QUEST
FOR EXCELLENCE

NH | HOTEL GROUP   PART OF MINOR HOTELS

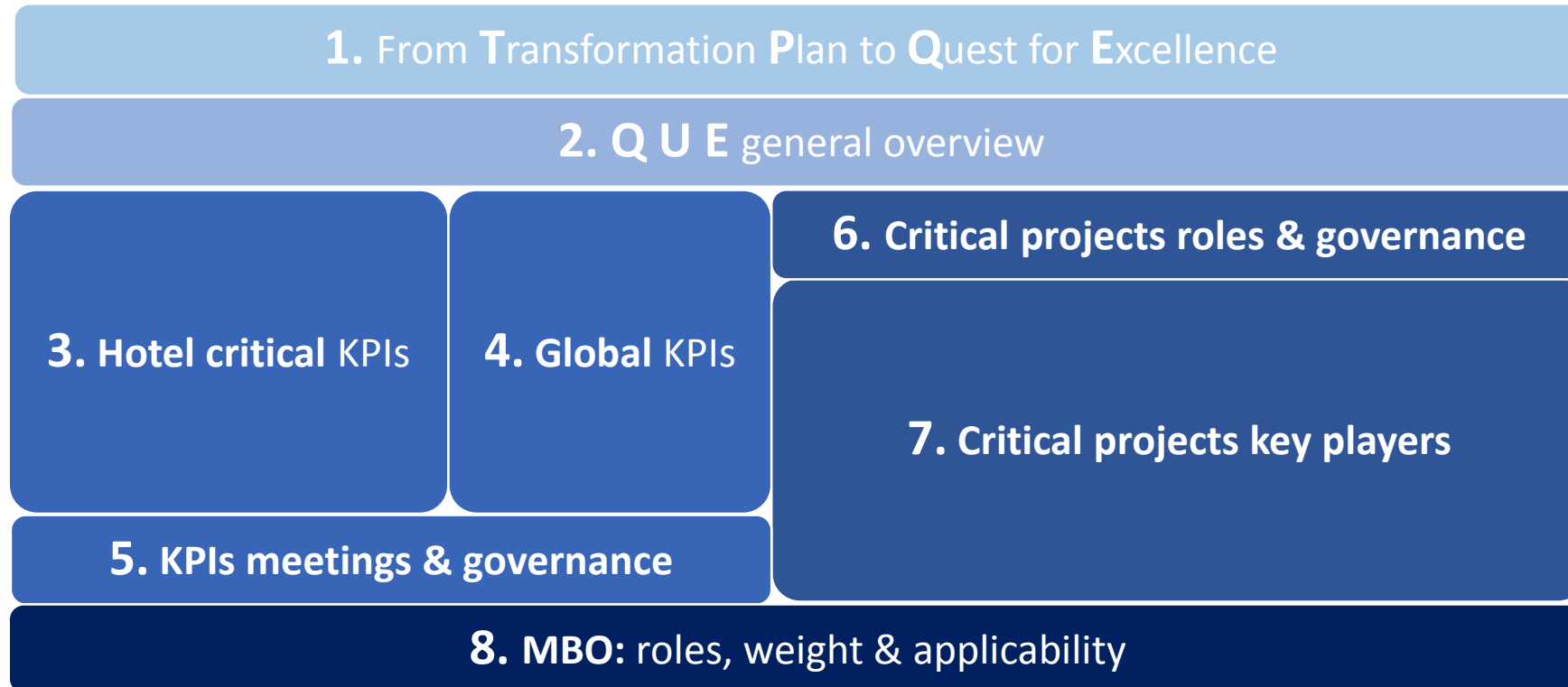NH HOTELS   NH COLLECTION HOTELS   nhow HOTELS   TIVOLI HOTELS & RESORTS   ANANTARA HOTELS · RESORTS · SPAS   AVANI Hotels & Resorts   elewana COLLECTION   OAKS HOTELS & RESORTS

1. From **T**ransformation **P**lan to **Q**uest for **E**xcellence

*We will wave goodbye to `Transformation' and welcome `**Evolution' and `Excellence'**, taking it to the next level and further consolidating our digital and operational competitive advantage.* **Alu Rodríguez**

The Transformation Plan Commitment (from 2015 till 2018)

The **T**ransformation **P**lan was born to achieve the complete migration of the state-of-the art processes and systems required by the new NH.

It was created to guarantee focus and execution in order to consolidate and enhance the systems benefits and ensure a substantial improvement in all the areas of attention.

| 2015 | 2016 | 2017 | 2018 | 2019 |

Quest for **E**xcellence

Most of the steps of this journey have been achieved and now we face the necessity to change our transformation into the Quest for Excellence.

2. Q U E general overview

QUE 2019 KPI's

Hotel Critical (10)

1. Overdue C
2. Guest Ledger
3. Open Billing
4. FC GOP Accuracy
5. Commission Accuracy
6. Compliance Ratio
7. Monthly Procurement Issues
8. %Online Check-outs vs total check-ins activations
9. Rewards Acquisition
10. Accuracy in Booking File

Global (12)

1. MM Invoices
2. Invoices with incidences in price, quantity & parked documents
3. Portal Invoices
4. Central Collections
5. Manual journal lines
6. FC Revenue Accuracy
7. Overdue Total
8. Overdue>60 days
9. DSR Global
10. Rejected Invoices
11. Availability of Systems Web
    Booking Process
12. Ordinary CAPEX

Projects (19)

1. Purchasing Process Optimization
2. F&B Room Service Recipes
3. Reception Evolution- Tablets in Reception
4. Payment Gateway rollout LATAM
5. Payment Gateway rollout Europe
6. Web Security Implementation:
   Strengthen login process
7. B2B Master Plan: Basics
8. B2B Master Plan: Integration with M&E Portals (C-Vent)
9. B2B Master Plan: Value, Identity and Tagging
10. B2B Master Plan: New Operational
    Model
11. SYNXIS
12. B2B CRM
13. GDPR
14. BI Dashboards Strategy and Finance
15. BI Dashboards GMs+ Bus
16. Tivoli, process integration systems
17. IFRS 16
18. PSD 2
19. Revenue forecast accuracy.

(*) KPIs will only apply to the concerned business areas (check MBO Matrix)

Hotel Critical + Global KPIs

3. Hotel Critical KPIs

Area	KPI Name	Target	Owner
Billing & Dept Collection	**Overdue C**	See details	Treasury
	Guest Ledger	10%	Treasury
	Open Billing	2,5 % H1/ 2% H2	Finance
Forecasting Accuracy	**FC GOP Accuracy**	95%	Controlling
Data Quality	**Commission Accuracy**	95%	Commercial
Procurement Processes Control	**Compliance Ratio**	See details	Procurement
	Monthly Procurement Issues	5%	Finance
Check-in	**% Online check-outs vs total check-ins activations** NEW	See details	Quality & Experience
Data Quality	**Rewards Acquisition** NEW	See details	CRM Loyalty
	Accuracy in BF NEW	See details	Commercial.

3.Hotel Critical KPIs (I)

Area	KPI Name	Target	Owner	Description
Billing & Dept Collection	**Overdue C**	Check target table annex	Treasury Fernando Cebada	Total overdue amount pending to be collected with credit rated as "C" over total amount of pending to be collected rated as "C". Exclusions: • All receipts previous to 2015 • Accounts included in bankruptcy • Reservations with system failures
	Guest Ledger	10%	Treasury Fernando Cebada	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. Exclusions: all receipts with no risk payment, those generated before 2015 and the ones by systems failure.
	Open Billing	2,5 % H1/ 2% H2	Finance Francisco Morillo	Open issues escalated to the hotels compared with total invoices pending to collect. Exclusions: all receipts previous to 2015 and those generated by system incidence.
Forecasting Accuracy	**FC GOP Accuracy**	95%	Controlling Carmen Bucher	Measurement will be simplified and from now on, absolute value of the deviation will be taken into account (no matter if positive or negative tendency) and calculated vs hotel TREV. More detailed Information
Data Quality	**Commission Accuracy**	95%	Commercial Maite Aguilar	This KPI measures the precision of automatic and manual commissions. Receipts older than 11 months will be kept out.

3.Hotel Critical KPIs (II)

Area	KPI Name	Target	Owner	Description
Procurement Processes Control	**Compliance Ratio**	Check target table annex	Procurement. Coperama Ramón Luengo. Pau Montserrat	Total amount of purchases performed to nominated suppliers compared with total amount of purchases. Exclusions: certain vendors authorized by Coperama and those hotels where Coperama has no presence.
	Monthly Procurement Issues	5%	Finance Martha Patricia Jiménez	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
Check-in	NEW **% Online check-outs vs total check-ins activations**	Check target table annex	Quality/ Experience Javier Mármol	**Number of online check-outs vs total check ins**. The objective of this KPI is to push this new incentive when the client arrives at the hotel at the check-in moment. Min. amount of check-ins liable to OCO will be targeted by hotel range. Segments liable to OCO are: • TRANSIENT CORPORATE CONTRACTED • TRANSIENT DISCOUNTED • TRANSIENT FIT & TTOO • TRANSIENT • TRANSIENT PROGRAMS → Groups and crews will be excluded

3.Hotel Critical KPIs (III)

Area	KPI Name	Target	Owner	Description
Data Quality	**NEW** **Rewards Acquisition**	Check target table annex	CRM Loyalty. Judith Güemes	This KPI will measure the number of rewards recruitments made by hotel and also the quality of the data. We will focus on hotels: ▪ Which get better vs pre GDPR and reach objective post: +20% average 2018 ▪ Which do not improve vs pre GDPR and reach objective post: +60% target post GDPR ▪ Which do not improve vs pre GDPR and do not reach objective post: 60% average post GDPR. On a monthly basis, new NHR Rewards members will be sent by hotel and BU. Invalid quality will be measured in % with respect to the previous month. If data quality is > 2% KPI will be multiplied by X (taking X as invalid data quality). Formula will be [KPI* (1-X).

