CRITICAL KPI´s TP 2018

APRIL 2018

INDEX

DATA QUALITY.OPTIN EMAIL (1/2)

1.Objective

To increase **the quality of our databases** and be able to impact commercially to the clients. Our company is **customer centric** so is basic to "know" our customers. This KPI will be impacted by GDPR **project** (European data protection regulation) since this May.

2. Rating

Valuable.

3.Definition

TP Office is measuring the **quantity** of optin e-mails:

1. **Name** and **surname** correct. If the acquisition complies with the SAP style manual.
2. Email with correct structure :"@" and "."
3. Receiving email into inbox.

4. Data Source

INNOVA

5. Owner

CRM

6. How & When

TP Office prepare and distribute a report with the total number of emails and the users that have acquired (nominate or generic).

7. Target

CRM has set a quantitative target per hotel and month taking into consideration:

- 2017 results
- Number of rooms
- Identified consumptions
- Other closings, refurbish

DATA QUALITY.OPTIN EMAIL (2/2)

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Use the transaction ZCRM_HUESPED_HOTEL in order to check the email acquired in CRM :

Creación de Huéspedes por fecha.

Código de Clien...	Usuario de Creación	Nombre Usuario Creación	Fecha de Creación	Fecha de Act...	Nombre de Cliente	Nacionalidad	VAT	Idioma	Email
0049692652	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	BRAULIA GIMENEZ PINEDA	AR		S	NO E-MAIL
0049692667	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	CARLA MILENA CARTAGENA	AR		S	NO E-MAIL
0049680100	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	ANALIA PROVENZANO CARBALLO	ES	47401158K	S	provensano.caballo@gmail.com
0049682843	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	CARLOS FOUCES SIERRA	ES	07986520T	S	cfouzas@hotmail.com
0049693649	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	CLAUDIA ALVARADO DE RAMIREZ	US	501768543	E	clau1625@hotmail.com
0049707545	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	05.03.2017	05.03.2017	JOSUE GOMEZ GONZALEZ	ES	54051877Z	S	NO E-MAIL
0049686684	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	ANA HELOISA REHEL GUERREIRO BOTO	PT		P	NO E-MAIL
0049680467	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	KUI XIAO	US		E	kxiao94@yahoo.com
0049692265	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	SANDRA VIVIANA FALCIGLIA	AR		S	sandrafalciglia@gmail.com
0049692634	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	CARLOS EDUARDO CARTAGENA MACHIARENA	UY		S	cecartagena1@gmail.com
0049697331	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	JOSE MIGUEL RUIZ PALACIO	ES	25482929X	S	josemirp84@gmail.com
0049685553	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	NANCY ELIZABETH ALBANESE	IT		I	nealbanese2003@yahoo.com.mx
0049696680	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	MARIANELA ELIZABETH SANTANDER ARROY	CL		S	marianelasantander@gmail.com
0049696988	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	NATALIA MARIA CORTES GARCIA	ES	06978806P	S	nacorga@hotmail.com
0049690709	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	OIHAN AGIRREGOIKOA BIKANDI	FM	45667053R	E	oihanagirregoikoa@gmail.com
0049690711	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	ANTONIO LOUZAN BEMPOSTA	ES	35282878G	S	NO E-MAIL
0049690794	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	NURIA BRAVO MONCADA	ES	72395025H	S	nuribra80@gmail.com
0049687698	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	LAURA EUGENIA RICO RODRIGUEZ	MX		S	NO E-MAIL
0049701361	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	PEDRO MANUEL AU QRRIRA CALDRIRA DI	PT		P	NO E-MAIL
0049708916	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	05.03.2017	05.03.2017	NURIA AZCARATE BLASCO	ES	52449387A	S	NO E-MAIL
0049690651	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	ANGELICA CARMEN CABELLO PLAZA	ES	08833946Z	S	angelicacp20@hotmail.com
0049692194	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	JOSE SOLE PICABEA	ES	51089635B	S	NO E-MAIL
0049686673	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	FRANCOIS MARCEL DANIEL MOULIAS	FR	12AH24466	F	NO E-MAIL
0049693224	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	PATRICIA PRADO DIAZ	ES	44862307W	S	patprado67@hotmail.com
0049708680	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	05.03.2017	05.03.2017	RUBEN CANDAS VICTORERO	ES	71653430N	S	NO E-MAIL
0049686746	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	03.03.2017	03.03.2017	ISABEL GRASSET CARDIM	PT		P	NO E-MAIL
0049692868	HESPARAVREC1	NH PARQUE AVENIDAS RECEPCIONIST	04.03.2017	04.03.2017	JOSE PASCUAL LORENZO RUIZ	ES	22676017H	S	josecalzadoselche@gmail.com

Pay attention to these fields:

1. Customer number
2. User
3. Customer name
4. Email

DATA QUALITY.PID Duplicated (1/2)

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When CRM was migrated the database (for companies & agencies) was clean. With TMS roll out **the % of companies duplicates grew dramatically**, causing issues related with:

- **Accuracy of the production** related to companies (implications in reporting, sales MBOs, PET).
- **Invoice issues** .
- **Customers complaining** and asking for contracted rates (impossible to be linked properly if there is not a relationship in CRM)
- BI created an algorithm to check **possible duplicate** that 95% of the words into a "Company name" are the same (if PID nationality is the same as the correct one).

1.Objective

2. Rating

Detractable.

3.Definition

Number of PID´s (company & travel agency) created in a month.

4. Data Source

TMS

5. Owner

Commercial.

6. How & When

TP Office prepare and distribute a report in the beginning of the month. This information is reviewed by TP Leader verifying if the results are real duplicates

7. Target

More than 2 PID´s duplicated per hotel and month created

DATA QUALITY.PID Duplicated (2/2)

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REVIEW PROCESS

Use the transaction : ZCRM_COMPANIES_HOTEL in order to obtain the companies and travel agencies PID´s created.

Client list by creation or modification date

Customer Number	Account Group	User	Full Name	Creation Date	Modification Date	Customer Name	Country	TAX Number
1100022269	SH02	XADDEC000191	MILAGROS PALOMINO CALDERON	01.09.2017	01.09.2017	MAB TURISMO SRL	AR	33714833079
1100022263	SH02	HITAMALFREC1	NH COLLECTION GRAN CONVENTO AMALFI RECEPCIONIST	01.09.2017	01.09.2017	VIRGINIA TRAVEL	IT	08697890963
1100022270	SH02	XADDEC000191	MILAGROS PALOMINO CALDERON	01.09.2017	18.09.2017	TURISMO INTERNACIONAL DEL ORIENTE S	CO	9004881140
1100022264	SH02	E00000114605	INGRID YANET RODRIGUEZ CORTEZ	01.09.2017	01.09.2017	SALTO CATEDRAL ECOTRAVELS C.A	VE	J-40867693-1
1100022255	SH02	XADDEC000190	GONZALO GARCIA RUIS	01.09.2017	08.01.2018	LUPUS-TRAVEL LTD	HU	12123122
1100022256	SH02	XADDEC000018	ANGELES RIOPEDREZ DOMINGUEZ	01.09.2017	01.09.2017	CORPORATE DIMENSION LTD	US	NO VAT
1100022240	SH02	XADDEC000017	SILVIA MARTIN ARTEAGA	01.09.2017	01.09.2017	MUNDITINERA	IT	03503600045
1100022251	SH02	XADDEC000071	MARTA CRUZ LOPEZ	01.09.2017	01.09.2017	ARTE GMBH	DE	DE811696695
1100022254	SH02	XADDEC000009	MARIA DE BENITO CAVERO	01.09.2017	01.09.2017	TOP RATINGS INTERNET SOLUTIONS	NL	32152390
1100022257	SH02	XADDEC000190	GONZALO GARCIA RUIS	01.09.2017	01.09.2017	GROUPE ORMES	FR	44342860200090
1100022252	SH02	XADDEC000027	JOSE MANUEL POLO HERVAS	01.09.2017	14.09.2017	EQB BUSINESS SUPPORT TRAVEL SLU	ES	B12990305
1100022250	SH02	XADDEC000071	MARTA CRUZ LOPEZ	01.09.2017	01.09.2017	VEROZI PTY LTD TA ONDA TRAVEL	AU	9680
1100022262	SH02	XADDEC000017	SILVIA MARTIN ARTEAGA	01.09.2017	01.09.2017	L ONDA PERFETTA	IT	02447190345
1100022253	SH02	XADDEC000053	JUAN BONET LORENTE	01.09.2017	01.09.2017	UMBRELLA HOLIDAYS S.R.O	CZ	NO VAT
1100022241	SH02	XADDEC000017	SILVIA MARTIN ARTEAGA	01.09.2017	18.09.2017	CARLSON WAGONLIT TRAVEL	CH	NO VAT
1100022268	SH02	XADDEC000191	MILAGROS PALOMINO CALDERON	01.09.2017	01.09.2017	BRAZILAO EXPERIENCE TURISMO LTDA ME	BR	NO VAT
1100022267	SH02	HMXVALDOREC1	NH VALLE DORADO RECEPCIONIST	01.09.2017	01.09.2017	COMERCIALIZADORA KYOUDAI SA DE CV	MX	CKY090928J26
2200476038	SH03	E00000079660	PATRICIA MARIA GONZALEZ MEDINA	01.09.2017	01.09.2017	COSMEX INTERNACIONAL SA DE CV	MX	CIN900827BH0
2200476046	SH03	HMXZLEONREC2	NH COLLECTION LEON EXPO RECEPCIONIST	01.09.2017	01.09.2017	CARLOS RIVERA VAZQUEZ	MX	RIVC570718M94
2200476019	SH03	E00000079660	PATRICIA MARIA GONZALEZ MEDINA	01.09.2017	01.09.2017	GCS IMAGEN EMPRESARIAL SA DE CV	MX	GCS940307TZ3
2200476037	SH03	E00000079660	PATRICIA MARIA GONZALEZ MEDINA	01.09.2017	01.09.2017	KENSA NDT S DE RL DE CV	MX	KND1609233Q9
2200476047	SH03	E00000114605	INGRID YANET RODRIGUEZ CORTEZ	01.09.2017	01.09.2017	REPRESENTACIONES TRAVEL C	VE	J-29859186-2

