



Guilherme Cerqueira

Booking.com portfolio showcase - 2020

About me

- 10+ years of experience in creating desktop/mobile-based internet applications and websites for organizations;
- Background in Art Direction and Front-End Development;
- 4 years @ Booking.com;
- Teams: Third Party Inventory (Web + Apps)
Former: Deals and campaigns
- 750+ Experiments, including all platforms

A top-down view of a wooden desk. On the desk, there is a laptop displaying a website with various images and text. To the right of the laptop is a white cup of coffee on a saucer. Below the cup is a silver pen. To the left of the laptop is a pair of black-rimmed glasses. In front of the laptop is a tablet displaying a document. To the right of the tablet is a smartphone displaying a website. The background is a light-colored wooden surface.

Case study

Upselling regular inventory
to Third Party Inventory users

My role: Owner, driver, designer, responsible for talking to the relevant stakeholders and pushing topics and discussions while the whole team follows up with copy and development.

Why upselling?

We have a product which offers the user a room from a third-party inventory (**TPI**).

This product comes with restrictions, like advance payment, being non-refundable, no invoice available, no full customer support, and others.

I identified a need to work better on giving the users alternatives to the **TPI** room so they clearly understand the benefits / tradeoffs of this room and the other options available. But we also don't want to destroy our product. Upselling for every little limitation that **TPI** has will not be beneficial for our third-party partners and ultimately to the company. We have to be smart **WHEN** to sell it.

Hypothesis: Attracting the right users will increase incremental bookings and provide positive impact on the guest booking experience and on-property satisfaction, driving greater loyalty and repeat business.

Approach

Create scalable components for upselling

a) improve the guest experience

b) future-proof our product to scale effectively by creating components instead of isolated experiments.

The idea was to have this component that can be reused and adapted to any page in the **TPI** funnel - and also a comparison component following the same format.

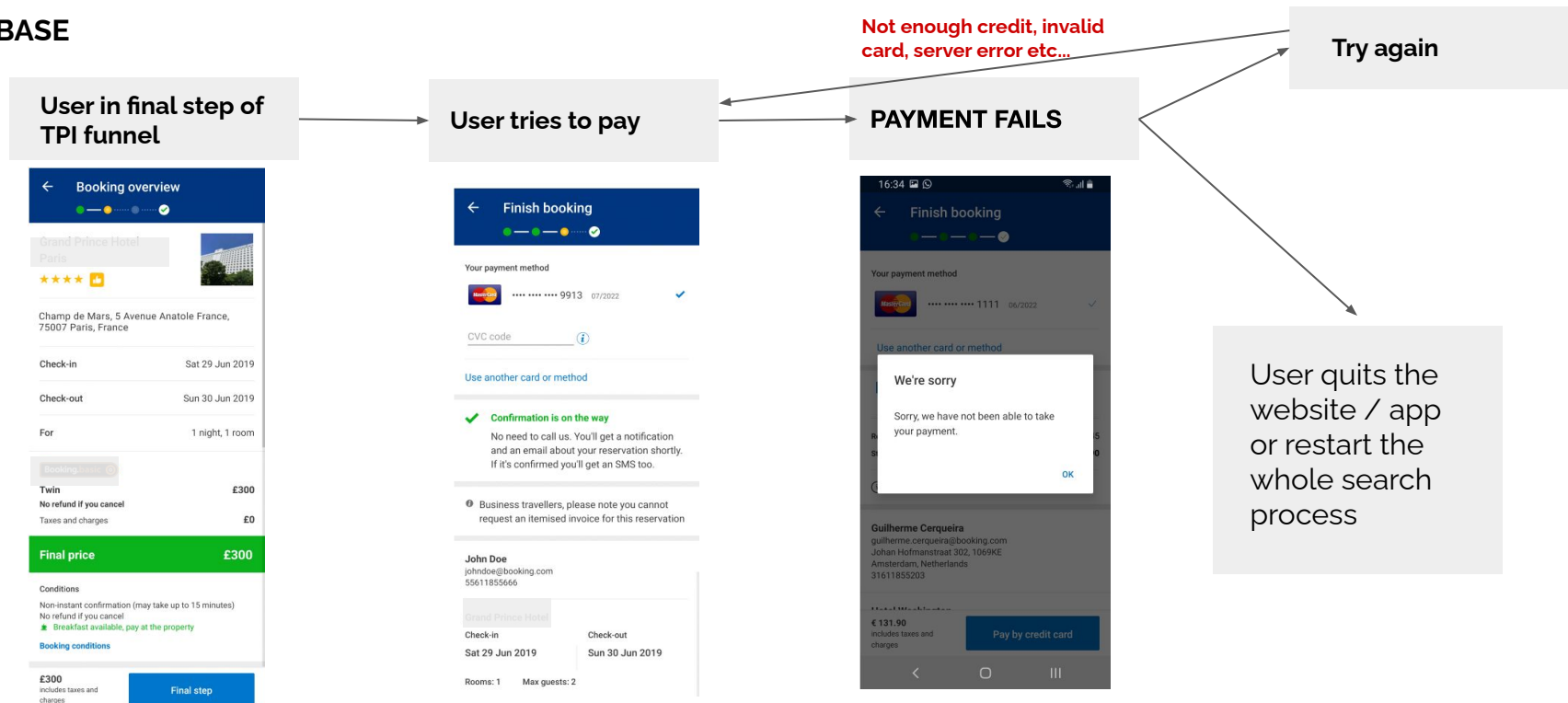
Research showed that users react negatively and are prone to leave the app/website when their payment could not be completed. So we took this as the first opportunity to upsell a regular inventory room which has a pay at the property condition.

