



PAR User Conference Recommendations

Prepared by Julie Grosse

Table of Contents

Goals and Objectives.....	2
Targeted Attendees.....	2
Required Resources.....	4
Dates and Locations.....	5
Agenda	8
Recommended Day-by-Day Schedule	9
General Sessions.....	10
Breakout Sessions.....	10
Joint Application Development Sessions	13
HCI Usability Studies.....	13
Special Interest Groups.....	13
Fee-Based Training	13
Entertainment.....	13
Customer Interaction	14
Technology Showcase.....	15
Costs and Sponsorships	16
Materials/Tasks Checklist.....	17
Key Milestones.....	19
Budget.....	20
Reseller Conference.....	20

PAR 2008 User Conference Recommendations

As ParTech enters its fourth decade, it is time for the company to implement plans to improve communications in areas other than sales support. Given the size of PAR's customer base, any customer communication plan should consider the establishment of a PAR User Conference.

A user conference provides customers with opportunities to increase their knowledge of PAR products, offer feedback and recommendations, and learn more about PAR as a company. Although user conferences require a significant investment in both time and money, the opportunity these events provide to strengthen customer relationships is unmatched. One-on-one interaction and ongoing corporate responsiveness are the foundation for an effective user conference.

One of the most valuable outcomes of a user conference is the capture of customer ideas for improving processes and products—provided the company is willing to change. And customers do expect to see visible change as a result of their participation in user groups. Because of this need to implement and communicate change on an ongoing basis, the planning committee for PAR's user conference should be made up of representatives from all areas of company operations that impact the customer experience. The agenda for the event should solicit input on topics where PAR suspects that there is need for improvement. And the planning committee's charter should extend beyond the conference itself to encompass implementing user recommendations.

Many well-established user conferences are run completely by users. From a practical perspective, the first PAR user conference will need to be planned by PAR in order to get the event "going." However, the company should consider involving customers in future events by letting the users elect a user conference advisory committee at each meeting.

Although not identical to a user conference, a reseller conference can leverage much of the work done for a customer event—from portions of the agenda content to meeting logistics. Because of the opportunity to reduce costs and share workload, I recommend that a user conference and a reseller conference be held back to back in the same location.

Goals and Objectives

A user conference provides opportunities to strengthen our partnerships with customers and improve as a business. However, it is not a sales event and no revenue can be expected as a result of hosting one.

Preliminary user conference goals might include:

- Improve customer communications by offering a new, highly responsive forum for interaction
- Identify and implement initiatives inside PAR that will have the greatest benefit for the overall customer base
- Increase customer satisfaction by providing additional product knowledge and best practices
- Convert customers to PAR ambassadors by (judiciously) sharing future plans and roadmaps
- Deepen one-on-one relationships between customers and PAR staff
- Expose customers to additional PAR products (without “sales” overtones)

The final objectives for PAR’s first user conference should come from the committee tasked with its planning. It is critical that the committee establish and agree to these goals as its first course of business since the event’s structure and content will be derived from them.

Targeted Attendees

Some companies, like Radiant, put on different user conferences for different product lines. Other companies, like Micros, put on a single user conference for all of their customers.

I recommend that PAR host a single user conference for the following reasons:

1. A single user conference is representative of the integrated strategy PAR has for its various products. The Radiant approach implies (quite accurately in the case of Radiant) that a company’s acquisitions and divisions are not adequately integrated.
2. A single user conference offers customers opportunities to look at unfamiliar products without those opportunities feeling contrived or too sales-oriented.

3. A single user conference offers economies of scale in everything from venue negotiations to printing costs. In addition, PAR employees need only set up the location and deliver presentations once, saving time and reducing staff travel expenses.

Although user conferences are more common in software companies than hardware companies, I recommend that the event be open to all PAR customers—whether buyers of hardware, software or services. Many PAR customers already fall into more than one of those categories. And, of course, a comprehensive event enables customers to learn about those aspects of PAR's business that they have not experienced first-hand—if they so desire.

The second question regarding attendees is which PAR customers to invite. In my opinion, any user conference that does not make an effort to include every customer is suspect. This is not a “some pigs are more equal than others” situation where only those customers of a certain size or representing a certain revenue amount should be invited. Certainly, IT staff from a chain are more likely to attend the event than a single unit owner/operator. However, if PAR is sincere in its desire to improve its business with customer input, the company will not only invite all its customers but will also provide alternate methods of communication for those customers who cannot attend such as on-line submission and voting for favorite enhancements, webcasts of presentations, etc.

The third consideration is which people from the customer companies should be targeted. Generally user conference content is designed for the IT staff actually working with the product on a day to day basis, whether as part of an implementation effort or ongoing support. IT executives may also be wooed by creating a strategic executive track. Based on the goals of the planning committee, other groups such as operations or end users may also be solicited. However, it is important to remember that every additional target group will require a full agenda of content specific to their interests and needs, so being highly selective in which roles are targeted makes sense from an execution perspective.

A major concern for the first user conference is getting an accurate estimate of the number of attendees as early as possible. Hotels, restaurants and meeting halls all require minimum guarantees as part of the negotiation process. Estimate too high and PAR will be responsible for unused but guaranteed space; estimate too low and it will not be possible to physically accommodate everyone wishing to attend. A long lead time before the conference and multiple invitations in different formats (print/email/phone) are ideal. In addition, PAR should consider hiring a temp or telemarketing company to call customers prior to the hotel room drop date and find out if they plan to attend.

Required Resources

A successful user conference requires commitment and work from most areas of the company. The event cannot be successful if it is considered the responsibility (or problem) of a single department. Major roles that need to be filled include:

PAR Planning Committee. This group is responsible for setting the meeting's goals and crafting an agenda designed to achieve them as well as approving logistics choices (venue, entertainment, etc.) and budget. In addition, especially in the user conference's first year, this committee should provide leadership in developing new processes for incorporating customer feedback into PAR operations and in communicating those changes back to customers. The Planning Committee role is a year-long responsibility. Members of the Planning Committee should include at a minimum representatives from Customer Service, Professional Services, Product Management (Software and Hardware), Marketing and Sales. Planning Committee members need to have the ability and support to take work back to their various departments and assign it for completion.

