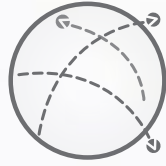


Monscierge GEM Report



— — — — THE BRAND PICTURE — — — —
A Monscierge Guest Experience Management Report



Letter from the INNOVATIONS OFFICER

Dear Guest Experience Expert,

Vision. It's a highly elusive thing. The emotional weight conveyed in a vision is massive, the proper execution of it is critical, and the final impression that it leaves on your customer is one of the most important factors in assessing how your guests 'feel' about your brand. The fifth issue of our GEM Report dives deep into the heart and soul of a brand vision, and how it affects the guest experience.

On the following pages, we'll discuss the value in implementing a reputation management plan, break down the five best traits of a classic concierge, and take a look at a new Virtual Concierge that's already underway for 400 Novotel hotels from London to Thailand.

I hope you enjoy this deep dive into the big picture as we seek to uncover a few pearls of wisdom that hopefully illuminate a some new paths forward.

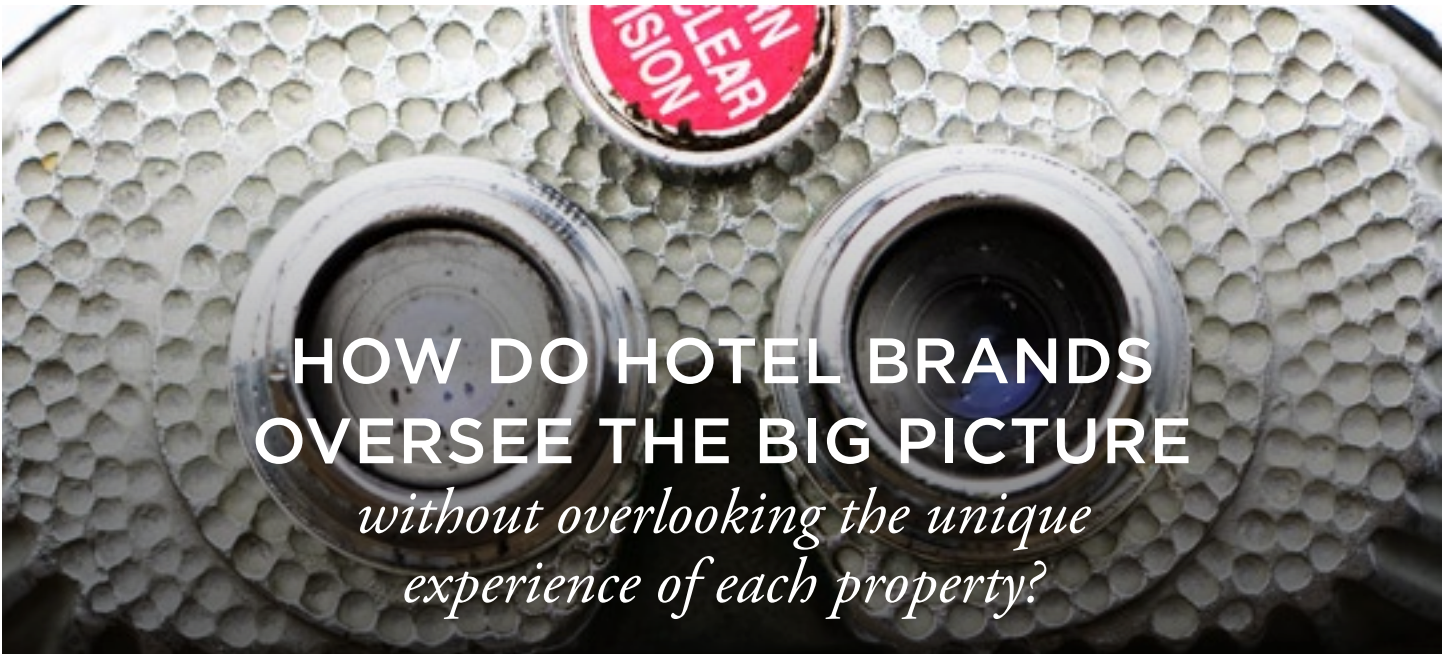


Ken Marold
Chief Innovations Officer



"The emotional weight conveyed in a vision is massive, the proper execution ... critical.





