



The relationship between TAP and the team of ICLP began in 1998, when TAP was one of the Qualyflyer programme airlines. At the end of the Qualyflyer group in 2001 TAP decided to continue development and management of its frequent flyer programme "Navigator", continuing the relationship with ICLP.

In March 2005, TAP made an important change in strategic direction and joined the Star Alliance network, re-positioning the airline as a dynamic, successful and innovative provider. The programme's name changed to "Victoria" and the programme was given a complete facelift in design and content.

ICLP negotiated all Star Alliance mileage rates, prepared partner agreements and technically implemented and tested all Star Alliance partners into the Victoria programme.

TAP and ICLP have enjoyed more than 10 years of success and development together. The years have been extremely ambitious in the space of airline loyalty and both companies are committed to continuing the innovation and achievements of the TAP Victoria programme extending to TAP Portugal as a whole.

CHALLENGE

- TAP needed one full scale loyalty programme to continue to thrive and grow in the existing competitive environment
- TAP needed a skilled partner in airline loyalty to integrate the Star Alliance partners
- TAP needed one core agency to build programme attributes to differentiate TAP against:
 - The consolidation of airlines
 - The consolidation of airline loyalty programmes
 - The increasing competitive environment in airline loyalty communication and incentives
 - The increase in quantity of airline loyalty programmes
 - The increase in IT capabilities and IT costs
 - The economic purchase behaviors of passengers
 - The increase in value of miles as a currency

SOLUTION

ICLP worked with TAP in providing full loyalty marketing services including a loyalty solution that fully supported their plans for the growth and changing market needs of the programme.

TAP was amongst the first airlines in Europe to understand the need and advantage of personalised and targeted communication. ICLP developed and implemented the TAP integrated communication concept. ICP, being ever aware of reducing costs for the airlineousness being inherent to ICLP, the proposal also contained a 75% switch to e-communication, keeping a paper channel in place for those projects that had an high enough ROI to support the extra costs. The TAP programme currently has 1.2million members and is growing by 10,000 a month.

TAP Corporate

TAP Corporate is TAP's loyalty programme for companies with large travel volumes. This is TAP's strategy to recognise and reward corporate accounts. TAP Corporate is also supported by ICLP's loyalty solution.

The TAP solution overview has been a combination of fine tuning the communication, learning from the analytics and providing better programme attributes to attract new members. ICLP has continually supported TAP with the following loyalty services and strategies:

- "Navigator" and "Victoria" Programme Design
- "Navigator" and "Victoria" Programme Solution
- Loyalty Strategic direction
- "Navigator" and "Victoria" Partner Acquisition
- Programme Development
- Financial Management and Back Office Administration
- Airline Partner Contracting
- Data Analytics
- Fulfillment
- Web Services
- Member Services
- Direct Mail and e- communications
- Call Center Management
- Miles and Points Currency Management
- Business Integration
- Project Management
- Star Alliance Partner Integration

Web Team

Content management of the client's websites, updating of newsletters for ebroadcasting, campaign management and statistics, UAT and bug tracking and creating static and animated banners.

Support and Operations

All partner processing, of which there are now over 60 different partners is managed by this technical team plus fraud prevention and detecting, testing of new developments on the TAP platform, various statistics and data extractions.

Creative, Production & Fulfilment

Daily extracts are pulled from the database by tier and language. The letters and thermally printed and encoded cards are made up into member 'kits' for daily despatch. All stock control and warehousing is managed by this team. We also provide creative services for the design of packs, cards and inserts and manage the print production from artwork to delivery.

Back-Office Operations

All of back-office operations are handled by ICLP out of Mumbai using the loyalty solution. A dedicated team of 13 individuals covering 3 key areas of client support are currently deployed. After 13 years of working with an Indian-based operations centre, ICLP Mumbai BPO took over this total project into new teams and processing. After a 3-month integration period, the project went live on December 1st, 2008.

Admin/HelpDesk

All member enrolments are sent to Mumbai for data entry and control. All retro claims, responding to member queries by email and fax, website monitoring and helpdesk 1st line support plus support to the Airline's service centres is managed through this team.

RESULTS

TAP Airlines is now a Portuguese market leader with operations expanded into Brazil and with 65 destinations. . In addition to TAP Victoria, TAP is valued partner of the Star Alliance network, the largest global alliance of airlines in the world.

- TAP Victoria has 1,200,000 members, 58% of whom are active

- Transaction volumes are in excess of 10,000 per week
- Currently measuring 50 hits to the website per minute