User Conference Advisory Committee. Many user conferences are planned at least in part by customers. Annually electing a customer advisory committee at the user conference would offer PAR the opportunity to institutionalize customer participation in the conference planning process. In addition, as the conference grows into a user group that is active year round, this board could provide ongoing feedback to PAR and leadership for customer-driven user activities.

Executive Review Committee. Commitments made to customers during the user conference need to be honored. Care needs to be taken in finding a balance between sharing meaningful content and exposing too much detail about company strategies. As a result, careful advance review of "what is to be said" and preparation for issues that may arise during customer interactions is a must. While others may prepare messaging and materials, a final thorough review of content by PAR's senior management team should be planned on. Often this can be accomplished by scheduling presentation run-throughs that executives attend and by documenting anticipated questions and responses in an FAQ that is approved by the review committee and distributed to all PAR employees participating in the conference.

Presenters. Subject matter experts are required to make the user conference agenda a reality. And, because user conference topics are in-depth, detailed and specific, considerable time and effort must be expended by each speaker to research and prepare an effective presentation and supporting materials. A senior executive will be needed to break through the PAR middle management barrier and obtain the people who are needed to present conference topics. One important consideration: Existing "sales" presentations are not appropriate content for these events and sales people should *never* present at user conferences.

Registration Coordinator. A secretary is needed to mail out registration packets, track incoming registrations, mail confirmations, print and assemble conference books and contact users with questions. Depending upon the number of customers who sign up for the event, this can be a demanding and time-consuming assignment.

Logistics Team. Generally the Marketing Department is tasked with securing a location, designing conference materials, ordering food and maintaining a master budget for the event.

Optional: Technology Showcase Coordinator. User conferences offer an opportunity to expose customers to PAR products and services that may be unfamiliar. One of the most effective ways to do this is to create a “mini trade show” of company offerings. If this is part of the 2008 User Conference plan, a single person needs to be assigned the responsibility for ordering and loading all demo equipment, shipping it, ordering services at the meeting location and setting up the meeting site. While Marketing may provide valuable input into demo content, it is unrealistic to expect Marketing personnel to have the technical expertise to do this job.

Optional: Product Demo Staff. If a Technology Showcase is part of the event, each demo station will need to be staffed. In most cases, this should be possible using a combination of presenters and sales people.

Optional: Sponsorship Coordinator. Large, well-established user conferences are able to attract sponsors to help defray costs. For example, Epson, Oracle and Microsoft are major sponsors of the Micros user conference. I spoke with APG Cash Drawer about their available funds for a PAR user conference at FSTEC. If PAR is interested in obtaining some underwriting for event costs, a person needs to be dedicated to defining how the sponsor program works (are there tiers? do sponsors get to attend? do they get to exhibit?), creating a list of possible sponsors, and making the calls. This person should have established relationships with at least some of the targeted companies and should be senior enough to be able to get a call with a director or VP-level person.

Dates and Locations

Finding a good date and keeping that pattern year after year helps to promote repeat attendance at events. The right set of dates can also reduce destination costs. Currently, the restaurant technology industry is heavy with events at the beginning of the year—NRA MIS Study Group in February, MURTEC in March, FSTEC in April (for 2008, then moving to February on an ongoing basis), NRA Show in May. Summer vacations and the traditional Thanksgiving to New Year crunch for restaurant IT staff makes those months problematic for a user conference as well. From a calendar perspective, September or October would be the optimum time to establish an annual PAR User Conference.

Off-season varies, of course, by destination and is primarily a function of how weather and local attractions pull tourists during the year. For the PAR user conference, preliminary discussions have focused on holding the first event near the Software Solutions offices in South Florida. The best rates in this area are found between May and October. However, it should be noted that it is always off-season somewhere. If there is flexibility in either date or location, a deal can usually be found.

A unique opportunity for consideration in 2008 is to co-locate the user conference with the FSTEC show. This is worth considering if PAR feels a spring conference is a must because it piggybacks on an event that is already on many customer schedules rather than requiring PAR users to find time for an additional trip. As a result, co-locating would seem to promise improved attendance. The drawbacks to co-locating are twofold. First, it's logical to assume that any PAR customer who came to the user conference would also attend FSTEC, putting PAR in the interesting position of encouraging customers to be somewhere where the company's competitors will have easy access to them. Second, FSTEC will be held at the Gaylord in Grapevine, Texas in 2008, which is a relatively isolated and expensive location.

Preliminary location research has focused on space for 50 attendees in the South Florida region in February, September and October. A comprehensive list of properties and rates follows this plan. However, I've included a sampling of options here to illustrate the kinds of locations and costs available:

Hotel	Dates	Cost per Day	Comments
Bahia Mar Beach Resort Ft. Lauderdale	2/10-2/16	\$239/hotel room \$500/meeting room Minimum F&B \$34,000 total	On the ocean; hotel offers a number of water sports. Near Ft. Lauderdale nightlife. Used to be a Radisson.
	9/7-9/14	\$119/hotel room \$500/meeting room No F&B minimum	
	9/28-10/5	\$139/hotel room \$500/meeting room No F&B Minimum	
Hilton Singer Island Oceanfront Resort West Palm Beach	2/17-2/24	\$219/hotel room Meeting rooms comped	Ocean/Intracoastal location.