HOW DO HOTEL BRANDS OVERSEE THE BIG PICTURE

*without overlooking the unique
experience of each property?*

The hotel brand is a vision. A lot of energy goes into cultivating a brand standard that is carried out consistently on aspects such as a building design, customer service philosophies, or details for the color, texture, and placement of a hundred welcome mats all greeting guests from wildly

different locales. So we're hitting on just a few points in our fall/winter report that start with the overall vision of a hotel brand but really come down to how that vision is delivered at the individual property and guest level. >

STRIKING A BALANCE BETWEEN...



1. ONLINE REPUTATION MANAGEMENT

How taking the initiative in online spaces - from a social media sounding board for guest stories to the impact of online reviews and employee roles - is becoming more important - to the brand and the bottom line. **REPUTATION MANAGEMENT // PG. 3**



2. THE CLASSIC CONCIERGE

While brands adapt practices to the technology movement they're facing, they're only as good as the sum of their moving parts. So who's the "moving part" with the most insight into everything a property and its locale have to offer? The concierge of course. Even if your hotels don't have one, there's much to be learned from this classic role. **CONCIERGE // PG. 4**



3. THE EXPERIENCE OF THE INDIVIDUAL

Mobile is a must-have platform for any brand that wants to stay connected with guests on their terms. But a trend is rising to complement on-the-go technology, and that's on-the-ground technology. See how **Novotel** is creating cross-continental, yet consistent, brand-wide guest interaction at the heart of each of their properties. **BACK TO THE LOBBY // PG. 6**

staying wise to the ways of
— — — — — ONLINE — — — — —
REPUTATION MANAGEMENT






Revinatē talks best practices for eyes on watch, ears to the ground, and everyone on board with the plan. >

We asked Josh Steinitz of **Revinatē**, a hotel reputation management firm that works with some of the finest independent hotels and world's largest chains, to share his insights into the reputation of hotel brands. The hotels that do it right don't just recognize the importance of reputation management - they've got a plan. Here's what Josh had to say.

On Routine Reputation-Maintenance:

Of course building a good reputation starts with great service and guest satisfaction. But hotels that really strive to sustain their reputation are the ones that work it into everyday business practices.

Sound Steps For Your Online Plan:

-  always respond to reviews on public social media sites (especially the negative comments)
-  assign specific staff members to address specific issues (and track their progress)
-  set goals and benchmarks (and incentivize staff to drive guest satisfaction)

Monitoring Reviews Online:

While TripAdvisor is the number one player overall, many properties receive more than half of their reviews from other sources, because guests aren't just looking in one place. In some markets, TA is not the leader. Customers with another favorite booking source may value those reviews more highly, since they come from verified customers in that channel. Plus, reputation is increasingly amplified by social channels like Facebook and Twitter, which have large impacts at slightly different stages of the travel lifecycle.

On Empowering the Individual Properties:

Almost every major global hotel brand is using a reputation management software company such as Revinatē, propagated from brand to all their properties. Of the ten largest global brands outside China, I believe every single one has either purchased an ORM platform for their properties as part of their technology stack offering, or has signed with a company offering ORM services as an approved vendor-for-purchase by their franchisees.

Hotels Getting It Right:



THE LONDON HOTEL
revinate.box.com/the-london-nyc



DOLCE HAYES
revinate.box.com/dolce-hayes-mansion



OTO HOTELS
revinate.box.com/otodevelopment



“Reputation helps drive revenue. If you’re ignoring your online reputation, you’re leaving dollars on the table.”

