

kadaster



Bert Beentjes – 8 februari 2024  
Bert.Beentjes@kadaster.nl

# Business models under financial stress

# Before 2023

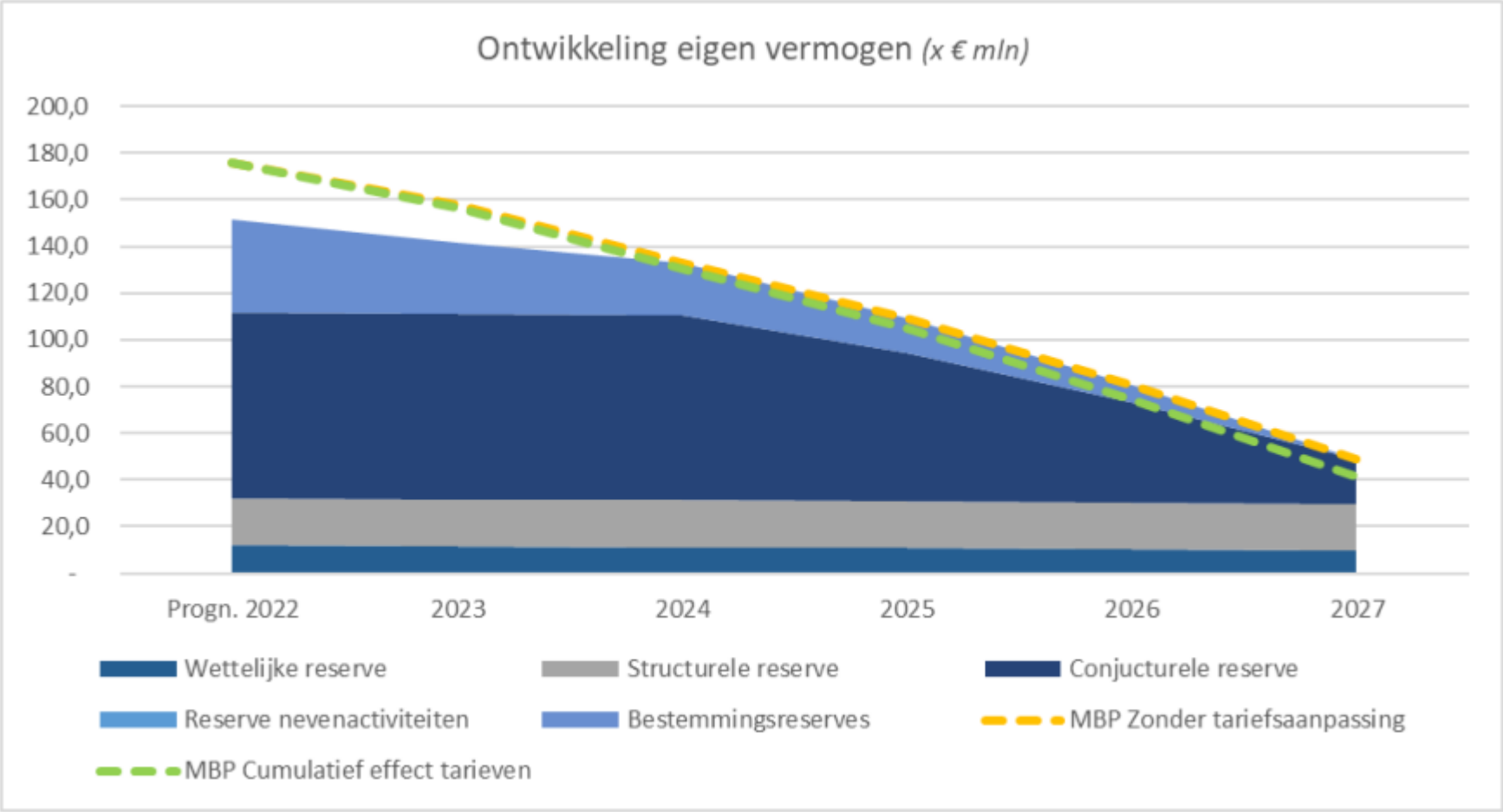
- Strategic planning on product improvement
- Increasing effort on digital regulations
- More money than we can spend

