The Top 4 Challenges Facing Hospitality Today
And How an Advanced Communications Architecture Provides an Optimised Solution

A White Paper from Asia Tech Directions
Avaya enables businesses to achieve superior results by designing, building and managing their communications infrastructure and solutions. For over one million businesses worldwide, including more than 90 percent of the FORTUNE 500®, Avaya embedded solutions help businesses enhance value, improve productivity and create competitive advantage by allowing people to be more productive and create more intelligent processes that satisfy customers.

For businesses large and small, Avaya is a world leader in secure, reliable IP telephony systems, communications applications and full life-cycle services. Driving the convergence of embedded voice and data communications with business applications, Avaya is distinguished by its combination of comprehensive world-class products and services. Avaya helps customers across the globe leverage existing and new networks to achieve superior business results.

http://www.avaya.com
Top 4 Hospitality Challenges Today

1. EXECUTIVE SUMMARY

The Hospitality business model is characterized by high fixed-costs and variable income. Fluctuations in occupancy and room-rate demand tight cost control. Yet the increasing expectations of Gen-Y Guests won’t tolerate less than excellent service. A hard equation to balance.

In some parts of the world, the competitive bar is raised higher by the condensed proximity of the finest and most attractive destinations. And – it’s always ON – 24hrs a day without break.

In this environment every drop of advantage must be wrung from Technology. In this document we define 4 key challenges and explore how Communications technology has a pivotal role in providing optimized solutions for each.

Challenge #1 – Guest Profiling

Gathering and using Guest preferences and intelligence to enable delivery of superior Guest experience. Hotels are uniquely able to gather data and profile through the many sources of interaction both on and off Property. I.T can enable the business in making this data available for greater customer intimacy and anticipation of returning Guest needs. Business Intelligence with a twist. But how?

Challenge #2 – Social Media

How to implement and integrate new customer engagement channels, notably Social Media with contact centers for optimum efficiency? The Hotel’s reputation is created in the digital space by reviewers and Guests. Monitoring and careful intervention must be a priority for Hotels in 2011 and beyond. In this document we look at what other industries are doing and gain insight.

Challenge #3 – The Demanding Customer

Every guest touch point can be a make-or-break experience, an opportunity to win or lose the repeat business that drives bottom-line performance. We explore how these issues are actually communications-based and how technology is leveraged to deliver.

Challenge #4 – Lowering Cost, Increasing Revenue

How to identify new revenue streams whilst make savings through operation efficiencies? In particular non-room revenue (e.g. banquet, spa, golf, conference rooms, and restaurants). And how is technology used to optimize staffing levels and the tool they use - including s mobile electronic devices required to do their jobs. How to use technology to streamline shift changes for maximum productivity and savings?
1. GUEST PROFILING – GATHERING AND USING DATA

The objective of any Hotel in the pursuit of Guest Service Excellence should be – “Learn more about our guests by gathering and mining Data”

There are three considerations here. Gathering behavioural data – what they buy, click-on or otherwise do and consume on Property or off. The second is gaining their trust to have you act as custodian for their personal preferences and profile information – such as contact, credit-card, passport and other information you might usefully keep for their check-in convenience. The third is what you do with it. How you make data available, to whom, and in what circumstances. And of course – how you turn that data into intelligence to achieve greater Guest satisfaction, retention and profit.

The Hotel in-room Technology is just one of many excellent Information Gathering points. F&B, leisure and just about any interaction yield valuable data to be used in driving micro-targeted offers and advertisements. Hotels have more opportunity to gather data than almost another business due to the variety of services offered there.

But often Hotels create proprietary back end CRM and other silos of technology servicing a particular Hotel group – or even single site. The collected guest information must flow between these silos and be rolled up into a single Guest View. This enables the Hotel to act on the intelligence in virtual real time while the Guest is on Property.

There are several key requirements here – principal among them are:

• An open application communications architecture enabling end-points to gather and exchange data

• Thorough and robust SIP support and evidence of ongoing commitment to it

Look for evidence the potential Vendor invests in open standards SIP protocols and easily scalable/integrate-able platforms that ‘play well’ with other brands. Some good clues are an established eco-system of 3rd party devices and applications and solid installed case-study references. Look also for a wide variety of end-point devices and boxes from a single vendor so as to limit the vendor-count on Property.

