



⋮ **ACCOR**
HOTEL



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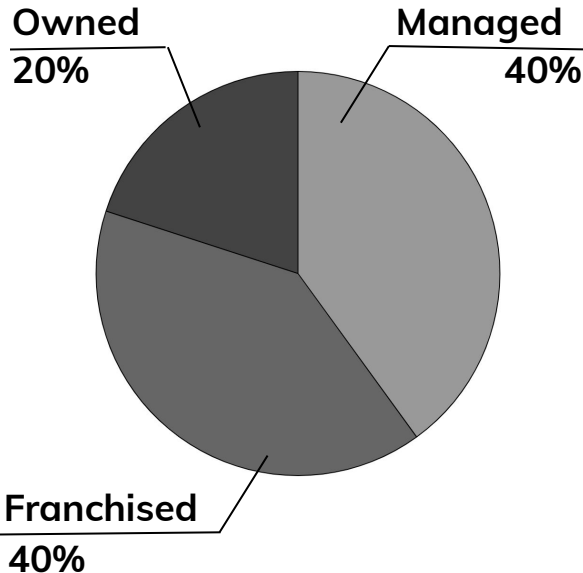
BACKGROUND INFORMATION

No. of Hotels

In 1930:
200 hotels in 22 countries

In 2015:
3900 hotels across 17
international brands in 92
countries operating across
6 continents

Business Breakdown



Business Units



HotelService



HotelInvest

BACKGROUND INFORMATION

	 Luxury	 Midscale	 Economy
Emphasis	Unique, non-standardize hotels	Reliability, quality, and value for money Focused on business and leisure travellers	Quality accommodation at competitive local value
Examples	Sofitel, Pullman, Mgallary, Grand Mercure, The Sebel	Novotel, Mercure Adagio, Mama Shelter	HotelF1, Ibis
Avg room rate	€132	€87	€57
% of Accor Market	16%	45%	39%

COLLABORATORS



Airlines



- Partner with hotels to offer value package
- Joint reward programme to deepen customer loyalty



F&B



- In house hotel catering, restaurants and bar: 20% of hotel's revenue



Cruise lines



- Create a 'Land & Sea' Package by offering discount rates to allow customer to park their car at the hotel's carpark



Travel Agencies

- Provide customers with room availability information, price lists, discounts and deals



COMPETITORS AND DISRUPTORS



Competitors		
Luxury	Midscale	Economy
<ol style="list-style-type: none">1. Starwood2. Marriott3. Hilton4. Intercon5. Wyndham	<ol style="list-style-type: none">1. Marriott2. Hilton3. Intercon4. Wyndham	<ol style="list-style-type: none">1. Wyndham
Disruptors		
OTAs, Aggregators, Review Sites, Travel Blogs. Social Media sites & Alternative lodging platforms		

MAIN DISRUPTORS

TRIPADVISOR

- 1) Pure review website where visitors can add their own reviews
- 2) Booking capability: linking up with hotels and OTAs
- 3) Commission rate of about 12-15%

ONLINE TRAVEL AGENCIES (OTA)

- 1) Travel booking sites
- 2) Provide market insights for consumers by communicating with guests and managing reviews.

AIRBNB

- 1) Unique experience
- 2) User's trust: System of feedback is very efficient and photos can be shared as proof → improve loyalty and satisfaction
- 3) Wide range of options for customer
- 4) Cheaper price

IMPACTS OF DIGITAL REVOLUTION



Greater transparency in guest experience

This has transformed customers' expectations by enabling travellers to connect with others and share their experiences throughout their journey, in the form of reviews

Group forming behaviour in online world

Social dynamics enhance new types of content and preference

Economic activity

It is increasingly being run on the trust between strangers, shift of power from institutional trust to peer trust (e-reputation). Eg: Yelp

OLIVIER'S CONCERN

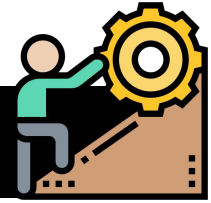


1. What did it mean for a company to be customer-centric across digital platforms?
2. What methods could Accor pursue to disseminate content online?
3. How can Accor influence e-reputation and integrate it into its business operations?



**SVP Customer Experience &
Satisfaction, AccorHotels**

CHALLENGES & QUESTIONS



Content & Customer Journey

- What are the different type of content?
- How does content affect the various stages of the customer journey?

