



? Six questions for hotel groups

- 1** If we invest in better data management technology, how will we measure its impact on guest satisfaction?
- 2** Do the personalisation tools we offer guests, from checking-in to buying hotel services, add real value and drive repeat visits?
- 3** Do our guests receive a seamless experience across all online and offline channels when they talk to us – before, during and after their stay?
- 4** Are we getting the balance right between data harvesting and respecting customer privacy? Do we know what that balance looks like?
- 5** Are our investments in the human aspects of personalisation in line with our investments in technological solutions?
- 6** What can we do immediately to give guests a more personal experience?

