Vendor Landscape: Hotel Property Management Systems
Is your HPMS filling your beds or losing you cred?
Introduction

The Hotel Property Management System (HPMS) is the most critical piece of software in any hotel, but most organizations still base their selection on what their neighbors are using.

This Research Is Designed For:

- Organizations looking to select a solution for a HPMS.
- Those with an HPMS use case that may include:
  - Supporting multiple properties and managing multiple amenities.
  - Assessing ease of integration and creation of custom interfaces.
  - Considering different deployment options, such as on-premise or hosted solutions.

This Research Will Help You:

- Understand what’s new in the HPMS market.
- Evaluate HPMS vendors and products for your enterprise needs.
- Determine which products are most appropriate for particular use cases and scenarios.
Executive Summary

Info-Tech evaluated six competing products in the HPMS market, including the following notable performers:

Champions:
- **Infor's** HMS earned its champion title by combining its large company resources for support and service with its well architected and heavily developed PMS solution.
- **MICROS’** PMS, OPERA, has the most complete feature list of all the products considered, placing it securely in the champion quadrant.

Value Award:
- **Infor** was the only vendor to provide us with not just one, but two price estimates. Its price transparency around both its cloud and on-premise solutions earned the Value Award.

Trend Setter Award:
- **Infor’s** product, HMS, has made strides in social media and mobile that are still far out on the roadmap for other vendors. Pulling from social media sites like Twitter and TripAdvisor, it can provide analytics on what your guests are asking for.

**Info-Tech Insight**

1. So many vendors, but so few contenders:
   While there are literally hundreds of different organizations offering PMS solutions, hotels actually consider a handful at most. They look at what their neighbors use and what their staff know, making shifts in market share and successful new entrants rare.

2. Integration is paramount:
   The PMS system is going to be at the heart of the hotel, and so it must be able to integrate with best-of-breed solutions and accommodate the development of custom integration for additional modules.

3. Mobile support is what guests expect and demand:
   Reservations, checking in, and checking out – these are the baseline mobile requirements you need to keep guests booking at your hotel. PMS solutions should support these, as well as work on more advanced features for the future.
Market Overview

**How it got here**

- Originally, the front- and back-end hotel management tasks were handled by simple paper-based methods.
- Eventually, software for front-end tasks, like reservations and guest check-in, and software for back-end tasks, like staff and pay management, was created. This led to the need to integrate separate solutions. This process could be complicated, expensive, and time consuming.
- Recognizing the need for a simpler organizational system, the market for HPMS was created. Solutions were designed to help track information, providing accessible data for optimizing operations on both the front- and back-end.
- Most offerings are designed to integrate with a variety of additional modules, such as casino or spa management software. In this way, HPMSs can be configured to suit a variety of hotel chains. Moreover, there is now a move towards more advanced module integration, such as with energy and yield management systems.

**Where it’s going**

- Making reservations through mobile devices, specifically tablets, is becoming more and more critical in appealing to customer booking preferences. As it stands, Travelocity and TripAdvisor report that 55% and 66% of their mobile bookings (respectively) come from tablet devices.
- Social media booking functionality will also be more of a requirement going forward. Integration with major social media channels and customized marketing strategies will need to be developed to meet this rising demand.
- Many HPMS vendors have already begun launching cloud versions of their software, and as they get picked up and tested by customers, more and more HPMS cloud solutions will be released.
- As the sources of customer interaction multiply, more customer data is flowing into the organization from disparate points. Vendors are beginning to recognize the industry’s Big Data issues and should be producing solutions in the future.

**Info-Tech Insight**

As the market evolves, capabilities that were once cutting edge become default and new functionality becomes differentiating. Having an open interface has become a Table Stakes capability and should no longer be used to differentiate solutions. Instead, focus on proven integration with necessary modules, such as yield management and energy management, to get the best fit for your hotel’s requirements.
HPMS Vendor selection / knock-out criteria: market share, mind share, and platform coverage

- While there are hundreds of HPMS providers, real market share belongs to only a handful. Resorts and hotels, unable to fully explore the market, tend to approach selection by looking at what the prominent hotel chains are using and what their staff are familiar with, further entrenching existing vendors into the market.
- For this Vendor Landscape, Info-Tech focused on those vendors that offer broad capabilities across multiple platforms and that have a strong market presence and/or reputational presence among mid and large-sized enterprises.

**Included in this Vendor Landscape:**

- **Agilysys:** Its LMS product is arguably one of the most used in the industry. Demand for LMS has been met and supported for decades, over which time Agilysys has built up a strong integration library and continued to develop its product.

- **MICROS Systems:** MICROS has an extensive line of products for the hotel industry, with its POS system being particularly popular. Its PMS solution, OPERA, was introduced later and really took off after being adopted by some of the bigger name hotels, such as MGM Grand Hotel & Casino.

- **Cenium:** Cenium’s core product is a hospitality ERP system developed on Microsoft Dynamics and launched in Norway. Its PMS solution acts as a central part of the overall ERP system, and is geared toward hotel, restaurant, and retail chains.

- **Infor:** Infor has a wide suite of products for a range of industries, from fashion to healthcare. It has been focusing on the development of its hospitality offerings, making strategic acquisitions to strengthen that product line. As its PMS improves, it will be able to penetrate deeper into the hospitality space.

- **PAR Springer-Miller:** One of its flagship products, SMS Host, has been a player in the market for years. It recently created a more economical, cloud-based solution, ATRIO, for hotels looking for lower hardware costs and higher scaling flexibility.
## HPMS criteria & weighting factors

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<th>Product Evaluation Criteria</th>
<th>Weighting</th>
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<td>Features</td>
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<td>Usability</td>
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<td>Affordability</td>
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<td>Architecture</td>
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<td>Channel</td>
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**Vendor**

| Viability                            | 50%       |
| Strategy                             | 35%       |
| Reach                                | 30%       |
| Channel                              | 5%        |

### Features
The solution provides basic and advanced feature/functionality.

### Usability
The solution’s interfaces for both front- and back-end users are intuitive and easy to use.

### Affordability
The list price of the solution is economical.

### Architecture
The delivery method of the solution aligns with what is expected within the space.

### Viability
Vendor is profitable, knowledgeable, and will be around for the long-term.

### Strategy
Vendor is committed to the space and has a future product and portfolio roadmap.

### Reach
Vendor offers global coverage and is able to sell and provide post-sales support.

### Channel
Vendor channel strategy is appropriate and the channels themselves are strong.
The Info-Tech HPMS Vendor Landscape

**The Zones of the Landscape**

**Champions** receive high scores for most evaluation criteria and offer excellent value. They have a strong market presence and are usually the trend setters for the industry.

