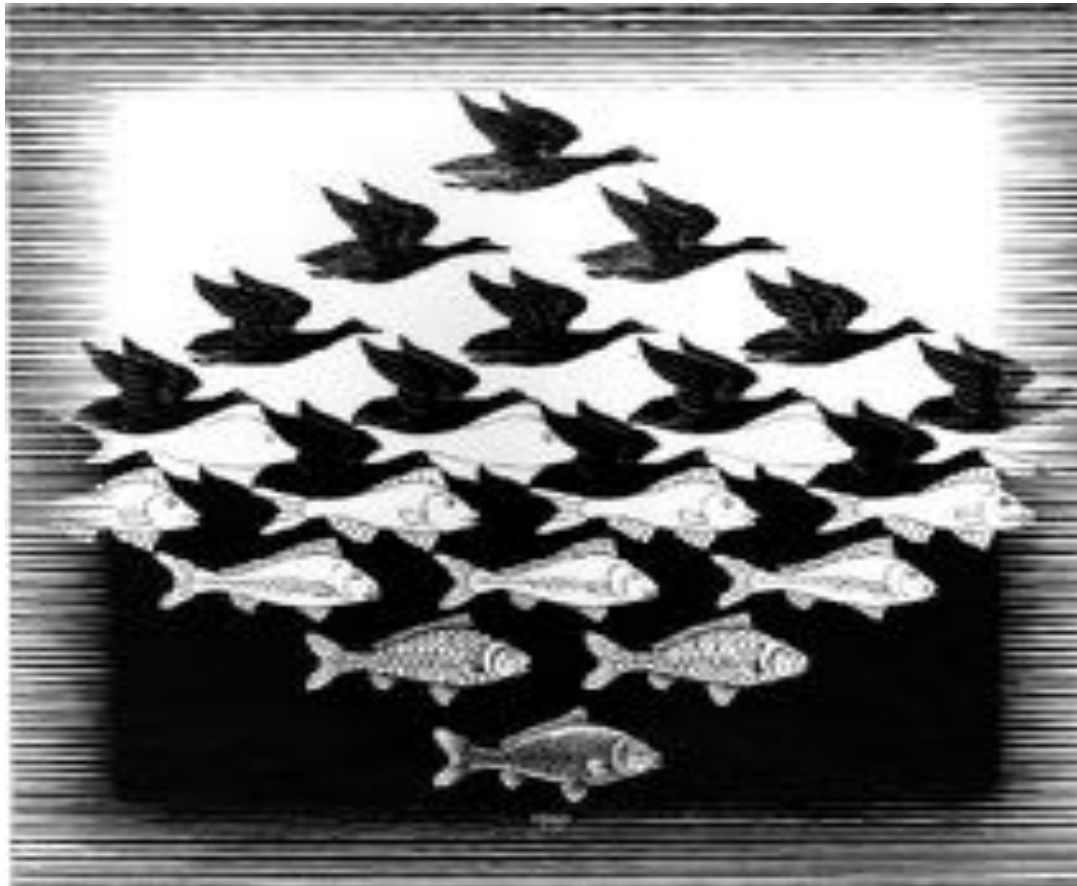
