

This is an automated transcript without any guarantee of accuracy

The Digital ROX program  
sorry I'm playing the wrong way is um  
a program that we're that we're leading with an IHG  
to support a web channel metrics  
um and we were one  
routinely conduct the practices required to design  
implement and manage our customers  
experienced in a discipline way  
and we are a I  
I would say a fairly mature UX organization  
but the discipline and routine here are sort of  
the key features of this program  
and when I just test things and just look at analytics  
right before we're about to change them  
we don't wanna wait till there's a problem  
and try to figure out how to solve it  
we wanna be looking for problems  
uh all along spotting opportunities for improvement and  
and making changes so  
there are three  
kind of key components that we had to build for this  
and so this is what I've been working on since April  
and so we needed to have a way to measure performance  
we needed some key practices  
so what are we gonna do as a Digital Rocks program  
to actually make sure we're routinely uh  
managing these websites and uh  
what kind of people  
and processes do we need to have in place  
to bring that uh  
to fruition  
um so in measurement  
we really wanted to be able to automate the mundane  
so that we as strategist  
and the strategy team is small  
it's two of us um  
we as strategies can focus on making strategy  
and not becoming slight catalyst experts  
or reporting experts  
so it's really important that we're able to  
to get to the insights quickly  
so we started by looking at what matters most at IHG  
and so  
we have some key web metrics that are really important  
so obviously channel revenue big to us  
loyalty contribution it's really important  
that we have people who have preference for us

and so our loyalty members and stay with us often  
anslery revenue that's that points and cash money  
that comes straight to us kind of stuff  
brand perception again we sell brands  
so that's really important  
and digital self service  
I think when Kirsten was talking about  
we want to contain people in the lowest cost  
channel possible we don't want to  
keep them from going to the call center  
but we don't want to send them there  
if they don't have to go um  
and of course because we're a hospitality company  
the digital guest experience is really important to us  
Jen mentioned her design Norstar  
ours is be a good host on the web  
and you know we're always trying to do this  
building great hotels that guests love  
so we're lucky  
in some regards  
to being a part of a hospitality company  
because deep inside  
they all understand that it's all about the experience  
and so when we get into some of these discussions  
it's like no but we have to have a good experience  
right and  
and typically we can bring people along with that  
we looked at our measurement universe and  
we I could show you my email inbox  
I probably should have had that as the slide here  
I get email to me every day  
so many reports and scorecards  
this is a company that just loves its data  
and I was so geeked when I  
when I first started about all of it  
and then immediately is like piling up over my head  
and I can't possibly look at it  
so we did evaluate  
kind of the current scorecards that we have now  
we looked at the kind of adhalc analysis that our  
our our great analytics team does for us um  
but you have to ask for those uniquely each time  
and every time they come out there  
a little bit different than the last one  
because they're ad hoc um  
and then voice of customer reports  
and our voice of customer program is really  
two main things it's Opinion Lab  
which is always on gathering really great comments and  
um and then it's I perceptions which is survey based um

asking customers  
kind of how they feel about their experience  
were they able to accomplish their goal  
how they feel about our brand versus our digital brand  
things like that um  
what we're doing now is um  
something that's a little it's pretty  
it's the pretty uh but it is not uh  
it's not as sophisticated  
it is really kind of  
a better look at some of our existing scorecards  
so we we made it look better um  
we did break it out by brand  
so  
one of the most important features is the Crown Plaza  
drop down and you can drop that down  
and change for the various different brands  
and then we could put some of this perception data  
that is currently in  
not in the same reports as the revenue metrics  
in the same place and so for us  
this is the great starting point  
and a really good win for us  
um and so what do we do with it  
so uh if you're if you're doing strategy you know  
you just you have a lot of stuff you look at it uh  
you figure out what's going on  
you put together kind of uh  
you know here's here's what the problem we thought is  
is it really that problem  
you you know  
you do your synthesis  
magic happens and you have a strategy um  
and for us  
we really wanna take our strategies when we can  
into AB testing  
we don't own the testing and optimization group  
so it's a lot of working with them to  
to encourage them  
to do the kind of testing that we want  
and then roll out those test winners  
through a process  
that we have called small enhancements  
which is a great thing to have for  
to get small things out quickly  
then what the scorecard really lets  
us do is figure out where to start  
so what what do we look at first  
we have all this data and we have all these brands  
what do we look at first

and so the scorecard really helps us uh  
look at how all of the websites are  
are performing  
and pick out where some of our key metrics are softest  
figure out where we can test them uh  
figure out what data we should actually go and collect  
from the rest of the organization  
cause not all of it is in the score card so that we we  
uh kind of give ourselves a head start in  
in in this process  
and so what this helped us do is  
you know  
come up with some optimization plans for membership  
enrollment form which is really important uh  
an optimization plan for login  
which we hear about through Opinion Lab Everyday  
AB test for booking conversion  
some strategy for some of our key and slurry revenue  
price and this is  
you know the strategy department has been at IG  
since about February when my team member joined  
so we've been able to do a lot quickly strategy for IG  
com and the list is growing daily  
and  
I think  
these are all mapped to some of our key metrics  
when you look at these things  
it's not it may be a scattershot as it might um  
might appear but it still feels to us like  
not what the Digital Rocks  
program should be doing cause I said  
aren't we supposed to be doing this  
in a routine and discipline way  
and this still feels a little bit like  
we're just going out and hunting for treasure  
so it's just a way to look at a Digital Rocks program  
and experience strategy in general  
is that  
it is not just about your team and what you want to do  
to optimize you really need to be working really well  
with other teams  
for me to be able to optimize something  
good stuff has to come out of development  
so so again this means a lot of meetings  
I go to a lot of process meetings now  
but I think in the long run will be in a better place  
and and UX Strategy will have an opportunity to um  
to have a seat at the table  
and kind of our overall process discussions