- Josh Steinitz | VP Global Business Development | Revinate.com

Even if your hotels have great GSS scores, your online reputation still matters more than you might think. >

Why An Online Reputation Plan Still Matters:

Public reviews are critically important, first, because they drive revenue. While a GSS score may remain private, up to 90% of travelers consult public reviews and social channels before making their booking. So if you have great private GSS feedback but poor public reviews, you will underperform financially.

Second, the entire process of feedback is changing. As more and more hotel customers become accustomed to reading and writing reviews, they increasingly prefer to provide the simple review instead of the long and involved survey of yesterday.

Collecting private guest satisfaction feedback to drive improvements is a good thing, especially for hotel operations. But the massive body of public reviews provides a vastly more significant measurement of guest satisfaction than GSS data alone, instead of being combined together for a complete picture. Unfortunately, hotel management may feel they have more control over the GSS process, or are compensated based on GSS performance, so they often discount the importance of public reputation to their financial detriment.

REPUTATION MISSTEPS TO AVOID:



One bad review is a pest. But one big lawsuit can create a buzz.

Many of us in the industry know the story of one hotel choosing to sue a reviewer after he posted about bedbugs. The real damage is that the lawsuit has gained even more attention than the review, and future guests are sure to be wary of any hotel with a reputation for suing guests.



A common social media mistake? A sweeping promise made public.

Any brand that wants to connect with people online has to get social media savvy. When a hotel brand goes socially public with their customer service promises - yet falls short - the fallout can linger as long as the comments and complaints continue to come. Guests are going to use social media to air their grievances. Be prepared to follow up in the public sphere.

RECOMMENDED READING

for hotel brands



DANIEL CRAIG
REKNOWN.COM

This well-known reputation management expert is a former hotel manager and current founder of ReKnown.



JAMES BENNETT
SOCIALHOTELGUY.COM

The *Social Hotel Guy*, hospitality consultant, hotelier, and social media marketer sharing hospitality stories and social media tips.



BARB DELOLLIS
REVIEWPRO.COM

Former travel blogger at USA Today and now working with ReviewPro, you can read her latest advice on their blog.

MATHEMATICAL HAPPINESS

a formula for hoteliers

Guest Happiness = Reality - Expectation. Use this formula to ensure a positive experience so that none of your guests end up seeing red.

backing up

YOUR SOCIAL CLAIMS



What happens when you don't follow through? Before making customer service statements through social media, be confident your brand can make it happen.

THREE WAYS

for hotels

TO USE INSTAGRAM

Most social networks have the ability to show off images of guest rooms and amenities, but find how Instagram can visually provide more.

SHARPEN YOUR HOSPITALITY SKILLS

sneak peek

A NEW LEARNING TOOL

Larry Mogelonsky has developed a software tool that will keep hotel executives, managers and staff up-to-date with current issues affecting the hospitality market.

If you love our guest experience management report, then follow our hospitality blog at monscierge.com. Find curated trends and content on hotels and brands, along with hospitality management and staff insights.

THE MAKINGS OF A CLASSIC CONCIERGE

— — — — — 5 best traits — — — — —
“the person on the pulse” of your properties



1 A SKILLED LISTENER

*“Listen to your guest needs but also listen for what they’re **not** asking for. Then go above and beyond for a memorable experience.”*



2 A CHARISMATIC PERSONALITY

“People will always gravitate towards a good smile and someone keeping up their personal appearance.”

3 A TRUE HELPER

“I personally enjoy the feeling of making a true difference in the daily life of a guest.”



4 INVESTED STAFF MEMBER

“Be a resource. You are an ambassador for the hotel’s image and reputation.”



5 A WELL-ROUNDED APPROACH

“Being a concierge means having a high work ethic, integrity, sincerity, and discretion in your guest interaction.”

“Create a memorable guest experience and loyalty will surely follow.”

— Dante Crisafulli | Certified Concierge | Hyatt Regency Clearwater Beach Resort & Spa



YEAH, THERE'S AN APP FOR THAT.