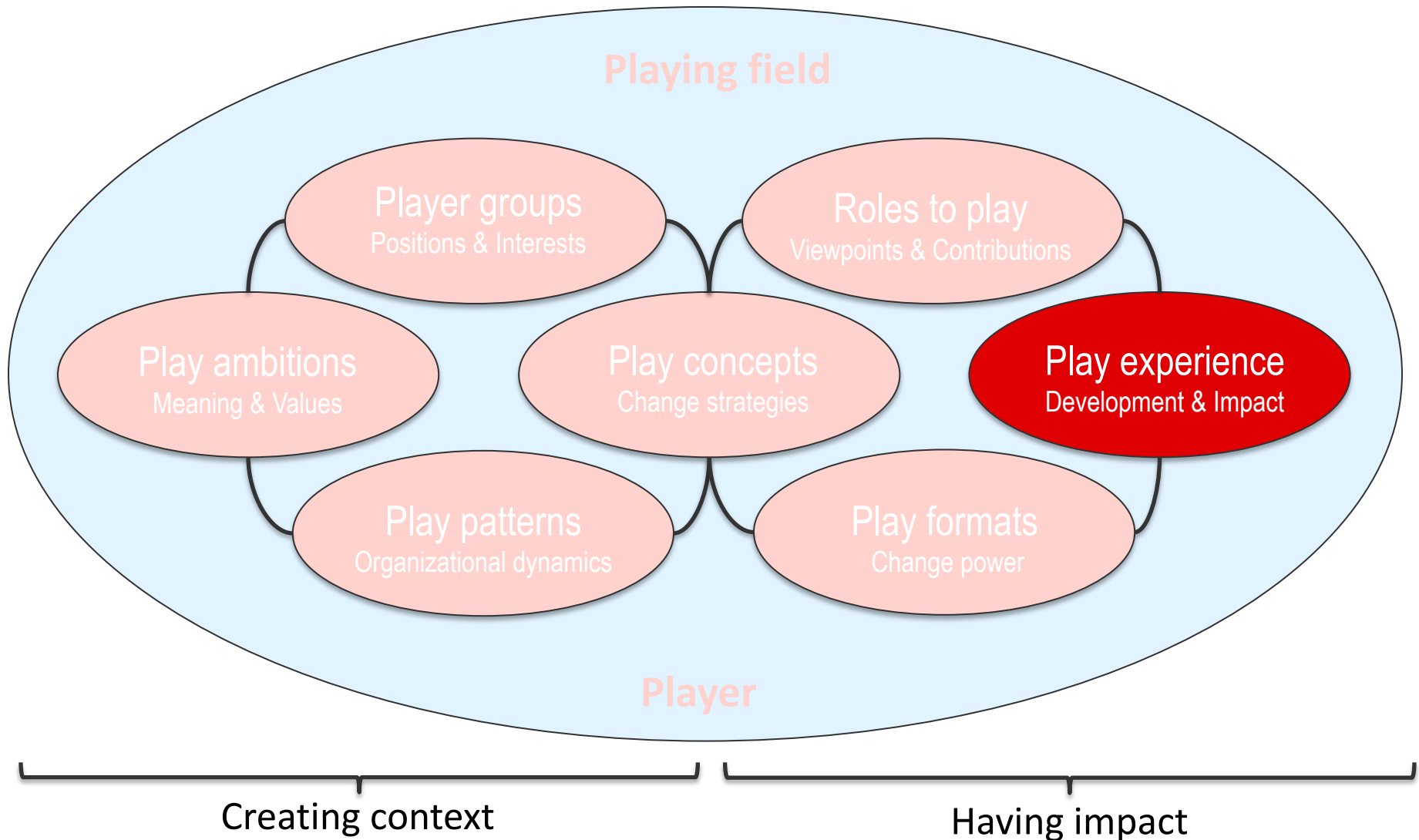


