

Management by Objectives @ Leaseplan

Getting 32 Countries on board with KPI's, Data and Definitions

Jeroen van der A, November 2019



World leader

World leader in
Car-as-a-Service¹

€75 billion

Car-as-a-Service
addressable market

Major reseller

Major reseller of high-quality
used cars

€65 billion

CarNext.com for 3-4 year-old high-
quality cars addressable market

7,000+

Employees

1963

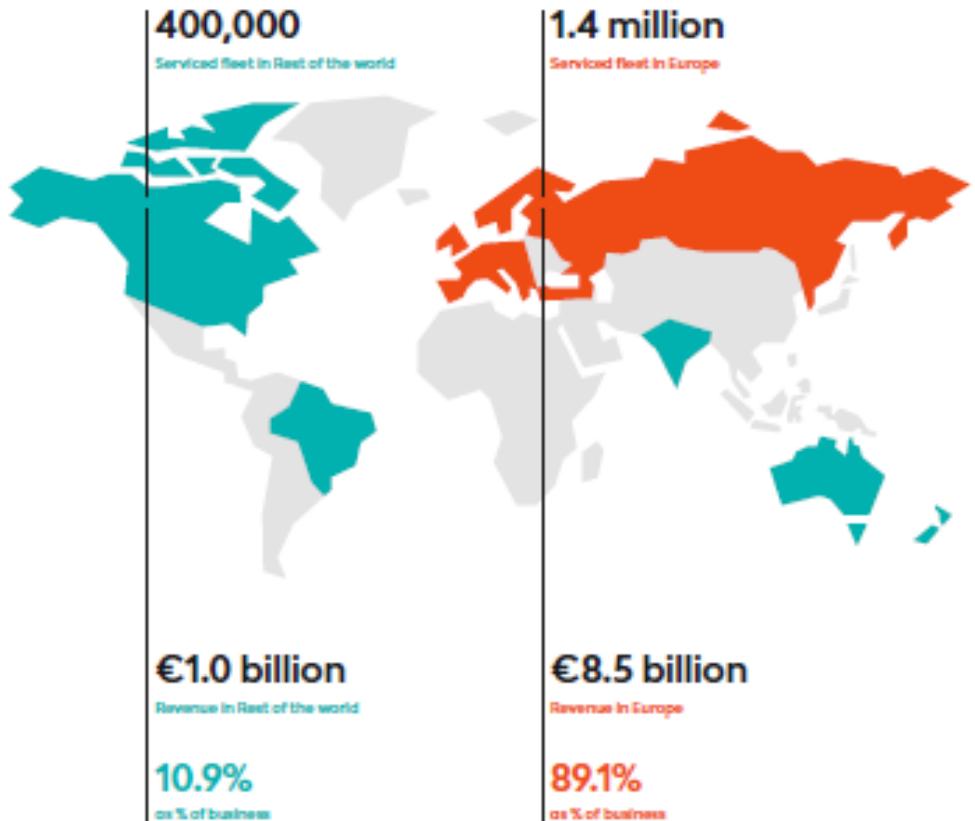
Founded

32 countries

Served worldwide

1.8 million

Fleet size



Car-as-a-Service

Purchasing

Vehicle purchasing

Maintenance management (RMT)

Access to large network of third-party service providers for repair, maintenance and tyres

Financing

Financing solutions with or without services attached

Insurance and damage handling

Third-party motor insurance coverage and own damage insurance. Accident management and claim handling services

Fleet management

Best-in-class fleet management software, Consultancy services

Fuel, accident and rental management

Fuel management, roadside assistance, replacement of vehicle, access to large network of third-party providers

CarNext.com

High-quality used cars

K2B and K2C used cars platform for buying, renting and leasing three-to-four year-old cars



