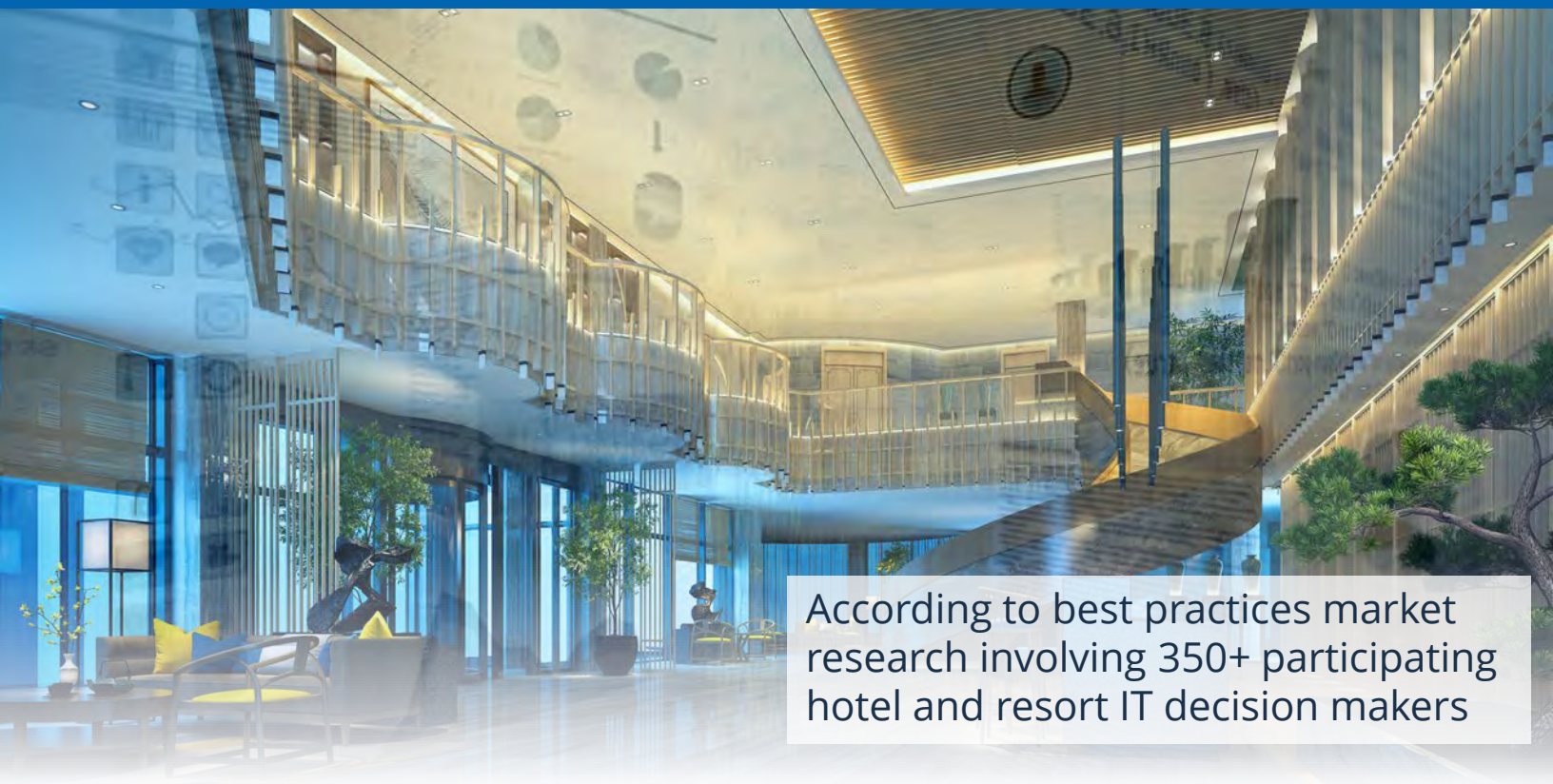




The 2023 Smart Decision Guide™ to Hotel Property Management Systems

How leading hotels are utilizing next-generation technologies to turbocharge operations and optimize the guest experience



According to best practices market research involving 350+ participating hotel and resort IT decision makers

Underwritten, in part, by:



Independently produced
and distributed by:



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Introduction

The hotel industry has finally found reason to celebrate as guest room occupancy rates and revenue are on the rise. While the COVID-19 pandemic continued to have an impact globally throughout the first half of 2022, the industry saw a strong recovery in the latter half of the year. This was driven by pent-up demand for leisure travel during the summer and a shift in the nature and length of corporate travel. Unlike past downturns, the key factor in the industry's recovery was an increase in average daily room rates (ADR) across all global regions (with the exception of Asia). Although occupancy levels remained below pre-pandemic levels during the early months of 2023, there are signs of stabilization as of the release date of this Smart Decision Guide, in the early part of the second quarter, and a growing sense of optimism prevails.

Despite facing challenges such as rising interest rates, slowing economic growth, and widespread labor shortages, the hotel industry is clearly experiencing a major resurgence. To improve operations and enhance guest experiences, hoteliers are investing in new technologies, beyond those implemented during the pandemic to support safe and contactless operations. These technologies include virtual and augmented reality, personalized marketing and communication tools, smart room technology and even delivery robots. These technologies not only provide guests with a more immersive and enjoyable experience, but also help hotels to gather valuable data and insights about guest preferences and behavior, enabling them to tailor their services and offerings to better meet guest needs.

To improve operations and enhance guest experiences, hoteliers are investing in new technologies, beyond those implemented during the pandemic to support safe and contactless operations.



Introduction

Of course, no hotel technology is more important than the property management system (PMS). A fully-integrated PMS streamlines operations across all departments and function areas, as well as across multiple properties for multi-property brands. The best of these systems automate nearly all day-to-day operations, ensuring smooth and efficient operations. In today's highly competitive market, hotels cannot afford to operate with legacy systems that are cumbersome, siloed, and lack essential features and functionality. A next-generation PMS enables hotels to operate like well-oiled machines, delivering exceptional guest experiences and enabling hoteliers to compete effectively.

Essential features to look for in a next-generation PMS include real-time availability, reservation management, automated room assignment, payment processing, housekeeping management, groups sales and events management, and advanced analytics as well as robust upselling functionality, with the ability to seamlessly present guest offers at check-in, on-site, and check-out. The PMS should also integrate with other hotel technology solutions, such as revenue management systems, customer relationship management systems, and point-of-sale systems, to enable seamless data flow and optimize hotel operations. Integrations with new technologies should be fast, easy, and low cost so that hotels can innovate quickly to meet emerging guest wants and needs.

Other benefits include better decision making. By having all of their guests' data stored in one place, hoteliers can make informed decisions about things like room rates and staff deployment. With a better understanding of their guests, hotels can tailor their services to meet the needs of each individual guest, resulting in increased satisfaction and loyalty. A next-generation PMS also has a significant impact on customer service. With all necessary information readily available, hotel staff can quickly resolve any issues that may arise during a guest's stay without wasting time looking for specific files or waiting on hold for a supervisor. Additionally, staff can provide a more personalized level of service by understanding each guest's preferences and situation.

Hotels cannot afford to operate with legacy systems that are cumbersome, siloed, and lack essential features and functionality.



Introduction

Importantly, a modern PMS can help address the pressing challenges that many hoteliers currently face with respect to labor shortages by automating many of the tasks that would typically require staff, reducing the workload and allowing existing staff to focus on critical tasks. This can increase efficiency and reduce the need for additional staff. It can also streamline operations and improve workflow, reducing the number of staff required to run the business effectively. Lastly, the system can be accessed from anywhere with an internet connection, making it easier to manage operations remotely, reducing the need for staff to be physically present.

In short, a next-generation PMS is essential for hoteliers to optimize hotel operations and deliver superior guest experiences. A fully-integrated system streamlines operations, automates day-to-day operations, digitally engages guests with touchless services, drives increased guest personalization, and offers a vast array of other features and functionalities. With a comprehensive PMS, hotels can manage their properties more effectively and efficiently, leading to cost savings and increased profitability. It is no wonder then that, according to research conducted for this Smart Decision Guide, almost one-quarter (24 percent) of hoteliers who have not upgraded their PMS in the past three years are planning to do so in the coming 12 months. For these hoteliers, this Smart Decision Guide offers a roadmap for success by providing practical guidance on choosing a solution that best suits the specific requirements of their property and ensures maximum value over time.

A modern PMS can help address the pressing challenges that many hoteliers currently face with respect to labor shortages.

Chapter 1

Topic Overview and Key Concepts



Chapter 1: Topic Overview

The pandemic necessitated a rapid adjustment of operational strategies.

Hoteliers that were able to adapt quickly and reduce costs while streamlining business processes typically had a scalable and flexible technology infrastructure, built on an open API and enhanced connectivity, which facilitated communication and data transfer between all key technology components. These hoteliers also likely had a reporting dashboard that provided a complete, real-time view of activities and performance.

