



Recuperación Empresarial del
Sector Turístico

Propuesta de Actuación



RESPONSIBLE
TOURISM
INSTITUTE

Abril, 2020

LO QUE NO TE MATA TE HACE MÁS FUERTE

Friedrich Nietzsche

Vivimos tiempos de inseguridad, incertidumbre y ansiedad, esas son nuestras convicciones. No podemos controlar todas las variables, todo lo contrario, pero tampoco podemos dejar que la incertidumbre nos impida actuar. ¡El momento de adaptarse es ahora!

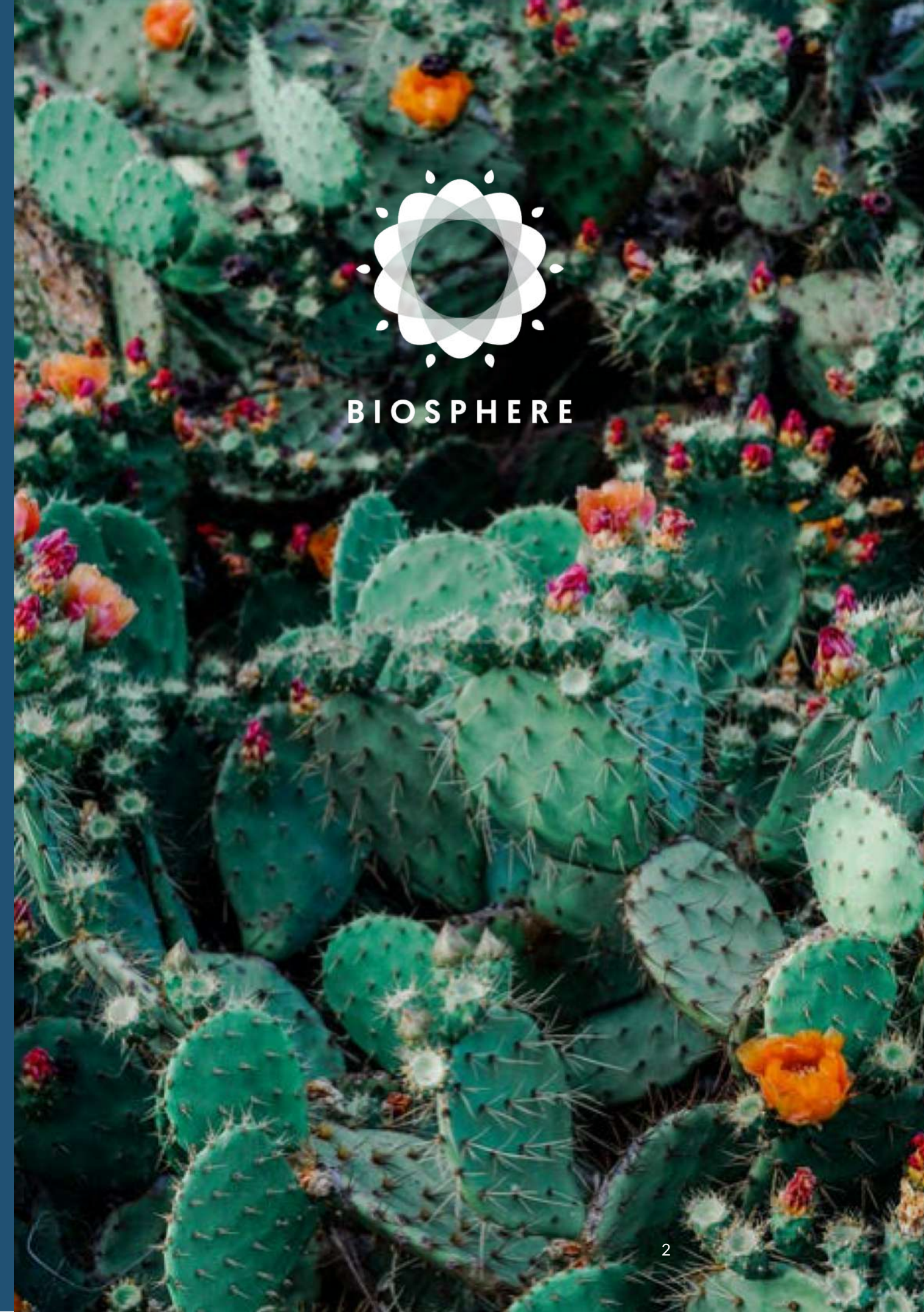
Desde Biosphere Portugal hemos construido este guía, entendida como propuestas de acción concretas, para ayudar a los empresarios y gestores a redefinir sus negocios en el sector de turístico, a repensar estrategias, crear nuevas oportunidades, recoger y abrir nuevos canales para trabajar en conjunto y asociarnos con los que están más cerca. Estamos juntos en esta marea de sobresaltos, y debemos superarla juntos.

La guía es un documento dinámico, que intentaremos actualizar día a día, al ritmo de los cambios que TODOS estamos experimentando. Tiene la intención de responder a las preguntas que todos nos hacemos: cómo puedo sobrevivir a la crisis, por dónde empezar, con quién puedo aliarme...

Las propuestas de acción se dirigen a todas las empresas turísticas y no piense que por el hecho de tener una micro/nanoempresa estas propuestas no se aplican a usted, sino todo lo contrario. Presentamos propuestas dirigidas al área de Gestión Global, Marketing y Comunicación y Gestión de Personas.

Leer, reflexionar, adaptar, transformar(-se). ¡Prepárate para (re)actuar! Si no has empezado antes, ¡hay que seguir adelante AHORA!

Biosphere Responsible Tourism



ÍNDICE



GESTIÓN GLOBAL



MARKETING y COMUNICACIÓN



GESTIÓN DE PERSONAL





BIOSPHERE

¿Qué
deberíamos
hacer?



GESTIÓN GLOBAL

Prepárese para lo peor,
esperando lo mejor.



GESTIÓN GLOBAL

ACCIONES

REACTIVAR LOS CANALES INSTITUCIONALES

Mantener vivos los medios institucionales: Municipios, Entidades Regionales de Turismo, Turismo de Nacional... Hagan seguimiento de las actuaciones y proyectos de su región

CREAR UN MAPA DE PLANIFICACIÓN ESTRATÉGICA

Elaborar un mapa de planificación estratégica, gestión de ingresos y control de costes, previendo 3 escenarios:

- Rápida recuperación (2-3 meses)
- Recuperación a mediano plazo (3-6 meses)
- Recuperación lenta (más de 6 meses)

Ajuste el pronóstico de acuerdo con cada uno de estos escenarios de demanda y vea cómo esto afecta su flujo de caja.

ADAPTAR PLAN DE HIGIENIZACIÓN / SANITARIO

Elaborar y poner en práctica un proyecto de salud: comunicar que "Limpiemos más a menudo" No sirve! Se necesitará un ciclo constante de limpieza profunda, además de espacios dedicados con desinfectante de manos y jabón (A)*; registrar efectivamente los tiempos de limpieza para que nada se olvide y se pueda comunicar, así como una lista de verificación que incluya en detalle todos los pasos del procedimiento utilizado (B)*.