	NEW **Accuracy in BF**	Check target table annex	Commercial. Julio Mateu	This KPI has the aim to measure the data quality related to *Company* and *PAX* accuracy of BF's created by hotels.
				
				1. **Company Accuracy**:
				• Just BF's with confirmed status, BGR segment and with check out already done will be measured.
				• GSO-user BF's as well as BF's without production will be excluded.
				• Data will be considered wrongly registered if:
				  -Company not informed, direct guest used or data quality error (i.e. wrong information in company or agency field).
				• Will be taken into account from the check-out date.
				
				2. **Accuracy in number of informed PAX**:
				• All created BF's will be measured
				• BGR+LGR will be taken into account, in order to be able to segment by size
				• Just hotel-users will be taken, GSO user will be excluded
				• Exclusions: BF's with no production
				• Data will be considered wrongly registered if:
				  Number of PAX= 0// Number of PAX= NULL
				• Will be taken into account from check-out.

4. Global KPIs

Area		KPI Name	Target	Owner
Back office Efficiency		**MM Invoices**	64%	Finance
		Invoices with incidences in price, quantity & parked documents	7%	Finance
		Portal Invoices	40%	Finance
		Central Collections	48%	Finance
		Manual Journal Lines	15%	Finance
Forecasting Accuracy		**FC Revenue Accuracy**	See details	Revenue
Billing & Dept Collection		**Overdue Total**	See details	Treasury
		Overdue > 60 days Global	See details	Treasury
		DSR Global	See details	Treasury
Procurement Processes Control		**Rejected Invoices**	5%	Finance
Systems Availability		**Availability of Systems Web Booking Process**	99%	IT
Project Execution		**Ordinary Capex** NEW	95% Contracted/ 90% Executed	Engineering

4. Global KPIs (I)

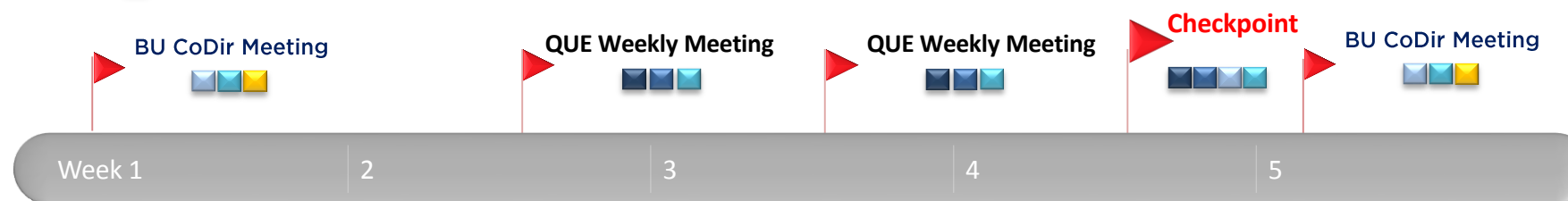| Area	KPI Name	Target	Owner	Description
Back office Efficiency	**MM Invoices**	64%	Finance Francisco Morillo	Number Invoices with purchase order Nr. and document type KO posted during the month pending to be invoiced.
	Invoices with incidences in price, quantity & parked documents	7%	Finance Francisco Morillo	Total number of incidences related to price, quantity and also parked documents.
	Portal Invoices	40%	Finance Francisco Morillo	Number of portal Invoices posted during the month.
	Central Collections	48%	Finance Francisco Morillo	Percentage of invoices cleared with central collection tool over the total.
	Manual Journal Lines	15%	Finance Francisco Morillo	Percentage of manual journal lines over the total of journal lines
Forecasting Accuracy	**FC Revenue Accuracy**	92,9% H1 93,6% H2 93,3% Total	Revenue Fernando Vives	Forecast revenue accuracy with respect to hotel incomes. More detailed Information

4. Global KPIs (II)

Area	KPI Name	Target	Owner	Description
Billing & Dept Collection	**Overdue Total**	Check target table annex	Treasury Fernando Cebada	Total overdue amount pending to be collected.
	Overdue > 60 days Global	Check target table annex	Treasury Fernando Cebada	Total overdue amount pending to be collected with more than 60 days.
	DSR Global	Check target table annex	Treasury Fernando Cebada	Average payment time.
Procurement Processes Control	**Rejected Invoices**	5%	Finance Francisco Morillo	Invoices rejected to supplier.
Systems Availability	**Availability of Systems Web Booking Process**	99%	IT Marta Marcos	Availability of the systems web booking process.
Project Execution	**Ordinary Capex**	95% contracted/ 90% executed	Engineering. Juan Antonio Caballero	This KPI refers to the achievement of the contracting and execution objective of ordinary capex. Results will be measured separately taking into account contracted (Purchase Orders) and executed (Good Receipt).

5. KPIs meetings and governance

QUE Weekly Meeting	Checkpoint	BU CoDir Meeting
▪ Second+ third Thursday of every month	▪ Last Wednesday of each month	▪ After checkpoint to review monthly closure
▪ Kpi's ▪ Action plans ▪ Comments	▪ General summary of KPI's ▪ Negative impacted KPI's+ Action plans ▪ Evolution of KPI's since implementation of action plan.	▪ Kpi's ▪ Action plans ▪ Comments
▪ GPMO/ Business Transformation ▪ BI ▪ Excellence Leaders	▪ QUE Distribution list	▪ Committee ▪ GPMO/ Business Transformation
▪ On-site meeting+ skype meeting	▪ On-site meeting+ skype meeting ▪ Meeting summary ▪ Sending and revision of definitive version to SVP Organization HQ	▪ On-site meeting+ skype meeting
▪ Meeting summary		▪ Meeting summary from Excellence Leaders

■ Excellence Leaders
■ Business Intelligence
■ KPI Owner
■ GPMO/Business Transformation
■ BU

BU CoDir Meeting

QUE Weekly Meeting

QUE Weekly Meeting

Checkpoint

BU CoDir Meeting

Week 1	2	3	4	5
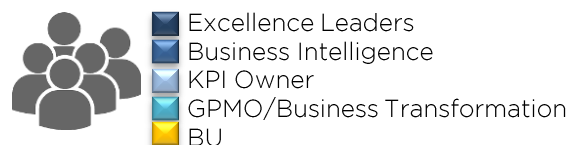
*Check further meeting Information annex
*Check QUE Lifecycle annex

Critical Path Projects

6. Critical Projects Role & Governance

Business Owner
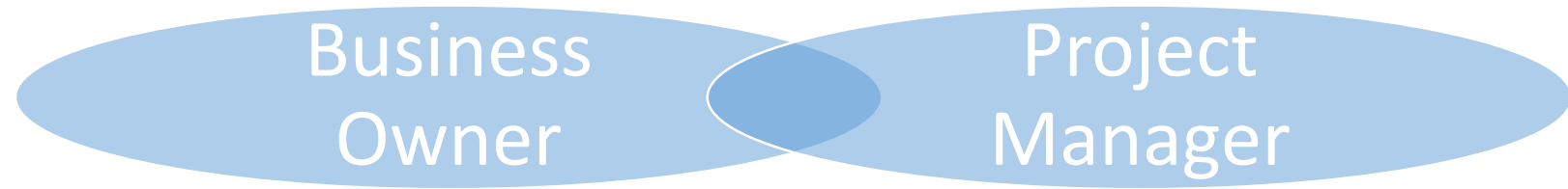
- **Owns the need** and generates the project petition

- When the project ends, is responsible and **accountable of the product/service** created

- Accountable of nailing **objective and scope, landing priorities required**

- Responsible of product/service approval

Project Manager

- Receiver of the project petition

- When the project ends, it also ends the responsibility with the product/service.

- **Enabler of the project**, must guarantee a global vision not only through the areas but also between task, aligned priorities, communication, etc.

- Responsible of the **global project plan**, meetings and alignments, stage and approvals management; is the **unique voice of the project** status and reporting

- **BO and PM share with rest of project team other task** such as requirements gathering and approvals, risk management, lessons learned, etc.

