# SOKOS HOTELS

Case study: Reservations system redesign, information architecture & design system (2022 - 2023)

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Sokos Hotels (est. 1974) is a Finnish hotel chain with 45 premises across Finland and 1 in Estonia. **Finland's largest cooperative S-Group (SOK)** owns the chain in partnership with **Radisson SAS**.

Sokos Hotels represents 4 hotel brands, each tailored for specific experiences. These are Original, Break, Solo, and Heymo.

The hotel brand has a **strong loyal customer base** typically comprising Finnish residents in addition to **C-suite business users**.

#### Links:

https://www.sokoshotels.fi/ https://s-ryhma.fi/en

## Challenge

I joined the product team at Sokos Hotels (S-Group) to lead the redesign of their 'room reservations system' as part of the web renewal project, aligning with accessibility requirements set by the Finnish Regional State Administrative Agency – webaccessibility.fi.

The existing process for editing reservations involved numerous steps and touchpoints, which led to a cumbersome user experience. Consequently, customers often resorted to contacting the helpdesk for swift resolutions.

Upon joining the team, the designs for the room booking journey were already prepared. Concurrently, S-Group was in the process of implementing a multi-brand, multi-platform design system across its various brands.

### Goals

- Redefine the architecture, flows, content types, and interfaces for reservation management.
- Review and deploy a Design System.
- Ensure compliance with accessibility best practices.
- Validate design artifacts among participants.

#### Role

Researcher, information architect, designer, accessibility consultant, copywriter (English)

#### Timeline

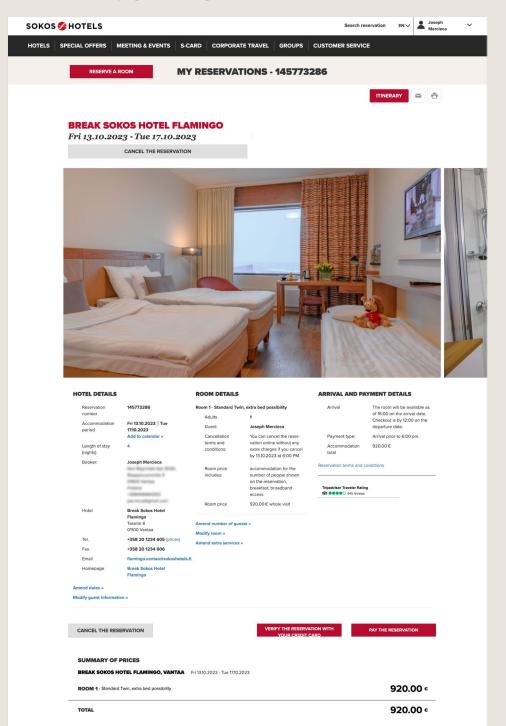
5 months (2022 - 2023)

#### Team

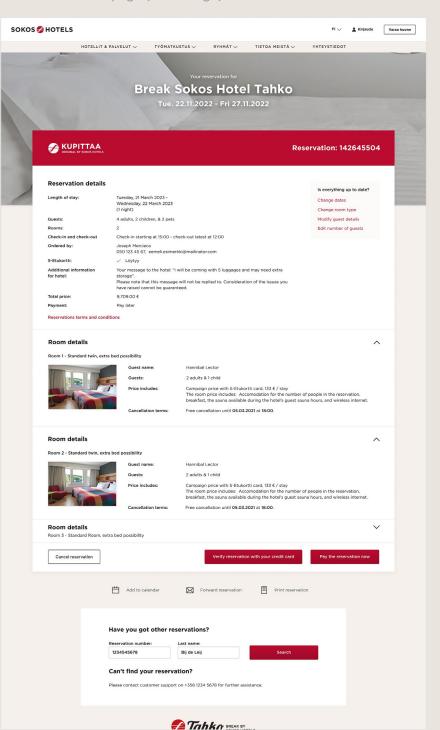
The project involved collaboration with members from various teams including:

- 1PO
- 1 Service designer
- 2 Design system leads
- Developers & QA
- 1 Analytics expert
- 1 Front office manager
- Customer care team

For confidentiality reasons & due to the number of people involved, no team member names are disclosed. Contact me for information.



#### Reservation detail page (new design)



# Responsibilities

In summary, key responsibilities included:

- Project management
- Requirements synthesis
- Roadmap & sprint planning
- Competitive UX benchmarking
- Technical & feasibility audits
- Design reviews
- Concept design
- Copywriting
- Accessibility audit
- Implementing a design system
- Testing & validation



# Steps

The steps included in this document are as follows:

- 01. Defining objectives
- 02. Secondary research
- 03. Design, content & architecture audit
- 04. Problem definition
- 05. Concept design
- 06. Evaluation & results
- 07. Reflection & conclusion



# Defining Objectives

## Defining objectives & requirements

I met stakeholders (e.g., a product owner, lead developers, and business operations) to define objectives, and sub-tasks as part of the product development **roadmap** and **sprint planning**.

#### **BACKGROUND**

Sokos Hotels' website is being renewed. Customers can make reservations on the renewed website (i.e., make a reservation). Next, customers need to be able to find, edit and cancel their reservations via a new section entitled "My reservations."

#### PROBLEM

We don't know how well the search, editing, and canceling of a reservation works for customers. We don't know how often customers make edits or cancellations. My reservations evolved in the past years when new functionalities like account login were introduced, resulting in a gradual layer-by-layer growth affecting the overall UX and interface scalability.

#### **PRACTICALITIES**

Adequate timing to deliver new concepts for 'My Reservations' is estimated between 2 sprints (4 weeks) to 4 sprints (8 weeks) until handing over to developers for the build. The final concepts should fit the updated design style used in the newly released reservation flow (i.e., booking a room).

