viator
a Tripadvisor company

HANDS-ON CHALLENGE

viator
uma empresa do Tripadvisor

Descubra ⌄

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Olá, Eunice!

Planeje melhor com mais de 300 mil experiências de viagem.

Aonde você quer ir?
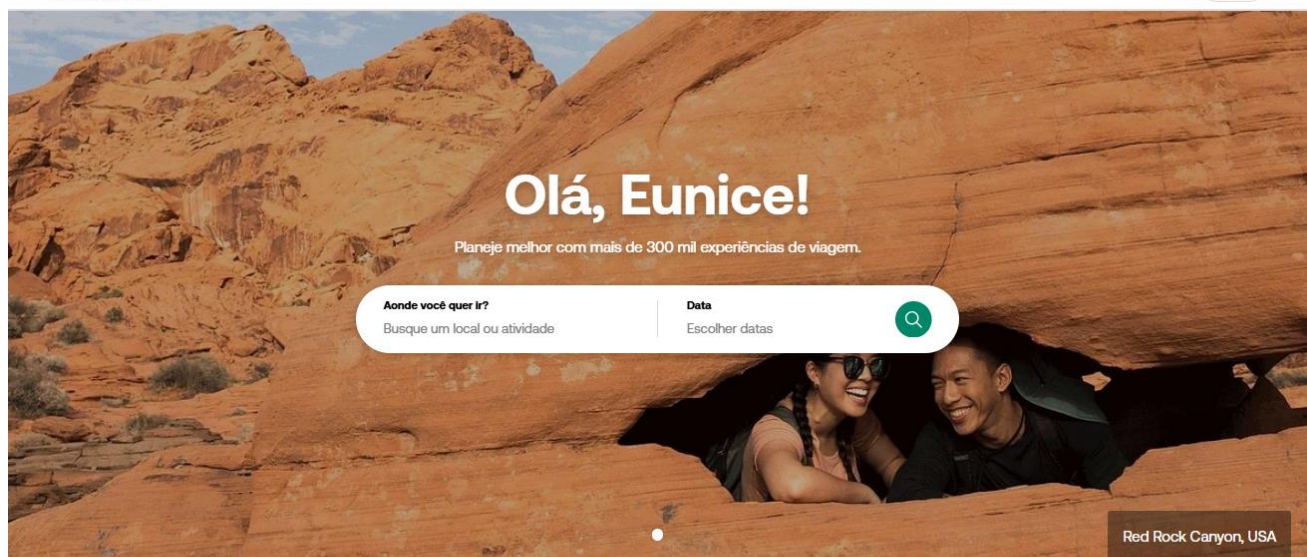Busque um local ou atividade

Data
Escolher datas

🔍

Red Rock Canyon, USA

Porquê reservar com a Viator?

📞
Atendimento 24 horas
Não importa o fuso horário, estamos aqui para ajudar.

🎈
Ganhe recompensas
Explore, ganhe, resgate e repita com nosso programa de fidelidade.

⭐
Milhões de avaliações
Planeje e reserve com confiança usando as avaliações de outros viajantes.

📅
Planeje do seu jeito
Mantenha a flexibilidade com cancelamento gratuito e a opção de reservar agora e pagar depois sem custo adicional.

About Viator

Viator is an **online platform** that allows travellers to **book more than 300.000 travel experiences** around the world.

It's an American company founded in 1995 in San Francisco, California, and it was acquired

by **TripAdvisor** in 2014.

Viator is known for its **customer-centric approach, focusing on providing flexibility, support, and transparency for travelers.**

Types of experiences:

- Tours
- Activities (Classes, games, tastings, and sports)
- Tickets/passes (Access to attractions like museums, monuments, parks, or rides)
- Rentals (volleyballs, snowboards, and jet skis)
- Transportation (between transportation hubs and destinations)

Vision / Mission

- Aim to be the **leading platform** where customers can explore a vast array of travel experiences.
- **Core promise** revolves around **high-quality experiences**, **customer trust**, and **ease of use**, ensuring every traveler can **book with confidence**.
- **Prioritize offering flexibility** (like free cancellations), **maintaining high-quality standards**, and delivering 24/7 customer support to enhance overall customer satisfaction.

How does Viator make money?

