

DIGITAL PERFORMANCE YTD SMART PLAN



SOFITEL HOTELS & RESORTS

Agenda

1. Situation Analysis

- Digital Lever Report
- Microsite
- Social Media
- E-Newsletters
- 2. SMART Plan

SITUATION ANALYSIS <u>1 JAN -</u> 30 JUN 2019



Digital Lever Report YTD 30 June



Direct WEB Lever Report

Gross Booking YTD

June 2019



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- Organic bookings and revenue are down YOY via both the Microsite and AH.com
- Paid Search is up by 19.1% in bookings YOY
- Email, Affiliate and Display showing positive growth
- Metasearch is down by 24.2% YOY

Summary For Selected Hotels

Lever	Bookings	vs. LY	Rooms	vs. LY	Revenue	vs. LY
Organic	6,958	(2.2%)	11,446	(0.8%)	2,708,848	(0.9%)
SEO	5,650	(1.4%)	9,191	1.0%	2,040,061	1.4%
Hotel Websites	825	(4.6%)	1,446	(6.8%)	442,664	(6.5%)
Google Maps	483	(7.5%)	809	(8.1%)	226,122	(9.3%)
Accorhotels.com.au	0	(100.0%)	0	(100.0%)	0	(100.0%)
Paid Search	1,322	19.1%	2,279	23.5%	558,652	18.4%
Email	689	(11.2%)	1,268	(17.1%)	303,197	(13.9%)
Email - AH.com	581	25.5%	1,043	14.2%	244,710	13.6%
Email - Le Club	108	(0.9%)	225	7.7%	58,487	10.1%
Email - Accor Plus	0	(100.0%)	0	(100.0%)	0	(100.0%)
Affiliate	194	18.3%	417	10.0%	119,491	(13.2%)
Metas	206	(24.5%)	338	(24.2%)	91,310	(27.2%)
Partners	163	(7.4%)	304	(14.1%)	45,007	(25.6%)
Display	24	300.0%	31	181.8%	7,499	213.4%
Others	22	100.0%	28	(9.7%)	6,621	2.2%
Grand Total	9,578	(0.6%)	16,111	(0.1%)	3,840,625	(1.3%)

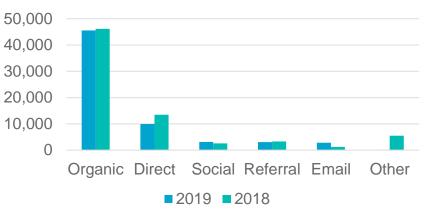
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Microsite Analysis

Users:

- Overall users on our website declined by 10% YOY
- Whilst we saw growth in traffic directed from our **Social channels** and **Emails, Direct** and **Other** Traffic declined significantly
- **Direct** traffic **cannot** be influenced directly only via an increase in brand recognition and a return or loyal clients/audience to our site – this channel shows an affect of having another similarly branded hotel in Sydney since late 2017 with a strong Media interest as well as less overall branding in the market
- We lost 7% in referral traffic, that I see is an opportunity to grow
- Additionally there is an opportunity to grow **organic traffic** to make up for the loss of other areas, especially targeting new, international audiences that have not come in touch with the brand



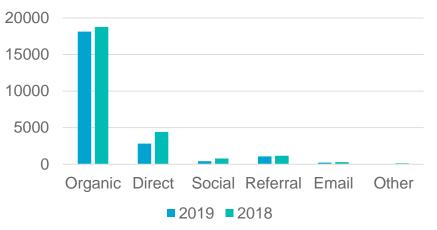
Website Users 1 Jan – 30 Jun

Microsite Analysis

Conversions:

- Overall conversions on our website declined by 11.82% YOY
- No growth was seen through any channels
- However Direct, Social and Email saw the largest decrease, even though the users from social and email grew YOY
- This could be affected by offers/products in place that are not relevant or attractive enough vs the competitors, even though they are interested in our brand content
- Or the diverse booking funnel makes it significantly more difficult to track where bookings have originally been generated from

Website conversions 1Jan - 30 Jun



Microsite Analysis

Type of Conversions:

- Majority of our conversions are rooms bookings being converted on AH.com referrals are down by **11.21% YOY**
- TablePlus bookings are down YOY by 41.20%
- Our subscribers were growing by 255% YOY
- Wedding enquiry forms have decreased by 30.95% YOY
- No data was collected for RFP's, Contact is forms and Social event enquiries in 2018

	2019	2018	Variance
Overall goal completions	22,557	25,580	-11.82%
Clicks to BE (AH.com referral)	17,161	19,327	-11.21%
Contact us forms	752	N/A	N/A
Conference RFP forms	188	N/A	N/A
Wedding Enquiries	29	42	-30.95%
Cub and have	204		2559/
Subscribers	284	80	255%
Social Event enquiries	27	N/A	N/A
Table Plus Bookings	2,508	4,265	-41.20%

Revenue:

- Overall revenue generated via the Hotel Microsite is down YOY by 14.3%
- Overall revenue generated for SSW via AH.com is down 1.1% YOY whilst number of room nights are up YOY by 4.45%

	2019	2018	Variance
Revenue generated Microsite	\$ 377,657.00	\$ 414,046.00	-14.30%
Room Nights generated Microsite	1,211	1,340	-1.50%
Revenue generated AH.com	\$ 1,898,200.00	\$ 1,891,903.00	-1.10%
Room Nights generated AH.com	8,717	8,666	4.45%

Microsite Conclusions and objective

Reviewing the different channels of our microsite, there are plenty of opportunities to grow. Key objective for the remainder of the year will be boosting organic traffic to our Microsite, increasing organic revenue generated via AH.com, drive referral traffic via our various longstanding and new sponsors and partners as well as third party websites, invest in new engaging product content and continue to drive quality PR which will affect our direct traffic.

Social Media - Analysis

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Overall performance

Jan 1 2018 - July 7 2018 vs. Jan 1 2019 - July 7 2019

Social Networks	Sessions 2018 2019		%	Conversions 2018 2019		%
Facebook	2,076	3,424	+64.93%	527	358	-32.07%
Instagram	224	126	-43.75%	73	41	-43-84%
Instagram Stories	547	26	-95.25%	208	5	-97.60%
Twitter	40	8	-80%	2	2	0%

Jan 1 2016 - Jul 7 2016 vs. Jan 1 2017 - July 7 2017

Social Networks	Sessions 2016 2017		%	Conversions 2016 2017		%
Facebook	302	2,997	+292.38%	36	502	1334.29%+
Instagram	148	42	-71.62%	4	71	1675%+
Instagram Stories	0	0	0	6	0	-100%
Twitter	15	32	+113.33%	0	3	300%+

- Whilst Facebook sessions show a significant growth of 65%, conversions are down YOY
- Instagram/Instastories and Twitter show a negative growth for both sessions and conversions
- Fewer Instastories on our page have shown direct negative results sessions
 and conversions

Social Media

Top Landing Pages								
	2016	2017	2018	2019				
1	Homepage	Beauty & the Beast Package	Archibald	Rosé Garden				
2	Afternoon tea	Valentine's Day in Sydne	Homepage	St George Open Air				
3	High Tea	Homepage	Vivid 3-course	Mum's Afternoon Tea				
4	Sydney Hotel Packages	Easter	Chocolate High Tea	Homepage				
5	Weddings	Dilmah	Soiree at the Wentworth	Vegan High Tea				

- Majority of the website traffic from social is contributed to sponsors or unique offers within NSW
- In 2016 the hotel's top landing pages were purely product focused
- In 2017 the Beauty in the Beast campaign was the top landing page with 1,845 sessions
- In 2018 top landing page was the Archibald Prize with 794 sessions
- In 2019, the 3 top landing pages are all pages with key partners: Veuve Clicquot, St.George Open Air and Mother's Day with Kailis.
- Partnerships and creating unique collaborative experiences are a key driver in generating Social sessions and conversions on our site.

