

01 / EXECUTIVE SUMMARY

Fictional Paphos Hotel

Monthly performance and procedure review
30-room seasonal hotel | August - September 2026 | EUR

Management focus

Centralise guest complaint recovery, review staffing against demand, and investigate food cost controls. Confirm causes before implementing changes.

Performance signals

Measure	August	September	Your target
Occupancy	69.9%	60.0%	Minimum 70%
Labour / total revenue	35.0%	38.0%	Maximum 30%
F&B cost / F&B revenue	35.0%	38.0%	Maximum 32%
Complaints per 100 guests	3.5	4.0	Maximum 2.0

What the live AI test found

September performance declined compared with August. The fragmented complaint records may contribute to inconsistent recovery, but the evidence does not establish causality. Prior-year figures were not supplied, so the effect of seasonality cannot be assessed directly.

Recommended priorities

Priority	Recommendation	Confidence
High	Assign one owner for complaint recovery and centralise logging.	Medium
High	Review labour scheduling against demand patterns.	Medium
Medium	Check food purchasing and menu production controls.	Medium

This sample formats the retained live-test findings. It is not an independent inspection, a compliance certificate or a forecast of financial savings.

02 / INPUTS AND CALCULATION BASIS

The evidence behind the review

All figures below were created for testing. Targets are editable planning assumptions, not verified industry benchmarks.

Input	August 2026	September 2026
Available room nights	930	900
Sold room nights	650	540
Room revenue	€78,000	€62,100
Food & beverage revenue	€26,000	€22,000
Total revenue	€110,000	€90,000
Labour cost	€38,500	€34,200
Food & beverage cost	€9,100	€8,360
Covers served	1,300	1,100
Guests served / stayed	1,000	900
Complaints received	35	36

Procedure evidence supplied

Guest feedback & recovery: 2/5 (inconsistent)
“Complaints are recorded in separate shift notebooks; no named follow-up owner.”
Other procedure areas were not assessed in this test.

How the measures were calculated

Occupancy = sold room nights / available room nights × 100.
Labour percentage = labour cost / total revenue × 100.
F&B cost percentage = F&B cost / F&B revenue × 100.
Complaints per 100 guests = complaints / guests × 100.

Data limitations: two months only; no prior-year comparison, complaint categories or resolution times, departmental labour hours, overtime, stock reconciliation or waste records. Match accounting definitions and reporting periods before comparison.

03 / EXAMPLE IMPROVEMENT PLAN

From findings to practical changes

The three priorities below came from the live AI test. The trial steps, suggested owners and review timings are illustrative additions for this report sample; they were not retained as exact AI output.

01 / Guest complaint recovery

High priority | Suggested owner: Duty manager / guest services lead

Trial: Use a shared complaint log with category, assigned owner, promised response time and resolution.

Review open issues at each handover and recurring causes weekly.

Measure: Track complaint closure time, unresolved cases and complaints per 100 guests.

Review: Review the trial after 2 weeks.

02 / Staffing against demand

High priority | Suggested owner: Operations manager / department heads

Trial: Compare scheduled and worked hours with occupancy, covers and workload by shift. Trial adjustments where demand and coverage differ; check service performance alongside costs.

Measure: Track labour hours, overtime, labour percentage and guest service feedback.

Review: Review the trial after 4 weeks.

03 / Food purchasing and production

Medium priority | Suggested owner: Chef / F&B; manager

Trial: Reconcile purchases and stock, record waste by cause, and check portions and recipe yields.

Investigate purchasing, consumption and revenue definitions before changing prices.

Measure: Track waste, stock discrepancies and F&B; cost percentage using consistent categories.

Review: Review the trial after 4 weeks.

Follow-up questions returned by the AI

1. Can you provide the same months for the prior year so seasonality can be compared directly?
2. Do you have complaint categories and closure times by department or shift?
3. Can you share labour hours by department and overtime, plus food purchasing or waste data for the same period?

Management approval: agree the owner, success measure and review date before starting each trial. Record the result and reassess next month. No financial saving has been assumed.