**Market Pillars** are established players with very strong vendor credentials, but with more average product scores.

**Innovators** have demonstrated innovative product strengths that act as their competitive advantage in appealing to niche segments of the market.

**Emerging Players** are newer vendors who are starting to gain a foothold in the marketplace. They balance product and vendor attributes, though score lower relative to market Champions.

For an explanation of how the Info-Tech Vendor Landscape is created, please see [Vendor Landscape Methodology: Information Presentation](#) in the Appendix.
Balance individual strengths to find the best fit for your organization

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Legend
- Exemplary
- Good
- Adequate
- Inadequate
- Poor

*Vendor declined to provide pricing

For an explanation of how the Info-Tech Harvey Balls are calculated, please see [Vendor Landscape Methodology: Information Presentation - Criteria Scores](#) in the Appendix.
Table Stakes represent the minimum standard; without these, a product doesn’t even get reviewed

### The Table Stakes

<table>
<thead>
<tr>
<th>Feature</th>
<th>What it is:</th>
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<tr>
<td>Reservations Management</td>
<td>The core system has the ability to track and record reservations, dates, and customer reservation information.</td>
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<tr>
<td>Front Desk Functionality</td>
<td>The ability to Check-in and Check-out patrons, track room inventory, display a requested room layout, etc.</td>
</tr>
<tr>
<td>Night Audit</td>
<td>The ability to audit and report on the property’s financial information, payment tracking, room inventory, etc.</td>
</tr>
<tr>
<td>Door Locks &amp; Badging Systems Integration</td>
<td>The core system must interface with door lock and badging systems to assign room keys.</td>
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<tr>
<td>Room Systems Integration</td>
<td>The system integrates with other systems that track information for safes, bars, and TV functions.</td>
</tr>
<tr>
<td>Website and Internet Integration</td>
<td>The core system integrates with the hotel property’s web reservations interface and wireless internet.</td>
</tr>
<tr>
<td>Call Accounting</td>
<td>The system integrates with the property’s telephony systems, including call center management systems.</td>
</tr>
<tr>
<td>Maintenance and Service Interfaces</td>
<td>The system integrates with housekeeping systems, Bell Hop services, facilities management, etc.</td>
</tr>
<tr>
<td>Open Interface</td>
<td>Must have an open interface with hotel management and POS systems, Kiosks, and Resort systems.</td>
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</table>

### What Does This Mean?

The products assessed in this Vendor Landscape™ meet, at the very least, the requirements outlined as Table Stakes.

Many of the vendors go above and beyond the outlined Table Stakes, some even do so in multiple categories. This section aims to highlight the products’ capabilities in excess of the criteria listed here.

If Table Stakes are all you need from your HPMS solution, the only true differentiator for the organization is price. Otherwise, dig deeper to find the best price to value for your needs.
**Advanced Features are the capabilities that allow for granular market differentiation**

### Scoring Methodology

Info-Tech scored each vendor’s features offering as a summation of its individual scores across the listed advanced features. Vendors were given one point for each feature the product inherently provided. Some categories were scored on a more granular scale with vendors receiving half points.

### Advanced Features

<table>
<thead>
<tr>
<th>Feature</th>
<th>What we looked for:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile Access</td>
<td>The system allows the patron to make reservations, check-in, and check-out, and staff to perform room management all via mobile devices.</td>
</tr>
<tr>
<td>Multi-Property Functionality</td>
<td>Supports a central reservations function that connects hotel properties in different geographical areas to store data on one database.</td>
</tr>
<tr>
<td>Global Capabilities</td>
<td>The system provides multi-lingual and multi-currency modules to support global markets.</td>
</tr>
<tr>
<td>Real-Time Functionality</td>
<td>The system’s database is updated in real-time and provides data on room availability and maintenance, revenues, service requests, etc.</td>
</tr>
<tr>
<td>Customizable Reporting</td>
<td>The system allows for customizable and advanced reporting functions.</td>
</tr>
<tr>
<td>Yield Management Integration</td>
<td>The system integrates with yield management systems that have the ability to project demand, room rates, and availability.</td>
</tr>
</tbody>
</table>

For an explanation of how Advanced Features are determined, please see [Vendor Landscape Methodology: Information Presentation - Feature Ranks](#) in the Appendix.
Advanced Features are the capabilities that allow for granular market differentiation (continued)

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<td>Online Booking Integration</td>
<td>The system integrates with public online travel sites such as Expedia.com and Hotels.com.</td>
</tr>
<tr>
<td>Group Management Integration</td>
<td>The system integrates into group management systems to block rooms for sales and conventions.</td>
</tr>
<tr>
<td>Building Management System Integration</td>
<td>The system integrates with advanced building management systems for energy management and customized room settings.</td>
</tr>
<tr>
<td>Casino Management System Integration</td>
<td>The system integrates with casino management systems for capabilities such as player tracking, points redemption, room comps, etc.</td>
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<tr>
<td>Marketing Systems Integration</td>
<td>The system integrates with patron loyalty programs to track patron information, customize marketing, create a database of past patrons, etc.</td>
</tr>
<tr>
<td>Self Check-in Kiosks Integration</td>
<td>The system has the ability to interface with self check-in kiosks.</td>
</tr>
</tbody>
</table>
Each vendor offers a different feature set; concentrate on what your organization needs

For an explanation of how Advanced Features are determined, please see [Vendor Landscape Methodology: Information Presentation - Feature Ranks](#) in the Appendix.
Casino hotels require seamless integration between casino management systems and property management systems

Proven integration with casino management systems (CMS) is a deciding factor for many hotels. Few HPMS vendors have this proven capability.

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CMS Integration

Why Scenarios?

In reviewing the products included in each Vendor Landscape™, certain use cases come to the forefront. Whether those use cases are defined by applicability in certain locations, relevance for certain industries, or as strengths in delivering a specific capability, Info-Tech recognizes those use cases as Scenarios, and calls attention to them where they exist.

Exemplary Performers

Agilysys’ LMS has a long standing reputation in the casino hotel market. Where other vendors in the HPMS market claim to have integration capabilities, many are still developing interfaces and do not scale to many casino environments. Agilysys stands out in this category as an exemplary performer with interfaces to popular casino management systems such as Bally Technologies’ ACSC and IGT’s Advantage.

While MICROS OPERA is still a fairly new entrant into the casino hotel market, it has proven it meets the requirements of many large casino environments by interfacing its HPMS with CMS for player tracking, providing real-time data on player rewards, histories, and gaming statistics. Moreover, MICROS 9700 HMS POS system has many installs in the industry, giving it additional credibility in the market and insight into what these types of environments require.

