

Client



Partner



Company:
Eurostar

Website:
www.eurostar.com

Headquarters:
London, UK

Industry:
Travel, Business & Leisure

Solution:
Date Discovery Visualization,
Campaign Manager, Engine, part
of the Alterian Integrated
Marketing Platform

Results:
Solution enabled seamless
integration between email and
web activity. Open rates
increased by 100%, unique click
throughs by 50%

"With the implementation of the database, Eurostar has been able to create targeted communications based on traveller behaviour and profiles. The results have been far beyond expectations."
Andrew Wythes
Customer Database Manager

Campaign management tools significantly increase customer intelligence for Eurostar

Eurostar is the high-speed passenger train service operating between the United Kingdom, France and Belgium, running from Waterloo and Ashford International to Paris, Lille, Brussels, Calais, and Disneyland Resort Paris. Eurostar has always been at the leading edge of innovation in the rail industry, setting new standards for travel by train. It was one of the first rail operators to introduce business lounges and a loyalty programme, and has won the title of 'World's Leading Rail Service' for the last nine years at the World Travel Awards.

In 2006, Eurostar carried a record 7.85 million travellers and achieved record sales of £518 million. Over 70 million people have now travelled with Eurostar since services began in 1994, and the company is responsible for doubling the number of visitors from London to Paris and Brussels.

On 14 November 2007, Eurostar will launch services from its new terminal at St Pancras International. The completion of the high-speed line, High Speed 1, will create a link to the Continent from the heart of the city and further reduce Eurostar journey times, for example London to Paris will now take only 2 hours and 15 minutes. Eurostar's customer base will change dramatically - for both out-bound and in-bound French and Belgian services. Eurostar will also open a new station, Ebbsfleet International, which will complement its existing Kent station at Ashford International.

Before August 2005, Eurostar did not have an overall view of its customers and prospects. There was no real understanding of the behaviour of individual travellers - either leisure or business. The company enjoyed communication with only a small proportion of actual customers.

The Challenge

Eurostar's overall objective was to increase customer intelligence to improve relationship building and help strategically drive operations - particularly in light of the impending major UK station changes.

Before the customer database project began, Eurostar held some operational data about ticket sales plus data from its Frequent Traveller programme. Marketing was based on limited analysis - direct marketing was a general 'one-size-fits-all' operation, with the same communication being sent to the entire database. An email Direct Mail (eDM), for example, about the new Ski Service to the French Alps would be sent to a customer whether they had an interest in skiing or not.

Eurostar's initial goal was to create a single customer view and associated database marketing tools to maximise the potential of its data in order to increase its understanding of, and hence significantly improve, its relationship with customers. The new approach had to underpin Eurostar's DM campaigns for which it predominantly used email due to cost, speed, and measurement benefits.

The second marketing goal, ahead of changes to the service in 2007 outlined above, was to profile its travellers to understand the affects the changes would have on existing and future catchment areas. The output would help drive the decision-making process not only in Marketing but also within Eurostar's Business Planning, Market Research, eCommerce, Customer Service and Customer Operations divisions.

One of the key challenges these objectives presented was to overcome initial data quality issues and subsequent integration of a variety of datasets held in different countries. For example, marketing data from the last two years held in the UK, France and Belgium; inbound North American data via partner Expedia; Management Information Systems data; web data from www.eurostar.com; Frequent Travellers programme and customer contact, complaints and remarks held in London and also data from the ticket booking system.

It was vital that the marketing database could work effectively cross-border between the three countries. The database also needed to be accessible to Eurostar's external partners such as advertising and media agencies.

The Solution

Eurostar decided to minimise the risk involved with the process of creating a new marketing database by securing the consultancy and software services of Occam, an Alterian partner.

The project commenced in January 2005 and an initial version of the new system went live in September 2005.

The solution is a combination of Occam's core cleansing and de-duplication components, an operational data store in SQL Server and Alterian applications Data Discovery and Visualisation (DDV) and Campaign Manager - each leveraging Alterian's core Engine technology, all part of the Alterian Integrated Marketing Platform.

Occam created a new customer marketing database capable of managing the large volumes of Eurostar's raw data, which grew from an initial 30,000 contacts to 18 million unique customer IDs. This significant increase in the amount of available data came from including all transactions within Eurostar's core markets over a four year period; plus the original data sources.

Occam's solution, based on Alterian, technology, allows rapid and easy analysis and selection from the new database. Immediately, Eurostar was able to begin segmenting the database, providing insight to drive targeted, profitable email campaigns.

- Business travellers' behaviour (and previous journeys taken) is analysed to ensure targeted, relevant offers are sent

Alterian Case Study

Eurostar

- Outbound emails relating to the Ski Service to the French Alps have been reduced from 500,000 to 70,000 based on new insight drawn from the newly available analysis
- Potential users of the daily service to Disneyland Resort Paris were targeted by email, resulting in a 35% open-rate
- Targeted micro sites have been created on the main Eurostar website to increase data capture

Andrew Wythes, Eurostar Customer Database Manager, comments, "With the implementation of the database, Eurostar have been able to create targeted communications based on traveller behaviour and profiles. The results have been far beyond expectations."

