



RedPoint helps Xanterra move from siloed, unusable data to rich 360-degree profiles, personalized experiences, true one-to-one marketing – and triple-digit performance improvements.

Overview

One of the world's most remarkable hospitality providers, Xanterra Parks & Resorts owns or manages a breathtaking portfolio of properties, from national park concessions to a boutique cruise line, resorts and hotels to specialized adventure tour operators. Working with RedPoint Global, Xanterra quickly consolidated data from all of its properties and systems, building rich, reliable 360-degree profiles for virtually every customer and prospect. Xanterra then used the RedPoint platform to identify seven key customer segments, craft detailed personas and experience maps for each, and personalized communications at scale throughout the entire customer lifecycle. The marketing results have been almost as stunning as Xanterra's guest experiences: improvements routinely reaching three figures, and sometimes as high as 839 percent. That's not all: using RedPoint's platform, Xanterra can now quickly plan and execute new initiatives aimed at seniors, families, couples, or holiday travelers; cross-sell to prospects interested in multiple properties or forms of travel; and build loyalty by enhancing multiple aspects of the guest experience.

About Xanterra

Xanterra Parks & Resorts may be the most remarkable travel and hospitality company that most consumers don't know about. From the Grand Canyon to Mount Rushmore, Windstar's boutique cruises to the world's most exciting cycling and walking vacations, Xanterra's operations encompass some of the most spectacular and iconic places on Earth. Xanterra currently owns or manages 34 hotels with 5,600 rooms, and manages eight million acres of land. It owns six luxury yachts, 89 food and beverage outlets, seven golf courses, 16 swimming pools, four marinas, and four stables. Most important, its 8,000 staff members serve over 20.5 million guests per year. Renowned for "legendary hospitality with a softer footprint", Xanterra combines dramatic settings, landmark buildings, and global travel experiences with truly exceptional service.

XANTERRA OBJECTIVES

- Integrate over 100 data sources from an extraordinarily diverse set of properties, transactional and management systems, and third-parties.
- Create rich, robust, and actionable 360-degree profiles for every customer and prospect at every property.
- Use profiles to simplify one-to-one marketing by identifying key segments and personas.
- Use segmentation and personas to gain powerful performance benefits from personalization.

XANTERRA RESULTS

- All primary data sources consolidated and continually updated, with virtually no changes to existing systems or infrastructure.
- 360-degree profiles established, enriched with 300+ external data attributes, and automatically maintained over time.
- Triple-digit performance improvements in many marketing campaigns, reaching as high as 839 percent.
- Personalization successfully scaled across all properties and across the full customer lifecycle.
- Cross-selling and sophisticated targeting now practical for the first time.

The Challenges

Xanterra set itself a powerful goal: to move aggressively towards one-to-one marketing that fully reflects the unique passions and preferences of each guest, and creates valuable synergies within and across all of the company's properties. Xanterra's marketing leaders knew that achieving these goals would require extensive effort and a long-term plan. Everything started with getting the data right – and, in Xanterra's environment, that would be a major challenge.

Xanterra's diverse properties rely on equally diverse transactional and management systems. When Xanterra inventoried these, it discovered over 100 sources of customer data, each with unique characteristics and complexities. Data from multiple brands lived in respective silos, and couldn't be consolidated for marketing action. Even within some individual properties, systems didn't talk to each other. For example, if a guest at Yellowstone National Park added a tour or bought a map, these purchases never appeared on her profile. Xanterra couldn't even calculate her total expenditures.

The first step towards one-to-one marketing, therefore, was to unify all Xanterra data assets into a common database. Building on this foundation, Xanterra aimed to segment its customers, and map their journeys through the guest experience. With unified data, segmentation, and guest mapping in place, Xanterra could leverage many new opportunities to drive value, improve marketing performance and operating efficiency, and enhance the guest experience.

The Solution

After thorough evaluation, Xanterra selected RedPoint Global as its partner. In its decision-makers' view, only RedPoint fully understood the data aspects of its challenges, and only RedPoint offered a solution with all the flexibility it needed.

Xanterra recognized RedPoint's unique ability to deliver a complete end-to-end solution – from data to insight to action – through a unified platform. Thanks to RedPoint's Modern Marketing Architecture, Xanterra could connect virtually any data source, channel, or media through ready-to-use adapters and built-in messaging orchestration.

According to Andrew Heltzel, Director for Marketing and CRM, "RedPoint engineered a data intake solution that allowed us to keep basically all our existing IT infrastructure 100 percent intact. We didn't have to change a single reservation platform to get all our data into our common database. We didn't have to standardize systems or data entry processes across all of our businesses, or address inconsistencies, or overcome a lack of connections across our enterprise. Instead, by leveraging RedPoint's data management strengths, we quickly got a 360-degree view of our customers.

"This saved us an enormous amount of time and capital expense. We're 24 months into our program with RedPoint – and we'd probably still be working on the systems piece if RedPoint hadn't solved it."

RedPoint's data management processes handle all cleaning, standardization, and enrichment with more than 300 third-party appended attributes. "That took us from 'unknown' or 'partially known' profiles to very strong profiles, known both demographically and psychographically," says Heltzel. "Plus, for the first time, we have visibility across all of our brands' data. Now, we know if you've cruised with us on Windstar, if you've also stayed with us at Glacier National Park, and if you're also a prospect for us now at Austin Adventures. This immediately helped us create more meaningful, targeted, and timely messaging."

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Andrew Heltzel,
Director for Marketing and CRM,
Xanterra Parks and Resorts

With reliable data and data management processes in place, Hetzel and his colleagues could turn to the central paradox of one-to-one marketing: “How do we make all our communications timely, relevant, and extremely personal – and scale that deep personalization to every customer and prospect?” Xanterra’s solution: to chop the problem down to manageable size, via effective segmentation.

