



Landal GreenParks

Business Introduction
Planning & Control environment

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IBM Finance Forum 2011
Anticipate and shape business outcomes



Agenda topics

- ➔ • Business introduction
- Finance & Control structure
- Planning & Control systems
- Planning tool & Cognos reporting
- Next steps and user experience

Characteristics of Market Leaders

			
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

Note: *Estimate



Clear concept and profile of Landal

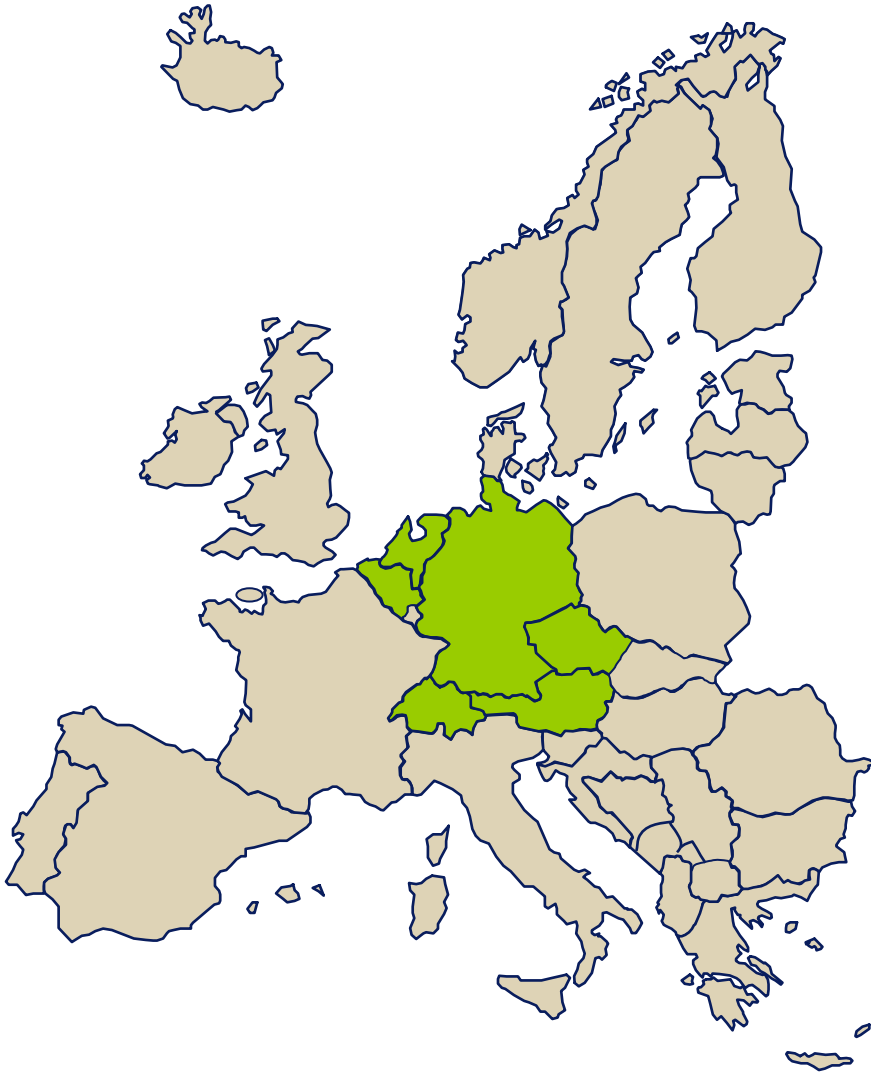


What makes the difference

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



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%

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 not owned by Landal
- Staff not employed by Landal
- Landal has no 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

