2.000
Mode	2.000	Std dev	.310	Variance	.096
Kurtosis	4.700	S E Kurt	.420	Skewness	-2.575
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	248.000		

Valid cases 131 Non-incentive users 41

Q4D Type of incentive used - club membership

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	5	2.9	3.8	3.8
No	2	126	73.3	96.2	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\ 5
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 126
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         40        80        120       160       200
```

Mean	1.962	Std err	.017	Median	2.000
Mode	2.000	Std dev	.192	Variance	.037
Kurtosis	22.120	S E Kurt	.420	Skewness	-4.877
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	257.000		

Valid cases 131 Non-incentive users 41/

Q4E Type of incentive used - home loans

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	6	3.5	4.6	4.6
No	2	125	72.7	95.4	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\ 6
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 125
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         40        80        120       160       200
```

Mean	1.954	Std err	.018	Median	2.000
Mode	2.000	Std dev	.210	Variance	.044
Kurtosis	17.591	S E Kurt	.420	Skewness	-4.396
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	256.000		

Valid cases 131 Non-incentive users 41

Q4F Type of incentive used - insurance

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	3	1.7	2.3	2.3
No	2	128	74.4	97.7	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\ 3
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 128
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         40        80        120       160       200
```

Mean	1.977	Std err	.013	Median	2.000
Mode	2.000	Std dev	.150	Variance	.023
Kurtosis	40.256	S E Kurt	.420	Skewness	-6.453
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	259.000		

Valid cases 131 Non-incentive users 41

Q4G Type of incentive used - company products

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	8	4.7	6.1	6.1
No	2	123	71.5	93.9	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\\ 8
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 123
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         40        80        120       160       200
```

Mean	1.939	Std err	.021	Median	2.000
Mode	2.000	Std dev	.240	Variance	.058
Kurtosis	11.936	S E Kurt	.420	Skewness	-3.709
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	254.000		

Valid cases 131 Non-incentive users 41

Q4H Type of incentive used - market merchandise

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	8	4.7	6.1	6.1
No	2	123	71.5	93.9	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\\ 8
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 123
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         40        80        120       160       200
```

Mean	1.939	Std err	.021	Median	2.000
Mode	2.000	Std dev	.240	Variance	.058
Kurtosis	11.936	S E Kurt	.420	Skewness	-3.709
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	254.000		

Valid cases 131 Non-incentive users 41

Q4I Type of incentive used - apparel

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	4	2.3	3.1	3.1
No	2	127	73.8	96.9	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\ 4
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 127
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0        40        80        120       160       200
```

Mean	1.969	Std err	.015	Median	2.000
Mode	2.000	Std dev	.173	Variance	.030
Kurtosis	28.919	S E Kurt	.420	Skewness	-5.521
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	258.000		

Valid cases 131 Non-incentive users 41

Q4J Type of incentive used - shopping vouchers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	16	9.3	12.2	12.2
No	2	115	66.9	87.8	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\\\ 16
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 115
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0        40        80        120       160       200
```

Mean	1.878	Std err	.029	Median	2.000
Mode	2.000	Std dev	.329	Variance	.108
Kurtosis	3.504	S E Kurt	.420	Skewness	-2.335
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	246.000		

Valid cases 131 Non-incentive users 41

Q4K Type of incentive used - company stocks and bonds

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	18	10.5	13.7	13.7
No	2	113	65.7	86.3	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\\\\ 18
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 113
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         40        80        120       160       200
```

Mean	1.863	Std err	.030	Median	2.000
Mode	2.000	Std dev	.346	Variance	.119
Kurtosis	2.580	S E Kurt	.420	Skewness	-2.131
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	244.000		

Valid cases 131 Non-incentive users 41

Q4L Type of incentive used - travel

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	43	25.0	32.8	32.8
No	2	88	51.2	67.2	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\\\\\\\\\\\\\\\\\\\\ 43
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 88
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         20        40        60        80        100
```

Mean	1.672	Std err	.041	Median	2.000
Mode	2.000	Std dev	.471	Variance	.222
Kurtosis	-1.475	S E Kurt	.420	Skewness	-.740

41

S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	219.000		

Valid cases 131

Q5 If ans. to Q4a is "no", what reasons?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Cannot get management support	1	12	7.0	29.3	29.3
Feel that incentives do not work in achieving their objectives	2	17	9.9	41.5	70.7
Think they would work, but there is no budget at the moment	3	5	2.9	12.2	82.9
Planning to implement an incentive programme in the near future	4	7	4.1	17.1	100.0
	.	131	76.2	Missing	
	Total	172	100.0	100.0	

```
Cannot get managemen \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 12
Feel that incentives \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 17
Think they would wor \\\\\\\\\\\\\\\ 5
Planning to implemen \\\\\\\\\\\\\\\\\\\\\ 7
                     3
                     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                     0         4         8         12        16        20
```

Mean	2.171	Std err	.163	Median	2.000
Mode	2.000	Std dev	1.046	Variance	1.095
Kurtosis	-.737	S E Kurt	.724	Skewness	.605
S E Skew	.369	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	89.000		

Valid cases 41

Q6A Co. uses incentive to increase profit and sales

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	106	61.6	80.9	80.9
No	2	25	14.5	19.1	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 106
  No \\\\\\\\ 25
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         40        80        120       160       200
```

Mean	1.191	Std err	.034	Median	1.000
Mode	1.000	Std dev	.394	Variance	.156
Kurtosis	.542	S E Kurt	.420	Skewness	1.592
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	156.000		