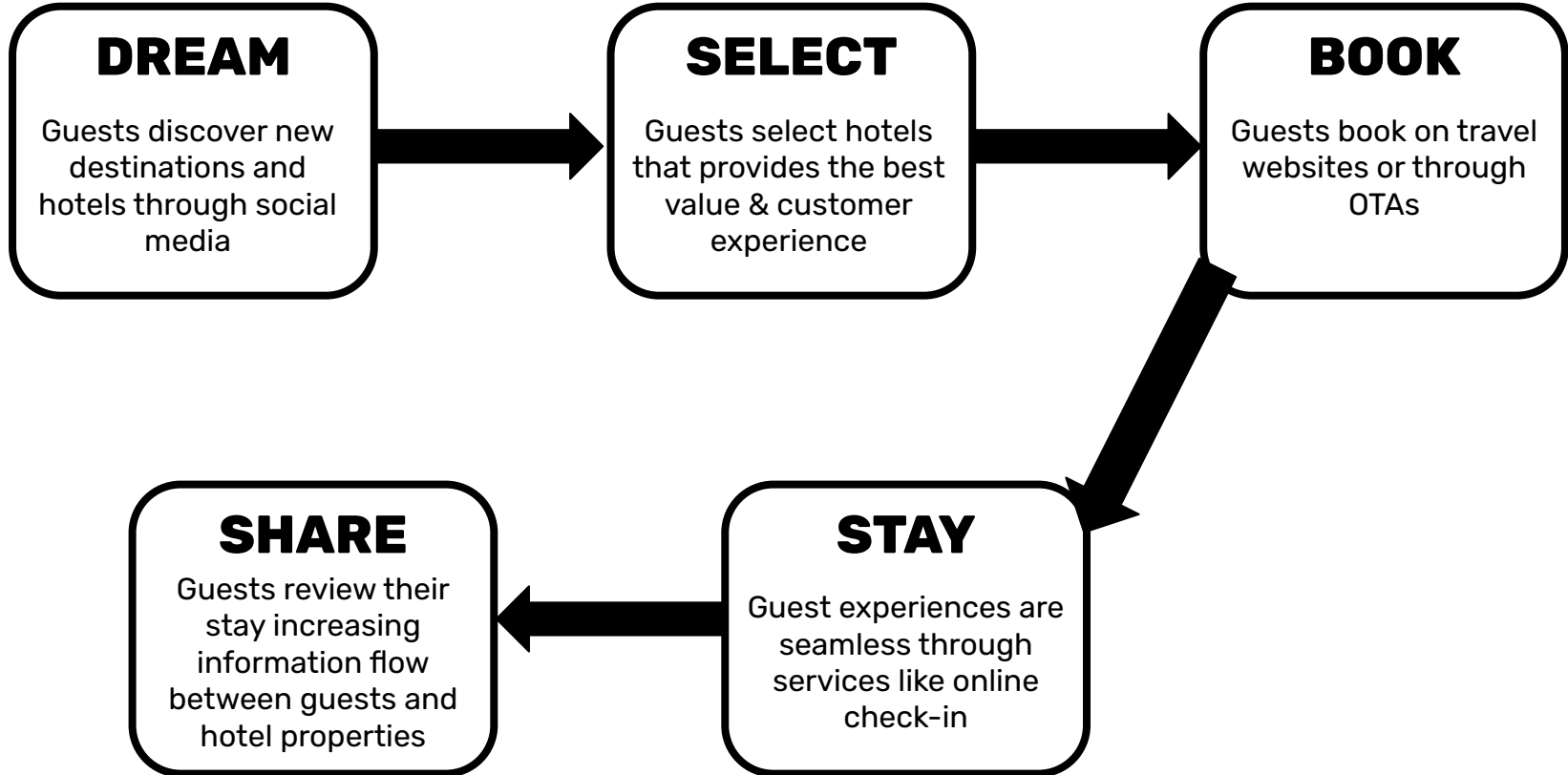
How to leverage content

- How can Accor collect information?
- How can Accor encourage and motivate customers to share their experiences and views?
- How can Accor use content to attract customers to its website for booking?

How to become a content-driven organization

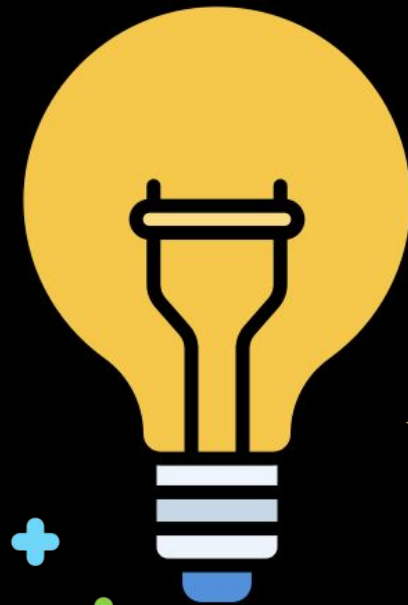
- How to integrate the new digital capabilities?
- Should Accor utilise Social Media Listening (SML) using an alternative structure?
- How to incentivise employees to incorporate online reputation into their everyday duties?

