

Case Study:

Customer Relationship Management (CRM) program for Hospitality Company

Summary:

ALLIANT helped a resort/hospitality client gain an additional understanding of their consumer segments via the development of a comprehensive CRM program. The program included the addition of a call center, as well as a 24-hour-a-day online concierge.

Business Challenge:

During the 15 years of the client's operation, the company had collected volumes of data about its customers. Not only did the client have rich data repositories that were filled with past and current customer/visitor information, it also collected a wealth of demographic information about return visitors. The client did a poor job of managing the data, and although much data was available, it had not been triangulated optimally. Many opportunities to leverage this data within marketing programs and/or the sales force were missed. While the organization spent approximately 2% of its annual operational budget on marketing efforts, the client had no knowledge of the types of marketing programs or media that were driving inquiries or visits. Additionally, the client had a 1-800 # that was answered only during daytime hours. After-hours calls were routed to a voice messaging system. Customer satisfaction with this program was very low, compared to that of other resort/hospitality companies.

How We Helped:

First, ALLIANT undertook a 30-day observation of the client's marketing and customer-oriented processes. We evaluated the client's performance against competitive metrics, and found the organization to be underperforming in three key areas: Customer Follow-Up, Customer Satisfaction, and Marketing Evaluation. In addition to assisting the client in developing an action plan to tackle all three categories for improvement, ALLIANT also helped the client institute a Siebel-based Customer Relationship Management (CRM) solution. The CRM program was integrated into business processes and existing resident technology platforms during the span of 5 months. A comprehensive launch campaign was created to aid development of the program by the executive team, as well as the sales and marketing teams. After the implementation of the CRM solution, ALLIANT also recommended the addition of a 24-hour-a-day call center, to be contained in-house. In concert with the call center, an Online Concierge position was also developed. ALLIANT set-up both systems for the client, and trained all professionals on the processes and systems.

High Performance Delivered:

While several comprehensive technology tools were added to the client's business operations, customer-oriented processes were streamlined considerably. Within 24 months, the client has received a full return-on-investment on the management consultation and technology solutions from implementing these changes. Additionally, repeat visitors increased by 12% within 12 months, and customer satisfaction (with follow-up) increased by 60% within 2 years. ALLIANT assisted this hospitality client in making the most of every marketing dollar spent by streamlining processes and triangulating the rich consumer data that had been collected.