As the crisis unfolded, it became evident that agility and adaptability were crucial for hoteliers. The pandemic served as a “natural experiment,” highlighting the importance of being nimble in the hospitality industry. Hoteliers who were slow to adapt or resistant to change found themselves at a competitive disadvantage. It was evident that a technology infrastructure that supported agility and adaptability was necessary to stay competitive during such unprecedented times.

Managing technology across a sprawling hotel property — or across multiple properties, as the case may be — can be a daunting task. Open connectivity, which allows data to be centrally shared across all functions, departments, and touchpoints, is essential not only for operational effectiveness but to be able to provide guests with a cohesive experience. End-to-end solutions from a single provider tend to be more reliable and offer a more robust guest profile. Natively integrated solutions can also offer significant benefits in terms of lower IT management costs and increased operational stability.

Hoteliers who were slow to adapt or resistant to change found themselves at a competitive disadvantage.



Chapter 1: Topic Overview

Hotels are increasingly relying on next-generation systems to provide guests with a seamless and contactless experience while streamlining operations for staff. A PMS is the backbone of a hotel's technology infrastructure, providing integrated functionality for reservations, check-in, guest services, upselling, housekeeping, and even accounting, keycard and access control systems, kiosks, minibars, entertainment apps, and transportation shuttles. As the Internet of Things (IoT) becomes more prevalent in hotel rooms, a next-generation PMS is becoming even more critical for guest satisfaction and operational efficiency.

A next-generation PMS can provide significant benefits to hoteliers, including improved accessibility, flexibility, scalability, and continuous improvement of guest satisfaction. It is responsible for managing core operational functions such as reservations, rates, guest bookings, housekeeping assignments, check-ins and outs, room assignments, guest folios, profile changes, billing requirements, and generating insights into guest preferences. Because the PMS affects so many aspects of hotel operations as well as the guest experience, it is crucial to select a solution that meets the specific needs of the hotel. Leveraging the cloud allows hoteliers to ensure that their PMS is always up-to-date and accessible from anywhere in the world, providing agility and a competitive advantage.

A next-generation PMS reduces "friction" in guest interactions while meeting growing demands for convenience and personalization. Friction can be interpreted as any factor that impedes or hinders the smooth and seamless experience that guests expect. For example, long wait times, complicated check-in procedures, or difficulty in accessing desired services all create friction in guest interactions. A next-generation PMS streamlines and simplifies various aspects of the guest journey. For instance, online check-in and check-out, mobile keys, and chatbots or virtual assistants all help to reduce wait times and eliminate the need for guests to interact with staff for routine tasks. Personalized recommendations and offers enabled by the PMS based on guest preferences and behavior can further enhance the quality of the guest experience while giving hoteliers the ability to generate incremental revenue through targeted upselling offers.

A next-generation PMS streamlines and simplifies various aspects of the guest journey.



Chapter 1: Topic Overview

Not only does a next-generation PMS provide superior management controls, but it also boosts hotel efficiency and reduces operating costs by cutting down on paper waste and improving energy efficiency. By automating mundane activities, it frees up staff time, which can be redirected towards guest service. This, in turn, can lead to higher satisfaction levels for guests and employees alike. Additionally, guests benefit from more options such as increased access to mobile apps and self-service solutions, which can further enhance satisfaction and loyalty. Another advantage of a next-generation PMS is its integrated revenue and channel management modules, which can synchronize available inventory and rates. According to the research conducted for this Smart Decision Guide, 82 percent of hoteliers at small- and medium-sized properties, and 92 percent of those at large, full-service properties, said that upgrading their PMS within the past 3 years enabled them to improve revenue performance by a “significant” or “dramatic” measure. Some these benefits are summarized below.



- Increase revenue
- Increase profitability
- Reduce operating costs
- Reduce IT costs



- Improve guest inquiry response time
- Centralize and streamline hotel operations
- Improve staff efficiencies
- Improve guest services fulfillment time



- Enable seamless integration with third-party modules
- Improve data access and accuracy
- Reduced stress on hotel technology infrastructure
- Improve business performance analysis
- Improve guest satisfaction, loyalty and retention
- Increase brand advocacy

Research Data Point

“What are the biggest benefits a hotel can expect to gain with the right PMS?”



Research findings are derived from the Q1 2023 survey on Hotel Property Management Systems.

Chapter 1: Topic Overview

As the industry continues to evolve through technological advancements, it is crucial for hoteliers to remain knowledgeable about the latest developments. Here are some key concepts to keep in mind when considering the benefits that a next-generation PMS can offer to a hotel property.

Hosting and deployment. Cloud-based hotel technology solutions offer many advantages, such as eliminating the need for on-site server hardware and the day-to-day maintenance that goes along with it, as well as reducing capital expenses by eliminating upfront hardware purchases and software licenses. The nimble technology stacks of cloud solutions also allow for easy replacement of obsolete or failed software, minimizing downtime, and hassle-free upgrades with short or nonexistent maintenance windows. With single-version development, all hotel customers are upgraded simultaneously, which puts the responsibility on the solution provider to ensure the software is delivered with unfaltering quality. Cloud models also offer automatic scalability, adding capacity when needed and reducing it when necessary, as seen during the pandemic. Furthermore, cloud solutions offer flexibility to address the different hosting requirements of hoteliers, who should ideally be able to choose the hosting option that best suits their needs. However, for some hoteliers, particularly those with properties in remote locations where internet connectivity may be unreliable, on-premise deployment or a hybrid model may be a better option. On-premise installations provide hoteliers with the peace of mind of having servers and infrastructure managed locally, eliminating the risk of mission-critical service interruption or potential periods of system downtime due to internet connectivity issues. Ideally, a PMS designed to meet hoteliers' differing needs should offer both hosting options, ensuring that both offer the same set of next-generation platform capabilities, selection of integrated modules, and level of performance and support.

Ideally, hoteliers should be able to choose the hosting option that best suits their needs, knowing that both options offer the same set of next-generation platform capabilities.



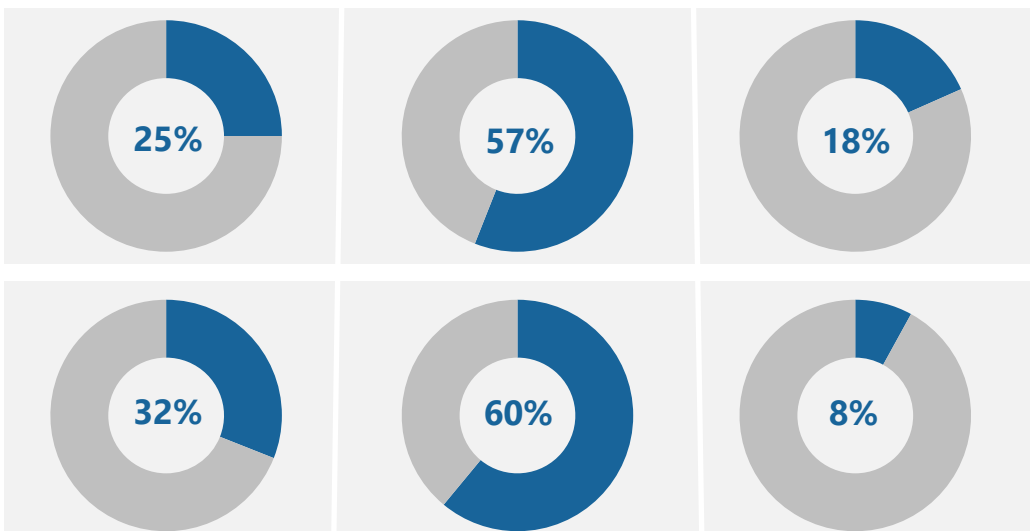
Chapter 1: Topic Overview

Guest Experience Management. Even before the pandemic disrupted the industry, most guest interactions had already migrated to digital platforms. A next-generation PMS plays a vital role in shaping the quality of those interactions. The PMS allows hoteliers to capture and store data in a centralized repository, providing valuable insights into guests' preferences, wants, and needs. With this understanding, hoteliers can deliver personalized services and enhance the in-room experience by integrating technology-enabled amenities. Increasingly, AI-enabled devices are being used to improve guest service inquiry response and fulfillment time while decreasing problem resolution time. At the same time, PMS data is being generated via IOT devices. These include smart thermostats that allow guests to control the temperature of their room from a mobile app, smart lighting that can be controlled from a mobile app or voice commands, smart locks that allow guests to unlock their room using a mobile app or a digital key, voice assistants that allow guests to request hotel services or information using voice commands, in-room tablets that provide guests with access to hotel services, smart TVs that allow guests to stream their own content, smart mirrors that provide guests with personalized recommendations for products and services, and connected fitness equipment that tracks guests' workouts and also provide personalized recommendations.

Research Data Point

“To what extent has upgrading your hotel property management system (within the past 3 years) enabled your business to improve overall performance and financial results?”

