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# **Tourism in the Community** **A Business Toolkit** **for Community** **Tourism Projects**

*Financial Management and Operational Planning*



# Introduction

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## Objective

To assist businesses and organisations to implement effective cashflow management

## Overview

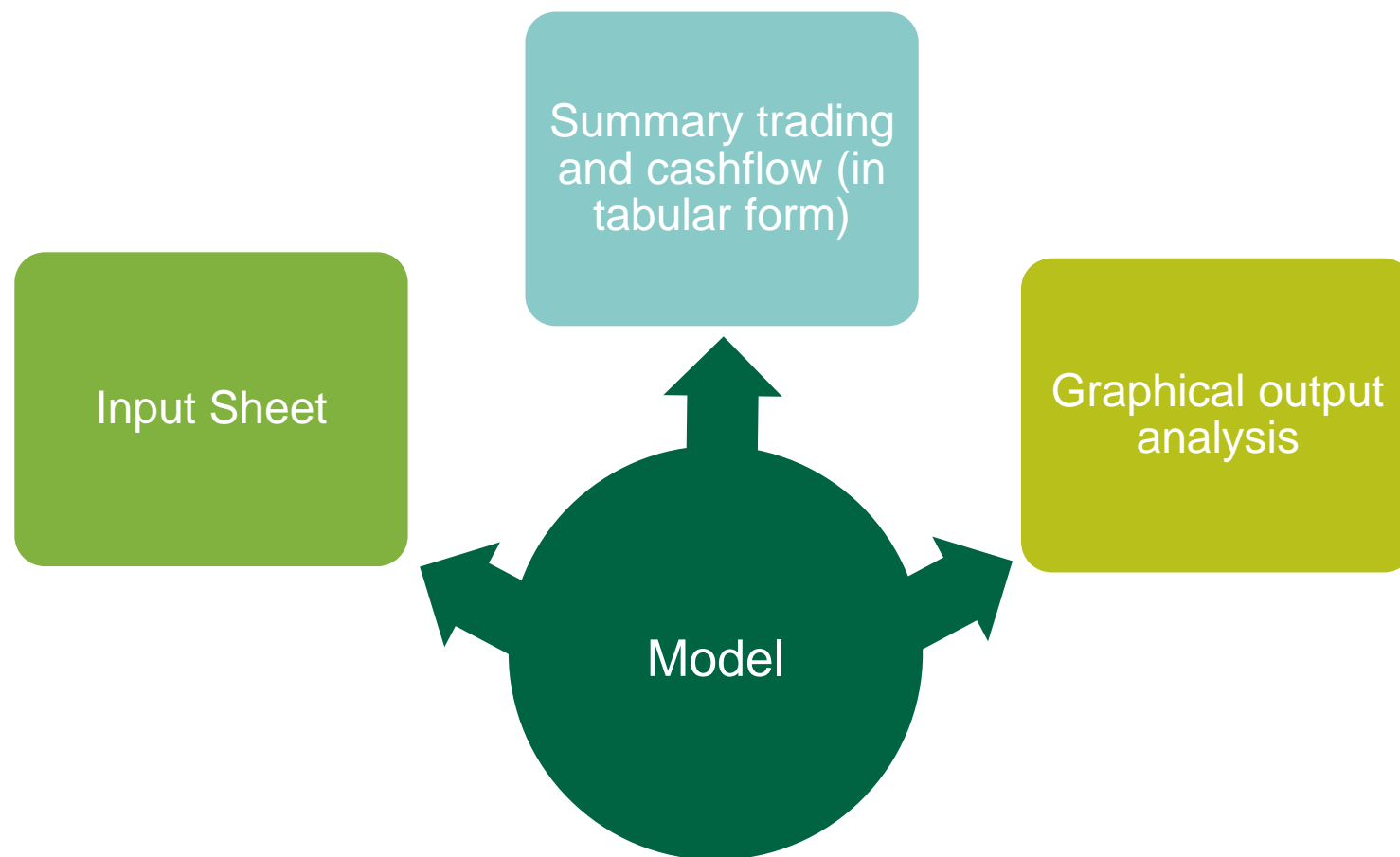
- Impact of COVID-19 on cashflows
- Importance of a pro-active approach



# Model Structure

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**Model consists of  
3 separate tabs:**



# Source Information

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Information you will need:



Revenue

- Projected number of admissions
- Dining guests
- Events held
- Shop customers
- Average spend for each class of customer

Departmental Costs

- Cost of Sales %
- Payroll %
- Other costs

# Source Information

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## Information you will need:



Other Costs and Cashflow

- Projected overhead costs
- Projected Government support
- Other non-trading cashflows

Cost Allocation

- For each cost item, a high-level determination of the fixed and variable element of the cost.