Pay attention to these fields:

1. Customer number
2. User
3. Customer name
4. Tax number

DATA QUALITY.IDENTIFIED CONSUMPTIONS (1/2)

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1.Objective

To measure the **correct identification of the individual client** during the stay in the hotel. TP Office includes BAR,OTH and COR segments excluding no shows and cancellations fees:

- In several countries is mandatory is to identify the individual guest.
- This KPI will be impacted by **GDPR project** (European data protection regulation) since this May.

2. Rating

Valuable.

3.Definition

Total identified clients over total clients created/modified in CRM per month.

4. Data Source

BO and TMS

5. Owner

CRM

6. How & When

TP Office prepare and distribute a report with the total number of individual guests

7. Target

99% in Spain & Italy
95% Other countries

DATA QUALITY.IDENTIFIED CONSUMPTIONS (2/2)

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REVIEW PROCESS

You can use: /CCSHT/RC_SI_001_ALV Housed Guest in order to check if all the clients are created in CRM.

Housed guests

Hotels: ESMD.EUROB NH Collection Eurobuilding COLLECTION
In-House date:[07 / 03 / 2018 - 07 / 03 / 2018]

E00000075222 - 08. March 2018 - 16:06:37

Hotel	Section	Room	Guest	Guest Code	Category	Card Nr.	Main guest	Arrival	Dep.Date	Booking	Main Customer	Main clien
ESMD.EUROB		1051	ALY, FARAG FATHY FARAG	0053963433			Egyptian	07.03.2018	09.03.2018	48665366	**DONT MODIFY**, DIRECT GUEST **DON	Spanish
ESMD.EUROB			EISSA, RIHAM MOHAMED MOSTAFA MOSTAFA	0053963434			Egyptian	07.03.2018	09.03.2018	48665366	**DONT MODIFY**, DIRECT GUEST **DON	Spanish
ESMD.EUROB		1052	PEREZ ALVAREZ, MIGUEL MANUEL	0000277735	BLUE	2777350200	Spanish	07.03.2018	09.03.2018	47988753	GLOBAL BUSINESS TRAVEL SPAIN SLU	Spanish
ESMD.EUROB		1053	CIRERA NAVARRO, ELENA	0000775320	SILVER	7753200100	Spanish	05.03.2018	09.03.2018	45877350	CARLSON WAGONLIT ESPAÑA SL	Spanish
ESMD.EUROB		1054	MAIDHOF, PATRICK SEBASTIAN	0053932328	BLUE	539323280000	German	04.03.2018	09.03.2018	48206856	ACCENTURE SL	Spanish
ESMD.EUROB		1056	KLEEBERGER, MAGDALENA	0053464937			German	04.03.2018	09.03.2018	48206843	ACCENTURE SL	Spanish
ESMD.EUROB		1057	FÜHRER, JUDITH REGINA ANTONIE	0053935688			German	04.03.2018	09.03.2018	48206829	ACCENTURE SL	Spanish
ESMD.EUROB		1058	Sanchez Martinez, Gonzalo	0048718080		487180800000	Spanish	06.03.2018	08.03.2018	48378212	Sanchez Martinez, Gonzalo	Spanish
ESMD.EUROB		1059	IZAGUIRRE GOMEZ, SHARON MILAGROSA	0005673749	PLATINUM	56737490300	Spanish	07.03.2018	09.03.2018	48208938	VIAJES BARCELO SL	Spanish
ESMD.EUROB		1061	BRENNAN, LAURA	0045801819	BLUE	458018190000	Spanish	04.03.2018	10.03.2018	48206838	ACCENTURE SL	Spanish
ESMD.EUROB		1062	ROGENHOFER, LEONIE	0053936576			German	04.03.2018	09.03.2018	48206839	ACCENTURE SL	Spanish

Pay attention to:

1. Guest
2. Guest code

DATA QUALITY.COMMISSIONS ACCURACY (1/2)

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To have the full control of the commission cost of every sale, so, ideally, **we should be covering all the payments with the automatic accruals account.** In theory , the whole commission cost should be recorded in the Automatic Accruals account. We use the manual & adjustment account to improve and debug the payments in the cases that we don't have any accrual or a deviation in the provision (or to fix mistakes of previous periods).

Commissions automatic/manual over total commission expense (including differences). On a quarterly basis, TP Office will deduct items considerer as an exception such as:

1. **Those items older than 11 months** not cleared.
2. **Accruals not compensated in Onyx** . 6291.0004 (disputes). **In that case you should provide the Onyx ID.**
3. **MWC complimentary rooms** in Barcelona
4. **Other.** Miscellaneous cases.

1.Objective

2. Rating

Valuable.

3.Definition

4. Data Source

SAP BPC & Business Objects from TMS Data.

5. Owner

Commercial.

6. How & When

TP Office prepare and distribute a report with the details of the KPI.

7. Target

95%

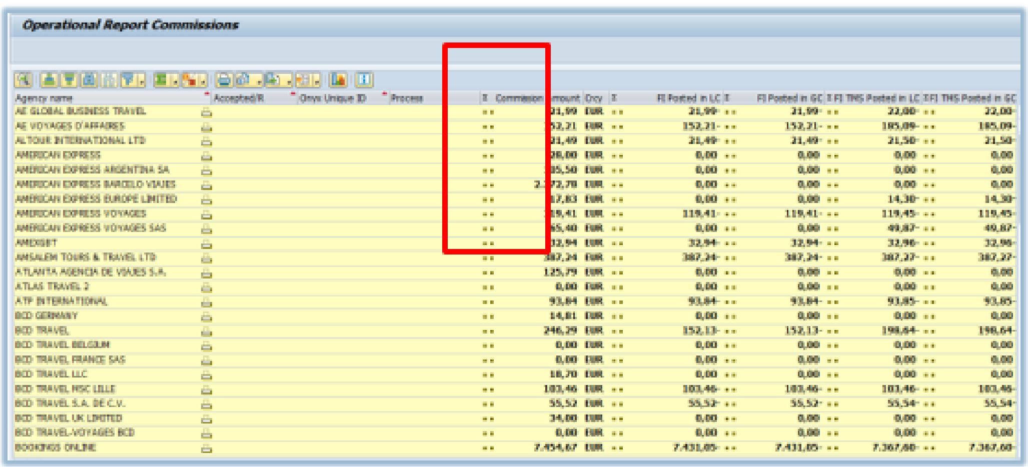
DATA QUALITY.COMMISSIONS ACCURACY (2/2)

REVIEW PROCESS

Use these transactions, please bear in mind that is possible to drill down to the detailed transaction :

- Countries with local currency Euro must use transaction ZNH_P_L.
- Countries with a currency other than the Euro must use transaction ZNH_PL_LC.