2. SOCIAL MEDIA – THE NEW TECHNOLOGY IMPERATIVE

Interacting with customers has become much more complex due to the plethora of communications media available. Social Media (SM) is at the forefront of a revolution in customer engagement. Savvy Hoteliers and their Marketing teams increasingly look to SM as both an opportunity – to reach and recruit customers. But also as a threat. Negative reviews and online criticism live forever in the digital world.

In a 2010 Global web index report, 30% of Chinese bloggers said they post reviews of products and services they’ve experienced at least monthly. But the staggering thing is this. Readers of these
blogs rate an anonymously posted review 3x times more credible than the opinion of a stranger in a bar. So now online strangers are 3 times more believable than face-to-face strangers! The power of the written web word is imbued with newspaper-like authority. The implications are clear. Monitor SM and manage negative feedback early-on using proactive outreach and problem solving teams.

SM Monitoring uses keyword sensitive tools to spot things such as “XYZ Hotel” and “bad experience” in selected online sites. According to a Public Relations agency Burston-Marsteller study, 79% of the Fortune 100 are “present and listening” on at least one social networking platform.

Dell’s Listening Command Center is an example of active SM monitoring. It tracks over 22,000 Dell related topics using Social Media in 11 languages. The early results are impressive (30% reduction in negative comments). Dell staff reach-out directly online to those expressing frustration or negative comments –and try to help them. Often a poor experience can be turned around simply, thus creating a very rapid public online positive from an otherwise lingering negative.

Hotels have the same opportunity – to monitor and reach out to customers with problems and frustrations or those leaving negative comments. But how to take advantage of SM monitoring without creating another silo of technology and the staff to drive it?

The problem until now is the technology to do this has been separate. Products and 3rd parties exist to conduct SM monitoring but to be successful they should be linked in real time to those who can solve problems on the spot.

SM monitoring needs to be integrated with the customer contact center where experienced staff with access to databases, records and booking systems can quickly solve a complaint and create a WOW! experience.

There are several key requirements here – principal among them are:

- Working with Hotel Marketing to identify and create an SM Monitoring policy – seek expert external guidance if necessary but beware hidden agendas of would-be outsourcers
- Consider how to leverage your existing Contact Centre in the overall SM outreach process. They should already have access to customer data and records and can play an important part in the solution

3. THE DEMANDING CUSTOMER

A huge generational shift is taking place in today’s guest community: as the Baby Boomers retire, their successors are bringing new expectations concerning Technology. In particular, anyone born since 1980 has enjoyed a life-long association with real-time (“instant”) communications. They want it now – and they want it right first time.

In fact one study found 73% of Gen Y Guests leave after one poor experience, and 85% of those also tell others about it – either physically or online or both. (Source: Benchmark Research, Convergys, Customer Focus Inc.)
Delighted guests on the other hand spend 50% more in ancillary revenue than those that are indifferent or just satisfied. That’s also 75% more than unhappy guests. Plus - they tend to spend even more on repeat visits (source: Cornell Center for Hospitality Research).

**Figure 1. The quality of Guest Experience impacts spend on ancillary, non-room revenue**

A returning guest only costs about 20% to sell again compared to a new guest. (source: "Leading on the Edge of Chaos", Emmett C. Murphy and Mark A. Murphy)

For Hotels the impact is clear. Guests more than ever have:

- Heightened expectations for service velocity and quality “always on – anywhere, anytime, any location”

- A desire to be recognized and rewarded – as they would when returning to a loyalty club website

- Need their gadgets and tech toys integrated into the Guest room and Property experience

Some Hotels are exploring new ways to deliver service. For example Roger MacFarlaine, VP Technology, Movenpick Hotels and Resorts, when interviewed by Enterprise Innovation in 2010 stated he saw ‘digital profiling’ as a key initiative to increasing the Guest experience.

Digital Profiling involves being able to store and use individual Guest preferences to automatically configure a room to predefined temperature and other attributes. Returning Guests could even have their own swipe card to self-check in and out and their room configuration would be set even as they approached it.

RFID is also being mooted as a potential way to enhance customer satisfaction by location based recognition (VIP Guest approaches Restaurant, staff alerted in advance to deliver exceptional experience).
Individually, any one of these developments would have a major impact on the Hotel Technical infrastructure.

Collectively, they represent a significant shift in today’s Hospitality environment. Adapting to the new Demanding Guest is the primary challenge facing IT Hospitality today.

