

Market Research on Private concierge

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1. Introduction

The word “concierger” evolves from the French comte Des cierges, the “keeper of the candler,” a term that referred to the servant who attended to the whims of visiting noblemen at medieval castles¹. Eventually, the name “concierger” came to stand for keeper of the keys at public buildings, especially hotels. There is even a famous prison in Paris that is called The Conciergerie, in honor of the warden who kept the keys and assigned cells to the inmates.

So what exactly is a concierge?? I think the short version here is that it is simply another word for personal assistant. The concierge industry itself is only about 25 years old and started with a few brave pioneers who took the hotel concierge idea and decided to offer it to the corporate world. Although the concierge industry is fairly new, the number of companies that are catering to time-starved people is skyrocketing as is the customer demand for such businesses. Why? Simple. People are trying to squeeze 36 hours into a 24-hour day.

Here are a few services that are currently offered by concierge around France:

- Search for tickets to concerts and special events
- Transportation Services
- Business Referral Service
- Restaurant Recommendations and Reservations
- Dry cleaning pick-up/delivery
- Grocery shopping
- Pet services
- Senior care
- Modified house sitting

¹ ["Les anciens prisons de Paris". Le Cabinet de lecture et le cercle réunis: gazette des familles \(in French\). Volume 12 \(1\): 459. 5 January 1841.](#)

- Travel and Vacation Planning
- Meeting and Event Planning

Concierge services is also a terrific new work/life benefit as corporations begin to offer these services to their employees and clients. Real estate management companies are setting up lobby concierge and are offering them to their apartment and office buildings and neighbourhoods. Concierges are being added to hospitals, universities, shopping malls, airports and more. Travel Agencies and Meeting Planners are all adding them to their list of services. Certainly it's the wave of the future.

The really wonderful thing about this business is that there are so many revenue streams that you can attach to it!

2. Concierge Service Trends

The worldwide industry market is \$1.5 billion, with 60 percent of that in the U.S., though much of the future growth will be in developing markets where people are unaccustomed to having wealth.

The concierge market is expected to grow double in the next five years, due to improving per capita disposable income, particularly among households that earn more than \$100,000, which is one of the industry's primary target markets².

As of 2013, the industry continues to increase at an annual five-year growth rate of 3.2% to 658 total companies³. The gradual increase is attributed to a decrease in “leisure time” among individuals; according to the Bureau of Labor Statistics, as of 2010, the average American was limited to 5.2 hours of leisure time per day, including their household activities. When everybody’s trying to fit “36 hours into a 24 hour day,” time management and organizational skills are of the highest priority. A report from market research firm IBIS World buoyed that the concierge services industry has been growing steadily over the past decade in the U.S. & to rise at an average annual rate of 3.7%, reaching \$264.4 million by 2017.

There are currently an estimated 27 million people across France who would use a concierge service if they were offered it – this is around five times the number currently using it. This illustrates that there is demand for this type of service, and as more organisations offer this, the number using it will increase.

2.1 Industry Statistics and Trends

Concierge services are becoming more popular among small business start-ups. These services normally encompass assistance in hotels, apartments, and office buildings for personal services. Concierges are used for messages, making arrangements, assisting with acquiring business services, housekeeping, and maintenance. The following statistics are provided by the United States Department of Labor⁴.

Concierge Industry Statistics (OCTOBER’2013)

National Estimates for Employment

1. Total employment for industry: 25,880
2. Average Hourly Wage: \$14.09 (Low \$8.71/High \$21.42)
3. Average Annual Wage: \$29,310 (Low \$18,110/High \$44.550)

Top Paying Industry for Services

A listing of the top 5 paying industries for concierge services-

4. Management of Companies and Enterprises
5. Legal Services

² <http://loyalty360.org/resources/article/concierge-services-offer-improved-retention-revenue>

³ <http://www.bidnesstc.com/business/the-concierge-service-industry>

⁴ <http://brandongaille.com/23-concierge-industry-statistics-and-trends>

6. Lessors of Real Estate
7. Offices of Physicians
8. Business, Professional, Labor, Political, and Similar Organizations

Industries with Highest Employment

A listing of the top 5 industries with highest concentrated employment for concierge services-

9. Travel Accommodations
10. Lessors of Real Estate
11. Activities Related to Real Estate
12. Other Personal Services
13. Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly

Top States with Employment

A listing of the top 5 states for concierge employment-

14. New York
15. Texas
16. Florida
17. California
18. Virginia

Top Paying States

The top 5 states with highest paying concierge positions-

19. New York
20. District of Columbia
21. Hawaii
22. California
23. Nevada

3. Mobile Application Trends

A Mobile App Provides a 24×7 Concierge: Many hotel visitors are more accustomed to turning to their smartphones to advice instead of a concierge. For that audience, a mobile app can

provide a “virtual concierge” that orients the visitor, informs them of area attractions and provides them a full listing of the hotel’s amenities. It creates a labour-free service for the hotel to help enhance the guests’ experience without implementing costly programs and additional concierges and guides.

