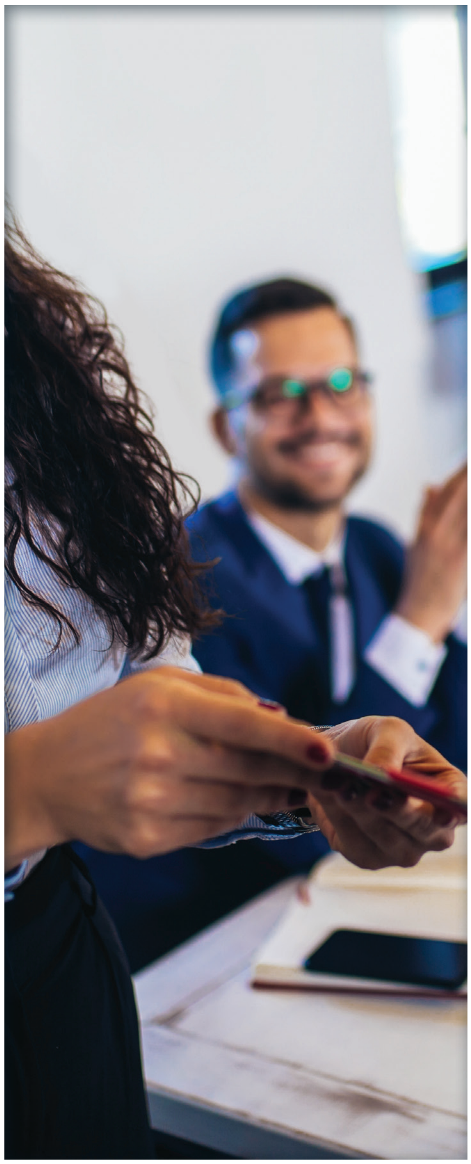
INCENTIVE FEDERATION INC.

2022

Incentive Marketplace Estimate
RESEARCH STUDY



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Market Research Services, LLC

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Background

The Incentive Federation sponsored a study to determine the total spend within the U.S. Incentive market. The study, which was most recently conducted in 2013 and 2016, updated its methodology to provide even more accurate estimates than in previous waves. While the data are consistent, the results suggest that previous estimates may have been on the conservative side.

The Methodology

The survey included 1000 respondents recruited by an outside research supplier. All respondents were screened based on the following criteria:

- The companies for whom the respondents worked had to have ***at least $1M*** in annual revenue.
- Respondents could not work for a travel company, promotional agency, gift card issuer, incentive company, market research agency, or advertising agency.
- Their companies had to have at least one non-cash incentive program applied toward salespersons, channel partners/distributors, employees, or customers.
- All respondents had to verify they had the ability to answer questions regarding corporate spend and budget around these programs.

Within the total sample, quotas were established to ensure that there were at least 100 respondents per company revenue tier and at least 100 addressing the budget spend of specific programs. In all cases, this minimal criterion was met, and in most cases, significantly exceeded.

Incentive Targets and Incentive Types Included in the Study

The study examined incentive spending directed at the following distinct targets:

- Reward and/or motivate desired behaviors and achievements among your company's salespeople
- Reward and/or motivate desired behaviors and achievements among your company's distributors, channel, or dealer partners
- Reward and/or motivate desired behaviors and achievements among your company's employees
- Reward and/or motivate your company's customers as part of a loyalty program
- Show appreciation to/thank clients, prospective clients, or partners for their business

The five categories of non-cash incentives included the following:

- Award Points - Participants can redeem points for gift cards, travel, merchandise, or other available choices
- Gift Cards/Digital or E-Cards - Program sponsor purchases gift cards and distributes to participants as rewards. Gift cards may be for travel, merchandise, retail, dining, or to be spent at any merchant that accepts credit cards.
- Trips & Travel - Program sponsor arranges group or individual trips and awards to participants
- Merchandise - Program sponsor purchases branded merchandise items (e.g., electronics, luggage) including logoed items and distributes to participants as rewards
- Experiential rewards- Program sponsor arranges participants to have special experiences such as concerts, sporting events, adventure/recreation, private dinners, 'backstage' passes, etc.

Estimating Total Market Spend

The data posed some challenges to determining total market spend. The largest challenge was a large amount of disparity between companies at all revenue tiers on what they spent on various non-cash incentive programs. In some cases, companies spent relatively little, while other companies of the same revenue size reported spending in excess of a million dollars. The extreme cases would routinely inflate the average spend amount per revenue tier. If inflated averages were multiplied by tens of thousands of companies, it would have the effect of significantly overestimating the value of the overall incentive market.