#### **GOAL**

Customers should be able to search, view, edit, cancel or pay a room reservation in the renewed Sokos Hotels website.

#### TASK & DELIVERABLES

#### To review:

- the current 'my reservation' journey and propose improvements
- existing functionalities and whether these are needed or not
- review existing datasets (e.g. analytics), stakeholder requirements and any other reports (if any)

#### To deliver:

- hi-end designs
- design rationale and choices
- design rationale and choices
   possible design ideas (e.g. lo-fi) if required
   Hi-end UI mockups based on rationale, team input (e.g.
   stakeholders, DEVs, QAs), and other findings (if any)

Secondary Research

# Understanding customer behavior

I collaborated with the customer care team, a front office manager, and a data analytics specialist to collect insights on:

- Customer preferences regarding whether they edit reservations online or through the helpdesk
- Common modifications customers make to their reservations.

This data was crucial for understanding how customers typically adjust their bookings and the reasons behind these changes. A significant finding was that business clients, in particular, prefer contacting customer care for faster resolution of their requests.



#### FRONT OFFICE

"...the majority of customers call us to change their reservation dates"

#### **CUSTOMER CALL CENTRE**

Extracted data showing why customers reach the call centre. (*Period: Oct. - Dec. 2022*)

%	No. of clients	Reason
40.1	19436	new reservations
7.74	3768	reservation changes
5.3	2596	cancellations

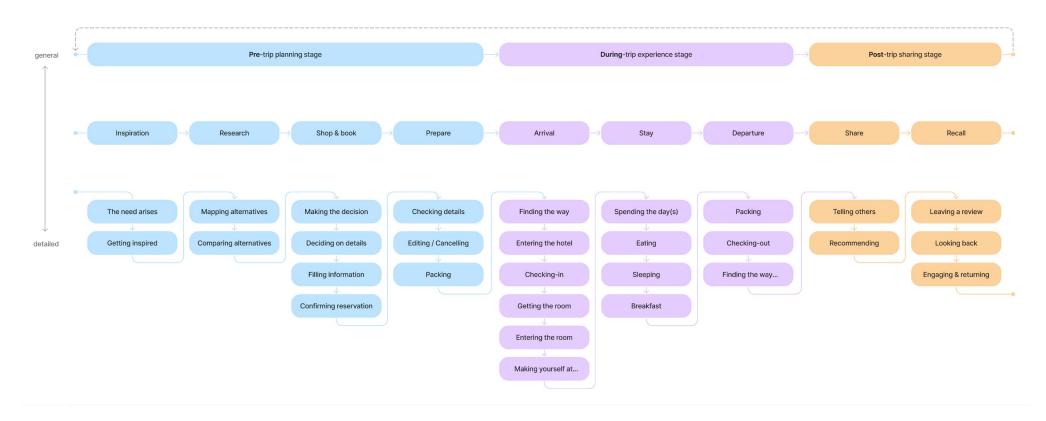
#### **ANALYTICS**

Extracted data indicating what is often changed in a reservation. (*Period: Oct. - Dec. 2022*)

%	Changes	
9.3	dates	
8.0	room	
5.4	extra services	
4.2	guest count	
3.8	guest details	

# Envisioning customer experience

In collaboration with a service designer, we mapped out the customer journey to thoroughly understand the hotel room reservation process from a service-centric perspective. This approach helped us identify opportunities to enhance service quality and allowed us to hypothesize why customers might modify their reservations, which played a key role in our ideation process.



# Competitive benchmarking

I performed a competitive analysis after identifying exemplary competitors with promising solutions. Many gaps in the Sokos Hotels reservation system were identified making it difficult finding, editing or cancelling an existing reservation unlike competing solutions.

	Sokos Hotels	Nordic Choice Hotels	Scandic Hotels	Booking.com	Hotels.com
Finding a reservation	A reservation can be easily found via the navigation (login required) or via the search utility (reference code needed)	A reservation can be found easily after logging into the user account	A reservation can be found easily after logging into the user account	A reservation can be found easily after logging into the user account	A reservation can be found easily after logging into the user account
Content hierarchy, flow & presentation in the reservation detail page	The reservation details are presented in a way that makes it difficult for users to locate & read specific pieces of information	Content hierarchy & a sense of narrative is present. Easy & pleasant to read	Content hierarchy & a sense of narrative is present. Easy & pleasant to read	Content hierarchy & a sense of narrative is present. Easy to read though 3rd party adverts can interrupt users' attention	Content hierarchy & a sense of narrative is present. Easy to read though 3rd party adverts can interrupt users' attention
Placement & visibility of edit reservation links / functions	The edit links are scattered around the bottom which makes it somehow daunting to locate	Links are places in locations that are easy to see and access	Links are places in locations that are easy to see and access	Links are places in locations that are easy to see and access	Links are places in locations that are easy to see and access
Editing a reservation (ease of use)	Editing a reservation is a lenghty process requiring users to re-verify previously verified details	Editing a reservation is easy however had to relate to customer services	Easy. Reservation changes are highlighted, and summarized in an email	Easy. Reservation changes are highlighted, and summarized in an email	Easy. Reservation changes are highlighted, however there were issues with email
Process of canceling a reservation	Cancellation process is straightforward but site does not ask "are you sure you want to cancel?"	Errors were present and I had to email customer care to cancel my reservation	The cancellation process is straightforward	The cancellation process is straightforward	Cancellation was easy however you must give a reason for the cancellation
Copywriting & clarity	Copywriting is optimal with occasional inaccuracies	The quality and clarity of copywriting is excellent	The quality and clarity of copywriting is excellent	The quality and clarity of copywriting is excellent	The quality and clarity of copywriting is excellent
Overall experience	Cumbersome. Users can accomplish tasks however the UX must be improved	The overall UX is great though not error-free	Good	Decent. Could be better on mobile viewport	Satisfactory
Overall UI	The overall design quality is poor & requires a full overhaul. Images size not proportional to content	Excellent	Good	Good however 3rd-party adverts can break the design	Good however 3rd-party adverts can break the design

Design, Content & Architecture audit

# Design, content & architecture audit

I conducted an audit of the reservation management system to evaluate the UI, architecture, and touch points. Subsequently, I made a real reservation to obtain a firsthand perspective on what customers normally encounter while amending a reservation.