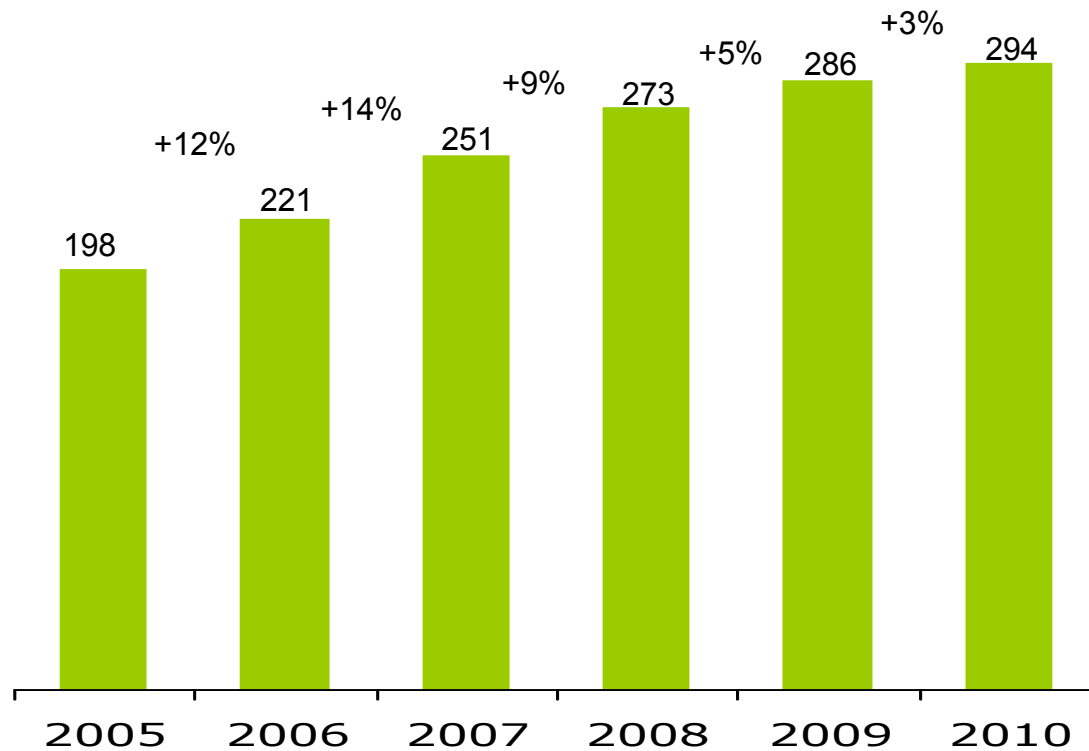


Small impression



Significant revenue growth

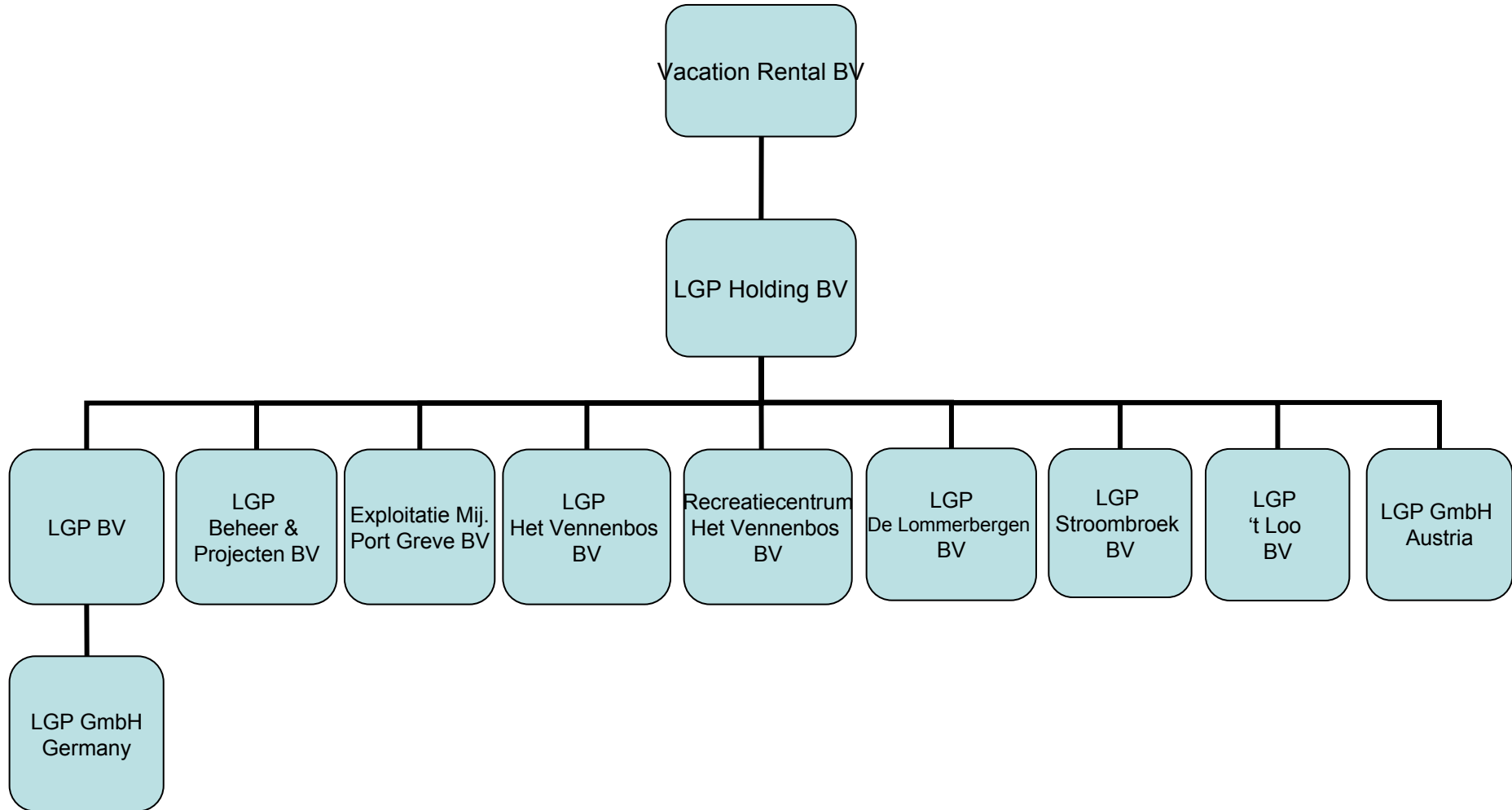
Revenue (€ mln)