Perceiving play experiences



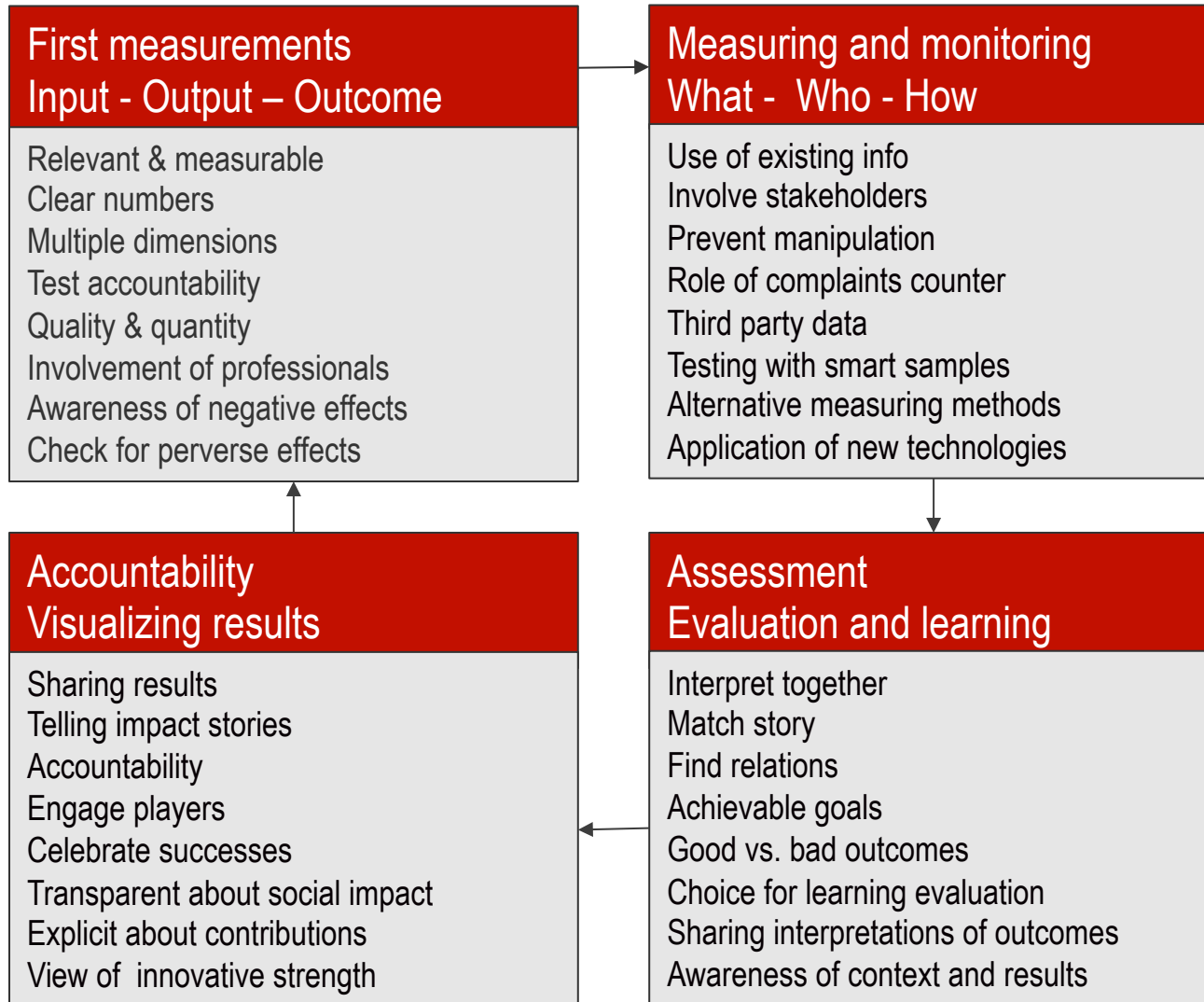
Play experience



Content

- Measuring and visualizing impact
- Vitality of organizations
- Surface level and undercurrent
- Air France KLM