**There are several key requirements here – principal among them are:**

- An Open Scalable Architecture that is SIP / IP enabled, leveraging connectivity to the group’s CRM/GDS and in-property PMS; and Skill based role assignment for fast escalation to relevant departments when customer issues arise and need quick resolution
- A well-articulated Business Process or Standard Operating Procedure document (for Guest Service) upon which the technology enablers can reference
- A pervasive, network-access anywhere such as Wi-Fi, coupled with flexible mobility solution to enable cost-effective, communications on the move for Guest-facing associates

**4. LOWERING COSTS – INCREASING REVENUE**

**New Streams - Non Room Revenue**

Position the Hotel property as an attractive meeting place for non-resident business executives - a second office. Properties are investing in high-end videoconferencing and communications solutions and while the investment is not insignificant, it makes the hotel a central destination for high-profile meetings and conferences.

This is a good example of how hospitality executives can maximize non-room revenues and target a different segment of the market. Not only does it generate revenue but the ‘halo effect’ of these new visitors is likely to mean spin offs in room booking and related services. It is also an example of how investing in communications technologies will drive revenue growth.

**Green Savings**

1. Replace the compendium and related printed matter in the Guest room with an automated technology delivered solution for cost savings and efficiencies. Some estimates put savings at $1.30 per available room night. Ideally this solution would also deliver targeted custom communications about the Hotel including special offers and perhaps advertising.

2. Look for Communications equipment with low energy use. According to ENERGY STAR, a 10 percent reduction in Hotel energy costs is equivalent to increasing revenue per available room night by more than US$2 for full-service hotels (source: [www.energystar.gov](http://www.energystar.gov))

3. Smart HVAC controls to conserve energy can be tied into the property’s Internet Protocol (IP) communications network to make rooms “smarter” about energy use when no one is there.
Look for a Session Initiation Protocol (SIP)-enabled tablet device or programmable IP deskphone so guests can control the temperature and lights while they're in the room. When they leave, the lights turn off and the room returns to a pre-set, more energy-efficient temperature. The cycle repeats when they return.

**Workforce Management**

Workforce Management applications tied to forecasts deliver “just right” staffing and ensures maximum efficiency and savings. Further processes mean they are in the “the right place at the right time.” This requires instant and seamless communication across departments, particularly for frontline staff, as they are more closely tied to guest service levels where instant communication is critical. Look for a Communications Vendor with a track record in workforce management – perhaps from another industry but integrated into the core Communications platform.

**One-System Multi-Properties**

Unified communications technology enables you to use voice, data and video for a variety of back-office operations and guest services. At the same time, you can consolidate the number of servers needed to drive it all. The result can be a leaner and far more energy-efficient operation.

For example, leveraging a SIP-enabled session manager and IP phones, a hotel owner with five properties can operate the PMS and communications network, including voicemail, conferencing and guest self-service capabilities, from one location with gateways linking the other properties. Savings of 30 percent in power consumption are possible.

A consolidated technology footprint like this can also reduce repair, maintenance and upgrade costs by minimizing the number of visits by repair technicians and making sure they have the right parts on hand when repairs or upgrades are needed. And, at some point in the future, when it’s time to replace your communications system, you’ll be doing the world another favor by disposing of fewer servers than in the past. Look for standards based platforms from a vendor with deep enough pockets to fund the R&D necessary and the installed base to prove it works.

**5. SUMMARY SO FAR**

From the challenges and opportunities reviewed so far it’s clear Hotel technology must span traditionally separate disciplines such as CRM, Business Intelligence, PMS, Communications and Networking – and of course Contact Centre and more. But at the heart of everything explored here are 2 key themes:

1. **Communications**: as enabler of information and intelligence flow to be efficient, effective and deliver an exceptional Guest experience

2. **Open-ness**: in terms of the interoperability needed to pass information between vendor products enabling gains and breaking down silos
A pragmatic solution should consider the core communications platform vendor as the best candidate for a master Hub device approach - connecting through an open architecture to PMS and the plethora of other devices and applications on the property.

The communications platform represents the Guest facing endpoint collecting and delivering the vast majority of technologically delivered interactions.

A vendor delivering a solid and open Communications platform surrounded by Hospitality specific applications, experience and new solutions would seem ideally suited.