# Populating the Model

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## Revenue

- Build a monthly projection/forecast for each revenue source
- Input source data
- Consider seasonality
- Replicate for all relevant revenue sources.

## Departmental Costs

- Estimate the level of revenues that will be absorbed through costs.
  - Cost of Sales (% of revenues absorbed buying produce or paying commissions)
  - Payroll (% of revenues absorbed paying staff)
  - Other: determine the expected cost per customer/diner of ancillary expenditure



# Populating the Model

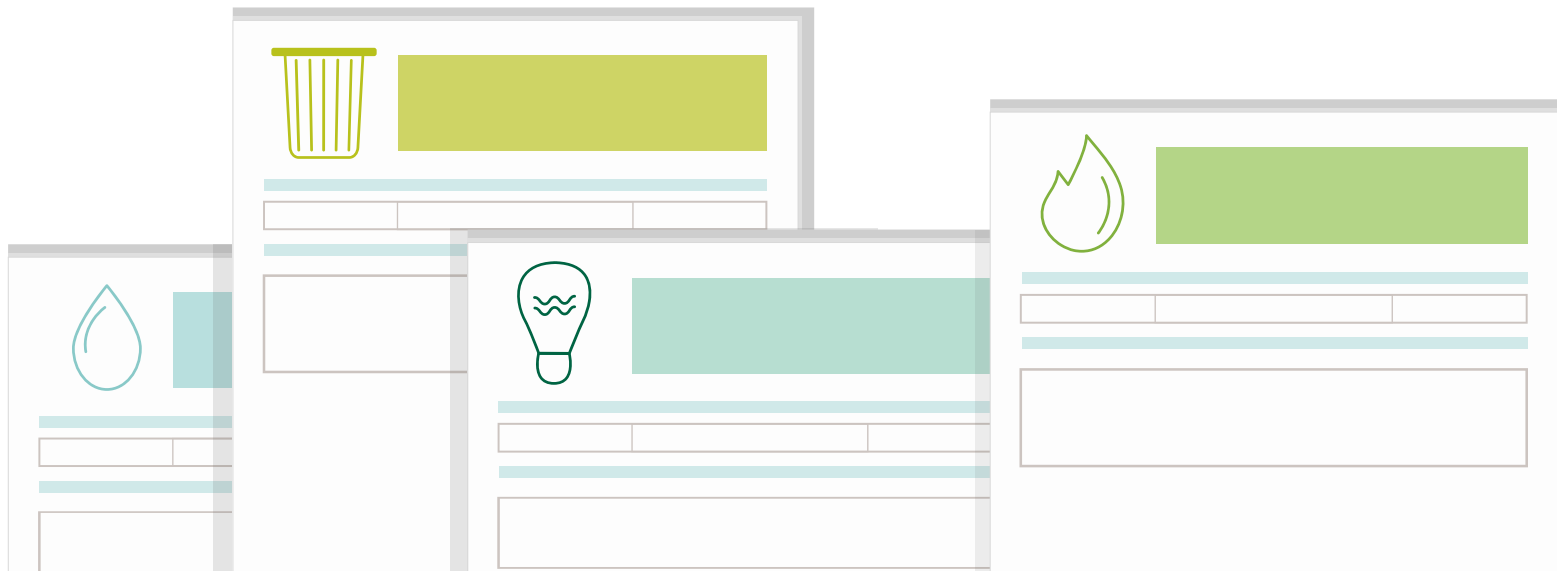
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## Overhead Costs

- Indirect payroll, electricity and insurance
- Monthly costs should be populated
- All costs in model may not be applicable

## Fixed v Variable Costs

- High level determination
- Identifies static costs
- Fixed + Variable: should always equal 100%



