SMART TRAVEL ANALYTICS 2016

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

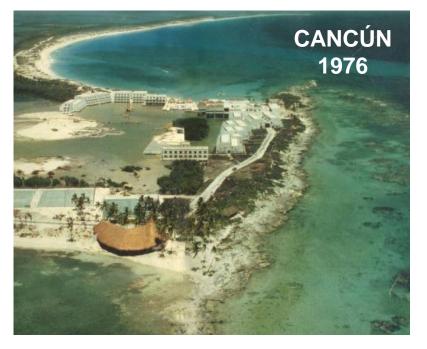
Dub Med 4

creator of happiness

ORIGINATOR OF ALL-INCLUSIVE FAMILY EXPERIENCES



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 Carribean







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

Club Med ¹/₂



INTERNAL REVIEWS – Post travel questionnaire

Boost <u>repurchase</u>



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

Boost recruitment

SURVEYS – Focus Groups, Panel Data, ...

Various



EACH OF OUR CUSTOMER RECEIVES A SURVEY UPON HIS RETURN



Overall impressions	Exaliant	Good	2	Por	Verypoor	No opinion	Travel arrangements	Exabler	Geed	te.	Peer	Very police	No opinion
of my stay Overall, how would you rate your Club Med experience now and how does							Overall, how would you rate your travel arrangements? And in particular the following:						
this compare to your expectations? How would you rate the value	_	_		_	_		 welcoming / assistance provided at the airport / train station upon your departure 						
for money?" The GO® team							 service provided by the airline / train attendants convenience of the schedules 						
Overall, how would you rate the GOP team?							 schedules accuracy your transfer from the airport/train station to the Club Med resort 				-		
And in particular the following:							station to the Club Med resort your transfer from the Club Med resort to the alroort /train station						-
 aptitude to personalize their relationship ability to communicate in your language 		_		_	_	_	 welcoming / assistance provided at the airport / train station upon your return 						
friendliness and availability enthusiasm							 Information received prior to your returning journey 					0	
The ambience	_	_	_	_			Arrival at the resort Overall, how would you rate your arrival at the resort ?					_	
around you during your stay And in particular the following:	ч	Ч		ч	-	-	And in particular the following:	_	_	_	_	_	_
 the general atmosphere of the resort (lighting,design, scent) 							 and attended quality / friendliness of the welcoming 					Н	
 sense of sharing with the others up beat feeling 							The Reception desk						
 the possibility of enjoying quiet spots the local culture integrated into 							Overall, how would you rate the reception services?						
the resort							And in particular the following: • quality / friendliness						
Did the service reach your expectations ?							waiting time ability to fulfill your requests Internal payment options in the resort						
Information and reservation Overall, how would you rate							Internal payment options in the resort help with check in / check out procedures					Н	Н
the reservation services ? And in particular the following:							The Resort						
 time spent waiting to reach your reservation agent 							Overall, how would you rate the resort ? And in particular the following:						
 recommendation of the Resort according to your expectations 							 site beauty/quality resorts appearance and design 						
 practical advice provided for your stay quality of the availability and friendliness 							 common areas conveniences 						
of the travel agent at the agency or on the phone							 cleanliness of common areas outdoor areas appearance and 	_	_	_		_	
Information received prior to your departure to the resort							environment protection concern						
							La mar Ch	E		1		14	
	3								ST.		-	_	_

Your room. Overall, how would you rate the comfort of your room ? And re-periode the following: • appool • amonities	Desilent 0xd 0xd 1	Children Overall, how would you rate: • food • sport activities • entertainment programs for parents and children	Conditional Conditiona Conditional Conditional Conditiona Conditional Conditional Conditional Conditional Conditin				No cgirikn
cleantines Food Vorrall, how would you rate the food? Add no persode the following: to loci varies presentation of the datase output of products clantitus of deathines quality of products clantitus of deathines quality and efficiency of testisturant tance opolally used efficiency testisturant opolally used efficiency		Did you trut, the safety rules treplemented logical addatory. Coveral, how would you rate the <u>interpre-</u> dent production of the safety of the safety of the CC+ staff is guilty of the safety of the CC+ safety of the CC+ staff is calcular of the annore Club Med Coveral, how would you rate the Met Club Med (sta to Logicant) A calcular production technology = webcrea = aquality of the Schwitz = quality of the Schwitz = quality of the schwitz = safety of the schwitz					
Instant can scheduler The Bar Overall, how would you rate the bar? And in purstake the following: amblence amblence cast of drink cost of drinks not included in the package		Overall, how would you rate the <u>listyr</u> , <u>Patt Clob Media Vasian old and under</u> ? And in particular the followng: • walcome • quality of the GCP staff • quality of the activities • quality of the activities How would you rate the quality of the baby supples and food products included in the listy Welcome package?					
Entertainment. Overall, how wold you rate the antistrationent in the Resort Y + entertainment in the Resort Y + entertainment and events during the day - entertainment and events during the overall - entertainment and events during the overall - entertainment and events during - entertainment and events during - entertainment and events - entertainment and events - entertainment and events - entertainment - the entertainment - the entertainment - the entertainment - enterta		The sports and academies (accessing sk)					
M		TAY	F	K	T	1	1

