

## CASE STUDY

Insight Knowledge Portal  
Virgin Holidays  
Tour operator

### INTRODUCTION

Virgin Holidays is a UK-based travel company specialising in long-haul holidays, primarily to the US, Florida and Caribbean, with a growing World Wide market. The customer insight team sits within the marketing department, and is responsible for collecting and distributing market insight to business decision makers in support of the business strategy and operations.

### THE CHALLENGES

The insight team faced three main challenges:

***Challenge 1 – Inefficient system for organising, managing and delivering insight to other business units.***

Prior to embarking on this project, insight was made available to the business via two channels:-

1 - Direct Request. The insight group would respond to requests made by email, telephone or in person. Often the same request would be made numerous times from different people. This approach often meant that the insight team themselves were a bottleneck.

2 - Shared Space: The insight team stored insight documents in shared network folders. Other business units would attempt to access this space and retrieve the information that they require.

However, the shared space was not working effectively. This was mostly due to the fact that, over time, the information in the shared folders became unstructured with inconsistently named sub-folders. There was no search function, version control was virtually impossible, and access control very difficult. This caused great difficulty for other departments in finding insight.

The consequence of this was a greater number of direct requests from the business into the insight team. This caused significant strain on the insight team as their workload increased to serve the requests, as well as focusing on their core function of gathering insight.

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The Insight Knowledge Portal that MwK Solutions created for us has enabled the Virgin Holidays insight team to make the vital shift from an information- pull model to a very effective information-push model.

Now business users can easily find key insight, and we can push out “must know” insight as and when it becomes available in real time.

The tagging of insight documents using our new taxonomy is a real differentiator. Finding insight is now very easy and intuitive for our internal customers.

MwK clearly understood the core business drivers behind this project from the start. They were responsive, flexible and focused throughout. A great solution to a tricky challenge.

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Gonca Gulser

Virgin Holidays Insight

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### ***Challenge 2 – No consistent way to describe available insight***

There was no single, unified, logical, and efficient classification system with which the insight team could classify their insight. This, along with unstructured network folders, resulted in an inconsistent view of available insight and poor knowledge retention within the insight team. The location of insight documents and the rationale behind folder names was tacit knowledge held by individual team members. When members were absent or moved on, the risk of losing access to insight was very high.

### ***Challenge 3 – No platform from which to run education campaigns***

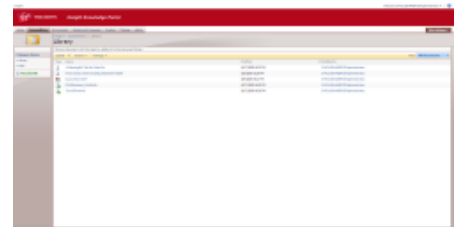
The insight team wanted a way to run insight education campaigns for the business. These campaigns would be short, relevant and focused on key insight themes. There was no means of effectively delivering these themed campaigns to business users in an appealing or engaging way.

## **PROJECT OBJECTIVES**

A project was initiated to find a solution to the challenges faced. The project scoped a solution that stores, classifies, manages and distributes insight in a concise, targeted and intuitive way. The specified solution builds and manages knowledge of customers and competitors throughout the business in order to integrate insight into business decision-making.

The high level business objectives of the project:

- Increase services levels in providing business users with access to research
- Make information available on-demand with minimal interaction with the insight team
- Push relevant and timely information to users proactively, rather than reactively, minimising the number of ad-hoc requests



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## SOLUTION

MwK worked with the insight team at Virgin Holidays to design and implement a system that delivered the scoped solution.

### **Taxonomy-based insight management system**

Instrumental in achieving the business objectives was the development of taxonomy to consistently describe available insight. The taxonomy enables classification of insight which in turn allows business users to find insight very easily.

Insight at Virgin Holidays is now classified into one of four top level categories. Insight is further classified using additional tags from the taxonomy, including tags from other top level categories if required. Business users use the same classification categories to intuitively locate relevant insight.

### **Insight distribution platform**

By storing and classifying insight using the new taxonomy, the insight team now push insight to the right people at the right time. The team is no longer a bottleneck that slows the distribution of insight to the business. Relevant insight documents can be found by users via simple free text search terms or by navigating the taxonomy classification tree. Insight deemed as hot topics by the insight team can be pushed to the top of the pile and made visible on the home page.

### **Insight team focused on core activities**

With the Insight Knowledge Portal in place, the insight team now focus their time on their core role of gathering insight, instead of diverting valuable time to responding to queries and emailing copies of insight documentation.

The Insight Knowledge Portal is seen by the business as the single source. It provides the business with accessible, timely, organized and summarised insight information, all on a self serve basis.

