In that we had our emailing strategy, we had our media buying strategy, we had our offline strategy, sometimes some radio spots here and there, but there was absolutely no integration in-between those activities. That's also something we are changing with these new strategies that we are putting in place. What is interesting is that we have seen already more opportunities to address more products to more customers, so that's already a very positive sign.

Remy Merckx:
The shift in the media spend and the media buying is, I think, drastic nowadays. There are new tools, new capacities, new trends also, to reach customers that are changing very, very quickly. Media buying and spend is critical for our business. We need to generate more revenue to our hotels by driving customers through our branded web-channels, and our digital environment. In the past, we were, in general, giving this capacity to third parties completely, with no control, no transparency, and that's exactly what we need to change. We wanted to drive two main transformations: one is building a completely new digital platform, and the second part was to review and assess also the way we were generating all of our digital marketing.

I want to know exactly every single dollar that goes into media buying, that goes into media organizing, supporting activities so that we can really evaluate and put the money where we are getting the best out of it.

Programmatic services help us significantly to improve the engagement we are having with our customers. Very often we will reduce the amount of interactions we have with the customer, but each time we interact with them it will be more efficient to drive better business from that customer to our hotels. In the past, we were managing each channel in a very siloed way.