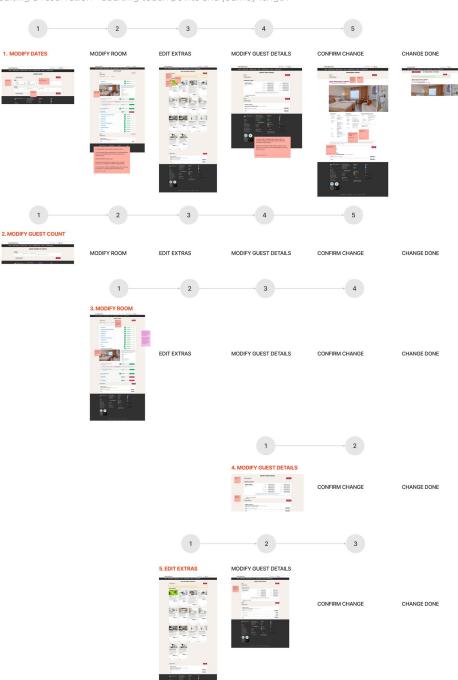
The primary issue I identified pertains to the number of steps required to modify a reservation. For example:

- When I increased the guest count from 1 to 2, I got prompted to modify room, change extras, and modify guest details.
- When I changed check-in date (e.g. for 2 days later), I was prompted to change my room, extras, and update guest details.

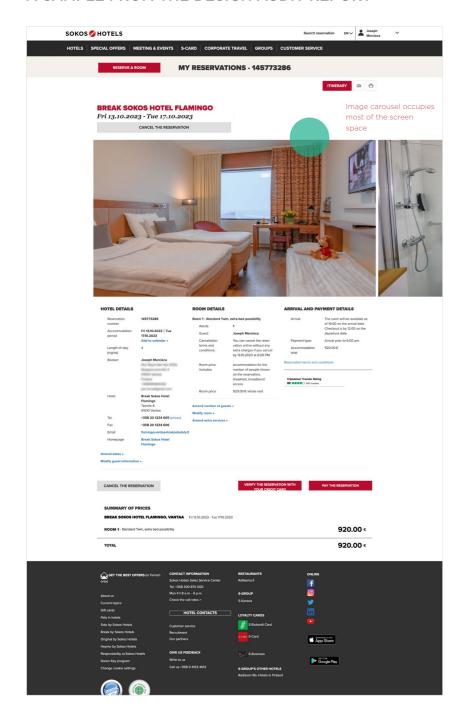
#### The remaining issues were not limited to:

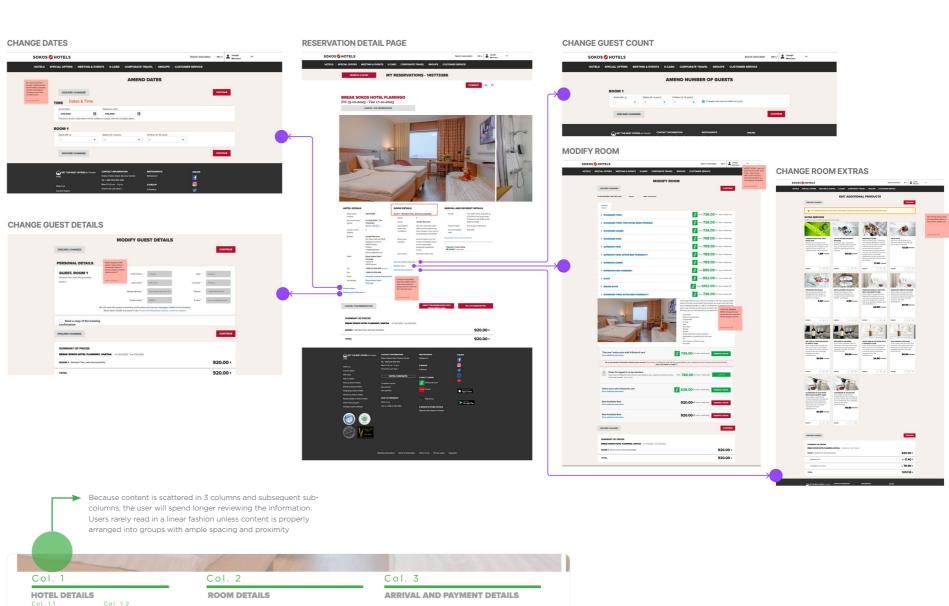
- Scattered touchpoints (e.g., the edit links)
- Poor architecture resulting in content clutter
- Broken design elements
- Accessibility issues affecting people with cognitive limitations (e.g., ADHD, dyslexia), and poor vision to name a few

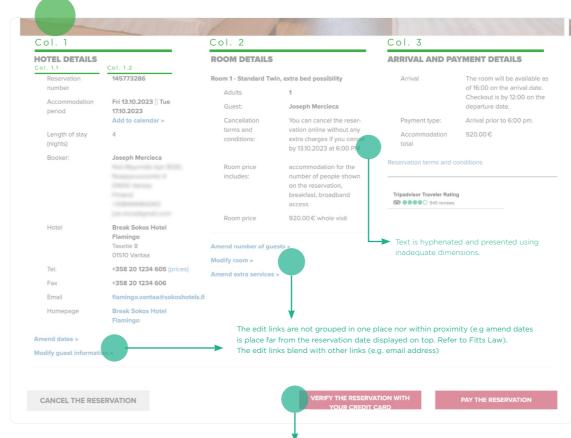
Editing a reservation - auditing touch points and journey length



#### A SAMPLE FROM THE DESIGN AUDIT REPORT







Broken design

# Problem Definition

(selected cases)

### Problem statements

Utilizing a user-centric (UCD) methodology, we crafted user stories based on personas (details not included) and insights gathered from the audit. These stories were integrated into the sub-tasks outlined in the project roadmap.