Dramatic improvement Significant improvement Only minor improvement



Small, midsize and limited service hotels

82% of respondents cite “significant” or “dramatic” improvement

Only 3% cite no improvement

Large and full service hotels and resorts

92% of respondents cite “significant” or “dramatic” improvement

0% cite no improvement

Research findings are derived from the Q1 2023 survey on Hotel Property Management Systems.

Chapter 1: Topic Overview

Guest personalization. Guest personalization is one of the most effective ways to improve the quality of the guest experience and increase satisfaction and loyalty, with 90 percent of hoteliers "agreeing" or "strongly agreeing" with this statement according to the survey conducted for this Smart Decision Guide. This involves presenting guests with relevant messages, offers, and services based on their previous behaviors, purchase history, and preferences — from dietary restrictions to music and temperature preferences — at the right point in time. Achieving targeted personalization is no easy feat, as it requires a robust technology platform to support it. Investing in a next-generation PMS that enables personalization throughout the guest journey — from before check-in to after check-out — can significantly impact guest satisfaction levels and, ultimately, loyalty and revenue outcomes.

Mobile access and functionality. Hotels have long recognized the importance of mobile functionality, not only for guests, but also for staff, in streamlining hotel operations — an important consideration as hoteliers continue to lag in filling staff positions in the post-pandemic recovery. With an intuitive and responsive mobile interface, staff can easily access the PMS while moving around the property or working remotely. Mobile capabilities can help hotel staff improve efficiency by allowing them to access guest information and manage tasks from anywhere using their mobile devices. With real-time access to information, staff can quickly respond to requests and provide timely service delivery. For their part, guests can make reservations, check-in and check-out, request room service, and access other hotel services through their smartphones or tablets. This provides them with a seamless experience and eliminates the need for them to wait in line or use shared devices. A well-designed mobile platform enabled by a PMS can enhance the guest experience and operational performance by orders of magnitude. Mobile functionality, both staff- and guest-facing, across all hotel operations and functions was important even before the pandemic curtailed face-to-face interactions. Now no hotel can operate without it in a way that meets either staff or guest expectations.

A well-designed mobile platform enabled by a PMS can enhance the guest experience and operational performance by orders of magnitude.



Chapter 1: Topic Overview

Technology and data integration. In the past, some industry experts believed that the role of the PMS in hotel technology might diminish as other platforms gained prominence. However, recent developments have proven that the PMS remains an essential element of a hotel's technological infrastructure. By integrating with Customer Relationship Management (CRM) solutions, Central Reservation Systems (CRS), and Revenue Management Systems (RMS), the PMS has evolved into an all-encompassing, end-to-end system that can be customized to suit the needs of individual hotel properties or brands. The latest generation of PMS enables hoteliers to configure modules and third-party apps seamlessly, just like LEGOs. According to the research conducted for this Smart Decision Guide, 94 percent of hoteliers believe that technology platform interoperability is a critical success factor for improving hotel performance. In contrast to legacy solutions and data silos, a fully-integrated PMS gives hoteliers a distinct advantage. Such a system enables "centralized shopping" of data through seamless interaction between the CRS and PMS, as well as all other hotel solutions and modules. This approach offers significant cost savings by reducing losses associated with errors in manual updates and delayed or lost room charge postings. Hoteliers who seek to streamline operations and provide an exceptional guest experience must avoid standalone solutions and data silos. Seamless integration between the CRS and PMS should be a top priority to support reservation delivery, modification, and cancellation, as well as new and modified prices, stay controls, and inventory synchronization. For hotels with restaurants or cafes, transactions need to be recorded in the PMS to avoid financial losses related to manual updates and POS consolidation errors. By connecting CRM applications, sales and marketing systems, and other tools, the next-generation PMS enables hoteliers to create unique guest experiences and optimize workflows that drive profitability. A next-generation PMS allows hoteliers to create a fully integrated, end-to-end solution that provides seamless integration across hotel applications and modules. This approach streamlines operations, reduces costs, and enables hoteliers to provide a superior guest experience.

Standalone technology solutions and data silos are the enemy of hoteliers who strive to streamline operations.



Chapter 1: Topic Overview

Automatic rate distribution management. The online travel agencies (OTAs) have long been dominant players in the hotel industry, thanks to their extensive marketing reach and large customer base, which have enabled them to charge high commissions and dictate terms and conditions to hoteliers. This has left hoteliers in a difficult position, with little control over how their properties are presented or marketed. In recent years, many hoteliers have attempted to drive more direct bookings through their own channels, but this has met with mixed success. However, the pandemic created an opportunity for hoteliers to renegotiate terms with the OTAs and focus on driving direct bookings. As demand returns to pre-pandemic levels, the OTAs are once again gaining the upper hand. Hoteliers therefore need to maintain a delicate balance between securing guest bookings and maximizing profitability. To achieve this balance, hoteliers need to have technology capabilities in place that enable seamless distribution management. This is because managing multiple online channels manually is simply not feasible in a dynamic market characterized by continuous fluctuations in inventory and prices, and given the number of channels through which travelers can book inventory. Automatic rate distribution is therefore imperative, as it allows hoteliers to maximize room inventory while optimizing revenue and mitigating the risk of overbooking. Fortunately, automatic rate distribution is a standard feature in a best-of-breed PMS. The PMS links the central reservations system and the revenue management system to the OTAs and any other marketing and booking channels the hotel uses, allowing hoteliers to broaden their marketing and distribution reach without making any updates manually. With this capability seamlessly integrated into the platform, information is instantly exchanged over a two-way connection between the hotel and the various online channels. Real-time rates, room availability, and restrictions are automatically sent from the PMS to the online marketing and distribution channels. When a guest room is booked via one of the third-party websites, the PMS is automatically updated to reflect the change in availability. Hoteliers need to focus on maintaining a delicate balance between securing guest bookings and maximizing profitability in a market where the OTAs continue to have a strong presence. Automatic rate distribution is a critical tool in this endeavor.

Real-time rates, room availability, and restrictions are automatically sent from the PMS to the online marketing and distribution channels.

Chapter 1: Topic Overview

Revenue management. With occupancy rates reaching record lows during the pandemic, hoteliers had to rethink their revenue management practices. Traditionally, revenue managers relied on historical data to forecast future demand. However, during the pandemic, this data became much less relevant. As a result, hoteliers had to reevaluate their data inputs and shift from using static compsets to dynamic compsets. Fortunately, a next-generation PMS can capture and store vast amounts of data, including occupancy rates, ADR and booking pace, lengths of stay, booking channels, and guest segments. This enables hoteliers to access new sources of data, such as "intent to travel" data, that may be more suitable for forecasting demand in an uncertain market. Advanced revenue management solutions can process increasingly large volumes of data faster than ever before. Different property management systems offer various platform capabilities, ranging from a Best Available Rate (BAR) pricing strategy to more sophisticated and dynamic approaches that optimize RevPAR. BAR is a tiered rate structure that provides more flexibility than the traditional method of changing rack rates by date for each room type. Other platforms automate pricing recommendations, providing a more dynamic and comprehensive approach to revenue management. However, revenue management is not only about "heads in beds" but also includes conference hosting and recreational facilities usage, which are two essential sources of revenue that need to be considered. In full-service hotels, conference hosting and recreational facilities typically account for a quarter or more of total revenues. Therefore, hotels need to take a holistic approach to revenue management and maximize revenues from all sources.

A next-generation PMS can capture and store vast amounts of data.



Chapter 2

Buying Considerations and Evaluation Checklist



Chapter 2: Buying Considerations

During the pandemic, hotels faced many challenges in managing their operations and providing a safe and comfortable environment for their guests. Some hoteliers transformed their spaces to meet the new demands of the market — for example, offering their rooms as private workspaces to attract business travelers who needed a quiet space to work during the day. Others turned their lobbies into co-working spaces to serve as an alternative to crowded coffee shops. Additionally, some hotels started offering "virtual vacation" packages, which included amenities such as virtual reality headsets to allow guests to experience destinations from the comfort and safety of their hotel room. These adaptations not only helped hotels survive during the pandemic, but also showcased their ability to innovate and cater to new needs.

While most hotels may be back to business-as-usual, they continue to innovate to improve operations and the guest experience. This has continued to fuel the widespread adoption of technology such as mobile apps, kiosks, chatbots, robots and other digital solutions that serve as guest-facing touchpoints and channels. As hotels embrace technology, there is a need for seamless data integration into their PMS. This interoperability has been a long-standing challenge for hoteliers with legacy systems that may be incompatible with the latest guest-facing touchpoints. A next-generation PMS that provides for seamless technology integration and data sharing is imperative. That said, there are many options on the market. Hoteliers need to consider the suitability of each option's features and how they align with current and future goals and requirements.

While most hotels may be back to business-as-usual, they continue to innovate to improve operations and the guest experience.