Flow for research

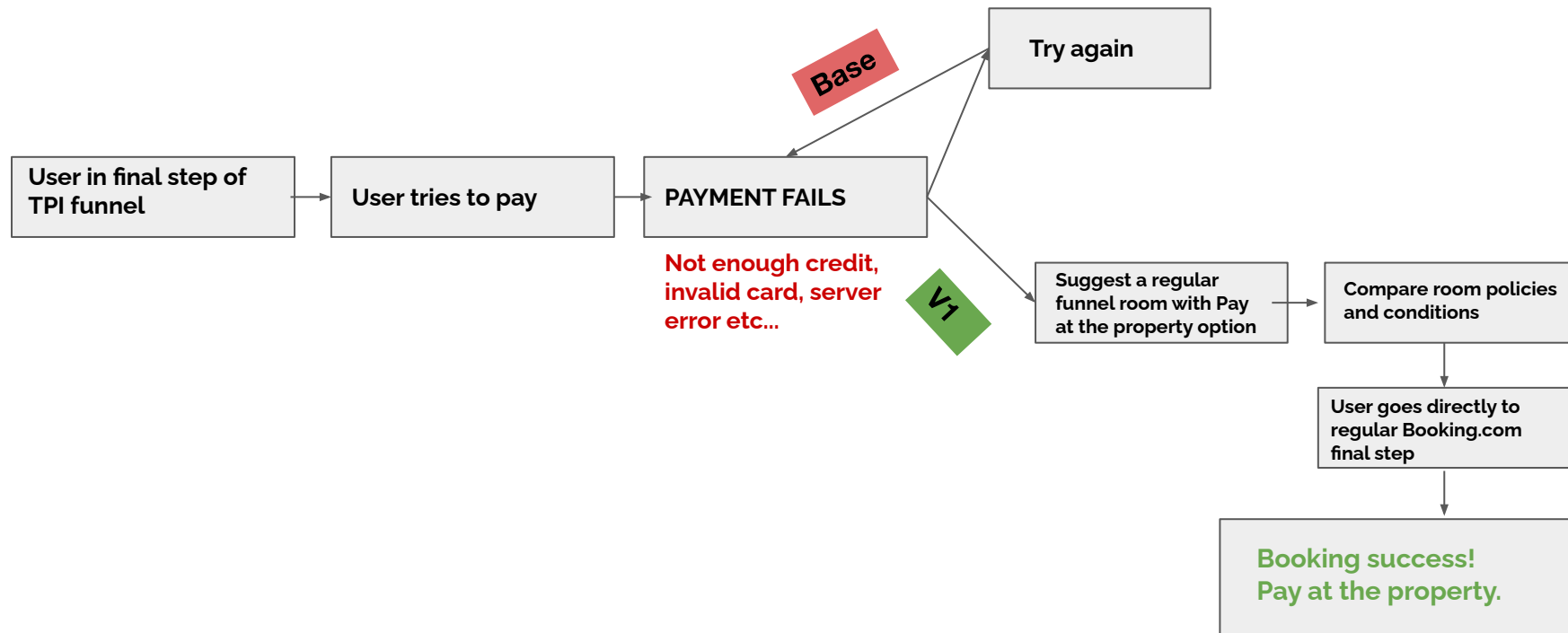
In TPI, payments are a big issue. Regularly, the payment fails due to various circumstances.


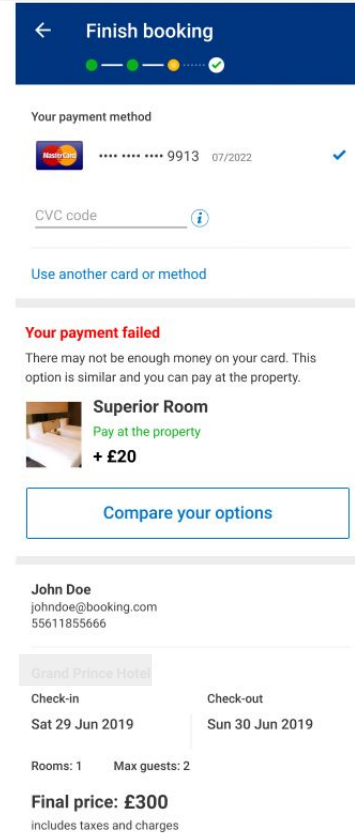
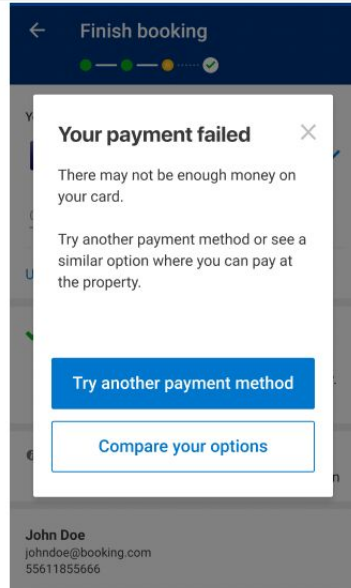
If proven positive, this could be a very impactful strategy to tackle such cases in regular funnel as well.

BASE



Proposed solution





Upselling component



For the comparison screen, various prototypes were tested in usertesting.