6. Critical Projects Roles & Governance: Business Owner Activities

Set up	Testing	Rollout	Post rollout

Business Owner Accountable ctivities

Detection — **Design** — *Technical developments* — **Pilot** — **Review** — **Rollout** — **Post Rollout**

Concept
› Initiative debrief
› Team identification (Area)
› Ambitional Timeline (Quarter level, Excel/tool)
› **Kick Off Meeting**

Develop
› UATs
› Business approval

Review
› Approval & acceptance to Go live (business readiness)

Feasibility
› Give requirements from business perspective as the main petitioner

Pilot
› Feedback on pilots results

BaU
› KPI review & assurance of return of investment commitments. Gets the lead of the product or service deployed

6. Critical Projects Roles & Governance: Project Manager Activities

Set up | **Testing** | **Rollout** | **Post rollout**

Detection | Design | Technical developments | Pilot | Review | Rollout | Post Rollout

gPMO Accountable ctivities

Scope & Schedule Planning

Risk Management

| Req Mgmt | RFC Mgmt | Defect/Bug Mgmt |

Lessons Learned | Lessons Learned | Lessons Learned | Lessons Learned | Lessons Learned | Lessons Learned

Scope Change Management

Communication Management

Overall Management, Monitoring, Reporting & Control (follow up meetings, gates, etc)

6. Critical Projects Roles & Governance: Monthly Meetings

Weekly Meeting	GPMO Reporting Meeting	Checkpoint
▪ Each Tuesday	▪ Third week of the month	▪ Last week of the month
▪ Status global plan ▪ Update KPI's→ Progress & quality ▪ Risks & issues ▪ Comments	▪ Status Global Plan ▪ Update KPI's→ Progress & quality ▪ Risks & issues ▪ Comments ▪ Update info in SharePoint by PM	▪ Status global plan ▪ Update KPI's→ Progress & quality ▪ Risks & issues ▪ Comments
▪ Project Manager ▪ Working team	▪ Project Manager ▪ GPMO	▪ GPMO
▪ On-site meeting+ skype meeting	▪ On-site meeting+ skype meeting	▪ On-site meeting+ skype meeting
▪ Meeting summary	▪ Meeting summary	▪ Meeting summary

🟦 PM
🟦 GPMO
🟨 Working Team

Weekly Meeting 🟦🟨

Weekly Meeting 🟦🟨

GPMO Reporting Meeting 🟦🟦

Checkpoint 🟦

Week 1

2019

7. Critical Projects: Targets

Project	Area Owner	Target
Purchasing Process Optimization	Procurement	
F&B and Room Service Recipes	Operations	
Reception Evolution- Tablets in Reception	Marketing	
Payment Gateway Rollout LATAM	Treasury	
Payment Gateway Rollout Europe	Treasury	
Web Security Implementation	IT	
B2B Master Plan: Basics	Sales	
B2B Master Plan: Integration with M&E Portals (C-Vent)	Sales	
B2B Master Plan: Value, Identity and Tagging	Sales	**0% -75% underperformance** **75%-90 on risk** **90%-100 on track**
B2B Master Plan: New Operational Model	Sales	
SYNXIS	Sales	
B2B CRM	Distribution	
GDPR	Legal	
BI Dashboards Strategy and Finance	Controlling	
Bi Dashboard GMs+ BU's	Operations	
Tivoli , process integration systems	Organization	
IFRS 16	Treasury	
PSD 2	Treasury	
Revenue forecast accuracy	Sales	

(!)The achievement of the project will be measured taking into account the delivery on time of the stages, deliverables and milestones of each project.

*Check annex for further progress measurement information

7. Critical Projects: Details (I)

List of Critical Path Projects

Project	Description	Business Owner	Project Manager	Sponsor
Purchasing Process Optimization	Optimization and standardization to improve purchasing efficiency	Pau Montserrat	Jorge Rey	Rufino Pérez Beatriz Puente
F&B and Room Service Recipes	Points of sales F&B integration with the procurement system.	Emilio Suero	Pedro Gabriel Pérez	Rufino Pérez
Reception Evolution- Tablets in Reception	Seamless transactions through tablets in reception	Javier Mármol	Alberto Huete*	Rufino Pérez Isidoro Martínez de la Escalera
Payment Gateway Rollout LATAM and Europe	Sipay TMS integration Improvements and rollout of payment gateway in America and Europe.	Luis Martínez Jurado	Fernando Cebada Esther González	Rufino Pérez Beatriz Puente
Web Security Implementation: Strengthen login process	Enhancement of solving vulnerabilities issues in WEB.	Nuria Lago	Gema Losada	Rufino Pérez Isidoro Martínez de la Escalera

All appointed Project Managers will receive specific training, guidance and follow up during project's lifecycle.
(*)Project Managers with specific shadowing by GPMO to support designated projects.

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nh | HOTEL GROUP
PART OF MINOR HOTELS

7. Critical Projects: Details (II)

List of Critical Path Projects

Project	Description	Business Owner	Project Manager	Sponsor
B2B Master Plan: Basics	Ensuring basic functionalities on B2B (YS, YAS) and CGW	Verónica González	Lorena Valle	Rufino Pérez Beatriz Puente Fernando Vives
B2B Master Plan: Integration with M&E Portals (C-Vent)	Integration of M&E portal through new technical approach (IBM, Robotics).	Verónica González	Sandra Herrmannsdörfer	Rufino Pérez Fernando Vives Isidoro Martínez de la Escalera
B2B Master Plan: Value, Identity and Tagging.	Create companies and meetings outstanding experience through E-servicing, new M&E and implement a B2B community/loyalty program.	Verónica Gonzalez	Lorena Valle	Rufino Pérez Fernando Vives Isidoro Martínez de la Escalera
B2B Master Plan: New Operational Model	Create a new operational model to support B2B commercial model and entre change management	Verónica González	Lorena Valle	Rufino Pérez Fernando Vives Isidoro Martínez de la Escalera
SYNXIS	Rollout of SYNXIS Channel Manager Tool.	Maite Aguilar	Janneke Messiaen	Rufino Pérez Fernando Vives

All appointed Project Managers will receive specific training, guidance and follow up during project's lifecycle.
(*)Project Managers with specific shadowing by GPMO to support designated projects.

7. Critical Projects: Details (III)

Project	Description	Business Owner	Project Manager	Sponsor
B2B CRM	Creation of CRM B2B.	Ana Morillo	Belén Mencía*	Rufino Pérez Fernando Vives
GDPR	Accomplishing GDPR Regulation Compliance.	Angela Rodriguez	Lorena Valle	Rufino Pérez Carlos Ulecia
BI Dashboards Strategy and Finance	Creation of valuable dashboard for Strategy & Financials	Alonso Escrivá	Carmen Bucher/ Sandra Herrmannsdörfer	Rufino Pérez Beatriz Puente
Bi Dashboard GMs+ BU's	Enhance Dashboard for GMs, also available at Bu's LEVELS	Jaume Basany	Andrea Mackay*	Rufino Pérez
Tivoli , process integration systems	Portugal Tivoli Hotels integration	Alu Rodriguez	Cristina Palma/ Miguel Ángel Pérez	Rufino Pérez
IFRS 16	Legal IFRS 16 Requirements compliance	Luis Martínez Jurado	Juan Martínez Sansegundo	Rufino Pérez Beatriz Puente
PSD 2	Adaptations for Payments Service Directive	Fernando Cebada	Pelayo Pando	Rufino Pérez Beatriz Puente Isidoro Martínez de la Escalera
Revenue forecast accuracy	Create a new forecast information tool, review FC process to propose a global recommendation and ensure a communication and training.	Gisela Quintero	Lorena Valle	Rufino Pérez Fernando Vives

All appointed Project Managers will receive specific training, guidance and follow up during project's lifecycle.
(*)Project Managers with specific shadowing by GPMO to support designated projects.

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8. MBOs: roles, weight and applicability

Quest for Ultimate Excellence 2019:

- **Head quarters** emphasis on executing critical projects, with also and eye on hotel critical and global KPIs

- **Business Units** with focus on global and hotel critical KPIs, but also relevant in the execution of critical projects.

- **Hotels** focusing exclusively on hotel critical KPIs.

	KPIs	Projects
HQ	5% KPIs Global + Hotel	10% Critical Projects
BU	10% KPIs Global + Hotel	5% Critical Projects*
Hotel	20% GMs	N/A

(*) 3 projects apply for BU:

GDPR: all BUs
Tivoli: BU-SE
Payment Gateway: BU-America

8. MBOs: roles, weight and applicability

CATEGORY	DEFINITION	SCALE
Hotel Critical & Global KPI*	• Objective under **80% = 0%** of achievement • Objective of **100% = 100%** of achievement • Extra consecution of **125% = 110%** of achievement **!** Maximum limit of achievement: 110% **!** In case of achievement between 80% and 100%, lineal formula will apply	**Targeted KPI [0-79,99%]= 0% MBO achievement** **[80-100%]=lineal up to 100% MBO achievement** **[100-125]= lineal up to 110%** MBO achievement

Critical Path Projects	• Objective between **0% and 75%= 0%** achievement
	• Objective between **75% and 90%= equal consecution** between **75% and 90%.**
	• Objective between **90% and 100%= lineal acceleration consecution** between **90% and 125%.**
	
	! Projects to be applied to BU's:
	    -all BU's: GDPR
	    -BUSE: Tivoli
	    -BU-America: Payment gateway
		Targeted KPI [0-75%]= 0% MBO achievement
		[75-90%]= equal between 75-90% MBO achievement
		[90-100%]= lineal acceleration between 90% to 125% MBO achievement

(*)Achievement of new introduced KPIs will be taken into account starting from April 2019. Excepting NH Rewards Recruitment which will start from February 2019.