For an explanation of how Scenarios are determined, please see Vendor Landscape Methodology: Information Presentation – Scenarios in the Appendix.
Cloud-based solutions provide organizations with additional deployment options at a lower cost

In recent years, cloud-based solutions have made their way into this market. Many vendors are now offering both on-premise and hosted HPMS.

**Exemplary Performers**

Cenium’s PMS is based on Microsoft Dynamics NAV and can be deployed as a purely cloud-based solution. It is still a new entrant into the market with limited installs, but has built its system to cater to organizations interested in a hosted environment.

Infor HMS can be deployed on-premise, in a customer’s hosted data center (private cloud) or the Infor Cloud, giving organizations the choice of platform they prefer. Its hosted PMS provides a cost effective alternative.

With PAR Springer-Miller’s newest solution ATRIO, organizations are able to deploy either in the Cloud, on-premise, or a combination of the two, giving organizations the choice of technology footprint that fits their needs.

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**Why Scenarios?**

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For an explanation of how Scenarios are determined, please see [Vendor Landscape Methodology: Information Presentation – Scenarios](#) in the Appendix.
The ability of an HPMS to scale up to address a hotel’s growing environment helps future proof the chosen solution

Scalability of a system becomes particularly important for mid to large-sized hotels, as well as for those that are expanding or adding properties.

Exemplary Performers

1. **Agilysys**
   - Agilysys’ LMS is targeted towards large-scale hospitality environments of 1,000 rooms or more. Although it has been deployed in smaller properties of less than 500 rooms, it is less cost effective.

2. **Infor**
   - Infor HMS has been deployed in environments with as few as 40 rooms and as many as 3,600 rooms. Although it has been used in large environments, the majority of its installs are in mid-large hotels with under 1,000 rooms.

3. **MICROS OPERA**
   - MICROS OPERA can accommodate mid-sized hospitality environments, but it is best suited for large properties. Its price point is also a better fit for large hotel environments.

**Why Scenarios?**

In reviewing the products included in each Vendor Landscape™, certain use cases come to the forefront. Whether those use cases are defined by applicability in certain locations, relevance for certain industries, or as strengths in delivering a specific capability, Info-Tech recognizes those use cases as Scenarios, and calls attention to them where they exist.

For an explanation of how Scenarios are determined, please see Vendor Landscape Methodology: Information Presentation – Scenarios in the Appendix.
Infor is an expanding organization focused on growing its hospitality line

**Champion**

- **Product:** Infor HMS
- **Employees:** 12,400
- **Headquarters:** New York, NY
- **Website:** Infor.com/industries/hospitality
- **Founded:** 2002
- **Presence:** Privately Held

**Overview**

- Infor is a large provider of enterprise applications and services. It has 180 offices in 40 countries, an extensive channel network containing 800 partners, and has expanded its hospitality offerings through acquisitions such as SoftBrands.

**Strengths**

- Infor allows customers to choose which applications they would like deployed onsite and which in the Cloud, and gives them the ability to change these choices over time.
- Infor offers customers the ability to monitor guest feedback and preferences expressed on social media channels such as TripAdvisor, Twitter, and Facebook.
- Infor allows customized reporting to help hotels optimize their rate management strategies and better forecast demand.

**Challenges**

- Infor is still in the process of developing its casino management system integration offerings, however, it has a presence in the gaming industry through known financial management products such as Infinium.
- Infor has many lines of business ranging across many different industries. While it does have vast resources, they are split across multiple product lines, making the number of resources that will be dedicated to the hospitality line unclear.

The list price for this solution falls into pricing tier 6, between $50,000 and $100,000

Pricing provided by vendor
Infor’s HMS sports some advanced features in regards to social media and mobile, but is behind in terms of integration.

**Vendor Landscape**

**Product**

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**Value Index**

100
1st out of 6

**What we’re hearing**

“We considered Infor early on, but dismissed them due to product maturity and gaming management capabilities.”

Fred Brown, VP of Information Technology, Mohegan Sun at Pocono Downs

“Infor is very familiar with the gaming industry – we use Infinium for all back office functions, however, the property management systems from Infor do not tightly integrate with our existing gaming systems, which currently makes them an unfeasible candidate for a PMS.”

Kirk Golding, Senior VP of IT, Silverton Casino

**Features**

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**Info-Tech Recommends:**

Mid to large-sized international hotels who already use some of Infor’s other enterprise applications, such as Infinium, should strongly consider HMS. Also, organizations that are looking to take advantage of social media analytics and advanced mobile functionality should keep Infor in mind.
MICROS has built up a strong PMS offering and a market share that shows it.

**Champion**

- **Product:** Opera PMS
- **Employees:** 1,000-5,000
- **Headquarters:** Columbia, Maryland
- **Website:** Micros.com
- **Founded:** 1977
- **Presence:** NASDAQ: MCRS

**Overview**

- MICROS Systems, Inc. is a leading provider of enterprise applications in the hospitality and retail industries with clients in over 180 countries.

**Strengths**

- Established a name for itself as being a strong choice for hotels with casino attachments after its contract with MGM.
- MICROS also offers OPERA Xpress, a scaled-down PMS for smaller properties or properties needing less amenity support.
- MICROS Kiosk module supports flight check-in as well as the more traditional room check-in.
- Offers extensive and easily customizable reporting.
- Allows customers to create user groups to determine unique feature access for different end users.

**Challenges**

- While its out-of-the-box reporting functionality is definitely impressive, customers have commented on challenges in integrating OPERA with third-party analytics software, specifically in terms of exporting data.
- A recurring complaint from interviewed clients was in regards to support. While experiences varied, some found not having a clear point of contact was cause for frustration and extended resolution times.

The vendor declined to provide pricing, and publicly available pricing could not be found.
OPERA has the strongest feature set of all evaluated products, and it is backed by MICRO’s considerable resources.

Info-Tech Recommends:

Organizations of all sizes that value extensive analytics should strongly consider OPERA. Moreover, organizations already using MICROS’ POS product might find it beneficial to have the single vendor for both systems.

What we’re hearing:

“With MICROS OPERA, I’ve never talked to a rep. I don’t feel like I have a relationship with them. The fact that it’s not broken doesn’t mean they shouldn’t have to call me. You’re not just there for when the [stuff] hits the fan; you’re there to support me throughout.”