Valid cases 131 Non-incentive users 41

Q6B Co. uses incentive to increase sales during off-season

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	15	8.7	11.5	11.5
No	2	116	67.4	88.5	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\\\ 15
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 116
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         40        80        120       160       200
```

Mean	1.885	Std err	.028	Median	2.000
Mode	2.000	Std dev	.320	Variance	.102
Kurtosis	4.061	S E Kurt	.420	Skewness	-2.449
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	247.000		

Valid cases 131 Non-incentive users 41

Q6C Co. uses incentive to increase productivity?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	67	39.0	51.1	51.1
No	2	64	37.2	48.9	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 67
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 64
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         15        30        45        60        75
```

Mean	1.489	Std err	.044	Median	1.000
Mode	1.000	Std dev	.502	Variance	.252
Kurtosis	-2.029	S E Kurt	.420	Skewness	.046
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	195.000		

Valid cases 131 Non-incentive users 41

Q6D Co. uses incentive to improve work habits?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	28	16.3	21.4	21.4
No	2	103	59.9	78.6	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\ 28
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 103
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         40        80        120       160       200
```

Mean	1.786	Std err	.036	Median	2.000
Mode	2.000	Std dev	.412	Variance	.169
Kurtosis	-.004	S E Kurt	.420	Skewness	-1.413
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	234.000		

Valid cases 131 Non-incentive users 41

Q6E Co. uses incentive to boost morale?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	55	32.0	42.0	42.0
No	2	76	44.2	58.0	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 55
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 76
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         20        40        60        80        100
```

Mean	1.580	Std err	.043	Median	2.000
Mode	2.000	Std dev	.495	Variance	.245
Kurtosis	-1.922	S E Kurt	.420	Skewness	-.329
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	207.000		

Valid cases 131 Non-incentive users 41

Q6F Co. uses incentive to introduce new products?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	14	8.1	10.7	10.7
No	2	117	68.0	89.3	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
         Yes \\\\\ 14
          No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 117
             3
             @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
             0        40        80        120       160       200
```

Mean	1.893	Std err	.027	Median	2.000
Mode	2.000	Std dev	.310	Variance	.096
Kurtosis	4.700	S E Kurt	.420	Skewness	-2.575
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	248.000		

Valid cases 131 Non-incentive users 41

Q6G Co. uses incentive to promote sales of items more profitable than others

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	13	7.6	9.9	9.9
No	2	118	68.6	90.1	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
         Yes \\\\ 13
          No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 118
             3
             @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
             0        40        80        120       160       200
```

Mean	1.901	Std err	.026	Median	2.000
Mode	2.000	Std dev	.300	Variance	.090
Kurtosis	5.438	S E Kurt	.420	Skewness	-2.712
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	249.000		

Valid cases 131 Non-incentive users 41

Q6H Co. uses incentive to decrease employee turnover

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	18	10.5	13.7	13.7
No	2	113	65.7	86.3	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\\ 18
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 113
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         40        80        120       160       200
```

Mean	1.863	Std err	.030	Median	2.000
Mode	2.000	Std dev	.346	Variance	.119
Kurtosis	2.580	S E Kurt	.420	Skewness	-2.131
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	244.000		

Valid cases 131 Non-incentive users 41

Q6I Co. uses incentive to encourage new entrants

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	6	3.5	4.6	4.6
No	2	125	72.7	95.4	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
Yes \\\ 6
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 125
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         40        80        120       160       200
```

Mean	1.954	Std err	.018	Median	2.000
Mode	2.000	Std dev	.210	Variance	.044
Kurtosis	17.591	S E Kurt	.420	Skewness	-4.396
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	256.000		

Valid cases 131 Non-incentive users 41

Q6J Co. uses incentive to promote job safety

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	5	2.9	3.8	3.8
No	2	126	73.3	96.2	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
              Yes \\ 5
               No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 126
                  3
                  @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                  0        40        80        120       160       200
```

Mean	1.962	Std err	.017	Median	2.000
Mode	2.000	Std dev	.192	Variance	.037
Kurtosis	22.120	S E Kurt	.420	Skewness	-4.877
S E Skew	.212	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	257.000		

Valid cases 131 Non-incentive users 41

Q7 What is the estimated annual budget spent on incentives?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Below $60,000	1	28	16.3	21.4	21.4
$60,000 -- $79,00	2	3	1.7	2.3	23.7
$80,000 -- $99,00	3	3	1.7	2.3	26.0
$100,000 -- $119,00	4	16	9.3	12.2	38.2
$120,000 -- $140,00	5	17	9.9	13.0	51.1
Over $140,000, to pr	6	64	37.2	48.9	100.0
	.	41	23.8	Missing	
	Total	172	100.0	100.0	

