

Executive Summary

Understanding the use case

- Incentive Design
- Why Consumer Incentive design for digitally native brands
- Market Trends
- Types of Consumer Incentive Designs
- User Journey and Gaps in the current system
- Complex Decisions Involved
- Role of Knowledge model in automation

Knowledge Model

- The Model
- Consumer-Centric Basket and its relation with the outputs
- Product Purchase Basket and its relation with the outputs
- Company Basket and its relation with the outputs
- Output Parameters
- Chains

- Intricacies
- Example of the application of the model

Impact and Pitfalls

- Impact of Automation
- Pitfalls in the model and their workarounds

Future Prospects

Understanding the Use Case: Consumer Incentive Design

What is consumer incentive design?

- Incentive in simple terms is something that **encourages** a person or organization to do or achieve something. It is something that incites or has a tendency to **incite a determination**.
- Incentive design for consumers refers to the creation of financial or nonfinancial incentives that encourage consumers to make **certain decisions**, **purchase certain products**, **or adopt certain behaviors**.
- The goal of incentive design is to align the interests of consumers and organizations by providing rewards that incentivize desired behaviors.

Proof of concept: Qwikcilver



- Acquire 2 customers with every Gift Card
- Build your Business
- Uplift your sales by 75% to 200%

What can a gift card do for you?



- Empower your consumers
- Offer Greater Flexibility & Choice
- Deliver a personalized Experience

84%

Of U.S businesses are using **non-cash incentives**

75%

Made another purchase after receiving a brand incentive

Why does designing the right consumer incentive matter?

45%

Of consumers made one out of three purchases because of incentives

87%

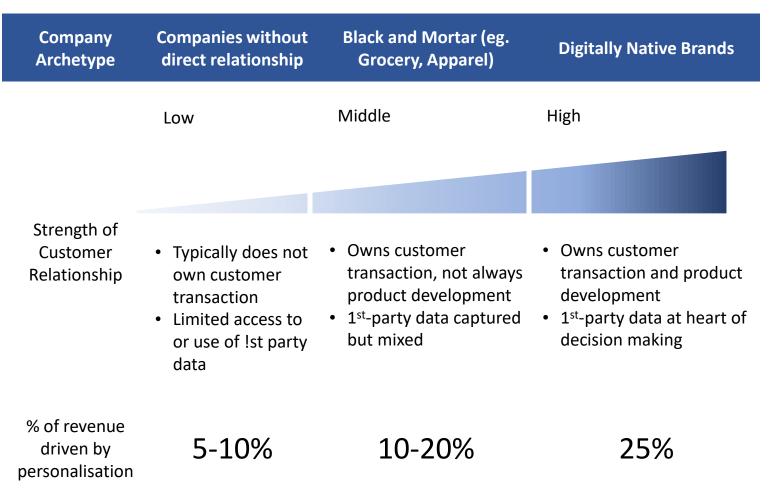
Of loyal customers don't mind sharing their personal information to get better recommendations

Why consumer incentive design for digitally native brands?

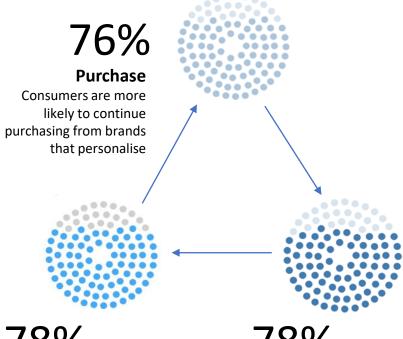
Digitally Native Brands (DNBs)

- A digitally native brand is a business that originated online driven by personalization.
- In **contrast** to beginning as **brick-and-mortar businesses**, these brands **started online** and grew their brand through their online store experience.

Digitally Native companies drive revenue from personalization from other company archetype



Personalisation directly influences buying behaviour across the customer life cycle



78%

Recommend

Consumers are more likely to refer friends and family to companies that personalise

78%

Repurchase

Consumers are more likely to make repeat purchases from companies that personalise

Consumer Incentive Design is a high growing market with 7.6% CAGR



customers said that incentives made them choose one brand over the other



Of the customers who made 1-3 purchases just because of incentives



Increase in ROI generated as compared to other marketing strategies

7.6%

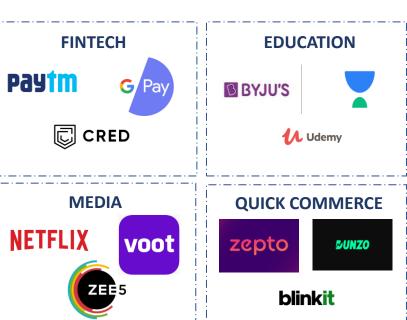
CAGR of incentive design market has been predicted over the coming decade

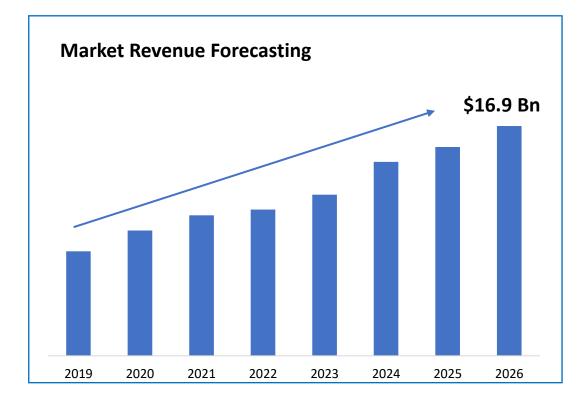
\$16.9 Bn

Of huge Market Size predicted by the end of 2026 for automating incentive design

Potential customers







Understanding the existing consumer incentive design systems

Personalized Incentive Design

This approach focuses on **tailoring incentives** to individual customers based on their **unique characteristics**. Personalized incentives are designed to address the **specific needs and motivations** of each customer.

Cohort-Based Incentive Design

This approach groups customers into cohorts based on **similar characteristics**, such as **age**, **location**, **or purchase history**. Incentives are then designed to **target** the specific **needs and motivations of each cohort**.

What are the different types of incentive design?

