

BREAKDOWN BY ONLINE BOOKING CHANNEL

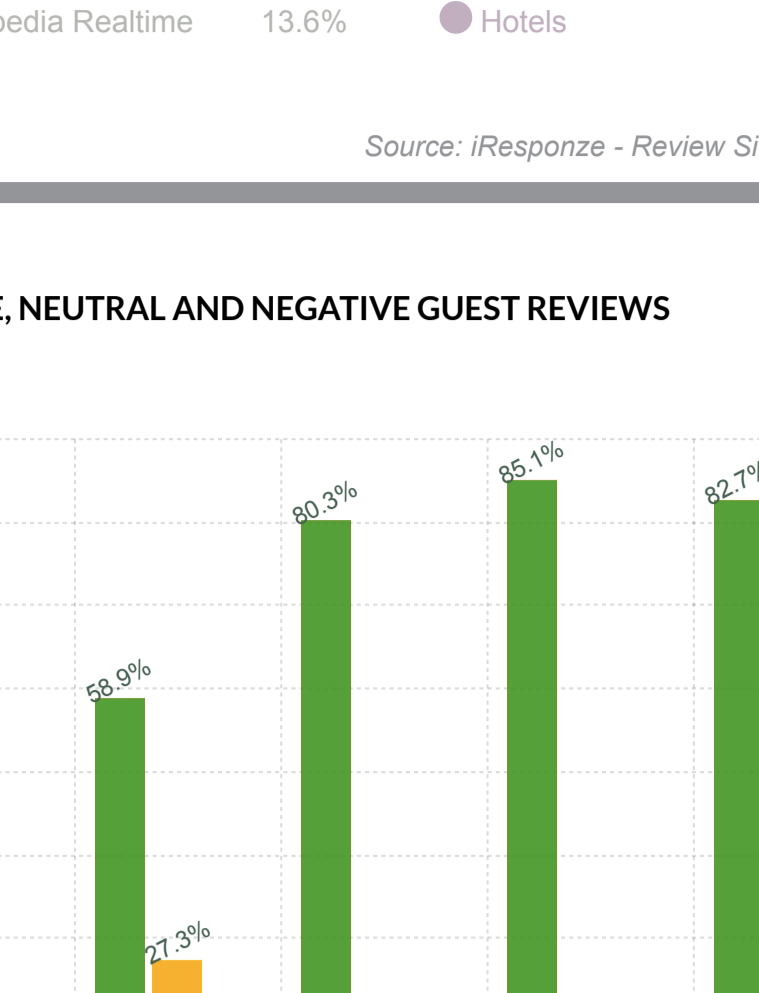
"our priority is to respond to IHG Guest Reviews followed by Google, Booking.com, TripAdvisor and Ctrip"

31.9%

For all IHG brands that we provide responding services for, **31.6%** came through Brand Reviews and Guest Surveys

36.1%

In comparison, another **36.1%** of reviews came from Google MyBusiness, Booking.com and TripAdvisor combined, for our IHG clients



Source: iResponse - Review Site Volume

RATIO OF POSITIVE, NEUTRAL AND NEGATIVE GUEST REVIEWS



72.3% Positive

15.3% of all reviews are neutral
12.4% of all reviews are negative

Source: iResponse - Resources, Review Site Volume

WHY RESPOND & HOW MUCH TIME TO SPEND?

IT PAYS TO LISTEN AND RESPOND TO REVIEWS

79%

of survey respondents say management responds to bad reviews reassure them - TripAdvisor