Annexes

Annex I- Targets Billing & Dept Collection Area
Overdue C

GLOBAL KPIs		CONSOLIDATED	NORTHERN EUROPE			SOUTHERN EUROPE			AMERICA				
			BU NE	CE	BLX	BU SE	SPAIN	ITALY	AMERICA	MEXICO	CHILE	MERCOSUR	COL & ECU
% Overdue C customers	YTD 2018	36%	30%			10%			53%				
	TARGET 2018	38%	34%			41%			50%				
	Q1 19 TARGET	36%	36%	36%	36%	35%	35%	35%	53%	53%	53%	53%	53%
	Q2 19 TARGET	33%	32%	32%	32%	32%	32%	31%	50%	50%	50%	50%	50%
	Q3 19 TARGET	30%	30%	30%	30%	27%	29%	26%	45%	45%	45%	45%	45%
	Q4 19 TARGET	29%	28%	28%	28%	29%	30%	28%	40%	40%	40%	40%	40%
	Average 2019	32%	32%	32%	32%	31%	31%	30%	47%	47%	47%	47%	47%

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Annex II- Targets Billing & Dept Collection Area
Overdue

| GLOBAL KPIs | CONSOLIDATED | NORTHERN EUROPE | | | SOUTHERN EUROPE | | | AMERICA | | | | |
		BU NE	CE	BLX	BU SE	SPAIN	ITALY	AMERICA	MEXICO	CHILE	MERCOSUR	COL & ECU
% Overdue total Global												
YTD 2018	36%	34%	35%	34%	34%	36%	32%	68%	69%	80%	62%	65%
TARGET 2018	38%	33%	37%	29%	40%	41%	40%	57%	61%	64%	54%	50%
Q1 19 TARGET	36%	33%	34%	33%	37%	38%	37%	58%	69%	75%	48%	50%
Q2 19 TARGET	34%	32%	33%	30%	35%	36%	33%	55%	65%	70%	46%	45%
Q3 19 TARGET	31%	30%	31%	28%	30%	34%	27%	50%	58%	60%	44%	35%
Q4 19 TARGET	29%	27%	31%	23%	29%	33%	25%	46%	53%	57%	40%	27%
Average 2019	32%	30%	32%	29%	33%	35%	30%	52%	61%	66%	45%	39%

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Annex III- Targets Billing & Dept Collection Area Compliance

TARGET PROPOSAL VS LY

	F&B	SERVICES	NON FOOD	TOTAL
2018	90,3%	79,5%	78,9%	83,7%
2019	93,8%	86,8%	84,0%	89,8%

Range	Δ Target
< 40%	+20%
40% - 60 %	+20%
60% - 85 %	+20%
85% - 95 %	+15%
>=95%	+0%

Annex IV- Targets Billing & Dept Collection Area
DSR

GLOBAL KPIs	CONSOLIDATED	NORTHERN EUROPE			SOUTHERN EUROPE			AMERICA				
		BU NE	CE	BLX	BU SE	SPAIN	ITALY	AMERICA	MEXICO	CHILE	MERCOSUR	COL & ECU
DSR Global												
YTD 2018	13	10	6	14	14	17	12	26	27	46	24	50
TARGET 2018	19	16	10	18	20	20	20	28				28
Q1 19 TARGET	13	11	8	14	14	15	12	24	26	32	21	41
Q2 19 TARGET	12	10	6	13	14	15	13	23	24	28	20	40
Q3 19 TARGET	11	9	6	12	13	14	12	20	22	25	17	35
Q4 19 TARGET	10	8	5	11	12	12	12	18	20	22	16	30
Average 2019	11	9	6	13	13	14	12	21	23	27	19	37

Annex V- Targets Billing & Dept Collection Area
Overdue > 60 Days

GLOBAL KPIs		CONSOLIDATED	NORTHERN EUROPE			SOUTHERN EUROPE			AMERICA				
			BU NE	CE	BLX	BU SE	SPAIN	ITALY	AMERICA	MEXICO	CHILE	MERCOSUR	COL & ECU
% Overdue + 60 Days	YTD 2018	17%	15%	16%	16%	15%	16%	16%	49%	46%	69%	42%	50%
	TARGET 2018	19%	13%	12%	15%	22%	22%	22%	36%	40%		40%	30%
	Q1 19 TARGET	17%	16%	16%	17%	15%	16%	14%	34%	40%	62%	28%	37%
	Q2 19 TARGET	15%	14%	13%	15%	14%	14%	13%	32%	37%	55%	27%	33%
	Q3 19 TARGET	13%	12%	11%	13%	12%	12%	11%	29%	33%	45%	25%	28%
	Q4 19 TARGET	11%	11%	10%	12%	10%	10%	9%	26%	30%	30%	22%	26%
	Average 2019	14%	13%	13%	14%	12%	13%	12%	30%	35%	48%	26%	31%

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Annex VI- Targets Data Quality
NH Rewards- Target per Acquisition Channel

Total target 2019 BU	Target
BU America	73.116
BU Northern Europe	105.948
BU Southern Europe	182.911
Grand Total	**361.975**

Accuracy in BF

Target	Company Accuracy	Pax Accuracy
	Min. 50%-Max 95%	Min. 50%-Max 95%

→Each concept will measured as a weighted average.

→ Targets will be measured in gradual way, more exigency for those hotels with worst performance.

Annex VII– Target Check-in
%OCO

Min. Range	Max. Range	Range	#Hotels	%Target 2019
0%	2%	[0%; 2%]	127	5%
2%	5%	[2%; 5%]	25	7,50%
5%	10%	[5%; 10%]	23	12,50%
10%	15%	[10%; 15%]	9	17,50%
15%	20%	[10%; 15%]	7	22,50%
20%	25%	[20%; 25%]	3	27,50%
>25%	--	[>25%]	5	30%

Annex VIII– Forecasting Area- FC GOP Accuracy Detailed Information

2019 GOP Accuracy Methodology

2018 Methodology

Calculation

Monthly GOP Accuracy will be calculated using the following the formula, where maximum accuracy will be 100%::

- GOP Accuracy : 1 - Abs(Actuals GOP – Official Forecast GOP*) / Actuals TREV

GOP excluding the compensation account, rewards & loyalty programs
Official Forecast set with 6 weeks of preview

Composed by 3 components:

- EBITDA accuracy
- Monthly deviation
- Under/Over Performing

GOP Accuracy

Monthly GOP Accuracy = 1 - Abs(Actuals GOP – Forecast GOP) / Actuals TREV

Hotel	TREV Actuals	GOP Actuals	GOP FC	Error	Abs(Error)	%Diff	GOP Acc 2019		Error	GOP Acc 2018
							2019 Methodology		*2018 Methodology*	
Example 1	100 M€	40 M€	30 M€	10 M€	10 M€	10,0%	**90,0%**		10 M€	**90,0%**

Hotel	TREV Actuals	GOP Actuals	GOP FC	Error	Abs(Error)	%Diff	GOP Acc 2019		Error	GOP Acc 2018
Example 2	100 M€	40 M€	50 M€	-10 M€	10 M€	10,0%	**90,0%**		-10 M€	**110,0%**

GOP Accuracy will calculate deviations based on absolute numbers and referred to TREV. Positive and negative deviations are treated equally → that means same figure for the same accuracy

Different ratios for the same deviation vs actuals

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2019 GOP Accuracy Methodology

Aggregation

Location Aggregation (Region/BU):
Compensations between positive and negative deviations won't be allowed. Upper levels will bottom up the deviations of their individual components.

Monthly Aggregation:
Compensations between positive and negative deviations won't be allowed. Each month weights according to its revenue contribution → weighted average

EBITDA Accuracy allowed compensations

Monthly deviation: average of monthly figures (no compensation, but lineal average

GOP Accuracy

| Hotel	TREV Actuals	GOP Actuals	GOP FC	Error	Abs(Error)	%Diff	GOP Acc 2019	Error	GOP Acc 2018
			2019 Methodology					**2018 Methodology**	
Hotel 1	100 M€	40 M€	30 M€	10 M€	10 M€	10,0%	**90,0%**	10 M€	**90,0%**
Hotel 2	100 M€	40 M€	50 M€	-10 M€	10 M€	10,0%	**90,0%**	-10 M€	**110,0%**
Hotel 3	450 M€	180 M€	165 M€	15 M€	15 M€	3,3%	**96,7%**	15 M€	**96,7%**
Hotel 4	180 M€	72 M€	87 M€	-15 M€	15 M€	8,3%	**91,7%**	-15 M€	**108,3%**
TOTAL	**830 M€**	**332 M€**	**332 M€**	**0 M€**	**50 M€**	**6,0%**	**94,0%**	**0 M€**	**100,0%**

Aggregated location levels of accuracy (Region & BU) must be a consequence of the accuracies of their basis components.