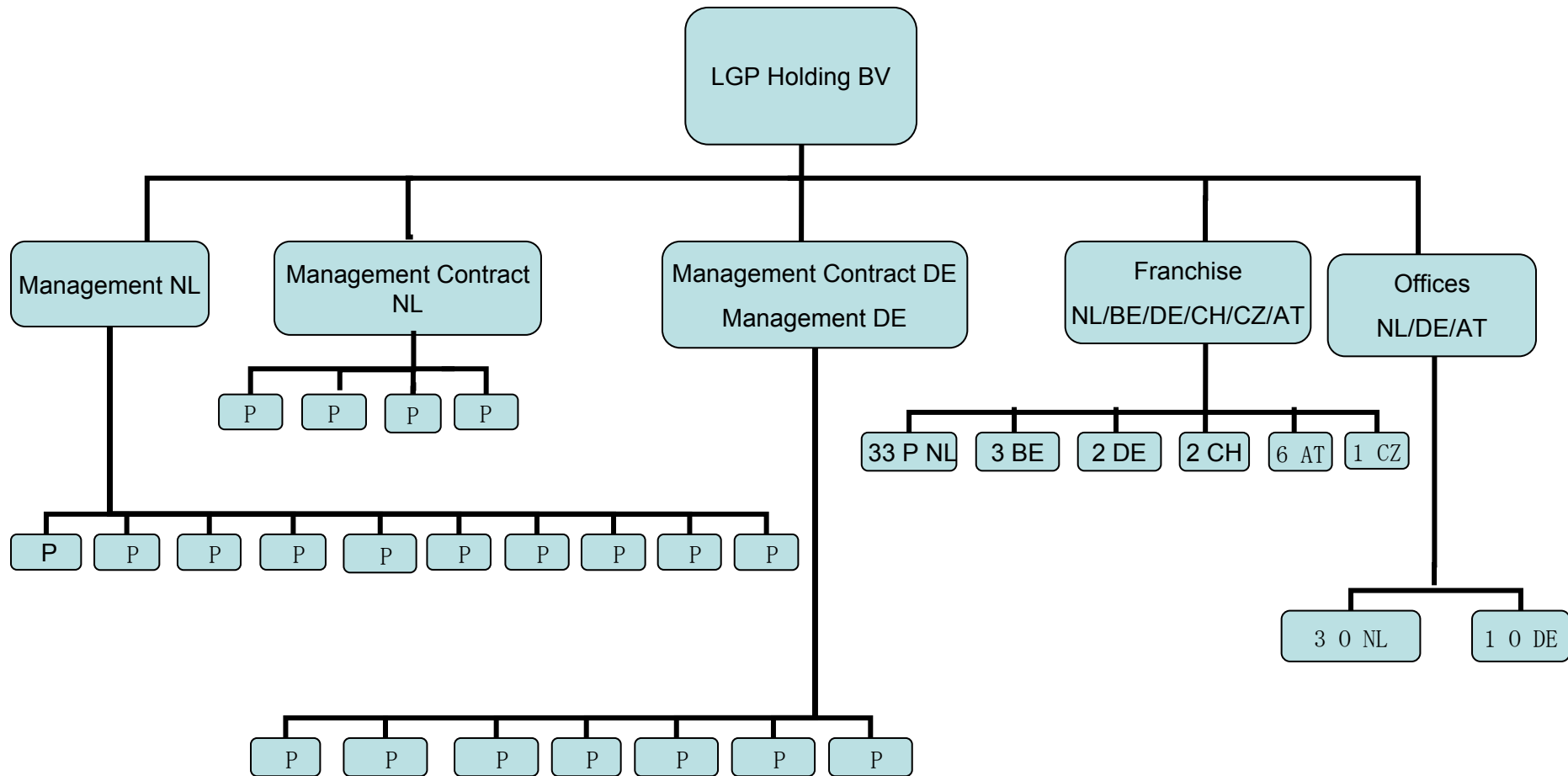
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