	9/7-9/14	\$119/hotel room Meeting rooms comped	
	All Oct.	\$159/hotel room Meeting rooms comped	
PGA National Resort & Spa Palm Beach Gardens	1/30-2/7 2/3-2/10	\$289/hotel room \$16/resort fee Meeting rooms comped	Five PGA tour golf courses (host a tournament as part of the entertainment?); large European spa, tennis courts. Conference center is self-contained wing. Con: Palm Beach Gardens is pretty suburban so not much outside entertainment.
	9/7-9/14	\$159/hotel room \$16/resort fee Meeting rooms comped	
	10/1-10/8	\$219/hotel room \$16/resort fee Meeting rooms comped	
	10/15-10/22	\$219/hotel room \$16/resort fee Meeting rooms comped	
	10/19-10/29	\$199/hotel room \$16/resort fee Meeting rooms comped	
	10/26-11/2	\$229/hotel room \$16/resort fee Meeting rooms comped	
Gallery ONE (Doubletree) Ft. Lauderdale	3/2-3/9 3/9-3/16 No Feb. availability	\$259/hotel room General session room comped	All suites. Intracoastal location (3 blocks to beach); adjacent to Galleria (upscale mall), water taxi to Las Olas (<i>the</i> shopping street in Ft. Lauderdale) Newly renovated.

	9/7-9/14	\$125/hotel room General session room comped	
	10/20-10/27	\$169/hotel room General session room comped	
Ft. Lauderdale Grande Hotel and Yacht Club Ft. Lauderdale	2/10-2/17	\$269/hotel room General session room comped; other rooms \$500/day	Reopening December 2007. Intracoastal location with attached marina. Water taxi to Ft. Lauderdale entertainment. Free beach shuttle.
	9/7-9/14	\$139/hotel room General session room comped; other rooms \$500/day	
	10/19-10/25	\$209/hotel room General session room comped; other rooms \$500/day	

*Note: There are no Marriott properties on this list because Marriott has recently instituted a chain-wide no-smoking ban that includes all indoor premises. I am concerned that this will present a problem for larger groups where there will undoubtedly be smokers.

Overall, February is the least expensive month; February is the highest. Assuming a 3 1/2 day, 3 night conference, the extra cost to do the event in February rather than September will be roughly \$300-\$500/person. October is mid-range

During conversations with Lou Brown and Karen Sammon, it was decided that October would be the preferred time to establish a PAR user conference. It was also noted that, if room rates are believed to be too high, this would be an area where sponsorship dollars could help defray costs.

Agenda

The final user conference agenda should be developed based on the Planning Committee's meeting goals and analysis of how/where the company is interested in putting customer input to use. However, for discussion purposes, I've taken my preliminary goals and objectives to illustrate the agenda development process.

Goal	Tactics
Improve customer communications with a highly responsive, highly interactive forum.	Round tables Joint application development sessions

	Post-conference follow-up communications regarding changes implemented
Identify initiatives with the greatest benefit for the overall customer base	Enhancement submissions and voting process Customer-based user conference advisory board
Increase customer satisfaction by helping them better utilize the product	Best practices presentations New features presentations Product roadmap presentations Fee-based training courses offered before or after the user conference
Convert customers to PAR ambassadors by sharing information we want them to tell others	Corporate strategy/vision presentations New product introductions
Deepen one-on-one relationships between customers and PAR staff	Leisure activities designed for small groups Special interest group meetings such as individual franchisee communities
Expose customers to additional PAR products	Technology Showcase

The second issue to be resolved before an agenda can be finalized is who the target audience is. Assuming that all PAR customers are to be invited, the agenda should include technical hardware, software and service tracks. In addition, I would recommend considering a one-day only CIO/VP level strategic track. While this could potentially improve attendance by more senior managers, there is some overlap between this sort of program and PAR's current Industry Advisory Council event that needs to be explored before going forward.

Recommended Day-by-Day Schedule

Day One Evening Welcome Reception	An East Coast conference location means many attendees will not arrive until late in the day so it doesn't make sense to start earlier.
Day Two General Session: Keynote reinforcing conference theme AM breakout sessions Breaks in the Technology Showcase area Lunch Theme: Customer Awards, PAR Employee Awards PM breakout sessions Afternoon small group entertainment activities	To do small group entertainment activities, the conference sessions will need to end mid-afternoon for a February meeting (daylight issues). The sessions could possibly go later for a September meeting.
Day Three General Session: PAR Company Update – Strategy and Vision AM breakout sessions	This would be the best day to hold a separate one-day CIO track. Notice that it allows the executives to participate in the Award Luncheon.

Breaks in the Technology Showcase area Lunch Theme: PAR Past and Future (video or slide show) PM breakout sessions Evening event for entire group	
Day Four General Session: Sneak Peak at POS6/Going Green with PAR AM breakout sessions Lunch Theme: Customer Input – voting for User Conference Advisory Committee, voting for enhancement requests, etc. Joint Application Development sessions Special interest group meetings HCI usability studies Fee-based training	My assumption is that the majority of people would leave mid-day. Based on the amount of content the Planning Committee feels it is important to cover at the conference, it may be possible to drop general topics on Day Four and only do small, targeted activities like JAD sessions, special interest group meetings, HCI usability studies and fee-based training.

General Sessions

Hour-long general sessions at the start of each day offer the opportunity to reinforce key themes with the full customer base. Usually one general session is an update on the company—the past year in review, new business and product strategies, recent successes, etc. Other topics that might be successful general sessions for a PAR user conference include:

- **The Future of Restaurant Technology.** Where does PAR see restaurant technology heading in the next five to ten years? What is the company doing today to bring about the restaurant of tomorrow?
- **The Service-Oriented Enterprise.** What are PAR's next generation hardware, software and service strategies? How will these strategies enable the company to respond more quickly and effectively to customer needs?
- **Going Green with PAR.** What steps is PAR taking in the company's next generation hardware offering to reduce power consumption? How are PAR's current manufacturing processes eliminating the use of environmentally unsound materials?

Breakout Sessions

Simply put, most user conference breakouts fall into four categories – best practices, product roadmaps, training and roundtables. Identifying specific topics generally involves research into call center reports (what products/product functionality create the most issues?), enhancement request logs (what requests do customers make over and over?), and product plans (what is currently in the design

phase that would benefit from customer input?). In addition, surveying customers to discover topics that they would like to see included is a good practice.