The previous wave of the study addressed this issue by using the category median rather than the average. The median represents the midpoint figure at which half of companies spend more and half of companies spend less. The median is usually employed if there are extreme values suspected of skewing the data, which is certainly the situation in this instance. The median generally provides very conservative overall estimates, which err on the side of cautious forecasts. While we do not wish to provide an over-inflated perspective on market spend, alternatively, we do not want to severely understate the market either.

Monte' Carlo Simulations Explained

Monte' Carlo simulations represent the most sophisticated approach for estimating market size. We are introducing this approach to sizing the incentive market for the first time. This technique takes into account the amount of disparity between individual estimates and is based on literally thousands of market simulations to generate a range of estimates based on statistical probabilities. At its most conservative, the Monte' Carlo simulations produce an estimate of which we can be 100% certain the market size is at least this big. However, this presumes that almost all reported estimates are over-inflated and that a high amount of sampling error dominates our calculations. We believe that reporting spending estimates at this level causes us to err too far on the side of caution and represents a significantly understated market spend. The most common threshold of reporting when using Monte' Carlo simulations is at the 80% level, which still puts us on the conservative side of the market estimations.

Using the market simulations, the cumulative market spend estimates and their assigned probabilities are shown in the table below. As indicated,

- There is a 100% chance that the total incentives spend is $96,332,859,506 or greater. This is the most extreme conservative estimate.
- There is an 80% chance that the total incentive market size is $176,162,339,491 or greater. This is the most common reporting threshold and the one that will be reported throughout this paper in subsequent sections.
- There is a 50% chance (mid-point value) that the total incentive market size is $194,847,228,688 or greater. This is the 'average' or 'expected' value based on all the reported estimates in the study.
- There is a 20% chance that the incentive market size potential is $213,790,116,666 or greater. This is considered the outer limit of a reasonable market size

Incentive Spend Category	**100% level of certainty** ***Too Conservative***	**80%** ***Recommended Reporting Level***	**50%** ***The 'Average' Marketplace Estimate***	**20%** ***Upper Extreme***
Sales Incentives	$27,529,161,590	$52,321,474,286	$58,256,969,565	$64,278,871,336
Channel/Distributor Incentives	$16,836,923,920	$24,173,806,765	$26,047,531,614	$27,927,446,623
Employee Incentives	$22,400,093,048	$40,314,491,196	$43,945,475,474	$47,563,506,723
Customer Loyalty Incentives	$20,636,129,775	$31,886,027,344	$34,275,856,146	$36,667,898,681
Client Gifts	$8,930,551,173	$27,466,539,900	$32,321,395,889	$37,352,393,303
Total	$96,332,859,506	$176,162,339,491	$194,847,228,688	$213,790,116,666

Comparisons to the 2016 Study

The most recent wave of this study, conducted in 2016, provided an overall market spend estimate of just over $90B. While this is comparable to the most conservative market estimate in the 2022 study, there are several reasons for us to conclude that the incentive spend has grown significantly, or alternatively, that our methods have evolved to provide greater accuracy than previous iterations of the study. Differences between the 2016 study and the current version can be explained in the following ways.

The previous iteration of the study asked respondents to identify their incentive expenditures using ranges, rather than asking for specific estimates. This year, the survey respondents were asked to provide their 'best estimate' of various incentive expenditures rather than asking them to choose a particular spending range which most closely represented the dollars they spent on incentives. Approximately 90% had no trouble doing so for any category. This approach provided more precise information as category midpoints were used previously to represent the person's response in the analysis. The category ranges were quite broad, which creates additional uncertainty regarding the preciseness of the numbers used in the analysis.

The current study used simulations that incorporated data variability. As described earlier, the most recent wave of the study used the median, rather than the mean/average to determine the summary estimate for each category by company size. Given that there were some extreme high spenders in the previous study, as there were in this version, the modelling took into account these 'outliers' as they have the potential to greatly inflate the overall estimate, particularly when you multiply these estimates over hundreds of thousands of U.S. based companies. Using the medians, however, tends to underestimate spending. For example, using a similar approach with the current data set produced an overall market estimate of around $80B, which is more conservative than even the most frugal estimate provided by the simulation. The simulation approach uses average estimates but yields a probability curve based on the distribution/spread of the data, providing a much more valid market estimate.

The number of U.S. based companies with $1M or more in annual revenue has increased. In 2016, the estimates were based on 1,441,619 companies with $1M+ in revenue reported from the U.S. Department of Labor. In the 2022 study, the number of companies with $1M+ in revenue increased to 2,074,418, using data from the North American Industry Classification System (NACIS). This represents an increase of 44% in the number of companies that determined overall spend.

Another reward category has been added. The study included experiential rewards as a spending category for the first time in 2022. The previous iteration only used award points, gift cards, incentive travel and merchandise. Experiential rewards such as tickets to sporting events and concerts, cooking demonstrations, specially prepared meals, lunches with family and friends, and many others may or may not have been partially counted in other categories in the past but are distinct enough to warrant their own itemization.