49%

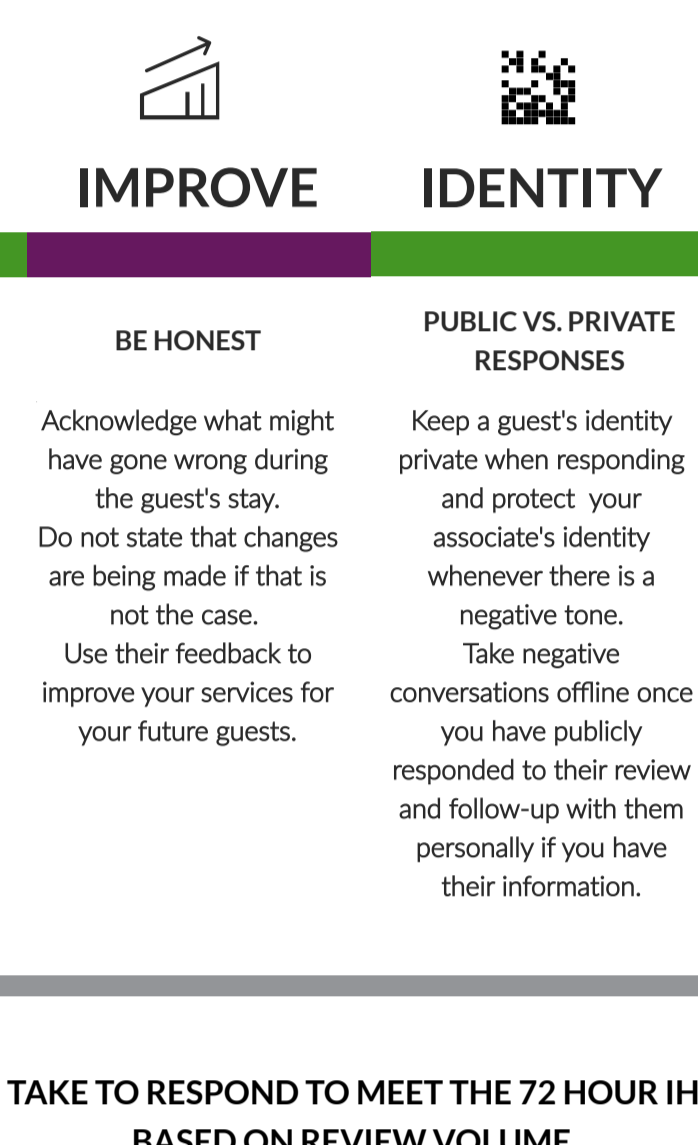
of travelers won't book a property without reviews - Olery

+20%

Guests pay 20% more for hotels with 4 or 5 star ratings on travel review sites - Comscore & Kelsey Group

- Your guests are talking about your hotel online
- Listening and responding to social media feedback can help you improve the guest experience and drive profitable revenue and RGI (Revenue Generation Index)

HOW SHOULD IHG HOTELS SPEND THEIR TIME ON REVIEWS WEEKLY?



- 40% Reviewing and responding to reviews
- 20% Organizing feedback for analysis & insights
- 15% Presenting feedback & trends to staff
- 15% Reading reviews in the IHG Social Listening Tool
- 10% Following up with staff to take action on feedback

REVIEW RESPONSE GUIDELINES

ENGAGE	IMPROVE	IDENTITY	LOYALTY
POSITIVE REVIEWS Show guests that your hotel is engaged and acknowledge guests as you would offline. Watch that you do not make responses to positive reviews sound like a sales pitch - it can turn off other potential guests.	BE HONEST Acknowledge what might have gone wrong during the guest's stay. Do not state that changes are being made if that is not the case. Use your feedback to improve your services for your future guests.	PUBLIC VS. PRIVATE RESPONSES Keep a guest's identity private when responding and protect your associate's identity whenever there is a negative tone. Take negative conversations offline once you have publicly responded to their review and follow up with them personally if you have their information.	IHG CUSTOMER CARE IHG Customer Care may respond to unanswered 1, 2 or 3 star IHG Guest Ratings & Reviews after 7 days AND TripAdvisor after 14 days or sooner if there is a no indication of hotel engagement. This is to keep the loyalty of IHG guests intact so that they feel their concerns are addressed appropriately.

TIME IT WILL TAKE TO RESPOND TO MEET THE 72 HOUR IHG GUIDELINE BASED ON REVIEW VOLUME

Per IHG standards, below is the estimated time it will take to respond to online guest reviews in order to meet the guideline of responding within 72 hours, based on your review volume.

Weekly review volume	Login frequency*	Estimated weekly time	Choose your Social Media Champion
0-1	Every 3 days	30 minutes	GM, AGM or FOM
2-5	Every other day	1 hour	GM, AGM or FOM
6-10	Daily	2-3 hours	GM, AGM or FOM
10+	Daily	4+ hours	GM, DOS/DOM or dedicated resource

IHG recommends the following best practices when choosing who to spend your time responding to guest comments and reviews:

100% Respond to 100% of all negative (1-2 star) social reviews	80% Respond to at least 80% of all neutral and positive (3-5 star) social reviews	72 Respond within 72 hours from the time a review populates in the HeartBeat Metadata Reporting portal	Our priority is to respond to IHG Guest Reviews followed by Google, Booking.com, TripAdvisor, and Ctrip.
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When responding per IHG guidelines, KEEP IN MIND:

Guest Reviews from a HeartBeat survey can be responded to publicly or privately - make sure to verify this before responding

Guest indicated NO to "if they would like to be contacted privately", honor the guest's wishes and DO NOT respond to them directly

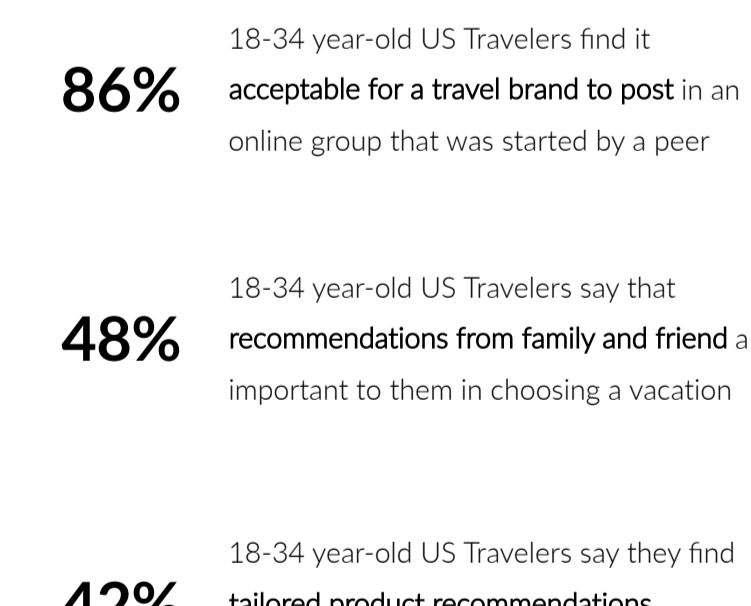
Per the Standards Social Response Guidelines, remember to only address a Guest in a social review response using his/her provided Nickname

Source: Guide to Managing Social Reviews - June 2019 IHG Guest HeartBeat - Merlin

IT IS ALL ABOUT THE BOOKING EXPERIENCE

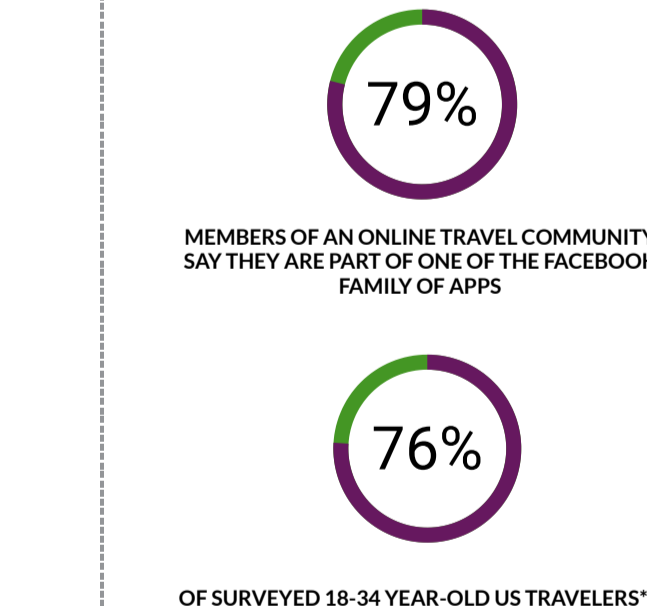
2019 J.D. POWER STUDY RESULTS

HOTEL WEBSITE RANKING



Choice Hotels ranks highest in overall customer satisfaction among hotel websites with a score of (841). Best Western Hotels & Resorts (840), Hyatt Hotels (840) rank second in a tie and IHG (834) is above the (829) average line

HOTEL TRAVEL APP RANKING



IHG ranks highest in overall customer satisfaction among hotel apps with a score of (870). Hilton Honors (866) ranks second, World of Hyatt (865) ranks third and the average is at (859)

BOTH STUDIES EXPLORE THE KEY VARIABLES THAT INFLUENCE CUSTOMER CHOICE, SATISFACTION AND LOYALTY BASED ON FIVE FACTORS:

- clarity of information provided
- ease of navigation
- overall appearance
- speed of screens/pages loading
- range of services/activities

Speed and simplicity matter: Customer satisfaction with travel websites substantially increases when customers say the process of making a reservation was quicker than expected. Still, many travel websites contain multi-step processes and fewer than 20% of customers report a quicker-than-expected reservation experience