Executive Director of IT, Indian Gaming Facility

“I worked with MICROS, and it had cool features, such as on the revenue management side. The custom reporting allowed me to create really intricate forecasts. However, their support system was hard to deal with. You have to submit a case then wait for them to contact you several hours later.”

Angela McLaughlin, Hotel Manager, Silverton Casino

Value Index:

N/A

The vendor declined to provide pricing, and publicly available pricing could not be found.

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Agilysys is a true incumbent, boasting decades of service and a significant market share

### Market Pillar

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<thead>
<tr>
<th>Product:</th>
<th>Lodging Management System (LMS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees:</td>
<td>750-1,000</td>
</tr>
<tr>
<td>Headquarters:</td>
<td>Georgia, US</td>
</tr>
<tr>
<td>Website:</td>
<td>Agilysys.com</td>
</tr>
<tr>
<td>Founded:</td>
<td>1963</td>
</tr>
<tr>
<td>Presence:</td>
<td>NASDAQ: AGYS</td>
</tr>
</tbody>
</table>

### Overview

- Agilysys is a long-standing and prominent vendor in the HPMS space. The LMS product line is targeted towards larger hotels, especially those with 1,000 or more rooms to manage.

### Strengths

- Agilysys has a wide range of products in the hospitality area, positioning it to address a diverse range of customer needs from one convenient source.
- Offers over 200 interfaces for integration with various systems, and can create custom interfaces for larger hotels.
- LMS is built on an iSeries platform, providing a high availability solution that is known for its stability and reliability.
- The popularity of this product means some staff will likely have had previous exposure to it, minimizing training requirements.

### Challenges

- Agilysys has reported troubling financials with operating losses and shrinking assets over the past several years. However, the recent sale of a division accounts for some of these losses.
- Agilysys has fallen behind its planned update schedule in the last few years. However, recent organizational changes might help get these back on track.
- Exporting data from some reports is enabled, but not for all reports. A third-party tool may be needed to get the data out.

---

The vendor declined to provide pricing, and publicly available pricing could not be found.
Integration & support are the brightest points of LMS, drawing a client base of some of the largest hotels in the world.

Info-Tech Recommends:

The LMS product is targeted towards large-scale hospitality and gaming organizations, currently serving 17 of Las Vegas' 20 largest casinos and many of the world’s largest hotels. Specifically, organizations with over 1,000 rooms and a casino property to manage will find LMS ideally fits their needs.
Cenium’s PMS solution is really just one part of its true offering, a comprehensive ERP for the hospitality industry

<table>
<thead>
<tr>
<th><strong>Product</strong></th>
<th>Property Management System (PMS)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employees</strong></td>
<td>50-200</td>
</tr>
<tr>
<td><strong>Headquarters</strong></td>
<td>Las Vegas, US</td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td>Cenium.com</td>
</tr>
<tr>
<td><strong>Founded</strong></td>
<td>2010</td>
</tr>
<tr>
<td><strong>Presence</strong></td>
<td>Privately held</td>
</tr>
</tbody>
</table>

**Overview**
- Cenium focuses on providing Microsoft Dynamic-based solutions to the hospitality industry. Founded in Norway, it has moved into Europe and more recently into North America serving over 246 hotels and 20,000 rooms.

**Strengths**
- Cenium is truly open source, as it provides source code to its customers for their own integrations.
- It is offered as a local or hosted solution, making it very scalable. However, plans are in place to eventually move fully to the Cloud.
- The solution has functions aimed at energy management, calculating an energy optimized allocation order for rooms.
- Cenium is capable of managing multiple properties from a single database.

**Challenges**
- While its partner, Microsoft, has a large global footprint, Cenium itself has limited penetration of the global market when compared to its competitors.
- While the interface is familiar to anyone used to standard Microsoft applications (Excel, Outlook, etc.), there could still be much improvement to its look and feel.
- Cenium does not provide blanket pricing as it is an ERP company.

The vendor declined to provide pricing, and publicly available pricing could not be found.
Cenium provides a solid ERP, but its PMS features fall behind and support is mainly offered through its partner, Microsoft.

Info-Tech Recommends:

Small to mid-sized hospitality organizations within Nordic countries or the US that are currently using other Microsoft applications, or who require a comprehensive ERP system, should consider Cenium’s PMS. Integration will be simplified and the familiar interface will minimize training time for end users.

What we’re hearing

“I like the concept and the way they use Microsoft NAV. It’s just that we have 2500 hotel rooms and we’d like to see them with a larger customer base first. We would like to see it used under heavier volumes. Still, Cenium had positive qualities because of their ability to operate modularly where they could sit on top of our Oracle ERP.”

Shannon D. Provence, Executive Director of IT, Golden Nugget Casinos
PAR Springer-Miller has long held a spot in the hospitality industry with its SMS Host product

**Emerging Player**

- **Product:** SMS Host
- **Employees:** 50-200
- **Headquarters:** New Hartford, NY
- **Website:** SMSHost.com
- **Founded:** 1968
- **Presence:** NYSE: PAR

The vendor declined to provide pricing, and publicly available pricing could not be found.

---

### Overview

- PAR Technologies Inc. made a strong move into the hospitality space with its purchase of Springer-Miller Systems Inc. This acquisition earned PAR the SMS Host Hospitality Management System which is its flagship PMS product.

### Strengths

- The SMS Host product suite includes more than 20 application modules that clients can use to easily customize their system.
- Offers a guest-centric PMS system, providing a view of each guest, their spending history, preferences and past experiences, so their current stay can be personalized and optimized.

### Challenges

- An SMS Host module that tracks complimentary casino privileges is offered, but that is the extent of the casino management functionality. Integration with casino management systems is also lacking.
- SMS Host presents a challenge to international chains as multi-lingual and multi-currency options are unavailable.
- When compared to competitors, the feature set of SMS Host is not as comprehensive as its competitors.
SMS Host sets itself apart by putting the guest at the center of the system, but it has yet to master integration and scalability.

Vendor Landscape

Vendor

Product

Vendor

What we’re hearing

“The Springer-Miller product couldn’t handle our large inventory. We had a lot of issues with it - mainly its database structure - handling a large volume of transactions.”

Shannon D. Provence, Executive Director of IT, Golden Nugget Casinos

“When we were considering them, they weren’t quite ready with all of their functionality and their interfaces, especially their casino player management system. I’d consider them again now, as the PAR Springer-Miller product is designed around the customer and tracking their activity in a nice, easy, simple way.”