Inflation is a factor. Based on Bureau of Labor statistics, $100 in 2016 is equivalent in purchasing power to about $121.98 today, an increase of $21.98 over 7 years. The dollar had an average inflation rate of 2.88% per year between 2016 and today, producing a cumulative price increase of 21.98%. Inflation has surely factored into non-cash incentive spending.

Weighting the Data

It was critical to make sure that each revenue tier had sufficient representation to weight the data according to the company breakdown by size. Each revenue tier had at least 100 respondents. While the proportions in the sample differed significantly from the proportions in the population, all market estimates were weighted to represent the appropriate contributions of companies by tier size based on the following distribution from the NACIS data.

Breakdown of Companies by Size

Company Size by Revenue	Number of Companies 2016	Number of Companies 2022	Percentage 2016	Percentage 2022
$1M to $4.9M	1,069,866	1,660,027	74%	80%
$5M to $9.9M	174,298	233,335	12%	11%
$10M-$99.9M	176,850	125,413	12%	6%
$100M-$999.9M	17,974	46,635	1%	2%
$1B or more	2,631	9,008	.02%	.04%
Total	1,441,619	2,074,418	100%	100%

Because of the significant differences in methodology between the 2016 and 2022 versions, it is difficult to directly compare spending amounts in 2016 and 2022. However, the paper will note trends in incidence between 2016 and 2022 whenever possible.

Incidence of Non-Cash Incentive Programs

The 2016 study revealed that 84% of companies with at least $1M in revenues had at least one non-cash incentive program. Using the 2022 weighted data, the current study shows a similar percentage—84%. However, the use of non-cash incentives within companies with $5M in revenues or greater is 92%. This represents an 8% increase from the 2016 study when the percentage was 85%.

Percentage of Companies in the Study with at Least One Non-Cash Incentive Program

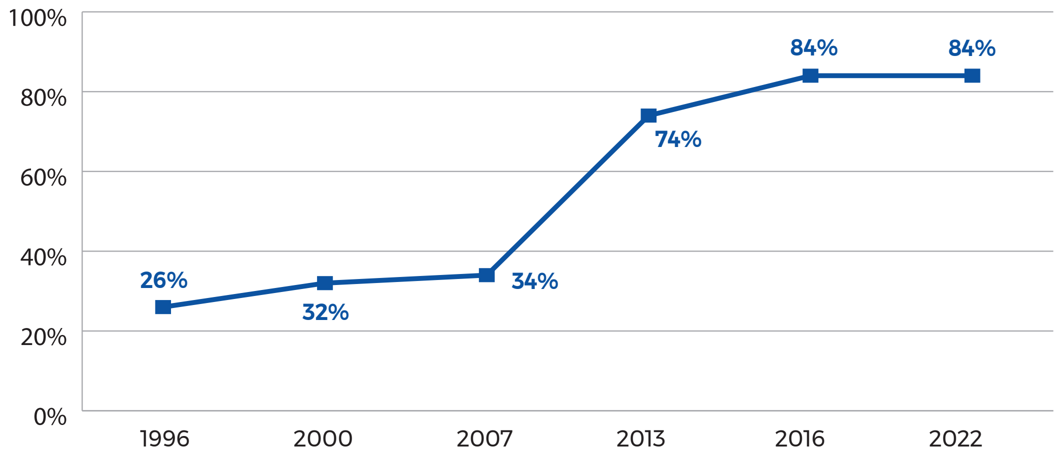
Company Size by Revenue	Incidence of at Least One Non-Cash Incentive Program 2016	Incidence of at Least One Non-Cash Incentive Program 2022
$1M to $4.9M	83%	82%
$5M to $9.9M	83%	93%
$10M-$99.9M	86%	90%
$100M-$999.9M	90%	89%
$1B or more	83%	90%
Weighted Total	84%	84%

The following sections provide data on five specific non-cash programs within each of the target groups: sales incentives, channel incentives, employee incentives, and customer loyalty incentives. All incidence and spending figures are weighted by company revenue. All spending figures are those at the 80% probability level in the market simulations.

Incidence of Non-Cash Incentives since 1996

The following graph shows the penetrative growth of the non-cash incentive industry since 1996. While the overall incidence has flattened since 2016, the industry has continued to expand as both spending and the number of U.S. companies has grown. Penetration within companies of $5M or more in revenues is now 92%.