# Populating the Model

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## Other Cashflows

Government  
supports

VAT and Corporation  
tax payments to  
Revenue

Loan repayments

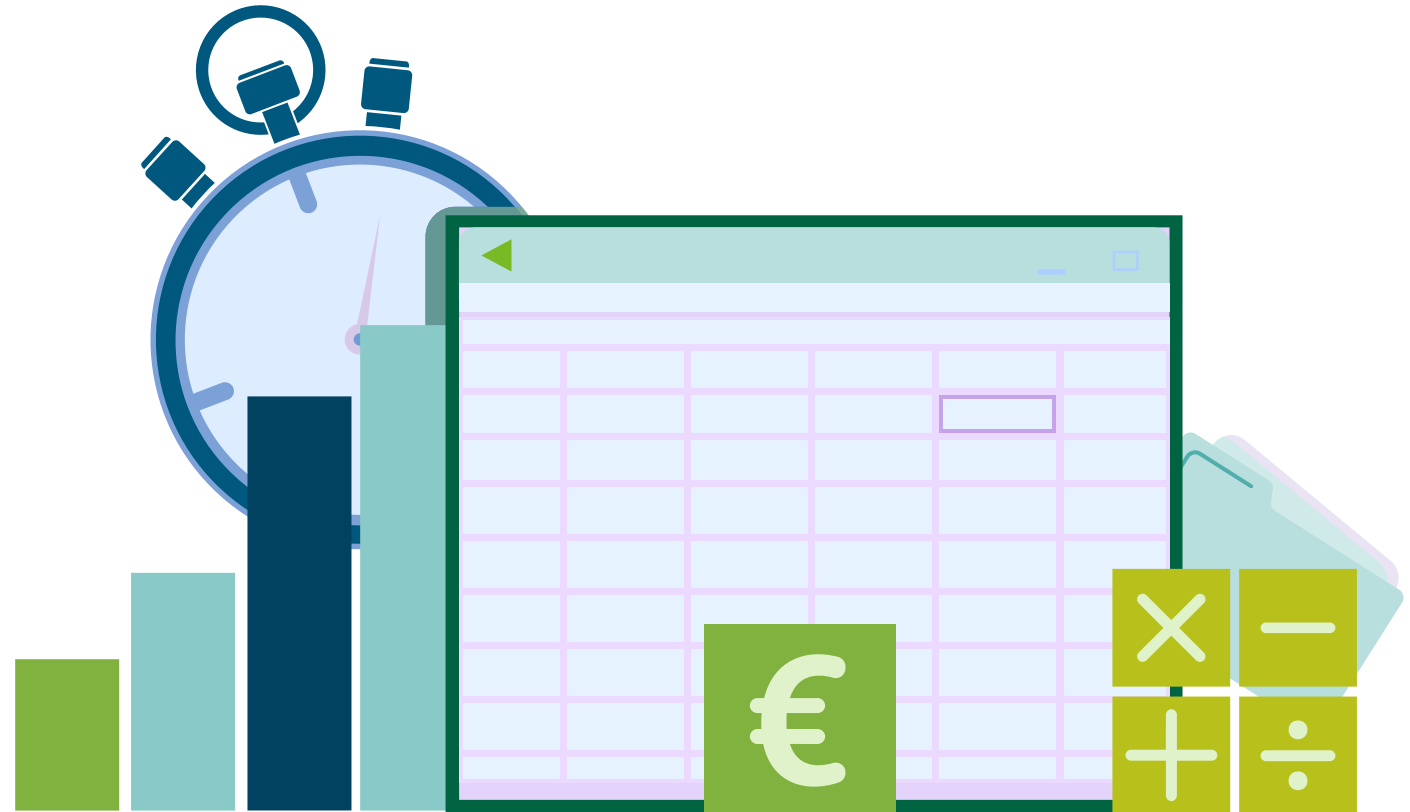


# Reviewing the Outputs

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## Tabular Form

- Monthly P&L projection
- Cashflow Analysis
  - Opening Cash
  - Cashflow in period
  - Closing Cash
- Break even Analysis



