PERSONALIZATION

The new expectation in hospitality customer service

A ResortSuite White Paper

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Introduction
In the context of purchasing a product or service personalized meant there was a demonstrable amount of one-to-one or customized effort on the vendor’s behalf. Internet shopping has changed that. Technology is now a major factor in delivering and influencing the purchase or consumption experience.

Personalization involves using technology to accommodate the differences between individuals. Originating on the Web, it is now appearing in off-line industries such as health care, education and media in both “business to business” and “business to consumer” settings. Defined, personalization is the use of technologies that enable the dynamic insertion, customization or suggestion of content in any format that is relevant to the individual user, based on the user’s implicit behavior and preferences, and explicitly given details.

In practice, it is the tailoring of your purchasing or buying experience and is most prevalent in on-line transactions. For example, Amazon remembers who you are, what type of books you like and when you purchase a book it suggests other titles that you may be interested in. Its prevalence in Web 2.0 technologies and deep integration in social networks and applications is driving significant changes in consumer behavior.

This paper examines the shift in consumer behavior as a result of personalization and its impact on the hospitality industry, specifically how personalization can be leveraged to improve guest experiences and ultimately business performance.

On-line vs Off-line
By its very nature, on-line retailing eliminates any personal component from the shopping and purchase experience. Virtual showrooms, marketplaces and shops are just that, virtual. No sales people, no personal interaction, no one to assist you with your needs. By tailoring the content delivered to you personalization works to fill the void of human interaction in the on-line shopping experience.

Personalization is effective in on-line retailing because of the availability of a massive volume of real-time data. During your on-line activities this data is captured and mined to determine what “tailored content” you will be presented with. It is a point of competitive advantage over both on and off-line retailers.

Success in the hospitality industry, specifically hotels, resorts and spas rests on the ability to provide a personal experience through human interaction. These off-line businesses operate in an organizational culture that is all about face-to-face interactions in an effort to deliver the best possible guest experience. For them, providing a consistent high quality guest experience is a point of competitive advantage.

Consumer Behavior Shift
The pervasive use of personalization technology in on-line purchasing experiences is modifying consumer preferences. Consumers now desire the ability to control and customize their off-line buying experiences. When combined with the explosion of the use of mobile computing devices these new consumer expectations pose significant information management and technology challenges.

From the hospitality perspective guests are now seeking “more bang for their buck”. Proliferation of and access to content through digital channels is driving a “self-serve behavior” with hotel, resort and spa guests. They want consistent messaging and branding across multiple communication touch points (web, mobile, phone) and are seeking more out of their travel or leisure experiences. Their expectation is to have more control over their leisure needs and preferences, such as scheduling activities, spa services and dining reservations at the time of booking.
Hospitality’s Dilemma
The rapid evolution of guest preferences, driven by the explosion of mobile computing and the demand for multiple touch points has created management challenges for hospitality businesses. Information systems currently employed in hotels, resorts and spas lack robust capabilities to meet guest demands. The disconnect between technology systems and evolving guest preferences and communication habits has created a hospitality personalization gap.

Closing this personalization gap poses significant challenges for hotels, resorts and spas. In many cases they are operating older legacy information systems that were conceived and developed from a room or billing centric perspective. As such, these systems lack the flexibility to effectively capture, store and mine individual guest data to support personalization initiatives. As illustrated in the following diagram less than 40% of hospitality businesses are using personalization oriented information systems.

![Figure 1: Technologies in use to enable customer loyalty and satisfaction in hospitality](image)

In cases where these technologies may be in use they are not being fully leveraged because of incomplete or disconnected datasets. The systems do not share a centralized database capable of storing single unique records for every guest that is fully integrated across all aspects of the business. For example a property’s spa and PMS systems contain different and/or incomplete records for the same guest.

Guest Experience
Improving the guest experience offers the primary competitive advantage in hospitality. A poor or bad experience has numerous repercussions for the provider. They can range from a small to no gratuity for front line staff, to requesting services be complimentary, to the most severe, guests making negative recommendations about their experience to their peers and in their social networks.