Without this kind of analysis, the optimal agenda cannot be determined. Too often companies fall into the trap of telling customers what they want them to know rather than what the listener wants or needs to hear. Recognizing that I may be falling into that trap here, I've nonetheless outlined some potential agenda topics below:

- **General**
 - Understanding the PAR Product Lifecycle
- **Software Track**
 - Evo: New Features and Future Product Plans
 - Evo Customer Roundtable
 - InFusion: New Features and Future Product Plans
 - InFusion Customer Roundtable
 - Managing the InFusion 3.5 Upgrade
 - Best Practices in POS Database Maintenance
 - Controlling Inventory and Labor Costs with InForm
 - PixelPoint: New Features and Future Product Plans
 - PixelPoint Customer Roundtable
 - Tips and Tricks for Using Dataminer
 - Customer Case Study: Getting the Maximum Value from Business Intelligence
 - Customer Case Study: Using Handhelds in the Restaurant Environment (POS² and Pay²Go)
 - New Tools for Kitchen Automation (iQuality and IntelliKitchen)

- **Hardware Track**
 - The POS6 Family Product Roadmap (if not used as a General Session)
 - Best Practices in Hardware Diagnostics (what to look for before you call)
 - Tips and Tricks for Maximizing the Lifespan of Your Hardware
 - Strategies for Lowering Energy Consumption and Costs
 - Introducing Kiosks into Your Restaurant Operations
 - Customer Case Study: New Marketing Opportunities at the Point of Sale
 - Hardware Customer Roundtable
- **Implementation/Support Track**
 - Selecting the Service Contract that's Right for You
 - Getting the Maximum Value from PAR's Training Offering
 - Best Practices in PCI Compliance
 - The Changing Face of Services: Incorporating Managed Services into Your IT Strategy
 - Customer Case Study: Working with Professional Services for a Smooth Project Rollout
 - Service Customer Roundtable
- **Executive Track**
 - Putting an SOA Strategy to Work in Your Business
 - Automating Best Practices
 - The Future of Point of Sale
 - CIO Roundtable

Joint Application Development Sessions

Joint Application Development or JAD sessions use a very specific, highly interactive methodology to involve technology end users in the design of a new product or product enhancement. Typically, a JAD group will meet more than once—first to define requirements, then to review prototypes and provide feedback. The initial session may last a full day or more depending upon the scope of the project under consideration. Later meetings tend to be shorter.

Adding one or more JAD sessions onto the beginning or end of PAR's user conference makes sense if this is a methodology PAR wants to explore. However, the JAD process is complex. Generally facilitators will undergo several days of training in order to learn how to run a session. If PAR does not have employees experienced with this technique, it would be better to look at other ways to involve customers in the application design process.

HCI Usability Studies

Another formal set of practices for obtaining customer feedback, albeit for products farther along in the design process, are the methodologies used by human factors engineers—and usability studies might be added to the beginning or end of PAR's user conference. However, this addition assumes two things: first, that an HCI expert is working for PAR and, second, that there is interest in researching a product or functionality set where IT is the true end user. For example, an HCI person would not hold a usability study on point of sale ordering with IT people; instead, he would look for actual hourly workers in customer restaurants.

Special Interest Groups

Software Solutions has begun working with some franchisee associations to create franchise advisory boards. Scheduling meetings of these groups before or after the conference offers another avenue for customer input.

Fee-Based Training

Offering Training Department courses before or after the user conference for a fee may make sense depending on the number and interests of the conference attendees. Care would need to be taken to ensure that the training curriculum was perceived as having additional value and that the topics did not appear to be something that the user conference should have covered for free.

Entertainment

Generally the company sponsoring a user conference will provide a number of free entertainment opportunities for attendees throughout the event. For the agenda and number of conference days outlined above, PAR should consider the following:

- **Welcome reception.** Two hours of drinks and hors d'oeuvres at the hotel allow people to join the party as they arrive.
- **Evening event.** One large off-site dinner or other evening event should be planned for the group. In Florida, this might be a nighttime boat cruise or dinner at a location on the water.
- **Small group activities.** If one of the goals of the conference is to get PAR employees and customers better acquainted, an ideal approach is to offer a series of activities with a restricted number of attendees (say six customers and three PAR employees per event). Customers are allowed to sign up for the small group activity they want when they register for the conference. For a Florida conference, events might include snorkeling, fishing, parasailing, windsurfing, golfing, shopping on Worth Avenue, taking a boat tour of the Palm Beach mansions, etc. The objective is to offer a variety of activities that fit different interests.
- **Golf tournament.** Although golf tournaments can be expensive to put on, holding one the Saturday and Sunday before the conference may increase turnout. Golf is also an event that could be part of a senior executive track. If golf is of particular interest to the planning committee, special consideration should be given to holding the event at the PGA National Resort & Spa, which features five PGA golf courses at the property.
- **PAR history video.** Since the first event will take place during PAR's history year, it could be interesting to do an activity similar to PAR's sales meeting where customers are invited to be taped talking about their experiences with PAR, then the footage is cut and shown during a luncheon or dinner. Since customers may be hesitant to be taped, a canned piece would have to be ready in case no footage came out of the meeting.

In addition to activities, PAR should budget for giveaways for attendee welcome baskets.

Customer Interaction

A number of opportunities exist for soliciting customer input and increasing customer participation in the user conference experience:

- **Enhancement request submission and voting.** Users submit their ideas for changes they would like to see in the product, the conference attendees vote on their favorites, and PAR puts the top two or three in the product during the next year. Idea submission can be solicited

during the conference itself, as part of the pre-conference registration paperwork or simply located on-line, which opens the process up to customers who are not attending the event.

