



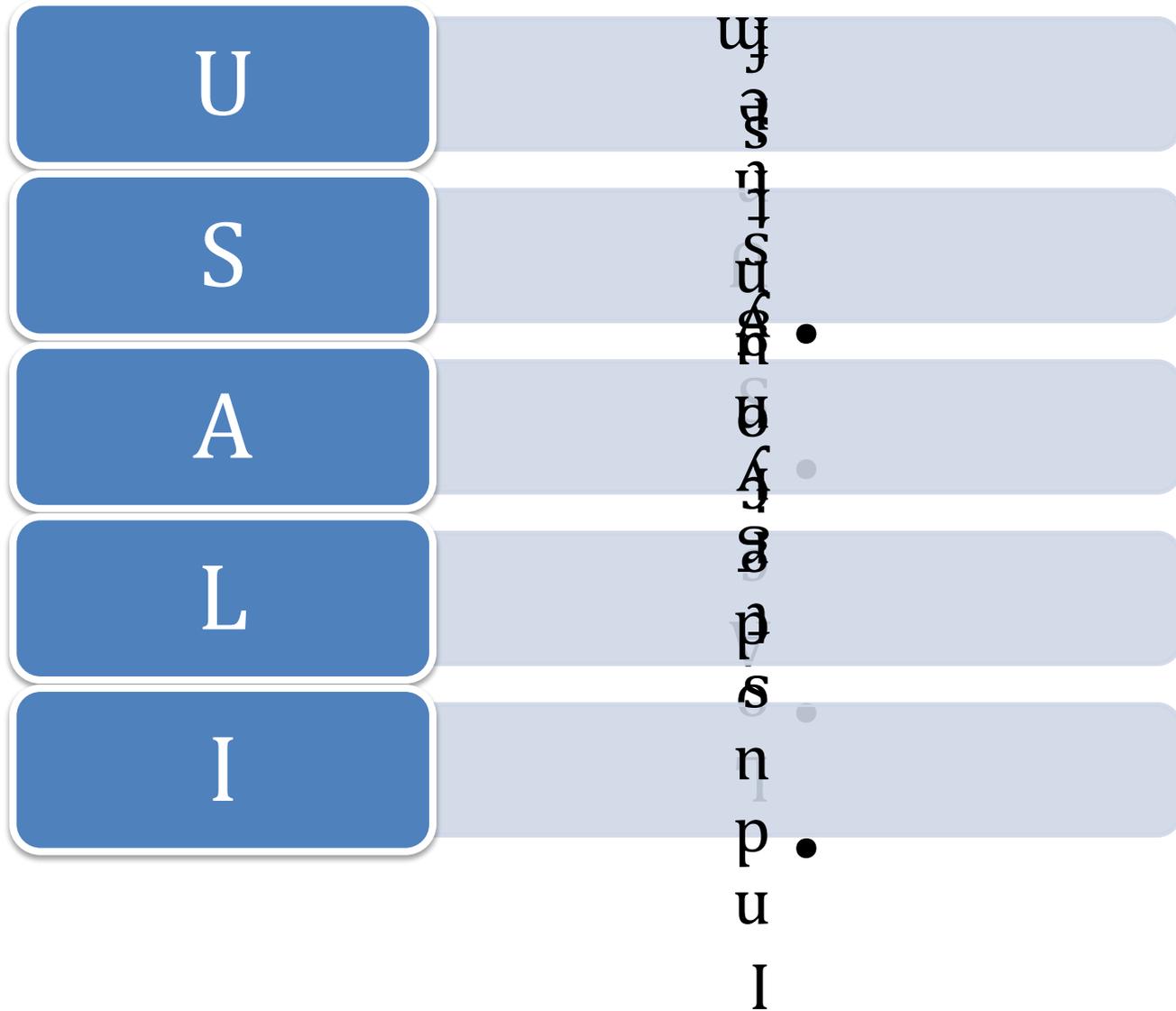
РАНХиГС

РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ

HOTEL MANAGEMENT

MANAGING FINANCE

MANAGING FINANCE



MANAGING FINANCE

THE UNIFORM SYSTEM OF ACCOUNTS

BASIC FINANCIAL STATEMENTS

THE BALANCE SHEET

THE EQUITY STATEMENT

THE STATEMENT OF INCOME

THE STATEMENT OF CHANGES

THE STATEMENT OF CASH FLOW



MANAGING FINANCE

THE UNIFORM SYSTEM OF ACCOUNTS

SAMPLE BALANCE SHEET

Assets = Liabilities + Equity



Danforth's Hotel
Balance Sheets
 As of December 31, 2007 and 2008

Cash	\$ 8,000.00	\$ 12,560.00
Accounts Receivable	2,000.00	4,000.00
Marketable Securities	6,000.00	6,000.00
Inventory	13,150.00	15,000.00
Prepaid Rent	10,000.00	13,500.00
Total Current Assets	39,150.00	51,060.00
Furniture, Fixture, and Equipment (FF&E)	8,560.00	17,500.00
Accumulated Depreciation (FF&E)	(3,030.00)	(4,000.00)
Building	20,000.00	20,000.00
Long-term Investments	30,000.00	15,000.00
Total Long-term Assets	55,530.00	48,500.00
Total Assets	\$ 94,680.00	\$ 99,560.00
Accounts Payable	\$ 15,000.00	\$ 12,460.00
Accrued Payroll	7,500.00	8,000.00
Accrued Taxes	8,560.00	5,500.00
Total Current Liabilities	31,060.00	25,960.00
Long-term Debt	22,500.00	15,000.00
Owner's Equity	31,120.00	40,620.00
Retained Earnings	10,000.00	17,980.00

MANAGING FINANCE

THE UNIFORM SYSTEM OF ACCOUNTS

INCOME STATEMENT



OPERATED DEPARTMENTS

UNDISTRIBUTED OPERATING
EXPENCED

FIXED CHARGES

MANAGING FINANCE

THE UNIFORM SYSTEM OF ACCOUNTS

SAMPLE INCOME STATEMENT

	Sales Revenue	COGS	Payroll expenses	Other expenses	Income/ Total
Departmental income (loss):					
Rooms	1,050,000	0	235,000	11,000	804,000
Food	770,000	310,000	298,000	60,000	102,000
Beverage	321,000	102,000	82,000	13,000	124,000
Gift shop	<u>35,000</u>	<u>10,000</u>	<u>8,000</u>	<u>300</u>	<u>16,700</u>
Operating Departmental Total	2,176,000	422,000	623,000	84,300	1,046,700
