

### Landal GreenParks

#### Business Introduction Planning & Control environment

Pieter Coens, Director Finance & Control May 24 2011, Olympisch Stadion Amsterdam





Anticipate and shape business outcomes



### Agenda topics

- Business introduction
  - Finance & Control structure
  - Planning & Control systems
  - <u>Planning</u> tool & Cognos reporting
  - Next steps and <u>user experience</u>



#### Introductio

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### **Characteristics of Market Leaders**

	Landal	CentérParcs	Roompot
Number of parks	68	21	217
- Netherlands	47	8	71
- other countries	21	13	146
Av. units per park	165	650	150*
Extensive central facilities	+	+++	+/-
Park Format	Nature, Peace	Entertainment	Various
Gross Revenue	€ 294 m	€ 600 m	€ 224 m
Annual rental per unit	€ 22 k	€ 24-26 k *	€ 15-18 k *
Revenue split			
- Rental	70%	50%	
- Park revenues	30%	50%	
Shareholder	Wyndham	Pierre & Vacances	ABN AMRO Capital



#### Introduction Clear concept and profile of Landal



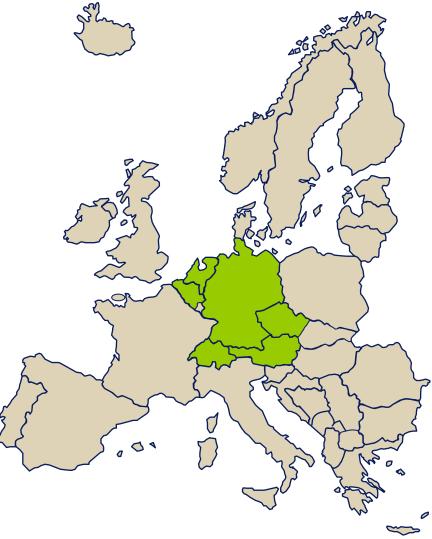
#### What makes the difference

- Experience, Hostmanship and personal attention
- Situation, location and quality
- Price quality



#### Introduction

### Geography



	Locations (11,000 properties)	Guests (2.1 m guests)									
Netherlands	74%	83%									
Germany	13%	9%									
Austria / Switzerland	6%	1%									
Belgium	4%	6%									
Other	3%	1%									
Revenue growth outside NL 2007 – 2010											
German guests + 30% Belgian guests + 50% Other + 80%											



#### Introduction

### Owned and franchised parks

#### Owned Parks (16)

- Real estate owned/leased
- Staff employed by Landal
- Full operational responsibility including F&B, Shops and Entertainment
- All revenue, costs and capital for Landal

#### **Management Contracts** (5)

- · Landal does not own real estate
- Remainder as in owned parks, apart from capital

#### Franchised parks (47)

- Real estate <u>not</u> owned by Landal
- Staff <u>not</u> employed by Landal
- Landal has <u>no</u> operational responsibility
- Revenue is % of rental income.
- Park costs for the account of the owners.

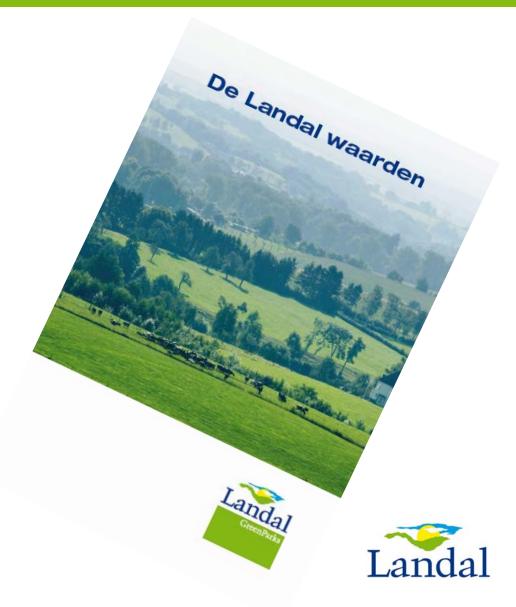


## Focus on growth and excellence

#### Vision

- Balanced Growth
- Operational Excellence





Introduction

### Small impression

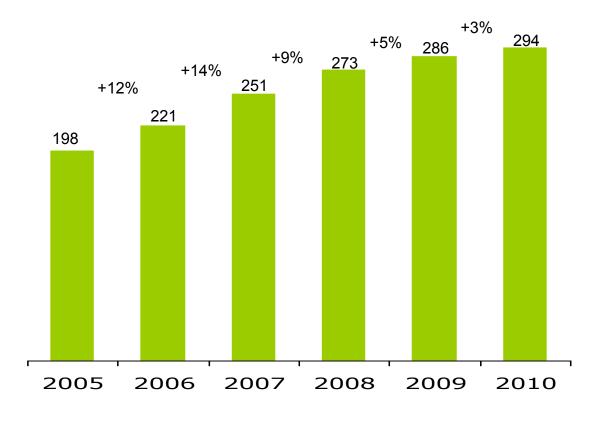


Introductio

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### Significant revenue growth

