



Launching Avios

Square Peg's support for the transition of Airmiles to Avios

Square Peg Support

Working with the MD and executive team Square Peg supported the development, planning, and change implementation to make Avios successful. Working under tight timelines that spanned three years Our brief was to ensure that Avios leaders, employees, and contractors were 'ready willing and able to successfully switch to the new operating environment'.

The work fell into three main categories:

1. Defining the future, crafting the strategy and building the plans
2. Preparing the organisation for change
3. Implementing the change

This document presents a number of brief case studies outlining elements of Square Peg's support of Project 2020

The Challenge

Since 1988 Airmiles had existed as a loyalty coalition scheme providing a channel for unsold BA airline seats.

The mandate for the new MD, Andrew Swaffield, was clear: create enhanced and sustainable value from this asset in light of the changing market.

The challenge was to transformation the organisation from a single market, BA owned business to an global loyalty reward currency, available for BA, Iberia and IAG's strategic partners for frequent flyers and frequent buyers.

Known as 2020 this high impact project involved a complete rethinking of all aspects of the business resulting in the launch of a new brand and the re-platforming of all core functions. Square Peg was change consulting partners throughout all stages of the transformation process.



Preparing TMC for change

Square Peg Support

Square Peg designed and supported a functional planning process providing an integrating force to align the various components of the Propeller Strategy. In order to ensure that the organisation was poised to effectively advance and deliver on the recommendations from S3 we facilitated TMC to initiate a plan to guide this development.

A Top To Bottom Review Followed by Deep Tactical Implementation Planning

Square Peg undertook a comprehensive review of all activity to date, identified additional areas of risk and opportunity and highlighted key areas of learning that could help the project as we moved into implementation. Leveraging what we had learned and assisted by a platoon of contract planners TMC across all functions developed deep tactical implementation plans that were reviewed and further refined to ensure that a comprehensive joined-up plan was in place to guide the launch.

PeopleMatters Support: Cross cultural training

The Avios strategy involved the merger of the loyalty schemes from Airmiles, British Airways and Spanish airline Iberia into one global loyalty program. Given this new reality for the businesses our challenge was to ensure that working relationships were maximised and cross cultural divides were broken down resulting in effective working partnerships.

Calling on our Square Peg associate consultants from Spain (PeopleMatters) we provided cross-cultural training to ensure that the teams could work together and find common ground between the various vastly different cultures and working practices. Not only did we have country, corporate and functional differences all of this work needed to be completed under very tight time constraints and unclear power structures. This process resulted in leaders identifying concrete ways to maximise the potential of working in a cross-cultural environment.

Organisation Design

One of the critical areas where Square Peg provided support was investigating alternatives for TMC's future organisational design. The new activities required to implement the new strategy were aligned with existing leadership and functional support. As the old structure was adjusted the challenge was to manage the white space in the emerging organisational chart.

Engaging the wider stakeholder group

As TMC engaged with external partners we supported the organisation to identify and plan for cross-programme dependencies and overlaps.

The Result

Eight months prior to launch day the TMC organisation was psychologically primed and mechanically prepared to engage in the massive program of change that would be required to achieve the launch of Avios.

The Challenge

With functional strategies in place the challenge for TMC leaders was to develop deep, detailed, implementation plans.

Part of this challenge was that its implementation would significantly change the organisation, the work of the employees, and would demand that managers play a significant leadership role.

The challenge was to coordinate all the various activities and plans across the organisation, proactively identify and plan for risk and all the time ensuring 'business as usual'.