

IESP Presents:

INSIDE THE

2025

INCENTIVE BUYERS MIND

Trends, Risks and Realities

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FORWARD



Vince Chiofalo

President, IESP

SVP Revenue Strategy, Dash Solutions

Dear Reader,

Shakespeare gave us the phrase “sea change” in *The Tempest*—a poetic nod to deep, almost supernatural transformation. These days, it’s corporate shorthand for an industry quietly turning on its axis. In incentives and engagement, 415 years later, the term still hasn’t lost its edge.

AI, hypertargeting, real-time analytics, the rise of remote everything, a new generation stepping into the driver’s seat—each wave pulling us further from the old playbook and shaping the next rewrite.

The 2025 IMA Summit in Austin picked up that thread. It didn’t just spark conversation—it previewed a new era beginning to take flight.

We wanted to capture that energy. But not with a standard recap. We wanted something more focused, more substantive—something with real insight and lasting shelf life. So we built the [IESP member meeting](#) around that goal. Fifty sharp minds. One room. No noise. Just a direct dive into the state of incentives and what buyers are actually weighing right now to serve as fuel for a key resource for the industry by the industry.

The read of the room was unmistakable: change isn’t on the horizon—we’re already aboard the ship of sea change, feeling the tide shift and steering into the motion of what’s next. It’s uncertain. It’s uncomfortable. And it’s exactly where we need to be.

This eBook carries forward the signal we picked up in that moment. It’s shaped by the insight in that room, and structured to reflect the momentum we’re all feeling. Inside, you’ll find bold takes, sharp perspectives, and forward-leaning thinking from the people steering the future of incentives, loyalty, and recognition. Every quote included comes straight from the voices in the room—anchoring the ideas and grounding the narrative.

Thanks to all of those who participated in the IESP member meeting to influence this piece. And special thanks to our content sponsor, [Replink](#) by The DataDirect Group—powering the connections that keep the gears turning.

Enjoy the read—and thanks for being part of what’s next.

INSIDE THE INCENTIVE BUYER'S MIND: TRENDS, RISKS AND REALITIES

If 2024-25 was the year of buzzwords, 2025-26 is shaping up to be the year buyers start asking for proof.

No more vague promises or innovation theater—today's decision-makers want receipts.

That sentiment rang loud and clear at the 2025 IMA Summit in Austin, where an Incentives & Engagement breakout session pulled the curtain back on what's actually driving decision-making on the ground. 50 seasoned incentive and engagement professionals. No panels. No pitches. Just a candid dive into the psychology, pressure points, and performance expectations shaping today's buyers. Direct quotes from the room—paired with the insights behind them—anchor this eBook with market insights.

The room's energy made one thing obvious: effectiveness is the new table stakes.

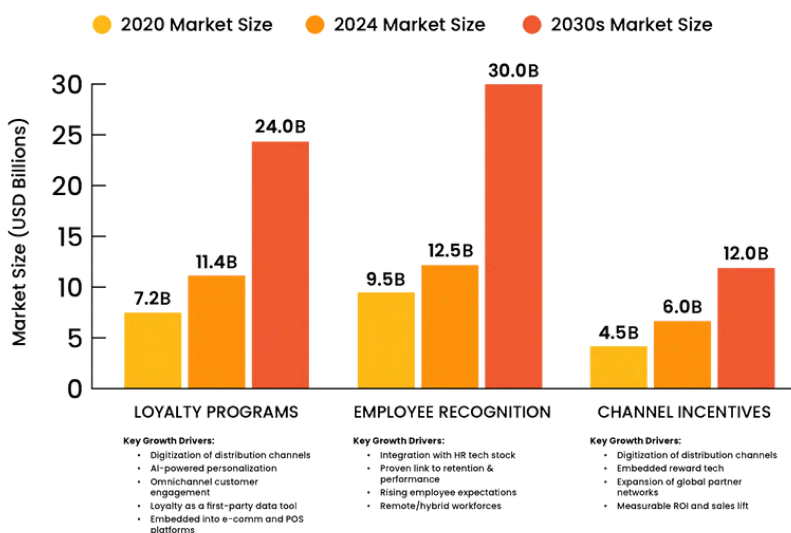
Measurability is non-negotiable and sustained engagement is the true north.

