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Departamento de Ciencias Económico-Administrativas  
Maestría en Dirección y Mercadotecnia

An analysis of experience marketing strategies to increase customer loyalty: The case of reward programs in hospitality

Proyecto práctico para obtener el Grado de Maestro  
en Dirección y Mercadotecnia presenta:  
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Centro Interdisciplinario de Posgrados, Investigación y  
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Maestría en Dirección y Mercadotecnia

SE APRUEBA EL PROYECTO:

**“An analysis of experience marketing strategies to increase customer  
loyalty: The case of reward programs in hospitality”**

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Noviembre 2020

**(Article 9 suite)**

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**4) Modalités d'évaluation pédagogiques :** le stagiaire devra (préciser la nature du travail à fournir – rapport, etc.- éventuellement en joignant une annexe).....

**NOMBRE D'ECTS (le cas échéant) :**

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FAIT EN 3 EXEMPLAIRES A PARIS

LE 21 mai 2019

**POUR L'ETABLISSEMENT D'ENSEIGNEMENT**

Nom et signature du représentant de l'établissement

**STAGIAIRE (ET SON REPRESENTANT LEGAL LE CAS**

**ECHÉANT)**

Nom et signature

Samahi Villegas Valle

**L'enseignant référent du stagiaire**

Nom et signature



**POUR L'ORGANISME D'ACCUEIL**

Nom et signature du représentant de l'organisme d'accueil (et tampon)

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Nom et signature

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## TABLE OF CONTENT

1. INTRODUCTION	
1.1 Problem statement .....	1
1.2 Justification.....	1
1.3 Objectives.....	2
1.4 Research Questions.....	2
1.5 Scope and limitations.....	3
2. THEORETICAL FRAMEWORK	
2.1 Experience Marketing.....	4
2.2 Brand Experience .....	10
2.3 Experiential events .....	11
2.4 Marketing strategies and customer loyalty programs.....	13
2.5 How does experiential marketing events can be evaluated? .....	15
3. CONTEXTUAL FRAMEWORK	
3.1 International tourist arrivals 2019.....	19
3.2 International tourist rates (2018) .....	21
3.3 Current competitors of conventional hospitality. . . . .	26
3.4 Inside Melia Hotels International.....	27
3.5 Personal experience.....	38

4. METHODOLOGY	
4.1. Research design .....	39
4.2 Study subjects .....	40
4.3 Questionnaire .....	41
4.4 Data collection .....	43
5. FINDINGS & DISCUSSIONS	
5.1 How does experience marketing could create Brand attachment? .....	49
5.2 What is the influence of reward programs on customer loyalty? .....	52
5.3 How do we measure its effectiveness? .....	54
5.4 How effective is the Melia Paris Vendome on customer experience? .....	55
6. CONCLUSIONS.	
6.1 Conclusions.....	60
6.2 Recomendations.....	62
7. REFERENCES .....	67
8. APENDIX.....	78

## INDEX OF TABLES, GRAPHS AND FIGURES

Table 2.1 Evolution of the Marketing .....	6
Figure 2.5 Net Promoter Score Scale.....	15
Figure 2.5.2 Brand Experience Scale .....	17
Figure 3.1 International Tourist Arrivals by Month.....	19
Figure 3.1.2 International Tourist Arrivals.....	20
Figure 3.1.3 International Tourist Arrivals World.....	21
Figure 3.2 Map of international Tourist Arrivals and Tourism Receipts .....	22
Figure 3.2.2 International Tourist Arrivals, 2018 (% share).....	23
Figure 3.2.3 Top ten destinations by international tourist arrivals, 2018.....	24
Figure 3.4 MHI Worldwide room Distribution.....	30
Table 3.5 Nationality distribution of clients.....	38
Figure 4.2 Review PRO answers received.....	41
Figure 4.4 GSS Overall Score results.....	44
Figure 4.4.2 Services to evaluate on the questionnaire .....	45
Figure 4.4.3 GSS Nationality Responses.....	46
Figure 4.4.4 NPS Evolution .....	48
Figure 5.1 Impact Analysis .....	57
Table 6.1 What to do/ what to improve at MPV.....	63

## CHAPTER 1

### INTRODUCTION

#### 1.1 Problem statement

Currently in the XXI century and during the last decades, the increasing complexity and speed of business evolution has been able to generate very fierce competitive environments, which had as a consequence the performance of Companies and Organizations in a more precise and punctual way, to not lose or waste the resources that are available. All this environment of competition has generated a more efficient and effective action that has the purpose of being able to conquer and delight the client through the implementation of its good practices; involving and committing them to their activity, and even becoming their main advertisers or even their fans.

It is in this environment, where the correct implementation of marketing strategies has become enormously important, both professionally and academically. Generating more companies that, facing the environment of competition in which they are surrounded, the different changes in consumer behavior and the different technological advances, are in the arduous search for new strategies and tools to help them differentiate themselves.

#### 1.2 Justification

The new strategies to be use are expected to go beyond the traditional practices used in marketing, which must be based on more functional aspects and not only focus on the price of the product/service and the advertising used for its diffusion. Currently the epicenter of marketing strategies has become directly focused on both the consumer and their needs. Which in turn, is reflected in a business strategy with the same guidelines. As a result, it has been proposed that there could be an innovative way for companies to focus on the customer through the creation of experiences, and which has been called experiential marketing.

### 1.3 Objectives

#### General

The general objective of this research is, through the theory of experience marketing and loyalty programs, to analyze the impact and possibility of the fusion of both, to create a loyalty bond to the Melia guests, through personalized, memorable and meaningful experiences.

#### Specifics

- To create and develop recommendations to improve the reward program of the Hotel Melia Paris Vendome, to allow the creation of distinctive moments to their clients, as a part of an experience at their stays.
- To analyze the influence that exists in the face of the generation of experiences resulting from experiential marketing, as an empowering instrument to engage in customer loyalty to the brand.
- To analyze whether this type of strategies could be reflected in the commitment and satisfaction of the client.
- To analyze if the existence of loyalty programs by hotel chains (in which a differential practice is already offered to other users), could be improved through the experiences offered by the establishment and create memorable moments for clients.

### 1.4 Research questions

To assure a successful outcome at the implementation of experience marketing strategies at the hotel, effective approaches must be established to take into account today's client's needs in order to optimize the chances that the project will answer with the particular challenges of today's hospitality market, while simultaneously taking advantage of the already implemented reward program called Melia Rewards. Below it would be used a series of questions that would help to understand better, the different approaches to understand and create a strategy focused on the client experience:

1. How does experience marketing could create Brand attachment?
2. What is the influence of reward programs on customer loyalty?
3. How do we measure its effectiveness?
4. How effective is the Melia Paris Vendome on customer experience?
5. How does experience marketing could improve Reward Programs?

### **1.5 Scope and limitations**

Although during the internship at the Hotel Melia Paris Vendome the access to the information of the 7 different establishments that the chain has in the area of Paris was available, the present investigation only covers the needs of the establishment mentioned before.

For this, it was carried out a quantitative and descriptive research, focused on a non-probabilistic sample of people of both sexes and different nationalities. Therefore, for the realization of this research the questionnaire was distributed to the target samples that have stayed at hotel at least for 24 hours. According to the final results on the Review Pro CRM program, from the 30<sup>th</sup> May to the 30<sup>th</sup> October thanks to the questionnaires that were sent from the Melia Paris Vendome Hotel to the customers.

## CHAPTER 2

### THEORETICAL FRAMEWORK

In this chapter of the work, it is referred to several knowledges published by many professionals on the file, with the finality of understanding much more about the subject and its consequences. That is how by taking into account the theory, bibliography, research and studies about experience marketing and customer experience we will demonstrate the importance of this project,

#### **2.1 Experience Marketing**

##### **From the origin to the present of the concept**

It is in 1800 when the expansion of the industrial revolution was on its pike, when all the enterprises started to develop a clear orientation to production and its scope, which was reflected on the production in enormous quantities in slow costs. This outlook was active until 1920, when the world found itself affected by the crisis all around the world, when the purchase capacity of consumers lowed to the minimal and causing supply to exceed demand. By this time the consumers that had normally made their habits of purchase in big quantities, started to look for products with better quality. Moreover, that was the reason, which lead big companies had to dedicate their efforts to continuous improvement of its products, so that Consumers choose what they offered above the competition (Magro, 2013).

From this very particular moment, the concept of “orientation marketing” started to be developed all around the most important and prominent American Universities, and especially in Harvard. Thanks to the creation of these studies a whole series of theories were developed to guarantee the success of any commercial activity, and that is why we can be able to declare, that the origin of marketing happened when the targeting of products to the group of buyers who would consume or use them, was settled. Therefore, we can establish that the origin of marketing as a discipline takes place approximately at half of the 20th century. However, it is important to note that in the beginning, companies applied the techniques of marketing with a single and priority

objective: to achieve more economic benefits beyond achieving a link or affinity with the client (Magro, 2013).

It is very important to note that relationship marketing always places an emphasis on customer retention, and loyal customers are considered a valuable company asset. This has been demonstrated over time, since companies have been able to verify how these customers are less sensitive to prices and the changes they may have, and conversely, they are more receptive to new products. Resulting in the realization of greater purchases and recommendations generated to other buyers on the products (Solomon, 1999). This is how the marketing approach in its beginnings was mainly of a “transactional” type, and that it was mainly oriented in the characteristics of the product, this being the origin of the 4P's of the theory of the discipline: product, price, promotion and place (Moser 2012). Later companies began to realize that selling was not enough to meet the needs and expectations of customers, and it is this behavior that gave rise to “relational” type marketing, which is focused on establishing close, profitable and long-lasting relationships with clients.

Thus, this would be reflected in the 1980s, when it began to take on greater importance the value of emotions as a determining factor in the decision and purchase process, and which would represent an advance in the process of evolution of marketing. This is how experience marketing was considered born as a response to the paradigm shift in the relationship brand-client: showing that the consumer of the 21st century is no longer a passive actor, and now has a more critical and informed profile, which is in search of new sensations and which rejects the uniformity of current market proposals. Thus, "Experiential Marketing" places emphasis on value creation to the customer through the generation of pleasant and memorable experiences, because this will imply in the near future, based on the premise that a client chooses a product or service for the experience that this has offered to you before, during and after consumption.

Up next, we would demonstrate on the table 2.1 the characteristics of the marketing trough timeline and the evolution it has had, in the process of evolution of the concept.

Table 2.1 Evolution of the Marketing

## TRANSACTIONAL MARKETING

- It is mainly focused on sales
- It makes a great emphasis on the general characteristics of the products
- Add value to the product
- Poses a short-term vision
- Low level of commitment to the client
- Moderate level of customer contacts
- The value of the brand lies in assets and liabilities (name and symbol)
- Physical and rational plane
- Use advertising, direct and massive

## RELATIONAL MARKETING

- It focuses on the retention of customers
- Makes a particular emphasis on the benefits of the products to satisfy the clients
- Add value in the moment of the purchase
- It sets out a long-term vision
- High level of commitment to the client
- High level of customer contacts
- The value of the brand resides in the relationship it establishes with your clients
- Physical, rational and emotional plane
- Use mouth to mouth advertising

## EXPERIENCIAL MARKETING

- Focus on experiences of the customer with the brand (implication)
- Emphasis on the way of consumption (experiences before, during and after consumption).
- Add value in moments of the truth
- Holistic vision to long term

- High level of commitment and bonding with the customer
- High level of customer contacts
- The value of the brand lies in sensory associations, affective and cognitive that are worth remembering
- Physical, emotional, intellectual and even spiritual plane
- Use customers evangelizers

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Source : Schmitt (2006) & Alonso, et. All (2014).

The methodology used in experiential marketing is based on using tactics and innovative approaches based on the creation of experiences to reach the consumer in a creative, compelling and memorable way, so that these do not just listen to, or read the advertising messages, but live them. According to Schmitt (1999) experience marketing represents a new vision of the marketing by taking it as a new generation, focus mainly into the client instead on only focusing on the product and the market.

Then Smilansky (2009), based on the studies of Schmitt (1999), would affirm that the experiential marketing will function as the new currency of marketing, given that it would be related directly with the client and not with the product, and thus generating a stronger commitment between both entities. According to the authors mentioned before, experiential marketing changes the focus of the marketing for experiences, embodying what Pine & Gilmore (1999) believe and affirm: that the focus of the economy is being transferred to experience and industries are improving it.

It is due to this type of market evolution, that companies begin to have as a fundamental obligation the creation of memorable experiences that generate surprise and that can delight consumers, with sensations as the main basis and emotions described by Schmitt (1999), and therefore, constituting an important factor of differentiation in the market. Which will lead companies to connect directly to the client, adjusting the offer to their expectation, and then better meeting their needs and interests. Thus, the normal moment of purchase and consumption, would become an experience understood and valued, operating in the sense of loyalty and devotion of customers. Within the existing literature that we address, there are various references and studies

on experiential marketing; it is for this reason that the present work will take some in particular, that would allow to differentiate the evolution that has existed in the market, with respect to the strategies used by companies.

It is in the early 70's when Alvin Toffler (1971) would sight the arrival of a new current of thought and which would leave reflected in his book "The shock of the future", there he would criticized "The great difficulties that economists had to imagine alternatives to communism and capitalism" and assured the arrival of a future in which the consumers would prefer to invest a significant part of their wages in living "incredible experiences", which would motivate the emergence of an "experiential industry".

As early as 1982, the hegemony of the "rational" model of processing of economic information by the consumer was fully discussed, since this model ignored such important issues as dreams, fantasies, pleasure, the senses, symbols, the aesthetic and emotional aspects of consumption. On the other hand, according to Holbrook and Hirschman (1982), consumption is influenced by two important principles:

- The input of the same consumer, which will lead him to have "utilitarian" or "aesthetic" criteria
- The input of the environment or environment that will generate an output through the process of cognition → affect → behavior.

It is for this reason that for these authors, abandoning the (rational) information-processing model is not recommended, but it is desirable to enrich it with an emotional perspective. Later, the authors Joseph Pine and James Gilmore (1999) would take Toffler's ideas one-step further, by welcoming that we were facing a radical change from the economic point of view, and that the services market would soon be replaced by the "Experience market". It is in this way that the great contributions emerge in the late 1990s when the importance of experiences in consumer behavior, was recognized by researchers and papers published, such as the "Experience Economy" of Pine and Gilmore (1998) and Schmitt's "Customer Experience" (1999).

Pine and Gilmore would propose that a series of memories or emotions must be incorporated into the products that might serve consumers to create an unrepeatably experience that allows the product or service to increase the value perceived by them and granting them in addition, a unique and differentiating character. Furthermore, Pine and Gilmore (1998) determined four different types of customer experiences, which would be determined by two dimensions (horizontal and vertical); the horizontal would refer to the degree of participation of the client (active and passive) and the vertical refers to the degree of connection or relationship of the client with the environment of the activity or event (absorption and immersion).

This is why experiential marketing departs from the traditional vision, where the focus lies on the product, and now according to Schmitt (1999) should be focus on the consumer, on their experience, in his emotions, which according to Andrés (2005) is related to what the client seeks that it is respect, recognition and relevant communication. Achieving this through the path of experience that allows him to acquire what he intends, because for the author, the experiences are personal, relevant, memorable, sensory, emotional and then significant.

On the other hand, for Kotler (2003) the main objective that falls on the experience marketing professional is to add drama and entertainment to the common experience, which otherwise would not go beyond the trivial and daily. This being the reason, why his thought would be in perfect harmony with Schmitt (1999), who considers that the objective end of experiential marketing is to create holistic experiences that integrate individual events and explain the experiences, focusing on the emotions lived by the customer at the time of purchase. Therefore according to what Schmitt (1999) would establish, there are five different types of experiences or strategic experiential modules (SEMs) which can be created by marketers for clients: sensory experiences based on feeling (SENSE); emotional or affective experiences, based on emotion (FEEL); creative and cognitive experiences, based on reason and thinking (THINK); physical experiences of behavior and lifestyles based on acting (ACT), and social identity experiences that result from belonging to a reference group or culture, based on the relations (RELATE), which would have each of the above mentioned, a specific relation objective.

Finally, and by reinforcing Schmitt's (1999) thinking, experiential marketing does not raise only a number of important strategic questions, but also many times requires organizational changes, not by that meaning a new organization chart. Actually reflected into a new spirit that runs through the entire organizational culture, encouraging employees to express their self honestly, directly and creatively to challenge and explore new methodologies, stimulating originality and innovation, facing it as capital intellectual, involving human resources in an integrated and coherent strategy, where everyone assumes the mission and objective of delighting clients.

## **2.2 Brand Experience**

Based on the principles of experiential marketing previously addressed, the brand experience is defined by Brakus, Schmitt, & Zarantonello (2009), as the internal response that consumers have and that is reflected in the form of sensations, feelings and cognitions, but also of behaviors, induced by stimuli brand, such as identity, packaging, communication and environment.

The approach to experience has evolved with the importance attributed to consumer and the consumer experience, generating a set of questions that increase knowledge. Now facing with challenges placed on the market, more associated with services and beyond product marketing, the experience was then also studied in the service field, thus being studied the service experience (Hui & Bateson, 1991). This is why we assist in the production of knowledge about the experience associated with the customer, evaluating directly the customer experience (Gentile, Spiller, & Noci, 2007), given the importance acquired by the customer, as the focus of all actions and target of all the business interactions.

Today, managers and the market are aware that brands have a certain value and that the differentiation factor is greater than any functional differentiation produced. Therefore, accompanying the meaning of experiences with the increasing importance of brands, various authors (Brakus et al 2009) began the consolidated study of brand experience. As a result, in order to characterize the brand experience, there is an urgency for a brand characterization that according to Aaker (1991), it is a distinctive element for a company or product, manifested in an image, word

or name. It has the ability to communicate a certain set of values and attributes, which associated with the topic addressed in this study, is consolidated by Rubinstein (1996), who points out that these values and attributes end in the emotional benefit for the consumer.

Fournier (1998) points to brands as a complex set of symbols that represent an aggregate of values, and thus characterize customer experiences with products or services. However, for Kapferer (1992), the brand is attributed to various dimensions that characterize it, but which are centered on its identity; nevertheless, it will always continue to represent one of the most valuable assets for the company (Keller, 2008). Finally, according to Barnes (2003), the brand is not only a distinctive element, but also has a personality; it is found in a different attitude concerning the market and particularly towards its consumers.

### **2.3 Experiential events**

Marketing teams are currently having a forward-looking vision focused on the forefront of experiential events, engaging the consumer and creating a valuable opportunity to involve in dialogue with them. Now the experts have the knowledge that "people seek an experience related to their lifestyle, and an activity in which they can participate from which they leave with a positive feeling, that means that the experience must be interesting, memorable and unique" (Lenderman, 2008).

