



Optimizing the Hotel Online User Experience

by Zaye Flowers



Introduction

Role: Senior UX Designer

Responsibilities: visual and product design, competitor analysis, conceptual ideas, split-testing, analytics, and collaborating with the product team.

Team: product manager(s), project manager, data scientist, and developers

Brands: IHG® *HolidayInn* CROWNE PLAZA®
HOTELS & RESORTS



Roadmap

- Process + Collaboration
- Tools and Apps
- Audience painpoints
- Empathy Map
- Persona
- Competitive Analysis
- Design Decisions + Split Testing
- Outcomes
- Key Takeaways
- Learnings



Process + Collaboration

1 Product Owners will provide user customer painpoints, test idea, or a hypothesis explaining why they think it could work, their goals (what success looks like), and any constraints

2 Core UX team determines if the idea is relevant to the strategic goals of Web Channel leadership (revenue, bookings).

3 If yes, UX Team starts data or research insights. A/B testable, create hypothesis, and test briefs. Also, it entails business discovery, analysis of the test, and prioritizations.








4 Design starts. UX tickets are submitted, designer assigned, concepts are created and approved, and test development begins.

5 Build starts. Coding and production development (target campaign, metrics validation & creation), dev testing, QA testing, prep for launched, test launch, etc.

6 Run + Analysis. Test monitoring (2 weeks), results analysis, results deck created and shared with Testing and Optimization Team.

If successful, test is implemented fully.

Tools and Apps

	PLAN	DESIGN	BUILD	RUN + ANALYSIS
	Project Management			
	Qualitative User Interaction Analysis			Qualitative User Interaction Analysis
	Qualitative Session Analysis			Qualitative Session Analysis
 Adobe Target			Campaign Development	Test Monitoring Quantitative Results Analysis
		Test Creative		
	Qualitative User Interaction Analysis			
 Adobe Analytics	Quantitative Visitor Analysis			Quantitative Results Analysis

Additional tools included: Office 365, Opinionlab, Adobe Creative Cloud, Balsamiq, and Ensignten

Constraints

- Time (split-testing preparation and visual design)
- Design system for each brand :(... pdf branding guidelines
- Stakeholder pushback
- **Measuring UX (lack of trust)**
- Adobe Analytics (failed test/javascript issues)



Audience painpoints

Home

Insert

Draw

Page Layout

Formulas

Data

Review

View

Paste

Font

Alignment

Number

Calibri (Body)

11

A

B

I

U

Text Color

Background Color

General

Format as Table

Cell Styles

Conditional Formatting

Insert

Delete

Format

Sort & Filter

Find & Select

D15

Category

Volume

Description

1			
2			
3	Rate Confusion	25%	Uncertainty about total cost and what is included (parking, breakfast, deposit, tax/fees, etc.)
4	Add Guest/Special Request	19%	Desire to add a guest to or submit special request with reservation
5	Login Status	14%	Inability to login, desire for automatically populated guest info, member booking without login
6	Hotel Information	12%	Inadequate information about the hotels (amenities, shuttle, breakfast, location, etc.)
7	Redemption	12%	Uncertainty around how to use IHG Rewards Club points as the payment method
8	Navigation	9%	Complaints about navigation, too much scrolling required, desire for a condensed experience