Buyers aren't just shopping—they're scrutinizing. They want case studies, benchmarks, KPIs that connect to business outcomes. And increasingly, they want tools that anticipate, not just report. Predictive analytics, performance modeling, and outcome-based contracting are gaining serious traction. Flash is out. Function is in.

The accountability is fueling a broader shift in how engagement is prioritized. Loyalty, recognition, and channel incentives—once considered “soft” levers—have moved to the strategic core.

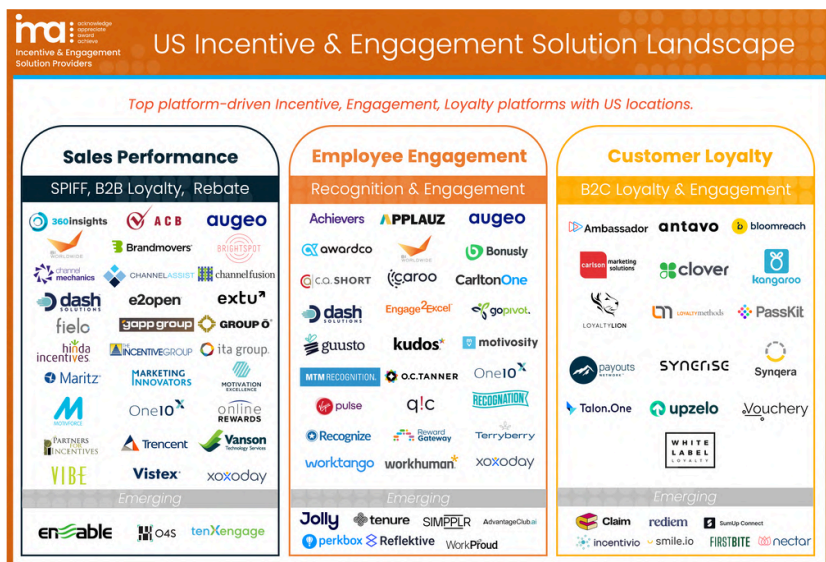
The numbers back it up: this trio is scaling fast, with annual market growth between 11–16% and projected spend barreling toward \$80B+ by the 2030s. As the chart below shows, spend is set to double—or more—across the board. Loyalty programs alone could eclipse \$24B. This isn't just expansion—it's evolution.

Incentive, Recognition & Loyalty Market Size (2020–2030s)



The underlying driver? A structural realignment. We're moving away from generic rewards and static systems toward performance-linked, tech-enabled infrastructure designed to shape behavior at scale. Systems built not just to motivate, but to measure. Not just to engage, but to evolve.

The market is responding in kind. As demand grows, so does the ecosystem around it. Providers are expanding in scope and sophistication. Platforms are getting smarter, moving from transactional to predictive. Integrations are tightening. Expectations are rising. The smartest players aren't just offering programs—they're building ecosystems, delivering insight, and tying every dollar spent to something tangible.



Across loyalty, employee recognition, and channel incentives, one thing is clear: this is no longer a fragmented field of one-off programs. It's a consolidated market, surging with investment, innovation, and serious strategic weight.

As the chart shows, spend across all three categories

is forecasted to double—or more—by the early 2030s. Loyalty alone could eclipse \$24B. Recognition and channel are both on steep upward curves. The growth is wide, but the interest is deeper: buyers aren't just spending more—they're thinking harder.

And that's the new reality: incentive buyers in 2025 aren't just shopping for solutions—they're auditing them. Every feature, every framework, every outcome. They want to know how it performs when the budget tightens, when employee attention splinters, when leadership needs proof and not platitudes. Flash is out. Function is in.

