

Client Experience Summaries: Strategy & Operations

Engagement: Strategic Planning
Client: MGM Macau (China)



Business Challenge:

Create an annual strategic planning framework and model to support MGM's expanding Asian gaming operations.

Background:

MGM Resort International, one of the world's largest gaming, entertainment and hotel operators was in the process of expanding its gaming operations in Macau, which is a "special administrative region" of China and now the world's gambling capital. MGM needed to instill a new level of strategic planning discipline to its expanding operations for their MGM Macau hotel & casino property, and for several future casino hotels and resort properties being planned in the region.

Deliverable:

- ▶ Strategic planning assessment for MGM's Asian operations
- ▶ Strategic plan for MGM China Operations
- ▶ Strategic plans for all MGM Macau departments (11 total)

Engagement: New Product Development and Launch Operations
Client: Kingsdown

KINGSDOWN®

Business Challenge:

Revamp a product line and launch 3 new brands in 6 months.

Background:

Kingsdown, a top 10 bedding domestic and international manufacturer needed to overhaul their existing brand portfolio and launch 3 new brands within 6 months to boost domestic market share and expand domestic and international distribution.

Deliverable:

- ▶ Marketing strategy, revamped brand architecture & 18 month product development roadmap
- ▶ Comprehensive new product launch and 12 month execution plans
- ▶ Management of 3 Domestic and International trade shows to launch expanded product lines



Engagement: Customer Loyalty Program Redesign & Launch
Client: MGM Resorts International



Business Challenge:

Overhaul and relaunch a customer loyalty program with over 65 million members.

Background:

MGM Resorts International was overhauling its legacy *Players Club* program into a revamped customer loyalty program named *M life*. The company wide effort required the planning and coordination of nearly 15 operational departments, 17 properties, and numerous systems and infrastructure projects.

Deliverable:

- ▶ Planning and decision making framework for project launch operations
- ▶ Designed PMO organization and tools, processes and templates to manage nearly 14 month effort
- ▶ Managed PMO and coordinated cross functional issues and workstreams
- ▶ Consolidated progress updates for C-suite and Board of Director reporting needs

Engagement: Transformational Business Strategy
Client: Asurion



Business Challenge:

Leverage Digital Touchpoints to Increase Consumer Penetration.

Background:

Asurion, a national wireless handset insurance provider, was looking to drive deeper penetration into its wireless carrier's customer base(s). Using the existing digital properties of Asurion and its carrier subs, Whitaker & Company helped define strategic enhancements across all customer touchpoints to help increase penetration and market share for Asurion handset insurance products and services.

Deliverable:

- ▶ Comprehensive business opportunity assessment with accompanying business case rationale
- ▶ Digital initiative 18 month roadmap



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Engagement: Strategic Planning
Client: MGM Resorts International



Business Challenge:

Create a repeatable strategic planning process for national and international operations.

Background:

MGM Resorts International is one of the world's leading global hospitality companies and has significant holdings in gaming, hospitality and entertainment, and owns and operates 15 properties located in Las Vegas Nevada, Mississippi and Michigan, and has investments in numerous other properties worldwide. The company was formed by the merger of various gaming companies, and had no formal strategic planning process for its vast array of holdings and properties. Whitaker & Company was tasked to help the company create its first ever annual strategic plan, working with over 25 divisions and roughly 150 team members across the enterprise.

Deliverables:

- ▶ Comprehensive MGM Resorts International multi-year corporate strategic plan
- ▶ Corporate, National and International department plans
- ▶ A repeatable, annual strategic planning process with templates, forms, scorecards and process steps

Engagement: Multicultural Marketing Strategy
Client: ING



Business Challenge:

ING needed a centralized strategy to address the needs of its multicultural customers.

Background:

Whitaker & Company helped develop, staff and operationalize a Multicultural Marketing Department and worked cross functionally across the organization to help define a strategy and operating structure that enabled ING to begin to penetrate and develop these important and fast growing consumer segments.

Deliverables:

- ▶ Multicultural marketing capabilities assessment
- ▶ Multicultural marketing strategy and cross functional planning process



Engagement: Marketing Operations
Client: Sprint



Business Challenge:

Sprint needed a more efficient and workable process for fully operationalizing corporate strategy into annual marketing plans and quarterly retail marketing calendars.

Background:

Sprint had just implemented a consumer segmentation strategy and needed to redefine how the consumer marketing department would transform the strategy into an annual marketing plan for new customer acquisition. Whitaker & Company was hired to identify and define how the marketing operations organization along with various corporate and field functions would work and plan around a centralized corporate strategy.

Deliverables:

- ▶ Quarterly marketing program and initiative prioritization process
- ▶ Master marketing calendar with predetermined, company-wide promotional windows for the year

Engagement: Digital Strategy Multi-year Roadmap
Clients: Fiserv, BlackBerry, Rite Aid



Business Challenge:

Create a consolidated multi-year strategic roadmap to help define opportunity areas and corporate wide priorities for their digital channels.

Backgrounds:

All 3 companies were struggling to define how best to leverage digital channels more effectively for new customer acquisition, customer relations management, employee engagement and host of other priorities. They also needed to create a phased investment roadmap that they could use to help their internal organizations prioritize and fund the infrastructure investments required to build world class digital capabilities across their organizations.

Deliverables:

- ▶ Strategic Opportunity Assessment: Comprehensive summary of digital channel business imperatives supported by primary and secondary research, competitive intelligence, business case support and corresponding digital strategies and business goals
- ▶ Created a multi-year Digital Channel roadmaps complete with prioritized initiatives, estimates and project management details and support requirements



Engagement: Marketing Operations ROI Improvement
Client: MGM Resorts International



Business Challenge:

Operationalize a centralized email marketing campaign function and technology to serve the needs of 17 properties across the United States.

Background:

Investment in a leading-edge marketing campaign systems and technology created an opportunity for MGM to institute and leverage intelligent, one-to-one marketing campaigns with its prospect base, while decreasing non effective mailing and offer development practices.

Deliverables:

- ▶ Created a repeatable, Intelligent Targeting Framework (ITF) and corresponding contact strategy to enable MGM to winnow campaign lists to "hottest" prospects, decreasing contact frequency while preserving brand reputation, driving relevance and maintaining/improving conversions and revenue.



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