When users make a Booking, the Supplier pays Viator a **commission after users have had the experience**.

Some Viator Numbers:

Visitors: Around 23 million visitors per month.

Product Quality Standards

https://help.supplier.viator.com/en/articles/256-what-are-your-product-quality-standards

Products are required to meet and maintain a Good quality level to be published and remain active.

	Good*	Excellent
Has future availability	✓	✓
Has complete product details	✓	✓
Is connected to a Tripadvisor listing	✓	✓
Number of quality photos	2+	6+
Supplier-driven cancellation rate	Lower than 5%**	Lower than 2%**
Average Star Rating	3.0+	4.5+
Number of product reviews	Any	15+
Is instantly confirm-able	--	✓
Accepts mobile ticket	--	✓
Has Standard Cancellation Policy	--	✓
Is connected to a reservation system or has a booking cut-off of less than 4 hours	--	✓

* Products must meet and maintain all criteria to remain active
**This new requirement will go into effect in 90 days from the 13 February 2023.

Supplier-Driven Cancellation Rate

Exceptions to the Cancellation rate are:

- Traveler-initiated cancellations
- Cancellations due to weather, force majeure or at the request of the traveler
- Cancelled bookings outside the 90 day rolling period.

Analysis

What is the current rating and what are the main reasons users are complaining?

Trustpilot: Excellent position of rating 4,3:

Viator received approximately **31.769** reviews in the last 6 months, and **4403 was negative reviews** (with 2 and 1 stars) and represents **15%**.

Based on an analysis of these reviews, the top 5 recurring issues specifically related to the Viator platform was (This analysis was made with help of ChatGPT):

a) **Refund Complications**: 25% - Refunds issues after **last-minute cancelations**.

b) **Lack of Communication**: 20% - Ineffective or non-existent communication with users.

c) **Booking Errors**: 20% - Failures in confirming and managing bookings.

d) **Inaccurate Activities/Tour Descriptions:** 18% - Discrepancies between what was advertised and delivered.

e) **Poor Customer Support:** 17% - Unhelpful or unavailable support in critical situations.

Product Requirements Document

Problem

In Viator's 1- and 2-star reviews, **25% of complaints** are related to complications with refunds. However, those refunds complications are often a symptom of a **larger problem: last-minute cancellations by suppliers.**

These cancellations may occur due to logistical challenges, adverse weather conditions, or organizational issues that prevent the experience from proceeding as planned.

As a result, users are left without the experiences they had planned. Although the refunds are provided but not immediately, and there are usually no comparable alternatives available.

This inconvenience leads many users to seek replacement experiences on other platforms, which not only affects overall satisfaction but also erodes trust in Viator.

Consequently, this reduces user retention and increases the likelihood of customers switching to competitors.

The mains pain of users:

- Uncertainty and stress specially when they cannot easily find alternatives.
- Inconvenience and lost time on booking alternatives or dealing with refunds.
- Negative emotional impact, disappointment of losing a key travel and less likely to trust or recommend the platform in the future.

Use Cases

1. A user books an experience several weeks in advance. Less than 24 hours before the tour, it is cancelled by the supplier. No explanation is provided, and while the user receives a refund, they are left with no time to find a comparable replacement.
2. A user books an expensive, weather-dependent tour that gets cancelled at the last minute due to weather conditions. They are assured a refund, but it is delayed. As a result, the user confidence of Viator was lost and the user booked an experience with the competitors.

Customer Insights

1. "**Last minute cancellation** was highly disappointing. **Luckily the cruise ship found us an alternative excursion. Your firm really didn't help for an alternative excursion** and also showed no empathy."