# Reviewing the Outputs

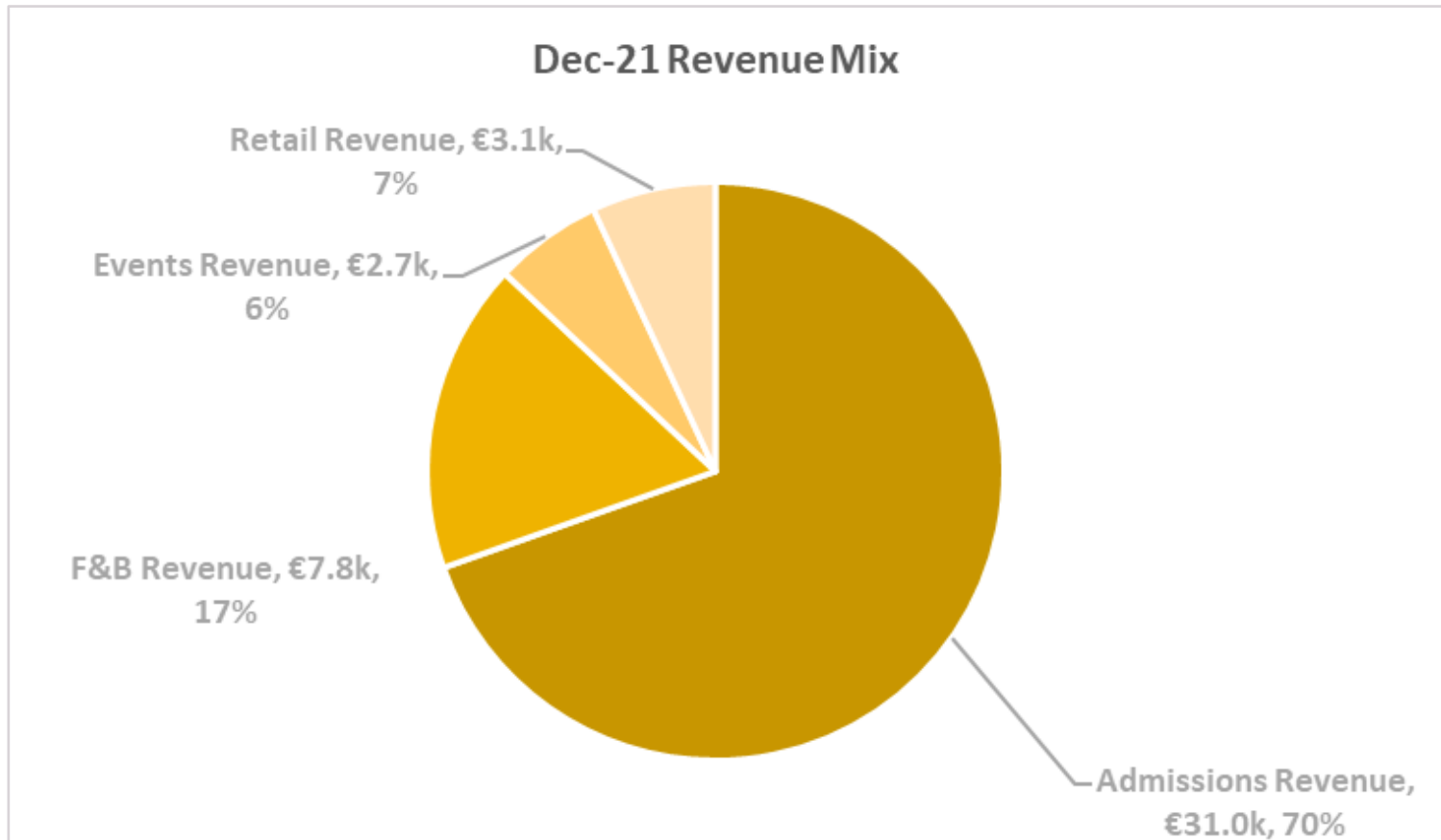
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## Graphical Dashboard

- Visual interpretation of the tabular output
- Editable monthly information
  - Revenue Mix
  - Monthly trading snapshot
  - Revenue and Profit trends
  - Break even
  - Monthly cashflow analysis
  - Monthly cashflow snapshot

