



Not just better. But different.

The Timeline

June 2002

Lindner Hotels & Resorts choose Serenata's integrated CRM solution for all properties. Before taking this decision and opting for Serenata, Lindner carries out an extensive market research. The decisive factors in favor of Serenata are threefold: functionality, integration of existing infrastructure and cost-performance ratio.

Summer/Fall 2002

In joint workshops, Lindner and Serenata define the overall goals, timelines and scope of the CRM initiative. Lindner prepares internal guidelines for entering high-quality data and for cleansing existing data.

Milestones and individual steps are defined to ensure project success on a timely basis. Pilot installations in two Lindner properties follow.

Spring/Summer 2003

The rollout to all hotels takes place in the first half of 2003 and is completed within the projected timeline and budget. Individual NetHotel modules, such as NetHotel Sales and NetHotel Central Profile are immediately available after the activation of the first hotels.

January 2004

In order to ensure unparalleled guest experience and rate integrity across all reservation channels, Lindner Hotels & Resorts relaunch their website and announce the new "myLindner" Internet portal. myLindner offers automatic guest recognition and greatly improved service standards to registered Lindner guests. The new service seamlessly integrates into Lindner's online booking engine, Serenata BookHotel, which has been in use since 1999.

June 2004

With the goal to streamline the internal reporting processes in order to save both cost and time, Lindner starts using NetHotel Central Reporting chain-wide. Lindner's preferred tool is NetHotel Analyzer, Serenata's OLAP reporting tool, which provides highly analytical interactive reporting and offers an unbeatable MS Office integration.

Lindner Hotels & Resorts Have Centralized All Their Guest Profiles, Key Account Management, and Reporting Based on Serenata NetHotel®

People are reluctant to change and feel most comfortable in their proven and known environment. This is why such an ambitious project as the implementation of NetHotel at Lindner Hotels & Resorts needed proper preparation and project planning.

Dieter Dirnberger, Serenata Member of the Board Sales and Marketing commented: "There are different levels of the NetHotel integration. Lindner went the extra mile, implementing almost all NetHotel modules and in addition, completely standardizing their Property Management System data chain-wide, supported by Serenata's Standardization tools."

Preparing for ideal implementation of the central CRM solution, Lindner, in cooperation with Serenata, launched the Lindner pro.filer project, setting internal guidelines for recording high-quality profiles and cleansing existing data. Clean and standardized data were recognized as a prerequisite for comparing and analyzing the available data.

Gunnar von Hagen, Director of Operations & Central Project Management with Lindner and project leader for the Serenata NetHotel project, recognized the importance of change management for the success of such a large reengineering process and included users from the hotels at the very early stages.

Andreas Krökel, Member of the Board Operations & Marketing with Lindner pointed out one of the main business reasons for implementing the CRM solution: "Friendly service today is no longer sufficient to convince customers. We need to identify the individual requirements of our guests across the chain."

Guest recognition and recording of individual preferences is the case to some extent in local PMS. However, as hotel chains focus on cross-selling to their guests, automatic data exchange between the individual PMS becomes a must. The centralized data warehouse NetHotel Base in combination with the CRM module NetHotel Central Profile allowed Lindner to achieve this goal.

Where previously guest profiles and preferences were stored separately in each hotel, profile information is now sent to the central database and qualified (cleansed). What is more, the information flows in both ways, from the hotels to the central database and back. Profiles can be updated by individual hotels (for instance with a new address or a special preference) and distributed to other properties in the chain, thus making the information available to ALL connected systems in a matter of minutes. Andreas Krökel added: "With myLindner we are offering a service that is exceptional for the German hotel industry."

NetHotel Base is the heart of the system and connects much more than just Central Profile. Behind the scenes, many tools support the centralized management of profiles, such as automatic and interactive profile matching. After the initial data takeover, data cleansing became a periodic task. Gunnar von Hagen stated: "We hold roughly 300,000 centrally managed profiles, which require periodic monitoring. But thanks to automated support features in NetHotel, the manual effort is limited to approximately four hours a week."

Another important factor in the reengineering process for Lindner was restructuring the Sales department. NetHotel Sales, Serenata's key account management tool, was the first module to be launched in the project with the centralized key accounts. As more hotels were connected to NetHotel, more local accounts (PMS agents and companies) were linked to the central key accounts.

Gunnar von Hagen noted the beauty of NetHotel Sales: "In the past we required a manual report of each local key account from all of our hotels. One can imagine how much data we had to pull together centrally. On headquarter level alone, we had to spend at least two man-days to accumulate all data so that we could see chain-wide production figures. With NetHotel Sales, viewing the production boils down to a mouse-click. Sales

Managers no longer have to wait for month end to check the production. They can monitor their performance whenever they want to. What is more, they can also view the future reservations of all key accounts." History is important, but the future drives the revenue.