“Our analysis bubbled up seven core segments, and we created a robust persona for each of them. So, for example, we serve ‘sensible explorers.’ What’s it like to be one of them? What does a day in their life look like? Where do they shop? What brands do they buy? What cars do they drive? Where do they like to travel? Who do they like to travel with? When? This took us deep into the minds and hearts of our guests and prospects, and gave us rich detail for strategy and targeting.”

For the first time, Xanterra now knows which brands organically share common types of guests, and can successfully market across them. “For example, we discovered that our customers for VBT bicycle and walking tours and Windstar Cruises share a common persona. We identified opportunities where both companies’ trip itineraries line up literally back to back, so we can cross-market both.”

Travelers don’t stay in a single persona forever. RedPoint’s platform makes it easy to track those changes, says Heltzel. “The average age of our database is 55+; many are married, and at the peaks of their careers. They’re getting ready to retire. If they have children at home, they may soon become empty-nesters. With RedPoint, we can follow these lifecycle stages very closely, so that we can optimize our marketing spend promoting the right offer to the right audience.”

With comprehensive data and personas in place, Xanterra mapped out every digital and analog guest touch for most of its brands, from emails to call center and front desk interactions, aligning each touch with the consumer’s emotional state at that moment. “It was a really valuable exercise, because it exposed things that we could improve. For example, at Kingsmill Resort, we discovered that guests wanted better pre-arrival information about what they’ll be able to do while they’re staying with us. Not everything we do is about driving more revenue today. Delivering a more positive guest experience leads to more loyalty and repeat business over time.”

Using RedPoint, Xanterra’s marketing team has built automated, multi-wave trigger campaigns that reach out to each customer and prospect at key stages of the customer lifecycle. These campaigns offer a centralized solution to problems like post-book, pre-arrival communications, without overburdening each property’s local marketing team. Since the campaigns are highly personalized, they also deepen Xanterra’s relationships with all of its customers and prospects – and, with each new touch, Xanterra learns more about their individual needs and preferences.

Since many of Xanterra’s offerings are upscale and highly customizable, marketers also want to carefully guide prospects through nurturing and conversion. To help prospects choose the best experiences and options for them, Xanterra’s marketers want to understand when they plan to travel, and with whom they’ll be traveling. Using RedPoint’s visual tools, Xanterra builds automated behavioral-based campaigns with carefully crafted content that encourages prospects to share this information.

The campaign is served dynamically based on each prospect’s click behavior: for example, automatically choosing between adult and family itineraries. All email content, digital assets, creative assignments, rules, A/B testing, and outcome monitoring is handled entirely within RedPoint. RedPoint manages email fulfillment through ExactTarget, but because RedPoint is a “digital marketing hub,” Xanterra never has to log into its email service provider’s portal.

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Xanterra's message customization becomes increasingly granular as prospects move towards a purchase decision. As soon as they book, they're moved into the pre-arrival workflow, where they'll receive careful attention (and upsale offers) in the weeks leading up to arrival.

The Results

At Xanterra, data consolidation, segmentation, personas, and customer journey mapping haven't just established a foundation for success: they have already driven transformative improvements in marketing performance.

Combining segmentation, A/B testing, and its new 360-degree customer view, Xanterra was able to develop far more relevant offers, with unique and targeted imagery, content, and subject lines – earning 73 cents per email, compared to eight cents for previous average campaigns. “Overall, we saw an improvement of 839 percent,” says CRM Campaign Manager Michael Johnston, “including growth in every single segment.”

Building on multiple tests, says Johnston, Xanterra uncovered clear patterns that deepened its understanding of each person's relationship to specific brands. One representative campaign leveraged these insights to triple performance.

As Xanterra has learned which personas offer the highest returns, it has gained insights for maintaining their momentum – and it has also started testing new approaches to gain momentum with underperforming personas.

Personalization based on segments and personas has helped Xanterra drive immense growth in its holiday retail business. “We've used RedPoint to focus our holiday campaign messaging on guests' personal interests, experiences, and past interactions with our offers. The overall result has been 91 percent year-over-year revenue improvement, and 103 percent year-over-year increases in transactions.” In still another example, at Kingsmill Resort, segment-based campaigns targeting seniors, families, and couples supercharged performance from \$0.06 to \$0.74 per email.

As far as Xanterra's marketers have already come, they're even more excited about where they're headed. Over the next year, they'll be building deeper two-way links with their call centers, using their data to help CSRs have more personalized, relevant, and profitable conversations with prospects. Moving further into omni-channel marketing, Xanterra plans to start utilizing RedPoint's powerful social media toolset, built into the platform at no additional cost. And, while Xanterra's marketers have been primarily focused on consumers until now, they will soon start leveraging RedPoint to pursue new opportunities on the B2B side.

“We've spent a lot of time talking about how the RedPoint platform's robust functionality has been helping us,” Heltzel concludes. “But I also need to talk about the people. Hands down, RedPoint has some of the best people in the business. We really view them as much more than just our CRM vendor. They've really become a strategic partner of ours. Without their commitment to ensuring our success, we definitely wouldn't be where we are today.” ■

About RedPoint Global Inc.

RedPoint Global provides market-leading data management and customer engagement technology that empowers organizations to optimize customer value and deliver their brand promise with high contextual relevance across all touchpoints. The RedPoint Customer Engagement Hub™, underpinned by the RedPoint Customer Data Platform™, delivers a unified view of each customer, in-line analytics to determine next-best actions, and intelligent orchestration to personalize engagement across the enterprise. Leading companies of all sizes trust RedPoint Global to power their customer engagement strategy and drive profitable revenue growth. For more information, visit www.redpointglobal.com or email contact.us@redpointglobal.com.



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