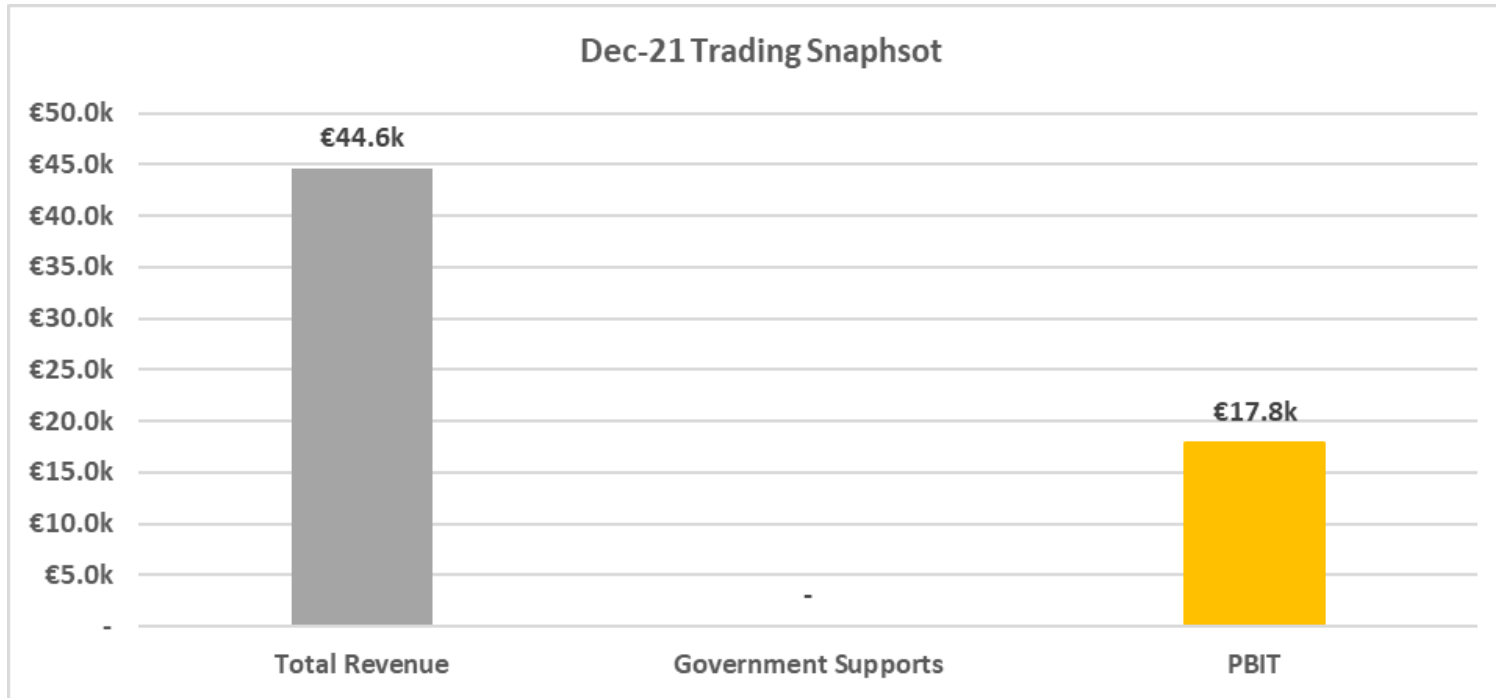


# Revenue Mix



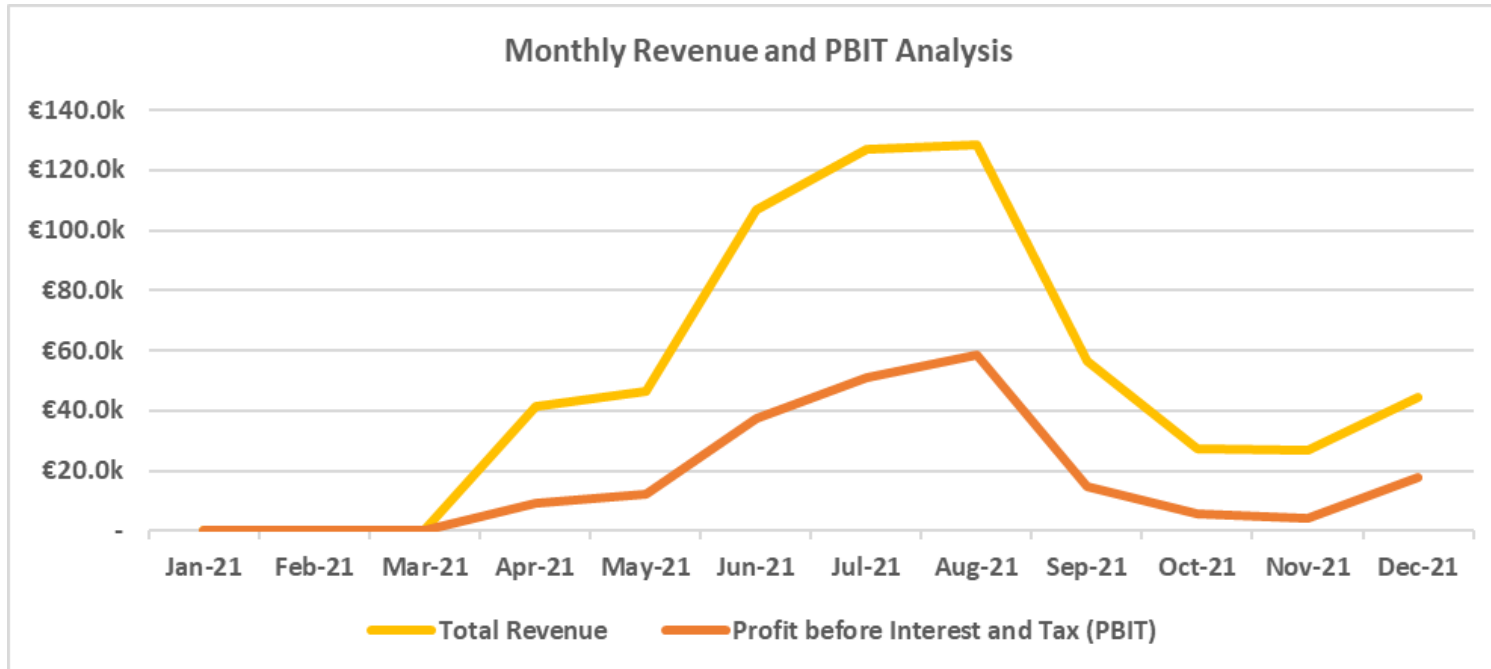
Identifies the mix of revenues by source for any month

