

**AN ANALYSIS ON THE IMPACT OF THE USAGE OF FIDELIO OPERA
PROPERTY MANAGEMENT SYSTEM IN TRANSCORP HILTON HOTEL ABUJA**

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ABSTRACT: *This research work on the analysis of the impact of the usage of Fidelio Opera property management system in Transcorp Hilton Hotel Abuja is to investigate the impact that Fidelio Opera property management system made since its application in the hotel under study. It was based on this fact that research questions were developed with the aim of finding out if this property management system in question has actually helped the hotel under study by making available and accessible the required data for its daily transactions and consequently improve service delivery for the delivery of best services to guests. Literature on existing theories as regards to this research work were reviewed in order to bring to our knowledge what people's view about what property management system is and in particular what Fidelio Opera property management system is all about as the conclusion and recommendations were deduced from already existing theories and findings from the research. In order to carry out the works stated above, the researcher adopted the qualitative research method of questionnaire and in-depth interview, research approach and philosophy were also treated. Descriptive and interpretative analysis were used, there was also the use of bar chart, tables, mean and mode were employed in the statistical analysis of data collected from this research work. Finally, conclusion and recommendations were drawn based on findings and existing theories.*

KEYWORDS: Fidelio Opera, Hospitality Sector, Hotel Management, Property Management Systems.

INTRODUCTION

Business managers today, are much more concerned about the effect of competition than they were even a few years ago. They must react to the competitive threats not only from local source but also from regional, national and international source; likewise they must seek to explore all opportunities that are available in the immediate, national and Global environment. Deregulation has also increased competitive pressure for organizations to survive, grow and prosper. In such a competitive environment, managers must employ a lot of resources at their disposal as efficiently as possible, managers also have to assimilate masses of data, convert

that data into information, form conclusion about the information and make decisions leading to the achievement of business objectives so as to accomplish the objectives and goals of the organisation (Roland and Frances 1999). The managers are responsible to their organisations for being better than their competitors in all areas in the industry so as to capture a higher market share and in order to be strong enough to compete with Multinational Companies (MNC).

The hospitality sector like any other business sector is experiencing a major shift from the old method of its day-to-day operations and services to adopting IT applications and infrastructures into its services and operations for better customer service, efficiency and cost reduction. The OPERA Enterprise Solution from Micros, Inc. is one of the most important infrastructures that hotels use recently. (Journal of information systems education).

Opera' reservation features works with other opera modules to provide a unified and flexible system. For example, the reservation module is linked with the profiles module where guest, business account, travel agent contact, and other types of demographic information are stored. When a reservation is made, having profile details on hand speeds the process and helps ensure accuracy. Similarly, reservation works with the cashiering module to simplify posting charges and handling deposits and cancellation fees. Other functions synchronised with reservation include front desk, rooms management, cashiering, accounts receivable, commissions, and inventory control. (OPERA PMS, 2008). Fidelio Opera System: Came into use in on the 7th of September 2011. It came as result of the harmonisation of Hilton International properties across the globe. In this case Hilton worldwide wants to centrally control rooms' availability, rate management and sales of their hotel across the globe. So Fidelio Opera is aimed at providing universal control of the millions of rooms arising from the properties of Hilton international hotels. Transcorp Hilton, Abuja being one switched over in August this year. Consequently, Fidelio Opera is then a replacement and advancement on the old Fidelio system but formed to capture the desire of the Hilton international/worldwide of centralising their hotels chain.

Statement of the Problem

The hospitality industry like any other organisation is where the availability and accessibility of data is critically important. The hospitality industry requires large volume of data to run its day-to-day businesses, achieve excellent service delivery and make high profit. In other words it is data intensive and depends completely on data for virtually everything it does as reservation, rates, inventories and room characteristics. Therefore, hospitality industries should incorporate property management system into their services and operations in order to thrive in the competitive business world. Hence, management should be given the opportunity to make effective contribution to system design, more so, the information specialists (system analysts, accountants, operations researchers etc) must have knowledge about managerial functions and needs so that, jointly, more effective property management systems which serves as information systems are developed for excellent service delivery and competitive advantage. (Terry, 2005). It is against this background, that the researcher conducted a research on the analysis of the impact of the usage of Fidelio Opera property management system in Transcorp Hilton Hotel Abuja.

Objectives of the study

The aim of this study is to critically examine the impact of Fidelio Opera PMS in Transcorp Hilton Hotel Abuja. Therefore, the following objectives were formulated by the researcher:

- To examine the scenario in Transcorp Hilton Hotel Abuja prior to the adoption of Fidelio opera property management system.
- To identify the benefits and shortfalls of Fidelio Opera property management system in Transcorp Hilton Hotel Abuja.
- To examine if Fidelio opera PMS aids decision making at Transcorp Hilton Hotel Abuja for competitive advantage.
- To proffer recommendations for improvement.

Research Question

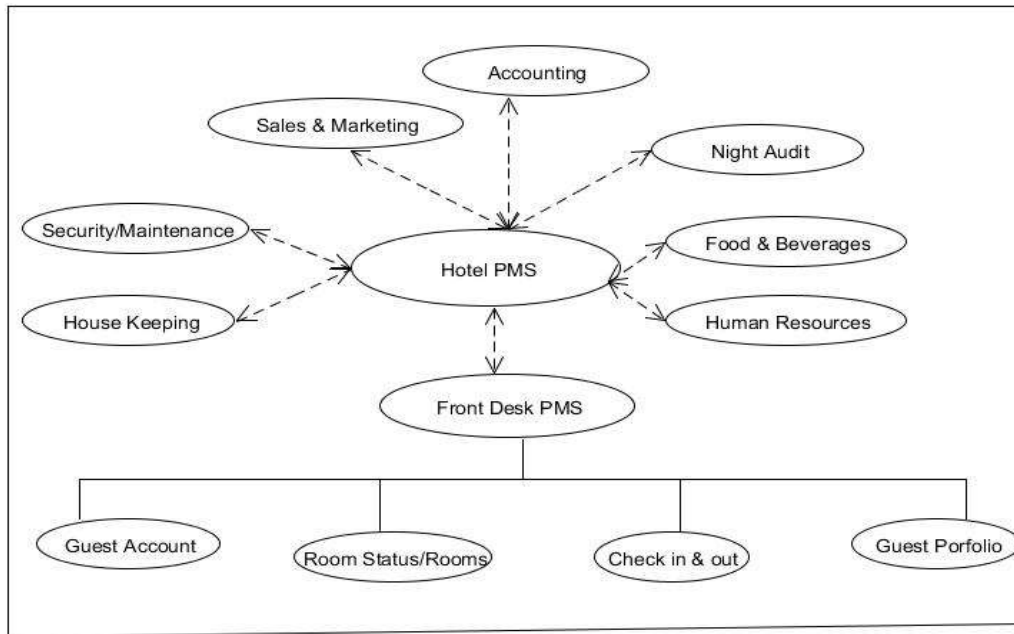
The following research questions were formulated in line with the objectives of the study:

