

LOYALTY: IT'S NOT JUST FOR PROGRAMS ANYMORE

Modernize your approach to create long-lasting brand loyalty.

Ogilvy EXPERIENCE

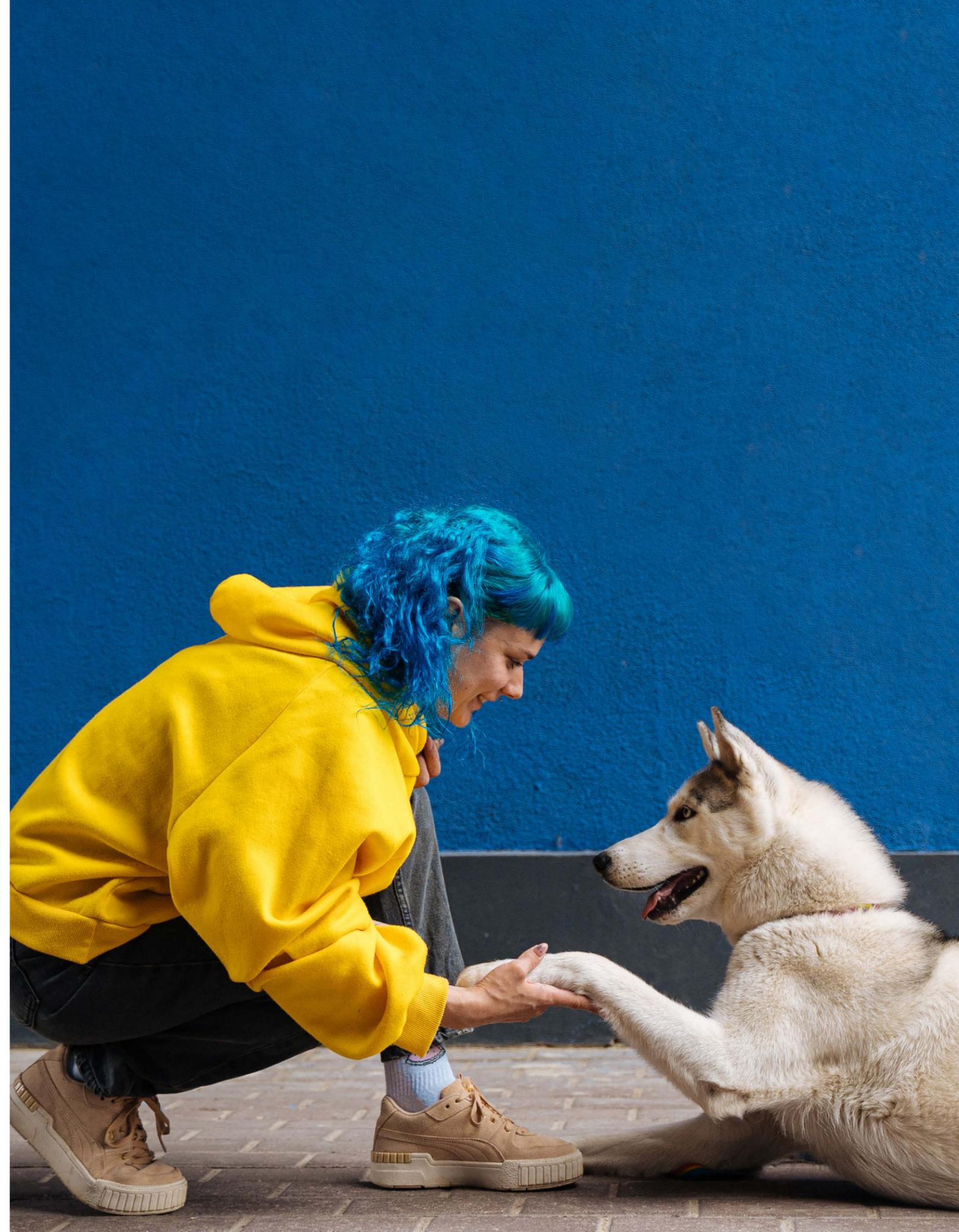




LOYALTY:

It's Not Just for Programs Anymore

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Executive Summary

2020's three largest forces — the pandemic, civil unrest, and divisive politics—continue to have far-reaching impacts on both our personal and work lives.

Indeed, last year tens of thousands of businesses filed for bankruptcy, and well over 10,000 retail stores closed. But blaming this trio for recent business troubles is shortsighted. In fact, 2019 experienced plenty of its own bankruptcy and Chapter 11 bankruptcy filings, and set its own record of retailer closings; plus, analysts back then were already predicting the demise of thousands of retailers in 2020.

Why? One powerful reason brands are failing is their reliance on tired strategies despite an evolving marketing landscape and changing customers.

Customers today are savvy and expectant. They want to be recognized and rewarded for their business. They anticipate personalized service and targeted offers. And they desire greater meaning from their brand interactions.

Yet brands often continue to sell to yesterday's customers—the ones who carried loyalty punch cards in their wallets, who hadn't yet discovered e-commerce, and who could sometimes be taken for granted.

These customers no longer exist.