# Trading Snapshot



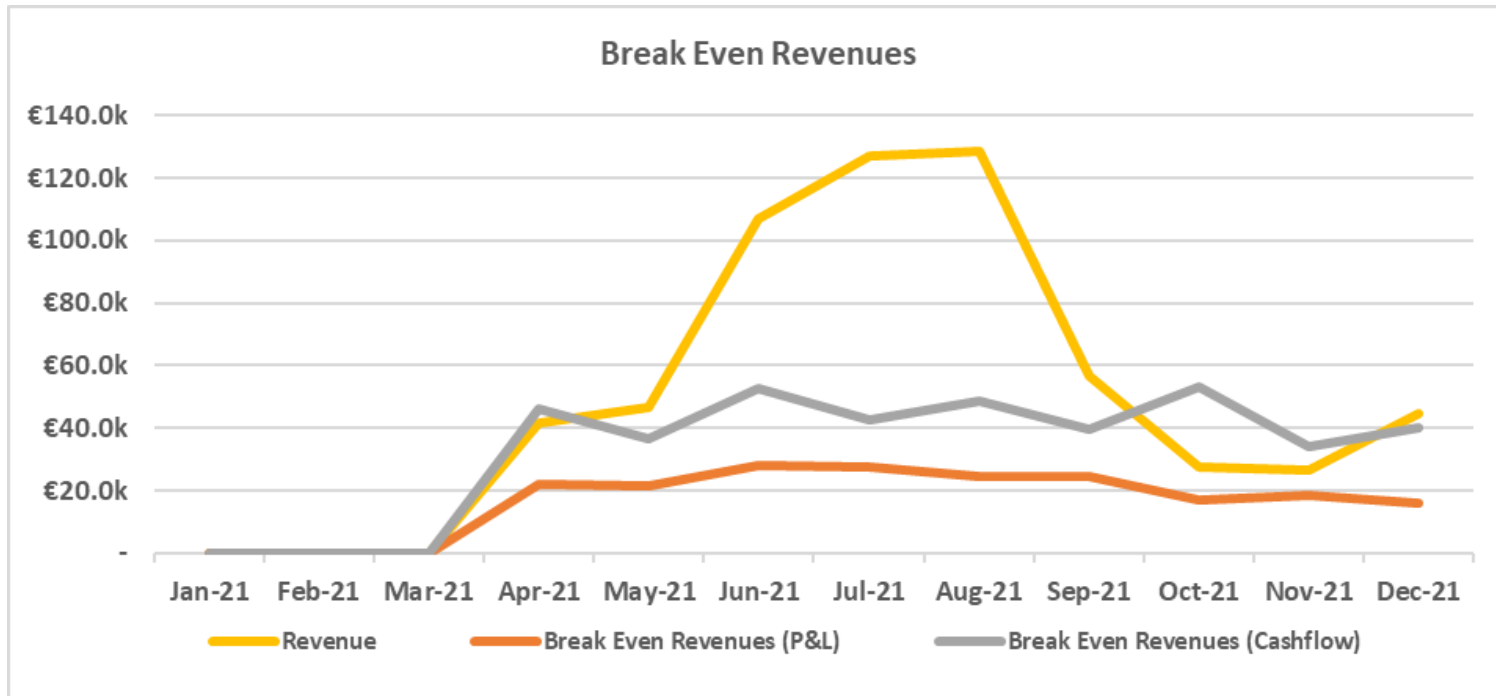
Provides a snapshot of trading for any month, identifying revenues, profits and supports