2. Use ZNH_TMS_COM_REPORT in order to control agencies within Onyx.



For further knowledge, please visit the new site Business Processes (NH Digital Knowledge Workplace) in the corporate Intranet:

https://nhorganization.nh-hotels.com/content/comctms4h-commissions-operational-report-onyx

DATA QUALITY.HR Data Quality (1/2)

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Verify the quality of the human resources data between the SAP system and the reality of the positions within the hotel. In addition to the positions, it has been checked that the assigned cost center is correct based on the catalog provided by the Human Resources Department. The final objective is that SAP reflects the real position and department per employee.

1.Objective

2. Rating

Valuable.

3.Definition

Total positions correct over total positions in the hotel.

4. Data Source

SAP HCM

5. Owner

HR & Operations

6. How & When

TP Office will calculate the consecution with the input provided by the Internal Audit Department

7. Target

95%

DATA QUALITY.HR Data Quality (2/2)

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REVIEW PROCESS

You can use the transaction ZHR002 in order to check the job and position per employee. If you detect any issue, please contact with **BU HR Department** due to the GMs have not permission for changing.

Supervisor report

Blue columns show employee organizational assignment
Grey columns show selected infotype data

Supervisor report

Pesonnel ID	Name	Personnel a...	Department	Cost center	Position	Job	Organizatio...	Employee group	F
00000003	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 OPERATIONS CONT	30000865	STOREKEEPER	50001060	Fixed Contract	
00104656	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 OPERATIONS CONT	30006731	STOREKEEPER	50001060	Temporary	
00104656	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 OPERATIONS CONT	30006731	STOREKEEPER	50001060	Temporary	
00115156	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 ADMINISTRATION	30007017	ADMINISTRATION...	50001060	Trainees	
00200134	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 ADMINISTRATION	30100210	STOREKEEPER	50001060	Trainees	
00115156	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 ADMINISTRATION	99999999	ADMINISTRATION...	50001060	Trainees	
00115156	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 ADMINISTRATION	30100755	ASSISTANT	50001060	Fixed Contract	
00020056	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 ADMINISTRATION	30101012	STOREKEEPER	50001060	Fixed Contract	
00115156	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 ADMINISTRATION	30100755	ASSISTANT	50001060	Fixed Contract	
00200134	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 ADMINISTRATION	99999999	STOREKEEPER	50001060	Trainees	
00020056	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 OPERATIONS CONT	30101012	STOREKEEPER	50001060	Fixed Contract	
00202086	[redacted]	ES_COLLEC...	H-ADMINISTRATIO	0094 OPERATIONS CONT	30103508	STOREKEEPER	50001060	Fixed Contract	
00081573	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	30004723	F&B_MANAGER	50001061	Fixed Contract	
00117184	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	30100011	WAITER	50001061	Temporary	
00055641	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	30100992	BANQUET_MAITRE	50001061	Fixed Contract	
00200177	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	30101276	BANQUET_STAFF	50001061	Temporary	
00020431	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	30117705	BANQUET_STAFF	50001061	Fixed Contract	
00024641	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	30117706	BANQUET_STAFF	50001061	Fixed Contract	
00200177	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	99999999	BANQUET_STAFF	50001061	Temporary	
00117184	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	30100011	WAITER	50001061	Fixed Contract	
00200177	[redacted]	ES_COLLEC...	H-F&B	0094 BANQUETING	30105152	BANQUET_MAITRE	50001061	Temporary	

Pay attention to:

1. Job
2. Cost Center

For further knowledge, please visit the new site Business Processes (NH Digital Knowledge Workplace) in the corporate Intranet:

https://nhorganization.nh-hotels.com/content/hrpositions-departments-and-cost-centers

CHECK IN .QA SCORE (1/2)

1.Objective

To measure the **quality perceived by the client** in the check-in/out processes. This KPI is measured with surveys provided to the clients.

2. Rating

Valuable.

3.Definition

Score in the check-in/out section in the survey.

4. Data Source

BO and TMS

5. Owner

Marketing Experience.

6. How & When

TP Office prepare and distribute a report in the beginning of each with the results of the month.

7. Target

8,85 Global. Marketing-Experience has set an objective per hotel, region and BU level taking into consideration 2017 results.

CHECK IN .QA SCORE (2/2)

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REVIEW PROCESS

On a regular basis GM´s and FOM´s should check the Quality Focus tool: https://qualityfocus-online.nh-hotels.com/.

FOCUS Customer Satisfaction

Resultados | Competencia | Comentarios de Clientes

Login genérico | PDF

2017

IENTE

VALORACIÓN TOTAL

	TOTAL QUALITY SCORE			ENCUESTA CLIENTES NH			VALORACIÓN ON-LINE		
	2017	2016		2017	2016		2017	2016	
General	9,0 83	8,4 160	↑0,6	8,9 54	8,8 66	↑0,1	9,0 29	8,2 94	↑0,8
Limpieza	9,1 75	9,0 146	↑0,1	8,9 54	8,9 65	→0,0	9,8 21	9,0 81	↑0,8
Calidad-precio	8,3 74	8,2 144	↑0,1	8,2 51	8,2 66	→0,0	8,5 23	8,1 78	↑0,4
Servicio	9,0 79	8,3 148	↑0,7	8,9 54	8,6 65	↑0,3	9,3 25	8,1 83	↑1,2
Ubicación	8,2 77	7,8 146	↑0,4	8,3 53	7,9 66	↑0,4	8,1 24	7,8 80	↑0,3
Habitación y Baño	8,6 57	8,8 75	↓0,2	8,6 54	8,7 66	↓0,1	8,7 3	9,1 9	↓0,4
Restauración	8,5 48	8,5 57	→0,0	8,5 48	8,5 57	→0,0	- 0	- 0	→ -
Desayuno	9,1 44	8,9 54	↑0,2	9,1 44	8,9 54	↑0,2	- 0	- 0	→ -
Otros F&B	8,2 43	8,1 48	↑0,1	8,2 43	8,1 48	↑0,1	- 0	- 0	→ -
Instalaciones	8,7 54	8,9 66	↓0,2	8,7 54	8,9 66	↓0,2	- 0	- 0	→ -
Calidad del Sueño	8,7 55	8,8 73	↓0,1	8,6 54	8,8 66	↓0,2	10 1	9,1 7	↑0,9
Check In/Out	8,7 53	8,9 66	↓0,2	8,7 53	8,9 66	↓0,2	- 0	- 0	→ -
Vs. Competidores	8,5 54	8,6 65	↓0,1	8,5 54	8,6 65	↓0,1	- 0	- 0	→ -

Periodo anterior 1/07/16 - 31/07/16

BILLING & DEBT COLLECTION. OVERDUE C (1/2)

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1.Objective
To measure the compliance of **Credit Policy** and the **collectability of the credit granted by the hotel.**

2. Rating
Valuable.

3.Definition
Total overdue amount pending to be collected with credit rated as "C" over total amount pending to be collected rated as "C". TP Office excludes Bankruptcy and items older than 2015.

4. Data Source
SAP FI & Accenture

5. Owner
Treasury

6. How & When
Around 2nd week of each month TP Office prepare and distribute a report with the information provided by Accenture.