- What was the scenario prior to the usage of Fidelio Opera property? management system in Transcorp Hilton Hotel Abuja?
- What are the benefits and disadvantages of Fidelio Opera property management system?
- How Fidelio Opera property management system does aids decision making for competitive advantage in Transcorp Hilton Abuja?
- What are the recommendations to improve the usage of Fidelio opera property management system?

For most hotels the key technology is the Property Management Systems (PMS) which is defined as “a set of application programs that directly relate to hotel front office and back office activities e.g. revenue management, reservation management, room and rate assignment, check-in & out management, guest accounting, folio management, account settlement and room status management” (Kasavana & Cahill, 2003, p.4). Bardi et al (2003) defines the hotel PMS as a network of various hardware & software applications used to manage a hotel; sales & marketing, night audit, accounting, human resources management, electronic mail, security, reservations, front desk, call accounting, housekeeping, maintenance and food & beverage. The same author Bardi et al (2003) illustrates the typical hotel PMS system (in Figure 1)

Figure 1 An Example of Hotel PMS

Sources: adapted from Kim et al 2007; Kasavana & Cahill, 2003; Bradi, 2003



Sources:adapted from Kim et al 2007; Kasavana & Cahill, 2003; Bradi, 2003

The notion of Fidelio was conceived in 1987 with the intention to be a global leader in hotel information technology. Hence, software that should meet the global standard that is customised to meet the ever changing needs of the hotel industry. The concept of Fidelio was a success because it helped its customers to have unlimited freedom to define its customer profile, their specific rates and unique selling strategies and the reporting requirement from each individual. This indeed made the hospitality industry to be flexible in its operations and services. (Dietma 2002). The notion of Fidelio was not a success on the other hand as Dietma (2002) emphasised that Fidelio was to enable its customers increase their competitive edge by customising their product and customer information to meet their specific needs. Unfortunately, because of the increased dissimilarity and complexity of the product, services and rates information created at the local level could not adequately match the global level even with more or less complex but reliable interfaces and switches. Consequently, these led to the development of Fidelio Opera in 1994. According to Dietma (2002) “Fidelio Opera is an all-in-one, enterprise-wide application intended to seamlessly integrate reservations and sales and catering functions on the global, local and even remote customer level. Eventually, this software was developed and was sold to Micros in 1995.

According to micros Fidelio, at the core of the OPERA enterprise solution is our premier property management software, the OPERA Property Management System (PMS). Designed to meet the varied requirements of any size hotel or hotel chain, OPERA PMS provides all the tools a hotel staff needs for doing their day-to-day jobs – handling reservations, checking guests in and out, assigning rooms and managing room inventory, accommodating the needs of in-house guests, and handling accounting and billing. This property management software is configurable to each property’s specific requirements and operates in either single-property or

multi-property mode, with all properties in a complex sharing a single database. OPERA Property Management System is fully integrated with OPERA Sales and Catering, OPERA Gaming and Comp Accounting, OPERA Vacation Ownership System, OPERA Quality Management System, and the OPERA central systems – ORS, the OPERA Reservation System; and OCIS, the OPERA Customer Information System. (micros-fidelio).

Fidelio Opera property management system operate with hardware and operating system platforms that often vary greatly, even within the same international organisation, and inevitably different teams will vary in how such problems are overcome in individual locations. Similarly, integration with existing accounts, payroll, and other systems means that each site installation can be unique. (Hewlett-Packard Development Company. 2003). In addition, the installation of Fidelio opera PMS hardware vary from one organisation to the other because the will usually be chosen and specified by the clients. For the IT professionals, the local variations can consume a great deal of time in subsequent maintenance, upgrades and problem fixing thereby affecting both the client's help desk and Micro-Fidelio and its partners.

Every aspect of life is passing through revolution to be able to stand and survive alongside with others. The hospitality industry is not left behind. Lewin (1951) conceived change as modification of those forces keeping a system's behaviour stable. Those striving to maintain the status quo and those striving to maintain change". According to Hayes (2007) "Change is any alteration in peoples' ways of life. Change is vital for organizational development and efficiency. The hospitality sector is experiencing a major shift in the way day-to-day operations are being run. Shelly and Rob (2006) stated that "In order to remain competitive, hotels have to apply information technology (IT) to enhance the quality of their services and improve customer satisfaction." IT applications and infrastructures are being put in place to streamline operations and customer self-service mechanisms are being introduced to further reduce costs and improve efficiency. Before the introduction of operating systems in hospitality industry different methods were being adopted by this industry for its operations and services. The researcher is of the opinion that the old methods adopted by hospitality industry will actually bring out what informed the migration to this system called Fidelio opera property management system

Transcorp Hilton Hotel Abuja is one of the hotels world-wide that adopted the use of Fidelio Opera property management system into its operation and services. Prior to the use of Fidelio Opera PMS, the hotel under study was using Fidelio version 6.20, a DOS base system from 1993 to 2010. (Interview with a staff member of IS unit of Transcorp Hilton). Precisely, in June 2011, Transcorp Hilton Hotel Abuja applied Fidelio Opera property management system into its services to their customers. The Fidelio Opera software is a window base system running on oracle engine and it is an enhanced version of Fidelio version 6.20. The vendor supplying this software system is MICROS which bought over Fidelio. Hilton world-wide was looking for software that could give them a global tracking of all guest checked into Hilton all over the world.

