



"We reduced the time it takes to consolidate our budget data from 96 hours to 9 hours."

—CATHY KELLERS, ASSISTANT CONTROLLER FOR BUDGETING AND REPORTING, FOXWOODS RESORT CASINO

INFOR PM FOR HOSPITALITY

DO BUSINESS BETTER.

Hospitality and entertainment companies are under pressure to acquire and retain loyal, profitable guests while efficiently managing their operations and identifying emerging operations. Changing consumer spending and tourism patterns plus rising energy costs further complicate their operations.

Many hospitality and entertainment companies struggle to analyze financial and operational performance in the face of changing business conditions. Without a dedicated system for performance management (PM), these companies find themselves reacting rather than proactively managing their operational and financial performance.

LEVERAGE EXPERIENCE.

Infor™ PM helps hospitality and entertainment companies like yours improve operational and financial performance by allowing you to:

- ▶ Streamline business processes for time savings and improved quality
- ▶ Determine needs for gaming, food services, and merchandising through scenario analysis
- ▶ Make better decisions across the organization

Infor PM provides solutions for planning, budgeting, forecasting, financial consolidation, strategy management, and reporting and analysis. With Infor PM, you can get a clear line of sight from strategy to execution. Plus, the Infor PM design allows you to start with any aspect of performance management and then expand into other areas as your business needs change or business grows.

INFOR™

GET BUSINESS SPECIFIC.

In order to know where project execution stands at any point in time, organizations must provide line of sight—by activity—through the alignment of:

- ▶ Strategic direction and objectives
- ▶ Business processes
- ▶ People and responsibilities
- ▶ Technology

This concept is known as closed-loop performance management. In the same way that hospitality and entertainment companies work toward continuous improvement in operations across marketing, accounting, payroll, gaming, hotels, and restaurants, closed-loop performance management follows a cycle from strategy to execution and incorporates the results of the strategy into the next cycle. Closed-loop performance management includes:

- ▶ Strategy—direct the focus and actions of your organization
- ▶ Planning—prepare realistic financial and operational plans
- ▶ Budgeting—allocate resources
- ▶ Consolidation—close the books
- ▶ Forecasting—predict future performance

That doesn't mean you must have all your business processes in place on day one.

In fact, most performance management solutions are implemented starting with the most significant pain point, such as budgeting or financial consolidation. While a performance management initiative typically begins with a specific pain point, the ability to work toward and quickly expand beyond your starting point exponentially adds value to your business. When you use all these business processes together, you achieve true closed-loop performance management.

Infor PM helps you integrate actual, budget, and forecast data in a single application, and then perform side-by-side comparisons of data. You can adjust forecasts mid-cycle, which is critical for providing better guidance to investors based on changes in the business environment. Infor PM also provides you with more visibility into—and control over—your financial consolidation process, while ensuring compliance with generally accepted accounting principles (GAAP), international financial reporting standards (IFRS), Sarbanes-Oxley, the Financial Accounting Standards Board (FASB), Basel II, and eXtensible Business Reporting Language (XBRL).

INFOR PM INCLUDES THE FOLLOWING SOLUTIONS:

Strategic management.

A cause-and-effect framework links strategic plans to operational plans, performance measures, and people, so you gain an intuitive, visual method of reporting on how the actions of operating units and individuals are contributing to the success of strategic goals. Not only will you understand the business events and source of revenue in a given period, but also how well—and to what degree—your strategic plan was implemented, as well as why some actions were successful while others were not.



Planning and budgeting.

Easily create and compare multiple “what if” scenarios, test assumptions, assess the impact of events, and model your business to meet targets and high-level objectives.

You can model your business using key drivers and view it from multiple perspectives—for example, organization, product, market, distribution channel, and time—to support effective decision making. At the same time, you can design any number of zero-based, historical-based, and rolling budgets and plans. Use this application to improve the speed and accuracy of calculations, allocations, phasing, and currency translations.

Because Infor PM’s Microsoft® Excel® interface sits on top of a single database, you retain the familiar look and feel of spreadsheets, but eliminate problems with accuracy and version control. When a business change occurs, Infor PM automatically updates the affected numbers and reports throughout the system.

Forecasting.

Create statistically accurate forecasts that help you manage performance expectations, make tactical adjustments, and achieve performance goals. Generate rolling forecasts, check the accuracy of submitted plans, and receive automatic alerts that allow you to easily spot issues as they arise—and quickly take action. By combining the software’s statistical benchmark engine and analytic capabilities with your own experience, you gain a more accurate picture of future performance.

