NAVIS
Hospitality CRM

THE COMPLETE GUIDE TO CRM FOR HOSPITALITY

NAVIS
Hospitality CRM

CONTENTS

Introduction	1
Chapter 1: *What Makes a Complete CRM?*	3
Chapter 2: *What Should a CRM Do?*	9
Chapter 3: *Taking Data Islands from Problem to Opportunity*	16
Chapter 4: *Data Considerations for Connecting & Implementing CRM*	21
Conclusion	27

THE COMPLETE GUIDE TO CRM FOR HOSPITALITY

Words can have seemingly unlimited meanings, and those meanings change as cultures evolve. There was a time before *lit* was cool and *woke* was a state of consciousness. The New York Times reported a few years ago that the word *run* had surpassed the word *set* for the most definitions in the dictionary. Uses of the word *run* had "exploded with the increase in the number of machines and computers: a train runs on tracks, a car runs on gas, an iPad runs apps." Well-worn words change, becoming fresh and new as time goes on.

The term **CRM**, short for customer relationship management system, demonstrates the evolution of the first CRM, which was launched in the late 1980s as a way to integrate customer contacts, calendars, and email. With the onset of email marketing, CRM's quickly became synonymous with list generation and email campaigns. And for some companies, it's the bulk of what they do—or do best. However, email list generation isn't necessarily what hospitality needs from a CRM anymore. In order to succeed in this data-heavy marketplace, hotels need a robust platform. A place that not only stores all data, but also promotes gathering the "right" data—following the guest throughout the booking pathway and beyond. The guest pathway is sure to become more complex as new technologies arise, and a CRM that gets ahead of shifts in attribution and guest search behaviors is the wave of the future.

Just as our culture can generate seemingly infinite definitions for words like *run*, there are many for CRM. And while those definitions may all be accurate in some way because, yes, list generation is still one component of a CRM, it doesn't mean all definitions are complete.

Redefining CRM

According to Skift, by 2020 the biggest software change the front desk will see is that guest profile data will move out of the PMS to "nimbler, specialized customer relationship management systems." Some customer relationship management systems have already evolved to meet this need, and more.

So what, ideally, is a complete CRM and what should it do?

A CRM should be a complete platform, a single repository for all data—from prospective guests (leads), to individuals who have abandoned their reservation booking (un-booked), to booked guests (future stays), to current guests (in-stay) and past guests (loyalty). Your CRM should start with generating demand, including the tools to harness your human resources—reservation sales support, for instance. It should break down campaigns and track them across all channels—online and offline—so that marketing understands attribution and conversions. It should align your teams, especially revenue management, marketing, and reservations sales, helping them break out of silos and work toward the same goals with the same reliable data. It should have the analytic tools to visualize all of your data and make better decisions. And it should integrate with your PMS for a truly holistic view. One technology for all channels: ***a complete hospitality CRM.***

All of this adds up to a single platform for everything you need to create guest relationships, improve the guest experience at every touch point, before and after the stay, and make those relationships last, to drive direct bookings and increase revenue. Though it's a tall order, the NAVIS Hospitality CRM provides this complete solution.

Inside you will find definitive information about what a hospitality CRM should be capable of doing for you, from the 'how' and 'why' a complete CRM solution can work better for you, to the real cost of cobbling together different solutions, the situation in which most hotels currently find themselves. **This eBook explores the full guest journey and how to capture data across the complicated path to the booking and beyond—most importantly, we give you the insight into what to do with your data once you have it.**

WHAT MAKES A COMPLETE CRM?
NAVIS

WHAT MAKES A COMPLETE CRM?

define *(verb)*

1. **to explain or identify the nature or essential qualities of**
2. **to determine or fix the boundaries or extent of**

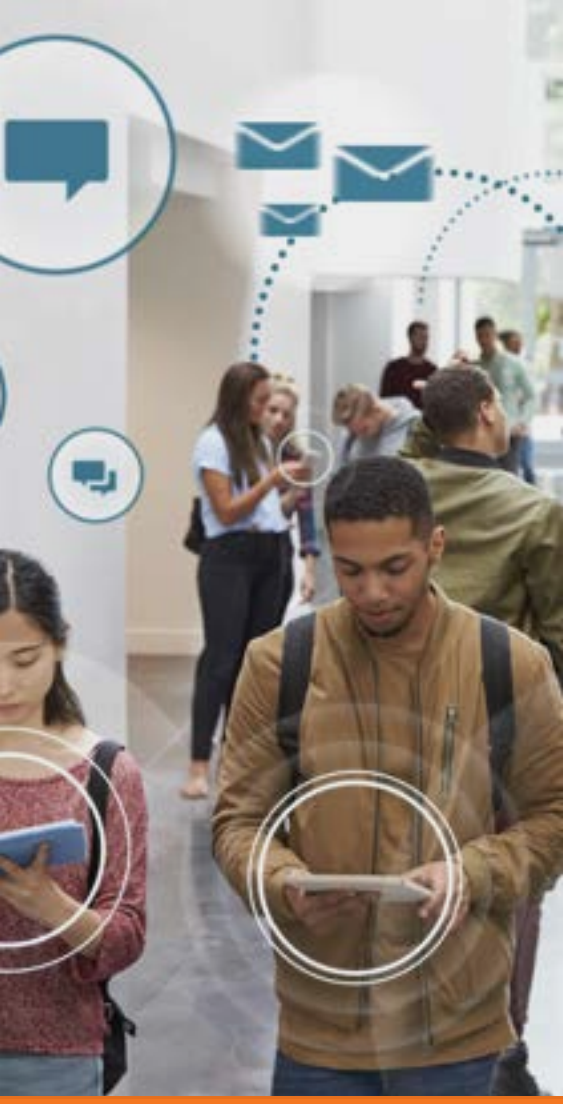
Definitions give us clarity. When something is clear, we make better, more informed choices. But definitions are always changing and expanding. For instance, maybe you know what a CRM is (we assume you are at least interested if you find yourself reading this), but did you know that a CRM means something entirely different than it did a decade ago, or even a few years ago.

Let's first look at some definitions that have been muddied by the evolution of technology and buzzword bingo the tech companies have been playing. For instance, the online-offline landscape has changed so much that a guest can start out online, let's say using web chat, and end up offline at the time of booking when that online chat turns into a call with an agent. There are seemingly endless combinations of touchpoints prior to when a guest actually books their stay, and even more ways to consider the attribution involved. What we do know is that with a complete CRM, online and offline channels should communicate with eachother. So, based on the hundreds of hotels, management companies, and vacation rental managers we've worked with, this is how we at NAVIS define our CRM and the important concepts around it.