```
       Below $60,000 \\\\\\\\\\\\\\\\\\\\\ 28
$60,000   --  $79,00 \\\ 3
$80,000   --  $99,00 \\\ 3
$100,000  -- $119,00 \\\\\\\\\\\\ 16
$120,000  -- $140,00 \\\\\\\\\\\\ 17
Over $140,000, to pr \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 64
                     3
                     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                     0        15        30        45        60        75
```

Mean	4.397	Std err	.175	Median	5.000
Mode	6.000	Std dev	1.999	Variance	3.995
Kurtosis	-.918	S E Kurt	.420	Skewness	-.862
S E Skew	.212	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	576.000		

Valid cases 131 Non-incentive users 41

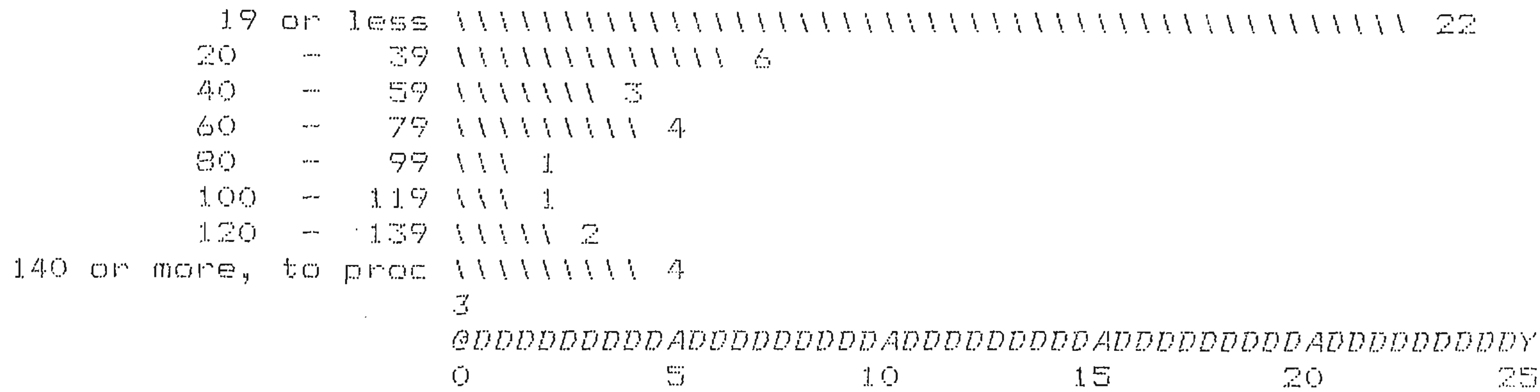
Q7A If budget over $140,000, to specify.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
		109	63.4	63.4	63.4
	$1 m	1	.6	.6	64.0
	$1 milli	1	.6	.6	64.5
	$1.5m	2	1.2	1.2	65.7
	$12 m.	1	.6	.6	66.3
	$140,000	2	1.2	1.2	67.4
	$175,000	1	.6	.6	68.0
	$2 m	1	.6	.6	68.6
	$2 m.	1	.6	.6	69.2
	$2 milli	1	.6	.6	69.8
	$200,000	5	2.9	2.9	72.7
	$200.000	1	.6	.6	73.3
	$250,000	5	2.9	2.9	76.2
	$266,000	1	.6	.6	76.7
	$3.5m	1	.6	.6	77.3
	$300,000	2	1.2	1.2	78.5
	$400,000	3	1.7	1.7	80.2
	$450,000	1	.6	.6	80.8
	$500,000	3	1.7	1.7	82.6
	$520,000	1	.6	.6	83.1
	$540,000	1	.6	.6	83.7
	$600,000	4	2.3	2.3	86.0
	$700,000	1	.6	.6	86.6
	$750,000	2	1.2	1.2	87.8
	>$140,00	19	11.0	11.0	98.8
	millions	1	.6	.6	99.4
	varies	1	.6	.6	100.0
	Total	172	100.0	100.0	

Valid cases 172

Q8 How many of your employees are awarded with I.T. in a 12-month period?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
19 or less	1	22	12.8	51.2	51.2
20 - 39	2	6	3.5	14.0	65.1
40 - 59	3	3	1.7	7.0	72.1
60 - 79	4	4	2.3	9.3	81.4
80 - 99	5	1	.6	2.3	83.7
100 - 119	6	1	.6	2.3	86.0
120 - 139	7	2	1.2	4.7	90.7
140 or more, to proc	8	4	2.3	9.3	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

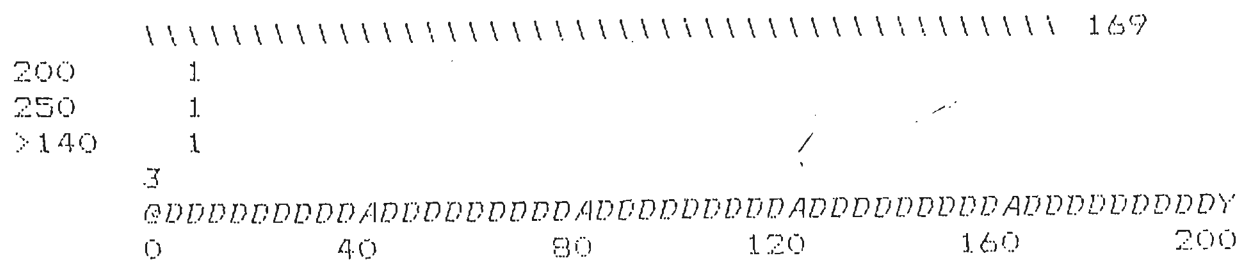


Mean	2.698	Std err	.364	Median	1.000
Mode	1.000	Std dev	2.386	Variance	5.692
Kurtosis	.325	S E Kurt	.709	Skewness	1.293
S E Skew	.361	Range	7.000	Minimum	1.000
Maximum	8.000	Sum	116.000		

Valid cases 43

Q8A If no. over 140, to specify.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
		169	98.3	98.3	98.3
	200	1	.6	.6	98.8
	250	1	.6	.6	99.4
	>140	1	.6	.6	100.0
	Total	172	100.0	100.0	



Valid cases 172

Q9A Is I.T. arranged by in-housed personnel?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	14	8.1	32.6	32.6
No	2	29	16.9	67.4	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\\\\\\\\\\\\\\\\\\\\\\\ 14
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 29
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         6         12        18        24        30
```