In the first testing, the **users got very confused** with the amount of information and **could not understand that this was a room comparison**.

Also, the colors were very confusing. On the survey after the testing, they could not tell the differences between the rooms.

The second iteration brought a better organized design, without the titles, avoiding red/green colors

Also, font-size of the headers were more consistent with our design system.

Iteration #1



Pay at the property

Would you prefer paying at the property?

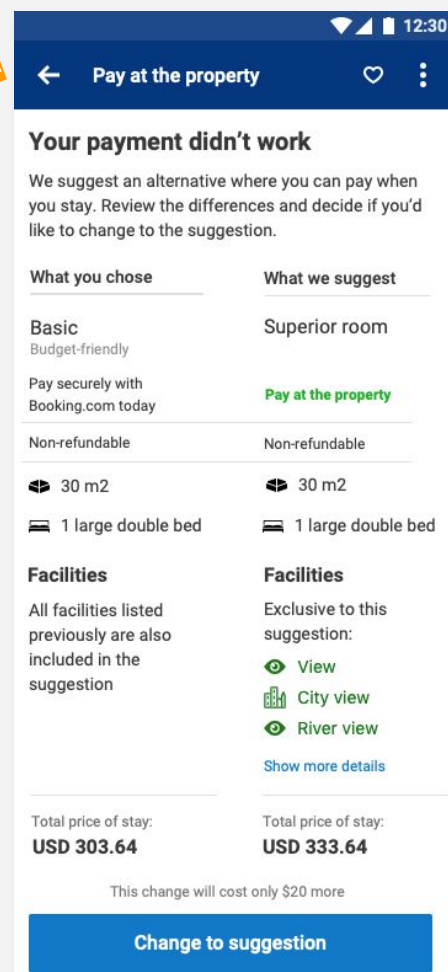
Unfortunately, your payment was declined and your booking couldn't be completed. You can choose an option that lets you pay at the property.

1 Nov - 2 Nov

Current selection	Upgrade option
Basic	Double Room
Total price of stay: € 50	Total price of stay: € 60
Payment options Prepayment needed	Payment options Pay at the property
Cancellation Non-refundable	Cancellation Non-refundable
Invoice X No invoice available	Invoice ✓ Invoice available
Room size: 30 m2	Room size: 30 m2
Bed size(s): 1 large double bed (151-180cm wide)	Bed size(s): 1 large double bed (151-180cm wide)
Only in your current room: All features and facilities in this room will also be in the upgrade room	Only in the upgrade room: Bath Balcony Spa Bath View Terrace

Get room payable at property

Iteration #2



Pay at the property

Your payment didn't work

We suggest an alternative where you can pay when you stay. Review the differences and decide if you'd like to change to the suggestion.

What you chose	What we suggest
Basic Budget-friendly	Superior room
Pay securely with Booking.com today	Pay at the property
Non-refundable	Non-refundable
30 m2	30 m2
1 large double bed	1 large double bed
Facilities All facilities listed previously are also included in the suggestion	Facilities Exclusive to this suggestion: View City view River view Show more details
Total price of stay: USD 303.64	Total price of stay: USD 333.64

This change will cost only \$20 more

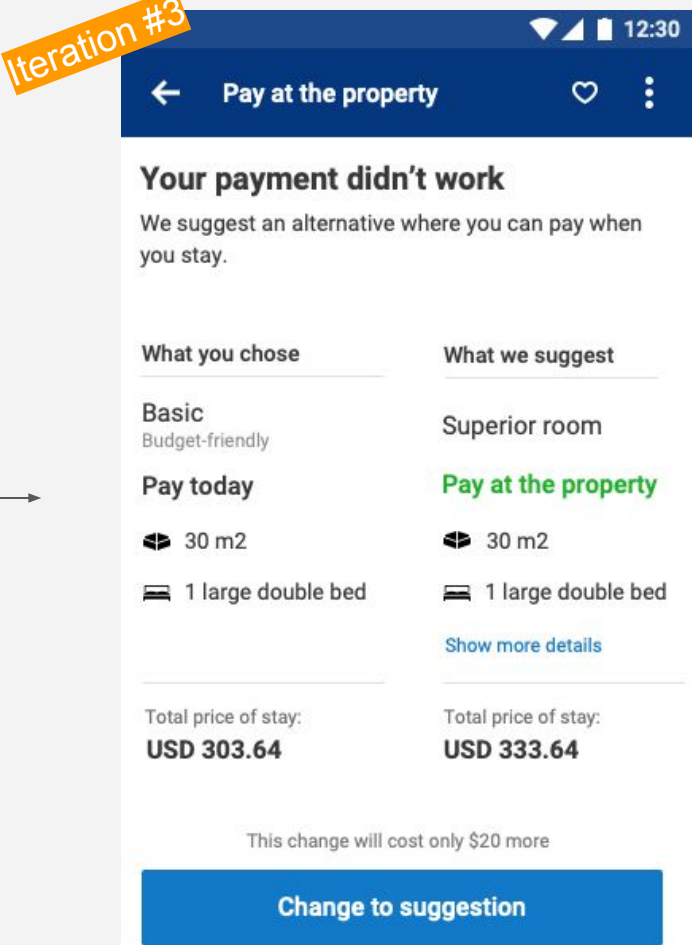
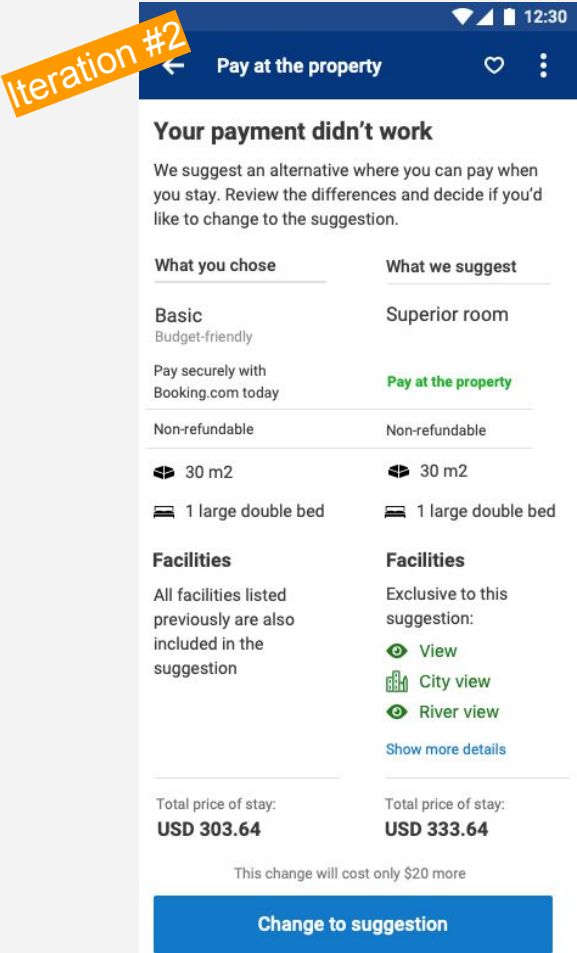
Change to suggestion

