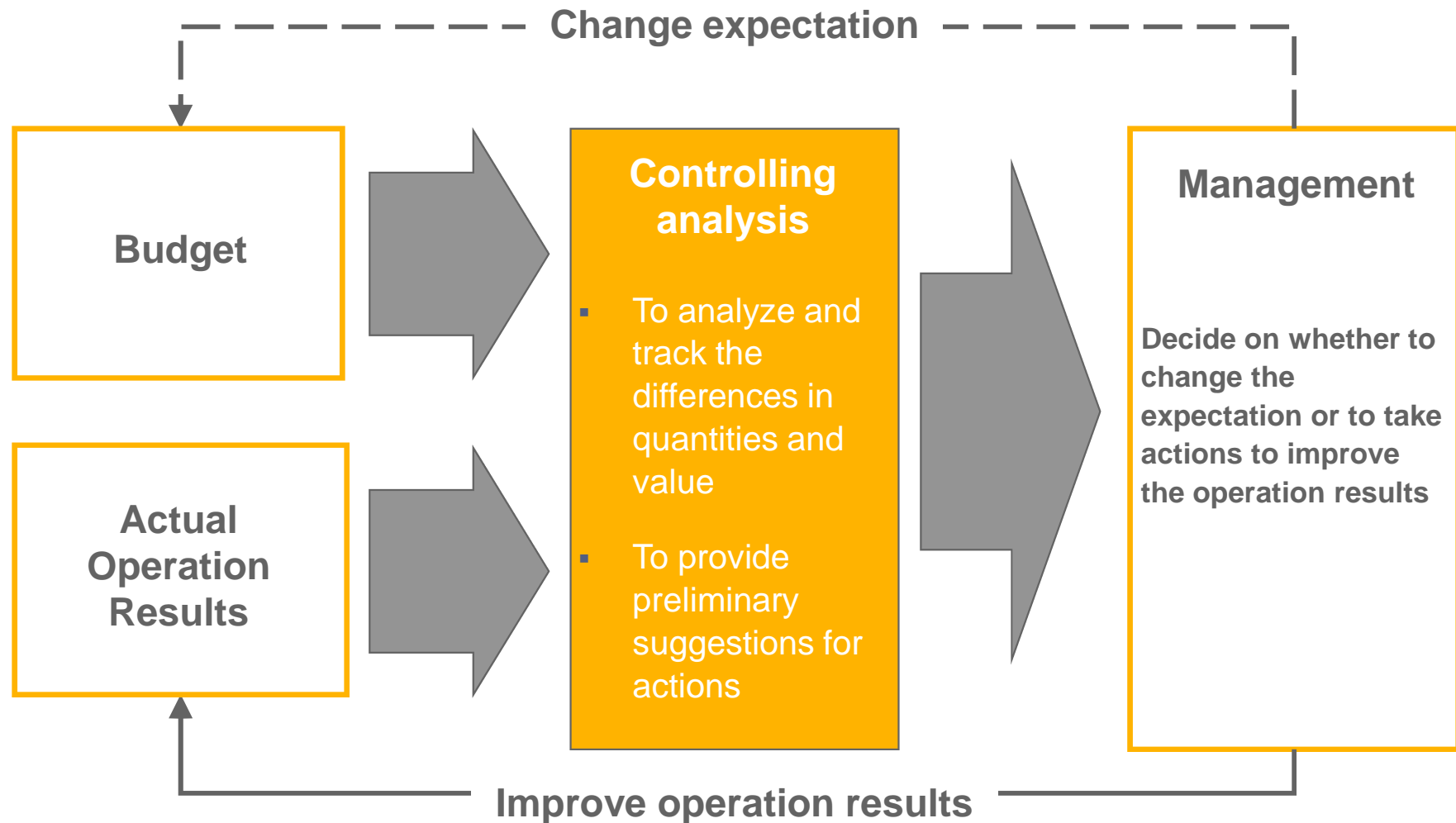


**Lufthansa Consulting**

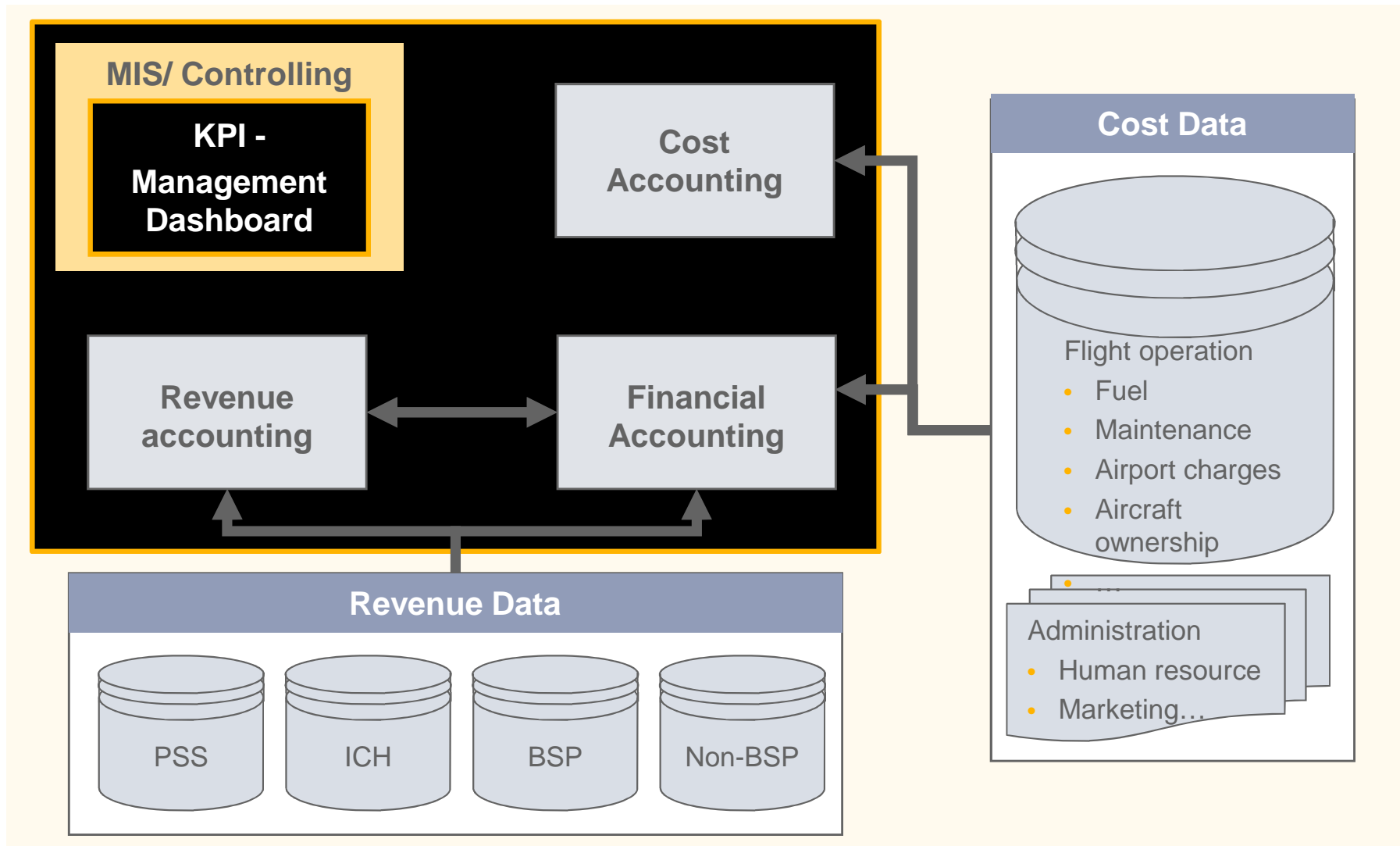
Your Business Runway

# A detailed budget is required as the base for all controlling functions



Source: Lufthansa Consulting

The MIS will generate quick and accurate information (KPIs) for the management to effectively monitor and steer business operations