CRM:

With a very evolved concept, sometimes it helps to start with what it *IS NOT*.

A CRM is **not**: a list manager, a loyalty program, or an email-marketing program. While a robust CRM likely includes all of these capabilities, but most importantly ***it should*** combine your voice channel with your online and offline systems. When evaluating your own, or a new CRM solution, understand that it should consist of far more than any one or two of these things in order to be a relationship and revenue machine.



“Coming together is a beginning, staying together is progress, and working together is success.”

– Henry Ford

A modern, complete CRM solution ***IS***:

1. **360-degree view:** Gives you a 360-degree view of the guest (including prospective guests, in-stay guests, and past guests). As well, it should household and segment those guests in smart ways that allow you to avoid, for instance, sending a discounted offer to a guest that is already booked with you at the rack rate.

2. **Lead Management:** A repository for all leads data from all inquiries. Leads that go un-captured will become your competition’s database.

3. **Connecting Platforms:** Unifies all online and offline pathways, including analytics/data intelligence.

4. **Ease of Use:** It’s easy to use, which increases staff adoption rates. You want your team to use it often and correctly. One aspect of ease of use is that the technology should make the jobs across the guest pathway—reservations, marketing, revenue management, and so forth—easier and more effective.

5. **Aligned Systems:** Connects the dots across the marketing, revenue, and reservations teams so that data and goals are aligned.

6. **Actionable Reporting:** Capable of (effortlessly) creating actionable reporting. Not just a list or a database.

7. **Total Integration:** Integrates directly with your PMS and other existing systems, inclusive of tracking data on all guest-touching marketing activity (digital, website, print, etc.) and inclusive of the call center.

8. **Guest Preference Warehouse:** Customized to your unique property type. Offers the ability to capture guest preferences and requests.

9. **Sales Generator:** A place where guest-facing staff have the data they need to be quality salespeople. You can't grow without sales, and you can't sell without well-trained and equipped sales people.

10. **Data Integrity:** Good data going in leads, to good insights and actions that come out. Bad data is a disabler. Merging unique households and de-duping in a way that's specific to the industry is key.

11. **Processes & Privacy Controls:** Gives you total control of data with pre-set processes in place to prepare for GDPR and privacy laws in California, Colorado, and other states. New laws require total transparency in what data is collected, how it is used, and with whom it is shared.

OFFLINE + ONLINE = FULL PICTURE:

Ensuring that data is captured and integrated along the whole path from engagement of a prospective guest to booking—as it moves back and forth from online to offline is the key to an effective CRM.

Ask any three people what falls under the categories of online and offline when it comes to hotel inquiries and conversions, and you will inevitably get three different answers. Technically speaking, though, defining what qualifies as offline and online is rooted in where the inquiry originates, as this attribution is essential to understanding your marketing investment. A complete CRM doesn't just capture the data but draws a line from one point to the next (i.e., print brochure to voice inquiry to web reservation).

So that we're all on the same page, here's what falls under each category.

OFFLINE:

- **Phone calls**
- **Print materials** (tourism brochures, billboards, and so forth)
- **Walk-in**
- **Travel agent**
- **Broadcast media** (TV, radio)

ONLINE:

- **Your website**
- **Your booking engines**
- **Third-party sites**
- **Chat**
- **Email**
- **Text/Mobile**
- **Social media**
- **Search engine ads**
- **Digital content and articles**

PRIOR TO WORKING WITH NAVIS:

72% of hotels felt accessing data was a challenge.

55% of hotels felt aligning teams was a challenge.

AFTER WORKING WITH NAVIS:

75% of clients felt their teams were better aligned.

93% of clients felt their data was more actionable.

95% of clients felt their data provides more valuable insights.

95% of clients felt they gathered more valuable data.

100% of clients felt aligning data and teams is critical towards driving greater revenue.

360-DEGREE GUEST VIEW:

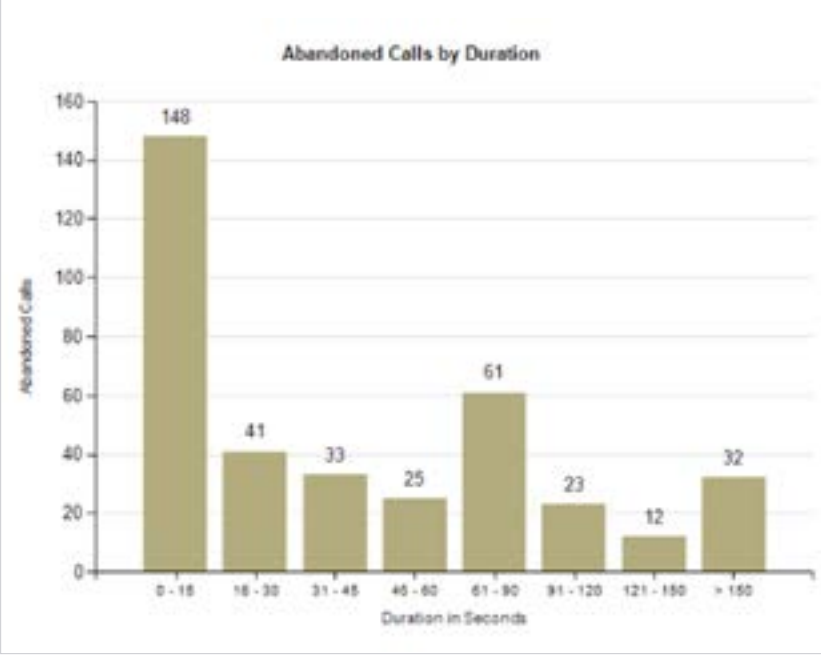
This term gets used frequently to mean whatever data a company is able to capture from the guest journey. Most companies will say they have a 360-degree view when they are actually missing important parts of the profile. Frequently what's missing is essential: **offline tracking that isn't integrated with the online path.**

A true 360-degree view is from start to finish; the profile begins long before the guest becomes a booking. The 360-view should begin all the way back at the first inquiry (because the inquiry that you don't capture goes into your competition's database). We call them leads and track them from the moment of inquiry all the way through the stay and after, adding on important details along the way.

In addition to attribution, hotels should aim to include guest preferences as part of a holistic view of the guest. It's not just important that a hotel knows that a guest has stayed and when it happened, but also what the guest cares about. Understanding guest preferences (activities, occasions, purchase behavior, past requests, and so forth) allows you to go deeper in your outreach across the entire pathway.