7. Target
See Annex I

BILLING & DEBT COLLECTION. OVERDUE C (2/2)

nH | HOTEL GROUP

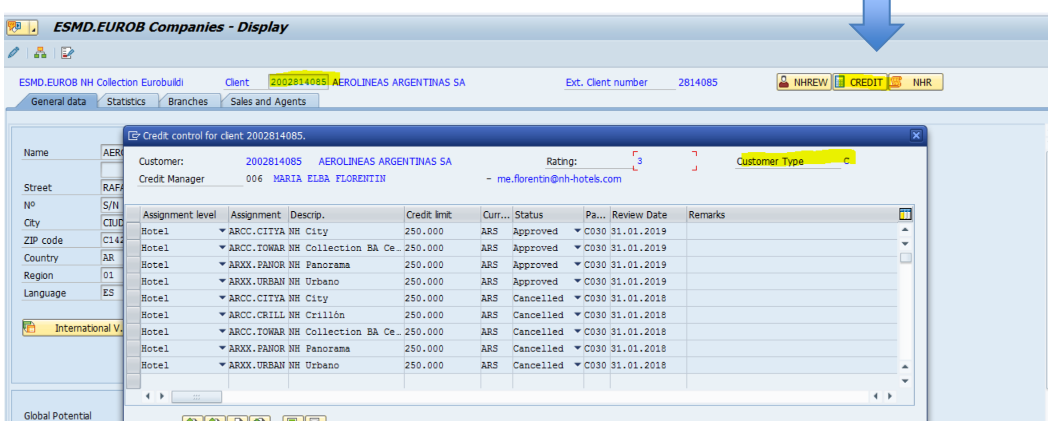
REVIEW PROCESS

1. You can use the /CCSHT/AGING_CLI transaction in order to check the situation of the credits.

oCd	Hotel	Customer	Name 1	Days	ΣNot Due De	ΣUp to 030	ΣFrom 030 t	ΣFrom 060 t	ΣFrom 090 t	ΣFrom 120 t	ΣFrom 150 t	ΣFrom 180 t	ΣMore than	ΣTotal deb
S01	0014	1000	DIRECT GUEST **DONT MODIFY** **DONT		0,01	0,00	0,00	0,00	332,10	0,00	0,00	0,00	0,00	332,11
S01	0014	7547295	JOSE ANTONIO BRAVO GONZALEZ		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	113,31-	113,31
S01	0014	9863901	JUAN JACOBO FERNANDEZ IZQUIERDO		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	421,48	421,48
S01	0014	42304402	MARIA TERESA PRIETO REAL		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	4,90	4,90
S01	0014	42311818	LIDIA RICO ESCOBAR		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	20,97-	20,97
S01	0014	42521642	RAMON MARIA LUQUE CANAS		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	20,97-	20,97
S01	0014	45660689	AITOR SANZ MARTIN		0,00	0,00	0,00	0,00	0,00	149,80	299,60-	0,00	0,00	149,80
S01	0014	49334250	DECLAN JOSEPH MCENEANEY		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	11,80-	11,80
S01	0014	51032065	LOPEZ JAVIER CANTERA		0,00	0,00	0,00	0,00	0,00	0,00	0,00	149,80	0,00	149,80
S01	0014	51294064	IRENE SOLIS CUNADO		0,00	0,00	0,00	0,00	7,00-	0,00	0,00	0,00	0,00	7,00
S01	0014	1000023035	IBERCAJA VIAJES SAU	30	765,97	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	765,97
S01	0014	1000025830	VIAJES TEJEDOR SA	30	484,28	82,69	0,00	0,00	0,00	0,00	0,00	0,00	0,00	566,97
S01	0014	1000025991	MILLAN TRAVEL SA		190,44	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	190,44
S01	0014	1000027384	VIAJES CORZO SL		0,00	0,00	0,00	0,00	0,00	25,94	0,00	0,00	0,00	25,94
S01	0014	1000027394	CLICK ON LINE RESERVATION SYSTEM SA	30	776,00	840,00	0,00	0,00	0,00	0,00	135,99	0,00	0,00	1.751,99

Pay attention to customer and total debt

2. In /CCSHT/MT03_HU Client Display you can check the client rating A,B or C



Pay attention to Customer type.

For further knowledge, please visit the new site Business Processes (NH Digital Knowledge Workplace) in the corporate Intranet:

https://nhorganization.nh-hotels.com/content/arcredit-policy-quick-reference-guide

BILLING & DEBT COLLECTION. GUEST LEDGER (1/2)

NH | HOTEL GROUP

1.Objective

Reasoning behind is ensuring that billing process to customer occurs IN TIME AND MANNER to maximize NH cash inflow. Tolerance applied is 7 days after check out date (last charge date).

2. Rating

Detractable

3.Definition

Total charges due (due means more than 7 days and 14/21 days for those hotels with a significant M&E component) pending to be invoiced over total charges pending to be invoiced.

4. Data Source

SAP FI & SAP TMS

5. Owner

Treasury.

6. How & When

1. TP Office prepare and distribute a report in the beginning of each month.
2. At the end of each month, TP extract the amount balance on accounts Charges pending to invoice & Prepayments The information is obtained per localizer excluding negative amounts because:
    1. Reservations with a prepayment assigned but the check –in is not done (no charges associated)
    2. Reservations whose amount in charges is lower compared with the prepayment

7. Target

10%

BILLING & DEBT COLLECTION. GUEST LEDGER (2/2)

nH | HOTEL GROUP

REVIEW PROCESS

You can use the transaction /CCSHT/R_FC_SI_04- Departures not billed.

Departures not billed

Hotel: ESMD.EUROB NH Collection Eurobuilding
User: E00000075222 · User 05.04.18 / 12:28

Folio's holder	Room	Reserv.	Event	Folio	Pay method	A. date	Dep.date	Deadline	ΣDay char...	Σ Cur. balan	Σ Billed wit	ΣDay char...	Σ Curr.Balance	Σ Billed
	188	49788249		1	On-desk payment	03.04.2018	05.04.2018	05.04.2018	22,50	22,50	0,00	24,75	24,75	0,00
	188	49788249		2	On-desk payment	03.04.2018	05.04.2018	05.04.2018	0,00	70,00	0,00	0,00	77,00	0,00
		37697341	EV00491976	1	Credit	15.03.2018	15.03.2018	09.04.2018	0,00	41,35	0,00	0,00	45,49	0,00
		37697341	EV00491976	2	Credit	15.03.2018	15.03.2018	09.04.2018	0,00	52,63	0,00	0,00	57,89	0,00
		48188168	EV00739494	1	Credit	01.03.2018	30.03.2018	06.04.2018	0,00	19.930,00	0,00	0,00	24.115,30	0,00
		48188168	EV00739494	3	Credit	01.03.2018	30.03.2018	06.04.2018	0,00	19.050,00	0,00	0,00	23.050,50	0,00
		48188168	EV00739494	4	Credit	01.03.2018	30.03.2018	06.04.2018	0,00	12.751,00	0,00	0,00	15.428,71	0,00
		48188312	EV00739495	1	Credit	01.03.2018	30.03.2018	06.04.2018	0,00	10.377,00	0,00	0,00	12.556,17	0,00
		48188312	EV00739495	2	Credit	01.03.2018	30.03.2018	06.04.2018	0,00	7.481,00	0,00	0,00	9.052,01	0,00
		48188312	EV00739495	3	Credit	01.03.2018	30.03.2018	06.04.2018	0,00	4.581,75	0,00	0,00	5.039,95	0,00
		37697341	EV00491976	3	Credit	15.03.2018	15.03.2018	09.04.2018	0,00	193,04	0,00	0,00	212,34	0,00
		17711747	EV00042377	1	On-desk payment	16.02.2018	26.02.2018	07.04.2018	0,00	87.287,50	0,00	0,00	96.016,25	0,00
		17711747	EV00042377	2	On-desk payment	16.02.2018	26.02.2018	07.04.2018	0,00	100.228,20-	163.702,20	0,00	106.597,26-	180.072,42
									22,50	**61.609,...**	**163.702,20**	**24,75**	**79.079,10**	**180.072,42**
0000560090 MARTINEZ MART...	756	49230502		2	On-desk payment	04.04.2018	05.04.2018	05.04.2018	0,00	0,00	128,00	0,00	0,00	140,80
0000560090 MARTINEZ MA...									**0,00**	**0,00**	**128,00**	**0,00**	**0,00**	**140,80**
0010985599 GONZALEZ GOM...	1157	49188274		1	On-desk payment	04.04.2018	05.04.2018	05.04.2018	0,00	524,00	0,00	0,00	576,40	0,00
0010985599 GONZALEZ GO...									**0,00**	**524,00**	**0,00**	**0,00**	**576,40**	**0,00**

⚠ Pay attention to:

- Folio´s holder
- Deadline
- Curr. balance/Billed

For further knowledge, please visit the new site Business Processes (NH Digital Knowledge Workplace) in the corporate Intranet:

https://nhorganization.nh-hotels.com/content/tms4hcontrol-lists-management

BILLING & DEBT COLLECTION. OPEN BILLING (1/2)

NH | HOTEL GROUP

Valuable or detractable

1.Objective

To control the billing issues reported by the client in the collection process to Accenture or BU.

