



## 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



## BACKGROUND

Canada's premier customer loyalty program for over 100 sponsor companies at over 14,000 retail and service locations  
\$600 Million business seeks 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