- **Customer awards.** Customers and PAR employees nominate projects in one or more categories; winners are recognized at a conference luncheon or dinner. This activity can have benefits beyond the award presentations themselves. Some companies use the awards process to identify and generate customer case studies and press in support of their marketing goals. (An example of this is how Consona used the award PAR's service department received this fall for Consona's marketing benefit.)
- **PAR awards.** In a twist on the traditional customer awards, it may be fun (and informative) to provide customers with the opportunity to nominate PAR employees for awards.
- **Customer Advisory Committee.** If PAR is interested in involving customers in conference planning going forward, nominating and voting on a user conference customer advisory committee needs to be part of the schedule.
- **User conference web site.** At a minimum, the conference should have a web site that provides event information and accepts on-line registrations. If PAR is interested in opening up enhancement submissions, award nominations and advisory committee voting to those customers unable to attend the conference, all three activities could be handled on the user conference as well. In addition, PAR should consider taping some or all of the conference presentations and making them available on-line. Finally, the web site could be expanded to include post-conference communications, including the status of specific initiatives coming out of the event. This might grow into a central location for all customer communications over time.

Technology Showcase

A technology showcase offers customers the chance to see what is new in the PAR product offering. Designed as a series of demonstration stations, the showcase requires planning similar to that for a tradeshow—requisitioning hardware, loading and shipping equipment, defining demo scripts, securing presenters, creating signage and “what's new” collateral. Simply put, a technology showcase is quite a bit of work

To obtain maximum value from that work, plans should be made to drive customer traffic into this area, either by locating it in a hall that is walked through between

each session, by holding breaks in the showcase area or even by holding an event such as the welcome reception in the showcase area.

If PAR chooses to have sponsors for the user conference, one sponsor benefit might be the ability to exhibit in the technology showcase. If this were to be part of the sponsor package, care would need to be taken to only sign on sponsors who did not have product offerings that competed in some areas with the PAR offering (i.e., we would not want Agilysys to show InfoGenesis software in the technology showcase).

Costs and Sponsorships

User conference attendees generally pay for their hotel room and travel. Although some large, well-established conferences are able to charge registration fees, most companies putting on user conferences pay for meeting space, meals, entertainment and staff costs associated with the event. I believe that customers will expect for PAR to cover those expenses at the PAR conference.

One way to defray some of the conference costs is to solicit sponsors. A large user conference with a long history can attract many sponsors—for example, Micros has Epson, Oracle and Microsoft as major sponsors of their event and another ten smaller sponsors. Realistically, PAR might be able to sign on four or five companies to sponsor a first-time event.

If PAR wishes to develop a sponsorship program as part of the user conference, identifying a person to coordinate sponsor solicitations is essential. That coordinator should work with the various groups inside PAR to develop a list of sponsor prospects that includes one or more of the following groups:

- Suppliers that we buy components from for our hardware
- Companies whose products are resold by us—whether hardware (printers, handhelds, etc.) or software (Macromatix)
- Companies we offer software interfaces to—or who offer interfaces to us
- New business development partners and other companies we have joint sales arrangements with

The sponsorship program may be tiered by contribution amount or simply “one size fits all”. In a tiered program, the highest sponsors might be permitted to exhibit in PAR’s Technology Showcase while lower levels would only be allowed to attend the event. A sponsor plan would also need to include opportunities for sponsor recognition—sponsor company profiles in the conference book, sponsor logos on

the conference web site, signage in the meeting rooms, sponsor list on the event invitations, etc.

While a sponsor program can provide valuable funds, the exchange that is being made for that money is access to PAR's customers. How much access and by whom are very important limits to set before a sponsor program is finalized and solicitations are made.

Materials/Tasks Checklist

Pre-Conference Promotion	Complete PAR customer list	? - Need by individuals responsible for IT, not by site
	Print "save the date" invitation	Marketing
	Email "save the date" invitation	Marketing
	Insert for all supply orders shipped	Marketing
	Conference web site - Dates and location - Agenda - On-line registration - Optional: enhancement submission and voting, award nomination submission, customer committee nominations and voting, taped sessions available real-time or as downloads	Marketing
	Press release announcement	Marketing
	Print registration packet	Marketing
	Email linking to web registration	Marketing
	Registration confirmation letter/email	Registration coordinator (secretarial resource TBD)
	Telemarketing to key users before hotel room block drop deadline	Outsourced or secretarial support TBD
	Cross-promotion from other PAR web sites (partech.com, myparpos.com, etc.)	Marketing
	Personal Executive Track invites	By customer—Sales or Account Management contact
Meeting Content	Goals and objectives	PAR planning committee
	Agenda	PAR planning committee
	Approval of logistics – hotel, entertainment, etc.	PAR planning committee
	Presenter solicitation and preliminary prep	PAR planning committee

	Presentation content	Individual speakers
	Presentation template and formatting	Marketing
	Presentation review	Executive review committee
	Anticipated customer questions/responses	Executive review committee
Logistics and Meeting Support	Hotel selection/negotiation	Marketing
	Hotel room reservations	Individual customers
	Catering arrangements	Marketing
	Conference Books – content, layout, production	Marketing
	Name tags	Registration coordinator (secretarial resource TBD)
	Signage	Marketing
	Comment cards	Marketing
	AV requirements	Marketing
	Camera/sound for video project	Marketing
	Budget maintenance	Marketing
Processes	Customer User Conference Advisory Committee – nominations and voting	PAR planning committee
	Enhancement submission and voting	PAR planning committee
	Customer award submission	PAR planning committee
Events	Welcome Reception location and catering	Marketing
	Welcome basket note and giveaway	Marketing
	Customer Award luncheon	
	- Location and catering	Marketing
	- Award recipients	PAR planning committee
	- Plaques	Marketing
	- Program books	Marketing
	- Post-event press releases and case study creation	Marketing
	Small group activities – identification/negotiation/coordination	Marketing
	Small group activities – registration	Registration coordinator (secretarial resource TBD)
	PAR Past and Future video	Marketing

	Closing night event – identification/negotiation/coordination	Marketing
	Optional: Golf tournament	Someone who plays golf needs to run this event
Technology Showcase	Demo plan	PAR planning committee
	Demo requisition/loading/shipping/on-site setup	Technology showcase coordinator
	Demo presenters solicitation	PAR planning committee
Sponsorships	Sponsor target list	Sponsorship coordinator
	Sponsor program definition	Sponsorship coordinator
	Sponsor solicitation	Sponsorship coordinator
	Review and approval of sponsor program before it is initiated	PAR planning committee, Executive review committee

Key Milestones

December 2007	Hotel selection (if we can finalize hotel by the end of the year, we may be able to negotiate additional discounts)
January 2008	PAR planning committee selected
	First "Save the Date" mailings
	Sponsorship coordinator identified and program begun
	Initial budget set
	Logistics work begun
March 2008	Begin bi-weekly PAR planning committee meetings
May 2008	All sponsors confirmed
	"Save the Date" mailing resends (with sponsor logos this time)
	Conference web site goes live
	Press release issued
June 2008	Agenda finalized
	All event plans finalized
	Actual budget reviewed/approved
	Presenters solicited
July 2008	Registration packet mailings
August 2008	Technology showcase plan and prep
September 2008	Presenter reviews
October 2008	Conference held

Budget

A preliminary budget is provided in the addendum to this document.