Pull incentives

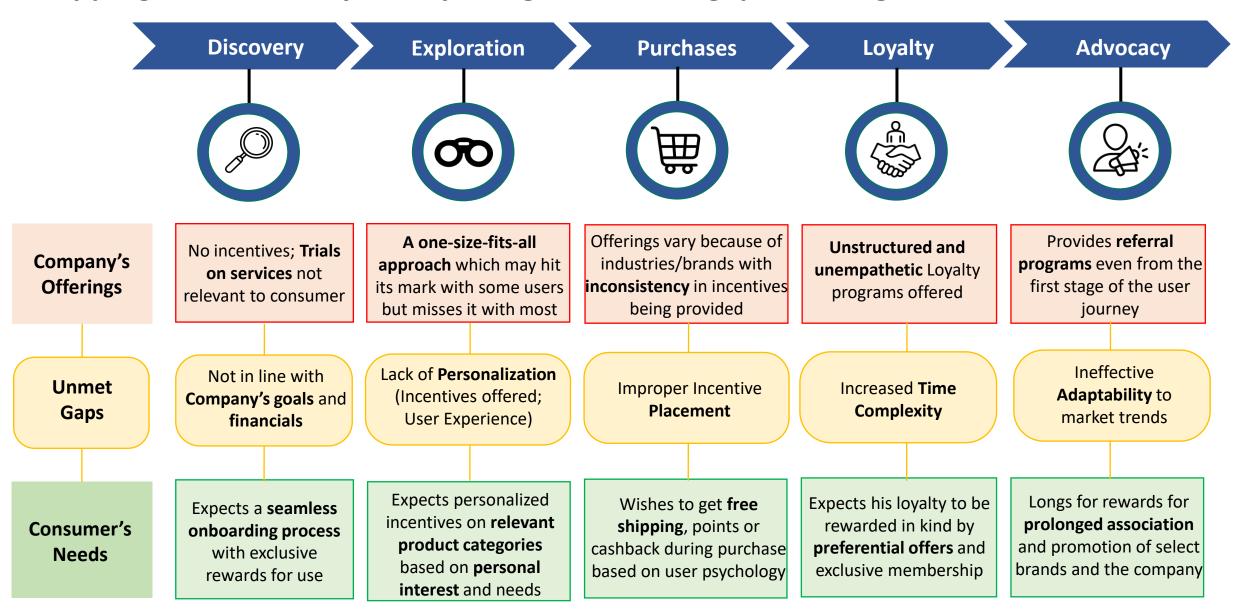
Pull incentives, on the other hand, are designed to directly encourage consumers to purchase a product. These can include Coupons and rebates, Loyalty and reward programs, Contests and sweepstakes, Referral programs, etc.

Relevance in customer incentive design

Push incentives

Push incentives are designed to **encourage intermediaries**, such as wholesalers and retailers, to carry and promote a product. These can include **Trade discounts and allowances** Marketing and advertising support, **Point-of-sales**, etc.

Mapping out the user journey to figure out the gaps existing in current incentives



Understanding the complex decisions being automated through the knowledge model

Complex Decisions Involved



Company's Goal and Financials

- Deciding the value of incentives while keeping in mind company's goals and financials
- Managing the right balance between inventory and incentives across the product mix
- Taking into consideration the profitability across the value chain of providing incentives



Personalisation of Incentives

- Analysing the consumer demography and their needs, basically the consumer profile
- Predicting future purchasing trends by tracking consumer buying history and shopping behaviour



Ineffective adaptability to Market Trends

- Understanding dynamic response to product and incentive placement with changing market trends
- · Capitalising on current market trends to boost sales through incentivising the consumer
- Being at par with the incentives provided by competitors



Improper Trigger Placements

- Finding the right trigger points for placing incentives throughout the consumer journey
- Identifying right channels for communicating incentives and offers to customers
- Tapping into consumer psychology while automating the process of designing incentives

What does our Knowledge Model do to aid with complex-decision making process?

"Automating the complex decision of personalized consumer incentive design for digitally native brands across the consumer funnel."

- Our use case involves building a knowledge model
 that would cater to automating the complex
 decisions we have identified in the gaps involved in
 the consumer incentive design process right now.
- It will take into input 60+ parameters related to consumer demographics, company profile, product details, and consumer history and output probability scores for the following decisions.
- This will thus help automate the end-to-end process of incentive design right from choosing what incentive to offer to which consumer to where and when they should offer it.

1. Which incentive and how much?

Firstly we will **rank the best incentive (value** and **categorywise)** for a given consumer based on the **probability score** obtained from the model.

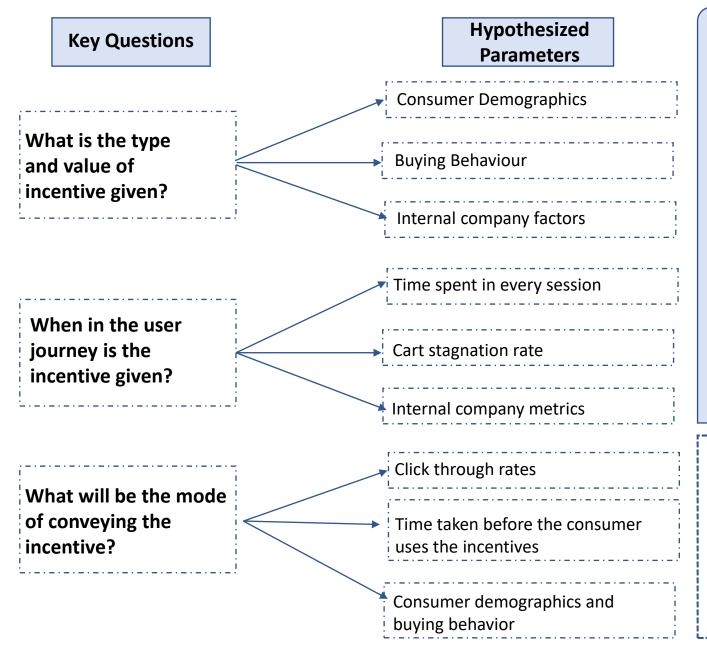
2. When in the user journey?

Next, the model would output when in the consumer user journey the identified incentives should be provided to maximize the impact of the output incentive.

3. Mode of offering the incentive?

Further, the model would also output **through what mode the chosen incentive should be offered** to the consumer to ensure it is communicated to him effectively.

Growing need of personalizing incentives with end-to-end automation





"This is indeed a very good use case for a complex decision that can be automated using a model like a **Bayesian network** as there exist several dependent and independent variables influencing the intermediate and final decisions".

Karthik Shriram

Associate Professor, IIM A. Expert in Bayesian Statistics.

"I really liked the idea of automating the incentive design system and also the list of parameters seems pretty exhaustive. There is a growing need for the personalization of incentives in the industry and if implemented well, it can bring about a significant impact, especially for the retention of customers".