"You could have an app that allows your customers to find the availability of a specific room, book it, book the flight, arrange a car to pick them up, automatically notify the driver when they have landed and then guide them to their room,"⁵. "Once they're in the hotel, they can order room service -- all from their handset."

Last year, Google purchased the "*Alfred*" *concierge app*, which learns from each user's particular travel habits to generate tips that increasingly reflect their tastes and interests.

3.1 Major Concierge Services Businesses

- “With more than 50 percent of all Internet access being done via handhelds, it’s essential our members have access to our content via their mobile devices,” said Gary Fong, head of marketing⁶ for **Quintessentially Lifestyle, New York**. “Quintessentially Lifestyle is the only truly global concierge service,” he said. “The app appeals to consumers through its content, which features a host of curated lists featuring the finest restaurants, hotels, spas, bars and nightclubs.” When the app launches, the user can choose from four initial options, Q Insider, Entertainment, Travel and Shop. Below these options are the prompt to sign-up for a full membership for Quintessentially Lifestyle, a favourites log and additional menu options such as the users profile, a share option and current country options.
- High-end smartphone manufacturer **Vertu**, prides itself on its concierge services that connect its users to exclusive events and opportunities. For example, Vertu targeted couples with a complimentary two-day getaway this Valentine’s Day to promote the brand’s concierge services.
- Luxury automakers, for instance, are beginning to pair up with technology giant Apple to make their automobiles’ user interfaces easier for iPhone owners to operate and more engaging. **Italy’s Ferrari and Germany’s Mercedes-Benz** are early adopters of Apple’s new Car Play infotainment system that syncs up dashboard and wheel controls to the consumer’s Apple device. Until other automakers incorporate this system, Apple’s technology is going to give these two brands an advantage in the luxury market due to the proliferation of iPhone owners.

3.2 Application Usage & Forecast

The following is a table showing mobile application usage by software segment⁷-

⁵ <http://edition.cnn.com/2012/10/01/travel/personal-concierge-app-guide/index.html>

⁶ <http://www.luxurydaily.com/quintessentially-lifestyle-app-uses-geolocation-to-curate-concierge-experience>

⁷ [Gartner User Survey Analysis: CRM, Cloud and Mobile Dominate Application Software Spending Trends Published: 6 March 2013](#)

Mobile Application Usage by Software Segment and Region (Percentage of Respondents)

	Total	North America	Latin America	Western Europe	Eastern Europe	Asia/Pacific
Email and calendaring	46	51	44	52	40	43
IM	37	38	39	30	34	40
Office and personal productivity	26	28	28	24	12	28
Web conferencing	25	27	28	21	17	26
E-commerce	20	14	25	17	20	23
Social software suites	20	20	19	15	12	23
CRM	19	17	22	12	20	23
Collaboration	18	20	19	15	12	23
Industry-specific	18	16	23	18	17	16
ERP	17	15	17	9	10	23
Enterprise search	16	17	18	9	15	17
SCM	16	16	12	9	19	19
PPM	15	15	19	12	6	15
BI	15	13	17	9	11	18
ECM	14	16	10	10	16	17
MDM	14	16	10	10	16	17
DCC	14	16	15	8	16	13
None of the above	9	11	6	12	10	7

BI = business intelligence
DCC = digital content creation
ECM = enterprise content management
MDM = master data management
PPM = project and portfolio management
SCM = supply chain management
Notes: Number of respondents equals 1,443.
Question we asked: "Which, if any, of these applications are mobile-device-enabled today?"

- The value of mobile payment transactions will reach \$721B in 2017, attaining a Compound Annual Growth Rate (CAGR) of 35% for the period 2012 to 2017. The volume of transactions will be \$23.2B, attaining a 33% CAGR in the same forecast period.⁸
- The value of Mobile Payment Transactions on Mobile Web platforms globally is forecast to increase from \$86.1B in 2013 to \$320B in 2017 attaining a projected 38.8% CAGR.
- Global mobile payment transaction value is projected to grow from \$235B in 2013 to \$721.3B in 2017, attaining a projected 32.4% CAGR.