#### As a customer...

- "...I make reservations for my clients and I get confused differentiating between one hotel brand and the other"
- "...I get lost in figuring out how or where to start updating my reservation as I get lost in content"
- "...I tend to make last-minute changes. Often, I get stuck in the process of updating a reservation due to the amount of steps involved"
- "... I have a limited attention span and I get easily distracted when presented with various content pieces"

## How might we (HMW)

Next, employing the 'How Might We' protocol, we formulated specific problem statements (illustrated below), guiding us in developing initial design concepts.

#### How might we...

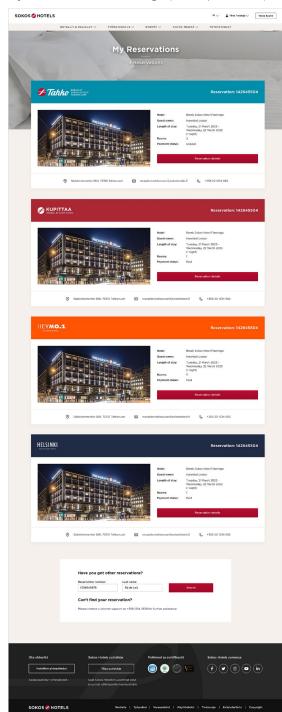
- -- ...eliminate the confusion customers experience when differentiating between hotel brands?
- ...help customers figuring out how or where to go to amend a reservation?
- ...simplify the process for customers to edit a reservation with minimal hindrances?
- ...deliver content in a way that retains user focus, particularly those with accessibility needs?

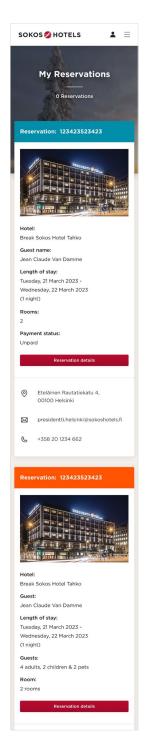
# Design & Solutions

(selected examples)



My Reservations - new design (desktop & mobile)





#### **SOLUTION #1**

#### Problem statement

As a business customer, I make reservations for my clients and I get confused differentiating between one hotel brand and the other...

I suggested using the hotel's branding colors for color-coding to help customers easily distinguish between different hotel brands.

This approach also reduces the risk of customers mistakenly booking with the wrong hotel brand, as each brand is tailored to specific customer groups.

The colors representing each hotel brand

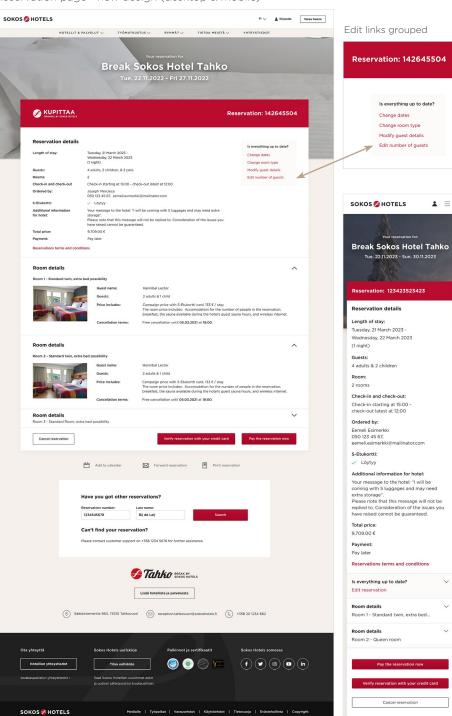








#### Reservation page - new design (desktop & mobile)



#### **SOLUTION #2**

#### Problem statement

As a customer, I get lost in figuring out how or where to start updating my reservation as I get lost in content.

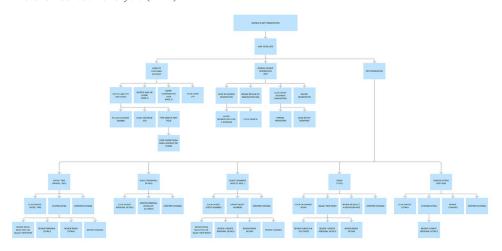
The original itinerary page features approximately 4-5 edit links dispersed among other hyperlinked texts such as hotel web addresses, email addresses, and prices, as illustrated below:

access par monthproduces Room price 920.00€ whole visit Hotel **Break Sokos Hotel** Flamingo Tasetie 8 Amend number of quests > 01510 Vantaa Modify room » Tel. +358 20 1234 605 (prices) Amend extra services » Fax +358 20 1234 606 Email flamingo.vantaa@sokoshotels.fi Homepage **Break Sokos Hotel** Amend dates » Modify guest information »

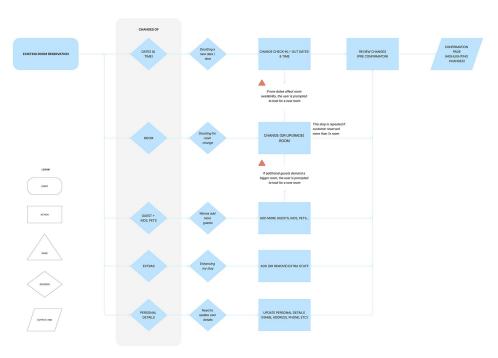
Edit a reservations links (extracted from the old itinerary layout

To streamline information retrieval, and applying Gestalt Design Principles, I recommended grouping critical touchpoints and positioning them prominently at the top right for better visibility.