Social Media – Content Analysis vs competitors

HOTEL	Sofitel Da	fing Harbour	Sofitel Sydne	y Wentworth	Shangri-La	Sydney	Intercontin	ental Sydney	Four Sea	son Sydney	The Langhar	n Sydney
CONTENT	0								H			
COPYWRITE	With our bath mensu you can unwind in 5 surique v ays. Merci @jennylesipe for this sentic pictural	A daytostayin	Contrass your change to even one of 26 double parents to a fairy tide High Tea 5 mode experience! Simply report the comparison which (B dromysuur Beautyandhelleast changes) (SafardStynety and HK), Oddake and malls may public following to your Andrew of the Safard to your Theory and the Safard to your Theory and the Safard TY Theory and the Safard public strategy of the Safard public strategy o	A tale as old as time Don't miss @ damayana's highy antiganee like-action adaptation all Beauty and the Beaut in cinemas today	Lorciour brunch? Tick Free Boving Bellow? Tok Spectacular verv? Chyse. Altude verkand brunch avrats your arrival. @: @ achtamochy	When the siev is spectacular, but you only have eyes for each other. If the source of the second sec	Here's to Sunday fuel and your room with a view1	@dashclak on a magical shoot %@rhwveddrgsariarage roy	We've got some very exciting news to share, thanks to you' Four Dearons thend Dates warries 45 on Conside Nam Travelet's Top Interfer in Amaziah Then Zealand'in the 2018 Peadent' Oncice An add	Moning views of Sydney Harbour and isonic landmarke, the is how you Winake(buth 5) Image via: @ball.b3	Thanist to you. The Langham. Sydney has been voted ¥7 on Ørspadsissi * Top 25 Horals fo Australia's in thes Tracelers' Choice Avardd	©taranilitea and Romeo ou Langhan Teddy, getting along vonderluby
LIKES	450 likes	417 Hoes	403Wes	543 likes	2291Wes	67114:es	409 likes	2,743 views	327 Mes	295 likes	430 likes	571likes
COMMENTS	29 comments	19 comments	17 commervs	41comments	77 commenta	17 comments	18 comments	3 comments	15 commenta	3 comments	19 comments	20 comments
KEY CONTENT ON FEED		athrub, Bed, Food with Room View) , Nanural Light, Colorful	Average engage Average interactions per p		Key selling point. Food & (Opera House & H Photo theme: Colorful & Brig View	larbour Bridge) ht (Mainly Food and Hotel	Tourist spots/ Events a	Food Shotz & Flatlayz, ound Sydney, Hotel Interior Jean, Simple, Bright	v	ra House, Food shots (with room iew) ight & Pastel colors	Key selling point: Food p Photo theme: Bright, V (Brand o	White 8 Pink Colors
TOTAL FOLLOWERS	8810	ollowers	15,148 /	stevels	26,300 to	lovers	11.100	followers	13,500	Hollowers	12,500 fol	Jowers

Hotel	# of Videos (2018-present)	Video Content	Video Quality	
Sofitel Darling Harbour 11		Room, F&B	Professional	
Shangri-La Sydney	19	Exterior, Room & F&B	Professional	
Intercontinental Sydney	25	F&B, Hotel (Interior, Promotions Brand Videos), Exterior	Amateur & Professional	
Four Seasons Sydney	Four Seasons Sydney 19		Professional	
The Langham Sydney	5	Hotel (Interior, Brand Promotions)	Professional	

Key learnings:

- Competitor hotels can rely on user generated content as a source of content to publish on feed due to luxury/modern offering
- The customers of competitors are digitally active
- Organic video content on Instagram is not a strong content piece
- Videos are also very powerful in ad campaigns and video ads are highly recommended across a lot of Facebook ad specialist sites like Sprout Social and Hootsuite.
- This is where investing in videos is key aligning what campaigns are video worthy.

Content challenges for SSW:

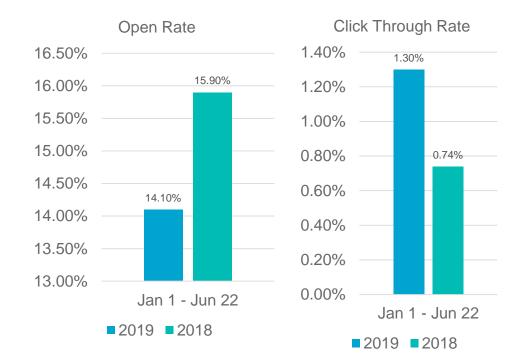
- Our customer base aren't of the same digital age and our product shows extreme difficulty with lighting and the natural aspect
- Due to difficult lighting and nuances of SSW imagery, more modern looking hotels are selected by young influencers matching their news feed
- The competitor hotels are also located in a key area in Sydney which allows for a continuous flow of content with similar backgrounds
- However, our key unique selling point for our feed would be our terrace. Our terrace also has it difficulties with its attractiveness as well due to the age