In hospitality, guest experience is currently driven and supported by organizational culture – a customer first and desire to serve attitude. The following are anecdotal accounts of strong customer service, or positive guest experience behaviors.
“A friend of mine was travelling on business to Minneapolis and stayed at the Sofitel Hotel. His birthday happened to be during this trip, and while his clients remembered and wished him, happy birthday, some of his family members back home didn’t. Suffice to say, he was a bit depressed that evening. While at dinner, a server noticed his demeanor and inquired if he was OK. He decided to share his story, and she immediately wished him a happy birthday. Also, the server went and told all of her colleagues in the restaurant and throughout the hotel about his birthday. Several employees put some money together and went to the hotel gift store to buy a birthday card and everyone signed it. They presented the signed card to him before he finished dinner.”5

In this example, the birthday boy had a memorable guest experience because of the attentiveness of his server. She noticed her guest’s demeanor, inquired about it and took the initiative to resolve or address the issue.

“After the front desk agent checked me in, she walked around the counter and introduced me to “Tim”. He immediately used my name and welcomed me to the hotel, and told me that I should anticipate having a wonderful stay at “his” hotel. As he escorted me to the guest elevator, he gave a thorough description of various hotel amenities such as the dining outlets, spa facilities, and gift shop. He then said that he would meet me at my room in about five minutes with the rest of my luggage that I had given to the doorman earlier.

Sure enough, five minutes later, Tim knocked on the door. When I opened the door, he again used my name and asked if he may enter. Once I said yes, he proceeded in, and immediately asked if the room temperature and lighting was to my satisfaction. Like any five diamond property, he asked me where I’d like my luggage placed. Tim then proceeded to explain all of the room’s features including the following:

- Laundry service
- CD player/Radio operation
- Shoe shine service
- Location of In room dining menu
- Location of ice-bucket (which was already filled with ice)

He then asked if I had a laptop with me. When I said yes, he explained the internet connection, and showed me where the internet cable was. He then inquired about laundry, and told me if I had items to be laundered and/or pressed, he would be happy to take them for me. I did, and Tim ensured that I would have them back within two hours (which is what I requested). He then wished me a wonderful stay, and asked if there’s anything else he could do to assist.”6

In this example, the bell man Tim was following a script but did so in a positive and enthusiastic manner. As a result he set the tenor of the guest experience for the entire hotel stay.

“…a recent memorable experience during a trip to the Ayana Resort & Spa in Bali.
…Everything from the shuttle driver offering chilled face cloths, to a framed photo (of my family) in the villa, the attention-to-detail was inspiring.”7

“The Ayana team did an amazing job of connecting the touch points so there was never a moment where I felt lost or not taken care of. For example, allow me to share my spa experience at the resort.

- As I approached the front desk, the staff was smiling, as if they had been waiting all day just to see me (keep in mind that the resort was 98% full at the time).
- I was warmly greeted, then was escorted to the spa’s open-air welcome lounge, where I was offered a seat and a delicious “welcome” drink (a cold hibiscus beverage).
• Shortly thereafter, another attendant brought me a short form to complete (standard spa questionnaire that covers health concerns, past spa visits, allergies, etc).
• Next, I was taken to the locker room entrance, where another attendant eagerly awaited. He directed me to my assigned locker, explained the locker operation and asked me to change into my spa gear (robe, slippers).
• I was then escorted out of the locker room to meet the massage therapist, who was smiling of course (seriously… I have never seen so many happy and smiling people in the same place at the same time).
• As the therapist brought me to the massage room, he confirmed which massage I was scheduled for and then gave me an articulate overview of that massage’s health benefits.

The rest of the spa experience flowed along the same lines.

In this last example, we see the marriage of a societal culture, the Balinese, attention to detail and the well scripted delivery of services. The end result is a guest experience that is so positively demonstrative it becomes a lifetime event for the guest. It becomes something they always remember and talk about for years.

What is interesting about all of these examples is they occurred with little or no support from technology. They clearly demonstrate that the hospitality industry knows how to provide a high level of customer service based on face-to-face interaction. Given the preclusion towards providing a high level of customer service the adoption of technologies that enable personalization activities would prove very beneficial for hotel, resort and spa businesses.