Moreover, it's a false premise that your brand has forever customers—loyalty

is constantly changing and so are your customers. Today, loyalty is much bigger and broader than its ubiquitous programs, despite their valuable punches, miles, and points. Rather, a holistic loyalty strategy is critical to any brand's long-term success. Loyalty today is about the end-to-end customer experience and includes absolutely every brand touch point. In fact, loyalty is integral to everything a brand does.

One powerful reason brands are failing is their reliance on tired strategies despite an evolving marketing landscape and changing customers.



WHAT GOT YOU HERE WON'T GET YOU THERE

Ogilvy Experience has long been recognized for helping national and global companies propel customer value and revenue growth through loyalty programs, data-driven marketing, and experience marketing. And these days, we frequently work with brands to modernize their loyalty strategies. Our clients want to better engage with their customers and deepen those relationships. We commonly hear:



ONE MODERN EXAMPLE

Let's take a look at Ulta, a brand we admire. In recent years, this beauty company did a complete makeover, modernizing its Ultimate Rewards loyalty program with mobile engagement to interact with members; offering twice-a-year 21 Days of Beauty events with exclusive member offers to drive retention and increase sales; and championing diversity through its MUSE platform, which pledges to magnify, uplift, support, and empower Black people in the beauty industry. In fact, Ulta plans to double the number of Black-owned beauty brands it offers by the end of 2021, dedicate more than \$4 million to marketing support of Black-owned brands, and allocate \$20 million to media investments across multicultural platforms to more personally connect with audiences of color throughout 2021—that's more than double the spend of the last three years.¹

But Ulta didn't stop there. Sales associates serve as ambassadors for Ultimate Rewards, welcoming returning members, personalizing their in-store experiences, and increasing new member acquisitions. Most recently, Ulta boutiques opened in Target stores, enhancing the member experience for both brands. Ulta's results are impressive: 95% of its sales are attributable to known or identified customers.² And the tight integration of its loyalty program into the Target partnership is a contemporary example of how programs can seamlessly convert new customers into known customers.

In a word, their efforts are impressive.

This white paper looks at customer loyalty from a new perspective. It's time to infuse your brand's loyalty strategy with creativity, leverage your brand assets as program benefits, and build long-term—with the goal of lifelong—customer relationships. Moreover, if you're using the same old approach, your loyalty strategy is likely much costlier than it should be. Are you ready to modernize? We thought so.

¹"Ulta Beauty Announces Diversity and Inclusion Commitments," Business Wire, Feb. 2, 2021.

²Stephanie Crets, "Ulta Loyalty Members Drive 95% of Sales," Digital Commerce 360, Jan. 18, 2021.

Assessing Your Program



IS YOUR LOYALTY STRATEGY PAST ITS FRESHNESS DATE?

These days, a whopping 90% of companies³ offer some type of a loyalty program to acquire and retain customers with the goal of increasing spend. To the right we describe the two categories of loyalty we see in today's marketplace. Which is your brand's approach?

³ Robert Wallan, Phil Davis, Fabio De Angelis, and Kevin Quiring, "Seeing Beyond the Loyalty Illusion: It's Time You Invest More Wisely," Accenture Strategy.

1 **First, there's the transactional, back-of-mind loyalty whose customers stick with a brand because it's the easy, go-with-the-flow thing to do.** The vast majority of businesses land here—using data, technology, and automation by rote in hopes of bringing people back via regular communications, discounts, and promises of points-based currency. These efforts, which aren't generally engaging, hinge on the loyalty of familiarity and customers' fears of the unknown to prevent them from straying.

The problem is, this kind of loyalty is ripe for disruption—and easy to break. One email from a competitor offering a deep discount for a first-time purchase just might sway those seemingly loyal customers. Or what if a competitor boldly wades into a political or civil rights fray, and your customers—whose values align perfectly with that move—decide to purchase their next coat, brunch, or kayak from that brand. Maybe they even join that brand's loyalty program.

2 **The second type of loyalty, found more rarely, is akin to devotion.** Yes, it also uses data, tech, and automation to measure and predict customer value, and keep people coming back. But it leverages these tools in more human, more creative ways—inviting customers to join something greater. This brand inspires, involves, and rewards them.

And this type of loyalty begins the first time someone hears about your business and builds with every interaction.

89% of customers say they'll remain loyal to a brand if it shares similar values with them.

The second type is what modern, long-lasting brands are aiming to cultivate. Consumers today expect companies to deliver exceptional customer service, digital access, and ease of use across their personalized customer experience. In addition, consumers value authenticity and make decisions to begin a relationship based on a brand's ethos. An impressive 89% of customers say they'll remain loyal to a brand if it shares similar values with them.⁴ And almost all (95%) say their trust in a company makes them more likely to remain loyal to that brand.⁵ Implement your customers' feedback into your business, and 77% of customers say they'll become even more loyal to your brand.⁶ On the flip side: Mess up even one customer experience, and 47% of customers will defect to another brand.⁷ Obviously, a lot is weighing on your approach to loyalty.