2. Rating

Detractable.

3.Definition

Total open issues escalated to the hotels compared with total invoices pending to collect.

4. Data Source

From SAP-FI and external sources (Accenture)

5. Owner

Administration.

6. How & When

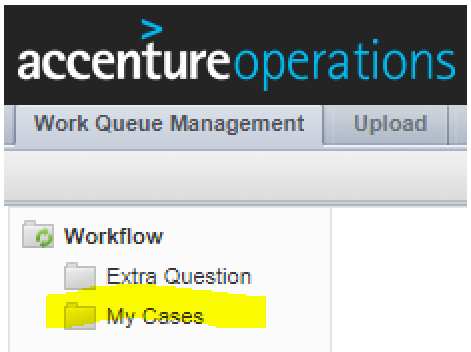
Around 2nd week of each month TP Office prepare and distribute a report with the information provided by Accenture.

7. Target

2,5%

REVIEW PROCESS

Use DWP in order to control the status of the discrepancies escalated by Accenture.



URN	Document Type	Receipt Date	Document Number	Document Date	Company Code	Supplier ID (SAP)	Supplier Name	Document Reference	Document Number (SAP)	Currency Code
7710095947	(OtC) Discrepancy	01/03/2018	ES6710000193620161	17/12/2015	ES67			4542021935		EUR
7710096173	(OtC) Discrepancy	06/03/2018	ES6710000459720181	03/02/2018	ES67			4542069642		EUR
7710096203	(OtC) Discrepancy	06/03/2018	ES6710000008520171	28/07/2016	ES67					EUR

PROCUR. PROC. CONTROL. MONTHLY PROC ISSUES (1/2)

NH | HOTEL GROUP

1.Objective

To measure the percentage of MM invoices parked or blocked for payment due to: Differences between “goods receipt” and “invoice” due to an error at NH side and incidences pending to be solved or managed by NH user.

2. Rating

Detractable.

3.Definition

Number of incidences closed and not attributable to vendors (no credit memo requested) as well as all the open/non treated incidences including:

- Quantity
- Price in case of supplier non nominated
- Packing slip missing

4. Data Source

SAP MM & SAP-FI.

5. Owner

Supply chain- Administration

6. How & When

TP Office prepare and distribute a report in the beginning of each with the results of the month.

7. Target

5%

REVIEW PROCESS

Check your SAP Business Workplace in order to verify the status of incidences. In addition you can check ZWF_MM_IV_LOG **Invoice incoming verification with WF.**

Incoming Invoice Verification with WF Info

Workflow Logs | Current Agents | Incidences Details | Log Mode | Timesheet Report | Cancel Credit Memo Request

Descripc Kind Incid	Inv. Doc. No.	Document Date	Current Agent Name	Status Description	Company Code	Business area	Vendor	Vendor Name
Packing Slip Missing	5107849314	31.05.2017	STOREKEEPER NH EUROBUILDING	In processing by NH center	ES10	ES10NH COLLECTION EUROBUILDING	1895	GUFRESCO SL/ E-12530 BURRIANA Spain
Quantity Incidence	5107869575	20.02.2018		In processing by NH center	ES10	ES10NH COLLECTION EUROBUILDING	650	DANONE SA/ E-08029 BARCELONA Spain
Quantity Incidence	5107871604	19.02.2018		In processing by NH center	ES10	ES10NH COLLECTION EUROBUILDING	1305	INGAPAN SLU/ E-27003 LUGO Spain
Price Incidence	5107874449	31.01.2018		In processing by NH center	ES10	ES10NH COLLECTION EUROBUILDING	52027	DISTRIBUCIONES CHAMARTIN SA/ E-28906 GETA
Packing Slip Missing	5107827760	22.01.2018	ANTHONY LADRERA	In processing by Administration	ES10	ES10NH COLLECTION EUROBUILDING	873	ATLAS GOURMET SL/ E-28108 ALCOBENDAS Spai
Price Incidence	5107838321	31.01.2018	ANGELA GONZALEZ GONZALEZ	In processing by NH center	ES10	ES10NH COLLECTION EUROBUILDING	834	ANTONIO DE MIGUEL SA/ E-28320 PINTO Spain
Price Incidence	5107842726	15.02.2018		In processing by NH center	ES10	ES10NH COLLECTION EUROBUILDING	1116	UTC CLIMA SERVICIO Y CONTROLES/ E-28021 MA
Price Incidence	5107869714	04.07.2017		In processing by NH center	ES10	ES10NH COLLECTION EUROBUILDING	9287	HANDON DRESSED TO SELL GMBH/ D-51491 OVE
Price Incidence	5107881593	28.02.2018		In processing by NH center	ES10	ES10NH COLLECTION EUROBUILDING	867	SABOR PENINSULAR SL/ E-28803 ALCALA DE HEN
Packing Slip Missing	5107803168	28.07.2017	ALJAECK HIPOLITO	In processing by Administration	ES10	ES10NH COLLECTION EUROBUILDING	921	LINEA VERDE SL/ E-28340 VALDEMORO Spain
Packing Slip Missing	5107759190	30.11.2017		Posted	ES10	ES10NH COLLECTION EUROBUILDING	2390	GENORPAN S.L./ E-28020 MADRID Spain
Packing Slip Missing	5107759198	14.12.2017		Posted	ES10	ES10NH COLLECTION EUROBUILDING	3511	STANDARD TEXTILE BVBA/ B-9831 SINT-MARTEN
Packing Slip Missing	5107759199	06.12.2017		Posted	ES10	ES10NH COLLECTION EUROBUILDING	7160	VALRHONA SAS/ F-26601 TAIN L'HERMITAGE Fra
Price Incidence	5107759383	15.12.2017		Invoice Released	ES10	ES10NH COLLECTION EUROBUILDING	1733	PRAXAIR ESPAÑA SL/ E-28020 MADRID Spain
Packing Slip Missing	5107759644	21.12.2017		Posted	ES10	ES10NH COLLECTION EUROBUILDING	8431	LAFUENTE LORENZO SA/ E-08021 BARCELONA Sp
Price Incidence	5107763280	31.12.2017		Invoice Released	ES10	ES10NH COLLECTION EUROBUILDING	834	ANTONIO DE MIGUEL SA/ E-28320 PINTO Spain
Quantity Incidence	5107766489	03.01.2018		Invoice Released	ES10	ES10NH COLLECTION EUROBUILDING	922	DIVERSEY ESPAÑA SL/ E-08840 VILADECANS Spa
Packing Slip Missing	5107768465	30.12.2017		Posted	ES10	ES10NH COLLECTION EUROBUILDING	1770	ITURRIBARRIA VALENTIN,JOSE FRANCISC/ E-280
Price Incidence	5107768734	04.12.2017		Invoice Released	ES10	ES10NH COLLECTION EUROBUILDING	954	SASTRERIA GALA SLL/ E-28027 MADRID Spain
Packing Slip Missing	5107768734	04.12.2017		Posted	ES10	ES10NH COLLECTION EUROBUILDING	954	SASTRERIA GALA SLL/ E-28027 MADRID Spain

⚠ Pay attention to Kind of incidence, Status and Vendor.

For further knowledge, please visit the new site Business Processes (NH Digital Knowledge Workplace) in the corporate Intranet:

https://nhorganization.nh-hotels.com/content/sap-mmreport-purchase-orders-wf%C2%B4s-information

PROCUR. PROC. CONTROL. COMPLIANCE (1/2)

1. Objective

To increase the ratio of purchases performed to nominated suppliers provided by COPERAMA.

2. Rating

Valuable.

3. Definition

Total amount of purchases performed to nominated suppliers compared with total amount of purchases.