On the second iteration, the information was better structured than in the first one, but **still the users were missing a lot of information**.

Probably because the **big amount of information** was causing confusion to a already frustrated user after the payment failure.

The third iteration highlighted only the main difference between the rooms, kept only facilities like Bed type and Room size (based on research, they are the attributes the users look first into a room).

Also, the copies were cut shorter and were more straightforward.



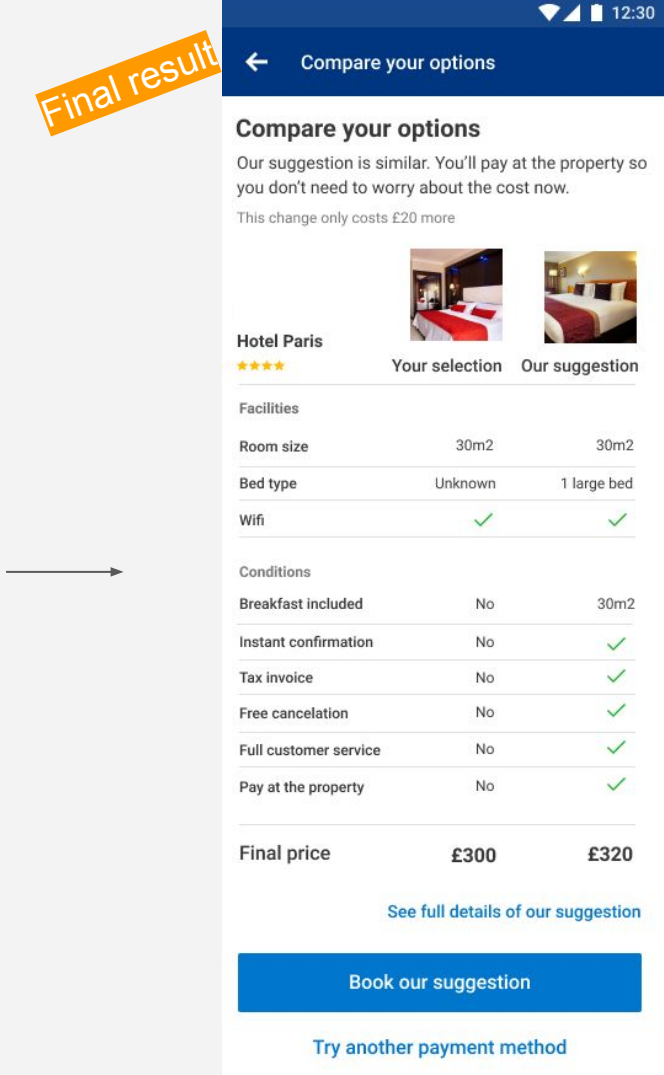
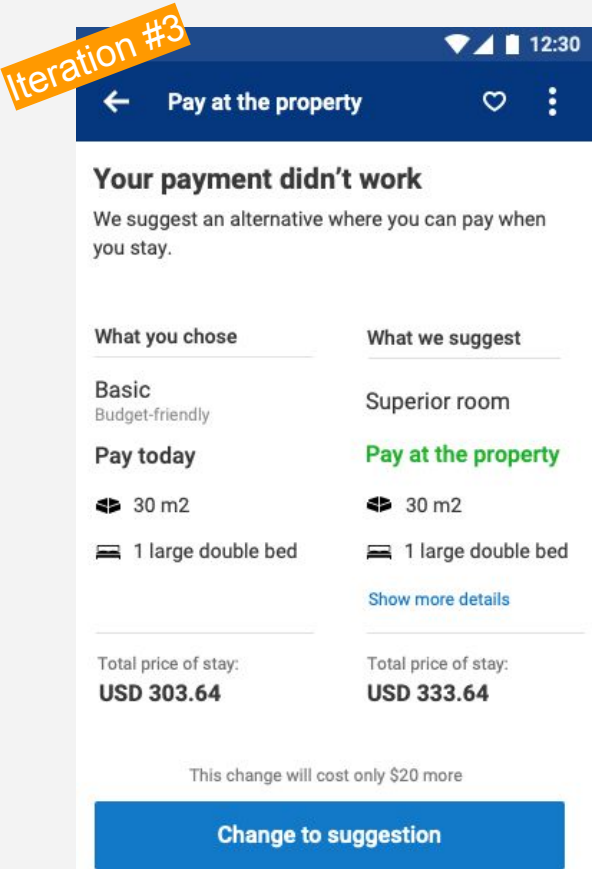
The main **feedbacks** received for the third iteration were that they didn't know **where this suggested room came from**, if they were from the same hotel or other and would like to see pictures of the room.