As Sheila Hauser, Director of Marketing at Collins Vacation Rentals, notes, **"Having the guests' data in one central location is extremely important. Our partnership with NAVIS is very valuable in our guest data… I believe their system is our most valuable asset in reaching past guests and marketing to future guests."** Gathering as many data points as possible for each guest is the first step toward creating actionable, personalized marketing and guest service.

A true 360-degree view is from start to finish; the profile begins long before the guest becomes a booking.



WHAT SHOULD A CRM DO?

NAVIS

WHAT SHOULD A CRM DO?

integration *(noun)*

1. **an act or instance of combining into an integral whole**
2. **an act or instance of integration an organization, place of business.**

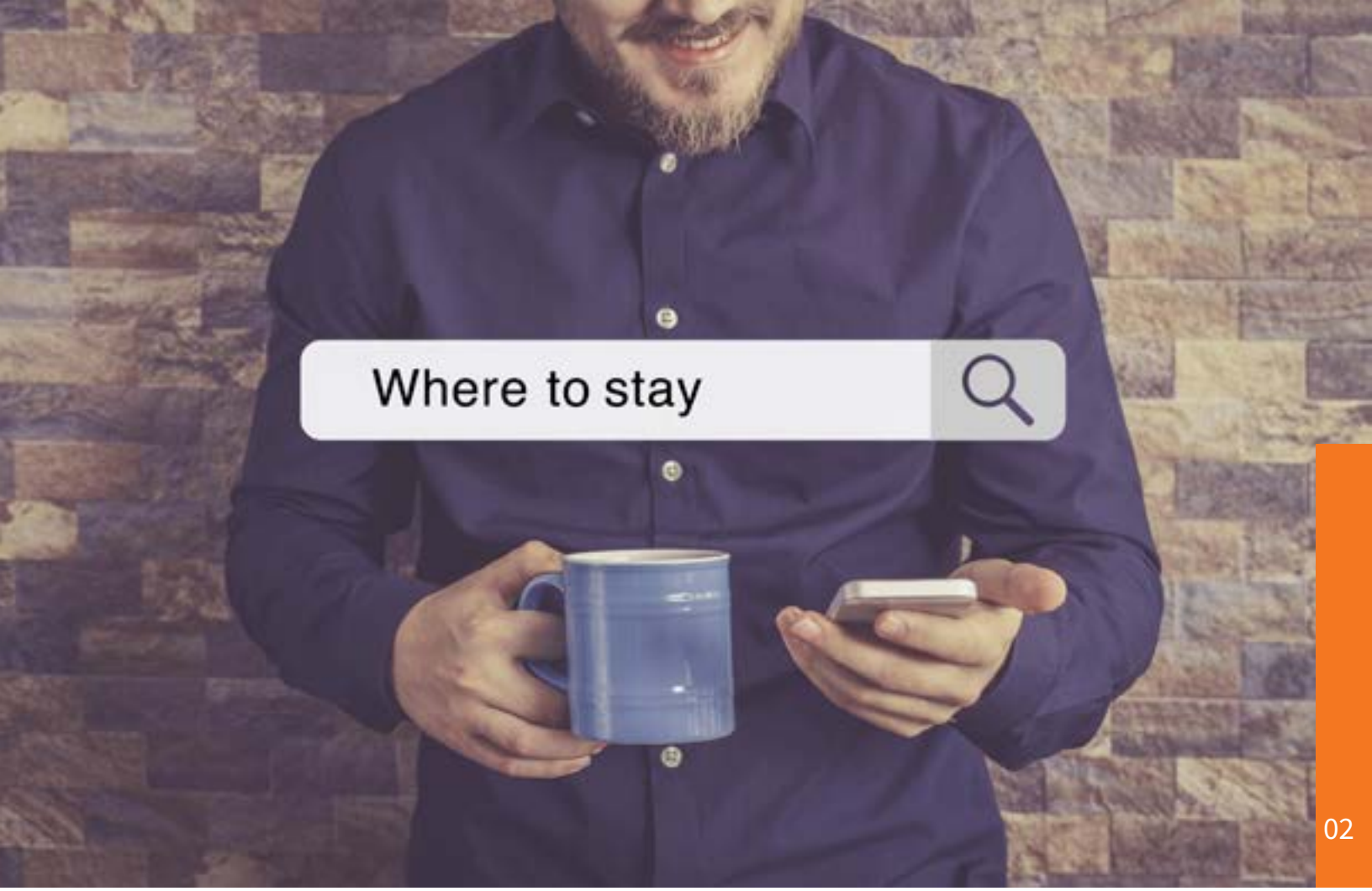
In the last few years, integration has become the biggest pain point in the hospitality industry. Rightly so. Most hotels and vacation rental management companies are hobbled by a variety of technologies that get patched together, Band-Aids for limping along rather than long-term, effective solutions that will put your business ahead of the competition. Lack of integration affects multiple aspects of hospitality business performance.

As we note in "The Dangers of a Good-Enough Platform," technology that offers just one service, such as inquiry tracking, without taking into account the big picture, such as comprehensive lead management, ends up requiring unnecessary, potentially expensive, customization. This will also cause your team to lose valuable time trying to get the right tech support.

The term integration has also become synonymous with integrating enterprise technologies. As in, our CRM integrates with all major property management systems. Which is true, and critically important. But the need for integration goes further than tying one or more technologies to one another, stitching them together seamlessly.

Additionally, a complete CRM *integrates* every aspect of the guest pathway. When properly funneled into one platform, a highly complex process becomes more linear, able to be harnessed into something productive for hotels—and for guests. CRM does stand for customer (or guest) relationship management after all.

When we talk about the components of a solid CRM solution, we talk about it from two angles. First, we explore the booking pathway, including when and what gets captured along the way. Second, we look at what's happening behind the scenes that makes the whole process hum.



1. THE BOOKING PATHWAY

A complete CRM starts before the transaction and spans the entire guest journey—from inquiry to post-stay. Remember that bookings and email campaigns are one small portion of your overall business—one piece of the guest journey. What if you expanded your view of CRM across your entire business? Everything upstream, marketing and leads, throughout the guest's journey all the way to post-stay business analytics and, ultimately, retention and loyalty.

Unified CRM: From Demand to Loyalty

Leads

Do you know what your conversion rate on a lead? Some properties will say, "Oh yes, it's 33%." Great. But what happens to the other 66%? Consider that this 66% is your competitor's list. Lost opportunities. Your CRM should be capturing these leads.