Dan Garrow, Consultant and former CIO, Gaming and Hospitality

Features

Info-Tech Recommends:

Smaller hotels who want to keep a central view of the customer across systems will find the reporting and synchronization of SMS Host intriguing. It may not have the capabilities to support a large, complex organization, but it is worth evaluating for hotels that require less complexity.
PAR Springer-Miller recently introduced its ATRIO product, a sleek new cloud offering

**Emerging Player**

- **Product:** ATRIO
- **Employees:** 50-200
- **Headquarters:** New Hartford, NY
- **Website:** Atrio.com
- **Founded:** 1968
- **Presence:** NYSE: PAR

The vendor declined to provide pricing, and publicly available pricing could not be found.

**Overview**

- PAR Springer-Miller’s ATRIO product is one of its more recent releases. It is a cloud-based PMS solution that runs on Windows Azure and just went live in early 2012.

**Strengths**

- As is the case with most PAR Springer-Miller products, ATRIO is very guest-centric. It connects silos of guest information and systems to create a complete view of guests’ preferences.
- Sleek interface is visually appealing as well as intuitive, built for Generation Y.
- The solution is designed for frequent updates and new features.
- Offers role-based dashboards, so all critical information relevant to a specific role is immediately accessible upon login.

**Challenges**

- Being a very recent entrant into the market, ATRIO has yet to fully prove itself. This relatively untested product boasts few integration capabilities, which will concern larger hotels.
- Some organizations may find jurisdictional or regulation difficulties prevent them from adopting a cloud-based solution.

$1 - $1M+
Still relatively unproven and with a shorter feature list than its competitors, ATRIO is best suited for smaller, simpler hotels.

**Vendor Landscape**

- **Innovator**
- **Champion**
- **Emerging Player**
- **Market Pillar**

**Product**

<table>
<thead>
<tr>
<th>Overall</th>
<th>Features</th>
<th>Usability</th>
<th>Afford.</th>
<th>Arch.</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Icon" /></td>
<td><img src="image2" alt="Icon" /></td>
<td><img src="image3" alt="Icon" /></td>
<td><img src="image4" alt="Icon" /></td>
<td><img src="image5" alt="Icon" /></td>
</tr>
</tbody>
</table>

**Vendor**

<table>
<thead>
<tr>
<th>Overall</th>
<th>Viability</th>
<th>Strategy</th>
<th>Reach</th>
<th>Channel</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image6" alt="Icon" /></td>
<td><img src="image7" alt="Icon" /></td>
<td><img src="image8" alt="Icon" /></td>
<td><img src="image9" alt="Icon" /></td>
<td><img src="image10" alt="Icon" /></td>
</tr>
</tbody>
</table>

**Value Index**

N/A

The vendor declined to provide pricing, and publicly available pricing could not be found.

**What we’re hearing**

“I don’t have a problem with using a cloud solution if it meets the needs, but the product just hasn’t gotten there yet in terms of capabilities and interfacing with other systems. Moreover, casinos like to keep data to themselves, so making the pitch to some operations and CFOs can be difficult.”

Shannon D. Provence, Executive Director of IT, Golden Nugget Casinos

**Features**

- Mobile Access: ![Icon](image11)
- Multi Prop. Fnd: ![Icon](image12)
- Global Capabilities: ![Icon](image13)
- Real-Time Fnd: ![Icon](image14)
- Custom. Reporting: ![Icon](image15)
- Yield Mgmt Intg: ![Icon](image16)
- Online Booking Intg: ![Icon](image17)
- Group Mgmt Intg: ![Icon](image18)
- Building Mgmt Intg: ![Icon](image19)
- Casino Mgmt Intg: ![Icon](image20)
- Mrkt. Systems Intg: ![Icon](image21)
- Kiosk Intg: ![Icon](image22)

Info-Tech Recommends:

New, smaller hotels should consider PAR Springer-Miller’s ATRIO. Its scalability will allow the organization to handle anticipated growth, and its flexibility in adding new modules and functionality allows for uncomplicated expansions of the hotel’s services.
Identify leading candidates with the **HPMS Vendor Shortlist Tool**

The Info-Tech **HPMS Vendor Shortlist Tool** is designed to generate a customized shortlist of vendors based on your key priorities.

**This tool offers the ability to modify:**

- Overall Vendor vs. Product Weightings
- Individual product criteria weightings:
  - Features
  - Usability
  - Affordability
  - Architecture
- Individual vendor criteria weightings:
  - Viability
  - Strategy
  - Reach
  - Channel
Appendix

1. Vendor Landscape Methodology: Overview
2. Vendor Landscape Methodology: Product Selection & Information Gathering
3. Vendor Landscape Methodology: Scoring
4. Vendor Landscape Methodology: Information Presentation
5. Vendor Landscape Methodology: Fact Check & Publication
6. Product Pricing Scenario
Vendor Landscape Methodology: Overview

Info-Tech’s Vendor Landscapes are research materials that review a particular IT market space, evaluating the strengths and abilities of both the products available in that space, as well as the vendors of those products. These materials are created by a team of dedicated analysts operating under the direction of a senior subject matter expert over a period of six weeks.

Evaluations weigh selected vendors and their products (collectively “solutions”) on the following eight criteria to determine overall standing:
- Features: The presence of advanced and market-differentiating capabilities.
- Usability: The intuitiveness, power, and integrated nature of administrative consoles and client software components.
- Affordability: The three-year total cost of ownership of the solution.
- Architecture: The degree of integration with the vendor’s other tools, flexibility of deployment, and breadth of platform applicability.
- Viability: The stability of the company as measured by its history in the market, the size of its client base, and its financial performance.
- Strategy: The commitment to both the market-space, as well as to the various sized clients (small, mid-sized, and enterprise clients).
- Reach: The ability of the vendor to support its products on a global scale.
- Channel: The measure of the size of the vendor’s channel partner program, as well as any channel strengthening strategies.

Evaluated solutions are plotted on a standard two by two matrix:
- Champions: Both the product and the vendor receive scores that are above the average score for the evaluated group.
- Innovators: The product receives a score that is above the average score for the evaluated group, but the vendor receives a score that is below the average score for the evaluated group.
- Market Pillars: The product receives a score that is below the average score for the evaluated group, but the vendor receives a score that is above the average score for the evaluated group.
- Emerging Players: Both the product and the vendor receive scores that are below the average score for the evaluated group.