Welcome to the age of performance accountability.

If you can't tie it to outcomes, it doesn't make the cut.

So what's rising to the top of the priority stack? What's actually shaping buying behavior beneath the buzzwords?

This resource lays out where incentive buyers are placing their bets—and drawing their red lines—in 2025.

Let's dive in.



PART 1

CURRENT TRENDS

SHAPING THE CURVE

ONE-SIZE-FITS-NONE: SEGMENTATION TAKES THE LEAD

“

It can't be one-size-fits-all—the programs that work are tailored, segmented, and flexible.

”

Across the board, one message rang loud and clear: the era of "set it and forget it" is done. Dead. Buried.

Today's incentive buyers aren't interested in broad strokes or cookie-cutter campaigns. They're building precision-tuned programs engineered to flex, track, and evolve in real-time.

Every touchpoint is under the microscope—from who gets what to when, where, and why.

It's no longer about rewarding performance in bulk. It's about architecting ecosystems that map directly to behavior, psychology, and circumstance.

The shift is sharp, and it's data-backed. More than 70% of surveyed buyers reported they now segment audiences beyond traditional job titles—layering in motivation types, regional

preferences, generational nuances, and even attention span variability. Yes, attention span. In an age of eight-second scrolls and tab overload, program design is getting smarter about how it captures and holds focus. This granular approach isn't just a trend—it's the new table stakes.

One standout strategy? Programs within programs. Think modular builds: a core incentive engine with satellite campaigns that can be spun up or retired without blowing up the mainframe. It's agile design, and it's letting organizations pivot at speed without losing strategic continuity.

Seasonal bursts, crisis-response rollouts, pilot tests—they all fit neatly into this framework. The result? Faster feedback loops, cleaner measurement, and tighter alignment with real-time business shifts.

While recruitment and retention remain foundational, they're being **reimagined through a hyper-personalized lens**. Remote workers, for example, are seeing bespoke campaigns tailored to their digital-first experience. Micro-gifting has moved from novelty to necessity—driven by platforms that allow for real-time delivery and localized reward options. And **segmentation-driven reward portfolios are quickly replacing the old one-size-fits-all catalogs**. Think curated experiences for the high-flyers, frictionless gift cards for the minimalists, and tiered access for top-performers.

Bottom line: the game has changed. And the smart money is on programs that are as dynamic and diverse as the people they're built for.

MICRO-GIFTING, MACRO-IMPACT

“

Micro-gifting is replacing the big annual reward. It's about staying top of mind all year long.

”

Micro-gifting is replacing the big annual reward. It's about staying top of mind all year long. Gone are the days of once-a-year award cycles. Buyers are leaning into frequent, lower-value gifting that maintains visibility and reinforces behavior throughout the year. It's not about more spend—it's about smarter spend.

What is micro-gifting?

It's the art of low-lift, high-impact recognition. Think \$5 coffee cards, surprise snacks, or digital shoutouts. Small rewards, dropped in real-time, to reinforce behavior, celebrate the daily grind, and keep morale afloat—especially when teams are scattered across time zones.

Common micro-gifting approaches

Hyper-
Personalization

Spot Recognition &
Real-Time Feedback

Frequency Over
Magnitude

Recognition vs
Incentives

1

Spot Recognition & Real-Time Feedback:

According to The Science of Social Recognition, real-time acknowledgment (such as spot awards) can enhance employee engagement, teamwork, and retention. This supports the notion that micro-gifting, when socially visible, can have disproportionate motivational impact.

Frequency Over Magnitude:

The concept is reinforced in Insider Tips on Budgeting for Recognition, an IESP resource which lists "Spot Awards" as trending. These awards tend to be small but frequent, aligning well with micro-gifting principles. Regular small-scale recognitions help reinforce a culture of appreciation without a heavy budget burden.