Accuracy must be volume sensitive, so every hotel/month is considered according to its volume contribution

We could be missing the accuracy in all the hotels and giving a 100% of forecast accuracy → that figure was not showing the real status

2019 GOP Accuracy Methodology

2018 Methodology
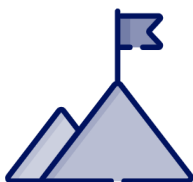
Targets

Targets set at NHHG level, same target for all the properties

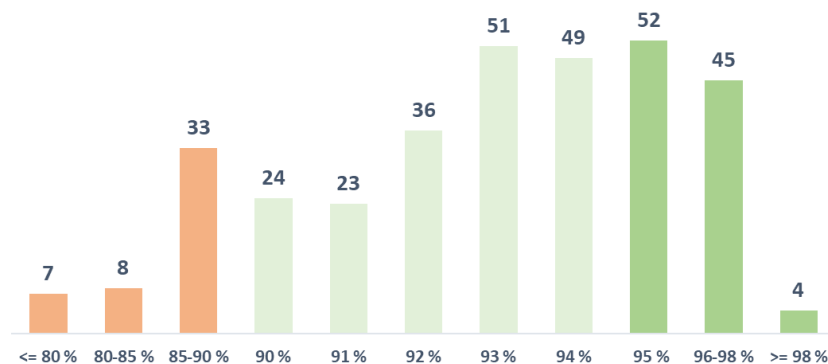*GOP ACCURACY TARGET 2019 → 95,0%*

As compensations at BU/Region level were allowed, we had to set different targets by Hotel / Region / BU (95,0%/97,5%/98%)

GOP Accuracy

#Hotels by GOP Accuracy - 2018

Hotels by GOP ACCURACY - CLOSING 2018

Category	Count
<= 80 %	7
80-85 %	8
85-90 %	33
90 %	24
91 %	23
92 %	36
93 %	51
94 %	49
95 %	52
96-98 %	45
>= 98 %	4

15% Hotels GOP <90%

55% Hotels GOP [90%;95%]

30% Hotels GOP >=95%

2019 Q1 YTD Performance

BU	Jan	Feb	Mar	Total	Target	vs Target
AMERICAS	88,2%	92,2%	94,1%	**91,8%**	95,0%	**-3,2pp**
NORTHERN EUROPE	94,2%	93,9%	94,5%	**94,2%**	95,0%	**-0,8pp**
SOUTHERN EUROPE	93,4%	94,9%	94,2%	**94,2%**	95,0%	**-0,8pp**
TOTAL	**93,3%**	**94,2%**	**94,3%**	**94,0%**	95,0%	**-1,0pp**

✓ **Q1 Performance aligned with targets**

Back to PPT

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QUEST FOR EXCELLENCE

nH | HOTEL GROUP
PART OF **MINOR** HOTELS

2019 FC Accuracy Methodology	2018 Methodology

Calculation

Monthly Forecast Accuracy will be calculated using the following the formula, where maximum accuracy will be 100%:

- Monthly FC accuracy : 1- Abs(Actuals – Official Forecast*) / Actuals

Official Forecast set with 6 weeks of preview

Composed by 2 components:

- FC accuracy (just BU level), allowing under & over performing

- Under/Over Performing recurrence

Monthly Forecast Accuracy = 1 - Abs(Actuals – Official Forecast) / Actuals

Forecast Accuracy

		2019 Methodology					2018 Methodology	
Hotel	Actuals	FC	Error	Abs(Error)	%Diff	FC Acc 2019	Error	Fc Acc 2018
Example 1	100 M€	90 M€	10 M€	10 M€	10,0%	**90,0%**	10 M€	**90,0%**

		2019 Methodology					2018 Methodology	
Hotel	Actuals	FC	Error	Abs(Error)	%Diff	FC Acc 2019	Error	Fc Acc 2018
Example 2	100 M€	110 M€	-10 M€	10 M€	10,0%	**90,0%**	-10 M€	**110,0%**

FC Accuracy will calculate deviations based on absolute numbers, avoiding balance between positive and negative figures, so, positive and negative deviations are treated equally → that means same figure for the same accuracy

Different ratios for the same deviation vs actuals

2019 FC Accuracy Methodology

2018 Methodology

Aggregation

Location Aggregation (Region/BU):
Compensations between positive and negative deviations won't be allowed. Upper levels will bottom up the deviations of their individual components.

Monthly Aggregation:
Compensations between positive and negative deviations won't be allowed. Each month weights according to its revenue contribution → weighted average

Location aggregation
Allows compensations

Monthly Aggregation:
Average of monthly figures (no compensations, but lineal average)

Forecast Accuracy

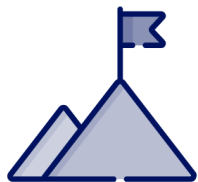|	2019 Methodology						2018 Methodology	
Hotel	**Actuals**	**FC**	**Error**	**Abs(Error)**	**%Diff**	**FC Acc 2019**	**Error**	**Fc Acc 2018**
Hotel 1	100 M€	90 M€	10 M€	10 M€	10,0%	**90,0%**	10 M€	**90,0%**
Hotel 2	100 M€	110 M€	-10 M€	10 M€	10,0%	**90,0%**	-10 M€	**110,0%**
Hotel 3	450 M€	430 M€	20 M€	20 M€	4,4%	**95,6%**	20 M€	**95,6%**
Hotel 4	180 M€	200 M€	-20 M€	20 M€	11,1%	**88,9%**	-20 M€	**111,1%**
TOTAL	830 M€	830 M€	0 M€	60 M€	7,2%	**92,8%**	0 M€	**100,0%**

Aggregated location levels of accuracy (Region & BU) must be a consequence of the accuracies of their basis components.

Accuracy must be volume sensitive, so every hotel/month is considered according to its volume contribution

We could be missing the accuracy in all the hotels and giving a 100% of forecast accuracy → that figure was not showing the real status

2019 FC Accuracy Methodology

2018 Methodology

Targets

Targets set at hotel level & semester, as per defined by the DRMs

2019 Target* : **92,9%H1 & 93,6%H2 → 93,3% Total (+0,8pp YoY)**

- BU AM : 92,1% (+3,7pp) → 91,1%H1 & 93,0%H2
- BU NE : 93,7% (+0,7pp) → 93,4%H1 & 94,0%H2
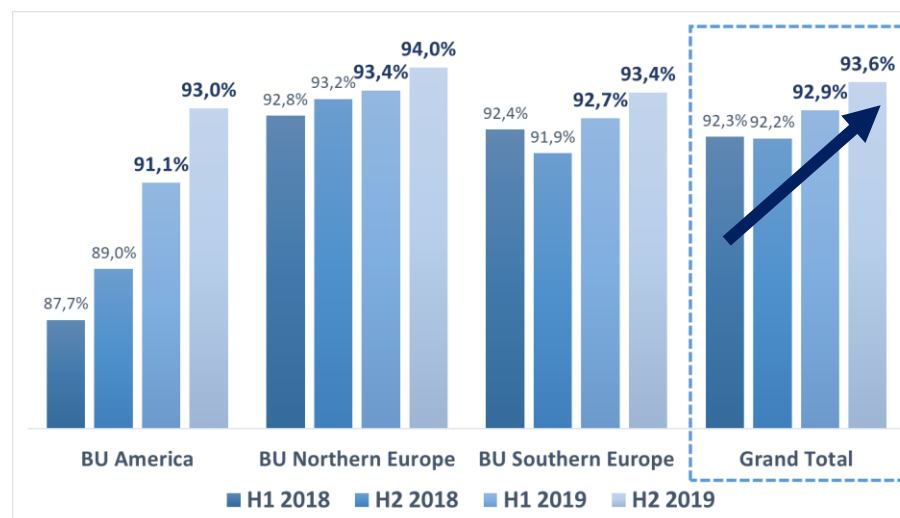- BU SE : 93,0% (+0,9pp) → 92,7%H1 & 93,4%H2

As compensations at BU/Region level were allowed, we had to set different targets by Hotel / Region / BU (95,0%/97,5%/98%)

Forecast Accuracy

2019 Targets by Business Unit & Period

Chart: BU America — 87,7% / 89,0% / 91,1% / 93,0%; BU Northern Europe — 92,8% / 93,2% / 93,4% / 94,0%; BU Southern Europe — 92,4% / 91,9% / 92,7% / 93,4%; Grand Total — 92,3% / 92,2% / 92,9% / 93,6%

Legend: ■ H1 2018 ■ H2 2018 ■ H1 2019 ■ H2 2019

2019 Q1 YTD Performance

BU	Jan	Feb	Mar	Total	Target H1	vs Target
AMERICAS	86,5%	90,3%	93,9%	90,6%	91,1%	-0,5pp
NORTHERN EUROPE	92,9%	93,3%	94,4%	93,6%	93,4%	+0,2pp
SOUTHERN EUROPE	91,6%	94,7%	93,6%	93,4%	92,7%	+0,6pp
TOTAL	91,8%	93,6%	94,1%	93,2%	92,9%	+0,3pp

✅ **2019 Q1 Performance aligned with targets**

Annex X- Transactional TMS interactions (I)
1. Review Process- Overdue C

Use the **/CCSHT/AGING_CLI** transaction in order to check the situation of the credits.