Revenue (€ mln)





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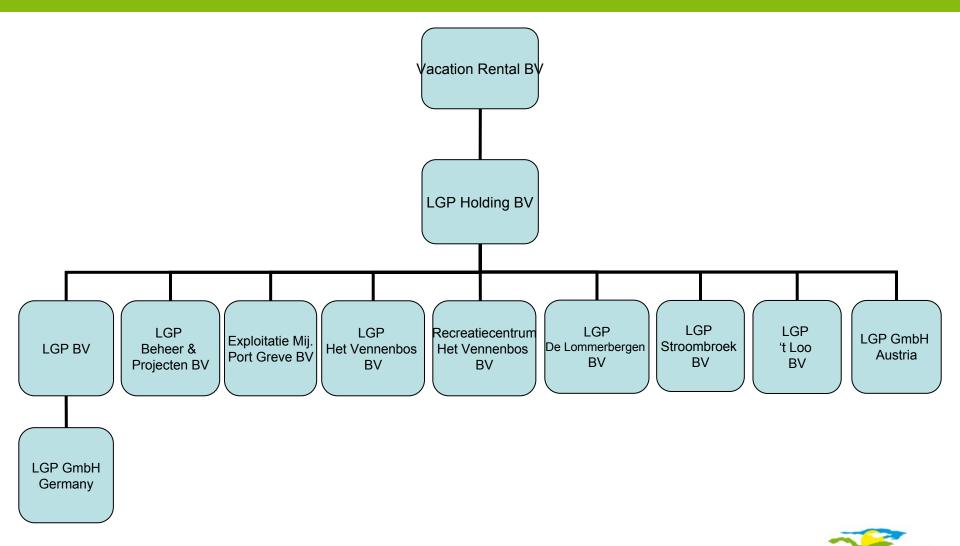
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  - Next steps and <u>user experience</u>



