TURISMO DE
PORTUGAL

UNIVERSIDADE LUSÓFONA

UNIVERSITY OF
Southampton

Bournemouth

SME Digital Marketing Transformation

Urban Guild case study

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This case study was used extensively on an MBA course at ESSEC Business School, France to provide a practical example of digital CRM.

Ringkøbing-Skjern Kommune

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Sense the West Coast
HVIDE SANDE®

This project studied SME digital marketing practice in the UK, Denmark and Portugal and has provided a series of insights and guidelines for SMEs seeking to transform their digital marketing. A survey of SMEs across the three countries which obtained 550 responses confirmed that while SMEs were aware of the digital marketing imperative there was a mixed picture in terms of their ability to not only adopt but crucially to integrate the technology in the marketing of their business. To explore the topic in more depth, in depth interviews were undertaken in each country to provide a more nuanced perspective. This case study is based on one of the interviews undertaken in Bournemouth in the UK with Urban Guild. The study highlights best practice and signposts other SMEs to some of key check points as they embark on their digital marketing transformation journey.

ERASMUS-FUNDED STUDY OF SME DIGITAL MARKETING

KEY TAKEAWAYS FROM THE CASE STUDY

- Start any digital marketing transformation with a clear customer value proposition – this is paramount regardless of the technology

- A loyalty club or scheme as part of a wider customer relationship marketing plan is a great way to leverage your loyal customers

- Engaging your customers online generates a wealth of data which can be used to personalize and differentiate the experience

- It is important to engage the customer across a range of touch points before, during and after the experience

- Customer journey mapping and buyer personas are useful techniques for generating additional customer insight

- Test, test, test is the mantra - use the technology to test your digital marketing and improve on an iterative basis

- Start the technology integration journey by exploring how different applications can integrate with each other