⚠️ Pay attention in customer and total debt

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

⚠️ Pay attention in 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/sites/default/files/documents/NHOrg_Credit_Policy_-_Quick_Reference_Guide.pdf

Annex X- Transactional TMS interactions (II)

2. Review Process- Guest Ledger

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	EV0073949 5	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	EV0073949 5	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	EV0073949 5	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 in:
Folio´s holder
Deadline
Currency 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/control-lists-management

3. Review Process- Open Billing

Use **DWP** in order to control the status of the discrepancies escalated by Accenture.
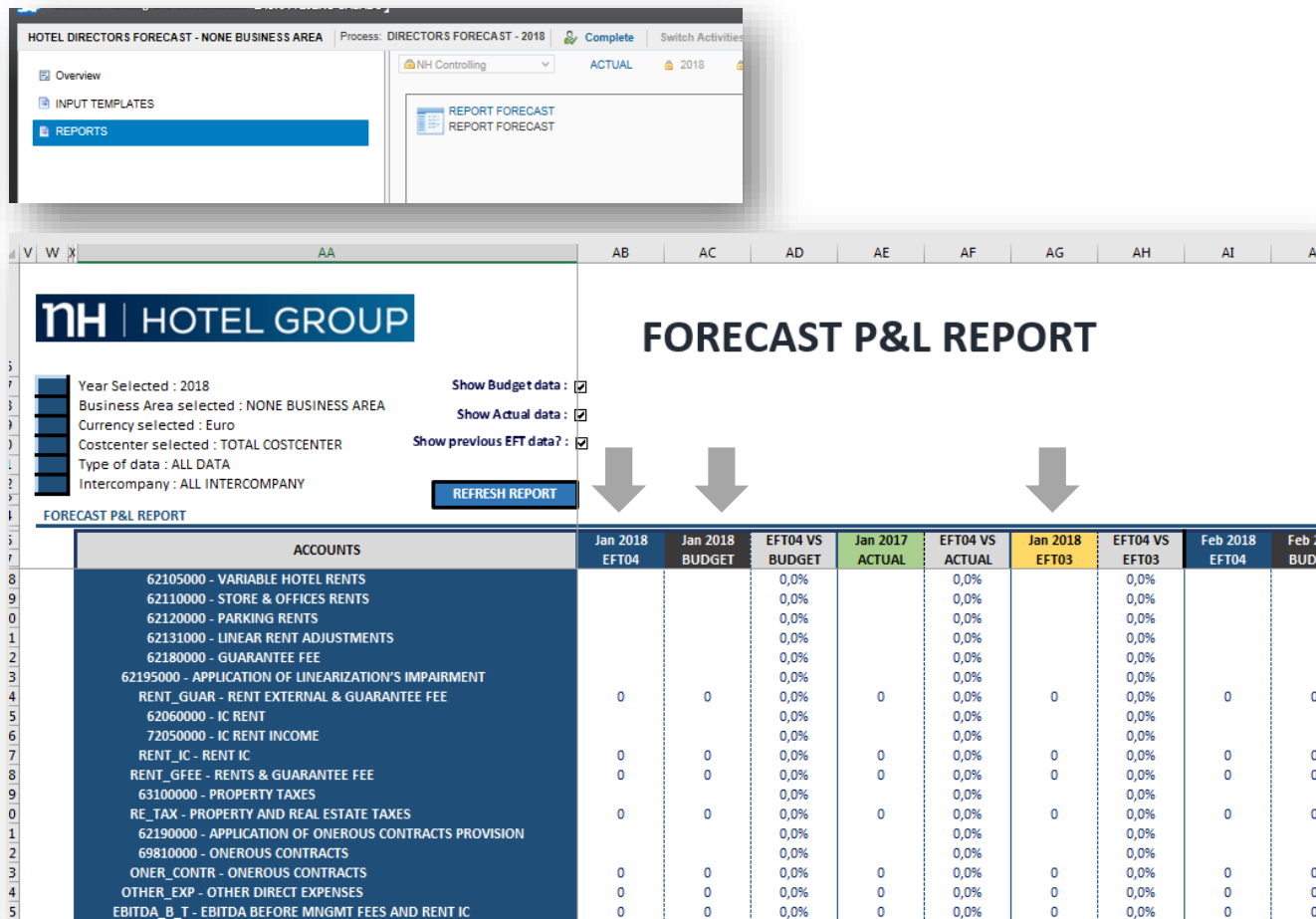
Annex X- Transactional TMS interactions (IV)

4. Review Process- FC EBITDA Accuracy

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.

5. Review Process- Commission Accuracy

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.**

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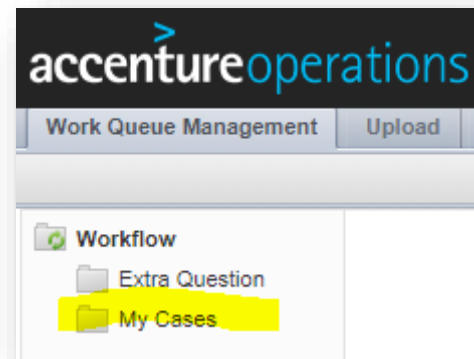https://nhorganization.nh-hotels.com/content/comctms4h-commissions-operational-report-onyx

Annex X- Transactional TMS interactions (VI)

6. Review Process- Compliance

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

Purchasing Vendor Data

Vendor	Name 1	City	PostalCode	Cty	Telephone 1	Tax Number 1	POrg	LFM1-ZZNOMINATED	LFM1-ZZPORTALVENDOR	E-Mail Address	Plnt	LFM2-ZZNC
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		

7. Review Process- Monthly Procurement Issues

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.**

⚠ Pay attention in Kind of incidence, Status and Vendor

Annex X- Transactional TMS interactions (VIII)

8. Review Process- %Online Check-outs vs total check-ins activations

Results can be checked via BI Dashboard (file will be updated each 2 weeks aprox.):

https://app.powerbi.com/view?r=eyJrIjoiMWQ2Nzk3NjItMzkxNS00ZmUzLWFlOWQtMWQ3MDVIYjdmYjE1IiwidCI6IjhhO
TFmNjY4LWRjMWMtNDkwMy04OTIzLThlNjYxODE5MGQ2NiIsImMiOjh9

Or using **ZEY_CHECKOUT_EXP** - Online Check-out transaction via TMS:

Annex X- Transactional TMS interactions (IX)

9. Review Process- Rewards Recruitment

Results will be shared at the beginning of the second week of each month. For daily follow up /CCSHT/PF_CARDS_REP. can be used

10. Review Process- Accuracy in BF

For further follow up check ZEY_TMS_BF_SPIT transaction.

- Filter by hotel and check in date in order to check accuracy in BF company
- Filter by hotel and creation date in order to check accuracy BF PAX

2018 CRITERIA

- ➢ **Composed by two functions (quadratic & lineal)** → *Difficult to treat with & to explain*

- ➢ **Same tolerance criteria for each KPI** → *Does not allow ad-hoc tolerance formula*

- ➢ **Impossible to integrate the % Consecution formula in the Excel reporting tool** → *Manual workaround it's required*

- ➢ **Impossible to aggregate different levels with the same % Consecution calculation** → *More time & more data processing*

2019 CRITERIA

- ➢ **Composed by a lineal function** → *Easy to treat with & to explain*

- ➢ **Different consecution depending on the KPI requirements** → *Allows individual tolerance for each KPI*

- ➢ **Possibility to have the % Consecution in the reporting tool** → *No manual workaround required*

- ➢ **Allows to aggregate different levels for the same % Consecution calculation** → *No complex formula is needed to get the % Consecution & less data processing*

KPI Name	% KPI to get Partially Achivement	Target	% KPI to get 125%
Overdue C	BU & Quarter Level	BU & Quarter Level	0%
Commissions	93%	95%	98,5%
Guest Ledger	15%	10%	3%
Open Billing	3 % H1 / 2,5 % H2	2,5 % H1 / 2,0 % H2	0%
Monthly Procurement Issuses	6,50%	5%	1,50%
Compliance Ratio	Hotel level - See annex	Hotel level - See annex	98%
% Accuracy FC GOP	90%	95%	98%
Accuracy in BF	Hotel level - See annex	Hotel level - See annex	100%
Accuracy PAX	""	""	100%
Accuracy Company	""	""	100%
Rewards Acquisition	90%	Hotel level - See annex	125%
Online check out	Hotel level - See annex	Hotel level - See annex	Hotel level - See annex