Structure

### Legal Structure

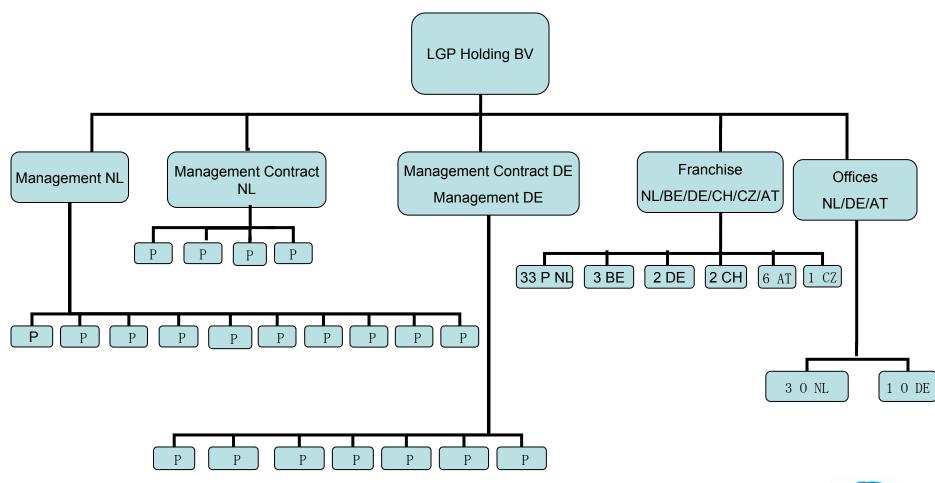


Landal

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Structure

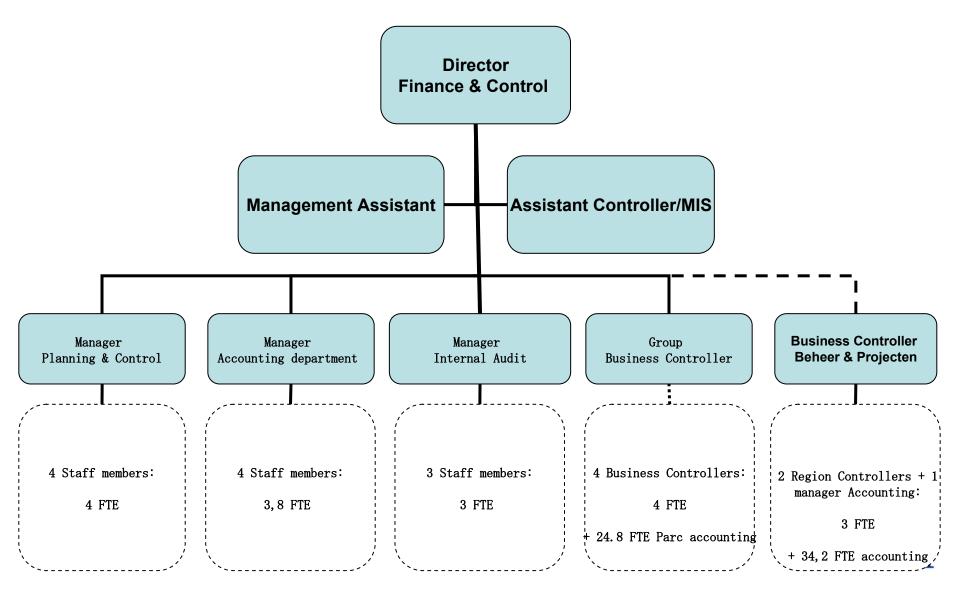
### **Reporting Structure**





#### Structure

### **Corporate Finance & Control**



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  - User <u>experience</u> and next steps



#### Systems

### What did we have?

- Financial reports parks/locations in Excel
- Budget program Rental Revenue Excel
- Budget extra programs specific for operational costs in Excel(housekeeping, energy etc.)
- Overall P&L budget program in Excel

No workflow, complex consolidation Excel ruled the finance organization



#### Systems User experience before Cognos Planning



- Large Excel files
- Maintenance by repair macro's
- Recalculating Excel files takes forever
- Hard to follow the interdependencies
- Overloaded network
- Extensive and long

consolidation process



#### Systems

### Where do we want to go?

Landal integrated solutions on: Actuals

Budget Forecast

- Process control : Workflow Efficiency Communication
- Fast close

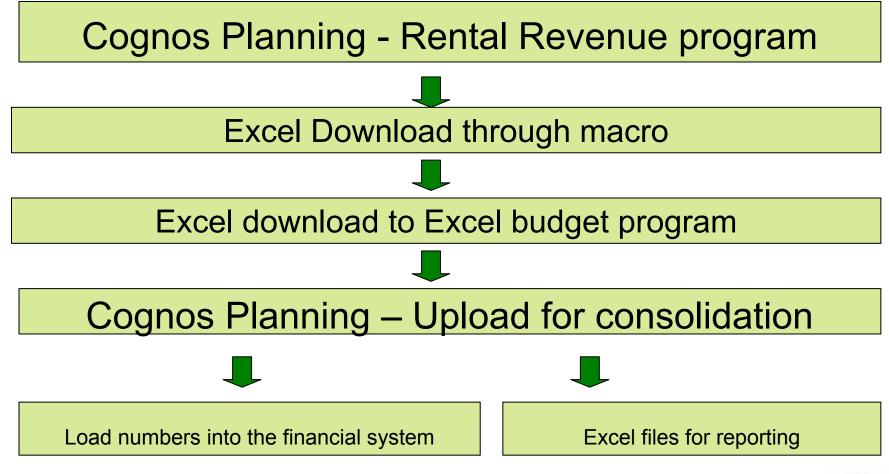
Supporting the business with valid and timely management information With the help of IBM Cognos BI software and planning

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## System Systems for planning, performance & control

#### Systems

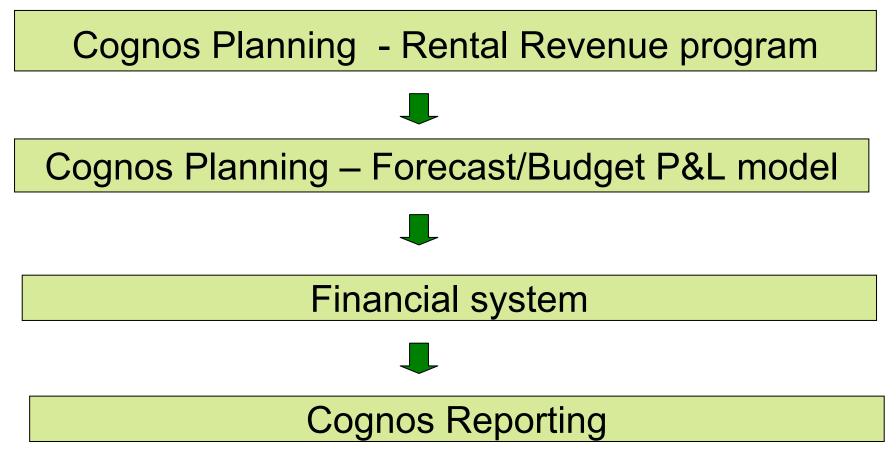
#### Overview of budget proces 2010







### Budget proces 2011





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- Planning & Control systems
- Planning tool & Cognos reporting
  - Next steps and user experience