⁴ Jacquelyn Bulao, "35 Eye-Opening Customer Loyalty Statistics for 2021," TechJury, Sep. 9, 2021.

⁵ State of the Connected Customer, 4th edition, Salesforce, 2021.

⁶ "Global State of Customer Service: The transformation of customer service from 2015 to present day," 2020, Microsoft Dynamics 365.

⁷ Bulao, "35 Eye-Opening Customer Loyalty Statistics."

Consider these key questions to suss out where your strategy falls on the loyalty scale—from traditional and static (which worked perfectly well until it didn't) to modern, creative, human, and evolving with its members.

Does your loyalty program over-communicate, sending frequent and sometimes irrelevant content? Or does it personally recognize members across touch points—online and in-store?

Are customers repeatedly asked to “join” your program when they’re already members? Or do you ensure customers know just how valuable they are by recognizing them at every visit, both in person and online?

DOES YOUR LOYALTY PROGRAM OFFER AN EARNED CURRENCY WITH LIMITED REDEMPTION OPTIONS? OR ARE MEMBERS ABLE TO REDEEM YOUR CURRENCY FOR BENEFITS, REWARDS, ACCESS, AND EXPERIENCES?

Did you financially invest a lot up front but have scaled back now? Or do you continue to both reinvest and reinvent?

Does your loyalty strategy continue to advance digitally, particularly during crises (e.g., the pandemic)? Or has your technology held steady for the past couple of years?

Is your approach to loyalty meeting changing consumer needs and reflecting market dynamics? Or did it launch a while back and needs updating?

Does your program focus solely on products and services? Or does it also align with customers' values?



5 BENEFITS TO A FINANCIAL ANALYSIS

A well-thought-out financial analysis is vital to loyalty concept development. A blend of art and science, a loyalty financial model offers five benefits:

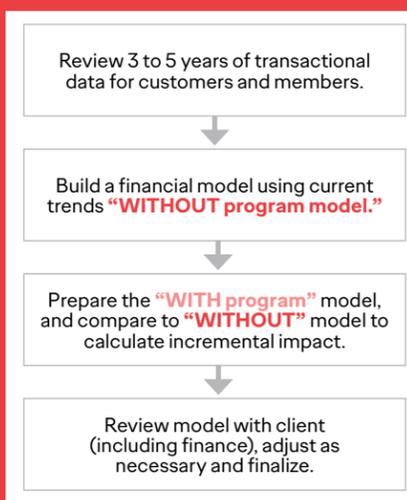
- It determines whether a construct is financially viable.
- It estimates when the initial investment will be recovered.
- It forecasts a scale of return.
- It generates new ideas.
- It uncovers opportunities.

Most importantly, a financial model demonstrates what future business could look like, both with and without a loyalty initiative. Ultimately, a loyalty financial model determines if a value proposition is viable, identifies the levers, suggests an investment payback timeline, and articulates the scale of return.

CORE COMPONENTS OF LOYALTY PROGRAM FINANCIAL MODELS (what items a model should include)

Baseline Inputs	Loyalty Assumptions	Calculations/ Output
Customer/ member counts	Incremental growth of members, revenue, transactions, share of wallet	Membership forecast (by tier/segment, if appropriate)
Gross and net sales revenue Sales margin	Benefit costs Redemption (breakage)	Baseline and incremental revenue forecasts
Transaction frequency	Incremental marketing and advertising	Incremental costs
Share of wallet (if available)	Technology (one-time costs and ongoing)	Appropriate financial metrics ROMI (incremental margin/cost ratio), NPV, IRR, SOW
	Program administration Staffing, agency fees, training	

OUR LOYALTY PROGRAM FINANCIAL MODEL METHODOLOGY



WHAT'S AT STAKE?

Now that you better understand your current approach, let's get down to business: An outdated program is expensive, and unengaged and attrited customers mean lost revenue. In fact, when you're not driving enough incremental profit, a loyalty program can be a drag on a company's profit and loss statement. Financial and performance models are critical measurements of a program's effectiveness in achieving business objectives. As you move forward, your brand should use these measures, along with customer insights and feedback, to continually update your loyalty proposition, stay in line with market needs, and drive your company's bottom line.

Additionally, today's successful customer loyalty strategy and value proposition not only align with a brand's business objectives, they're reflected in how your team represents your program. This may include providing front-line employees with the relevant data to interact with customers and increase their lifetime value to the brand. It also may mean offering an employee-based version of a loyalty program, which educates and engages employees to promote the program and drive customer lifetime value.



Best in Class



WHAT ARE SUCCESSFUL COMPANIES DOING?