Google news on Leaseplan



leaseplan



LeasePlan incurs tech blow from failed SAP implementation

Consultancy.eu · Last month



Failed SAP implementation costs LeasePlan €100 million

Consultancy.uk · 17 days ago

LeasePlan Corporation NV's Securitisation Of An Operating Lease Portfolio

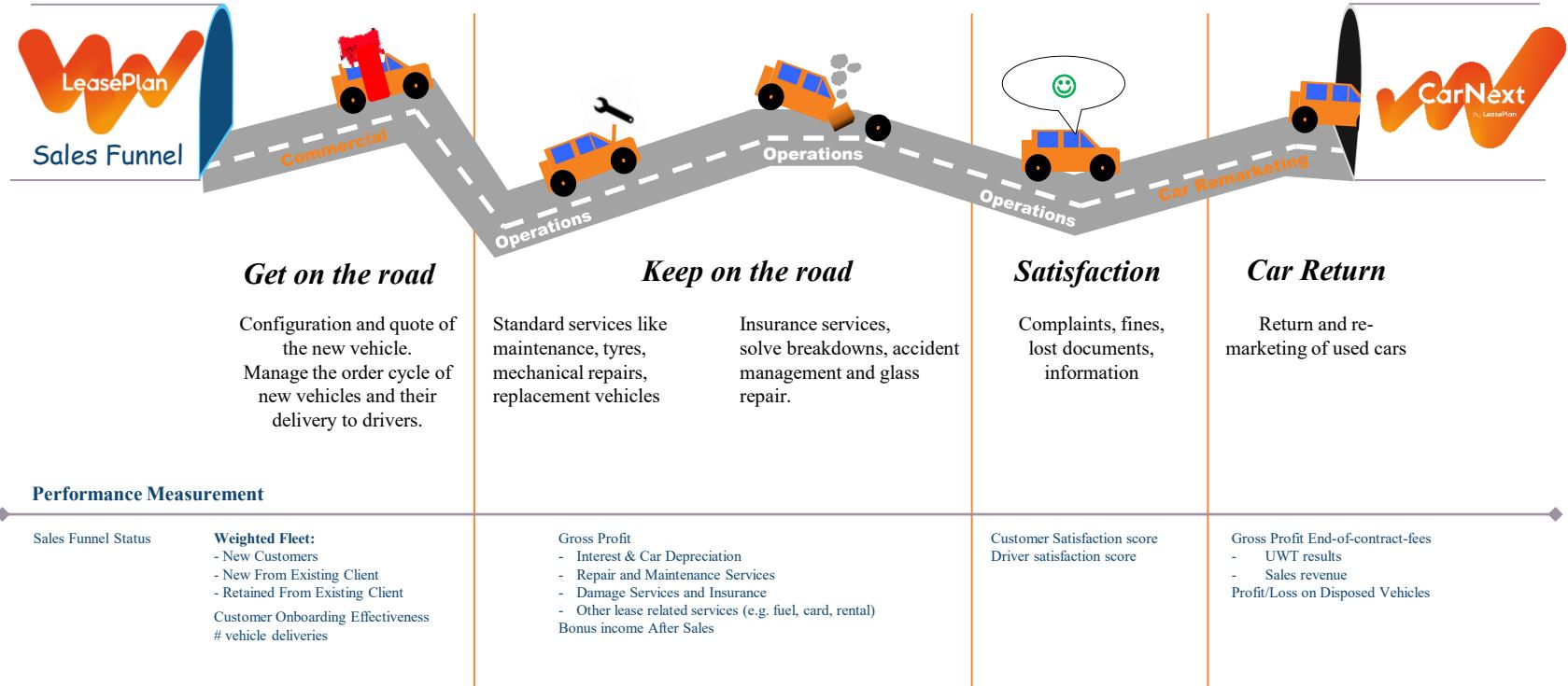
Global Legal Chronicle · 15 days ago

LeasePlan publishes first Sustainability Report

Fleet Europe · 6 days ago



WE DIDNT EVEN START YET



- Enables the business to monitor **actuals vs targets**
- Identify challenges and **root causes**
- Develop action plans and **monitor progress/impact**
- **KPI-tree structure:** high level sections are fixed/standard, lower levels show a greater level of variability due to local ways of generating the numbers
- Local interpretation of the underlying terms and measures, **global alignment** is required to make benchmarking possible

- Currently a **manual process** to collect and process data: labor intensive and error prone
- KPI-tool: **data visualization and analytics** tool for gaining insights
 - **used locally** in the countries and within Corporation **to benchmark**
- Pragmatic approach: **Think Big, Start Small**
- First phase **based on current available** data within BI environment

Using Lumira Designer !?

*Do not go gentle into that good night,
Old age should burn and rave at close of day;
Rage, rage against the dying of the light.*

*Though wise men at their end know dark is right,
Because their words had forked no lightning they
Do not go gentle into that good night.*

Dylan Thomas

Scope 1

- We made a KPI Tree Falconi (Brasilian consultancy group)
- Can you build this tree in Lumira Designer
- We have datawarehouse IBM Netezza, ~~BW or HANA~~
- For each KPI you have to see actual and delta and indicator good/bad
- The KPI tree will be updated in time and dashboard has to follow that.
- Click-through to Analysis dashboard, from there to OLAP dashboard.