Pre-Booking

An effective CRM offers a controlled environment with smart call routing. It will capture leads, optimize human resources, and increase sales. If one agent has higher conversions and is available to take a call, the CRM will automatically route it to her. If a guest calls a second time, the call will route to the same agent as before so they may continue where the conversation left off. This is true relationship management.

Booking

Once a booking is confirmed, a complete CRM captures more data. Not only does it track the entire path to purchase—online and offline—it also affords the opportunity to gather preferences. Understand details like why the guest is visiting, why this time of year, do they have children, what do they like to do as a family, are there special events (anniversaries, birthdays, graduations) tied to the visit, what their price sensitivities are, nearby festivals and events they'll be attending, and so forth. An abundance of guest information becomes the path to future outreach *and* a highly personalized guest relationship.

Pre-Stay

Essentials such as pre-stay confirmations and pre-stay emails with ancillary cross-selling improve the guest experience and capitalize on revenue opportunities. For instance, a guest who golfs may receive an email: "Last time you stayed with us, you spent the day golfing. We are offering a special package including green fees, lunch, and a tasting from a local micro-brewery during the time you're visiting…"

During Stay, Post-Stay

Don't stop at the stay. During- and post-stay touchpoints amplify the brand. The goal: make the guest your brand advocate. Create loyalty and retention. (Of course, on the internal side, you have analytics at this point that map the entire journey, showing what has worked and what hasn't, tying campaigns back to booking and revenue. We'll get to that below.)

Loyalty

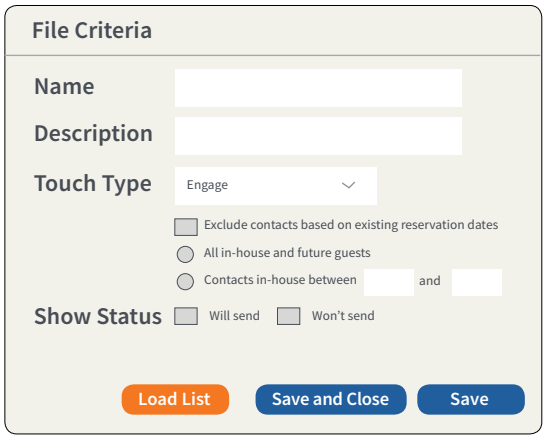
Working off a single CRM platform for the whole guest journey allows you to make smarter decisions and avoid classic mistakes. For instance, let's say marketing creates a campaign for everyone who called in last year during high season but was unable to book. This year, they decide to market to this price-sensitive group with a shoulder season offer, when the rate is slightly lower, but the weather is similar. A single platform allows this property to ensure they remove any of these prospects that are already on the books for the future. Because no property wants to have a guest call to say they received a better rate for a trip they've already booked.

02

2. WHAT'S HAPPENING BEHIND THE SCENES

Behind the scenes, there's a lot happening to keep the guest moving along the booking pathway. And there are many departments involved. A complete CRM aligns the teams and their individual members, giving them access to the same data and the tools that will capture, convert, and execute a guest stay. The ideal platform covers the whole scope of activities and processes, expected and sometimes unexpected. Your CRM should assist your team with customer acquisition, helping them gain the maximum value from the customer and, in turn, give customers maximum value resulting in long-term retention and loyalty.

This is a view of the guest profile, where all your guest data will be entered and then stored.



Though the process begins with **guest acquisition** and ends with high-value, high-integrity **data analytics**, a complete CRM assists at every behind-the-scenes point of interaction with a prospect or guest.

Guest Acquisition

The term "customer or guest acquisition" is commonly equated with the booking. As in: a booked guest is a guest acquired. Just as CRM has evolved so, too, has acquisition. A booking is a part of the process of acquisition, but the acquisition begins long before the booking, at the first point of contact. The first opportunity. A complete CRM supports the process of acquisition with sales automation, holistic tracking of every interaction, recorded sales (for training and data gathering), account management, and pipeline analysis.

Human Resource Management

CRM and HRM—they go hand in hand, but this is one of those frequently overlooked aspects of evaluating a CRM. A complete hospitality CRM offers the technology, tools, and training to capitalize on specific moments with your guests. This may look like technology that makes guest details/profiles available as soon as an agent answers the phone or training support in the form of call recording for agent performance reviews. Bottom line is that your CRM should help your team perform optimally.

87% of customers think brands need to put more effort into providing a consistent experience for their customers.

Source: Accenture

Lead Management

Tracking begins at the very first interaction and follows the lead across every touchpoint. Even if they don't book, they stay in your system. Remember, un-booked leads are your competition's database, and you can convert them down the road.

Customer Service

Data gathering sometimes may seem self-serving, but we beg to differ. Understanding your guests so that you can better help them requires knowing who they are. A effective CRM will offer every opportunity to understand the guest and gather pertinent information (with the utmost security in mind), while also making the data available to the right people in the right departments at the right time.

Marketing

A complete CRM reflects input: money into marketing is tracked carefully across all channels. And it creates output: list management, savvy campaigns, and activity management. Notice that list management is just one small, though important, component of today's evolved CRM. For example, when your CRM captures the data for 'not-booked' callers or abandoned website reservations, it should automatically trigger a marketing workflow assignment to nurture the lead.

