S4P1-2: Reward vs. Reality Overlay

Purpose:
Visually map where current reward structures align — or contradict — real customer outcomes. Reveals where bonuses reinforce the wrong behaviours or fail to reward value creation.

Example Table – Sales and Service Comparison

Function / Team	Rewarded Metric (Current)	Actual Customer Outcome	Alignment (0–10)	Misfire Type	Notes
Sales	Revenue Growth	Short-term gains, customer churn up 12%	3	Over-incentivised acquisition	Volume rewarded at cost of retention
Customer Service	Internal Quality Audits	98% pass rate, but trust score 6/10	4	Compliance vs. Experience	Looks good on paper, feels bureaucratic
Operations	OTIF Delivery %	95% on-time, but communication gaps	6	Partial Alignment	Delivery achieved, updates missing
Finance	Cost Reduction	10% savings, complaints up 8%	2	Cost over Quality	Efficiency punished experience
Marketing	Campaign Reach	High engagement, no improvement in conversions	5	Vanity Metric	Effort wasted on unqualified leads

How to use:
Overlay each **rewarded metric** with **real outcome data** (e.g. VoC, NPS, churn, OTIF).
Score alignment 0–10 based on how well the reward drives true value.
Use low-scoring areas to prioritise redesign.

What's Different from S4P1-1 (Incentive Dissection Grid):
Moves from mapping ownership and visibility to testing **alignment** between reward and experience.
Introduces a numeric alignment score to visualise contradiction severity.
Frames reward systems through **ARP logic** — what's rewarded (Action) vs. what's experienced (Response).

Uses:
Identify "Reward–Reality Gaps" undermining customer outcomes.
Build the case for ARP-based incentive redesign.
Communicate visually to executives why misaligned bonuses damage value.

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Action-Response Principle (ARP)

Ref:S4P1-2