#### Hierarchical task analysis (HTA)



#### Revised user journey with reduced steps



#### **SOLUTION #3**

#### Problem statement

As a customer, I tend to make last-minute changes. Often, I get stuck in the process of updating a reservation due to the amount of steps involved...

In the original design, customers faced a cumbersome process with multiple steps to amend a reservation, often prompting calls to the helpdesk for assistance. To address this issue, I:

- Conducted a hierarchical task analysis (HTA) to identify touchpoints and eliminate unnecessary steps.
- **Simplified the user flow** by reducing touchpoints, which garnered stakeholder support by demonstrating the benefits of a streamlined process.

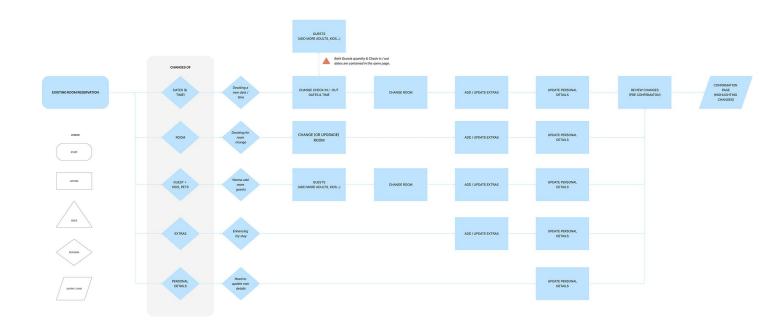
I worked closely with developers to tackle technical dependencies and ensure that the revised journey is compatible with the reservations management CMS system.

By performing a hierarchical task analysis (HTA) I unveiled all touchpoints involved in amending a reservation. Later, I eliminated the unnecessary steps. That way, customers can easily update a SEARCH (& EDIT) RESERVATION reservation with little to no help. VISIT HOTEL SITE LOGIN TO CUSTOMER ACCOUNT ACCESS / REVIEW EDIT RESERVATION RESERVATION INFO ENTER CONFIRMATION CODE (PAGE 2) ENTER E-MAIL OR CLICK ON MY BOOKINGS (NAVIGATION) CLICK LOGIN CLICK ON 'SEARCH RESERVATION' REVIEW RESERVATION Click on Login CTA REVIEW DETAILS ON PHONE (PAGE 1) ENTER CLICK ON 'MY BOOKINGS' TYPE CODE IN TEXT ESERVATION CODE & SURNAME EMAIL ACCOUNT OR DATES / TIME GUEST (PERSONAL) GUESTS NUMBERS ROOM (TYPE) SERVICE EXTRAS UPDATE PERSONAL DETAILS (IF ALLOWED) CLICK ON EDIT GUEST NUMBERS REVIEW OR SELECT A NEW ROOM RATE CLICK ON EDIT EXTRAS CLICK ON EDIT REVIEW ROOM SELECTION, OR, SELECT NEW ROOM REVIEW ROOM REVIEW / UPDATE PERSONAL DETAILS REVIEW CHECK-IN & REVIEW / UPDATE PERSONAL DETAILS REVIEW PERSONAL REVIEW ROOM EXTRAS REVIEW / UPDATE REVIEW ROOM REVIEW ROOM SELECTION, OR, SELECT NEW ROOM REVIEW CHANGES REVIEW CHANGES DETAILS EXTRAS PERSONAL DETAILS

#### **ORIGINAL JOURNEY**

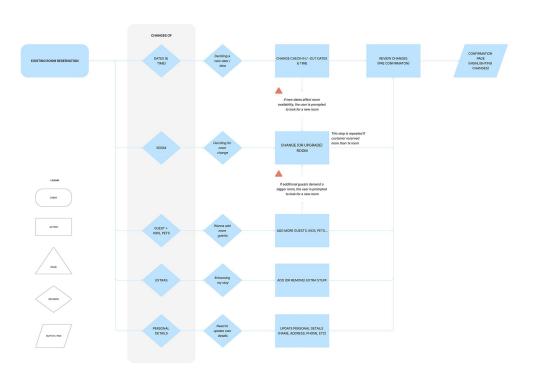
During a design audit, I created a user flow to identify the shortcomings of the current process, which includes unnecessary steps that hinder overall UX and customer satisfaction.

For example, changing the arrival date requires updating and confirming details such as the number of guests, rooms, amenities, and personal information, adding complexity and potentially frustrating the user experience.

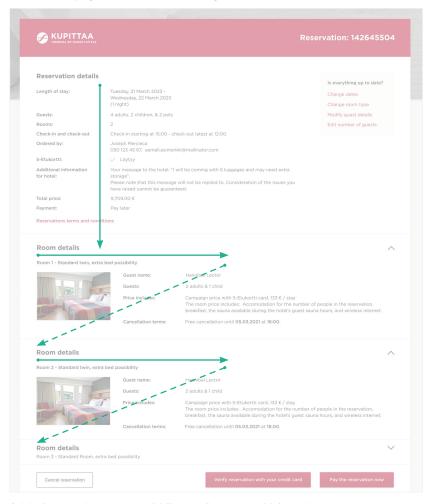


#### **REVISED JOURNEY**

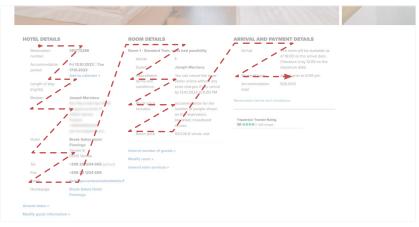
Lastly, I proposed a simplified journey with reduced touchpoints resulting in stakeholders' buy-in after showing the benefits a short journey brings to the value proposition.