Undistributed operating expenses:					
Administrative & general expenses			113,000	120,000	233,000
Marketing expenses			32,000	30,000	62,000
Property operations & maintenance			<u>51,000</u>	<u>48,000</u>	<u>99,000</u>
Total undistributed operating expenses			196,000	198,000	394,000
Income before fixed expenses					652,700
Fixed expenses:					
Property taxes					100,000
Insurance expense					20,000
Interest expense					80,000
Depreciation expense					145,000
Total fixed expenses					345,000
Income before taxes					307,700
Income tax @35%					107,695
Net Income					200,005

MANAGING FINANCE RATIO ANALYSIS

LIQUIDITY RATIOS

- CURRENT RATIO
- ACCOUNTS RECEIVABLE TURNOVER
- AVERAGE COLLECTION PERIOD

SOLVENCY RATIOS

- SOLVENCY RATIO
- DEBD-EQUITY RATIO

ACTIVITY RATIOS

- ACTIVITY TURNOVER
- FIXED ASSETS TURN OVER

PROFITAVILITY RATIOS

- PROFIT MARGIN
- RETURN ON OWNERS EQUITY
- RETURN ON ASSETS

OPERATING RATIOS

- AVERAGE ROOM RATE
- OCCUPANCY PERCENTAGE
- REVENUE PER ROOM AVAILABLE
- AVERAGE FOOD CHECK
- FOOD COST PERCENTAGE

MANAGING FINANCE

DAILY OPERATIONS REPORT (SAMPLE)

Manager - Flash

08:54 AM

	2003 DAY	2003 MONTH	2003 YEAR	2002 DAY	2002 MONTH	2002 YEAR
Rooms Occupied	6	357	1663	0	0	0
Total Rooms in Hotel minus OOO Rooms	152	3513	15509	0	0	0
Total Rooms in Hotel	155	3565	15658	0	0	0
Available Rooms	149	3208	13995	0	0	0
Available Rooms minus OOO Rooms	146	3156	13846	0	0	0
Complimentary Rooms	0	13	14	0	0	0
House Use Rooms	0	3	4	0	0	0
Rooms Occupied minus Comp and House Use	6	341	1645	0	0	0
Rooms Occupied minus House Use	6	354	1659	0	0	0
Rooms Occupied minus Comp	6	344	1649	0	0	0
Day Use Rooms	0	16	76	0	0	0
Out of Order Rooms	3	52	149	0	0	0
Adults In-House	6	408	2925	0	0	0
Children In-House	0	23	161	0	0	0
Total Persons In-House	6	431	3086	0	0	0
Individual Persons In-House	6	261	1210	0	0	0
Block Persons In-House	0	170	1876	0	0	0