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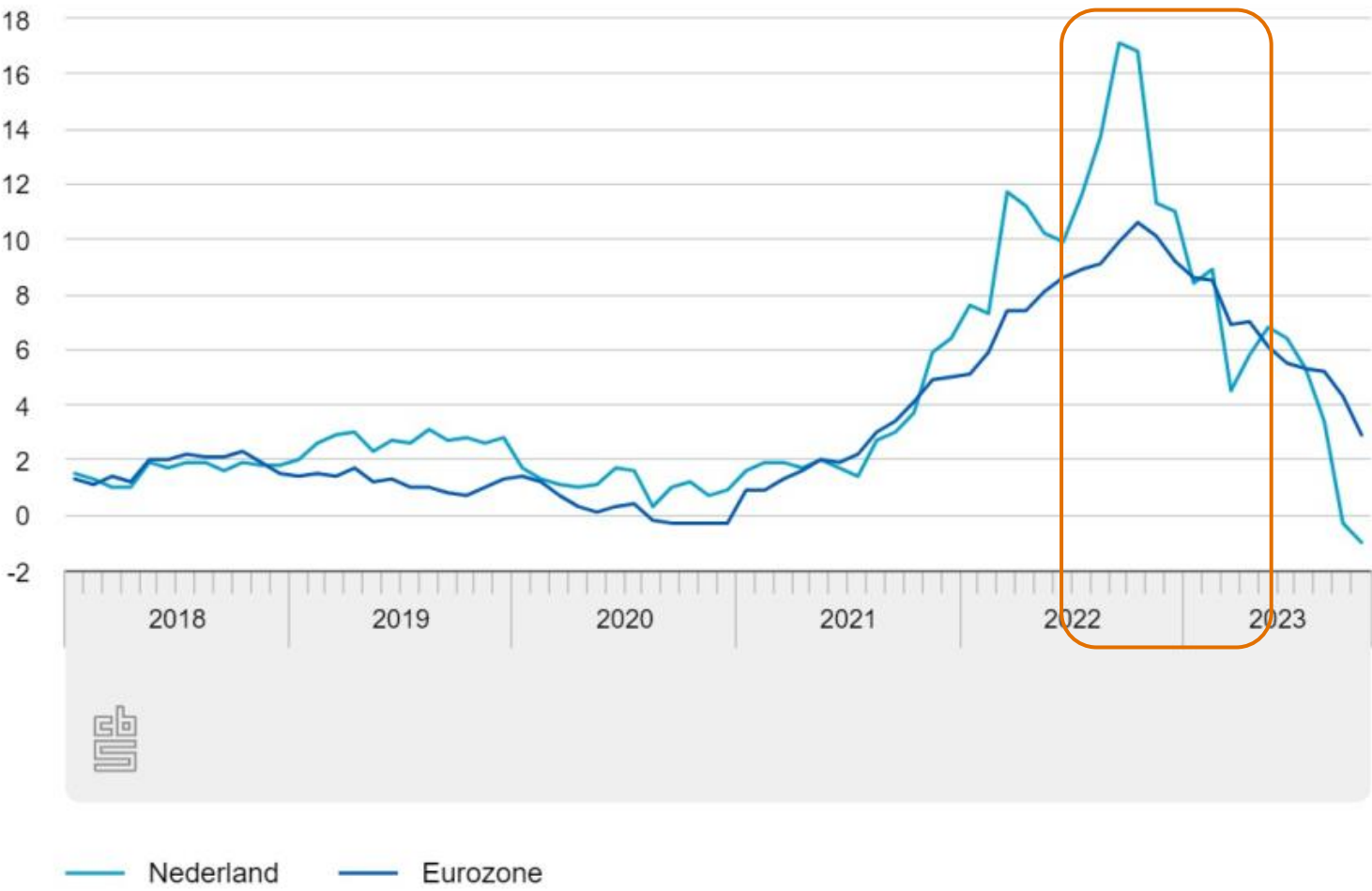
# How it started – budgets approved Q3 2022



