Incentive Travel Industry Index
from IRF, FICP and SITE Foundation
with Oxford Economics
Respondent Base

Respondents from 115 Countries

20+ Industries Represented

- Incentive Agencies and End Users: 54%
- Incentive Travel Suppliers: 46%

- North America, Latin America & Caribbean: 43%
- Europe, Middle East & Africa: 34%
- Asia Pacific: 15%
- Others: 8%
Top Takeaways – Renewed Prestige
Top Takeaways – Managing Risk

- Safety, security and health
- Balance with experience
Top Takeaways - Commitment

- Strong stakeholder commitment
- Incentive travel value established
Top Takeaways – Incentive Optimism
Top Takeaways – Regional Differences

- Europe anticipates slower recovery
- Destination choices - massive shifts!
Expected Return to 2019 Activity Levels

RECOVERY 2020 - 2023 based on 2019

2019

2020

2021

2022

2023

2020

2021

2022

2023

All regions

USA

EU

Canada

Expected Return to 2019 Activity Levels
Expected Return to 2019 Budget Levels

- This year (2020): 29%
- Next year (2021): 59%
- Two years out (2022): 82%
- Three years out (2023): 99%

G3. Relative to 2019 incentive travel budget, what levels of budgets do you expect for future years? n=659 respondents
Factors Impacting Recovery

<table>
<thead>
<tr>
<th>Factor</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desire to travel after being travel-restricted</td>
<td>64%</td>
</tr>
<tr>
<td>Changes to airlines</td>
<td>-1%</td>
</tr>
<tr>
<td>Change in management</td>
<td>-2%</td>
</tr>
<tr>
<td>Regulatory changes</td>
<td>-17%</td>
</tr>
<tr>
<td>Reduced capacity to deliver incentive travel experiences</td>
<td>-20%</td>
</tr>
<tr>
<td>Decision to change spending on incentive travel</td>
<td>-24%</td>
</tr>
<tr>
<td>Changes in company size</td>
<td>-30%</td>
</tr>
<tr>
<td>Reluctance of qualifiers to travel post-COVID-19</td>
<td>-20%</td>
</tr>
<tr>
<td>Company to corporate spending overall</td>
<td>-46%</td>
</tr>
<tr>
<td>Company risk aversion to travel in general post-COVID</td>
<td>-48%</td>
</tr>
</tbody>
</table>

G6. In a post-COVID future, what do you expect will be the greatest positive and negative factors impacting the incentive travel recovery? *Select all that apply.*

Net score = (Greatest positive contributors – Greatest impediments)

Response base: Buyers, suppliers, DMOs, DMCs, n=1,269
G5. Once it has recovered, what does incentive travel look like relative to pre-COVID?
Response base: Buyers, suppliers, DMOs, DMCs, n=1,275 respondents
## Shift in Program Characteristics

In light of COVID-19, how are the incentive travel programs in which you are involved shifting?

<table>
<thead>
<tr>
<th>Temporary Shift Toward</th>
<th>Response base: Buyers, suppliers, DMOs, DMCs, n=1,110 respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall participant safety</td>
<td>Long term shift toward=5, Temporarily shift towards=4, No change=3, Temporarily shift away=2 Long-term shift away=1</td>
</tr>
<tr>
<td>Perceived as safe from a health perspective</td>
<td></td>
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<tr>
<td>Presence of a good DMC</td>
<td></td>
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<tr>
<td>Domestic locations</td>
<td></td>
</tr>
<tr>
<td>Value for money</td>
<td></td>
</tr>
<tr>
<td>Shorter distance from participant origin</td>
<td></td>
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<tr>
<td>Mountain</td>
<td></td>
</tr>
<tr>
<td>Beach destination</td>
<td></td>
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<tr>
<td>More on-site meals and activities</td>
<td></td>
</tr>
<tr>
<td>Fewer nights</td>
<td></td>
</tr>
<tr>
<td>Remote resort</td>
<td></td>
</tr>
<tr>
<td>New destinations not used before</td>
<td></td>
</tr>
<tr>
<td>Short transfer time from airport</td>
<td></td>
</tr>
<tr>
<td>Long-established leisure destination</td>
<td></td>
</tr>
<tr>
<td>Temporary Shift Away</td>
<td></td>
</tr>
<tr>
<td>All-inclusive resort</td>
<td></td>
</tr>
<tr>
<td>Small urban</td>
<td></td>
</tr>
<tr>
<td>Large urban</td>
<td></td>
</tr>
<tr>
<td>Cruise ship</td>
<td></td>
</tr>
<tr>
<td>Remote resort</td>
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</tbody>
</table>