* REGISTROS FOTOGRÁFICOS DEL EQUIPO EN PREPARACIÓN

PLAZO

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MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL





GESTIÓN GLOBAL

ACCIONES

CONTROLAR PRECIO - EVITE REDUCCIONES

¡Evita las reducciones de precios!

A cambio ofrecer spa, desayuno, entradas a eventos locales, estacionamiento gratuito, bebida de bienvenida, tours de cortesía, etc.*

*MEDIANTE EL ANÁLISIS DE LA RESPUESTA DE LA DEMANDA - PRIORIZAR EL CLIENTE REGULAR/REPETIDOR EN UNA PRIMERA FASE

MEJORAR LA EXPERIENCIA

Usar los niveles de ocupación más bajos para ofrecer a los huéspedes que regresan una mejor experiencia, sin aprovecharnos de la situación : ¡proponer mejoras!

MOVILIZAR RH

Movilizar los recursos humanos de acuerdo con las necesidades: posibilidades de *despido* simplificado, vacaciones, bolsa de horas.

GESTIONAR LOS PROVEEDORES

Gestión de las relaciones con los proveedores (principalmente locales), los proveedores de servicios y los clientes. En el caso de los proveedores, evaluar si necesitan renegociar los pagos y establecer prioridades, teniendo en cuenta los efectos de la crisis en cada uno de ellos.

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MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL





GESTIÓN GLOBAL

ACCIONES

CREAR MANUAL DE GESTIÓN DE CRISIS

Crear un manual de gestión de crisis, precavido que este contexto pueda repetirse pronto..., y también deben considerarse otros escenarios, como los desastres naturales.

EVALUAR EXISTENCIAS Y EPI'S

Asegúrate de tener todos los materiales y EPIS: guantes, mascarilla, gel desinfectante, limpiadores desinfectantes y otros productos químicos.

NEGOCIAR

Negociar con los comerciantes nuevos márgenes, basados en posibles fallos/escenarios.

ATIVAR EL MERCADO DOMESTICO

Cuando la confianza regrese, el mercado interno reaccionará más rápido que nadie: la gente no se sentirá cómoda viajando al extranjero tan pronto..

REANIMAR EL MERCADO

El mercado de su proximidad tendrá un gran potencial, no lo desaproveche

PLAZO

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MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL





GESTION GLOBAL

ACCIONES

ADMINISTRAR DISTRIBUIDORES

Para reforzar la relación con la distribución, es necesario utilizar toda la capacidad de los distribuidores para atraer clientes (evaluar nuevos socios).

ACTUALIZAR INFORMACIÓN

Actualizar la información sobre las OTAs, un enfoque más proactivo en términos de limpieza y saneamiento, y añadir nuevos paquetes y ofertas.

INTEGRAR NUEVOS SOCIOS LOCALES

Identificar posibles nuevos asociados locales para fortalecer la experiencia y el programa. Asegúrese de considerar soluciones fuera de la caja y ofrézcales algún entrenamiento sobre su operación, procedimientos de sostenibilidad (y no se olvide de comunicarlo).

CREAR NUEVOS SERVICIOS

Integrar la posibilidad de solicitar un médico a demanda, para las empresas más alejadas de los centros hospitalarios (+20mn). Establecer una asociación con el médico local.

REVISAR LAS CADUCIDADES

Revisar las caducidades de los productos, especialmente los perecederos.

PLAZO

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MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL



Marketing y Comunicación

No se rinda, reformule!

¿Qué
deberíamos
hacer?



GESTIÓN GLOBAL

ACCIONES

NO HACER RECORTES

¡Resiste la tentación inmediata! No recorte lo que resultará esencial. El marketing, en tiempos de crisis, es lo que puede mantener a su empresa a la vanguardia de la comunicación positiva. No recorte en marketing y comunicación, cambie o consolide su enfoque en la sostenibilidad: naturaleza, higiene y salud, especialmente en empresas ubicadas en zonas urbanas o rurales, donde la masificación del turismo aún no es una realidad.

INVERTIR EN INVESTIGACIÓN REMUNERADA

Invertir más en meta-search: cuando los clientes empiezan a buscar soluciones es porque ya tienen la intención de reservar. Por lo tanto, debería invertir más en investigación y en meta-search para captar el mayor número posible de clientes y llevarlos al sitio web de la empresa. (VÉASE LA GUÍA DE META-SEARCH PARA ALOJAMIENTO_PDF)

Para mantenerse *top of the mind* o *posicionamiento de la marca u empresa* - especialmente cuando los clientes empiezan a pensar en viajar de nuevo - seguir invirtiendo en investigación y meta-search pagada, para asegurar que siga apareciendo a los que todavía están pensando en viajar o lo harán pronto (todos necesitamos escapar de este escenario pronto). ¡Y no, esta propuesta no es para los grandes negocios!!

MEDIR QUÉ PUEDE MEJORAR

Realice una "Auditoría" de marketing para revisar el estilo de su marca, su sitio web y los materiales de activación de ventas (¿comunican de manera efectiva la propuesta de valor de su oferta y beneficios?).

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MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL





GESTIÓN GLOBAL

ACCIONES

SER TRANSPARENTE

Usar el sitio web y las redes sociales para transmitir información transparente (por ejemplo, mensajes a nuestros clientes/huéspedes); no ocultar la situación del virus y la crisis, integrarla.

DISPONIBILIZAR MÁS Y MEJOR INFORMACIÓN

Informar sobre los procedimientos de higiene y seguridad en cursos: limpieza de espacios, ventilación (por ejemplo: "Mientras la crisis actual continúe, aseguramos a nuestros clientes que su seguridad y la de nuestro equipo sigue siendo nuestra principal prioridad. Por lo tanto, estamos siguiendo estrictamente todas las directrices de nuestras autoridades, seguimos las estrictas directrices de salud y seguridad y adoptamos el más alto nivel de medidas preventivas para mantener a todo el mundo seguro - imágenes de las medidas - pronto les ofreceremos de nuevo todas las experiencias maravillosas!").

INVERTIR EN LA COMUNICACIÓN INTERNA

Ponga su compromiso con la limpieza en el frente y en el centro de la comunicación: señales en las áreas de servicio y en las zonas comunes, compartir los procedimientos de seguridad, información en los inodoros para fomentar el lavado de manos (por ejemplo, "¡lavémonos todos las manos!" puede ser una forma inolvidable de recordar a todos que lavarse las manos es la mejor manera de prevenir las infecciones y no dude en informarles que se ha adherido a las directrices aceptadas mundialmente, como "nuestra unidad/compañía sigue las directrices de la OMS para una higiene adecuada y completa").



