

Strategies for the Hospitality Industry

ADVISORY

Harrah's: A Customer Relationship Management Case Study

An interview with Bob Goldman, Goldman Group and David Norton, Harrah's Entertainment.

Effective customer relationship management (CRM) has been at the heart of several success stories for many years. However, CRM is in the eye of the beholder and can mean everything from a targeted marketing or loyalty program all the way to a customer-centric strategy based on business intelligence supported by an organizational structure that is much more than the sum of the technology employed or the basic loyalty program.

As the hospitality and real estate industries experiment with the expansion of their existing customer-focused efforts, KPMG sought out a success story involving an effective customer-centric transformation. Kapila Anand, National Director, and John Repp, Director, both of the Real Estate and Hospitality Advisory services group of KPMG, spoke with David Norton, Senior Vice President of Relationship Marketing at Harrah's Entertainment and Bob Goldman, President of the Goldman Group, about

the strategic value of CRM and the critical success factors underlying the customer-centric transformation at Harrah's. Harrah's has been recognized for its outstanding marketing practices by the *Nielsen Street Journal*, *Information Week* and *CIO Magazine*. Prior to joining Harrah's in 1998, Mr. Norton held positions with American Express and MBNA. Mr. Goldman has held executive management positions with retail companies for more than 25 years. He specializes in strategic consulting and has recently coauthored the book, "The Must Have Customer."

KPMG:

What do you believe are some of the lessons learned as a result of the implementation of CRM?

Goldman:

Failure to execute a CRM program is usually because it is approached as a one size fits all solution as opposed to being targeted to a core customer. One truly needs to identify and then under-

stand what motivates your best customers. The building blocks must include communication, understanding goals, the strategy and then applying discipline to execute the strategy.

Harrah's is a visionary. They have obtained the tailored data necessary to recognize their "must-have customers," spent the time understanding customer

"Failure to execute a CRM program is usually because it is not targeted at core customers— but rather approached as a one size fits all solution."

rules, and then aligned their marketing programs, management incentives and technology infrastructure with a common goal. They are constantly innovating through the process itself—utilizing the intense customer knowledge that allows one to continue to evolve.

Harrah's:

Early on in our process, we established that our customers are customers of the company, not of an individual property. This is important for a CRM strategy to work. Additionally, we placed an importance on business intelligence. The data

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Customer Relationship Management A Case Study Of A Greek Bank:

Customer Relationship Management Samit Chakravorti, 2023-02-23 Customer Relationship Management A Global Approach provides a uniquely global holistic strategic and tactical grounding in managing customer and other stakeholder experiences and relationships across the value chain cultures and countries Reflecting the global structures of companies operating today the author draws on his research knowledge alongside industry and teaching experience to connect Customer Relationship Management CRM core concepts processes and strategies with international business opportunities and challenges including globalization and cross cultural marketing Emphasis is placed on the need for developing cross cultural skills and cultural intelligence for identifying and fulfilling cross country CRM opportunities through analytical strategic operational and social CRM projects Written in an accessible style throughout the eleven chapters provide ample depth to support a full course related to CRM spanning CRM foundations planning and implementation managing stakeholder relationships improving global CRM implementation Wide ranging case studies include Royal Bank of Scotland the Nike hijab Instagram HubSpot and the pharmaceutical industry in India The text will appeal to advanced undergraduate and graduate students studying CRM Relationship Marketing and International Marketing as well as CRM and marketing practitioners Samit Chakravorti is an Associate Professor of Marketing at Western Illinois University in the United States

Digital Enterprise and Information Systems Ezendu Ariwa, Eyas El-Qawasmeh, 2011-07-20 This volume constitutes the refereed proceedings of the International Conference on Digital Enterprise and Information Systems held in London during July 20 22 2011 The 70 revised full papers presented were carefully reviewed and selected They are organized in topical sections on cryptography and data protection embedded systems and software information technology management e business applications and software critical computing and storage distributed and parallel applications digital management products image processing digital enterprises XML based languages digital libraries and data mining The Customer is NOT Always Right? Marketing Orientations in a Dynamic Business World Colin L. Campbell, 2017-01-11 This volume includes the full proceedings from the 2011 World Marketing Congress held in Reims France with the theme The Customer is NOT Always Right Marketing Orientations in a Dynamic Business World The focus of the conference and the enclosed papers is on marketing thought and practices throughout the world This volume resents papers on various topics including marketing management marketing strategy and consumer behavior Founded in 1971 the Academy of Marketing Science is an international organization dedicated to promoting timely explorations of phenomena related to the science of marketing in theory research and practice Among its services to members and the community at large the Academy offers conferences congresses and symposia that attract delegates from around the world Presentations from these events are published in this Proceedings series which offers a comprehensive archive of volumes reflecting the evolution of the field Volumes deliver cutting edge research and insights complimenting the Academy s flagship journals the Journal of the Academy of Marketing

