



The SAT Guide to Profitable Hotel Operations

Understand trading performance and test practical improvements

A practical guide with editable Word templates and an Excel workbook

Hotel owners, general managers and department leaders

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How to use this toolkit

Profit improves when a manager understands the relationship between demand, selling price, service capacity and operating costs. This guide explains a practical weekly routine for finding avoidable losses while protecting the guest promise. It includes worked operating examples, an improvement register and a spreadsheet for room revenue, contribution and planned savings. It is an operational planning resource, not accounting, investment or tax advice. Illustrations use neutral currency units so you can work consistently in pounds or euros without mixing them.

Begin with the guide, adapt the Word templates to your property, and enter your own figures or records in the highlighted Excel cells. Keep an untouched master copy. Use one currency and one reporting period consistently. The workbook starts with blank inputs; examples in the guide are illustrative and are not preloaded operating results.

Contents

01 Build a consistent trading picture . . .	3
02 Use occupancy ADR and RevPAR properly . . .	4
03 Understand room contribution and channel costs . . .	5
04 Plan labour around demand and service . . .	6
05 Control purchasing stock and food waste . . .	7
06 Manage utilities maintenance and cash . . .	8
07 Test savings before committing . . .	9
08 Make the weekly review lead to action . . .	10
Worksheet and implementation plan . . .	11
References and responsible use . . .	12

Build a consistent trading picture

Choose a trading period and agree the definition of each measure with the bookkeeper or accountant. Revenue should use a consistent basis, normally excluding sales taxes, refunds and other amounts not earned by the property. Distinguish revenue from money collected: deposits may arrive before the stay is delivered. Keep room, food, beverage and other income identifiable so a change in business mix does not obscure performance.

Reconcile the property management system, point of sale and accounting totals before drawing conclusions. Record allowances, complimentary stays, out-of-order rooms and refunds consistently. Investigate differences rather than forcing the reports to agree. Document whether available room nights exclude rooms genuinely removed from sale and use that same definition in comparisons.

Start a weekly one-page review with occupancy, average daily rate, room revenue, labour hours, major costs and cash commitments. Add a short explanation of unusual events. Review actuals against a meaningful comparison: the same weekdays, an approved budget or a recent forecast. A holiday moving between weeks can make a year-on-year comparison misleading. The purpose is to identify a decision, not to produce a large collection of disconnected numbers.

PUT IT INTO PRACTICE

Choose one process to review this week. Record the evidence, responsible person and a realistic follow-up date in the editable templates.