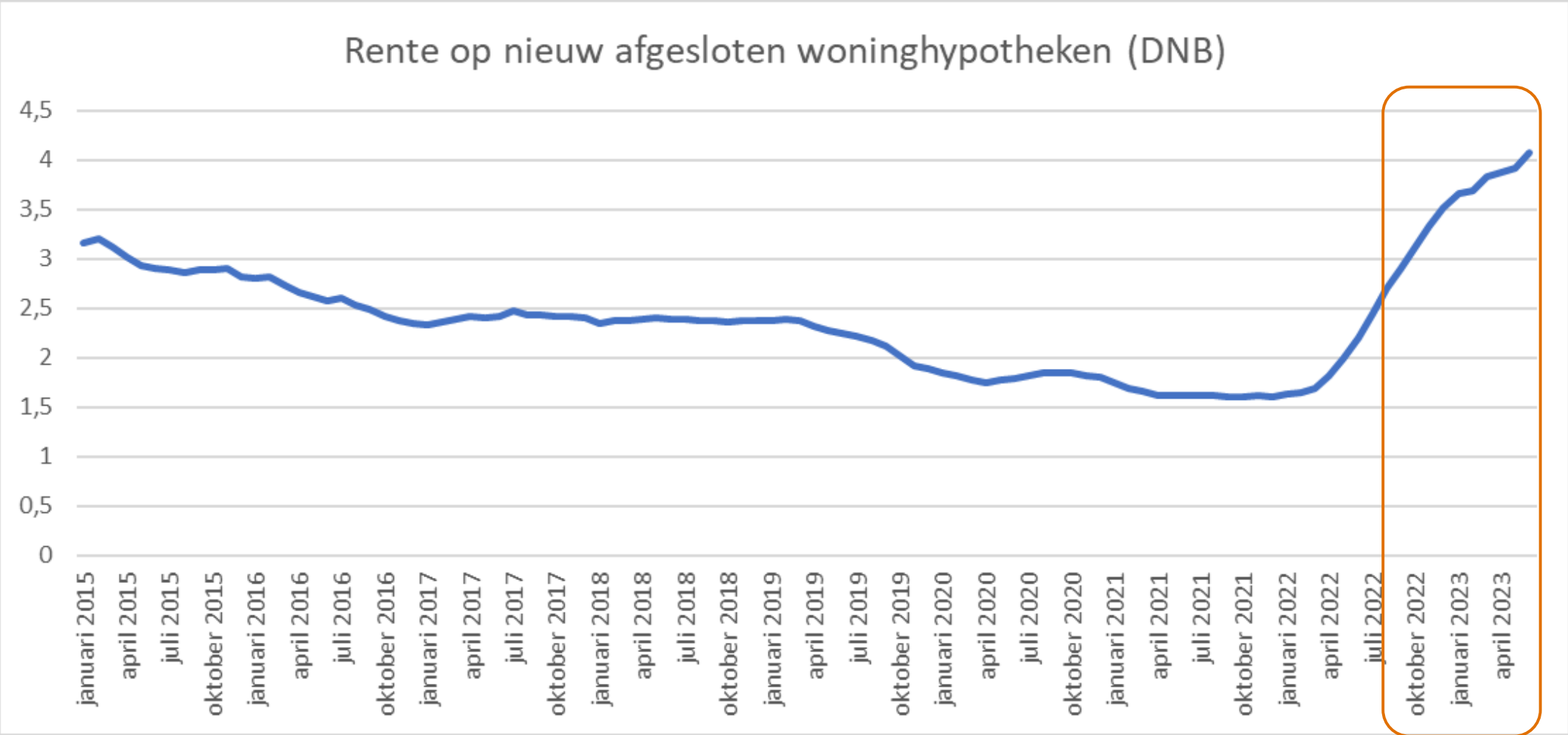
# And then... inflation soars

## Europees geharmoniseerde inflatie (HICP)

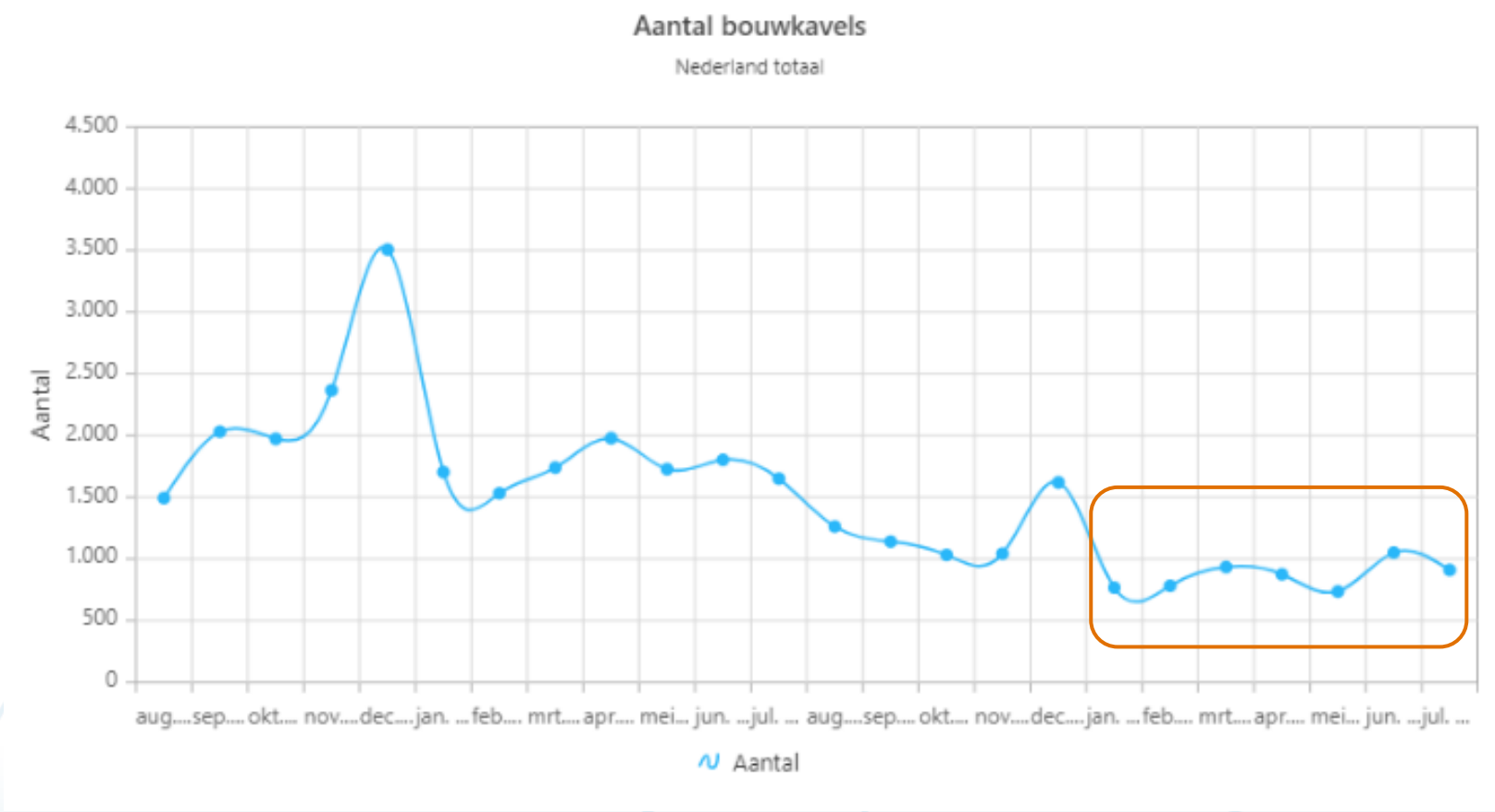
% verandering van de geharmoniseerde consumentenprijsindex t.o.v. een jaar eerder