# Planning tool & Cognos reporting

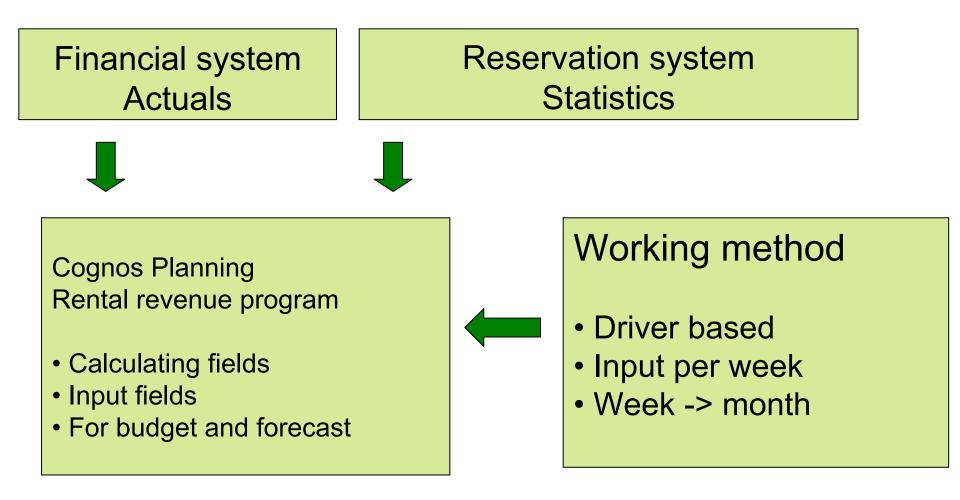
1.Rental Revenue model

2. Forecast/Budget P&L model

3. Financial reporting

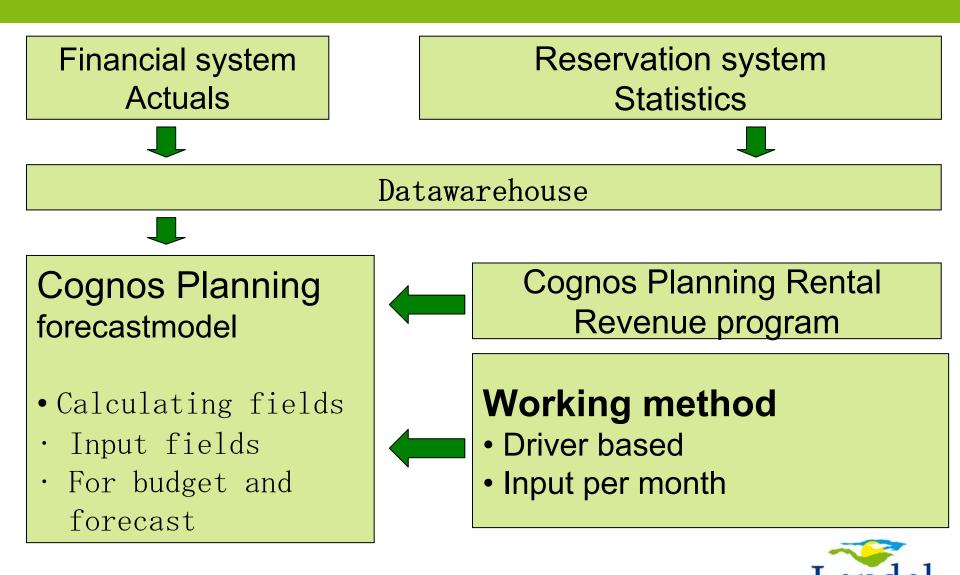


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#### Planning tool Forecast/budget P&L model



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**Planning tool** 

### Driver based Budget/Forecast



Revenue F&B
×
CoS % F&B



Cost of Sales F&B



# Planning tool Forecast/budget model

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			Average s	spending	Guestnights	Output
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Beauty	8505 Sola	rium		0.00	17.663	0
	8580 Beau			0.00	17.663	0
Shop	8400 Sale	s retail		0.00	17.663	0
DEPARTMENTS BE				0.00	0	0
DEPARTMENTS ENERGY	TOTAL			0.00	0	0
DEPARTMENTS FIXED CHARGES				0.00		
	8300 Food			( 1.95	17.663	34.444
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		quet income		0.00	17.663	
	8300 Food			0.00	17.663	0
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		quet income		0.00	17.663	0
	8300 Food			0.03	17.663	530
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		quet income		0.00	17.663	0
	8300 Food			0.29	17.663	5.087
Bar		erage sales		0.70	17.663	12.417
		quet income		0.00	17.663	0
	8300 Food			0.00	17.663	0
Familie / buffet restaurant		erage sales		0.00	17.663	0
		quet income		0.00	17.663	0
	8300 Food			0.00	17.663	0
Indoor Playhouse		erage sales		0.00	17.663	0
		quet income		0.00	17.663	0
	8300 Food			0.00	17.663	0
Pasta / Pizza		erage sales		0.00	17.663	0
		quet income		0.00	17.663	0
	8300 Food			0.70	17.663	12.294
Snackbar		erage sales		0.04	17.663	707
	8320 Band	quet income		0.00	17.663	0
DEPARTMENTS FOOD & BEVERAGE	TOTAL			0.00	0	0