MARKETING Y COMUNICACIÓN

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GESTIÓN DE PERSONAL





GESTIÓN GLOBAL

ACCIONES

LLAMADA A LA NATURALEZA

Registrar el contacto con la naturaleza: dejar entrar el aire, el sol, etc.

PREFERIR PROVEEDORES LOCALES

Comunicar la preferencia por los proveedores locales..

REFORZAR LOS TESTIMONIOS

Recoger testimonios de las experiencias de los clientes y compartirlos para un nuevo comienzo: "Mis recuerdos de esa experiencia eran..."

IDENTIFICAR SEGMENTOS DE MERCADO

Identificar los segmentos del mercado con mayor probabilidad de hacer reservas, como los jóvenes, las familias y las parejas jóvenes a corta distancia en coche.

CAPTAR INFLUENCERS

Cuando el brote está bajo control, la comercialización de influencias puede ser una gran manera de demostrar que su empresa está a salvo: haga una lista de los bloggers y de los influencers más apropiados.



MARKETING Y COMUNICACIÓN

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GESTIÓN DE PERSONAL





GESTIÓN GLOBAL

ACCIONES

REFORZAR LA MARCA

Reforzar el valor de la marca y solidificar las prácticas/valores de la sostenibilidad con credibilidad (mostrar sólo lo que se hace o lo que se planea). Añada a su marca los valores de los demás: por ejemplo: Haga más públicas sus certificaciones, premios y distinciones, ¡siempre y cuando estén al día!

CAPTAR VENTAJAS

Para captar más ventas entre la demanda que pueda existir, puede centrarse en convertir los clientes potenciales en clientes que ya han visitado su sitio web (la redirección es una forma eficaz de lograrlo al redirigir las campañas a los clientes que ya han estado en el sitio de la empresa):

VER WEBINARS INTERESANTES SOBRE EL TEMA EM [HTTPS://TRIPTease.COM/BLOG/RETARGETING-WEBINAR-SERIES/?UTM_SOURCE=TRIPTease&UTM_MEDIUM=BLOGLINKINTERNAL TRIPTease&UTM_CAMPAIGN=WW AL BLOG](https://triptease.com/blog/retargeting-webinar-series/?utm_source=triptease&utm_medium=bloglinkinternal%20triptease&utm_campaign=ww%20al%20blog)

REEMBOLSAR

Asegurar el reembolso para aquellos que llaman y cancelan.

AÑADIR

Comunicar que no cancelan, sino que posponen, a largo plazo (2021), posiblemente con pequeñas mejoras o beneficios adicionales.

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MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL





GESTIÓN GLOBAL

ACCIONES

REVISAR LA WEB

Asegurarse de que los mensajes del sitio estén dirigidos a los clientes nacionales o a los visitantes nacionales. Reforzar en los mensajes las ventajas de la reserva directa (Ej. de buenos mensajes en el sitio: <https://help.triptease.com/en/articles/1783991-messaging-tips-and-best-practices>).

APOSTAR POR EMAIL MARKETING

Distribuye los correos electrónicos a todo el mundo basándose en 3 componentes:

A) Empatía: la introducción debe ser muy clara, es un momento difícil para todos y la seguridad es la prioridad. ¡Deberías evitar centrarse en los aspectos trágicos y estresantes de esta pandemia global! Ser humano y real, en lugar de distante y corporativo;

(B) Actualización: comparte sus medidas de higiene y lo que está haciendo para luchar contra el virus y para mantener a salvo al personal y a los invitados;

(C) Recuerde: háganos saber cuando su compañía esté en marcha y estaremos encantados de aceptar invitados. No incluya un descuento. Cierra el correo electrónico con algunas frases positivas, que resaltan tu propuesta de valores, los valores de la empresa y lo que representa.

PLAZO

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MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL





GESTIÓN GLOBAL

ACCIONES

REFORZAR LOS EMAIL PERSONALIZADOS

Envíe un correo electrónico específico y personalizado para las próximas reservas: cuando empiece a tener reservas, confirme con un correo electrónico personalizado, informando de las condiciones higiénicas y sanitarias, las opciones de cancelación, los beneficios de estar allí...; para los que han cancelado, es importante reanudar esta relación, infórmeles que lamenta haber sido cancelado, pero que serán bienvenidos en cualquier momento, si desean volver a reservar.

FIDELIZAR

Fortalecer o reactivar los programas de fidelidad: reducir los criterios de "puntos"; ofrecer el doble de puntos para los próximos meses; resucitar a los clientes inactivos; recordar a los clientes que han caducado los puntos que pueden aprovecharlos, con actualizaciones. Renovar el contacto con los antiguos clientes enviando un correo electrónico, una tarjeta postal, una muestra, un recuerdo con la identidad de la empresa (guardan un recuerdo positivo de la empresa) e invitar a compartir.

DIVULGAR ASOCIACIONES LOCALES

Aprovechar la oportunidad de dar a conocer sus asociaciones locales, su compromiso con la rápida resolución de la crisis y su apoyo a los demás, es una excelente oportunidad para compartir contenidos no promocionales en las redes sociales.

PLAZO

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MRKETING Y
COMUNICACIÓN

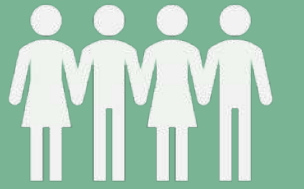


GESTIÓN DE
PERSONAL





¿Qué
deberíamos
hacer?



GESTIÓN DE PERSONAL

"Sus principales clientes son sus empleados. Mira antes por y para ellos, y luego por tus clientes".

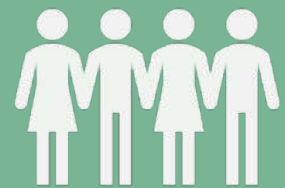
Ian Hutchinson



GESTIÓN GLOBAL



MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL

ACCIONES

CONTACTAR CON EMPLEADOS

Si los empleados están en casa, llamen diariamente para saber cómo están y, si es posible, desarrollen actividades en línea y en conjunto: por ejemplo, cómo tomar un café al mismo tiempo, juegos, desafíos para whatsapp y otras actividades.

REGISTRAR Y REPORTAR

Mantener una comunicación eficaz con los empleados sobre cuestiones relacionadas con la pandemia.

APOSTAR POR LA TRANSPARENCIA

Explique a los empleados el impacto de la crisis y pídale que colaboren y sean flexibles: sea transparente y abierto sobre la situación y su impacto en la empresa.

PROTEGER A LOS EMPLEADOS

Asegurar el bienestar de los empleados instituyendo medidas de control y de salud adecuadas.

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GESTIÓN GLOBAL



MARKETING Y COMUNICACIÓN



GESTIÓN DE PERSONAL

ACCIONES

EMPATIZAR

La empatía con nuestra gente es poderosa, es una buena oportunidad para entrenar/formar a los equipos - todos deberían estar debidamente informados sobre los últimos mensajes, políticas y procesos. Lo último que quieres es que los empleados tengan mensajes diferentes a los tuyos. Esto crea confusión y un futuro de mal servicio al cliente. Mantenga un mensaje unificado y consistente.