⁸ [Gartner Forecast: Mobile Payment, Worldwide, 2013 Update Published: 15 May 2013.](#)

- The fastest growing types of mobile payment transactions globally as measured by projected CAGR from 2012 to 2017 include ticketing (51%); airtime top-ups (40%); merchandise purchases (38%); bill payments (35%); and money transfers (33%).

Mobile App Store Forecasts

- Gartner predicts that by 2016, there will be 310B downloads with an estimated value of \$74B in revenue from app stores⁹. Gartner has also predicted that by 2017, 25% of all enterprises will have an app store. This includes both new application purchases and recurring revenues from subscription pricing models.
- 90% of global mobile app store downloads in 2013 are forecast to be free, increasing to 93% in 2017. 73.2B free downloads will occur in 2013, increasing to 287.9B by 2017. Paid-for downloads will increase from 8.1B in 2013 to 21.6B in 2017.
- In-app purchase will drive 41% of the store revenue in 2016. While the market is moving toward free and low-priced apps, in-app purchase will increase in both the number of downloads and in the contribution to the store revenue. As a result, we see a shift in user spending from upfront purchases to in-app purchases.
- 99% of the paid-for app store downloads cost less than \$3 each. Similar to free apps, lower-priced apps will drive the majority of the downloads. We estimate that apps between \$0.99 and \$2.99 will account for 87.5% of the paid-for downloads in 2012, up from 86.8% in 2011. That percentage will further increase to 96% by 2016.
- Global mobile app store revenue is projected to reach \$24.5B in 2013, increasing to \$74B in 2017. Paid-in downloads (69%); in-app purchase (17.3%) and advertising (13.7%) are the three revenue sources in 2013. In 2017, revenue shifts significantly to paid-for downloads contributing 45.2% of revenue, in-app purchases, 40.9% and advertising, 13.9%.

4. Target Market Segmentation

Everyone from the millionaire corporate chairman to the single mom with two jobs and three children under age 10 uses personal concierges.

4.1 Target Market for Mobile Applications

⁹ <http://www.forbes.com/sites/louiscolombus/2013/06/09/roundup-of-mobile-apps-app-store-forecasts-2013>

A new study from International Data Corporation (IDC) finds that success with mobile apps begins with targeting the right audience. IDC's Consumer Scape 360° research program has identified six distinct consumer market segments¹⁰: Tech Evangelists, Impulse Buyers, Experimental Adopters, Pragmatic Purchasers, Green Buyers, and Disengaged Functionalists. One market segment in particular, Tech Evangelists, was found to be particularly influential when it comes to mobile apps.

"Tech evangelists not only own the most devices and utilize the most advanced functions, features, and apps, they are also the group that drives adoption of device ownership and usage by other market segments," said Michael DeHart, director of IDC's Global Consumer Scape 360° program.

"In terms of formulating a strategy for the prioritization of app development and marketing, focusing on Tech Evangelists' download and usage of apps will deliver the largest ROI by far in terms of segment-based app development and marketing," added DeHart.

Crowd funding will become active, consumers will start to change and invest in new start-ups and products¹¹. Crowd funding is moving from an activity where people put a few dollars forward to a more active phase, where consumers actually work with brands on the creation of products and invest in the companies that make them, all through digital platforms.

One has to develop a set of personas in which devices users are assigned to psychographic segments based on their application usage:-

Value Shoppers	Singles	Hip Urban Life Style	New MOMS	Photo & Video Enthusiasts	Tech Gadget Enthusiasts	Health & Fitness	Music Lovers
Social Influencers	Personal Finance	Business Travellers	Leisure Travellers	Auto Enthusiasts	Business Professional	Sports Fan	Fashionists

¹⁰ <http://www.localytics.com/blog/2013/app-user-segmentation-examples/#sthash.8JxXekkv.dpuf>

¹¹ trendwatching.com

	Geeks						
Casual Social Gamer	TV Lovers	Entertainment Enthusiasts	Hard core Gamer	Concert Lover	Book Worm	Casino Players	Education
Home Design Enthusiasts	Small Business Owners	MOMS	Casual Simulation Gamers	Men's Life Style addicts	Parenting	Social Influencers	Home & Garden Pros

Another way of target market segmentation would be-

➤ **Couponers**

These are people within a mobile commerce app that specifically buy when there's a discount. You know them because you can look into their behaviour and see that they have never made a purchase of a product that was full price, but they have made one or more purchases with a coupon or with a special offer.

What we can do with them is use in-app messaging to target them specifically with a coupon. We don't necessarily need to create a full site-wide sale or coupon, but rather you can specifically target people who you know will react to a special offer.

