

REWARD & RECOGNITION PROGRAMS

A misguided belief that it's too costly and time consuming results in businesses underrating the value of Reward and Recognition Programs.

However, implemented properly, a Reward and Recognition program can make you money and target some important issues such as:

- Increased word of mouth advertising
- Increased staff morale
- Increased staff loyalty
- Creation of a positive work environment
- And let's not forget, make you more money!

In the wine industry, it's easy to factor in cases of wine as incentives for achieving targets and as bonuses on top of regular pay. Many wineries incorporate an employee "allowance" into packages, which can reduce the effectiveness of then using wine as an incentive. In this case, any wine incentive needs to be something very special and outside the normal "allowance" available.

The very nature of Cellar Door can make it difficult to create programs that are fair for all staff. It's certainly easier for full time staff to achieve specific sales targets than it is for casuals who only work weekends. In this case, rewards need to be based on a combined team effort rather than individual input.

That's not to say individuals shouldn't be acknowledged for outstanding contributions, however instilling a culture that requires competitiveness between staff at the tasting bar could have a detrimental effect on customer service. And in cellar door the person conducting the tasting might not be the one who eventually makes the sale, so programs need to be carefully thought through. Following are some examples:

Example 1

Goal:

Increase overall wine sales by 10% on budget for the quarter

Method:

- Advise staff of the current budget (cases/bottles) and the proposed increase
- Monitor progress against each product weekly and post results where staff can access them.
- Create special offers for products that are not meeting or exceeding budget
- Tally results monthly and acknowledge progress with staff

Reward:

Dinner at a local restaurant for staff and partners

Example 2

Goal:

Increase sales of a specific product by 20% on budget for the month

Method:

- Create a special display and offer for the product
- Encourage tastings through increased awareness
- Target mailing list customers

Reward:

Each staff member receives a magnum of the product

Example 3

Tony Moore from City Corporate Consultants has an example of a host-beneficiary arrangement that worked for another sector.

The objective was to motivate staff to increase sales, while taking into consideration the range of full time, part time and casual staff. He began by asking staff what would make them happy and discovered the following:

- Acknowledgement
- Praise (but not over the top)
- Quality time with family, friends and loved ones

(Note more money wasn't mentioned).

Tony decided to work on the social option – quality time with family, friends and loved ones – as it is a common lament among modern workers that they don't get to spend enough time pursuing leisure and social activities.

Tony identified a beneficiary-host to solve the problem of what type of reward to offer for his program. This host turned out to be an existing client who was a promotions officer for new release movies, concerts and events. The deal involved a generous quantity discount to the client in return for a number of free tickets to various events every month. The tickets were diverse enough to cater for the varied tastes of Tony's staff.

With the reward sorted, Tony then had to devise a program that encompassed all of the staff – since sales could not be achieved without the support of everyone from administration, warehouse, marketing and sales.

Rather than set individual sales targets, Tony simply set an overall store target. If the target was met, someone's name would be drawn and they would receive tickets of their choice that month. To ensure equity, the program continued until every staff member had received a reward.

Individual recognition was also important, and this was determined by the entire store. Each staff member nominated a candidate for special recognition, and each month someone was awarded dinner for two (through another host beneficiary arrangement) for an outstanding contribution of some kind. This approach ensured the team culture was fostered and maintained.

So what was the program really providing? Exactly what the employees had asked for: quality time with their family, friends and loved ones.

Of course, there were some months where the target was not achieved, in which case the tickets were used as a promotional tool to attract more clients. They would be given to key clients to promote the company to their colleagues, family and friends.

And the actual cost to the business? Just time in organising the program, since additional sales generated more than compensated for the discount given to the beneficiary-host.

Use a little imagination and create a Reward and Recognition Program that benefits your staff and assists you in achieving your objectives.

Training is Serious Business at Sirromet Wines

The approach to providing excellent customer service at Sirromet is simple: it's everyone's responsibility, irrespective of their role.

The Sirromet Management Team considers training to be a financial investment, and they believe that staff who are encouraged to develop to their highest potential are more likely to stay longer.

Due to the nature of the Hospitality/Tourism Industry, the majority of the staff development and training at Sirromet Wines is conducted on-the-job. The company's "Pursuit of Excellence" document outlines how staff are encouraged to 'learn how the best in the world perform and strive to be as good or if not better than they are'.

Training/Skill Development Programs include:

- Monthly general meetings with varying training sessions
- Personal training conducted by Master Winemaker
- Weekly training sessions with Departmental Managers/Supervisors
- Recruitment Training for Managers – aim to ensure all Managers are meeting all legal obligations as well as being able to recognise and nurture specific qualities in each staff member
- Responsible Service of Alcohol training
- Attendance at relevant conferences
- Regular PC Training to ensure all employees are confident in programs available to them, and
- Environmental Updates on issues such as waste management and the 3 R's (Recycle / Re-use / Reduce) to ensure integration into daily working activities.

Things like on-the-job feedback are vital so that any ongoing or ad hoc training issues are identified during the day-to-day operation of the winery. In fact, this method of identifying training needs is sometimes more effective as employees are addressed on the spot, eliminating any delay in their personal development.

Sirromet have implemented a Reward and Recognition program known as the "Dedication & Motivation Award". Members of the Management Team nominate an employee who has displayed exceptional qualities and has given that 'little extra' in Sirromet's quest to be the Premier Queensland Winery. Nominations are made on a monthly basis and winners receive 100 Sirromet Incentive Points. The points are a reward system used for good performance and as an incentive for joining members to the Sirromet Wine Society. The points are redeemable for a variety of things such as Myers vouchers, Dreamworld passes, movie passes and of course complimentary wine and dinners at Sirromet.

A monthly Encouragement Award recognises a "job well done" and is presented at the monthly staff meeting. Nominations are received from employees rather than from Management and all winners receive a 3-pack of wine.