ESCUCHAR

Oportunidad de recoger sugerencias para mejorar el equipo o revisar los procedimientos internos (que nunca se hacen por falta de tiempo).

REGRESAR DE FORMA POSITIVA

Al regresar al trabajo, asegúrese de que los empleados estén en buen estado de salud y mantengan un espíritu positivo, esencial para proporcionar una experiencia positiva al cliente.

PLAZO

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RECORDANDO...

Cuando tocas fondo, significa que la única manera es volver a subir.

Es esencial estar alerta, listo para actuar.

Haz ahora lo que no tenías tiempo de hacer antes.

¡No lo dejes para mañana!

Mantener un enfoque integrado de sus valores y vincularlo a las estrategias de sostenibilidad y bienestar social. ¡Valdrá la pena!

Desengañate, no va a ser fácil! ¡No volveremos a la vida que conocíamos, pero podemos mejorar y ser más fuertes para una nueva vida!

¡No te rindas! ¡Sea perseverante y aproveche cada grano de oportunidad!

Hasta luego...

Este documento está realizado en colaboración con Biosphere Portugal.

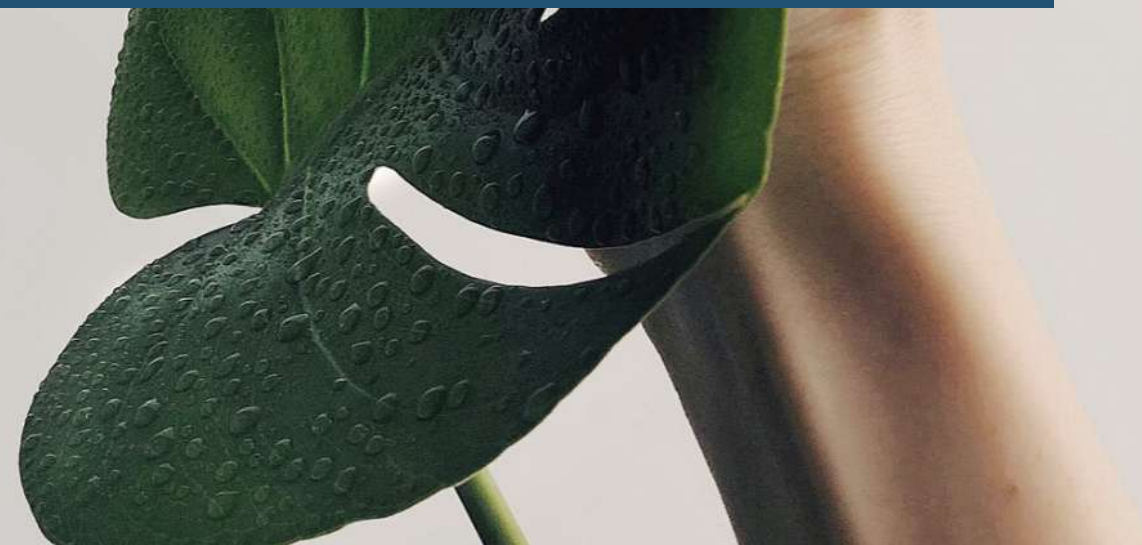
ANALICE

ADAPTESE

¡HAGA QUE SUCEDA!

**#¡JUNTOS
SOMOS MÁS
FUERTES!**

*Responsible Tourism Institute agradece a Biosphere Portugal por
esta guía*



Is your metasearch strategy costing you direct bookings?

In this survival guide, discover best practices and optimize your bidding strategy to make metasearch your hotel's most profitable distribution channel.

FIRST EDITION

Contents

What is hotel metasearch?	3	Choosing the best approach to metasearch	7
Metasearch: the key platforms	4	The Guest Acquisition Index	9
How Google is changing metasearch	5	The four pillars of meta success	11
The impact of brand on metasearch	6	Hotel meta in 2020	12

Dear hotelier,

It's been a watershed year for the hospitality industry, with much of the change attributable to the impact of metasearch. Now more than ever, hoteliers have an advantage when it comes to gaining guests on their direct channel. Hotels now have new tools to tackle rate leakage through wholesalers, and OTAs have had to scramble to change their approach to digital marketing in the face of fresh competition on metasearch. Even the world's biggest technology companies have been doubling down on the channel, with the likes of Google seeing it as a crucial part of their travel strategy in the long term future.

So despite all this, **why do so many hotels have such a poor meta strategy?**

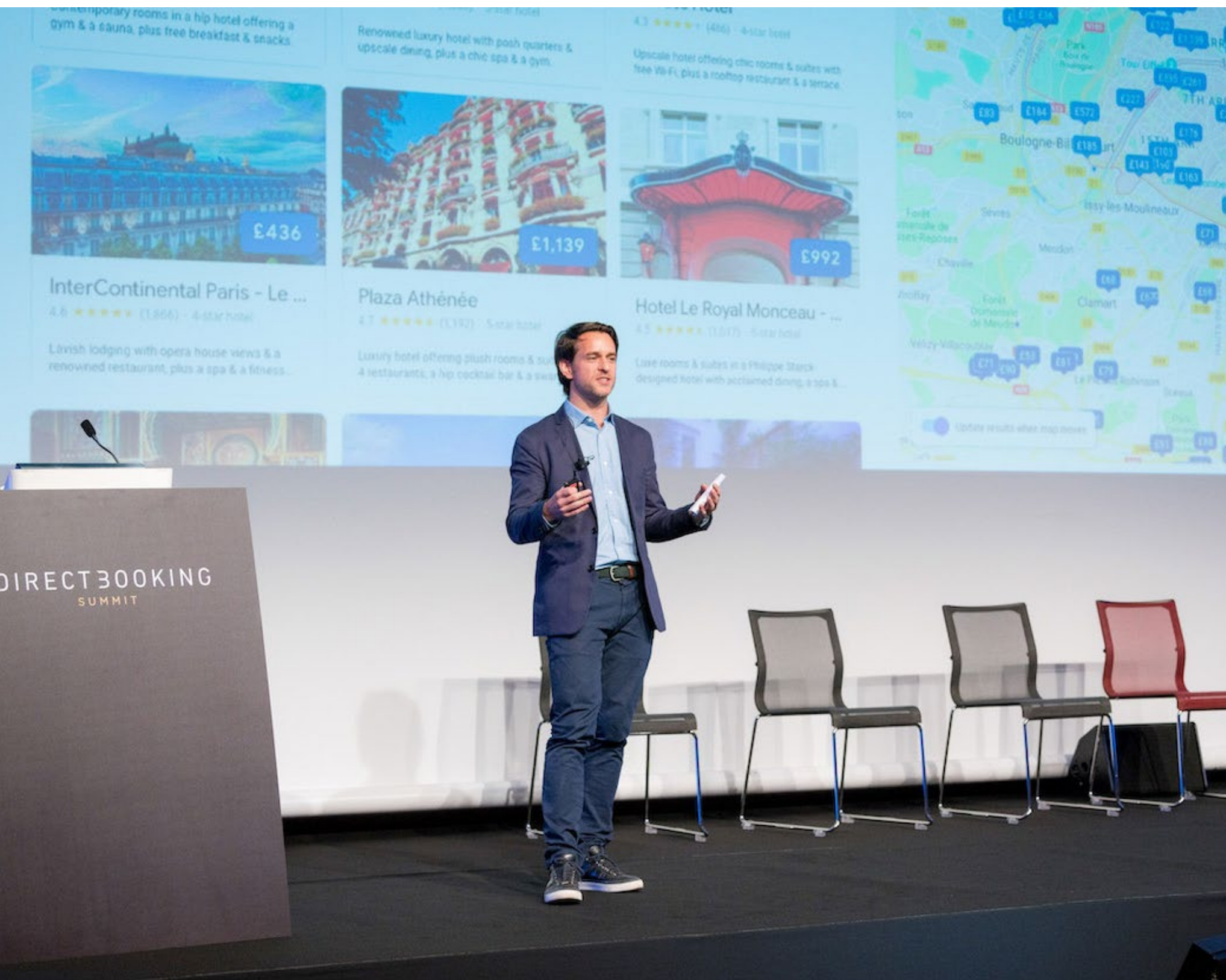
Metasearch provides hotels with the opportunity to drive OTA volumes at half the price, but this can only be done with an agile approach that works across the whole sales funnel. A 'set it and forget it' mentality is no longer an option. Hotels looking to target their ideal guests and drive conversions on metasearch need to leverage data from their direct channel and proactively make smarter decisions on the best times to bid. OTAs have the power, resources and budget