Social Media – Conclusion & Key objective

Having just cut ties with a long standing Social agencies, that did not drive the desired outcome, our key focus will be to drive engagement utilising our collective audiences. Technically we will be implementing trending influencer ad campaigns, video ad campaigns, retargeting and increasing our number of Instastories. Recommended will to invest in more quality as we cannot rely on quality user generated content emotive content the same way than our competitors. Additionally we will work with micro and nano influencers at a higher age category, that will be more beneficial for the hotel product.

*Micro-influencers often have higher engagement rates (5,000 – 25,000 follower base) and there follower base is interested in the influencers content. *Nano-influencers; these influencers can have as few as 1,000 followers, but their word is gold to their dedicated fans. We can research various Micro, Nano influencers who are influential in the age group which visits our site.

E-communication - Analysis



Open rate

The average open rate has decreased by 11.32% which could be a result of:

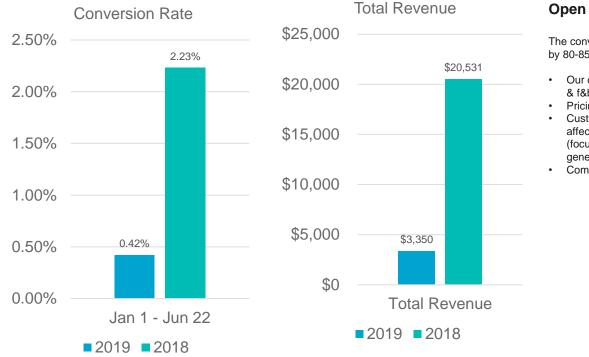
- Increased variation of subject lines in attempt to find an optimum subject line which our audience finds enticing.
- · Inconsistent update of Subscriber lists
- · More competition in the market

Click through rate

This metric has increased by 75.68% which could be due to the following factors:

- Increase focus on image structure/quality & on brand content copywriting
- Increase on enticing offers, more demographic focused offerings and trendy partnership activations

E-communication - Analysis

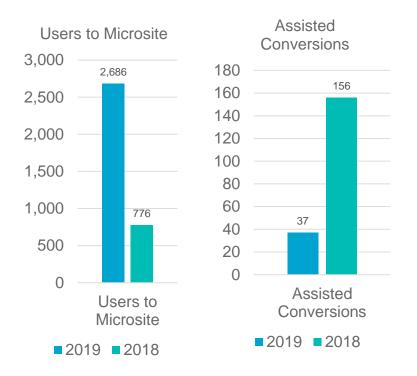


Open Rate/Room revenue generated

The conversion rate and total revenue has decreased by 80-85% potentially due to the following factors:

- Our offerings have not been segmented into leisure & f&b focused eDM's.
- Pricing structure
- Customer purchase funnel has changed which affects the way we measure our e-news success (focus on opening and click through vs revenue generation)
- Competitor offerings

E-communication - Analysis



Users to Microsite

This metric has increased by 246.13% which could be a result of:

- Providing links in Facebook posts
- Attractive offerings promoted on F&B
- Re-focus on copy to entice the audience to 'Discover more' or click through to landing page
- Increased promotion and mention of current activations for MICE, F&B and Leisure
- Increase send out of e-communication (11x YTD)

Assisted conversions

This metric has decreased by 75.33% which could be a result of:

Pricing structure

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- Audience purchase funnel has dramatically changed with users now having access to an increased number of 3rd party sites which offer discounted offerings.
- The purchase funnel has also changed where our user may not purchase on first touchpoint, the user may need to be re-marketed – up to 15x touch points is realistic in this market before a purchase is exchanged

E-communication – Conclusion & objective

Whilst we increased frequency, design and content on our YTD e-communication and click through rates and website referral traffic have increased, conversions and rooms revenue generated has decreased YOY. With competition in the market and a change in purchase funnels, it is becoming increasingly difficult to measure the results purely based on revenue and conversions. Our key targets for this segment will be to increase open rates/click through rates and continuously improving our website referral traffic.