Also, the message **“Your payment didn't work” as the main title brought disappointment** to the users and they don't want to be reminded of that. Since the main goal of the screen is the comparison between rooms, we changed the title and reinforced a positive message on the copy.

I decided to try a new approach: a comparison table with condensed information. This design makes it **easier to compare conditions with less copy and more visual appeal**, and it's much less tiring to the eyes.

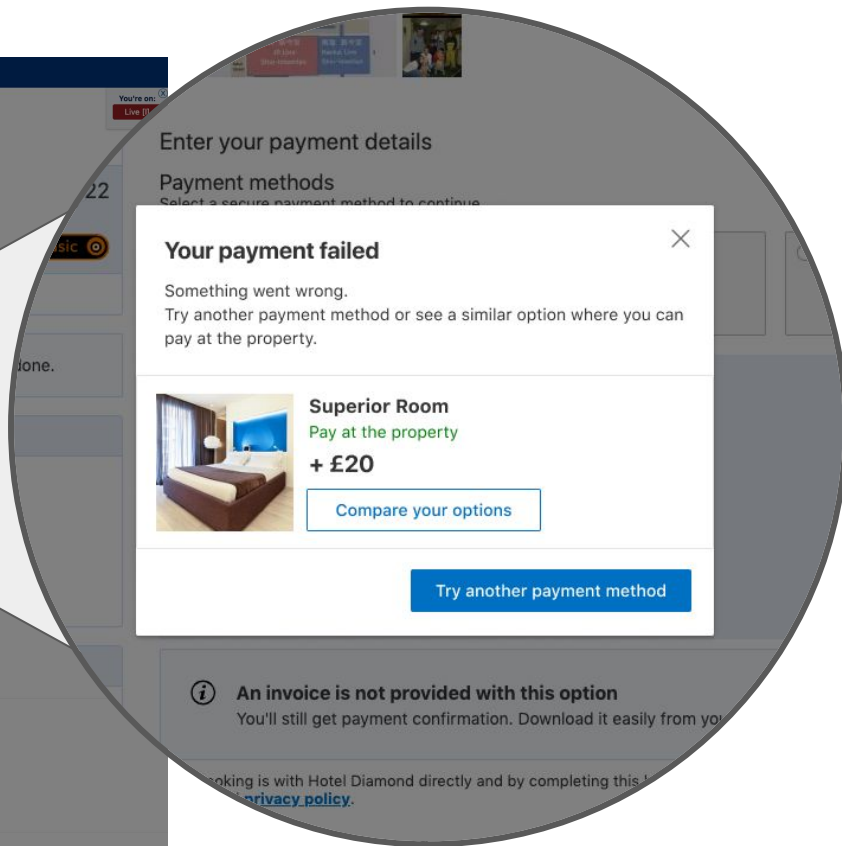
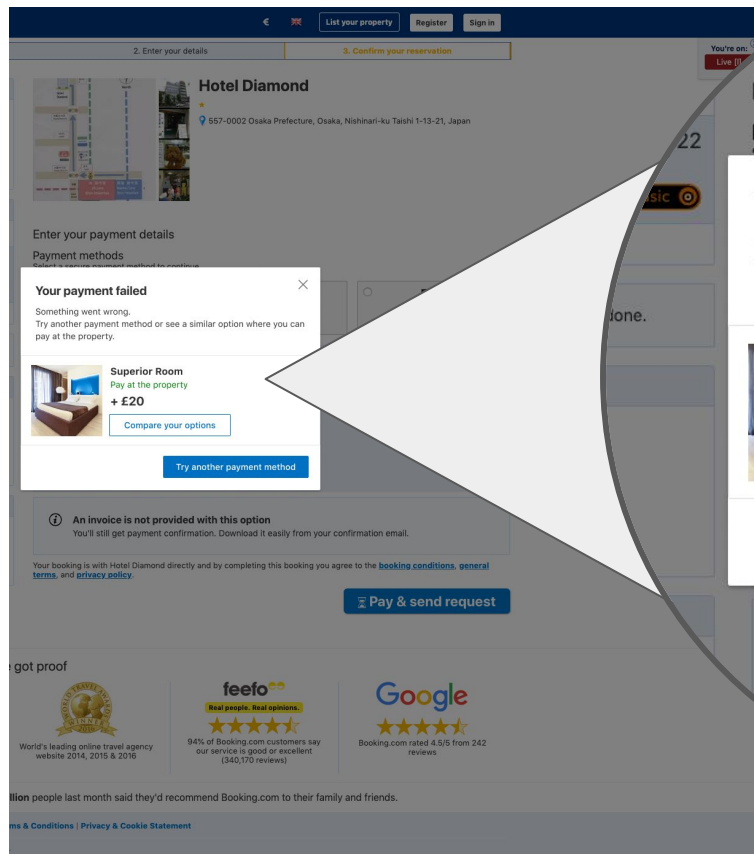
The name of the hotel was also added in order to make the user certain that it was the same hotel.