Science JAMS and AMS Review Volumes are edited by leading scholars and practitioners across a wide range of subject areas in marketing science *Banking, Finance, and Accounting: Concepts, Methodologies, Tools, and Applications* Management Association, Information Resources, 2014-07-31 With the global economy still in recovery it is more important than ever for individuals and organizations to be aware of their money and its potential for both depreciation and growth *Banking Finance and Accounting Concepts Methodologies Tools and Applications* investigates recent advances and undertakings in the financial industry to better equip all members of the world economy with the tools and insights needed to weather any shift in the economic climate With chapters on topics ranging from investment portfolios to credit unions this multi volume reference source will serve as a crucial resource for managers investors brokers and all others within the banking industry *Successful Customer Relationship Management Programs and Technologies: Issues and Trends* Eid, Riyadh, 2012-03-31 This book offers case studies methodologies frameworks and architectures and generally the cutting edge in research within the field of customer relationship management Provided by publisher **Business Periodicals Index**, 2007 **Comprehensive Dissertation Index**, 1989 Comprehensive Dissertation Index: Business & economics, A-K, 1984 **Journal of Marketing**, 1994 *The Australian Banker*, 1992 Comprehensive Dissertation Index, 1861-1972: Business and economics Xerox University Microfilms, 1973 *Books and Pamphlets, Including Serials and Contributions to Periodicals* Library of Congress. Copyright Office, 1965 Banking Information Index, 2001 **Dissertation Abstracts International**, 1970 **Sociological Abstracts** Leo P. Chall, 1993 American Doctoral Dissertations, 2000 Index to Theses with Abstracts Accepted for Higher Degrees by the Universities of Great Britain and Ireland and the Council for National Academic Awards, 2007 The Wall Street Journal, 2006 **Retail Banking in Greece - New perspectives through customer orientation in a slowly saturated market** Niko Mikopoulos, 2012-04-13 Bachelor Thesis from the year 2008 in the subject Business economics Banking Stock Exchanges Insurance Accounting grade 2 University of Applied Sciences Zurich language English abstract The Greek retail banking sector has generated over the last couple of years excellent revenues with their branches network and expansion strategy to the neighbouring Balkan markets The private sector and households mainly demanded banking products as deposits consumer credits mortgages and building loans credit cards and services as customer advisory phone banking and Internet banking Especially a strong competition between the traditional Greek retail banks e g National Bank of Greece Alpha Bank Piraeus Bank etc the new retail bank entrants e g Proton Bank Millennium Marfin Popular Bank etc and the indications for a slowly saturated market will force the Greek retail banks to focus more and more on new perspectives through customer orientation The target of the thesis is to give on a transparent and structured way valuable knowledge what new perspectives through customer orientation are and what relation exist between customer orientation process and a CRM framework in the Greek Retail Banking sector and how this can be used in a practical and methodical way Loyalty and Customer Relationship Management in Banking Sector: Case

Study of HSBC Farrukh Khan,

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Table of Contents Customer Relationship Management A Case Study Of A Greek Bank

1. Understanding the eBook Customer Relationship Management A Case Study Of A Greek Bank
 - The Rise of Digital Reading Customer Relationship Management A Case Study Of A Greek Bank
 - Advantages of eBooks Over Traditional Books
2. Identifying Customer Relationship Management A Case Study Of A Greek Bank
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Customer Relationship Management A Case Study Of A Greek Bank
 - User-Friendly Interface
4. Exploring eBook Recommendations from Customer Relationship Management A Case Study Of A Greek Bank
 - Personalized Recommendations
 - Customer Relationship Management A Case Study Of A Greek Bank User Reviews and Ratings

- Customer Relationship Management A Case Study Of A Greek Bank and Bestseller Lists
- 5. Accessing Customer Relationship Management A Case Study Of A Greek Bank Free and Paid eBooks
 - Customer Relationship Management A Case Study Of A Greek Bank Public Domain eBooks
 - Customer Relationship Management A Case Study Of A Greek Bank eBook Subscription Services
 - Customer Relationship Management A Case Study Of A Greek Bank Budget-Friendly Options
- 6. Navigating Customer Relationship Management A Case Study Of A Greek Bank eBook Formats
 - ePub, PDF, MOBI, and More
 - Customer Relationship Management A Case Study Of A Greek Bank Compatibility with Devices
 - Customer Relationship Management A Case Study Of A Greek Bank Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Customer Relationship Management A Case Study Of A Greek Bank
 - Highlighting and Note-Taking Customer Relationship Management A Case Study Of A Greek Bank
 - Interactive Elements Customer Relationship Management A Case Study Of A Greek Bank
- 8. Staying Engaged with Customer Relationship Management A Case Study Of A Greek Bank
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Customer Relationship Management A Case Study Of A Greek Bank
- 9. Balancing eBooks and Physical Books Customer Relationship Management A Case Study Of A Greek Bank
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Customer Relationship Management A Case Study Of A Greek Bank
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Customer Relationship Management A Case Study Of A Greek Bank
 - Setting Reading Goals Customer Relationship Management A Case Study Of A Greek Bank
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Customer Relationship Management A Case Study Of A Greek Bank
 - Fact-Checking eBook Content of Customer Relationship Management A Case Study Of A Greek Bank
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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