

# MGM Resorts International CRM Program Case Study

## company objectives

- | enhance the casino customer experience
- | increase up-selling and cross-selling capabilities
- | drive incremental revenues
- | gain operational efficiencies



w i e l a n d

a modern marketing consultancy

# I N T R O D U C T I O N



One of the largest casino acquisitions in history, MGM Resorts and Mirage Resorts merged to form MGM MIRAGE - known today as MGM Resorts International. Two competing companies, each with a sizeable portfolio of Las Vegas Strip casino resorts, came together as a dominating force in the industry.

Casinos rely heavily on their loyalty programs; therefore it was a business imperative that a new, singular loyalty program be developed across the newly formed portfolio of resorts and a CRM solution deployed providing a 360-degree-view of a gaming customer and his/her trip activities across the enterprise.

Players Club (known today as M-life) was born and MGM MIRAGE's CRM project was initialized by Wieland's now Partner/Chief Strategist and former MGM Resort's employee, Tracee Nalewak.

## The CRM Program

While the loyalty team focused on the new casino loyalty platform, the CRM team focused on designing and developing an integrated CRM solution that provided Casino Marketing operations and supporting departments with a 360- degree view of a casino player profile enterprise-wide.

This included historical transactions for both gaming and trip information (ancillary reservations) like room, limo, cabana, restaurant reservations and show tickets. The goal was to develop an all-inclusive booking platform that created a guest itinerary across multiple resorts, departments and systems and allowed for easy up-selling and cross-selling between properties.

## The Approach

End-user ownership was critical to ensure the success of this CRM program. A CRM Executive Committee was formed with executives representing each of the 7 Las Vegas properties involved. In addition, cross-disciplinary and property-specific teams were assembled to define best business practices, system scope and requirements. They also supported on-property buy-in and ownership.

The team collaboratively developed a new, streamlined and automated way of managing casino guest needs before, during and after their stays.

## The Implementation

Development and customization of the CRM solution took two years; the deployment at 7 properties took over one year.

Approximately 40 operating departments were trained per property. This included over 1500 users, the development of over 22 unique system classes and 28,000 hours of training in total.

The CRM team knew their solution would be changing the way a property conducted its daily business, therefore as part of the training curriculum, interpersonal training specifically focused on “change management” was deployed with outstanding success.



w i e l a n d  
a modern marketing consultancy

# RESULTS



The CRM program successfully supported customer loyalty and retention by generating a combined 35.6% increase in incremental restaurant and show revenue during the first year of operation from cross-selling and upselling.

Guest satisfaction scores rose 13%.

In addition, the CRM program increased call center efficiency and productivity (time in motion studies) exponentially by automating reservation requests between departments and properties.

CRM Software: Epiphany/Infor  
Loyalty Software: Acres Gaming/IGT