In the following section we examine how Avaya delivers an exceptionally robust and feature-rich open architecture to deliver the stated needs.

6. AVAYA HOSPITALITY COMMUNICATIONS SOLUTIONS

Enhancing communications for improved guest experience and staff productivity

Whether you have one or multiple properties, Avaya solutions can help you deliver a better guest experience while dramatically increasing the efficiency and productivity of your staff. Moreover, these solutions can help lower your operating costs, reduce your carbon footprint, and reinforce your profile as a green business.

Avaya Hospitality Communications Solutions include:

Avaya Aura™

Advantage: < Capital and Operational Cost, < Box count, > Guest Service Opportunities

The first touch point that a hotel guest has is in making the booking, and as such, the experience has to be world class. Avaya Aura™ is our core communications platform – the foundation for unified communications, on-demand collaboration, and powerful customer service and contact center capabilities. For single- and multi-property hoteliers alike, Avaya Aura™ serves as the core architecture that enables the other solutions described below, providing a wide range of communications capabilities.

For hoteliers with multiple properties, Avaya Aura™ offers an added bonus. Rather than operating and maintaining a communications server at each property, you can leverage a single instance of our Communications Manager at one property and link all the others to it via communications gateways for rich voice, data, video and Internet services. This is a much “greener,” more cost-effective and efficient way to deploy today’s communications advances while still taking advantage of many communications investments you’ve made in the past.

Avaya Aura™ also offers other valuable capabilities, including Presence Services that give any user, anywhere on the network, an active view of all other users across your network. Presence Services help your staff collaborate more effectively, again helping you deliver better guest service more cost-efficiently.
Avaya Agile Communication Environment™ (ACE)

**Advantage:** < Silos of IT, > Smartphone Integration, > New Guest Services + Future-proof

Imagine your guests being able to check in using their smart phone or PDA, just as they do for a flight. Or, picture your staff sending a targeted message to a specific group of guests on their preferred device. Using our Web-services-based software platform, Avaya ACE for Hotels, your IT staff can easily integrate and extend the capabilities of Avaya Hospitality Communications Solutions. Applications developed on the ACE platform do not require software designers to learn new code, nor will you need to “rip-and-replace” your existing hardware. Instead, helps you leverage your existing investments while finding new and innovative ways to take advantage of new and emerging capabilities.

That’s because (ACE) is an open software platform for building multi-vendor Unified Communications (UC) and Communications Enabled Business Process (CEBP) applications. ACE provides both a developer-friendly tool kit for custom applications and a set of packaged applications that are easy to install and offer customers a hard dollar return on investment – often with an in-year payback. ACE offers integration into common business applications such as Microsoft® Outlook, Internet Explorer, IBM Lotus Notes, Sametime and Microsoft® Office Communications Server 2007.

**Contact center technology**

**Advantage:** < Staff cost, > Guest Acquisition and Retention + Campaign Revenue Generation Enabled

How your front-desk and contact center staff manages guest communications can be the difference between loyal customers and missed opportunities. Whether you have one person handling these contacts or a team of operators, Avaya contact center solutions provide reliable, scalable applications for managing communications into and out of your hotel. Depending on your requirements, our offerings range from voice, email, fax, Web and instant messaging capabilities to more sophisticated computer telephony integration and social media. No matter what options you choose, Avaya provides the tools, data and reporting you need to effectively manage your contact center.

**Avaya Social Media Engine**

**Advantage:** < Lost Business, > Digital Reputation + Contact Centre Integration

To track & manage your reputation online is mandatory. Avaya Social Media Engine allows you to find and solve problems in real time using your existing Avaya contact centre system and staff.

**Avaya Phone-sets and multimedia devices**

**Advantage:** < Vendor count, > Flexibility + Fully Avaya Supported

Avaya offers a wide range of proven Internet Protocol (IP), Session Initiation Protocol (SIP) and standard analog phone-sets to meet any hotelier’s needs. Whether you want to provide the latest high-tech multimedia experience for your guests, a simple and reliable handset, or something in between, we have what you need.
Avaya 9640s and 9670s IP phones are energy-efficient and easily upgradeable, offering exceptional voice quality. A large touch-screen makes self-service easy by giving your guests and staff quick access to frequently requested hotel services and amenities. Plus, many other programmable applications make everyday tasks much easier – and are just the touch of a finger away.