Hence, Fidelio Opera property management system used by Hilton is a Hilton global database system or Guest Information System where the profile of all Hilton guest world-wide is stored for reference purposes. Furthermore, a guest that once lodged at Hilton Malaysia and again wants to lodge at Hilton London, on his/her contact with the front office, his/her profile is checked if it is already existing in the Hilton Global Database or Guest Information System.

More so, Fidelio Opera PMS or Guest Information System tracks profile, tracks reservation, tracks bills and takes inventory of rooms (that is whether a room is occupied, vacant, out of order, clean, dirty, occupied but dirty or occupied and clean). This system also uses an interface. An interface is basically a computer hardware that runs specialised software that is able to pick information and store somewhere else. Fidelio Opera PMS interfaces with telephone management system, voice management system, internet, television, e-room videos system and in the restaurant it uses Point of Sale (POS) for all transactions at the restaurant. A guest who uses television in the room or a guest who used the hotel phone to make a call, the interface picks this service used by the guest in the room from the internet and post it to Fidelio opera PMS. At the restaurant, whatever that is being served the guest or customer is picked by the interface and posted to the Fidelio Opera property management system. Whenever there is no posting from the interface to the Fidelio opera system means that the interface is down and not running, then staff will discover that immediately.

In analysing the adoption of Fidelio Opera property management system by hotel industry such as the Hilton Transcorp Hotel Abuja, a lot of factors are contributory to this recent development. The ever increasing stream of marketing strategy, the sudden shifts in consumers' trends and what they desire, the large volume of data that should be analysed, all of these need to be combined in ever-changing ways and now also made accessible from mobile devices. There is also the fact that the growing connectivity of systems to share and consolidate data, the new tools that emerged to analyse and use that data, the guest room technology that has been personalised, increasingly mobile access to information. All of these have led to the huge explosion of available data, for consumers on the internet and ever-growing operations and customer profile databases for businesses. This same technology advances that cause the challenges also give us the solutions to surmount the challenges. (Inge, 2009).

Speaking about the advantages of the adoption of Fidelio Opera property management, Moran (2011) stated that "we are delighted to have direct integration between our online booking and our MICROS-FIDELIO OPERA property management systems right across the group. It saves considerable time and effort, and more importantly makes sure that the reservations detail is end-to-end accurate." At the Urban Hotel Group, their incorporating Fidelio Opera PMS into their services was a guarantee of having a highly functional, reliable and stable PMS which helps them to effectively handle their pricing and inventory, reservations and rate changes, also with Fidelio Opera PMS reservations and rate information are delivered without any delay to correct profile and time is saved because previously, these bookings would have been entered manually but now all the functions performed above are uploaded straight to the database. (Lynch 2011).

Fidelio Opera PMS has the capability to generate report, in situations where there is need to send statistics to those at the top or management level, to government and organisation Fidelio Opera PMS can send this information through fax directly from the Opera reports module. (Hotelmessenger.net 2012). Fidelio Opera property management system guarantees interdepartmental coordination by promoting uninterrupted functioning of all the departments and bridging gaps between departments and units. All the departments and all employees have access to the information defined on the guests' profile, be it the front desk, catering unit, maintenance. (Sathwara 2010). The application of Fidelio Opera PMS by any hotel in its operations and services helps the front-desk/office to always have a complete view of the property status as stated by the interviewed. It gives such information on the status of the property as; if room is occupied and clean, if room is vacant and dirty, occupied and dirty then

the need to organise the room attendants. The Fidelio Opera PMS also helps the reservation to know when the maintenance unit should come in, in cases of room with broken light bulb.

This software helps to optimise the allocation and occupancy of rooms. With the user-friendly drag and drop function, the processes for room reservations or modifications are made with ease and fast and room moves notified. The Fidelio Opera PMS has confirmation option which allows the hotel under study to send out customised and personalised e-mail to guests. With Fidelio Opera PMS a message can be sent to guests informing them of their confirmation number, the hotel details and every information concerning their reservation within seconds, this property management system is also used to inform guests that their room is ready after the room is inspected by housekeeping within seconds. (Hotelmessenger.net 2012).

Fidelio Opera PMS delivers fast, accurate and online information on your property. (Micros 2011). The application of Fidelio Opera PMS in Transcorp Hilton Hotel Abuja was developed to contain customised grids that helps the Front-Desk/Office unit to navigate guests that just arrived and need to be checked in, newly checked in, in-house guests, guests that have departed and how much each guest should pay. This automatic storage of reservation details made on daily basis during reservation provides hotels with accurate statistics and on time. It also goes a long way to reduce mistakes.

Fidelio Opera PMS is software for property management that is very flexible to suit the size of any hotel and designed to fit any hotel operational business needs. (Micros/FIDELIO 2008). This property system is not limited to a particular size of hotel and resort as micros (2011) emphasised that “The property management software is configured to each property’s specific requirements and operations in either single-property or multi-property mode, with all properties in a complex sharing a single database.” Any size of hotel in the hospitality industry be it one star, two star or five star that has the capacity (financially and other wise) to adopt the use of Fidelio Opera PMS for its smooth operations and services is free to. Hence, this software is specifically designed to meet the varied requirements of any size hotel and resort.

According to the information system unit staff of Transcorp Hilton Hotel Abuja that was interviewed, Fidelio Opera PMS helps staff of hotels to be more productive, professional and profitable. The interfaces that coordinates the activities that goes on between the guests, telephone management system, internet, e-room video system, point of sale (POS) at the restaurant and Front-desk/Office reduces workload thereby making the hotel employees to be more productive and efficient and profit is maximised.

