The Guide

July 2022

Travel leader spotlight

Peggy Fang Roe

Global Officer, Customer Experience, Loyalty and
New Ventures at Marriott International

Q1: What are the biggest issues travel companies are facing after the pandemic?

[00:00:00] Peggy: The biggest issue our industry is dealing with after the pandemic is really that demand is different.

[00:00:06] We used to be an industry that could rely on forecasts at a pretty accurate level at a hotel level, because you know, everything was relatively stable.

[00:00:16] During the pandemic with openings and closures across the world, we've had to change the way we think about forecasting, and modernize it.

[00:00:25] We had to rely on all kinds of external data to tell us what activity was actually happening in a country or a market: airline data, search data, even mobile data. Like consumer activity to figure out which markets we're going to open and close and try to get a better and more accurate forecast.

Q2: How does Marriot use data today to drive positive business outcomes?

[00:00:47] Peggy: The key to using data is about the outcomes.

[00:00:51] And we think about using data in two ways, one to inform customer interactions.

[00:00:57] That's both on the marketing side

[00:01:00] and delivering service.

[00:01:02] And then the other part of it is how we use data to inform hotels and franchise partners and owners about the performance of their hotels.

[00:01:11] And so as we set up our data structure, yes, we're aggregating all of the enterprise's data in one place but we're

trying to be thoughtful about what reports were you creating to drive what KPIs and what outcomes at the end of the day, for both, um, customer interaction, as well as hotels and owner reporting, to help them improve their business as well.

Q3: And how does Marriot use data to provide an improved customer experience?

[00:01:39] Peggy: Our work on data and personalization and informing interactions, it's about how do we start to collect that information? Get to know you better in a way that's personal and also driven by you. And how we deliver more personalized service when you arrive and during your stay.

[00:01:59] There's a balance between how much you can collect and what you can deliver on and what expectations you end up setting based on what you ask for.

[00:02:08] And if you ask for all these fields of data and you can't act on any of it, then it's no good. Right?

[00:02:14] And so we're trying to start simple with a few things that really help you feel like we know you

Q4: So, what's the secret to data success in travel?

[00:02:23] Peggy: you have to almost think backwards about what is the value you're trying to create, whether for yourself or for you or you and a partner, and then back into what data do you need to create that.

[00:02:36] We want to look in the journey and say, Where can we drive love or money? Make the customer experience better, get more share of wallet or drive more profit for our owners. And hopefully we can do all three, but if there's a moment of truth where we can capture one of those things as value, then that's an opportunity for us to create a use case to go test with data. **[00:03:00]**

„Full" interview, to be published in The Guide