Financial consolidation.

Improve corporate accountability, increase financial transparency, and meet government-mandated reporting deadlines confidently. Even global companies with multiple general ledgers, charts of accounts, and enterprise resource planning systems use this solution to automate data loading, consolidation, and validation. With financial consolidation, you can collect, process, report, and analyze data in multiple currencies, as well as report on the effects of currency fluctuations.

Infor PM: Delivering proven value worldwide

- ▶ Implemented in more than 100 countries
- ▶ Available in multiple languages
- ▶ Developed with 30+ years’ industry domain expertise
- ▶ Supported by a dedicated global support staff
- ▶ Based on open standards
- ▶ Supporting lower total cost of ownership
- ▶ Scalable to grow as your business grows

You can also consolidate data according to local and international standards, and view it from many business perspectives—for example, geographic region and product line. Plus, you can view it from different structure versions—for instance, this year’s results and last year’s results.

Reporting and analysis.

Automate the generation, formatting, and distribution of book-quality financial statements and management reports. Present your data in the most useful format—dashboards, scorecards, spreadsheets, color-coded tables, bubble charts, pie charts, bar charts, and line graphs—and even receive early-warning alerts when results deviate from expected performance. Use this solution to compare actual numbers against budgets and forecasts, drill down into details, evaluate trends, and see the results of currency fluctuations.

Plus, take advantage of online analytical processing that provides you with fast access to large volumes of summarized data you can use to facilitate analysis and extend Infor’s application for planning. You can browse your data from any angle and level of detail in the familiar Microsoft Excel environment without experiencing the typical drawbacks of spreadsheets.

CUSTOMER TESTIMONIALS.

Casino complex.

The world's largest casino complex, with 12,000 employees and 340,000 square feet of gaming space, used Infor to automate a manual budgeting process. The casino complex now spends less time entering budget data and more time analyzing data so it can make timely business decisions. With a dedicated application for performance management, this company streamlined the budgeting and forecasting processes, reduced data errors, and can now provide on-demand reports. In addition, the company can now consolidate and upload departmental data in hours instead of weeks, and consolidate the annual budget numbers in about 10% of the time it previously took. Plus, managers of 70 departments—including table games, poker, slots, restaurants, bars, and retail outlets—can see when it's necessary to make course corrections, keeping small problems from turning into big ones.

Restaurant franchisee.

A US-based restaurant franchisee with more than 100 restaurants has improved its forecasting process and results with Infor PM. Managers of marketing, accounting, payroll, and restaurants can access the application, and directors can perform mid-year re-forecasting that incorporates updated modifications. This was not possible with the company's former process, which relied on spreadsheets. With Infor PM, users have been able to get up and running quickly with minimal training. Plus, directors are now able to perform online changes and watch formulas recalculate automatically. With the additional time saved, everyone at the company can focus more on analysis and new restaurant openings.

Theme park.

A US-based theme park manages multiple lines of business, including operations, entertainment, ticketing, food service, merchandising, maintenance, and real estate management. Formerly, the company relied on a spreadsheet-based budgeting and reporting system that couldn't handle the rising demand for financial and operational analysis as the business grew.



In addition, the company had fragmented data sources and practices across different business units, plus inconsistent metrics and model assumptions. Infor's dedicated performance management system allows the theme park to perform critical tasks such as category and channel management, labor scheduling optimization, and on-demand visibility into key performance indicators (KPIs).

Plus, Infor provided the organization with a single location for data and one source of the truth. Consequently, the company now has real-time visibility into both leading and lagging KPIs, detailed category and sales channel penetration, and scenario modeling that provides detail on both risk management and variance analysis.

INFOR PM 10 HIGHLIGHTS.

Leverage the following functions across Infor PM 10 solutions.

Infor PM 10.

- ▶ Process and data audit trails
- ▶ Gauges and dashboard builder
- ▶ Status monitors
- ▶ Drag-and-drop navigation
- ▶ Automatic data scaling and formatting

- ▶ Alerts when performance gaps are detected
- ▶ Side-by-side comparisons
- ▶ Changes replicated throughout system
- ▶ More than 50 report templates
- ▶ Web and Excel-based interfaces
- ▶ Centralized, web-based deployment and maintenance
- ▶ Open, standards-based architecture
- ▶ Open automated extract, transform, and load (ETL) management for metadata and data
- ▶ Single database
- ▶ Role-based security
- ▶ Direct table access
- ▶ Access to multiple source systems
- ▶ Pre-built integration to Infor systems

Strategic management.

