

**SMART TRAVEL
ANALYTICS 2016**

**Structuring the
Unstructured: Use
Analytics to
Improve Your
Product Offering
and Customer
Experience**

Club Med 

creator of happiness

**ORIGINATOR OF ALL-INCLUSIVE
FAMILY EXPERIENCES**



CLUB MED IS THE ORIGINAL INTERNATIONAL RESORT CHAIN & THE INVENTOR OF THE ALL-INCLUSIVE CONCEPT



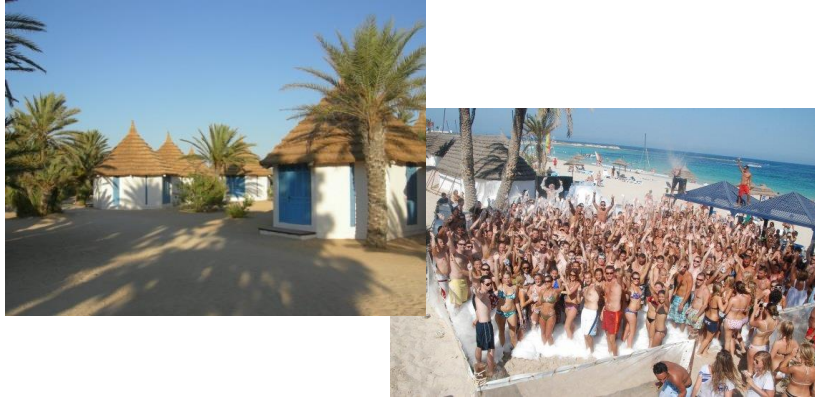
Founded in 1950, Club Med has some of the best properties in top destinations. More than 65 resorts WW, and 8 resorts in North America and the Caribbean



CLUB MED REPOSITIONED TOWARD UPSCALE FAMILY IN 2005 AND HAD SINCE THEN PUT CUSTOMER KNOWLEDGE AT THE HEART OF ITS STRATEGIC DECISIONS



FROM A LOW-BUDGET PARADISE FOR SINGLES



TO AN UPSCALE FAMILY BRAND

2/3 of our clients are family
80%+ of our capacity is 4/5 stars resorts



ONE GOAL: UNDERSTAND OUR “NEW” CUSTOMERS IN ORDER TO SHAPE OUR PRODUCT TOWARD THEIR EXPECTATIONS



INTERNAL REVIEWS – Post travel questionnaire

Boost repurchase

ONLINE COMMENTS – Trip Advisor, Social Media, ...

Boost recruitment

SURVEYS – Focus Groups, Panel Data, ...

Various

THAT WE LEVERAGE THROUGH ANALYTICS IN ORDER TO DEFINE OUR RESORT ACTION PLANS



PROBLEMATIC

How to allocate our **maintenance and renovation budget** ?

Which **operation plans** have to be prioritized?

=> Which are the **main product levers** to improve in order to **increase repurchase**?



ANALYSIS

Ranking of criteria

- ⇒ Taking into account **dependent** relationships
- ⇒ Easily **communicable**

Use of a **Bayesian network** in order to **structure the millions of information** from our Club Med survey



RESULTS

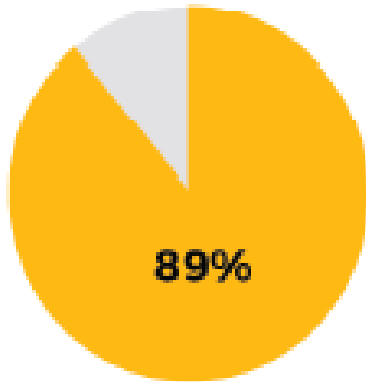
Virtuous cycle

- ⇒ Targeted investments generated an ongoing **improvement of satisfaction and repurchase rate** for the past 4 years.
- ⇒ **Trust relationship** between Operations and Analytics established

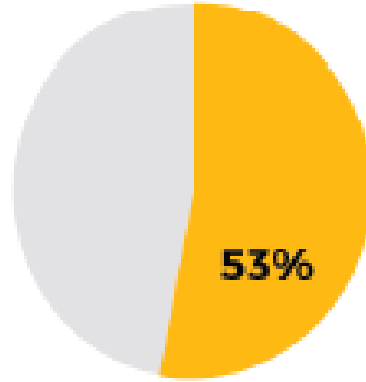
MANAGING ONLINE REPUTATION IS NOW A KEY AND COMMON GOAL AMONG ALL DEPARTMENTS



%Travelers Who Say Reviews 'Influential' to Hotel Booking



%Travelers Who Book Hotels Only After Reading Reviews



1 - INCREASE # OF REVIEWS TO BOOST OUR RANKING

CRM plan - highlight Trip Advisor

- ⇒ Mechanical increase
- ⇒ Better reviews

2 - MONITOR MAIN TOPICS OF DISSATISFACTION

Auditing of online reviews for operations action plans

- ⇒ Quantitative
- ⇒ Qualitative (Text mining solution)

Source : Leonardo/TripAdvisor (2015): <http://www.leonardo.com/resources/tripadvisor-tall-all/> ; eMarketer (2015): <http://www.emarketer.com/Article/Hotels-Reserve-Spending-Online-Reputation-Management/012282>

COMBINING SURVEY AND PURCHASING BEHAVIOR DATA EXPLORATION TO BUILD A DIFFERENTIATING OFFER FOR OUR CONSUMERS



1ST OBSERVATION – FROM SURVEYS

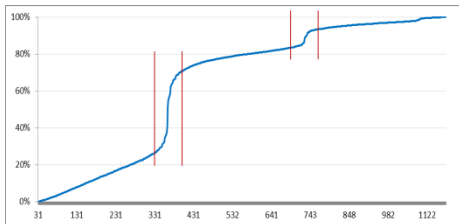
- Complete distrust from consumers of pricing policies
- A real break to sales with our Travel Agent community
- Amplified by the “social experience” at Club Med

PRICING CHANGE

- Guarantee the best price for early booking (prior to 6 months - No fine print)

2ND OBSERVATION – FROM OUR DATABASE

- 75%+ of our consumers travel at the same period
- No specific pattern in terms of booking behavior



MARKETING CHANGE

- Target our offer messaging to the consumer
⇒ Switch major and minor message at 6 months

RESULTS

- 55% increase in our early booking sales
- Trust with our travel agents
- Additional information to manage the middle booking price curve

TO EMERGE ON A NICHE MARKET, THE NEED IN CUSTOMER KNOWLEDGE IS HIGHER BUT ... WAY MORE CHALLENGING TO GET



PROBLEMATIC

Need to develop our sales to our Alps resorts, with a low budget which requires ultra personalization = advanced knowledge

=> How to acquire knowledge when our consumer base is too low to get valuable insights?



ANALYSIS

Partnership with a market agency who has a panel of 60k+ individuals

Data onboarding with a look alike model of Club Med Alps Skiers

=> Full Usage & Attitude



RESULTS

Data Analysis used to
=> Narrow our target
=> Know how to reach them
=> Know how to talk to them

Communication plan and sales training built on these learning
=> Global ski sales in a double digit growth for 2 years



SEE DATA AS A GIFT

TEST & LEARN THROUGH ACTIONABLE KNOWLEDGE

CROSS DEPARTMENT COOPERATION



Thank you!

Club Med Ψ