to do well at meta - but only hotels truly know their own guests, and it's this knowledge that gives them the edge.

With the industry rapidly moving forward (and Google placing even greater emphasis on the channel as part of their ongoing evolution into a one-stop shop for travel), metasearch is no longer just a good opportunity for hotels to supplement their distribution strategy. Metasearch is completely essential for hotels if they are to avoid falling behind and becoming entirely dependent on third parties for distribution.

Many hotels feel that the battle for guests online has never been a fair fight - but for the first time, the unfair advantage now lies with hotels. Over the course of our hotel metasearch handbook, we've outlined the key tips, tricks and learnings that can help hoteliers get a step ahead of the competition, and how acquisition and conversion can work smarter together to empower your hotel's direct conversion rate.

Will you capture the opportunity that meta provides?



What is hotel metasearch?

Metasearch sites aggregate search results for keywords and phrases from different search engines. In online travel specifically, metasearch sites aggregate results and prices for flight and hotel searches. In a price-conscious market, the instant availability and pricing information provided by metasearch engines make them an easy-to-use and dependable solution for travellers around the globe.

The growth of hotel metasearch shows no signs of slowing, either in its fast-paced technical development or through its increasing popularity among travellers in their pre-booking journey. 72.5% of consumers surveyed by EyeForTravel in 2018 said that they used metasearch sites regularly in their pre-booking journey. First introduced in the early 2000s, some of today's best-known hotel metasearch sites include Google and TripAdvisor.

The differentiating benefits that hotel metasearch sites can offer to travellers, compared to OTAs or

hotel websites, are:

- A variety of accommodation choices in their chosen area that have availability on their selected travel dates;
- Social proof in the form of ratings, pictures and reviews for each property;
- The feeling of security and value that comes with having found 'the best price'.

For hotels, metasearch is increasingly an opportunity to acquire greater numbers of guests without being dependent on other distribution channels. It is a chance to go toe-to-toe with OTAs for your ideal customers.

Many hotels feel that metasearch is an area in which they cannot win - a belief driven by a historically high barrier of entry, one which has required heavy investment, scale and technical knowledge. Thankfully, acquiring guests on metasearch is more achievable now than ever - but it's up to you to make sure it's your direct site they choose to complete their booking with.

Even though you may not be actively participating in metasearch yet, your partner OTAs are doing so on your behalf. The commission you pay is allowing them to bid uncontested for guests that you should be converting yourself. And we know the value of customers who choose to book direct: you can capture their data, establish a direct relationship, upsell and drive loyalty.

In a nutshell, bringing guests from metasearch through to your booking engine (and converting them once they're there) can drive more revenue for your hotel. However, failing to do so can result in higher costs and less profit.

Even for hotels bought into the benefits of metasearch, developing a bidding strategy that can compete with OTAs is a huge challenge. That's why we're bringing you an in-depth metasearch report that covers all you need to know to succeed in today's rapidly-changing distribution landscape.

Metasearch: the key platforms

Metasearch is now comfortably dominating traditional ads in terms of investment, but is there still room for growth in a saturated global market?

Metasearch is now more than just the latest digital marketing trend, but the predominant tool for hotels to advertise their rooms online. According to recent research conducted by Mirai, the level of investment in metasearch has eclipsed that of regular advertisements every year since 2017.

Despite the channel's impressive growth, the competitive landscape is looking particularly one-sided in certain regions. Google is currently the beneficiary of 67% of all metasearch investment - the nearest challenger is Trivago, with only 17%. Although Google is currently dominating the channel, are other players making their own mark on metasearch?

While Google's ubiquity in the US accounts for 71% of metasearch clicks in the region (Fornova),

it's an entirely different story in China. Local platforms such as Mafengwo dominate, alongside disruptive options within popular communication and transport apps like WeChat and Grab.

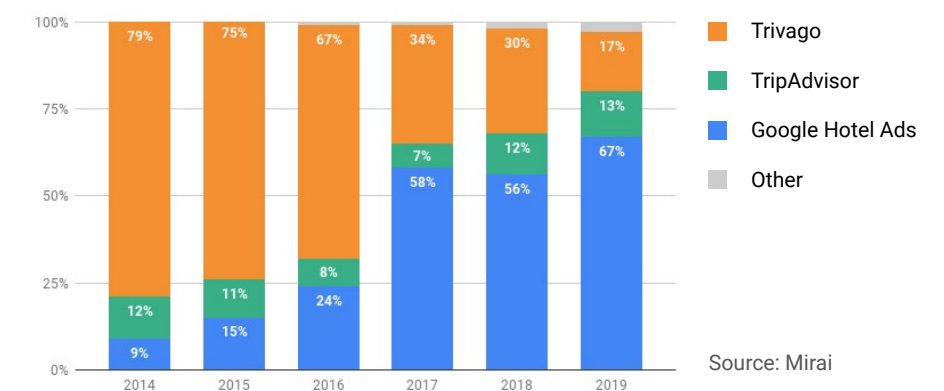
HotelsCombined, recently acquired by Booking Holdings, also has its own claim to the meta crown. With the highest average number of bidders on each search in 2018 (Fornova), this meta site is statistically the most competitive in the industry.