CUSTOMER JOURNEY



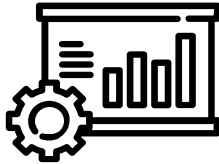
02

SOLUTIONS



SOLUTIONS (OLD & NEW)

1



SOCIAL MEDIA LISTENING (SML)

Identify and analyse
information based on
reviews

2



HOTEL CONTENT GENERATION

Content published by
both hotel and
customers

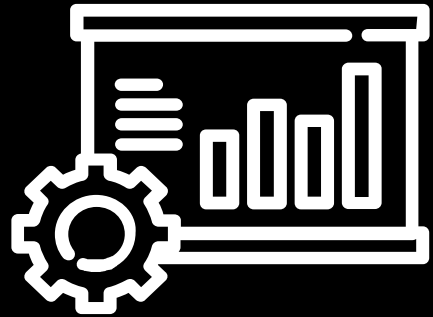
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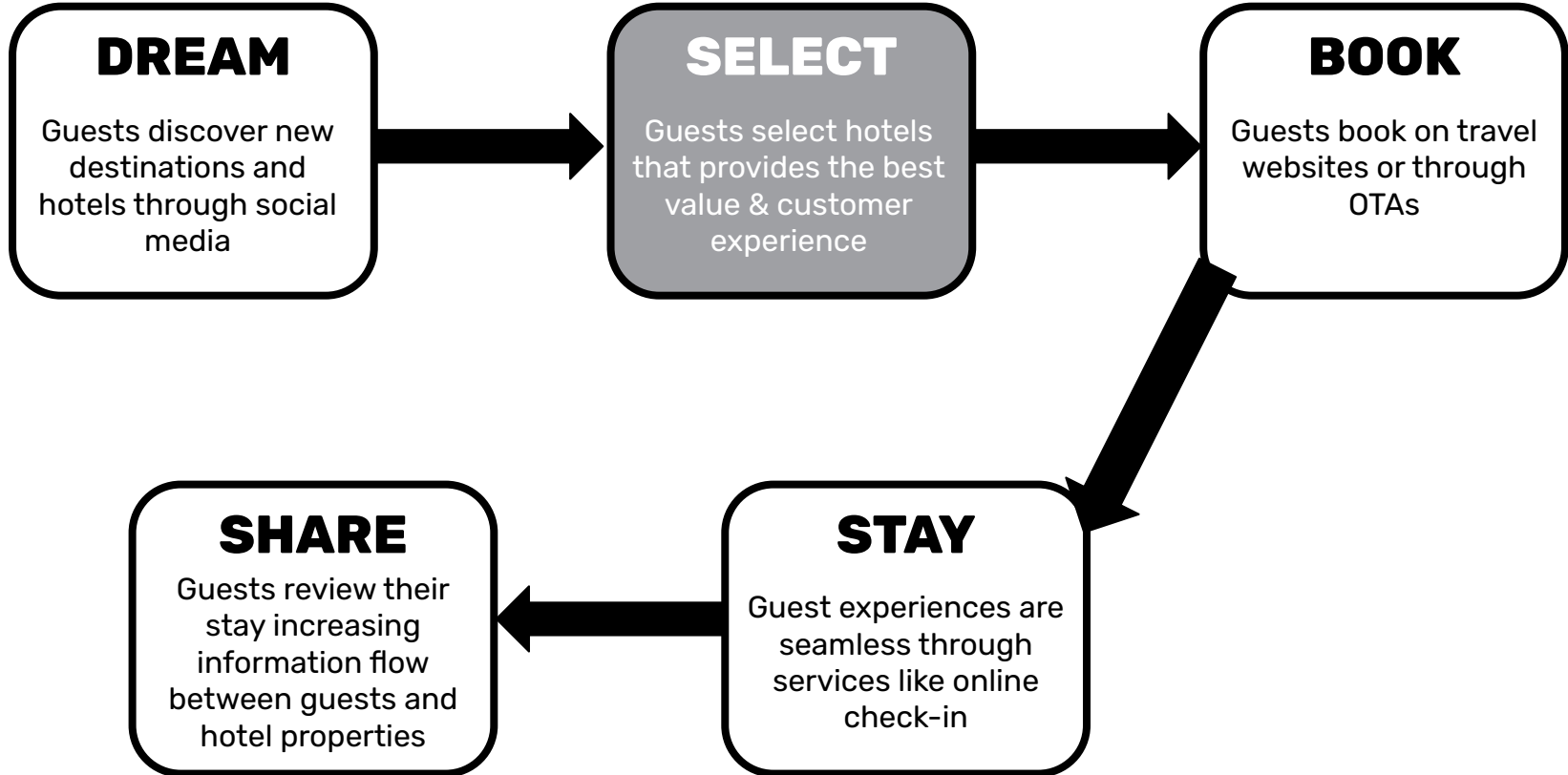
CHATBOT

Facilitate check-in and
check-out process

SOCIAL MEDIA LISTENING



CUSTOMER JOURNEY



Social Media Listening (SML)



What is SML?

It is the process of identifying and analysing both quantitative and qualitative information based on reviews of hotels online through the channels of social media

How is SML used?

Companies like Nestlé, Intel and Gatorade have large centralized SML systems to stay on top of the social media interactions and it helps them respond accordingly

How to implement?

By having a team focused on filtering through and analysing the information from the different social media platforms, they will be able to curate solutions for issues that arise that are specific to the different hotels that are under Accor

Evaluation



Before

Used client feedback cards to gain feedback

- Not many people did it and was too slow.

SML was not utilized previously by Accor

- Unable to maintain any kind of social media presence

After

With SML

- Feedback can be obtained at a much faster rate
- Able to address concerns that the public voiced on social media
- Curate solutions specific to the different hotels under Accor

Limitations

Not all hotel customers would post their opinions on social media and it can quite difficult to reply to every single concern posted on these platforms. Furthermore, feedback given may not be specific enough for Accor to take any concrete actions to resolve the issue.

