



# CASE STUDY: Powering Up A New Internal Agency



## Background

Canada's premier customer loyalty program for over 100 sponsor companies at over 14,000 retail and service locations. \$600 million businesses seek to grow to over \$1 billion within 3 years. More than 72% of Canadian households actively collect and enjoy the benefits of the AIR MILES Reward Program. It is Canada's most successful coalition loyalty program.

## Challenges

- In order to meet growth objectives, Air Miles is launching several new businesses including agency services to their sponsor companies
- New internal agency created-taking back services that had been outsourced before and also attempting to serve new external clients
- Need to develop agency operating model from ground up: strategy, process, people and technology

## Approach

- Conduct marketing resource management diagnostic
- Understand current marketing business requirements
- Define the "to-be" operating model for the agency and identify critical process, organization and technology components
- Evaluate technology solutions to support planning, budgeting, production activities, performance management, asset management, etc.
- Assess organization readiness and create change management protocols
- Create overall roadmap for powering up the internal agency creating new capabilities over time and introducing enabling technologies



## Result

- New internal agency has been launched and branded (Direct Antidote)
- "To-be" state defined and endorsed by management
- Evaluating technology solutions to automate work flows