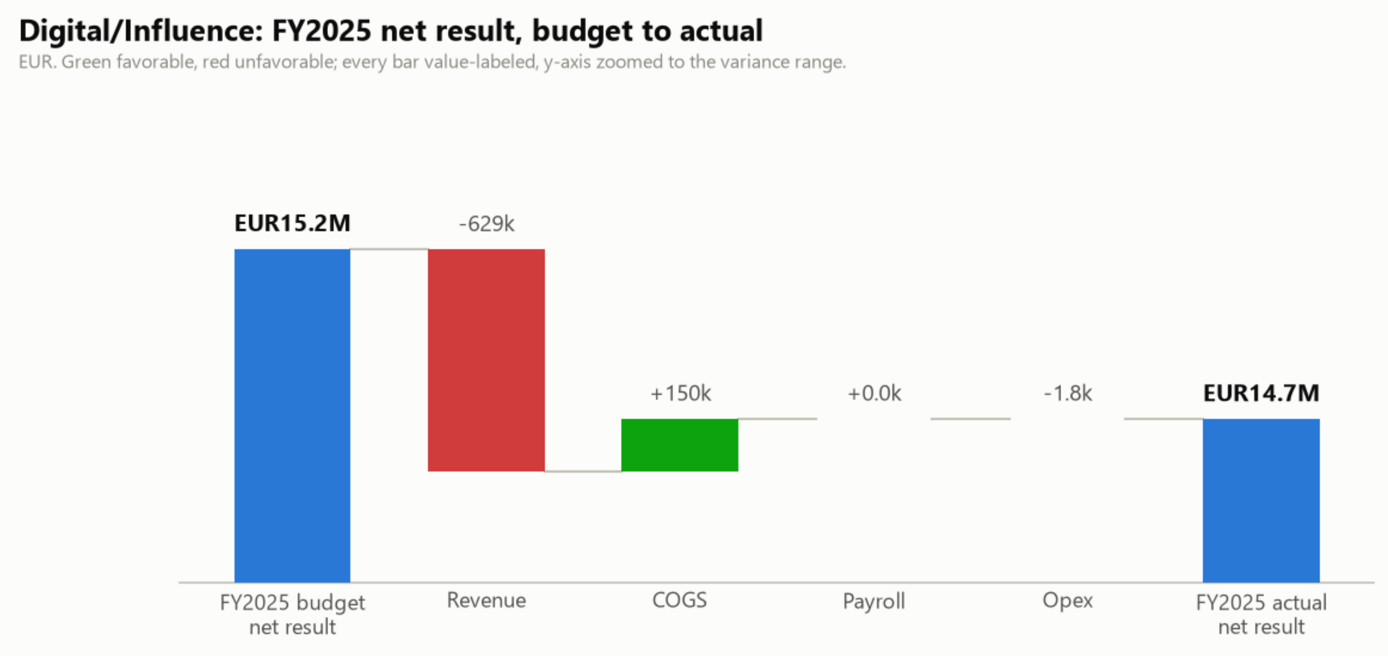
# Digital/Influence: FY2025 budget vs actual

Business unit one-pager, EventCo monthly close. Figures trace to the variance and forecast reports; driver splits reconcile exactly. DRAFT, pending human sign-off.

| REVENUE | TOTAL COSTS | NET RESULT |
|---|---|---|
| **EUR25.9M** | **EUR11.1M** | **EUR14.7M** |
| -629k vs budget | -149k vs budget | -480k vs budget |




## What drove it

Payroll ran -0.0k vs budget: headcount effect -12k (average 39.8 FTE vs 40.0 planned) and rate effect +12k (salary mix, overtime, timing). Revenue ran -629k vs budget: volume +355k (154 projects vs 152 planned) and price/mix -984k. Both splits reconcile exactly to the reported variances.

## Material variances (30-month window)

| Period | Line | EUR | % | F/U | Driver |
|---|---|---|---|---|---|
| 2025-01 | Revenue | -225k | -15% | U | Two platform go-lives slipped from January into February on client-side content delays. (analyst input, manual) |
| 2025-09 | Revenue | -197k | -9% | U | NovaTech (US client) roadshow is invoiced in USD. (business note N08) |
| 2024-12..2025-01 | COGS | -144k | -12% | F | External development spend paused over the year-end delivery freeze and resumed in February. (analyst input, manual) |
| 2025-08 | Revenue | +135k | +10% | F | One retainer client commissioned an out-of-cycle campaign microsite in an otherwise quiet August. (analyst input, manual) |
| 2024-07 | COGS | -84k | -16% | F | Contractor spend deferred during the summer staffing gap on the delivery bench; (analyst input, manual) |
| 2025-06 | COGS | -83k | -10% | F | June delivery mix skewed toward license resale rather than custom build, which carries lower external cost. (analyst input, manual) |
| 2025-03 | COGS | +67k | +11% | U | No clear driver identified; still open with the BU controller. |

## Follow-ups

- COGS 2025-03: +67k (+11.3%, unfavorable). No documented driver and no analyst input yet; still open with the BU controller.

## Q3 2026 outlook (Jul 2026 / Aug 2026 / Sep 2026)

Revenue EUR5,618,362 (+4.6% vs the same quarter last year), total costs EUR2,508,575 (+1.9%), net result EUR3,109,788 at a 55.4% margin. One-offs and concluded programmes are excluded from the forecast base (full audit trail in the forecast report).

*Generated by agents/bu_report_agent.py from pipeline outputs. DRAFT, pending human sign-off; nothing in this pipeline distributes reports on its own.*