That is the reason that events constitute an excellent opportunity for experiential marketing, thus emerging the progressive tendency to use experiences to communicate the value of a brand, its perception, and the act of trying products and sell them. Lenderman will define event marketing in this way as a series of planned events in which the consumer can physically interact with a product or service. It has also been considered a form of brand promotion or a communication tactic that relates the brand to a certain significant activity. Implying that the brand, product or history of the company leaves the places where it is traditionally advertised to "attract consumers in a unique, surprising, credible and relevant way" (Lenderman 2008). Furthermore, the authors Whelan and Wohlfeil (2005) try to define the concept and frame it within this new innovative approach to experiential marketing. Thus, defining event marketing as "the staging of interactive

marketing events that, as hyperreal brand experiences in three dimensions, achieve emotional effectiveness towards the brand by consumers". Two important aspects of this new event-marketing concept should be highlighted:

- Consumers must be actively involved at a level of participation that encourages them to experience in a multisensory way the brand values.
- The participation of consumers is voluntary, which supposes an advantage for marketing communication strategy, because consumers do not perceive the events as an invasion of their intimacy, although they have been designed to communicate the same commercial messages that are usually avoided through other channels.

Therefore, event marketing has become into a really important experiential marketing tool, due to it generates occasions for establish relationships with consumers, by making them interact with the brand (as traditional media no longer do) and if it is used properly, it will generate credible and memorable experiences. According to Gilmore and Pine (1997) many live experiences come from what the popular press inaccurately calls the entertainment industry. Which is a terribly short vision; because it is not just about entertain the client but to make him participate. When the experience turns out satisfactory and memorable, it is because there has been involvement, in which case the consumer becomes a brand evangelist. Therefore, these evangelizers are regular customers, really committed to the brand, and who they have such positive and memorable interactions that they will be willing to passionately recommend it to their family and friends, because they feel part of a great community.

Marketing professionals like McConnell & Huba (2003), defend the idea that the figure of the evangelizing consumer or as well-known as "prosumer", will replace the figure of the traditional consumer. Both authors defend that as it grows the number of blogs, camcorders and simple video editing programs, the revolution of the "prosumers" is approaching. It is important to know that the definition of prosumer is a consumer who has gone from not being informed to be, from being passive to being active and, which has gone from being isolated to being connected, it is a content generator and creator of ideas and opinions that influence within the community of buyers of a

brand or a product. Moreover, that, thanks to the potential viralization of 2.0 tools, the content becomes available and accessible to all those who they look for reference information. This joined with the fact that 78% of people trust the recommendations of other consumers, putting into evidences the power of the new consumer, called “prosumer”, an acronym formed by the original merger of the English words producer and consumer, although it is also associated with the merger of the words professional consumer.

## **2.4 Marketing strategies and customer loyalty programs**

When companies acquire a relationship marketing strategy, their ultimate goal is to achieve customer fidelity or loyalty. For this, the company must previously create a state of customer satisfaction that provokes a purchase intention. This strategy implies that the company must guide the management of exchanges towards long-term satisfaction of clients (Barroso & Martín, 1999) and for making this possible, a tool available that they could implement are the loyalty programs (Alfaro, 2004).

Loyalty programs are marketing strategies to use in a long-term tactic (Chiu et al., 2005), designed to create consumer loyalty through benefits (Palmer et al., 2000), incentives (García et al., 2006; Yi and Jeon, 2003) or rewards (Sharp and Sharp, 1997; Liu, 2007) in a freeway. Although a few times they are considered a discriminatory tool, because they exclusively target frequent and loyal consumers, rather than any consumer who decides to participate in a specific promotion (Sharp and Sharp, 1997; Yi and Jeon, 2003; García et al., 2006). The principal objective of this tool is to increase the level of loyalty, and at the same time to reduce the price sensitivity, and thus promoting word of mouth from the customers, as well as greater resistance by consumers to offers from the competition, managing to dampen the desire to consider other brands (Uncles et al., 2003). While these programs do not create a lasting and unique strategy of barriers to change, it does increase customer retention in a certain measure, and it constitutes the reality of managing consumer loyalty in today's markets (Wendlandt and Schrader, 2007).

In recent years, the relationship marketing literature has begun to study what kinds of benefits are derived from the long-term relationships between businesses and consumers (Schmith,

1998; Beatty and Reynolds, 1999). Event that represented a change in the literature, which stops focusing on benefits for companies to do it in the benefits that correspond to the client's needs (Gwinner and Yen, 2003). Therefore, if loyalty programs are carefully created and meticulously executed, they can create cost effective permanence for clients when the client feels that he loses benefits by acquiring another brand, or psychological in the event that the client feels committed to the brand and considers that he loses a mutually satisfactory relationship if he changes brand (Medina & Duffy, 1998). Thus, the benefits associated with loyalty thrive on association and interaction and serve to relate the company with the consumer in the exchange (Schmith, 1998).

It has been shown that benefits could significantly affect relationship-marketing outcomes, such as customer loyalty and word of mouth. Meaning that the reception of the relational benefits by consumers could lead to favorable results for suppliers of services (Gwinner and Yen, 2003). A loyalty program is part of a customer-managing program, but it should be noted that a loyalty program does not essentially create the loyalty or an emotional bond with the company, since many times these programs are focused at the rational component of the mind (Kotler, 2003).

However, according to author Patrick Amengual (2017) from the Economics web portal Mallorca in the article "The 5 best loyalty programs", a Deloitte study showed that "80% of consumers mentioned that loyalty programs have an impact on their purchasing decisions and for 84% of consumers are more likely to choose a hotel for its loyalty program". Loyalty programs are an important part of the marketing strategy, which has as an objective to generate more profitability for the company. As García (2009) states in his doctoral thesis on "Customer loyalty programs in establishments retailers: a study of their effectiveness ", many authors consider loyalty programs as a tool that allows identifying more profitable customers, by keeping them loyal and increasing their sales through incentives. According to Domínguez (2010), loyalty programs can have two definitions:

- The first considers only a promotion sales system based on the stimulus-response
- While the second one is considered a proposal to apply into relationship marketing.

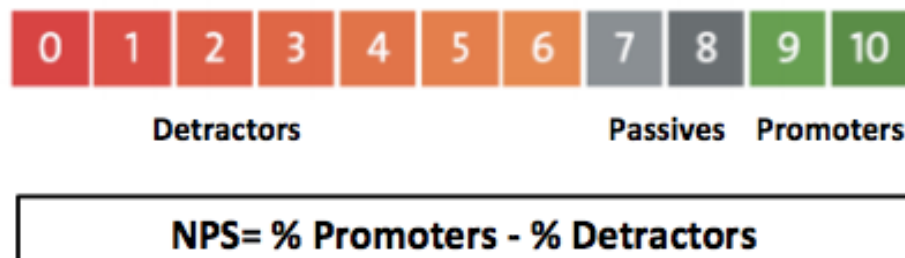
## 2.5 How does experiential marketing events can be evaluated?

It is important to mention it exist a study made by Masterman and Wood (2008) about the evaluation of experiential marketing events, which gathers the points of view of professionals, managers of marketing communications, specialists of communication agencies and event organizers with outstanding experience. In this study all the participants agree that from an experiential perspective, the setting of objectives is crucial and that the emotional connections produced from the experience of the event must be located. Similarly, admit that in practice, most evaluations focus on the event itself, rather than its effects, so they recommend greater coverage and deepness in the measurements, in order to evaluate the return on investment. Masterman and Wood's research makes an emphasis measurement on three objectives pursued by the events:

- The generation of rumor: it is one of the objectives of an event (brand conversations, word of mouth and rumor), so both must be one of the results to evaluate.

An alternative to creating this measurement is to ask the attendees, how likely are them to recommend the brand to another person (Reichheld, 2006). This is done through a questionnaire using a scale from 0 to 10, where zero is the most negative score and 10 the most positive as we might be able to see on the figure 2.5. Those who answer 9 or 10 should be considered, the most loyal, enthusiastic and evangelist and, contrariwise, those who answer less than 6, must be considered detractors of the brand, for being unsatisfied or trapped in a bad relationship. With this simple technique, you can get to know the NPS "Net Promoter Score" or "Net Recommendation Index".

Figure 2.5 Net Promoter Score Scale



- The media impact: an important objective for any event is that information transcends and reaches the different means of mass communication, which today is reflected as a tool of great persuasion.

Measurements in this case can range from simple metrics that reflect the cost per impact, up to evaluations that focus on the effect on sales. Some techniques consist of pre and post-event surveys, on brand awareness or if it is known, about awareness of the event or event message.

- Intention of conduct and experiential relationship with the brand: they are objectives that directly affect sales brand awareness, in brand image perception etc.

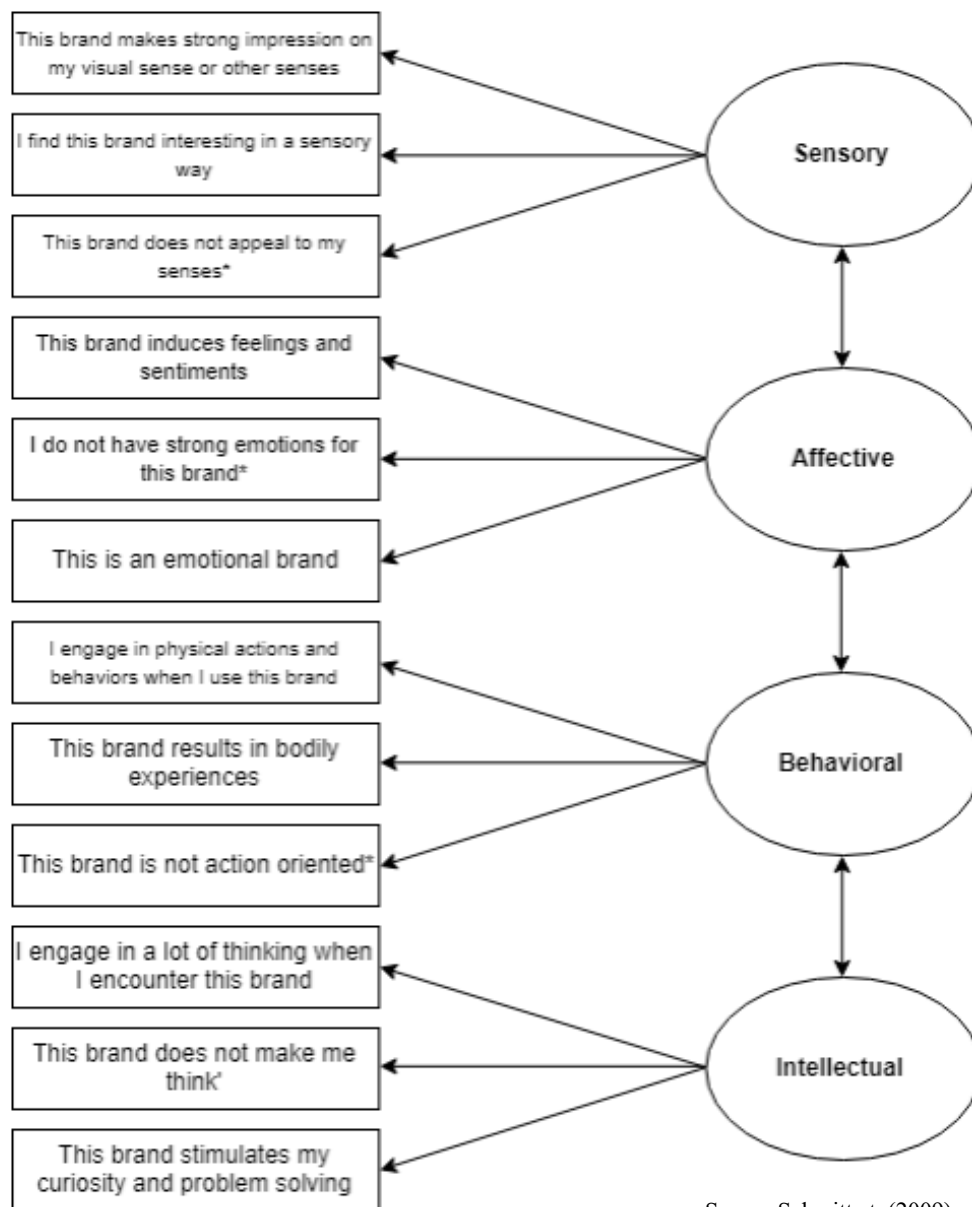
One of the main difficulties involved in measuring events is the struggle arising from isolating the effects of an activity or event within global results of an Integrated Marketing Communication campaign (IMC) and the lack of budget to carry out the evaluation phase. In order to achieve greater reliability, Masterman and Wood (2008) recommend having a history of previous results and follow a planning of the different IMC tools, which would be able to compare the results of different tool combinations, while Cook (2004) suggests evaluating the total effects of the IMC and the effects of the main tool used.

Years later, And as we might see on the Figure 2.1 as a product of numerous empirical studies, Schmitt developed “the brand experience scale” a scale of 12 items distributed equally to throughout four dimensions of experience (because the dimensions intellectual and relational are included in the same group) to measure the brand experience.

This brand of experience scale has allowed authors to demonstrate that, experiential relationships with the brand have value in themselves and gives place to positive results. Today Schmitt's "brand experience scale" is an important measurement tool that allows those responsible for Marketing; to understand and improve the experiences they bring to their customers. In addition, this tool is short, easy to apply and reliable.

Up next we would see on the figure 2.5.2 through the investigation of the brand experience, the authors Schmidt, Brakus & Zarantonello (2009) determined a scale of four brand experience dimensions (sensorial, affective, intellectual and behavior), whose purpose is to benefit companies to understand and improve the brand experience provided to consumers as well suggested using the scale to evaluate, plan and monitor the strategies of a brand experience.

Figure 2.5.2 Brand Experience Scale



## CHAPTER 3

### CONTEXTUAL FRAMEWORK

It will be in this part of the investigation in which I will recollect information concerning to general data about worldwide tourism. That is why, it is important to point out the UNWTO (The World Tourism Organization) is the specialized agency mandated with the promotion of responsible, sustainable and universally accessible tourism, and we must refer to it as a source of reliable information.

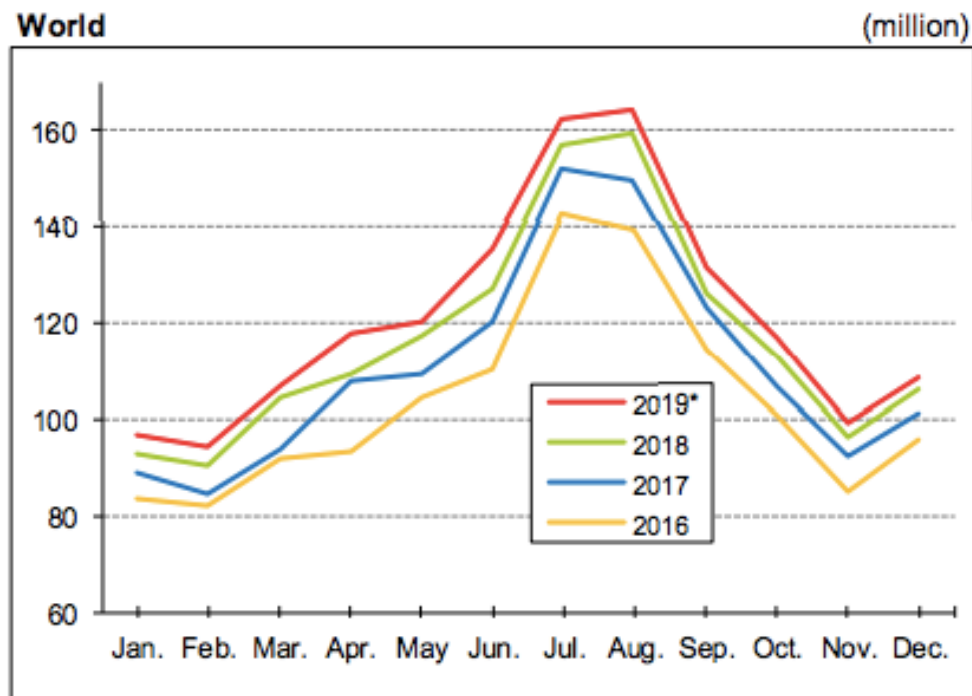
This international organization membership includes 159 countries, 6 associate members, 2 permanent observers, and over 500 affiliate members representing the private sector, educational institutions, tourism associations and local tourism authorities. It also must be highlighted that the data used above has been collected from the UNTWO World Tourism Barometer, publication that monitors short-term tourism trends on a regular basis, that has as a mainly objective to provide global tourism stakeholders and general public with an up-to-date analysis in the international tourism.

According to the World Tourism Organization (UNWTO, 2020), thanks to the moderately strong global economy, the growing middle class in emerging economies, new business models, technological advances, affordable cost of national and international travels and the visa facilitation all around the world, international tourist arrivals have grown 4% in 2019 to reach 1.5 billion, based on data reported by destinations around the globe. It has been a strong reason to consider this sector as a true global force for economic growth and development, letting this practice to the creation of more and better jobs; but also, by serving as catalyst for innovation and entrepreneurship. In summary, we must say that tourism has been helping to create better lifestyle and transforming whole communities for millions of individuals all around the world. The constant growing on international tourist arrivals and receipts has continued to overtake global economy, and emerging economies are being the main beneficiaries from the increased of tourism income.

### 3.1 International tourist arrivals 2019

International tourist arrivals (overnight tourism) grew 3.8% in the year of 2019 related with the previous year, according to data informed by destinations. After the collection of this information, the UNWTO estimates that destination worldwide received approximately 1.5 billion arrivals in 2019, figures that represents about 54 million more than the previous year. Up next, we will be able to analyze on the chart 3.1 the monthly growth of international tourism arrivals, and the differentiation by colors of the years from 2016 to 2019. Then if we make the comparison, we will see that the graphics represents a consolidation of the 6% growth recorded in the previous year in 2018, nonetheless at a slower pace and under the annual average of 5% of the previous ten years (2009-2019).

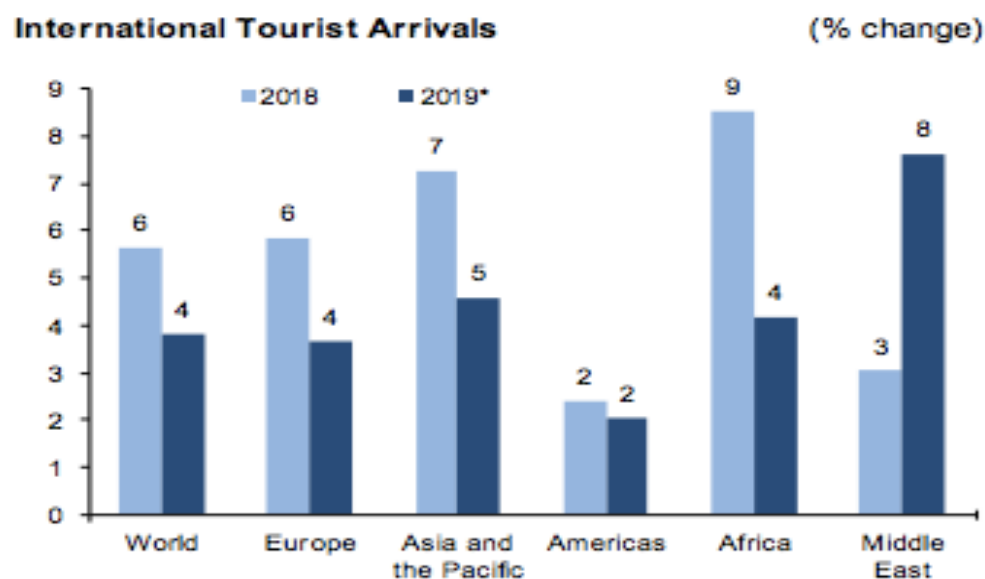
Figure 3.1 International Tourist Arrivals by Month



UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

Also, it is crucial to mention that growth in international tourist arrivals as shown on the chart 3.1.2 continued to outpace the world economy (+3.8% vs + 3.0%). If we decide to make a regional comparison, the UNWTO shown that The Middle East (+8%) and Asia and the Pacific (+5%) led growth numbers in 2019, following by international arrivals in Africa and Europe (both +4%), grew in line with the world average, while the American region (+2%) saw a more modest increase.