Guest-Centric Orientation

Delivering a memorable and compelling guest experience is more attainable when operating a property or facility from the guest’s perspective. By aligning your organizational culture and information systems with the primary objective of maximizing guest experience throughout the guest’s interaction cycle you can establish a Guest-Centric Loop. Put another way, you consider what the guest experience will be before, during and after their visit.
Overlaying personalization capabilities on the Guest-Centric Loop provides many opportunities to manage and enhance the guest experience. The red arrows in the following diagram represent the guest-property information flow. In some situations that flow is unidirectional and in others it is bi-directional.

![Enhanced Guest-Centric Loop using personalization](image)

This approach provides the guest the ability to interact with the property how they desire. The enabling technologies allow three major advantages to hotel, resort and spa properties. First, they provide the functionality for the guest to tailor their leisure experience. Second, they allow the property to reach deep into the pre and post stay stages of the loop to motivate guest engagement and enhance guest experience. Finally, during their stay guests have enhanced access to property amenities, information and services.

In practice, personalization in hospitality presents itself through individual guest interactions. They can be as simple as greeting guests by their proper name, sending personal e-mails confirming reservations and services booked, mining guest profiles to develop specific packages offered directly to tightly defined market segments, or serving a guest their preferred drink before they order it. Personalized interactions like this go a long way in enhancing the guest experience, building customer loyalty and developing brand advocacy.

Leveraging personalization technologies overlaid on a guest-centric technology and business model allows properties to develop deep long term guest/customer relationships. Ultimately, this provides hotels, resorts, and spas the tools that maximize lifetime guest value (LGV) to drive revenue growth and business stability.

**Technology Barriers**

Over 60% of hotels, resorts and spas (see Figure 1) are not using personalization technology. In most cases, this is not by choice as properties are held captive by systems they currently have in use. The fundamental design of these systems is the primary obstacle in developing a personalization technology strategy and enhancing the guest experience.

<table>
<thead>
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<th>Table 1: Technology barriers to personalization in hospitality</th>
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<tr>
<td>- Decentralize data storage</td>
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<td>- Poor data capture capabilities</td>
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<td>- Using non-integrated systems across various business areas</td>
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<tr>
<td>- Use of ‘add-on’ CRM systems</td>
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<td>- Difficult to use</td>
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<td>- Technology architecture based on room or billing centric models</td>
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<td>- Business rules misaligned to managing guest experience</td>
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<tr>
<td>- Multiple system interfaces</td>
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<td>- Labor intensive reconciliation activities</td>
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In addition, operation of multiple disconnected systems is very costly for hospitality businesses. Employee costs alone can be significant. Two examples are additional man-hours required to manage the data exchange between systems in order to complete daily audits or the number of staff required to operate separate call centers. From a technology cost perspective operating multiple disparate systems requires licensing multiple systems interfaces to support back office reconciliation activities which can be a significant annual operating expenditure.

**Personalization Enabling Technology**

Enabling technology is not a new concept. It has been available for over a decade and was developed on a global standard database platform. It is scalable, is capable of handling an almost infinite number of simultaneous transactions and is very stable. What is new is the adoption of this approach to managing information in the hospitality industry.

<table>
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<th>Table 2: Personalization enabling technology required in hospitality</th>
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<tr>
<td>• Centralized data storage in one database</td>
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<tr>
<td>• Fully integrated systems across all business areas</td>
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<td>• Robust data collection</td>
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<td>• Guest based activity logging</td>
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<tr>
<td>• Robust stand-alone activity specific modules</td>
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<tr>
<td>• Seamless integration across business functions</td>
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<tr>
<td>• Technology architecture built on a guest-centric model</td>
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<tr>
<td>• Business rule alignment with guest experience delivery</td>
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<tr>
<td>• Embedded CRM system functionality</td>
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<tr>
<td>• Support for multi-location facilities</td>
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<tr>
<td>• Record management for guests/groups/employees and accounts</td>
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The very good news is that utilizing these enabling technologies is far more effective and can be done at lower annual costs. This approach eliminates the need for multiple systems interfaces for back office reconciliation and a centralized database supports multiple channels of customer contact with a lower head count.

**Guest Experience of the Future**

Once implemented, personalization technologies can have a dramatic impact on future guest experiences. Consider the following scenario.

Janet Smith is a previous day guest at Calm, the spa located on the grounds of the All Seasons Resort. She receives a personalized invitation e-mail about a spring weekend golf and spa special, that includes the French manicure treatment she has had previously. Janet decides to plan a weekend away for her and her husband Jim to celebrate his upcoming birthday.