### Financial reporting Actuals/Forecast/Budget/Prev.Year

Period

Cognos

reporting

- Year to date
- Rolling Forecast month +1 +2
- Total year

Both numbers & KPI's

- Drill down opportunity
  - 1. Departments results
  - 2. Outlet results



#### Cognos reporting

### **Financial reporting**

#### × 1000 EURO Period: 2011-04

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Pood E beverage         Field E beverage<	Operating expe	nses	-68	-69	-74	4 -73	98,4%	91,2%	92,5%	-271	-258	-256	105,0%	105,9%	-70	-71	-72	99,3%	97,5%	-920	-955	-802	96,3%	114,7%	
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Deperating expenses P & M         -47         -47         -47         -47         -47         -47         -47         92.9%         98.8%         -227         -21         183         102.8%         124.0%         -39         -44         -42         98.9%         92.1%         -451         -451         99.7%         99.7%         111.7%           Property & Maintenance         -45         -45         -45         97.4%         92.2%         92.1%         115.3%         -458         -453         42.9         92.3%         4.56         4.52         92.5%         94.2%         94.2%         94.3%         4.56	Payroll Property	& Maintenance	-20	-18	-18	3 -19	110,2%	110,2%	101,3%	-74	-73	-75	101,0%	97,6%	-19	-19	-19	100,0%	98,7%	-224	-223	-232	100,3%	96,2%	
Integration       2.0       2.0       3.0       81,0%       81,9%       70,0%       1.44       1.65       91,0%       81,8%       2.25       2.0       98,9%       92,9%       4.19       4.19       4.19       93,9%       95,2%         Judistributed expenses       -120       -121       -127       -134       99,2%       94,9%       99,5%       5.56       5.56       5.56       99,9%       103,3%       -116       -119       -118       96,8%       97,8%       -1.509       -1.522       -1.465       99,1%       103,0%         Cross Operating Profit       269       243       271       201       110,6%       99,3%       133,4%       351       364       255       96,4%       119,1%       222       281       332       778,9%       66,9%       3.132       3.33       2.637       94,5%       118,8%         Charges       -10       -12       -11       10       79,5%       92,0%       96,2%       -37       4.49       76,5%       94,3%       -11       -12       -11       86,3%       94,1%       122       -146       353       83,1%       0.51,0%       363,8%       95,5%       3.16       0.50,8%       0.0       0       0<			-47	-47	-5	-53			88,8%	-227	-221	-183	102,8%	124,0%	-39	-44	-42			-511				111,7%	
$ \begin{array}{c c c c c c c c c c c c c c c c c c c $	Property & Main	ntenance	-67	-65	-69	-73	102,3%	97,4%	92,2%	-301	-294	-259	102,4%	116,3%	-58	-63	-62	92,5%	94,2%	-734	-735	-690	99,9%	106,5%	
And Sector       And Sector <td>Energy costs</td> <td></td> <td>-21</td> <td>-26</td> <td>-20</td> <td>-30</td> <td>81,0%</td> <td>81,9%</td> <td>70,0%</td> <td>-144</td> <td>-158</td> <td>-176</td> <td>91,0%</td> <td>81,8%</td> <td>-25</td> <td>-25</td> <td>-27</td> <td>98,9%</td> <td>92,3%</td> <td>-394</td> <td>-419</td> <td>-414</td> <td>93,9%</td> <td>95,2%</td>	Energy costs		-21	-26	-20	-30	81,0%	81,9%	70,0%	-144	-158	-176	91,0%	81,8%	-25	-25	-27	98,9%	92,3%	-394	-419	-414	93,9%	95,2%	
And Sector       And Sector <td>Undistributed e</td> <td>xpenses</td> <td>-120</td> <td>-121</td> <td>-12</td> <td>-134</td> <td>99.2%</td> <td>94.9%</td> <td>89.5%</td> <td>-576</td> <td>-576</td> <td>-558</td> <td>99.9%</td> <td>103.3%</td> <td>-116</td> <td>-119</td> <td>-118</td> <td>96.8%</td> <td>97.8%</td> <td>-1.509</td> <td>-1.522</td> <td>-1,465</td> <td>99.1%</td> <td>103.0%</td>	Undistributed e	xpenses	-120	-121	-12	-134	99.2%	94.9%	89.5%	-576	-576	-558	99.9%	103.3%	-116	-119	-118	96.8%	97.8%	-1.509	-1.522	-1,465	99.1%	103.0%	
Since And Sin																									
Other Income / costs       0 <th0< th="">       0       <th0< th=""></th0<></th0<>	Gross Operatin	g Profit	269	243	271	201	110,6%	99,3%	133,4%	351	364	295	96,4%	119,1%	222	281	332	78,9%	66,9%	3.132	3.313	2.637	94,5%	118,8%	
BEITDA       25       231       260       191       112,3%       99,6%       135,5%       314       315       225       99,5%       123,1%       211       269       320       78,6%       65,9%       3.01       3.167       2.602       99,5%       115,7%         Depreciation interest       0       <	Fixed Charges												76,5%				-11								
Depreciation netreest 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Other income /	costs	0	0		0 0	/0	/0	-390,1%	0	0	0	/0	-86,2%	0	0	0	/0	0	0	0	0	/0	-37,5%	
nterest 0 0 0 0 0 /0 /0 /0 /0 0 0 0 0 0 /0 /0 /	EBITDA		259	231	260	191	112,3%	99,6%	135,5%	314	315	255	99,5%	123,1%	211	269	320	78,6%	65,9%	3.011	3.167	2.602	95,1%	115,7%	
nterest 0 0 0 0 0 /0 /0 /0 /0 0 0 0 0 0 /0 /0 /	Depreciation		0	0		0 0	/0	/0	/0	0	0	0	/0	/0	0	0	0	/0	/0	0	0	0	/0	/0	
Profit before tax 259 231 260 191 112,3% 99,6% 135,5% 314 315 255 99,5% 123,1% 211 269 320 78,6% 65,9% 3.011 3.167 2.602 95,1% 115,7%	Interest		0	0		0 0			/0	0	0	0	/0	/0	0	0	0		/0	0			/0	/0	
	Profit before tax	×	259	231	260	191	112,3%	99,6%	135,5%	314	315	255	99,5%	123,1%	211	269	320	78,6%	65,9%	3.011	3.167	2.602	95,1%	115,7%	