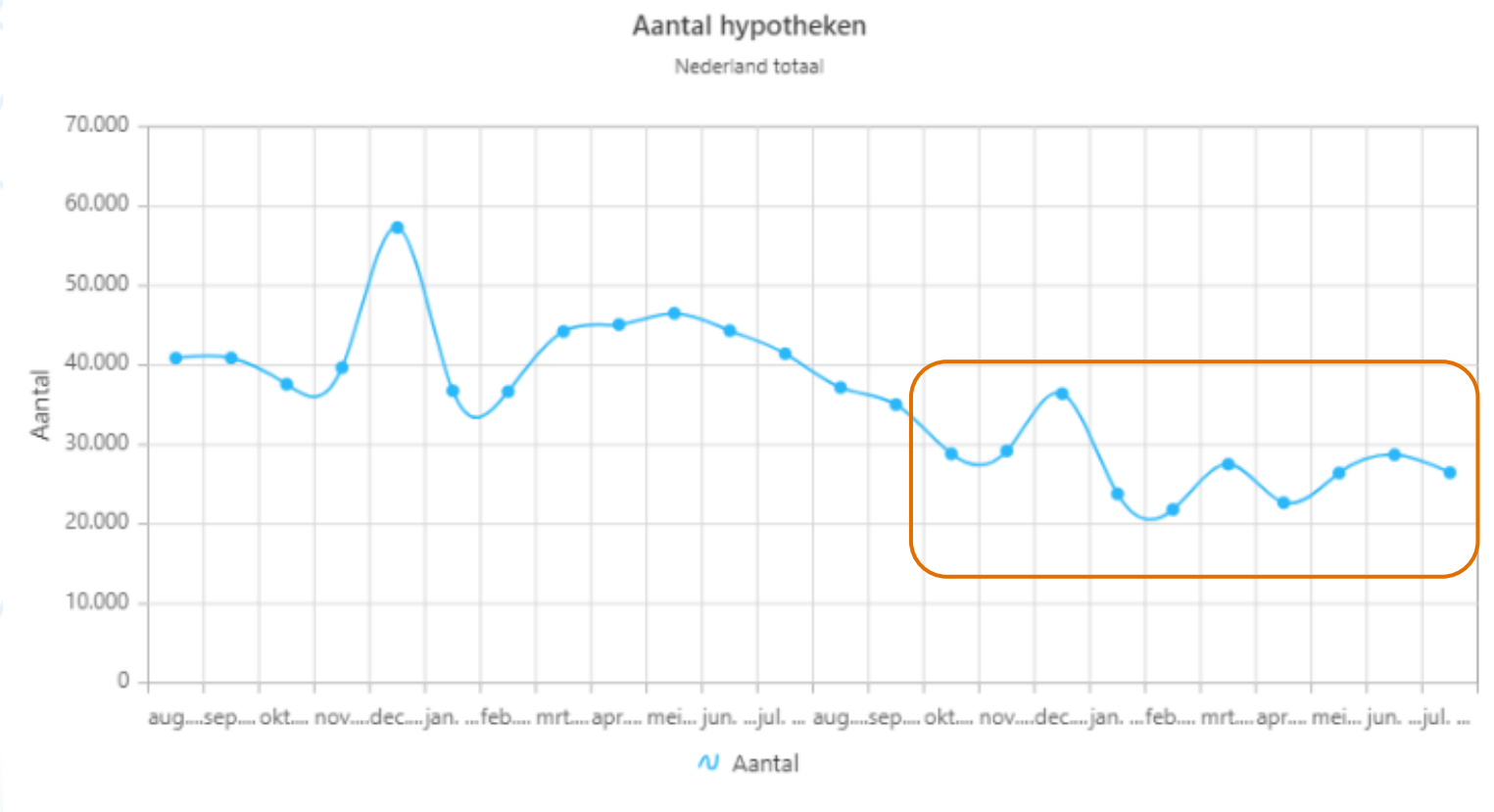
# Interest rates on mortgages rise



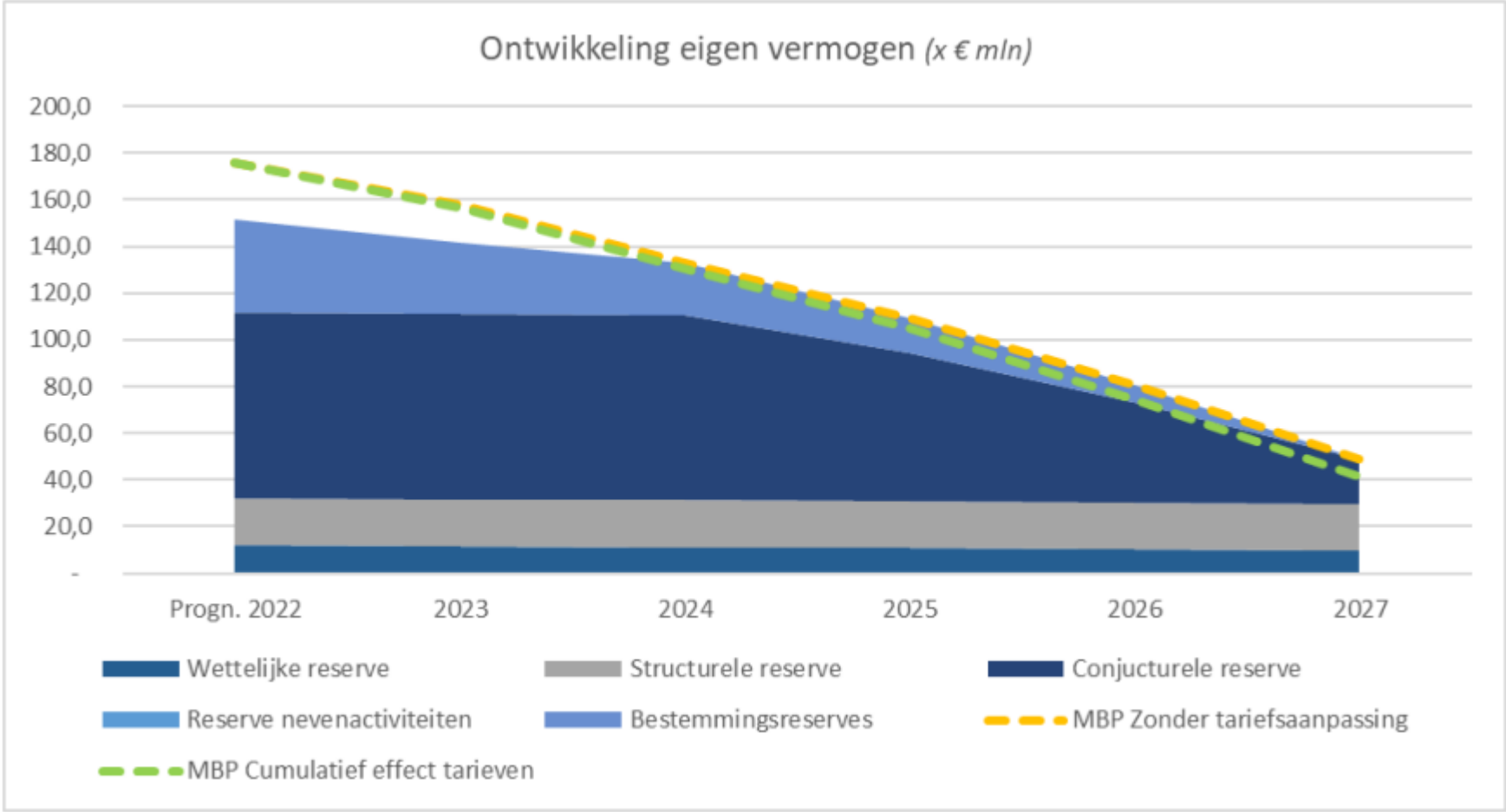
# New home development slows down



# Mortgage renewal rates go down

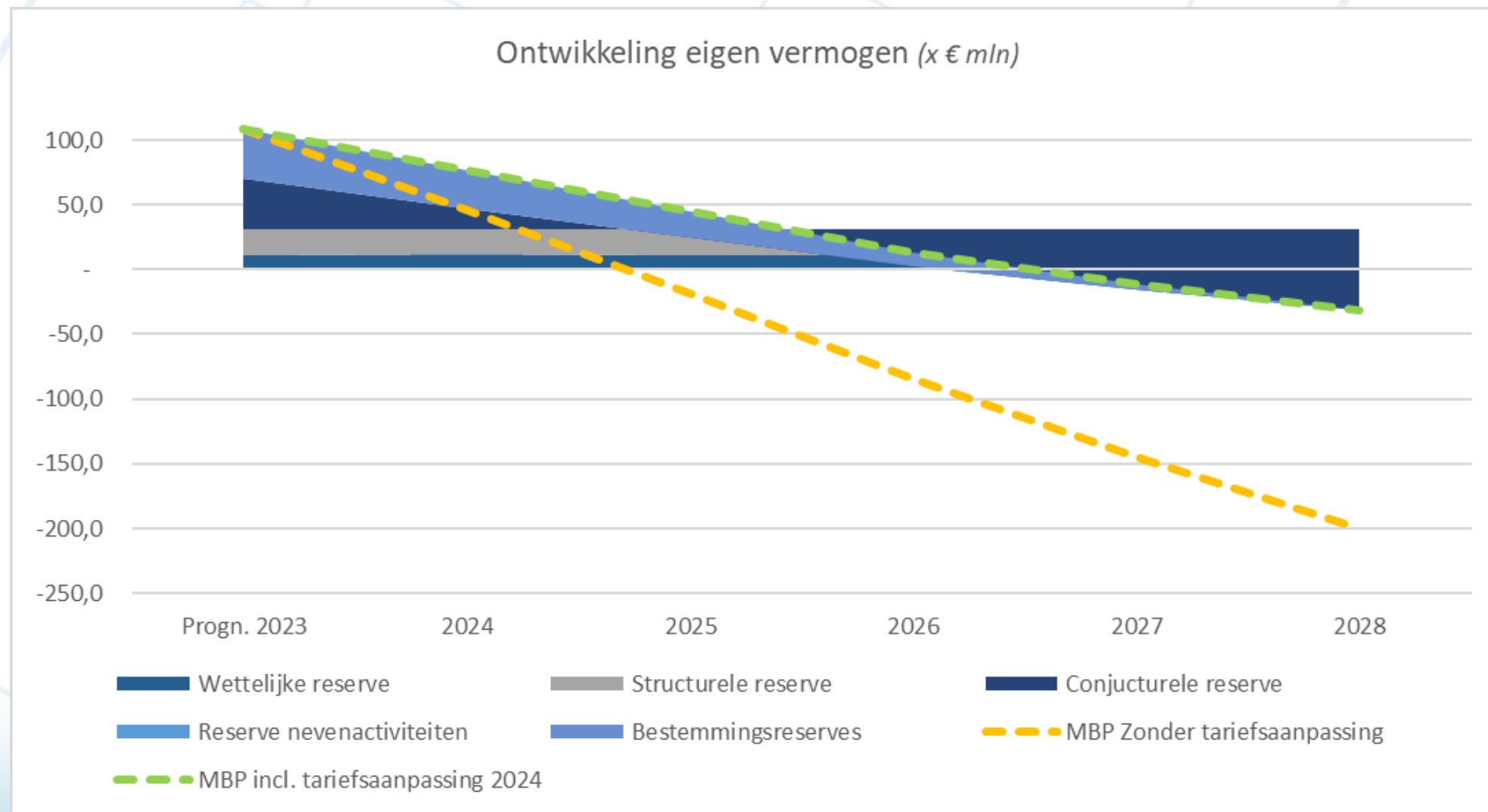


# Remember our budget?

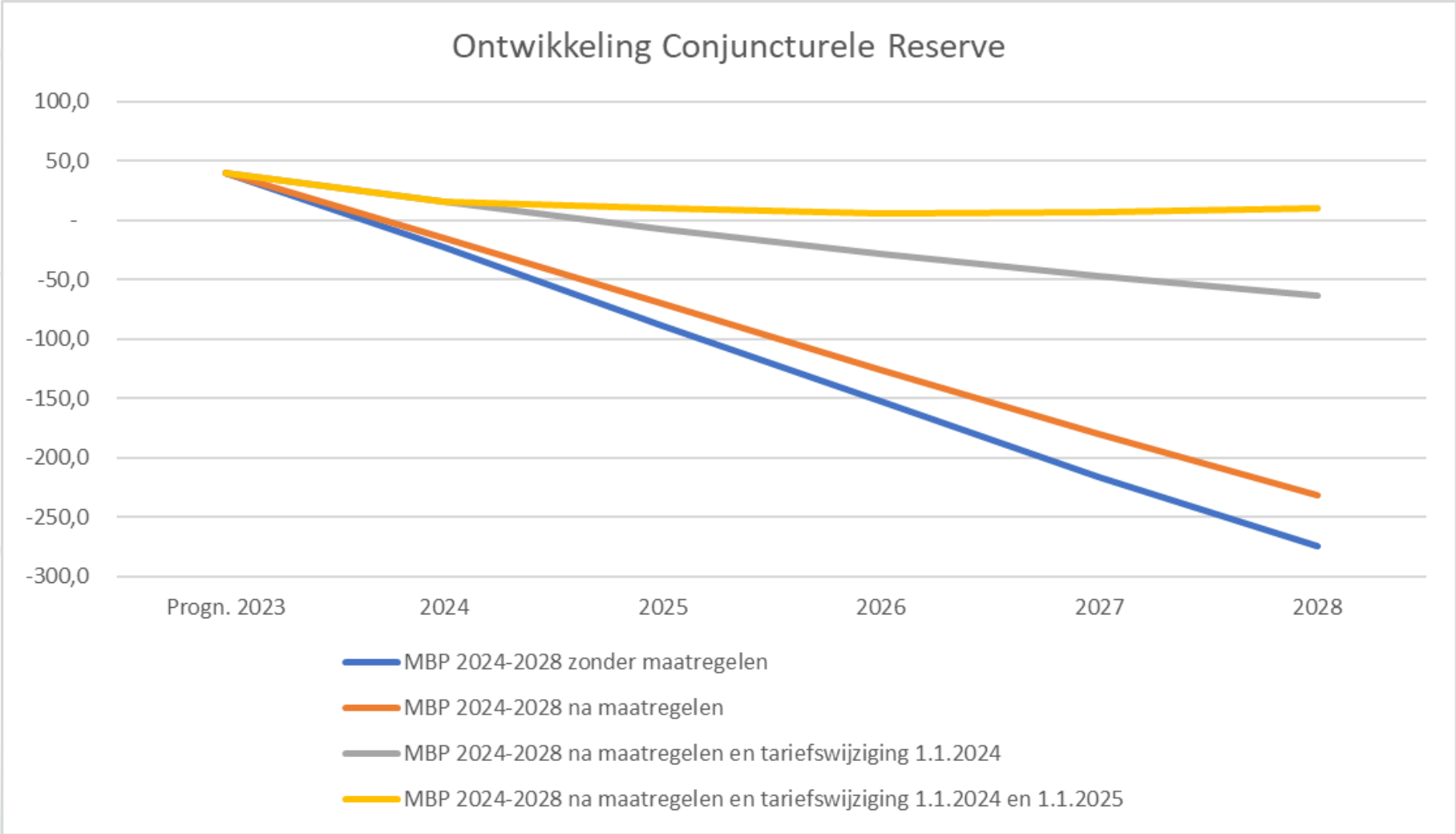




# The graph malfunctions



# New graph – best scenario just above 0



# What to do?

Business model 1 – consumer product pricing