Home

Insert

Draw

Page Layout

Formulas

Data

Review

View

Paste

Font

Alignment

Number

A

Font

Alignment

Number

%

Format as Table

Cell Styles

Conditional Formatting

Format as Table

Cell Styles

Cells

Editing

11

	A	B	C	D	E	F	G	
1	Recorded Date	How can we improve the payment page?	Clicktail	Browser	Version	OS	Resolution	Categorization
2	5/7/18 19:26	why does it say 114 usd but total in 1296 usd for 4 nights	https://sub MSIE		11	Windows NT 10.0	1813x1024	Rate Confusion
3	5/7/18 19:32	My room rate was suppose to be \$75+5,000 pts. It's not reflecting that price.	https://sub Chrome	66.0.3359.139	Windows NT 10.0		1366x768	Rate Confusion
4	5/7/18 19:42	why is credit card info needed. booking with points	https://sub Firefox		59	Windows NT 10.0	1920x1080	Rate Confusion
5	5/7/18 19:44	Does the cost include Tax?	Chrome	65.0.3325.181	Windows NT 6.3		1920x1080	Rate Confusion
6	5/7/18 20:01	Will my credit card be charged even if I am booking with a non-refundable rate?	https://sub Safari		11.1	Macintosh	1680x1050	Rate Confusion
7	5/7/18 20:04	I am being charged for two extra people for a 4 person room. There are two rooms with 3 people in each.	https://sub Edge		16.16299	Windows NT 10.0	1920x1200	Rate Confusion
8	5/7/18 20:38	Should I be charged for the extra people?	https://sub Edge		16.16299	Windows NT 10.0	1536x864	Rate Confusion
9	5/7/18 20:46	listing two different amounts is confusing!!	https://sub MSIE		11	Windows NT 6.1	1829x1029	Rate Confusion
		if I'm selecting points for payment on room, why are						

FEEDBACK ANALYSIS

- Interceptor (Forsee) grabs user feedback throughout the booking funnel
- **Data scientist** analyzes the data; creates categories from feedback; presents findings
- UX team and Biz prioritizes the user feedback