Info-Tech’s Vendor Landscapes are researched and produced according to a strictly adhered to process that includes the following steps:
- Vendor/product selection
- Information gathering
- Vendor/product scoring
- Information presentation
- Fact checking
- Publication

This document outlines how each of these steps is conducted.
Vendor Landscape Methodology: Vendor/Product Selection & Information Gathering

Info-Tech works closely with its client base to solicit guidance in terms of understanding the vendors with whom clients wish to work and the products that they wish evaluated; this demand pool forms the basis of the vendor selection process for Vendor Landscapes. Balancing this demand, Info-Tech also relies upon the deep subject matter expertise and market awareness of its Senior and Lead Research Analysts to ensure that appropriate solutions are included in the evaluation. As an aspect of that expertise and awareness, Info-Tech’s analysts may, at their discretion, determine the specific capabilities that are required of the products under evaluation, and include in the Vendor Landscape only those solutions that meet all specified requirements.

Information on vendors and products is gathered in a number of ways via a number of channels. Initially, a request package is submitted to vendors to solicit information on a broad range of topics. The request package includes:
  • A detailed survey.
  • A pricing scenario (see Vendor Landscape Methodology: Price Evaluation and Pricing Scenario, below).
  • A request for reference clients.
  • A request for a briefing and, where applicable, guided product demonstration.

These request packages are distributed approximately twelve weeks prior to the initiation of the actual research project to allow vendors ample time to consolidate the required information and schedule appropriate resources.

During the course of the research project, briefings and demonstrations are scheduled (generally for one hour each session, though more time is scheduled as required) to allow the analyst team to discuss the information provided in the survey, validate vendor claims, and gain direct exposure to the evaluated products. Additionally, an end-user survey is circulated to Info-Tech’s client base and vendor-supplied reference accounts are interviewed to solicit their feedback on their experiences with the evaluated solutions and with the vendors of those solutions.

These materials are supplemented by a thorough review of all product briefs, technical manuals, and publicly available marketing materials about the product, as well as about the vendor itself.

Refusal by a vendor to supply completed surveys or submit to participation in briefings and demonstrations does not eliminate a vendor from inclusion in the evaluation. Where analyst and client input has determined that a vendor belongs in a particular evaluation, it will be evaluated as best as possible based on publicly available materials only. As these materials are not as comprehensive as a survey, briefing, and demonstration, the possibility exists that the evaluation may not be as thorough or accurate. Since Info-Tech includes vendors regardless of vendor participation, it is always in the vendor’s best interest to participate fully.

All information is recorded and cataloged, as required, to facilitate scoring and for future reference.
Vendor Landscape Methodology: Scoring

Once all information has been gathered and evaluated for all vendors and products, the analyst team moves to scoring. All scoring is performed at the same time so as to ensure as much consistency as possible. Each criterion is scored on a ten point scale, though the manner of scoring for criteria differs slightly:

- Features is scored via **Cumulative Scoring**
- Affordability is scored via **Scalar Scoring**
- All other criteria are scored via **Base5 Scoring**

In Cumulative Scoring, a single point is assigned to each evaluated feature that is regarded as being fully present, a half point to each feature that is partially present or pending in an upcoming release, and zero points to features that are deemed to be absent. The assigned points are summed and normalized to a value out of ten. For example, if a particular Vendor Landscape evaluates eight specific features in the Feature Criteria, the summed score out of eight for each evaluated product would be multiplied by 1.25 to yield a value out of ten.

In Scalar Scoring, a score of ten is assigned to the lowest cost solution, and a score of one is assigned to the highest cost solution. All other solutions are assigned a mathematically determined score based on their proximity to / distance from these two endpoints. For example, in an evaluation of three solutions, where the middle cost solution is closer to the low end of the pricing scale it will receive a higher score, and where it is closer to the high end of the pricing scale it will receive a lower score; depending on proximity to the high or low price it is entirely possible that it could receive either ten points (if it is very close to the lowest price) or one point (if it is very close to the highest price). Where pricing cannot be determined (vendor does not supply price and public sources do not exist), a score of 0 is automatically assigned.

In Base5 scoring, a number of sub-criteria are specified for each criterion (for example, Longevity, Market Presence, and Financials are sub-criteria of the Viability criterion), and each one is scored on the following scale:

- 5 - The product/vendor is exemplary in this area (nothing could be done to improve the status).
- 4 - The product/vendor is good in this area (small changes could be made that would move things to the next level).
- 3 - The product/vendor is adequate in this area (small changes would make it good, more significant changes required to be exemplary).
- 2 - The product/vendor is poor in this area (this is a notable weakness and significant work is required).
- 1 - The product/vendor is terrible/fails in this area (this is a glaring oversight and a serious impediment to adoption).

The assigned points are summed and normalized to a value out of ten as explained in Cumulative Scoring above.

Scores out of ten, known as Raw scores, are transposed as-is into Info-Tech’s Vendor Landscape Shortlist Tool, which automatically determines Vendor Landscape positioning (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, below), Criteria Score (see Vendor Landscape Methodology: Information Presentation - Criteria Score, below), and Value Index (see Vendor Landscape Methodology: Information Presentation - Value Index, below).
Info-Tech’s Vendor Landscape is a two-by-two matrix that plots solutions based on the combination of Product score and Vendor score. Placement is not determined by absolute score, but instead by relative score. Relative scores are used to ensure a consistent view of information and to minimize dispersion in nascent markets, while enhancing dispersion in commodity markets to allow for quick visual analysis by clients.

Relative scores are calculated as follows:

1. Raw scores are transposed into the Info-Tech Vendor Landscape Shortlist Tool (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).
2. Each individual criterion Raw score is multiplied by the pre-assigned weighting factor for the Vendor Landscape in question. Weighting factors are determined prior to the evaluation process to eliminate any possibility of bias. Weighting factors are expressed as a percentage such that the sum of the weighting factors for the Vendor criteria (Viability, Strategy, Reach, Channel) is 100% and the sum of the Product criteria (Features, Usability, Affordability, Architecture) is 100%.
3. A sum-product of the weighted Vendor criteria scores and of the weighted Product criteria scores is calculated to yield an overall Vendor score and an overall Product score.
4. Overall Vendor scores are then normalized to a 20 point scale by calculating the arithmetic mean and standard deviation of the pool of Vendor scores. Vendors for whom their overall Vendor score is higher than the arithmetic mean will receive a normalized Vendor score of 11-20 (exact value determined by how much higher than the arithmetic mean their overall Vendor score is), while vendors for whom their overall Vendor score is lower than the arithmetic mean will receive a normalized Vendor score of between one and ten (exact value determined by how much lower than the arithmetic mean their overall Vendor score is).
5. Overall Product score is normalized to a 20 point scale according to the same process.
6. Normalized scores are plotted on the matrix, with Vendor score being used as the x-axis, and Product score being used as the y-axis.
Vendor Landscape Methodology: Information Presentation – Criteria Scores (Harvey Balls)

Info-Tech’s Criteria Scores are visual representations of the absolute score assigned to each individual criterion, as well as of the calculated overall Vendor and Product scores. The visual representation used is Harvey Balls.