#### Cognos reporting

### **Financial reporting**

				PER	OD					YEAR TO	DATE			ROLLING	FORECAS	F (actual month+	TOTAL YEAR					
STATISTICS	Actual	Budget	forec ast	Prev. Year	% (actual - budget)	Actual / Forecast	% (act - prev year)	Actual	Budget	Prev. Year	% (actual - budget)	% (act - prev year)	Forecast	Budget	Prev. Year	% (FC-budg)	% (FC-prev year)	Forecast	Budget	Prev. Year	% (FC- budg)	% (FC-prev year)
Total Bungalow nights	5.683	5.023	5.922	4.704	113,1%	96,0%	120,8%	18.339	17.574	16.688	104,4%	109,9%	5.488	5.579	6.201	98,4%	88,5%	71.262	71.682	64.213	99,4%	111,09
Occupancy Bungalow	75,47%	66,71%	78,65%	62,47%	113,14%	95,96%	120,81%	60,89%	58,35%	55,41%	104,35%	109,89%	70,53%	71,70%	79,69%	98,37%	88,50%	74,42%	73,80%	70,09%	100,84%	106,18%
Total Bungalow nights	5.683	5.023	5.922	4.704	113,1%	96,0%	120,8%	18.339		16.688	104,4%	109,9%	5.488	5.579	6.201	98,4%	88,5%	71.262	71.682	64.213	99,4%	111,09
Nights Total	5.683	5.023	5.922	4.704	113,1%	96,0%	120,8%	18.339	17.574	16.688	104,4%	109,9%	5.488	5.579	6.201	98,4%	88,5%	71.262	71.682	64.213	99,4%	111,09
Total Guestnights	23.880	23.161	25.626	19.538	103,1%	93,2%	122,2%	75.390		67.462	105,4%	111,8%	19.983		26.895	93,9%	74,3%	294.341	297.592	259.907	98,9%	113,2%
Total Guestchanges	1.240	1.174	1.275	1.090	105,6%	97,3%	113,8%	4.455		4.152	103,7%	107,3%	1.100	1.114	1.287	98,7%	85,5%	14.949	15.007	13.229	99,6%	113,0%
Guest changes Total	1.240	1.174	1.275	1.090	105,6%	97,3%	113,8%	4.455	C. DATES CONTRACTOR	4.152	103,7%	107,3%	1,100	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1.287	98,7%	85,5%	14.949	15.007	13.229	99,6%	113,0%
Total working hours	6.856	7.254	7.254	7.945	94,5%	94,5%	86,3%	26.445	27.655	35.865	95,6%	73,7%	7.515	7.515	7.239	100,0%	103,8%	88.922	90.132	206.202	98,7%	43,1%
Average Spend																						
Bungalow rent per bungalow night	78,87	81,95	77,00	85,62	96,2%	102,4%	92,1%	64,09	66,35	65,08	96,6%	98,5%	75,46	84,30	80,59	89,5%	93,6%	75,55	78,00	74,39	96,9%	101,6%
Campingrent per campingnight					0	0	0				0	0				0	0				0	(
Other revenue	5,70	5,80	5,75	5,16	98,3%	99,2%	110,4%	5,82		4,58	100.004.00010	127,3%	4,23	4,65	5,22	1000003-000100	80,9%	4,92	4,73	4,74	104,0%	
Food & Beverage	3,47	4,36	3,74	4,31	79,6%	92,8%	80,4%	4,21	4,65	4,55	141868301	92,4%	3,96		3,87	100,0%	102,3%	4,12	4,22	4,05	97,7%	101,7%
Food	2,40	3,00	2,49	2,99	80,2%	96,6%	80,5%	2,74		2,97	90,6%	92,2%	2,66	2,66	2,61	100,0%	101,8%	2,78	2,84	2,73	97,8%	101,9%
Beverage	1,06	1,36	1,25	1,32	78,3%	85,0%	80,3%	1,47	1,63	1,59	90,2%	92,8%	1,30		1,25	100,0%	103,5%	1,35	1,38	1,33	97,5%	101,4%
Shop	2,46	2,53	2,33	2,41	97,1%	105,5%	102,1%	2,54	2,60	2,51	97,7%	101,3%	2,57	2,67	2,61	96,3%	98,3%	2,66	2,68	2,61	99,0%	101,6%
Sport & Recreation	1,00	1,03	0,89	1,08	97,1%	112,4%	92,6%	1,14	1,14	1,20	99,5%	95,2%	1,10	1,16	1,30	94,6%	84,2%	1,11	1,12	1,14	99,3%	97,1%