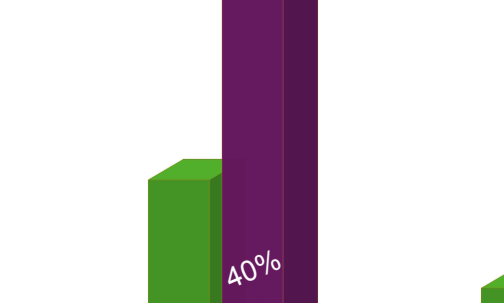
Helpfulness of notifications varies considerably: Helpful notifications provided by a travel app can add upwards of 22 points to overall satisfaction, but the challenge comes with the execution of those notifications. For example, including concise accompanying text such as "tap to view boarding pass" can be much more effective than simply sending an electronic boarding pass with no descriptive text

Digital leaders deliver consistent web and app experiences: Digital native OTA brands tend to deliver the most satisfying website experiences and rental car brands tend to perform better in mobile apps. Some top-performing airline, hotel and rental car companies have cracked the code on cross-platform digital satisfaction, delivering strong user experiences and high levels of customer satisfaction across both web and app channels.

Source: J.D. Power Study - 2019

SOCIAL MEDIA & CONSUMER BEHAVIOR

EDELMAN TRUST BAROMETER RESULTS



Current social media trust is only at **41%** globally due to "fake news" and consumers are expecting brands to fix this unbalance.

Four in Ten consumers say they are unlikely to become emotionally attached to a brand unless they are interacting or communicating with the brand via **Social Media**.

Social Conversations are More Persuasive than Advertising

59%

trust what a brand says in direct communications over email, instant messaging or in response to a comment posted



41%

trust what a brand says in its advertising and marketing materials

Edelman Trust Barometer survey asked "which do you believe is giving you the truth - information in advertising/marketing materials OR what a brand says in direct communication with you?" Social interactions surpassed advertisements in regards to the trust factor. 59% of those surveyed trust direct communication with the Hotel/Restaurant via email, messaging or response to a comment posted on Social, compared to only 41% trusting what a Hotel/Restaurant says in advertising.

Source: 2018 Edelman Trust Barometer Report

FACEBOOK IQ RESULTS

FUTURE LOYALTY

86%

18-34 year-old US Travelers find it acceptable for a travel brand to post in an online group that was started by a peer

48%

18-34 year-old US Travelers say that recommendations from family and friend are important to them in choosing a vacation

42%

18-34 year-old US Travelers say they find tailored product recommendations valuable

FACEBOOK'S FIT

79%

MEMBERS OF AN ONLINE TRAVEL COMMUNITY SAY THEY ARE PART OF ONE OF THE FACEBOOK FAMILY OF APPS

76%

OF SURVEYED 18-34 YEAR-OLD US TRAVELERS SAY THEY USE FACEBOOK FOR TRAVEL-RELATED ACTIVITIES

We see that Social plays a bigger role when it comes to Millennials and younger audience when making their travel decisions and here are some facts reported out by Facebook:

- 76% US travelers stated that they use Facebook weekly for travel-related activities
- In addition, when other apps of Facebook such as Instagram is included, this number jumps to 79% users of Facebook for travel-related activities weekly
- 86% find it acceptable for the Hotel to jump into a conversation that was started by one of their peers vs. a conversation started by a Hotel
- 48% still trust the recommendation from a family member or a friend
- 42% find that a tailored product recommendation is valuable and that is where the new IHG reservations system comes into play - learning the preferences of the Loyalty member and recommendations around their needs and wants to choose from

SOURCE: Facebook IQ

IHG DIGITAL STANDARDS

SOCIAL CHANNEL STANDARDS FOR ALL IHG BRANDS

100%

comply with the terms and conditions for each respective social media channel that is utilized - include accurate and updated hotel listing information - social pages updated regularly with proactive content posts, according to channel guidelines

48 hours

All hotel social media pages must be reviewed for guest comments. Any guest questions or concerns must be addressed within 48 hours - unlike guest reviews on OTAs and 3rd Parties at 72 hours

30 days

All hotel social media pages that have not been updated in more than 30 days must be removed immediately or merged into an active page