Harvey Balls are calculated as follows:

1. Raw scores are transposed into the Info-Tech Vendor Landscape Shortlist Tool (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).

2. Each individual criterion Raw score is multiplied by a pre-assigned weighting factor for the Vendor Landscape in question. Weighting factors are determined prior to the evaluation process, based on the expertise of the Senior or Lead Research Analyst, to eliminate any possibility of bias. Weighting factors are expressed as a percentage, such that the sum of the weighting factors for the Vendor criteria (Viability, Strategy, Reach, Channel) is 100%, and the sum of the Product criteria (Features, Usability, Affordability, Architecture) is 100%.

3. A sum-product of the weighted Vendor criteria scores and of the weighted Product criteria scores is calculated to yield an overall Vendor score and an overall Product score.

4. Both overall Vendor score / overall Product score, as well as individual criterion Raw scores are converted from a scale of one to ten to Harvey Ball scores on a scale of zero to four, where exceptional performance results in a score of four and poor performance results in a score of zero.

5. Harvey Ball scores are converted to Harvey Balls as follows:
   - A score of four becomes a full Harvey Ball.
   - A score of three becomes a three-quarter full Harvey Ball.
   - A score of two becomes a half full Harvey Ball.
   - A score of one becomes a one-quarter full Harvey Ball.
   - A score of zero (zero) becomes an empty Harvey Ball.

6. Harvey Balls are plotted by solution in a chart where rows represent individual solutions and columns represent overall Vendor / overall Product, as well as individual criteria. Solutions are ordered in the chart alphabetically by vendor name.
Vendor Landscape Methodology: Information Presentation – Feature Ranks (Stop Lights)

Info-Tech’s Feature Ranks are visual representations of the presence/availability of individual features that collectively comprise the Features’ criterion. The visual representation used is Stop Lights.

Stop Lights are determined as follows:

1. A single point is assigned to each evaluated feature that is regarded as being fully present, a half point to each feature that is partially present or pending in an upcoming release, and zero points to features that are deemed to be fully absent.
   - Fully present means all aspects and capabilities of the feature as described are in evidence.
   - Fully absent means all aspects and capabilities of the feature as described are in evidence.
   - Partially present means some, but not all, aspects and capabilities of the feature as described are in evidence, OR all aspects and capabilities of the feature as described are in evidence, but only for some models in a line.
   - Pending means all aspects and capabilities of the feature, as described, are anticipated to be in evidence in a future revision of the product and that revision is to be released within the next 12 months.

2. Feature scores are converted to Stop Lights as follows:
   - Full points become a Green light.
   - Half points become a Yellow light.
   - Zero points become a Red light.

3. Stop Lights are plotted by solution in a chart where rows represent individual solutions and columns represent individual features. Solutions are ordered in the chart alphabetically by vendor name.

For example, a set of applications is being reviewed and a feature of “Integration with Mobile Devices” that is defined as “availability of dedicated mobile device applications for iOS, Android, and BlackBerry devices” is specified. Solution A provides such apps for all listed platforms and scores “Green,” solution B provides apps for iOS and Android only and scores “Yellow,” while solution C provides mobile device functionality through browser extensions, has no dedicated apps, and so scores “Red.”

<table>
<thead>
<tr>
<th>Stop Lights</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Green</strong></td>
</tr>
<tr>
<td><strong>Feature 1</strong></td>
</tr>
<tr>
<td>Green</td>
</tr>
</tbody>
</table>

Yellow shows partial availability (such as in some models in a line).
Vendor Landscape Methodology: Information Presentation – Value Index

Info-Tech’s Value Index is an indexed ranking of solution value per dollar as determined by the Raw scores assigned to each criteria (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).

Value scores are calculated as follows:
1. The Affordability criterion is removed from the overall Product score and the remaining Product score criteria (Features, Usability, Architecture) are reweighted so as to retain the same weightings relative to one another, while still summing to 100%. For example, if all four Product criteria were assigned base weightings of 25%, for the determination of the Value score, Features, Usability, and Architecture would be reweighted to 33.3% each to retain the same relative weightings while still summing to 100%.
2. A sum-product of the weighted Vendor criteria scores and of the reweighted Product criteria scores is calculated to yield an overall Vendor score and a reweighted overall Product score.
3. The overall Vendor score and the reweighted overall Product score are then summed, and this sum is multiplied by the Affordability Raw score to yield an interim Value score for each solution.
4. All interim Value scores are then indexed to the highest performing solution by dividing each interim Value score by the highest interim Value score. This results in a Value score of 100 for the top solution and an indexed Value score relative to the 100 for each alternate solution.
5. Solutions are plotted according to Value score, with the highest score plotted first, and all remaining scores plotted in descending numerical order.

Where pricing is not provided by the vendor and public sources of information cannot be found, an Affordability Raw score of zero is assigned. Since multiplication by zero results in a product of zero, those solutions for which pricing cannot be determined receive a Value score of zero. Since Info-Tech assigns a score of zero where pricing is not available, it is always in the vendor’s best interest to provide accurate and up to date pricing.

Those solutions that are ranked as Champions are differentiated for point of reference.

Average Score: 52

Vendors are arranged in order of Value Score. The Value Score each solution achieved is displayed, and so is the average score.
Vendor Landscape Methodology: Information Presentation – Price Evaluation

Info-Tech’s Price Evaluation is a tiered representation of the three year Total Cost of Ownership (TCO) of a proposed solution. Info-Tech uses this method of communicating pricing information to provide high-level budgetary guidance to its end-user clients while respecting the privacy of the vendors with whom it works. The solution TCO is calculated and then represented as belonging to one of ten pricing tiers.

Pricing tiers are as follows:
1. Between $1 and $2,500
2. Between $2,500 and $5,000
3. Between $5,000 and $10,000
4. Between $10,000 and $25,000
5. Between $25,000 and $50,000
6. Between $50,000 and $100,000
7. Between $100,000 and $250,000
8. Between $250,000 and $500,000
9. Between $500,000 and $1,000,000
10. Greater than $1,000,000

Where pricing is not provided, Info-Tech makes use of publicly available sources of information to determine a price. As these sources are not official price lists, the possibility exists that they may be inaccurate or outdated, and so the source of the pricing information is provided. Since Info-Tech publishes pricing information regardless of vendor participation, it is always in the vendor’s best interest to supply accurate and up to date information.