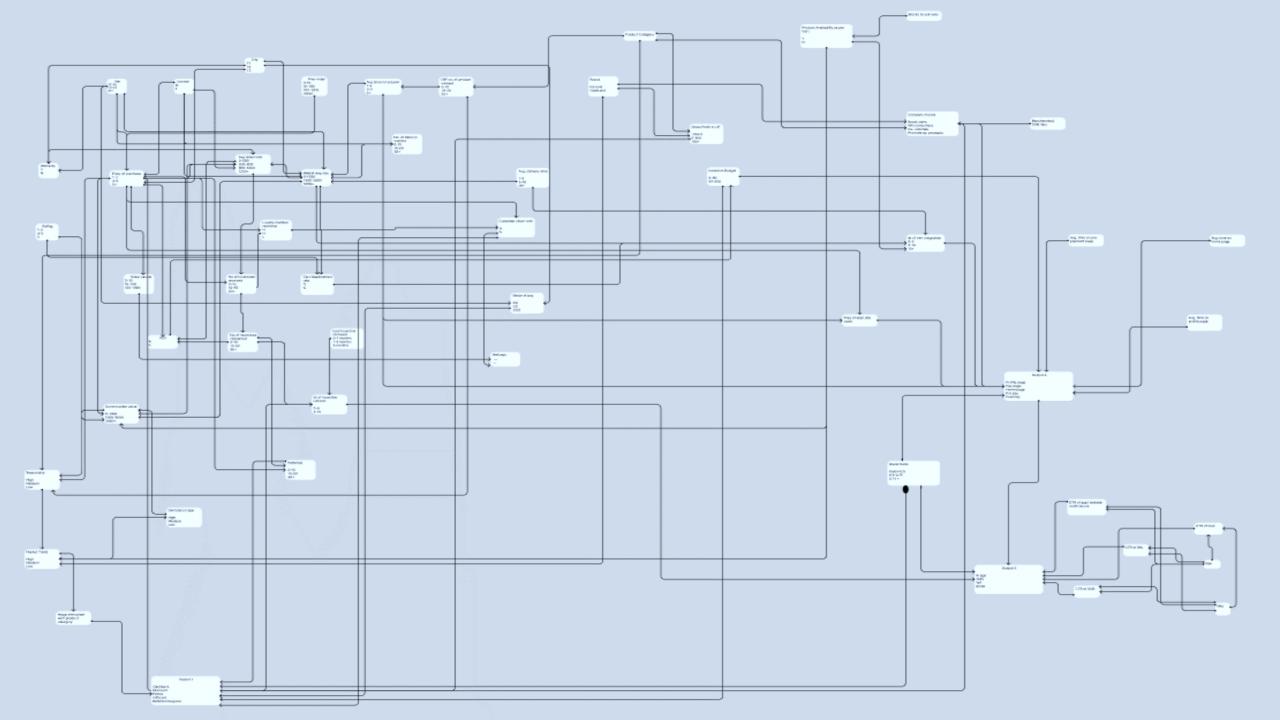


Anuj Kapoor

Associate Professor of Marketing, IIM A.

KEY CONSIDERATIONS IN THE MODEL

- Using pseudo-variables and metrics that directly affect a lot of parameters.
- Tailoring our model to be averse to dilution.
- Analyzing and rewarding **indirect value creation** along with purchases.



Consumer-Centric Bucket: Overview (1/2)



Expert's opinion

"Since incentive design is highly sensitive to the previous reaction of consumer with the brand, all parameters related to consumer data are crucial"

-Bhavik Shah, CRM Expert, ex-

Dependency on the Bucket

This basket helps us analyse and predict the following:

- Consumer Behaviour
- Consumer buying pattern
- Relevance of an incentive to a consumer

Leverage points for DNB

- This basket fits best especially for digitally native brands
- Since, these brands already collect so much consumer data, it cuts down on the process of data searching

Impact of Parameters

Has an heavy impact on the outputs as 15+ input parameters are present in this bucket





Demographics



Buying Behaviour



Consumer Incentive History





Consumer Account on company's server



Transaction History

5-15

15-30



Google Account



Avg Ticket Size

0-200
200-500
500+

Gender M F Location
Tier-1
Tier-2
Tier-3

Current Order Value 0-100 100-500

N.o of
Previous Orders

0-25
25-50
50+

Mode of Payment

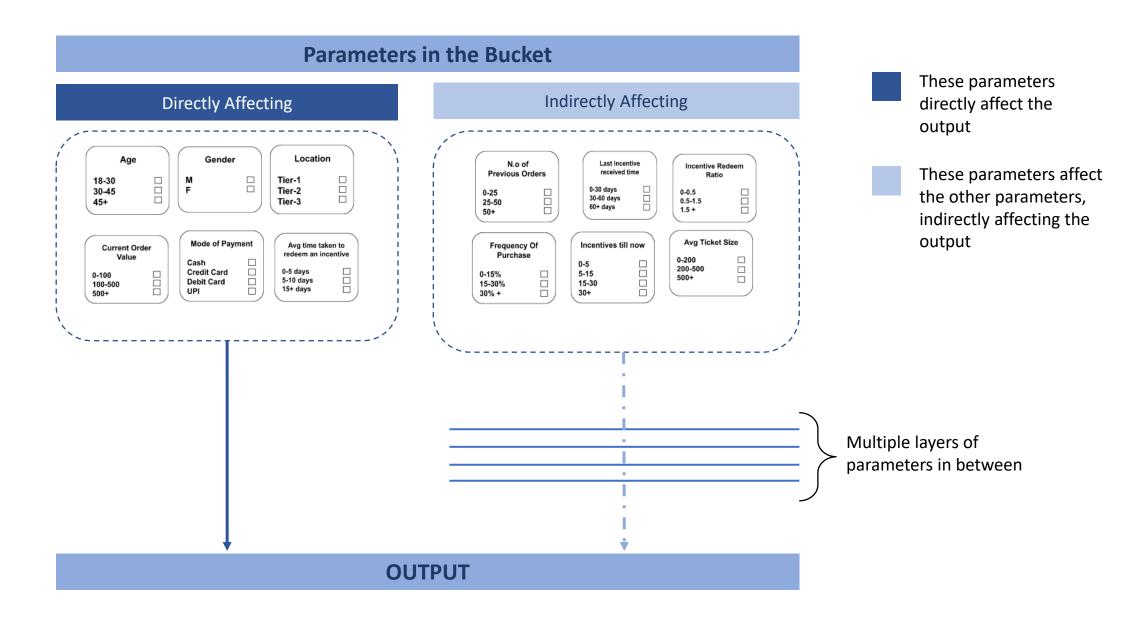
Cash
Credit Card
Debit Card
UPI

Incentives till now

0-0.5 0.5-1.5 1.5 +

Incentive Redeem Ratio Avg time taken to redeem an incentive

Consumer-Centric Bucket: Relationship with Output (2/2)



Product Purchase Bucket: Overview (1/2)

BUCKET'S SIGNIFICANCE

Expert's opinion

"Given insight into whether a consumer has an intention to make a purchase or not, thus can affect the choice of the distribution network that the incentive needs"

-Rishabh Kohli, PM at Flipkart

Dependency on the Bucket

This basket helps us analyse and predict the following:

- **Inventory Management**
- Customer engagement with different product categories
- Wow locations in our app/site

Leverage points for DNB

Digitally native brands have a variety of product categories, hence these parameters will help them in efficient management of those according to consumer needs

Impact of Parameters

Has an heavy impact on the outputs as 17+ input parameters are present in this bucket

