

Hakkasan Group Customer Experience (CX) Case Study

company objectives

- | enhance the nightclub/day club guest experience
- | drive industry innovation with current marketing automation technology
- | increase up-selling and cross-selling capabilities
- | drive incremental revenues
- | drive loyalty



w i e l a n d

a modern marketing consultancy

INTRODUCTION



Hakkasan Group is a global hospitality and lifestyle organization that owns, manages and markets international nightlife, day life and restaurant brands across 4 continents. Its portfolio includes such world-renowned brands as Hakkasan, OMNIA, Ling Ling and Yauatcha.

Hakkasan Group has an exceptional VIP Host Sales and Marketing team responsible for the management of high value, VIP customers. The VIP Host team manages these personal relationships on an individual basis. Most of these VIP customers enjoy expedited club entry and bottle service with reserved tables in premier venue locations.

While VIP customers are critically important to the company's bottom line success, the volume of General Admission (GA) customers is much greater (approximately 80% GA/20% VIP). GA customers seek club entry only and spend a fraction of what a VIP customer spends; therefore limited focus was given to this consumer segment.

Wieland's now Partner/Chief Strategist and former Hakkasan Group executive (Tracee Nalewak), spearheaded an innovative customer experience initiative that gained critical insight into Hakkasan's GA segment. These insights were the foundation of a newly designed GA customer experience campaign that drove record-breaking results.

THE APPROACH

Step 1 - Data Insights

Hakkasan Group needed deeper GA consumer insights to determine how best to engage this segment with bottom line results.

The Hypothesis: GA customers did not have the level of disposable income as VIP customers; therefore this segment was thought to be discount-centric and frugal.

Hakkasan Group leveraged Axiom's Personix segmentation – a consumer and household segmentation tool – that provided multi-dimensional insights including net-worth and net-income to appended customer data.

The hypothesis was determined to be incorrect. GA customers had the same spending power as VIP customers. This meant the way the guest was being managed/treated had to change ASAP to lean into their high expectations of service and experience.



w i e l a n d
a modern marketing consultancy

THE APPROACH

Step 2 – Customer Journey

The team turned their attention to revamping the customer journey to align with this high-value segment and ensure on-brand experiences were in place for consistency and future advocacy/loyalty.

A new customer journey map was created that included pre-arrival, day-of, and post departure activities – each carefully crafted to not only engage and delight the guest along the purchase and experience path, but to upsell additional portfolio offerings like a restaurant reservation with a nightclub ticket.

While there was opportunity to increase share-of-wallet due to buying power within this segment, they were still regarded as a lower revenue tier and the investment in assigning a personal VIP Host was not cost effective when considering the ratio of volume and resource need against potential revenue.

We needed a scalable, automated solution capable of handling thousands of one-to-one customer interactions every week that were personalized, customized, and authentic. We needed a digital concierge.



w i e l a n d
a modern marketing consultancy

THE APPROACH

Step 3 – Leveraging Marketing Technology – Innovation/Automation

Understanding our competitor landscape coupled with the need to exceed luxury-level guest expectations and remain true to our core value of industry-leading innovation, we developed a new digital concierge campaign positioned specifically post-purchase.

With a very simple, sincere and genuine email, our (automated) Digital Concierge Director contacted our GA customers post-purchase introducing themselves and asking if they can assist with any further recommendations. When Hakkasan Group had a promotion to push during the dates a guest was visiting, our Digital Concierge Director would advise on that special promotion as well. This was a great vehicle to promote a higher level of service and make our guests feel important with their very own assigned Concierge Director. It also supported the high-end nature of our brands and was a channel to push incremental sales for other products and offerings.

This automation was set up utilizing Marketo, existing marketing technology already in use; we merely leaned into existing capabilities.

The outbound portion of our digital concierge campaign worked perfectly. Through A/B testing, we honed-in to the perfect length, design and message. Next, we needed to set up new processes to manage in-bound requests when our guests responded to our Digital Concierge Director.



w i e l a n d
a modern marketing consultancy

THE APPROACH

Step 4 – Operational Integration

Not having the budget to hire new resources to manage the in-bound leads the digital concierge campaign generated, Hakkasan Group's existing Call Center Agents were utilized. The team layered in new incentives for the Agents and hand-picked personnel that had strong writing, grammar and spelling skills since most of the correspondence was via email.

Additional sales training was provided to ensure the Agents were set up for success.

The Agents were happy to expand their knowledge. They were also happy to capitalize on the new incentives created for this digital concierge campaign.



w i e l a n d
a modern marketing consultancy



RESULTS

The Customer Experience (CX) program resulted in year-over-year growth as follows:

120% growth in call center sales representing millions of dollars in incremental revenue

600% increase in email campaign open rates due to the digital concierge campaign

4000% increase in email response rates due to the digital concierge campaign