2

3

Hyper-Personalization Trend:

In the blog by IESP, Precision Engagement, hyper-personalization is highlighted as a leading trend. Micro-gifting can fit within this trend by allowing recognition to match specific preferences or contexts (e.g., favorite treat or coffee), enhancing emotional impact and perceived value.

Recognition vs Incentives:

As discussed in *Why All Incentive Programs Should Incorporate a Recognition Component* by IESP, recognition (especially informal and timely) plays a distinct yet complementary role to formal incentives. Micro-gifting can serve as a bridge between these two models, delivering both personal validation and behavioral reinforcement.

4

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This “micro-moment” mindset reflects a broader shift toward relevance and timing over grand gestures. A well-timed \$25 digital coffee card after a tough sprint can do more than a flashy Q4 bonus ever will. It builds habit-forming recognition—small nudges that compound into sustained motivation.

It's also **a strategic play for inclusivity**. When rewards happen more often and at lower thresholds, more employees see themselves as participants—not just the usual top 5%. That frequency democratizes engagement and avoids the annual spotlight effect that leaves too many players on the sidelines.

Tech is making it scalable. **Automation, AI, and on-demand fulfillment platforms** have eliminated the friction, allowing micro-gifting to be triggered by real-time behaviors, milestones, or even predictive signals. Think automated nudges based on project velocity, peer recognition, or pulse survey scores.

Ultimately, micro-gifting isn't just about being thoughtful. It's about being tactical.

When done right, it becomes the connective thread that keeps employees engaged, seen, and subtly steered—every week, not just once a year.

Did you know?
In a productivity study,
offering even simple gifts
boosted productivity by about
90.9%—that's nearly double! -
Bundled Gifting



B2C IS THE BLUEPRINT

“

Whatever's normal in B2C is now expected in B2B — user experience, personalization, responsiveness — all of it.

”

The line between professional tools and personal tech has officially blurred. The consumer world is now the benchmark, and incentive platforms are under pressure to deliver an experience that feels less like enterprise software and more like a daily-use app.

While B2B and B2C reward programs co-exist, B2C is often ahead of the innovation curve.

As a front-line GTM lever in retail, B2C loyalty draws more attention, more investment, and evolves faster, while B2B takes note.

And it's no surprise. The average U.S. consumer is now enrolled in 19 loyalty programs, with nearly half seeing regular use, according to Capital One Shopping, 2024. While not all aspects of consumer loyalty translate to its B2B cousin—like sales incentives or employee engagement—some core overlaps still carry, creating an influence for B2B alongside a rising expectation of business participants.

Today's buyers and participants expect the same sleek, intuitive design they get from Amazon, Spotify, or DoorDash. They want instant loading, intelligent recommendations, personalized messaging, and frictionless navigation. And they're making platform decisions based on whether a vendor can deliver that level of polish and usability.

From real-time notifications to dynamic interfaces, B2C standards are setting the pace. Generic portals with clunky logins and outdated dashboards aren't cutting it anymore.

The ripple effect is huge. Providers are investing in design, UX testing, and behavioral analytics to build tools people actually want to use—not just tolerate. **Because the bar isn't what competitors are doing.** The bar is what your phone does in your pocket every day.

As one IESP member meeting attendee put it, "Buyers today expect the same seamless experience they get from apps like Spotify or Amazon. Incentive platforms have to keep up."

Did you know?
According to a 2024 survey by Digital Silk, the average U.S. consumer is enrolled in 19 loyalty programs.



HYPER-TARGETING IS NOW TABLE STAKES

“

Programs fail when you don't know your audience—and even worse when you think you do but you're wrong.

”

Hyper-targeting—once a trick borrowed from digital marketers—is officially baked into the DNA of modern incentive programs. It's not just about slicing audiences by job title or department anymore.

The most effective programs are now layering in psychographics, workstyle archetypes, digital behavior patterns, and even engagement rhythms to create campaigns that land with surgical precision.

Personalization used to be a perk. Now it's a baseline expectation.