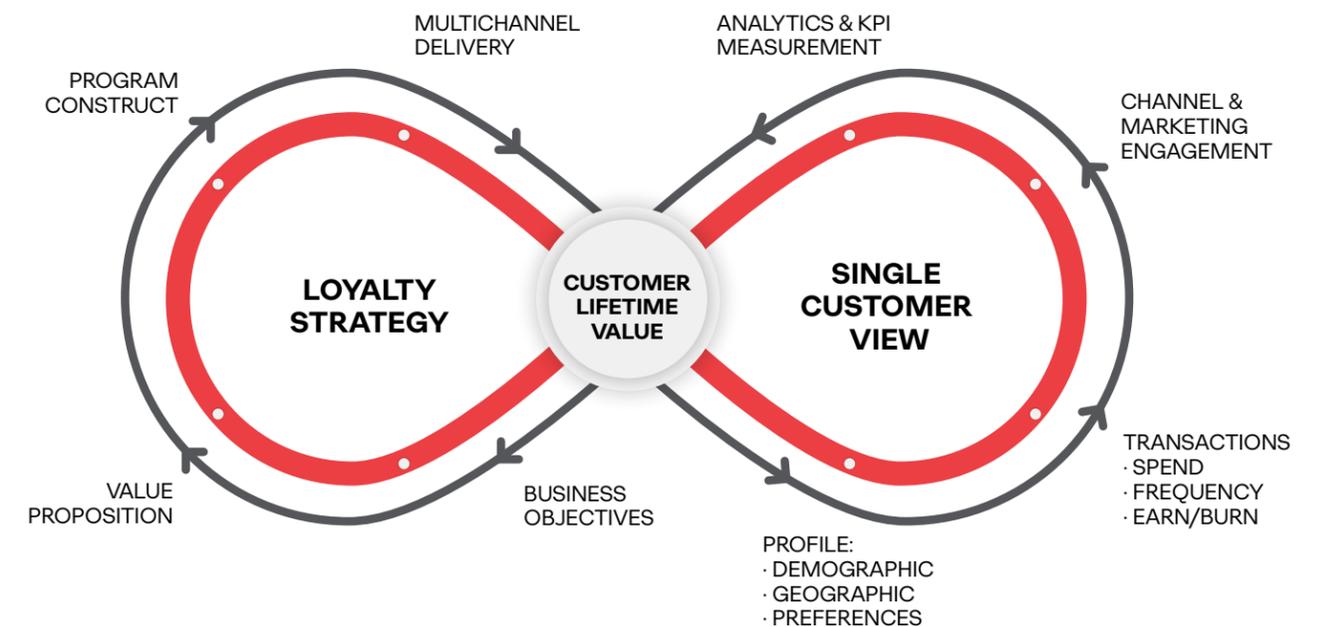
As detailed in the accompanying chart, loyalty platforms help address a brand's many business challenges. By simplifying access to a brand's full portfolio of offerings, a company can begin to optimize each customer interaction. Furthermore, by creating a loyalty ID, an individual customer can access a brand's full suite of benefits;

that company can then identify its loyalty members across channels and interactions. Plus, a loyalty ID enables the brand to tailor personalized customer experiences to that exact customer—which is an absolute imperative for any brand to meet consumer expectations today.

DRIVING CUSTOMER LIFETIME VALUE

Regardless of program construct or funding, data fuels the loyalty strategy for continued evolution aligned to customers' needs and business objectives.

Business Challenge	Role of Loyalty
We have low brand awareness. We struggle to break through to our core customer base.	Target prospects more precisely, leveraging look-alike models developed with loyalty data.
It's difficult for us to identify customers in real-time across channels, so we're slow to deliver relevant experiences.	Provide members value to identify during key brand interactions. The loyalty ID enables consistent, individualized experiences across all customer journey interactions.
Our customers tell us they don't feel recognized for choosing to engage with us.	Deliver more personally meaningful and emotional experiences without alienating anyone.
Our customers don't give us credit for the breadth and depth of offerings we already deliver.	Unify and simplify access to the rational and emotional drivers across a brand's ecosystem of offerings.
The lack of coordinated marketing and promotions leads to customer confusion.	Synchronize messaging and promotions across touch points, while considering a member's preferred channels for communication.
Our systems make it difficult to scale to 1:1 experiences. We need to catch up to new entrants in our industry.	Deliver experiences to members most likely to be interested.