Reseller Conference

Holding a reseller conference either immediately before or immediately after the user conference offers a number of benefits for PAR:

- Reuse of many conference presentations; one trip for presenters
- One time setup of Technology Showcase
- Greater negotiating power with a hotel because of a larger group and more days

A sample agenda for a reseller conference might include

<p>Day One Evening Welcome Reception</p>	
<p>Day Two General Session: PAR Company Update – Strategy and Vision AM breakout sessions Breaks in the Technology Showcase area Lunch Theme: Reseller Awards PM breakout sessions Evening event for entire group</p>	<p><u>Reusable breakout topics:</u></p> <ul style="list-style-type: none"> - Understanding the PAR Product Lifecycle - PixelPoint: New Features and Future Product Plans - PixelPoint Reseller Roundtable - Tips and Tricks for Using Dataminer - The POS6 Product Family Roadmap - Introducing Kiosks into Restaurant Operations - New Marketing Opportunities at the Point of Sale - Hardware Reseller Roundtable - Best Practices in PCI Compliance
<p>Day Three General Session: Sneak Peak at POS6/Going Green with PAR AM breakout sessions Breaks in the Technology Showcase area Lunch Theme: Reseller Input – voting for Reseller Conference Advisory Committee, voting for enhancement requests, etc.</p>	<p><u>New breakout topics:</u></p> <ul style="list-style-type: none"> - The Future of Software at PAR: Demos of Inquire 5.0, iQuality, IntelliKitchen, POS² and Pay²Go - Generating Additional Revenue Through Solution Selling - The Embedded PixelPoint/Gemini Solution - Additional PixelPoint training and topics TBD

Addendum

2008 PAR User Conference Estimated Budget	
Pre-conference promotion	
2 "Save the Date" mailings to entire PAR customer base	
Postcard printing (est. 5,000 list x 2)	\$800.00
Postcard outsourced mailing (est. 5,000 list x 2)	\$2,750.00
2 "Save the Date" emails to entire PAR customer base	in-house
1 registration packet mailing to entire PAR customer base	
custom folder (est. 5,000)	\$2,220.00
agenda, registration form, letter, etc.	in-house
Supply orders insert	in-house
Conference web site	
outsourced programming for on-line registration form	\$2,500.00
Press release	\$500.00
Telemarketing for RSVPs	
Promotions on other PAR web sites	in-house
Logistics and meeting support	
Hotel rooms	
Customer	customer pays
PAR employees (est. 20 x 4 nights x \$200/night)	\$16,000.00
Travel	
Customer	customer pays
PAR employees (est. 20 x \$500/ticket)	\$10,000.00
Meeting room rental	
est. comped General Session	n/c
est. five breakouts at \$500 each x three days	\$7,500.00
Catering (breakfasts, lunches, breaks)	
Day Two breakfast	
est. 60 x \$25/person inclusive	\$1,500.00
Day Two AM break	
est. 60 x \$15/person inclusive	\$900.00
Day Two lunch	
est. 60 x \$35/person inclusive	\$2,100.00
Day Three breakfast	
est. 60 x \$25/person inclusive	\$1,500.00
Day Three AM break	
est. 60 x \$15/person inclusive	\$900.00
Day Three lunch	
est. 60 x \$35/person inclusive	\$2,100.00
Day Three PM break	
est. 60 x \$15/person inclusive	\$900.00
Day Four breakfast	
est. 60 x \$25/person inclusive	\$1,500.00
Day Four AM break	
est. 60 x \$15/person inclusive	\$900.00
Day Four lunch	
est. 60 x \$35/person inclusive	\$2,100.00
A/V	
Video camera for customer taping	\$750.00
Videotaping of general sessions	\$1,800.00
Sound for general sessions	\$1,500.00
Projectors/screens x six rooms x three days	\$2,000.00

	Conference book, nametag and comment card production	in-house
	Signage	\$5,000.00
	Miscellaneous supplies	\$350.00
Events		
	Welcome reception	
	60 x \$65/person inclusive	\$3,900.00
	Welcome gift/basket	
	40 x \$25/person	\$1,000.00
	Customer awards or plaques	\$1,200.00
	Customer award luncheon programs	in-house
	Small group activities	
	Snorkeling: \$55/person x 9 plus \$400 transportation	\$895.00
	Fishing: \$550/half day charter (limit 6) plus \$400 transportation	\$950.00
	Parasailing: \$85/person x 9 plus \$400 transportation	\$1,165.00
	Windsurfing: \$69/person x 9 plus \$400 transportation	\$1,021.00
	Golfing (9 holes): \$120/person x 9 plus \$400 transportation	\$1,480.00
	Worth Avenue shopping: \$24/person (tea) x 9 plus \$400 transportation	\$616.00
	Palm Beach boat tour: \$24/person x 9 plus \$400 transportation	\$616.00
	Closing night event	
	60 x \$100/person inclusive	\$6,000.00
Technology showcase		
	Shipping	\$800.00
	ESTIMATED TOTAL	\$87,713.00

