



## Pacific Life

### B-players Become Star Players with Change to Incentive Program Rules

- Company looking for a way to improve sales results across entire sales force
- Maritz suggested open-ended incentive program to broaden participation from middle-level performers
- Former mid-performers created \$14 million incremental profit, as 45 additional wholesalers stepped into the winners' circle

Maritz provided analysis that demonstrated how the change to an open-ended program would easily pay for itself in increased sales.

#### Situation

Pacific Life wanted to improve the sales results of its entire sales force, while maintaining the continued success of its top performers.

Past sales incentive programs had been closed-ended, with the top performer in each category winning a luxury trip. While the trips proved to be strong motivators, many sales reps did not see the top goals as attainable.

#### Solution

Based on years of experience in sales incentive management, Maritz suggested a change in rules structure and the implementation of an open-ended incentive program.

The recommendation kept the top performer programs intact, while offering additional reward opportunity for mid-level performers who surpassed their annual sales goals by 10 percent. Maritz provided analysis that demonstrated how the change to an open-ended program would easily pay for itself in increased sales.

With a total of 94 wholesalers, the client went from 9 winners to 54 winners as a result of the change in rules structure.

## Results

As predicted, the open-ended program saw a significant increase in sales and ROI:

- Two-thirds of the mid-level performers qualified for incentive travel rewards by contributing almost 80 percent of the total sales growth for the year.
- These former B-level players created \$14 million in incremental profit, outpacing the growth of the top performers.
- The client's sales growth increased 47 percent, three times the industry average.

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