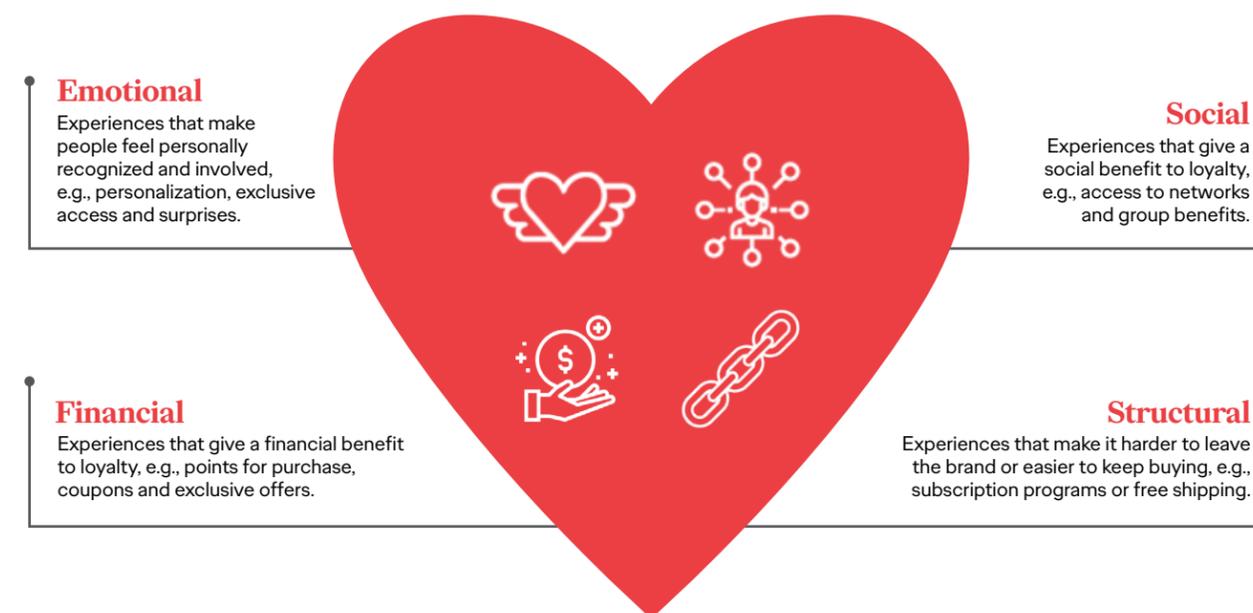
Loyalty plays an essential role for all customer segments. Above, we highlight how we've helped clients leverage loyalty principles to maximize their total customer value.

A brand's loyalty strategy and the single customer view must work in tandem to achieve customer lifetime value. Customer data is the fuel for continuous analysis and measurement of the value proposition and the impact on the business objectives. Insights from these components guide changes to the program construct—and channel and marketing engagement—to meet shifting customer needs and influence market and socioeconomic trends.

The creativity involved in delivering a personalized experience begins with capturing data to better understand a customer's behaviors and expectations for a brand relationship. Modern marketers then leverage this data, plus research, with behavioral, psychological, and technological tools to create a holistic, transformational approach to loyalty.

Best-in-class brands excel when they unearth unique insights about their customers and then translate those findings into a meaningful loyalty strategy. To discover each brand's singular loyalty insights, Ogilvy Experience uses a broad range of research methods, helping our clients develop deep empathy for their customers. We consider customers' behaviors, mindsets, engagement journeys, and needs—both known and unknown. Then, based on newly examined customer data, we uncover insights to guide our recommendations for long-term engagement. Furthermore, our years of experience building many of the world's biggest brands enables our team to identify—and *this is key*—opportunities unique to a client's brand.

Our research shows that brand devotion requires four types of bonds with consumers: **emotional**, **social**, **financial**, and **structural**. By factoring in these four components, companies extend the value of their brand and differentiate their loyalty proposition.



Behavioral science + customers

When asked why we did something (make a purchase, vote in a particular way, choose to get a vaccination—or not), we almost always can offer an answer that seems to make sense. But the truth is that we often don't really know why we did such a thing.

To uncover the real "whys" behind consumers' choices, the Ogilvy Center for Behavioral Science encourages brands to view customers as individuals who choose to engage based on their own priorities. In other words, just because two people seem alike in age, gender, ethnicity, and education, that doesn't mean both are wired in the same way.

This leading research organization suggests that brands decode customers' Sensemaking Genome™, boosting effectiveness in customer segmentation and personas, in three ways:

- 1 Identify personality traits:** Our personalities correlate to many preferences and behaviors, so understanding personality traits helps discover what best resonates in tone and language.
- 2 Recognize cultural cognition:** An individual's worldview is tied to group identity, so creating content that rings true with an individual's worldview is critical.
- 3 Test range of cognitive styles:** Some individuals make sense of things via emotional stories, while others need evidence, data, and proof. Identifying how individuals make decisions is key.

Knowing these aspects of the Sensemaking Genome™ can help brands craft more empathetic and more effective messaging, content, creative, and engagement toward customer lifetime value.



WHO'S DOING IT WELL?

Consider **Nescafé Dolce Gusto**, which sells professional-grade, single-serve coffee machines and coffee capsules. When the company realized plenty of its customers were trying or even regularly purchasing competitors' capsules and that a large percentage of these were sold at a discount, the company knew they needed to change. Working hand in hand with us to get to know their customers better than ever before, we took a completely new approach: creating daily, rewarding, and personalized relationships with customers—all while offering relevant communications to increase coffee-drinking and improve Dolce Gusto's brand image.

Today, via its Premio Members Club, members enjoy exclusive offers, barista classes, recipes, personalized recommendations, access to exclusive services and rewards, launch news, plus points for signing up and purchases. Since the club's introduction in 2019, results have been dramatic: Not only do members consume 70% more product than the average customer, the company experienced a significant boost in annual incremental sales, based on its rollout in Spain and Portugal. This sounds like brand love to us.