Mean	1.674	Std err	.072	Median	2.000
Mode	2.000	Std dev	.474	Variance	.225
Kurtosis	-1.476	S E Kurt	.709	Skewness	-.772
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	72.000		

Valid cases 43

Q9B Is I.T. arranged by a full-serviced motivation/incentive house?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	3	1.7	7.0	7.0
No	2	40	23.3	93.0	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
      Yes \\\\\ 3
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 40
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         8         16        24        32        40
```

Mean	1.930	Std err	.039	Median	2.000
Mode	2.000	Std dev	.258	Variance	.066
Kurtosis	10.755	S E Kurt	.709	Skewness	-3.501
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	83.000		

Valid cases 43

Q9C Is I.T. arranged by a retail/corporate travel agency?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	14	8.1	32.6	32.6
No	2	29	16.9	67.4	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\ 14
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 2

     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         6         12        18        24        30
```

Mean	1.674	Std err	.072	Median	2.000
Mode	2.000	Std dev	.474	Variance	.225
Kurtosis	-1.476	S E Kurt	.709	Skewness	-.772
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	72.000		

Valid cases 43

Q9D Is I.T. arranged using a combination of the above services?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	15	8.7	34.9	34.9
No	2	28	16.3	65.1	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\ 15
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 28
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         6         12        18        24        30
```

Mean	1.651	Std err	.074	Median	2.000
Mode	2.000	Std dev	.482	Variance	.233
Kurtosis	-1.647	S E Kurt	.709	Skewness	-.657
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	71.000		

Valid cases 43

Q10A Is I.T. organised for employees?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	40	23.3	93.0	93.0
No	2	3	1.7	7.0	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
                  Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

                   No \\\\\ 3
                      3
                      @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY

                      0         8         16        24        32        40
```

Mean	1.070	Std err	.039	Median	1.000
Mode	1.000	Std dev	.258	Variance	.066
Kurtosis	10.755	S E Kurt	.709	Skewness	3.501
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	46.000		

Valid cases 43

Q10B Is I.T. organised for clients/customers?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	5	2.9	11.6	11.6
No	2	38	22.1	88.4	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
                  Yes \\\\\\\ 5
                   No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 38
                      3
                      @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                      0         8         16        24        32        40
```

Mean	1.884	Std err	.049	Median	2.000
Mode	2.000	Std dev	.324	Variance	.105
Kurtosis	4.359	S E Kurt	.709	Skewness	-2.481
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	81.000		

Valid cases 43

Q10C Is I.T. organised for retailers/dealers?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	6	3.5	14.0	14.0
No	2	37	21.5	86.0	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
    Yes \\\\\\\\ 6
     No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 37
        3
        @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
        0        8         16        24        32        40
```

Mean	1.860	Std err	.053	Median	2.000
Mode	2.000	Std dev	.351	Variance	.123
Kurtosis	2.778	S E Kurt	.709	Skewness	-2.157
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	80.000		

Valid cases 43

Q10D Is I.T. organised for agents?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	3	1.7	7.0	7.0
No	2	40	23.3	93.0	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
    Yes \\\\\ 3
     No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

        3
        @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
        0        8         16        24        32        40
```

Mean	1.930	Std err	.039	Median	2.000
Mode	2.000	Std dev	.258	Variance	.066
Kurtosis	10.755	S E Kurt	.709	Skewness	-3.501
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	83.000		

Valid cases 43

Q11A Is I.T. organised for sales personnel in your company?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	37	21.5	86.0	86.0
No	2	6	3.5	14.0	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
        Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 37
         No \\\\\\\\\ 6
            3
            @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
            0         8         16        24        32        40
```

Mean	1.140	Std err	.053	Median	1.000
Mode	1.000	Std dev	.351	Variance	.123
Kurtosis	2.778	S E Kurt	.709	Skewness	2.157
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	49.000		

Valid cases 43

Q11B Is I.T. organised for administrative personnel in your company?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	14	8.1	32.6	32.6
No	2	29	16.9	67.4	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
        Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 14
         No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 2

            3
            @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
            0         6         12        18        24        30
```

Mean	1.674	Std err	.072	Median	2.000
Mode	2.000	Std dev	.474	Variance	.225
Kurtosis	-1.476	S E Kurt	.709	Skewness	-.772
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	72.000		

Valid cases 43

Q11C Is I.T. organised for technical personnel in your company?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	14	8.1	32.6	32.6
No	2	29	16.9	67.4	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\\\\\\\\\\\\\\\\\\\ 14
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 2
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         6         12        18        24        30
```

Mean	1.674	Std err	.072	Median	2.000
Mode	2.000	Std dev	.474	Variance	.225
Kurtosis	-1.476	S E Kurt	.709	Skewness	-.772
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	72.000		

Valid cases 43

Q11D Is I.T. organised for finance personnel in your company?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	12	7.0	27.9	27.9
No	2	31	18.0	72.1	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\\\\\\\\\\\ 12
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 31
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         8         16        24        32        40
```

Mean	1.721	Std err	.069	Median	2.000
Mode	2.000	Std dev	.454	Variance	.206
Kurtosis	-1.006	S E Kurt	.709	Skewness	-1.021
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	74.000		

Valid cases 43

Q12 If I.T. is offered to only one specific group above, why are employees in the other departments excluded?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Difficult to quantify their outputs	1	8	4.7	32.0	32.0
Other forms of incentives are used instead	2	11	6.4	44.0	76.0
No budget to include them	4	5	2.9	20.0	96.0
Other reasons, to specify	5	1	.6	4.0	100.0
	.	147	85.5	Missing	
	Total	172	100.0	100.0	