Incidence of Non-Cash Incentives



Comparisons to the 2016 Study Using Average Spend per Company

Because of the significant difference in the number of companies used to estimate the 2016 marketplace spend compared to the 2022 study, it made the most sense to look at average spend per company. At the same time, the near-22% inflation rate since 2016 also impacts trending. Therefore, the following chart shows several scenarios: (1) average 2016 per company non-cash incentive spend for each of the target groups; (2) average 2016 per company spend adjusted for 2022 inflation rates; and (3) 2022 average spend. The data are quite revealing:

Category	2016 Average Per Company Spend	2016 Per Company Spend Adjusted for 2022 Inflation	2022 Average Per Company Spend	Adjusted 2022 Percentage Increase/ Decrease
Sales Incentives	$15,957.08	$19,464.45	$25,222.24	+30%
Channel/Distributor Incentives	$12,087.04	$14,743.77	$11,653.30	-21%
Employee Incentives	$15,893.12	$19,386.42	$19,434.12	0.20%
Customer Loyalty Incentives	$11,191.08	$13,650.87	$15,371.07	+13%
Client Gifts	$7,283.48	$8,884.39	$13,240.60	+49%

The adjusted per company spend comparisons show the greatest proportional growth has taken place in the corporate gifting area, with significant growth also in the sales incentive and customer loyalty areas. Per company spending on employee incentives has been flat compared to 2016, while there has been a significant per company decline in spending for channel/distributor incentives.

SALES INCENTIVES

The data indicates that 65% of the companies in the study offer at least one of the following non-cash incentives to their salespeople. This represents a total of 55% of all U.S.-based companies. The simulator model shows a total anticipated spend of **$52,321,474,286** on total sales incentives. The following chart shows the great disparity between the median spend, that point at which 50% spend more/less, and the average spend, which is inflated by several high spenders at each revenue tier. All medians and averages are weighted by company size with companies between $1M-$10M representing 91% of the estimated spend.

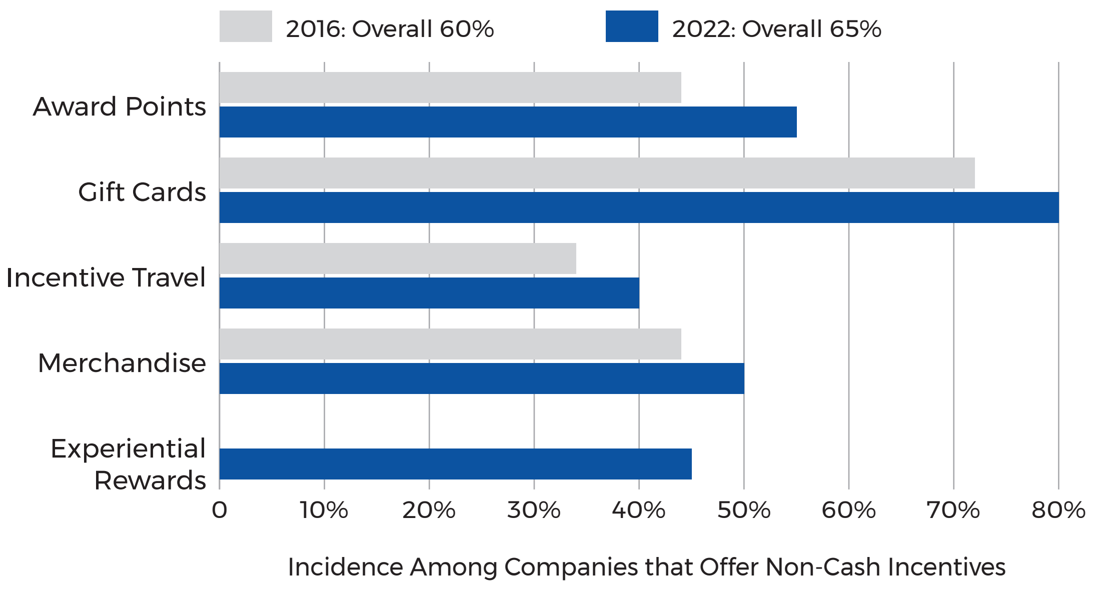
The incidence of each specific type of incentive is presented both among the 65% who have at least one sales incentive award and among the total population of companies.

Sales Incentives—Incidence and Typical Spend

Category	Incidence Among Those that Offer Sales Incentives (65%)	Incidence Among Total US Companies of $1M+*	Estimated Median Spend	Estimated Average Spend
Award Points	55%	30%	$12,478	$207,556
Gift Cards	80%	44%	$6,058	$107,474
Incentive Travel	40%	22%	$16,452	$166,816
Merchandise	50%	27%	$5,857	$113,982
Experiential Rewards	45%	25%	$6,847	$36,840

Incidence of Sales Incentives Compared to the 2016 Study

The following table shows the incidence of various sales incentives among companies that offer them. Overall incidence of sales incentives among companies that offer non-cash incentives has risen from 60% to 65%. There was a particular increase in the incidence of award points given to salespersons.