Also, photos of the selection and suggestion were included , and a link “See full details of our suggestion” that links to the full Room Page.



**The same flow and testing was
applied to www version.**

Desktop - Payment failure



The comparison screen highlighted in green the differences between the selection and suggestion.

The main feedback received from the users was that **the separated column design made it hard to compare**, as they had to switch their eyes to the other column each time they want to compare a facility/condition.

The users **did not understand easily that the rooms were from the same hotel**, even with the name and address at the hotel on the right. Probably the positioning could be optimized.

Also, I realized that using **big pictures as visual appeal could backfire** in case we did not have beautiful pictures of the suggested room.

Iteration #1

Compare your options

23 Nov 2019 - 24 Nov 2019 (1 night, 2 guests)

Kings Hotel London ★★★★★

Free WiFi

Parking

Kings Drive, London, EC1 1AB, United Kingdom

Our suggestion is similar. You'll pay at the property so you don't need to worry about the money now.

Your selection



Basic Room

What's in your current room:

Facilities

- Room size: 10m²
- Bed type unknown
- Wi-Fi
- Breakfast not included

Conditions

- Non-instant confirmation
- Tax invoice not provided
- Non-refundable
- Limited customer service
- Pay in advance

All features and facilities in this room will also be in the upgrade room.

Total price of stay

€ 80

Sleeps

Max. 2 people

Try another payment method

Our suggestion



Superior Double Room - Non-smoking

What you get with the upgrade:

Facilities

- Room size: 10m²
- 1 double bed
- Wi-Fi
- Breakfast not included

Conditions

- Instant confirmation
- Tax invoice available
- Non-refundable
- Full customer service
- Pay at the property

Total price of stay

€ 90

Sleeps

Max. 2 people

Price difference: € 10

What's included in the price?

Book our suggestion

See more details

The second iteration brought one big container instead of two separate columns.

The name of the hotel was the first thing on the container, making the users understand easily that the rooms are from the same hotel.

Also, the excessive green was removed to highlight the differences and the **checkmarks were added**, so the user could interpret the **conditions as benefits**.

This **design was better understood by the users as it was easier to compare the features**, but it still lacked a bit of hierarchy.

Also, there was too much white space added to make the facilities and conditions aligned in each column for easier comparison.

Iteration #2

Compare your options

✓ Our suggestion is similar. You'll pay at the property so you don't need to worry about the money now.

Hotel Diamond ★★★★★  Free WiFi  Parking
Kings Drive, London, EC1 1AB, United Kingdom

23 **24**
Nov Nov

Current selection



Basic room

What's in your current room:

All features and facilities in this room will also be in the upgrade room.

- ↔ Room size: 10m²
- 🛏 Bed type unknown
- 📶 Wi-Fi
- 🍳 Breakfast not included

- Non-instant confirmation
- Tax invoice not provided
- Non-refundable
- Limited customer service
- Pay in advance

Total Price of Stay

for up to 2 adults

[What's included in the price?](#)

€ 82*

Our suggestion



Superior Double Room - Non-smoking

What you get with the upgrade:

- ↔ Room size: 10m²
- 🛏 1 large double bed
- 📶 Wi-Fi
- 🍳 Breakfast not included

[See more details](#)

- ✓ Non-instant confirmation
- ✓ Tax invoice available
- ✓ Free cancellation before 11:59 PM on November 19, 2019
- ✓ Full customer service
- ✓ No prepayment needed — pay at the property

Total Price of Stay

for up to 2 adults

[What's included in the price?](#)

€ 90*

Get a better room

No thanks

After iterations, I tried testing the similar design used on apps.

It was **the most accepted by the users in testing**. The horizontal lines and titles on the left made the **comparison much easier** and they could quickly understand the differences.

There was a **clear separation** for the "conditions" section. Also, click on the "Our suggestion" picture brought the Room page pop-up, which made them see more details of the room without leaving the comparison page.

Clicking on "Book our suggestion" takes them directly to the final step, while "Try another payment method" will bring them again to the final step of TPI Funnel..

So the **flow is interrupted to the minimum** and the user doesn't have to type all of their data again.

Final decision

Compare your options

✓ Our suggestion is similar. You'll pay at the property so you don't need to worry about the money now.

Hotel Diamond ★★★★★  Free WiFi  Parking
Kings Drive, London, EC1 1AB, United Kingdom

23 24
Nov Nov

Pay at the property

All features and facilities in current selection will also be in the suggested room.

This change only costs €8 more



Current selection



Our suggestion

Room size	10m ²	10m ²
Bed type	Unknown	1 large double bed
Wifi	✓	✓
Conditions		
Meal plan	No meal included	Breakfast included
Instant confirmation	No	✓
Tax invoice	No	✓
Free cancellation	No	✓
Pay at the property	No	✓
Total Price of Stay for up to 2 adults	€ 82	€ 90

Try another payment method

Book our suggestion

Success! The first try with this design was already positive Net Conversion.

Conversion has had a notable increase with a 90% confidence interval.

We see that almost half of users for whom payment failed ending up going to the suggested room - which is the expected behavior.