According to AMEinfo.com (2009) Fidelio Opera PMS provides hotel management with tools for customer relationship management. The guest information system that is contained in Fidelio Opera PMS enables hotels to create extensive guest history with records like guest stay, guest address, the behavior and preferences. Such information will always help the Front Desk/Office and Reservation unit to provide quality service to guests which significantly increase guests’ satisfaction and help exceed guests’ expectations. Furthermore, occupancy rate and revenue can be increased by improving customer experience and these can be achieved by the managers having a good knowledge of what the guests needs, guests’ behavior and preferences and also be aware of the ways in which the services bring value for the guests thereby stimulating their retention and loyalty. (Minghetti 2003).

Fidelio Opera property management system helps in rate management and forecasting tools that helps hotels and resorts take advantage of opportunities. (Micros 2011). Hotels and

resorts can take advantage of opportunities by speculating busy periods and sell at high rates. The rate management which Fidelio Opera PMS provides hotels and resorts with gives hotels and resorts the ability to have unlimited number of rates, for example, rates for various age groups, discounts or length of stay (3 for 2), different promotions and rates for early bookings. The rate management links new promotion to existing rates instead of creating new rate codes.

In as much as the Fidelio Opera property management system has gone a long way to help the hospitality industry achieve clients' satisfaction by equipping them to be able to deliver best services to clients, it also important to note that this property management system has its own shortfalls and the shortfalls are;

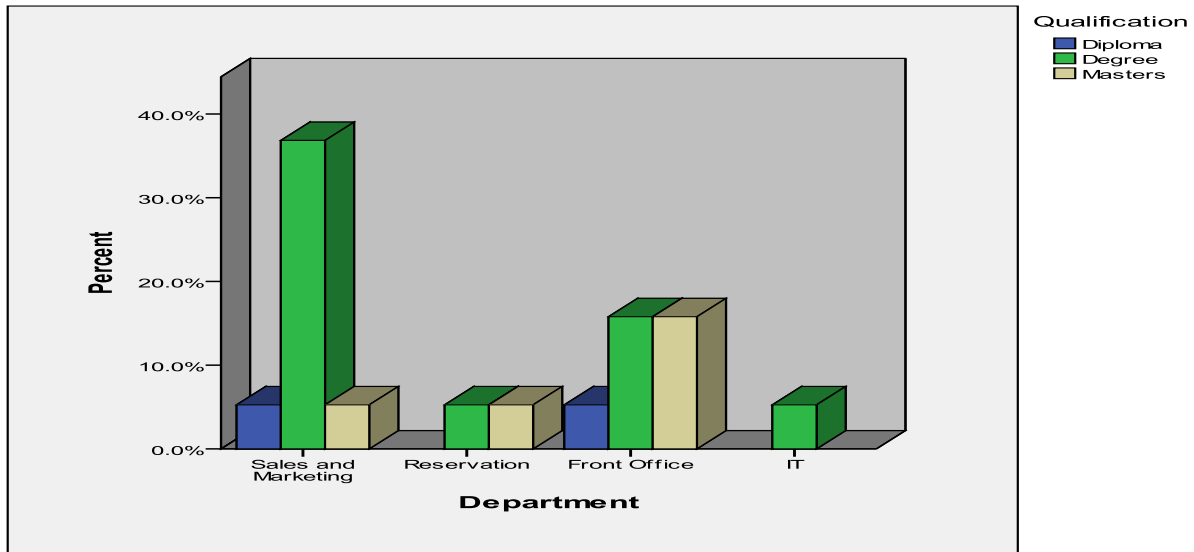
Organisations that use Fidelio Opera PMS sometimes do not get that full satisfaction results as regards to data access. New data or data updates made at one location may not be available to other branches of the same organisation until after a substantial lag of time. The lag of time in most cases is as a result of bandwidth limitations, business practices and network failures and the resultant effect of this delay in data propagation will be some parties or branches working with outdated or incomplete data, consequently, some conflicts which result from data propagation delay may not be resolved again. (Geoghegan et al 2008).

Secondly, another hurdle that comes with the use of Fidelio Opera PMS is incompatible hardware, software and communication protocol. Fidelio Opera PMS is developed with the view to achieve multi-organisational transaction system that lead to satisfactory data access but for the fact that these different branches or organisations which access the system often use incompatible hardware, software and communication protocol because there is no standardization and this goes a long way to impair accessibility of data from the same system by branches of an organization or different organizations. (Geoghegan et al 2008).

The hotel's most important product is service and the hotel to give first class service doesn't just happen overnight. The processes in the use of Fidelio Opera is cumbersome and as such if the staff to use this software are not adequately trained and be endowed with the necessary skills to make good use Fidelio Opera PMS, this PMS under study will rather cause more harm than good.

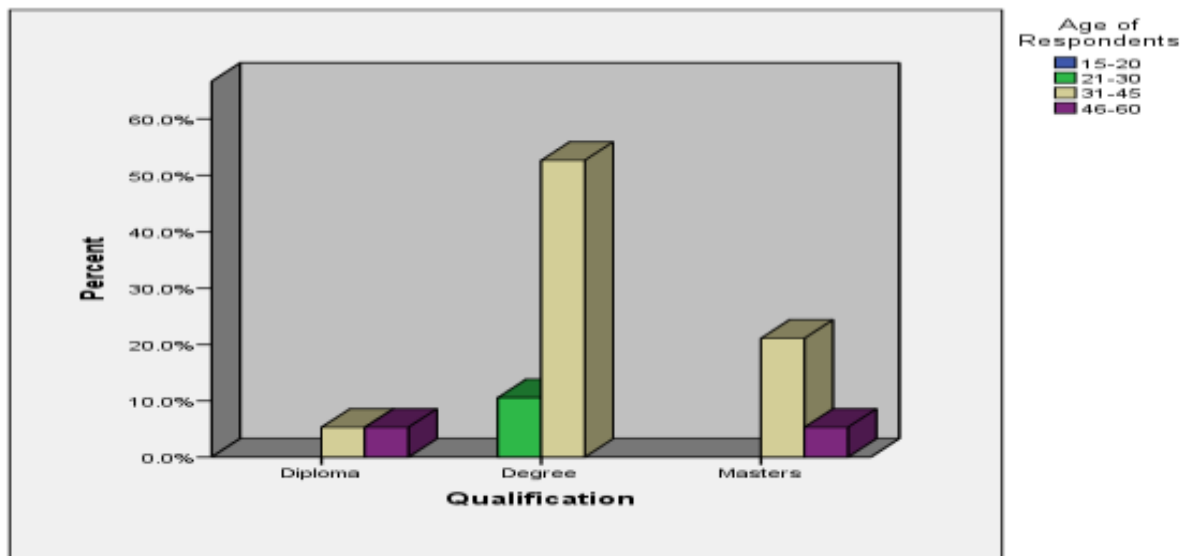
Descriptive and interpretative approach was used to analyse the data collected. This approach describes findings using bar chart and tables. Furthermore, the researcher also interpreted responses gathered from the questionnaire and interview. The questions asked in the questionnaire and during interview were related to the analysis of pre-Fidelio Opera era in Transcorp Hilton Hotel Abuja and the impact of the application or usage of Fidelio Opera property management system in the hotel under study. These questions helped explore the objectives of the research.

