

## Press Release

### Hoteliers should remove barriers between technology, marketing and operations to unlock growth, says Amadeus industry report

*Greater integration between business and IT priorities vital to speed hotel growth in the next three years*

**Madrid, Spain, June 9, 2011:** A new report launched today by Amadeus, titled *Transform Your Growth Strategy Now*, says that if hotels are to secure growth in the next three years they must align strategic business and IT priorities now. The report, in conjunction with leading industry expert Robert Cole, identifies gaps that exist between hotel technology, marketing and operations that are currently blunting growth strategies and ambitions.

The report introduces the concept of the **IT Pathfinder** as a means of bridging the gap between corporate business and technology objectives. An IT Pathfinder can be defined as a role, function or approach that uses a common language to unite IT and business needs; focusing on mutual areas of benefit which deliver the greatest economic value.

The report was commissioned by Amadeus, a leading travel technology partner and transaction processor for the global travel and tourism industry; and developed by RockCheetah, the leading travel industry marketing strategy and technology consulting practice. Based on extensive research and qualitative interviews with leading industry figures, the report provides insights into how hotels groups can fast-forward growth between 2011 and 2014 and better understand the current barriers to organisational performance. The risks and opportunities facing the hospitality industry in the next three years are also examined.

*“In the last 12 months we have seen customers take a more optimistic, determined approach to securing growth. This paper looks at what can be done in the next three years to catalyse this growth in the hotel industry”,* commented **Jérôme Destors**,

**Director of Hotel IT, Amadeus.** *“Gaps between technology, marketing and operations can inhibit global expansion and damage brand value, which is why it’s so important to align technology to core strategic priorities. Amadeus’ experience of the marketplace has shown us that flexible, open IT platforms are favoured by hoteliers because they help break down these barriers to success.”*

**Robert Cole**, author of the report, said: *“Following the challenging market conditions of the last three years, now is the time to focus on growth. For most hotel groups the priority is how to deliver this growth by expanding into new territories, attracting new customers and improving service offerings. Underpinning these strategies with the right technology infrastructure and systems requires a new approach which can be embodied by the concept of the IT Pathfinder. Hopefully this report will stimulate discussion and offer a roadmap for those tasked with realising business transformation.”*

The report highlights three key areas:

- **Bringing together business needs and IT**

The report suggests only by fully aligning business and IT priorities can hotel groups implement corporate strategy effectively. This involves greater definition of strategic business priorities and strategic IT priorities using a common language and vocabulary. By viewing IT through the lens of the guest experience, real innovations can be found.

- **Introducing the IT Pathfinder**

Introducing the concept of the IT Pathfinder, the report explores the options for greater streamlining of a hotel’s approach to technology. The IT Pathfinder can be viewed either as a role, function or approach, but its purpose is three-fold: to understand how the operating environment impacts key business drivers; to link IT initiatives to corporate strategy; and to roadmap ways to create economic value from IT initiatives.

- **Delivering business transformation**

The report recognises every hotel group is different, with different product portfolios, competitive positioning and shareholder objectives. However, the report identifies the common characteristics to optimising technology investment which include

eliminating dangers and risks, capitalising on opportunities and leveraging organisational strengths.

*Transform Your Growth Strategy Now* follows the *Hotels 2020: Beyond Segmentation* report published by Amadeus in 2010. *Hotels 2020* focused on the drivers of change for the global hotel sector: examining issues such as business models, customer targeting and brand portfolio management. *Transform Your Growth Strategy Now* progresses the findings of the *Hotels 2020* report, looking at the shorter term growth prospects for the hotel sector.

The *Transform Your Growth Strategy Now* report will be presented at HITEC 2011 as part of an open series of educational seminars and events for conference delegates and exhibition attendees. The session will take place on Monday June 20th at 1:30pm in room 10C and include presentations from report author Robert Cole; Flo Lugli, Executive Vice President of Marketing at Wyndham Worldwide; Mike Blake, Chief Information Officer at Hyatt Hotels Corporation; Caryl Helsel, Director Central Reservations & Revenue Management at ARAMARK Parks & Destinations; and will be chaired by Vic Pynn, Executive Vice President, Amadeus Americas and Jérôme Destors, Director of Hotel IT at Amadeus.

To download a full copy of the white paper and to find out more information on Amadeus at HITEC 2011, please visit [www.amadeus.com/hotelit/transform-your-growth-strategy-now.html](http://www.amadeus.com/hotelit/transform-your-growth-strategy-now.html)

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#### **Notes to the editors**

##### **About Amadeus Hotel IT**

Amadeus has served the global hospitality industry for over 20 years, supporting hotels' distribution and technology needs. Amadeus employs over 170 dedicated hotel specialists covering every aspect of development, delivery and support of hospitality technology solutions. Our comprehensive, scalable portfolio of advanced management systems includes: Amadeus Hotel Platform, **an above-property single source solution** for next generation hotel, reservations and distribution technology focused on single image inventory, single view of the guest and enhanced merchandising.

Amadeus also provides revenue management and global distribution systems, including the Amadeus Hotel Platform-Revenue Management.

Currently, Amadeus Hotel IT solutions are being used by 1,500 customers in 35 countries.

For more information, please visit [www.amadeus.com/hotelit](http://www.amadeus.com/hotelit)

### About Amadeus

**Amadeus** is a leading transaction processor and provider of advanced technology solutions for the global travel and tourism industry.

Customer groups include **travel providers** (e.g. airlines, hotels, rail, ferries, etc.), **travel sellers** (travel agencies and websites), and **travel buyers** (corporations and individual travellers).

The group operates a **transaction-based business model** and processed 850 million billable travel transactions in 2010.

Amadeus has central sites in Madrid (corporate headquarters and marketing), Nice (development) and Erding (Operations – data processing centre) and regional offices in Miami, Buenos Aires, Bangkok and Dubai. At a market level, Amadeus maintains customer operations through 73 local Amadeus Commercial Organisations covering 195 countries.

Amadeus is listed on the Madrid, Barcelona, Bilbao and Valencia stock exchanges and trades under the symbol “AMS.MC”. For the year ended 31 December 2010, the company reported revenues of EUR 2,683 million and EBITDA of EUR 1,015 million. The Amadeus group employs over 10,130 employees worldwide, with 123 nationalities represented at the central offices.

To find out more about Amadeus please go to [www.amadeus.com](http://www.amadeus.com).

To visit the Amadeus Investor Relations centre please go to [www.investors.amadeus.com](http://www.investors.amadeus.com).

### About Robert Cole

Robert Cole is the founder of RockCheetah, a leading travel industry marketing strategy & technology consulting practice. Robert is recognized for his ability to help organizations develop innovative product and customer engagement strategies by successfully aligning marketing and information technology. Robert specializes in eCommerce and distribution for the hospitality and destination sectors, with a focus on emerging technologies. Robert’s unique travel industry perspective is a result of his wide range of experience with travel suppliers, technology providers and both B2B and B2C travel sellers. A frequent speaker at travel industry conferences, Robert is also the author of the Views from a Corner Suite blog and a self-professed disciple of the global travel industry.

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