

who has used one of these?







what do they have in common with:





Booking.com



category killers



are purely digital

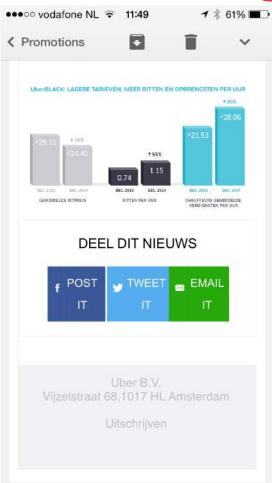


are not in the business



enough scale and target audience

UBER taking over

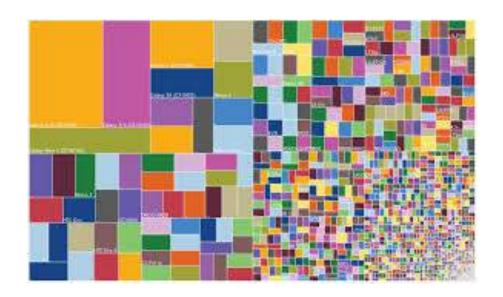


average ride price: down 16% average rides per hour: up 55% average earnings per hour: up 30%

Uber doing revenue management for taxi's

and sharing this with users!

our industry is fragmented (500.000+ properties)



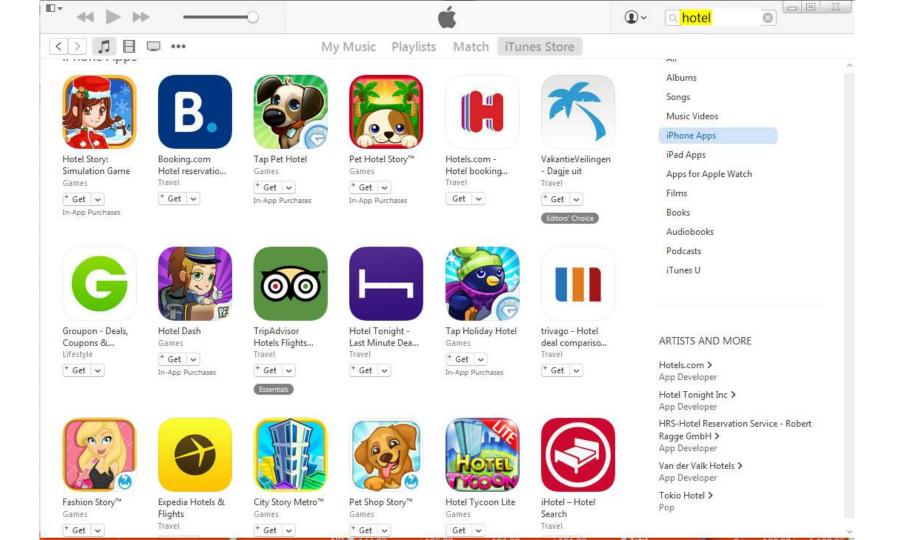
mass consolidation is awaiting

where is the guest going?

Choices of Online Travel Reservations by Age Group

	Millennial	Gen X	Baby Boomer	Mature
Online travel agency (e.g. Expedia, Travelocity, Orbitz):	64%	61%	53%	41%
Brand travel-service supplier (e.g. American Airlines, Hilton, Hertz):	41%	42%	50%	55%
Comparison-shopping site (e.g., Kayak or Dealbase):	39%	25%	23%	14%
Traditional travel-agent site:	7%	6%	6%	1%
Collective-buying website (e.g. LivingSocial):	7%	4%	6%	12%
American Express Travel Services online:	6%	5%	4%	5%
Private-sale/invitation-only deals site (e.g. Jetsetter, Vacationist):	6%	4%	3%	1%
Other:	6%	14%	22%	26%