In China **Nike** used emotional and social bonds to court customers, inviting them to try on React athletic shoes in select stores in key cities. Via virtual reality, customers ran on treadmills while playing a game called *Reactland* and then shared their 10-second personalized videos on social media. In return, they received corresponding rewards and discount offers. Impressively, 48% of participants purchased the shoes.⁸

Airbnb led with a social bond to define its strategy and incorporate its mindset: "create a world where anyone can belong anywhere."⁹ The San Francisco-based hospitality company continues to evolve using data and machine learning to engage and build relationships with members—and to provide customized recommendations to enhance guests' stays. Hosts serve as city ambassadors, providing guests with tours, special events, and insider information.

⁸ "Nike React: Reactland: An immersive experience that gamified the in-store product trial," Wieden+Kennedy, March 2018.

⁹ "How Airbnb Is Building Its Culture through Belonging," Culture Amp.

Dunkin' uses the financial bond, offering member-exclusive discounts and free coffees, and sprinkles the social bond on top. And Dunkin' knows its channels: As TikTok's most-followed quick-service restaurant, one extremely popular approach has been its collaboration with TikTok phenom Charli D'Amelio, whose followers number nearly 125 million. Her signature Dunkin' drinks, The Charli and The Charli Cold Foam, have sold hundreds of thousands for Dunkin'. Plus, "on the day that the [first] drink arrived, D'Amelio also triggered a 57% increase in daily app downloads."¹⁰ The Massachusetts-based company also introduced the Charli x Dunkin' merchandise collection in spring 2021—six months later, the products are still prominently displayed on its website, a likely nod to their ongoing popularity.

Sparks, the relaunched loyalty program of **Marks & Spencer** (M&S), leverages all the bonds in some way. This major British retailer reached out to members for insights and to more than 40,000 M&S employees for design and testing input; additionally, significant monies were invested in data

and digital capabilities. Promoting the new slogan, "good things happen every time you shop," M&S serves up a largely digital program to over seven million members. Instant rewards include treats, thank-you gifts, and a free shopping visit—online or in-store—each week for one lucky member. Additionally, a portion of a member's transaction is donated to their chosen charity; M&S has donated more than \$9 million since 2015.¹¹

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¹⁰ Geoff Weiss, "Charli D'Amelio Sells Hundreds of Thousands of Signature Dunkin' Drinks, Triggers 57% Spike in App Downloads," Tubefilter, Sep. 23, 2020.

¹¹ Linda Howard, "M&S to Relaunch Sparks Loyalty Scheme This Week with More Rewards and Personalised Offers," Daily Record, July 6, 2020.

Kaiser Permanente, the largest healthcare delivery network in the U.S., excels in patient satisfaction, leading the NICE Satmetrix U.S. Consumer NPS Benchmarks for 10 straight years.¹² Patients particularly appreciate its wellness program, which annually rewards each member with a \$500 reward card or statement credit—up to \$1,000 per household—for performing five wellness activities. Additionally, many patients feel an affinity for this company’s progressive values, including hiring disabled vets, women, and people of color throughout its 75-year history; achieving myriad medical research breakthroughs; extending healthcare benefits to domestic partners of employees beginning over 25 years ago; investing in their communities; and much more. This healthcare company checks all the boxes: emotional, social, financial, and structural.

Amazon Prime is the front-runner for subscription-based loyalty, offering free shipping and unique offerings from proprietary brands.

With 100 million members, **Amazon Prime** is the front-runner for subscription-based loyalty, offering free shipping and unique offerings from proprietary brands. Such subscription-based programs use financial and structural bonds to gain traction. Consumers willingly pay for convenience,

timesaving services, and unique benefits. Yet for a subscription program to be successful, a company must understand customers’ behaviors and preferences, and ensure the subscription’s perceived value aligns with the fee.

Other successful subscription services include food services like **Blue Apron** and **Hello Fresh**, which offer convenience, family connections, and community through healthy meal planning; pet-product companies like **Bark Box** and **Chewy**, which also use emotional bonding with customers while offering unique products and relevant content for engaging with their pets; and beauty companies like **Birch Box** and **IPSY**, whose brand partners supply new products for customers to try and share with their social communities.

Finally, in the banking space, **Apple Card** begins with an emotional bond to engage younger customers in a friendly, current way. It positions itself as an alternative for consumers turned off by traditional credit cards. Additionally, the Card uses financial and structural bonds to integrate seamlessly into the existing Apple ecosystem and provides tangible updates of the financial benefit (i.e., Apple Cash) to cardholders, reminding them of the value of frequently using the Apple Card. Perhaps unsurprisingly, Apple Cardholders are mostly smitten with their choice.¹³

¹² “Spread the Word: We’re Highest Ranked in Consumer Experience,” Kaiser Permanente, July 9, 2021.

¹³ Dave Johnson, “How does the Apple Card work? A guide to using Apple’s new credit card and its features,” Insider, Sep. 29, 2020.

Best in Class

LOYALTY: IT’S NOT JUST FOR PROGRAMS ANYMORE



On the loyalty horizon: alternative payment methods and currencies

Consumer payment methods have changed immensely since American Express launched its first credit card made of cardboard in 1958. We’re in a similar pivotal moment today with alternative payment methods and currencies, which include online banking, direct debit, digital wallets, bank transfers, mobile payments, cryptocurrencies, brand-sponsored buy-now-pay-later options and, in some cases, nonfungible tokens. In short, consumers want more flexibility.