SUB DOMAINS



Directly affecting product purchase



Indirectly affecting product purchase





Consumer Account on company's server



Company Data



Consumer Social Media Handles

IMPORTANT PARAMETERS

Basket Avg Size

150-500

Stocks to Sell

3-5

Below 3

10-20 days

20+ days

interacted with Category 2 Category 3

Different Hashtags

Frequency of App/Site used

25-50%

N.o of screens per session

Different n.o of products viewed

Avg product rating

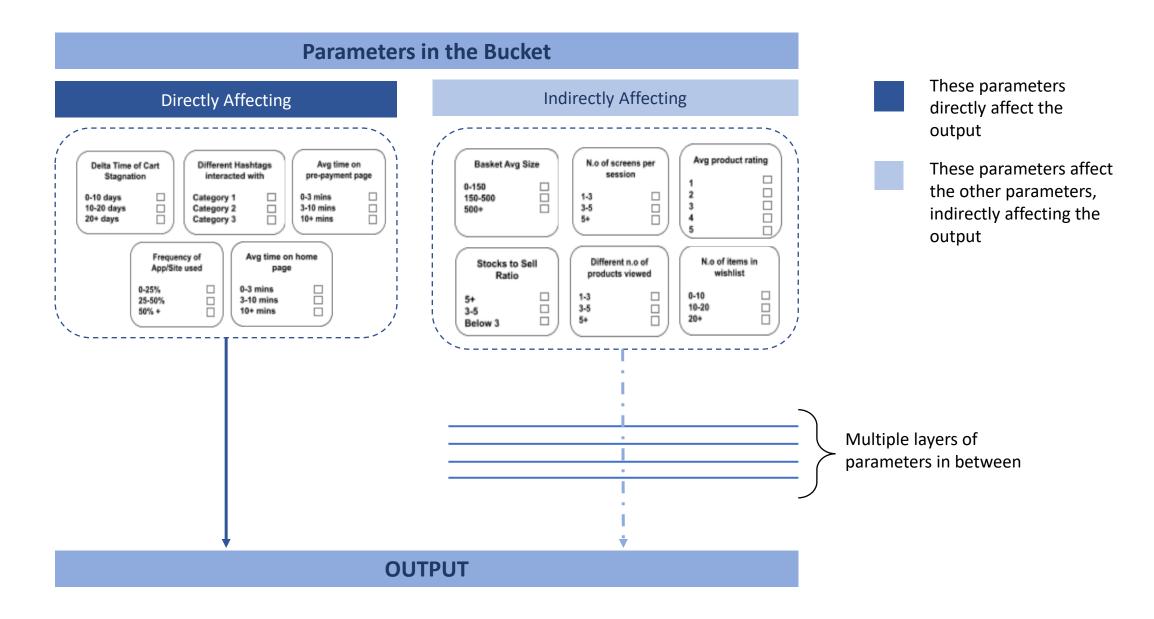
Avg time on home

3-10 mins

10-20

Source: MIT Sloan

Product Purchase Bucket: Relationship with Output (2/2)



Company-Centric Bucket: Overview (1/2)



Expert's opinion

"Keeping a track of the company's performance compared to their peers is highly required to keep up with market demands"

-Shivam Jalotra, AdTech at Flipkart

Dependency on the Bucket

This basket helps us analyse and predict the following:

- Market Trends
- Performance of Competitors
- Consumer Engagement on different platforms

Leverage points for DNB

 The competition for DNB is cut-throat and even one move here and there can put them on the backfoot, hence these brands can use tis bucket to their advantage and provide better consumer service

Impact of Parameters

Has an heavy impact on the outputs as 14+ input parameters are present in this bucket





Surface Metrics



Internal Metrics



Consumer Account on company's

server





Company Data



Industry Analysis

IMPORTANT PARAMETERS

Market Trends

High Medium Low Benchmarked Conversion Rate

Below 0.75 0.75-1.25 1.25+ Brand Ratio

Below 0.5 0.5-0.75 0.75+ Company Motives

Promote specific products
Customer Retention
Increase Referrals

Seasonality

High
Medium
Low

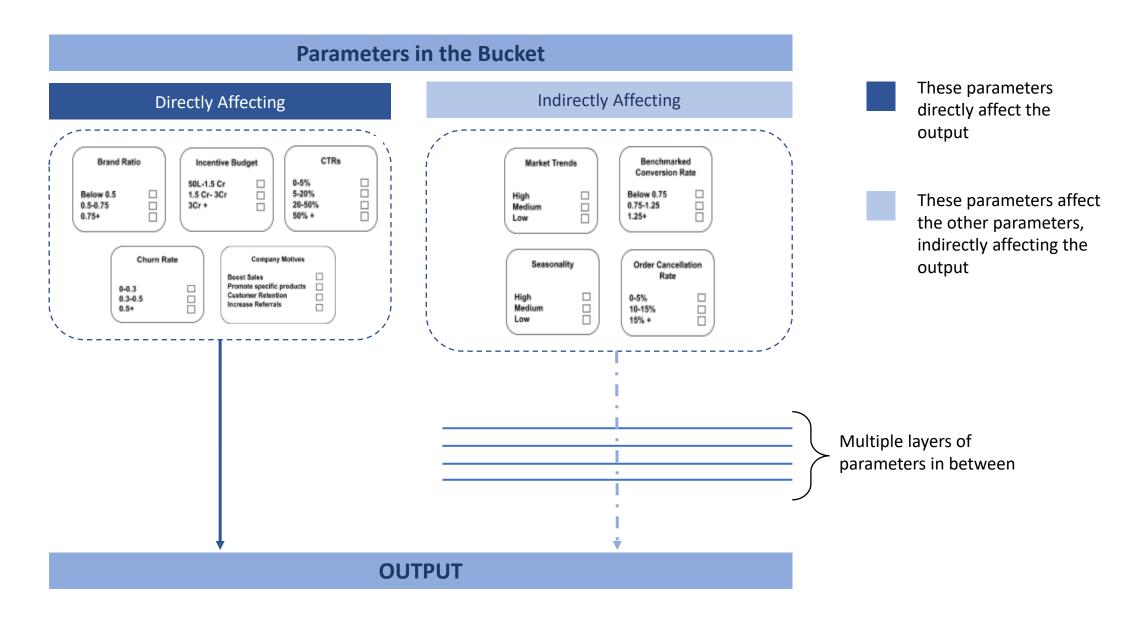
Order Cancellation Rate

 Churn Rate

Incentive Budget

50L-1.5 Cr 1.5 Cr- 3Cr 3Cr +

Company-Centric Bucket: Relationship with Output (2/2)



Output Parameters: Overview



WHY THIS STRUCTURE IN PARAMETERS?

Bifurcated Output

 Break down of incentive design output into Type, value, positioning, and channel of promotion

Better personalisation

 60+ Unique parameters to account for every factor in incentive design which weighs the interests of both the stakeholders in a balanced way.