Figure 3.1.2 International Tourist Arrivals

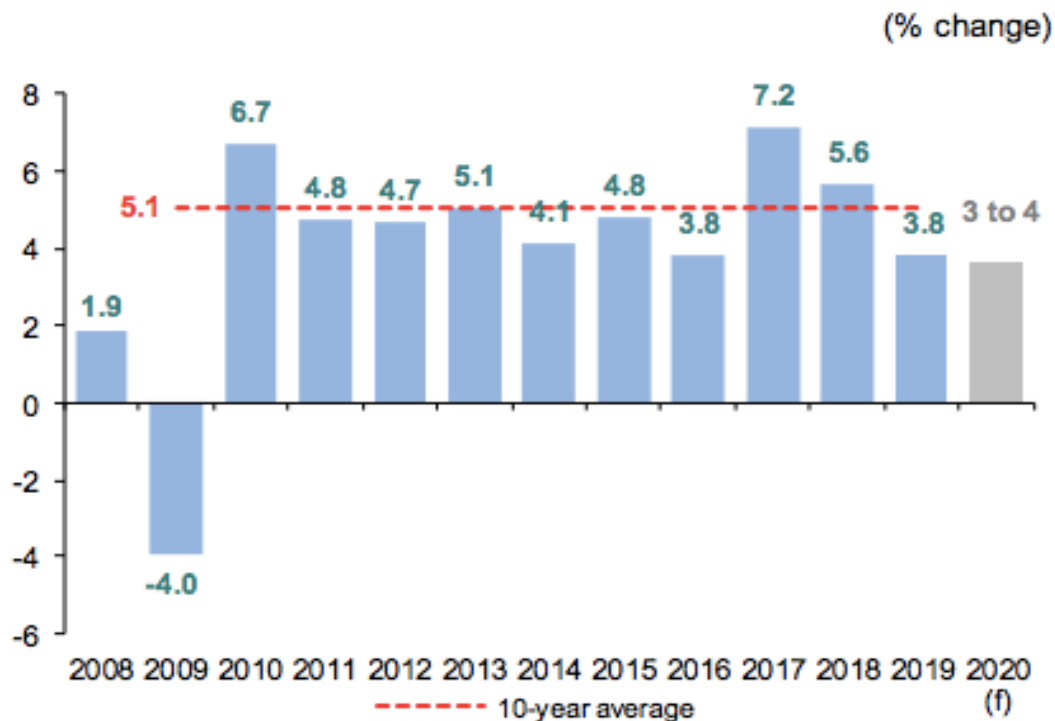


World Economic Forum, 2019, The Travel & Tourism Competitiveness Report 2019 Travel and Tourism at a Tipping Point. Available at: <http://www3.weforum.org>

Then if we gather this information by sub regions, we would be able to say that the North Africa (+9%), South East Asia and South Asia (both +8%) presented the highest growth, then followed by Southern and Mediterranean Europe and the Caribbean (both +5%). The 3.8% increase we mentioned before, concerning international growth arrivals was fully in line with the forecast of the UNWTO, in which they established a 3% to 4% for the year of 2019. Also, the growth by region was in line with the projections of the organization, with the exception of the Middle East region, which grew above what was forecasted as we might be able to see on International Tourist Arrivals chart.

As well, we would see on the International Tourist Arrivals (chart 3.1.2) a forecast made by the UNWTO, in which we are able to see the percentage of growth change since 2008 until 2020. Analyzing how the average growth was close to 5%, and as well how does historical events can drastically change this evolution, as it happens on the 2009 with the economic crisis and nowadays with the COVID sanitary crisis around the world.

Figure 3.1.3 International Tourist Arrivals World



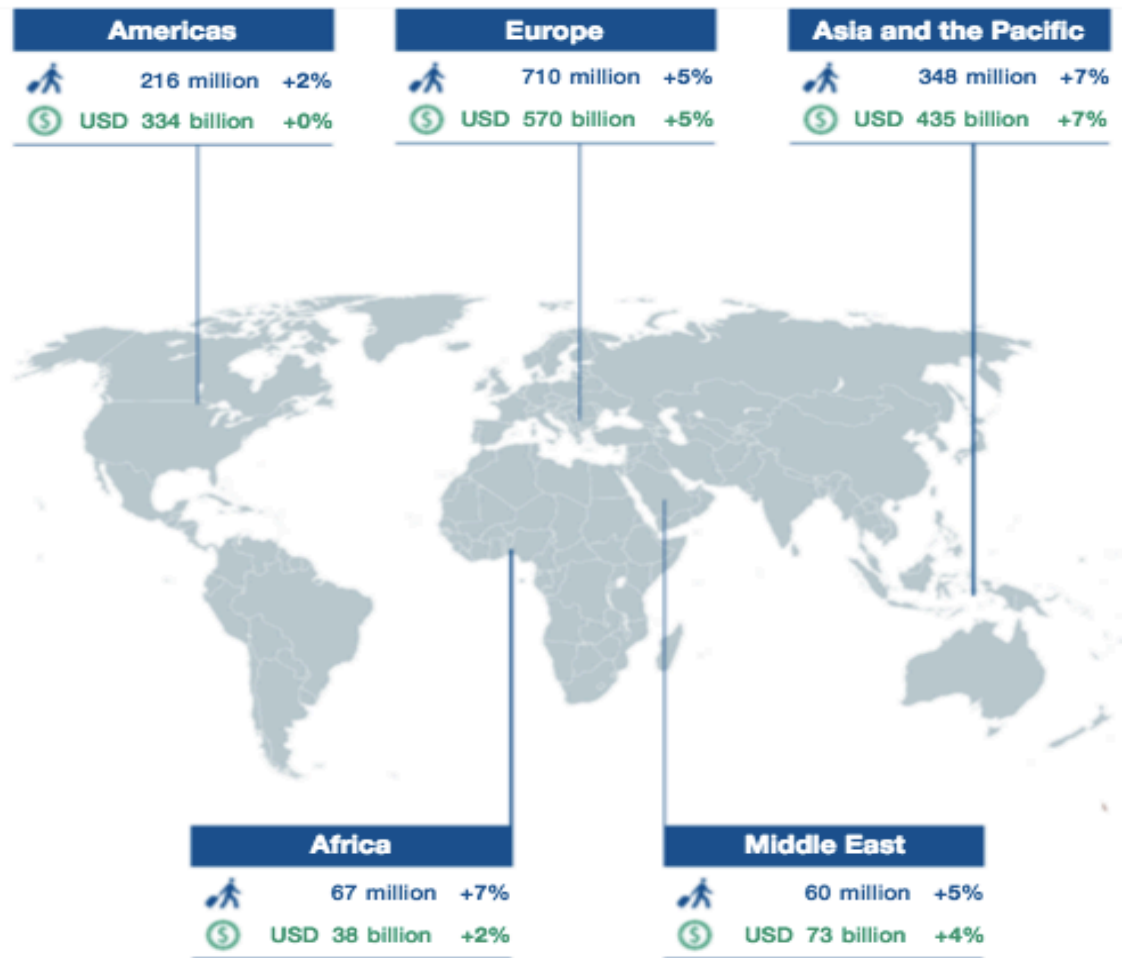
UNWTO, 2020, World Tourism Barometer. Retrieved at: <https://webunwto>

### 3.2 International tourist rates (2018)

Up next, we will analyze the data from the UNTWO report “International Tourism Highlights 2019 Edition”, due to the final report correspondent to the numbers of 2019 could not be done a cause of the crisis of COVID-19. The last numbers corresponding to global arrivals around the world, you will be able to see thanks to the figure 3.2 showed above, that only in the American region international arrivals created an income of 334 billion dollars, by receiving 216 million

travelers. On the other side of the globe, the European region made 570 billion dollars by receiving 710 millions of travelers; Asia Pacific region reached 435 billion dollars thanks to the reception of 348 millions of arrivals; while the African region made 38 billion dollars by welcoming 67 millions of travelers, and finally, the Middle East region was able to achieve 73 billion dollars thanks to the 60 million international new arrivals.

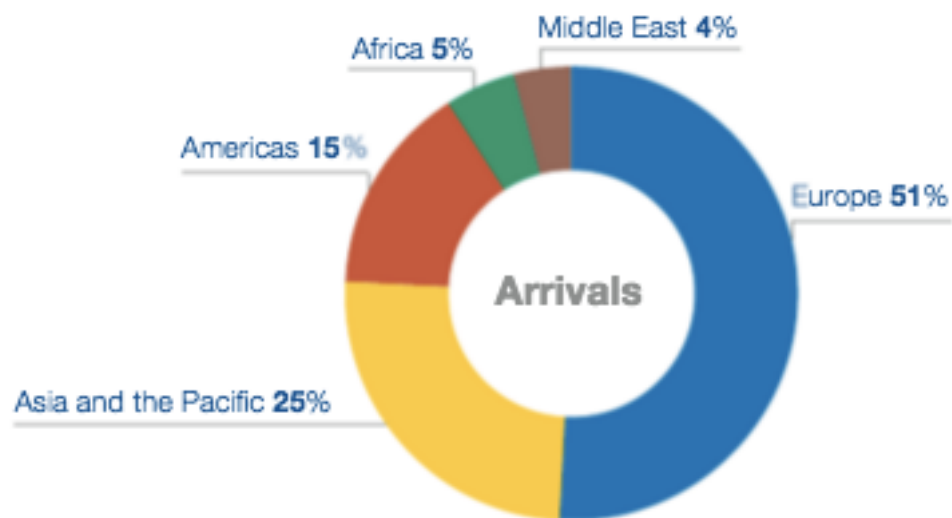
Figure 3.2. Map of international Tourist Arrivals and Tourism Receipts



World Economic Forum, 2019, The Travel & Tourism Competitiveness Report 2019 Travel and Tourism at a Tipping Point. Available at: <http://www3.weforum.org>

From all of the arrivals mentioned before and as we would be able to see on the figure 3.2.2, the European Region registered for half of the world total international numbers representing the 51% of the total arrivals, followed by the Asia Pacific Region with 25%, The American Region with 15%, African Region with 5% and finally the Middle East Region with the 4% of the total .

Figure 3.2.2. International Tourist Arrivals, 2018 (% share)

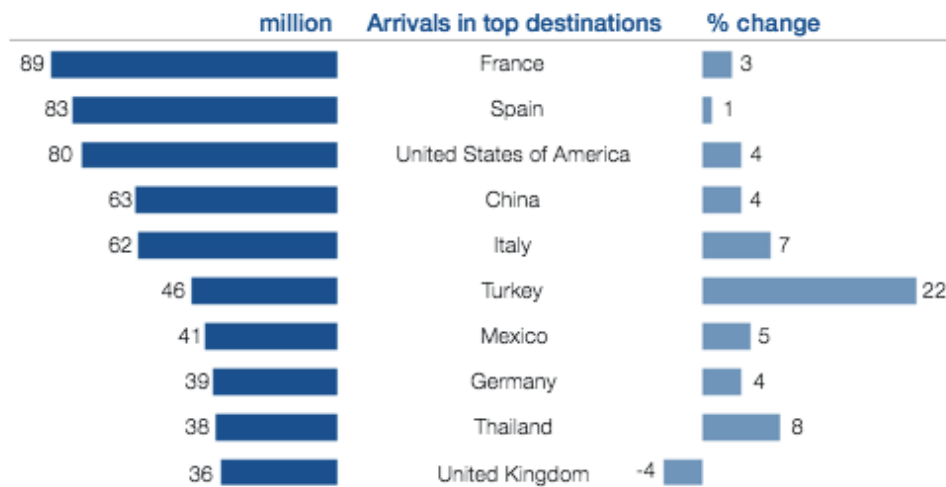


UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

Now, concerning the means and purpose of traveling in 2018 Leisure travel was the main purpose of visiting in all the world except the Middle East, in which visiting friends and relatives, or for health and religious purposes were the predominates.

Since the importance of the study remains on the figures of European Region, and particularly on France and the Parisian area, it must be showed that in 2018 and as we would see above on the Chart “Top ten destinations by international tourist arrivals, 2018”, France was on the 1<sup>st</sup> place of the top 10 destinations, and all of them together received 40% of worldwide arrivals, reflecting 3% of this total on the hexagonal country.

Figure 3.2.3 Top ten destinations by international tourist arrivals, 2018



UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

### External factors that help the International Tourism

According to the Travel and Tourism Competitiveness report of 2019, as has been an ongoing trend over the last four years, T&T (tourism and travel companies) competitiveness continues to improve worldwide, and connectivity enabling—and enabled by—the industry remains on an upward path. The TTCI 2019 results show that air transportation, digital connectivity and international openness are advancing in a global context of growing trade tensions and nationalism. Air-transport infrastructure improvements show a noticeable increase on route capacity and the number of airlines providing services in individual countries. International openness is progressing, with lower-income economies leading the way. A growing number of individuals using the Internet has bolstered digital connectivity and mobile internet subscriptions, meaning more economies are now in a position to leverage the growing list of digital T&T services. Travel has also become, for the most part, less expensive and safer, with the Price Competitiveness pillar, for example, showing the greatest percentage increase since 2017. Lastly, T&T is increasingly being prioritized by stakeholders around the world as measured by more favorable perceptions of government prioritization, increased industry funding and more effective marketing campaigns (The Travel & Tourism Competitiveness Report, 2019)

On the other hand, results also show that future demand for transportation services, especially regarding aviation, might outpace improvements in infrastructure capacity. More work also needs to be done to make sure cultural and natural assets are preserved in the face of growing tourism visits. While more environmental treaty ratifications and improvements to global average perceptions of the sustainability of T&T are encouraging signs, the continued rise in deforestation, air pollution and species endangerments point to potential gaps between policy and enforcement. (The Travel & Tourism Competitiveness Report, 2019).

#### Favorable economic environment

- 2018 World GDP = +3.6%.
- Exchange rate movements generally moderate.
- Low interest rates.

#### Strong demand for air travel

- +6% in international passenger traffic measured in revenue passenger kilometers (RPKs)
- Stable fuel prices and lower fares (fares at -60% vs 1998).
- Over the past two decades, the number of unique city pairs connected by air transport has more than doubled, reaching more than 20,000 at ever lower costs.

#### Digital technologies are shaping traveler's experience

- Artificial Intelligence is transforming tourism, from virtual assistants to companies being able to offer hyper-personalized customer experiences and improve business performance.
- An increasing number of destinations are measuring tourism in real time for a better management of visitor flows.

#### Enhanced visa facilitation

- eVisas and visas on arrival on the rise while traditional visas are decreasing

- The share of world population requiring a traditional visa declined from 75% in 1980 to 53% in 2018
- However, half of the world population still needed a traditional visa in 2008.

### 3.3 Current competitors of conventional hospitality

Nowadays the market competition is facing a fast and aggressive evolution all around the world and inside all different sectors. Since the beginning of the implementation of digital platforms, the e commerce and the constantly migration from the business to the digital era, a main competitor has emerged to the hostelry sector.

This competitor will be soon well known as Airbnb. According to the same company WordPress web page, “The Company was founded by Brian Chesky, Joe Gebbia, and Nathan Blecharczyk in San Francisco during 2008 where they became one of the first to peer-to-peer services that specialized in housing accommodations. The founders were traveling to a conference in 2007 but couldn’t pay for their housing, so two of the founders decided to rent out part of their apartments in order to help pay for the cost of the trip”. (Airbnb 2006).

According to the publication on November 2019 of *Airbnb Newsroom* (the space of news and report of the same site), Airbnb is the largest platform offering unique and authentic Places and Experiences with more than 7 million homes and 40,000 Experiences offered by local hosts around the world. Although the Airbnb platform is already used in over 191 countries and regions around the world, they are constantly seeking to make it accessible to as many people as possible. Whatever their language is, from Albanian to Zulu, the intent everyone to feel accepted on Airbnb.

Today, they are supporting 62 languages around the world, and the Airbnb platform is accessible to more than 4 billion people in their mother tongue. With this strategic and the addition of these new languages, they want to make more guests enjoy the economic benefits of this activity and facilitate the experience of local, authentic and unique trips for a greater number of travelers. Last July, the platform announces on the same channel of distribution mentioned before, that the Airbnb community in France generated 9.2 billion euros in 2018.

While the platform's economic impact globally is estimated at \$ 100 billion, Airbnb reveals the results of an international study on the economic impact generated by the platform, which was carried out by the company in 30 countries around the world; the estimated direct economic impact is the sum of guest income - calculated by Airbnb for each transaction - and estimated traveler spending, estimated from a survey sent to a representative sample of travelers who traveled with Airbnb in 2018. Showed that in 2018, 16 million travelers contributed more than 9.2 billion euros to the French economy, including 1.7 billion euros in direct revenue for Airbnb hosts. A positive impact on the whole territory, which mainly benefits the local businesses frequented by travelers on the recommendation of the hosts.

### **3.4. Inside Melia Hotels International**

Up next, we will be presenting general information about Melia Hotels International shown on their press dossier from 2018, 2019 and 2020. Meliá Hotels International is a company with more than 60 years of history that has never stopped growing and innovating. Today, they are one of the leading hotel companies in the world and a benchmark for Spanish hospitality. Nowadays and according to the Hotels 325 Rank 2019, by number of rooms, Melia Hotels International (MHI) its # 1 Hotelier in Spain, # 3 in Europe and # 20 in the world.

As the Executive Vice Chairman & CEO Gabriel Escarrer Jaume mentioned on the cover of the dossier, Meliá Hotels International is unique in having an origin in leisure and the ideal size to combine exceptional hospitality with management that is efficient and close to its stakeholders and clients. That is why they are committed to offer the most comprehensive quality services, operating with professionalism, seriousness and the confidence of a major brand with international prestige.