As well as enabling Eurostar to apply analysis to its data to gain customer insight, Occam also made it possible for Eurostar to begin to address the challenge of understanding customer journeys and translating this information into targeted marketing campaigns.

- Contacts that have registered via the website but not purchased can be emailed to 'boost' uptake
- Customers returning for the first time are contacted to gain 'new traveller' customer feedback

Eurostar is beginning to feed all this new customer intelligence to its media agencies to assist and inform campaign planning. The system is already a strong, strategic business tool, used for significant analysis and profiling of customers within the existing catchment areas of Waterloo International and Ashford International.

Occam hosts the marketing database solution on its network of secure, state of the art servers, ensuring continual data security and 24 hour data access. A continual process of data quality management, performance tuning and enhancement of the analysis and campaign management capabilities is in constant operation. Web access to all data, campaign contact history and facilities is provided for Eurostar users across three countries; access permission levels can be applied on an individual basis to assure security across the system and all data.

Occam provided training in the new system for all Eurostar database users, enabling them to execute extremely successful campaign selections in-house, for a range of scheduled, automated campaigns, as well as occasional campaigns run in support of a specific marketing objective. For more complex campaigns and at peak times, Eurostar relies on Occam's analysis and campaign selection expertise to execute more complex data extractions from the database.

In addition to increasingly targeted email campaigns, Eurostar is now able to measure and report upon the efficacy of its entire marketing activity, across all channels. The solution enables seamless integration between email and web activities, ensuring that Eurostar's marketing activity will be supported as new technologies and channels are embraced.

After just one campaign Eurostar were able to measure and demonstrate the following increases in campaign effectiveness and response:

- Open-rates increased by 100%
- Unique click-throughs increased by 50%
- Average revenue increased by 400%

This new ability to undertake strategic analysis has been invaluable in providing insight into customer behaviour across Eurostar's three core markets. Eurostar has been able to accurately plan and assess the huge opportunities that will arise and predict future sales volumes thereof. The database has empowered Eurostar to model its current and future customer catchment areas, insight which will underpin all relationship marketing activity during 2007.

The Future

From such measurably successful foundations Eurostar plans to create even deeper segmentations of its business and leisure target audiences, embracing such areas as 'high-frequency, high-value travellers'; 'dormant customers' and 'one-time travellers'. This deeper insight will drive future campaigns, facilitating up-sell and cross-sell initiatives and re-educating customers and prospects in the run-up to the new station openings in 2007.

The new customer marketing database has helped propel Eurostar's understanding of its customers to a new level of sophistication within a short space of time, fast tracking both short-term marketing objectives and longer-term strategic business goals into realisation.

The marketing database implementation has already resulted in many significant business wins for Eurostar. The benefits resulting from the effective application of marketing data analysis include:

- Complex data integration to create a single customer view of 18 million traveller records;
- Dramatically increased customer intelligence
- Creation of a highly targeted and effective dialogue with customers
- Successful cross-border and inter-departmental collaboration

Where previously, it had relied upon limited market research projects, Eurostar now has a clearer picture of its customers; its catchment areas and how service changes will effect both - not only in the UK, but for prospective passengers travelling from Brussels, Paris and Lille.

Vital foundations have been laid to ensure that Eurostar may continue to increase the sophistication of its direct marketing, ahead of the challenges of the launch of services from St Pancras.

Alterian

Alterian (LSE: ALN) empowers marketers with an integrated marketing software platform combining database, online and operational marketing applications on a shared data infrastructure. The Alterian Integrated Marketing Platform makes it practical and cost effective for marketers to use actionable insight to execute an integrated marketing strategy across online and offline channels.

It is the unique integration of analytics, content and execution through Alterian's industry leading tools, such as the Alterian Messenger email platform, and the award winning Alterian Content Management solutions, which enables marketers to drive a seamless, multi-channel customer experience.

Alterian's analytically-led software is delivered to approximately 1,000 marketing departments, across 26 countries, and an international network of more than 100 business partners, including marketing services providers, agencies and systems integrators. Its partners, such as Accenture, Acxiom, Allant Group, Cap Gemini, Carlson Marketing, Experian, Epsilon, InfoUSA, LogicaCMG, Merkle, Ogilvy One and Euro RSCG Worldwide, deliver Alterian software alongside their own domain and services expertise to help market leaders such as Princess Cruises, General Motors, Zurich, Astra Zeneca, HSBC, Limited Too, AEGON, Avis, Worldwide Wrestling Entertainment, Dell, Amnesty International and Vodafone integrate marketing processes and drive competitive advantage.

For more information about Alterian, products within the Alterian Integrated Marketing Platform or our Partner Network, please visit www.alterian.com

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