4. Data Source

SAP MM & SAP-FI

5. Owner

COPERAMA

6. How & When

TP Office prepare and distribute a report with the results of the month and detailed information.

7. Target

20% improvement of the gap (100%) compared with closing 17.

PROCUR. PROC. CONTROL. COMPLIANCE (2/2)

NH | HOTEL GROUP

REVIEW PROCESS

Use ZMM_VENDORDATA transaction and introduce the SAP vendor number. Check in the column LFMI-ZZNOMINATED if the supplier is nominated or not.

MM Purchasing Vendor Data

Vendor	Name 1	City	PostalCode	Cty	Telephone 1	Tax Number 1	POrg	LFM1-ZZNOMINATED	LFM1-ZZPORTALVENDOR	E-Mail Address	Plnt	LFM2-ZZN(
1	SERIGRAFIA VINILO SL	MADRID	28906	ES	34606310423	B79246393	E128	X	X	raranda@vinilodigital.es		
2	CASA DELFIN SA	TARREGA	25300	ES	973500580	A25043365		X	X	attcliente@casadelfin.com		
3	MARMOLES CAZORLA,S.L.	PAIPORTA -VALENCIA-	46200	ES	34963973212	B46253944				mcazorla@hotmail.es		
4	ENRIC ROVIRA S.L.	CASTELLBELL I VILAR	08296	ES	938340927	B60386372				mail@enricrovira.com		
5	SANCHEZ PLA SA	FUENTE JARRO-PATERNA	46988	ES	96-1343020	A46087565				sanchezpla@sanchezpla.es		
6	COMERCIAL LOSILLA, S.A.	POLIGONO MALPICA	50016	ES	976465729	A50003052				administracion@losila.com		
7	DASLER, S.A.	BARCELONA	08036	ES	934103148	A58519513				dasler@dasler.es		
8	CARNICAS SAENZ SL	VITORIA	01015	ES	945247000	B01144971		X	X	ventas@saenzhoreca.com		
9	VORWERK ESPAÑA M.S.L. SC	MONCADA (VALENCIA)	46113	ES	917283600	D28337145				call.center@vorwerk.es		
10	MARTIKO S.A.	BERA DE BIDASOA	31780	ES	948 625016	A31173487				martiko@martiko.com		
11	CRISTALERIA SAN MATEO SL	VITORIA	01010	ES	945248764	B01279975				sanmateovitoria@gmail.com		
12	EUROPEA DE SERVICIOS E H.,S.A.	BILBAO	48002	ES	944439747	A48279921				facturacion@euroservhi.com		
13	RADIO POPULAR SA	VIGO	36202	ES	986446207	A28281368						
14	COMERCIAL HOSTELERA DEL NORTE	DONOSTIA	28018	ES	948170023	A20130324				marketing@comercialhostelera.com		
16	ARGUI,S.L. ELECTRICIDAD	ARRIGORRIAGA	48480	ES	946715448	B48208904				argui@argui.com		
18	SILLERIAS ALACUAS SA	ALACUAS	46970	ES	961502950	A46226544		X		info@capdell.com		
19	ARGAL ALIMENTACION SA	MIRALCAMP	25242	ES	973711010	A28212579		X	X	callcenter@argal.com	0072	X
19	ARGAL ALIMENTACION SA	MIRALCAMP	25242	ES	973711010	A28212579		X	X	callcenter@argal.com	0024	X
20	DCDA BENICADELL SL	AGULLENT	46890	ES	962909009	B46440921				contabilidad@dcdab.es		
21	HNOS. CASTAÑO FERNANDEZ SA	HUELVA	21001	ES	959245537	A21037726				pedidos@jamonestartessos.com		
22	SECURITAS SEGURIDAD ESPAÑA SA	PLAYA HONDA	35509	ES	902121122	A79252219		X		mariaelena.barroso@securitas.es	0287	X
23	ONITY SL	OIARTZUN	20180	ES	943448300	B20708509				beatriz.serrano@onity.com		

For further knowledge, please visit the new site Business Processes (NH Digital Knowledge Workplace) in the corporate Intranet:

https://nhorganization.nh-hotels.com/content/pronh-hotel-group-procurement-policy

PROCUR. PROC. CONTROL. PAID OUTS (1/2)

1.Objective

To measure the compliance **Hotel Cash Handling procedure.**

2. Rating

Valuable.

3.Definition

Total amount of Paid Outs registered in cash management module in SAP TMS over external expenses.

4. Data Source

SAP MM & SAP-FI

5. Owner

Treasury and Operations .

6. How & When

TP Office prepare and distribute a report with the results of the month and detailed information.

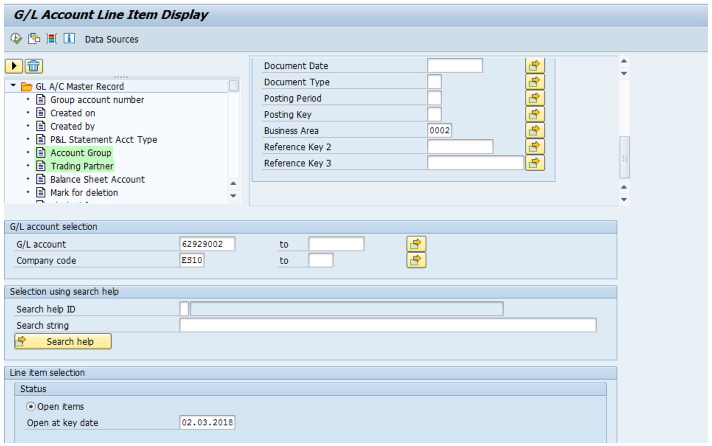
7. Target

2% for H1 and 1,5% for H2

PROCUR. PROC. CONTROL. PAID OUTS (1/2)

REVIEW PROCESS

Use the FBL3N G/L Account Line Item Display transaction for the account 62929002 Hotel Expenses Paid out FO.



CoCd	BusA	Type	Pstng Date	S	G/L	Doc. Date	PK	Amount in local cur.	LCurr	Amount in loc.curr.2	LCur2	Tx	Clrng doc.	Text
ES10	0094	NK	02.02.2018		62929002	02.02.2018	40	20,45	EUR					CORREOS SEBASTIAN
ES10	0094	NK	06.02.2018		62929002	06.02.2018	40	30,00	EUR					TAXI DESVIO AEROPUERTO FB 905460
ES10	0094	NK	06.02.2018		62929002	06.02.2018	40	30,00	EUR					TAXI DESVIO AEROPUERTO B2839175
ES10	0094	NK	08.02.2018		62929002	08.02.2018	40	8,35	EUR					AJUSTE RECARGA HOPPERS
ES10	0094	NK	08.02.2018		62929002	08.02.2018	40	5,45	EUR					ARTICULOS VIP LEVEL
ES10	0094	NK	08.02.2018		62929002	08.02.2018	40	11,60	EUR					AMBIENTADORES SALON VENECIA
ES10	0094	NK	08.02.2018		62929002	08.02.2018	40	15,00	EUR					GANCHOS PARA VISILLOS
ES10	0094	NK	10.02.2018		62929002	10.02.2018	40	5,80	EUR					VITIS CEPILLO INTERDENTAL HAB 852
ES10	0094	NK	11.02.2018		62929002	11.02.2018	40	1,00	EUR					PERIODICO SENOR KAMAL
ES10	0094	NK	12.02.2018		62929002	12.02.2018	40	1,00	EUR					PRENSA. PERIODICO AS
ES10	0094	NK	13.02.2018		62929002	13.02.2018	40	9,00	EUR					EMBALAJES TARTA - COCINA
ES10	0094	NK	13.02.2018		62929002	13.02.2018	40	7,12	EUR					EMBALAJES TARTA - COCINA
ES10	0094	NK	13.02.2018		62929002	13.02.2018	40	17,80	EUR					TAXI EMBAJADA AZERBAIYAN
ES10	0094	NK	13.02.2018		62929002	13.02.2018	40	1,00	EUR					PRENSA DEPORTIVA AS
ES10	0094	NK	14.02.2018		62929002	14.02.2018	40	1,00	EUR					PRENSA DEPORTIVA "AS"
ES10	0094	NK	15.02.2018		62929002	15.02.2018	50	44,00-	EUR					RECARGA HOPERS 15.02
ES10	0094	NK	15.02.2018		62929002	15.02.2018	40	21,50	EUR					MENAJE CARLOS CALDERON
ES10	0094	NK	15.02.2018		62929002	15.02.2018	40	1,00	EUR					PERIODICO SR KHAMAL
ES10	0094	NK	16.02.2018		62929002	16.02.2018	40	11,69	EUR					CD MALDITA NEREA SR GARCIA PAREDES
ES10	0094	NK	21.02.2018		62929002	21.02.2018	40	7,25	EUR					TAXI, DESVIO NH ABASCAL
ES10	0094	NK	23.02.2018		62929002	23.02.2018	40	197,84	EUR					TASA PERMISO TRABAJO M.FERNANDA HUERTA
ES10	0094	NK	23.02.2018		62929002	23.02.2018	40	80,39	EUR					ESPECIAS-MOLDES-LLAVE-AFILADO CUCHILLOS COCINA
ES10	0094	NK	23.02.2018		62929002	23.02.2018	40	26,97	EUR					ATTS CLIENTE PRESIDENCIAL