```
Difficult to quantif \\\\\\\\\\\\\\\\\\\\ 8
Other forms of incen \\\\\\\\\\\\\\\\\\\\\\\\\\\ 11
No budget to include \\\\\\\\\\\\\ 5
Other reasons, to pr \\\ 1
                     3
                     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                     0         4         8         12        16        20
```

Mean	2.200	Std err	.245	Median	2.000
Mode	2.000	Std dev	1.225	Variance	1.500
Kurtosis	-.309	S E Kurt	.902	Skewness	.917
S E Skew	.464	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	55.000		

Valid cases 25

Q13 How long is the programme qualifying period?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
1 - 3 months	1	3	1.7	7.0	7.0
4 - 6 months	2	5	2.9	11.6	18.6
7 - 9 months	3	4	2.3	9.3	27.9
10 - 12 months	4	22	12.8	51.2	79.1
Over 12 months	5	9	5.2	20.9	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
  1  -  3 months \\\\\\ 3
  4  -  6 months \\\\\\\\\\ 5
  7  -  9 months \\\\\\\\ 4
 10  - 12 months \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 22
   Over 12 months \\\\\\\\\\\\\\\\\\ 9

                 3
                 @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                 0         5         10        15        20        25
```

Mean	3.674	Std err	.175	Median	4.000
Mode	4.000	Std dev	1.149	Variance	1.320
Kurtosis	.267	S E Kurt	.709	Skewness	-.994
S E Skew	.361	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	158.000		

Valid cases 43

Q14A Is I.T. awarded to individuals?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	22	12.8	51.2	51.2
No	2	21	12.2	48.8	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 22
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 21
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         5         10        15        20        25
```

Mean	1.488	Std err	.077	Median	1.000
Mode	1.000	Std dev	.506	Variance	.256
Kurtosis	-2.098	S E Kurt	.709	Skewness	.048
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	64.000		

Valid cases 43

Q14B Is I.T. awarded to a group?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	10	5.8	23.3	23.3
No	2	33	19.2	76.7	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
Yes \\\\\\\\\\\\\ 10
 No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 33
    3
    @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
    0         8         16        24        32        40
```

Mean	1.767	Std err	.065	Median	2.000
Mode	2.000	Std dev	.427	Variance	.183
Kurtosis	-.294	S E Kurt	.709	Skewness	-1.312
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	76.000		

Valid cases 43

Q14C Is I.T. awarded to both individual and group?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	12	7.0	27.9	27.9
No	2	31	18.0	72.1	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
     Yes \\\\\\\\\\\\\\\\ 12
      No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 31
         3
         @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
         0         8         16        24        32        40
```

Mean	1.721	Std err	.069	Median	2.000
Mode	2.000	Std dev	.454	Variance	.206
Kurtosis	-1.006	S E Kurt	.709	Skewness	-1.021
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	74.000		

Valid cases 43

Q15 While on I.T., are award winners expected to undertake employment-related activities?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Always	1	17	9.9	39.5	39.5
Often	2	3	1.7	7.0	46.5
Sometimes	3	14	8.1	32.6	79.1
Never	4	9	5.2	20.9	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
   Always \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 17
    Often \\\\\\\\ 3
Sometimes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 14
    Never \\\\\\\\\\\\\\\\\\\\\\\\ 9
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         4         8         12        16        20
```

Mean	2.349	Std err	.185	Median	3.000
Mode	1.000	Std dev	1.213	Variance	1.471
Kurtosis	-1.630	S E Kurt	.709	Skewness	.035
S E Skew	.361	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	101.000		

Valid cases 43

Q16 What is the average length of time allowed for the travel?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
1 - 3 days	1	3	1.7	7.0	7.0
4 - 6 days	2	18	10.5	41.9	48.8
7 - 14 days	3	20	11.6	46.5	95.3
More than 14 days, to specify	4	2	1.2	4.7	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
      1   -   3 days \\\\\\\\ 3
      4   -   6 days \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 18
      7   -  14 days \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

More than 14 days, t \\\\\\ 2
                     3
                     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                     0         4         8         12        16        20
```

Mean	2.488	Std err	.107	Median	3.000
Mode	3.000	Std dev	.703	Variance	.494
Kurtosis	-.124	S E Kurt	.709	Skewness	-.173
S E Skew	.361	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	107.000		

Valid cases 43

Q16A If travel time is more than 14 days, to specify

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
		169	98.3	98.3	98.3
	2	1	.6	.6	98.8
	21days	1	.6	.6	99.4
	>14dys	1	.6	.6	100.0

```
                     3
                     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                     0         40        80        120       160       200
```

Valid cases 172

Q17A Is I.T. destination within Australia?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	20	11.6	46.5	46.5
No	2	23	13.4	53.5	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
    Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 20
     No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 23
        3
        @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
        0         5         10        15        20        25
```

Mean	1.535	Std err	.077	Median	2.000
Mode	2.000	Std dev	.505	Variance	.255
Kurtosis	-2.078	S E Kurt	.709	Skewness	-.145
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	66.000		

Valid cases 43

Q17B Is I.T. destination overseas?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	30	17.4	69.8	69.8
No	2	13	7.6	30.2	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
    Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