**Avaya Guest Media Hub**

**Advantage:** < Staff and print cost, > WOW factor + New Revenue Stream Opportunities

If you really want to wow your guests, consider the Avaya Guest Media Hub. This multimedia communications system combines a multifunction IP phone with a touch-screen tablet device, providing your guests with an electronic video gateway to the amenities of your hotel and the attractions of your city. Integrated with your hotel’s PMS, guests can use the Guest Media Hub to place room-service orders, schedule wake-up calls, freeing your staff for other value-added guest services.

The Guest Media Hub also supports the “greening” of your property by moving local maps, hotel information and other paper-based information into a searchable, easy to use, touch-screen format, thereby significantly reducing paper costs and waste. These hoteliers can anticipate savings of $1.29 per available room night, which could result in savings of almost $100,000 per annum for a 300 room hotel (based on Avaya estimates from third party sources).

**Avaya Hospitality Enablement Suite (HES)**

**Advantage:** < Staff cost, > Guest Satisfaction + New Revenue Stream Opportunity

Hoteliers are looking to drive increased revenue from traditional revenue centers (food and beverage outlets, spa, and golf) as well as new non-traditional next-generation revenue centers. Partnership revenue split models offers hoteliers a low cost/risk and high margin new revenue opportunities using the Hospitality Enablement Suite (HES). The solution enables properties to leverage Avaya IP endpoints with robust hospitality telephony features as well as shopping, recreation, area attractions and future applications on a scalable technology platform.

The Hospitality Enablement Suite (HES) is software that runs on a server and enables rich interactive applications to run on the Avaya Guest Media Hub. The HES server interfaces to the following systems:

- The hotel PMS to get guest information and respond to events such as guest check-in and check-out.
- The phone system to bar and unbar the phone from making external calls depending on whether the room is in use by a guest, to display the guest's name on the phone and indicate when messages are waiting for the guest.
- Other systems as required by the rich interactive applications running on endpoint devices.

The HES server provides functions to manage the rich interactive applications presented on the Guest Media Hub and Avaya 9640 and 9670 IP color display phones. The Hospitality Enablement Suite includes some base guest experience and staff productivity applications as well as a PMS interface (“PMSi”) adapter.
Avaya Data solutions
**Advantage:** < Power consumption cost, > data throughput + Full Avaya integration and support
Avaya offers proven data infrastructure for guest Internet access and back-office business applications. Hoteliers around the world are discovering the advantages of Avaya data solutions, including both cost and performance improvements. We can help you reduce capital expenditures and maintenance and upgrade costs, as well as your energy consumption and carbon footprint.

Avaya data products use up to 56% less power than Cisco and 41% less than HP on selected compared products according to independent test-lab Tolly.

Avaya Mobility solutions
**Advantage:** < Staffing costs, > Guest satisfaction, < Shift changeover time
In an economy that encourages lean operations, hoteliers need their staff to be highly mobile yet readily available. Avaya has a range of solutions to achieve both objectives. One example is the Avaya Mobile Device Checkout solution, which allows everyone on your staff to have a dedicated IP phone while they’re on duty – without crippling inventory costs. When staff members begin their shifts, they go to a kiosk, scan the barcodes on an Avaya mobile handset and their ID badges, and instantly have access to their call lists, personal directories and voicemail. Now your staff members can be reached at all times, regardless of location, so they are constantly ready to provide superior service to your guests. The benefits to you: a highly mobile workforce equipped for collaborative communications, yet without prohibitive implementation and equipment expenses.

Avaya Video conferencing
**Advantage:** > Guest satisfaction, > MICE attraction + New revenue stream
Avaya video-conferencing can bring traditional voice-only conference calls to life and connect your guests face-to-face with their colleagues and customers around the globe. Convenient for your guests, Avaya video-conferencing solutions serve as a cost-effective, revenue-generating differentiator for your hotels. We have multiple, guest-friendly video-conferencing solutions, whether for a few people or large gatherings.

**The Avaya Flare™ Experience**
**Advantage:** < Internal management cost, > Effectiveness
This latest innovation from Avaya gives your hotel management and staff unprecedented collaboration capabilities. Using an intuitive touch-screen tablet device, you can manage voice and video calls, instant-messaging, a host of Android software applications, and a complete history of correspondence associated with each activity. Built around the way your staff works, the Avaya Flare™ Experience reinvents business collaboration.