➤ **Video User Segment: Second Screeners**

Our second group is the "Second Screeners." These are people who are engaging with an app for a TV show or broadcast network while the actual show is going on. They're watching their favourite show and they have their tablet or phone in front of them, discussing the show, or voting on who to kick out, or maybe just looking up trivia about the show or actors.

You can determine this group by the time that they're interacting with the app or, in the case of network apps, the time that they're interacting with a particular piece of content.

Once you've determined these users, you can send them push notifications to let them know their favourite show is starting, or use in-app messages to invite them to watch the next show based on their entertainment tastes.

➤ **Media User Segment: News Junkies**

Our third group is more for news apps – the “News Junkie.” This is not someone who reads the news, but rather someone who lives the news. They want up-to-the-minute, breaking news delivered to them at home, on their commute, at the office, and anywhere else.

You can create this segment by looking at something as simple as frequency of engagement, or alternatively the number of different locations they engage with your app at during the day. If it’s three or more, you can be fairly certain that they’re engaging with your app at home, on the road and at the office.

These users are really in tune with your brand. They’re a great target for in-app messages prompting them to rate your app. Because they’re familiar with your brand, and because they return again and again, they’re a great user segment to leverage to increase your app store rating.

➤ **User Segment in All Apps: Social Butterflies**

The final user group we’re going to talk about is the “Social Butterfly.” These transcend all app types. This is someone who is sharing your app, your brand or your content via social media. Not just once, but multiple times.

This has been a few different ways to determine actionable segments of your app users based on their in-app usage, along with some ideas as to how to leverage this insight into their usage. If you’re not already a Localytics user, I invite you to check out the Localytics demo to see how we can help you determine and message to these particular users.

4. 2 Web based Target Segment

The segmentation approach advocated by many theorists of Web design: segment your visitors by (a) what is unlikely to change as the result of their visit, e.g., lifestyle profile and prior level of experience with your product, and (b) their content preferences.

Some aspects of their content preferences will be unaffected by their visit (e.g., a general preference for graphics over statistics), but other aspects will be affected (e.g., if the buyer learns more about which features are important to a product category, their interest in which products possess those features will increase). In particular, segmenting your non-current-customer Web visitors primarily by their content preferences seems to make a lot of sense.

This way, your web designers and copywriters can generate Web pages and content that appeal to the persona, defined with heavy reference to their content preferences that represent those key segments.

Google Analytics advanced segments that could make your insights rich¹², too-

¹² <http://searchenginewatch.com/article/2268458/16-Secret-Google-Analytics-Advanced-Segments-Worth-Their-Weight-in-Gold>

1. **Converters by Count of Visit-** The Converters by Count of Visit segment series gives you three segments to show behaviors of people who convert after 1 visit, 2-5 visits or after 6+ visits so you can get a feel for what content is consumed and acted upon at various points in the sales funnel.

The screenshot shows the configuration for an advanced segment. The first clause is: 'Include' - 'Goal Completions' - 'Greater than' - '0'. Below this is an 'or' clause with a link to 'Add 'OR' statement'. The second clause is: 'Include' - 'Count of Visits' - 'Equals' - '1'. The 'and' operator is visible between the two clauses.

2. **Common ISPs-** The service provider report is a good place to start your investigation when trying to isolate odd activity on your website within your Google Analytics profile. Filter out the vast majority of common ISPs with this advanced segment and reveal culprit ISPs sending large amounts of unnatural traffic.

The screenshot shows the configuration for an advanced segment. The first clause is: 'Exclude' - 'Service Provider' - 'Matching RegExp' - 'verizon|comcast|at&t|telek'. Below this is an 'or' clause with a link to 'Add 'OR' statement'. The second clause is: 'Exclude' - 'Service Provider' - 'Containing' - 'road runner'. Below this is another 'or' clause with a link to 'Add 'OR' statement'. The third clause is: 'Exclude' - 'Service Provider' - 'Containing' - 'not set'. The 'and' operator is visible between the clauses.

3. **The Brand Interest Segment-** Some pages on your website are created to convey your brand's key messages, such as an "about" page, a "testimonials" page or section about your team. This secret segment series contains three segments that measure different levels of engagement with your brand.

- People who did not view your brand page (e.g., an "about" page in this example)
- People who viewed a brand page, but didn't visit your blog
- People who viewed both your brand page and your blog

The screenshot shows a search engine filter interface with two conditions connected by the word "and".

- Condition 1: "Include" (dropdown), "Page" (dropdown), "Containing" (dropdown), and "/about/" (text input).
- Condition 2: "Exclude" (dropdown), "Page" (dropdown), "Containing" (dropdown), and "blog" (text input).

There is an "or" button between the conditions and a link to "Add 'OR' statement".