What do we propose?



More reviews

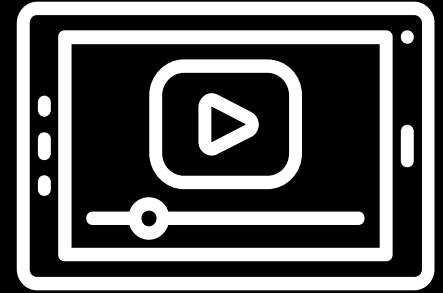
We need customers to post more reviews about the hotel, but these reviews need to be authentic.

How to get more reviews?

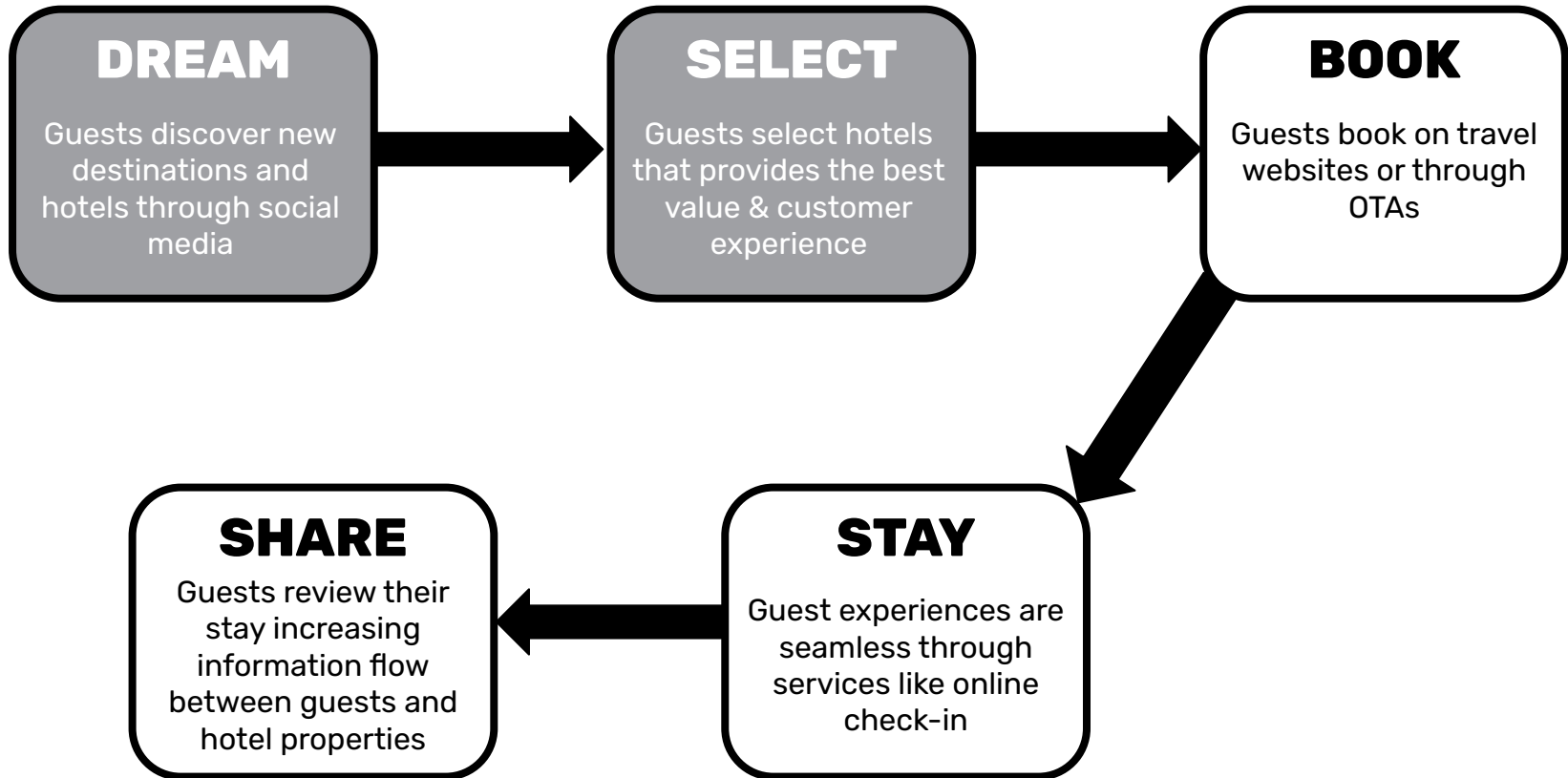
Customer's experience must be **memorable**.



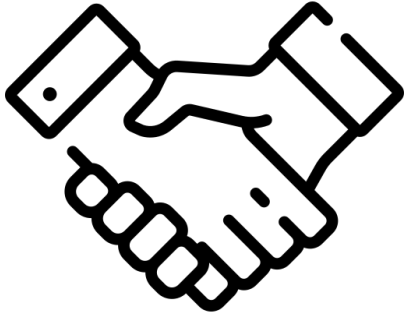
HOTEL CONTENT GENERATION



CUSTOMER JOURNEY



What has Accor done right?