Workflow Automation

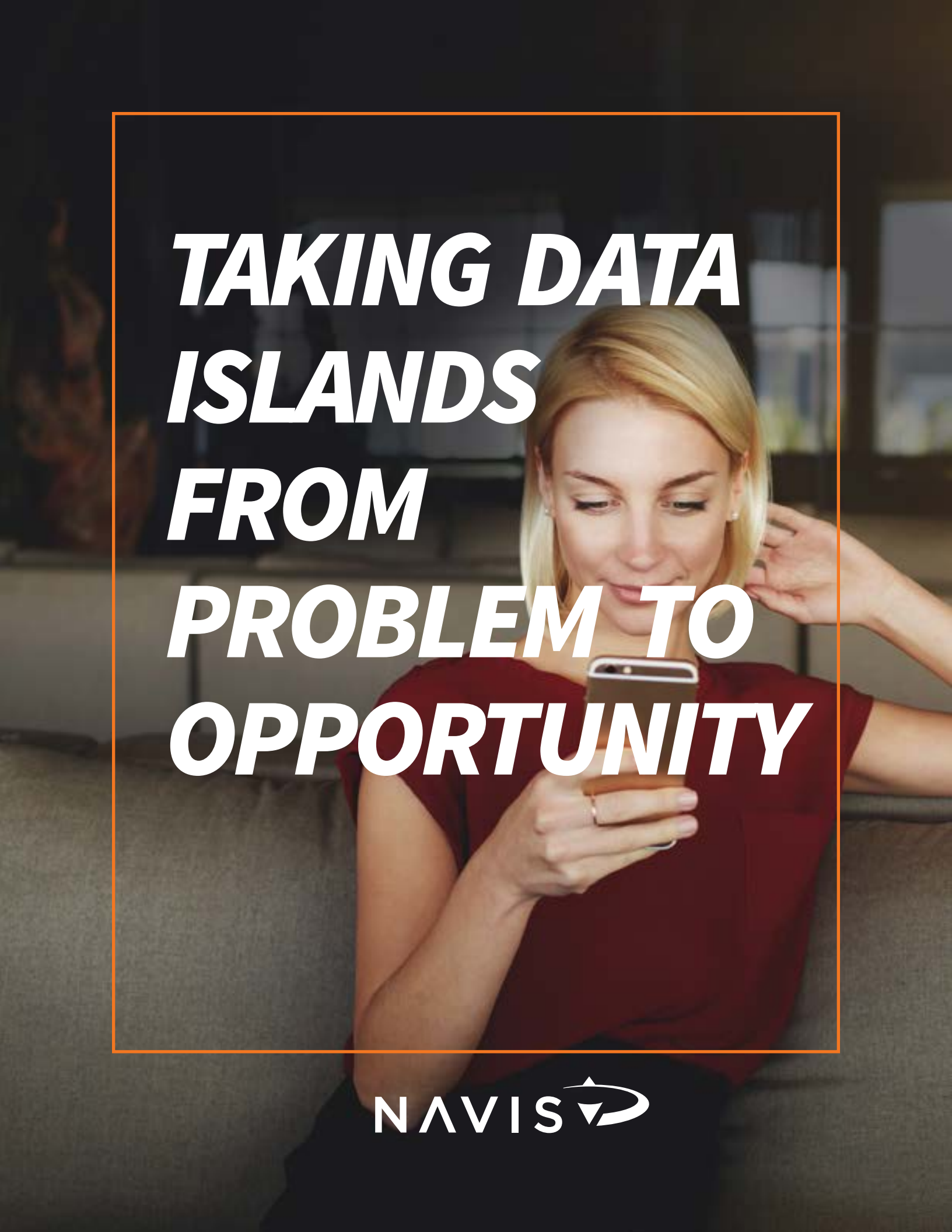
Automating essential processes creates efficiencies and generates conversions. For instance, when a call comes to reservations, the system will look across agents to see how busy they are and route the call to the highest performing agent. By optimizing agent success, and other specialized skills, properties generate more bookings.

Business Reporting + Analytics

Representing all of this information, whether through reporting to different departments (sales, customer care, marketing, and so forth) or through studying campaign and marketplace trends falls at the end of the process, but it ties everything together. The ability to see market trends and evaluate performance (campaign, agent, and so forth) along the pathway creates a cycle of success, allowing hotels to move through the cycle more productively the next time. The results include increasing conversions, generating repeat visits, putting marketing money toward projects that produce revenue, and gathering more data to boost outreach.

NAVIS CLIENT TESTIMONIAL:

Chinook Winds Casino Resort in Lincoln City, Oregon, discovered that when they combined all of their reporting--across different departments--with the NAVIS Analytic software, they quickly saw over a 15% increase in revenue per-booked reservation, just by implementing simple changes, based on their improved and more comprehensive reporting platform.



TAKING DATA ISLANDS FROM PROBLEM TO OPPORTUNITY

NAVIS

TAKING DATA ISLANDS FROM PROBLEM TO OPPORTUNITY

island *(noun)*

1. **a tract of land completely surrounded by water**
2. **something resembling an island, especially in being isolated or having little or no direct communication with others.**

Data is among the greatest opportunities in the hospitality industry when it's harnessed with the right technology. According to a 2017 survey, "less than 25% of marketers worldwide said they had a comprehensive view of customer data from across their organization" (Skift). A survey by Lindholm reveals hotels and management companies have data in as many as six different platforms with no single record. Additionally, hospitality professionals report that not only is gathering data at different touchpoints difficult, but also frequently the CRM doesn't play well with the data they do have. The word "decentralized" comes up frequently in conversations about data.

This won't sound unfamiliar to most hospitality leaders, because hotels and management companies regularly deal with legacy systems along with bits of new technology, many of which are disconnected. When staff (front desk, marketing, revenue managers) moves between multiple systems to try to get one clear, consistent picture not only is it inefficient, it creates delays in service and an overall sense of frustration.