For further knowledge, please visit the new site Business Processes (NH Digital Knowledge Workplace) in the corporate Intranet:

https://nhorganization.nh-hotels.com/content/tms4hhotel-cash-handling-procedure

FORECASTING. FC EBITDA (1/2)

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1.Objective

The proposal for this KPI is to evaluate the accuracy of the **last FC EBITDA closure.** **From EBITDA calculation TP Office have excluded, onerous, compensations & lineal rent expenses.**

2. Rating

Valuable.

3.Definition

The KPI will be set up as the addition of three components (1/3 weight each):

- **Quantitative. Final Monthly Consecution** deviation will be measured as a % of the TREV,.
- **Quantitative.** The KPI will consider average monthly deviation and will be calculated in absolute terms
- **Qualitative. Recurrent Behavior of over or under forecasting.** The KPI will reward a balance between over and under forecasting, the objective is to avoid recurrent conservative or optimistic behaviors.

4. Data Source

SAP-BPC

5. Owner

Controlling

6. How & When

TP Office prepare and distribute a report with the results of the month and detailed information.

7. Target

98%

FORECASTING. FC EBITDA (1/2)

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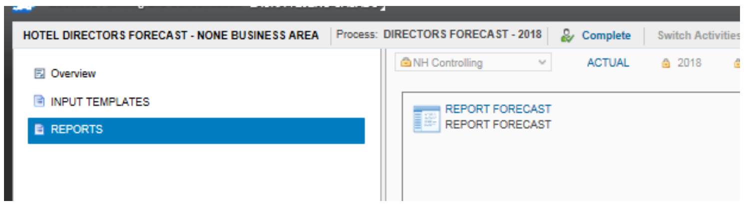
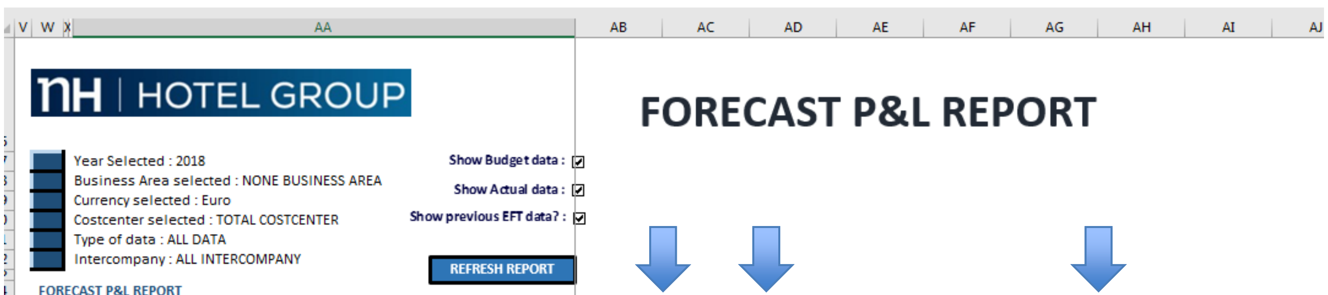
REVIEW PROCESS

Access to SAP BPC in Corporate intranet http://nhbpcprod.nh-hotels.com/sap/epm/bpc/web/index.html
Go to **Reports** folder and execute **Report Forecast** and you can check EFT vs Budget vs Actual.





ACCOUNTS	Jan 2018 EFT04	Jan 2018 BUDGET	EFT04 VS BUDGET	Jan 2017 ACTUAL	EFT04 VS ACTUAL	Jan 2018 EFT03	EFT04 VS EFT03	Feb 2018 EFT04	Feb 2 BUDG
62105000 - VARIABLE HOTEL RENTS			0,0%		0,0%		0,0%		
62110000 - STORE & OFFICES RENTS			0,0%		0,0%		0,0%		
62120000 - PARKING RENTS			0,0%		0,0%		0,0%		
62131000 - LINEAR RENT ADJUSTMENTS			0,0%		0,0%		0,0%		
62180000 - GUARANTEE FEE			0,0%		0,0%		0,0%		
62195000 - APPLICATION OF LINEARIZATION'S IMPAIRMENT			0,0%		0,0%		0,0%		
RENT_GUAR - RENT EXTERNAL & GUARANTEE FEE	0	0	0,0%	0	0,0%	0	0,0%	0	0
62060000 - IC RENT			0,0%		0,0%		0,0%		
72050000 - IC RENT INCOME			0,0%		0,0%		0,0%		
RENT_IC - RENT IC	0	0	0,0%	0	0,0%	0	0,0%	0	0
RENT_GFEE - RENTS & GUARANTEE FEE	0	0	0,0%	0	0,0%	0	0,0%	0	0
63100000 - PROPERTY TAXES			0,0%		0,0%		0,0%		
RE_TAX - PROPERTY AND REAL ESTATE TAXES	0	0	0,0%	0	0,0%	0	0,0%	0	0
62190000 - APPLICATION OF ONEROUS CONTRACTS PROVISION			0,0%		0,0%		0,0%		
69810000 - ONEROUS CONTRACTS			0,0%		0,0%		0,0%		
ONER_CONTR - ONEROUS CONTRACTS	0	0	0,0%	0	0,0%	0	0,0%	0	0
OTHER_EXP - OTHER DIRECT EXPENSES	0	0	0,0%	0	0,0%	0	0,0%	0	0
EBITDA_B_T - EBITDA BEFORE MNGMT FEES AND RENT IC	0	0	0,0%	0	0,0%	0	0,0%	0	0

TP 2018:BACKGROUND

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Once the KPIs have been monitored for two years and the objectives have been reached, TP Office decided **not to look the quantity but the global quality of the KPI** (number of hotels NOT ON/ON target).

This year there are two levels of KPIs :**Valuable & Detractable:**

- **Valuable** the general working is the same that in 2017

NEW

- **Detractable**. If these KPIs are on the target: **well done!!. No reward is provided.** But in case they are **not on target,** performance will be punished unless the KPI owner & TP Leader provide evidence. On a random basis, TP Office will check the assessment provided

- TP Office has rated as detractable the following 4 KPIs:
  - Open Billing.
  - Monthly procurement
  - Guest Ledger
  - PID duplicated

EXCEPTIONS TO KPI´s

Valuable KPIs

- **Commisions**: After each Quarter, TP Office will receive information in a template for TP Leaders to deal with the exceptions (same as 2017)

- **Overdue**:

In case you think other KPIs should include exceptions due to the negative impact is having in the hotels, send us the proper information justifying why TP Office should include those exceptions in that KPI.