source: Skift 2014



1. before simple world









2. then from single branded to multi branded

















9 brands

17 brands

8 brands

11 brands

3. now loyalty to booking brands

























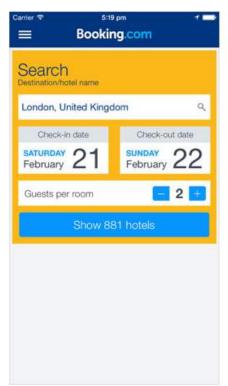


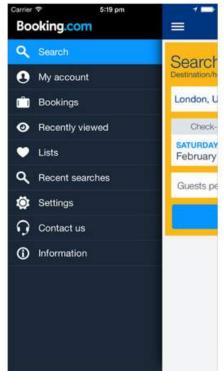




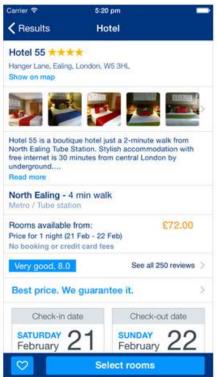


Booking.com - 4.5 out of 5 * - 21.2 M downloads



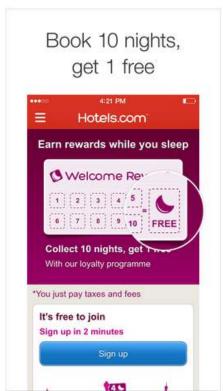


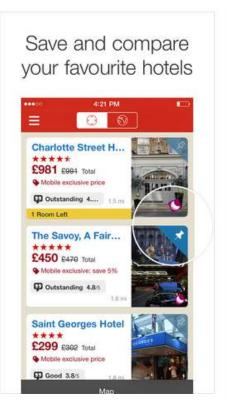




Hotels.com - 3.5 out of 5* - 15.9 M downloads



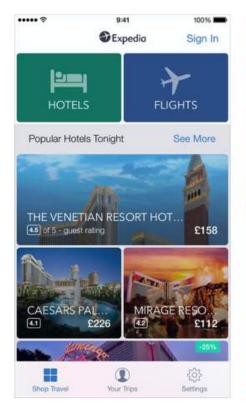




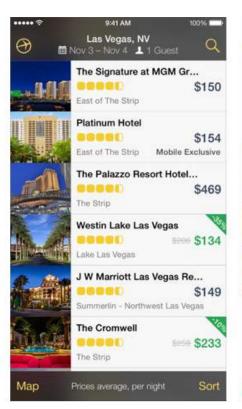
Larger photos

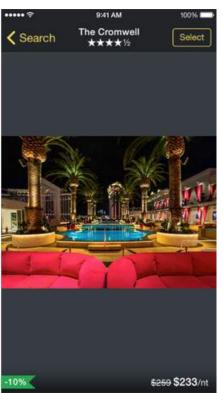


Expedia- 4 out 5 * -12.5 M downloads

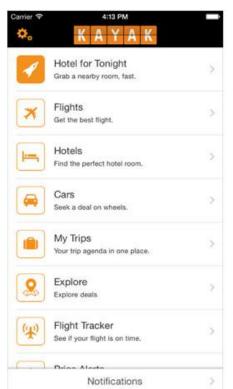




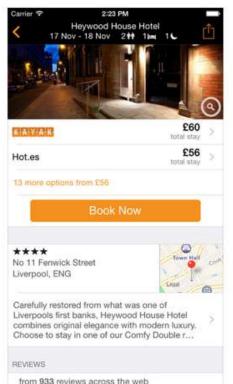


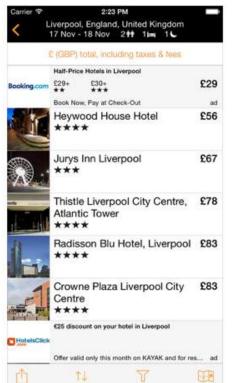


Kayak- 4.5 out of 5*- 8.4 M downloads









Tripadvisor- 4 out of 5 * - 114.9 M downloads







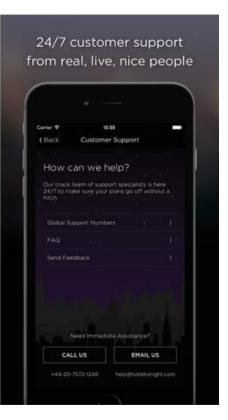


Hotel tonight- 4 out of 5 *- 4.3 M downloads







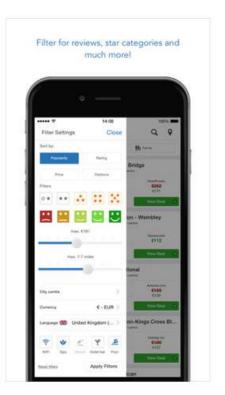


Trivago- 4 out of 5*- 2.2 M downloads