86% of companies report measurable business result improvements from hyper-personalization, according to [CMSWire](#). Hyper-personalization can deliver an 800% ROI on marketing spend, based on insights from [Deloitte](#) and lift revenue by 10–15%, with per [McKinsey](#).

And all for good reasoning: 80% of consumers are more likely to buy from brands offering personalized experiences, according to data by [Amra & Elma](#).

It's about understanding not just who someone is, but how they operate—what drives them, when they're most responsive, how they prefer to communicate, and what kind of recognition actually lands.

Is your top performer a morning clicker or a late-night browser? Do they prefer public recognition or quiet perks? Are they driven by status, autonomy, connection, or something else entirely? Programs that can answer those questions—and act on them—are seeing higher engagement and more sustained behavioral change.

The shift to hypertargeting is powered by better data and smarter tools. AI and machine learning models are now tracking micro-signals across systems—email response time, learning module completions, collaboration frequency—to build nuanced participant profiles in real time. That data feeds directly into campaign logic, reward selection, and messaging tone.

Common examples of hypertargeting:

<i>Role-Based Rewards</i>	<i>Behavior Triggers</i>
<i>Geo-Based Customization</i>	<i>Performance Tiers</i>
<i>Channel or Partner-Specific Tracks</i>	<i>Tenure or Lifecycle Milestones</i>
<i>Personal Interest Layering</i>	<i>Persona-Based Personalization</i>
<i>Industry-Specific Messaging</i>	<i>Purchase or Engagement History</i>

1

Role-Based Rewards

Tailor incentives to the specific job function—what motivates a sales rep won't move a customer success manager. Same logic applies to frontline vs back office.

2

Behavior Triggers

Use real-time behavioral data (e.g., deal velocity, upsell activity, training completion) to trigger targeted rewards that reinforce exactly what you want more of.

3

Tenure or Lifecycle Milestones

Recognize users differently based on where they are in their journey—onboarding, ramping, peak performance, or renewal cycles.

4

Industry-Specific Messaging

Segment recognition comms by vertical—language, priorities, and perks should all feel industry-native (a manufacturing distributor vs a SaaS VAR).

5

Performance Tiers

Create high-impact tiers that reward differently based on individual or team output. Not just gold/silver/bronze—make it behavioral and outcome-based.

6

Geo-Based Customization

Incentives that match regional preferences (think gift cards, local experiences, relevant vendors) land better than one-size-fits-none.

7

Persona-Based Personalization

If you know your audience's motivations (status, autonomy, mastery, financial gain, etc.), tailor incentives to match.

8

Channel or Partner-Specific Tracks

If you're working through distributors, resellers, or agents, create program paths tailored to each type—each has different KPIs and motivators.

9

Purchase or Engagement History

Use past activity to predict what reward will matter most. Someone who redeemed an experience over cash probably doesn't want a prepaid Visa next time.

10

Personal Interest Layering

When possible, add personal flavor—sports fan? Music junkie? Offer a Spotify subscription or game tickets. It's memorable and sticky.

PART 2

RISKS & REALITIES

KEEPING US UP AT NIGHT

Today's incentive buyers aren't chasing theory—they're buried in operations. What's slowing programs down? Global scalability and reward parity. Data trust. Speed to launch. Resource strain. Compliance pitfalls. The stakes are real: botch the rollout, and the program never finds its footing.

Top concerns:

- **Global scalability and parity**
- **Data accuracy and dashboard trust**
- **Launch speed and resource constraints**
- **Compliance and security**

Scaling too fast or too thin—especially to long-tail audiences—often adds cost with little return. Global teams compound the complexity. Reward parity isn't just a math problem, it's a perception one. Inconsistency kills trust, and when trust dips, participation follows.

Data should be the engine—yet it's often the anchor. Leaders want dashboards they can act on, not vague summaries. If the numbers aren't clear, the strategy stalls. And with most teams running lean, speed matters. Vendors who can't launch fast or need heavy lifting are losing ground.