Streamlined dependency

25+ primary linkages and 4 major chains for simplifying the dependency with the output parameters

Noise reduction

 With a collection of variables that are static and dynamic, noise in consumer data will be repressed through static variables

Type and Value of incentive

Cash backs, discounts, points coupons etc and the value to the user for the same

Positioning of incentive

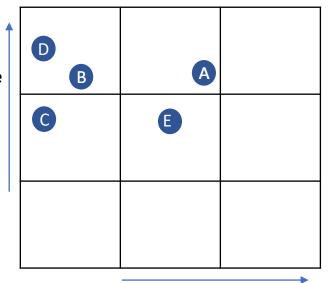
Profile page, home page, pre/post-pay page, and the payment page

Where to promote the incentive

In the app/site, emails, WhatsApp, sms etc



Incentive
Dependence
on
parameter
bucket



Number of Layers between parameter and output

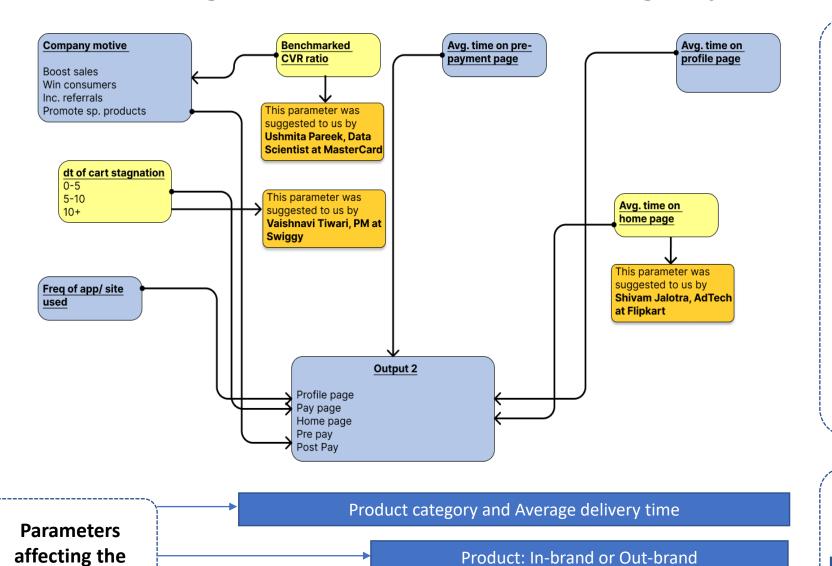
- A) Consumer Demography
- C) Indirect purchase activities
- B) Buying Behaviour
- D) Responses to incentive
- E) Product purchase variables

Expert's perspectives



- l
- "Incentive design industry needs an **end-to-end solution** to **personalize** incentives according to every consumer rather than a **cohort-based** approach"
- "Noise in consumer data is a big barrier in automation of incentive design, however, static variables can cater it to a large extent"

Understanding the interactions not leading to purchases



Chain

Impact of the incentive chain



Accounts for activities that **do not directly** lead to the **purchase**



Gives boundary conditions for incentive design in form of the company's internal metrics



Benchmarking to industry standards to account for competition

Success Metrics



Stickiness ratio

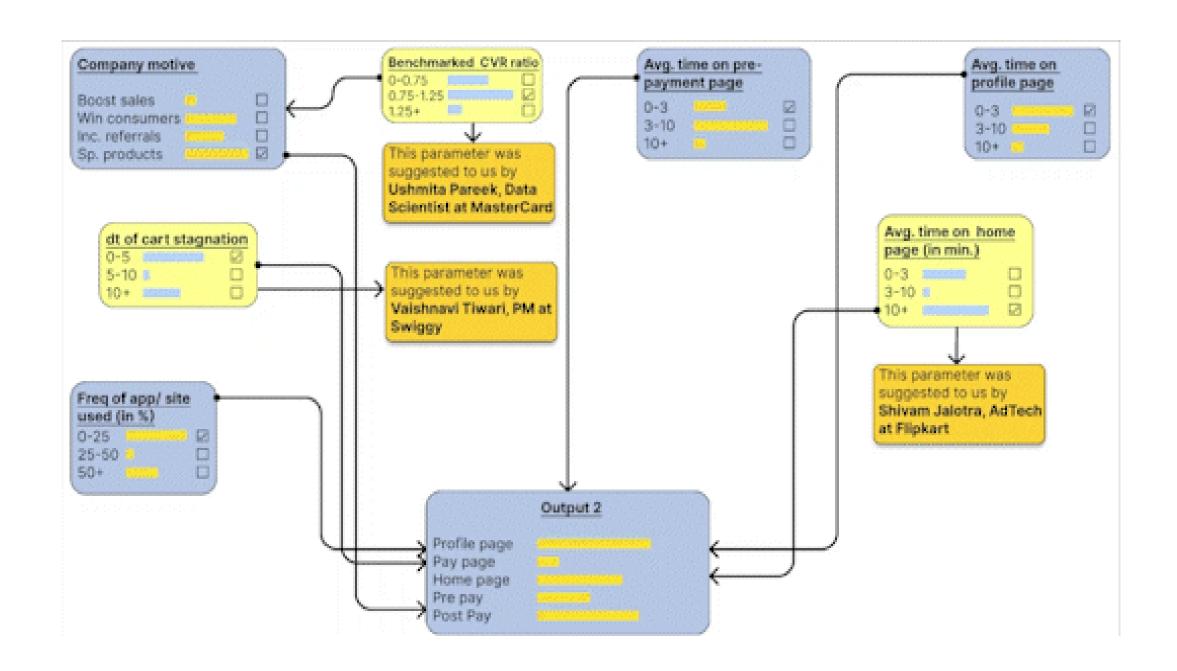


Average revenue per user



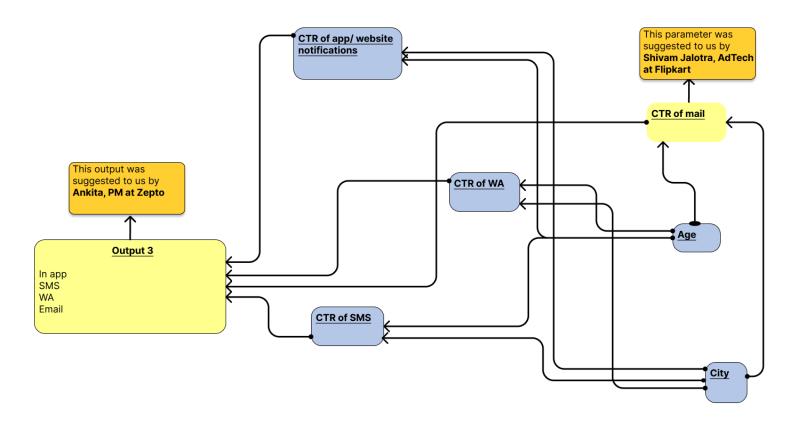
Consumer demography

Consumer lifetime value



Non-payment-related consumer activities, consumer demography and

incentive distribution







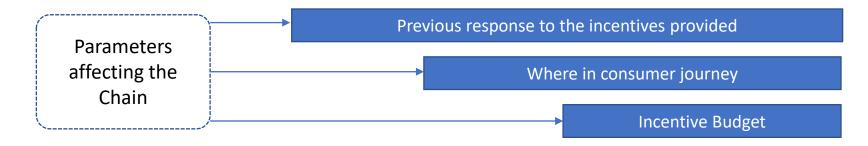
Tracks the **out of site/app** activities of
consumer