A CONCIERGE EMBODIES THE FORWARD-FACING, HUMAN ASPECT OF A HOTEL BRAND. [SEE HOW TECHNOLOGY IS A COMPLEMENT - NOT A REPLACEMENT - FOR THIS HOSPITALITY EXPERT. >](#)

With a smartphone in the hand of practically every guest walking through your doors, we asked Daniel Crisafulli, Certified Concierge at the **Hyatt Regency Clearwater Beach Resort & Spa**, about how the mobile revolution has **changed the role of the concierge**.

“Certain travel apps can work for someone not familiar with their surroundings. I’ve had guests who have used a restaurant app, but still come to me for advice on which place better fits their needs.

“Most recently, two of my guests wanted to dine at **Berns Steakhouse**, one of the top restaurants in Tampa. One guest remarked, ‘I have all the information on my phone. I’ll make the reservation.’ Thirty minutes later the gentleman came down to me and said they couldn’t get a reservation. None were available. He asked if I knew of another steak house they would enjoy. I made a quick phone call to a restaurant I love to go to, asked for the floor manager, turned to my guest and said, ‘Sir, what time would you like to dine at Berns?’

“His smile and look of gratitude was all I needed! Apps are fun, but someone who knows the area, knows the people, and will give you personal attention is what guests are looking for.”

“Apps are fun, but someone who knows the area, knows the people, and will give you personal attention is what guests at our resort are looking for.”

OTHER TIPS TO HELP YOUR STAFF *embrace the concierge role:*



GET THE VETERAN LOCALS INVOLVED

Connect your front desk manager to the pillars in your community, and find out their local favorites.



TAP INTO TWITTER

Set aside an hour or so every Friday, come up with a hashtag, and take questions online. You’ll be building a loyalty with locals, too, who might remember and refer you when friends come in to visit.



BRANCH OUT FROM THE USUAL

Give guests a true local experience beyond the typical dining and tourist activities. Is there a great shop that you love to visit, or a quiet spot in a nearby park you can share?



GET YOUR TEAM OUT TOGETHER

Team building activities off-site in your area are a great way for everyone on your staff to become more knowledgeable of the area and local businesses.



THE NOVOTEL VIRTUAL CONCIERGE

Novotel Hotels | novotel.com

THE INDUSTRY KNOWS GOING MOBILE WITH YOUR BRAND IS A MUST. BUT THE CENTER OF YOUR HOTEL EXPERIENCE, THE LOBBY, IS STILL THE INTERACTION HUB OF AN IN-TOUCH BRAND.

The Novotel Virtual Concierge is a digital guest experience enhancement tool currently being implemented in every Novotel property from London to Thailand, and in all of the countries' native languages. Novotel's implementation of this technology will allow guests to retrieve the front desk's local recommendations, get directions from a digital concierge and send through text or email, and have better access to hotel amenities and services. The lobby is guests' first impression of the high technology they can expect from the forward-thinking brand.

"Whether conscious of it or not, when you walk into a hotel, you're assessing the savviness of the place you'll be living in for the next few days," says Ken Marold, Director of Innovations for Monscierge. "Without that visibility, it's

challenging for hotels to introduce this technology to the guest later. In-room ordering, staff requests, anything to do with mobile or tablets - without the centralized hub component greeting them as they walk through the door - they lose the connection."

Brands not only connect with guests on the property level, they can also retrieve guest usage data from all 400 locations, across 60 countries. These "touches" represent opportunities to evolve and elevate the experience not only for future guests, but for guests currently on-site. It's a way forward to increasing on-site revenue and more effective interaction with guests during their stay. Technology is making it possible to change the experience within the experience... redefining the future of guest and hotel relations.

"This solution is powerful. It is a very fluid and flexible system, particularly in content updates. I recommend this technology."

- Erwan Le Goff | UK Head of IT, Accor

Request the 2014 Novotel | Monscierge case study for a detailed look at scaling technology across 400 properties. 

MONSCIERGE

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www.monscierge.com