Figure 3 Departments

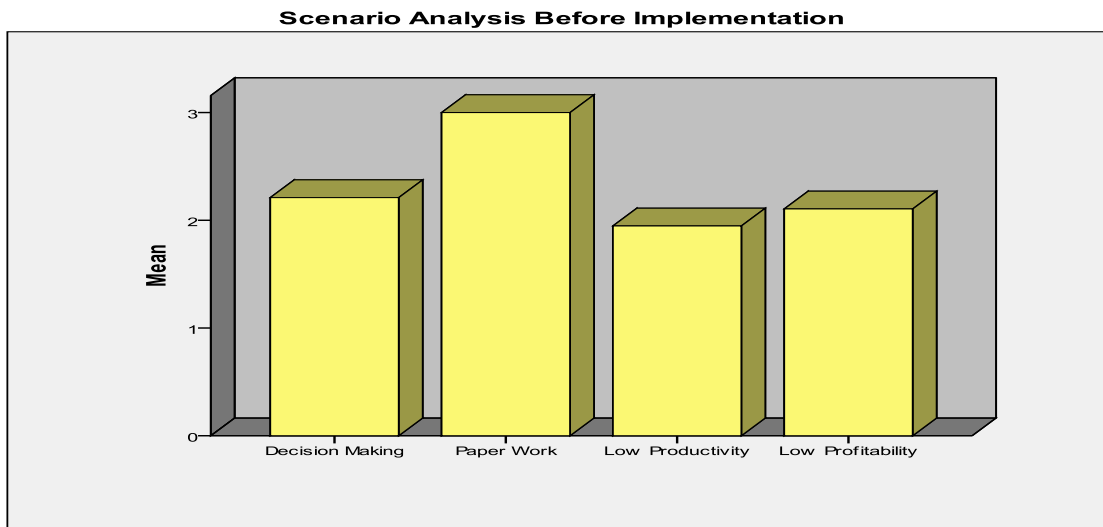


From the chart above, it is induced that mainly staff members in the sales and marketing unit and front office that uses the Fidelio Opera PMS to perform their functions then followed by the reservation unit and the front office. Further illustration of data on charts and tables will show the impact the usage of this property system. From the chart, the blue line indicate the members of staff with Diploma degree, the green line indicate the members of staff with first degree and the grey line indicates the members of staff with master degree in the different departments

Figure 4 Qualification

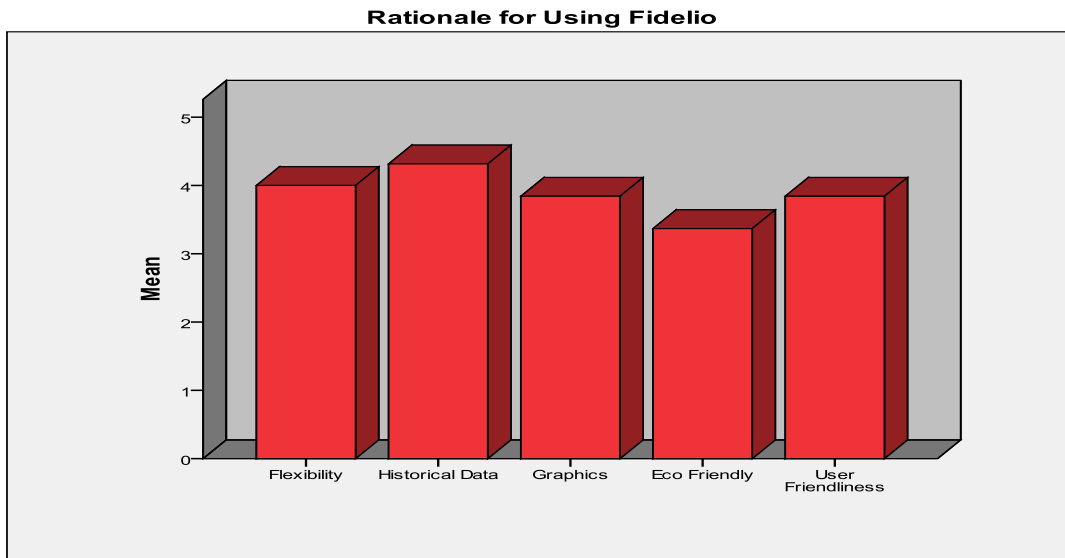


With reference to the bar chart above, it is induced that those with first degree rank highest in number followed by those with master degree and lastly those with diploma. The researcher also observed that none of these degrees is in hospitality management. Hence, the need for those especially with first and diploma degree to further their education in hospitality management which will help them to perform their duties at work more effectively.