Digital marketing and CRM at Urban Guild

Matt Lawrence
Head of Shouting - Urban Guild
@mattjlawrence

Urban Guild - hospitality venues

URBAN GARDEN

Town centre

URBAN GUILD
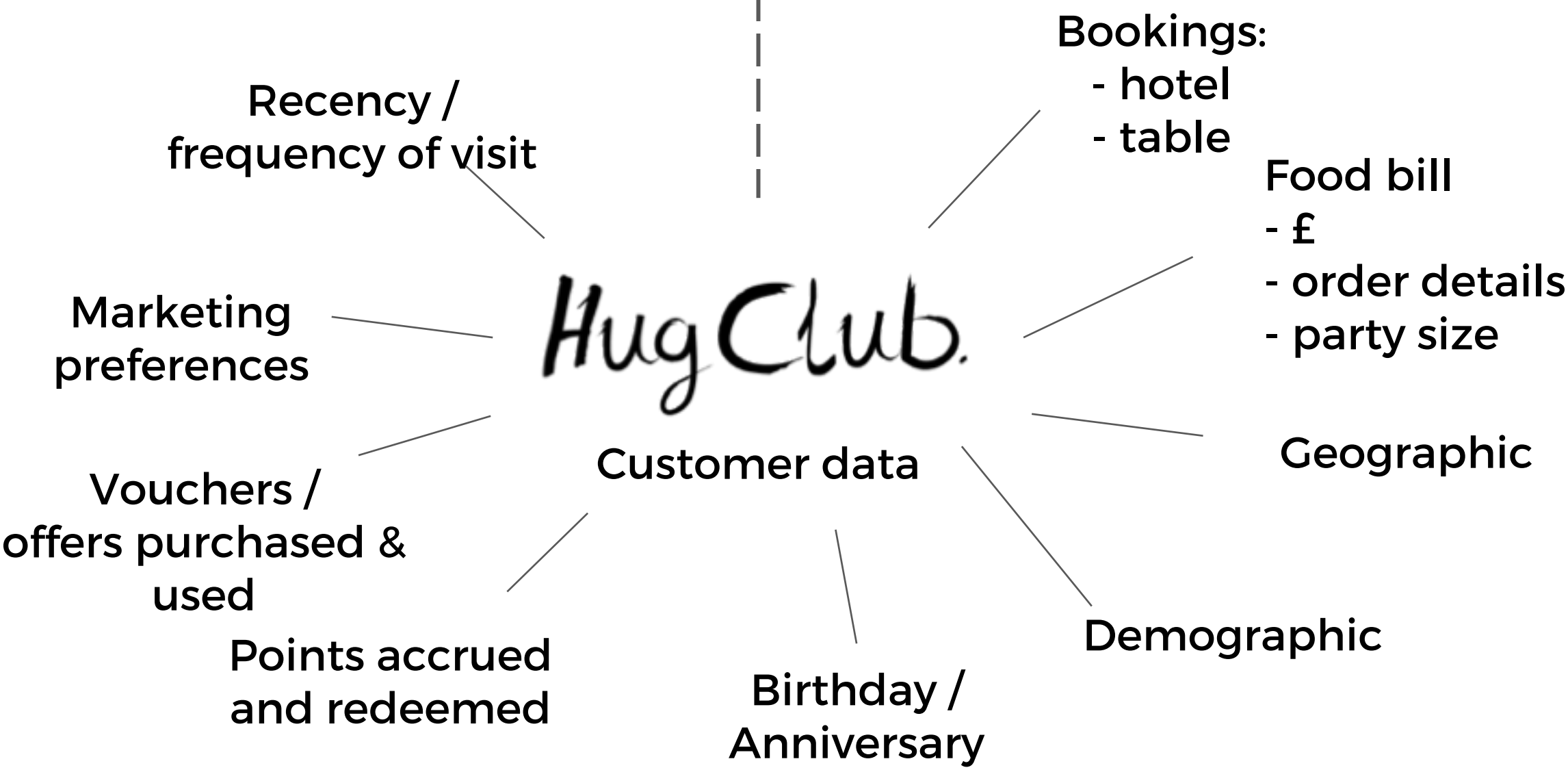EST 2005

urban reef

Beach front

THE WOOD OVEN
BOSCOMBE BEACH

Beach front

urbanbeach

Suburbs

A key objective of the Hug Club loyalty scheme is to leverage what we know about our customers to increase visit frequency. Spend points at quieter times, drives footfall. Ultimately, combine different data into a Single Customer View.

Hug Club.

Customer data

Recency / frequency of visit

Marketing preferences

Vouchers / offers purchased & used

Points accrued and redeemed

Birthday / Anniversary

Bookings:
- hotel
- table

Food bill
- £
- order details
- party size

Geographic

Demographic

UNDERSTANDING THE VALUE PROPOSITION

Value proposition - Brand level; critical to understand what our brand stands for

Brand idea

Urban Guild is about...

Making it human

← HUGS drive everything we do ... behaviour that makes people feel good.

↑ Food and beverage as nutritional and beneficial to the body as possible. Making people feel good in and out.

Value proposition - Brand level

Brand experience

- A happy, friendly place, where service is of the highest order and the mission in every moment is to bring good feelings to others.

- Even when the outlook of a venue is not out to sea, we are all about broadening horizons, bringing new perspectives to our clients and showcasing the wonderful things that happen when humans give and receive hugs with each other.

- There are a constant succession of little (and big) hugs, which can be spectacular, dramatic, edgy, magical or just unexpected and surprising

Value proposition - Brand level; understanding our values

Making it Human
Brand personality

CENTRAL VALUES - Famous For Being:

Fun. Human. Creative.

EXPRESSIVE VALUES - Make people feel:

Liberated. Valued. Energised.

FUNCTIONAL VALUES - Always Deliver:

Inspiration. Good Memories. Hugs.

Value Proposition - customer profile; using the Value Proposition Canvas (www.strategyzer.com) identify customer's jobs, pains and gains

Pains, Gains and Jobs

Our customers have a lot going on. They're busy, anxious, and stressed; they're spinning plates, they're striving for approval and respect in multiple complicated ways — all while racing against the clock to lead a fulfilling life before it passes them by.

We build Value Propositions with these factors in mind. By understanding what they've got to get done, what stops them doing it, and what makes doing it easier, we can build products and services that genuinely help (rather than coming purely from our own internal ideas, which may or may not hit the mark).
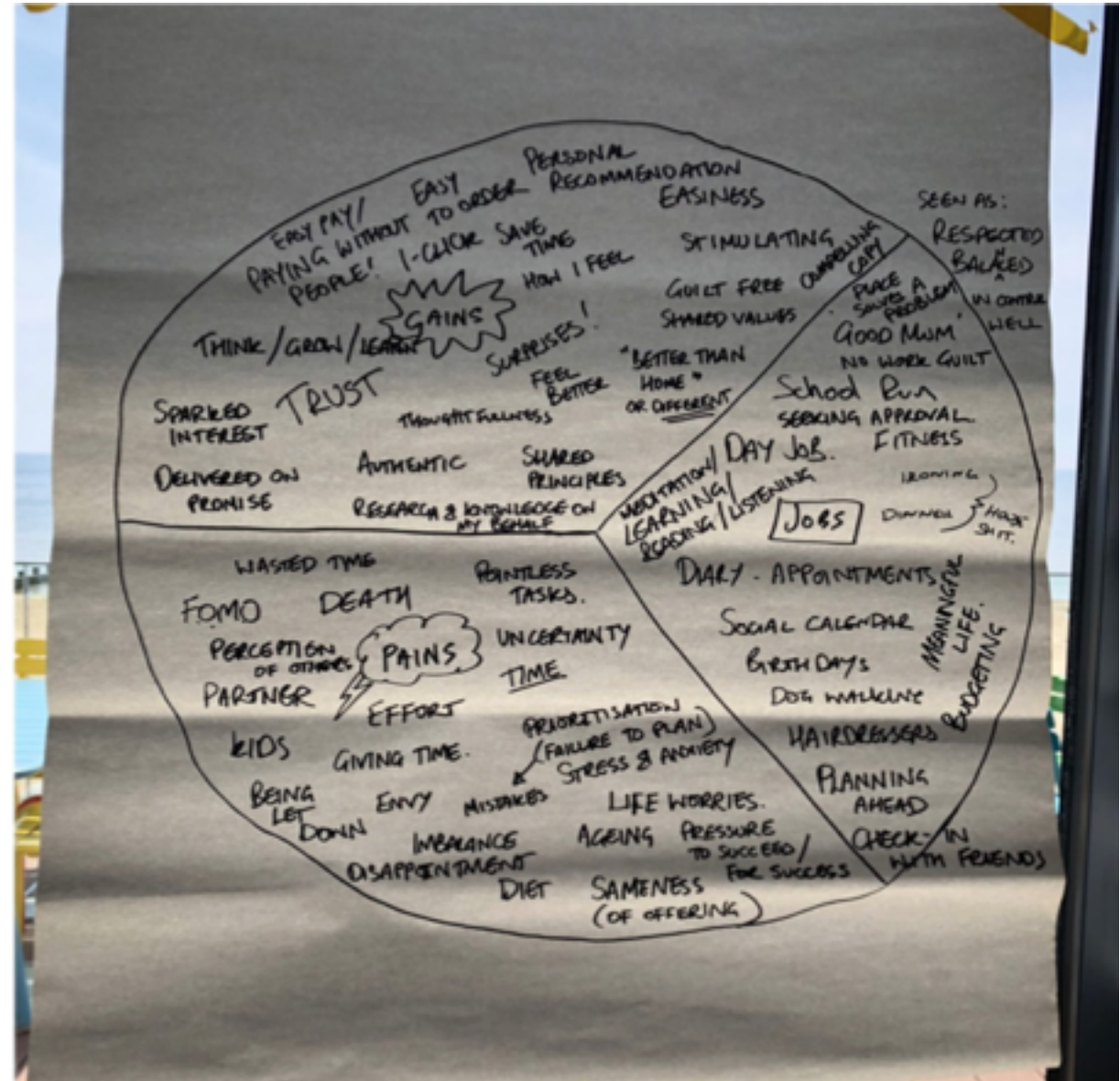
Value proposition - Hug Club