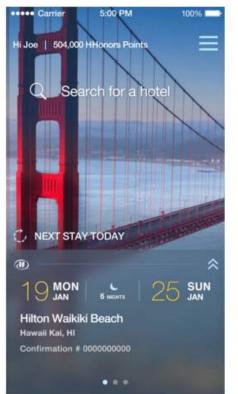


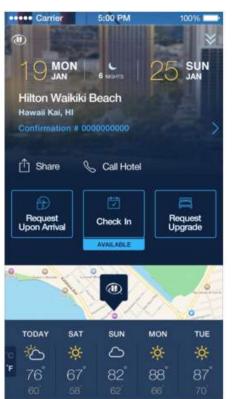






Hilton- 4 out 5*- 1.5 M downloads



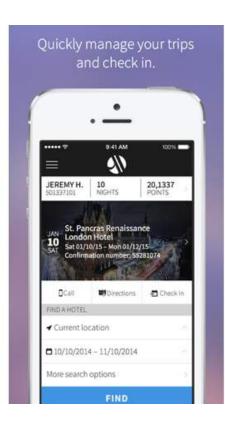




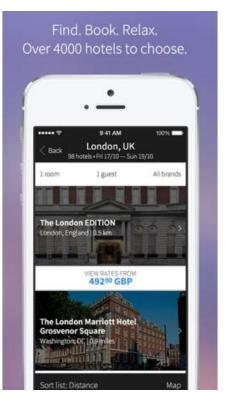


Marriott - 4 out of 5 * -1.5 M downloads

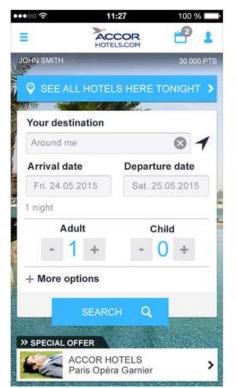




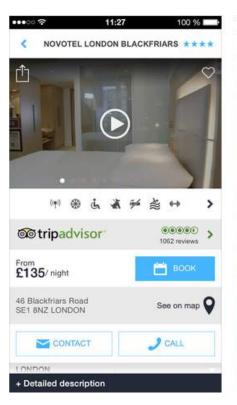




Accor- 4 out of 5 * - 1 M downloads



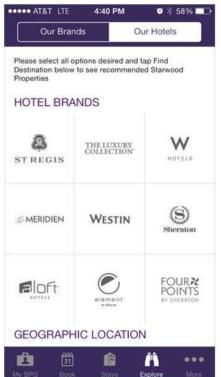






SPG Starwood Hotels and Resorts- 3.5 out 5 * - 650 K downloads









So what is the big deal?

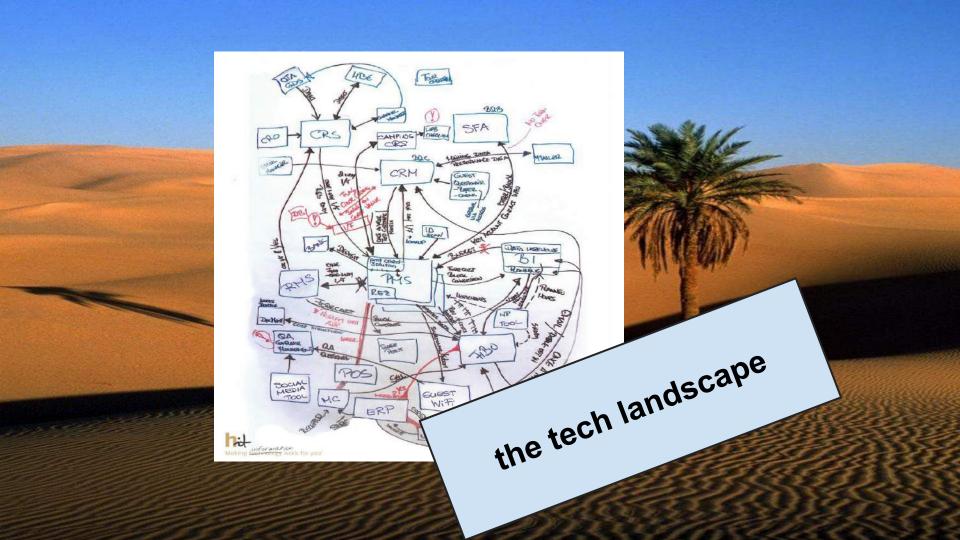








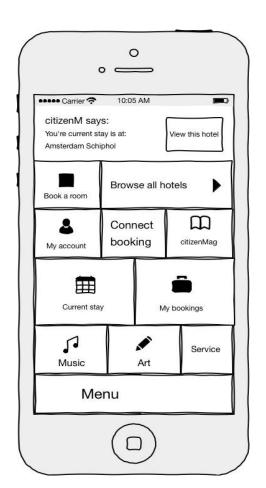




who decides?



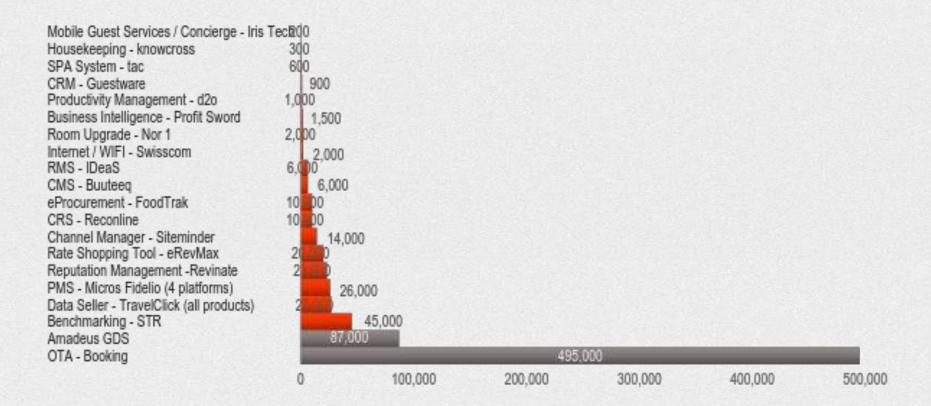
how to make this possible?







HOTEL TECHNOLOGY PLAYERS





this technology friction exists everywhere



demand management



service bus

thank you



Lennert de Jong

@citizenlennert

controversial, out of the box, non conformist, creative, numberfreak, amsterdam, hotels, suriname, Dutch!, aalsmeer, sailing, social networks

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- S citizenM.com
- (L) Joined March 2009