Recent Trending within Sales Incentives

Because so much has changed since the 2016 study, the respondents were asked a question as to whether they were spending significantly more, somewhat more, about the same, somewhat less, or significantly less than last year on each area of sales incentives. Not surprisingly, the data show a net increase in spending by a significant margin.

% Spending 'More'/'Less' than Last Year on Sales Incentives

Area	% Significantly More	% 'Somewhat' or 'Significantly' More	% 'Somewhat' or 'Significantly' Less	Net: More-Less
Award Points	24%	65%	8%	+57%
Gift Cards	19%	36%	9%	+27%
Incentive Travel	22%	61%	9%	+52%
Merchandise	17%	46%	7%	+39%
Experiential Rewards	22%	55%	8%	+47%

As the above table demonstrates, there are across the board spending increases in all categories of incentives, especially award points (+57%). Fewer than one-in-ten are spending less in any of the categories.

CHANNEL/DISTRIBTOR INCENTIVES

The weighted data show that 57% of the companies in the study, and 48% of total companies, rewarded their channel/distribution partners with non-cash incentives worth a total of **$24,173,806,765**. The following chart shows the incidence, median spend, and average spend on channel/distribution rewards. Again, the chart shows the large disparity between median, and average spend.

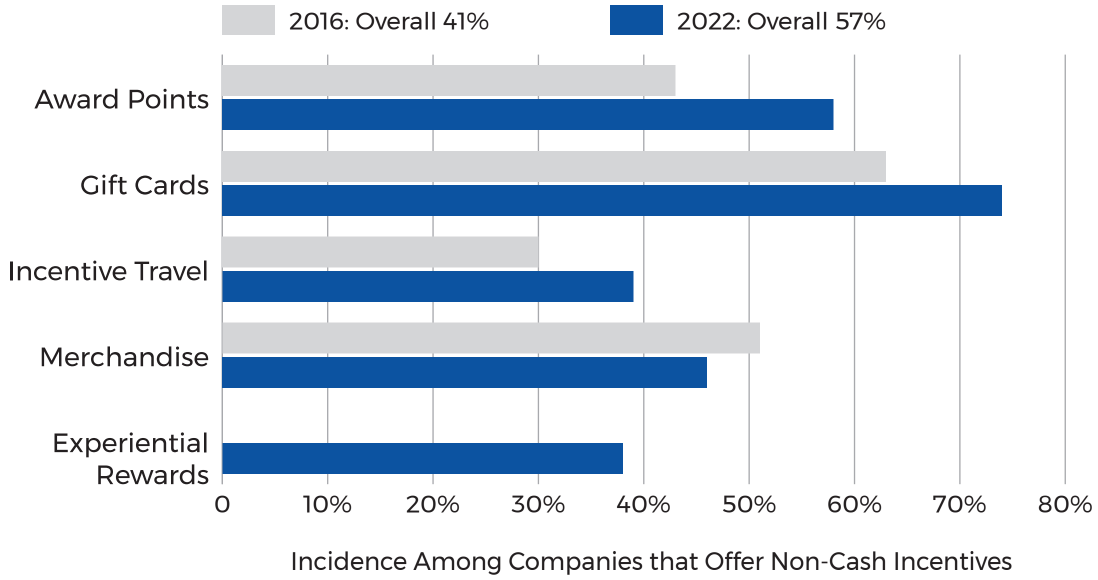
Channel/Distributor Incentives—Incidence and Typical Spend

Category	Incidence Among Those that Offer Channel/ Distributor Incentives (57%)	Incidence Among Total US Companies of $1M+*	Estimated Median Spend	Estimated Average Spend
Award Points	58%	28%	$8,226	$66,277
Gift Cards	74%	35%	$5,813	$57,144
Incentive Travel	39%	19%	$5,370	$76,226
Merchandise	46%	22%	$5,716	$42,930
Experiential Rewards	38%	18%	$6,277	$39,105

**Based on the both the percentage of companies that had at least one type of non-cash incentive (84%) and offered some type of channel/distributor incentive (57%).*

Incidence of Channel/Distributor Incentives Compared to the 2016 Study

Overall incidence of sales incentives among companies that offer non-cash incentives has risen from 41% to 57%. Based on the data, channel/distributor incentives represented the largest category growth since 2016. The only category that did not show significant growth was merchandise incentives.



Recent Trending within Channel/Distributor Incentives

Like the sales incentive section of the study, respondents who said they invested in channel/distributor incentives were asked whether they were spending significantly more, somewhat more, about the same, somewhat less, or significantly less than last year on each area of sales incentives. This is another area where spending has increased by a significant margin.