Promise:

Hugs for all. We'll go the extra mile to make you feel hugged in return for your loyalty.

How it works:

Points for every £ spent. Exclusive offers. Access to a community of 3,500 like-minded huggers. 3 subscription offers to suit how often you visit and with increasing reward value.

Who is it specifically designed for?

Most frequent visitors and customers who want to 'buy in' to the brand personality. Customers like Jenny. Visit twice a month or more.

How can it be purchased?

Speak to the team in venue or subscribe online. 3 tier options Little Hug / Big Hug / Bear Hug, £10/yr, £9.99/month or £29.99/month respectively.

The wine dream. We know who our best cabernet sauvignon drinkers are and when testing the new wine menus, we send them a box of six to try. Insight drives value, encourages loyalty and stickiness.

CUSTOMER DATA AND INSIGHT-DRIVEN MARKETING

Capture customer data at all parts of the customer journey and start to build a picture of motivation and reason for visit. Sometimes a walk-in when passing, e.g. Urban Reef dog walker or cyclist. But mostly a considered purchase - especially for the higher value Hotel room booking.
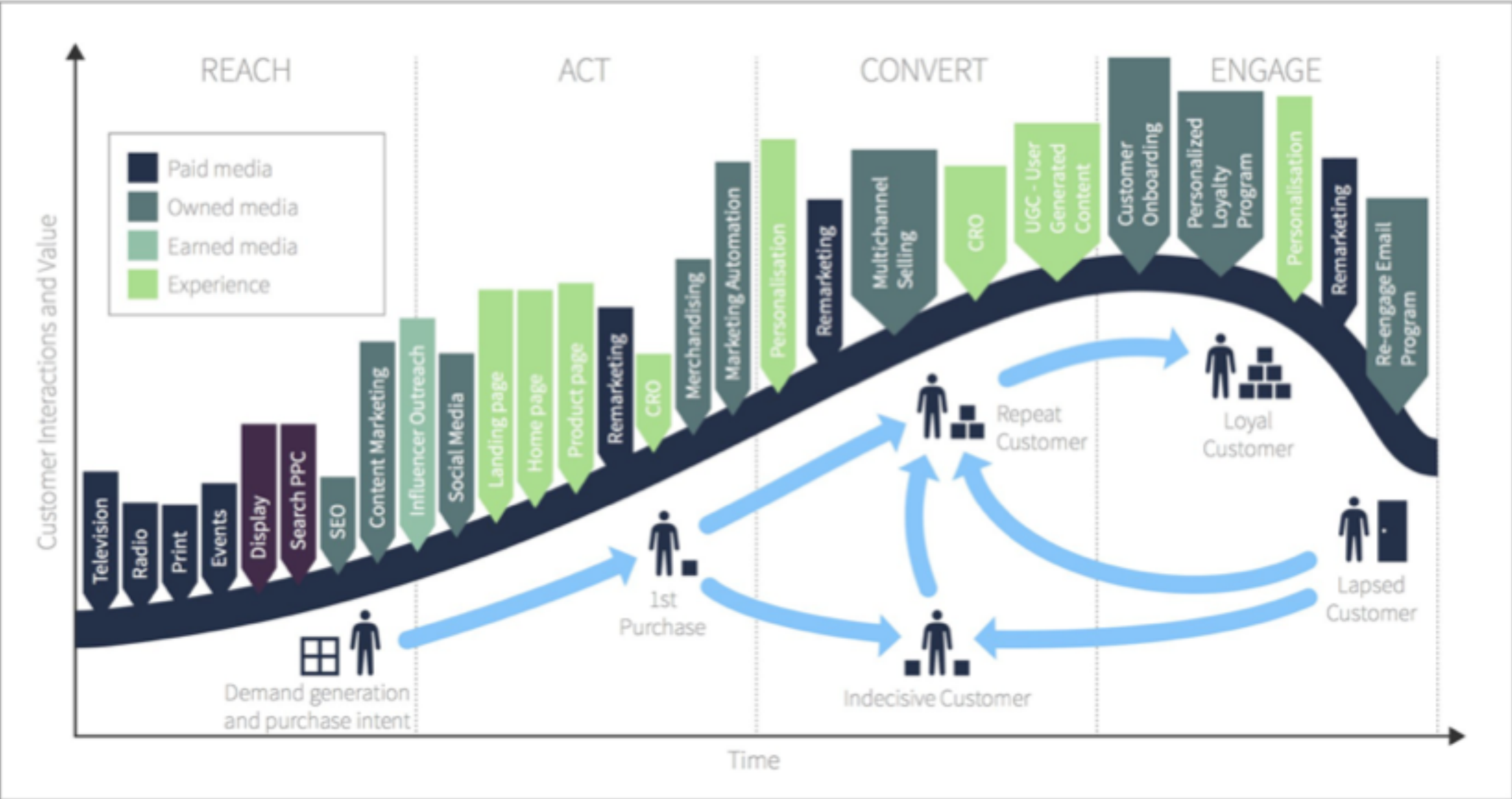
Urban Guild – Identifying audience types - We brainstormed all the different reasons customers visit and then grouped those into categories