- 4. Q&A Keyword Monitoring-** Some keyword modifiers are dead giveaways for consumer intent. Words such as "how," "what," and "versus" are filtered into this advanced segment with a nifty regular expression.

The screenshot shows a search engine filter interface with one condition:

- "Include" (dropdown), "Keyword" (dropdown), "Matching RegExp" (dropdown), and "\b(adding|does|do|who|w)" (text input).

Another way of target market segmentation would be¹³ -

- ✓ Determine Visitor Type Segments
- ✓ Segment by Traffic Source Type
- ✓ Scrutinize 'Direct' Traffic by Using Query String Parameters
- ✓ Categorize Content by Intention
- ✓ Segment by Product Type Engagement Using a Meaningful Taxonomy
- ✓ Get Closer to the Customer
- ✓ Align Segments & Metrics With Business Drivers

5. Monetization

¹³ <http://searchenginewatch.com/article/2200207/Top-10-Web-Analytics-Segmentation-Tips>

a business model is how you create value for your product and (*potentially*) generate revenue

examples of different types of business models in economy today:

- ★ direct response model billy mays
- ★ premium model maybach
- ★ subscription model wsj
- ★ franchise model subway

5.1 Perception¹⁴

monetization = making money

\$\$\$

★ is **your** mobile application just an **app** or is it a **business**?

★ can I monetize my mobile app? is there an opportunity?

just an app

alarm clock, checkers, notepad



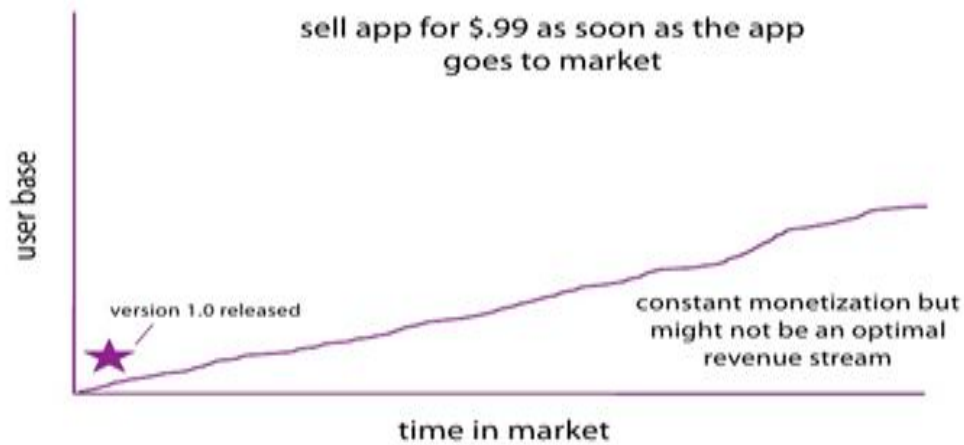
business

foursquare, twitter, opentable

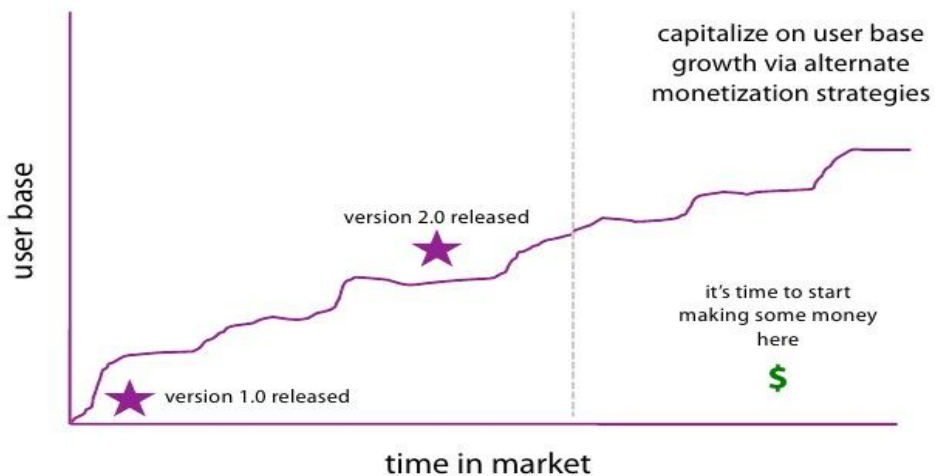


¹⁴ <http://www.slideshare.net/richf23/mobile-app-monetization-and-business-models>

timing of monetization (pay per download)