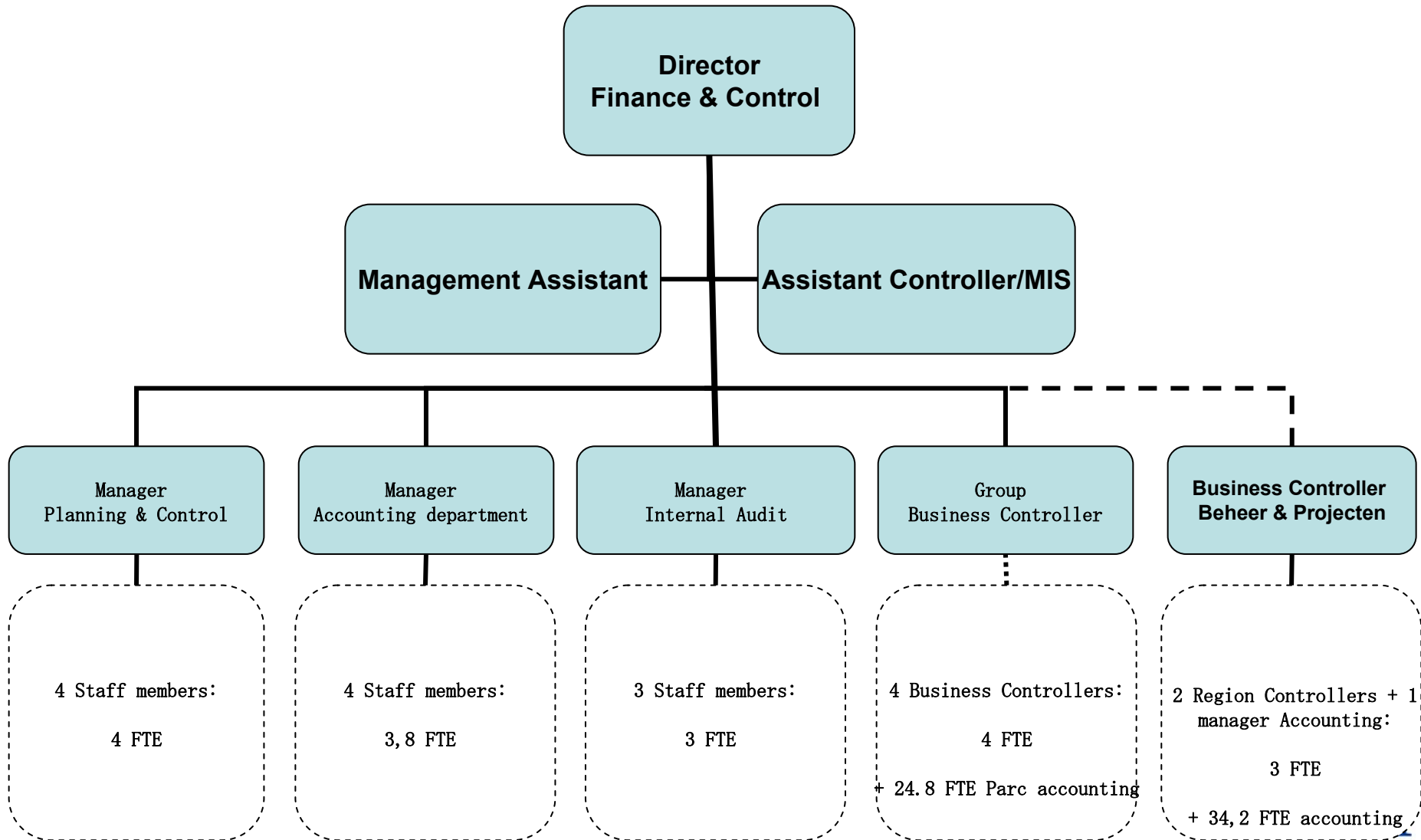
Legal Structure