Chapter 2: Buying Considerations

All next-generation systems are mobile-enabled and offer platform delivery in the cloud, allowing for anywhere, anytime data and interface access. Some solution providers offer hoteliers that lack reliable internet service or have other reasons for not using cloud-based systems the flexibility to deploy an on-premise, browser-based solution. In this case, the back-end software and data remain hosted locally. Most PMS interfaces are designed to be intuitive and easy to use, with screens laid out in a logical and easy-to-understand format. Quick-feature icons help reduce the learning curve and speed up workflow. With such user-friendly interfaces, employees can be trained on a new system in as little as a few shifts. However, not all systems are equally well-suited to the needs of all hoteliers. Different systems have different platform capabilities and competitive strengths, provide different user experiences, and deliver different benefits, for both hotels and their guests, even resulting in different financial outcomes. It is imperative for hoteliers to do their due diligence before making a purchase decision, and that starts with knowing what factors to consider.

Different systems have different platform capabilities and competitive strengths, provide different user experiences, and deliver different benefits.

For starters, hoteliers should consider the extent to which the PMS would enable the property to streamline and automate its day-to-day operations, especially those that are time- and labor-intensive. A PMS should be able to handle most of the heavy lifting, from facilitating housekeeping assignments and statusing to handling room block allocations. Additionally, hoteliers should understand how a new system would serve to enhance the quality of the guest experience. This could include integrating with guest-facing channels and touch points to facilitate more personalized guest experiences and providing embedded capabilities that give guests opportunities to customize their stay. While this may be more difficult to discern right off the bat, it is nonetheless an important consideration that should be investigated as part of the evaluation process. Factors such as platform capabilities, competitive strengths, user experience, and financial outcomes should be considered alongside the extent to which the system streamlines and automates day-to-day operations and enhances the quality of the guest experience.



Chapter 2: Buying Considerations

Ideally, a PMS should not only *handle* but also *automate* and *optimize* virtually all hotel operations, from complex reservation, group sales, staff scheduling and inventory management requirements to concierge, housekeeping, maintenance, function space and other facilities operations. The following are just a few considerations for hoteliers to keep in mind as they look to achieve this vision.

Reporting and analytics. Access to comprehensive and real-time data is key to informed decision-making and continuous performance improvement. Hoteliers require a 360-degree view of their operations to make smart choices. An advanced PMS with built-in performance reporting and analytics tools can provide such a view. In fact, the reporting and analytics capabilities of some PMS systems can rival those of robust business intelligence solutions. With these tools, hoteliers can monitor occupancy trends, guest spending, market position, channel profitability, and other critical business drivers. By gaining insights into these metrics, hoteliers can improve the guest experience, identify opportunities for improving marketing, sales, and service effectiveness, and make informed decisions across multiple departments and functions. Modern PMS reporting and data analytics tools come with dozens of standard dashboards, which can meet most hoteliers' day-to-day requirements. These dashboards allow users of any technical skill level to access large volumes of summarized data with sub-second response times. Moreover, the reports generated are dynamic and high-impact, providing hoteliers with a visual representation of key performance indicators. Ultimately, the goal is to empower hoteliers with actionable insights that drive continuous improvement in every aspect of their operations.

Access to comprehensive and real-time data is key to informed decision-making and continuous performance improvement.

Customer relationship management. To maximize guest satisfaction and drive revenue, hoteliers must leverage a comprehensive CRM solution that integrates with the PMS. With advanced multi-channel capabilities, a robust CRM can capture guest behaviors and preferences previously handled in-person, such as those obtained through guest messaging apps and contactless payment gateways. By analyzing this data, hoteliers can anticipate service needs and create enticing offers that exceed



Chapter 2: Buying Considerations

traditional geographic and demographic targeting. Moreover, a CRM solution can facilitate the delivery of personalized guest experiences by making relevant data available to all guest-facing touchpoints. By centralizing this information, hoteliers can streamline their operations, improving their response times and enhancing the guest experience.

Channel management. Hotels must ensure that their rates and inventory information are accurately propagated across all channels and touchpoints, including OTAs, to prevent discrepancies that could lead to negative consequences. Failure to do so may result in presenting lower prices to travelers on some channels or falsely advertising rooms as available, leading to overbooking and damaging the property's reputation. Additionally, manually inputting rate and availability changes can introduce errors that can lead to revenue loss, which is an unacceptable risk for hoteliers in the current market. To mitigate these risks, hotels should consider using hotel property management systems with automated rate and inventory management capabilities. By implementing such systems, hotels can ensure that all rates and inventory information are automatically updated across all channels, reducing the risk of errors while also saving valuable staff time.

Specialized modules. Specialized modules help manage specific hotel functions and facilities. A golf pro shop management module can provide tee time scheduling, profile and billing, and tournament management. With this module, a hotel can set up and maintain complete guest profiles and histories as they relate to golf activities, including financials, handicaps, and records of purchases. For the spa, a management module that tracks guest histories, medical conditions, transaction logs, and preferences can provide insight into guest needs and preferences. An advanced housekeeping module can assign cleaning services based on available staff and workload, ensuring the most effective way to assign staff. A concierge module with request tracking, local vendor

Ensuring that the PMS has specialized modules built in or can accommodate add-on applications that manage specific hotel functions and facilities may be an important consideration.



Chapter 2: Buying Considerations

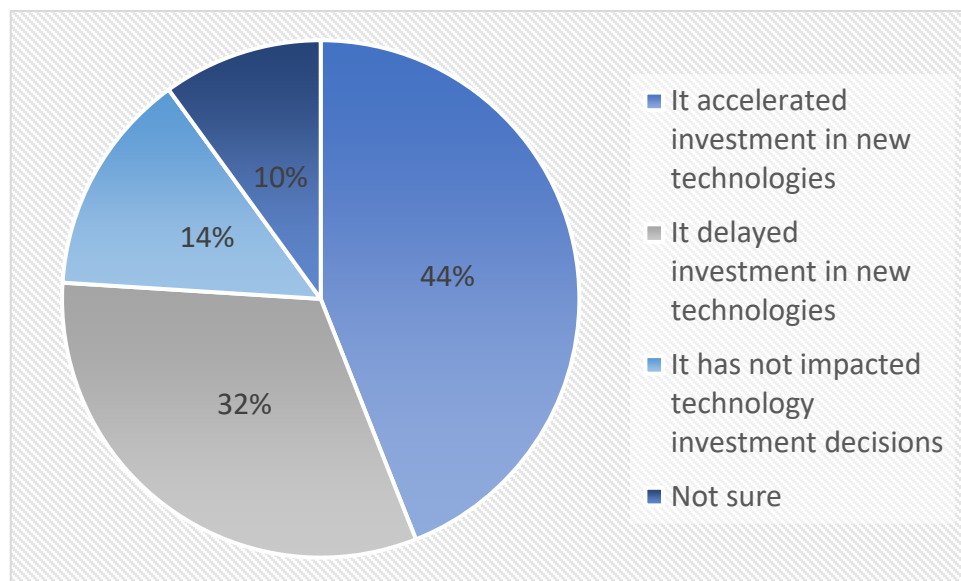
databases, and inventory management tools can improve guest experiences. Specialized modules for valet, maintenance, and other departments may also be needed. It is important to ensure that the PMS has specialized modules built-in or can accommodate add-on applications that manage specific hotel functions and facilities

Booking Engine. One of the most significant features of a modern PMS is the integrated booking engine, which offers hoteliers real-time direct website booking and customized control of rates and availability across online channels. This feature not only maximizes profitability but also offers guests and groups the ability to self-serve over the web, book amenities and activities, and personalize their stay before they arrive at the property. By utilizing an integrated booking engine, hotels can boost reservations, reduce costs, and enhance guest loyalty.

By utilizing an integrated booking engine, hotels can boost reservations, reduce costs, and enhance guest loyalty.

Research Data Point

“How did the COVID-19 pandemic influence the technology investment decisions that your hotel has made over the past year?”



