

Successful digital
transformation is about
people and relationships.

Not technology.

Loyalty NZ – who are we?



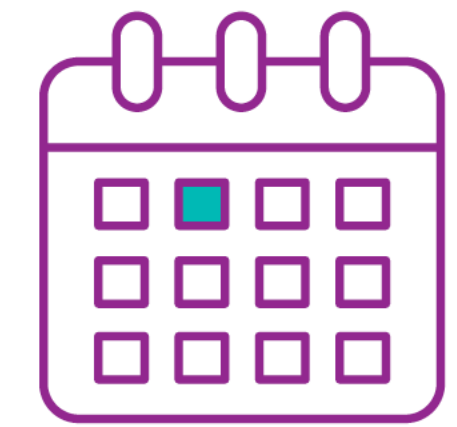
26
Years of
flybuys[®]

NZ's
favourite
loyalty
programme

2.9m
members across
80%
of New Zealand
households

We use data to help NZ businesses know more about their customers, so they can meaningfully engage with them.

We have invested in long-term transformation



In January 2019

- 2 on prem data centres running most of our solutions, still some 2003 servers
- On prem
 - Cardlink based Loyalty engine
 - Oracle data warehouse
 - SAS analytics

And now...

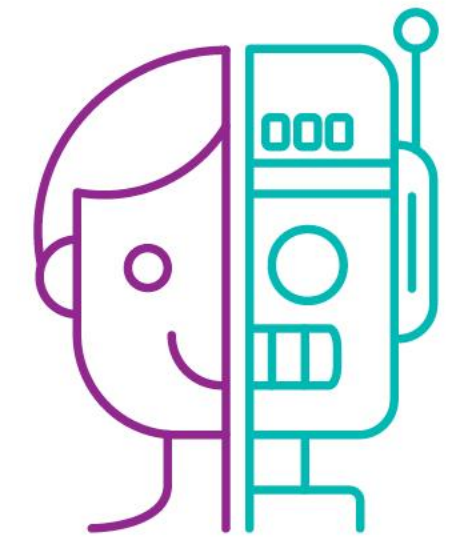
In March 2022



