Quality Management in mountain hospitality in the french Alps

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Some words & figures about mountain tourism in France’?

⇒ France means 100 years of mountain development experiences and know-how
⇒ Around 300 various mountain resorts in 6 different massifs with 35 international ski destination
⇒ Global leader for winter tourist destination with 51 million skier days

  and 100 million of overnights per year

⇒ 1 billion € of gross product for a global revenue of 10 billion € in mountain resorts
⇒ More than 350 companies in charge of the mountain tourism development
⇒ 130 000 direct jobs

That’s why Cluster Montagne had been created.
55 major ski resorts including Val Thorens, Courchevel, Tignes & Val d’Isère, Méribel, Les Arcs & La Plagne, Chamonix, Megève...

A total of 800,000 beds
GROUPE MONTAGNETTES
Résidences, Chalets & Hôtels

10 Establishments
2,200 beds
3 collections
15 M€ turnover

5 major ski destinations
Val Thorens
Les Menuires
Courchevel
La Plagne
Tignes

Additional business
3 conceptual Restaurants
& 2 ski shops

Some metrics
✓ 30,000 guests
✓ 200,000 nights
✓ 77% to 92% occupancy rate

40 yearly employees
130 employees during the winter season
What is quality management in the French mountain hospitality industry?
Offering the best ski areas and big ski resorts, ski in – ski out?

We offer a wide range of ski destinations from tiny villages to international ski destination at the top of Europe.
Offering a wide range of establishments from 0 to 5 stars?
With a cosy & personalized atmosphere?
With services and facilities?
Is it proposing a wide range of activities?

Ski, Spa, snow-shoeing, dog sledge, ice driving, ice diving, country skiing, bobsleigh, snake gliss...
Is quality offering new & high standard services?

Restaurant, spa, ski shop, reception, web sites, personal information...
Quality is probably a part of all those things, but is the truth out there?
May Quality be the result of matching with the guest’s requested experience?

& Offer UX design of Ski holidays?
What is a good ski holiday Xperience?

Destination’s Offer
- Relationship & Advise?
- A range of activities?
- A special Atmosphere?

Guest’s Expectation
- A style of Holidays?
- A Standard & a budget?
- Convenience?
Is Experience a style of Holiday?

**Style 1: Friends**

**Expectation:** Groups of boys or girls, friends sharing time regularly.

**Solution:**
- A common accommodation solution: chalet style
- Activities to share
- ...happy hours 😊

**Style 2: Family**

**Expectation:** Parents, grand-parents, brothers and sisters, kids & teens sharing time together as a tribu or a small family cell.

**Solution:**
- A common accommodation solution or in the same place: apartment, chalet or « apart-hotel »
- Family and kids oriented labels & facilities (ski schools, kinder garden...)

**Style 3: Couple**

**Expectation:** Cocooning & searching a cosy nest.

**Solution:**
- Cosy and large rooms with a personalized atmosphere
- Spa and wellness area
- Thematic restaurants
Is an expected standard, part of the experience? Matching with a budget and a quality/price relationship?

**Standard 1**: Economic
- **Expectation**: Seeking the best relationship between Price and Quality in both accommodation solution & services
- **Solution**:
  - Basic equipment in accommodation or smaller mountain destination
  - Lower price per person
  - Less services proposed

**Standard 2**: Quality & Equipment
- **Expectation**: Searching a nice atmosphere, high level of equipment and a minimum level of services
- **Solution**:
  - High level of quality in accommodation solution
  - More equipment: swimming pool, restaurant, ski shop
  - More activities or facilities in the resort
  - A special atmosphere

**Standard 3**: Services +
- **Expectation**:
  - Really seeking for « à la carte » services
  - Expecting advices and conciergerie service
  - High level of expectation
- **Solution**: Having a wide choice in services and a large convenience in organisation e.g.: bread delivery, conciergerie service, transfer services
Is the chosen destination part of the experience and quality? How to improve it?

Atmosphere

Promises: France is offering different types of ski resorts
- Traditional villages
- Middle altitude ski resorts
- High altitude resorts with clubbing

Solution: Work on destination marketing
- Mastering the town planning to improve the organisation
- Improve the ambiance by understressing strong points

Activities

Promises:
- Ski areas
- Activities panel

Solution: Developing new activities: zip line, sledge slopes, wellness center...
- Improving ski areas’ quality

Services

Promises:
- Information
- Access
- Family services
- Shop or bar/restaurant offer

Solution: Improving what is existing: transfers, inside, transportation, access to information
- Developing what does not exist by creating new concept.
How convenience can improve experience and quality, Answering to a very high level of expectation.

Digital tools

**Promises**
- Get the information quickly
- don’t loose time
- Give the choice

**Solution**
- A good WIFI network!
- Website or app adapted to each use, for booking, preparing the stay, during the stay and while leaving
- Giving the right information at the right time.

Easy access to services

**Promises**
- Booking everything altogether?
- New kind of desk?
- Or no more desk?

**Solution**
- UX design on website
- UX design on desk

Personalized Advices

**Promises**
- Dedicated information
- Targeted services
- New offers and concepts
- Personal and human relationships

**Solution**
- Data management
- Marketing automation
- Anticipation
- training
As a conclusion

- Remember that the customers’ reviews will sooner or later replace the establishment classification and thus explain a new evaluation of quality: their very personal one!

- The last booking.com’s study was explaining how the decoration of a holiday accommodation could influence our guests’ own home decoration. On the contrary, don’t forget in your UX holiday experience design all the details our guests want to see from their daily life in their holiday time: comfort, convenience, immediacy.
Thank you!