2. "**We have booked with Viator many times & always satisfied**. However, **we booked an excursion** 6 months in advance in Messina, paid for it, & it **was cancelled only 12 hours prior** to the trip. It was a private Godfather tour. Not only **cancelled but no explanation given nor any recommendations**. **I had 2 other excursions booked through them but I cancelled & went through another group, since I can't count on them.**"

3. "**My booking (hot air balloon ride) was cancelled** just several hours before. **That was a stress to find an alternative**. No excuses from the tour operator or Viator. That is not fair. When I cancel my booking - I pay fees. When the other side cancel in the last minute - than just "sorry""

4. "I **booked two viator excursions** over the past 2 weeks and **both were cancelled last minute**. The first was a golf cart tour in Stockholm and the owner personally called to tell me Viator had system errors and double booked. The other, a cooking class in Italy, I was contacted by Viator to tell me the hosts weren't available at the time that was posted and that I already paid for. Both were refunded but Viator is too unreliable. I **booked 2 other excursions directly with the company and through AirBnB Experience** and those ran without a glitch"

5. "We had a **booking that was cancelled due to weather conditions** which is ok. But the replacement date was also cancelled two days before the tour without reason. Therefore we had to be **lucky and find a tour directly at the city**."

Competitive Analysis

Booking Experiences / attractions: (around 200.000 experiences worldwide)
- The customer support offers alternative solutions to the users.
- Use automated systems to notify users immediately when a supplier cancels.

Fever: (offer over 150.000 experiences worldwide)
- The customer support offers alternative solutions to the users like vouchers.
- cancellations and providing details on next steps. This includes links to other available experiences or options for refunds.

GetYourGuide: (offer over 60.000 experiences worldwide)

- When an experience is canceled, GetYourGuide encourages customers to reach out through customer support, where agents can assist in finding an alternative.

Civitatis – offer over 67.000 experiences worldwide.

Musement – offer over 60.000 experiences worldwide.

Airbnb Experiences – offer over 40.000 experiences worldwide.

Solution

Feature 1: Automatic Backup Booking System

When a supplier cancellation occurs, the user will automatically receive a notification (Email and app notifications). offering alternatives experience suggestion. Options for rescheduling or refund will remain available as well.

Viator can offer alternatives with the following requirements:

- Experiences from the same category to similar categories, within a 20 km radius of the original experience location.
- If the cancellation was due to weather conditions, suggest an indoor experience as an alternative and communicate the reason for the change to the user.
- The alternative experience most be equal to or lower price. If the alternative is of lesser value, refund the user the difference in price.

How the solution solves the problem:

Users

- **Minimizes user stress and frustration** of searching for a new experience. Users don't need to spend time looking for other options.
- **Users have the option to accept the alternative**, reschedule or request a refund, ensures that users remain in control of the final decision.
- **Users will know the reason for a cancellation,** if it was due to weather, they are more likely to see the decision as one made with their safety in mind and helps reduce disappointment.

Viator

- **Increased user retention and user satisfaction** and reducing the likelihood that they'll seek options outside of Viator.
- **Can help reduce the number of refunds**, because users are more likely to accept a new experience rather than opting for a refund.

Success Metrics

- **Aim to reduce the proportion of negative reviews over the next 6 months**.
- Current (as is): 2- and 1-star reviews from 15% | Goal (to be): to around 12%.
- **Aim to increase the Trustpilot rating over the next year.** Current (as is): Trustpilot rating is 4.3 | Goal (to be): to around 4.5.
- **Aim to reduce the volume of cancellation-related support tickets over the first six months**. Current (as is): Based on the current monthly average | Goal (to be): reduce this volume by 15-25%.

Risks & Limitations

- Weather-related cancellations pose a significant limitation for offering suitable alternative experiences.
- Second cancellation could occur with the alternative as well, especially if it faces similar external factors or supplier capacity issues.
- Matching a specific experience closely with the original booking can be challenging, particularly for unique or niche activities, for example a tour to Eiffel Tower.
- It may be challenging to find alternative experiences that match the original in price.
- Lower-priced alternatives may lead users to feel undervalued or view the replacement as lower quality.

Open Questions

To evaluate its initial impact and identify improvements to refine the user experience and ensure the feature's success:

- What percentage of users already rebook after a cancellation?
- Are there trends in rebooking for a certain type of experiences (for example, more for day trips and less for admission tickets, destinations or time of year)?
- What percentage of customers choose one of the offered alternatives instead of requesting a refund?
- For destinations that do not have alternatives, how viable is it to offer users a voucher that they can use for another experience of their choice?