Trivago is the only metasearch engine that has sworn off ever implementing a "book on trivago" option, and allows advertisers to take complete control at the buying stage. This strategy

offers advertisers a strong brand presence on the most important part of the buyer's journey.

TripAdvisor cannot be ruled out, as it is still the largest travel website in the world. However, its revenue had a rollercoaster ride in the past year, with website traffic declining and revenue from hotels dropping by 4% in Q2 2018 (FT).

Will Google's dominance remain unchallenged, or will new players continue to shake up the meta landscape? One thing's for sure - in a growing marketplace that's bursting at the seams with innovation, now is the best time for hotels to take advantage of metasearch.





How Google is changing metasearch

After much anticipation, Google has finally revealed its future plans to shape the behaviour of travel bookers. With Google's Travel arm a central part of its global growth, is the tech giant about to challenge OTA dominance?

Google's metasearch approach has been driven in part by its desire to open up auctions to smaller hotel chains and independents, giving them more opportunity to bid on their website's visibility and rates. As long as a hotel is bidding in Google Hotel Ads auctions, they can appear on generic and brand searches alongside even the biggest OTAs equipped with the most commanding marketing budgets. With the right methodology and data, Google's metasearch platform provides a huge opportunity for hoteliers.

Since first introducing Google Hotel Ads in its earliest form in 2010, Google has been continuously working on improving the experience for both guests and hotels. This culminated in the integration of Google Hotel Ads with Google Ads in July 2018, and although the migration has yet to be fully completed, it's promising to provide advertisers with greater flexibility with their metasearch campaigns. Some of the biggest changes include:

- Faster reporting functionality, with daily (sometimes hourly) performance statistics allowing hoteliers to keep a close watch on the impact of their campaigns.
- More precise segmentation of bids and bid multipliers, which now depend on specific campaigns and audiences.

- Better budgeting options, which can be adjusted at campaign level rather than drawing from daily spend caps.

In May 2019, the search engine giant integrated meta into Google Travel, a comprehensive portal of flights, hotels and travel for guests looking to book their next vacation. With the likes of Mark Okerstrom, the CEO of Expedia Group, claiming that "Google is [our] chief competitor", the OTAs are concerned - but do hotels need to be concerned too? Once they begin to dominate the market, Google's relentless pursuit of a seamless user experience could become both a blessing and a curse for hotels. Focusing on your direct channel and optimizing all meta platforms available are the best ways for hotels to withstand future challenges.

The impact of brand on metasearch

When it comes to allocating marketing budgets, brand often gets overlooked. "The industry's attitude towards brand has been 'if I don't see a clear return on it, I'm not going to invest in it', says Joe Pettigrew, Director of Revenue Maximisation Europe Hotels at Starwood Capital Group. The truth is that every aspect of a brand, from visual identity to reputation, can affect direct booking strategy in the long run. It is also advantageous when competing for bookings in the metasearch space.

For years, OTAs and big hotel chains have been investing in their brands. Today, they can leverage their established reputations on metasearch to capture users at the decision stage, as they expect travellers to show preference for their brand over others. To compete, hotels need to think about optimizing the brand experience not only on their website, but also on various distribution channels, including metasearch.

The ability to curate images, messaging and conversation with your audience can give hoteliers greater control over their brand's appearance on meta. TripAdvisor allows hotels to add hundreds of

images, and hotels can customize their appearance on Google Travel by curating their Google My Business listing with photos, descriptions and links to the direct site. Not advertising the uniqueness of your property is a missed opportunity, especially on a metasearch website where your hotel competes with many other businesses.

Meta should be seen not only as a tool to showcase your property, but also an opportunity to develop direct relationships with potential guests. To build trust, it is crucial to show the best price online and ensure that your booking engine is secure. A failure to do either could result in larger dependency on OTAs than you started with - without trust, your guests won't feel secure enough to book direct. Further damage to your brand reputation can lead to losing potential customers not only to OTAs, but also to other hotels in your area. And vice versa - a strong brand affinity can make travellers skip the research stage altogether and come straight back to you.

"Customers go to OTAs and hotel metasearch sites during the research stage - that is, if they don't know which hotel they want to stay in. If your customers have a strong affinity with your brand, they will search for your hotel in their destination."

Joe Pettigrew
Director of Revenue Maximisation,
Europe Hotels
Starwood Capital Group



Choosing the best approach to metasearch

Metasearch auctions can be understandably confusing places for hoteliers new to the platform. We've laid out some of the most typical auction scenarios in the diagram below, showcasing the effect of varying levels of hotel participation.

The two main factors that influence

decision-making at this stage of the customer's journey are:

1. **The order in which these listings appear.** Listings that are higher on the list are more likely to be seen and selected. An advertiser's position in the listings is determined by the real-time auction happening

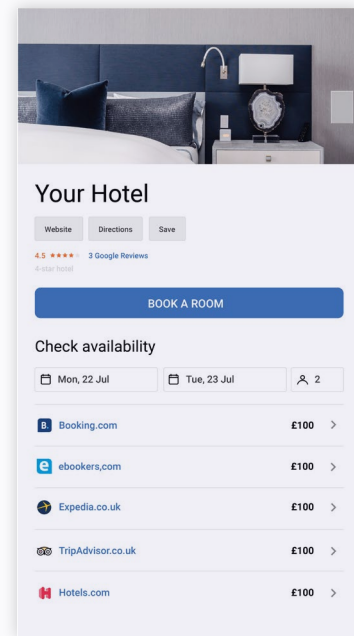
behind the scenes. In general, the participant with the highest bid will come out on top.

2. **The cheapest price.** On meta, finding the cheapest price is as easy as scrolling down the list of merchants and selecting the best price available.

In theory, to increase the likelihood of a direct booking on metasearch, hotels have to ensure they're offering the best price direct and bid more than their competitors. However, this strategy can be wasteful and time-consuming. You don't have the luxury of an OTA's

budget and resources to ensure you come out on top of every meta auction. You also might be sacrificing ROAS (return-on-ad-spend) by over-spending on low-value customers. To drive the most revenue from this channel, you need to bid intelligently on your ideal customer profile.

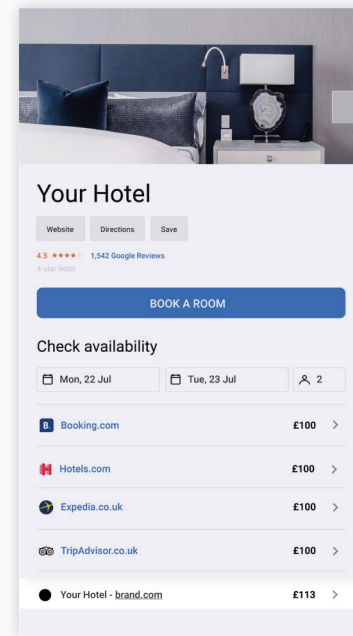
Passive approach (no participation):



Hotels that choose not to participate in metasearch in any capacity will not have their price, brand or direct booking engine link appear in the auction underneath their listing. These hotels subsidize the OTAs that list on their behalf, and send an unconscious message to meta bookers that it is best to book on a third-party site. Without the chance to convert meta bookers directly, these hotels lose out on the ability to develop pre-stay relationships with their guests.