Collaboration with related industries

Collaboration with airlines, F&B and even cruise lines to offer incentives have proven to be effective in garnering more business



Importance of brand names

As seen in the example of collaborating with celebrity chefs, branding also draws customers to hotels.



Step 1: Itineraries as content

What is published?

Hotel staff will tap on local expertise to create itineraries, which can vary in terms of duration.

What does content achieve?

Itineraries aim to value add to customer experience by helping them find worthy tourist destinations, hassle-free.

Where is it published?

Itineraries will be published on the hotel's own website.
By publishing the itineraries on the hotel's website, users could be incentivised to book hotel stays at the hotel.



Explanation & Evaluation



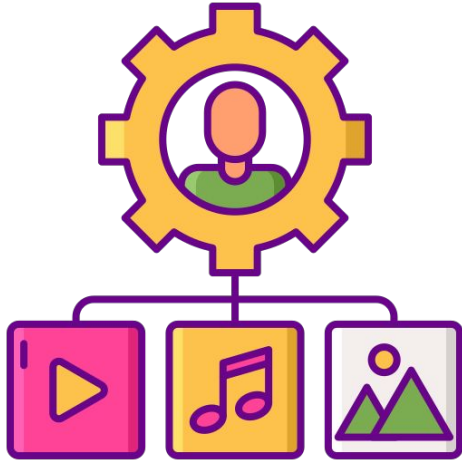
Itineraries

Itineraries could showcase local attractions and restaurants, which the hotel could partner with to offer discounts at. This leverages on the importance of partnerships, by scaling it down in order to provide potential guests a more authentic experience of the country

How does this address prior issues?

Previously	Now
content was rational, did not appeal emotionally	content can cater to varied preferences
expensive to produce	cheaper to produce
not in the staff's expertise	taps on staff's prior general knowledge

Step 2: User Generated Content



What is published?

After enjoying a fulfilling stay at the hotel, customers would have a deeper impression of the hotel and can be encouraged to post about it online.

What does content achieve?

Reviews that highlight exceptional service offered by the hotel are likely to attract more customers.

Where is it published?

Reviews will be published on reputable travel sites such as TripAdvisor. Satisfied customers will likely post their experiences on social media as well, generating even more brand awareness.

Step 2.5: Reviews serving as a metric user Generated Content

How can reviews be leveraged upon?

- Reviews can be collected by offering guests QR codes that link them to TripAdvisor. Employees who have served the customers during their stay, which customers will be asked to mention in their reviews. Employee performance can be assessed from there.
- These reviews can serve as the metric by which employee performance can be assessed and graded

What does this do?

- This achieves Accor's goal of being a content-driven organisation, and offers a more objective assessment of employee performance than the previous method of self-assessment.

Explanation & Evaluation



Reviews, and where they are hosted

By having more customer-generated reviews on established travel sites, potential customers will be more convinced of the reliability and quality of service offered by the hotel and are thus more likely to make a booking with them. Reviews can also be integrated with the hotel's main site to increase their own credibility.

How does this address prior issues?

Previously	Now
Reviews not consolidated in a uniform format	Process is simplified to make it easier for customers to leave reviews
Feedback from client card yields too little information	Usage of digitised review forms allow for easier analysis
Employees not as involved with regards to content	Employees are now stakeholders due to usage of reviews on their assessment