Foodies & Drinkers
Allergy sufferers
Pizza lovers
Bloggers
Influencers
Cocktail lovers
Craft beer drinkers
Chefs
Bakers
Vegetarian / PP

Leisure
Surfers
Cyclists
Gym goers
Yogis
Walkers
Dog Walkers
Beach cleaners
Beach Hut Owners
Clubs & societies

Professionals
Corporate visitors
Work local
UG Staff
Home workers
Entrepreneurs
Mum-preneurs
Creative / media
Hospitality
Civil service

Interest
Music
Football
Rugby
Quiz
Fitness / Health
Dog owners

Special Occasions
Wedding
Anniversary
Christening
Wake
1st date

Lifestyle
LGBT
Smokers
Vegan
Plant Powered
Friends
Students

Life stage
Singles
Couples
Kids
Married
Income
Homeowner

Location
Locals
Drive time <1h / >1hr
Parents of students
Holiday homers

Tourists
Day
Short break
Holiday
Events
Night time
Beach Hut
Land Train

Hug Club
Members
Non-members
Lapsed

AUDIENCE GROUPS

Urban Guild - lead persona; personas are a great way to build empathy with our customers and move beyond generic segmentation

Lead Persona

Urban Reef

Meet Jenny & Nick Tarr

" "We love Bournemouth's sea front and Urban Reef has the best location in town"

"Food is something we love, we eat out a lot and enjoy trying new restaurants as well as old favourites."

"Urban Reef is a unique and laid back spot, it's the place we go to unwind and get back to neutral." "

www.whobuysyourstuff.com

Profile

- She is 41-55 years old.
- Lives with husband in Bournemouth.
- Children are at home.
- Full Time Professional, Management/Executive.
- High Income Household: £80k+.
- Regular Walkers, Travellers & Drinkers.
- News via BBC & Social Media
- Weekly Food Shop at Waitrose/Sainsburys.
- Regularly uses Facebook

Relationship with business

- Visited Urban Reef as a couple, sometimes with kids/friends.
- Also looked at Reef Encounter.
- Decision Making Hierarchy: Location, Food, Atmosphere
- Urban Reef in One Word: "Beach"
- Most important element: Dinner
- Favourite thing to do: Staring out to sea, the vibe, food/quality time.

Personality Profile

Bold, pragmatic, skeptical, goal-driven, strong diplomat, persistent, fair, and respectful.

Customer Service Pathway - planned visit; Actions that customers take before, during and after their visit

BEFORE

Search 'beach restaurant in Bournemouth'

Click on Urban Reef from SERPs

Arrive at Homepage

Click on menus

Click on location

Visit TripAdvisor - search reviews

Visit Facebook page

Make a booking

Receive confirmation

Text reminder

Email signup - check for offers

DURING

Arrive at venue - greeted by host

Seated at table, water & menus given

Atmosphere and buzz

Food & drink choices

Speed of service

Quality of meal

Friendliness of server

Speed of bill & payment

Hug Club sign up?

Cleanliness of toilets

AFTER

Booking engine - follow up email & review request

Google review request

Facebook review / photos loaded

TripAdvisor review

Customer service contact, praise or complaint

Hug Club welcome series (if applicable)

Points added / subtracted from Hug Club account

Voucher processed (if applicable)

Sources of customer data - Martech stack

Single customer view?

WEBSITE — Squarespace / Wordpress / Shopify

TABLE BOOKING — ResDiary

ROOM BOOKING — Little Hotelier

HUG CLUB — Hug-O / Stripe

MARKETING — Mailchimp

TILLS — Lightspeed

SHOP PURCHASE — Shopify

VOUCHER / OFFER — Shopify

CUSTOMER SERVICE — FB / Google / TripAdvisor / ResDiary

GDPR — Mailchimp

URBAN GUILD
EST 2005

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Mailchimp

Single - ish customer view?

