

The Cobb-Vantress Story

Background

Cobb-Vantress is the leading poultry research and development company, engaged in the production, improvement, and sale of broiler breeding stock. The company is committed to integrity, quality and progress through involvement with its team members, customers, suppliers and community. The company operates 24 facilities in the United States and employs over 1,800 people.

Like many companies, Cobb had several independent reward and recognition programs in place throughout the organization. The Leadership Team sought a comprehensive solution to bring all programs under one umbrella to be managed and communicated in a consistent manner, while increasing budgetary control and focusing the organization to maximize performance.

Solution - Phase 1

Determine Key Objectives

- 1) Have each facility determine measurable productivity goals and reward results against those goals on a quarterly basis
- 2) Create a culture of safety awareness by rewarding individuals who have not had any safety violation in a given quarter and who have completed the appropriate safety training requirements
- 3) Recognize and celebrate top team members on a quarterly/annual basis
- 4) Reward and recognize employees for years of service and attendance
- 5) Recognize holidays and birthdays
- 6) Include on-the-spot spur activities to help push short-term and long-term performance initiatives
- 7) Reward individuals who provide innovative ideas that help make Cobb more efficient, save money, add value, and help Cobb to "Be the Best"

Solution - Phase 2

Program Design

The Incentive Services Team met with key leadership at Cobb to understand their objectives. Incentive Services then proposed a plan to address each of the concerns and objectives through an umbrella program. The program was designed to award points at both the individual and team levels with the goal of motivating all employees to achieve more. Employees earn points individually based on attendance, safety, and service. Productivity points are issued quarterly based on whether or not a facility achieves its productivity goals.

The Incentive Services Delivery Team scheduled recurring meetings with program leadership, allowing Incentive Services to overview the program and educate the field prior to, during, and after the program launch. The Delivery Team continues to connect on a recurring basis with the Cobb Leadership Team.



- > To effectively communicate the program, the Incentive Services Communications Team developed the “Cobb Rewards” program theme.
- > All materials were translated into both English and Spanish.
- > Incentive Services developed a custom PowerPoint to train Managers on the Program, and was in attendance actively participating in the Manager Training sessions.
- > To pre-launch the program, every participant was given a t-shirt and cap package with the Cobb Rewards theme.
- > To kick-off the program, everyone was issued \$25 in points.
- > Custom brochures were created as a takeaway for program participants.
- > Paycheck stuffers were sent out during the initial launch of the program.
- > Themed program point statements were produced.
- > Location posters and tent cards were created to bring the theme into the workplace.
- > Birthday and anniversary cards were sent out to each location to distribute at the time of an employee milestone. These cards are handed out letting the employee know that points have been deposited into their accounts.
- > A holiday card was produced to hand out at the end of the year to all employees letting them know that points have been deposited into their accounts.
- > As a tool for managers, printed on-the-spot cards were produced to recognize associates demonstrating above-and-beyond behaviors in their daily job duties. In addition to the printed cards, an on-line recognition tool was built into the Cobb Rewards program.

Technology

The program website features personal online accounts for each participant, custom graphics, detailed program rules, and an award catalog featuring merchandise awards, travel packages, apparel items, and more.

A process for data management was set up so that Cobb could submit points information to Incentive Services through an automated upload. Through this process participants have quarterly points deposited into their point accounts, new associates are added, and terminated associates are removed from the active program roster.

Analysis & Results

- > The program was successfully launched and continues to improve for all current and new employees through ongoing training and communications.
- > An ongoing focus is ensuring that all Cobb Team Members log in to their online accounts to stay updated on program developments.
- > Cobb has realized the following results since program launch:
 - 99% of program participants earned points for safety performance.
 - 92% of the facilities hit their productivity goals.
 - Perfect attendance improved by 89%.
 - Since program launch, revenue has grown over 300%, while head count has only grown by 65%.
 - Annually, an average of 73% of all team members are recognized by management for above and beyond performance.