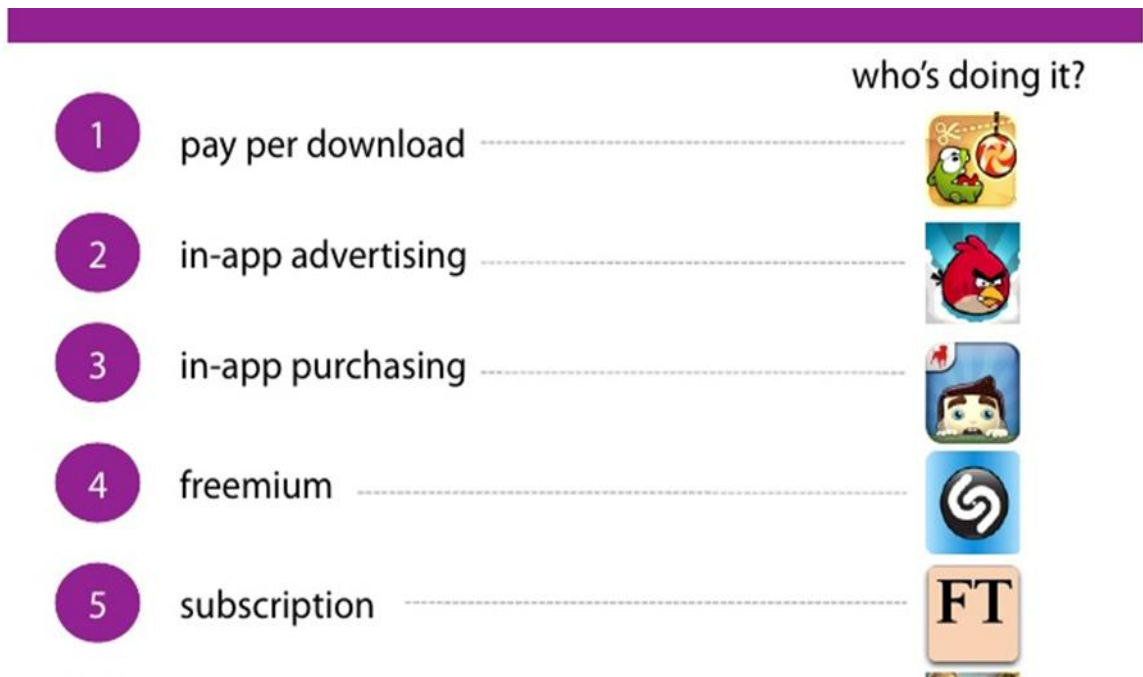


timing of monetization (non-pay per download)



5.2 Common Mobile Application Models

Revenue generation is of principal importance while developing apps. Most developers face a dilemma while deciding which source of revenue would be the best for their app.



There are multiple monetization options available for app developers today¹⁵:

- **Paid apps:** In this model, the app user pays upfront for the full app, usually at \$0.99 or \$1.99. It has been seen that price and revenue do not always correlate precisely and you should experiment with various price points. Experts suggest to start with the highest price point and put it on various levels of discount to test out sales.

This is the classic and proven monetization method¹⁶, well-known both by users and publishers. Some apps priced below one dollar have had a staggering success.

- ✓ The model is very straightforward, the revenue is proportional to the downloads
- ✓ 70% for the developer / 30% for the platform
- ✓ Pricing can be different from one OS to the other
- ✓ Some users may be reluctant to buy apps, mainly on Android
- ✓ With paid apps, you are less likely to reach a lot of users

- **Freemium models / In-App Purchases:** The developer provides the basic features of the app for free and then requests a price to unlock the rest of the app functionality or provide enhanced features. In-App Purchases is a flexible model that can be used with free (freemium) or paid apps. Different types of in-app purchases exist. Users use in-app purchases to unlock/proceed to a new level, receive new features, use a new weapon in a game, receive an update and many others. Only quality, useful or engaged apps can be used with this model.

¹⁵<http://adiquity.com/mobile-app-monetization-models>

¹⁶http://applidium.com/en/news/an_overview_apps_monetization

- **In-app Purchases:** In-app purchases drive a large chunk of the revenues for a lot of mobile apps these days. There are basically three types of in-apps monetization:
 1. *Consumable Items* – the user pay real money for an item that can be used only once.
 2. *Non-consumable Items* (like weapons, armors, etc) – the user pay real money for an item that can be used for an unlimited amount of times.
 3. *Game Modes* (e.g., kids or hardcore)- the user pay real money for a new game mode.
- **Advertising:** Allowing banners and other forms of advertising on mobile apps is one of the most popular and simple way to monetize app these days. It allows app developers to acquire a lot of users without asking them to pay for it.