End goals

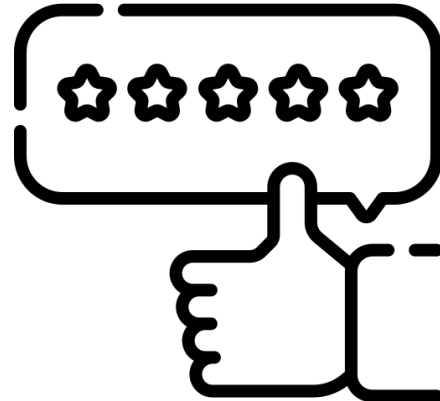


Itineraries

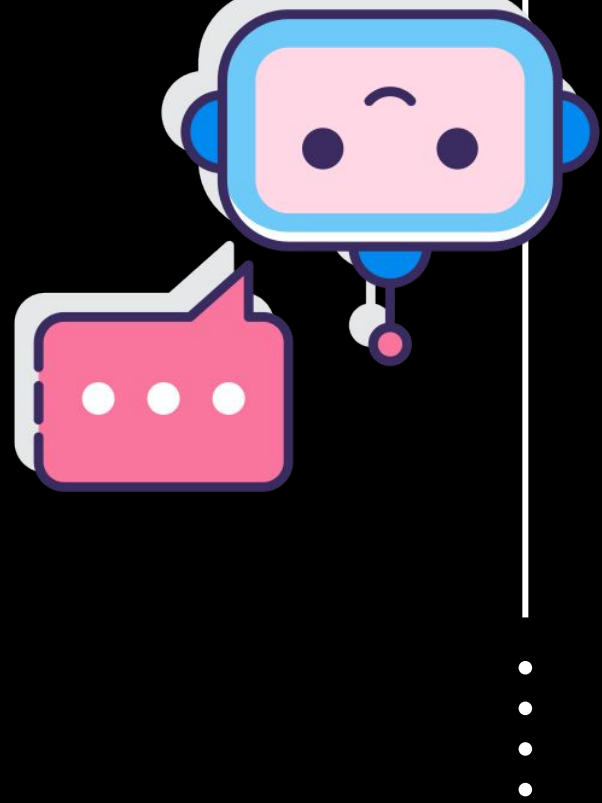
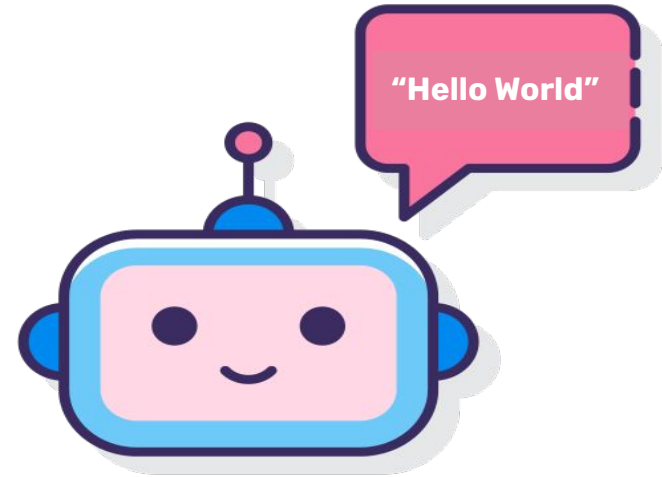
Itineraries are there to attract users to visit the hotel's website, and to also provide a form of value-added service.

Review

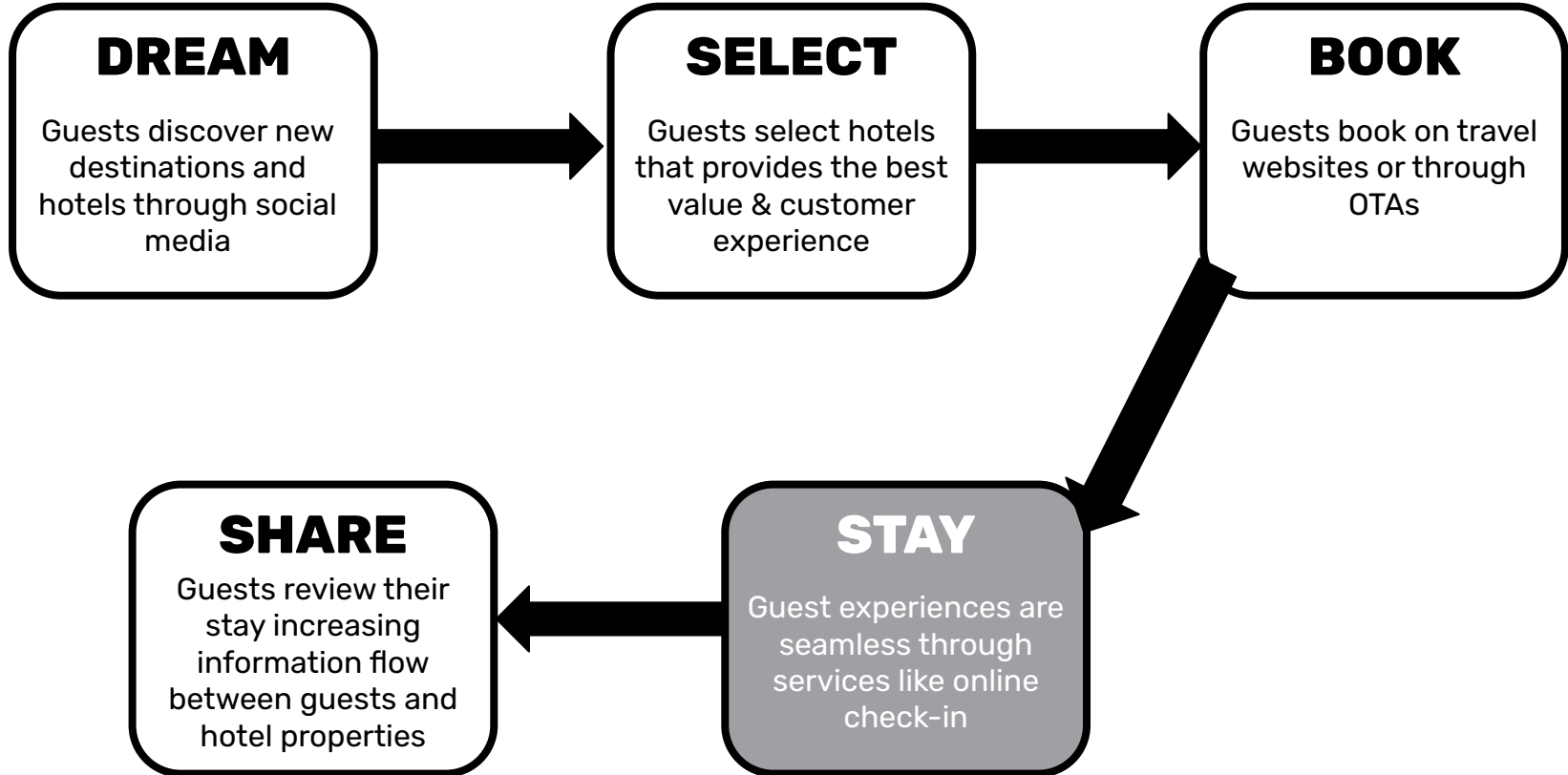
The inclusion of more value-added services is also to incentivise customers to post reviews by sharing about their experience on both review websites and on social media to their friends and family.