This shift in payment preferences is having a significant impact on loyalty marketing. The days of a closed-looped loyalty currency are giving way to an expectation of point liquidity and more consumer-friendly redemption options. As an example, blockchain technology can provide consumers with “instant redemption and exchange for multiple loyalty point currencies on a single platform.”

It’s likely that loyalty points will become just one of several currencies in a digital wallet, with the combination having the flexibility to buy a bespoke Italian suit as easily as a soda from a vending machine.

¹⁴ “The Blockchain Revolution for Loyalty Programs,” Oliver Wyman, September 2017.

Finding Your Loyalty North Star

THE FUTURE END-TO-END EXPERIENCE

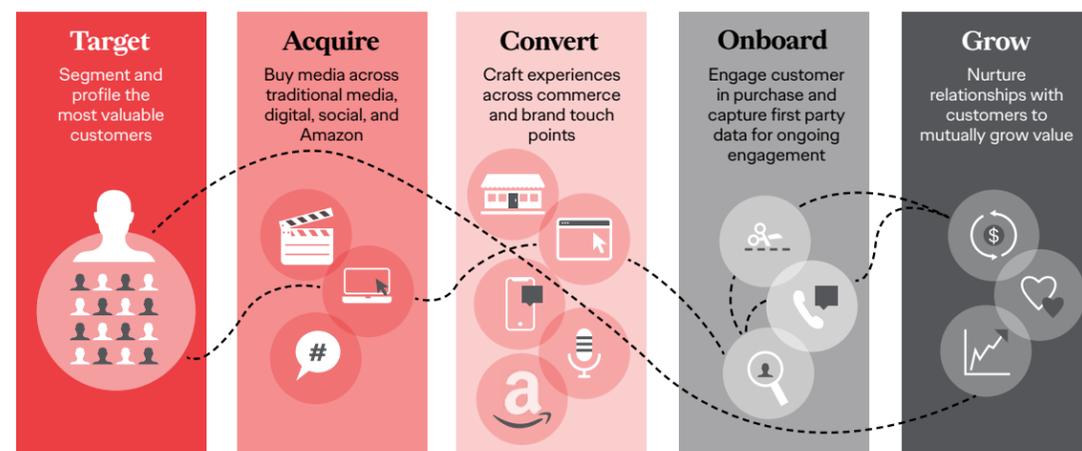
How does your brand stack up against the efforts of these companies? As you've seen, today's successful brands develop creative loyalty strategies based on customer data. And they implement loyalty strategies across all phases of the customer journey—from acquisition to activation to brand advocacy.

As we've said, loyalty today stretches far beyond points and miles. It's bigger than a loyalty program and requires more than the marketing team. It's also not just about the currency value exchange, x for y, with a customer. If that were true, loyalty programs would exist only for brands' current, or even best, customers. In fact, data improves brand interactions, and

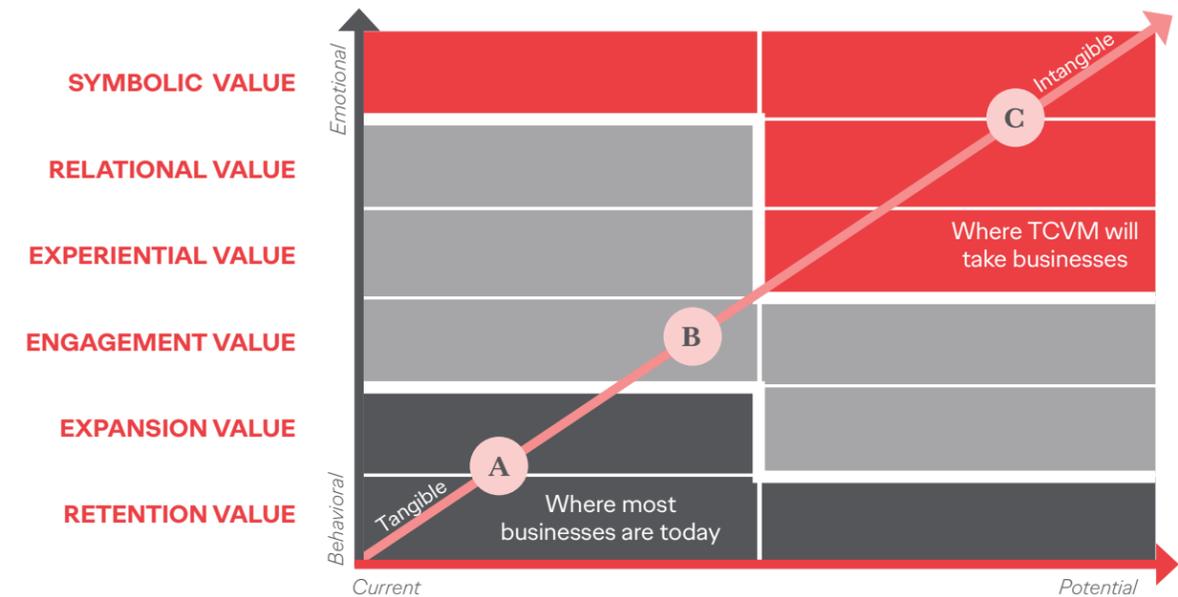
thereby loyalty, across the entire customer journey for all consumers. Thus, loyalty today presents expansive opportunities for brands.