Mobile advertising has been touted as the next big thing since Apple's iPhone debuted in 2007 by Shira Ovide and Greg Bensinger in The Wall Street Journal. The research firm eMarketer Inc. has projected less than 2% of all U.S. marketing spending, or just \$2.6 billion, to go toward mobile advertising in year 2012.

The different ad units for mobile are:

1. Text Ads
2. Banner Ads
3. Rich Media & Video Ads

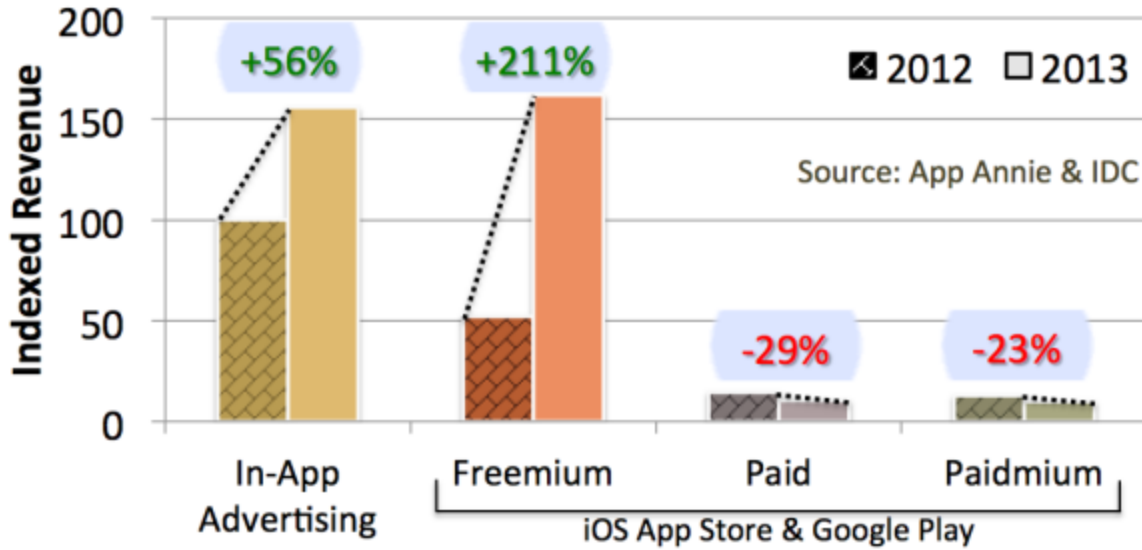
➤ **Subscription:**

1. Live Data Feed – Have the user pay a monthly fee in return for up to date data (Newspaper subscriptions, Magazine subscriptions, Stock Ticker Data)
2. Pay Per Data Usage – Have the user pay a recurring fee depending on how much they use (Examples: Dropbox)
3. Software As a Service – Pay for usage of the software as-you-go.