Figure 5 Scenario analysis before implementation**Table 1 The scenario before the adoption of Fidelio Opera PMS****Question one – The scenario before the adoption of Fidelio Opera PMS****Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Decision Making	19	1	5	2.21	1.084
Paper Work	19	1	5	3.00	1.155
Low Profitability	19	1	4	2.11	.875
Low Productivity	19	1	3	1.95	.705
Valid N (listwise)	19				

From the chart and table above, low productivity which has the lowest mean percentage of 1.95 is not a strong point marking the scenario associated with the pro Fidelio Opera era and is really below 2.5 which is the average of the five points of strongly disagree, disagree, neutral, agree and strongly agree responses to the questionnaire. The interpretation to this data is that low productivity was not one of the signs that marked the pro Fidelio Opera PMS scenario in the hotel under study. Low profitability has the mean number of 2.11 which is also below 2.5 average percentages of the five responses and it an indication that few respondents disagreed that low productivity was associated with the pre Fidelio era. Furthermore, decision making which has the mean of 2.21 is below the 2.5 average and as such is not a strong positive response which means that it cannot really be associated with the pre Fidelio era in Transcorp Hilton Hotel Abuja. Finally, there were a lot of respondents that responded positively that there was a lot of paper work at the time that Fidelio Opera property management system was not in use, this particular response from the respondents has a mean percentage of 3.00. Hence, the use of Fidelio Opera PMS is beneficial as it is cost effective. The money that would have been used to purchase papers, filling cabinets and other forms of storage can be channeled to other things that are for revenue generation.

Figure 6 Rationale for using Fidelio Opera**Table 2 Rationale for Using Fidelio Opera PMS****Question 2 – Rationale for Using Fidelio Opera PMS****Descriptive
Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Flexibility	19	3	5	4.00	.577
Historical Data	19	4	5	4.32	.478
Graphics	19	3	4	3.84	.375
Eco Friendly	19	2	4	3.37	.761
User Friendliness	19	2	5	3.84	.688
Valid N (listwise)	19				

Impact on why the hotel under study incorporated it to its services and operations same applies to its flexibility.

The use of Fidelio Opera in the hotel under study enables them to have the profile of all guests in the guest information system which In analysing the responses collected from research question two, the use of Fidelio Opera PMS is eco-friendly by reducing paper work, filling and storage cost has the least mean of 3.37 percent and it is above the average of the five responses which is 2.5 followed by Fidelio Opera property management system having graphical plan illustration of each room and in control of the occupancy of every room in the hotel, and the system in use Fidelio Opera PMS being a user-friendly package which has the mean percent of 3.84 respectively. The next is that Fidelio Opera has facilities that make it to be a flexible program so that hotel staff members will not find it difficult to use, the flexibility has the mean percentage of 4.00. With reference to the bar chart, the table and these points stated above, the researcher is bringing to our knowledge that based on the percentage of each of these variables, Fidelio Opera PMS having good graphical plan, being user and eco-friendly has strong positive

is tracked globally in all Hilton global sites. This guest information system holds historical data of guests as in what the need, their preferences and behavior and this historical data of guests helps the hotel under study (Transcorp Hilton Hotel Abuja) to plan strategically in order to achieve competitive advantage.

Question 3 circumstances that led to the usage of Fidelio Opera PMS in Transcorp Hilton Hotel Abuja.

Figure 7 Circumstances that led to the use of Fidelio Opera

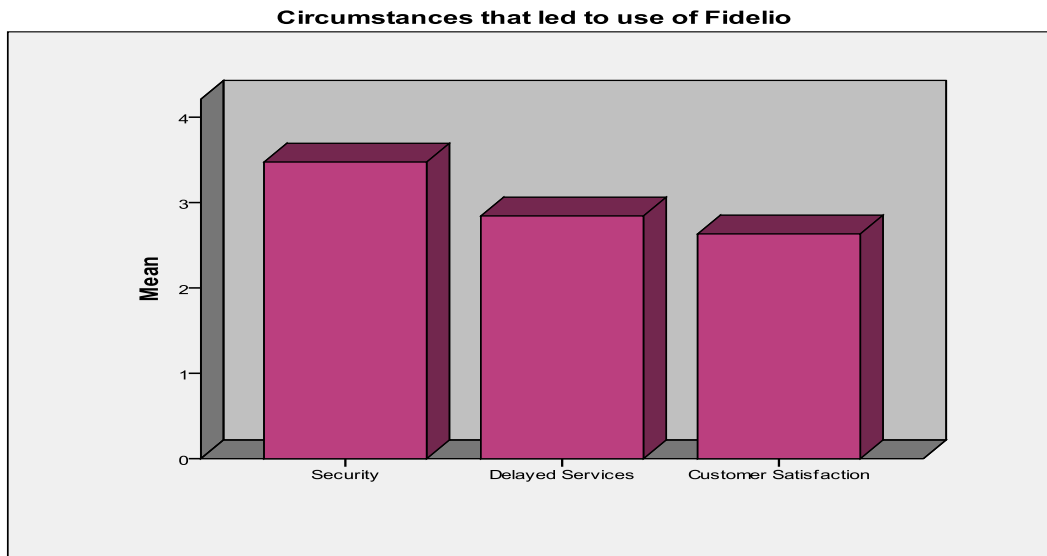


Table 3 Circumstances that led to the use of Fidelio Opera

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Insecurity	19	2	5	3.47	.905
Delayed Services	19	1	5	2.84	1.167
Customer Satisfaction	19	1	5	2.63	.955
Valid N (listwise)	19				

On research question three, the researcher wants to find out if insecurity, delayed services to guest and customers not getting the expected satisfaction were the circumstances that led to the hotel under study to change from what was being used before to what they are using currently. From the bar chart and the table illustrating data on circumstances that led to Fidelio Opera PMS, the researcher is inducing that out delayed services and customer satisfaction that have mean percentages of 2.84 and 2.63 respectively, insecurity with the mean percentage of 3.47 has the strongest positive impact as to why the hotel under study changed from what it was using before to adopting Fidelio Opera currently. Delayed services and customer satisfaction to some extent also contributed to the factors that led to the use of Fidelio Opera PMS in the hotel under study in their quest to achieve excellent customer relationship. One of the

respondents also emphasized that there was really need for increased efficiency, hence, the hotel under study sought and resolved to adopting Fidelio Opera PMS. Fidelio Opera PMS is an information technology software.