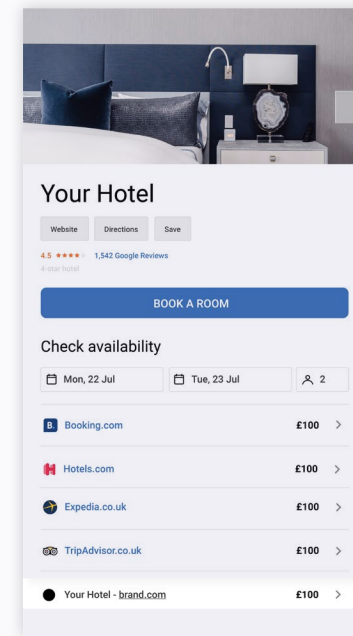
In-house management:

WHEN UNDERCUT



Achieving success on meta with in-house management is difficult but not impossible with data scale and sophisticated resource. However, there is a limit to the bidding sophistication that can be achieved without significant development, which is a challenge for many hotels. There's also the fact that any kind of bidding model only has the hotel's own data to work from, so can't react to global or regional trends; alongside this, real-time parity management on

WHEN IN PARITY

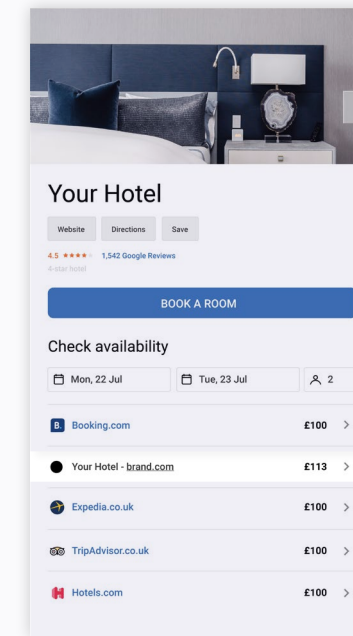


meta is nearly impossible without a system that connects both on-site and off-site data.

Not having a generous budget or not knowing how to bid effectively can result in below-the-fold places in the auction like on the examples above.

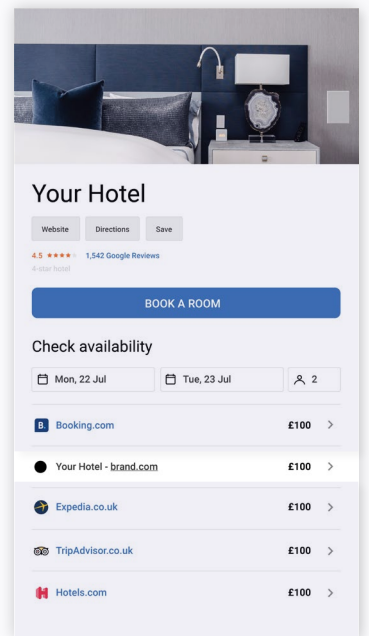
Traditional agency:

WHEN UNDERCUT



The benefits of using an agency to manage your metasearch performance include the reduction in effort required from your team and an increase in the specified knowledge required for meta bidding success. However, agencies often update bids on a fortnightly or even monthly basis; with OTAs changing their bids in real time, this makes it harder to compete. And again, agencies for the most part can't

WHEN IN PARITY



take your parity into account when bidding for guests - leaving you open to advertising that you don't have the best rate.

The Guest Acquisition Index

To make metasearch a revenue-driving digital channel, hotels should be focused on the number of direct bookings they acquire at a lower cost than they would pay via an OTA. The idea is simple: the more efficient your hotel is at metasearch, the more guests you can acquire with the same budget!

If you have a budget to exceed that of the OTAs, you could win every auction on metasearch simply by bidding high. If not, you have to think strategically about the investment you're making in every bid. Finding the balance between driving enough traffic to get bookings but keeping the average cost per booking down is tricky, and most hotels don't have access

to the big data required to make intelligent bidding decisions.

Most hotels and traditional agencies are using the same limited Google data to make their bidding decisions. At Triptease, we are able to aggregate onsite behavior data from thousands of hotels worldwide together with information on each hotel's ideal guest profile and highly-specific data from each individual search, meaning we know more about a guest's potential value than anyone else in the auction. We can predict how likely a searcher is to make a booking, and reduce the risk of a hotel wasting its metasearch budget when bids are high.

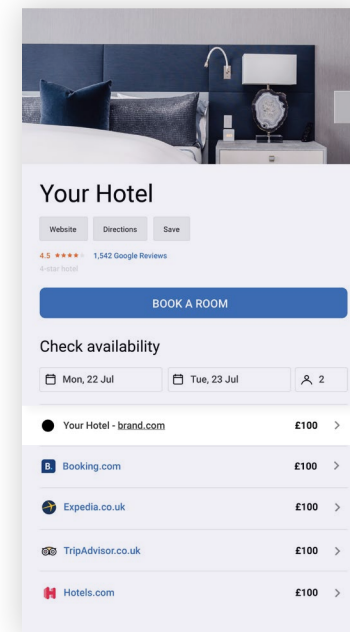
PROS

- Triptease's **connected data** means bids can be updated real-time to reflect a searcher's value to the hotel. The Guest Value Index and Trip Value Index use a combination of data from across tens of thousands of hotels and information specific to your business to determine the searcher's initial valuation based on profile fit and trip information
- Triptease **monitors your disparities**, so we know when you're undercut on meta. We can remove you from the auction when you don't have the best price - meaning you don't waste spend on guests likely to complete their booking on an OTA.
- **Triptease Meta** is a system that constantly learns and refines itself using machine learning.

PARITY

+ IDEAL GUEST PROFILE

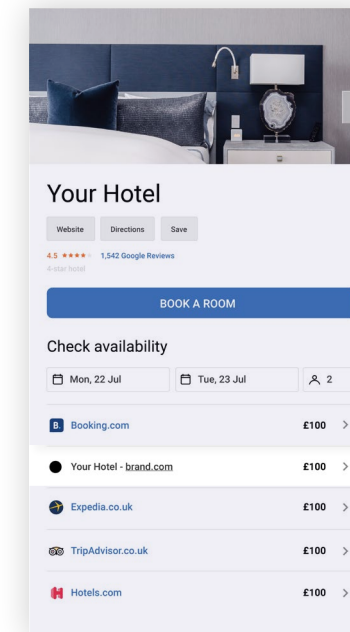
Triptease's Guest Value Index and Trip Value Index analyze your guest's potential value to your business and their readiness to book. When the guest value is high (for instance, they've searched on your direct site in the past), we will invest more dollars into this valuable bid.