Land administration – registration, surveying, cadastral information

- a) Use reserves – €80M reserve to compensate for economy
- b) Increase prices – once a year, first possible moment is 1-1-2024
- c) Reduce costs – 1:10 flexibility in production; IT maintenance vs development; overhead and support; contract costs

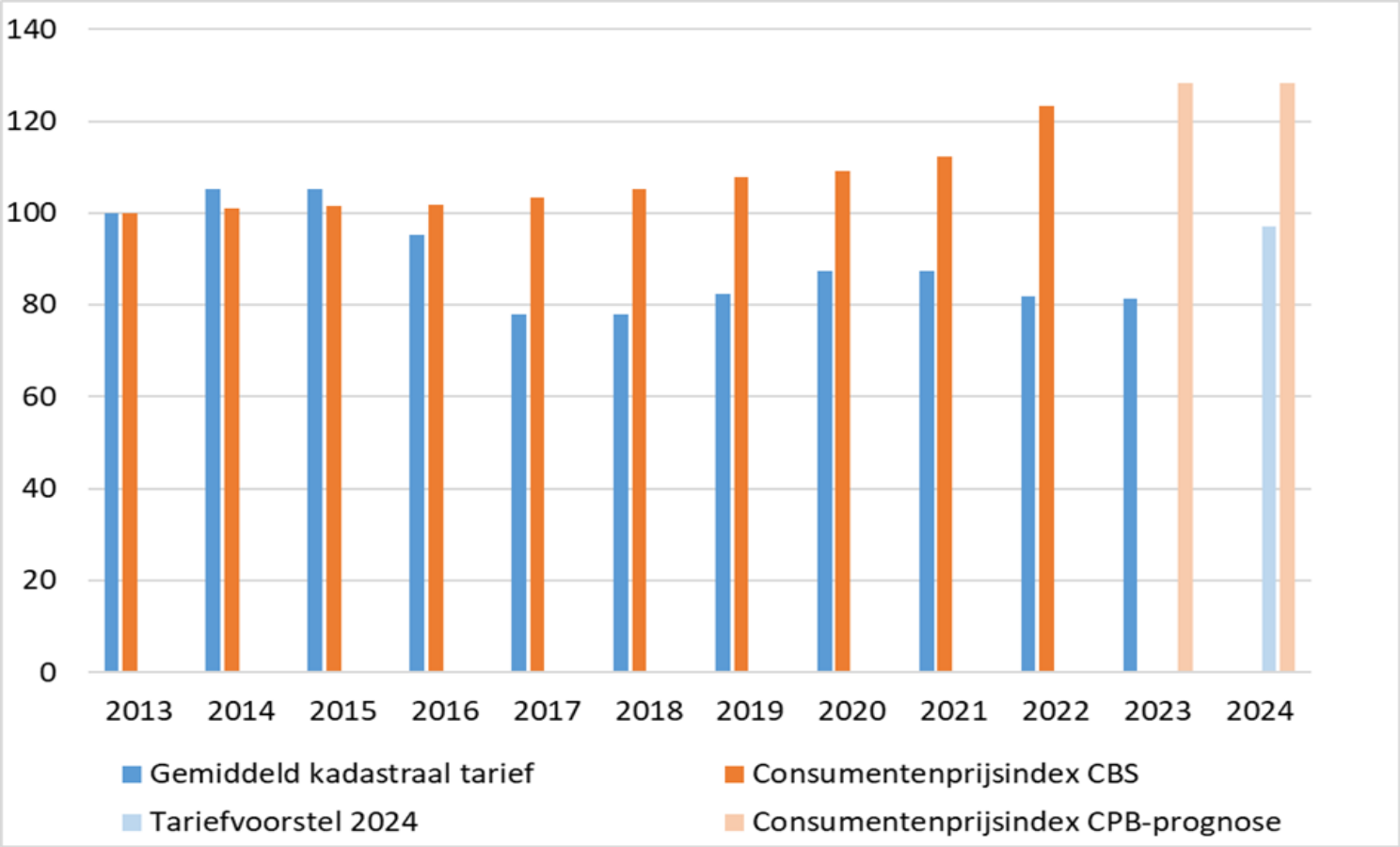
Primary option: reserves

Secondary option: costs

Long term option: pricing

Not possible: increasing sales, immediate price increase, reducing quality

# Operational excellence – pricing vs consumer price index



# What to do?

**Business model 2 – consumer hour pricing**

**Data analysis, projects and consultancy services**

- a) Use reserves**
- b) Increase prices – once a year, first possible moment is 1-1-2024**
- c) Reduce costs – limited flexibility in production; limited IT costs; overhead and support**

