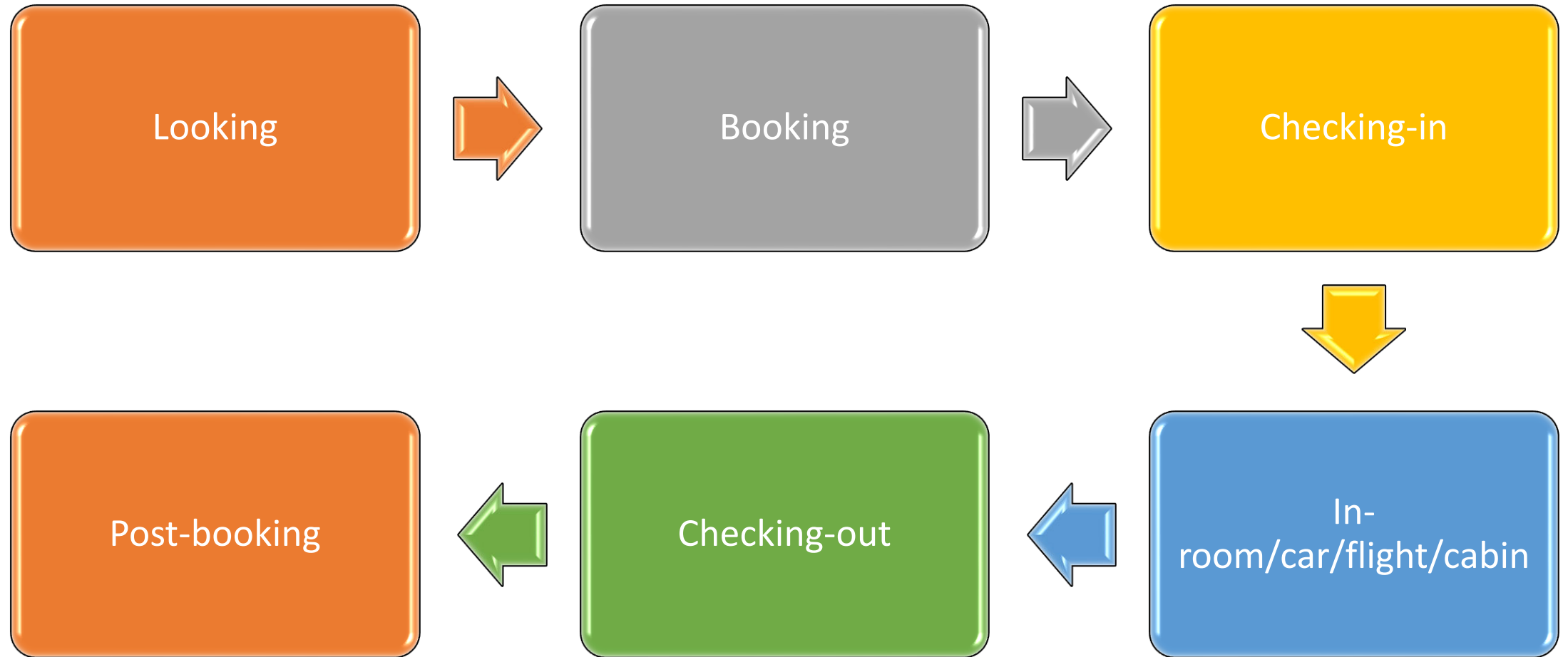




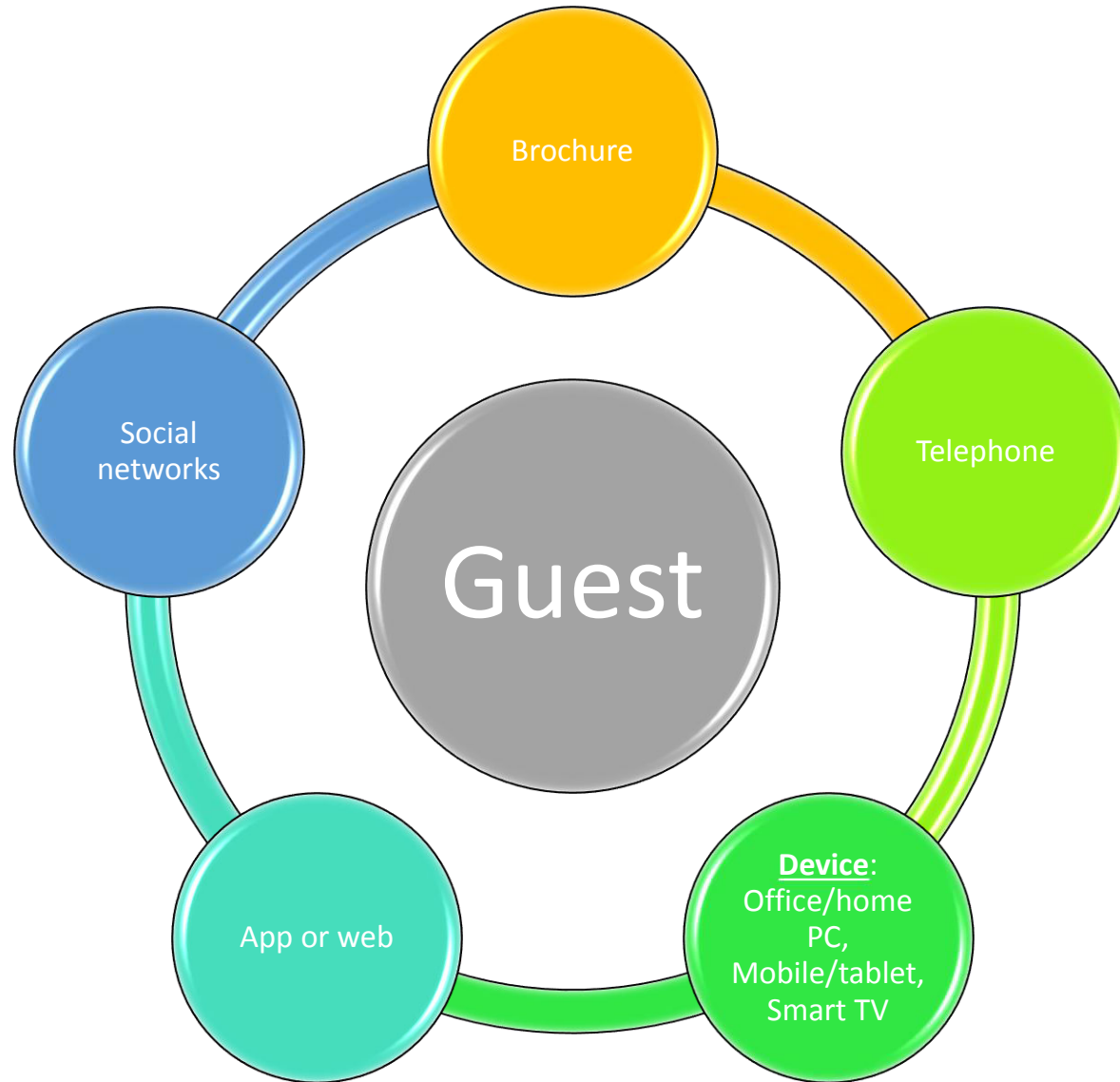
Guest-facing tech: the successes and failures

Guilain Denisselle

Guest-facing tech: when?