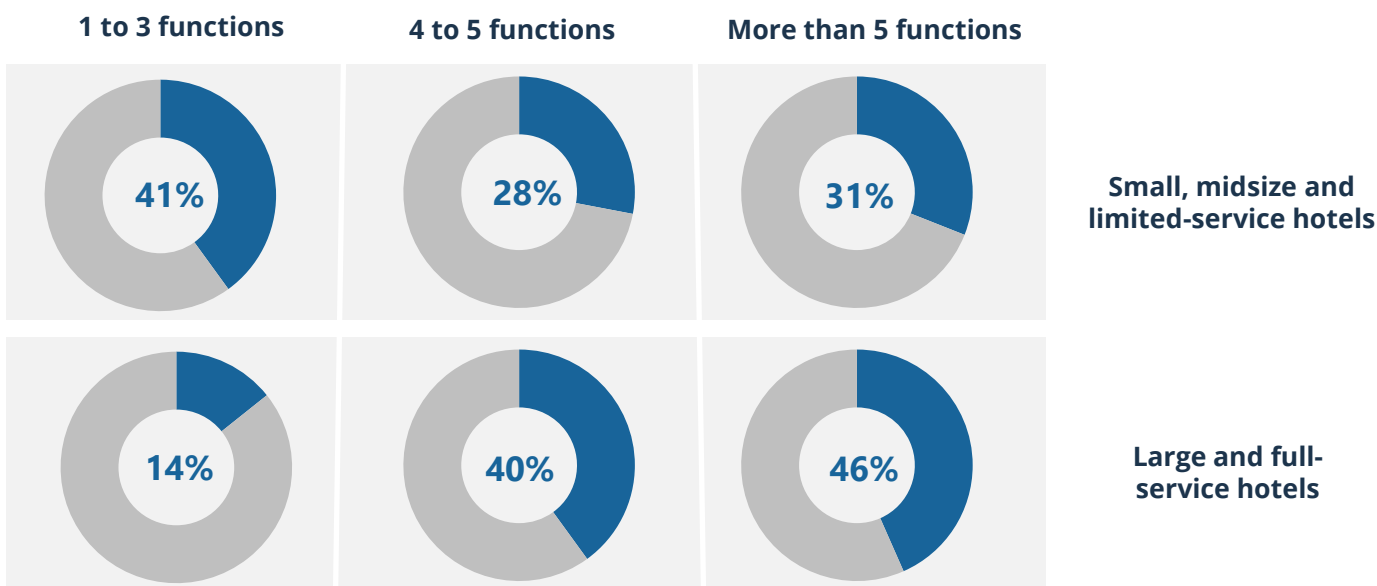
Research findings are derived from the Q1 2023 survey on Hotel Property Management Systems.

Chapter 2: Buying Considerations

Group sales and catering. With the return of group events and large-scale gatherings such as business meetings and conferences, hoteliers and event planners want to minimize costs and maximize revenue. This can be achieved through the implementation of an integrated solution directly into the PMS, allowing for fast and efficient execution of function space bookings and events. To achieve this, group sales managers need quick and easy access to available inventory, pricing, and blocking. Ideally, a PMS would share the same database as the group sales application, allowing for full control of room blocks in that application. Additionally, multi-property operations should have the ability to centrally manage function space inventory across all locations. Furthermore, event planners need to drive operational efficiencies in planning and catering. Advanced group sales functionality maintains a comprehensive list of all venue spaces within and across properties, allowing seamless interaction with event sales. It also records and manages the booking of group guest rooms, enabling delegates to make reservations as part of the group. This level of integrated management ensures that hoteliers have access to information about all groups across all properties. They can track expected event revenue, margins and final consumption based on customizable revenue types, leading to continuous performance improvement in group sales activities.

Research Data Point

“Approximately how many functions or departments across your lodging property are currently being administered using a PMS?”



Research findings are derived from the Q1 2023 survey on Hotel Property Management Systems.

Chapter 2: Evaluation Checklist

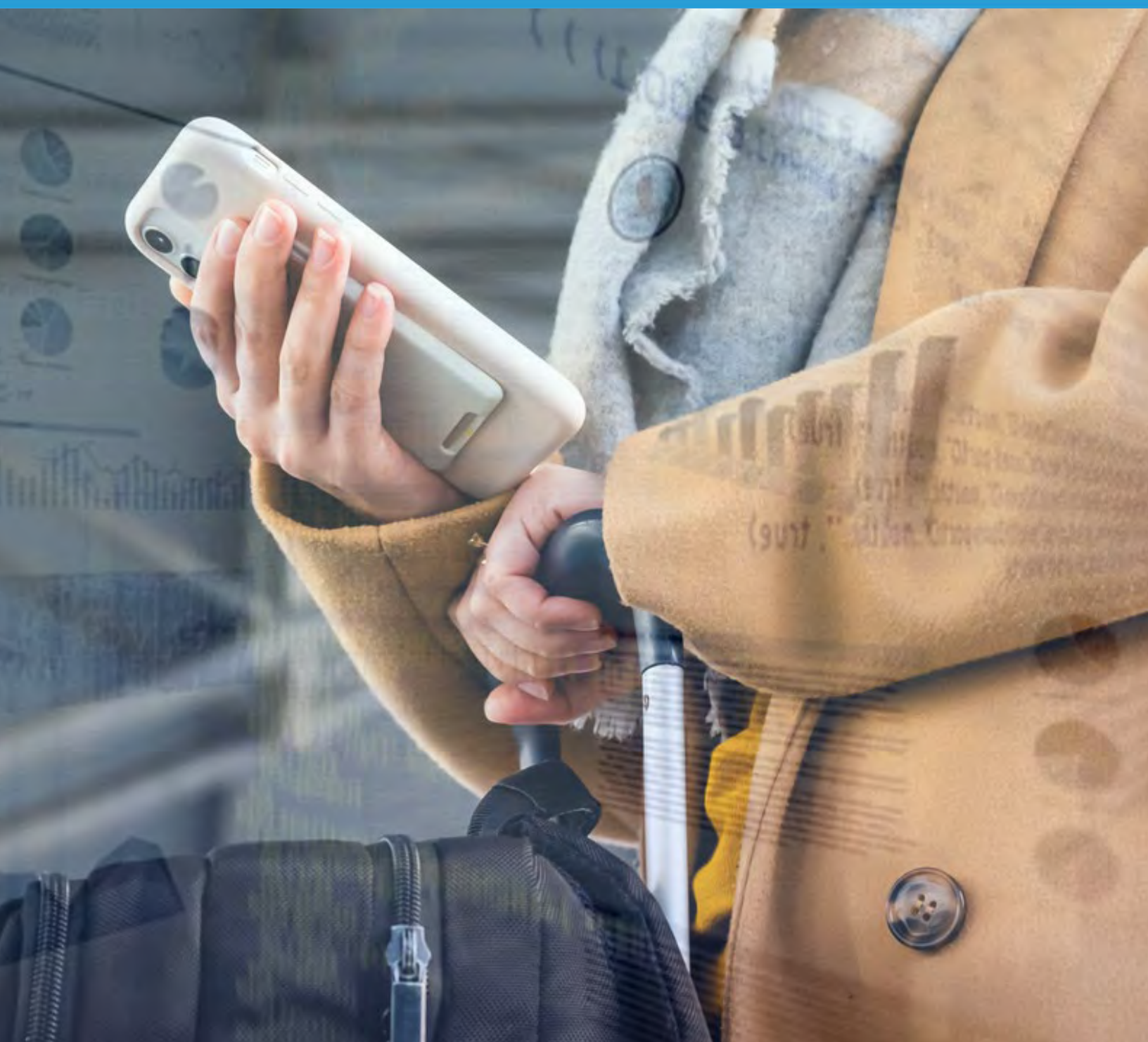
To simplify the process of selecting a property management system, this Evaluation Checklist provides an apples-to-apples comparison framework based on the buying considerations outlined earlier. Moreover, hoteliers can incorporate additional key considerations that align with their individual priorities. By assigning a relative weighting on a scale of 1 to 10, where 1 signifies no impact on the purchase decision and 10 represents a crucial factor, hoteliers can effectively prioritize their needs.

Buying Consideration	Weighting	Vendor 1	Vendor 2	Vendor 3
1. Features and functionality				
a. Reservations / online bookings				
b. Registration and guest accounting				
c. Open API / Point of sale integration				
d. Guest Relationship Management				
e. Customizable rate management options				
e. Group sales / multi-property management				
f. Geographic / regional adaptability				
g. Marketing and sales enablement				
h. Data analysis and performance reporting				
i. Modules (golf, spa, housekeeping, etc.)				
j. Channel and revenue management				
k. Guest engagement (upselling, messaging)				
l. Other feature(s) _____				
2. Technology interoperability/data integration				
3. Cloud hosting, deployment flexibility				
4. Ease of use and mobile access				
5. Flexibility / customization				
6. Training / support / reputation				
7. Expected costs / pricing / contract terms				
8. Data security and compliance				
9. Data backup and disaster recovery				
10. Solution provider's reputation				
11. Overall speed and performance				
Overall Rankings	N/A			



Chapter 3

Must-Ask Questions



Chapter 3: Must-Ask Questions

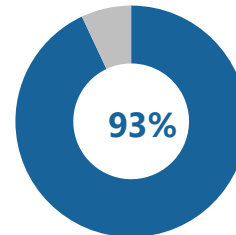
When it comes to selecting the right property management system, asking the right questions is crucial. Hoteliers should not waste time asking technology providers if their PMS can safeguard the property from unforeseen existential threats. Instead, the focus should be on the system's ability to enable agility and adaptability. This is particularly important in today's constantly changing business environment where it is critical to be able to respond to new market conditions quickly.

The key to asking the right questions is to have a good understanding of the property's unique needs. Every hotel is different, and the selection of a PMS should be based, in part, on factors such as property size, category, and revenue mix. For example, a large convention hotel might require a PMS that is specifically designed to handle complex group bookings and events. A smaller boutique hotel might need a system that is more streamlined and efficient in managing guest stays.