#### Reservation page - content flow redesigned



#### Original reservation page - readability is split across multiple sections



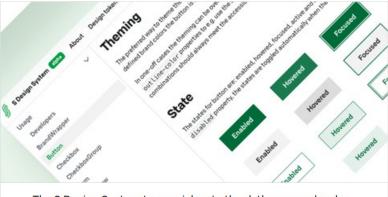
#### **SOLUTION #4**

#### Problem statement

As a customer, I have a limited attention span and I get easily distracted when presented with various content pieces...

We organized text content hierarchically in a single column, allowing customers to easily read the itinerary page from top to bottom without distractions.

Additionally, we incorporated accordions, generous white space, and carefully structured sections to reduce cognitive load. Lastly, we implemented an accessibility-compliant Design System (detailed on subsequent pages) to accommodate users with disabilities.



The S Design System team wishes to thank these people who have been helping the team or contributing to the system along the journey:

Joseph Mercieca, SOK Design

Kap Milleria, SOK Design

Kim Bergman, SOK Design Laura Heimo, SOK Digital

Linda Loymen, SOK Design

Anna Ruskamo, SOK HR Essi Ovaska, SOK Design

tiro Jäppinen, SOK Digital

Inka Luhtanen, SOK Design Irina Rouss, SOK Design

Jengthae Lee, SOK Design Jenny Nyman, SOK Design

Eva Lähtsenmäki, SOK Design



# Design system

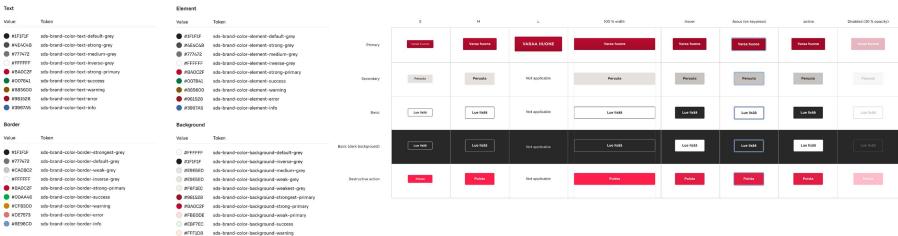
To maintain a cohesive and efficient design and development process, we introduced a multi-brand, multi-platform design system for the SOK cooperative-owned brands, including Sokos Hotels.

Working closely with the Design System team and service designers, I conducted thorough reviews, testing, and iterations of the Design System to ensure its seamless integration within the Sokos Hotels design ecosystem.

Additionally, I contributed to ensuring accessibility compliance through extensive reviews with the Design System Lead.

#### **EXTRACTS FROM THE DESIGN SYSTEM**

#### All tokens



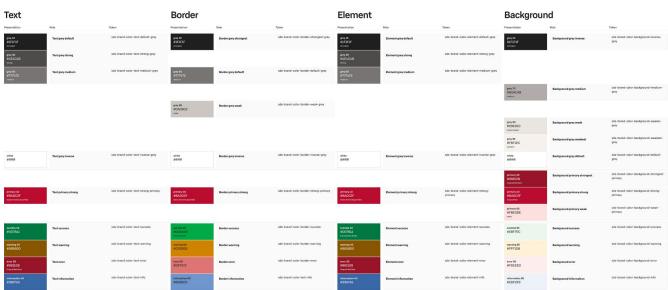
#### Hospitality

Set of icons to indicate accomodation, restaurant and foodservice related content

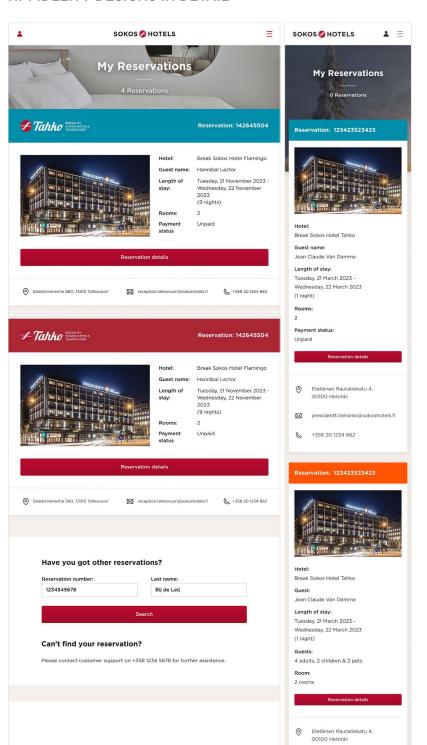
#FDEEED sds-brand-color-background-error

#EDF2F9 sds-brand-color-background-info

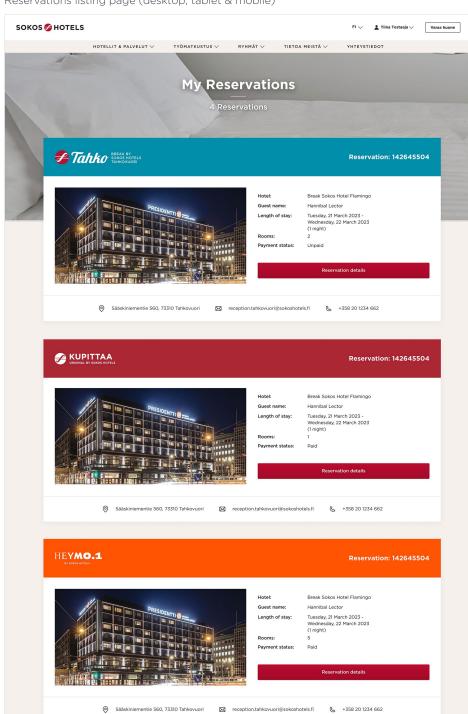
Icon	Tags
日日 24px-hospitality-bed	bed
☐ 24px-hospitality-bed-wide	bed, size, wide, king, queen
日 日 24px-hospitality-bed-narrow	bed, size, narrow
A A 24px-hospitality-bed-extra	bed, size, extra, kids
¶  Ø  Ø  24px-hospitality-check-confirm	check and confirm, pencil, check, checkmark, checked
且 且 24px-hospitality-swimmingpool	swimming pool, water
ନ୍ତୁ ନ୍ତୁ 24px-hospitality-champagne	champagne, sparkling, wine, glasses, drinks, celebration
d d 24px-hospitality-sauna	sauna, bucket, pail
₹¶ ₹¶ 24px-hospitality-cutlery	cutlery, fork, knife, restaurant, dining, serving, menu, silverware
	pet, paw, animal, cat, dog
🖺 🖺 24px-hospitality-briefcase	briefcase, business, investments
🧇 🧇 24px-hospitality-wifi	wifi, internet, connection, signal
δ, δ, 24px-hospitality-accessible	wheelchair accessible, accessibility, human, person, user