Increased footfall on incentive redeem page



Covers dependance on **type** and **point** where incentive is delivered



Success Metrics



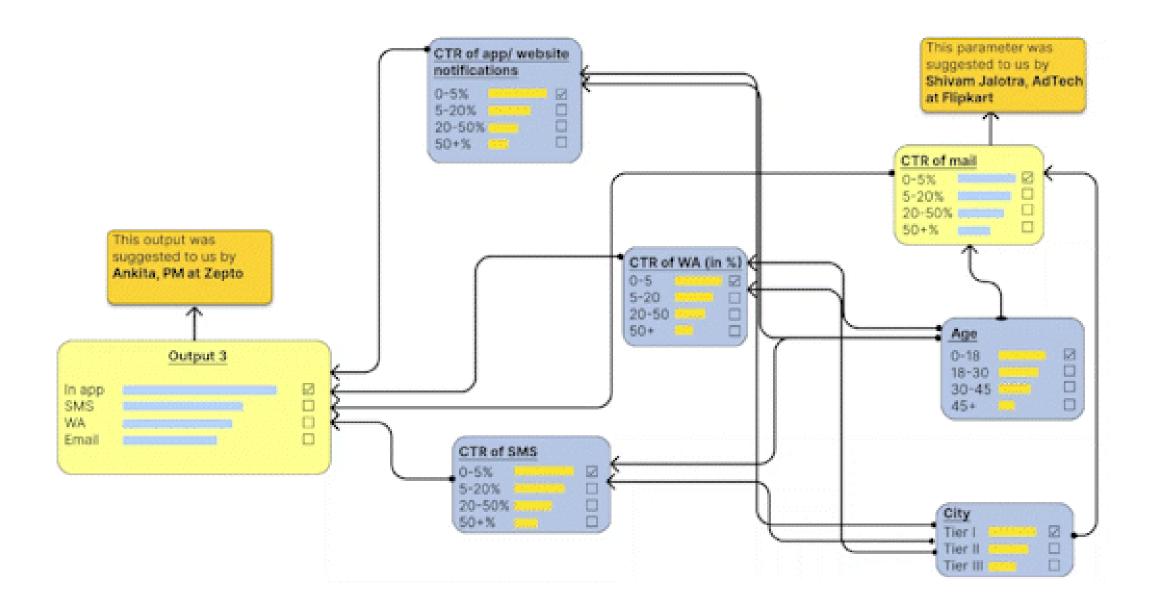
Stickiness ratio



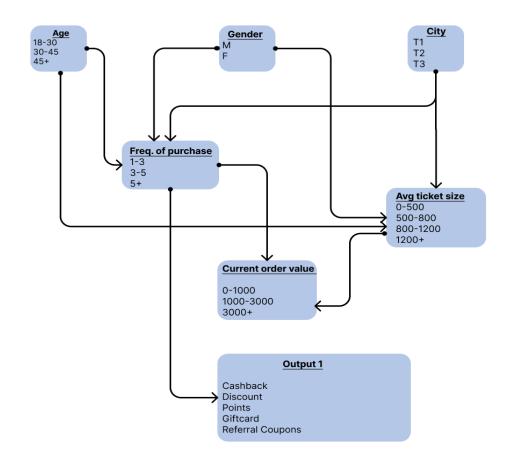
Return on Investment



Footfall on app/site



Incentive Type: Primary purchasing behaviour of the consumer







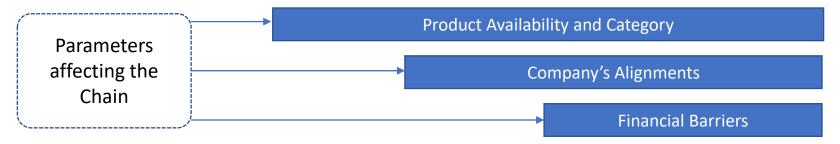
Maps **buying history** of consumer with current order value properly