At Ogilvy Experience, we view loyalty as **total customer value management**. Via a comprehensive suite of services, we help brands navigate the end-to-end customer journey. Our approach relies on integration—across brand teams, and between an agency and a client.

Our work is multifaceted and layered. Ogilvy Experience helps our clients define, design, build, and operationalize every interaction with their customers and employees.



CUSTOMER VALUE MATURITY PROGRESSION



A: Measure customer value; leverage traditional lifetime value methodology.

B: Bring in current-stage emotional assessment; extend behavioral assessment to take future potentials into account by leveraging statistical or machine-learning modeling.

C: Expand and scale the measurement of symbolic value; create a comprehensive customer value assessment.

Our proprietary measurement framework, built on a holistic view of customers, enables brands to optimize both short- and long-term customer behaviors, while taking into consideration both transactional and emotional metrics. In short, we're able to measure a consumer's value to any brand throughout the customer journey.

Additionally, our clients count on us to address their data work, e-commerce experience, digital and app experiences,

and martech technology to support these journeys. And, of course, we collaborate with clients in tandem, bringing their loyalty visions to life, helping them harness the power of experience, and often assisting them as they evolve the total experience strategy to ensure measurable success.

6 REASONS TO USE FIRST- AND ZERO-PARTY DATA NOW

As your ability to leverage third-party data diminishes due to new regulations, you can still count on the first- and zero-party data linked to your loyalty program—which are crucial to providing personally relevant messages to customers. Customer engagement relies on continually capturing new customer data to understand preferences while leveraging machine learning to automate marketing efforts.

First-party data is information required to receive a product or service, e.g., a customer's name and address, or information gathered as part of normal customer or prospect interactions (e.g., purchase or web-browsing information). Zero-party data, in contrast, is optional information customers choose to share with a brand, like a customer's sizes in other brands so your company can best advise which size to order in your brand, or the types of wine a customer prefers so your winery can offer deals on the ones bound to be favorites.

Loyalty programs have six sources of value associated with first- and zero-party data.

1 Data quality: First- and zero-party data are more reliable and enable better customer targeting than third-party data, which has several drawbacks, including long processing times and less-accurate analytical results.

2 Promotion effectiveness: As your brand shifts markdown dollars associated with mass promotions to precisely target personalized promotions, you'll see an increased ROI.

3 Media effectiveness: Using first- and zero-party data leads to better targeting of your existing customers, better look-alike model development, more effective targeting of your potential customers, and an optimized media spend.

4 Lifecycle marketing and personalization: Better data quality and richer data capabilities help you better understand customer segments and enable you to respond in real time, leading to an elevated customer experience and stronger emotional ties to a brand.

5 New sources of income: Increasing consumer identification and data could drive incremental revenue opportunities as potential partners pay to access your member base and your loyalty program's first-party data.

6 Privacy compliance: By leveraging members' first- and zero-party data, which they've granted permission to use, you may win other customers who have privacy concerns about competitors' data practices.*

*Denise Dahlhoff, PhD, "Consumers' Attitudes About Data Practices," The Conference Board, Oct. 2020.

"Loyalty is broader, even all-encompassing. Customer knowledge helps modern brands gain and deepen customer relationships... Personalization, creativity, and values are paramount."

Recently, The Lacek Group, an Ogilvy Experience company, received a top score in ten categories and was named a "Leader"—Forrester's highest category ranking—in The Forrester Wave™: Loyalty Service Providers, Q3 2021. We weren't surprised: Lacek has been providing data-driven loyalty, experience, and customer engagement strategies to its world-class clients for more than 25 years.

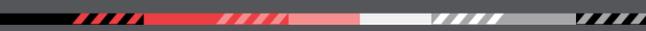
"Loyalty is no longer a standalone," says Bill Baker, Lacek's longtime CEO. "Loyalty is broader, even all-encompassing. Customer knowledge helps modern brands gain and deepen customer relationships... Personalization, creativity, and values are paramount."

We couldn't agree more.

So again, we ask, how does your loyalty stack up? The stakes are high—for today and tomorrow.

In the future, we anticipate that loyalty insights will be foundational to enhancing each and every brand interaction. By thinking more broadly about the role of loyalty, brands can increase the likelihood that they'll be preferred time and again.





Ogilvy EXPERIENCE

Ogilvy Experience boasts a global team of data strategists, product managers, designers, solution architects, and engineers who create experiences at the intersection of customer unmet need, business imperative, technology, and data possibilities. Together, our teams deliver comprehensive strategies and full-funnel experiences that deliver speed-to-value for clients at scale.

THE LACEK GROUP

The Lacek Group is a Minneapolis-based, data-driven loyalty agency that has been delivering personalized, engaging customer experiences for its world-class clients for more than 25 years. The Lacek Group is an Ogilvy Experience company.

Ogilvy

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