Reporting Structure



Corporate Finance & Control



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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

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

Where do we want to go?

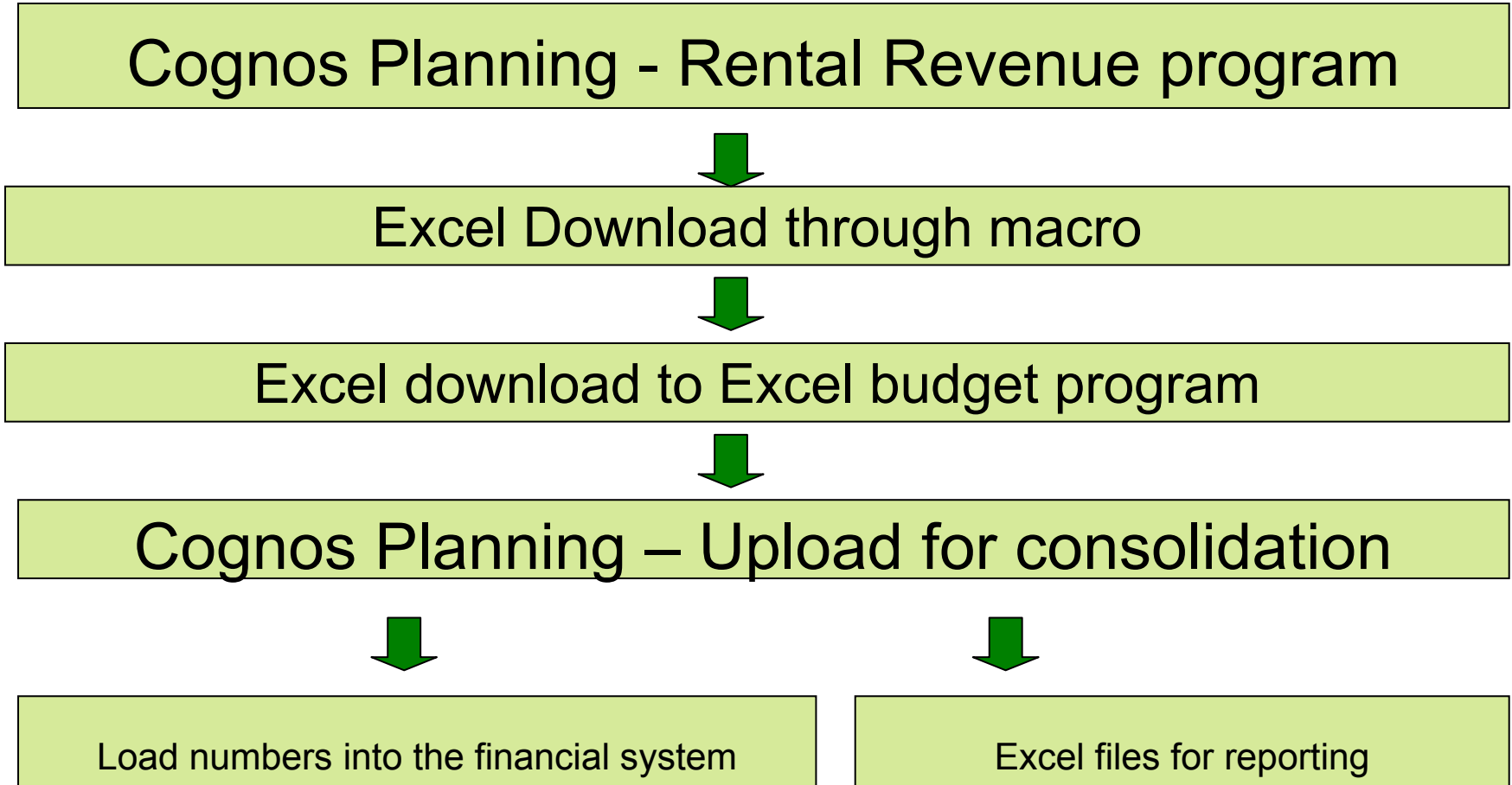
- Landal integrated solutions on: Actuals
Budget
Forecast
- Process control : Workflow
Efficiency
Communication
- Fast close