PARITY

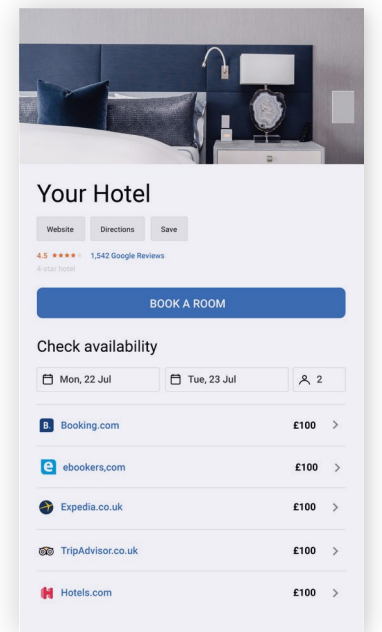
+ NOT IDEAL GUEST PROFILE

We invest less money into this bid so that you can have more budget for customers that match your ideal guest profile and have a greater purchase intent.



DISPARITY

We don't invest your money into bids when you're undercut, because it could be wasteful for your budget and can damage your brand. Instead, we report the disparity so you can take action and fix it!



CASE STUDY

Chroma Hospitality

Number of rooms: 1,557
Location: Philippines

With OTAs bidding on Chroma Hospitality's brand in meta auctions, they were effectively paying twice for traffic that should have been theirs. They wanted to increase their own volume and ROAS while reducing OTA costs.

Triptease Metasearch adjusts the bid for every guest depending on demographic and behavioural data, room availability, parity and PMS data.

The full **Triptease Platform** attracts high value guests to your website then deliver them a completely personalized experience that's designed to convert.

16X

ROAS in one month with the full Triptease Platform.

44%

Increase in conversion rate one month since integrating with the full Triptease Platform.

\$75k

Revenue generated in one month from Triptease Metasearch.

“Attract and convert together means more revenue at less cost! With Triptease, we continue to achieve better ARR (average room rate) and even more conversions on our hotel websites.”



Sunish Sadasivan
VP E-Commerce & Revenue Management
Chroma Hospitality

The four pillars of meta success

With 43.6% of customers stating that they'd use price comparison websites 'every time' they make a booking, it's clear that metasearch has already become a must for your potential customers during their travel planning journey (Fornova). Metasearch can become your hotel's leading channel for acquiring

AUCTIONS

Invest in the channel that is right for your hotel, and make sure that you are bidding the right amount for the right people at the right time. Not only does this result in significantly more direct bookings, but it is a smarter way to optimise your metasearch budget. Combine your own data and the metrics that metasearch engines provide to intelligently and dynamically adjust your rate strategy.

BRAND

Fine-tune your brand presence on meta sites. Brand consistency is crucial: keep your visuals and the tone of voice the same across all digital touchpoints to strengthen your brand equity. After bidding for your ideal customer who you know has significant intent to stay at your hotel, a secure and seamless experience is the final step to get them to convert.

direct bookers online, although just being present in the auctions is no longer enough. Improper use of the channel will not only impact your marketing budget, but also damage your hotel's brand reputation. Find out the vital steps you can take to stay competitive on metasearch sites in 2019.

PARITY

Ensure that you always offer the best rate direct, and are not being undercut by third parties. Price is the deciding factor for prospective guests on meta - if your hotel is more expensive, you'll still be paying for guests who just want to browse your direct site and then go to book with an OTA. Make sure the price displayed on metasearch is also accurate, or the provider could penalize your hotel.

SOCIAL PROOF

Don't invest heavily in meta if your hotel doesn't have the credentials to back it up. Focus on fixing your hotel's issues offline, and make sure that you have enough reviews to shape a truthful impression of your hotel. In the words of Pierre-Charles Grob, CEO of D-EDGE, "If you have a sh*tty hotel, there's no way you're going to do any direct bookings."

Hotel meta in 2020

The next year is set to be the biggest yet for metasearch. Innovative new platforms, growing market competition and radical new approaches to bidding all promise to provide hotels with even more opportunities to attract more guests through their online channel.

IN-APP BOOKINGS

Metasearch on mobile has typically underperformed that of other devices - conversion rates are 2.5x higher on desktop than mobile. However, both existing and emerging metasearch players are betting on mobile and in-app auctions in their future plans.

In China, the likes of WeChat and Grab are dominating when it comes to integrating meta into their popular smartphone applications, and other global metasearch engines are working on increasing the performance and user experience of their mobile websites. There's still a long way to go, but mobile metasearch may become more than just a means of discovery sooner than you think.

"The prominence of meta bids over organic search results will continue to dramatically increase on Google in 2020. Be well represented before it's too late and you're no longer appearing in searches."

Alasdair Snow

Co-founder and Chief Product Officer

Triptease

NEW PLAYERS

While Amazon's first foray into travel didn't end up taking hold, it would be unwise to rule them out as a potential future player in the metasearch landscape. Already one of the most traffic-heavy "buy anything" websites in the US and increasingly popular among users in APAC, it could become crucial for hotels and OTAs looking to target audiences on a global scale.

"I think if Amazon finally makes an entry to travel, it will be in the form of a hybrid of metasearch and an OTA, where different agents and hotels compete for the best rate and inventory on Amazon," says Joe Pettigrew from Starwood Capital Group, "Similar to Book on Google or TripAdvisor's Instant Booking, this is the only way I can see Alexa natively supporting travel bookings in the future."

ABSOLUTE GROWTH

As the market continues to grow, major players will start to heavily invest into their user experience. Taking inspiration from the success of eCommerce giants such as Amazon and Zalando, we can expect even more personalization options for guests looking for the perfect price and hotel to suit their needs.

Metasearch will also continue to be a crucial part of a hotel's distribution strategy. More hoteliers will start to connect their acquisition and conversion methods across the sales funnel, with meta playing a fundamental role in attracting the right guests to their direct channel. In 2020, meta will no longer be an optional tool, but the most important part of a hotel's online marketing plan.

Why do we care?

OTAs are building an enormous data advantage over hotels. When it comes to acquiring and converting your guests, they now know them better than you do.

Triptease is here to change that. We make your data work harder to increase revenue direct.

Our Triptease Platform identifies your most valuable guests then works across the entire customer journey - from acquisition to conversion - to make sure they book directly at your hotel.

We support you the whole way with coaching, content and community. Take back control of your distribution and become an expert at driving direct - intelligently.

Authors:



ALISA VOITIKA
Brand & Content Manager



ROB FUNNELL
Content & Product
Marketing Executive

Designed by Alisa Voitika, Brand & Content Manager

Edited by Lily McIlwain, Head of Marketing

Contact us

USA: +1 888 643 4732

EMEA: +44 (0) 203 950 7688

APAC: +65 6932 2577

www.triptease.com



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