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Product Backlog - Main Requirements

Sprint Nº	Product Requirement	SP	Priority
20	**1. Notification Email about Supplier Cancelation** Users receive a cancellation notification email with three options: reschedule, alternative, refund.	5	High
	2a. [SPIKE] View Available Alternative Experiences Users view maximum of two (2) alternatives experiences, based on date, capacity, radius, reason and price.	7	High
	2b. Display page with no Alternative If no alternative experiences are available a page is displayed to the user with options (reschedule, refund, or contact the support team).	5	High
	3. Alternative Details and Booking Page showing all relevant information about the alternative experience, and the option to book or return to previews page.	5	High
	4. Alternative Successfully Booked Page showing booking confirmation and details.	5	High
21	**5. Booking Confirmation Email** Send a booking confirmation email to the user with full booking details.	5	Medium
	6. [SPIKE] Refund Processing with Notification Email Automatically calculate and process a refund if lower-priced alternative and send a refund notification email.	7	Medium

Sprint Backlog (Trello)

Our Team Structure

1 Product Manager, 1 Product Design, 1 Scrum Master, 1 Backend Developer, 1 Frontend Developer, 1 Fullstack Developer and 1 Quality Assurance.

Sprint Planning

Based on the story points, requirements priorities and considering our team structure, we estimate that two 2-week sprints will be needed to complete the backlog.

High-priority requirements must be delivered by the end of Sprint 1, as they form the core of functionality of the feature. The Sprint 2 will focus on refinement, integration testing and medium-priority items.

Sprint 20 (November 25th to December 6th)

Link Trello:
https://trello.com/invite/b/65d1f488660267316bec5d6a/ATTI26611bbffa8ab5d20ed732b0728ff3d1B1788C5A/viator-team-board-sprint-20-nov-25th-to-dec-6th

Sprint Goals: Set up cancellation detection, establish initial user communication and implement the main pages for alternatives and booking, including confirmation of successful bookings.
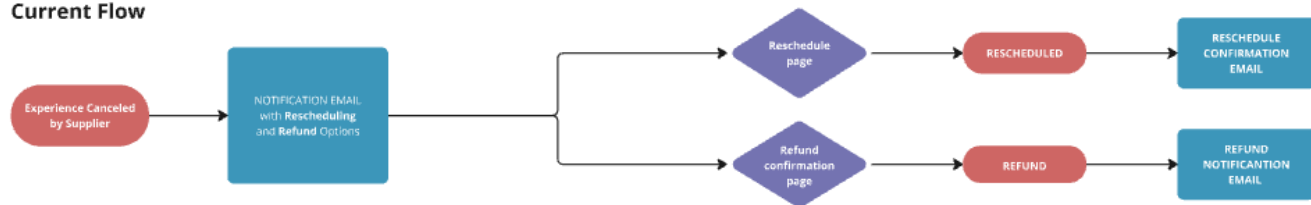
Sprint 21 (December 9th to 19 th)

