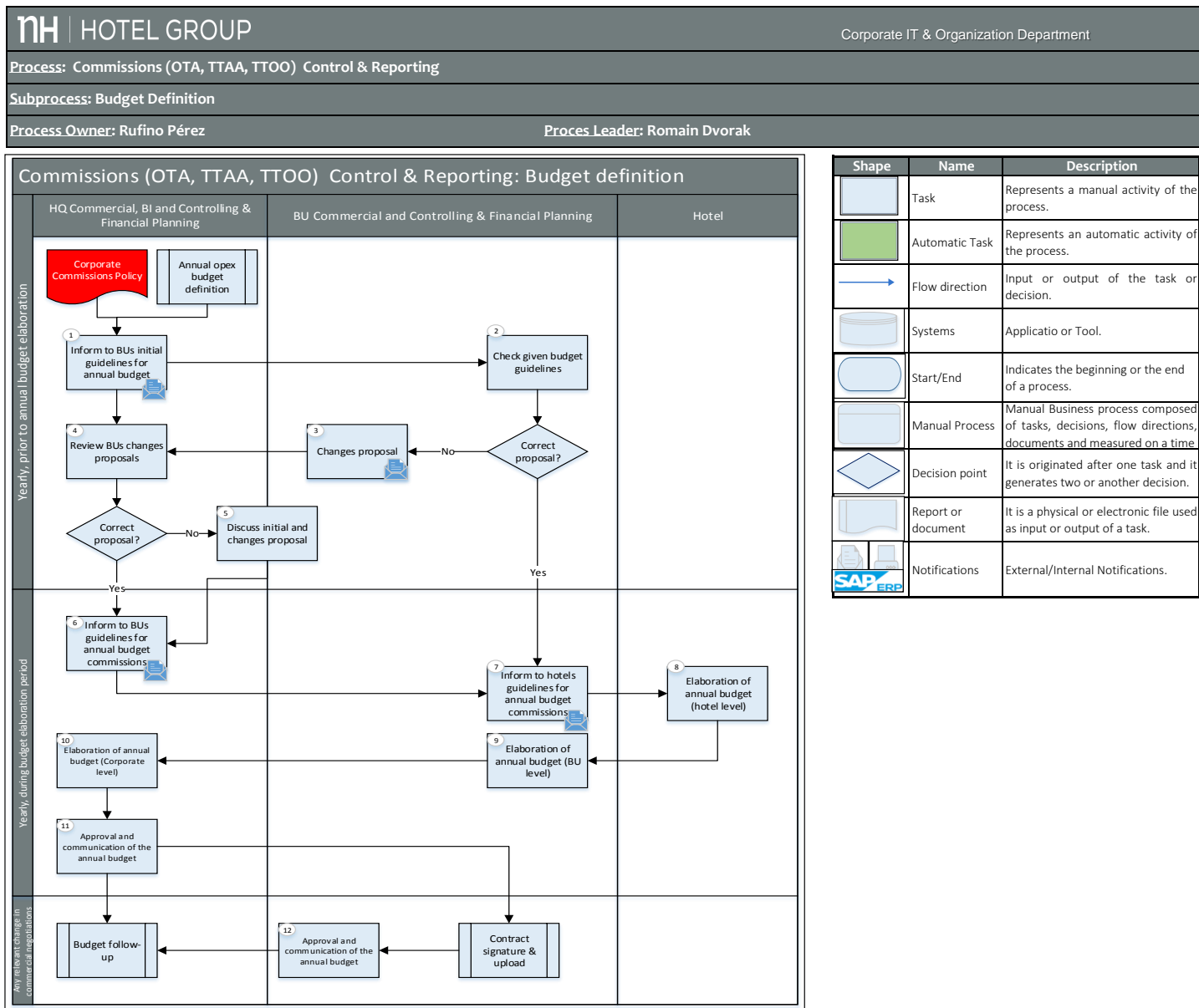





<b>nh   HOTEL GROUP</b>		Corporate IT & Organization Department	
<b>Process: Commissions (OTA, TTAA, TTOO) Control &amp; Reporting</b>			
<b>Subprocess: Budget Definition</b>			
<b>Process Owner: Rufino Pérez</b>		<b>Proces Leader: Romain Dvorak</b>	
<b>Author</b>	Pilar Jarillo		
<b>Date</b>	12/01/2016		
<b>Last modification date</b>	15/02/2016		
<b>Document version</b>	1.0		
<b>NH Approvals</b>			
<b>Name</b>	<b>Function</b>	<b>Date</b>	<b>Comments</b>
Rufino Pérez	Process Owner		
<b>Modification History</b>			
<b>Document Version</b>	<b>Date</b>	<b>Modified by</b>	<b>Comments</b>
0.1	12/01/2016	Pila Jarillo	
0.2	26/01/2016	Pila Jarillo	
0.3	27/01/2016	Pila Jarillo	Administration, Owner comments
1.0	15/02/2016	Pila Jarillo	Controlling & Financial Planning, Operations comments Approved version