     No \\\\\\\\\\\\\\\\\\\\\\\\\\ 13
        3
        @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY

        0         6         12        18        24        30
```

Mean	1.302	Std err	.071	Median	1.000
Mode	1.000	Std dev	.465	Variance	.216
Kurtosis	-1.265	S E Kurt	.709	Skewness	.892
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	56.000		

Valid cases 43

Q18A Is local region a factor for choosing the destination?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	2	1.2	4.7	4.7
No	2	41	23.8	95.3	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
          Yes \\\ 2
           No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 41
              3
              @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
              0         10        20        30        40        50
```

Mean	1.953	Std err	.032	Median	2.000
Mode	2.000	Std dev	.213	Variance	.045
Kurtosis	18.801	S E Kurt	.709	Skewness	-4.464
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	84.000		

Valid cases 43

Q18B Is popular resort a factor for choosing the destination?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	24	14.0	55.8	55.8
No	2	19	11.0	44.2	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
          Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 2

           No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 19
              3
              @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
              0         5         10        15        20        25
```

Mean	1.442	Std err	.077	Median	1.000
Mode	1.000	Std dev	.502	Variance	.252
Kurtosis	-2.038	S E Kurt	.709	Skewness	.243
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	62.000		

Valid cases 43

Q18C Is popular city a factor for choosing the destination?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	9	5.2	20.9	20.9
No	2	34	19.8	79.1	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\ 9
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 34
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         8         16        24        32        40
```

Mean	1.791	Std err	.063	Median	2.000
Mode	2.000	Std dev	.412	Variance	.169
Kurtosis	.202	S E Kurt	.709	Skewness	-1.481
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	77.000		

Valid cases 43

Q18D Is price level a factor for choosing the destination?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	18	10.5	41.9	41.9
No	2	25	14.5	58.1	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 18
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         5         10        15        20        25
```

Mean	1.581	Std err	.076	Median	2.000
Mode	2.000	Std dev	.499	Variance	.249
Kurtosis	-1.977	S E Kurt	.709	Skewness	-.342
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	68.000		

Valid cases 43

Q18E Is easy access a factor for choosing the destination?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	9	5.2	20.9	20.9
No	2	34	19.8	79.1	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\ 9
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 34
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         8         16        24        32        40
```

Mean	1.791	Std err	.063	Median	2.000
Mode	2.000	Std dev	.412	Variance	.169
Kurtosis	.202	S E Kurt	.709	Skewness	-1.481
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	77.000		

Valid cases 43

Q18F Is image of a destination a factor for choosing the destination?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	22	12.8	51.2	51.2
No	2	21	12.2	48.8	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 22
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 21
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         5         10        15        20        25
```

Mean	1.488	Std err	.077	Median	1.000
Mode	1.000	Std dev	.506	Variance	.256
Kurtosis	-2.098	S E Kurt	.709	Skewness	.048
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	64.000		

Valid cases 43

Q18G Is the I.T. destination determined by a survey?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	4	2.3	9.3	9.3
No	2	39	22.7	90.7	100.0
	.	129	75.0	Missing	
		-------	-------	-------	
	Total	172	100.0	100.0	

```
        Yes \\\\\\ 4
         No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

            3
            @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
            0         8         16        24        32        40
```

Mean	1.907	Std err	.045	Median	2.000
Mode	2.000	Std dev	.294	Variance	.086
Kurtosis	6.748	S E Kurt	.709	Skewness	-2.905
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	82.000		

Valid cases 43

Q18H Is the I.T. destination chosen because of official duties?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	9	5.2	20.9	20.9
No	2	34	19.8	79.1	100.0
	.	129	75.0	Missing	
		-------	-------	-------	
	Total	172	100.0	100.0	

```
        Yes \\\\\\\\\\\\ 9
         No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 34
            3
            @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
            0         8         16        24        32        40
```

Mean	1.791	Std err	.063	Median	2.000
Mode	2.000	Std dev	.412	Variance	.169
Kurtosis	.202	S E Kurt	.709	Skewness	-1.481
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	77.000		

Valid cases 43

Q19 How many destinations are normally covered in an I.T. destination?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
One	1	32	18.6	74.4	74.4
Two	2	5	2.9	11.6	86.0
Three	3	4	2.3	9.3	95.3
Four or more	4	2	1.2	4.7	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
         One \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 32
         Two \\\\\\\ 5
       Three \\\\\\ 4
Four or more \\\ 2
             3
             @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
             0         8         16        24        32        40
```

Mean	1.442	Std err	.130	Median	1.000
Mode	1.000	Std dev	.854	Variance	.729
Kurtosis	2.512	S E Kurt	.709	Skewness	1.876
S E Skew	.361	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	62.000		

Valid cases 43

Q20 Does the travel include spouse?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Always	1	17	9.9	39.5	39.5
Often	2	9	5.2	20.9	60.5
Sometimes	3	12	7.0	27.9	88.4
Never	4	5	2.9	11.6	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
   Always \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 17
    Often \\\\\\\\\\\\\\\\\\\\\\\ 9
Sometimes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 12
    Never \\\\\\\\\\\\\\ 5
          3
          @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
          0         4         8         12        16        20
```

Mean	2.116	Std err	.164	Median	2.000
Mode	1.000	Std dev	1.074	Variance	1.153
Kurtosis	-1.229	S E Kurt	.709	Skewness	.364
S E Skew	.361	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	91.000		

Valid cases 43

Q21 How much does the I.T. programme cost your company in a 12-month year?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Below $60,000	1	16	9.3	37.2	37.2
$60,000 - $79,00	2	4	2.3	9.3	46.5
$100,000 - $119,00	4	3	1.7	7.0	53.5
$120,000 - $140,00	5	5	2.9	11.6	65.1
Over $140,000, to pr	6	15	8.7	34.9	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
      Below $60,000 \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 16
$60,000   -   $79,00 \\\\\\\\\\\ 4
$100,000  -  $119,00 \\\\\\\\ 3
$120,000  -  $140,00 \\\\\\\\\\\\\\ 5
Over $140,000, to pr \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 15
                     3
                     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                     0         4         8         12        16        20
```