### *Brief story*

- 50's The start of a success story 1956: Gabriel Escarrer Juliá opens the Hotel Altair, his first hotel in Palma de Mallorca (Balearic Islands, Spain).
  - 60's Growth in the Balearic Islands (Spain) and other holiday destinations in Spain 1965: Escarrer creates Hotels Mallorquines to group together different hotel assets.
  - 80's The Company enters the main Spanish cities and begins international growth 1984: with the purchase of the 32-hotel HOTASA chain, the Company moved into the city hotel industry and became the largest hotel group in Spain, as it still is today 1985: first international hotel opens in Bali (Indonesia).
  - 1987: Escarrer acquires the Meliá hotel chain (22 four and five-star hotels), which becomes the main Company brand and brings a name change to Sol Meliá.
  - 90's The Company grows in Latin America and the Caribbean and is joined by the second generation of the Escarrer family, driving a process of renewal and greater professionalism in hotel management.
- 1994: creation of the first loyalty program in the Spanish hotel industry (currently Meliá Rewards)
- 1995: creation of the Paradisus Resorts brand specializing in luxury
- 1996: the Company becomes the first hotel chain in Europe to go public
- 1997: launch of melia.com
- 00's The Company opens new markets and defines its current portfolio of brands 2000: acquires TRYP Hotels and becomes the third largest hotel company in Europe 2004: drives two new lines of business: the Vacation Club (Club Meliá) and real estate asset management division

2006: birth of ME by Meliá and, a year later, acquires the German Innter brand of urban hotels

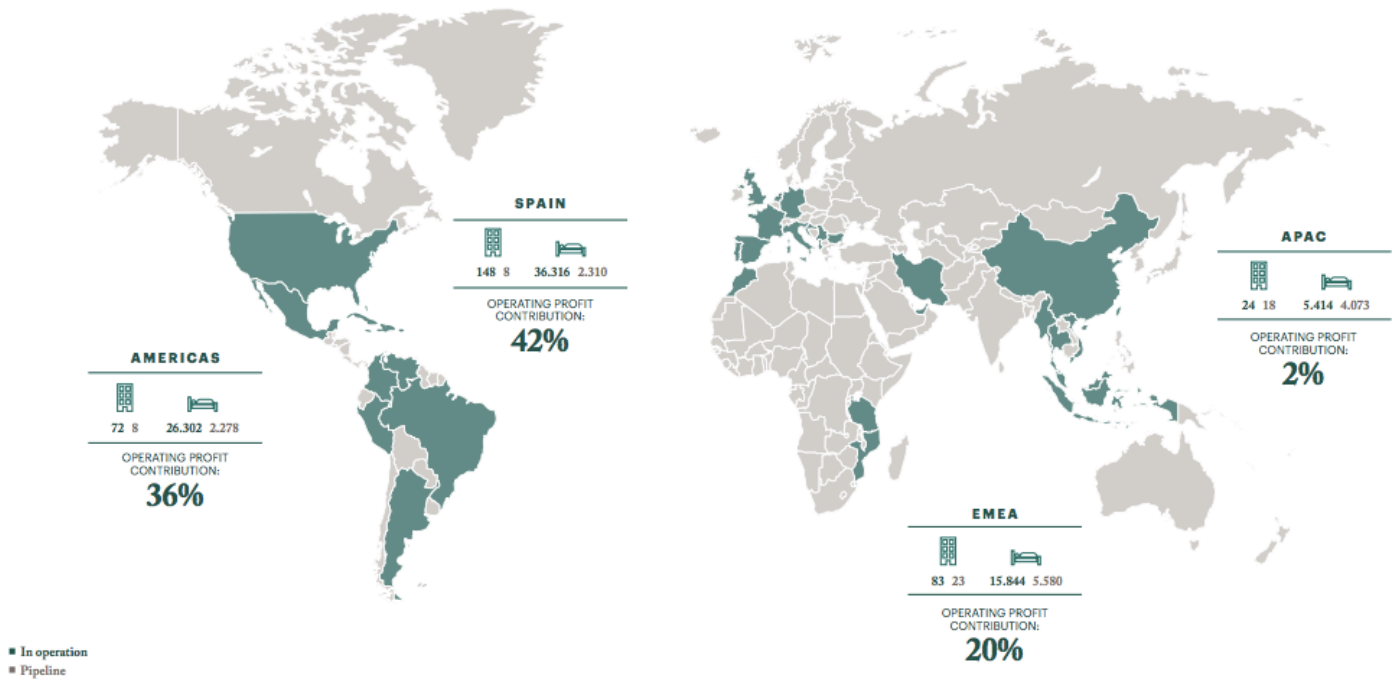
- 10's New stage of growth and leadership to consolidate its management strengths 2010: signature of a global alliance with the Wyndham Hotel Group giving rise to TRYP by Wyndham.
- 2011: renewal of the corporate brand, becoming Meliá Hotels International. The Asia Pacific division is created, with the Company doubling its presence in the region since then 2012: Meliá drives the Calvià Beach project to convert the mature destination of Magaluf (Mallorca).
- 2016: Meliá celebrates six decades of history by returning to the Ixex 35 Stock Index and promoting a new strategic plan to drive the company's digital transformation and consolidate its management strengths.

### **MHI Brand Market**

The Melia brand reflects the large strategy of growth centered on the premium and upscale segments, and that is why they are able to divide into 6 different brands and a timeshare holydays program. Up next, we will identify the brand purpose of each one of these, and the number of establishments and rooms available or the ones in pipeline. We must mention that this specific information was taken from their 2020 press report, which shown the data from 2019, so we could expect that today's numbers could be different.

Up next on the Figure 3.4 we would be able to see the total number of rooms (functionals or in pipeline) that the MHI has around the globe, and its regional distribution. Also, on the next paragraphs, we would enter on detail about the category and brand line that these rooms belong to.

Figure 3.4 MHI Worldwide room Distribution



Melia Hotels International, 2020, Press Dossier. Available at:  
<file:///Users/Samahi/Downloads/Melia%20Hotels%20International%202020.pdf>

### GRAND MELIA Hotels & Resorts

Brand purpose: A dedication to a life well lived brought to life through the delivery of intuitive personal service, the fine execution of exceptional experiences, and a modern expression of Spanish luxurious culture. Gran Meliá takes residence at a collection of the world's most beautiful luxury landmarks.

This specific segment represents in the figures of the chain 13 establishments and 3,052 rooms under service and 6 establishments and 1,566 rooms in pipeline.

### ME By Melia

Brand purpose: Combining creativity with sophistication, ME by Meliá is a place to discover contemporary culture through the lens of ME's bold, charismatic personality. Bringing destination, design and service together, we deliver personal, enriching experiences for the stylish modern traveler. This specific segment represents in the figures of the chain 6 establishments and 1,061 rooms under service and 5 establishments and 898 rooms in pipeline.

#### PARADISUS By Melia

Brand purpose Paradisus by Meliá delivers an indulgent, ethical resort experience that offers guests the chance to reconnect with nature, in a luxurious and quietly modern setting. Through the prioritizing of eco-actions and following a program, that positively affects the local environment and culture, Paradisus is truly unique. This specific segment represents in the figures of the chain 12 establishments and 6,319 rooms under service and 2 establishments and 998 rooms in pipeline.

#### MELIA Hotels & Resorts

Brand purpose: Meliá Hotels & Resorts are reliable, trustworthy and familiar international flagship hotels with a distinctive passion for service and the wellbeing of its guests. This specific segment represents in the figures of the chain 119 establishments and 34,947 rooms under service and 26 establishments and 7,478 rooms in pipeline.

#### INNSIDE By Melia

Brand purpose: Goodbye to the work-trip. Leisure has evolved, and rather than work and play, or play and work, our audience are looking to blend their professional and personal lives seamlessly, as they travel to exciting locations that stir their souls. This fluid behavior, allowing our audience to switch off, but never disconnect, means that they can expect more than just one-dimensional offers. This specific segment represents in the figures of the chain 28 establishments and 5,044 rooms under service and 14 establishments and 2,578 rooms in pipeline.

#### SOL By Melia

Brand purpose: Sol is an established family brand, providing security and trust with a human touch, creating warm & welcoming environments for every traveler. From families to adult experiences. A new generation of hotels & resorts designed for the new modern family, which includes great kids' facilities and adult-oriented areas and programs. This specific segment represents in the figures of the chain 72 establishments and 21,381 rooms under service and 2 establishments and 490 rooms in pipeline.

### THE CIRCLE Timeshare Holidays

A unique, innovative and dynamic new concept in timeshare holidays. Circle by Meliá focuses around all of its members to truly deliver an exceptional service in a luxurious and high-end experience. A new concept of holiday membership that will extend the benefits of being a member to before and after the stay, always with a personalized conversation. Totally integrated with the Meliá Rewards program, Circle members “will receive year after year the best experience from all our brands.”

## **Business Management**

### Development Stage

We have a dedicated team of experts to help our Owners define the most suitable brand for the asset and refurbishment strategy in order to maximize their investments

### Pre-Operation Stage

Upon signature, we provide our Owners with tailor-made advice for the phases of Design, Construction, Project Definition and Preopening, taking into consideration efficiency, sustainability and cost-reduction criteria.

### Operation Stage

We pursue long-term relationships with all of our Owners thanks to our close day-to-day collaboration and with an agile, trustworthy and transparent communication

## Sustainability

Meliá Hotels International. The Most Sustainable Hotel Company in the World.

At Meliá we have defined a Corporate Responsibility model aligned with the United Nations Sustainable Development Goals to generate a positive impact and value to be shared in our main destinations. This commitment and the progress made have been recognized last year 2019 as a world leader in sustainability and corporate responsibility by the SAM Sustainable Investment Agency.

## Strategic Focus

As we mentioned before the strategic focus written on their 2020 press report aimed that the company wanted “to be positioned the first hotel groups in the upscale and premium segments, reinforcing our leadership in the Leisure and Pleasure markets, while being recognized as a world benchmark in excellence, responsibility and sustainability” (MHI, 2020). Among their main strategies, we would like to point out:

**Digitalization & Innovation:** To reinvent themselves constantly and becoming global pioneers in different areas, with special attention to the customer innovation and to ever increasing digitalized operating model.

**Shareholder value:** They focus on the generation of improvements in profitability, by maximizing the contribution of their own channels, and enabling the creation of value to their shareholders and ensuring an international forward-looking projection and return on investment.

**Customer Experience:** The MHI group shows that they stand out from competitors by offering personal extras and creating intimate connections by building exciting hotel experiences with leading leisure brands.

**Empowering People:** With more than 44.000 employees of 143 different nationalities, in more than 40 countries, they have developed and strengthened the capabilities of their team in a digital, versatile and ever-changing world.

**ESG Impact:** They are focused on the consolidation of an ethical, transparent and responsible Management philosophy, by being a benchmark in the transformation towards a sustainable tourism model.

### **Loyalty program: MELIA REWARDS**

Meliá Rewards is the Meliá Hotels International loyalty program, in which its members can enjoy advantages and exclusive offers. Belonging to Meliá Rewards is more: more value, because the client can enjoy of their points, surprises and discounts; more possibilities, because they can get and redeem thousand point's ways; and more time, because the client becomes the priority. The program has 4 levels: White, Silver, Gold and Platinum. The higher the level you get, the more exclusive advantages you would be able to enjoy

Their loyalty program has been created to serve all type of audience, from B2C, B2B and also their own employees:

- +12,6 million Melia Rewards cardholders worldwide. Total in which 77% are international members.
- 680,000 Premium Customers.
- 20% more hotel expenditure than non-loyal guests.

Membership to the program is based on completion and signature of the membership application for the Program, via any digital means (website, mobile application, etc...) provided for the purpose by the Agent or Owner.

Program Members will henceforth be identified as ("Member" or "You"). Only individuals over the age of 18 years can be card holders. Membership to the program is subject to acceptance of these Terms and Conditions, which entirely replace and substitute any previous version of the same. It is understood that you expressly accept these Terms and Conditions upon subscription to

the Program or, if you are already a member, when using its corresponding card both for booking and while staying at our company's hotels.

Applicants who successfully become Cardholders will have a single personal account and will receive a card that will accredit them as a member of the Program for Cardholders starting at the Silver level and can be used to benefit from the various options offered by the Program. Any additional cards will be cancelled if they are obtained after the points have been discounted for welcome promotions, duplicate stays or promotional bonuses that are not applicable. In the case of loss, theft or damage, the client must inform the Customer Service Centre or through the Website. The Agent and the Owner accept no responsibility for misuse or fraudulent use of the card prior to receiving this notification.

Each Member can only use one card per person, except in the case of the Club Meliá program, where the number of members may be linked to the number of people who have signed the timeshare agreement with the corresponding company. It is prohibited to sell, exchange or transfer, by any means, the card associated with the Program that identifies them as a Member. The same individual cannot be a Meliá Rewards, MELIÁ PRO Rewards or Mas Estrellas cardholder at the same time and may only collect points in one of the programs. The cardholder must cancel the rest of the cards without the possibility of transferring points. The cardholder will be the only person responsible for the personal data provided to the Owner or Agent for subscription to the Program. As well as for updating this information or, where applicable, undertaking to inform the Owner or Agent in writing (either by post, fax, e-mail or internet, via [www.melia.com/meliarewards](http://www.melia.com/meliarewards) of any change of name or address on the part of the cardholder. According to the Terms and Conditions (TC) information of Melia Rewards program, founded on the general web page of MHI:

Membership to the program is based on completion and signature of the membership application for the Program, via any digital means (website, mobile application, etc.) provided for the purpose by the Agent or Owner. The purpose of the program is to recognize and/or reward the guests of the Hotels in the Meliá Hotels International Group. To this end, Members will receive a card, which they can use to earn Meliá Rewards points for:

- Every stay at the hotels
- Purchase of products and services
- Purchase of products and services from companies affiliated with the program
- For bookings
- For banquets
- Others no mentioned above.

The point rewards system is subject to the following conditions and depending on the type of card:

- Meliá Rewards: 10 points per €/\$.
- Meliá Rewards Silver: 11 points per €/\$.
- Meliá Rewards Gold: 13 points per €/\$.
- Meliá Rewards Platinum: 14 points per €/\$.

## Categories

The different categories of Meliá Rewards Members are awarded or modified directly by the Agent subject to the following conditions and can be reviewed or modified at the discretion of the Agent at any time, with prior communication to the Members. For the Member to obtain the Meliá Rewards categories described below, they will have to comply with the conditions defined below for each category, within 12 months of joining the Program or of moving to a higher level. The conditions for obtaining or maintaining, depending on the levels of the Program, are as follows:  
Meliá Rewards: basic program level, in which all users are initially assigned.

### *Meliá Rewards Silver:*

- Has stayed at the Hotels participating in the Program for at least 5 nights
- Or accumulating 10,000 points generated through stays at the Hotels that are part of the chain, or for the purchasing of products and services unique to each hotel.
- Or 2 stays that have generated the right to earn points with the Program.

### *Meliá Rewards Gold:*

- Has stayed for 30 nights

- Or accumulating 60,000 points generated through stays at Hotels that are part of the chain or for the purchasing of products and services unique to each hotel.
- Or 15 stays that have generated the right to earn points with the Program.

*Meliá Rewards Platinum:*

- Has stayed for 50 nights
- Or accumulating 150,000 points generated through stays at Hotels that are part of the chain or for the purchasing of products and services unique to each hotel
- Or 30 stays that have generated the right to earn points with the Program.

**Additional benefits of the Program**

- Status for life: To obtain this benefit, the member must meet the following requirements:  
10 consecutive years at Platinum level, and 500 nights accumulated.
- The "Late check-out" benefit
- The benefit of free breakfast for a companion
- The online check-in benefits
- The benefit of priority access at check-in
- The benefit of a guaranteed superior room
- The benefit of access to the VIP areas
- "Birthday Surprise" benefit

### 3.5 Personal experience

The Hotel Melia Paris Vendome it is located on 8 Rue Cambon, in a very touristic and strategic area in Paris, it has 83 rooms that are divided into 6 different categories among its 6-floor building. The occupancy rate of the hotel its 85%, and the average price per room it is 222,75 €. The nationality distribution of the clients in the hotel could be divided into 4 different general regions; up next, we will demonstrate on the next chart the results of the figures obtained.

Table 3.5 Nationality distribution of clients

<b>Europe</b>	<b>43,1%</b>  <b>Spain 25,35%</b> <b>France 6,64%</b> <b>GB 4,59%</b> <b>Italy 4,49%</b> <b>Germany 2,03%</b>
<b>North America</b>	26,52%
<b>South America</b>	23,25%
<b>Asia and the Middle East</b>	7,13%

Adapted from the Internal Report of MPV obtained through the program Review PRO (confidential)

## CHAPTER 4

### METHOD AND STRATEGIC PROPOSAL

The 30<sup>th</sup> May of 2019 I started as a part of my first “*stage*” (*intern*) experience as a part of my MBA2 formation, a 6-month period in which I was part of the GEX team, as an intern in Guest Experience at the hotel. As a part of the team, I was in charge of getting to know the standards of the chain to ensure that the entire clients could enjoy their stays at the hotel, and I was mainly focus on the following of the Melia Rewards clients.

Each day of the week, the GEX job has to select all the VIP clients, which are all the Melia Rewards guest, anniversaries, honeymoons, important celebrities, politicians and special occasions’ arrivals, to offer them on the start of their stay a welcome “treat” and a nice welcoming letter from the part of all the team at the Hotel. It is important to mention that GEX interns are also in charge of using all the CRM programs that collect all the information concerning rates, opinions, and general experience of all clients, and the websites (Booking, Expedia, Trip Advisor, Goggle and Hotels.com); to make a report (daily, monthly and annual), to find out what where their perspectives on the hotel and the service offered.

As a part of a new vision from the Company, the GEX department was in a path of change to offer more than material rewards to the clients, and each month all the GEX team from all other hotels in Paris made a meeting to achieve those goals.

#### **4.1 Research Design**

In this part of the investigation, it will be explain how does data collection was done by the application of a questionnaire that the MHI Company uses to know the levels of satisfaction, of previous customers on their last stay at any of their hotels. Due to the main objective of this work paper is focused on getting to know how effective is the Melia Paris Vendome customer experience, and if they would recommend the hotel to anyone they know on their next trip, we would only be using the figures from the clients housed in this specific location.

This questionnaire survey method will be used to collect the data related to customers (hotel guests) and their previous experience and preferences at the hotel. The main reason to choose this method on the investigation was because of the convenience on applying it, into a large-scale sample, and which is important at the moment of analyzing statistic results. It is imperative to mention that the information I used in this investigation was supply by the MHI Company, due to every hotel belonging to the hotel chain of Melia, has as a part of their internal standards, the requirement to send this online survey to every previous guest, after they end up their stays.