Supporting the business with valid and timely management information

With the help of IBM Cognos BI software and planning

Systems for planning, performance & control

Overview of budget proces 2010



Budget proces 2011

Cognos Planning - Rental Revenue program



Cognos Planning – Forecast/Budget P&L model



Financial system



Cognos Reporting

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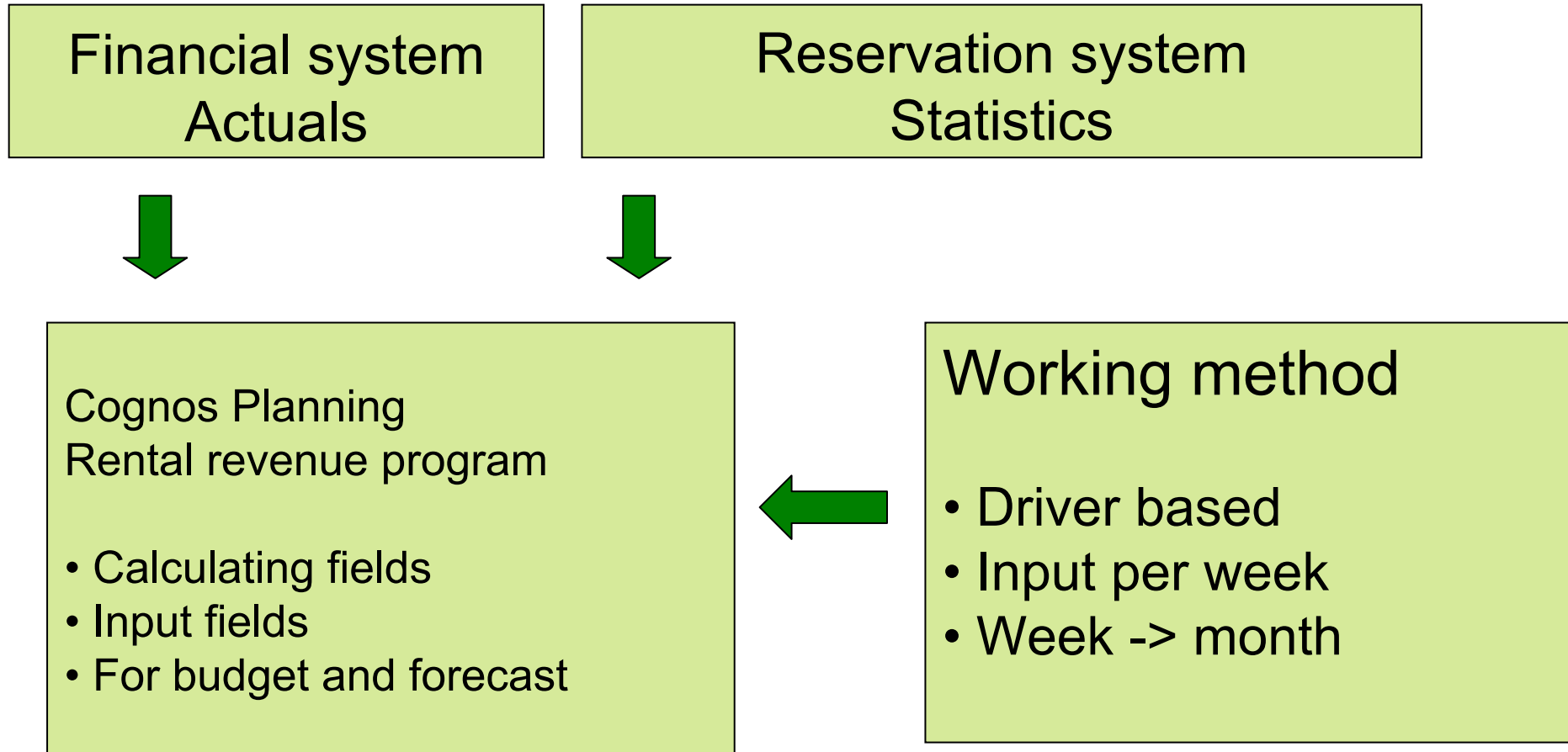
Planning tool & Cognos reporting