	Exaliant			B	Wrypoor	No opinion	Dealloct Good Deal Maryson
Spa / Wellness							Where do you look for information when planning this vacation?
Overall, how would you rate the relaxation and wellness services?							on the Internet through a Travel Agent
And in perticular the following: • setting and atmosphere				_		_	brochutes by phone
 setting and atmosphere skills and professionalism of the staff 							
choice / variety of services							Were you aware of our Club Med Loyality programme?
 value for money 							Vas No
The Discovery Center							If you replied yes, how would you rate the Club Med loyalty programme called Great Members?
Overall, how would you rate the Discovery tours ?							
And in perticular the following: • range of excursions							As a new GM, how would you rate: • the welcome when you arrived
Interest level							at the resort
 quality and professionalism of the guides 							the information available at the resort to make the most of your first stay with Club Med
Information during the tours							
 Information and service provided by the Discovery Center 							What are, for you, the main assets of this package? (only one correct answer) This is a comprehensive package
 value for money 							no nasty surprises good value for money
-			_		_	_	which offers a wide without many benefits
The Club Med Boutique Overall, how would you rate							range of activities
the boutique?							Your next vacation (In a Club Med resort or somewhere else)
And in perticular the following: • service / friendliness							When do you plan to take your next vacation? /
 selection, choice of products 							Month year
 value for money of products on sale 							What type of vacation are you looking for?
The departure from the reso							mountainside sun / oceanside countryside dty guided tours cruise
How would you rate the warmth / quality			_	_	_	_	
of the «goodbye» of the departure?							Please indicate your email address (in capital letters) in order to
What was the weather like during your stay?			_	_	_		receive our offers:
Did this last stay make you want to come absolutely probably probably						not	Name and first name of the email address holder:
Would you recommend Club Med to your							Yes, I wish to receive, by e-mail, offers, benefits and informations from Club Med
absolutely probably probably	bly not		de	init	waly	not	
Thank you for answering this questio If you wish to add comments that wo <u>Customer Relations Department</u> of t	ould re	aui	ire a ry in	w	spo hich	nse you	from us, please send them <u>in a separate letter to the GM</u> purchased your stay:
Answering this optional questionnaire will help us to be "Freedom of Information and Data Protection" Act, yo to Cab Méditerranée Service Relations Adhlerets, 11	etter me u have ti rue de C	et you he rig ambr	ar new http: al 751	acca	Witho His an Parts (ut you d mod	r reply, we will be unable to improve our salw offen. In accordance with the French By any personal information pertaining to you by sending a letter by recorded delivery 17 - France.
	Paris Ced	dex 13	- Fo		- 181	+ 23	153 25 25 53 - Fax : +33 1 53 25 36 16 - www.clubmed.com - Société Anonyme au capital 25 57215564 - RCP nº AA.992.497 GENERALI ASSURANCES (ARC) - 7 tel Hausmann Ios Club Med - Maguette : Ducha CO/2.

130+ questions and... 20% answer rate



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
- \Rightarrow 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

Club Med 🌵

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





Source : Leonardo/TripAdvisor (2015): http://www.leonardo.com/resources/tripadvisor-tell-all/ ; eMarketer (2015): http://www.emarketer.com/Article/Hotels-Reserve-Spending-Online-Reputation-Management/1012282.

1 - INCREASE # OF REVIEWS TO BOOST OUR RANKING

CRM plan - highlight Trip Advisor

- \Rightarrow Mechanical increase
- \Rightarrow Better reviews

2 - MONITOR MAIN TOPICS OF DISSATISFACTION

Auditing of online reviews for operations action plans

- \Rightarrow Quantitative
- ⇒ Qualitative (Text mining solution)

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



PRICING CHANGE 1ST OBSERVATION – FROM SURVEYS Complete distrust from consumers of • Guarantee the best • pricing policies **RESULTS** price for early A real break to sales with our Travel booking (prior to 6 • Agent community months - No fine Amplified by the "social experience" at • print) Club Med . agents **MARKETING CHANGE** 2ND OBSERVATION – FROM OUR DATABASE Additional •

- 75%+ of our consumers travel at the • same period No specific pattern in 60% terms of booking 431 532 behavior
- Target our offer • messaging to the consumer
 - \Rightarrow Switch major and minor message at 6 months

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

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





PROBLEMATIC

ANALYSIS

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

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

 \Rightarrow Full Usage & Attitude



RESULTS

Data Analysis used to

- \Rightarrow Narrow our target
- \Rightarrow Know how to reach them
- \Rightarrow 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!