Mean	3.512	Std err	.345	Median	4.000
Mode	1.000	Std dev	2.261	Variance	5.113
Kurtosis	-1.906	S E Kurt	.709	Skewness	-.042
S E Skew	.361	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	151.000		

Valid cases 43

Q21A If amount over $140,000, to specify.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
		157	91.3	91.3	91.3
	$140,000	5	2.9	2.9	94.2
	$200,000	3	1.7	1.7	95.9
	$300,000	1	.6	.6	96.5
	$400,000	1	.6	.6	97.1
	$600,000	1	.6	.6	97.7
	$800,000	1	.6	.6	98.3
	>$140,00	2	1.2	1.2	99.4
	millions	1	.6	.6	100.0
	Total	172	100.0	100.0	

```
          \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 157
$140,000 \\ 5
$200,000 \\ 3
$300,000    1
$400,000    1
$600,000    1
$800,000    1
>$140,00 \\ 2
millions    1
         3
         @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
         0         40        80        120       160       200
```

Valid cases 172

Q22 When did company last use I.T.?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Last 18 months	1	3	1.7	7.0	7.0
Last 12 months	2	13	7.6	30.2	37.2
Last 6 months	3	27	15.7	62.8	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
 Last 18 months \\\\\\ 3
 Last 12 months \\\\\\\\\\\\\\\\\\\\\\\\\\ 13
  Last 6 months \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 27
                3
                @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
                0         6         12        18        24        30
```

Mean	2.558	Std err	.096	Median	3.000
Mode	3.000	Std dev	.629	Variance	.395
Kurtosis	.283	S E Kurt	.709	Skewness	-1.133
S E Skew	.361	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	110.000		

Valid cases 43

Q23 Is there any I.T. itinerary booked for the future?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	30	17.4	69.8	69.8
No	2	13	7.6	30.2	100.0
	.	129	75.0	Missing	
	Total	172	100.0	100.0	

```
 Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

  No \\\\\\\\\\\\\\\\\\\\\\\\\\ 13
     3
     @DDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDADDDDDDDDDY
     0         6         12        18        24        30
```

Mean	1.302	Std err	.071	Median	1.000
Mode	1.000	Std dev	.465	Variance	.216
Kurtosis	-1.265	S E Kurt	.709	Skewness	.892
S E Skew	.361	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	56.000		

Valid cases 43

APPENDIX D

Q1 Does your hotel have a marketing strategy targeting specially at the incentive travel business?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	10	71.4	71.4	71.4
No	2	4	28.6	28.6	100.0
	TOTAL	14	100.0	100.0	

```
            Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
             No \\\\\\\\\\\\\\\\\\\\\\\ 4
                I
                I.........I.........I.........I.........I.........I
                0         2         4         6         8        10
```

Mean	1.286	Std Err	.125	Median	1.000
Mode	1.000	Std Dev	.469	Variance	.220
Kurtosis	-1.034	S E Kurt	1.154	Skewness	1.067
S E Skew	.597	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	18.000		

Valid Cases 14

Q2 If yes, for how long has this marketing strategy been in existence?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More than 4 years	1	1	7.1	10.0	10.0
4 years	2	3	21.4	30.0	40.0
2 years	4	4	28.6	40.0	80.0
1 year	5	1	7.1	10.0	90.0
	6	1	7.1	10.0	100.0
	.	4	28.6	MISSING	
	TOTAL	14	100.0	100.0	

```
 More than 4 years \\\\\\\\\\\ 1
           4 years \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 3
           2 years \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 4
            1 year \\\\\\\\\\\ 1
                 6 \\\\\\\\\\\ 1
                   I
                   I.........I.........I.........I.........I.........I
                   0         1         2         3         4         5
```

Mean	3.400	Std Err	.499	Median	4.000
Mode	4.000	Std Dev	1.578	Variance	2.489
Kurtosis	-.905	S E Kurt	1.334	Skewness	.017
S E Skew	.687	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	34.000		

Valid Cases 10

Q3 If your hotel has no such marketing strategy yet, why not?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
The incentive market	1	2	14.3	50.0	50.0
Hotel does not have	2	2	14.3	50.0	100.0
	.	10	71.4	MISSING	
	TOTAL	14	100.0	100.0	

```
The incentive market \\\\\\\\\\\\\\\\\\\\\\ 2
 Hotel does not have \\\\\\\\\\\\\\\\\\\\\\ 2
                     I
                     I.........I.........I.........I.........I.........I
                     0         1         2         3         4         5
```

Mean	1.500	Std Err	.289	Median	1.500
Mode	1.000	Std Dev	.577	Variance	.333
Kurtosis	-6.000	S E Kurt	2.619	Skewness	.000
S E Skew	1.014	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	6.000		

Valid Cases 4

Q4 If there is still no marketing strategy aimed at the incentive business, will there be one in the future?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	1	7.1	25.0	25.0
No	2	3	21.4	75.0	100.0
	.	10	71.4	MISSING	
	TOTAL	14	100.0	100.0	