Link Trello:
https://trello.com/invite/b/67450883027937639080111/ATTI8419f4536d0debc27e2cb508e583a3e005DDEFD8/viator-team-board-sprint-21-dec-9th-to-19th
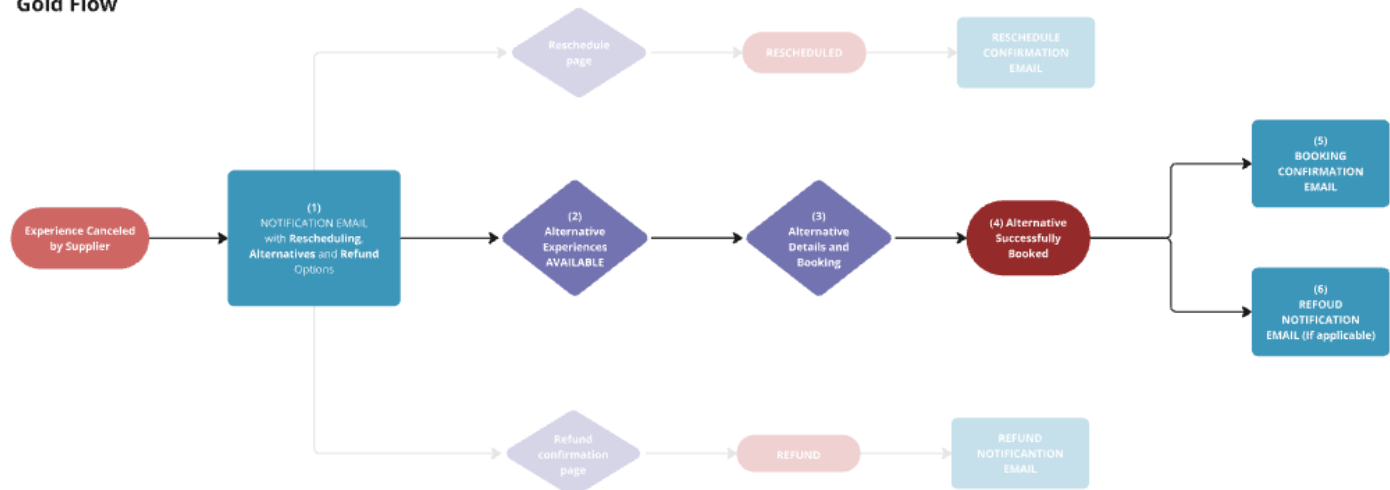
Sprint Goals: Finalize booking confirmations, implement automatic refund processing, perform refinement and integration testing.