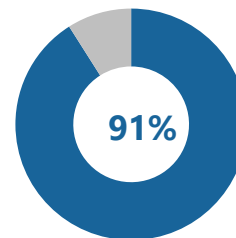
The questions that hoteliers should ask technology providers will vary based on these factors. For example, if function space is a significant part of a property's revenue mix, hoteliers may want to ask about the PMS's ability to handle room blocks for large events. If the property has a high volume of direct bookings, they may want to inquire about the system's ability to manage reservations through their website.

Research Data Point

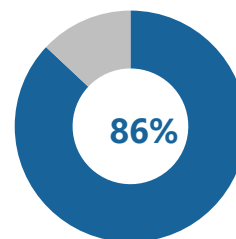
Percentages of hoteliers who view each of the following success factors as "important" or "very important."



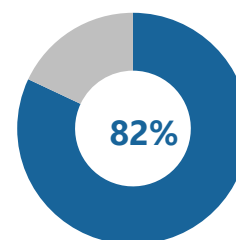
Integrate with different technologies to create a "command and control center" (with a 360-degree view of operations across the organization)



Use guest profile information to improve the overall guest experience and increase retention through loyalty and rewards programs



Generate analytical reports to reveal actionable insights that can help drive performance improvement



Drive increased efficiency and cost reduction across multiple hotel departments, operations and functions

Research findings are derived from the Q1 2023 survey on Hotel Property Management Systems.

Chapter 3: Must-Ask Questions

The following are just a few questions that hoteliers may wish to explore with PMS solution providers.

Does the PMS allow for customization? While hotels may share common features, each property has a unique identity that requires tailored technological solutions to address their specific needs. The adoption of a one-size-fits-all approach to PMS is likely to fail to meet the demands of the individual property, leading to suboptimal results. The PMS should have a high degree of customization, including the ability to modify screen layouts and adapt printed folios and registration cards to reflect the property's brand identity. A flexible and configurable solution that can meet the specific needs of the property is crucial to ensuring smooth operations. These needs may include geographical and regional considerations, including multi-language screens and fiscalization and localization capabilities. Fiscalization enables properties to comply with the fiscal laws of a country, while localization caters to the unique market needs of the specific region or country. For example, if a hotel chain operates in different countries with different tax regulations, the PMS must have a localization capability to ensure that the tax codes and legal requirements of each region are met.

Hoteliers should expect the same level of service excellence from a technology solution provider as they would from their hotel staff.

What is involved in PMS deployment, staff training and support? Hoteliers should expect the same level of service excellence from a technology solution provider as they would from their hotel staff. This includes knowing that the provider can offer support with implementation, data migration, customization, and addressing day-to-day issues. An effective PMS solution provider should ensure that managers and other hotel staff receive the training they need to quickly master the new system. According to the survey conducted for the Smart Decision Guide, 78 percent of hoteliers consider employee onboarding and user training to be a critical success factor in ensuring the effective utilization of a PMS. Therefore, it is essential to ask whether the provider or a certified subcontractor offers training, including remote options, and whether software upgrades are included in the annual subscription fees or incur an additional cost. In addition to



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providing training, an effective solution provider should offer resources such as e-learning tools with digital content to shorten the learning curve for staff. These tools enable employees to gain knowledge almost immediately while giving hoteliers a way to standardize training with consistent messaging and assignment of course curriculum to monitor training progress. Hoteliers must also understand how the software upgrade process works, including the frequency of upgrades and whether there is likely to be any service interruptions. This information is essential in enabling hoteliers to plan for necessary maintenance, minimize disruptions, and ensure the seamless operation of their property. Hoteliers should seek providers who offer comprehensive training options, including remote learning, and prioritize resources such as e-learning tools to shorten the learning curve. Additionally, it is vital to understand how software upgrades are handled to plan for maintenance and ensure a seamless operation.

Hoteliers need to ensure the security and protection of sensitive information in their PMS.

What security and data protection measures does the PMS have in place?

The security and protection of sensitive information is critical for any business, especially in the hospitality industry where customer data such as personal and payment information are commonly stored in the PMS. Hoteliers should ask the provider about the security measures they have in place to protect sensitive information. This may include data encryption, access controls, firewalls, and regular security updates. It is also essential to understand how the PMS provider handles data breaches and the steps they take to mitigate the risk of such incidents. Due diligence is crucial, and hoteliers should research the provider's reputation, reviews, and certifications before making a purchase decision. In addition, hoteliers should ensure that their staff is trained in data protection best practices, such as avoiding sharing login credentials, and regularly updating passwords. An effective PMS should also provide an audit trail that allows hoteliers to monitor who has accessed sensitive information and when, enabling them to identify and address any security incidents promptly. Hoteliers need to ensure the security and protection of sensitive information in their PMS, which is critical to maintaining customer trust and complying with data protection regulations.



Chapter 3: Must-Ask Questions

Do the built-in data analysis tools in the PMS meet the needs of the

hotel? One of the key considerations is whether the data analysis tools integrated within the PMS meet the complex needs of the hotel. To this end, research conducted for this Smart Decision Guide indicates that a staggering 87 percent of hoteliers view gaining access to PMS data and business intelligence as either "important" or "very important." One critical feature that hoteliers should look for in a PMS solution is whether it employs automated match-and-merge functionalities to combine guest information. Such capabilities reduce the likelihood of inaccurate guest records and improve the overall quality of data. Additionally, the solution should enable hoteliers to manage guest profiles with greater efficiency and accuracy, storing and managing a single instance of a unique guest profile across all areas of the enterprise, regardless of where the guest may have stayed in the past, or at which property or properties. Moreover, the PMS should provide hoteliers with a real-time view of a guest's past purchase behavior, preferences, and other pertinent details that inform effective personalization of offers, messages, and treatments that resonate with the individual guest. While most systems come equipped with standard dashboards that meet day-to-day performance management requirements, some reports may need to be customized to cater to specific reporting needs. For instance, a housekeeping report should include information on the last cleaning date, occupancy and housekeeping statuses, reservation number, arrival and departure dates, number of guests, and room availability. The report should also list rooms based on room type, building, status, and type, within a specific range of rooms. Therefore, it is essential to ensure that PMS capabilities provide for ad-hoc queries, which allow hoteliers to set new data parameters and generate custom reports and dashboards on the fly. In addition to standard dashboards, access to non-standard data sets and customized dashboard settings is critical to meeting the unique needs of each hotelier.

The PMS should provide for ad-hoc queries, which allow hoteliers to set new data parameters and generate custom reports on the fly.



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What is the PMS solution provider's track record of success? It is essential to consider a solution provider's track record of success when deciding on a hotel PMS. Reputation and customer satisfaction are critical factors in this decision-making process. Hoteliers want to avoid investing in technology that falls short of expectations due to known shortcomings in stability, reliability, or promised benefits. One of the most valuable sources of input in this process comes from existing hotel customers, especially those with properties that share similar characteristics in terms of category, size, typography, and existing technology infrastructure. Therefore, it is essential for hoteliers to seek out and evaluate feedback from the solution provider's current customer base. In some cases, solution providers may be willing to provide one or more client references. Additionally, some customers, especially those operating in noncompetitive markets, may be willing to share their experiences with the PMS solution. No input may be more important to the buying decision than that which can be gleaned from existing hotel customers. Hoteliers should leverage this information to gain insights into the solution provider's ability to deliver on their promises, the level of support they provide, and how the system has performed in real-world scenarios.

No input may be more important to the buying decision than that which can be gleaned from existing hotel customers.

How easily does the PMS integrate with third-party technologies? In the pursuit of advancing their technology capabilities, hotels have adopted various standalone platforms, function-specific modules, and guest-facing apps. However, seamless technology integration is crucial for optimizing hotel operations and improving the guest experience. When evaluating a hotel PMS, it is essential to consider its integration capabilities with third-party technologies. Seamless integration is particularly crucial for central reservations systems, which are critical to delivering reservations, modifications, and cancellations, as well as new and modified prices, stay controls, and inventory synchronization. Poor point of sale (POS) integration can result in financial losses due to errors in manual updates and mistakes in POS consolidations at the front desk. Therefore, it is



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crucial to ensure that transaction and interaction data from all sources, from retail and housekeeping to concierge and guest request systems, become part of the common data flow. To ensure seamless integration, it may be advantageous to use components from the same solution provider. This approach can enhance integration quality and multi-solution support and maintenance. In addition to central reservations systems and POS, other technologies that need to integrate seamlessly with the PMS may range from door lock and encoding systems for assigning room keys to telephony and call center management software. A next-generation PMS should also integrate with guest loyalty management and rewards applications and customer relationship management (CRM) solutions. Such integration enables marketing and sales teams to better target their campaigns, ultimately leading to a better guest experience and increased revenue.