Now that it was proven positive, the component started being expanded to other cases and scenarios, using similar flow and the comparison screen to tackle different problems for **TPI**.

The same logic applies. They go to the room comparison and highlight the benefits of a regular room compared to **TPI**.

On the right we have a few wireframes that show a few possible cases for upselling regular inventory rooms.

Free cancellation

Plans not finalised?

Cancel for free until (time) on (date) with this similar option



Superior Double Room

Free cancellation

+ €20

[See room](#)

I need an invoice

Need to expense your stay for taxes or business travel?

This option is similar and you'll get an invoice



Superior Double Room

Invoice available

+ €20

[See room](#)

Bed type

Need a larger bed?

It's guaranteed with this similar-priced option



Superior Double Room

1 double bed

+ €20

[See room](#)

Get instant confirmation

Don't wait for confirmation

Your booking will be confirmed now with this similar option



Superior Double Room

Instant confirmation

+ €20

[See room](#)

Customer Support

Need full customer support?

This option is similar and you can contact Booking.com support with any questions you may have



Superior Double Room

Full customer support

+ €20

[See room](#)

Misc. Design Outputs



Black Friday 2018 - Index banner with countdown

Deals Landing Page

Deals landing page designed and coded by me after collecting feedback from other designers and constantly optimized from experimentation and based on user feedback.

The web page is fully responsive and works flawlessly on all platforms, eliminating the need of having 3 different web pages to take care of.

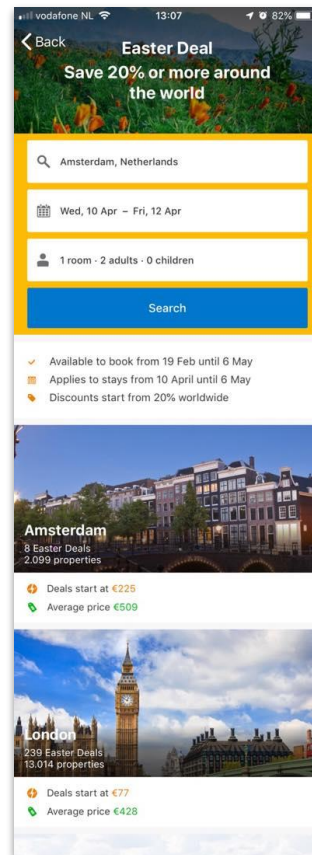
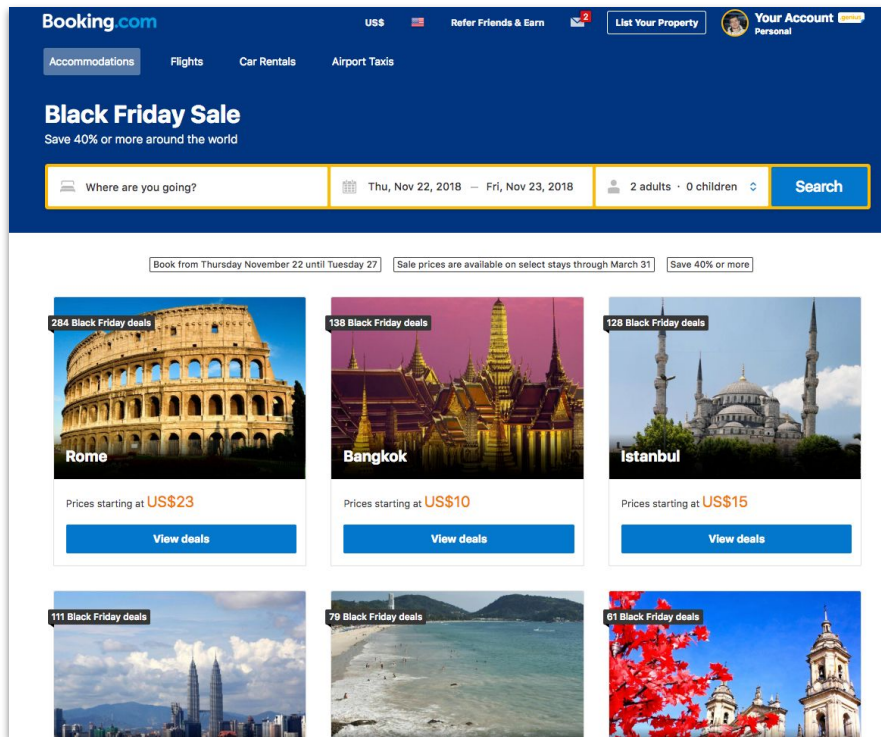
We also have a Deals page for Android and iOS as seen on the right.

Deals landing page became the bridge between the marketing campaigns and the hotels offering those deals.

Also it was often used by another teams to promote their deals as well.

It's one of our best converting pages on our customer-facing platform.

<https://www.booking.com/dealspage.html>



Promotion Center redesign

Partner side

This is the hub where the partners could set up their promotions and campaigns.

One of the main points for the partners is that they wanted to see how the promotion would look live on Booking.com, but sometimes they don't find it or have to wait until the campaign day to see how it looks.