Remains dynamic throughout the consumer journey



Self aligns in case of change in target audience



Success Metrics



Increase in MAU

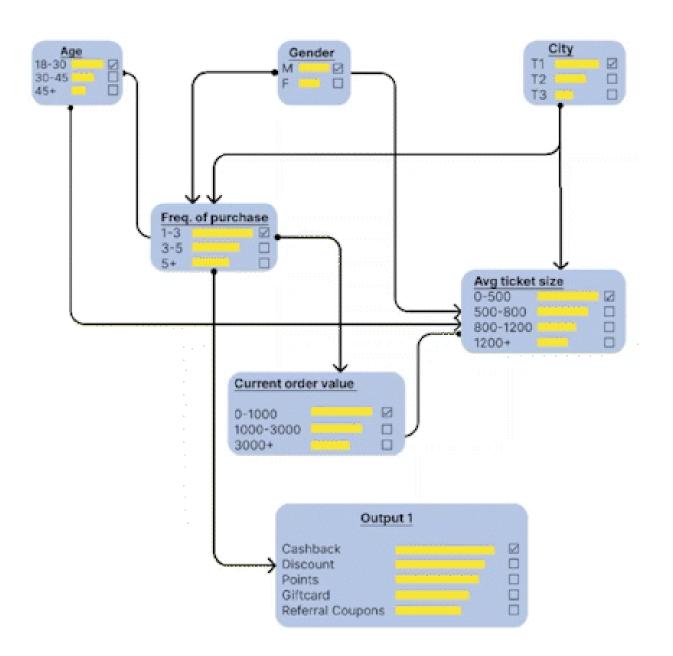


Sales of particular product

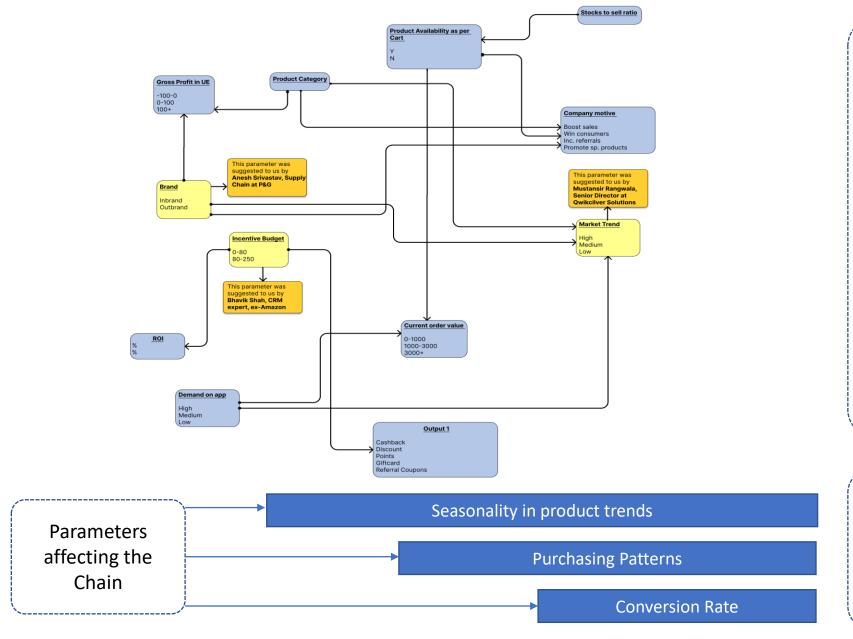


Increase in ticket size

Source: ISME Management Journal



Incentive Type: Company-Centric and product purchase parameters







Alignment with company's motive and other internal factors



Accounts for inapp/site **trends** in product



Benchmarking against current order values

Success Metrics



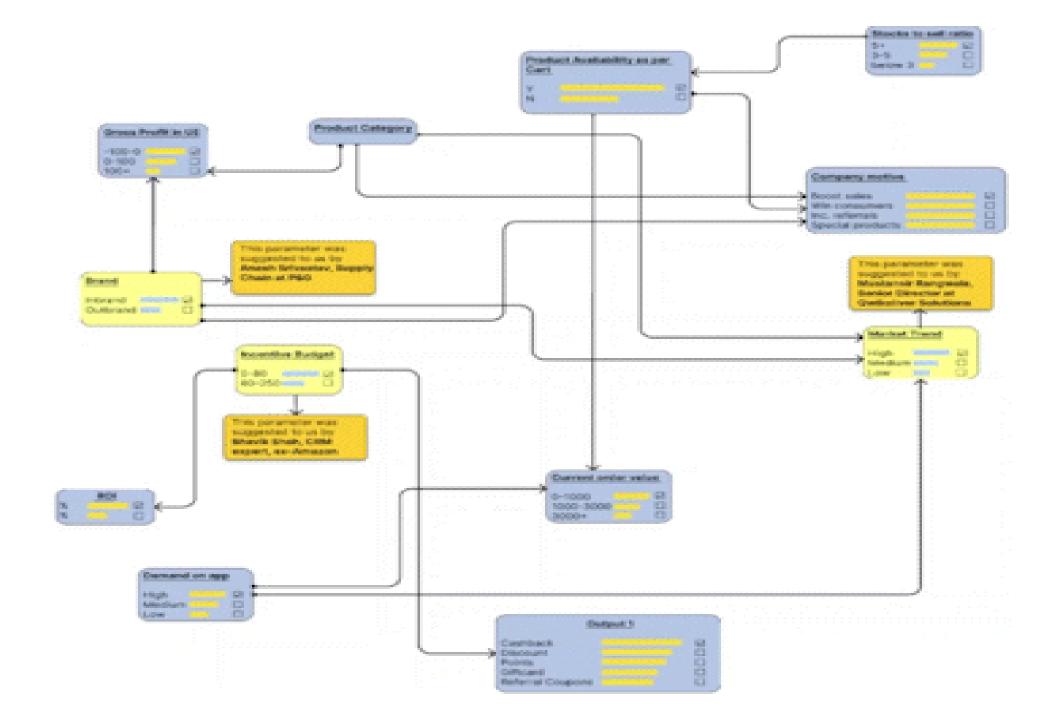
Time taken to redeem incentive



Redeem rate of incentive



Footfall increase



Included Intricacies: Pseudo-Variable, Dilution of Parameters

The use of pseudo-variables:

Understanding:

- It is not feasible to ask for private data like income and personal preferences directly from the customer.
- To account for such parameters in our model, we made use of pseudo-variables which give us an estimate of the value of the required parameter.

Relevance:

- It is important to account for all parameters affecting the final decision to effectively map out the best possible incentive for the consumer given his demographic and spending habits.
- As an example we have used customer demographics and past buying patterns to account for their purchasing power.

Dilution of Parameters:

Understanding:

 Some parameters will be linked to the final output, directly and indirectly, to compensate for the dilution created because of the multifold layering of parameters in the linkages.

Relevance:

- Parameters get diluted as we link through multiple other layers of parameters.
- However, some of them have a significant impact on the final output.
- As an example, Age will be a parameter that will directly affect the method and value of incentivization.

"Some parameters in the model need to

parameters existing in the first layer of

model must directly connect with the

adjusted in such a way that the

output if required"

Proof of concept:



Ushmita Pareekh
Data Scientist @ Mastercard

"It is extremely crucial to take in account user data such as income that can't be collected without appropriate surveys. For that, you can look up to other collectible parameters that directly affect the required parameter."

Proof of concept:



Ratnakar Pandey
Head Data Scientist @ Amazon India

Analyzing User Interaction indirectly linked to purchases

Understanding

- Companies also try to bring about incentives to **increase engagement** so as to get more information about consumer behavior across the user journey to cater to personalize the incentives effectively.
- To account for the same we have included a number of parameters like the average time spent on the app homepage and payment page, clickthrough rate and the number of social media posts interacted with.

Relevance

 Overall, a deep understanding of the consumer journey enables companies to design incentives that are tailored to the individual needs and motivations of their target audience, making them more effective and efficient in driving desired behaviors and outcomes.

Proof of Concept: Lenskart Virtual AR Experience

We are seeing almost 200-300 percent growth there in terms of people ordering without any assistance. Sales are higher online overall. People are browsing online more, still not stepping out despite the lockdown being lifted at the majority of the geographies



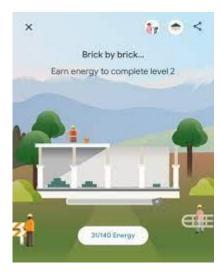
Peyush Bansal CEO, Lenskart India.



Amazon Mini-Tv



Nykaa Network Community



Google Pay Indihome cashback

Case Study: Applying the knowledge model specifically for Nykaa

About Nykaa:

- Nykaa is an Indian e-commerce company that specializes in beauty and wellness products.
- The company offers a wide range of products including makeup, skincare, and wellness products from all brands.
- Nykaa operates both an **online store** as well as **physical stores** across India and provides customers with a seamless shopping experience.



What makes Nykaa a good fit for us:

- Large customer base: Nykaa has a large and diverse customer base as they operate on an offline and online mode.
- Wide range of products: This wide range of products allows the company to offer personalized incentives that cater to different customer needs.
- **Customer data management:** Nykaa has a robust customer data management system that allows it to gather and store customer data, such as purchase history, product reviews, and demographic information.

Present Incentives offered by Nykaa:



Seasonal Sale:

Nykaa offers large incentives according to seasons and festivals



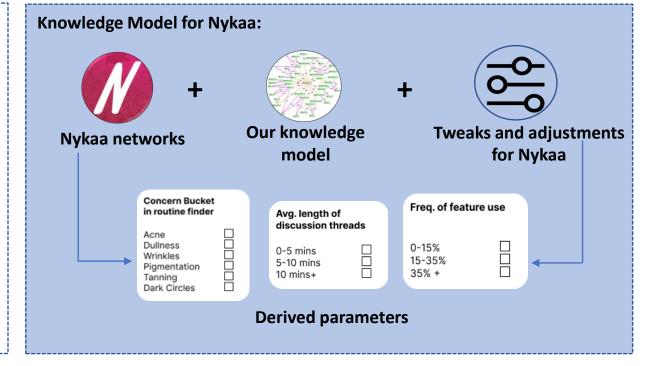
Generic Discounts:

Giving large generic discounts to the masses without for acquisition

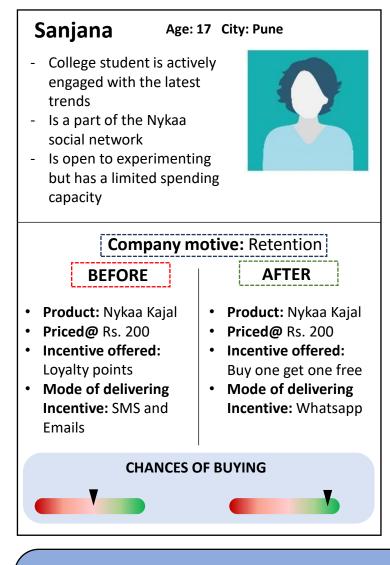


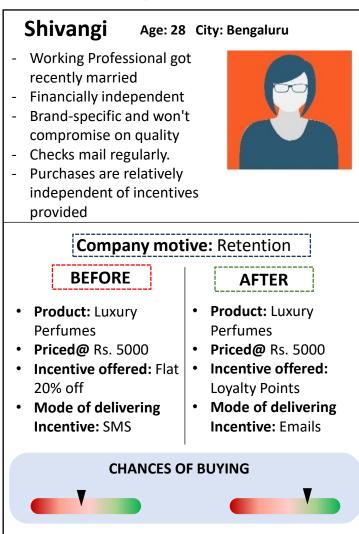
Loyalty Points:

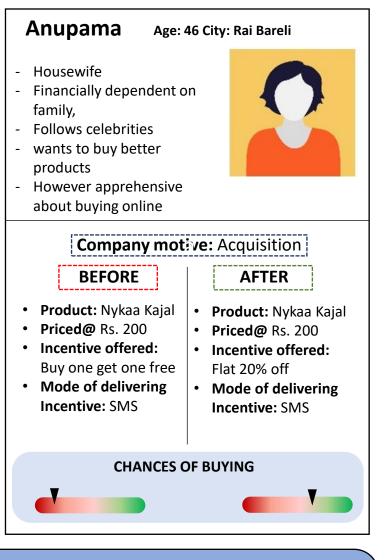
Awarding loyalty points to customers based on their past purchases to increase retention



How would the outputs of knowledge model vary with different user personas?





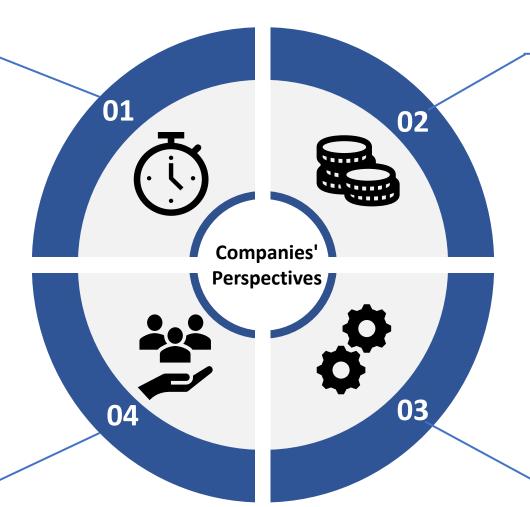


"As depicted here, unlike traditional methods of incentive design, personalized consumer incentive design does not adopt a "One size fits all" approach and ensures that customer needs are met while designing incentives profitably"

Impact: Automating these complex decisions will help company in an all over growth

Reduced Time Complexity

The average time required to process a consumer incentive **reduces by 70%** through automation



Optimized Resource Utilization

Automation can lead to a **10% to 15%** reduction in costs for consumer incentive design and management. It will help them avoid wasting their resources by running multiple promotions.

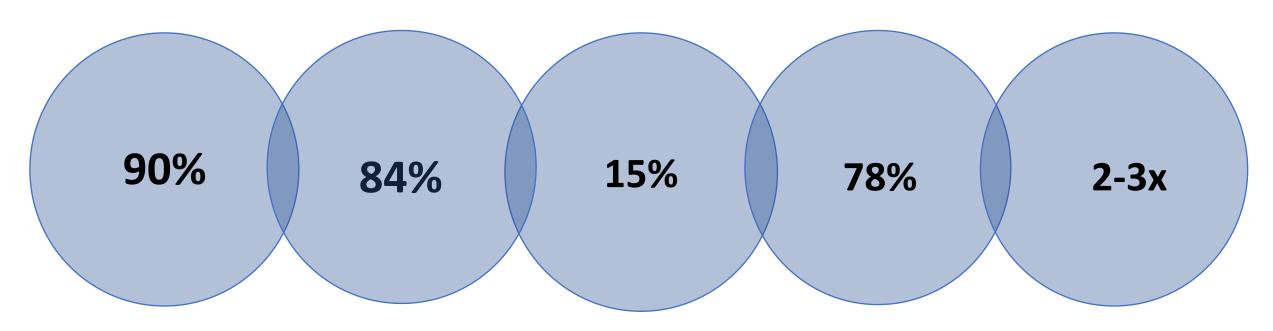
Increased Brand Loyalty

Automating the process **improves customer loyalty** as much as 79% as they get access to better, more personalized incentives.

Increased Efficiency

20% median improvement in **efficiency, accuracy, and speed** was reported by companies that adopted to automation of consumer incentive design

Impact: Automating personalization of incentives will improve user experience significantly



Find personalized incentives appealing because it works by tapping into the consumer psychology

Consumers are more likely to buy from a retailer that offers personalized experiences as they are tailor-made according to their needs Increase in customer lifetime value as consumers don't find irrelevant incentives and advertisements at every point in the user journey and have a more seamless user experience.

Are more likely to **refer and repurchase** from brands that focus on personalization

Customers get 2-3x times more value for money as they get reward points, personalized discounts, and offers apart from monetary benefits

Employing the workarounds wrt pitfalls will improve the accuracy of model

Pitfalls Workarounds **Pitfall Mapping** ✓ Companies can incorporate A/B testing method Lack of Feedback to identify more efficient parameters Mechanism Impact on ✓ Auto-adjustable parameter weights and Growth conditional probabilities **Extraneous Noise** ✓ Incorporating sufficient 60+ parameters divided (Inaccuracy in consumer data) across 3 funnels **Increased Technological** ✓ Taking into consideration the incentive budget of Costs the company, complexity of model would be adjusted Likelihood Barrier for outsourcing ✓ Providing End-to-end incentivization across product incentive design lifecycle ✓ Transitioning to personalized incentives from cohort Effect of based system Workarounds

Where can this knowledge model be implemented in near future?



Incentive design for employees

 The scope of automation in this prospect is much needed as personalized incentive for employees is a key to employee satisfaction, crucial to company's success

Competitive Leverage

- Parameters, in this case, will change significantly
- The good thing is that the basic structural framework of the model will remain the same, so we can explore synergies to tap into this market



Incentive design for offline marketplaces

 Choice of digitally native brands, with an innate tendency to move offline will pave the path to design incentives for a system as complex as this

Competitive leverage

- More accurate predictions due to the availability of online data for consumer buying behaviour
- Lesser barrier for automation and outsourcing due to adaptation by digitally native brands



Incentive design for potential bank partners

 Banking systems closely align with different commerce spaces for incentives which needs to have the major aspect of personalisation

Competitive leverage

- Given, data on the company's alignment and financials we'll have the leverage to base our recommendations on the same
- Dealing with noise in data sets would be easily dealt with online data of buying behaviour.

Thank You!