2008 PAR Reseller Conference Estimated Budget

Pre-conference promotion	
2 "Save the Date" mailings to all resellers	
Flyer printing	in-house
Flyer mailing	in-house
2 "Save the Date" emails to all resellers	in-house
1 registration packet mailing to all resellers	
Folder	in-house
agenda, registration form, letter, etc.	in-house
Telemarketing for RSVPs	
Promotion on mypixel	in-house
	in-house
Logistics and meeting support	
Hotel rooms	
Reseller	reseller pays
PAR employees (est. 10 x 3 nights x \$200/night)	\$6,000.00
Travel	
Reseller	reseller pays
PAR employees	included in user conference costs
Meeting room rental	
est. comped General Session	n/c
est. three breakouts at \$500 each x two days	\$3,000.00
Catering (breakfasts, lunches, breaks)	
Day Two breakfast	
est. 30 x \$25/person inclusive	\$750.00
Day Two AM break	
est. 30 x \$15/person inclusive	\$450.00
Day Two lunch	
est. 30 x \$35/person inclusive	\$1,050.00
Day Three breakfast	
est. 30 x \$25/person inclusive	\$750.00
Day Three AM break	
est. 30 x \$15/person inclusive	\$450.00
Day Three lunch	
est. 30 x \$35/person inclusive	\$1,050.00
A/V	
Sound for general sessions	\$1,000.00
Projectors/screens x three rooms x two days	\$700.00
Conference book, nametag and comment card production	in-house
Signage	included in user conference costs
Miscellaneous supplies	\$350.00
Events	
Welcome reception	
30 x \$65/person inclusive	\$1,950.00
Welcome gift/basket	
20 x \$25/person	\$500.00
Reseller awards or plaques	
Reseller award luncheon programs	in-house
Closing night event	
30 x \$100/person inclusive	\$3,000.00

Technology showcase
Shipping

included in user conference cost

ESTIMATED TOTAL

\$21,600.00

2008 PAR User/Reseller Conference Hotel Options

12/6/2007

DATES	CITY	HOTEL	ROOM RATE	CONCESSIONS	OTHER COSTS	GENERAL INFO	WEBSITE
9/7-9/14 2/10 - 2/16 9/28 - 10/5	Ft. Lauderdale	Bahia Mar Beach Resort	\$119 \$239 \$139		Comp General Session	breakouts are \$500 each per day	Ft. Lauderdale Int'l (FLL) 4 miles. Round Trip either cab or www.BahiaMarHotel.com
9/7-9/14 2/17 - 2/24 all Oct.	West Palm Beach	Hilton Singer Island Oceanfront Resort	\$119 \$219 \$159		Comp meeting room rental, 2 complimentary rooms for the tour organizers (Alcove or Oceanfront); , Hiltons Honors rewards to meeting planner	West Palm Beach (PBI) - 12 miles away approx. \$11.95-\$30 per person. breakfast buffet is \$14.95 per person	www.hiltongsingerisland.com
9/7-9/14 1/30 - 2/7 2/3 - 2/10 10/1 - 10/8 10/15 - 10/22 10/19 - 10/26 10/26 - 11/2	Palm Beach	PGA National Resort & Spa	\$159 \$289 \$289 \$219 \$219 \$199 \$229		Comp meeting room rental, Complimentary self parking 1 One bedroom suite upgrade at group rate 1 per 50 comp	Resort Fee \$16/day Palm Beach International 12 miles In house transportation \$55 one way	www.pgaresort.com
9/7-9/14 February 10/20 - 10/27	Ft. Lauderdale	Gallery ONE - A Doubletree Guest Suites Hotel	\$125 NA \$169		General session waived, 5 complimentary upgrade to a water view suite with a VIP welcome amenity Complimentary high speed/Wi-Fi internet in all the guest suites	Fort Lauderdale/Hollywood International - 7 miles. Shuttle \$15.00 o/w, Taxi \$25.00 o/w. No February dates available. March 2- 9 or 9 - 16 at \$259 available.	www.galleryone.doubletree.com
9/7-9/14 2/10 - 2/17 10/19 - 10/25	Ft. Lauderdale	Fort Lauderdale Grande Hotel & Yacht Club	\$139 \$269 \$209		Comp general session	breakouts are at \$500 each per day	FLL / Fort Lauderdale International www.fortlauderdalegrande.com

DATES	CITY	HOTEL	ROOM RATE	CONCESSIONS	OTHER COSTS	GENERAL INFO	WEBSITE
2/17 - 2/25	Boca Raton	Marriott Boca Raton	\$239		One transfer from FLL or WPB airports, 1 comp per 50, 1 upgrade to exec suite, 2 upgrades to concierge lounge, 3 welcome amenities, 5% off F&B.	Daily room rental \$695 Daily F&B \$3750. Can designate areas of the hotel for smoking such as the pool, restaurant courtyard and tented outdoor courtyard.	www.bocaratonmarriottbrochure.com
9/7-9/14 9/29 - 10/5	Boca Raton	Renaissance Boca Raton	\$129 \$149	General session comp, 1:40 Comp Based on Actual Pick Up	Breakout Rooms - \$250.00 per room per day	21 miles to either PBI or FLL \$65.00 Taxi One Way	www.renaissancehotels.com/pbirh
9/7-9/14 10/19 - 10/26	Ft. Lauderdale	Hyatt Regency Bonaventure Conference Center and Spa	\$149 \$229	GS Comp	B/O \$350.00 per day	Fort Lauderdale International Airport, 18 miles, Roundtrip shuttle is	www.bonaventurehyatt.com
9/7-9/14 9/28 - 10/5	Ft. Lauderdale	Hyatt Regency Pier Sixty-Six	\$149 \$169	General session comp	breakout \$500 per day	Fort Lauderdale International Airport	www.pier66.com
9/7-9/14 10/26 - 11/1	Ft. Lauderdale	Marriott Coral Springs Hotel Golf Club & Convention Center	\$129 \$129	General Session Room Rental Waived, 8) Eight guestroom upgrades, (4) four to	Break outs Discounted from \$750.00 per day/room to \$300.00 day/room	Ft. Lauderdale Intl 20 miles 25-30 minutes Shuttle Service* \$18.00	www.marriottcoral springs.com
9/7-9/14 Oct. Sun-Sun	Ft. Lauderdale	Marriott Harbor Beach Resort & Spa	\$169 \$199	1 per 50 Complimentary, 1 suite upgrade	General Session: \$500 per room, per day Breakouts: \$250 per room, per day	FLL, Ft Lauderdale International, 10 minutes, \$18.00 cab ride	www.marriottharborbeach.com
9/7-9/14 10/5 - 10/12 10/19 - 10/26	Ft. Lauderdale	Renaissance Fort Lauderdale Hotel	\$95 \$169 \$199	Meeting Room Rental is waived with a \$65 ++ per person per day food & beverage		Fort Lauderdale/Hollywo od Int'l Airport, 2 miles away, 10 minutes drive. No	www.renaissancehotels.com/FLLBR
9/7-9/14 10/12 - 10/19 10/26 - 11/2	Ft. Lauderdale	Renaissance Fort Lauderdale-Plantation	\$125 \$139 \$139	5,000 additional Marriott Reward points	\$250 per break out per day (Please keep in mind that if they can use the GS as one of the	Fort Lauderdale/Hollywo od International Airport: 14 minutes; Cab: \$25-35 each	www.renaissancehotels.com/flirp

