



CASE STUDY #1703

# LoyaltyOne



Chatting with colleagues and my manager helped me understand new roles outside of finance. That's when a light bulb came on and I identified my transferrable skills and new skills I wanted to gain. //



SPECIALIST, MX PRODUCT & PRICING



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## LoyaltyOne

**1,300**  
NO. OF  
EMPLOYEES

**Loyalty Marketing  
Services**

INDUSTRY  
VERTICAL

**Global**  
REGION

**Employee Experience**

SOLUTION  
BASIS

**2017**  
YEAR JOINED  
FUEL50

LoyaltyOne develop innovative solutions that deliver sustained business performance improvement for their clients. Their success is largely contributed to the culture among their people who bring collaboration, dedication, and fun to work every day. The focus on global leadership, passion, and career development makes LoyaltyOne one of Canada's top employers every year.

### BUSINESS CHALLENGE

LoyaltyOne previously didn't offer a holistic career pathway solution, this led to associates not understanding or having visibility of what career progression looked like within the organization. These associates wanted to connect and network across the whole company but lacked the tools or opportunities to do so.

A career progression framework was set up formerly but it came with many challenges; including it's manual creation, which proved difficult to update with the everchanging roles and work structures. This framework also didn't emphasize the various lateral and stretch opportunities.

For the past two years, the Job/Career Opportunity scores in the annual associate engagement survey were below expectations, making it **a priority to improve their career experience.**





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## INITIATIVE

LoyaltyOne determined that the solution would need to **provide associates with a one-stop-shop for anything career development related**. It was to be a place that provides associates with a clear view as to where they could take their career at LoyaltyOne (both lateral and upwards) while also enabling leaders to identify talent within the organization to join project teams or fill critical roles.

## SOLUTION

Implementation of **MY NAV**, which provides the tools and resources to foster more meaningful and insightful development and career conversations between associates and managers. The launch of **MY NAV** took place in two parts: the **Reflect** module launched first to give associates access to the platform as soon as possible and the **Explore Paths** module launched several months later.

### INITIAL COMMUNICATION

To ensure successful adoption of the tool, LoyaltyOne secured the buy-in from most of the senior leaders. They also recruited MY NAV champions from each line of business and regional offices who would become communication liaisons.

### SOLUTION CRITERIA

- Technology driven
- Easy to update and maintain
- User-friendly and interactive
- Current systems integration
- Visibility to all roles

### LAUNCH COMMUNICATION

Company-wide email

Roadshows with MY NAV champions

Incentives

Updated 'Real Talk' guides

Video Tutorials

Digital Marketing Campaigns

“We identified the critical groups across the organization that we knew would either be supporters or resisters. **We spent time with these teams to gain their input / feedback.**”

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We give you more than a place to work, we give you a place to grow your career and we make it a priority to give back to the causes you care about. That's what sets us apart.

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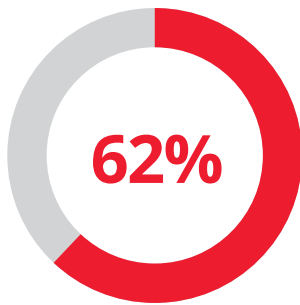


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## RESULTS

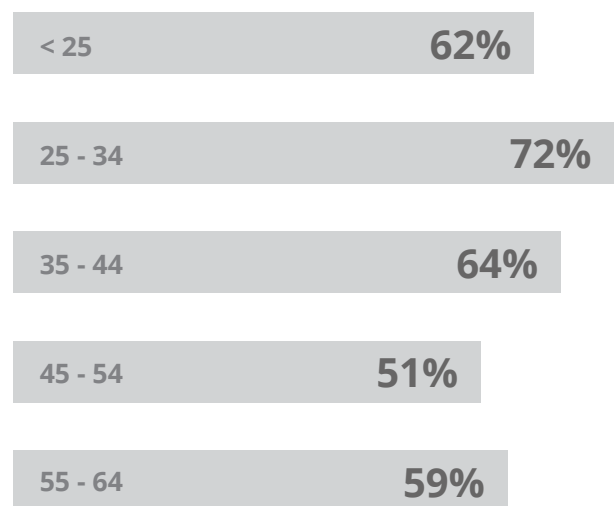
A month into the full launch of MY NAV:



throughout the organization  
62% have used the platform  
(to date)

Those younger in age and those in a lower salary band had a higher adoption rate confirming their interest in growing their career at LoyaltyOne. Feedback from associates about the tool has also been very positive.

## PLATFORM ADOPTION BY AGE



**“WOW... This is awesome!”**

“Simple, easy to use and appealing”

**“it’s going to be a game changer...”**

“...the answer to all of the Career Pathing questions we’ve had!”

## THE FINDINGS

**1. Communication is key**

**2. Champions go a long way**

**3. WIIFM? - A strong ‘what’s in it for me’ is required to inspire action in associates**