```
 Yes \\\\\\\\\\\ 1
  No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 3
     I
     I.........I.........I.........I.........I.........I
     0         1         2         3         4         5
```

Mean	1.750	Std Err	.250	Median	2.000
Mode	2.000	Std Dev	.500	Variance	.250
Kurtosis	4.000	S E Kurt	2.619	Skewness	-2.000
S E Skew	1.014	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	7.000		

Valid Cases 4

Q5 Over the last 12-month period, what percentage of your guest population is represented by incentive traveller?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Under 5%	1	7	50.0	50.0	50.0
5% - 9%	2	7	50.0	50.0	100.0
	TOTAL	14	100.0	100.0	

```
Under 5% \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 7
5%  -  9% \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 7
          I
          I.........I.........I.........I.........I.........I
          0         2         4         6         8         10
```

Mean	1.500	Std Err	.139	Median	1.500
Mode	1.000	Std Dev	.519	Variance	.269
Kurtosis	-2.364	S E Kurt	1.154	Skewness	.000
S E Skew	.597	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	21.000		

Valid Cases 14

Q6 Over the last 12-month period, what percentage of your incentive guests is from the domestic market?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than 15%	1	6	42.9	42.9	42.9
15% - 24%	2	1	7.1	7.1	50.0
25% - 49%	3	3	21.4	21.4	71.4
50% - 75%	4	3	21.4	21.4	92.9
Over 75%	5	1	7.1	7.1	100.0
	TOTAL	14	100.0	100.0	

```
Less than 15% \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 6
    15% - 24% \\\\\\\ 1
    25% - 49% \\\\\\\\\\\\\\\\\\\\\\\ 3
    50% - 75% \\\\\\\\\\\\\\\\\\\\\\\ 3
     Over 75% \\\\\\\ 1
              I
              I.........I.........I.........I.........I.........I
              0         2         4         6         8         10
```

Mean	2.429	Std Err	.388	Median	2.500
Mode	1.000	Std Dev	1.453	Variance	2.110
Kurtosis	-1.439	S E Kurt	1.154	Skewness	.341
S E Skew	.597	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	34.000		

Valid Cases 14

Q7 Do incentive activities of your guests often incorporate the use of the hotel facilities?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	9	64.3	64.3	64.3
No	2	5	35.7	35.7	100.0
	TOTAL	14	100.0	100.0	

```
      Yes \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 9
       No \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 5
          I
          I.........I.........I.........I.........I.........I
          0         2         4         6         8        10
```

Mean	1.357	Std Err	.133	Median	1.000
Mode	1.000	Std Dev	.497	Variance	.247
Kurtosis	-1.838	S E Kurt	1.154	Skewness	.670
S E Skew	.597	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	19.000		

Valid Cases 14

Q8 Please specify the rate of increase (or decrease) in arrival of your international incentive hotel guests in the last couple of years.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Constant	1	5	35.7	38.5	38.5
5%	2	4	28.6	30.8	69.2
10%	3	2	14.3	15.4	84.6
15% or more	4	2	14.3	15.4	100.0
	.	1	7.1	MISSING	
	TOTAL	14	100.0	100.0	

```
   Constant \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 5
         5% \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 4
        10% \\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 2
15% or more \\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 2
            I
            I.........I.........I.........I.........I.........I
            0         1         2         3         4         5
```

Mean	2.077	Std Err	.309	Median	2.000
Mode	1.000	Std Dev	1.115	Variance	1.244
Kurtosis	-.760	S E Kurt	1.191	Skewness	.678
S E Skew	.616	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	27.000		

Valid Cases 13

Q9 Please specify the rate of increase (or decrease) in arrival of domestic incentive hotel guests in the last couple of years.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Constant	1	3	21.4	23.1	23.1
5%	2	6	42.9	46.2	69.2
10%	3	1	7.1	7.7	76.9
15% or more	4	3	21.4	23.1	100.0
	.	1	7.1	MISSING	
	TOTAL	14	100.0	100.0	

```
   Constant \\\\\\\\\\\\\\\ 3
         5% \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 6
        10% \\\\\ 1
15% or more \\\\\\\\\\\\\\\ 3
            I
            I.........I.........I.........I.........I.........I
            0         2         4         6         8         10
```

Mean	2.308	Std Err	.308	Median	2.000
Mode	2.000	Std Dev	1.109	Variance	1.231
Kurtosis	-.863	S E Kurt	1.191	Skewness	.576
S E Skew	.616	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	30.000		

Valid Cases 13

Q10 What is your forecast for the rate of growth in incentive business in the next 3 years?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
5%	1	6	42.9	46.2	46.2
10%	2	2	14.3	15.4	61.5
15%	3	1	7.1	7.7	69.2
Over 15%	4	4	28.6	30.8	100.0
	.	1	7.1	MISSING	
	TOTAL	14	100.0	100.0	

```
      5% \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\ 6
     10% \\\\\\\\\\ 2
     15% \\\\\ 1
Over 15% \\\\\\\\\\\\\\\\\\\\ 4
         I
         I.........I.........I.........I.........I.........I
         0         2         4         6         8         10
```

Mean	2.231	Std Err	.378	Median	2.000
Mode	1.000	Std Dev	1.363	Variance	1.859
Kurtosis	-1.800	S E Kurt	1.191	Skewness	.443
S E Skew	.616	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	29.000		

Valid Cases 13

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