Chain-wide reporting (analytical CRM) has become one of the key drivers in the entire project. Initially it was seen as a positive side effect of NetHotel. However, after upgrading to NetHotel 2.0 and implementing NetHotel Central Reporting featuring NetHotel Analyzer, Lindner recognized the benefit of the OLAP-based interactive reporting tool as an analytical and operational instrument. Gunnar von Hagen sees Central Reporting as a communication platform and fact finder for all decision makers including the operational departments at the hotels.

In addition to NetHotel Analyzer, Central Reporting includes NetHotel Reporter, a set of pre-configured Crystal reports, and NetHotel Info, an interactive online reporting tool with controlled drill-down functionality in a pre-configured environment. While NetHotel Reporter and Info are valuable for the Lindner Sales department and for member reports, NetHotel Analyzer is the tool of choice for Lindner's operational reporting.

Gunnar von Hagen commented: "NetHotel Analyzer, especially the new version – supporting Windows XP Office Components – allows us the flexibility of creating our own reports. Reports are published throughout the hotels and can be looked at via our Citrix environment. Even the most skeptical GMs are using this tool, as they can perform sophisticated analyses and retrieve data that is not available in their local PMS reports."

On a final note, Gunnar von Hagen stated: "Serenata NetHotel is Lindner's CRM tool of choice. With NetHotel Sales, our Sales Managers have all important production and reservation figures available for direct contact and negotiations with their customers. NetHotel Central Reporting is turning into our marketing and operational reporting tool, identifying possible weaknesses for immediate corrective action and future trends. With myLindner, we have created an interactive platform with our customers, which allows us to communicate with our guests throughout all touch points."

Munich-based **Serenata IntraWare GmbH** has established itself as a leading provider for central IT solutions in the hotel industry. With the aim to transform data into knowledge, Serenata integrates its products with existing PMS systems seamlessly. The core element is the management information system for hotel chains, Serenata NetHotel. By means of a central data warehouse and the use of Internet technology, data is centrally analyzed, and the foundation for new markets is created. With NetHotel, Serenata offers a Customer Relationship Management (CRM) solution, which enables hotel chains to develop a customer-centric business strategy. Through strategic cooperation with prominent IT partners, Serenata increases its competence as the main contact for central user-solutions from a sole provider. For more information, please visit www.serenata.com.

Lindner Hotels & Resorts owns 19 four and five-star properties in Germany, Switzerland, and the Balearic islands. According to the motto "Lindner Hotels. Not just better. But different" each hotel presents its own style, which is reflected in the range of services and offers; for example, the first stadium hotel in Europe, the BayArena in Leverkusen, the only on-course hotel on the Royal golf course of Mallorca, or the only five-star wellness resort in Rhineland-Palatinate with a 5.200 square meter spa in the city of Speyer. For more information on Lindner Hotels & Resorts please visit www.lindner.de.

The Mission

To connect all Lindner Hotels & Resorts with a centralized CRM solution and to build a platform for central reservations. Lindner aims to provide a unique and personalized service to individual guests, agents, and key accounts, to enable chain-wide reporting, and to reduce the internal cost structure.

The Scenario

All Lindner hotels had a completely isolated infrastructure. For chain-wide reporting, analyses and mailings, data had to be pulled out of each system manually. This process proved to be error-prone, time consuming and decisive information was missing.

Before implementing the centralized NetHotel environment, Serenata needed to connect all properties within a new corporate network (WAN). Based on this underlying structure, NetHotel could be implemented in a short timeframe.

The Impetus for Change

The reasons for finding a new solution were manifold. Lindner Hotels wanted to restructure and automate their sales process with the focus more on key accounts and easy identification of new key opportunities across all hotels.

In addition, the hotel chain wanted to provide superior guest service and enable guest recognition across all touch-points in any of the Lindner properties. A main target was increased interaction with guests (collaborative CRM) and a centralized integration of the online booking engine, Serenata BookHotel.

During the project, Lindner realized that they needed to streamline their overall reporting process as well. Initially, chain-wide reporting was seen as a welcome side effect offered with NetHotel Base; soon however, chain-wide reporting turned into one of the pillars of the NetHotel solution.

Serenata Solutions Selected

- NetHotel Base
- NetHotel Central Profile
- NetHotel Central Reporting
- NetHotel Sales
- NetHotel SynXis (CRS) Integration
- Serenata BookHotel (since 1999)

The ROI

Thanks to the reengineering process, Lindner was able to optimize internal processes, centralize all customer profiles, and streamline chain-wide reporting. The new solution allows Lindner Hotels & Resorts to access data from all properties, thus enabling the management to identify potential issues and opportunities at once. What is more, new properties can quickly be linked and provided with the complete Lindner standard. The existing customer base is immediately available to new hotels.

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