Scope 1

Net Profit _v38_NewPL.XLSX

A	B	C	D	E
1 KPI Tree Comparable Net Result - LeasePlan				
2 Level 1	Level 2	Level 3	Level 4	Level 5
3 <input checked="" type="checkbox"/> Profit before tax	<input checked="" type="checkbox"/> Gross Profit	<input checked="" type="checkbox"/> GP Lease & Additional Services		
4		<input checked="" type="checkbox"/> GP EOCF & PLDV	<input checked="" type="checkbox"/> CarNext performance (EUR)	<input checked="" type="checkbox"/> 3rd party remarketing results (EUR)
5				<input checked="" type="checkbox"/> Adj Revenue Sales (EUR)
6				<input checked="" type="checkbox"/> Ancillary products and services result (EUR)
7				<input checked="" type="checkbox"/> Disposal Costs (EUR)
8			<input checked="" type="checkbox"/> End of contract income - costs	
9			<input checked="" type="checkbox"/> End of contract income - revenues	
10			<input checked="" type="checkbox"/> Lease Performance	
11			<input checked="" type="checkbox"/> # of vh sold without Company Cars	
12				
13				
14				
15				
16				
17				
18				
19				
20				
21	<input checked="" type="checkbox"/> Operating Expenses			
22				
23	<input checked="" type="checkbox"/> Other income	<input checked="" type="checkbox"/>		
24				
25	<input checked="" type="checkbox"/> Share of profit of associates and jointly controlled			
26				
27	<input checked="" type="checkbox"/> GP New Productions (Contribution Margin) / WF	<input checked="" type="checkbox"/>		
28				
29	<input checked="" type="checkbox"/> Adjusted Asset Risk Balance (EUR per car)			
30				
31	<input checked="" type="checkbox"/> Amount R&B +Discount			
32				
33	<input checked="" type="checkbox"/> Rebates & Bonus After Sales / Serviced fleet			
34				
35	<input checked="" type="checkbox"/> Driver Satisfaction			
36				
37	<input checked="" type="checkbox"/> Customer Satisfaction			
38				
39	<input checked="" type="checkbox"/> Income tax expenses			
40				



DEMO

A large, red, rectangular stamp with a distressed, grungy texture. The word "DEMO" is written in a bold, sans-serif font, centered within the stamp. The stamp has a double-line border.



Scope 2

- Each country organises their KPIs in their own way
- Dashboard should support all those approaches, previous highest level dashboard is now Level 2
- Delete references to Falconi
- You have to be able to track action points.
- People should be able to discuss on actions points.
- You have to be able to report on action points.
- And we can't allow you to use BPC.

Scope 2

Falconi MT-1 & -2 Tree.xlsx

Chris Black's Dashboard

Select Month
Mar

Chris Black	
Gross Profit Commerce	G 1,025.1
	A 972.0
OpEx	G 79,581.5
	A 79,868.2
Total Weighted Fleet	G 35.0
	A 31.3
Total Retention Ratio	G -
	A
Client Satisfaction	G
	A

Leon McMahon	
Weighted fleet	G 2,484.5
	A 2,288.0
Additions	G 166.0
	A 126.0
Retention	G 35.0
	A 27.0
Cont. Mg New Additions	G 775.0
	A 1,286.4
Rental Days	G 4,227.1
	A 2,882.0

Mike Thompson	
Weighted Fleet	G 28,875.7
	A 28,912.0
Additions (YTD)	G 2,548.0
	A 2,224.0
Retention Funded Only	G 13.0
	A 9.1
Cont. Mg New Additions	G 1,050.0
	A 1,299.0
Rental Days	G 2,372.3
	A 5,173.0

Oliver Boots	
Weighted fleet - BPC	G 47,249.5
	A 47,560.0
Funded Fleet	G 81,896.0
	A 81,552.0
Retention - Funded only	G 54.0
	A 47.9
Retention - International	G 61.7
	A 56.0
Cont. Mg New Additions	G 710.0
	A 717.9
Rental Profit inc LPF	G 235,232.9
	A 275,613.0