Source: Lufthansa Consulting

# In the long run, controlling will be the only source for management reporting

## Controlling analysis

Example

AC Type	Date	Dep-time	Arr-time	Seat	Distance	L/F	Average yield per block	Pax Revenue	Actual				
									Fuel	Landing	Parking	Line maintenance	Catering food
151	01.01.10	10:00	15:00	185	1.728	92%	0,15	294.008	89.642	31.924	47.936	17.473	11.614
152	01.01.10	10:00	15:00	185	2.033	92%	0,23	345.983	101.290	32.639	61.632	20.559	13.147
153	01.01.10	10:00	15:00	150	1.484	92%	0,25	231.430	70.798	13.341	39.199	14.732	7.930
155	01.01.10	10:00	15:00	150	1.849	89%	0,19	247.919	73.073	13.341	39.199	14.732	7.930
161	01.01.10	16:05	20:10	150	2.078	70%	0,15	218.296	87.626	22.037	46.847	12.972	9.080
162	01.01.10	9:30	11:50	150	1.904	92%	0,27	243.752	67.949	31.175	43.979	15.613	8.584
421	01.01.10	16:40	21:00	185	5.393	89%	0,14	808.354	282.492	33.456	174.623	49.223	41.811
422	01.01.10	9:00	12:00	185	2.304	92%	0,18	392.209	117.376	33.456	63.914	23.306	13.937
501	01.01.10	8:00	10:15	185	1.660	90%	0,23	275.712	799.386	33.456	463.379	163.848	97.555
502	01.01.10	11:30	13:45	150	2.251	92%	0,14	310.666	98.294	30.903	51.627	18.461	11.263
503	01.01.10	12:00	14:15	66	756	74%	0,15	36.966	23.835	11.580	8.448	2.197	2.310
504	01.01.10	15:35	17:45	185	3.032	92%	0,16	516.114	142.702	35.123	86.741	30.669	17.050
507	01.01.10	14:10	16:35	150	2.496	92%	0,14	372.103	119.490	32.401	63.147	22.111	13.560
508	01.01.10	17:35	20:00	66	476	82%	0,11	36.531	26.502	11.333	5.069	2.171	1.665
509	01.01.10	16:00	18:45	66	571	92%	0,17	34.683	22.071	12.388	8.026	2.061	2.221
510	01.01.10	19:45	21:00	150	1.981	87%	0,14	299.238	84.266	22.037	49.715	11.839	9.575
701	01.01.10	9:00	11:40	66	294	92%	0,14	17.082	12.194	10.414	5.069	1.061	724
702	01.01.10	12:40	14:55	66	1.916	79%	0,14	68.586	36.757	10.857	13.095	4.076	3.041
711	01.01.10	17:00	19:40	66	2.225	87%	0,14	97.819	73.008	19.429	26.793	5.814	6.193
712	01.01.10	20:45	23:05	150	4.675	90%	0,14	560.764	148.725	34.727	94.241	33.322	17.347

Budget vs. actual performance

## KPIs sample

- Total sales, sales by sales region, sales by sales channels
- Total revenue, revenue by route, by month
- Revenue per ASK/ RPK
- Operation costs per ASK
- Operation cost per block hour
- Seat load factor (SLF)
- Break even SLF
- EBITDA
- EBITDA margin
- ...

Source: Lufthansa Consulting

## Management dashboard

AD	Δ tgt	AI	Δ tgt	AD	Δ tgt	Sales Operations		
Pax	xxxxx	xxx	OTP	xxx	xxx	Regularity	xxx% xxx%	
SLF	xxx%	xxx%	Delay (in min xxx)	affected Pa	xxxx	xxxx		
Links: <a href="#">Rev&amp;Net</a> <a href="#">Religious</a> <a href="#">Mark&amp;Pr</a> <a href="#">Finance</a> <a href="#">HR</a> <a href="#">IT</a>								
5 Top Routes		CMII	SLF	Rev/A	KPIs			JFMAMJJASOND
5 Bottom Route		CMII	SLF	Rev/A	Company Performance			y-t-d Δ pr.y Δ tgt cur.m. Δ pr.y Δ tgt
Special routes		SLF	CMII	CMII	Operations			

KPI	Target	Actual	Δ	Target	Actual	Δ
Profit Margin (EBIT/RE)	6.2%	3.0%	-1.0%			
EBIT (in KWD ml)	4,500	2.0%	2.0%	1,600	5.0%	1.0%
Sales (in KWD ml)	4,500	2.0%	2.0%	1,600	5.0%	1.0%
CM II (in KWD ml)	4,500	2.0%	2.0%	1,600	5.0%	1.0%
Revenue (in KWD ml)	4,500	2.0%	2.0%	1,600	5.0%	1.0%
# of Pax (in 000)	1,842	3.0%	-1.0%	1,600	5.0%	1.0%
SLF	81%	2.0%	2.0%	1,600	5.0%	1.0%
ASK	4,500	2.0%	2.0%	1,600	5.0%	1.0%
RPK	4,500	2.0%	2.0%	1,600	5.0%	1.0%
OTP	92%	3.0%	-1.0%	1,600	5.0%	1.0%
Regularity Rate	94%	2.0%	2.0%	1,600	5.0%	1.0%
Safety Issues	1,842	3.0%	-1.0%	1,600	5.0%	1.0%
Crew Productivity (FH/TE)	4,500	2.0%	2.0%	467	4.0%	-2.5%
Techn. Dispatch Relia	4,500	2.0%	2.0%	1,600	5.0%	1.0%
A/C utilizations (bh/d)	4,500	2.0%	2.0%	1,600	5.0%	1.0%

Sales Channel	NN	Re	Δ pr.y	Δ tgt
Web				
Call center				
ATO/CTO & GSA	Special	Act	Target	Special
Travel agency	E-ticketing coverage			quality
Online TA	Employee satisfaction			---
Total	---			---



# Contact

## Lufthansa Consulting GmbH

Von-Gablenz-Str. 2 – 6  
50679 Cologne  
Germany

Tel.: +49 (0) 221 826 0

Fax: +49 (0) 221 826 8260

e-mail: [Mail@LHConsulting.com](mailto:Mail@LHConsulting.com)

[www.LHConsulting.com](http://www.LHConsulting.com)