1. Rental Revenue model

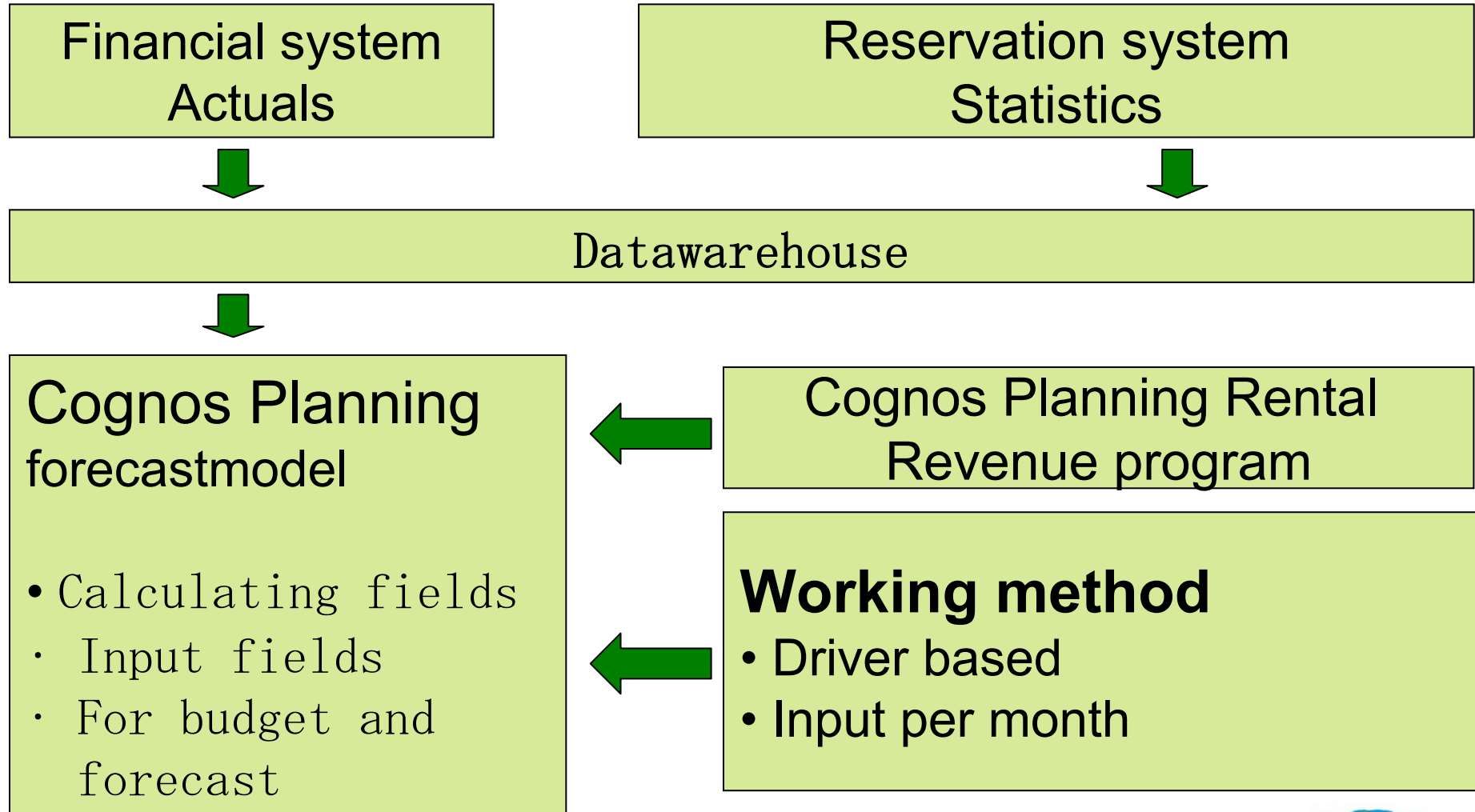
2. Forecast/Budget P&L model

3. Financial reporting

How does the Rental Revenue program works?