What is the total cost of ownership of a next-generation PMS? Total cost of ownership (TCO) refers to the total cost of a system over its lifetime. In the hotel industry, cloud-based data storage solutions have become increasingly popular, allowing for a subscription-based pay-as-you-go model that can benefit smaller hotels with limited budgets. These solutions can scale seamlessly alongside a hotel's operations, ensuring that costs remain proportional to business size. It is important to confirm which software features, modules, future upgrades, and hardware components are included in the recurring price to avoid unexpected expenses down the line. Beyond direct costs, indirect expenses such as software customization, staff training, and data backup should also be considered. The ability to generate upsell and merchandising messaging is also important since the ability to generate incremental revenue lowers the overall cost of ownership. By taking these factors into account, hoteliers can make informed decisions and implement a PMS that is cost-effective and tailored to their specific needs.

What ROI can be expected in upgrading to a next-generation PMS? Making the business case for upgrading a hotel PMS involves determining the extent to

It is important to confirm which software features, modules, future upgrades, and hardware components are included in the recurring price.



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which the new system can reduce the time spent managing front desk activities, such as check-ins, checkouts, and managing rates and availability across distribution channels like OTA, GDS, web, and travel agents. To that point, a modern PMS can significantly address the acute labor shortage issues many hotels face today. (According to a Q1 2023 survey conducted by the American Hotel and Lodging Association, 85% of hoteliers are "somewhat or severely understaffed.") This is achievable through the automation of various operational tasks, including reservation management, housekeeping, billing, and inventory management. By automating these tasks, hotels can operate more efficiently and effectively, leading to a reduction in hiring needs. This, in turn, can result in cost savings for the hotel and higher ROI on their technology investment. In addition, it is essential to assess how the upgrade is likely to improve sales and revenue performance. The new system should be able to increase bookings via web booking engine integration, occupancy rates through real-time inventory updates, and average daily rates through integrated revenue management and advanced forecasting tools. The improved data analysis provided by the upgraded system can also contribute to better revenue performance. A major consideration for reducing billing losses is the reduction of errors in manual updates, delayed or lost room charge postings, and losses related to guest purchases made across other parts of the property. It is also important to consider the lower IT maintenance and integration costs with third-party technologies.

It is essential to assess how the upgrade is likely to improve sales and revenue performance.



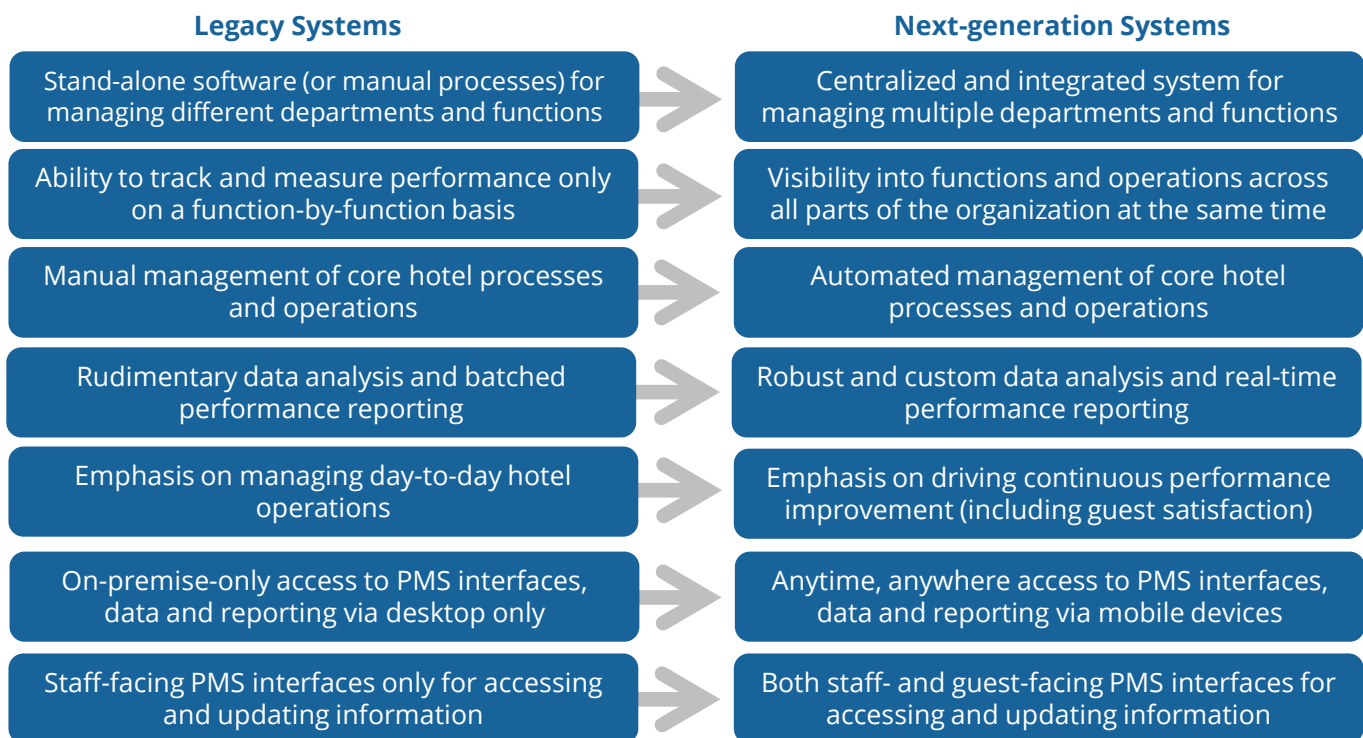
Chapter 4

Roadmap and Recommendations



Chapter 4: Roadmap

A recent study by a leading PMS solution provider showed that 91% of hoteliers believe that technology plays a crucial role in delivering an exceptional guest experience, with 81% of guests demanding technology-driven experiences. The study also revealed that 54% of guests prefer to use technology for check-in and check-out, while 72% prefer to use technology to control room settings, such as temperature and lighting. To be sure, the implementation of cloud-based, agile, customized, mobile, data-driven, and personalized technology models that form the foundation for all hotel operations is a critical step towards optimizing performance outcomes. The use of the right business processes, organizational resources, and performance metrics is equally important. The Roadmap Diagram below offers a migration path for hoteliers to keep in mind along the journey toward a next-generation PMS.



Chapter 4: Recommendations

The following are just a few recommendations to help steer PMS decision makers in the right direction.

Make guest personalization a top priority. To create a truly personalized experience for guests, it's essential to gather and analyze a wealth of information about them. This includes data from bookings, demographics, transactions, and behaviors, all of which should be centralized in a comprehensive database. It's also important to track a guest's entire history of charges and payments across all properties within the hotel group. By tracking every detail of a guest's stay — from their food and drink preferences to their use of hotel services and in-room amenities — hotels can develop a more complete understanding of their needs and desires. This information can then be used to deliver personalized and valuable communications, offers, and services at the right time, in an automated manner. By leveraging the power of a centralized data repository, a PMS can help hotels better understand guests and provide them with tailored experiences.

Hotels must automate room and rate changes across all booking channels.

Ensure automation of room and rate changes. To maximize revenue and maintain a strong brand reputation, hotels must prioritize automating room and rate changes across all booking channels. This can be achieved by customizing the direct booking engine within the CRS or channel manager to enable revenue-driven decisions and automated offers for specific channels, including the call center. Integration with market-specific OTAs is also critical, and the CRS should include built-in mapping capabilities to organize OTAs as both booking engines and online shopping channels. This integration ensures that room rates and inventory availability are updated accurately and in real-time, preventing the presentation of incorrect prices or overbooked rooms. Manual inputting of room and rate changes should be avoided, as this can lead to errors that damage the brand's reputation and result in revenue loss. By automating these processes via a next-generation PMS, hotels can improve operational efficiency and provide a seamless booking experience for guests, ultimately driving revenue and enhancing the guest experience.



Chapter 4: Recommendations

Harness the power of data analysis and business intelligence. Analytics tools can inform decisions across departments and functions, leading to far-reaching benefits such as improved marketing, sales, and customer service effectiveness, as well as generating competitive intelligence. Key revenue stakeholders should have access to monitoring occupancy trends, guest demographics, market position, and channel profitability. By analyzing data on the percentage of guests booking through travel agents, OTAs, or the hotel website, hotels can develop effective revenue management and marketing strategies. For instance, if a specific OTA is bringing in guests who stay longer and have a higher ADR, it may make sense to invest in improving the hotel's ranking on that site. To truly understand relative channel performance, hotels need to delve into the data at a granular level and make strategic decisions accordingly. Fortunately, the new breed of integrated tools tailored to meet the needs of hoteliers can facilitate this process. In fact, 93% of hoteliers agree that these tools are, or would be, either "effective" or "very effective" in managing and optimizing their market and channel mix, resulting in significantly increased hotel revenue and profitability for the same amount of marketing spend.

Hotels must prioritize building a revenue management strategy and culture.