Janet clicks on the link in the e-mail and is automatically directed to the All Seasons Resort’s website to check room and package availability. She selects the queen suite and orders a wine basket upgrade. She knows Jim has eaten at Taste, the on-premise restaurant and checks to see if there is a table available. She selects a 7:30 PM reservation the night they plan to arrive. She indicates in the reservation that this is a birthday celebration dinner for her husband. Satisfied with her plans she completes the booking and concludes the transaction, noting that the charges will be placed against the credit card in her guest profile. All her plans are booked in real time on the All Seasons’ guest-centric PMS and F&B systems.

Shortly thereafter Janet receives an e-mail message from All Season Resort confirming her plans and a detailed itinerary for the birthday weekend. Excited about her plans Janet clicks the “like on Facebook” link and her birthday weekend plan is automatically posted on her Facebook news feed. Janet also notices a link and QR code in the e-mail directing her to All Seasons Resort’s mobile app. Janet scans the code and installs the app on her smartphone.
The next day Rita Jones, Janet’s sister, sees the birthday weekend plans in Janet’s Facebook news feed. Rita and her husband Rick have stayed at All Seasons before. Wanting to join Janet and Jim, Rita clicks on the entry in Janet’s news feed and is directed to the All Seasons website to book the same weekend package all within Facebook. Rita books her and Rick’s stay in real-time, receives a confirmation e-mail on her smart phone and also clicks “like on Facebook”.

Later that night, after seeing the update on his wife’s Facebook news feed about the birthday weekend, Rick opens the All Seasons app on his mobile phone to check tee-times to book a round of golf with Jim. He selects a 10 AM tee off and charges it to the room reservation Rita made. Shortly after that he receives an e-mail confirming the tee time and is alerted to the complimentary on request golf club washing service now available at All Seasons Golf. Rick clicks on the club washing link to request that his clubs be washed before his round of golf with Jim the day after they arrive. Rick forwards the e-mail to Jim and wishes him a happy birthday.

So far in this scenario there hasn’t been a single person-to-person interaction with any staff at All Seasons in making these weekend arrangements. Everything has been handled and processed using All Seasons’ centralized guest-centric systems which are optimized to be used with personalization technologies. Note that all of this has occurred before either party has arrived at All Seasons – part of All Seasons’ management of the Before Arrival stage in Guest-Centric Loop.

Personalization technology significantly enhances an organization’s guest-first culture once guests enter the On Property stage of the Guest-Centric Loop. In our scenario, the systems All Seasons is using to run its business step up and provide All Seasons’ staff detailed information about each guest’s stay. This allows the staff to extend the level of personal service to each guest and significantly enhance the overall guest experience.

When Rita and Rick arrive at All Seasons for the birthday weekend, the bell man asks their name and immediately knows what their itinerary is for the weekend. He has been alerted that Mr. and Mrs. Jones are arriving today and that Mr. Jones has scheduled a round of golf. He tells Rick he will make sure his golf clubs are taken to the Pro Shop to be cleaned in advance of his round the next day. Rick’s clubs are tagged with his customer folio number and put in safe keeping.

The doorman welcomes Mr. and Mrs. Jones as they enter All Seasons’ main door and directs them to the front desk. The front desk agent checks the Jones’ in and notices an entry on Rick’s guest portfolio that he prefers extra pillows, that they prefer to be referred to as “Mr. and Mrs. J” and prefer a room that faces east to get the morning sun. She welcomes “Mr. and Mrs. J” and assures Rick that the extra pillows have already been placed in their room. She tells them that they are in room 315 which is on the east side of the building and that the bell man has already taken their bags to the room.

Rita asks if her sister Janet has arrived yet, the front desk agent says no not yet but asks if they are here this weekend to celebrate Mr. Smith’s birthday? Rita replies “yes”. The front desk agent notices that the Smith’s have made reservations at Taste for later in the evening. She mentions that happy hour cocktails are available and that they could wait for the Smiths’ to arrive at the piano bar in Taste. Rick thinks that sounds like a good idea and says that is where they will be.