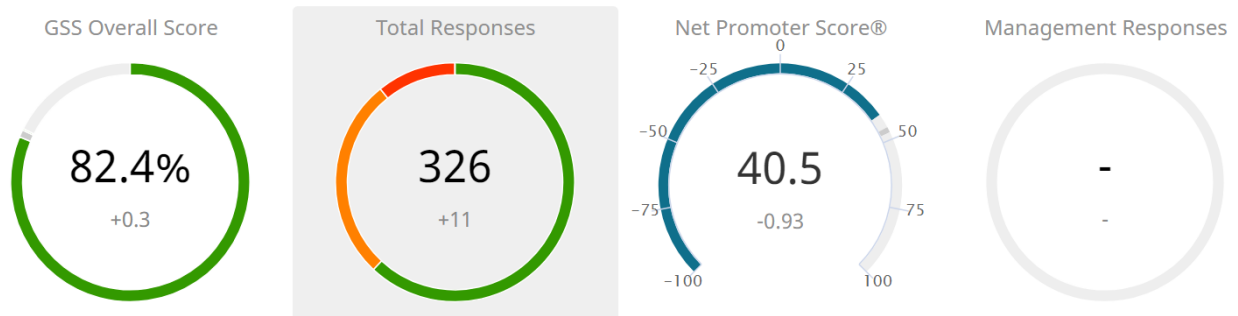
The questionnaires uses 15 to 17 questions (sub-questions are included) to evaluate different aspects on their last stay (customer perceived value, personal experience on each one of their service departments, customer satisfaction, etc.) based on a Net Promoter Scale (NPS) to ask the attendees, how likely are them to recommend the brand to another person (Reichheld, 2006). This is done through a questionnaire using a scale from 0 to 10, where zero is the most negative score and 10 the most positive. Those who answer 9 or 10 should be considered, the most loyal, enthusiastic and evangelist and, contrariwise, those who answer less than 6, must be considered detractors of the brand, for being unsatisfied or trapped in a bad relationship.

In order to collect all this data, the Melia Paris Vendome Hotel, utilized a CRM program named Review Pro, a world-leaders tool in Guest Intelligence solutions for the hospitality industry. The site enables hotels to obtain a deeper understanding of reputation performance as well as operational/service strengths and weaknesses.

## **4.2 Study Subjects**

Therefore, for the realization of this research the questionnaire was distributed to the target samples that have stayed at hotel at least for 24 hours. According to the final results on the Review Pro program, from the 30th May to the 30th October of 2019, 3183 questionnaires were sent from the Melia Paris Vendome Hotel to the customers, and from this total only 1844 were delivered to their destination; to report a total of 326 questionnaires that were successfully responded. That is why it was I decided to use the final number of responses to this research, and then it would use the 326 sample of clients.

Figure 4.2 Review PRO answers received



Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

### 4.3 Questionnaire

As mentioned before the Hotel Melia Paris Vendome uses to collect all the data concerning to the last experience of each client that has stayed in the hotel, a Customer Relation Management (CRM) program name Review Pro. That is why, in order to realize this data analysis, we would take the sample concerning the months of June, July, August, September, and November of 2019, due the time of the internship at the hotel matched with this period.

The process to assure that all possible clients will be part of this feedback consists on:

- At the end on their stays, and trough the check-out process, the reception team would demand the customer about the general experience in very casual way.
- Then the receptionist will confirm if the client has already given an email account to be contacted.
- If the client has not registered an email, then the receptionist should ask for one
- Up next, the receptionist would demand the client if they would like to receive an email questionnaire to grade their experience
- We send the questionnaire to their email accounts

Up next the content of the questionnaires and the fields will be listed, and each question on it, would represent their review about their experience. Once the clients get the email, they would be accessing and the first part is related with demographic information, every survey the Melia Paris Vendome sends has the next elements:

### Personal Information

- First and Last Name
- Email account
- Name of the Establishment in which you were hosted
- Room Number
- Date of Check In
- Date of Check Out

### Additional Information

- Country Name
- Stay Length
- Type of register (info filled automatically)
- Language
- Hotel ID (info filled automatically)
- Loyal Tier (if they are Melia Rewards clients)
- ID Client
- Channel (info filled automatically)
- Responded on (info filled automatically)

### Questions to Rate with scale (1-10) or percentage (100%)

- Overall Hotel Experience
- Recommend (NPS)
- Reservations
- Check in Experience
- Room Experience
- Bathroom
- Internet/ WIFI service

- Conference/ meeting
- Check out
- Our team
  - o Our team's behavior
- Value (perceived of the brand)
- Corporate Reputation
- Breakfast experience
- Bar experience
- In room dining experience

Finally it is important remark that, because of the confidentiality on the information content on the questionnaires from the Company, it will be only possible to present in this research the main points of the questionnaires and, it would not be possible to show the actual instrument but only the information gathered on their CRM program.

#### **4.4 Data Collection**

As we can see on the summary or the Review Pro answers, we are able to see the key indexes that whitening the selected date range and it will identify the change compared to the previous period. Also, it shows if a goal has been established by the Company for these indexes, and it will be able to see how is the hotel doing compared to the goal.

- The GSS Overall Score is based on the overall satisfaction-rating question, and it is the result of the some of the experiences of each department of the hotel.
- Then it will be possible to see the total number of responses the hotel has received and their distribution (positive, neutral and negative).
- NPS the Net Promoter Score it is a metric use to measure customer satisfaction based on the question “How likely are you to recommend this hotel?”. And it can be divided into three categories: Promoters, Passives and Detractors.

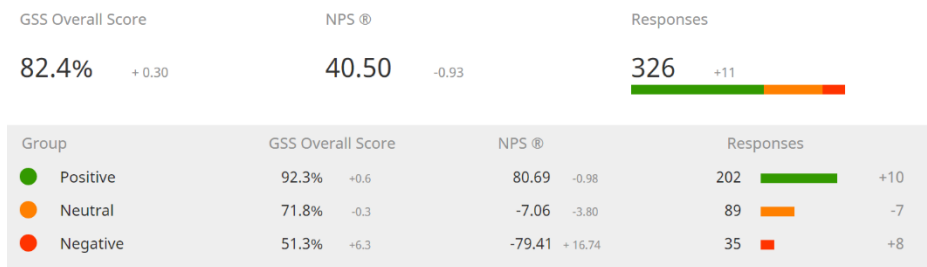
To calculate the company NPS we have to take de percentage of customers who are Promoters and subtract the percentage that are Detractors.

- Promoters (score 9-10) are loyal enthusiastic who will keep buying and refer others, fueling growth.
- Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offers.
- Detractors (score 0-6) are unhappy customers that can damage your brand and impede growth through negative word-of-mouth.

### GSS Overall Score

The GSS Overall Score will show the guest satisfaction presented on the survey, and it will exemplify the compilation of all the figures obtained on the questionnaire, as a result of the clients expectative concerning their last stay, and the rate they grant to each service.

Figure 4.4 GSS Overall Score results



Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

As the Figure 4.4 shows, we are able to see that from the 326 responses we obtained from the sample, 202 responses were positives (10 more than last year), 89 were neutral (7 less than last year), and 35 were negative (8 more than last year), and throwing as a result a GSS Overall Score of 84,4%, incrementing 2018 results by +0.30, which at the same time represented an NPS of 40,50 and being -.93 under the results of 2018.

Figure 4.4.2 Services to evaluate on the questionnaire

Departments	
<input checked="" type="checkbox"/>	GSS Overall Score
<input type="checkbox"/>	Room
<input type="checkbox"/>	Front Desk
<input type="checkbox"/>	Our Hotel
<input type="checkbox"/>	Food & Beverage
<input type="checkbox"/>	Bathroom
<input type="checkbox"/>	Our team
<input type="checkbox"/>	Pre-Arrival
<input type="checkbox"/>	Value for Money
<input type="checkbox"/>	Facilities & Services
<input type="checkbox"/>	Loyalty
<input type="checkbox"/>	Overall Meetings and Eve...
<input type="checkbox"/>	Experience

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

As mentioned before de Overall experience is the result of the some of the rates obtained, on each service offered by the hotel, in the chart 4.4.2 above we might be able to see all the departments included into the evaluation of the experience.

## Language and Nationality

As we have mentioned before, Paris is one of the most visited destinations all over the world that has been reflected in a multicultural client from different countries. That is why, in the demographic area and in order to know the origin of their guests, the Melia Hotels International Company has decided to include as a part of the questionnaire, one question dedicated to knowing the origin country of their clients and also their languages.

Consequently, of this question, the results shown on the questionnaires throw the next results:

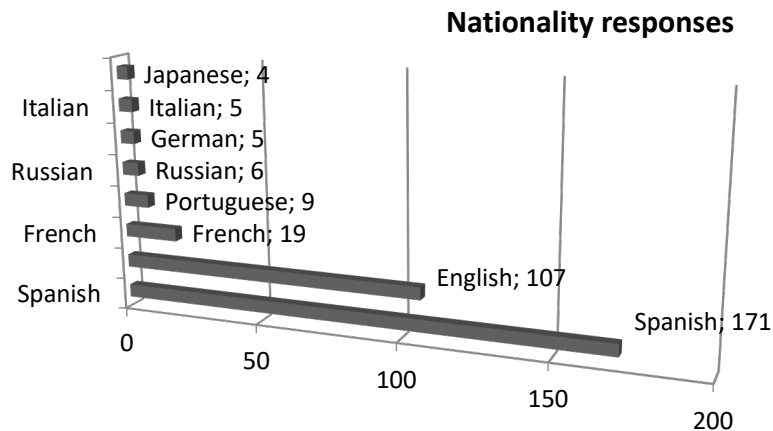
- The top five nationalities that lead the results where
  - Spain with 143 responses

- United States with 64 responses
- France with 19 responses
- United Kingdom with 16 responses
- México with 12 responses
- And on the other side the rest of the companies with less responses
  - Canada with 9 responses
  - Portugal, Italy and Argentina with 5 responses
  - Germany, Belgium, Russia, Japan, Brazil, and Israel with 4 responses
  - Luxembourg and Peru with 3 responses
  - Singapore with 2 responses
  - Norway, Ukraine, Sweden, Indonesia, Ireland, Afghanistan, Switzerland, South Africa, Chile, Iran, Greece, Colombia, Costa Rica Venezuela, Panama and Thailand with only 1 response

While the 8 spoken languages chosen on the questionnaire where:

Spanish	English	French
Portuguese	Russian	German
Italian	Japanese	

Figure 4.4.3 GSS Nationality Responses



Adapted from the Internal Report of MPV obtained through the program Review PRO (confidential)

As it has been mentioned before, the most important result in this part of the analysis it is to create a good experience in general from their last stay, in order to be able to respond at the end if, they would recommend the hotel to others. That is why the NPS would be the result of this, so the Company decided to establish as a goal an NPS of 46,5 by the end of each month.

As we are be able to see in the next chart 4.4.4, during my 6-month internship the levels on the NPS where a variation of many external and internal events. For example, the summer period is the one that represented a full-booked season for the Hotel, nevertheless the last year at the Parisian region a heat wave stokes the city and the Hotel's A/C system was affected by the same phenomenon. Causing the discontent of several guests. Hopefully, by mid of August these climate changes were already done. And the GEX department started to analyze the possibility to create some changes to their VIP experience.

It is at the beginning of the month of September, that after several meetings among all the GEX teams of the Melia Parisian Region, the regional GEX Manager create the incentive to all the teams to start to be creative in terms of guest experience. Resulting in the following moth of creating the called WOW moments.

The WOW moments were experiences that each GEX team of the Melia Hotel at the Parisian Region, had to create according to the celebration of each guest. Suddenly all the GEX teams were encourage by the new Responsible of the Hotel to share with all other hotels some pictures as an example of these new WOW moment experiences, that would result into an inspiration for everyone.

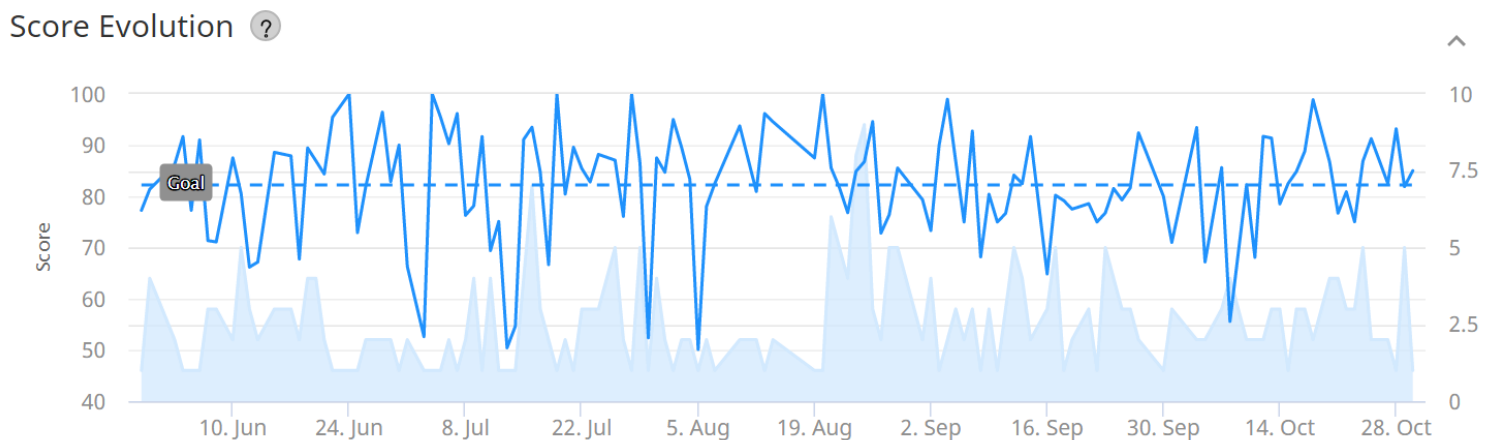
Then, by the end of the month of September a WOW moment challenge started among all the 5 hotels of the Parisian Region. And now these personalize experiences could be created to those clients who were at the Hotel and be celebrating a special occasion like: Honeymoon, a birthday, a wedding anniversary, or if this person deserved an important and VIP treatment.

Those new experiences started to be reflected on the NPS metric, as it is show on the next chart. As on the contrary, at the beginnings of October, new quality and saving standards were

implementing and the hotel change the welcome courtesies and some of the regular products on their F& B service; as well, and also as part of their new 2021 vision, some of the amenities in the room started to be eliminated, and the guest could only access to them by calling to service room.

As we see on the Score evolution chart 4.4.4 (above), the NPS (which its main purpose is to demonstrate the satisfaction of the clients at their accommodation) and it's negative and positive variations are directly related to the strategic changes and implementations from the hotel.

Figure 4.4.4 NPS Evolution



Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

## CHAPTER 5

### FINDINGS & DISCUSSIONS

Thanks to the previous research and investigation made on the subject, which was mainly focused on the implementation of experience marketing strategies, into the already existent reward programs in the Hotel industry, up next we would be able to share the point of view with a critical and analytical perspective, to complement the information and other investigations that has been created before.

Thus, each question mentioned before would get an answer thanks to the results collected. In fact, after the data collection and the comparison made between the multiple information founded about the theme, it has always ended into the same results, but after analyzing the theory with the real-life case, it gave as a result a better application of the project and the strategies. Resulting into a better explanation of the market needs, and the better application of the solutions.

The previous experience at the Melia Paris Vendome Hotel emphasize the real importance that customer service and satisfaction have, at the time of any strategies or implementations from the administration, and specially to business focus on the hotelier service.

As a matter of fact, my first impression in general terms was that the guest experience at a hotel could be mainly covered only through a good service offered by the workers on the establishment and the extra material details considered as little gifts, amenities or even courtesy gifts. However, after the investigation made at the hotel, the experience lived on it and the theory read about the subject, I was able to experiment the real change factor that the hotelier industry is missing from the clients.

Here are the five questions establish at the beginning of the research, with the most adequate answer (first answer with the collected data, and then with the experience acquired) and complemented with a previous research.

### **5.1 How does experience marketing could create Brand attachment?**

Thanks to the previous information gather before we were able to know that "Experiential Marketing" seats emphasis on value creation to the customer through the generation of pleasant and memorable experiences, because this could imply in the near future, and based on the premise that a client chooses a product or service for the experience that this has offered to him or she before, during and after consumption.

The method used to apply this strategy based on experiential marketing is grounded on using tactics and innovative approaches based on the creation of experiences to influence the

consumer in a creative, persuasive and memorable way, so that these don't just listen to, or read the advertising messages, but actually live them.

In the previous investigation I decided to use several approaches from different authors to make a comparison and see the points where they agree. So, the first representative author to quote was, Schmitt (1999) who establish that experience marketing represents a new vision of the marketing by taking it as a new generation, focused mainly into the client instead on only focusing on the product and the market. Then Smilansky (2009), based on the studies of Schmitt (1999), would affirm that the experiential marketing will function as the new currency of marketing, due to it would be related directly with the client and not with the product, and thus generating a stronger commitment between both entities.

Statements made by important academics on the field, like the ones before made possible a market evolution, and force the beginning of the companies to have as a fundamental obligation the creation of memorable experiences that generate surprise and that can delight consumers, with sensations as the main basis and emotions described by Schmitt (1999), and therefore, constituting an important factor of differentiation in the market. Action that will lead companies to connect directly to the client, by adjusting the offer to their expectation, then better meeting their needs and interests.

To finally change the normal moment of purchase and consumption, and transforming it into an experience understood and valued, operating in the sense of loyalty and devotion of customers.

The result would lead that today's managers and the market, are aware that brands have a certain value and that the differentiation factor is greater than any functional differentiation produced. Therefore, in addition of the experiences they would remark the increasing important of the brands and with this, to consolidated study of brand experience.

That would have led us to the idea of Lenderman (2008) that experiential events have also been considered as form of brand promotion or a communication tactic that relates the brand to a certain significant activity. Implying that the brand, product or history of the company leaves the

places where it is traditionally advertised to “attract consumers in a unique, surprising, credible and relevant way”. Therefore, event marketing has become into a really important experiential marketing tool, due to it generates occasions for establish relationships with consumers, by making them interact with the brand (as traditional media no longer do) and if it is used properly, it will generate credible and memorable experiences

According to Pine and Gilmore (1997) many live experiences come from what the popular press inaccurately calls the entertainment industry. Which is a terribly short vision; because it's not just about entertain the client but to make him participate. When the experience turns out satisfactory and memorable, it is because there has been involvement, in which case the consumer becomes a brand evangelist. And therefore, these evangelizers are regular customers, really committed to the brand, and who they have such positive and memorable interactions that they will be willing to passionately recommend it to their family and friends, because they feel part of a great community.

#### *Answer made with the experience acquire*

When the use of marketing strategies was created, the world was facing different contexts in terms of world's economy and consumption in the market. That was the main reason that companies did not focus on the consumer, but suddenly the consumers where invaded with massive production goods and whit a lack of satisfaction from the same.

Subsequently consumers were pushed to look for better characteristics and qualities on the product, and therefore by taking the market to turned into the improving of the same product and the sales strategies. All these circumstances create a strategic, focus on the advertisement of the product and yet not focusing on the needs of the customer.

Nevertheless, at the start of the new century consumers where losing interest on advertising campaigns and suddenly the market turned into the needs of consumers, by adjusting the offer to their expectation, then better meeting their needs and interests.

Those events would then constitute a perfect occasion for experiential marketing to emerge as a progressive tendency, in which experiences would be used to communicate the value of a brand, its own perception and the act of getting to test their services and sell them. Getting to know these events of marketing as a sequence of strategic events, in which the consumer could physically interact with a product or service.

