

Cairn Hotel Group	
Reputation Management	
Standard Operating Procedure	

Standard Operating Procedure – Reputation Management

Introduction - The Virtuous Cycle

It's important to consider why social media and online reviews should integrate into your operations. Guests will share their opinions during various phases of their stay – these will surface on social media channels like Facebook and Twitter or online review sites and OTAs - A well-executed reputation management plan allows you to use this user generated content to seriously transform your hotel. To fully harness the power of social media we need to monitor feedback and make continuous improvements to our service, operations and facilities based on what we learn from our guests.

Today, if any part of our offering is sub-par, guests have the power and motivation to quickly spread the news far and wide using social media and online review sites. So it's more important than ever to not only monitor social media, but to respond quickly to let our guests know that we are listening, and share the feedback internally to drive improvements to our hotel.

With continuous dedication, this new guest-controlled feedback loop will build upon itself into a virtuous cycle, resulting in increased bookings, guest satisfaction and market share. Here's how:



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Online Reviews

In order to proactively manage our reputation management across review sites, all Cairn Hotel Group properties will be using Revinate. Revinate helps to create a well-defined workflow structure that ensures our property-level managers understand their roles and responsibilities when it comes to managing online reviews. Here is how the process will work.

Revinate Access: All department heads as well as social media champions should have access to Revinate.

Revinate Usage: The primary Revinate user will be the General Manager or Sales Manager. However, every colleague with access to Revinate will review Revinate reports at least once a month.

Responsibilities & Duties

As primary user of Revinate, the General Manager or Sales Manager will:

- 1:** Log in to Revinate each morning to monitor reviews for the hotel, 7 days a week.
- 2:** Create tickets for reviews that require attention of department heads and additional clarifying details from department(s) for management responses (e.g. figure out what went wrong, what service recovery action was taken, etc.).
- 3:** Assign tickets to appropriate Revinate users – users must respond within 24 hours.
- 4:** Respond to reviews on behalf of the hotel if no additional details from departments are required.
- 5:** Use response templates created with the Sales Director to assist with responding process (responses will still be customized and pre-approved by Sales Director).
- 6:** Close tickets once feedback has been shared and management response has been posted on review site.
- 7:** Share sentiment, benchmark and competitors reports on a weekly basis .

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Process for Responding to Reviews

- Response templates pre-approved by Sales Director
- General Managers need to create log-ins for individual review sites to ensure we can respond to the sites that allow management responses:

Sites you can respond to + count in your Revinate GSS Index	Sites you CANNOT reply to
TripAdvisor	Priceline
Expedia	Orbitz
Hotels.com	Travel Post
Google	Yahoo
Travelocity	Booking.com
Yelp	

Daily, Weekly, Monthly and Quarter Reviews

- Daily:** During morning line-up any review that requires all departments' attention (can be negative...or positive!) will be shared.
- Weekly:** Revinate weekly report with all reviews of property, average ratings and how property is trending against competition will be reviewed during weekly Revenue/STR report meeting.
- Monthly:** All department heads and social media champions will review Revinate monthly report that includes sentiment analysis data, management response rates, etc.
- Quarterly:** GM and Sales Director will review Revinate sentiment and competitive reports with the revenue, operations and sales departments. Each department will make Revinate a key part of their property evaluation processes to support strategies, budget allocation and determine capital investments.

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Asking for Reviews Policy

If appropriate in your interaction with guests, you can discuss travel review sites and encourage them to post their experience and share it with others. In addition, friends and family bookings are an excellent opportunity to get good content posted – you’ve done a favor for someone, now let them return it! Department social media champions will be holding a training session quarterly to review protocols around this.

GET INSPIRED - Encouraging Guests to Share Their Experience!

Cairn Hotel Newcastle

As standard practice, within 24 hours of departure all guests who have stayed at the Cairn Hotel Newcastle are sent a personal email thanking them for choosing to stay at the hotel, asking how their stay was and incentivising them to share their experience through Trip Advisor.

It is the responsibility of the Front of House team to create a list of contact details for guests that stayed over the week, with any additional comments that help personalise the ‘Thank you’ email and assist in creating a positive response. E.g. “Guest enjoyed the continental breakfast” “Guest was impressed with service” “Room was upgraded free of charge” etc

The below table is completed progressively through the week and sent every Sunday to the Sales Manager:

Sample: Checked in Guests - Trip Advisor Template

Name	Email	Mobile	Booking Engine	Price & Room Type	Business / Leisure	Comments
John Smith	js@gmail.com	####	Booking Button	£50 - Small Double	Leisure	Had cocktails in Sohe
Sarah Lowe	sl@hotmail.com	###	Bookings.com	£60 – Exec Dble	Leisure	Visiting for a Wedding

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SAMPLE – Post Stay Email

Hi [Guest name],

We hope you enjoyed your stay at the Cairn Hotel Newcastle! *[any relevant info... eg happy birthdays, enjoyed the cocktails,]* We would be very grateful if you could spend a minute or two to leave a quick comment on [Trip Advisor](#) to let others know about the experience you had here.

If you wish to stay again, we would love to offer you 10% off our rates if you book online through our [website](#) with a discount code: TEN.

From myself, and the rest of the team, we hope to see you again soon!

Q3 2015 – SAMPLE Review Goals

- Receive more reviews than Comp Set Average (Use Review Frequency Report in Revinate to measure results).
- Improve average online review rating to 4.25 (currently 4.15).
- Improve average Bookings.com review rating to 9.4 (currently 8.8).
- Reach the Top 10 on TripAdvisor Popularity Index (current rank #16).
- Online Review Response Rates/Timing
 - Respond to 100% of negative reviews within 24 hours.
 - Respond to 50% of 3 Star Reviews within 2 days.
 - Respond to 25% of positive reviews within 2 days.