



CASE STUDY

Rosen Hotels & Resorts welcomes a streamlined budgeting process with Infor EPM

Rosen Hotels & Resorts® is one of the most respected names in the hospitality industry. The company owns and operates nine quality properties in the Orlando destination market. Each location offers world-class accommodations, facilities, catering, dining, and recreational amenities. In combination, these properties total over 6,300 rooms and suites in the hub of Orlando's famous theme parks.



Headquarters

Orlando, Florida

Locations

9 properties, 6,300 guestrooms

Employees

4,500

Industry

Hospitality

Infor product

Infor Enterprise Performance Management® (Infor EPM®)

Website

rosenhoteles.com

“ Budget recalculation used to take up to eight hours. With Infor EPM, the recalculation process is automatic, taking up to three minutes with just a click of a button.”

MIKE LEWIS

Enterprise Data Analyst, Rosen Hotels & Resorts

To understand a business and what it values, look at its budget. An organization's budget is a direct reflection of its priorities. But for Rosen, it's also a management tool built from a wide array of inputs from across the enterprise. As revenue comes in, a budget can change—and Rosen's management needs the ability to see those changes and assess the budgetary impact in real time. Even small adjustments can have a significant impact.

Keeping up with a constantly changing picture

For Rosen's data analyst team, maintaining a clear and accurate operating budget in a climate of constant change was an ongoing challenge. "As we got closer to the budget deadline, it became extremely painful to make what may seem like minor changes and assess the impact of those changes," said Mike Lewis, Enterprise Data Analyst for Rosen. "With the way our budgets work, revenue drives a lot of things. If you make a revenue change, it ripples out to all the other elements that are revenue-driven, such as expense planning."

Every time the team needed to make a change, recalculating a new budget would take eight hours or more. That lag time meant that the company's C-suite leaders often had to wait overnight to see the latest version of what they relied on for their own decision-making processes. With the implementation of Infor® Enterprise Performance Management (Infor EPM), the team was able to cut the budget recalculation time dramatically. According to Lewis, "We click a button, and the recalculation process takes around three minutes."

Managing disparate budget inputs

One of the reasons why the process is now so much quicker is because EPM puts the team in control of the data import process. Previously, the team relied on a highly manual process with inputs from spreadsheets maintained by each department, business unit, and hotel. In most cases, the spreadsheets had their own custom formulas and weren't always consistent with other reporting entities' submissions. "You couldn't tell without going to every spreadsheet whether they're all being done the same or differently," said Lewis. "You're just trusting that the thousands of formulas on that spreadsheet are correct. And you don't know whether the spreadsheet formula is the same for one hotel as it is for the others."

Business challenges

- Overcome a cumbersome budgeting process, with manual spreadsheet inputs across each department, business unit, and hotel
- Reduce the current average of eight hours to complete recalculations
- Eliminate a resource-intensive, manual, report creation process
- Support C-suite decision-makers in identifying root causes and key business drivers

The Rosen team eliminated that uncertainty by creating an online form that standardized data submission. Each reporting entity now knows exactly what data it's responsible for and has a regular deadline for submitting it. Instead of working with data from multiple, inconsistent sources, Rosen's team can now access standardized data loaded directly into EPM. According to Lewis: "The manual labor that we needed to make all of this happen—the importing and report creation—isn't needed any longer. It's now completely automated. It happens on a schedule, and reports are emailed out in the morning." As a result, the team has been able to reassign the night auditors who were previously responsible for generating Rosen's daily "flash report."

Improving data reliability and enabling sharper analysis

In addition to streamlining and simplifying report creation, the Rosen team found they had greater confidence in their data and the story it told. They were also able to perform more in-depth analyses of root causes and trends. According to Lewis: "We can go in and look at things and ask, 'why?' The fact is that EPM has consolidated all of our financial data, so we can look at revenue, we can look at employee's rates, and we can look at all the details—and create better budgets and reports."

Infor Enterprise Performance Management (EPM) has also enabled Rosen's team to expand its control and visibility of the budgetary impact of ancillary areas, such as construction and utilities. The team now has greater clarity on how these components affect Rosen's overall financial picture, while accelerating time-to-insight. "Our budgeting process is probably four to five times faster than it was. And our finance team is probably saving 40 hours per week with the ability to recalculate a budget, manage multiple entries, and figure out the driving causes behind events," said Lewis.

Business results

- Reduced budget recalculation time from eight hours to three minutes
- Saved up to 40 hours per week in the budgeting and planning process
- Gained the ability to create budgets five times faster than previously
- Dramatically decreased the number of errors and inconsistencies in data submissions via automated processing and controls
- Enabled quicker time-to-insight and increased executive confidence in data used for decision making

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