Figure 8 Benefits Derived from Services of Adopting Fidelio Opera PMS

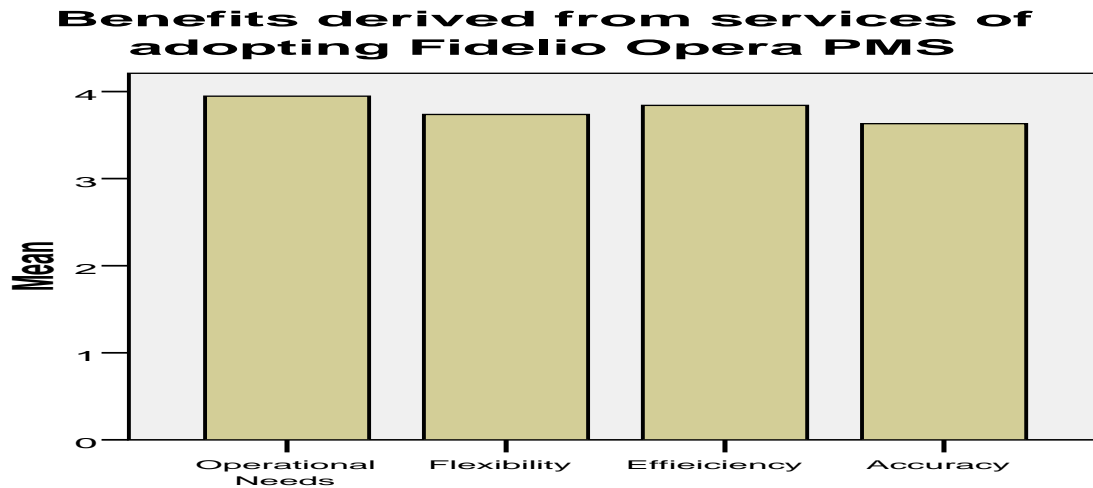


Table 4 Ways the hotel under study has benefitted from the use of Fidelio Opera PMS

Question 4 – Ways the hotel under study has benefitted from the use of Fidelio Opera PMS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Operational Needs	19	1	5	3.95	.970
Flexibility	19	2	5	3.74	.872
Efficiency	19	2	5	3.84	.688
Accuracy	19	1	5	3.63	.895
Valid N (listwise)	19				

The researcher at this juncture wants to bring to light that mentioning the word information technology (IT) is as good as mentioning the property management system (Fidelio Opera PMS) under study as this property management system is an IT software. The hotel under study in their quest for service excellence and high profit did incorporate Fidelio Opera PMS which is a brain child of IT into its services and operations and has indeed benefited from this property management system. Proofs of the benefits are illustrated on the bar chart and table just above. The variables; developed to fit your hotel’s operational business needs (operational needs), very flexible and developed to suit the size of your hotel (flexibility) and helps you become more productive, profitable and professional (efficiency) each has the average percentage of

3.95, 3.74 and 3.84 which are well above the 2.5% of the five response points of strongly disagree, disagree, neutral, agree and strongly agree is an indication that more than 50% of the respondents strongly agreed that their hotel has benefitted a lot since the application of Fidelio Opera PMS into their services and operations and service delivery and business advantage achieved to a great extent. Data collected from the hotel under study has shown that the variable tagged accuracy has the mean percentage of 3.63, which means that this variable has strong positive beneficial impact in the hotel understudy.

Figure 9 The Shortfalls of Fidelio Opera PMS

The shortfalls of Fidelio Opera PMS



Table 5 Shortfalls of Fidelio Opera PMS

Question 5 – Shortfalls of Fidelio Opera PMS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Cost	19	2	4	3.21	.631
Intrusion	19	2	4	3.21	.855
Colour Coding	19	2	3	2.84	.375
Valid N (listwise)	19				

Many hotels use Fidelio Opera PMS in their service delivery, that notwithstanding, it has its own shortfalls just like any other product that has the good and adverse effect. Looking at bar chart and table above, Fidelio Opera being expensive and is also associated with insecurity have been indicated by many of the respondents to be the major shortfalls hotels experience in incorporating Fidelio Opera in their services and operations. The researcher is of the opinion that benefits of incorporating Fidelio Opera property management system into the services and operations of any hotel, resort and restaurant outweighs shortfall, more so, the profit that this property management system will generate for any organisation can never be equated to the

cost of installing it. Fidelio Opera PMS is eco-friendly and saves the hotels that uses them the cost of buying papers, filling and storage, this money can be saved and channelled to other products and services that will generate revenue.

Table 6 The use of Fidelio Opera has improved service delivery

Question 6 – The use of Fidelio Opera has improved service delivery

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Service Delivery	19	1	1	1.00	.000
Valid N (listwise)	19				

The question in number 6 was if the usage of Fidelio Opera has improved service delivery in Transcorp Hilton Hotel Abuja, the responses to this question is yes or no. All the respondents ticked yes thereby agreeing that the application of Fidelio Opera PMS in their hotel has actually improved service delivery.