Partially achievement: *Target has not been reached. Consecution = 0 %*

Achieved: *Target has been reached. Consecution = 100 %*

Overachievement: *Maximum target has been reached. Consecution = 125%*

Annex XI- KPI Targets vs Consecution: Critical KPI Range
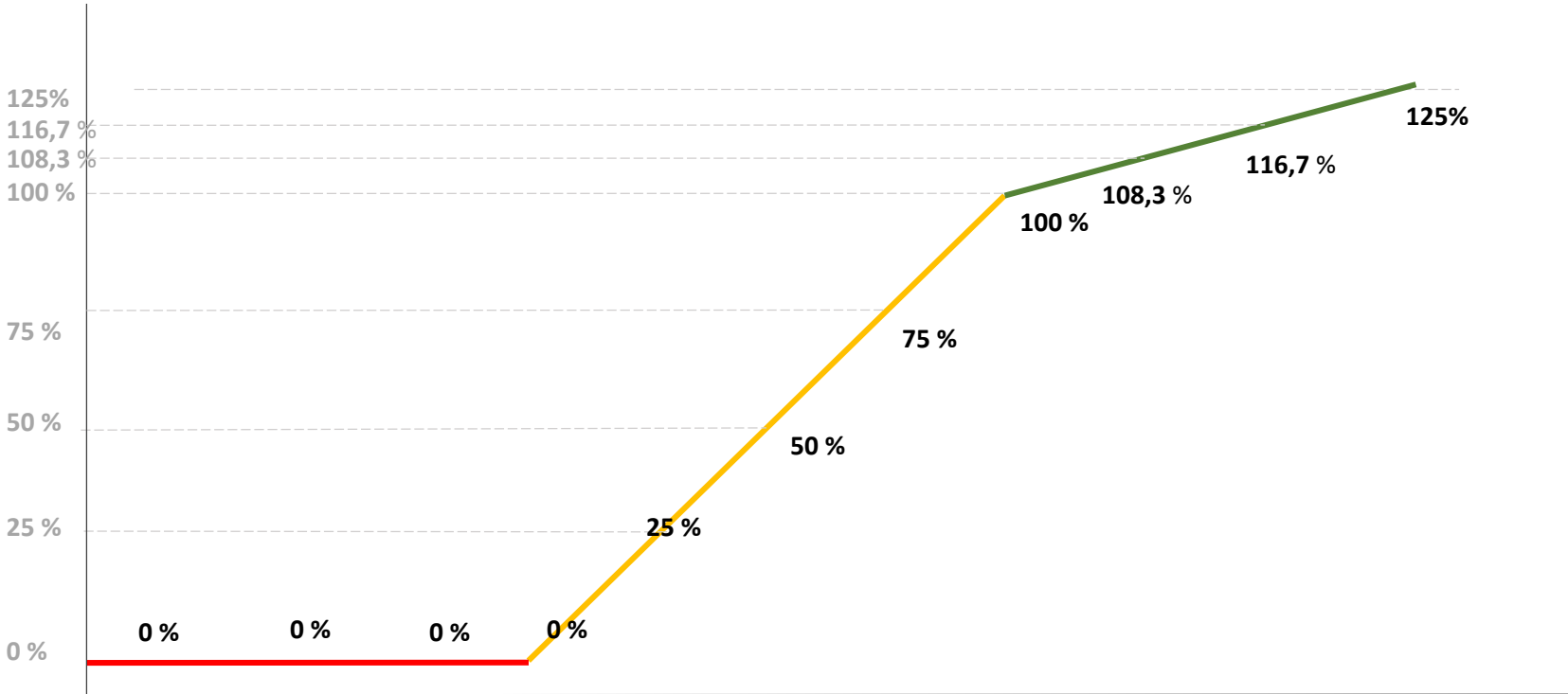
	NOT ACHIEVED			PARTYALLY ACHIEVEMENT				OVERACHIEVEMENT			
CONSECUTION	0,0%	0,0%	0,0%	**0,0%**	25,0%	50,0%	75,0%	**100,0%**	108,3%	116,7%	**125,0%**
% Commissions Accuracy	90,00%	91,00%	92,00%	**93,00%**	93,50%	94,00%	94,50%	**95,00%**	96,17%	97,33%	**98,50%**
% Compliance Ratio	86,40%	87,40%	88,40%	**89,40%**	90,58%	91,75%	92,93%	**94,10%**	95,40%	96,70%	**98,00%**
% Accuracy in BF	61,70%	62,70%	63,70%	**64,70%**	66,01%	67,33%	68,64%	**69,95%**	71,70%	73,45%	**75,20%**
% Guest Ledger	18,00%	17,00%	16,00%	**15,00%**	13,75%	12,50%	11,25%	**10,00%**	7,67%	5,34%	**3,00%**
% Open Billing	6,00%	5,00%	4,00%	**3,00%**	2,88%	2,75%	2,63%	**2,50%**	2,17%	1,83%	**1,50%**
% Monthly Procuremente Issues	9,50%	8,50%	7,50%	**6,50%**	6,13%	5,75%	5,38%	**5,00%**	3,83%	2,67%	**1,50%**
% Accuracy FC GOP	87,00%	88,00%	89,00%	**90,00%**	91,25%	92,50%	93,75%	**95,00%**	96,00%	97,00%	**98,00%**
% Overdue Client C	22,00%	23,00%	24,00%	**25,00%**	23,75%	22,50%	21,25%	**20,00%**	13,33%	6,67%	**0,00%**
Rewards Acquisition	87,00%	88,00%	89,00%	**90,00%**	92,50%	95,00%	97,50%	**100,00%**	108,33%	116,70%	**125,00%**
% Online Check out	1,00%	2,00%	3,00%	**4,00%**	4,25%	4,50%	4,75%	**5,00%**	5,83%	6,67%	**7,50%**

Annex XI- KPI Targets vs Consecution: Global KPI Range

KPI Name	% KPI to get Partially Achivement	Target	% KPI to get 125%
% MM Invoices (invoices with PO)	55,0%	64,0%	100,0%
% Portal Invoices	25,0%	40,0%	100,0%
% Invoices with incidences in price,quantity and parked documents	8,8%	7,0%	0,0%
% Central Collections	35,0%	48,0%	100,0%
% Manual journal lines	19,0%	14,8%	0,0%
% FC Revenue Accuracy	88,7%	92,9%	98,0%
% Rejected invoices	10,0%	5,0%	0,0%
% Availability of the systems WEB Booking process	98,8%	99,0%	100,0%
% Executed CAPEX	70%	90%	125%
% Contracted CAPEX	70%	95%	125%
DSR Global *	Quarterly & BU Level	Quarterly & BU Level	Quarterly & BU Level
% Overdue total Global *	Quarterly & BU Level	Quarterly & BU Level	Quarterly & BU Level
% Overdue > 60 days Global *	Quarterly & BU Level	Quarterly & BU Level	Quarterly & BU Level

Annex XI- KPI Targets vs Consecution: Ranges by KPI and Hotel

Consecution			0%	100%	125%
KPI Name		**Half**	**Min Target**	**Target**	**Max Target**
⊟ **% Commissions Accuracy**	⊞	*H1*	93,0%	95,0%	98,5%
% Commissions Accuracy	⊞	*H2*	93,0%	95,0%	98,5%
⊟ **% Guest Ledger**	⊞	*H1*	15,0%	10,0%	3,0%
% Guest Ledger	⊞	*H2*	15,0%	10,0%	3,0%
⊟ **% Monthly Procurement Issues**	⊞	*H1*	6,5%	5,0%	1,5%
% Monthly Procurement Issues	⊞	*H2*	6,5%	5,0%	1,5%
⊟ **% Open Billing Issues**	⊞	*H1*	3,0%	2,5%	1,5%
% Open Billing Issues	⊞	*H2*	2,5%	2,0%	1,5%
⊟ **Rewards acquisition**	⊞	*H1*	90,0%	100,0%	125,0%
Rewards acquisition	⊞	*H2*	90,0%	100,0%	125,0%
⊟ **% Accuracy FC GOP**	⊞	*H1*	90,0%	95,0%	98,0%
% Accuracy FC GOP	⊞	*H2*	90,0%	95,0%	98,0%

- *Min. target* → *% KPI where % Consecution is 0 %*
- *Target* → *% KPI where % Consecution is 100%*
- *Max. Target* → *% KPI where % Consecution is 125 %*

Targets by Hotel

For those KPIs with target at hotel level, please visit the Excel shared with this PPT