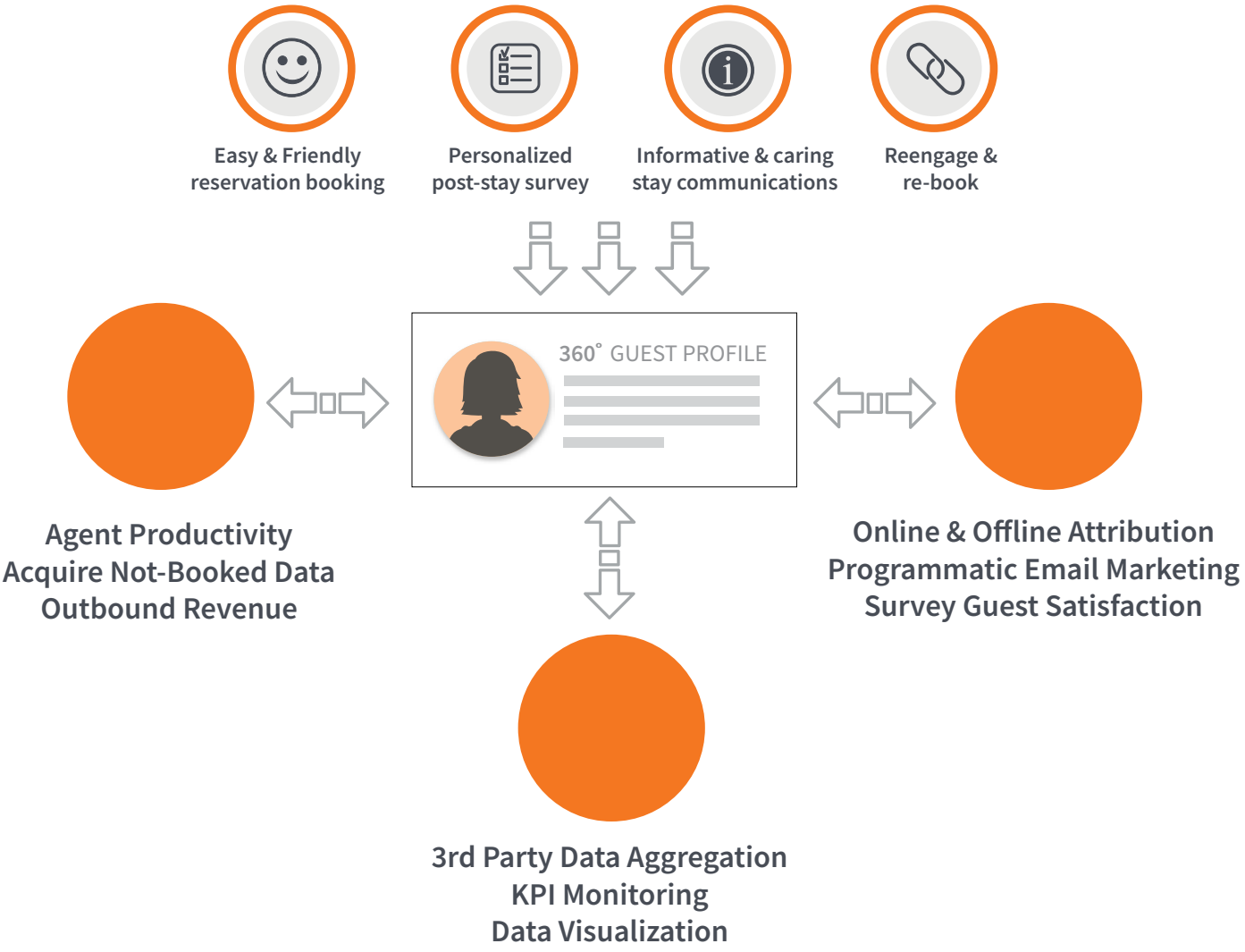
Disjointed data costs from $3,000 to $6,000 per room annually. This shortfall is what we typically see from the hundreds of hotels and vacation rentals we work with. Adding to the cost, data islands keep teams from working together effectively. When one department relies on different data than others, there become multiple truths, which multiplies problems.

Nonetheless, most hotels currently rely on a patchwork of systems. For instance, let's look at a common problem: preparing an email campaign. This is what many properties experienced. First, marketing

must extract data from the PMS to get contact information, then manually scrub lists for information they don't want to include, compare again to the PMS to ensure future bookings don't receive the message, and finally upload that list to an email manager. If this process doesn't move along quickly enough (and how could it since data is constantly changing?), there's a high likelihood the process will have to be repeated over again, and maybe again. Data has a short lifespan when it's managed this way. And this is just an example of preparing for an email campaign. Consider all the ramifications for guest service, revenue management, and marketing analysis.

With a complete CRM, it is entirely possible to go from these common data islands:

to total alignment:



Moving Disjointed Data Islands to Centralized and Aligned Systems

All data enters one platform, creating one single 360-degree view of the guest. A unified approach, in which every revenue-generating staff person relies on the same system, and continually merging and duplicating various household records into one system will automatically bring together data and aligns teams across the entire guest journey. What an agent captures when talking with a lead becomes valuable information that is available far down the line when the guest is on site. Not booked leads turn into valuable information to be used by marketing for an outbound email program. Third-party data, like OTAs, TripAdvisor, HomeAway, and others, integrate for a holistic view of the purchase pathway.

HOW DOES ALIGNMENT CHANGE THE PROCESS THEN?

Take the time-consuming example from before of moving data from PMS to list generator and back and forth until the data has likely gotten old and riddled with errors. (If you want to understand what's lost during a cumbersome process like this, Collibra recently took on the challenge with a client, looking at the process of collecting all data on one single data point: lifetime customer value. They found it took 12 different users, 15 emails, and 31 hours.)

In a single-platform, complete hospitality CRM model, there is only one source of data and an email, for instance, can be generated at the click of a button with smart segmentation as well as easy filtering (specifically for future guests.) This virtually instantaneous process saves an abundance of time in addition to producing more successful results because of better segmentation and filtering.

03

Imagine the benefits of this kind of data-alignment repeated over and over throughout the process of acquiring a guest. In fact, as Lisa Lofis writes for CMSWire, data alignment is the key to a customer-centric model. She suggests, "Customer Relationship Management (CRM) is aligning business strategy, organization structure, culture and customer information and technology so that all customer activity builds immediate value for the customer or guest and long-term benefit and profit for the company."