DATES	CITY	HOTEL	ROOM RATE	CONCESSIONS	OTHER COSTS	GENERAL INFO	WEBSITE	
9/7-9/14	Ft. Lauderdale	St. Regis Resort Fort Lauderdale	\$199		Comp 1 per 50	Breakouts charged at \$500 per breakout per day	Fort Lauderdale International (FLL)- 6 miles / 10 minutes. Taxi \$40, airport shuttle \$50	www.stregis.com/fortlauderdale
9/7-9/14 10/5 - 10/12	Ft. Lauderdale	Westin Diplomat Resort and Spa	\$219	\$209	Starwood Preferred Planner Points (2) Suite upgrades (2) VIP Welcome amenities up to \$50	Reduced to \$100 each b/o room	FT LAUDERDALE INTERNATIONAL located 8 miles or 15 minutes from hotel	www.westin.com/diplomat
9/7-9/14 Oct. Sun-Sun	Hollywood Beach	Marriott Hollywood Beach	\$139	\$189	1 per 50 comp, 1 Suite upgrade	General Session: \$450 per room, per day Breakouts: \$250 per room, per day	Fort Lauderdale / Hollywood International Airport - 6 Miles	www.hollywoodbeachmarriott.com
9/7-9/14 10/7 - 10/13 10/12 - 10/18	Palm Beach	Doubletree Hotel Palm Beach Gardens	\$104	\$129	One per 50 complimentary rooms based on cumulative pick up of revenue producing rooms.	\$500.00 each day for the General Session	Palm Beach International (PBI) 11 miles	www.doubletreepalmbeachgardens.com
9/28 - 10/4 8/31 - 9/6	Palm Beach	Marriott Hutchinson Island Beach Resort & Marina	\$109	\$109	Rate available 3 days pre and post 1 comp. room per 50 paid sleeping rooms	General Session Room - \$400 per day Exhibits - \$300 per day Breakouts - \$200 per room	Palm Beach International - 45 miles. Taxi \$65 one way.	www.hutchinsonismarriott.com
9/7-9/14	Palm Beach	Marriott Palm Beach Gardens	\$119		1 per 50 complimentary >1 suite upgrade	General Session: \$500 per room per day Breakouts: \$250 per room per day	Palm Beach International Airport located 11 miles from Palm Beach Gardens Marriott.	www.marriott.com/pbipg
9/7-9/14 10/5 - 10/12	West Palm Beach	The Ritz-Carlton, Palm Beach	\$205	\$205	4 Complimentary welcome amenities, resort selection,	Breakouts \$205 each.	West Palm Beach International is approximately 10	http://www.ritzcarlton.com/resorts/palm-beach
9/7-9/14 10/1 - 10/31	West Palm Beach	Crowne Plaza West Palm Beach	\$109	\$139	General Session will be waived, 1 complimentary upgrade to a suite	Two Breakout rooms at \$200.00 per room, per day.	West Palm Beach International less than 1 miles. Free Shuttle service to and from airport to	www.cpwestpalmbeach.com

DATES	CITY	HOTEL	ROOM RATE	CONCESSIONS	OTHER COSTS	GENERAL INFO	WEBSITE
9/7-9/14 10/12 - 10/19 10/19 - 10/26	West Palm Beach	The Resort at Singer Island	\$229 \$289 \$289 one bed suite	general session waived, One per Fifty comp, One comp upgrade to 2 bedroom suite with welcome amenity	\$300.00 per breakout	Palm Beach International, 12 Miles, Taxi \$25	www.luxurycollection.com/singerisland
9/7-9/14 Oct. Sun- Sun	Delray Beach	Marriott Delray Beach	\$119 \$189	1 per 50 complimentary > 1 suite upgrade	General Session: \$500.00 per room per day Breakouts: \$250 per room per day	West Palm Beach- 22 miles - 25 minutes Ft. Lauderdale- 32 miles- 40 minutes	www.delraybeachmarriott.com
9/7-9/14 10/4 - 10/11*	West Palm Beach	The Breakers Palm Beach	\$205 \$275	TBD		West Palm Beach- 6 miles. *Second	www.thebreakers.com
10/12 - 10/19 Oct. Sun-Sun	West Palm Beach	West Palm Beach Marriott	\$119 \$149	1 per 50 comp, room rental with F&B, upgrades	General session \$500	2 miles from airport, free shuttle.	www.marriott.com/pbimc

Waiting to hear from:

Boca Raton Resort & Club
Crowne Plaza Ocean Front North Palm Beach
Riverside Hotel

Unavailable

Crowne Plaza Ft Lauderdale at Sawgrass Mills, Sunrise
Seminole Hard Rock Hotel & Casino Hollywood FL
Sheraton Yankee Clipper Beach Hotel- renovating
Sheraton Yankee Trader Beach Hotel- renovating
Lago Mar