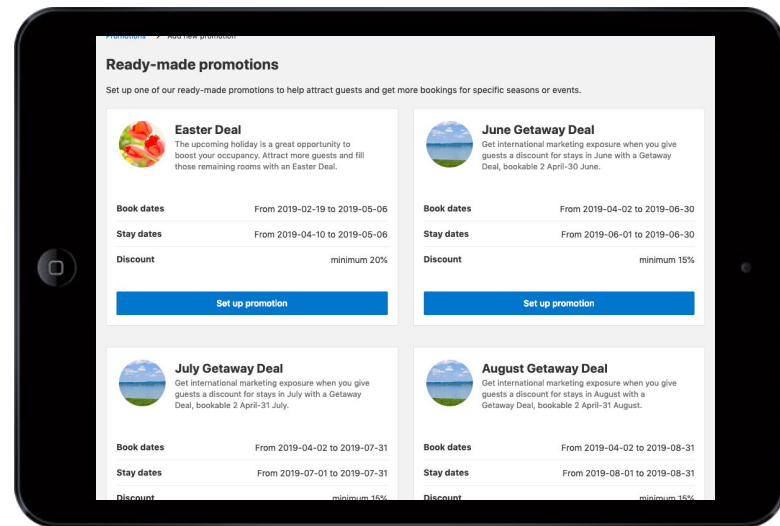
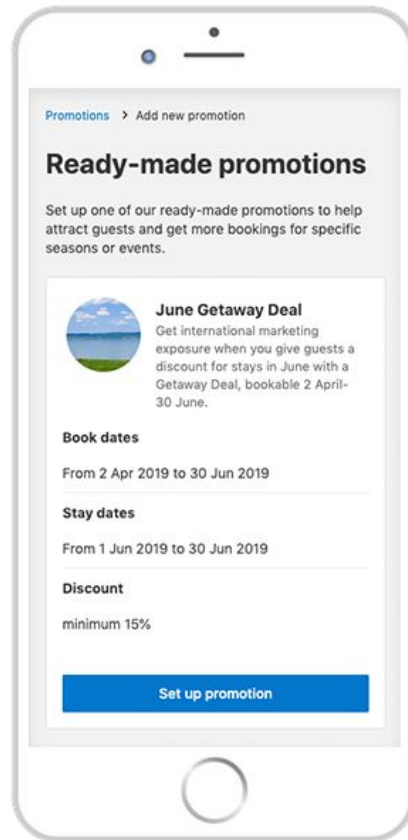
So Promotion Center was redesigned to feature a preview of the Deal in all platforms and apps with the highlighted badge in all relevant pages.

The screenshot shows the 'Add new promotion' form in the Booking.com Partner Promotion Center. The form is titled 'Add new promotion: Easter Deal' and includes a warning message about the requirements for new promotions. The form is divided into several sections: 'Book dates', 'Length of stay', 'Credit card required', 'How much of a discount do you want to give?', 'Which rooms?', 'When can guests stay using the discounted rate?', and 'Non-refundable promotion'. The 'Which rooms?' section is expanded, showing a list of room types with checkboxes. The 'When can guests stay using the discounted rate?' section shows a calendar for April 2019, May 2019, and June 2019. The 'Non-refundable promotion' section is also expanded, showing a list of room types with checkboxes. The form includes a 'Go back' button and a 'Create your promotion' button.




The screenshot shows the redesigned 'Create Custom Promotion' form in the Booking.com Partner Promotion Center. The form is titled 'Create Custom Promotion' and includes a 'Preview' section showing a mockup of the promotion on the Booking.com website. The 'Preview' section shows a 'Black Friday -40%' badge on a room card. The form is divided into several sections: 'Which Rates?', 'Which Rooms?', 'When can guests stay using the discounted rate?', and 'Review and activate'. The 'Which Rates?' section shows a list of rates with checkboxes. The 'Which Rooms?' section shows a list of room types with checkboxes. The 'When can guests stay using the discounted rate?' section shows a calendar for July 2017 and August 2017. The 'Review and activate' section includes a 'Review and activate' button.

The componentization also made the pages to be responsive, so partners started being able to create promotions from Mobile devices, which resulted in increase of Promotion Creation.



I also designed the Promotion Center for Pulse (mobile app for partners)


This native experience instead of a webview led to even higher increase in promotion creation and partners joining campaigns.

**China Golden Week**

Customers from China have long vacations and travel more during September and October. Take advantage and get more bookings from China with a Golden Week Sale.

Stay dates: From 22 Set 2018 to 14 Oct 2018
Discount: Minimum 20%


[Set up promotion](#)

**Black Friday**

Black Friday is busiest shopping day of the year. Take advantage of it by offering a discount and getting tagged in search results.


Book date: 28 Oct 2018
Stay dates: Any
Discount: Minimum 20%

[Set up promotion](#)

**September**
Early Booker

Stay dates: From 01 September 2018 to 03 September 2018
Discount: Minimum 20%

[Set up promotion](#)

**China Golden Week**

How much of a discount you want to give?
Set a discount between 20 and 99%

Which rates?
The discount will be deducted from the rate(s) you select here.

Rate A ☐
Rate B ☒
Rate C ☐
Rate D ☒

Which rooms?
The discount will be applied to the room(s) you select.

Deluxe King Room ☐
Double Room ☒
Triple Room ☐
Budget Single Room ☒

When can guests stay using the discounted rate?
Your discount will apply to stays on the following date(s):
From Mon, 23 Set 2018 To Tue, 10 Oct 2018

[Change stay dates](#)

[Review promotion](#)

**China Golden Week**

Discount 20%

Rates Rate A
Rate B
Rate C

Rooms Room A
Room B
Room C

Dates
From Mon, 23 Set 2018 To Tue, 10 Oct 2018

[Save promotion](#)

Thank you!