URBAN GUILD

With some manual intervention / 3rd party API connectors - Zapier / IFTTT & regular API links

MEASUREMENT IS CRITICAL
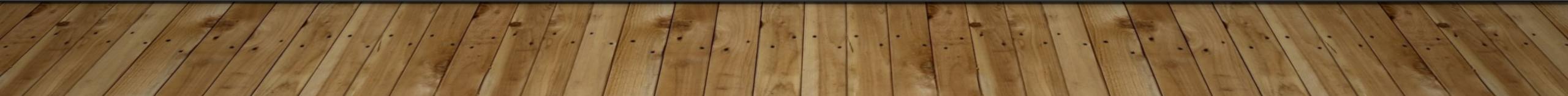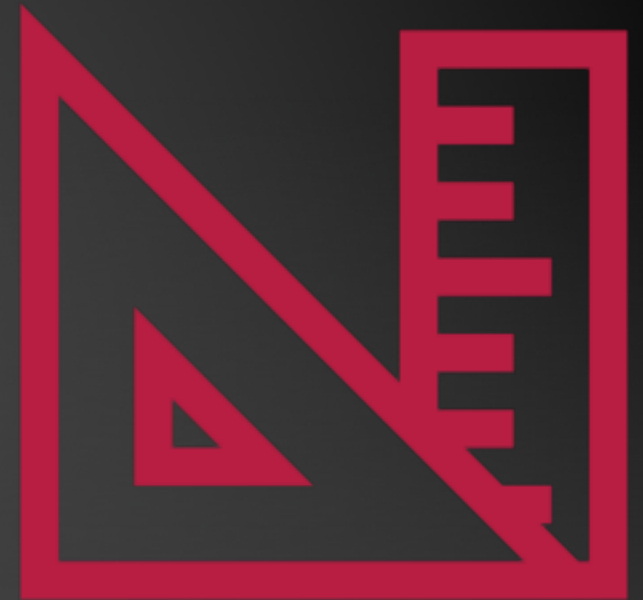
Measurement & Metrics - hard and soft to evaluate impact of loyalty club