**Primary option: reserves**

**Secondary option: reduce overhead**

**Not possible: increasing sales, immediate price increase, reducing quality**

# What to do?

## Business model 3 – budget based

### Base registries with geo data

- 1) Increase budget – ask more budget; budget approval once a year, first possible moment is 1-1-2024
- 3) Reduce costs – limited flexibility in production; prioritize IT maintenance over development; reduce overhead and support ; cost reduction by employing instead of hiring

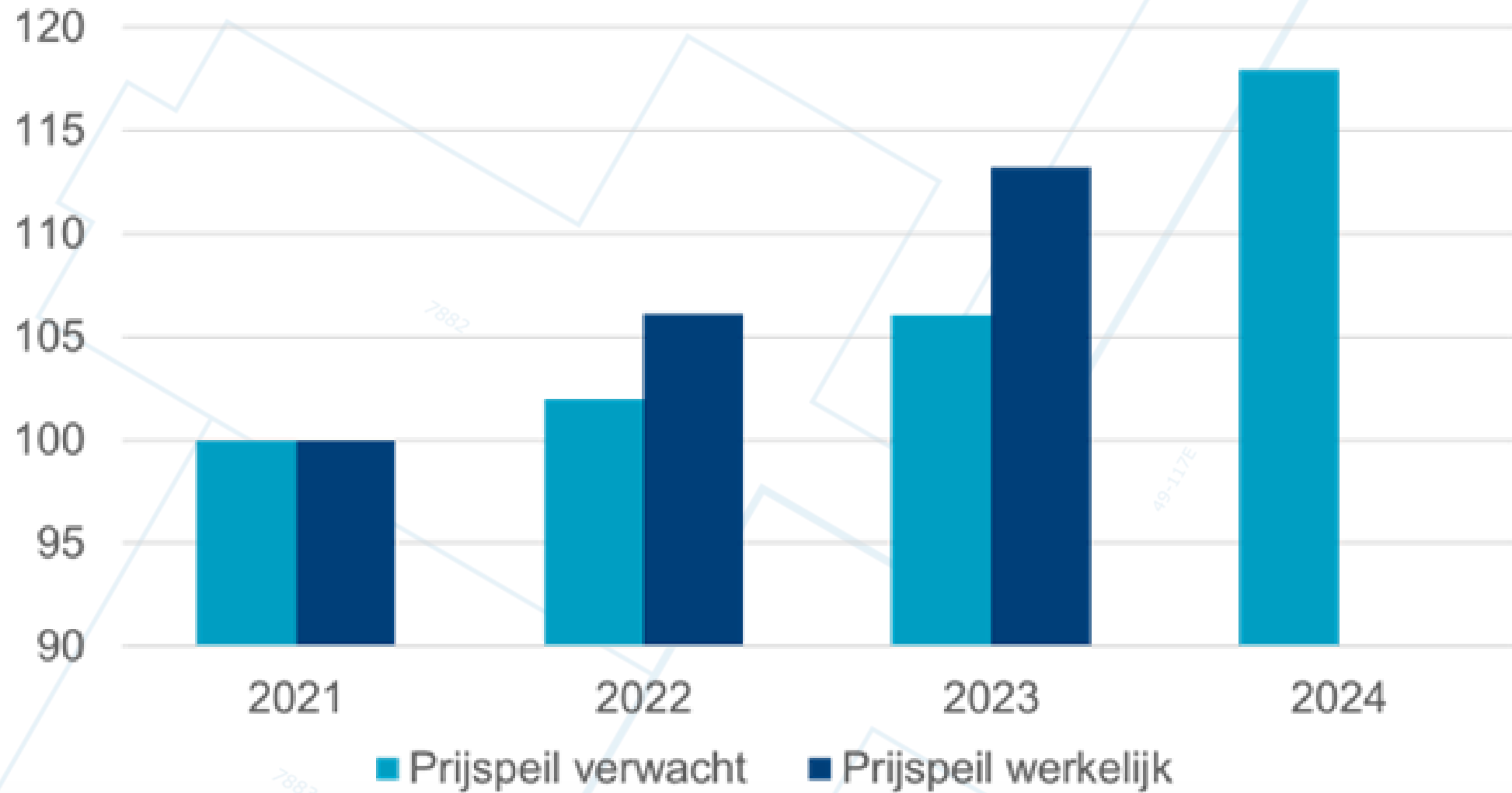
Primary option: cost reduction of development, hiring

Secondary option: increase budget

Not possible: reducing service level, reducing quality, no reserves

# Vulnerabilities

- Time between budget approval, planning and realisation
- Low income stability
- Slow and limited possibilities for price or budget increases, changes always after the fact
- Limited cost flexibility in production processes
- No flexibility in quality of work or service levels
- Limited flexibility in work force and contracts
- Rebuilding time of reserves
- Overhead has no or limited flexibility and relative overhead increases





# Sustainability and flexibility

- business model 1, product pricing, is sustainable with:
  - reserves
  - price flexibility
  - cost flexibility
  - resilient pricing models
- business model 2, hour pricing, is sustainable with:
  - volume
  - in practice, we combine this business model with business model 1
- business model 3, budgets, is sustainable with:
  - workload and workforce flexibility
  - budget flexibility for inflation (though this is admittedly difficult)
  - alternative revenue streams, e.g. (open) data provider, user, grants

And a combined model is more resilient than each model on its own.

# Lasting effects

- reduced investment in improvements leads to slower implementation of regulations and policies
- reduced investment in infrastructure leads to vulnerabilities
- change from hiring to employing limits future flexibility

## And positive changes:

- more realistic budget agreements
- improvements in internal governance

Uitgangspunten

1. We blijven ons werk doen: continuïteit, kwaliteit, productiviteit. Aandacht voor invoering omgekeerde. Aandacht voor
  2. We compenseren structurele kosten. We maken gebruik van budgetten en tarieven.
  3. We compenseren de maatschappelijke waarde daarvan. Hierbij gaat het zowel om de werkzaamheden in de primaire processen, onze mensen, als de continuïteit en veiligheid van de informatie en systemen.
- 2024 is het jaar waarin we nadrukkelijk inzetten op de continuïteit en kwaliteit van de uitvoering van onze taken en de maatschappelijke waarde daarvan. Hierbij gaat het zowel om de werkzaamheden in de primaire processen, onze mensen, als de continuïteit en veiligheid van de informatie en systemen.
- behouden investeringen vanuit bestemmingsreserves en subsidies.