DATA CONSIDERATIONS FOR CONNECTING & IMPLEMENTING CRM

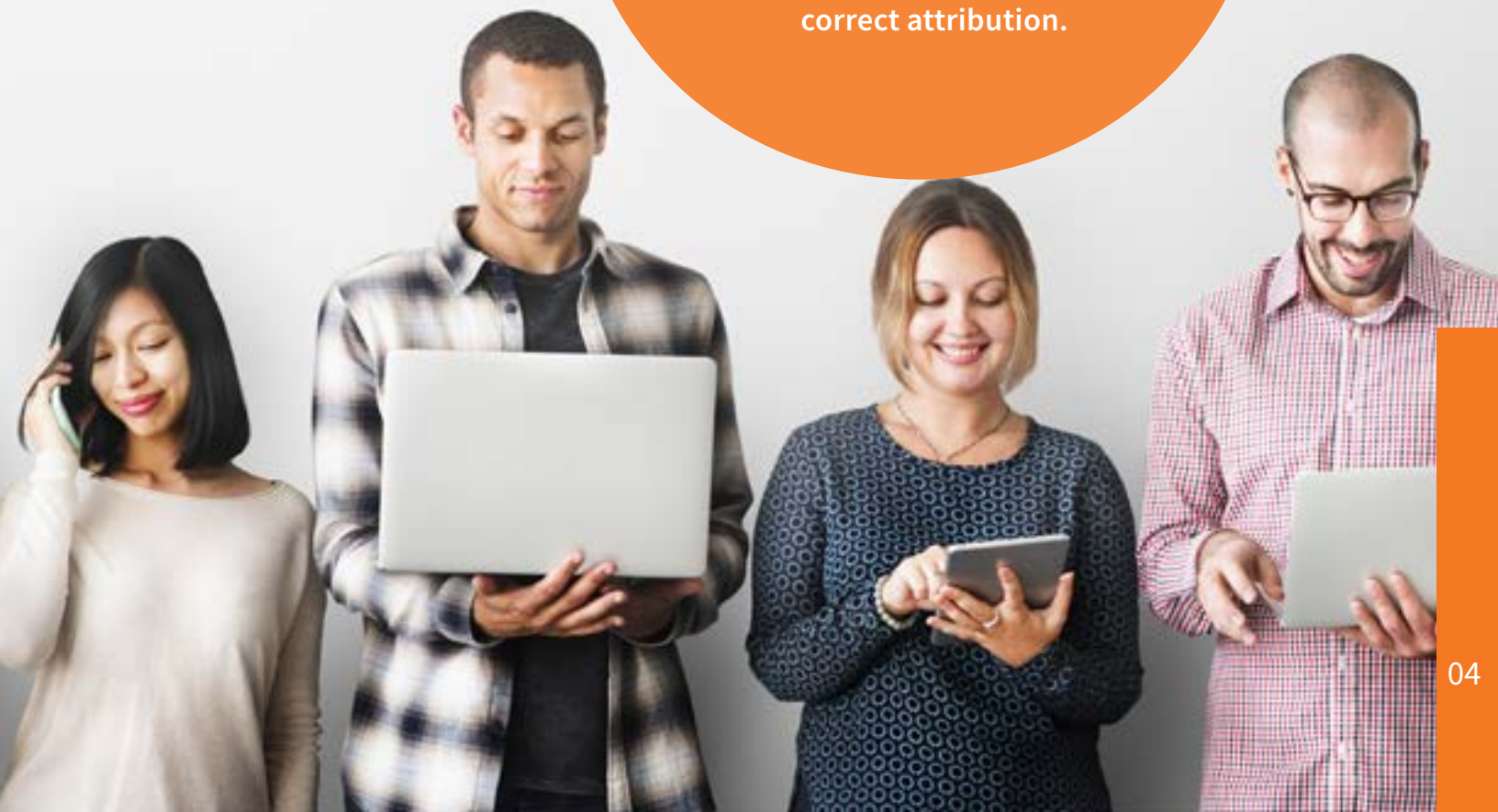
NAVIS

DATA CONSIDERATIONS FOR CONNECTING & IMPLEMENTING CRM

Data Matters: What Should Your CRM Collect?

1. ONLINE AND OFFLINE

AND WE MEAN EVERYTHING:
PPC, DMO ads, third-party websites, email marketing, and tourism listings. The list could go on and on. With an 800#, a URL, and a token that's unique to every campaign, all offline and online traffic can be tracked for correct attribution.



2. VOICE

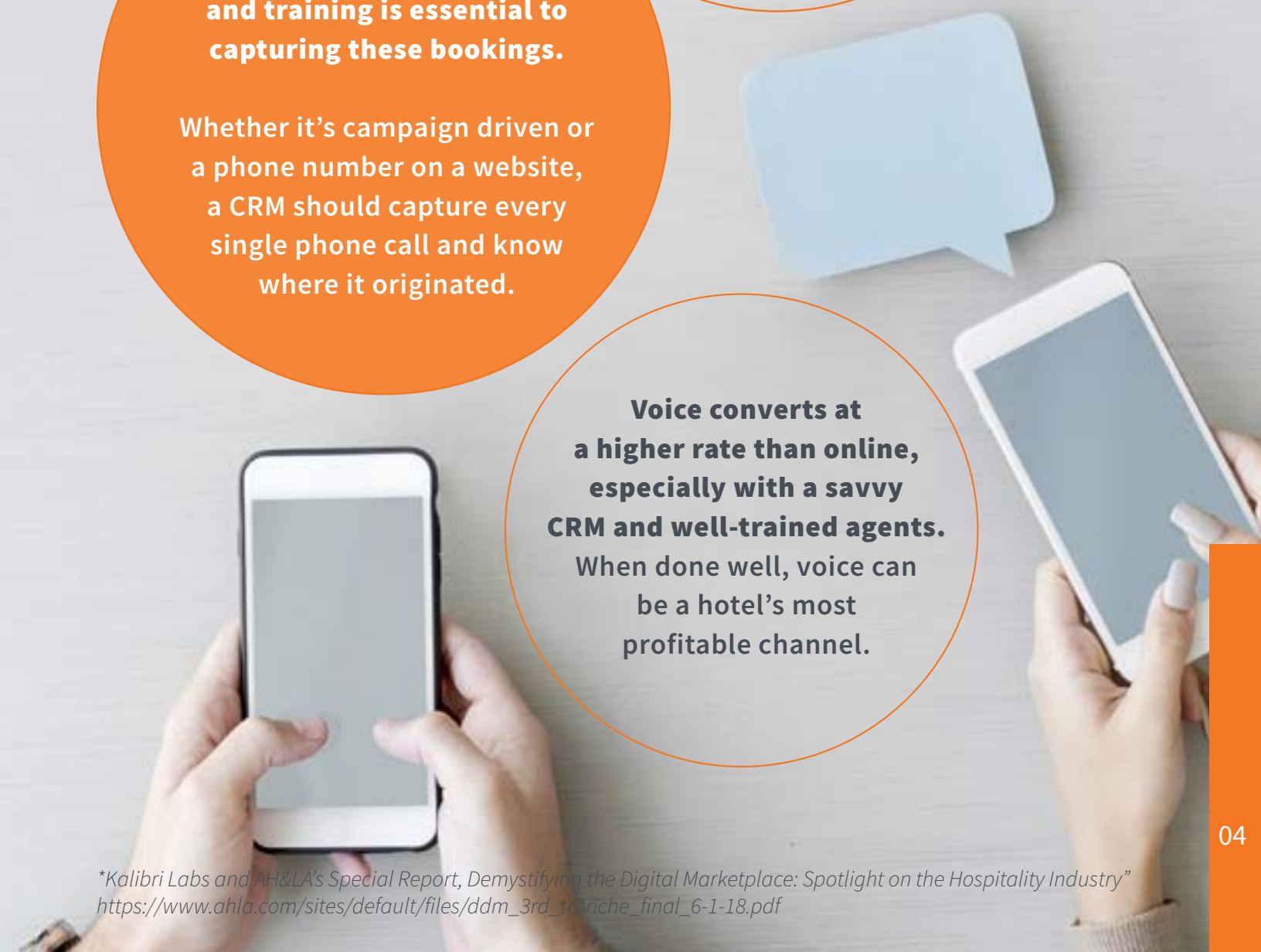
YES

voice is part of offline, but it's important enough to stand on its own. NAVIS research shows that direct voice bookings see a 31%* ADR premium over all other channels, and research shows that 50% of prospective guests will call the property at some point during the planning process.