Figure 10 Fidelio Opera aids in decision making for competitive advantage

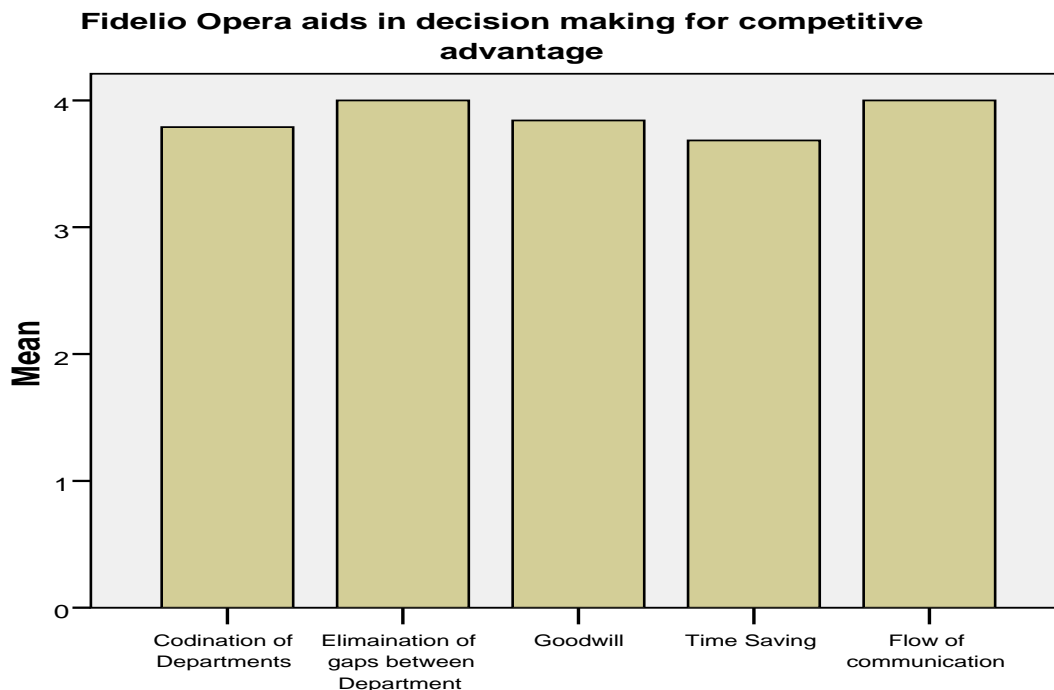


Table 7 Fidelio Opera PMS aids decision making for competitive advantage**Question 7 – Fidelio Opera PMS aids decision making for competitive advantage****Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Coordination of Departments	19	3	5	3.79	.535
Elimination of gaps between Department	19	3	5	4.00	.577
Goodwill	19	2	5	3.84	.898
Time Saving	19	1	5	3.68	1.204
Flow of communication	19	3	5	4.00	.577
Valid N (listwise)	19				

With reference to the bar chart and table above, the first variable which is coordination of departments and the second variable which is elimination of gap between departments have the mean percentage of 3.79 and 4.00 respectively. This is an indication that more than half of the respondents are positively agreeing that these two variables mentioned are facilitated by Fidelio Opera PMS and really do aid Transcorp Hilton Hotel Abuja in decision making for competitive advantage. As regards to the variable which is on Fidelio Opera facilitating the saving of time, reducing work load and increasing productivity has the mean percentage of 3.68 is an indication that more than half of the respondents agreed that the use of Fidelio Opera PMS in their services and operations actually do save a lot time while attending to guests, a lot of work load reduced which consequently leads to increased productivity. The researcher at this point wants to point out that in as much as that Fidelio Opera property management system should be a valued asset to any hotel or resort that guests satisfaction is of paramount importance to because this property management system is always associated with accuracy and time conscious when it comes to data delivery and it is this accurate and fast delivery of data that facilitates guests satisfaction.

With Fidelio Opera property management system, booking, reservation and confirmation is made available at every guests doorstep, guests do not need to travel miles before bookings are made or confirmation of booking and reservations are done, rather the application of Fidelio Opera property management system in the hospitality industry makes things easy and faster for both the guests and the hoteliers. These services to guests are only made possible by the application of Fidelio Opera PMS in the hotel under study, hence, the third variable which is Fidelio Opera helping in up keep of the hotel's good will with guest having the mean percentage of 3.84 is proved to be a reliable finding.

Question 8 and 9 what are the recommendations to improve the usage of Fidelio Opera property management system in Transcorp Hilton Hotel Abuja?

As regards to the question asked above, the respondents made a lot of recommendations which the researcher is going to pick one after the other.

Four out of the 19 respondents made emphasis on training and retraining of staff to empower them to acquire the necessary skill to effectively use the Fidelio Opera PMS without which the property management system in question is useless. To deal with this problem of training, the researcher will first bring to our knowledge what training is. The researcher therefore, views training as the process of impacting specific knowledge and skills necessary to perform special functions. Hotel staff members should be trained to have a good understanding of computer technology that the hospitality industry use and also acquire the skill necessary to manage the information systems features application that deals with reservations, rooms, sales and event management. Therefore, training and retraining of hoteliers should be of paramount importance as this will encourage hotel employees learn to perform their duties more effective while attending to guests and be efficient in their service delivery.

Secondly, five out of the 19 respondents are recommending that the hotel under study should have an optic fibre internet service, with a very strong bandwidth while one of the respondents is recommending the use of a very strong VSAT backup. To confirm this recommendation on having an optic fibre internet service, many Hilton Hotels in some part of the world have shifted from the use of Fidelio PMS to OnQ property management system which is a software developed by Hilton for Hilton worldwide and relies so much on internet connectivity. But for fear of technical limitations as internet bandwidth which is being experienced in Africa, the Hilton Hotel Abuja could not switch over to OnQ PMS. Based on this findings, the management of the hotel under study should seriously look into this case and provide the hotel with an optic fibre internet service which delivers lightning speed in terms of speed, optic fibre internet can deliver up to 50mb per second, it also delivers a more reliable and consistent experience. There should also be the provision of a very strong VSAT backup. Two out of the 19 respondents recommended that Fidelio Opera PMS which is in use in Transcorp Hilton Hotel Abuja should be at local level and should be made more flexible to meet local demands.

RECOMMENDATIONS

Theories that exist suggest that there are radical changes in the business world or in organisations as regards to the way functions are performed now. In particular, the hospitality industry are currently incorporating property management systems mostly Fidelio Opera in their operations and services in order to remain relevant, achieve customer satisfaction which results to competitive advantage in the hotel industry. The findings from this research work could serve as new knowledge to the hospitality industry especially those in the third world countries to know that this industry can only achieve guests' satisfaction and improve on service delivery when they make the accessibility and availability of data to be of paramount importance because the hospitality industry depend highly on data, data including reservations rates, inventories, and room status. Therefore, the use of Fidelio Opera property management system in services and operations should be adopted by those that have not done so.

CONCLUSION

The research is an analysis on the impact of the usage of Fidelio Opera system in a hotel. Recommendations were given to the management staff of the hotel under study and to organisations and the hospitality industry policy makers as well. Possible areas of research development were also suggested.

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