HARD METRICS

Visit frequency / recency

Spend per head

Loyalty points

Review score / sentiment analysis

Search & website stats

Funnel analysis

Social media engagement

Loyalty scheme retention rates

SOFT METRICS - more human

Face to face or email feedback

Word of mouth / recommendation

Review content - key emerging themes

Naming staff in comments

Atmosphere in venue

Happiness of staff

Funnel conversion rates – Google Analytics
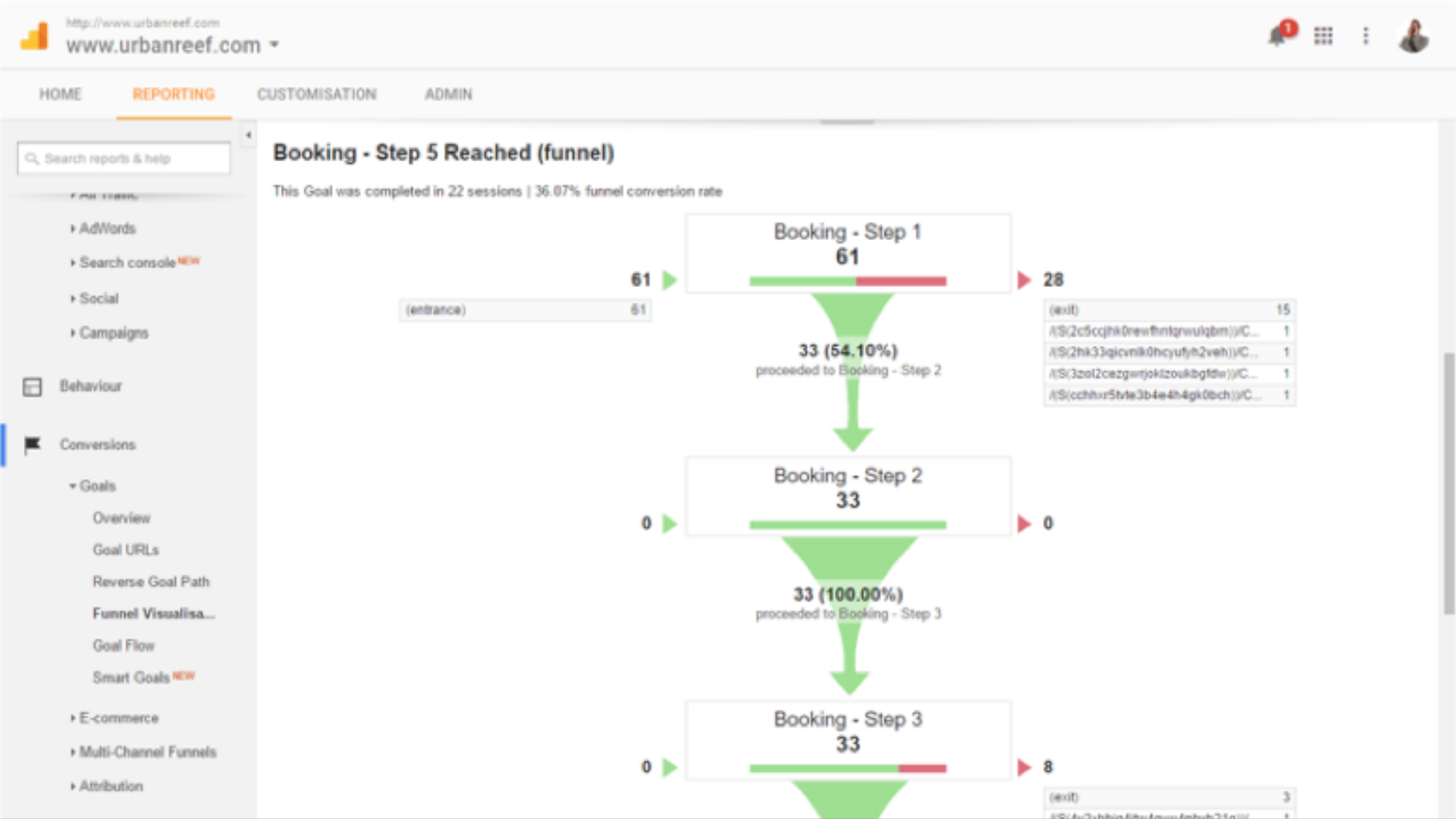
Top converting traffic sources – Google Analytics
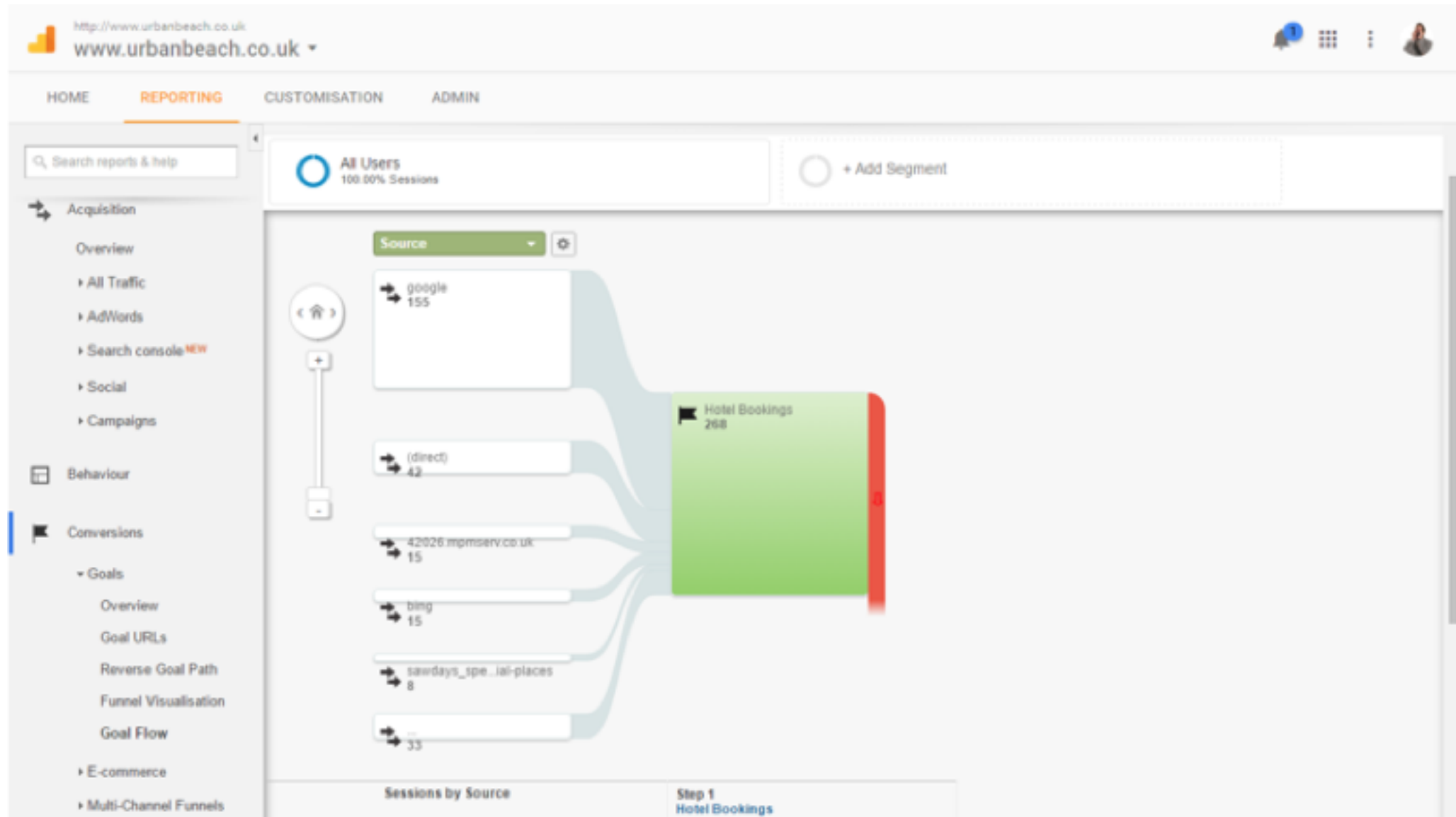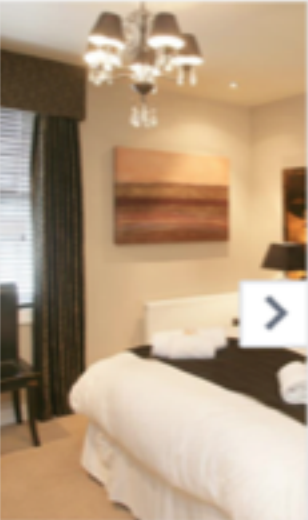
Campaign metrics - e.g. Facebook