Helen & Michael	
Contract wins	G 5.0
	A 11.0
New New Business	G 71.0
	A 98.0
Funded Additions Local	G 184.0
	A 119.0
Funded Additions MNC Lead	G 27.0
	A 51.0
Cont. Mg New Additions	G 1,000.0
	A

Lisa McGowan	
CV Serviced Fleet	G 71,452.0
	A 73,565.0
LPF Weighted Fleet	G 900.9
	A 1,011.0
LPF Vehicles on Rent	G 1,041.0
	A 1,058.0
Gross Profit Daily Rental	G 257,069.0
	A 166,345.0

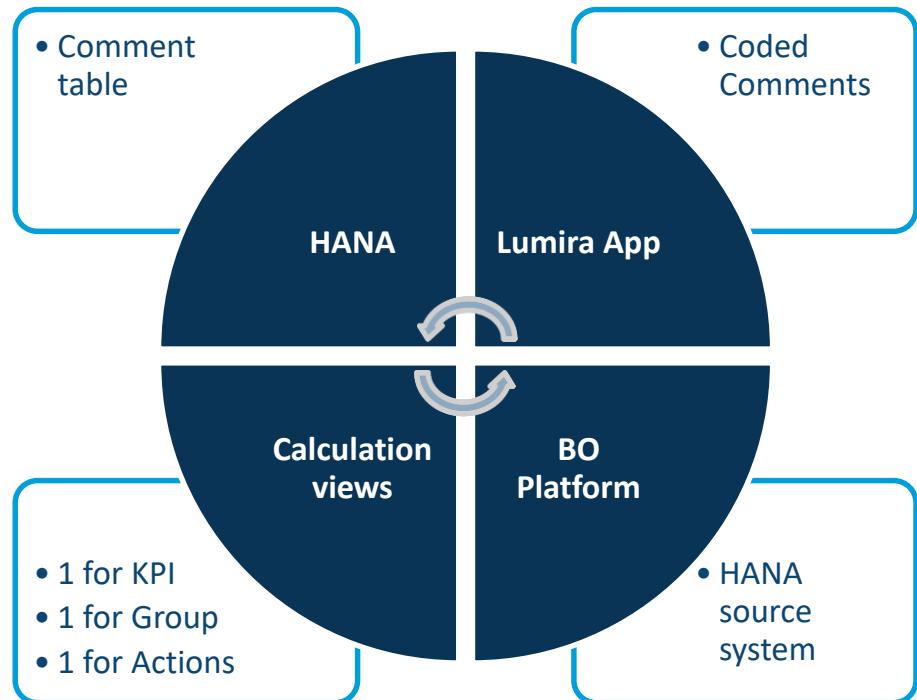


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How can you save all those items in Lumira?

- Using Comments
- You can define location of comment table in CMC, to for example HANA system
- Calculation views on top of table
- Coded messages in comments
- Define Hana as source system in BO-Platform