COS %																	i i i i i i i i i i i i i i i i i i i					
Food & Beverage	27,35%	26,73%	26,49%	26,50%	102,32%	103,24%	103,21%	110000000000000000000000000000000000000	26,32%	26,85%	101,88%	99,88%	51.00	26,56%	26,76%	100,00%	99,24%	26,65%	26,52%	26,67%	100,50%	99,93%
Food	33,24%	30,00%	30,00%	29,82%	110,81%	110,81%	111,46%	31,48%		31,23%	104,95%	100,80%	30,00%		30,32%	100,00%	98,93%	30,37%		30,47%	101,25%	
Beverage	14,01%	19,50%	19,50%	18,99%	71,86%	71,86%	73,80%	18,13%	19,50%	18,64%	92,96%	97,28%	19,50%		19,33%	100,00%	100,87%	18,96%	19,35%	18,86%	97,98%	100,56%
Shop	60,94%	64,23%	62,19%	64,56%	94,88%	98,00%	94,39%	63,57%		67,08%	99,05%	94,76%	62,51%		63,08%	96,89%	99,10%	62,78%	64,43%	63,61%	97,43%	98,70%
Sport & Recreation	30,58%	30,96%	32,92%	37,47%	98,77%	92,88%	81,59%	32,68%	28,99%	29,91%	112,73%	109,28%	32,72%	31,71%	30,09%	103,17%	108,72%	34,21%	33,30%	36,95%	102,73%	92,57%
Lifestyle					0	0	0				0	0				0	0				0	
Payroll/Sales %																						
Reception	3,51%	3,01%	3,32%	3,30%	116,51%	105,85%	106,31%	5,03%	4,16%	4,41%	120,73%	114,03%	3,14%	2,85%	2,75%	110,22%	113,85%	3,18%	2,90%	3,33%	109,80%	95,62%
Food & Beverage	52,79%	43,71%	44,73%	51,70%	120,77%	118,01%	102,10%	51,09%	49,52%	50,39%	103,18%	101,39%	56,87%	53,30%	45,80%	106,71%	124,17%	46,70%	46,59%	46,81%	100,23%	99,75%
Shop	18,02%	16,40%	18,74%	20,88%	109,87%	96,16%	86,33%	21,65%		22,00%	109,10%	98,43%	19,33%		17,13%	106,44%	112,89%	18,08%	17,53%	19,39%	103,13%	93,25%
Sport & Recreation	39,15%	47,83%	43,32%	41,77%	81,85%	90,37%	93,74%	42,21%	55,44%	50,80%	76,14%	83,08%	64,45%	51,22%	37,29%	125,83%	172,86%	45,39%	45,17%	44,24%	100,48%	102,59%
Lifestyle					0	0	0				0	0				0	0				0	C
Productivity per hour																						
Reception	590,86	561,74	624,47	477,97	105,2%	94,6%	123,6%	418,59	408,67	313,38	102,4%	133,6%	560,30	635,78	621,41	88,1%	90,2%	579,19	599,47	458,65	96,6%	126,3%
Food & Beverage	31,44	36,54	34,70	21,93	86,0%	90,6%	143,4%	32,45	30,34	20,22	107,0%	160,5%	26,37	28,09	35,94	93,9%	73,4%	35,98	35,96	28,76	100,1%	125,1%
Shop	75,57	97,66	99,52	83,60	77,4%	75,9%	90,4%	71,86	81,17	66,37	88,5%	108,3%	129,57	143,41	95,63	90,4%	135,5%	98,86	105,95	82,73	93,3%	119,5%
Sport & Recreation	25,43	23,02	22,00	28,57	110,5%	115,6%	89,0%	22,95	20,27	18,19	113,2%	126,2%	18,56	20,91	36,00	88,8%	51,6%	24,59	24,49	22,38	100,4%	109,8%
Total productif hours																						
Reception	813	785	785	893	103,7%	103,7%	91,0%	3.063	3.054	3.709	100,3%	82,6%	781	781	856	100,0%	91,2%	9.901	9.892	11.078	100,1%	89,4%
Food & Beverage	2.634	2.761	2.761	3.842	95,4%	95,4%	68,6%	9.779	10.966	15.195	89,2%	64,4%	2.998	2.998	2.893	100,0%	103,6%	33.731	34.919	36.638	96,6%	92,1%
Shop	777	600	600	563	129,4%	129,4%	138,0%	2.664	2.289	2.547	116,4%	104,6%	396	396	735	100,0%	53,9%	7.906	7.531	8.209	105,0%	96,3%