Janet and Jim arrive shortly thereafter and experience an almost identical set of interactions. The valet looks after Jim’s golf clubs and the doorman introduces himself and wishes Jim a happy birthday. The front desk agent greets them by name and ensures Janet that the extra blankets she requested over her smartphone on the drive to All Seasons are already in their room. She also mentions that Mr. and Mrs. Jones will be waiting for them at the piano bar in Taste.
At 7:15 PM, Janet and John enter Taste and find Rita and Rick at the piano bar. Shortly thereafter the hostess greets all of them by name and escorts them to their table. She introduces their server for the evening that greets them all by name and wishes Jim a happy birthday. He asks Jim if he would like the single malt scotch he prefers and anyone else if they would like to order a cocktail before dinner. They do and he returns with their drinks.

The server explains the evening specials and answers questions regarding the preparation. Rita mentions she has a nut allergy and their server makes a mental note and recommends several nut free entries. He inquires about wine with dinner and in doing so reminds Jim of a bottle he had when he dined there previously. Jim surprised that the server knew, orders a bottle for the table. When the dessert course starts, the server proactively announces that in honor of Jim’s birthday dessert will be complimentary.

As bill arrives and Jim is just finishing his wine remembers both how good and expensive the bottle of wine is. In honor of Jim’s birthday Rick tells the server he will pay for the wine. The server promptly splits the charges onto the separate guest folios and returns with the two bills. Janet instructs the server that their portion should be charged to their room and Rick says he will pay for the wine with his credit card. The whole payment transaction is completed in less than 5 minutes.

During dinner Janet suggests to Rita that they get a body treatment at Calm while the men are golfing, which Rita thinks is a great idea. Using the All Seasons smartphone app Janet checks her itinerary for tomorrow that lists her French manicure at 1 PM. While still sitting at the dinner table Janet looks up availability of body massages in the late morning finding two available slots at 10:30 AM. She books two sessions, assigns one to her sister and confirms both. Her complete spa booking is immediately updated to reflect this new spa treatment and an e-mail confirmation with an updated itinerary is automatically sent to both women. Just before they leave the dinner table Rita checks her phone to see that the e-mail has arrived.

That evening all four guests receive their next day personalized updated daily itinerary e-mail, which is accessible at any time through the All Seasons smart phone app.

Janet and Rita walk into Calm the next morning and are promptly greeted by name. The spa receptionist asks them how their dinner at Taste was last evening. Janet and Rita were a little early so the receptionist asked the women if they would like a bottle of spring water or herbal tea. Since Janet has been to Calm before, the receptionist directs the explanation of the spa itinerary for the day to Rita. She noted the addition made last night to Rita’s guest profile and assures Rita that nut free oil has been arranged for her body massage.

Janet really enjoyed the body oil and cream used during her treatment and asked if it was available for sale. The therapist said yes, added it to Janet’s spa folio and told her they would be waiting wrapped for her at reception. During her French manicure Rita commented about really liking the color of polish being applied and the technician notes it on her guest folio. When checking out of Calm a bottle of the polish is waiting for Rita to purchase. As Janet picked up her package, which was purchased during the treatment, Rita asked what it was. Quite happy that she had the opportunity to spend the weekend in her sister’s company Rita asks to pay for Janet’s lotion. The receptionist quickly reallocated the charges and completes Rita’s purchases, which she elects to charge to her room folio.

Jim and Rick are greeted by name at the golf pro shop at 9:30 AM where their cleaned golf clubs are already secured to their golf cart, the number of which has been recorded in their guest folio. At the first tee the starter greets them by name and promptly outlines some of the characteristics of the All Seasons golf course. He mentions that there is a pretty strong cross wind today which they should be mindful of on the 12th hole. He wishes them good luck and starts them off on their round. At the 7th tee Rick uses the All Seasons mobile app to order lunch for the twosome. Rick receives an in app notice asking if he would like to order the steak sandwich, which he has
eaten on several previous rounds, and orders two to be ready after they finish the 9th hole. As their golf cart approaches the 9th tee the GPS system indicates their location to the kitchen in the halfway house and the preparation for their lunches begins. It is a short cart ride from the 9th green to the halfway house where the two men walk in, are immediately greeted by name and their lunch order is ready. They pick up their lunch with 2 bottles of water, which Rick charges to his room, head to the 10th tee and preserve the starting order for the day.