Avaya Workforce Optimisation
**Advantage:** < Staffing costs, > Guest Intelligence, > Staff service abilities
Avaya Workforce Optimization helps businesses balance efficiency and effectiveness by using the contact center strategically rather than just as an organization that fields calls. Not only does Workforce Optimization give businesses a better understanding of customer satisfaction and dissatisfaction, it offers intelligent insights that allow the business to operate more efficiently. Processes that were cumbersome and caused dissatisfaction can readily be identified, modified and addressed by businesses. Agents who are not getting the proper training or assisting customers
appropriately can be identified and coached. The Workforce Optimization solution provides businesses with a deeper and more meaningful look at customer interactions.

The solution lies in providing quick access to relevant experts on the property whom the associate can escalate the task to, or to seek advice on. The solution also needs to provide a tracking mechanism to ensure that the guest demands are met in a timely manner or otherwise get escalated to another senior associate for additional support.

A secondary problem is time and resource managing mobile devices assigned to staff when they change shifts. Technology should remove the need for dedicated staff to handle this and instead pre-populate the device with relevant access/authorization plus content such as speed dials, etc.

**Avaya Hospitality Messaging Server (HMS) 400.**

**Advantage:** < Staff cost, > Security readiness + PMS Integration

The Avaya HMS 400 provides a scalable, cost-effective voice-messaging solution for small and large hotels. It can be deployed almost anywhere in the world with seven supported language options. Key features include dual-language voice-prompting per mailbox, automatic wake-up with snooze capability, housekeeping interface for updating room status, mini-bar inventory system for in-room updates on mini-bar consumption, single-server configuration that supports up to 2,300 guest mailboxes, and connectivity via SIP trunk that eliminates additional hardware cost, footprint and reliability issues. The Avaya HMS 400 integrates seamlessly with your property management system and provides advanced administrative functions that help keep operations running smoothly.

Concerns about the security and safety of guests have been brought to the forefront of many hospitality executives’ minds with the recent attacks on hotel properties in Mumbai, India. Upgrades in guest safety and first responder procedures — is another area where an effective communications technology platform can truly be a lifesaver.

**Avaya/TP – WAVE Solution**

**Advantage:** < Guest Gadget Integration Cost, < Reduce Legacy Equipment Replacement Cost

Escalating Costs in managing disparate systems to support the multitude of devices that customers carry. Many Hotels complain of having too many different communication platforms for separate departments, which become a nightmare to manage & administer. They also do not interoperate or “talk” to each other

Solution: Avaya Professional Services + DevConnect certified “Bridging” solution brings together legacy & IP devices and networks onto a common platform, thus allowing Hotel staff to communicate more effective, whilst keeping operational costs low (no service provider fees incurred). A Green and IP enabled solution also minimizes ongoing physical collateral costs as content & messaging can be adapted on the fly, without SI intervention.
WHAT TO LOOK FOR WHEN SELECTING A COMMUNICATIONS SOLUTIONS PROVIDER

1. Look for Hospitality dedicated resources and high-profile customers

Avaya is a leader in the Hospitality market with the largest share of Hotel telephony worldwide. In Asia Pacific alone, Avaya holds over 28% share of Hotel telephony, according to consulting company Frost & Sullivan.

Avaya has assembled a dedicated team for the hospitality vertical. Software and integration with Hospitality vertical applications remains a key part of Avaya’s commitment to the Hospitality Industry.

2. Financial Strength to Invest in The Future

Social Media has come out of ‘nowhere’ to become an important customer communications channel – and Avaya quickly recognized and responded with an ideal solution leveraging the contact centre. Avaya extended capability with the acquisition of Data Networking capabilities further reducing the potential vendor count and therefore cost of management. Look for a track record in growing new technology so that your investment is maintained and extended.

3. A Scalable Architecture

Hospitality executives should look for those that are able to scale with them as their business grows. They should look for suppliers that can easily plug into their existing architecture and whose solutions are standards-based technologies. Companies should look at solution providers that offer an integrated solution straddling the guest-facing workflows as well as back-office activities that can be managed centrally.

Learn more

To learn more about how Avaya can help you offer a remarkable guest experience, increase guest loyalty and create new revenue streams, talk to your Avaya Account Manager or Authorized Business Partner. Also visit www.avaya.com/hospitality.