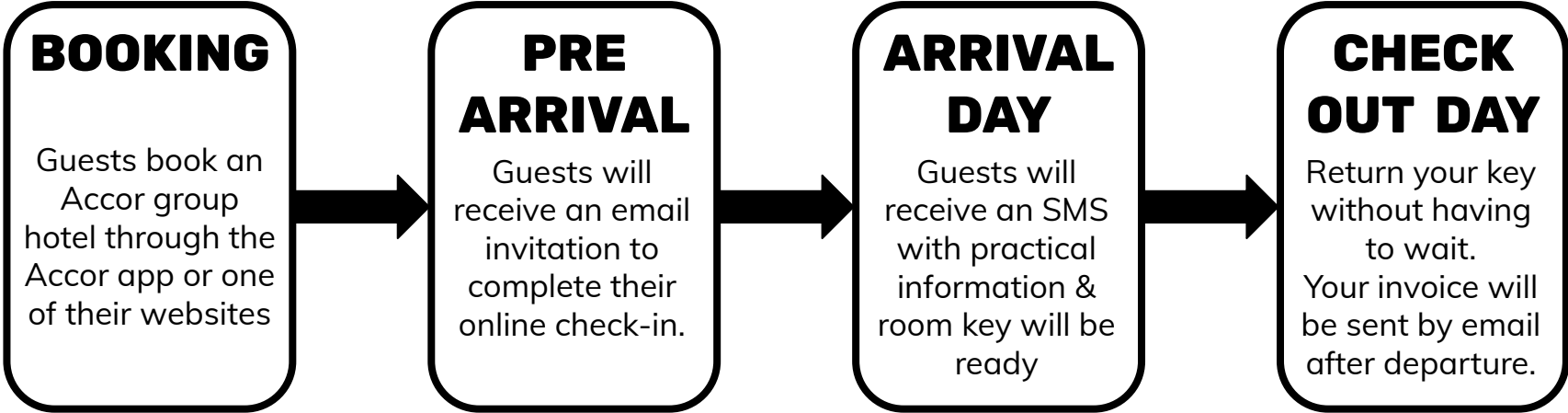
CHAT BOTS



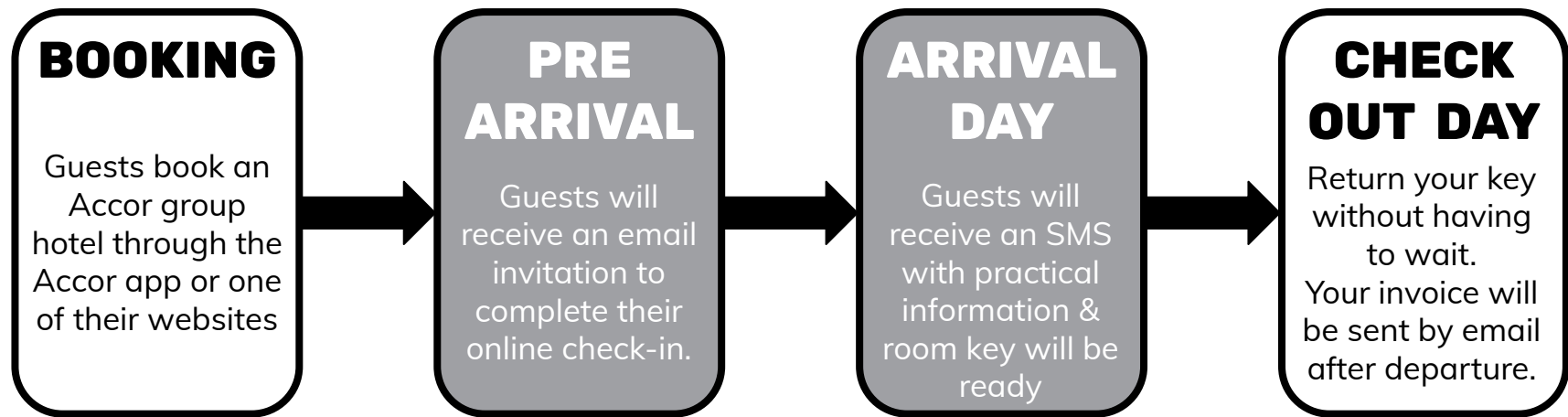
CUSTOMER JOURNEY



CURRENT CHECK-IN, CHECK-OUT PROCESS



CURRENT CHECK-IN, CHECK-OUT PROCESS



How the Chat Bot System Works



Feature	Benefit
Guests will be prompted for their: <ul style="list-style-type: none">• Arrival Date• Departure Date• Extra Amenities/ Requests	<ul style="list-style-type: none">• No bombardment of information through multiple emails• Information will be stored thus acting as a one-stop shop for everything related to their stay
Guests will be informed about: <ul style="list-style-type: none">• Transportation• Miscellaneous Services	<ul style="list-style-type: none">• Guests have a comprehensive understanding of services• Guests can make alternative arrangements in advance