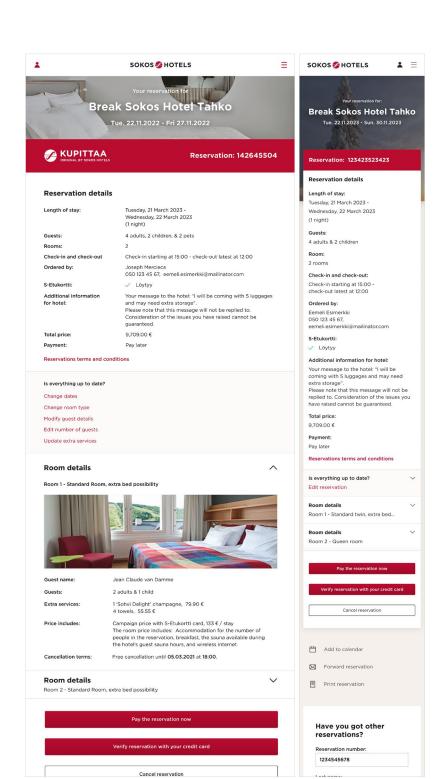


#### HI-FIDELITY DESIGNS IN DETAIL

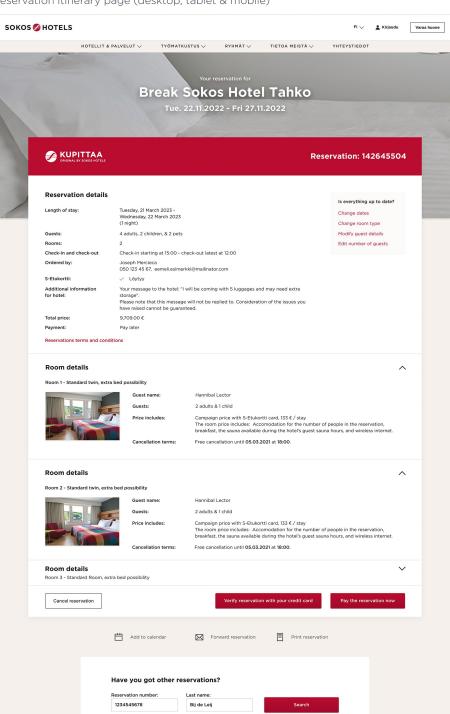


Reservations listing page (desktop, tablet & mobile)

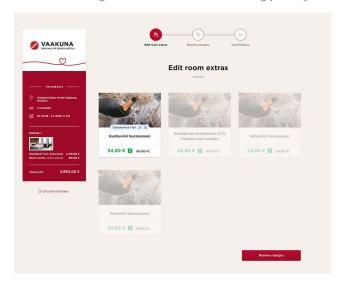


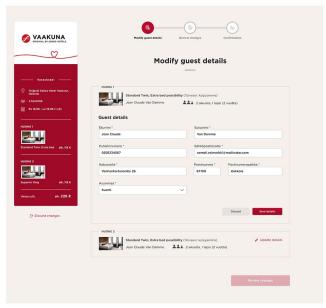


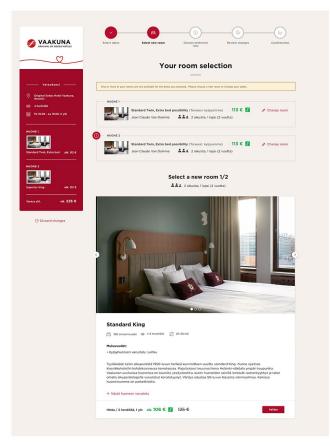
Reservation itinerary page (desktop, tablet & mobile)

