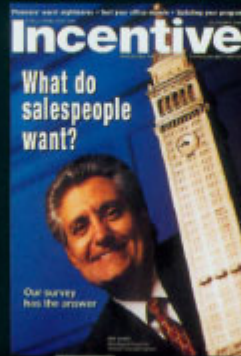


INCENTIVE

Managing • Marketing • Motivation

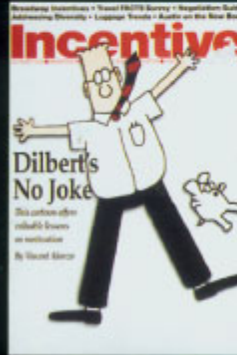
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100

years of motivation

Incentive's Centennial Issue



INNOVATORS

Every innovation needs an individual willing to stand up for its value. The following innovators staked out this difficult ground with poise and vision for the future. In doing so, they allowed us all to experience the world on a new level.

Michael Dell

Michael Dell is best known for his company's fiercely efficient direct marketing of build-to-order personal computers. But Dell Inc. topped *Fortune's* list of Most Admired Companies for other reasons, high among them its customer-centric service philosophy. Dell views every customer as a market, and Dell's market share as the percent of that customer's business his company will get over a lifetime.



Mark Burnett

As the ongoing reality television boom spawns show after show, Burnett keeps finding combinations that stand out. His programs—from *Survivor* to *The Apprentice* to *The Contender*—all trade on themes of competition, struggle, motivation and victory, exposing what separates winners from losers.



Joe Trippi

He may not be so good at picking winning candidates (record: 0-5), but Howard Dean's campaign manager just may have brought campaign finance into the Internet era during the former Vermont governor's quixotic 2004 presidential run. Using a variety of Web- and text-messaging-based techniques, he raised a fortune in small, online donations and energized notoriously apathetic young voters. Both parties have taken note.

Sergei Brin and Larry Page

Brin and Page, the cofounders of Internet search engine Google, built a better mouse-trap and watched the world beat a path to their door. Like most tech company founders, they relied on stock options to motivate employees to stay and create great new products. Unlike most dot-com workers, those who stayed got rich in the IPO. To keep that entrepreneurial spirit alive as a public company, the pair encourage employees to spend a portion of their workday on projects of their own devising. They also created the Founders' Award, presenting two teams that created lucrative products this year with about \$12 million worth of company stock—not options. Between the private-project policy and the stock grants, Brin and Page have made it clear how much they value their employees' creativity.



James Feldman

When it came to travel, group awards were the only efficient way to reward sales employees. Until 1983 that is, when James Feldman formed Incentive Travelers Cheque International as a resource for individual and group travel. Using his iTCheque to fulfill travel, he made it possible to individually reward large staffs. His product has spawned many imitators and opened up incentive travel to companies that could not absorb the cost or handle the complex fulfillment.