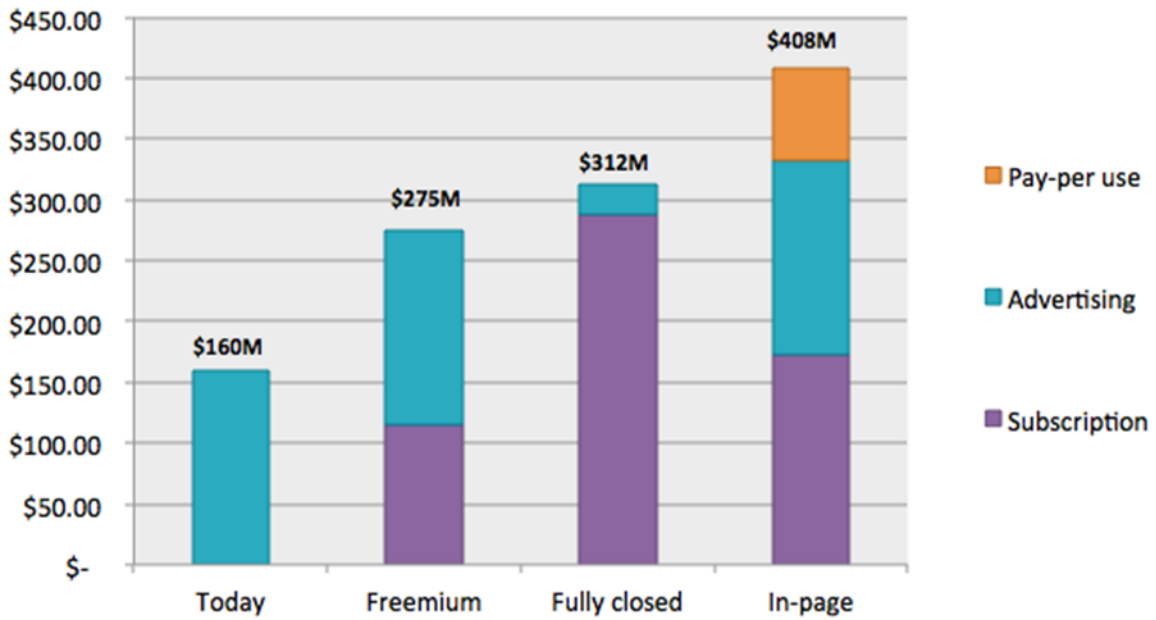
Other

There are other monetization models for ads out there that are not listed in this article such as audio ads, capture forms, app icons, caller ads, widget ads etc.

Mobile App Revenue in Key Countries*



New York Times - Business model comparison



5.3 Web 2.0 Monetization Models¹⁷

a. affiliate network—A business (such as Commission Junction and Link Share) that connects web publishers with cost-per-action affiliate programs.

b. affiliate program—A deal offered by a company to share a portion of the revenues earned from traffic coming from web publisher websites. Affiliates provide text and image ads to post on the publishers' sites. If a user clicks through to the affiliate site and takes a specified action (e.g., makes a purchase, fills out a registration form, etc.) the publisher is paid a portion of the revenue or a flat fee. Companies offering affiliate programs include Amazon (the Amazon Associates program), Indeed, Click Bank, eBay and thousands more.

c. blog advertising—Advertising specifically designed for display on blog sites. Companies include Federated Media and Blogads.

d. contextual advertising—Advertising that is targeted to the content on a web page. Contextual ad programs include Google AdSense, Yahoo! Publisher Network, Vibrant Media, Kontera and Tribal Fusion.

e. cost-per-action (CPA)—Advertising that is billed to the advertiser per user action (e.g., purchasing a product or filling out a mortgage application). Companies include Amazon and Indeed. See also performance-based advertising.

f. cost-per-click (CPC)—Advertising that is billed by user click. The web publisher receives revenue each time a user clicks an ad on the publisher's site, regardless of whether the user makes a subsequent purchase.

g. cost-per-thousand impressions (CPM)—Advertising (usually banner advertising) that is billed per thousand impressions, regardless of whether the user clicks on the ad. Companies include DoubleClick, Value Click and many more.

h. e-commerce—Selling products and/or services directly through a website. Companies include Amazon, Dell, CafePress.com and thousands more.

i. interstitial ad—An ad that plays between page loads. Companies include Tribal Fusion, DoubleClick, and many more.

j. premium content—Content on a website that is available for an extra fee (e.g., e-books, articles, etc.).

k. RSS ad—An ad included in RSS feeds. Companies include Feedster, Feed burner and Yahoo! Search Marketing.

¹⁷ <http://www.deitel.com/Books/Web2eBook/Web20MonetizationModels/tabid/2497/Default.aspx>

6. Key Success Factors

The reasons for the growth in the concierge market include¹⁸:

- ✓ **Rise of the mass affluent and high net worth market**
- ✓ **Changing regulation-** Increasing regulation could push companies towards concierge services. For example, new rules from the International Accounting Standards Board mean that the value airlines now have to place on their frequent flyer miles will be much higher and will cost them hundreds of millions of dollars. To help counter the effect of this, more airlines will look to offer concierge services to their most valued clients. Similarly, banks will also look to recoup any long-term lost income resulting from their appeal on the High Court ruling on overdraft bank charges. This could result in financial services companies charging more for some of their services, and to offset any consumer opposition to this many will look to offer customers comprehensive concierge service as part of their offering.

The most popular use for a concierge service in France is sourcing and booking restaurants (46%), followed by sourcing and booking a holiday (32%) and to identify and help with business travel (27%).

Since the market is in its growth stage, the level of competition is still low. Apart from super profitability, relatively lower startup costs required has made this industry very attractive to people who want to start up their businesses¹⁹.

The final make-or-break component of a successful Concierge program is the use of access channels that will resonate with your customers. Two channels that are very popular right now are mobile and social: customers are expecting to be able to use these channels with increasing frequency. Not being able to access Concierge service via social or mobile can negatively impact program utilization, satisfaction and even the perception your customers have of the overall benefit being offered.

Part of your promotional efforts may require educating your target market on the benefits of your services, making a website ideal for explaining what you do.

¹⁸ <http://blog.toursphere.com/category/technology>

¹⁹ <http://loyalty360.org/loyalty-management/november-2012-online-issue/seven-components-of-successful-concierge-programs#sthash.7w6PFGiB.dpuf>