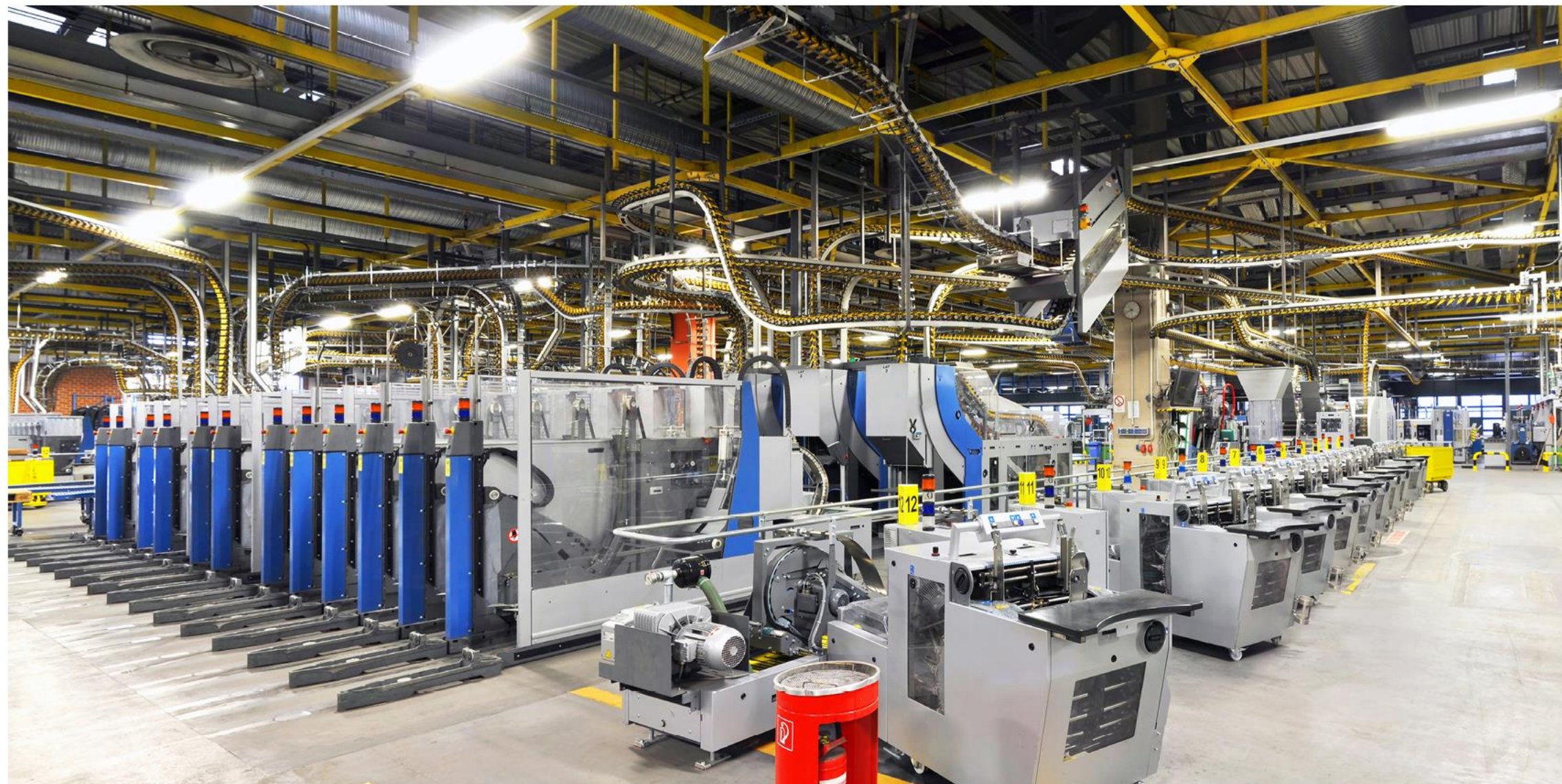
From March 2022

- Fully cloud deployed (data centres being decommissioned)
- New AWS cloud native loyalty engine (On prem cardlink solution decommissioned)
- New AWS cloud native data platform (Oracle data warehouse and SAS on-prem decommissioned)
- New Cloud native eCommerce store

Digital transformation is about people. Not technology.



- Changing the way people think, what they believe and how they make decisions
- 2 of our key learnings – Relationships and Data Literacy



Technology without people to use it is nothing

Enterprise Relationships

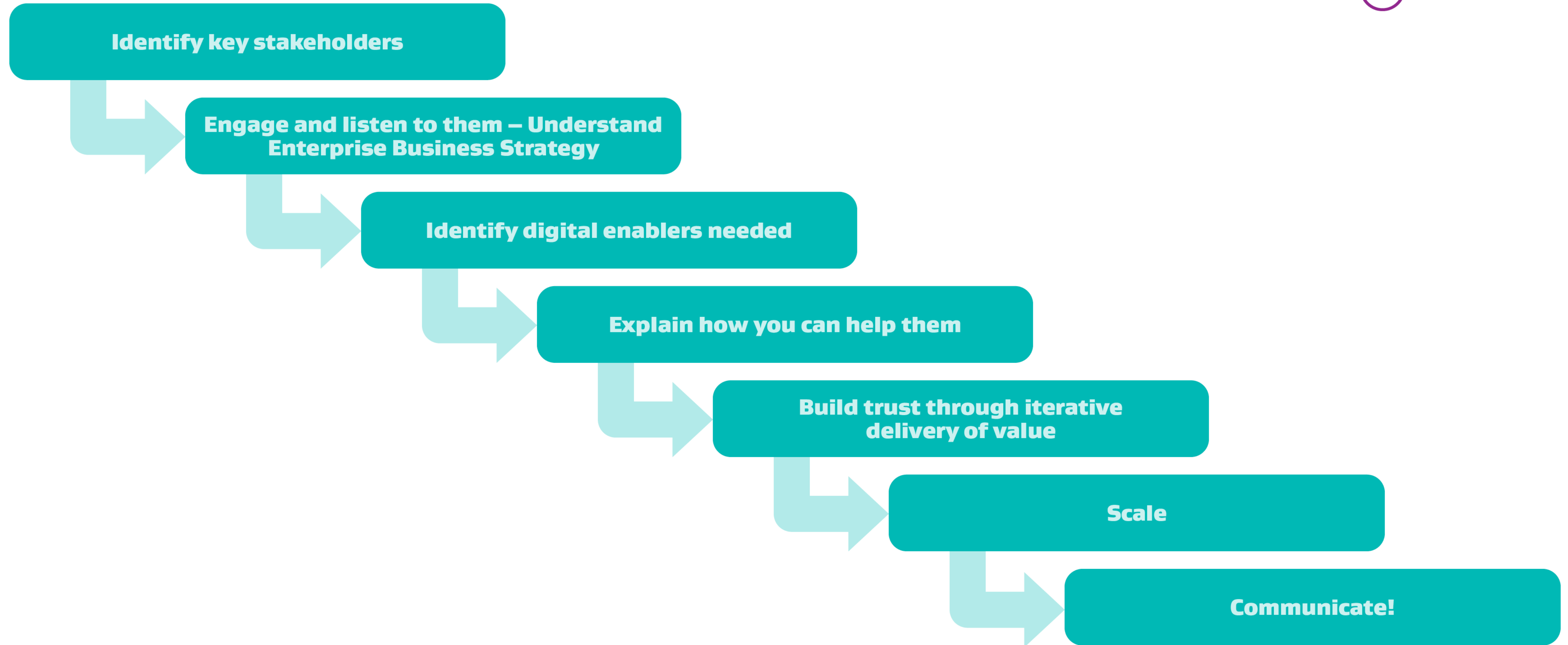
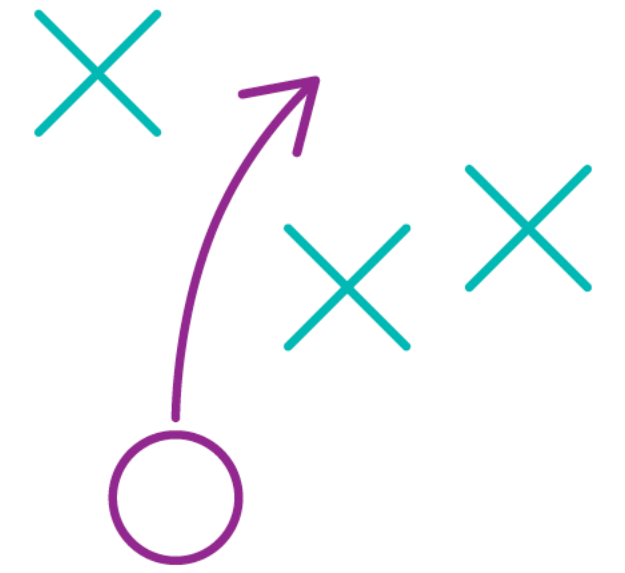