% Spending 'More'/'Less' than Last Year on Channel/Distributor Incentives

Area	% Significantly More	% 'Somewhat' or 'Significantly' More	% 'Somewhat' or 'Significantly' Less	Net: More-Less
Award Points	26%	59%	10%	+49%
Gift Cards	23%	54%	8%	+46%
Incentive Travel	26%	55%	11%	+44%
Merchandise	25%	55%	9%	+46%
Experiential Rewards	24%	58%	10%	+48%

In the case of channel/distributor incentives, there was a similar net increase in the mid-40% range across the board in all categories of non-cash incentives.

EMPLOYEE INCENTIVES

Employee rewards and incentives are the most common, with 83% of companies in the study (e.g., 70% of total U.S. companies of $1M or more in revenues) offering their associates some type of non-cash incentive. These employee incentives total **$40,314,491,196**.

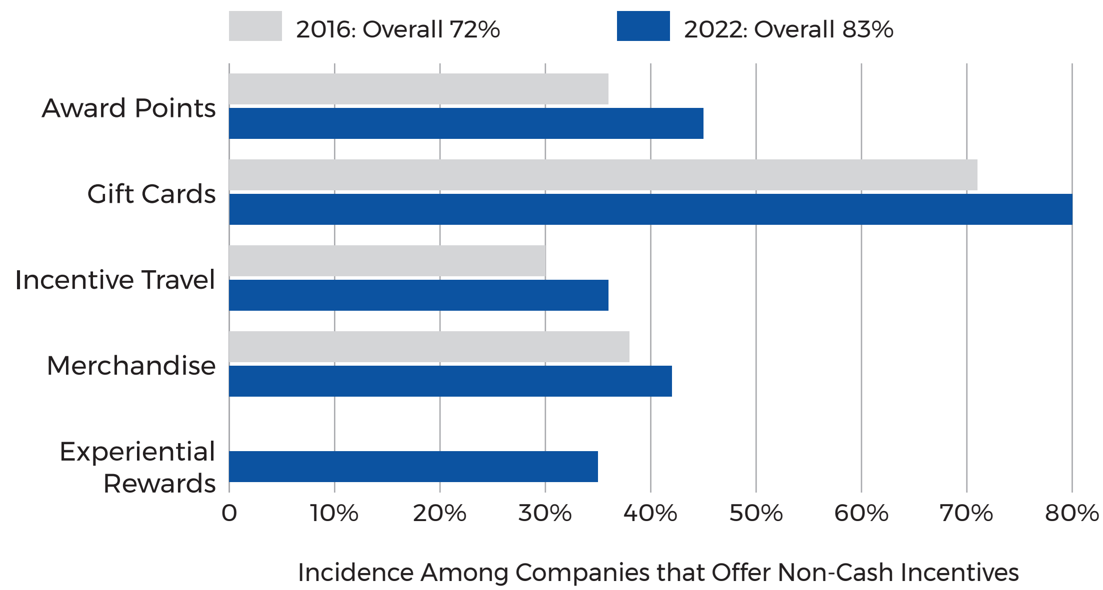
The following chart shows the incidence, median spend, and average spend on employee incentives/rewards.

Employee Incentives—Incidence and Typical Spend

Category	Incidence Among Those that Offer Employee Incentives (83%)	Incidence Among Total US Companies of $1M+*	Estimated Median Spend	Estimated Average Spend
Award Points	45%	31%	$7,983	$186,993
Gift Cards	80%	56%	$5,791	$55,420
Incentive Travel	36%	25%	$11,178	$56,698
Merchandise	42%	29%	$6,168	$67,825
Experiential Rewards	35%	24%	$6,133	$75,493

Incidence of Employee Incentives Compared to the 2016 Study

Employee incentives is another area that has shown notable growth since 2016, as the incidence of non-cash employee incentives has grown from 72% to 83%, with at least some degree of growth across all of the major types of award categories.



Recent Trending within Employee Incentives

The use of employee incentives/rewards also trended upward since last year. Like the other groups receiving non-cash incentives, roughly half of companies that offered the various employee incentives are spending more this year than last, with only about one-in-ten spending less. Award points showed a particularly strong upward trend with 60% saying they were spending more compared to only 8% who were spending less.

% Spending 'More'/'Less' than Last Year on Employee Incentives

Area	% Significantly More	% 'Somewhat' or 'Significantly' More	% 'Somewhat' or 'Significantly' Less	Net: More-Less
Award Points	26%	60%	8%	+52%
Gift Cards	19%	47%	11%	+36%
Incentive Travel	22%	53%	10%	+43%
Merchandise	20%	49%	12%	+37%
Experiential Rewards	26%	57%	11%	+46%

CUSTOMER LOYALTY INCENTIVES

This category asked about customer loyalty incentives that *did not include use of a company's own products and services.* Excluded are discounts, free products and services as rewards, or upgrades/promotions associated with customer loyalty. Those responding to the survey were asked to only provide dollar amounts for non-cash customer loyalty incentives provided by external suppliers.