- ▶ Strategy status monitor
- ▶ Graphic representation of strategy and actions
- ▶ Collaborative cause and effect framework
- ▶ Balanced Scorecard certified
- ▶ Management methodologies: Economic Value Added (EVA), Hoshin, Six Sigma, and others
- ▶ Financial and non-financial measures

Planning and budgeting.

- ▶ “What if” scenario planning
- ▶ Models using calculations, allocations, phasing, market factors, seasonality
- ▶ Top-down and driver-based planning models
- ▶ Model synchronization
- ▶ Work backward from a financial goal
- ▶ Zero-based, historical-based, and rolling budgets and plans
- ▶ Budgeting status monitor
- ▶ Budget collection, tracking, and process workflow
- ▶ Budget submission and approval tracking
- ▶ Budget version tracking



Infor PM provides specific functions to help hospitality and entertainment companies gain insight into performance across operations such as marketing, accounting, payroll, gaming, hotels, and restaurants.

- ▶ Currency translations
- ▶ Detailed employee, salary, and asset budgets and plans
- ▶ User-driven ad hoc account item detail worksheet lines
- ▶ Actual to budget comparisons

Financial consolidation.

- ▶ Consolidation status monitor
- ▶ Complex group accounting
- ▶ Inter-group ownership
- ▶ Inter-company eliminations
- ▶ Post-closing journal entries across multiple locations and legal entities
- ▶ Built-in currency conversions
- ▶ Third currency reporting and comparisons
- ▶ Exchange gains and losses
- ▶ Centralized audit, controls, and information access points
- ▶ Comprehensive audit reports
- ▶ Incremental and full consolidation
- ▶ Multiple reporting hierarchies
- ▶ Automated financial data collection and validation

Forecasting

- ▶ Forecasting status monitor
- ▶ Forecasting submission and approval tracking
- ▶ Forecasting collection, tracking, and process workflow
- ▶ Summary and detailed level forecasting



- ▶ Rolling forecasts
- ▶ Trend analysis
- ▶ Support for “what if” scenario planning
- ▶ Statistical benchmark engine: Holt-Winters, exponential smoothing, Box-Jenkins, and others

Reporting and Analysis

- ▶ Management and statutory reporting
- ▶ Multiple data presentation formats: dashboards, scorecards, spreadsheets, color-coded tables, bubble charts, pie charts, bar charts, and line graphs
- ▶ Memory-resident OLAP
- ▶ Links to semi-structured files
- ▶ Information delivery to PDF and Excel
- ▶ Email-delivered alerts

Compliance

- ▶ Basel II
- ▶ FASB
- ▶ GAAP
- ▶ IFRS
- ▶ Sarbanes-Oxley
- ▶ XBRL

SEE RESULTS NOW.

Infor PM is designed for hospitality and entertainment companies that seek to better monitor, measure, and manage their business performance in real time to improve competitive advantage.

With Infor, you can harness your data—wherever it resides—to better understand your business environment, streamline and improve the effectiveness of your financial processes, and prepare options for competing successfully.

With Infor’s proven, best-practice methodology guiding the process, your implementation will be smooth, fast, and accurate, reducing the time necessary to see a return on investment.

Infor delivers business-specific solutions with built-in experience, and provides the most out-of-the-box functions of any enterprise software vendor—reducing the need for time-consuming customizations. Our solutions are implemented by domain experts whose skills and knowledge are unmatched in the industries we serve, further reducing implementation time.

With Infor PM, gain fast ROI through:

- ▶ Aligned goals and resources
- ▶ Improved data integrity and quality
- ▶ Shortened process cycle times
- ▶ Increased time for analysis
- ▶ Enhanced operational insight
- ▶ Increased financial transparency
- ▶ Improved business agility and responsiveness
- ▶ Strengthened process and compliance controls

THERE IS A BETTER WAY.

At Infor, we work with a core belief. We believe in the customer. We believe that the customer is seeking a better, more collaborative relationship with its business software provider. And a new breed of business software: created for evolution, not revolution. Software that's simple to buy, easy to deploy, and convenient to manage. Our 70,000 customers in more than 100 countries stand with us. We look forward to your sharing in the results of our belief. There is a better way. For additional information, visit www.infor.com.

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The Infor logo consists of the word "INFOR" in a bold, sans-serif font. The letters "I", "N", "F", and "O" are black, while the letter "R" is red. A small trademark symbol (TM) is located to the upper right of the "R".