Build a solid revenue management strategy and culture. To optimize financial performance over a specific period, hotels must prioritize building a revenue management strategy and culture. This strategy should incorporate all revenue streams from across the hotel and all revenue drivers, from the sales department to online distribution channels. A solid foundation for this strategy is revenue



Chapter 4: Recommendations

goals, which should be based on relevant metrics such as RevPAR and GOPPAR. Key milestones should be established within a timeline, and tactics for achieving success should be outlined. Specific details should be included, such as pricing strategies, to create cognitive alignment among employees regarding the value of revenue management. To cultivate a revenue management culture, hotels should involve all employees in the strategy-building process and provide ongoing education and training. This will ensure that everyone understands the importance of revenue management and the role they play in achieving success.

Prioritize guest privacy and security. As hotels increasingly adopt mobile and IoT technologies, including voice assistants and in-room tablets, it's important to prioritize guest privacy and security. Choose a PMS that uses secure authentication methods, such as two-factor authentication, and that complies with data privacy regulations like GDPR and CCPA. Additionally, ensure that guest data is encrypted and stored securely to prevent data breaches.

Don't sacrifice service quality for technology. While implementing a next-generation PMS can streamline operations and improve guest experience, it's important not to sacrifice service quality for the sake of technology. Hoteliers should ensure that the new PMS solution enhances service quality rather than detracting from it. For example, PMS systems with robust guest profile and history tracking features can help staff personalize service and anticipate guest needs.

As hotels increasingly adopt mobile and IoT technologies, including voice assistants and in-room tablets, it's important to prioritize guest privacy and security.



Chapter 5

Inside Voices and Outside Voices



Chapter 5: Inside Voices

Hoteliers with first-hand experience with next-generation hotel property management systems often have a lot to say about the topic. Following are a few perspectives that first appeared in [Hotel Technology News](#), a Starfleet Media publication and the hospitality industry's premier source of information and insights related to technology innovation at the world's leading hotels and resorts.

Hotels in today's economy cannot afford multiple systems such as PMS, channel manager, social marketing, reviews manager, revenue management forecasting. It all needs to be tied together because dynamic pricing requires us to move at the speed of thought, with no more printing out multiple reports and trying to come up with real time stats. By the time we do this, the day is over, and prices have already changed a dozen times. Hotels with a real time comprehensive view of today and future occupancy can effectively schedule housekeeping labor and manage utilities. As housekeeping labor and utilities are the 2 biggest costs in an operation, tying labor and utilities to forecasted occupancy can easily cut a few percent off operating costs. And in any hotel, it's usually only a few percent that make the difference between loss and profit.



Thomas Magnuson,
CEO, Magnuson Hotels

Prior to the pandemic, we were already focused on expanding the features of the industry-leading Hilton Honors app to improve the guest experience, including Digital Check-In, Digital Key, Digital Check-Out and in-room technology. All of these features give guests the choice and control to use their phone to select their room from a floor plan as well as check-in, unlock their room and access other areas of the hotel that requires a key (such as fitness centers and pools) directly via the Hilton Honors app.... These contactless initiatives present a digital solution to decrease on-property wait times, increase peace of mind, and enhance the guest experience, shifting those important in-person interactions to focus on enriching the guest stay in other ways and maximizing hospitality for Hilton team members.



Chris Silcock, Executive Vice President
and Chief Commercial Officer, Hilton

As a modern hotelier, we are always looking for ways to not only improve the guest experience, but also improve workflow for our associates. This streamlined approach allows us to stay cutting edge, capitalize on critical data and intelligence, and synergize our various departments, therefore increasing efficiency.



Jim Bina, Director of Finance
Rosen Hotels & Resorts

Chapter 5: Outside Voices

Following are a couple additional perspectives from industry observers with insights into next-generation hospitality solutions. These perspectives also first appeared in [Hotel Technology News](#), a Starfleet Media publication and the hospitality industry's premier source of information and insights related to technology innovation at the world's leading hotels and resorts.

During the current travel recovery period, it's all about labor, labor and labor. Take heed, though, as what we are seeing from macroeconomic trends is that this labor "crisis" is hardly just that but instead the real new normal for hospitality. That is, and without getting into the full spectrum of statistical supports, labor supply issues will become a perennial issue for hotels in many key markets around the world. From this perspective, you best prepare your brand accordingly with a vision that embraces automation, technology and 'labor-lite' solutions.



Adam Mogelonsky, Principal of Hotel Mogel Consulting Limited

It's imperative to recognize the unflinching demand for great customer service. I use the term 'unflinching' deliberately because this is arguably the only consumer expectation that does not fluctuate according to industry trends and evolutions. Whether the service in question is tech-driven or people-driven, consumers expect every business across every industry to ensure a positive customer service experience.



Alan Young, Hospitality Industry Advisor and Co-Founder of Puzzle Partner

I expect the room itself to be a platform for a customized guest experience. Everything will adapt and morph to my needs, wants and desires, which the experience platform will have learned from past visits and carefully pay attention to this current stay. For example, no more going through the guide of channels on the TV; it will present the channels I tend to watch most, which would never take up more than one screen's worth of space. While today I'd be happy when there's enough light somewhere in the room to read, the lighting of the future will match the intensity, the color and, ideally, the locality to what I prefer most. And the customizable bed will be preset to how I like to sleep.



Joe Pine, Author, Speaker and Management Advisor

I wish that by now we'd be at a place where hotels and hospitality brands were investing more in their people and remembering that we're all humans here. As a hospitality company, you have to take care of your people because they're taking care of the people that make your business run.... I see tools that are making the lives of team members and guests easier.



Steve Turk, Managing Director of Turk Hospitality Ventures

Chapter 6

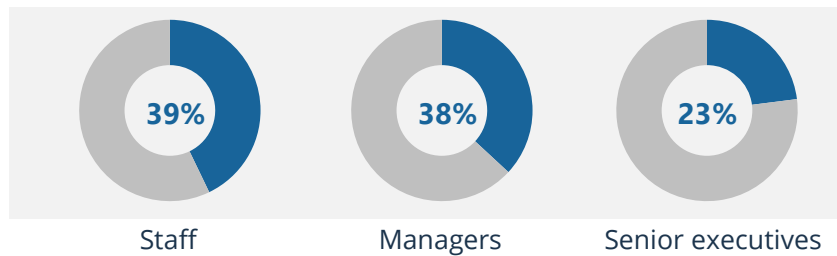
Research Notes and Underwriters



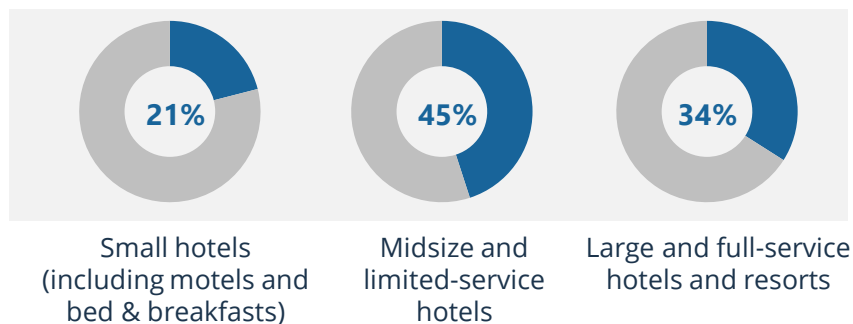
Appendix: Research Notes

In Q1 2023, Starfleet Research conducted an online survey, consisting of both multiple choice and open text questions, to capture the perspectives of industry practitioners with first-hand experience buying and/or using property management systems. Some of the research findings are highlighted in this publication. Following is some basic information about the 367 qualified survey respondents who participated.

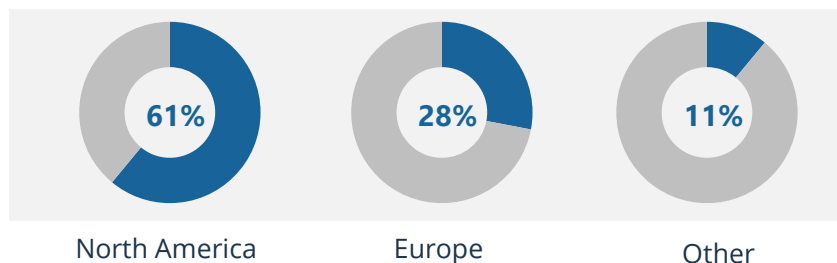
Job level / role of survey respondents



Size / category of survey respondents' hotel (or other lodging property) employers



Geographic location of survey respondents



Appendix: Underwriter



Infor Hospitality is dedicated to helping industry leaders create a scalable technology platform to unite locations and empower their teams, developing powerful multi-tenant cloud software for hotels, casinos, and restaurant organizations. We work with customers and integration partners in over 135 countries to help them achieve strategic clarity, operational efficiency, consistently superior guest experiences, and maximized revenues. In a constantly evolving industry, our customers are empowered to meet today's challenges and be ready for future ones.

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