1. Digital transformation initiatives must enable enterprise strategy.
2. Start with business strategy not by “selling” your solution.
3. Trust is a ‘must-have’.
4. Are you listening? Really listening? – Listen. Build trust. Repeat.
5. Then you earn permission to explain how you can help.
6. Focus on building relationships and trust, for **when** things go wrong.
7. Transformation is hard. You will need all shoulders to the wheel.
8. Because it is everyone’s wagon – not just yours.
9. Communicate, communicate, communicate!



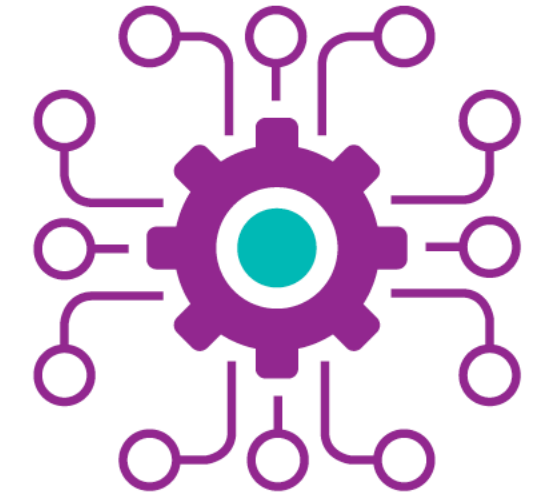
Don't be a hammer looking for a nail

Our approach



A detailed tech-led 3 year project plan is doomed. Partner and iterate unless you have a crystal ball

PS - Strategic Vendor Partnerships



1. Key vendor relationships are as important as your enterprise relationships.
2. Aim for strategic partnerships with key vendors, build trusted relationships.
3. Don't hide behind RFI/RFP processes to drive the lowest price.
4. Transformation is a journey, not a project.
5. Look for Partners who roll up sleeves when things go wrong – not reach for contracts.
6. Remember that vendors are people too.

Transformation needs relationships, not transactions

Data Literacy – Why do we need it?

Transformation
occurs when data
changes decision
making

But data must
be in front of the
right people at the
right time

So digital
transformation
is built on data –
and the ability
to use it

Do your
people know
how to use data
or just think they
know how to
use it?



We're social animals, not rational animals – David Brooks: The Social Animal

What can you do about it?



- Have a framework for data literacy work to build into over time
 - Qlik: check out all their free material – <https://www.qlik.com/us/services/data-literacy-program>
 - Read Jordan Morrow: Be Data Literate and Be Data Driven
 - Debra Logan: Go visit the data lodge and maybe get your lead(s) trained – <https://www.thedata lodge.com/>
- Start with the teams that want to work with you (curious, engaged)
- Start with a real problem that is slowing strategy delivery
- Grow content in your framework as you solve real problems, deliver value
- Build on initial success, gain credibility, expand scope
- At each level of expansion look for engaged curious teams to start with
- Always solving clear business problems, hence delivering clear business value

If the way you make decisions doesn't change, your digital transformation has failed

What did we learn?

Key take aways

1. It's about changing people, not implementing technology.
2. Start top down from the enterprise business strategy – not bottom up from the tech solution.
3. Listen before you tell – don't sell.
4. Clear linkage to business outcomes (for every task).
5. No Tech for Techs sake.
6. Changing how people use data to make decisions is the heart of the digital transformation.

LOYALTY^{NZ}