



CASE STUDY

Kempinski Hotels invites in a recovery program with Infor EPM

Founded in 1897's Berlin, Kempinski Hotels is Europe's oldest luxury hotel group and still exemplifies a luxe hotel stay today. Currently the company manages 79 five-star hotels and residences in 34 countries. From historical locations to innovative new builds, Kempinski's history informs its perspective that hospitality is ever changing. To meet the new priorities, changing cultural sensibilities, and evolving expectations of new generations of guests, organizations must adapt by embracing the emerging tech that serves them best.

Kempinski Hotels is leading how to approach a new economic and cultural paradigm driven by the global pandemic and how it's affecting the entire hospitality industry. Recent events have put a strain on the hospitality industry with an unprecedented drop-off in occupancy rates. The need to shift away from hospitality's status quo that had been building for the last few years came to a head. Kempinski was ready and able to meet the challenge.

Kempinski's partnership with Infor® through Infor Enterprise Performance Management® (Infor EPM®) has helped the organization to initiate and execute its recovery program. Strategic focus, innovation to solve problems in creative ways, and robust technology solutions to enable them have all been essential factors to that journey.



Headquarters

Geneva, Switzerland

Number of locations

79

Number of countries

34

Years in operation

124

Industry

Hospitality

Infor product

Infor EPM®

Website

[kempinski.com](https://www.kempinski.com)

“ In a business environment that is changing as fast as ours, it is crucial for us to rely on an efficient and trustworthy financial reporting system. Unifying our data on one platform, it enables reporting for various audiences and various purposes on a global scale.”

ISIDORO GERETTO

Acting CFO, Vice President Finance Middle East & Africa, Kempinski Hotels

Keep focus on recovery and strategy

Kempinski Hotels initiated a business planning process for the following year in the middle of an exceptionally uncertain period. In response to what unfolded in the industry, the company decided not to go with a traditional business plan. In a fast-changing environment, a plan like that can often become outdated before it's carried out. Instead, all Kempinski Hotels locations committed to elaborating on multiple revenue scenarios in parallel, allowing them to stay flexible and be ready for any given rate of recovery.

The available human resources had been limited in many properties, bringing so many hotel management companies into equally difficult situations. With complete uncertainty like that, business planning became even more important as ever before to ensure continuity. At Kempinski, leadership teams knew that there must be a solid plan of recovery and building the new normal, whatever form it could take.

Enterprise performance management solution Infor EPM is supported by Infor's innovative cloud technologies, which work seamlessly with the world-class capabilities of Amazon Web Services® (AWS®). This technology plays an important role for Kempinski in rolling out a company-wide strategy to ensure that the entire company shares a single financial planning platform, and a single source of truth.

Isidoro Geretto, Acting CFO, Vice President Finance Middle East & Africa, Kempinski Hotels explains:

"In a business environment that is changing as fast as ours, it is crucial for us to rely on an efficient and trustworthy financial system. Unifying our data on one platform, it enables reporting for various audiences and various purposes on a global scale. This allows all stakeholders involved to have instant access to the information needed, regardless of the device they use. As such, our hotel management teams can easily understand and quickly adapt to the dynamics of their business decisions."

“ With Infor EPM we have been able to define strict reporting standards yet have also entirely customized Kempinski’s reporting environment. This improves the user experience and drives efficiency.”

ZSOLT PINTER

Senior Director of Finance Systems & Analytics, Kempinski Hotels

Business challenges

This venerable hotel group faced five main challenges as a result of the global pandemic's impact on the hospitality industry:

- Identifying changing company goals during a worldwide downturn
- Determining a strategy to empower individual locations
- Allowing all users access to the most recent and complete data
- Aligning all locations into a single strategy for recovery
- Gaining more flexibility and fast adaptation as plans and assumptions change

The basics must still be served and scalability built in

When it comes to financials reporting, accuracy and relevancy are essential to informing timely decisions implemented across the entire organization.

At Kempinski, mobile access and interoperability have been priorities for many years. In a time of disruption, this proved to be more vital than ever before. So had the need to always be looking at the most recent version of the data to formulate forecasts more confidently. Making this available to users in the cloud added an essential layer to apply these foundations to a sustainable and scalable recovery plan.

Structure with flexibility to inform a strategic roadmap

The ability to customize the solution to serve Kempinski's specific needs and meet the company's goals was an essential building block to creating a successful recovery plan. Infor EPM added layers of flexibility to this process, inclusive of all the teams that needed access to the reporting. Kempinski's Senior Director of Finance Systems & Analytics, Zsolt Pinter explains:

"This project brought together the business development and revenue management as well as the finance and analytics teams more than ever before. The concept of the recovery model was introduced by the revenue team, whereas how to adopt and implement it in EPM, and the concept of the three scenarios budget and business plan originates in analytics. We are also doing inter-departmental webinars and presentations, and we provide guidance to the hotels together on how to get through this extremely challenging period and where to concentrate the limited resources."

Unifying reporting across the whole organization

With Infor EPM, Kempinski was able to standardize reporting on a global scale at a time when accuracy and data consolidation was vital to business continuity. It allowed the company to focus on immediate needs, to rally all locations to focus on the basics, while always making the most out of resources. With so much uncertainty over the course of a year, Kempinski's partnership with Infor, and through the use of Infor EPM, the company has managed to create a path to continuing success as a new era unfolds.

Business results

Despite confronting challenges never seen before in the hospitality industry, Kempinski Hotels charted a successful path forward with Infor EPM, resulting in:

- Faster implementation of company-wide strategy
- A united data platform for single source of truth
- Improved visibility of financial data across departments
- Better use of location resources resulting in savvier time management and cost-savings
- Greater operational flexibility, more agile responses

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