That evening, the concierge makes reservations for the two couples at a restaurant and dinner theatre located nearby. Upon their return to All Seasons they are greeted by the valet and doorman by name and asked how the dinner show was.

The next morning the bell men greet everyone by name and take each couples luggage down to the valet. The front desk clerk greets Janet and Rita by name and asks how their stay was. Both women are very complimentary about the service and are pleased with how all the staff went out of their way in serving them. The clerk thanks them for their kind remarks and asks if they would like a detailed bill of all the charges. Both women say please and receive a detailed accounting of all services that were purchased during their stay. The detailed bills include a mini copy of the receipt for each of the transactions that were charged back to their room folios. Janet is quite impressed with this while Rita not quite as much because she can see that Rick had charged the golf activities to the room, which she decides she will discuss with him later.

Several hours after their departure, each guest receives a personalized e-mail thanking them for choosing to celebrate Jim’s birthday and spend their weekend at All Seasons. A week later this is followed by two guest surveys. One is sent to Janet and Rita asking them to rate their spa experience and to provide feedback. The second is sent to Jim and Rick asking for their feedback on the “by request complimentary club washing service” they used at the golf course.

Behind the scenes, the information systems that All Seasons is running has catalogued and stored the entire stay as part of each guest’s individual profile. This data store is the foundation upon which personalization technologies operate. From here All Seasons can develop their tailored targeted messaging and communications to heighten the post stay guest-centric loop and reengage customers and develop loyalty among their existing customer base.

**Conclusion**

There were a total of 21 face-to-face touch points in the “future guest experience” scenario. Each of those interactions served to build trust with the guest and served to cement a longer term relationship, which drives guest loyalty. Personalization technology provided an additional 17 touch points around the Guest-Centric Loop – 10 before arrival, 4 on property and 3 post stay. Guest centric technology generated an 80% increase in guest touch points, 50% of which were before arrival, over traditional room or billing based systems.

Guest advocacy and loyalty rates are significantly higher among guests holding a high opinion of the property staff. These guests are more likely to utilize various hotel and resort services such as dining in house. Friendly service oriented staff drive top and bottom line financial performance through ensuring guest satisfaction and in turn generate positive word of mouth generating repeat and referral business.9

Building and maintaining guest loyalty supports long term revenue stability and growth in hospitality. Customer loyalty is dependent upon brand affinity and developing a strong relationship over time. Fulfilling the brand promise at all times, across all channels, and in all locations is one step in turning a satisfied customer into a loyal customer and eventually a brand advocate.10
It is clear that software systems based on a guest-centric model are a major asset in delivering customer value in terms of providing an enhanced guest experience. Systems that empower staff with relevant knowledge and guest information lead to greater employee satisfaction; which in turn drives a better guest experience and strengthening a hotel, resort or spa’s competitive advantage in their local market place.

If your systems do not provide your organization with the foundation required to leverage personalization technologies then they may be a liability. Isn’t it time the systems you run your hotel, resort or spa on were a strategic asset in the long term success of your business?

Endnotes

3 Ibid
4 Aberdeen Group, Building Lifetime Customer Value and Brand Advocacy in the Hospitality Industry, December 2009
7 Williams, Bryan K.; “Four Lessons All Businesses Can Learn From a 5-Star Resort”, November 1, 2012; http://www.bwenterprise.net/Blog/Blog_Post/12-11-01/Four_Lessons_ALL_Businesses_Can_Learn_From_a_5-Star_Resort.aspx
8 Ibid
10 Aberdeen Group, Building Lifetime Customer Value and Brand Advocacy in the Hospitality Industry, December 2009

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For over a decade, ResortSuite hospitality software has managed guest information and streamlined operations for some of the most prestigious spas, clubs, hotels and resorts in the world. Unlike any other hospitality software available, ResortSuite is built on a guest-centric technology platform. This enables properties to manage their business more efficiently and provide exceptional, personalized service to their customers.

ResortSuite extends this unique, guest-centric design with data mining capabilities and integrated one-to-one e-Marketing, Social Networking, Web and Mobile user experiences.

ResortSuite includes integrated modules for SPA, PMS, CLUB, GOLF, RETAIL, F&B, CATERING, SKI, CONCIERGE, CONNECT, WEB and MOBILE built on an Oracle database.

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