Being prepared with complete CRM technology and training is essential to capturing these bookings.

Whether it's campaign driven or a phone number on a website, a CRM should capture every single phone call and know where it originated.

Voice converts at a higher rate than online, especially with a savvy CRM and well-trained agents. When done well, voice can be a hotel's most profitable channel.



**Kalibri Labs and AH&LA's Special Report, Demystifying the Digital Marketplace: Spotlight on the Hospitality Industry" https://www.ahla.com/sites/default/files/ddm_3rd_tranche_final_6-1-18.pdf*

3. GUEST PREFERENCES

Once the guest has made contact, the CRM should have the capacity for as many details as possible and call center agents are instructed how to gather information in an organic, contextual way. A complete CRM enables the call center, training, and the data capture.

GDPR compliance with strict rules governing the use of consumer data became mandatory this year in Europe, and California has followed suit with a privacy law that goes into effect in January of 2020. Other states will follow. Hotels and vacation rental management companies that handle GDPR in an unstructured manner will be open to substantial liability. Scripts and proper consent should be built into the CRM process, and a complete CRM should be GDPR compliant.

4. GDPR COMPLIANCE & PRIVACY LAWS

5. HISTORICAL DATA

Historical data is the bread and butter of a complete hospitality CRM—the key to loyalty. Aggregating historical guest data with new data so that there is one single source of truth may be among the most essential roles of today's CRM.

6. PERSONALIZATION & CROSS SELLING

Every guest-facing person at the property needs the same data. The front desk needs the same guest details as reservations as does the spa, food and beverage, and so forth. Every touchpoint holds an opportunity to impact the guest experience positively when that information is made part of a guest profile that tells staff what they need to know, and what they need to do with it.

The Costs of NOT Having a Complete CRM

The costs of maintaining the status quo with a legacy CRM, data warehouse, or, worse, no CRM are substantial. Hotels that we work with are most often losing $3,000 - $6,000 per room each year and don't even know it.

1. Lost Leads

Most CRMs don't capture lead information, which is inherently valuable. Leads are, essentially, your neighbor's guest list, and it's tough to get that data back. Almost impossible.

2. Lack of Retention

While it's easy to think of a complete CRM as purely concerning guest profiles and data, the real value lies in creating the kind of experience that will keep guests coming back. A complete view of the guest available to all staff is a relationship generator.

3. Missing Data & Insights

Data is a differentiator. Good data in leads to good data out, which means data intelligence that matters. Bad data leads to costly misinformed decisions.

4. Operational Inefficiencies

Data inefficiencies create slow processes that frequently have errors or expire when projects don't move along fast enough.

5. Time Lost

Profitable decisions rely on a real-time, holistic understanding of what's happening. With a complete CRM, the data is there and ready to go when you need to make a snap decision. How a property fills rooms after a last-minute cancellation has everything to do with how fast it can move with real-time, accurate data.

unity *(noun)*

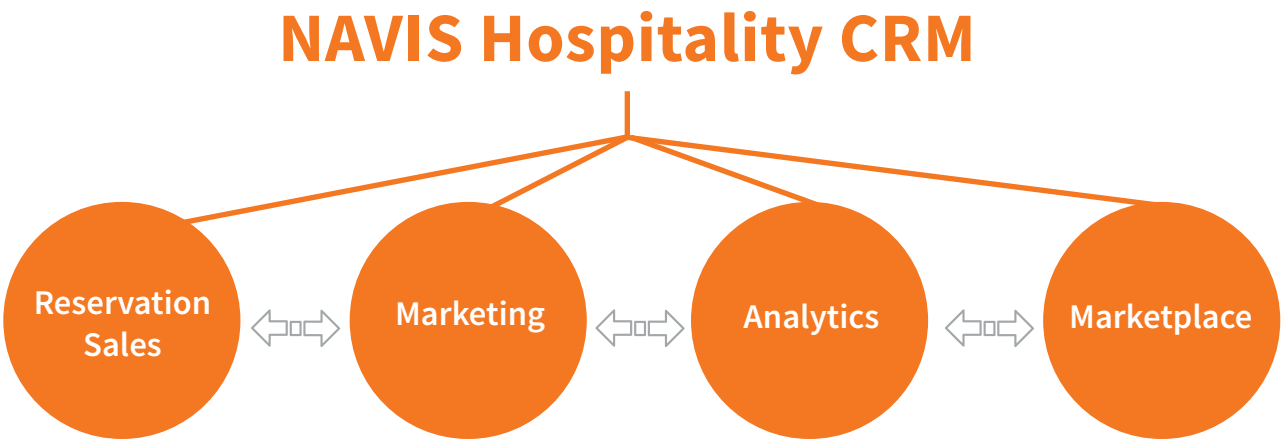
1. **a: the quality of state of not being multiple: oneness**
2. **a: the condition of harmony: accord**
3. **a: the quality or state of being made one: unification**

We often talk about unity in organizations as alignment. Ensuring teams are on the same page with the same information, working toward the same goals. Singing the same song. As one.

While it's difficult to quantify the cost of misalignment, an antonym of the word is confusion. Confusion in any area of business is counterproductive and no less than a death knell in the hospitality industry. Disorder leads to poor individual performance, slower outreach or no outreach at all, and unfortunate moments in guest service that affect loyalty for years to come.

Hotels once looked to the PMS to unify teams, but unwieldy legacy systems that require too many resources and are difficult to integrate have needed a shift. That shift is toward a system that is capable of providing the 360-view of the guest required for unity. There's still a place for the PMS, but the CRM is the great unifier now. Gartner reports that in 2017 CRM technology became the largest software market, which makes finding the right one in a sea of offerings more important than ever. The right one will aggregate online channels, offline channels, and property management systems into a unified guest database with many branches that provide sturdy support, such as lead management tools, marketing automation capabilities, call center sales, and data analytics reporting. A single source of truth is the foundation for unified technology and unified teams. Furthermore, one true source of information creates coherence for the guest, opening the door for a relationship that starts at the moment of the very first touchpoint.

Most companies that succeed in today's marketplace are touted for their innovation, seeing new opportunities and seizing them, but to truly innovate, hotels must, instead of searching for new technologies, revisit the technology at their core—the CRM—and adopt a new, comprehensive model of guest relationship management. This is what will put hotels on the path toward innovation.



NAVIS
Hospitality CRM

Visit us at **naviscrm.com** to learn more