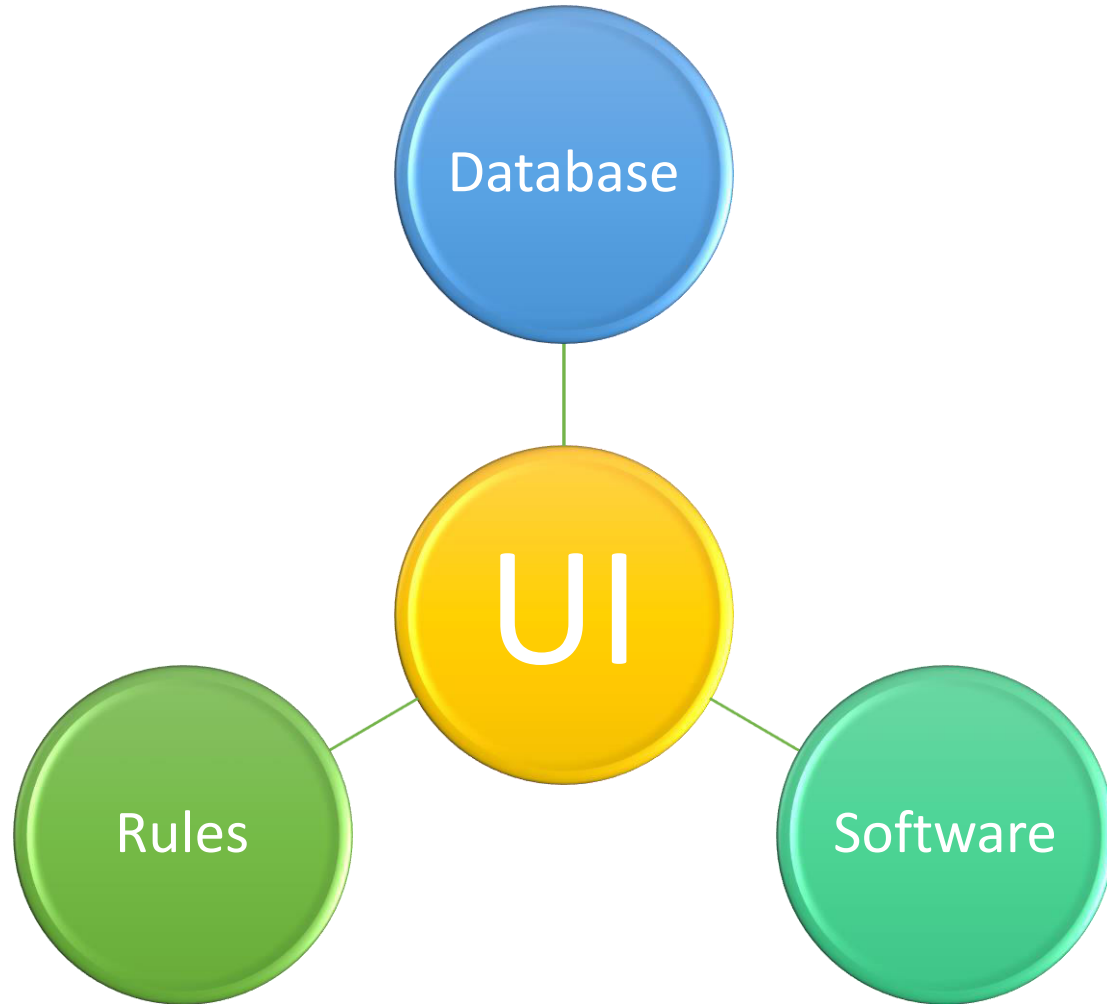


Guest-facing tech: how?

