Monthly Owner's KPI Pack Template (Blank, with Definitions)

Template — not legal advice, and not financial advice. This is a blank layout. It contains no benchmarks; compare your property with its own budget, its own history, and its competitive set. If you add sample figures for training, label them **EXAMPLE DATA**.

Property / portfolio: _____ Month: _____ Prepared by: _____ Sent to board on: _____

Page 1 — Rooms performance

Measure	Month actual	Month budget	Month last year	YTD actual	YTD budget	YTD last year
Rooms available						
Rooms sold						
Occupancy						
ADR						
RevPAR						

Index vs. competitive set	Month	YTD	Running 12 months
Occupancy index (MPI)			
ADR index (ARI)			
RevPAR index (RGI)			

Competitive set members and date last changed: _____

Page 2 — Revenue and profit

Measure	Month actual	Month budget	Month last year	YTD actual	YTD budget
Rooms revenue					
Food and beverage revenue					
Other operated departments					
Total revenue					
Gross operating profit (GOP)					
GOP margin					
GOPPAR					
Management and franchise fees (all)					
FF&E reserve contribution					

Flow-through (definition used: _____): _____

Page 3 — Channel mix and demand

Channel	Room nights	Share	Room revenue	ADR	Channel cost (as calculated by operator)
Direct (website, phone, walk-in)					
Brand central reservations / loyalty					
Online travel agencies					
Group and events					
Wholesale / tour operators					
Other					

Method used for channel cost: _____

Forward look (pace)	On the books now	Same time last year	Budget
Next 30 days			
Next 60 days			
Next 90 days			

Page 4 — People, safety, and compliance

- Labor cost as share of revenue (definition: _____): _____
- Open positions: _____ Seasonal hires vs. plan: _____
- Incidents logged this month (Tier 1 / Tier 2 / Tier 3): ____ / ____ / ____
- Inspections this month and open findings: _____
- License renewals due in the next 90 days: _____
- Guest satisfaction measure the board chose (name and source): _____

Page 5 — Cash and capital

- Operating cash: _____ FF&E reserve balance: _____ Other reserves: _____
- Loan covenants tested this month and headroom: _____
- Capital projects: budget, spent to date, forecast to complete, schedule status

Project	Approved budget	Spent to date	Forecast	On schedule?

Definitions (keep with every pack)

- **Rooms available:** rooms in the hotel times days in the period.

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- **Occupancy:** rooms sold ÷ rooms available.
- **ADR (average daily rate):** room revenue ÷ rooms sold.
- **RevPAR (revenue per available room):** room revenue ÷ rooms available. About equal to occupancy × ADR.
- **Indexes (MPI, ARI, RGI):** the hotel's occupancy, ADR, or RevPAR ÷ the competitive set's, × 100. 100 means "fair share."
- **GOP (gross operating profit):** total revenue minus departmental and undistributed operating expenses, as defined in your management agreement.
- **GOPPAR:** GOP ÷ rooms available.
- **Channel mix:** share of room nights or revenue by booking source.
- **Pace:** rooms (or revenue) already booked for a future period compared with the same point last year.
- **FF&E reserve:** the fund for replacing furniture, fixtures, and equipment, set by your management agreement or loan.

Definitions follow the CoStar STR Benchmark glossary (https://www.costar.com/products/str-benchmark/resources/glossary) and HotStats (https://www.hotstats.com/blog/for-hotels-revenue-is-the-sprint-profit-is-the-marathon). Your agreements' definitions control. See Revenue management for hotel boards (https://preparedboard.com/guides/hotel-revenue-management-board-questions).

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