Sport & Recreation	943	1.040	1.040	741	90,6%	90,6%	127,2%	3.740	4.034	4.434	92,7%	84,4%	1,181	1.181	973	100,0%	121,4%	13.275	13.568	13.258	97,8%	100,1%
Av. Hourly wage productivity	-		0																			
Reception	20,76	16,94	20,72	15,79	122,6%	100,2%	131,4%	21,04	17,01	13,81	123,7%	152,3%	17,57	18,09	17,12	97,1%	102,7%	18,43	17,37	15,26	106,1%	120,7%
Food & Beverage	16,60	15,97	15,52	11,34	103,9%	106,9%	146,4%	16,58	15,03	10,19	110,4%	162,7%	15,00	14,97	16,46	100,2%	91,1%	16,80	16,75	13,46	100,3%	124,8%
Shop	13,62	16,02	18,65	17,45	85,0%	73,0%	78,0%	15,56	16,11	14,60	96,6%	106,6%	25,05	26,05	16,38	96,2%	153,0%	17,87	18,57	16,04	96,2%	111,4%
Sport & Recreation	9,96	11,01	9,53	11,93	90,4%	104,4%	83,4%	9,69	11,24	9,24	86,2%	104,8%	11,96	10,71	13,42	111,7%	89,1%	11,16	11,06	9,90	100,9%	112,7%
% Hours								-			-		-									
% Productive	94,11%	92,25%	92.25%	95,45%	102,01%	102.01%	98,59%	92,74%	95,58%	93,84%	97.02%	98.82%	90.29%	90.29%	94,30%	100.00%	95,75%	91,57%	92,45%	96,55%	99.04%	94,84%
% Not productive	1,33%	5,38%	5,38%	2,61%	88,91%	88,91%	316,70%	1,23%		3,14%	146,69%	144,89%	0,61%	0,61%	2,43%	200,00%	52,05%	1,28%	1,52%	0,83%	175,62%	422,99%
% Sickness absenteeism	1,96%	0,28%	0,28%	0,29%	697,97%	697,97%	684,64%	3,42%	0,50%	1,01%	680,05%	339,49%	0,30%	0,30%	0,27%	100,00%	111,41%	1,29%	0,43%	0,46%	303,68%	278,93%
% Holiday	2,60%	2,08%	2,08%	1,65%	124,77%	124,77%	156,90%	2,61%		2,01%	139,13%	129,77%	8,80%		3,01%	100,00%	292,78%	5,87%	5,60%	2,15%	104,81%	10000000000
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### Agenda topics

- Business introduction
- Finance & Control structure
- Planning & Control cyclus and systems
- <u>Planning</u> tool & Cognos reporting
- Next steps and <u>user experience</u>



### Next steps What have we achieved v.s. where do we want to

What do we have

<u>Planning</u>

Rental Revenue program

Forecast/Budget model

#### <u>Reporting</u>

Monthly P&L reports

Budget P&L reports

Monthly weekly reports on bookings

What do we want to have <u>Planning</u> Cashflow planning tool Top down budget/fc model Predictive modelling on yield and pricing Forecasting Oper.Man.Info

#### <u>Reporting</u>

Balance sheet reports

Forecast variance P&L reports

Benchmark reports



#### User experience USEr experience using Cognos



- Central database, more efficient
- Reduced errors in programs because of central control of calculation methods
- More control on progress through workflow
- More time for analyzing the numbers vs the time to produce the numbers

## User experience using Cognos



Result more effective and substantiative budget/forecast Focus on controlling, analyzing and forecasting Improving forecast output month by month



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