CUSTOMER EXPERIENCE JOURNEY MAPPING
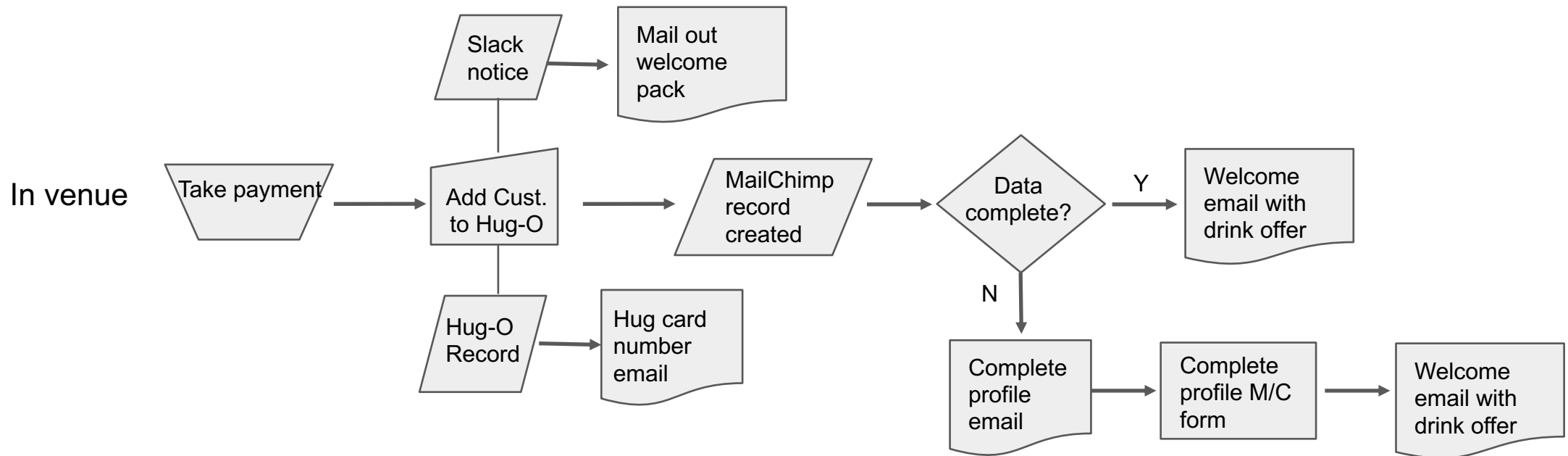
Customer Journey Analysis - insight

Insight comes from layering customer data from different sources.

Usually involves Excel spreadsheets

Examples include:- home location of hotel guests, WiFi login in-venue, email newsletter sign-up source.

Facebook Pixel data becomes useful when you create lookalike audience groups.

Customer Journey - Hug Club on-boarding

In venue

Take payment → Add Cust. to Hug-O → MailChimp record created → Data complete?

Slack notice → Mail out welcome pack

Hug-O Record → Hug card number email

Data complete? — Y → Welcome email with drink offer

Data complete? — N → Complete profile email → Complete profile M/C form → Welcome email with drink offer