VD2.
Top Risk Management Strategies

1. New Sanitation Measures
2. Emergency Preparedness Planning and Education
3. Crisis Plans to Communicate Risk Management
4. Management of Health Concerns and Health Safety
5. ‘Hands-Free’ Technology
6. ‘No Contact’ Services (check-in or mobile phone room key)

‘Permanently more important’ responses
n=1,144
Changes in Programs Post-COVID

Activities promoting wellness: 25%
Flexible activities from which individual/small groups select: 22%
Activities in support of CSR or other sustainability: 11%
Networking events: 4%
Elements uniquely available in the destination: 3%
Other: 0%
Elements relevant to business of the sponsor (e.g. site visit): -1%
None of the above: -1%
Inclusion of spouse/partner in program: -2%
Team-building: -10%
Golf or another competitive individual or team sport: -13%
Mandatory events and activities: -23%

P2. Which program activities and inclusions were typical in the past, and which will be typical in the future?
Net score (Post-COVID - Pre-COVID)  Response base: Buyers, n=568 respondents
# Shift toward “Pure Travel”

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020+</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cultural Experiences</td>
<td>Luxury Experiences</td>
</tr>
<tr>
<td>2</td>
<td>Group Dining</td>
<td>Cultural Experiences</td>
</tr>
<tr>
<td>3</td>
<td>Team Building</td>
<td>CSR</td>
</tr>
<tr>
<td>4</td>
<td>Luxury Experiences</td>
<td>Wellness</td>
</tr>
</tbody>
</table>
VD1. In light of COVID-19, how do you expect your planned use of the following destinations for incentive travel will change in a post-COVID future relative to pre-COVID (2019)?

Net score ("More"-"Less")

Response base: Buyers, n=288 respondents
### USA

1. USA  
2. Hawaii  
3. Canada  
4. Caribbean  
5. Alaska  
6. Mexico  
7. Central America  
8. Oceania  
9. Western Europe  
10. Other Middle East

### Canada

1. Canada  
2. Caribbean  
3. Hawaii  
4. Oceania  
5. Other Africa  
6. Western Europe  
7. Gulf States  
8. West Africa  
9. Mexico  
10. Other Middle East
VD1. In light of COVID-19, how do you expect your planned use of the following destinations for incentive travel will change in a post-COVID future relative to pre-COVID (2019)?

Net score ("More" - "Less")

Response base: Buyers, n=98 respondents
Top 3 Effectiveness Measures

1. Participant satisfaction & feedback
2. Senior management already invested
3. Participant stories
Importance of Incentive Travel Benefits

**Increasing:**
- Improved engagement
- Enhanced customer satisfaction
- Relationship building between employees and management
- Relationship building between employees

**Decreasing:**
- Enhanced ability to recruit new employees or channel partners
Buyer Views on Incentive Travel

- Still committed, but believe it needs to fundamentally change to reduce risks: 48%
- It is necessary to re-justify each incentive travel program on its merits: 21%
- Committed to similar types of programs as before: 24%
- Still committed, but believe it needs to fundamentally change to reduce costs: 7%

Which of the following statements best describes the views toward resuming incentive travel programs in a post-COVID future among senior management and other stakeholders at the corporations for whom you organize incentive travel programs?
Response base: Buyers, n=555 respondents
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