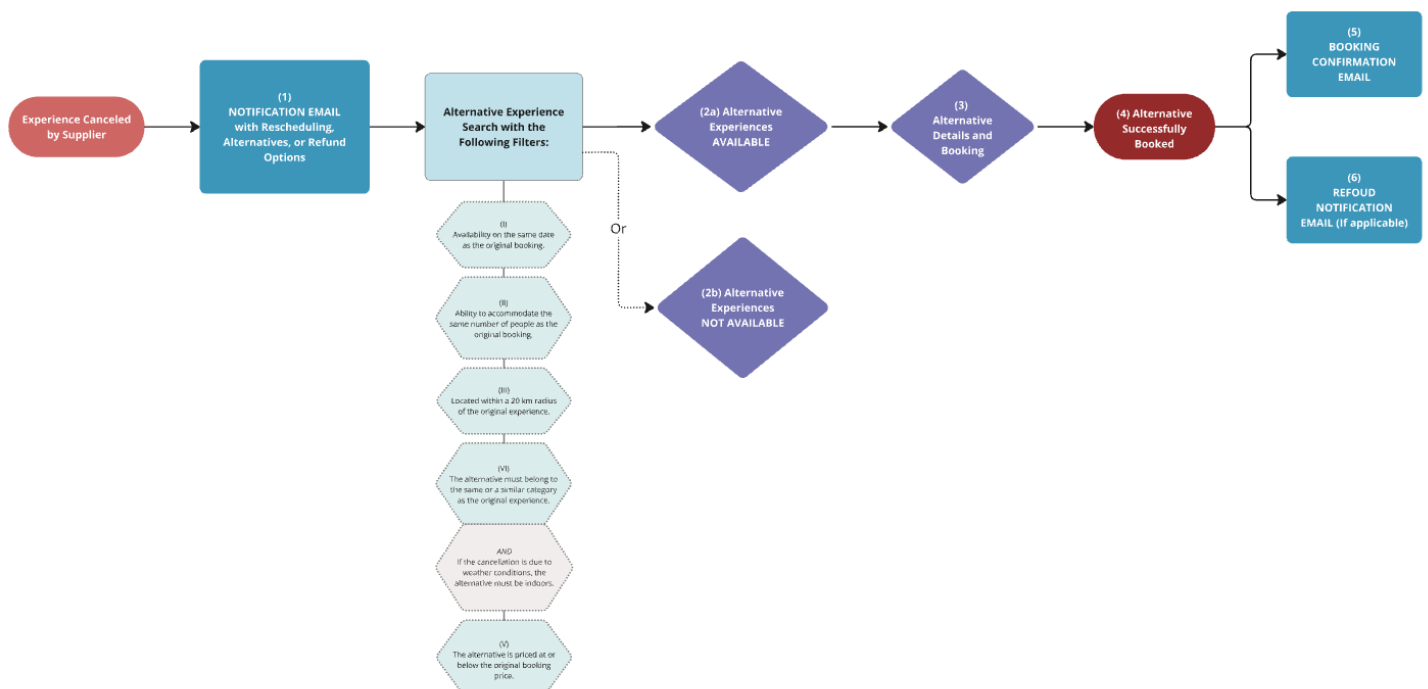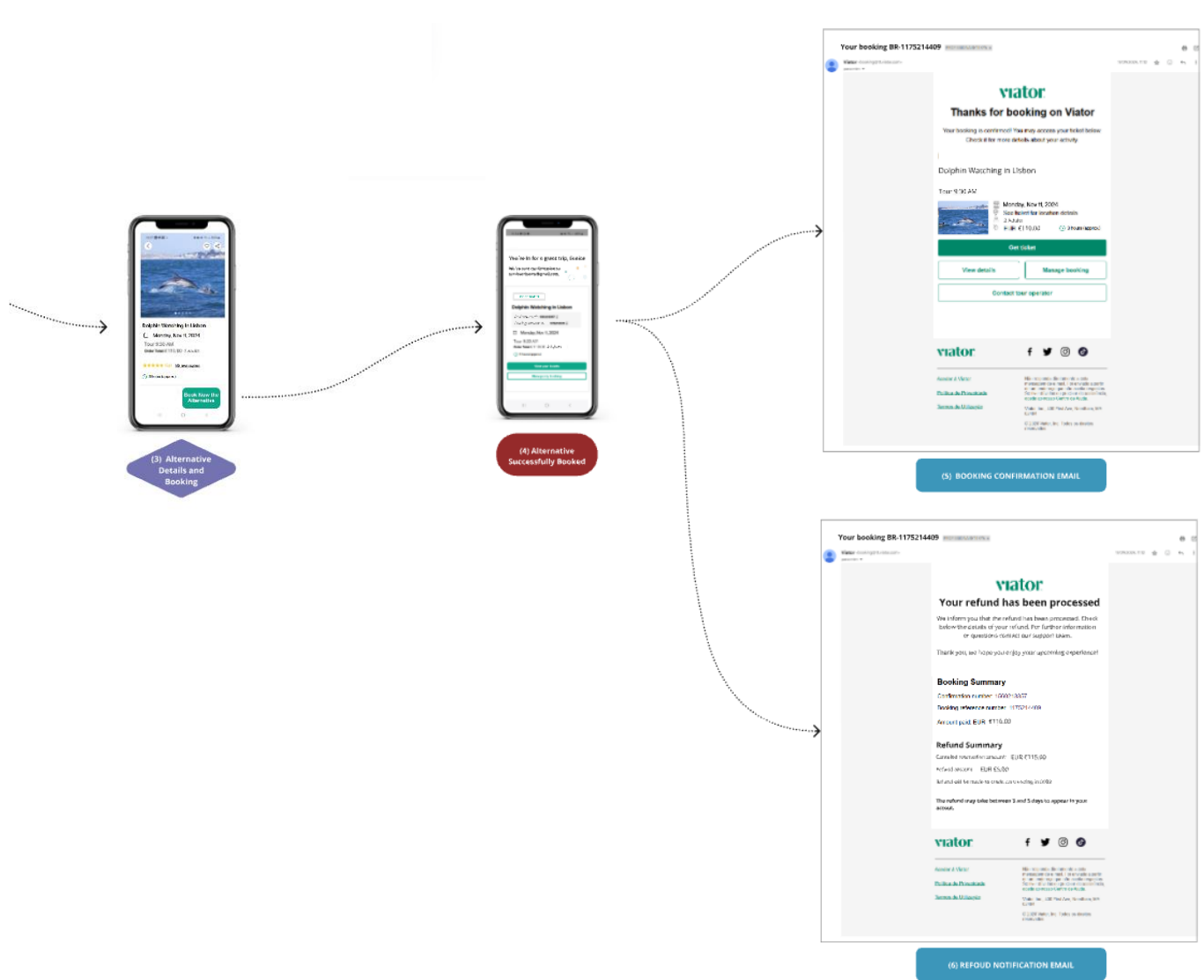
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Flowchart (Miro):

Current Flow

Gold Flow

Detailed Gold User Flow

Design (Miro):

(3) Alternative Details and Booking

(4) Alternative Successfully Booked

(5) BOOKING CONFIRMATION EMAIL

(6) REFUND NOTIFICATION EMAIL

November 25th, 2024

Eunice Ribeiro