Customer Journey - Hug Club on-boarding

Online
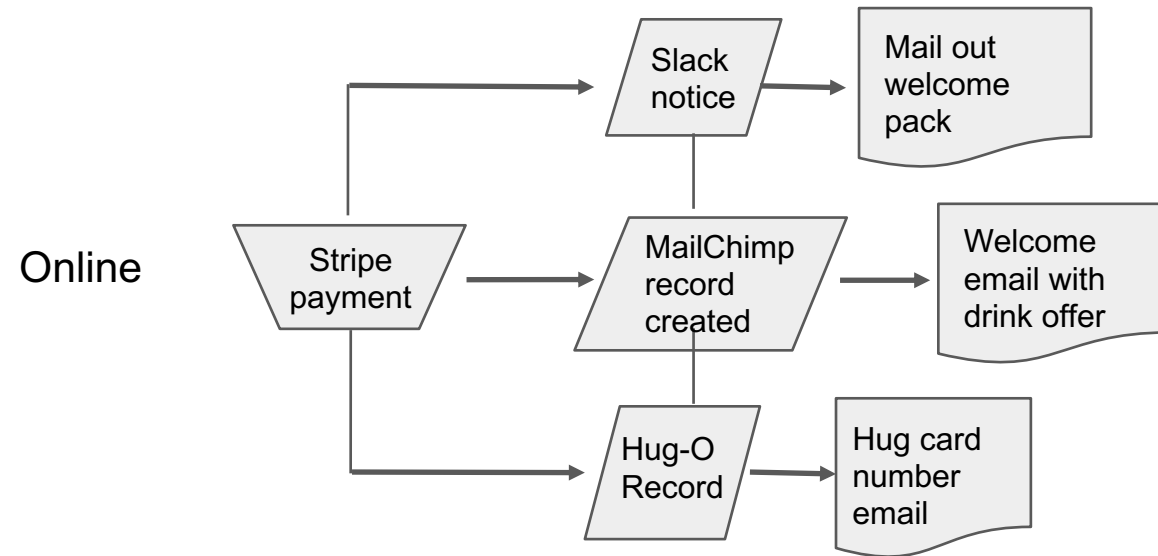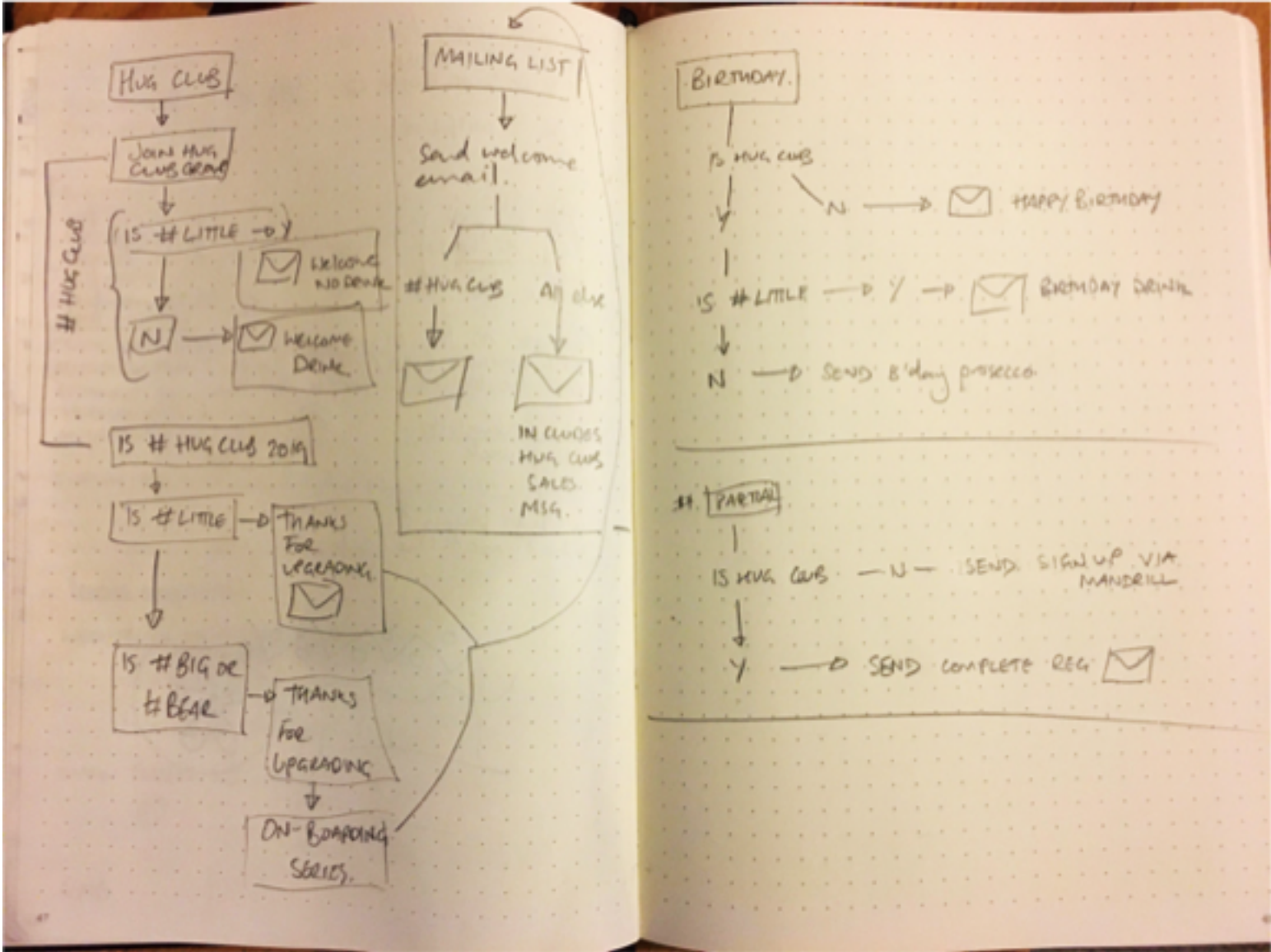
Hug Club on-boarding & welcome email series

MailChimp automations based on workflow

Emails

✓ **Welcome Little**   [Edit]

Trigger: Immediately after a subscriber's audience field, Hug Club Tier, changes to Little

〉Email details

✓ **Welcome Big**   [Edit]

Trigger: Immediately after a subscriber's audience field, Hug Club Tier, changes to Big

〉Email details

✓ **Welcome Bear**   [Edit]

Trigger: Immediately after a subscriber's audience field, Hug Club Tier, changes to Bear

〉Email details

MailChimp automations based on workflow

✓ **Audience**
You will be sending to "**Urban Guild News | Offers | Hugs**".

✓ **Tracking**   Edit Tracking
You chose to track clicks and opens in the HTML email.

Emails

✓ **Partial Hug Club Registration**   Edit
Trigger: 1 day after a tag is added to the contact. Tag: **Partial**
❯ Email details

✓ **Partial Hug Club Registration #2**   Edit
Trigger: 3 days after subscribers are sent previous email
❯ Email details

USEFUL RESOURCES

- Developing a value proposition canvas: www.strategyzer.com

- Customer experience journey mapping: www.smaply.com

- Understanding service design thinking: https://boagworld.com/

- Tracking website conversions: https://datastudio.google.com/

- Buyer personas: www.hubspot.com/resources/buyer-personas