Incentive platforms today need to be turnkey, scalable, and decision-ready. Because when scrutiny is rising and risk tolerance is falling, operational excellence isn't a bonus. It's the cost of entry.



METRICS THAT MATTER

“

We used to think engagement meant logins. Now we're asking: what did that engagement actually lead to?

”

The topic of digging beneath the vanity metrics of engagement captured the IESP member meeting room at IMA. **Because it's no longer enough to measure clicks, redemptions, or open rates and call it a win.** The bar has been raised—and buyers are recalibrating their success metrics to reflect actual business impact.

Today's measurement frameworks are shifting toward lagging indicators.

Reduced turnover, increased sales lift, fewer safety incidents, improved quality scores. Engagement is still tracked, but it's now treated as a leading signal, not the final goal. The focus has moved from activity to outcome.

Common Metrics Tracked Today	
Engagement	• Participation rate • Activation rate • Frequency of engagement • Recognition coverage
Business Impact	• Revenue uplift / sales growth • Customer retention & churn reduction • Productivity improvements • Partner/channel performance
Rewards & Redemption	• Earning distribution • Reward redemption rate • Time-to-redemption • Reward mix analysis
Sentiment & Behavior	• Participant satisfaction / NPS • Quality of recognition • Behavioral change (e.g., upsell, compliance)
Operational Efficiency	• Cost per participant / ROI • Administrative efficiency • Fraud or misuse rate • Platform performance
Advanced Analytics	• Predictive participation • Personalization effectiveness • Equity & inclusion in recognition • Targeting/micro-segmentation success

Buyers want to know: is this program moving the needle on the things that matter to the business? Are we retaining top talent? Are frontline workers safer and more compliant? Are field teams closing deals faster? The dashboards that resonate are the ones that tie program inputs directly to these high-value outputs.

Qualitative data is earning more weight, too. Metrics like eNPS (employee net promoter score), manager feedback, and employee sentiment surveys are being layered into performance reviews. Because culture impact—though harder to quantify—has real financial implications when it shows up in morale, recruitment efficiency, and brand advocacy.

For safety-focused programs, success is even being tied to insurance premiums. A well-run incentive initiative that reduces incidents can deliver hard-dollar ROI that's felt well beyond HR or operations. That kind of impact builds the business case and keeps programs funded year over year. Bottom line: the best programs are those that move from measuring activity to proving value. Metrics that matter are the ones that drive decisions, not just dashboards.

Did you know?

96% of organizations say they track business performance using KPIs—but fewer than a third believe those KPIs are clearly aligned to strategy.
—MIT Sloan Management



PART 3

THE CURATION CURVE

WHAT'S ON THE RADAR

EMERGING TRENDS

“

[Things like] Web3 rewards are niche now, but so was AI two years ago. We're watching the same curve play out again.

”

Technology trends aren't just reshaping how incentive programs are run—they're redefining what participants expect. Conversations at the Summit made it clear: buyers are no longer experimenting with emerging tech; they're actively building it into their strategy. Web3, cryptocurrency rewards, AI-powered analytics—what once sat on the fringe is fast becoming functional.

Cryptocurrency rewards in particular are gaining traction. Still niche, yes—but growing fast. Early adopters are testing crypto as a flexible, high-perceived-value option, especially for global or tech-savvy audiences. As one panelist put it, “It feels like AI did a few years ago—interesting but optional. Now look at where we are.” Expect more RFPs asking how platforms handle wallets, volatility, and compliance in the next twelve months.

Web3 technology creates potential for rewards that can transform loyalty programs from closed, brand-controlled systems into open, transferable, and programmable economies. At its core, Web3 is the idea of a decentralized internet. Web3 is to the internet what cryptocurrency is to money—a decentralized version that shifts control from central institutions to the individual.

Today's web (often called Web2) is ruled by giants like Google and Meta, who control platforms, data, and rules. Web3 flips the script—decentralized, user-owned, and free of middlemen. Rewards follow suit: tokenized, tradable, and shaped by users, not brands.