Experience marketing has become into a really important marketing tool, because through the generation of personal experiences it generates relationships with customers, in the act to get them interact with the brand, or even create an attachment to it.

Finally, as part of the experience I faced as an intern on Guest Experience at the Hotel Melia Paris Vendome, it is important to mention that most of the clients that were part of the WOW moment strategy applied by the chain show themselves grateful, familiarized, belonged and even compromised with the establishment. Act that was reflected on the questionnaire they responded and by affirming they felt the value perceived of the brand.

## **5.2 What is the influence of reward programs on customer loyalty?**

On the theory gather before concerning the influence of reward programs on customer loyalty, we find out that the ultimate goal of the companies at the time of acquiring a strategic marketing relationship, they set as the main goal to accomplish customer loyalty.

Hence, in order to get to this objective, the company should create in advance, a state of customer satisfaction that incites a purchase intention. That would mean that the company's strategic must guide the management of exchanges towards long-term satisfaction of clients (Barroso and Martín, 1999) and for making this possible, a tool available that they could implement are the loyalty programs (Alfaro, 2004).

According to (Chiu et al., 2005), a great example of marketing strategies to use in a long-term tactic, are loyalty programs, which were meant to create consumer loyalty through benefits

(Palmer et al., 2000), incentives (García et al., 2006; Yi and Jeon, 2003) or rewards (Sharp and Sharp, 1997; Liu, 2007) in a freeway.

The principal objective of this tool is to increase the level of loyalty, and at the same time to reduce the price sensitivity, and thus promoting word of mouth from the customers, as well as greater resistance by consumers to offers from the competition, managing to dampen the desire to consider other brands (Uncles et al., 2003).

### *Answer made with the experience acquire*

As we mentioned before Loyalty programs are one of the strategies used by hotel companies, to create a mechanism in which they feel benefited by the incentives of the company. As well they will feel the satisfaction of their anticipated needs and then they will give their trust and loyalty to the company. In consequence, we could establish that if there is a reception of benefits by consumers this could lead to a satisfactory outcome for the companies that provided the services.

Therefore if a company creates and applies in the correct way a loyalty program they could create in their customers a feeling of permanence; resulting on the sensation of their clients of losing benefits if they acquire another brand, or even in the better scenarios to create a psychological reaction, in which their clients feel the commitment to the brand by considering the loose of an agreeable relationship if they changes of brand

As a part of the experience at the Hotel, I was able to see that most of the usual customers where part of the Melia Rewards program, and they have been coming to the hotel for many consecutive years. As loyal customers they would receive a special treatment, and even the satisfying of their demands; the team was also encouraged to learn their names, the preferable season of their stays, their favorite rooms, the excellent offer on the upgrade of room category, and other benefits mentioned above.

### 5.3 How do we measure its effectiveness?

As we mentioned on the theory review before, one of the most used tools to make the measure of experiential marketing events was a study created by the academics Masterman and Wood in 2008.

In this study and from an experimental perspective, the setting of the objectives is fundamental and that the emotional connections produced from the experience of the event must be located. Also, they declare that in practice, most evaluations focus on the event itself, rather than its effects, so they recommend greater coverage and deepness in the measurements, in order to evaluate the return on investment.

Masterman and Wood's research, makes an emphasis measurement on three objectives pursued by the events:

- The generation of rumor
- The media impact
- Intention of conduct and experiential relationship with the brand

The evaluation of the scopes in this case can range from simple metrics that reflect the cost per impact, up to evaluations that focus on the effect on sales. As well some techniques used consist of pre and post-event surveys, on brand awareness or if it is known, about awareness of the event or event message.

#### *Answer made with the experience acquire*

As the author Reichheld (2006) market before, there is an alternative to create the measurement by asking the attendants or users “How likely are them to recommend the brand to another person. This process will be done through the construction of a questionnaire that uses a scale from 0 to 10 where zero is the most negative score and 10 the most positive. And then those who answer 9 or 10 should be considered Promoters as the most loyal enthusiastic who will keep buying and refer others, fueling growth. Passives (score 7-8) are satisfied but unenthusiastic customers who

are vulnerable to competitive offers, and Detractors (score 0-6) are unhappy customers that can damage your brand and impede growth through negative word-of-mouth.

With this technique, the company would be able to know the NPS “Net Promoter Score that is a metric use to measure customer satisfaction based on the question “How likely are you to recommend this hotel?”.

It is important to mention, that the Hotel Melia Paris Vendome uses this metric to measure the satisfaction of their clients on their previous experience at the Hotel. For this purpose, they use a CRM program called Review Pro, in which any guest that receives an online questionnaire from their part, would evaluate the general experience they had based on their previous stays.

If at the end of this survey their questionnaires are considered as a Promoter grade, then they will be considered that customer loyalty and brand attachment was achieved, and the general experience at the hotel would made them choose the Melia Brand over other companies from the same segment. And even better, this last experience would make them loyal customers that would recommend to anyone the Hotel.

#### **5.4 How effective is the Melia Paris Vendome on customer experience?**

According to the publication on the Forbes magazine in 2017, the author Morgan Blake mentioned that customer experience is built through many components, but actually it reduces itself to the perception that customers have on the brand. Even if it exists a perception that the concept of brand and customer experience are one thing, but if the customer feels it’s something different that is what the actual customer experience is.

For example:

A company could have strong believes about the quality of the products, or customer experience it offers to their clients, but if a customer receives a bad service, and it doesn’t have been fixed or compensated, their perception of the company would reflect into a lower quality and then becomes the reality.

That is why she states that managing customer perception is one of the most important things that brands should be doing. Because every action that a company does, it would contribute to how customers perceive it, and consequently it would affect to the overall customer experience, including the communication channels, the service and products offered, the sales process, and what happens after the sale, and other additional internal points like the inside-work of the company, its leadership, and the creation strategies of the product or service.

The author has also mentioned that any company could be good and expert in a specific area but at the same time struggling in others; and creating as a consequence a reduce overall experience. As an illustration to the previous statement on the text, Blake (2017) would establish the example of a slow and lazy service from an employee to a customer, which would lead to perceive that the brand is lazy, and it doesn't care about their business.

The next example mentioned was that if a company hires energetic, polite and passionate people, who love the product, the brand would be able to stand out and it would help customers to have a great experience and strong perception of the brand. As well, the author mentioned other elements that might contribute to the overall perception, including the quality of the service or product, the cleanliness of the establishment, or the ease of navigating the website. That is why, the main objective for the author it is to take the necessary time to assure every step of the customer's journey is strong and would be able to create good perceptions to the customer and even by making it more likely for them to come back and tell their friends about the company.

“Customer perception is fragile, and it can change with each interaction, so constantly maintaining a strong customer experience is of utmost importance. Customer perception is one of the most valuable aspects of a company. Managing that perception in all its forms should be a top priority and is the responsibility of every single person in the organization” (Blake, 2017).

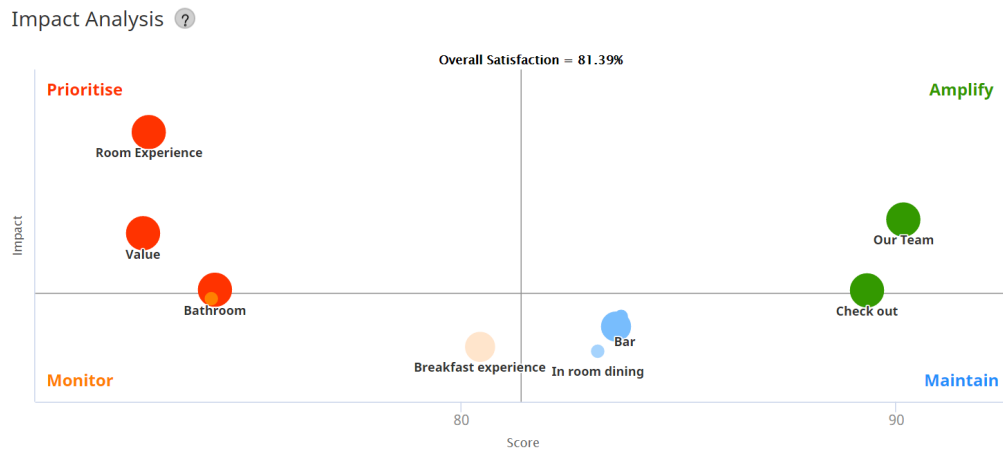
### ***Answer made with the experience acquire***

As Blake (2017) mentioned before, the effectiveness of the Customer experience would be focus on the overall experience. That is why, the Melia Hotels International group took the decision of gather all the information possible, from the last stay experience of any guest to get to know their performance.

It was through the compilation of these perceptions, and thanks to the Review Pro CRM tool, that the Melia Paris Vendome could get from the period chosen before (30<sup>th</sup> May- 30<sup>th</sup> October), the average of the overall score from all the clients that responded the questionnaire.

And by getting a total of 82,4 we must say that, from the goal establish for 2019 (81,39) the hotel customer experience was effective.

Figure 5.1 Impact Analysis



Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

Nevertheless, as the theory mentioned above, the general perception on the guest experience should be including a good perception of all the elements that make it possible. Thus, if we take a look into the chart 5.1 show at the top of the paragraph, we would see the results that every service of the hotel, has received according to the questionnaires made by the guests.

And throwing as a result that the Hotel Melia Paris Vendome should be focus on improving the experiences offered in the next areas:

- **Room Experience**
- **Value of the Brand**
- **Bathroom**
- **Breakfast experience**

### **How does experience marketing could improve Reward Programs?**

Back on the literature review section, we learn that loyalty programs are a very significant element of the marketing strategy, and that it has as the main target to create more profitability for the company. Then Garcia (2009) mentioned, that there are many academics that consider loyalty programs as a tool that can be used to identify more profitable customers, by keeping them loyal to the brand and also by accumulating their sales through incentives.

If well, loyalty programs would differentiate the regular customers from the common ones and at the same time it would create from the customer's perspective, the feeling of outstanding and recognition from the Brand.

Also if we take into account the theory established by Pine and Gilmore, in which they propose that a series of memories or emotions must be incorporated into the products, then the company would be able to create an unrepeatable experience for the customers that will allow the product or service to increase the value perceived by them.

This is why experiential marketing departs from the traditional vision and will focus on the customer experience and his emotions, which according to Andrés (2005) is related to what the client seeks: as respect, recognition and relevant communication. Achieving this through the path of experience that allows him to acquire what he intends, because for the author, the experiences are personal, relevant, memorable, sensory, emotional and then significant.

#### ***Answer made with the experience acquire***

As we mentioned before, other type of hospitality innovation services just as Airbnb has impacted the hotelier sector. Highlighting the fact that, when a traditional service is no longer full feeling the expectations and needs from the clients, it would encourage the creation of a void in this service sector and will allow the creation of direct competition.

That was the case why in 2008, the founders of the disruptive company mentioned before had the need to fulfill this empty space in the market. Then their services not only would offer the physical and traditional accommodation, but also decided to offer a “home of a kind” experience within their services. These new experiences would be reflected in a more local accommodation, in which every user would be able to live their stays as locals and forgetting about the normal tourist experience by adding new practices and living their trips among the normal activities, that surrounded the geographical area selected.

As part of my experience as GEX (guest experience) intern at the Hotel Melia Paris Vendome, and as mentioned before, I was in charge of getting to know the client’s needs, their expectations, opinions and recommendations at the end but also during their stays.

That is why thanks to the daily exposure to them, I had as a main responsibility to get to know internal comments that they were not able to share (or did not feel comfortable) through a website. The insides that customers give to the team at the Hotel were closer and confidential from their part. And thanks to the personal approach the MHI decided to encourage a new strategy, and then we were able to gather data to create personalized experiences and memorable events.

At the end of August of 2019 the Melia hotels from the Parisian Region started to implement at the same time, the new standards established for the GEX teams, and so, in the 2021 vision for the company, the heads of the brand decided to implement fresh and creative moments, to the special occasions on the Hotel.

These experiential experiences would be internally known as WOW moments, and were mainly created to share with the client a special and memorable event, in which from the beginning of their stays, they would be able to feel it. As an example of these new practices, we would share a WOW moment update to birthdays, due to according to previous standards the client would receive a discount coupon for their stay, a piece of cake and if it was possible, a bottle of wine. Then with the changes of the new standards, the GEX team should be alerted at the arrival of the guest to personally make the welcoming, create a birthday-personalized card, take the cake and wine on the room, but also would create a decoration on their room. It is important to mention that

all through the stay of the client, the entire team would be asking the guest about their needs and opinions.

As a positive result of the firsts WOW moments, the MHI Parisian Region decided to celebrate each month a general WOW moment among all the hotels, and soon we would be creating occasional teamed experiences to share with the clients. For example, during Halloween season the WOW moment created was all around the reception, the lobby area and even on the welcome cards and amenities.

All these experiential moments as we might see reflected on the chart above, where the responsible on the augmentation on the GSS overall score and even on the NPS (Net Promoter Score) figures. Showing that experience-marketing events were able to improve the already settled advantages of a loyalty program and even by increasing the customer experience.

## **CHAPTER 6**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1. Conclusions**

To conclude, I would like to mention that the realization of this work was the final subject from my professional and academic experience into the marketing and business and brand management, in Mexico and Paris; but also, at the Hotel Melia Paris Vendome as Guest Experience Intern. While I was able to see the positive aspects of this concepts regarding the customers satisfaction, but also to study the different results a company could obtain through the correct implementation of an experience marketing strategy in the hospitality market.

For this work we were able to analyze the different implementations of the marketing experiences and the evolutions of the same, according to the needs of the customers. Therefore, it is important to remember that Hotel industry was one of the companies that face the new market

operations with not so much importance and creating a gap between their customers and them. This work was able to demonstrate that a loyalty program is part of a customer-managing program, but it should be noted that a loyalty program does not essentially create the loyalty or an emotional bond with the company, since many times these programs are focused at the rational component of the mind.

The Melia Paris Vendome should incorporate a series of memories and emotions into their products and services to be able to create an unrepeatable experience for the customers that will allow their service to increase the value perceived by them. Also, they must take into account that experiential marketing does not only recollect a number of important strategic questions but most of the times will require of organizational changes. These changes should be reflected into the spirit of the entire organizational culture and should encourage the employees to express their self-honesty, creativity and the challenge to explore new strategies, by being originals and creative and connecting human resources where everyone assumes the mission and objective of delighting clients.

*What was hard about the topic?*

The hardest part of the topic was mainly focused on getting to know new and different concepts, terms and measurements used in the hotel industry due to I was completely unaware of the metric used on this market, and most of the general knowledge in the hospitality sector and general function of a Hotel. As well the hardest part of the investigation was the collecting and interpretation of the questionnaire results without having any help from the internship tutors, a cause of the COVID-19 crisis.

*What did I learn from the Topic?*

During the realization of this work I was learning at each part of the investigation, but the most important thing that I've learned about it was concerning the huge interaction that the all the elements mentioned above (experience marketing, customer satisfaction, brand loyalty, reward program, etc.), had together.

As it was settled above, nowadays you cannot be able to conceive a positive and successful customer experience, without getting to use experiential events. Which at the same time would create an unforgettable memory to your clients and would lead them to be loyal to the brand. So, the main learning I got from this perspective is that you cannot achieve one without the use of the other concepts.

*Why this research paper helps me for my future Professional career?*

Thanks to the realization of this investigation I figure it out that client service is the most important element in any business or company, since customers would always go to the place in which they feel committed.

Marketing should not only be used to analyze the market and gather information about the customers behavior, but also the companies should start to use the data they collect, in order to offer to their customers, a correct and upstanding experience.

Finally, we must understand that the data collection has to be studied and implemented into a marketing strategy, with the customer as the center point of the goal. Nowadays many business sectors started to create quality standards to offer the same experience to all their clients, thinking that these factors would create the satisfaction of the same. But the new market systems must be focus on the individually and dedication to each client.

The personalization, the exclusivity and the “one of a kind” product or experience, is now the disruptive idea.

## **6.2. Recommendations**

As we have seen before the experiential marketing experiences are mainly focused on the brand value creation to customer, through the generation of amusing and memorable experiences. Because these types of offers during and after consumption could encourage in the near future to

the client to choose a product or service based on an experience that he or she has been offered before.

As well, it is important to always remember how the academics established the importance of getting to know the weak spots of their products or services, in order to improve those fails and to generate a better perception to the consumer. Because every action made by the company, would contribute to how customer perceived the brand and consequently it would affect to the overall customer experience, which also be reflected on the answer of “How likely are you to recommend this hotel?”.

That is why, up next we would be listing on a chart some of the good practices and the opportunity areas that the Melia Vendome could be improving based on each service of the hotel but making an emphasis on the GEX department.

Table 6.1 What to do/ what to improve at MPV

<b>The good Practices</b>	<b>Opportunity Areas</b>
The Hotel has an excellent Bar service	The general conditions of the hotel
The standards of cleaning are motorized by the governness of the hotel	The quality on food and beverage products
The reception team has been always rated above of the establish rate	The implementation of amenities on the room
The geographical location of the hotel	The WIFI quality
The daily implementation of quality standards in all their departments	The A/C function

A concierge and bellboy service	The personalization on the WOW moments
The environmental standard “Melia for the Planet”	
The following of each VIP and loyalty reward customer	
The redemption points program	
The WOW moments	

Adapted from the Internal Report of MPV obtained through the program Review PRO (confidential)

When the new WOW moments started to be implemented on the guest stays as a routine, that had to be created one day per week at the Hotel, then the General Direction decided to modified the welcome treat suppliers, in order to reduce costs, and to create a general welcoming to all the Melia Rewards members, and established it as a new standard.

As explained before, the MHI had also a series of steps to follow when VIP (A-type) clients like a Politician, an Artist, Celebrity, Chair Mans of the company and other important guests arrive to the hotel. These characters are usually outside of the welcoming and goodbye common standards of GEX team, and they will receive a monitoring every day of their stays.

Nevertheless, the complaints started to be demonstrated, by the regular clients when they stop receiving the old welcoming treats, and the new charges on minibar facilities that were specially offered to their loyalty reward program members.

### 1<sup>st</sup> recommendation

When your regular members are used to receive a special treat, but also physical and economic advantages, the company must perform a pilot test or trial to see the acceptance of the new product or practice, and the impacts it might cause to the perception of their customers.

So, the Melia Paris Vendome and all the hotels of the Parisian Region should considerate the importance of the impact of previous welcome courtesies, and the preference from the customers to it.

### 2<sup>nd</sup> recommendation

The experiential moments should be created only on special occasions and big holydays. Since the General Administration started to demand for a WOW moment each week and additional to the guest individual WOW moment, it is important to remember that the experience should be personalized and not generalized to all customers to create a more intimate bonding. That is why, the weekly creation of a WOW moment should be planned and focused in a specific client, and there should be a previous knowledge of their preferences.

### 3<sup>rd</sup> Recommendation

As part of the departing detail for VIP (A-type) clients, the GEX experience new standards suggest changing the goods that every A-type guest should get at the end of their stays, and again the new WOW system implementation got stuck into a standardization of these clients. That was the reason that during the final month at the Company I personally suggest to the General Manager and Housing Manager the creation of a personalized depart present.