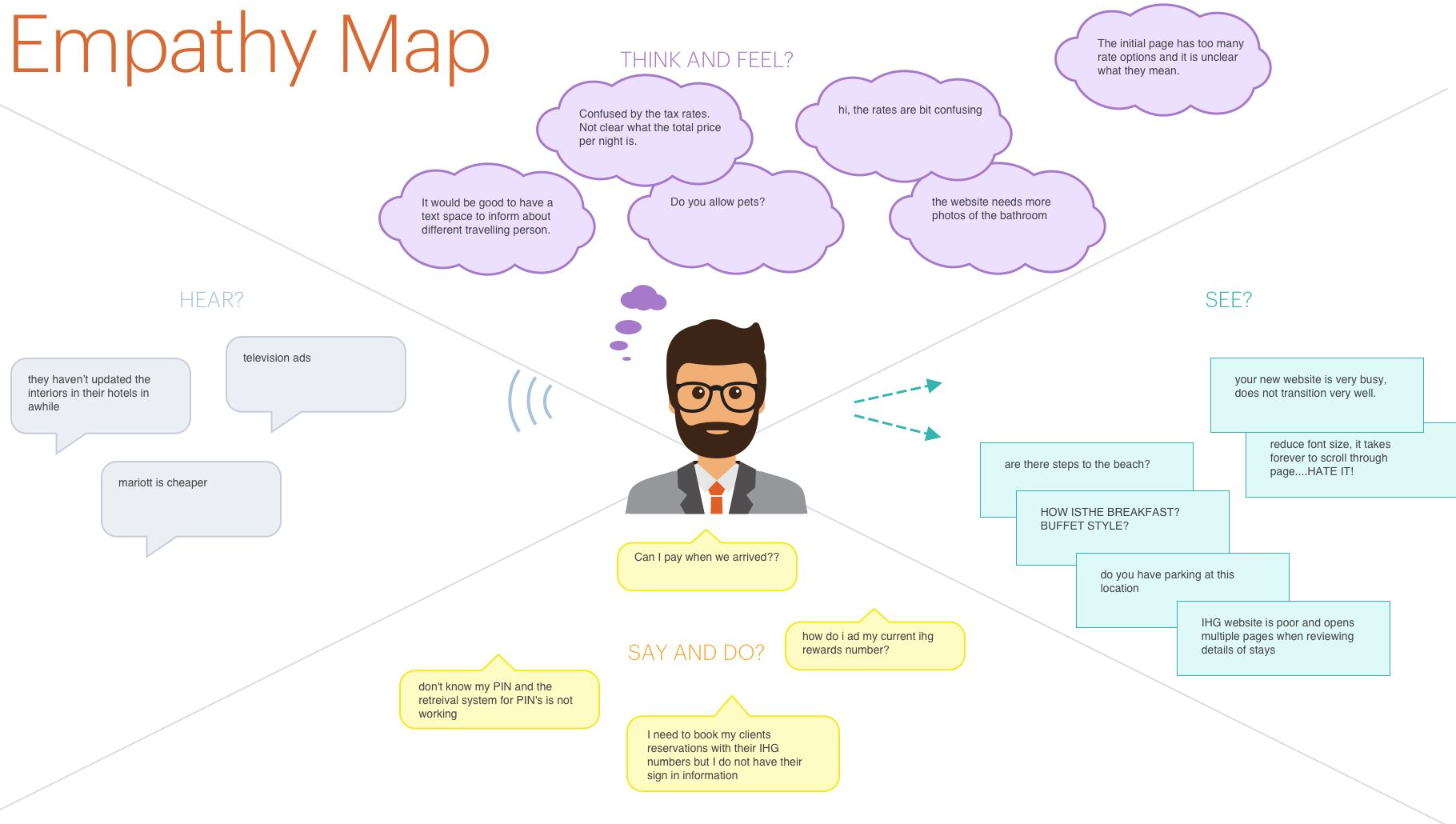
Audience painpoints *(continued)*

VoC Intercept - Rate Selection URL Analysis				
Home Insert Draw Page Layout Formulas Data Review View				
A2				
	A	B	C	D
1				
2		Category	Volume	Description
3		Rate Clarification	28%	Uncertainty about total cost and what is included (parking, breakfast, deposit, tax/fees, etc.)
4		Special Rates	21%	Difficulty to find applicable special rates (AAA, senior, military, government AARP, etc.)
5		Suggestion	16%	Customer ideas on how to improve the rate selection process
6		Room Clarification	9%	Inadequate information about and inability to distinguish various room types
7		Redemption	9%	Uncertainty around how to use IHG Rewards Club points as the payment method
8		Hotel Information	7%	Inadequate information about the hotels (amenities, shuttle, breakfast, location, etc.)
9		Change Search	4%	Difficulty to change search parameters from the current page
10		Multiple Room Types	4%	Inability to book multiple room types on a single reservation
11		Booking Agent	2%	Challenge to book on behalf of someone else
12				
13				
Master Rate Clarification Special Rates Suggestions Room Clarification Redemption Hotel Information Change Search Multiple Room Types Booking				
Count: 3 185%				

TOP PAINPOINTS

1. Rate clarification (uncertainty about rates, cost, taxes and fees)
2. Rates
3. Room clarification

Empathy Map



Personas



ABOUT

John is a graduate student at Duke University who cares deeply about his family. He spares his own time to volunteer at the local animal shelter and to promote pet adoption. He wishes he was able to travel with his family more often and looks for weekend getaways when possible.

John

AGE	37
OCCUPATION	Project Manager
INCOME	Less than \$80k
STATUS	Family
LOCATION	Charlotte, NC

IDEAL FEATURES

- Reviews section
- Sets location notifications
- Sorts by category
- Filters by star rating
- Save Favorites

NEEDS

- Decent size rooms
- Comfortability
- Wi-Fi
- Concierge
- Safety
- Room Service

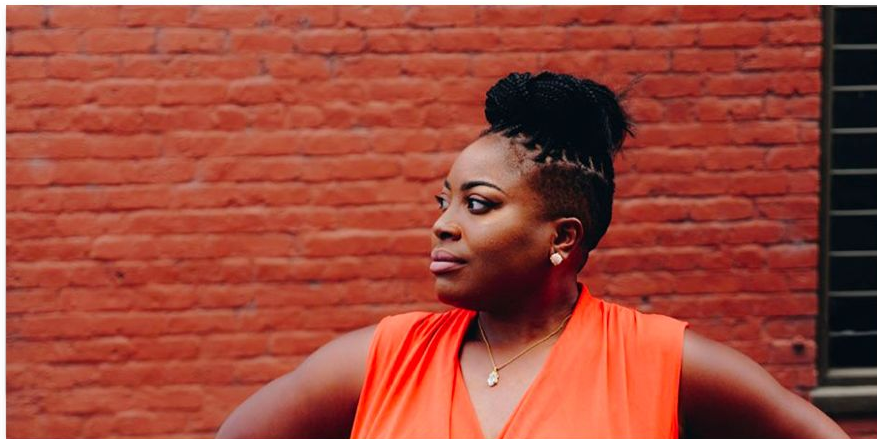
PAINPOINTS

- **Bad Reviews**
- **Price doesn't match listing**
- Distance is not shown
- Room doesn't match the photos

HOW CAN WE SERVICE

- Clear location services
- Filter by category
- Clearly listed amenities
- Recent Reviews

Personas *(continued)*



ABOUT

Tiffany is a graduate student at Texas A&M University. She loves the arts and enjoys going to lounges with her friends. She spends her free time mentoring to aspiring young women. Enjoys traveling and taking vacations around the fall with family & friends.