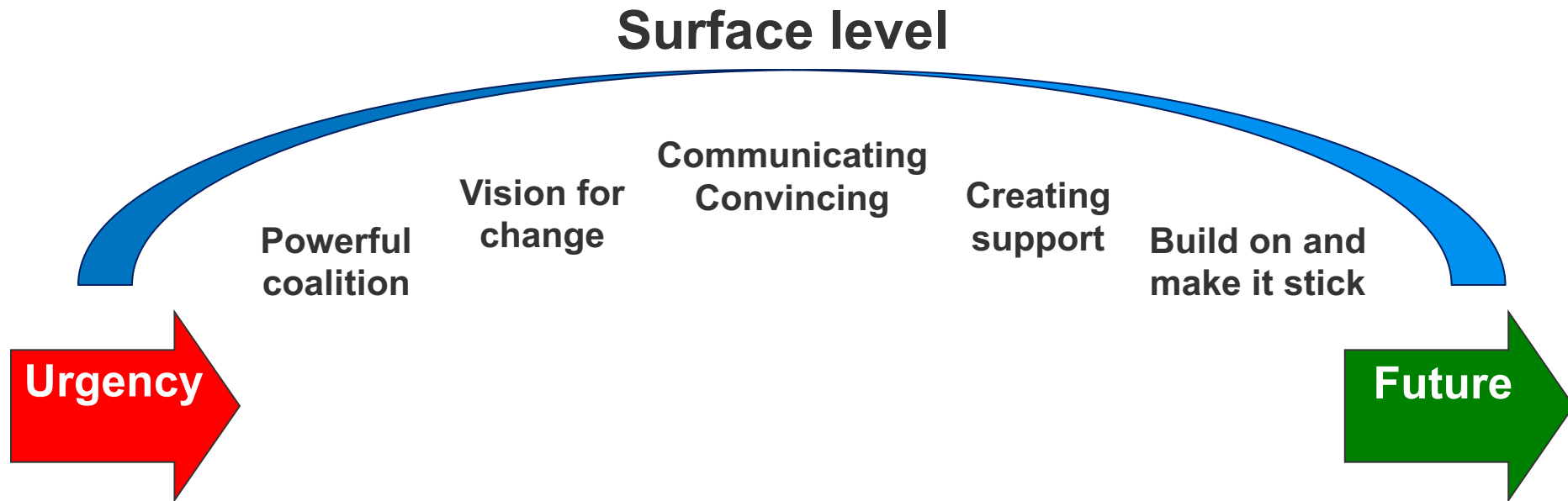
Measuring and visualizing impact



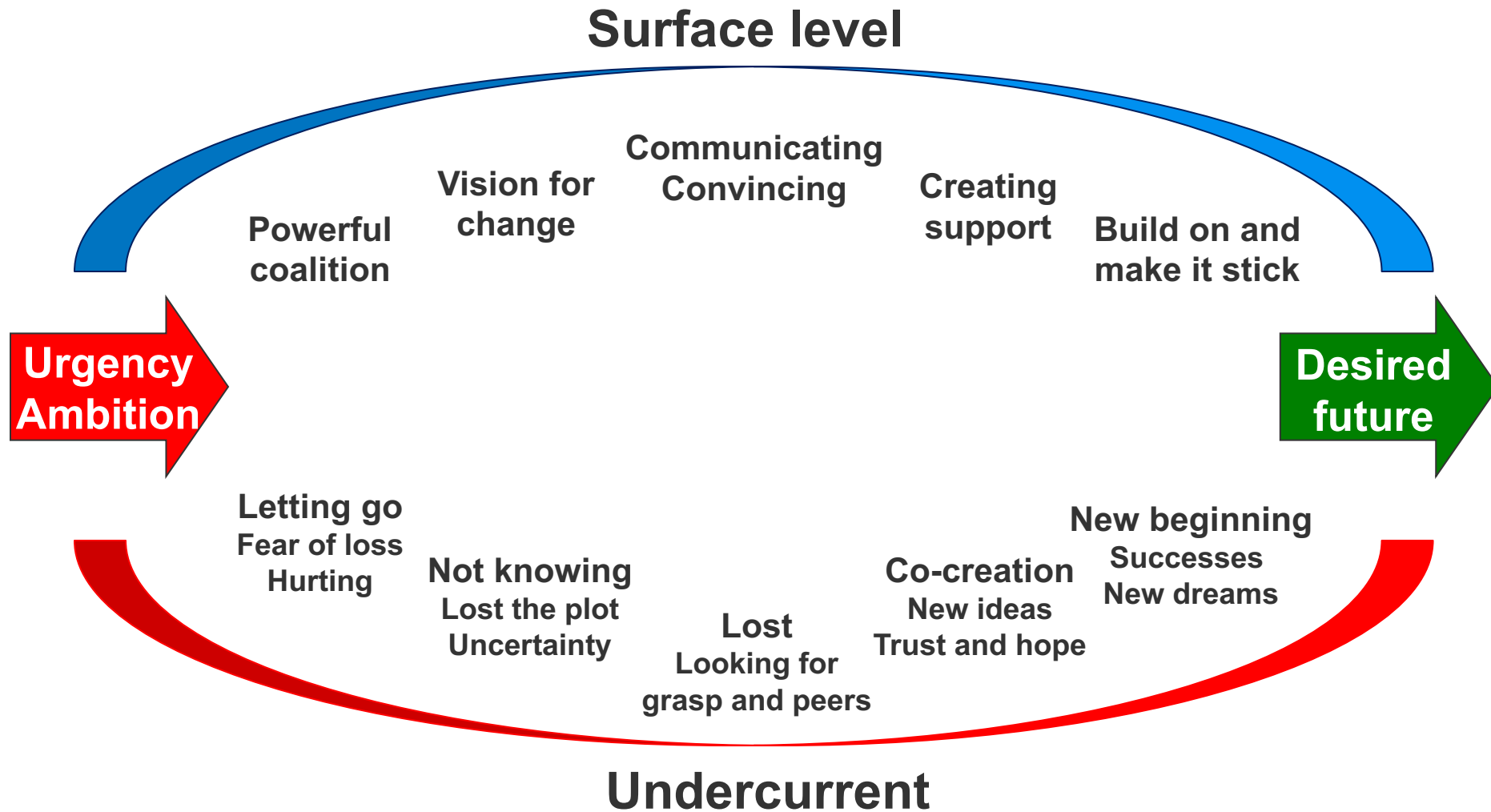
Vitality of organizations



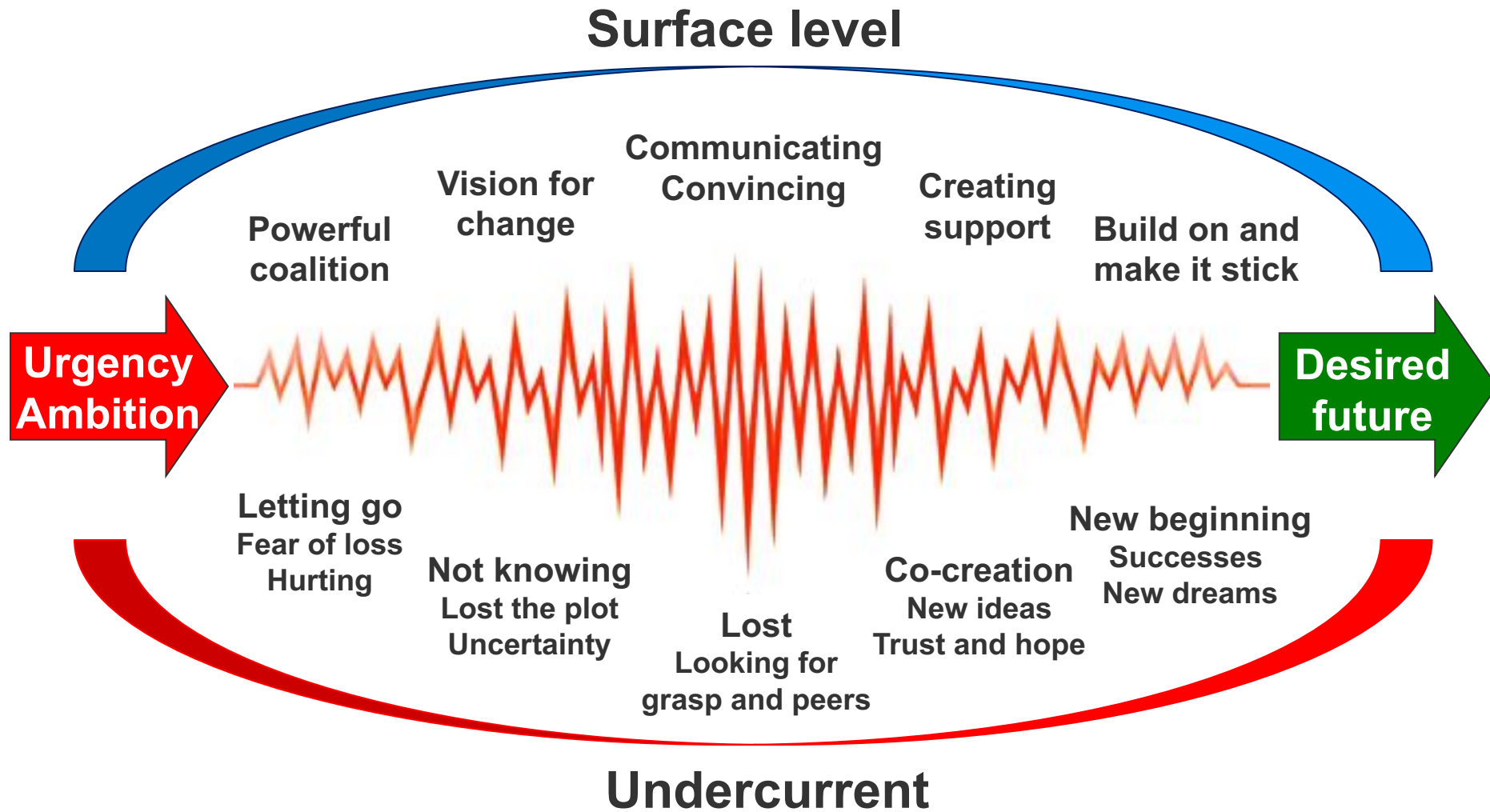
Surface level and undercurrent



Surface level and undercurrent



Surface level and undercurrent



Increasing competition



2005



2015



Increasing competition



Air France KLM - 2018

	Air France	KLM
Revenu*	16.073	10.955
EBITA*	2.107	2.105
Operating results*	266	1.073
Operating margin	1.7%	9.8%
Operating cash flow	11.1%	16.4%
Cost strikes*	355	-
Aircrafts	305 (20 models)	168 (12 models)
Employees	84.000	35.000
Load factor	78%	91%
Punctuality EU	10 th	1 st

* in €m