Rechten en zekerheid:

- Kadastrale kaart next (vanuit bestemmingsreserve)
- Viewer erfdienstbaarheden
- Verbetering werkprocessen en vervanging systemen, o.a. landmeten
- Registratie in 3D
- Schepen, wetswijziging
- BES, verdere optimalisatie
- Herverkavelingen, als nodig

Bouwwerk, grond en omgeving:

- Omgevingswet
- Doorontwikkeling stelsel basisregistraties
- Geodatafundament met 3D
- KLIC doorontwikkeling
- Beheer landelijke voorzieningen, doorontwikkeling alleen waar budgettair mogelijk
- NGII / PDOK beheer en doorontwikkeling

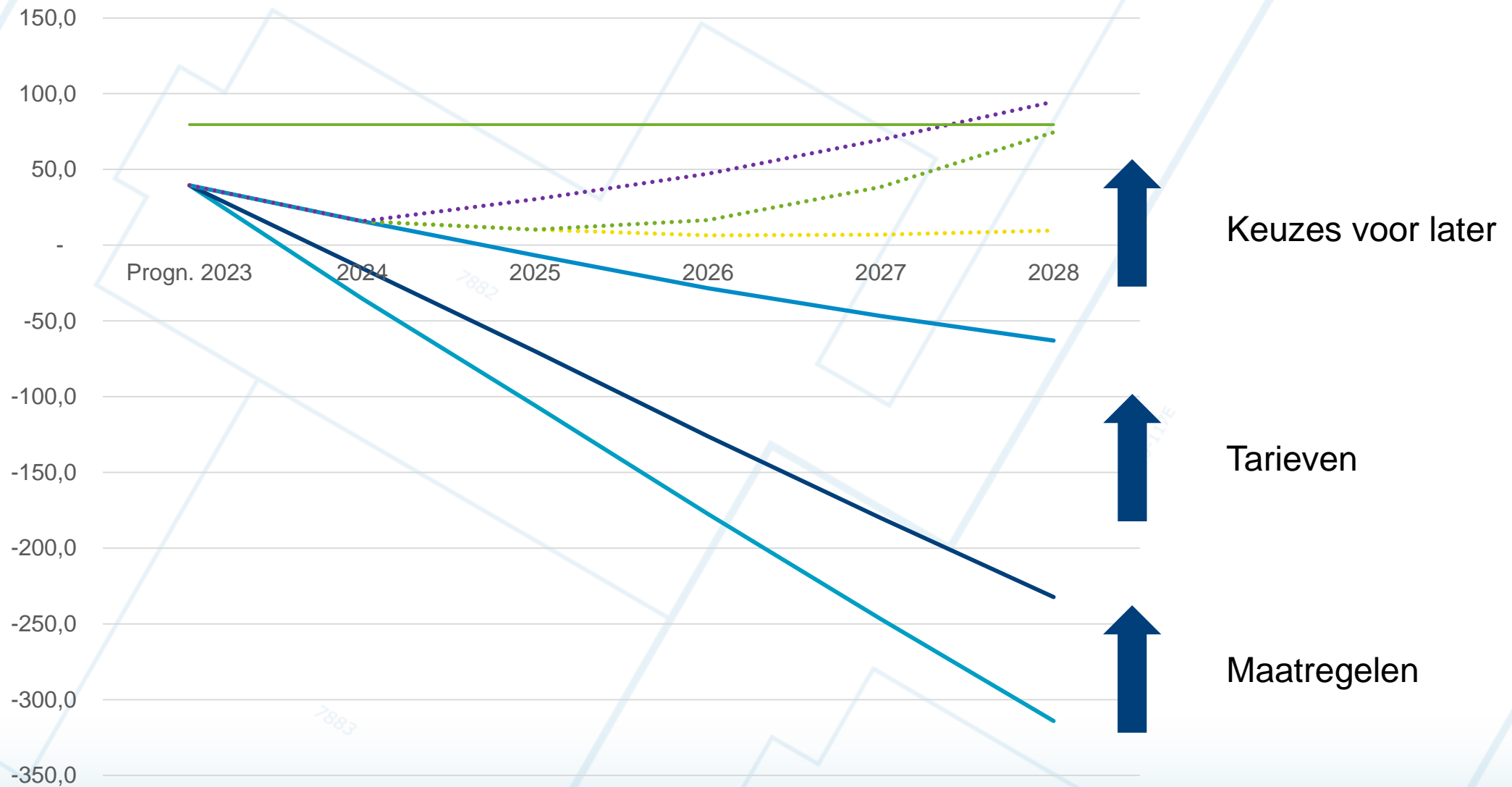
Informatie en expertise:

- Nationaal en internationaal inzetten expertise
- Stedelijke en landelijke gebiedsprocessen
- Nationaal programma landelijk gebied
- Inzicht en overzicht vastgoedmarkt, ruimtelijke monitoring
- UN-GGIM

Bedrijfsvoering:

- Vergroten wendbaarheid en vitaliteit van medewerkers en organisatie
- Risk & compliance
- Informatiebeveiliging
- IT infrastructuur aanbestedingen
- ERP systemen en processen

# Ontwikkeling Conjuncturele Reserve



# Mitigation of financial stress

- Financial reserves help to survive the period between the onset of financial stress and mitigation through price or budget increases
- Cost flexibility is largest in IT development and projects, but limiting developments can have long term consequences for product development or compliance with digital government regulations
- Cost flexibility in other parts of the work force has to be organised and taken into account in contracts and governance

# Questions?

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# Focus on business model budget based

- National mapping