Tiffany

AGE	32
OCCUPATION	Senior Recruiter
INCOME	Less than \$75k
STATUS	Single
LOCATION	Dallas, Texas

IDEAL FEATURES

- Social media activity
- Self check-in
- Easy loyalty program
- Flexible rate (refundable cancellations)

NEEDS

- Wi-Fi
- USB plugs
- Nearby attractions
- Cleanliness
- Accommodations

PAINPOINTS

- No self-service
- Can't customize trips
- Hotel app doesn't work too well on Android
- **Confused about room rates**

HOW CAN WE SERVICE

- Clear services
- Filter by attractions
- Clearly listed amenities
- Apps (tech) should be top notch

Competitive Analysis

MARRIOTT

The screenshot shows the Marriott reservation review page at <https://www.marriott.com/reservation/reviewDetails.mi>. The left sidebar contains navigation links: 'Choose Room Features', 'Room Accessibility & B...', and 'Summary of Charges'. The main content area displays the 'Summary of Charges' section, which includes a table of charges and a total stay amount.

Summary of Charges	274.00 USD / night	+ 51.31 USD Taxes and fees	325.31 USD Subtotal
Member Rate Prepay Non-refundable			
RATE DETAILS			
1 room(s) for 1 night(s)	Prices in USD		
	274.00		
Total cash rate	274.00		
Estimated government taxes and fees	51.31		
Total Stay	325.31 USD		
Additional Charges			
On-site parking, fee: 8 USD hourly, 32 USD daily			
Valet parking, fee: 42 USD daily			
Changes in taxes or fees implemented after booking will affect the total room price.			

At the bottom of the page, there is a promotional banner: 'Get a \$250 Marriott Bonvoy eGift Card instantly upon approval, plus get 50,000 bonus points after qualifying'. The total stay amount is repeated as '325.31 USD Total Stay'.

- On load Marriott doesn't display the full rate details; user has to click on **Summary of Charges**
- Takes the user 5 steps to complete a booking
- User doesn't have to register an account to checkout ; Sign-in is optional

Competitive Analysis *(continued)*


HYATT


https://www.hyatt.com/book/guestinfo/atira/RACK/DDBL?rooms=1&adults=1&location=Atlanta


HYATT


Begin Search Select Hotel Choose Room Enter Details & Payment View Confirmation

Hyatt Regency Atlanta

 **VIEW PHOTOS**

 2 Double Beds

 1 Room, 1 Guest

 Standard Rate

Hotel Currency ▼

Total Cash Per Room*	\$331.15 USD
Sat, Mar 20	\$279.00 USD
Subtotal	\$279.00 USD
OCCUPANCY TAX	\$22.32 USD
STATE HOTEL FEE	\$5.00 USD
SALES TAX	\$24.83 USD
Taxes & Fees	\$52.15 USD

*Changes in taxes or fees will affect the total price.

[Hide stay breakdown](#) ^

- On load Hyatt displays the full rate details
- Takes the user 4 steps to complete booking
- User doesn't have to register an account to checkout ; Sign-in is optional

Competitive Analysis *(continued)*

CHOICE HOTELS

The screenshot displays the Choice Hotels booking interface. At the top, a banner promotes earning rewards: '\$50 Card Statement Credit + 25,000 Bonus Points' for a total of \$97.91, with a cost after statement credit of \$47.91. Below this, the 'Payment Information' section includes fields for 'Name on Card', 'Credit or Debit Card Number', 'Card Type' (a dropdown menu), and 'Expiration Date' (Month and Year dropdowns). There are also links to 'Add a Choice Privileges Rewards Number' and 'Add A Special Request'. A checkbox is checked for 'Enroll me in Choice Privileges® Rewards'. At the bottom, a checkbox for 'I agree and acknowledge this is a prepaid, non-cancellable rate.' is unchecked. On the right, the 'Room Details' section shows '2 Double Beds' for '\$80.79 USD' per night. Below this, the 'Summary of Charges' lists 'Room 1: \$80.79 x 1 Night' and 'Estimated Taxes & Fees' of \$17.12, resulting in a 'Grand Total' of \$97.91 USD. A note states 'No cancellations, changes, or refunds.' Further down, a 'Rate: Weekend Sale' and 'Hotel Alerts' section provides information about hotel features and safety measures. Red arrows point to the 'Avg. Per Night' dropdown, the 'Rate: Weekend Sale' link, and the 'Enroll me in Choice Privileges® Rewards' checkbox.