Annex XII- MBO KPI MATRIX

Area	Applicability	Name	Chief Oper Officer &	Chief People officer	Ex MD Finance & Adm	Chief Marketing Office	Chief Commercial Of	Chief Assets&Develo	General Secretary	Managing Director	BU T. Leader	BU Finance Director	BU Commercial Direc	BU HR Director	Marketing Director	BU Op. Dir-Reg. Dir's	Hotel General Manag
Debt Collection	Global	DSR Global	Ok	Ok	Ok		Ok		Ok	Ok							
Debt Collection	Global	% Overdue total Global	Ok	Ok	Ok		Ok		Ok	Ok							
Debt Collection	Hotel	% Overdue total C	Ok	Ok				Ok	Ok	Ok				Ok	Ok		
Debt Collection	Global	%Overdue>60 days Global	Ok	Ok	Ok		Ok		Ok	Ok							
Debt Collection	Hotel	%Old guest ledger balances to be invoiced	Ok	Ok				Ok	Ok	Ok				Ok	Ok		
Billing Quality	Hotel	%Open billing issues	Ok	Ok	Ok		Ok	Ok	Ok	Ok				Ok	Ok		
Commission management	Hotel	%Commission accuracy	Ok	Ok	OK		Ok	Ok	Ok	Ok				Ok	Ok		
Procurement	Hotel	%Monthly Procurement issues	Ok	Ok				Ok	Ok	Ok				Ok	Ok		
Procurement	Global	%Rejected invoices	Ok	Ok					Ok								
IT Support improvement	Global	%Availability of the systems	Ok														
Accenture support improvement.PTP	Global	%MM invoices (invoices with PO)	Ok	Ok					Ok								
Accenture support improvement.PTP	Global	%Portal invoices	Ok	Ok					Ok								
Accenture support improvement.PTP	Global	%Invoices with incidences in price,quantity and parked documents	Ok	Ok					Ok								
Accenture support improvement.OTC	Global	%Central Collections	Ok	Ok					Ok								
Accenture support improvement.RTR	Global	%Manual journal lines	Ok	Ok					Ok								
Procurement	Hotel	Compliance ratio	Ok	Ok				Ok	Ok	Ok				Ok	Ok		
	Hotel	Forecast Accuracy (Ebitda).	Ok	Ok	Ok	Ok	Ok	Ok		Ok	Ok	Ok	Ok	Ok	Ok	Ok	Ok
	Global	Forecast Accuracy (Revenues).	Ok			Ok		Ok			Ok			Ok			
	Global	Ordinary Capex	Ok														
	Hotel	Accuracy in BF	OK			OK		OK	OK		OK			OK	OK		
	Hotel	Rewards Recruitment	OK		OK			OK	OK				OK	OK	OK		
	Hotel	%Online Check-outs	OK		OK			OK	OK				OK	OK	OK		

Area	Applicability	Name	Chief Oper Officer &	Chief People officer	Ex MD Finance & Adm	Chief Marketing Office	Chief Commercial Of	Chief Assets&Develo	General Secretary	Managing Director	BU T. Leader	BU Finance Director	BU Commercial Direc	BU HR Director	Marketing Director	BU Op. Dir-Reg. Dir's	Hotel General Manag
CP Project	Projects	Purchasing Process Optimization	OK		OK				OK		OK					OK	
CP Project	Projects	F&B and Room Service Recipes	OK						OK							OK	
CP Project	Projects	Reception Evolution-Tablets in Reception	OK		OK				OK						OK	OK	
CP Project	Projects	Payment Gateway Rollout	OK	OK					OK		OK				OK		
CP Project	Projects	B2B Master Plan	OK		OK	OK			OK			OK		OK			
CP Project	Projects	Web Security Implementation	OK		OK												
CP Project	Projects	Synxis	OK			OK											
CP Project	Projects	B2B CRM	OK			OK											
CP Project	Projects	GDPR	OK			OK	OK							OK			
CP Project	Projects	BI Dashboards: Strategy & Finance	OK		OK				OK								
CP Project	Projects	BI Dashboards: GMs	OK						OK								
CP Project	Projects	Tivoli: Process Integration&System	OK														
CP Project	Projects	Legal IFRS 16	OK	OK													
CP Project	Projects	PSD 2	OK	OK	OK												
CP Project	Projects	Revenue Forecast	OK	OK		OK			OK		OK	OK			OK	OK	
			37	1	22	7	12	1	1	23	10	19	10	1	5	17	11

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→KPIs will impact to marked positions and corresponding teams

Annex XIV - KPI Meetings & Governance- QUE Recurrent Actions

BU CoDir Meeting
28.01

QUE Weekly Meeting
10.01

QUE Weekly Meeting
17.01

Checkpoint 23.01

BU CoDir Meeting
28.01

Week 1 | 2 | 3 | 4 | 5

2019

02.01 — **Data Extraction**

02.01 — **KPI Exception Validation**

Deadline for Exceptions + Sending to BI
14.01

QUE final Report
25.01

Provisional Report Sending
17.01

Individual Report Sending (Hotel/Region/BU)
23.01

14.01 — **Analysis + Action Points**

Action Points sending to GPMO

17.01 — **QUE Draft**

QUE Draft Review
21.01

Legend:
- Excellence Leaders
- Business Intelligence
- KPI Owner
- GPMO/Business Transformation
- BU

Annex XV- Critical Path Project progress measurement

(!)Specific training on methodology will be held for PM/BO

21/06/2018

Supongamos que es 21 de Junio del 2018

Set up | Testing | Rollout | Post rollout

Detection | Design | Technical developments | Pilot | Review | Rollout | Post Rollout

Concept (G1)
› Initiative debrief
› Team identification (Area)
› Ambitional Timeline (Quarter level, Excel/tool)
› KICK OFF MEETING

Feasibility (G2)
› Sheet completed
› IT Requirements
› Technical design
› Resources plan / global planning
› APPROVAL MEETING (go to developments)

Develop (G5)
› Testing
› Business approval
› APPROVAL MEETING (go to pilot)

Pilot (G6)
› Measurement KPIs
› Feedback/Back improvements
› DECISSION MEETING (go to review/need to improve)

Review (G7)
› Sheet review
› Go live (business readiness)
› APPROVAL MEETING (go to roll out)

BaU (G8)
› KPI review
› APPROVAL MEETING (go to BaU)

¿Cómo se reportar y cuentan las fechas? (ver ejemplos ppt)

- Las fechas de partida en el momento inicial (fase de Detection) serán tentativas, es decir, las que hayamos acordado en el DER19; se reportarán en gris para visualmente identificar ese estado tentativo "not commited yet".

- El PM y BO consensúan al comienzo del proyecto cuándo será el kick off del mismo; para el kick off, se deben tener resueltos los entregables indicados. En este momento, la fecha del kick off marca la fecha "Real" de cierre de la etapa de detection del proyecto.

- Durante la etapa de Design, se cerrará la fecha real de la reunión de aprobación y paso a desarrollo (teniendo todos los entregables indicados). En este momento, dado que ya se ha debido realizar la planificación global completa, se revisan y adecuan las fechas estimadas del resto de etapas/hitos; estas fechas pasan de ser tentativas a ser comprometidas, y se pasarán a indicar en negro.

- Cada etapa debe garantizar los entregables indicados en las fechas comprometidas. Todas las etapas se cierran con reuniones formales de revisión, aprobación y go, y dan lugar a las fechas reales reportadas para el

Proyecto	Concept (G1)		Feasibility (G2)		Develop (G5)		Pilot (G6)		Review (G7)		BaU (G8)		Peso proyecto	Peso proyecto	Nº hitos hasta fecha	Nº hitos conseguidos hasta fecha	% Proyecto conseguido	% Cons. Ponderada	
	Estimated	Real	Estimated	Real	Estimated	Real	Estimated	Real	Estimated	Real	Estimated	Real							
1. OCI & CxR	30/12/2014	30/12/2014	30/01/2017	30/01/2017	03/06/2018		10/06/2018		02/07/2018		31/12/2018		1,5	20	4	2	0,5	10	1. El proyecto va retrasado, dos etapas que ya han vencido
2. OCO	30/12/2014	30/12/2014	01/01/2017	01/01/2017	18/12/2017	18/12/2017	01/01/2018	01/01/2018	30/01/2018	30/01/2018	30/10/2018		1,5	15	5	5	1	15	
3. Lobbies Alive	30/12/2014	30/12/2014	30/12/2017	30/12/2017	30/05/2018	30/05/2018	28/02/2019		30/07/2019				1,5	15	3	3	1	15	
4. Reception Evolution	30/06/2018		30/11/2018										1	10	0	0	0	0	2. El proyecto aún tiene sólo fechas estimadas dado que no ha comenzado
5. Tablets in Reception	30/12/2016	30/12/2016	30/11/2018										1	10	1	1	1	10	
6. WhatsApp & Facebook	30/04/2017	30/04/2017	30/03/2018	30/03/2018	30/10/2018		30/11/2018		30/01/2019		28/02/2019		0,5	5	2	2	1	5	3. El proyecto ya ha pasado la etapa de diseño, y por tanto tiene todas las
7. Digital Signage	30/12/2017	30/12/2017	28/02/2018	28/02/2018	01/06/2018	01/06/2018	30/06/2018		01/07/2018		01/10/2018		0,5	2	3	3	1	2	
8. Press Reader	01/05/2016	01/05/2016	01/06/2016	01/06/2016	01/07/2016	01/07/2016	30/03/2016	30/03/2016	31/06/2018		30/03/2018		0,5	2	4	4	1	2	
9. TV Branded Content	30/11/2016	30/11/2016	30/06/2017	30/06/2017	28/02/2018	28/02/2018	30/04/2018	30/04/2018	01/06/2018	01/06/2018	30/03/2019		0,5	5	5	5	1	5	
10. Mood Room	30/12/2014	30/12/2014	30/06/2017	30/06/2017	30/07/2017	30/07/2017	30/04/2018		30/11/2018		28/02/2019		0,5	6	3	3	1	6	
11. Smart Lock	30/08/2018		30/11/2018										1	10	0	0	0	0	
TOTAL													10	100			8,5	70,0%	

THANKS!