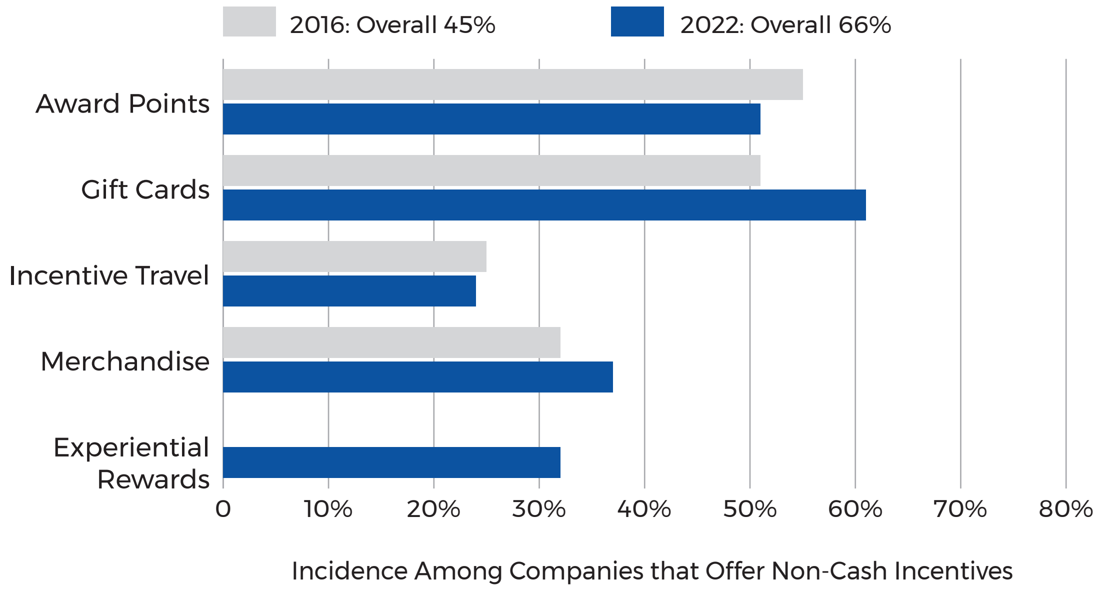
The data showed that 66% of companies in the study (e.g., 55% of total U.S. companies of $1M or more in revenues) offer customers some type of non-cash incentive. These customer loyalty incentives total **$31,886,027,344**.

Customer Loyalty Incentives—Incidence and Typical Spend

Category	Incidence Among Those that Offer Customer Loyalty Incentives (66%)	Incidence Among Total US Companies of $1M+*	Estimated Median Spend	Estimated Average Spend
Award Points	51%	28%	$6,233	$94,052
Gift Cards	61%	33%	$4,022	$56,802
Incentive Travel	24%	13%	$1,748	$108,307
Merchandise	37%	20%	$2,287	$20,756
Experiential Rewards	32%	17%	$4,853	$61,338

Incidence of Customer Loyalty Incentives Compared to the 2016 Study

While the percentage of companies offering non-cash customer loyalty incentives increased significantly from 2016 (45%) to 2022 (66%), the proportional mix of rewards being offered largely did not change much, other than a higher percentage of gift cards being given to customers compared to 2016.



Recent Trending within Customer Loyalty Incentives

Customer loyalty incentives represent the fourth category where spending has increased significantly since the previous year. Roughly one-quarter spent significantly more this year than last, with fewer than 10% spending less. Again, this is consistent across all categories of incentives.

% Spending 'More'/'Less' than Last Year on Customer Loyalty Incentives

Area	% Significantly More	% 'Somewhat' or 'Significantly' More	% 'Somewhat' or 'Significantly' Less	Net: More-Less
Award Points	25%	58%	8%	+50%
Gift Cards	25%	56%	8%	+48%
Incentive Travel	28%	59%	8%	+51%
Merchandise	25%	53%	7%	+46%
Experiential Rewards	29%	60%	4%	+56%

CLIENT GIFTS

The final category the study examined was corporate gifting to clients and prospects. The data showed that 75% of companies in the study (e.g., 63% of total U.S. companies with $1M or more in revenue) spent a total of $27,466,539,900 on corporate gifts. The median spend was $5,900, with an average spend of $13,240.60.

The percentages in the following table represent the types of client gifts companies are most likely to give. As with the other data in the study, all percentages are weighted by company size.

Incidence of Corporate Gifting

Corporate Gift Type	**Percentage of Companies that Give Corporate Gifts (75%)**	**Percentage of Total Companies**
Gift cards	74%	62%
Branded Merchandise	53%	44%
Experiential Rewards	36%	30%
Logoed Merchandise	34%	29%
Individual Travel	19%	15%

Key Findings and Takeaways from this Study

The incentive market is strong.