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Order	Task	Task Description	When	Responsible	Frecuency	Tools 
1	Inform to BUs initial guidelines for annual budget	<p>Based on the budget guidelines for the following year, prepare and inform the Business Units the initial guidelines for calculating the commissions annual Budget, should be based in clear assumptions like % /room revenue commissions will remain as previous year per hotel unless clear segmentation change like:</p> <ul style="list-style-type: none"> <li>- Starts hotel upgrade</li> <li>- Brand hotel upgrade (From NH to Collection)</li> <li>- Refurbish and repositioning.</li> <li>- Commercial decision to change dramatically segmentation.</li> </ul> <p>And taking into account:</p> <ul style="list-style-type: none"> <li>- The expected growth per channel</li> <li>- Hoteliers expected revenue</li> <li>- The average cost per channel</li> </ul>	Before the annual budget process	<b>HQ Departments:</b> Commercial, BI and Controlling & Financial Planning	Annually	(Business Intelligence) Commissions Aggregated Data Report
2	Check given budget guidelines	Review whether these initial guidelines proposed by HQ fits to the calculations made by the BU	Before the annual budget process	<b>HQ Departments:</b> Commercial, BI and Controlling & Financial Planning	Annually	
3	Changes proposal	If there are criteria discrepancies, develop a proposal and sent to HQ	Before the annual budget process	<b>BU Departments:</b> Commercial, BI, Managing Control y F&A	Annually	
4	Review BUs changes proposals	Review the Business Unit proposals received. If it's correct/accepted, add the calculation of commissions to the budget.	Before the annual budget process	<b>HQ Departments:</b> Commercial, BI and Controlling & Financial Planning	Annually	
5	Discuss initial and changes proposal	If the proposed changes are not accepted by HQ, a reviewing process is initiated to compare the calculated proposal vs the initial guidelines calculations.	Before the annual budget process	<b>HQ and BU Departments:</b> Commercial, BI and Controlling & Financial Planning	Annually	

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Order	Task	Task Description	When	Responsible	Frecuency	Tools ☒
6	Inform to BUs guidelines for annual budget commissions	After agreeing with all Business Units the commissions budget calculation, report the final guidelines for the commissions calculation to be included in the budget for the following year	Annual budget process	<b>HQ Departments:</b> Commercial, BI and Controlling & Financial Planning	Annually	(Business Intelligence) Commissions Aggregated Data Report
7	Inform to hotels guidelines for annual budget commissions	Inform to the hotels the guidelines for the calculation of commissions to be included in the budget for the following year	Annual budget process	<b>BU Departments:</b> Commercial, BI and Controlling & Financial Planning	Annually	
8	Elaboration of annual budget (hotel level)	Prepare the annual budget based on the guidelines received	Annual budget process	Hotel Manager	Annually	
9	Elaboration of annual budget (BU level)	Check the Hotels individual budgets and prepare the annual budget of the BU	Annual budget process	<b>BU Departments:</b> Commercial and Controlling & Financial Planning	Annually	
10	Elaboration of annual budget and approval by Steering Committee (Corporate level)	Review the Business Units aggregated budgets and prepare the NH Hotel Group annual budget.	Annual budget process	<b>HQ Departments:</b> Controlling & Financial Planning	Annually	
11	Approval and communication of the annual budget	The annual budget must be submitted to the CFO for approval. Approved budget will be communicated to BUs.	Annual budget process	<b>HQ Departments:</b> Steering Committee and Controlling & Financial Planning	Annually	
12	Identify budget commissions gaps	For new commercial contracts or amendments thereto, assess the impact on the budget committee and report to Managing Control departamet, to study if the impact is significant enough to generate a budget amendment	After the signing of new / modified contract	<b>HQ Departments:</b> Commercial and Controlling & Financial Planning	New Commissions Contract Negotiation	Contract signature & upload and Budget follow-up processes

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Open Points				
Id	Issue	Resolution	Responsible	Deadline Date
1	Confirm the tasks deadlines and documentation to be submitted to the Steering Committe and documentation to deliver to the BUs/ Hotels			Romain Dvorak