

KPI Dashboard

Guidance Note

Visitor Attractions



Introduction

This Guidance Note is part of the Financial Planning (P&L and Scenario Analysis Section) on the Fáilte Ireland Business Supports Hub and provides:

1. A general overview of the requirement for the Excel template
2. A general overview of the structure of the template
3. The information required to populate the template
4. The step-by-step approach to populating the Excel template
5. Understanding the Output Sheets

The excel templates are for your use, and once downloaded are confidential to you.

1. Overview of the Requirement for the Excel Template

A Key Performance Indicator (KPI) is a measurable value that tells the business how well it is performing in different areas: Revenues, Costs and Profitability. Tracking admissions, food and beverage, retail and other departmental KPIs on a regular basis is an important element in assessing performance and can provide comparative analysis for quality decision making.

This Fáilte Ireland template provides a KPI analysis for the whole visitor attraction and by department.

2. The Structure of the Excel Template

The Excel template is comprised of five distinct tabs: Input Data, Main KPI Dashboard, Admissions Dashboard, F&B and M&E Dashboard and Retail Dashboard. It should be noted that all of the figures inputted into these sheets are net of VAT:

Inputs

All the raw data is entered into one sheet within the template: Input Data.

- Input Data: input the annual revenues and costs into this sheet, admission information such as number of customers/tickets is also entered into this sheet. Refer to Sections 3 and 4 for further detail.

Note that only cells highlighted in **orange** should be populated. All other cells are formula driven and should not be amended.

Output Sheets

There are four output sheets. Refer to Section 5.

In Conclusion

- Only the "Input Data" should be amended by the user.
- Only cells highlighted in orange within the input tab should be populated.
- The Output sheets "Main KPI Dashboard", "Admissions Dashboard", "F&B and M&E Dashboard" and "Retail Dashboard" provide the user with the relevant KPI information.

3. The Information Required to Populate the Excel Template

In advance of populating the input sheets, collate as much business performance information as possible, which is shown below.

For 'Input Sheet'

The following information will be required for the 'input sheet'.

A	Starting Year: This is the starting year for the P&L and data. It can be historic, current or a future year, in which case the revenues and costs would be forecasted/budgeted. It could also be a mix of historic, current and future years. The revenues and costs will correspond with the year.
B	Revenues: The annual revenues for the business for each of the departments for a five-year period. These are all included as value (€) amounts.
C	Department Costs: The annual costs for each of the departments for a five-year period. For each department the costs are segregated into: payroll, cost of sales/commission and other costs. These are all included as value (€) amounts.
D	Other Operating/Undistributed Costs: The annual overhead/undistributed costs for the business for a five-year period. Payroll can be one cost or can be included in the other areas. Examples of costs within these areas include bank charges, computer services, legal fees, accounting services (admin and general); digital marketing, advertising, sales related travel (sales and marketing) and service contracts, relevant equipment rental (repairs and maintenance). These are all included as value (€) amounts.
E	Fixed Costs: The annual fixed costs for the business for a five-year period. These include rent, rates and insurance. These are all included as value (€) amounts.
F	Admissions Data: The number of customers for the various locations in the Visitor Attraction i.e. number of tickets sold/activity visitors, the number of food and beverage customers and the numbers of events and guests per event. The customer information data and corresponding revenue is entered in rows 8 – 27 and columns J to N.

4. Step-by-step Approach to Populating the Excel Template

Based on the information collated in section 3, populate the input sheets as follows. The row/cell reference should be populated with the corresponding instruction.

This template is based on annual figures for a five-year period. You can start the template at any year and incorporate both historic and projected figures or just projected.

For 'Input Sheet'

Row/Cell Ref	Instruction	Section 3 Cross Ref
C4	Insert the starting year	A
Row 12, Column C-G Row 9, Column J-N Row 14, Column J-N Rows 17-20, Column J-N Row 27, Column J-N	Insert the department revenues for the corresponding year	B
Rows 16-28 Columns C-G	Insert the department costs for the corresponding year	C
Rows 32-36 Columns C-G	Insert the other operating/undistributed costs for the corresponding year	D
Rows 42-44 Columns C-G	Insert the fixed costs for the corresponding year	E
Rows 8, 13, 26 Columns J-N	Insert the number of customers per department/area	F

5. Understanding the Output Sheets

There are four output sheets:

- Main KPI Dashboard
- Admissions Dashboard
- F&B and M&E Dashboard
- Retail Dashboard

Each of these tabs will provide you with key metrics¹. The KPIs included in each of these tabs is discussed below:

5.1 Main KPI Dashboard

Within the KPI Dashboard there are a number of cells that can be altered to show different years:

- I9 allows you to choose a different year to show the annual revenue analysis
- I39 allows you to choose a different year to show the annual cost analysis

The following KPIs are shown:

- Year-on-Year Revenue Analysis
- Annual Revenue Analysis
- Year-on-Year change in customers/price
- Revenue Conversion
- Total Payroll %
- Annual Cost Analysis

¹ It is important that you review the key metrics for reasonableness and accuracy and benchmark against your understanding of the business. It will be a useful tool in recognising areas where your inputs may not be appropriate.

5.2 Admissions Dashboard

The following KPIs are shown:

- Number of Admissions
- Admissions Revenue and Profit Conversion %
- Department Costs
- Department Cost %

5.3 F&B and M&E Dashboard

The following KPIs are shown:

- F&B Revenue and Department Profit %
- M&E Revenue and Department Profit %
- Food and Beverage Department Costs
- Meetings and Events Department Costs
- Food and Beverage Department Costs %
- Meetings and Events Department Costs %
- F&B and M&E Combined Cost
- F&B and M&E Combined Revenue and Profit

5.4 Retail Dashboard

The following KPIs are shown:

- Retail Revenue and Profit Conversion %
- Retail Department Customers and Average Spend
- Department Costs
- Department Cost %