Meaningful utility like flexibility, perceived value, and cultural relevance are driving the interest—particularly among Gen Z and international workers who already operate in decentralized economies. One member of the IESP audience compared the current buzz to AI's trajectory: weird at first, now everywhere.

Artificial Intelligence, meanwhile, has quietly become the backbone of smarter incentive design. It's being used to analyze participation patterns, personalize outreach, and flag at-risk cohorts before they disengage. Instead of just tracking what happened, today's platforms are using AI to predict what's next—and act on it. That means more intelligent segmentation, dynamic rewards, and campaigns that adapt in real time.

NFTs surfaced not just as collectibles, but as status markers, access passes, and gamified badges for the Web3 age. Still niche, but gaining ground. But more tools mean more noise. Users hit decision fatigue fast—too many rewards, too many settings. Momentum stalls. The fix? Strong curation. The best programs don't overwhelm; they simplify. Clean UX, clear choices, smart defaults. Incentive tech is evolving fast, but usability still wins.

WHAT BUYERS WANT FROM PROVIDERS

“

If your provider doesn't understand your market, they're not a partner — they're just pushing product.

”

When it comes to choosing a vendor, buyers are looking for:

- Relevant insights tied to their goals
- True understanding of their industry and distribution model
- Flexibility without chaos—providers who can adapt but still provide structure

Buyers today don't just want vendors—they want strategic allies. And they're getting sharper at spotting the difference.

When it comes to choosing a provider, the checklist is evolving. It's no longer about who has the most features—it's about who understands the buyer's world. That means offering relevant insights tied to business goals, not just product specs.

It means grasping the nuance of a buyer's industry, channel structure, participant base, and internal politics. And it means being able to flex—without creating chaos.

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Inside the Incentive Buyers Mind: Trends, Risks and Realities

Buyers are craving clarity. They want to know: can you solve my problem, in my context, with minimal lift? Providers who show up with templated decks and buzzword bingo get filtered out fast. On the flip side, those who show a deep understanding of sector-specific pain points—whether it's healthcare retention, channel sales in manufacturing, or compliance-heavy safety programs—rise to the top.

Flexibility is a particularly tricky line to walk. For some buyers, it's a must-have; for others, it's a red flag. **Too many levers, too many decisions, and too little guidance can spook enterprise teams looking for turnkey stability.** The smartest providers know how to read the room. They tailor the pitch to the persona—marketing needs creative freedom, ops wants control, finance wants clean ROI. Same product, different story.

Channel incentive programs can drive *32% revenue growth with 23% ROI*, recognition initiatives *cut employee turnover by 31%*, and loyalty programs *deliver an average 4.8× ROI with 7% sales lift* in year one

Strong result delivery is there, however, engagement solutions often lose deals not because of what they can't do, but because they failed to explain what they can do in the language the buyer needed.

Capability without context is a missed opportunity.

The new baseline? Come to the table with more than tech. Bring strategy. Bring industry fluency. Bring a point of view. That's what moves the needle now.

FINAL WORD

Design with Focus, Execute with Precision

Buyers repeatedly emphasized the importance of pre-launch groundwork: **define your pain points, map the investment, lock in the comms plan.** A beautifully designed program won't deliver if it's not understood, adopted, and sustained.

And remember: you're not designing for "everyone." You're designing for the behaviors you want to drive. The best programs start with a clear profile of the people who'll move the needle—and keep the rest from muddying the metrics.

More About IESP

The *Incentive & Engagement Solution Providers* (IESP) is a strategic industry group within the Incentive Marketing Association (IMA) that brings together leading organizations driving innovation in employee recognition, customer loyalty, and channel incentive solutions. IESP serves as a hub for collaboration, research, and thought leadership, equipping members and the broader market with insights into trends, best practices, and emerging technologies.

Website: <https://incentivemarketing.org/IESP/>

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