#### The VIP BOX

The VIP box was the idea of a business gift box that would include inside different types of treats. After the analysis on the profiles of the A type guest of the Hotel, I figured it out that most of them are businessmen and women, with a profile of international travelers and with a wide

purchasing power. So, normally each goodbye gift they received from the Hotel, it would end up by being shared with the reception team or even left at the room.

Subsequently to these experiences faced by the A-type VIP customers, I decided to create a business small gift box that contained from 4 to 10 characteristic souvenirs, foods, and Parisian products that they could share with their loved ones. In this Box, I would be in charge to collect the most exclusive treats from the Parisian region, and would add to the box a little histogram of each product contained on it. It is also important to mention that every selected item of the box should be the small and travel version, so the air companies would allow the gift box to be kept on any part of the luggage.

This way, each box would be personalized according of the occasion of their stay, but also would give the opportunity to change the elements contained on it, in case if the customer has already received a pervious gift box. Also, every box would include the history of each product and a personal addressed note to thank the preference of the client. That way, every stay at the Hotel Melia Paris Vendome should be reflected on the gift box as more than only a business trip, but also into a memory of their last stay in the “ City of the lights”.

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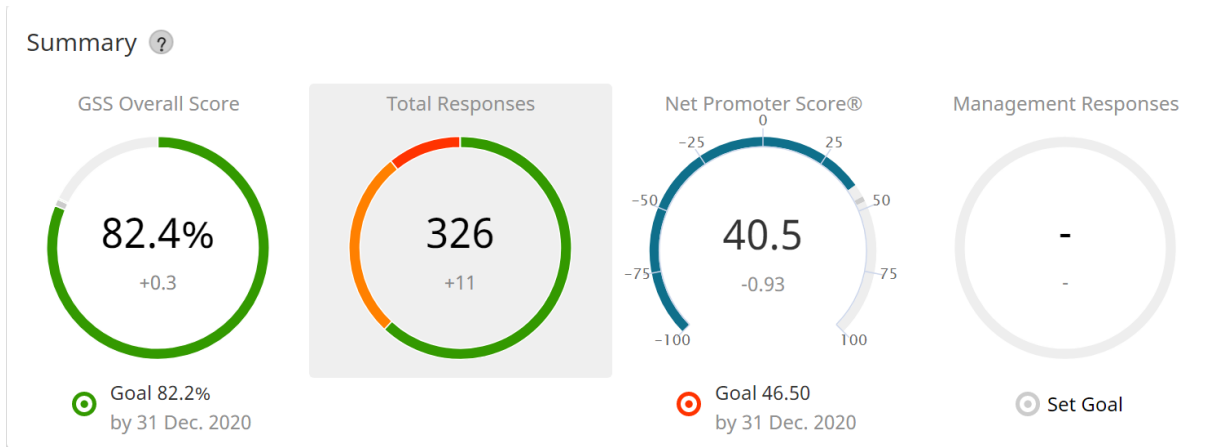
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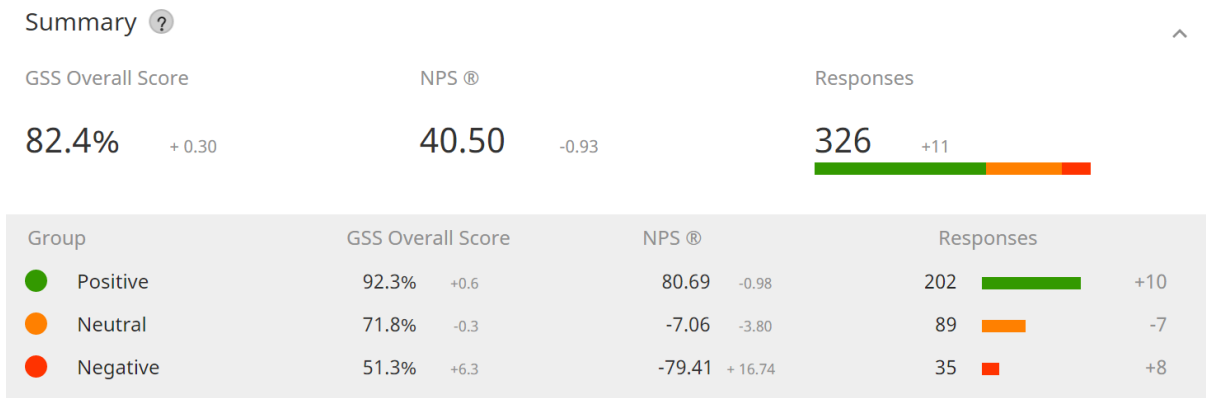
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## APPENDIX



Available at the Internal Report of MPV obtained through the program Review PRO (confidential)



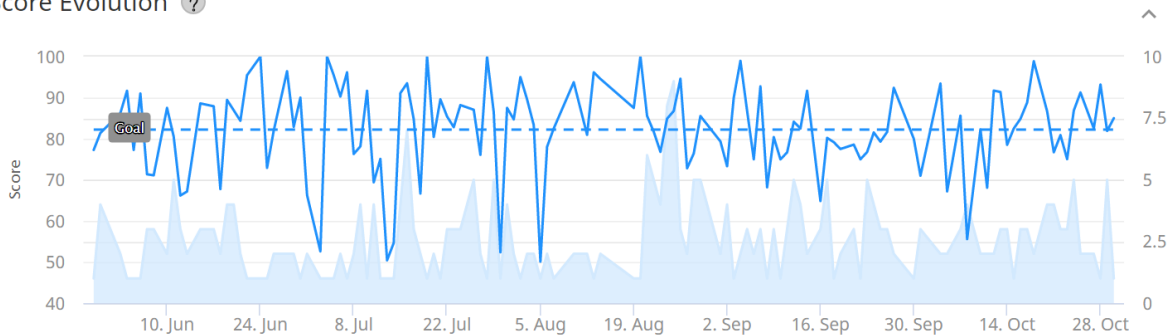
Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

### Departments ?

Departments	GSS Overall Score	Answers
Experience	83.1% +0.30	1,864 -1,203
Room	73.6% -3.10	652 -1,086
Front Desk	89.5% +1.60	648 +19
Check-in	89.6% +1.40	325 +10
Check-out	89.3% +1.70	323 +9

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

Score Evolution ?



Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

**M Vendome**

Departments	Score	Goal	Answers	Mentions
<input checked="" type="checkbox"/> GSS Overall Score	82.4% +0.3	82.2%	3,563 -3,499	72.68% 27.32%-2.22
<input type="checkbox"/> Room	73.6% -3.1		652 -1,086	50.0% 50.0% +5.93
<input type="checkbox"/> Front Desk	89.5% +1.6		648 +19	79.17% 20.83%+4.17
<input type="checkbox"/> Our Hotel	77.1% -0.3		647 -603	
<input type="checkbox"/> Food & Beverage	82.6% -2.8		560 -619	83.18% 16.82%-2.10
<input type="checkbox"/> Bathroom	74.3% -1.6		326 -302	50.0% 50.0% +5.93
<input type="checkbox"/> Our team	90.2% +3.4		325 -1,231	88.89% 11.11%-4.86
<input type="checkbox"/> Pre-Arrival	90.4% +0.8		323 +10	
<input type="checkbox"/> Value for Money	72.7% +0.4		321 +9	38.46% 61.54%+9.87
<input type="checkbox"/> Facilities & Services	83.7% +2.9		278 +1	88.89% 11.11%-4.86
<input type="checkbox"/> Loyalty	74.3% +3.0		126 +9	
<input type="checkbox"/> Overall Meetings and Eve...	87.5% +12.5		4 +1	
<input type="checkbox"/> Experience	83.1% +0.3		1,864 -1,203	

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

Results obtained on each question from the questionnaire

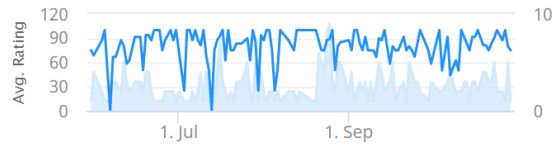
Résumé ?

GSS Overall Score	Net Promoter Score®	Réponses
82.4% +0.3	+40.50 -0.93	326 +11

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

### Overall Hotel Experience

Average Rating **81.39%** +1.76  
 Responses **326** +11

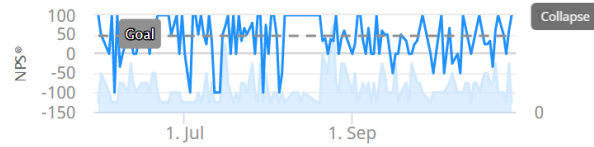


Rating	Responses	% of total responses
Very Satisfied	157 +4	48.16% <span style="color: green;">■</span> -0.41
Satisfied	125 +23	38.34% <span style="color: orange;">■</span> +5.96
Neither satisfied nor ...	22 -12	6.75% <span style="color: red;">■</span> -4.05
Dissatisfied	14 -3	4.29% <span style="color: red;">■</span> -1.10
Very dissatisfied	8 -1	2.45% <span style="color: red;">■</span> -0.40

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

### Recommend (NPS)

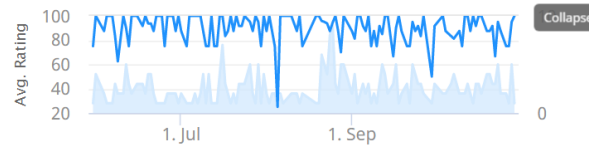
NPS® **+40.50** -0.93  
 Responses **321** +12



Group	Responses	% of total responses
<span style="color: green;">●</span> Promoters	176 -4	54.83% <span style="color: green;">■</span> -3.42
<span style="color: orange;">●</span> Passives	99 +22	30.84% <span style="color: orange;">■</span> +5.92
<span style="color: red;">●</span> Detractors	46 -6	14.33% <span style="color: red;">■</span> -2.50

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

Average Rating **90.40%** +0.78  
 Responses **323** +10



Rating	Responses	% of total responses
Very Satisfied	219 +13	67.80% <span style="color: green;">■</span> +1.99
Satisfied	88 -4	27.24% <span style="color: orange;">■</span> -2.15
Neither satisfied nor ...	12 +3	3.72% <span style="color: red;">■</span> +0.84
Dissatisfied	4 0	1.24% <span style="color: red;">■</span> -0.04

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

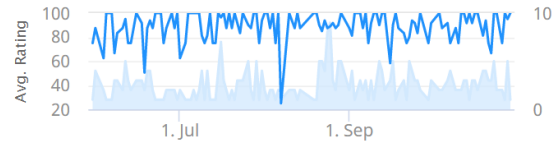
### Check-in Experience

Average Rating

**89.62%** +1.42

Responses

**325** +10



Rating	Responses	% of total responses
Very Satisfied	222 +14	68.31% <span style="color: green;">■</span> +2.28
Satisfied	82 +2	25.23% <span style="color: orange;">■</span> -0.17
Neither satisfied nor ...	11 -7	3.38% <span style="color: red;">■</span> -2.33
Dissatisfied	9 +6	2.77% <span style="color: red;">■</span> +1.82
Very dissatisfied	1 -5	0.31% <span style="color: red;">■</span> -1.60

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

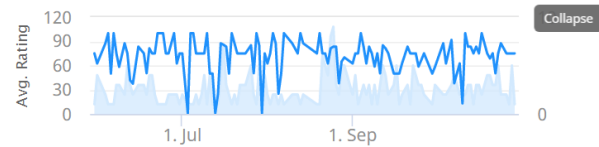
### Room Experience

Average Rating

**72.82%** +1.75

Responses

**326** +13



Rating	Responses	% of total responses
Very Satisfied	108 +15	33.13% <span style="color: green;">■</span> +3.42
Satisfied	132 -1	40.49% <span style="color: orange;">■</span> -2.0
Neither satisfied nor ...	48 -1	14.72% <span style="color: red;">■</span> -0.93
Dissatisfied	25 +5	7.67% <span style="color: red;">■</span> +1.28
Very dissatisfied	13 -5	3.99% <span style="color: red;">■</span> -1.76

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

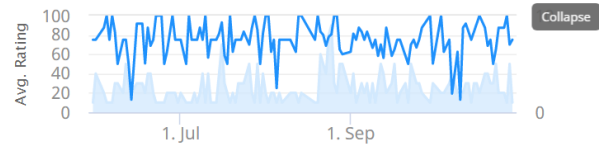
### Bathroom

Average Rating

**74.34%** +2.41

Responses

**326** +12



Rating	Responses	% of total responses
Very Satisfied	112 +16	34.36% <span style="color: green;">■</span> +3.78
Satisfied	137 +6	42.02% <span style="color: orange;">■</span> +0.30
Neither satisfied nor ...	42 -8	12.88% <span style="color: red;">■</span> -3.04
Dissatisfied	26 0	7.98% <span style="color: red;">■</span> -0.30
Very dissatisfied	9 -2	2.76% <span style="color: red;">■</span> -0.74

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

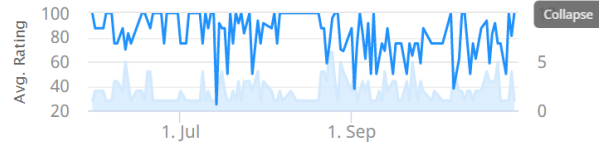
### Breakfast experience

Average Rating

80.43% 0.0

Responses

250 +250



Rating	Responses	% of total responses
Very Satisfied	126 +126	39.38% <span style="display: inline-block; width: 40px; height: 10px; background-color: green;"></span> +39.38
Satisfied	80 +80	25.0% <span style="display: inline-block; width: 30px; height: 10px; background-color: orange;"></span> +25.0
Neither satisfied nor ...	24 +24	7.50% <span style="display: inline-block; width: 10px; height: 10px; background-color: red;"></span> +7.50
Dissatisfied	12 +12	3.75% <span style="display: inline-block; width: 5px; height: 10px; background-color: red;"></span> +3.75
Very dissatisfied	8 +8	2.50% <span style="display: inline-block; width: 5px; height: 10px; background-color: red;"></span> +2.50
N/A	70 +70	21.88% <span style="display: inline-block; width: 20px; height: 10px; background-color: gray;"></span> +21.88

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

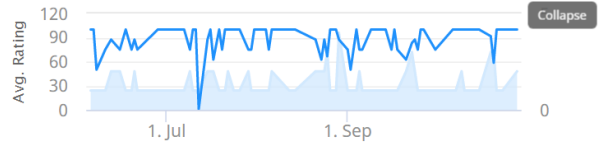
### Restaurant

Average Rating

86.05% 0.0

Responses

102 +102



Rating	Responses	% of total responses
Very Satisfied	61 +61	55.45% <span style="display: inline-block; width: 55px; height: 10px; background-color: green;"></span> +55.45
Satisfied	30 +30	27.27% <span style="display: inline-block; width: 30px; height: 10px; background-color: orange;"></span> +27.27
Neither satisfied nor ...	8 +8	7.27% <span style="display: inline-block; width: 10px; height: 10px; background-color: red;"></span> +7.27
Dissatisfied	1 +1	0.91% <span style="display: inline-block; width: 5px; height: 10px; background-color: red;"></span> +0.91
Very dissatisfied	2 +2	1.82% <span style="display: inline-block; width: 5px; height: 10px; background-color: red;"></span> +1.82
N/A	8 +8	7.27% <span style="display: inline-block; width: 10px; height: 10px; background-color: gray;"></span> +7.27

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

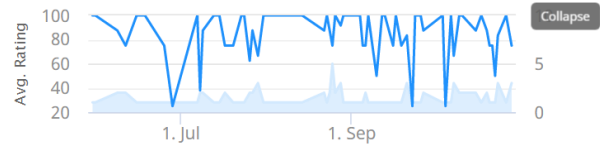
Bar

Average Rating

83.77% 0.0

Responses

97 +97



Rating	Responses	% of total responses
Very Satisfied	55 +55	53.40% <span style="color: green;">■</span> +53.40
Satisfied	28 +28	27.18% <span style="color: orange;">■</span> +27.18
Neither satisfied nor ...	8 +8	7.77% <span style="color: red;">■</span> +7.77
Dissatisfied	5 +5	4.85% <span style="color: red;">■</span> +4.85
Very dissatisfied	1 +1	0.97% <span style="color: red;">■</span> +0.97
N/A	6 +6	5.83% <span style="color: gray;">■</span> +5.83

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

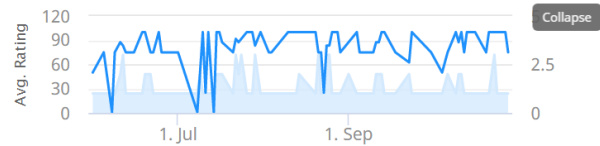
In room dining

Average Rating

83.14% +0.35

Responses

111 -8

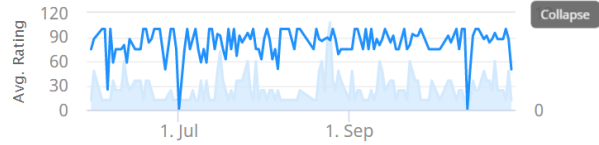


Rating	Responses	% of total responses
Very Satisfied	55 0	17.80% <span style="color: green;">■</span> -0.60
Satisfied	46 -6	14.89% <span style="color: orange;">■</span> -2.50
Neither satisfied nor ...	4 -4	1.29% <span style="color: red;">■</span> -1.38
Dissatisfied	3 +1	0.97% <span style="color: red;">■</span> +0.30
Very dissatisfied	3 +1	0.97% <span style="color: red;">■</span> +0.30
N/A	198 +18	64.08% <span style="color: gray;">■</span> +3.88

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

Internet/Wifi service

Average Rating **83.65%** +2.87  
 Responses **278** +1



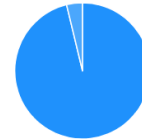
Rating	Responses	% of total responses
Very Satisfied	145 +11	45.89% <span style="display:inline-block; width:45px; height:10px; background-color: #4CAF50;"></span> +2.10
Satisfied	107 +12	33.86% <span style="display:inline-block; width:45px; height:10px; background-color: #FF9800;"></span> +2.82
Neither satisfied nor ...	9 -20	2.85% <span style="display:inline-block; width:45px; height:10px; background-color: #F44336;"></span> -6.63
Dissatisfied	11 -5	3.48% <span style="display:inline-block; width:45px; height:10px; background-color: #F44336;"></span> -1.75
Very dissatisfied	6 +3	1.90% <span style="display:inline-block; width:45px; height:10px; background-color: #F44336;"></span> +0.92
N/A	38 +9	12.03% <span style="display:inline-block; width:45px; height:10px; background-color: #9E9E9E;"></span> +2.55