<https://www.choicehotels.com/guestdata>

Earn \$50 Card Statement Credit + 25,000 Bonus Points
Your Total: \$97.91
Card Statement Credit: -\$50.00
Cost After Statement Credit: \$47.91
Total for stay and statement credit will post as separate transactions. [Apply Now →](#)

Payment Information

Name on Card *

Credit or Debit Card Number *

Card Type *
Select Card Type

Expiration Date *
Month Year

[Add a Choice Privileges Rewards Number \(Optional\)](#)

[Add A Special Request \(Optional\)](#)

☒ Enroll me in Choice Privileges® Rewards.
[See Rules & Regulations](#)

☐ I agree and acknowledge this is a prepaid, non-cancellable rate.
[Select A More Flexible Rate](#)

Room Details

[+ Add Another Room](#)

2 Double Beds
No Smoking
1 Adult
[Remove](#)

\$80.79 USD
Avg. Per Night

Summary of Charges

Room 1: \$80.79 x 1 Night: \$80.79
Estimated Taxes & Fees: \$17.12

Grand Total: \$97.91 USD

No cancellations, changes, or refunds.

Rate: Weekend Sale

Hotel Alerts:
Some hotel features—including fitness centers, pools, food and beverage, and other amenities—may not be available at this time due to COVID-19. To help protect the safety of guests, employees and visitors, we require the use of face coverings in hotel common areas. Entry doors to the hotel are manually operated and as such assistance is available upon request. Hotel staff available to open entry gate to pool as

- On load Choice Hotels doesn't display the full rate details
- Takes the user 4 steps to complete booking
- User doesn't have to register an account to checkout; however user is pre-enrolled in their "Choice Privileges Rewards" which registers as an account.

Design Decisions + Split Testing

The screenshot shows the IHG payment page at <https://www.ihg.com/hotels/us/en/pay/payment>. The page layout includes a header with the IHG logo and navigation links, a main content area with a hotel listing, and a guest information form at the bottom. Red arrows and text annotations highlight specific design elements:

- A red arrow points to the top navigation bar, which contains the IHG logo and various links.
- A red arrow points to the "Need Help? Ask our virtual assistant" link.
- A red arrow points to the "Unused space?" annotation, which is placed next to the hotel listing details.
- A red arrow points to the "View rate details" link, with the annotation "Why are we hiding important information?" below it.
- A red arrow points to the "Unused space?" annotation, which is placed next to the guest information form.

The hotel listing details include:

- Holiday Inn Express & Suites Ogden**
- 2245 South 1200 West, Ogden UT 84401, United States
- Check in: 03:00 PM | Check out: 11:00 AM
- Room(s) held for 09:27
- 1 KING BED STANDARD NONSMOKING, Best Flexible Rate
- Average Est Room Total Per Night: 119.67 USD
- Estimated Total: 403.34 USD

The guest information form includes:

- Guest Information
- Already an IHG® Rewards Club member? [Sign in](#) to earn your points and save time with automatic form completion.
- * Indicates required field
- First Name*
- Last Name*

Experience A (Control): Functions the same as the production environment.

Background & Hypothesis

The Payment Page was recently redesigned to tackle several UX issues to emerge from user testing sessions. Changes included moving the sign in CTA into the form area and moving reservation details to the top of the page to quickly orient bookers to what they're being asked to pay for. Despite numerous changes, the page layout was modified to a long I-column presentation, which for bookers not logged in (or non-members) results in a very long page--requiring even more scrolling than the original design.

Design Decisions + Split Testing

https://www.ihg.com/hotels/us/en/pay/payment

IHG

Let's reserve it.