# Revenue and PBIT Analysis



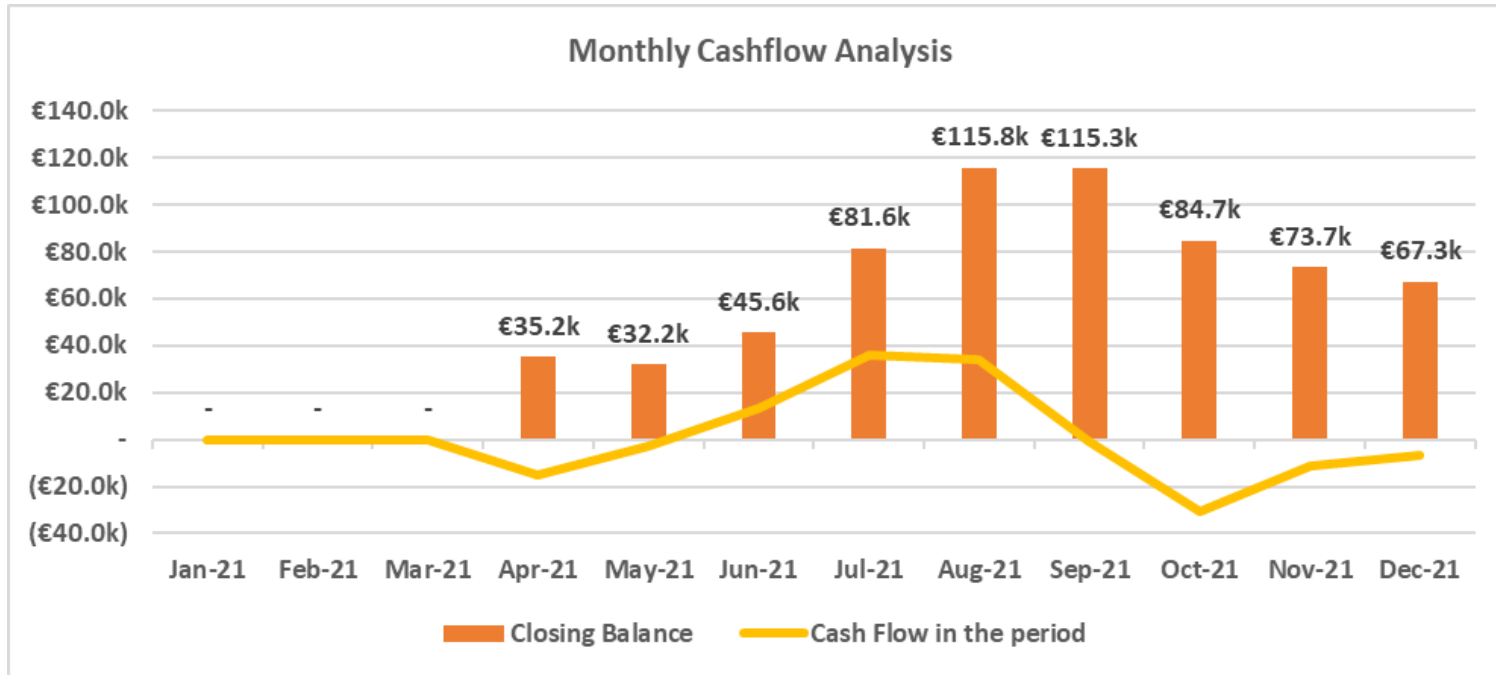
Monthly revenue and profit trend

# Break Even Analysis



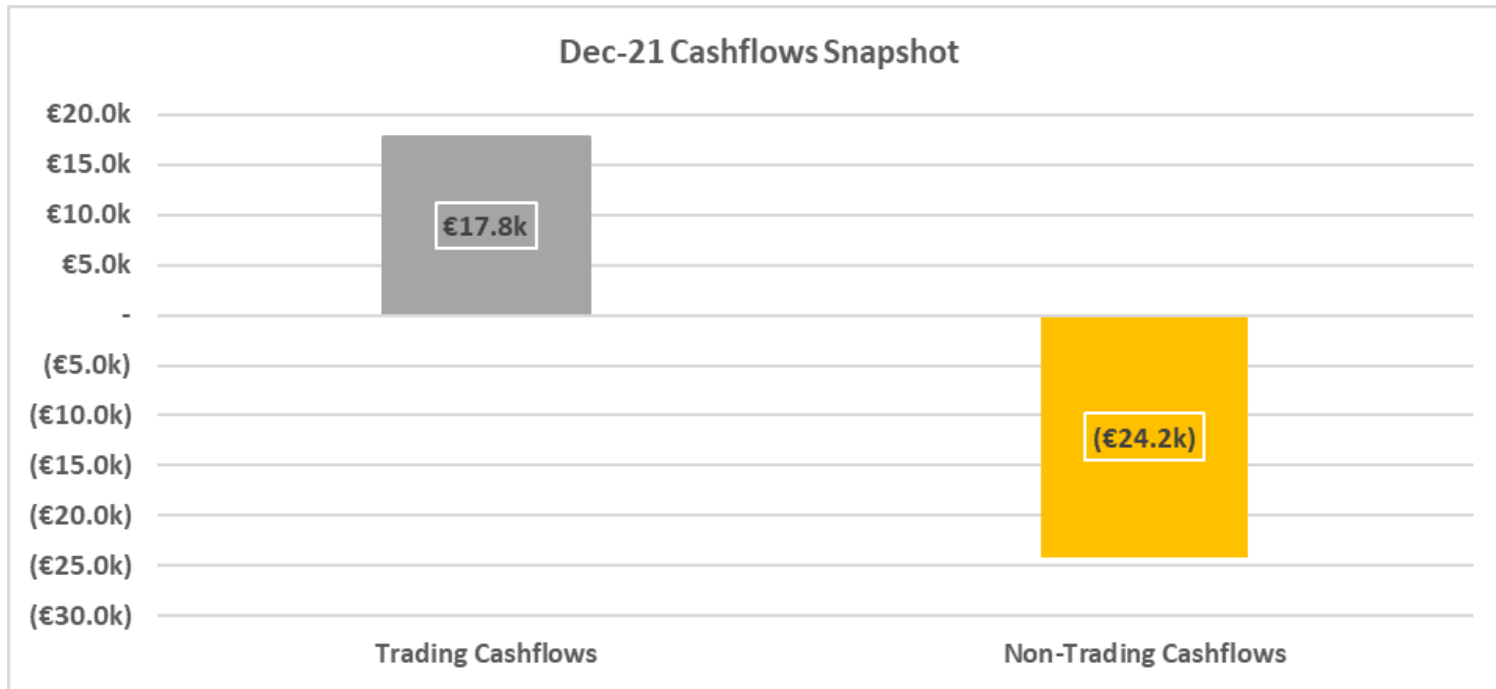
Identifies months where your revenues are not sufficient to support your cost base

# Monthly Cashflow Trend



Illustrates monthly and cumulative cashflows

# Monthly Cashflow Snapshot



Provides a snapshot of cashflow for any month