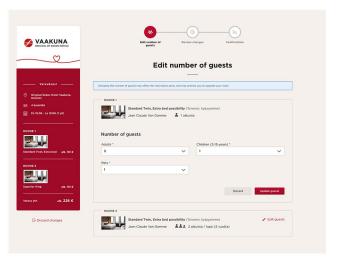


#### Selected UI designs from the reservation editing journey

















Select a new room 2/2

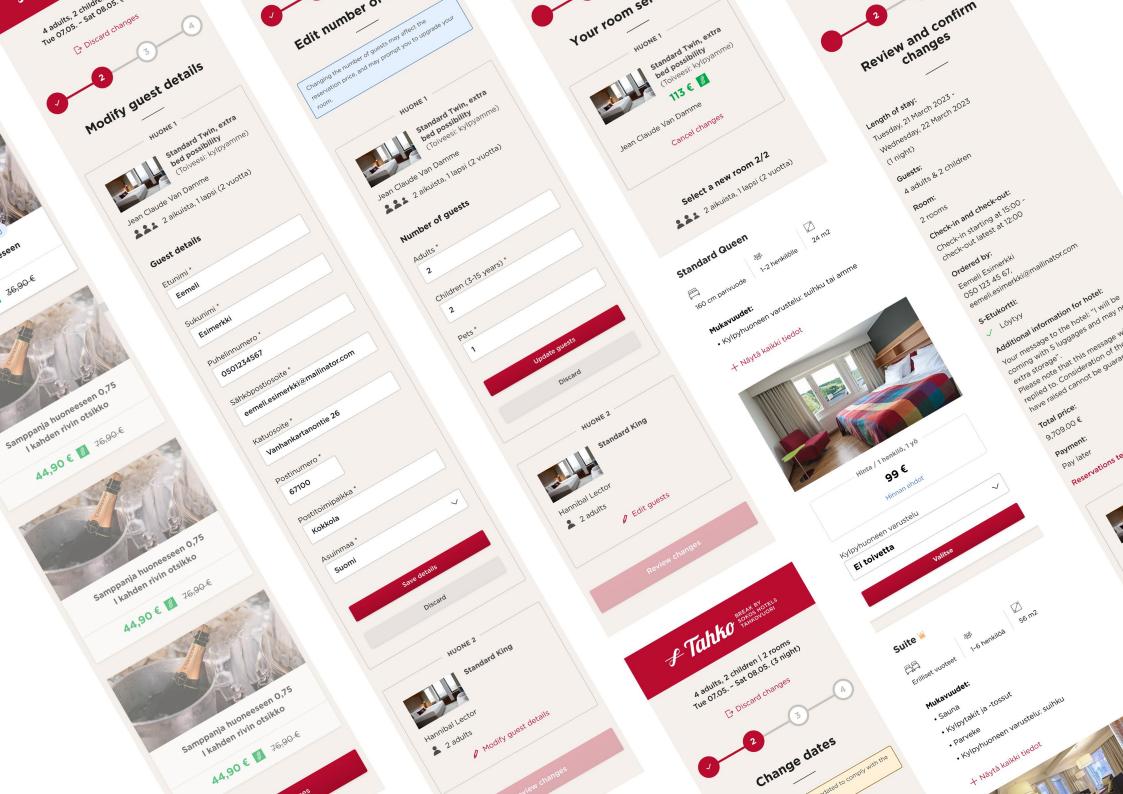
2 2 aikuista, 1 lapsi (2 vuotta)











# Evaluation & Results



#### Demographics

	Business users (e.g. managers, representatives)	General users (e.g. holiday seekers)		
Sample size	5	5		
Age bracket	45 - 55 years 25 - 45 year			
Gender	mixed / random			
Demographics	Residents in Finland			
Existing customers?	Υ	Y		
Frequent bookers?	Υ	N		

#### SAMPLE INTERVIEW QUESTIONS

- What do you see on the page?
- In your opinion, what stands out from this page?
- What do you think you can do here?
- What do you understand by reading < Insert word>?
- What worked well while trying <Insert word>?
- And what didn't work well while trying < Insert word>?

# Usability evaluation

I recruited ten participants (n=10) for moderated usability testing sessions to assess the new reservation management system. The participants included five business users and five holiday seekers.

Overall, I evaluated the design, ease of editing reservations (on both desktop and smartphone), touchpoints, and importantly, the clarity and understandability of the content. Each session was arranged as follows:

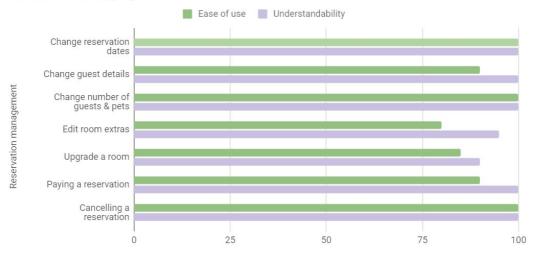
- Semi-structured interviews
- Task-based scenarios coupled with think-alouds
- Concluding dialogue

#### SIDE NOTE:

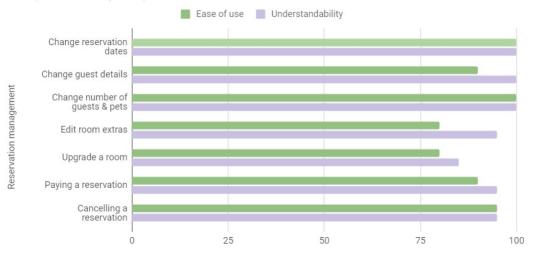
Other small design teams worked on redesigning different parts of the website (e.g., frontend, loyalty cards, account creation). Their investigations provided valuable insights answering various hypotheses relative to this case study. As a result, we didn't need to conduct an exhaustive usability evaluation.

Measuring perceived ease of use and understandability





#### Editing a reservation (mobile)



# Findings

- All participants expressed strong preference for the new design, highlighting its visual quality, content flow, and overall architecture.
- Existing customers found the process of editing reservations swift and straightforward after unnecessary steps and touchpoints were removed
- In the mobile viewport, several participants needed more time to adjust to the new designs, primarily due to sizing constraints, as anticipated.

### Reflection

Collaborating with a team of skilled Service Designers, Developers, and Product Owners was highly fulfilling, especially within the company's inclusive culture.

This environment enabled me to deliver high-quality, accessibility-compliant solutions for our customers.

Additionally, I partnered with design systems experts to implement a multi-brand, multi-platform Design System for the S-Group brands, including Sokos Hotels.

## Conclusion

The redesigned reservations management system resulted in a 15% increase in bookings, accompanied by higher customer satisfaction reported in an online survey.

Additionally, our Design System received recognition and was selected as a finalist in the Best Design System category at the prestigious Finnish event, the Grand One Gala. For information, visit:

**Sokos Hotels** https://www.sokoshotels.fi/en **Grand One Gala** https://2023.grandone.fi/