Having said that SSW is far ahead in frequency of send in comparison to the Accor Network. We now have to be more focussed on optimising each send, more frequently updating our databases and actively using effective tools such as segmentation and re-targeting.

DIGITAL SMART PLAN

Digital Smart Plan

What	How	Affected Channel	Accountable	Objective/Target	Timeline
Influencer Marketing	Monthly collaboration with a micro or nano influencer,	Social Media		Create content and support goal to	
initiancer Marketing	drive one influencer stay per month	Sociariviedia	Trent/Nadine	increase website conversions	by 20 Aug
Social Advertising	Implement Influencer ad campaigns - bimonthly				by 20 Aug
	Implement video ad campaigns using newly launched				
	brand videos				by 20 Aug
		Social Media	Trent	Support the goal to increase	
	Implement retargeting ad campaigns to target			engagement by 30%	
	audience who has engaged with previous video content				by 1 Sept
	Improve quality and frequency of Instastories to 3x				
	times per week				by 15 Aug
3 month contract with SEO Agency support to	Month 1: Hypothesis generation, keyword and topic			SEO traffic growth in to 0% YoY (up	
boost SEO - organic	mapping, competitor research			from -17.13%) up to 8,520 SEO	
				users by August	
	Month 2 - 3: Optimise existing content & new content	SEO - Organic	Orange Line & Nadine/Trent		Launch on 29 Jul
	creation, link building & link generation, technical			7% of authority growth measured	
	audit, SEO Monitoring & reporting, fortnightly meetings			in a link increase from 592 to 633	
	& training				
	Apply monthly recommendations on content trends				
SEO agency to recommend content trends	into product development, blogs, copywriting and	Social/E-cards/Website	Agency/Nadine/Trent	Optimise reach of our blogs, Social	From 1 August - 30 Oct
	photography			posts and e-cards	
Partnership distribution via Dest NSW	Content campaign via Trade newsletters, Social media,	SEO - Referral			by 26 Jul
	international offices - monthly content schedule				
Partnership distribution via BE Sydney	Content campaign via BE Sydney e-news and Social media, monthly content schedule	SEO - Referral			by 26 Jul
	media, monthly content schedule	SEO - Keferral			-

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Digital Smart Plan – Cont.

What	How	Affected Channel	Accountable	Objective/Target	Timeline
PR Partnership content distribution	Implement following PR campaigns in alignment with existing & new partners: WestSide Story, Bell Shakespeare, Peugeout, Opera Australia, Sydney Opera House, St George Open Air Cinema, Archie Rose, Veuve Clicquot	SEO Direct	Nadine	Increase quality and frequency of media coverage, this will assist in brand recognition and direct traffic to our website	from Aug - Feb
Increase visibility on AH.com/SofiteI.com	Sofitel.com website news push	SEO - referral	Nadine	Promote a tactival offer and drive conversions	1-31 Aug
	AH monthly e-news inclusion	SEO - Email	Nadirie	Promote a tactival offer and drive conversions	10-Sep
E-communication uplift	Monitor different times of e-communication distribution and perfect the most effective time of deployment per audience		Increase open rates & conversions	29-Jul	
	Segment the eDM by location and age based on what content is within the eDM.	SEO - Email	Trent	Increase open rates and conversions	20-Aug
	Continuous updating of subscriber lists on a 3 month basis will mean our audience is fresh, for all segments			Increase open rates and conversions	now - ongoing
	Increase opt-in visibility on microsite to increase subscriber lists & gain new contacts via partnership competitions			Increase open rates and conversions	1-Aug
	Relaunch professional quarterly emotive Live the French Way content shoots with new brand approved photographer			Lift up brand content & showcase new product online, support the	first shoot in late Aug for spring/summer
	Invest in a new Live the French way product video post refurbishment				by 30 Oct
Optimize content production with high-quality, new brand aligned imagery & video	Invest in second product compliant photoshoot for lobby, library, C&E	Social/E-cards/Website	Nadine/Trent	goals to increase website traffic & conversions, Social Media	by 30 Oct
	Utilising new Life the French Way brand content			enegagement and e-card	by 29 Jul
	Ongoing internal product photography, training & new upgraded camera			conversions	monthly
	Increase user generated content in house via using hashtags and in house promotions				by 20 Aug

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SOFTITELS & RESORTS