FACEBOOK DO'S AND DON'T'S

DO

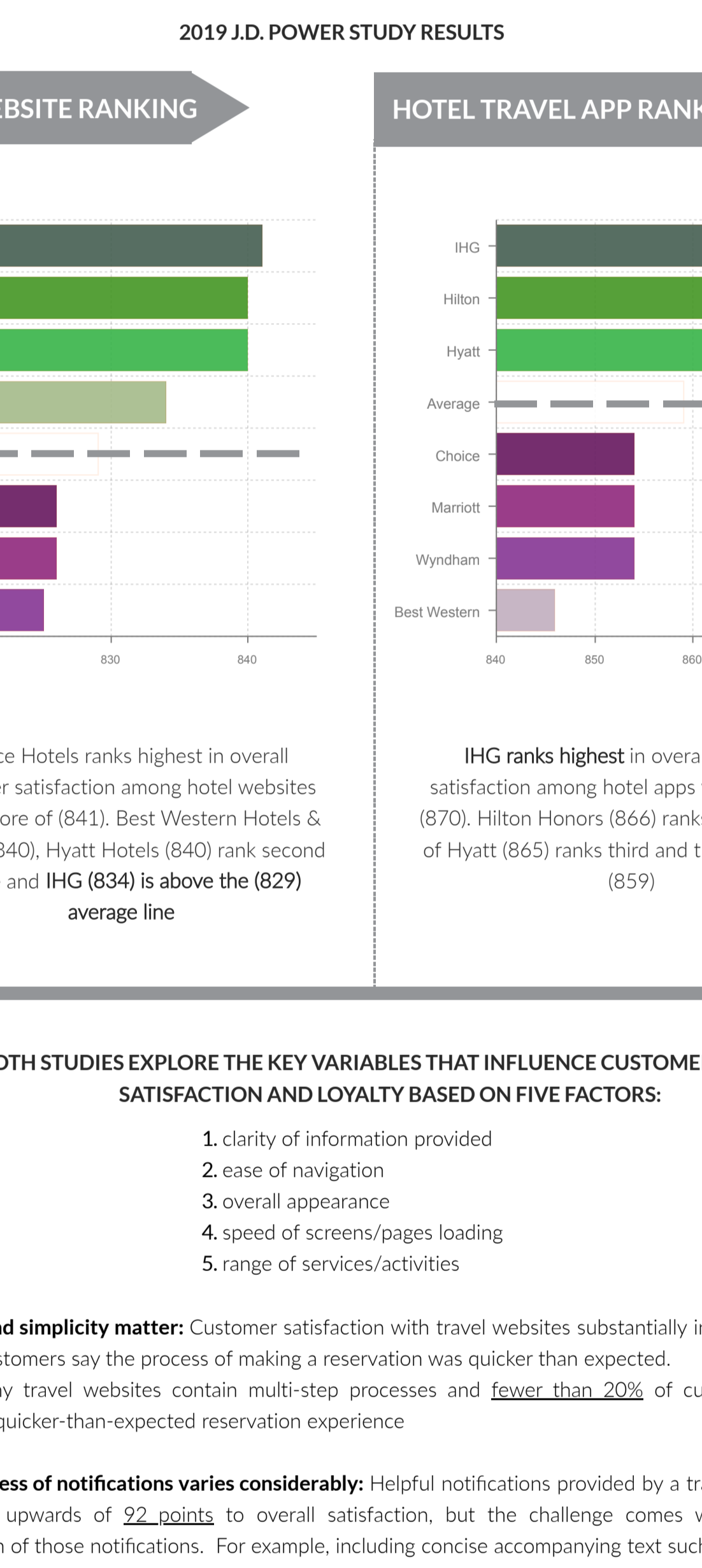
- Use your brand's identity and voice when posting content
- Add your hotel's location to posts, pictures and videos
- Create a content calendar or posting schedule to post consistently and organize your content
- Use Facebook's Insights tools to understand which posts receive the most engagement and use that information to guide your future content
- Include a call-to-action, including Book Now links, sales and promotions and shares of your content

DON'T

- Share or use content from other accounts, or violate copyright guidelines, without receiving explicit permission
- Use profane language, inappropriate images or other offensive content when posting on your page
- Quote public figures on images or in posts
- Rely on stock imagery for posts - use original, personal images of your hotel
- Post from your personal page on to your hotel's page - always use your hotel's account when posting

SOURCE: IHG Facebook Guide

BENEFITS OF SOCIAL MEDIA / ROI



Of brands using social media marketing at least 2 years, a large percentage found it useful for building loyal fans and noted these results:

- Better sales results with more years of social media marketing
- Increased exposure YOY consistently
- Generated leads
- Substantially better results driving online traffic
- As a bonus, it provided them with marketplace insights

Source: SocialMedia Examiner 2019

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