Holiday Inn
Miami Airport East
2601 NW 42nd Avenue
Miami FL 33142
United States
Check in: 03:00 PM | Check out: 11:00 AM

4/24/2018 - 4/27/2018 | 3 Nights | 1 ↑ |

2 DOUBLE BEDS CITY VIEW NONSMOKING
YOUR RATE by IHG® Rewards Club

Total Price for Stay 1,471.13 USD

Your Rate
Additional savings for IHG® Rewards Club members.

Guest Information

Alright an IHG® Rewards Club member? [Sign in](#) to earn your points and save time with automatic for completion.

*Indicates required field

First Name*

Last Name*


Email Address*

Country/Region*

Postal Code*

Phone Number*

GET A \$50 STATEMENT CREDIT AFTER FIRST PURCHASE*

 Price for this stay: \$1471.13
New Cardmember Statement Credit: -\$50.00
Total after Statement Credit: \$1421.13
Plus, earn 60,000 points after spending \$1,000 on purchases in the first 3 months.

*Price for stay and statement credit may post on separate statements.

[Learn More](#)

Average Nightly Rate
394.29 USD per room, per night.

Maximum # of Persons per Room Allowed
4 persons max

Rate Information per Night for 1 Room

Tue Apr 24 2018-Wed Apr 25 2018	391.02 USD
Thu Apr 26 2018	400.82 USD

Payment Information

Experience B: Streamlined with Chase ad

- Remove brand bar at top of screen
- Remove global navigation links
- Reduce spacing between lines about hotel info
- Remove estimate nightly rate and only show total price per stay
- Enlarge section header font "Guest Information" so it is easier to read
- Move Chase ad to the right column. If "view rate details" is opened then Chase ad should slide down
- Delete all text below section header, before fields
- Change background color of entire payment section
- Move trust icons below credit card fields
- Delete IHG Rewards Club Header
- Delete IHG rewards club in Yes radio button
- Tighten spacing for Terms and Conditions
- Reduce font size of header and body text in disclaimer
- Delete BPG icon

Design Decisions + Split Testing

https://www.ihg.com/hotels/us/en/pay/payment

IHG

Let's reserve it.

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Miami Airport East
2601 NW 42nd Avenue
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Check in: 03:00 PM | Check out: 11:00 AM

4/24/2018 - 4/27/2018 | 3 Nights | 1 |

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Total Price for Stay 1,471.13 USD

Your Rate
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Average Nightly Rate
394.29 USD per room, per night.

Maximum # of Persons per Room Allowed
4 persons max

Rate Information per Night for 1 Room

Tue Apr 24 2018-Wed Apr 25 2018	391.02 USD
Thu Apr 26 2018	400.82 USD
Price for 1 room(s) and 3 night(s):	1,182.86 USD
Taxes:	184.98 USD
Additional Charges:	103.29 USD
Total Price:	1,471.13 USD
Total Due Now:	1,471.13 USD

Rate Rules
Check-in-time: 3:00 PM
Check-out-time: 11:00 AM

Taxes and Additional Charges
14.75% per night and 3.50 USD not included in rate effective 12 April 2018 thru 27 April 2018

Guest Information
Alright an IHG® Rewards Club member? [Sign in](#) to earn your points and save time with automatic for completion.
*Indicates required field

First Name*

Last Name*

Email Address*

Country/Region*

Postal Code*

Phone Number*

Payment Information

Experience C: Streamlined w/ Rate Details

This experience streamlined the page in the same way as B, but left Chase in the original location and automatically opened rate details in the right column upon page load. (Large viewport only)

Tactics

We ran three challengers in this test:

1. **(A)** Streamlined page design
2. **(B)** Streamlined with Chase ad
3. **(C)** Streamlined w/ Rate Details

Outcomes

The screenshot displays the IHG website's payment page for a hotel reservation. The URL is <https://www.ihg.com/hotels/us/en/pay/payment>. The page features the IHG logo and a "Let's reserve it." heading. A hotel image and details for "Holiday Inn Miami Airport East" are shown, including the address (2601 NW 42nd Avenue, Miami FL 33142, United States) and check-in/out times (03:00 PM / 11:00 AM). The reservation is for 3 nights from 4/24/2018 to 4/27/2018 for 1 guest. The room type is "2 DOUBLE BEDS CITY VIEW NONSMOKING" with a rate by IHG Rewards Club. The total price for the stay is 1,471.13 USD. The page is divided into sections: "Guest Information" (First Name, Last Name, Email Address, Country/Region, Postal Code, Phone Number), "Payment Information" (Card Types, Payment Card Number), "Your Rate" (Average Nightly Rate, Maximum # of Persons per Room Allowed, Rate Information per Night for 1 Room), and "Taxes and Additional Charges".