Info-Tech’s Price Evaluations are based on pre-defined pricing scenarios (see Product Pricing Scenario, below) to ensure a comparison that is as close as possible between evaluated solutions. Pricing scenarios describe a sample business and solicit guidance as to the appropriate product/service mix required to deliver the specified functionality, the list price for those tools/services, as well as three full years of maintenance and support.
Vendor Landscape Methodology: 
Information Presentation – Scenarios

Info-Tech’s Scenarios highlight specific use cases for the evaluated solution to provide as complete (when taken in conjunction with the individual written review, Vendor Landscape, Criteria Scores, Feature Ranks, and Value Index) a basis for comparison by end-user clients as possible.

Scenarios are designed to reflect tiered capability in a particular set of circumstances. Determination of the Scenarios in question is at the discretion of the analyst team assigned to the research project. Where possible, Scenarios are designed to be mutually exclusive and collectively exhaustive, or at the very least, hierarchical such that the tiers within the Scenario represent a progressively greater or broader capability.

Scenario ranking is determined as follows:

1. The analyst team determines an appropriate use case.  
   *For example:*  
   - Clients that have multinational presence and require vendors to provide four hour onsite support.

2. The analyst team establishes the various tiers of capability.  
   *For example:*  
   - Presence in Americas  
   - Presence in EMEA  
   - Presence in APAC

3. The analyst team reviews all evaluated solutions and determines which ones meet which tiers of capability.  
   *For example:*  
   - Presence in Americas – Vendor A, Vendor C, Vendor E  
   - Presence in EMEA – Vendor A, Vendor B, Vendor C  
   - Presence in APAC – Vendor B, Vendor D, Vendor E

4. Solutions are plotted on a grid alphabetically by vendor by tier. Where one vendor is deemed to be stronger in a tier than other vendors in the same tier, they may be plotted non-alphabetically.  
   *For example:*  
   - Vendor C is able to provide four hour onsite support to 12 countries in EMEA while Vendors A and B are only able to provide four hour onsite support to eight countries in EMEA; Vendor C would be plotted first, followed by Vendor A, then Vendor B.
Vendor Landscape Methodology: Information Presentation – Vendor Awards

At the conclusion of all analyses, Info-Tech presents awards to exceptional solutions in three distinct categories. Award presentation is discretionary; not all awards are extended subsequent to each Vendor landscape and it is entirely possible, though unlikely, that no awards may be presented.

Awards categories are as follows:

- **Champion Awards** are presented to those solutions, and only those solutions, that land in the Champion zone of the Info-Tech Vendor Landscape (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, above). If no solutions land in the Champion zone, no Champion Awards are presented. Similarly, if multiple solutions land in the Champion zone, multiple Champion Awards are presented.

- **Trend Setter Awards** are presented to those solutions, and only those solutions, that are deemed to include the most original/inventive product/service, or the most original/inventive feature/capability of a product/service. If no solution is deemed to be markedly or sufficiently original/inventive, either as a product/service on the whole or by feature/capability specifically, no Trend Setter Award is presented. Only one Trend Setter Award is available for each Vendor Landscape.

- **Best Overall Value Awards** are presented to those solutions, and only those solutions, that are ranked highest on the Info-Tech Value Index (see Vendor Landscape Methodology: Information Presentation – Value Index, above). If insufficient pricing information is made available for the evaluated solutions, such that a Value Index cannot be calculated, no Best Overall Value Award will be presented. Only one Best Overall Value Award is available for each Vendor Landscape.
Info-Tech takes the factual accuracy of its Vendor Landscapes, and indeed of all of its published content, very seriously. To ensure the utmost accuracy in its Vendor Landscapes, we invite all vendors of evaluated solutions (whether the vendor elected to provide a survey and/or participate in a briefing or not) to participate in a process of Fact Check.

Once the research project is complete and the materials are deemed to be in a publication ready state, excerpts of the material specific to each vendor’s solution are provided to the vendor. Info-Tech only provides material specific to the individual vendor’s solution for review encompassing the following:

- All written review materials of the vendor and the vendor’s product that comprise the evaluated solution.
- Info-Tech’s Criteria Scores / Harvey Balls detailing the individual and overall Vendor / Product scores assigned.
- Info-Tech’s Feature Rank / Stop Lights detailing the individual feature scores of the evaluated product.
- Info-Tech’s Value Index ranking for the evaluated solution.
- Info-Tech’s Scenario ranking for all considered scenarios for the evaluated solution.

Info-Tech does not provide the following:

- Info-Tech’s Vendor Landscape placement of the evaluated solution.
- Info-Tech’s Value Score for the evaluated solution.
- End-user feedback gathered during the research project.
- Info-Tech’s overall recommendation in regard to the evaluated solution.

Info-Tech provides a one-week window for each vendor to provide written feedback. Feedback must be corroborated (be provided with supporting evidence), and where it does, feedback that addresses factual errors or omissions is adopted fully, while feedback that addresses opinions is taken under consideration. The assigned analyst team makes all appropriate edits and supplies an edited copy of the materials to the vendor within one week for final review.

Should a vendor still have concerns or objections at that time, they are invited to a conversation, initially via email, but as required and deemed appropriate by Info-Tech, subsequently via telephone, to ensure common understanding of the concerns. Where concerns relate to ongoing factual errors or omissions they are corrected under the supervision of Info-Tech’s Vendor Relations personnel. Where concerns relate to ongoing differences of opinion they are again taken under consideration with neither explicit not implicit indication of adoption.

Publication of materials is scheduled to occur within the six weeks immediately following the completion of the research project, but does not occur until the Fact Check process has come to conclusion, and under no circumstances are “pre-publication” copies of any materials made available to any client.
Product Pricing Scenario

An organization is looking to implement your Hotel Property Management System product from Greenfield. The hotel has the following characteristics:

- Single Hotel Location
- 400 Room Hotel
- 50 POS Terminals
- Enterprise is Ethernet ready
- 1 Spa facility with amenities
- Wireless Internet
- 6 self check-in Kiosks
- 4 Restaurants

The expected solution capabilities are as follows:

The hotel property management system should enable and ease the task of hotel management by including the following features:

- Reservations Management
- Front Desk Functionality
- Night Audit
- Door Locks & Badging Systems Integration
- Room Systems Integration
- Website and Internet Integration
- Call Accounting
- Maintenance and Service Management Interfaces
- Open Interface
- Resort Amenities Integration

Support services should include the following:

- Implementation support and training
- Technical documentation and guides
- 24/7 Technical support by phone and/or online
- Maintenance fees

*If the management suite requires the purchase of any additional hardware, it has not been included in this assessment.