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

Conference/meeting

Largest group **96.21%** +96.21  
 Responses **305 / 317** +305  
 No

● No **96.21%**  
 ● Yes **3.79%**

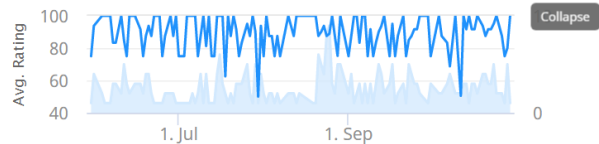


Answer	Responses	% of total responses
No	305 +305	96.21% <span style="display:inline-block; width:45px; height:10px; background-color: #2196F3;"></span> +96.21
Yes	12 +12	3.79% <span style="display:inline-block; width:45px; height:10px; background-color: #2196F3;"></span> +3.79

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

Check out

Average Rating **89.33%** +1.74  
 Responses **323** +9



Rating	Responses	% of total responses
Very Satisfied	207 +16	64.09% <span style="display:inline-block; width:45px; height:10px; background-color: #4CAF50;"></span> +3.26
Satisfied	100 +1	30.96% <span style="display:inline-block; width:45px; height:10px; background-color: #FF9800;"></span> -0.57
Neither satisfied nor ...	12 -6	3.72% <span style="display:inline-block; width:45px; height:10px; background-color: #F44336;"></span> -2.02
Dissatisfied	2 -1	0.62% <span style="display:inline-block; width:45px; height:10px; background-color: #F44336;"></span> -0.34
Very dissatisfied	2 -1	0.62% <span style="display:inline-block; width:45px; height:10px; background-color: #F44336;"></span> -0.34

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

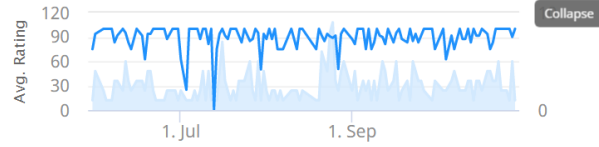
Our Team

Average Rating

90.16% +0.23

Responses

325 +10



Rating	Responses	% of total responses	
Very Satisfied	224 +3	68.92%	-1.24
Satisfied	81 +10	24.92%	+2.38
Neither satisfied nor ...	15 0	4.62%	-0.15
Dissatisfied	3 -3	0.92%	-0.98
Very dissatisfied	2 0	0.62%	-0.02

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

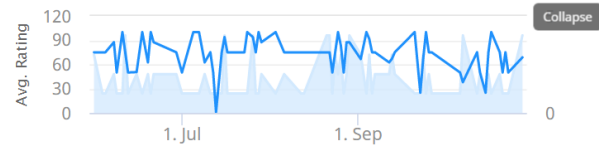
Satis. Reward

Average Rating

74.25% +3.05

Responses

126 +9



Rating	Responses	% of total responses	
Very Satisfied	43 +5	34.13%	+1.65
Satisfied	53 +11	42.06%	+6.17
Neither satisfied nor ...	19 -5	15.08%	-5.43
Dissatisfied	5 -2	3.97%	-2.01
Very dissatisfied	6 0	4.76%	-0.37

Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

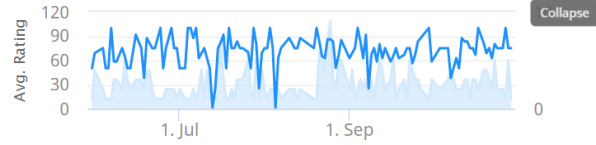
Value

Average Rating

72.69% +0.38

Responses

321 +9



Rating	Responses	% of total responses
Very Satisfied	95 <span style="color: green;">+1</span>	29.60% <span style="color: green;">█</span> -0.53
Satisfied	139 <span style="color: green;">+5</span>	43.30% <span style="color: orange;">█</span> +0.35
Neither satisfied nor ...	56 <span style="color: green;">+6</span>	17.45% <span style="color: red;">█</span> +1.42
Dissatisfied	24 <span style="color: green;">0</span>	7.48% <span style="color: red;">█</span> -0.22
Very dissatisfied	7 <span style="color: green;">-3</span>	2.18% <span style="color: red;">█</span> -1.02

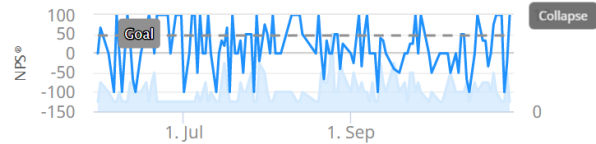
Available at the Internal Report of MPV obtained through the program Review PRO (confidential)  
Corporate Reputation

NPS®

+15.12 -11.20

Responses

258 -27



Group	Responses	% of total responses
<span style="color: green;">●</span> Promoters	106 <span style="color: green;">-16</span>	41.09% <span style="color: green;">█</span> -1.72
<span style="color: orange;">●</span> Passives	85 <span style="color: green;">-31</span>	32.95% <span style="color: orange;">█</span> -7.76
<span style="color: red;">●</span> Detractors	67 <span style="color: green;">+20</span>	25.97% <span style="color: red;">█</span> +9.48

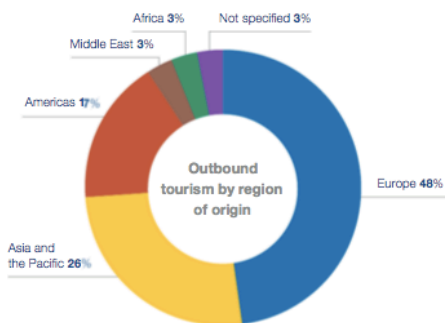
Available at the Internal Report of MPV obtained through the program Review PRO (confidential)

UNTWO graphic reports from 2018, 2019

## Outbound tourism

France, the Russian Federation and Australia showed the highest growth in spending

Europe accounts for almost 1 in 2 trips in the world



Outbound tourism by region of origin, 2018 (% share)  
Source: World Tourism Organization (UNWTO).  
Note: \* Calculated based on international arrivals generated.

4 of 5 tourists travel within their own region



China remains the world's largest spender, with one fifth of international tourism spending, followed by the United States



Top 10 countries by international tourism spending, 2018  
Source: World Tourism Organization (UNWTO).

### DID YOU KNOW?

Around 10% of China's 1.4 billion inhabitants travel internationally. By 2027, the number of passport holders is expected to reach 300 million or 20% of the Chinese population.

Source: UNWTO/GTEPC Asia Tourism Trends, 2018 Edition; China Outbound Tourism Research Institute, 2018; World Tourism Organization (UNWTO).

World Economic Forum, 2019, The Travel & Tourism Competitiveness Report 2019 Travel and Tourism at a Tipping Point. Available at: <http://www3.weforum.org>

## The Middle East

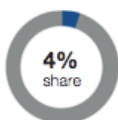
Results reflect continued rebound in some destinations

International tourist arrivals 2018



60 million

+5%

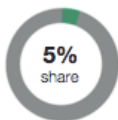


International tourism receipts 2018



USD 73 billion

+4%



### Middle East

+5% tourist arrivals  
+4% tourism receipts



- Tourism is a major pillar in some destinations, while some oil-based economies are opening up for strong tourism development.
- Egypt continued to enjoy solid rebound with double-digit growth in arrivals and receipts, thanks to an increase in visitors from Germany, Italy and other European source markets. Jordan and Lebanon also performed well in 2018.
- Results in Saudi Arabia, the largest destination in the region, were comparatively slower, as well as in the United Arab Emirates (Dubai), host of the 2020 Expo Dubai.
- Qatar started to recover in the second half of the year from the diplomatic crisis thanks to visa facilitation, investments and marketing in a number of source markets. Qatar has become the most visa open country in the Middle East.

UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

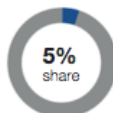
# Africa

## Robust performance in North Africa

International tourist arrivals 2018

 **67 million**

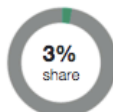
**+7%**



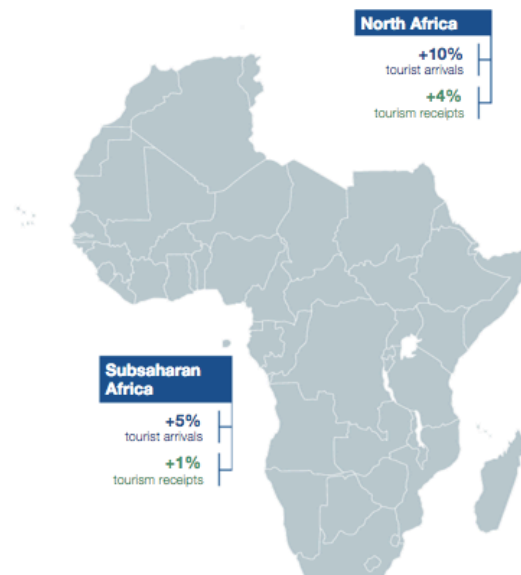
International tourism receipts 2018

 **USD 38 billion**

**+2%**



- Growth was led by **North Africa**, as Tunisia continued to consolidate recovery thanks to the lifting of negative travel advice and an increase in visitor flows from European source markets. Morocco, the subregion's largest destination, grew at a robust rate.
- In **Subsaharan Africa**, island destinations Reunion, Cabo Verde, Comoros, Mauritius and Seychelles posted robust growth. Kenya recorded positive results, thanks to improved security and more air connectivity, as well as Togo, Uganda, Côte d'Ivoire and Zimbabwe. The subregion's most visited destination South Africa reported moderate growth, partly due to a strong currency and a drought crisis in Cape Town in 2018.



UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

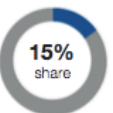
# The Americas

## Mixed results across destinations

International tourist arrivals 2018

 **216 million**

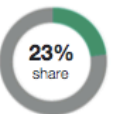
**+2%**



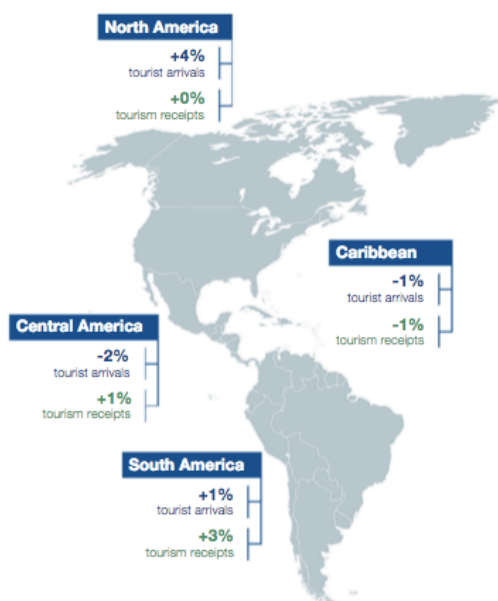
International tourism receipts 2018

 **USD 334 billion**

**+0%**



- **North America** (two-third of total arrivals in the region), led growth, with continued solid performance from Mexico and positive results from the United States.
- Following a strong 2017, **South America** posted mixed results with continued strong results in Colombia, Ecuador and Peru, while a decline from major outbound market Argentina affected some neighbouring destinations. Conversely, a weaker Argentinean peso contributed to growth in Argentina.
- Results in **Central America** were rather slow due to weaker growth in arrivals from the region, despite an increase in overseas flows. Belize, El Salvador and Guatemala stood out with robust growth.
- The **Caribbean** continued to show mixed results - solid growth in some destinations such as the Dominican Republic and Jamaica, while some other were still struggling with the effects of the strong hurricanes of August and September 2017.



UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

# Asia and the Pacific

## Fastest-growing region in 2018

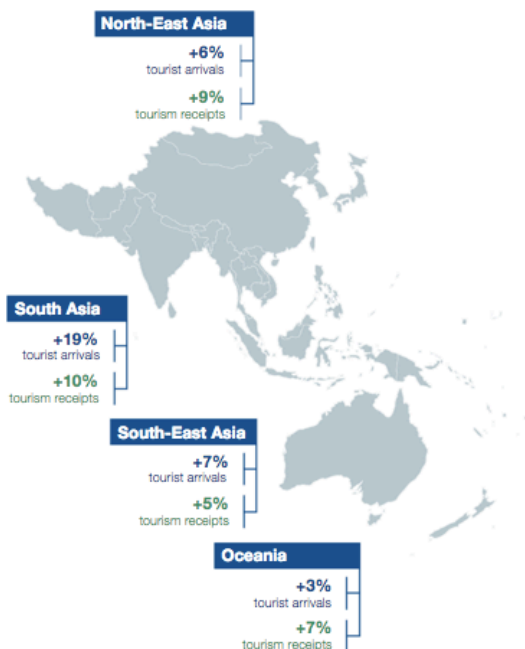
International tourist arrivals 2018



International tourism receipts 2018



- Growing purchasing power, increased air connectivity and enhanced visa facilitation continued to boost travel within and outside the region.
- Results were driven by **South Asia**, with double-digit growth in Iran, Nepal, Sri Lanka and the subregion's largest destination India.
- Growth in **North-East Asia**, the largest subregion in Asia, was solid overall. The Republic of Korea, which successfully hosted the 2018 Pyeongchang Winter Olympics, rebounded strongly and led results. Japan, which has become the third largest destination in Asia, surpassed the 30 million mark in arrivals and generated USD 7 billion more in revenue. Japan will host the Rugby World Cup 2019 and the Summer Olympics 2020. The Greater Bay Area saw the opening of the Hong-Kong-Zhuhai-Macao bridge, enhancing connectivity.
- In **South-East Asia**, most destinations posted strong growth, particularly Vietnam. Outbound from China and India fueled growth in many destinations in the subregion. Thailand, the subregion's largest destination, added almost 3 million more arrivals and USD 6 billion more in receipts.
- Growth in **Oceania** was driven by Australia, helped by a more favourable Australian dollar.



UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

# Europe

## Southern Mediterranean destinations led growth

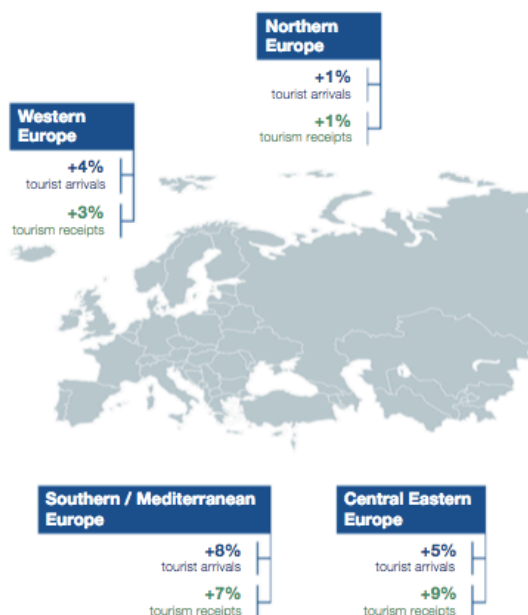
International tourist arrivals 2018



International tourism receipts 2018



- 2018 was the ninth year in a row of sustained growth in Europe, the world's most visited region.
- **Southern and Mediterranean Europe** led results, with most destinations enjoying double-digit growth. Among the larger destinations, Italy, Greece, Portugal and Croatia saw robust performance. Turkey continued its strong recovery, backed by a favourable exchange rate. After several years of remarkable growth in volume, Spain, the subregion's largest destination, showed solid growth in tourism earnings in 2018.
- Destinations in **Central and Eastern Europe** grew in line with the region's average. Visa facilitation led to an increase of Chinese tourists in some destinations. The Russian Federation hosted the 2018 FIFA World Cup and recorded double-digit increase in international tourism receipts.
- Positive performance in **Western Europe** was led by Belgium, which consolidated its rebound, and the Netherlands.
- **Northern Europe** recorded flat growth with mixed performance among destinations.



UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

# Top destinations

8 out of the 10 top destinations are featured in both rankings

The top 10 destinations receive 40% of worldwide arrivals



Top ten destinations by international tourist arrivals, 2018  
Source: World Tourism Organization (UNWTO)

The top 10 tourism earners account for almost 50% of total tourism receipts



Top 10 destinations by international tourism receipts, 2018  
Source: World Tourism Organization (UNWTO)

**DID YOU KNOW ?**

The country with the highest receipts per arrival is **Luxembourg** followed by **Australia** both earning about **USD 4,900** per international arrival

UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

# International tourism exports

Tourism grows faster than merchandise trade

- 2018 saw an extra USD 121 billion in export revenues from international tourism (travel and passenger transport) compared to 2017.
- Export earnings from international tourism are an important source of foreign revenues for many destinations in the world.
- Tourism is an important component of export diversification both for emerging and advanced economies, with a strong capacity to reduce trade deficits and to compensate for weaker export revenues from other goods and services.

Tourism generates USD 5 billion a day in exports



Source: World Tourism Organization (UNWTO) and World Trade Organization (WTO).  
Note: Export revenues from international tourism are composed of "travel" (receipts in destinations) and "passenger transport" receipts, both credit items in the Balance of Payments of countries.

Tourism is the world's third largest export category after chemicals and fuels, and ahead of automotive products and food (2017)



Export earnings by product category, 2017 (USD billion)  
Source: World Tourism Organization (UNWTO) and World Trade Organization (WTO).  
Note: Ranking of export categories for 2018 will be available in late 2019.

For the seventh year in a row, total export revenues from international tourism grew faster than merchandise exports



Export revenues from international tourism and merchandise exports (% change)  
Source: World Tourism Organization (UNWTO) and World Trade Organization (WTO).

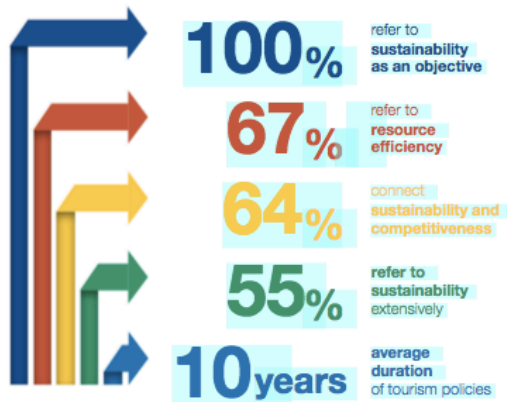
UNWTO, 2019, Internal Tourism Highlights. Retrieved at: <https://www.e-unwto.org>

# The Big Picture

## Societal changes

Sustainability and competitiveness go hand in hand as destinations and businesses can become more competitive through the efficient use of resources, the promotion of biodiversity conservation and actions to tackle climate change.

Sustainability, a key part of tourism policies in 101 UNWTO Member States surveyed



Source: UNWTO Baseline Report on the Integration of Sustainable Consumption and Production Patterns into Tourism Policies, 2019.

## Consumer travel trends

- **Travel 'to change'**  
Live like a local, quest for authenticity and transformation.
- **Travel 'to show'**  
'Instagramable' moments, experiences and destinations.
- **Pursuit of a healthy life**  
Walking, wellness and sports tourism.
- **Rise of the 'access' economy.**
- **Solo travel & multigenerational travel**  
as a result of aging population and single households.
- **Rising awareness on sustainability**  
zero plastic and climate change.

World Economic Forum, 2019, The Travel & Tourism Competitiveness Report 2019 Travel and Tourism at a Tipping Point. Available at: <http://www3.weforum.org>