Forecast/budget P&L model



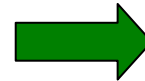
Driver based Budget/Forecast

- Guestnight
×
• Average spend F&B



Revenue F&B

- Revenue F&B
×
• CoS % F&B



Cost of Sales F&B

Forecast/budget model

guestnight

2010		March	Forecast	21
		Average spending	Guestnights	Output
OTHER DEPARTMENTS	TOTAL	0.00	0	0
DEPARTMENTS ADM. & GENERAL		0.00	0	0
Beauty	8504 Sauna	0.00	17.663	0
	8505 Solarium	0.00	17.663	0
	8580 Beautyparlor	0.00	17.663	0
Shop	8400 Sales retail	0.00	17.663	0
DEPARTMENTS BE	TOTAL	0.00	0	0
DEPARTMENTS ENERGY	TOTAL	0.00	0	0
DEPARTMENTS FIXED CHARGES	TOTAL	0.00	0	0
A la Carte Restaurant	8300 Food sales	1.95	17.663	34.444
	8310 Beverage sales	1.06	17.663	18.723
	8320 Banquet income	0.00	17.663	0
A la Carte Restaurant 2	8300 Food sales	0.00	17.663	0
	8310 Beverage sales	0.00	17.663	0
	8320 Banquet income	0.00	17.663	0
Banqueting	8300 Food sales	0.03	17.663	530
	8310 Beverage sales	0.01	17.663	177
	8320 Banquet income	0.00	17.663	0
Bar	8300 Food sales	0.29	17.663	5.087
	8310 Beverage sales	0.70	17.663	12.417
	8320 Banquet income	0.00	17.663	0
Familie / buffet restaurant	8300 Food sales	0.00	17.663	0
	8310 Beverage sales	0.00	17.663	0
	8320 Banquet income	0.00	17.663	0
Indoor Playhouse	8300 Food sales	0.00	17.663	0
	8310 Beverage sales	0.00	17.663	0
	8320 Banquet income	0.00	17.663	0
Pasta / Pizza	8300 Food sales	0.00	17.663	0
	8310 Beverage sales	0.00	17.663	0
	8320 Banquet income	0.00	17.663	0
Snackbar	8300 Food sales	0.70	17.663	12.294
	8310 Beverage sales	0.04	17.663	707
	8320 Banquet income	0.00	17.663	0
DEPARTMENTS FOOD & BEVERAGE	TOTAL	0.00	0	0

Financial reporting

Actuals/Forecast/Budget/Prev.Year

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

Both numbers
& KPI's

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

Financial reporting

STATISTICS	PERIOD					YEAR TO DATE					ROLLING FORECAST (actual month+1)					TOTAL YEAR						
	Actual	Budget	forecast	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%	111,0%
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	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%	111,0%
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%	111,0%
Total Guestnights	23 880	23 161	25 626	19 538	103,1%	93,2%	122,2%	75 390	71 507	67 462	105,4%	111,8%	19 983	21 288	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	4 298	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	4 298	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%
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	0
Other revenue	5,70	5,80	5,75	5,16	98,3%	99,2%	110,4%	5,82	4,66	4,58	124,8%	127,3%	4,23	4,65	5,22	90,9%	80,9%	4,92	4,73	4,74	104,0%	103,9%
Food & Beverage	3,47	4,36	3,74	4,31	79,6%	92,8%	80,4%	4,21	4,65	4,55	90,5%	92,4%	3,96	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	3,02	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	1,30	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 %																						
Food & Beverage	27,35%	26,73%	26,49%	26,50%	102,32%	103,24%	103,21%	26,82%	26,32%	26,85%	101,88%	99,88%	26,56%	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%	30,00%	31,23%	104,95%	100,80%	30,00%	30,00%	30,32%	100,00%	98,93%	30,37%	30,00%	30,47%	101,25%	99,68%
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%	19,50%	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%	64,18%	67,08%	99,05%	94,76%	62,51%	64,51%	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%	108,28%	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	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%	19,84%	22,00%	109,10%	98,43%	19,33%	18,16%	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	0
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%	109,6%
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%	3 996	3 996	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																						
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%	96,82%	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%	2,04%	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%	303,88%	278,93%
% Holiday	2,60%	2,08%	2,08%	1,65%	124,77%	124,77%	156,90%	2,61%	1,88%	2,01%	139,13%	129,77%	8,80%	8,80%	3,01%	100,00%	292,78%	5,87%	5,60%	2,15%	104,81%	272,55%

Agenda topics

- Business introduction
- Finance & Control structure
- Planning & Control cyclus and systems
- Planning tool & Cognos reporting
- ➔ • Next steps and user experience

What have we achieved v.s. where do we want to do

What do we have

Planning

Rental Revenue program

Forecast/Budget model

Reporting

Monthly P&L reports

Budget P&L reports

Monthly weekly reports on bookings

What do we want to have

Planning

Cashflow planning tool

Top down budget/fc model

Predictive modelling on yield and pricing

Forecasting Oper.Man.Info

Reporting

Balance sheet reports

Forecast variance P&L reports

Benchmark reports

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 Planning



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



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