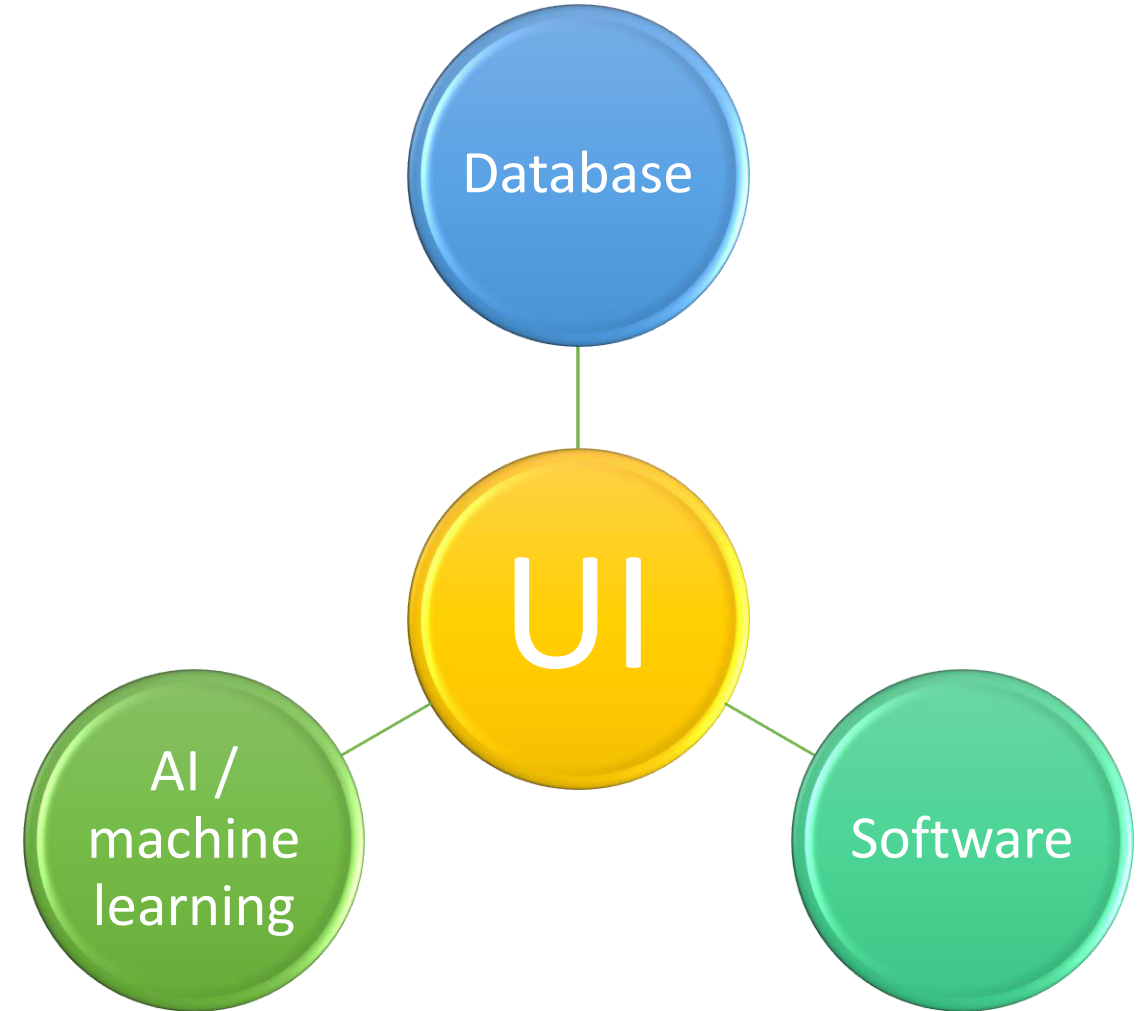


Guest-facing tech: what systems?

Yesterday



Today & tomorrow



Sol Melia Hotels & resorts, back to 2005-2006

- Ashwin Kamlani (former VP Distribution Sol Melia, currently President of RoomKnights) launched Melia's new portals in several languages with « Best price guarantee » « save... », « Only... »
- Direct bookings increased in every country except Brazil
- A Brazilian told Ashwin it wasn't right
- On Brazilian version, Melia took off all “best/save/only” widgets and concentrated on the product → direct sales boomed

1st lesson: You never know what will happen

2nd lesson: Measure, analyse and react → “A/B testing” or “Test & Learn”

RatesToGo.com: how to kill a growing business?

- Launch in France & Benelux: Autumn 2002, 10% commission only
- I maintained an average 1 room/night/property → waiting list
- Brandjacking was fantastic: any hotel received its 1st booking in less than a week, half of them within 48 hours
- The guy after me opened the door:
 - Paris market: 250 to 400 hotels within a week → less bookings/property → rates increased → global volume decreased
 - 10% commission increased to 15%
 - RatesToGo stopped being THE OTA hotels wanted to join

3rd lesson: 1 bad decision + 1 another bad decision = you're OUT

Booking.com shortcuts at the beginning

- No real room type → basic database
 - Real headache for channel managers
- Basic design, no special feature (UGC, etc..) → basic database
- Concentrated on guests + exhaustivity

Things changed as from 2004-2005 with new inventory management system in 2004 + Priceline bought it in 2005

4th lesson: Make sure your idea works before to enrich it

Expedia's arrogance until 2010

- We are American, we'll teach you how to make money
- Arrogant approach against European channel managers
- Arrogant approach against independent properties
- Arrogant approach on guest management

Things really changed in 2011. In 2016, Expedia's turnover increased by 32%, ie tice as much as Priceline...

4th lesson: Learn from your mistakes



Thank you!

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