Let's reserve it.

Holiday Inn
Miami Airport East
2601 NW 42nd Avenue
Miami FL 33142
United States
Check in: 03:00 PM | Check out: 11:00 AM

4/24/2018 - 4/27/2018 | 3 Nights | 1 ↑

2 DOUBLE BEDS CITY VIEW NONSMOKING
YOUR RATE by IHG® Rewards Club

Total Price for Stay 1,471.13 USD

Guest Information
Alright an IHG® Rewards Club member? [Sign in](#) to earn your points and save time with automatic for completion.
*Indicates required field

First Name*

Last Name*

Email Address*

Country/Region*

Postal Code*

Phone Number*

Payment Information
Card Types

Payment Card Number*

Your Rate
Additional savings for IHG® Rewards Club members.

Average Nightly Rate
394.29 USD per room, per night.

Maximum # of Persons per Room Allowed
4 persons max

Rate Information per Night for 1 Room

Tue Apr 24 2018-Wed Apr 25 2018	391.02 USD
Thu Apr 26 2018	400.82 USD
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Taxes:	184.98 USD
Additional Charges:	103.29 USD
Total Price:	1,471.13 USD
Total Due Now:	1,471.13 USD

Rate Rules
Check-in-time: 3:00 PM
Check-out-time: 11:00 AM

Taxes and Additional Charges
14.75% per night and 3.50 USD not included in rate effective 24 April, 2018 thru 27 April, 2018
CITY AND STATE OCCUPANCY TAX, STATE SALES TAX AND NYS JAVITS CENTER FEE.
The daily facility fee of \$30.00 USD plus applicable taxes allows guest to enjoy two welcome drinks upon arrival.

Experience C: Streamlined w/ Rate Details

The streamlined page with rate details open by default consistently outperformed the control, driving material lifts in bookings and revenue. On the IHG site, booking conversion increased by 6% and revenue per visitor by 5%. On the EX site, booking conversion increased by 5% and revenue per visitor by 5%.

The winning experience used the following tactics:

- Removed the top brand navigation bar & global navigation links
- Condensed the reservation summary
- Eliminated repetitive copy & excess spacing
- Increased the size of form section headers
- Flipped the background color of the payment section to dark grey to differentiate it and visually emphasize security
- Moved the Geotrust and TRUSTe icons to the payment section (from the footer area) to offer stronger remedy to customer anxiety about card and page security.
- Reduced the size of legal language
- For large viewport traffic only, the rate details section was displayed by default in the right column to improve transparency around important information such as the nightly rate, taxes and parking fees. (on mobile, where there's only one column this would have undercut efforts to reduce page length/scroll time)

Outcomes *(continued)*

https://www.ihg.com/hotels/us/en/pay/payment

IHG

Let's reserve it.

Holiday Inn
Miami Airport East
2601 NW 42nd Avenue
Miami FL 33142
United States
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Total Price:	1,471.13 USD
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Guest Information

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*Indicates required field

First Name*

Last Name*

Email Address*

Country/Region*

Postal Code*

Phone Number*

Payment Information

Card Types

Payment Card Number*

Taxes and Additional Charges
14.75% per night and 3.50 USD not included in rate effective 24 April, 2018 thru 27 April, 2018
CITY AND STATE OCCUPANCY TAX, STATE SALES TAX AND NYS JAVITS CENTER FEE.
The daily facility fee of \$30.00 USD plus applicable taxes allows guest to enjoy two welcome drinks upon arrival.

Experience C: Streamlined w/ Rate Details

It's worth noting that desktop lifts were driven by a combination of content streamlining and rate details exposure, whereas lifts with mobile users were driven by streamlining alone. This suggests that bookers on our websites quite likely have different needs based on the device being used—i.e. desktop users crave more information on a checkout page while mobile users are more focused on the basics and a quick checkout process.

Finally, the winning experience drove stronger bookings with both non-members and members. Bookings by anonymous visitors increased by 5% while explicit member bookings increased by 3%.