The non-cash incentives industry has done a good job positioning itself as an essential driver of corporate success rather than as a 'nice to have.' The data suggest that incentives have become part of the normal corporate culture. This is evidenced by the fact that 84% of companies with $1M or more in revenues have at least one non-cash incentive program and that overall spend on non-cash incentives within this revenue tier of companies totals $176,162,339,491. Even this is considered a reasonably conservative estimate. Keep in mind that companies of $1M or more in annual revenues only represents 12% of total U.S. companies. While this 12% represents the bulk of the incentive spend, it is likely the remaining 88% of smaller companies spend at least a small amount on non-cash incentives, further inflating the total non-cash incentive spend.

The incentive industry has shown notable growth since the 2016 study.

Because of changes to the way spending was estimated in 2016 vs. 2022, it wasn't possible to provide direct spending comparisons to the previous study. What we do see, however, is notable growth in the incidence of various award types across categories and target audiences. While the overall proportion of companies using non-cash rewards has remained consistent since the 2016 study (84%), both the number of companies, and the incidence of specific reward types used within companies have grown since the study was last conducted.

It is noteworthy that growth has come in two forms: (1) a higher percentage/number of companies adopting various incentives and (2) a higher per company spend. In the case of sales incentives, customer loyalty incentives, and client gifting, growth has come from both sources.

Larger companies have almost universally adopted non-cash incentives as part of their culture.

While 82% of companies with revenues between $1M-$5M have at least one-cash incentive programs, 92% of companies with at least $5M or more have at least one non-cash incentive program. While there is an opportunity to grow the penetration of specific types of reward programs and the audiences for those programs, there are not a lot of new, large companies that have not been penetrated at some level.

Spending has increased significantly since last year.

It likely surprises no one that non-cash incentive spending has increased significantly since the pandemic has subsided. However, the data shows very strong growth in spending since last year, across every incentive category and audience. In most cases, one-quarter say they have ‘significantly increased’ with at least half saying they have increased spending ‘significantly’ or ‘somewhat’. Less than one-in-ten indicate a reduction in spending since last year.

There is still room for growth.

While overall penetration of the non-cash incentive industry is quite good, when you look at individual categories and specific incentive targets, it seems there is still room for growth.

The median spend tends to be small but there are significantly large spenders at every revenue tier.

The data show that, at every revenue tier, the median spend, which represents the point at which half spend more and half spend less, is quite low, typically less than $10,000. However, within every revenue tier, there are some extremely large spenders who inflate the average spend. This is why it makes it challenging to come up with a 'typical' spend figure on a non-cash incentive program. This also shows the value of the simulation modelling where these disparate amounts of spending are considered to develop an overall probability model ranging from extremely conservative to very liberal spending estimates. In this case, we chose to use a more conservative model of estimation.

Sales incentives represent the largest portion of incentives spend.

When the total non-cash incentive spend is determined, sales incentives comprise 30% of total spend, followed by employee incentives (23%), customer loyalty incentives (18%), channel/distributor incentives (14%) and corporate gifting (14%).

CONCLUSION

The study reveals a healthy outlook for the non-cash incentives industry, although it does face some economic headwinds. Inflation, fuel costs, and supply chain issues continue to be a challenge for many industries, along with recent speculation about a coming recession. On the other hand, with household budgets being so tight, the value of award points, gift cards, and merchandise are arguably even more attractive to program participants. With families working hard to maintain their cost of living, incentive travel and other experiential reward potentially have even greater appeal since the current economy doesn't allow for as many 'luxuries'. It is good to see continued growth in the industry and a strong rebound since the pandemic in non-cash incentive spending. The other encouraging sign is that non-cash incentives have become an essential part of many corporate cultures and were not discarded as soon as company budgets got tight, as we saw during the recession in 2008-2009. There is no reason to believe anything other than there is a bright future for those working in the non-cash industry.

The Incentive Federation ... About Us

The Incentive Federation was founded in 1984 as an alliance of associations involved in various aspects of the incentive field, encompassing rewards, recognition, promotional products, and related promotions.

Originally founded to focus on government affairs, the Federation continues to educate state and federal governments and agencies to protect the field. It has been successful at providing constructive input into tax laws related to the treatment of qualified noncash rewards, in helping OSHA see the benefits of safety incentive programs when writing related regulations, and in helping federal regulators understand that financial institutions have legitimate uses for premiums and incentives.

Since its founding, the Federation has expanded into three related domains: Corporate outreach, education, and research through its administration of industry studies.

Promoting, protecting, and researching the optimal use of incentives, rewards, and related promotions in business.

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