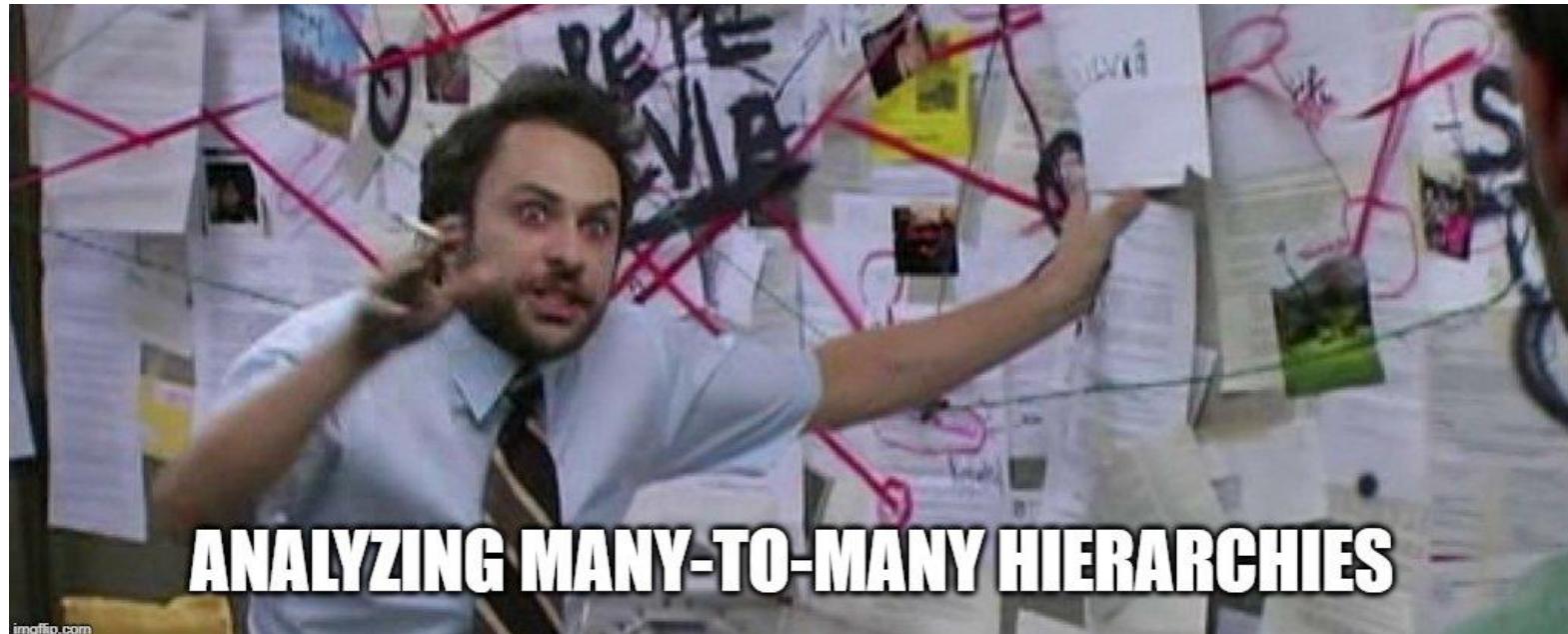


How can you visualize a hierarchy like that?

- Using COMPONENTS
- You can create and delete at run-time components
- When you click Tile, All the KPIs with that Tile as parent are selected
- For each record a Tile is created and numbers inserted
- Using panels with borders to mimic lines to connect tiles
- All tile components of one column go into one panel.
So if user switches navigation, just delete panel component.

Can the Level 1 Group Hierarchy have multiple parents?

- Yeah, but please don't, think of the users



Next phase

- We now got support from CFO to continue this project
- We will work with 1-2 countries to further enhance the procedure
- We will work with those countries in an Agile way.
- Goal is to have them fully do the MBO cycle using the dashboards
- Once they are able to do so we will roll out to other countries.
- Not allowed to use HANA anymore, so comment solution needs update
- Will enhance user info for more options
- More data to be included



interdobs

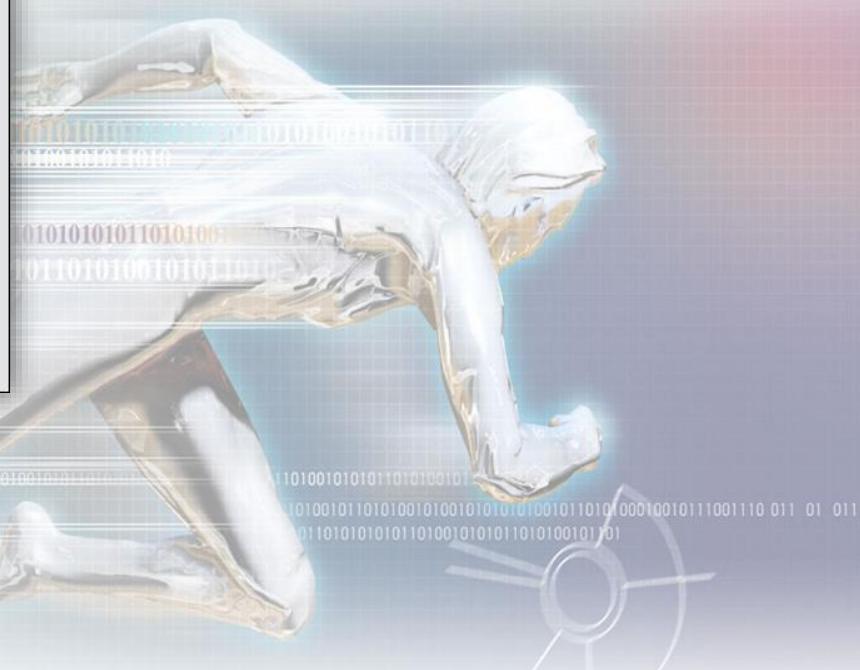
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