**Minimal
dependence**
on people &
processes



Guests will be
**better
prepared &
will not be
caught
off-guard**



**Increased
customer
experience
and
satisfaction**

Explanation & Evaluation



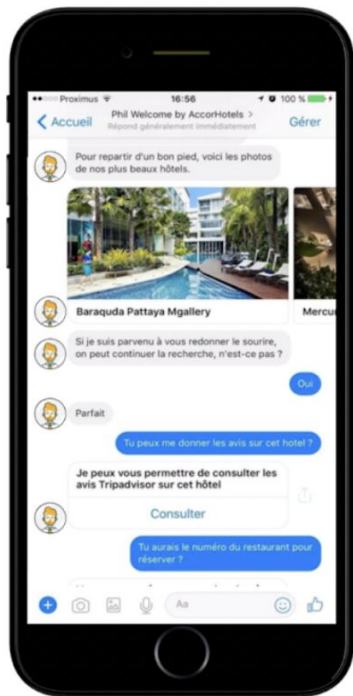
Pros	Cons
Ease of accessibility to vital information for both hotel staff and customers	Expensive to implement <ul style="list-style-type: none">Can be mitigated by implementing it together with the existing Welcome chatbot
Staff can focus on second level support whereby human interaction is really needed	In the short run, time is needed to train staff to retrieve data from chat bot record <ul style="list-style-type: none">Good in the long run to direct manpower elsewhere

Overall Stance

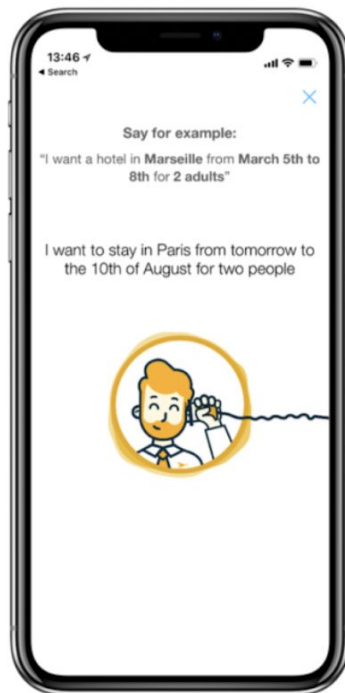
- Net benefit in the long run
- Incentivise guests to book through Accor website or app

How our ChatBot solution links to existing solutions

BABYBOT



VOICE SEARCH



Phil Welcome Chatbot

- Wanted to pivot to being customer centric
- Introduced a chatbot called Phil Welcome on the Accor app and facebook messenger
- Target guests at the dream stage.
- Focused on hotel discovery.
- Leverage on this pre existing software to implement our chatbot solution

**How have we
helped Accor to
achieve their
goals?**



OLIVER'S CONCERN



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Accor being customer-centric



Customer-centric =
accede to customer
wants & needs



Curated itineraries
by locals



Accumulate points
through member
system

OLIVER'S CONCERN

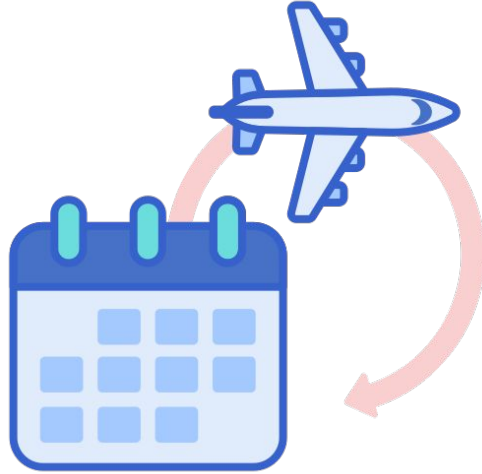


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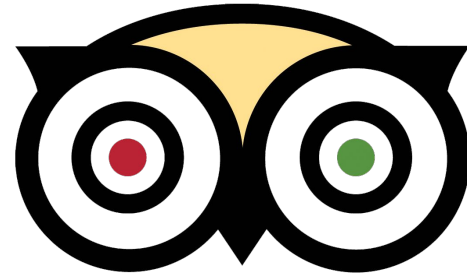


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Dissemination of online content



Publish curated
itineraries on hotel
websites



Reviews published
on TripAdvisor

OLIVER'S CONCERN



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**SVP Customer Experience &
Satisfaction, AccorHotels**

Accor's e-reputation & integration



Publish curated
itineraries on hotel
websites



Improve business
operations

Thank you!
Any questions?