The winning experience is now being served to all traffic for IHG and EX brand sites (US & UK English-speaking audiences) via Adobe Target.

We estimate that the new page could generate \$25 million in incremental revenue from nearly 122,000 additional bookings annually on IHG site. For Holiday Inn Express brand site, the winning page could drive an estimated \$33 million in incremental revenue from approximately 145,000 additional bookings.

Outcomes *(continued)*

Let's reserve it.

Holiday Inn
 Miami Airport East
 2601 NW 42nd Avenue
 Miami FL 33142
 United States
 Check in: 03:00 PM | Check out: 11:00 AM

4/24/2018 - 4/27/2018 | 3 Nights | 1 ↑ |

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Rate Rules
Check-in-time: 3:00 PM
Check-out-time: 11:00 AM

Taxes and Additional Charges
14.75% per night and 3.50 USD not included in rate effective 24 April, 2018 thru 27 April, 2018
CITY AND STATE OCCUPANCY TAX, STATE SALES TAX AND NYS JAVITS CENTER FEE.
The daily facility fee of \$30.00 USD plus applicable taxes allows guest to enjoy two welcome drinks upon arrival.

Booking Conversion & Revenue Metrics by Brand

IHG

	Visitors	Bookings	Booking Conversion	Booking CR Lift	Statistically Significant?	RPV**	RPV Lift	Statistically Significant?	AOV	AOV Lift
A: Control	24,848	15,502	62.4%			\$131.96			\$211.52	
B: Streamlined with Chase right	8,615	5,477	63.6%	-2.9%	Yes	\$140.69	0.2%	No	\$212.29	3.2%
C: Streamlined w/Rate Details	25,895	17,167	66.3%	6.3%	Yes	\$138.37	4.6%	Yes	\$208.71	-1.3%

Holiday Inn Express

	Visitors	Bookings	Booking Conversion	Booking CR Lift	Statistically Significant?	RPV**	RPV Lift	Statistically Significant?	AOV	AOV Lift
A: Control	48,722	21,778	44.7%			\$103.54			\$231.64	
B: Streamlined with Chase right	17,396	7,951	45.7%	-0.8%	No	\$107.76	0.5%	No	\$235.77	1.3%
C: Streamlined w/Rate Details	49,744	23,417	47.1%	5.3%	Yes	\$108.74	5.0%	Yes	\$231.00	-0.3%

Outcomes

Projects Tested

Over 100 projects were tested in 2019. This is +42% more than the amount of projects tested in 2018.

On average, 7 projects will be tested monthly for 2018 and 8 projects will be tested monthly for 2019.

In 2019, over 75% of our A/B split testing was successful on IHG Brands (Holiday Inn, Holiday Inn Express and Crowne Plaza).



Positive

Winning test experience will be rolled-out through small enhancements team. Valuable insights gained from test results. Additional testing will be completed.



Neutral

Test experience will NOT be rolled-out through small enhancements team. Valuable insights gained from test results. Additional testing may be completed.



Negative

Test experience will NOT be rolled-out through small enhancements team. Valuable insights gained from test results. Additional testing will not be completed unless additional insights are needed.

Annual Projects Tested



Key Takeaways

What didn't work so well

- Lack of trust in UX
- No cross-functional collaboration with the Research Team
- Fear of change
- Podio (project management)
- Design system are pdf files from Branding
- Slow approvals from stakeholders
- Slack app is missing!

What worked well

- Collaboration with Devs/Product
- Feedback from Product Owners
- Research/Feedback tools
- Analytics (Google and Adobe)
- Sketch and Adobe XD
- Teamwork.com
- Project Managers
- Information sharing with other UX teams



Learnings

I received a lot of pushback from Stakeholders regarding the feedback from our users. Often, it was met with disbelief. It was only when I collaborated with a **Data Scientist** and was able to summarize our findings and present them to the Team that were we able to get several onboard to make changes. It was a lesson I learned from other UX teams that data will always support design-driven decisions.

Using A/B split-testing was a powerful method of measure success. By leveraging data research, data analysis (Quantum Metric), competitor analysis, and user testing as the foundation of where to focus testing efforts.

Other learnings:

Learning to maintain testing autonomy and the ability to test outside of the normal web confines when needed in order to improve learnings and results.



THANK YOU!