Detractable KPIs

- PID Duplicated
- Monthly Procurement Issues
- Guest Ledger
- Open billing issues

For these 4 KPIs a monthly *Acceptance Procedure* has been opened

HOW DETRACTABLE KPI AFFECT ON EACH LEVEL

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1. Hotel level

Depending on the number of months NOT ON TARGET, TP Office **will detract an amount of points per KPI** following the table (– 5pp per KPI with a Max - 20pp):

# Months NOT ON TARGET	Pp detracted from Cons.
Up to 2	**0 pp**
3-4	**-1 pp**
5-6	**-2 pp**
7-8	**-3 pp**
9-10	**-4 pp**
+10	**-5 pp**

2. Region & BU level

Depending on the number of hotels in the region/BU: In this case, TP Office will sum the total points to be detracted of the region/BU and it will be divided by the number of hotels (an average of *Porcentual points to be detracted/number of hotels*)

Region	# Hotels	Sum Pp to be detracted	Average
A	15	5	**-0,33 pp**
B	12	2	**-0,17 pp**

EXAMPLE DETRACTABLE CALCULATION

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Valuable KPIs	01. Jan	02. Feb	03. Mar	04. Apr	05. May	06. Jun	07. Jul	08. Aug	09. Sep	10. Oct	11. Nov	12. Dec	YTD
1. % Overdue total C	67,5%	6,6%	42,3%	22,0%	78,9%	73,6%	77,4%	14,2%	3,7%	74,1%	94,5%	75,8%	74,3%
2. Commissions accuracy	92,4%	9,6%	36,0%	59,0%	8,7%	79,5%	82,6%	65,2%	40,8%	43,1%	25,7%	48,0%	52,8%
3. Identified consumptions	14,0%	58,9%	53,7%	32,4%	6,8%	9,8%	34,6%	70,2%	88,3%	34,2%	28,4%	57,3%	74,3%
4. Valid E-mail Optin	98,1%	97,2%	68,2%	37,0%	56,7%	64,5%	61,9%	8,9%	68,7%	82,5%	58,6%	98,5%	74,8%
5. HR Data quality	60,6%	71,3%	88,9%	87,1%	50,0%	28,8%	22,3%	94,6%	38,5%	84,9%	91,0%	53,0%	75,1%
6. QA Score	87,4%	68,2%	46,4%	78,4%	85,4%	45,9%	35,4%	0,3%	76,1%	46,5%	19,7%	7,4%	85,7%
7. Total paid outs	61,1%	45,4%	31,1%	74,5%	21,5%	23,9%	30,4%	78,4%	15,4%	87,0%	54,7%	68,0%	25,3%
8. Compliance ratio	97,5%	87,7%	81,7%	1,1%	98,8%	37,9%	88,5%	26,8%	61,2%	27,6%	31,3%	62,6%	49,7%
9. FC EBITDA Accuracy	78,8%	57,8%	43,2%	47,1%	90,7%	97,6%	85,4%	70,5%	43,1%	33,5%	35,5%	96,9%	75,2%
9.1. FC EBITDA Vs Actual	90,3%	63,3%	33,1%	2,7%	5,0%	56,3%	57,3%	69,9%	39,7%	53,6%	60,2%	70,1%	83,2%
9.2. Monthly Deviation	27,9%	15,5%	11,1%	92,3%	87,8%	54,3%	42,2%	86,3%	42,6%	89,1%	7,8%	92,8%	37,2%
9.3. Quantitative Recurrent Performance	74,9%	59,1%	80,7%	60,3%	92,8%	34,6%	63,8%	81,8%	70,5%	92,8%	58,9%	56,7%	67,8%
Overall	83,6%	16,8%	57,5%	11,9%	25,5%	26,8%	57,2%	26,4%	35,3%	55,7%	12,8%	63,7%	72,4%
Detractable KPIs	**01. Jan**	**02. Feb**	**03. Mar**	**04. Apr**	**05. May**	**06. Jun**	**07. Jul**	**08. Aug**	**09. Sep**	**10. Oct**	**11. Nov**	**12. Dec**	**YTD**
11. Duplicated PID	🔴	🟢	🔴	🔴	🟢	🟢	🟢	🟢	🟢	🔴	🟢	🔴	-2
12. % Monthly procurement issues	🟢	🔴	🟢	🔴	🟢	🔴	🟢	🔴	🟢	🟢	🔴	🟢	-2
13. % Old guest ledger	🔴	🟢	🟢	🔴	🔴	🔴	🟢	🔴	🔴	🟢	🟢	🔴	-3
14. % Open billing issues	🟢	🟢	🔴	🔴	🔴	🟢	🟢	🟢	🔴	🔴	🔴	🔴	-3
Final Overall	*83,6%*	*16,8%*	*57,5%*	*11,9%*	*25,5%*	*26,8%*	*57,2%*	*26,4%*	*35,3%*	*55,7%*	*12,8%*	*63,7%*	*62,4%*

As an example of how the detractable KPI´s affect to the consecution:

Consecution **before detractable effect**		72,4%
PID´s	5	-2pp
Procur.	5	-2pp
GL	7	-3pp
Open Billing	7	-3pp
Consecution **after detractable effect**		62,4%

2018 Reporting Planning & Key milestones

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Month	Checkpoint/ TP Reports	MC presentation	Data
Feb-18	21-Feb	26-Feb	Jan-18
Mar-18	21-Mar	26-Mar	Feb-18
Apr-18	25-Apr	30-Apr	Mar-18
May-18	23-May	28-May	Apr-18
Jun-18	20-Jun	25-Jun	May-18
Jul-18	25-Jul	30-Jul	Jun-18
Aug-18	03-Sep		Jul-18
Sep-18	19-Sep	24-Sep	Aug-18
Oct-18	24-Oct	29-Oct	Sep-18
Nov-18	21-Nov	26-Nov	Oct-18
Dec-18	19-Dec		Nov-18
Jan-19	23-Jan	28-Jan	Dic-18

Q1

- 2018 TP Scope & Communication.
- Launch of individual KPI reports including new rating: detract..&valuable.

Q2

- New KPI´s included in TP Scope .
- Launch of new hotel reporting.
- New reporting format for monthly checkpoints.

Q3

- Royal hotels & Openings during H1 incorporates to the TP scope.

Q4

- Final report achievement.

Annex 1 Debt Collection targets for 2018

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DSR

2017	NORTHERN EUROPE				SOUTHERN EUROPE				AMERICA			
	CE		BENELUX		SPAIN		ITALY		AMERICA		CONSOLIDADO	
	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	TARGET	Achv.
YTD	13	9,4	21	16,6	22	21,2	24	18,6	31,5	32,6	21	17

2018	NORTHERN EUROPE				SOUTHERN EUROPE				AMERICA			
	CE		BENELUX		SPAIN		ITALY		AMERICA		CONSOLIDADO	
	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	TARGET	Achv.
1Q	14		22		21		21		32		20	
2Q	13		21		21		21		29		20	
3Q	12		20		20		20		27		19	
4Q	10		18		19,5		19,5		25		17	

OVERDUE & OVERDUE TOTAL C

2017	NORTHERN EUROPE				SOUTHERN EUROPE				AMERICA			
	CE		BENELUX		SPAIN		ITALY		AMERICA		CONSOLIDADO	
	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	TARGET	Achv.
YTD	35%	38,2%	40%	40%	45%	44%	45%	43,9%	55%	74,6%	45%	44%

2018	NORTHERN EUROPE				SOUTHERN EUROPE				AMERICA			
	CE		*BENELUX*		*SPAIN*		ITALY		*AMERICA*		CONSOLIDADO	
	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	TARGET	Achv.
1Q	40,66%		*32,62%*		44%		44%		*57%*		42%	
2Q	38,70%		*30,45%*		40%		40%		*52%*		38%	
3Q	36,00%		*28,27%*		40%		40%		*47%*		37%	
4Q	33,00%		*26,10%*		40%		35%		*45%*		35%	

OVERDUE + 60 DIAS

2017	NORTHERN EUROPE				SOUTHERN EUROPE				AMERICA			
	CE		BENELUX		SPAIN		ITALY		AMERICA		CONSOLIDADO	
	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	TARGET	Achv.
YTD	20%	14%	*25%*	*23,7%*	*25%*	*22,3%*	25%	23,5%	*39%*	*45,9%*	25%	23%

2018	NORTHERN EUROPE				SOUTHERN EUROPE				AMERICA			
	CE		BENELUX		SPAIN		ITALY		AMERICA		CONSOLIDADO	
	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	Target	Achv.	TARGET	Achv.
1Q	13,06%		16,53%		26%		26%		35%		22%	
2Q	12,03%		15,22%		21%		21%		32%		18%	
3Q	11,00%		13,92%		21%		21%		30%		18%	
4Q	10,31%		13,05%		20%		20%		24%		17%	