MANAGING FINANCE

DAILY OPERATIONS REPORT (SAMPLE)

Member Persons In-House	1	18	935	0	0	0
VIP Persons In-House	3	78	455	0	0	0
Individual Rooms In-House	6	223	769	0	0	0
Block Rooms In-House	0	134	894	0	0	0
Source Rooms In-House	0	0	9	0	0	0
Company Rooms In-House	1	110	488	0	0	0
Travel Agent Rooms In-House	1	148	692	0	0	0
Group Rooms In-House	1	143	959	0	0	0
Blocks In-House	0	33	230	0	0	0
Birthdays In-House	0	0	0	0	0	0
% Rooms Occupied	3.87	10.01	10.62	0.00	0.00	0.00
% Rooms Occupied minus Comp and House	3.87	9.57	10.51	0.00	0.00	0.00
% Rooms Occupied minus Comp, House and OOO	3.95	9.71	10.61	0.00	0.00	0.00
% Rooms Occupied minus Comp	3.87	9.65	10.53	0.00	0.00	0.00
% Rooms Occupied minus House	3.87	9.93	10.60	0.00	0.00	0.00
% Rooms Occupied minus Comp and OOO	3.95	9.79	10.63	0.00	0.00	0.00
% Rooms Occupied minus House and OOO	3.95	10.08	10.70	0.00	0.00	0.00
% Rooms Occupied minus OOO	3.95	10.16	10.72	0.00	0.00	0.00

MANAGING FINANCE

DAILY OPERATIONS REPORT (SAMPLE)

Arrival Rooms	0	117	562	0	0	0
Arrival Persons	0	141	954	0	0	0
Deducted Arrivals	0	116	561	0	0	0
Non-Deducted Arrivals	0	1	1	0	0	0
Walk-in Rooms	0	24	72	0	0	0
Walk-in Persons	0	25	119	0	0	0
Extended Stay Rooms	1	22	83	0	0	0
Extended Stay Persons	1	29	301	0	0	0
Departure Rooms	3	118	544	0	0	0
Departure Persons	3	144	812	0	0	0
Early Departure Rooms	0	18	82	0	0	0
Early Departure Persons	0	20	121	0	0	0
Individual Departure Rooms	2	101	347	0	0	0
Individual Departure Persons	2	119	541	0	0	0
Individual Member Departure Rooms	0	7	57	0	0	0
Individual Member Departure Persons	0	8	72	0	0	0
% Individual Member Departures	0.00	5.93	11.03	0.00	0.00	0.00
Member Departure Rooms	0	7	60	0	0	0
Member Departure Persons	0	8	80	0	0	0
% Member Departures	0.00	5.93	11.03	0.00	0.00	0.00

MANAGING FINANCE

DAILY OPERATIONS REPORT (SAMPLE)

Manager - Flash

08:54 AM

	2003 DAY	2003 MONTH	2003 YEAR	2002 DAY	2002 MONTH	2002 YEAR
No Show Rooms	0	309	1097	0	0	0
No Show Persons	0	316	1361	0	0	0
Cancelled Reservations for Today	0	3	54	0	0	0
Late Cancellations for Today	0	3	46	0	0	0
Reservations Made Today	0	449	2256	0	0	0
Cancellations Made Today	0	10	63	0	0	0
Room Nights Reserved Today	0	1430	6475	0	0	0
Today's Demand	6	357	1672	0	0	0
Clean Rooms	107			0		
Dirty Rooms	19			0		
Doubles As Singles	6	329	1505	0	0	0
% Beds Occupied	18.18	20.23	29.79	0.00	0.00	0.00
ADR	228.00	6,916,773.71	1,485,056.71	0.00	0.00	0.00
ADR minus Comp	228.00	7,178,163.42	1,497,664.84	0.00	0.00	0.00
ADR minus House	228.00	6,975,390.44	1,488,637.32	0.00	0.00	0.00
ADR minus Comp and House	228.00	7,241,314.41	1,501,306.58	0.00	0.00	0.00
Average Person Rate	228.00	5,729,207.00	800,275.22	0.00	0.00	0.00
Average Persons per Block Rooms	0.00	1.27	2.10	0.00	0.00	0.00

MANAGING FINANCE

DAILY OPERATIONS REPORT (SAMPLE)

Average Revenue per Block Rooms	0.00	18,426,511.48	2,762,128.36	0.00	0.00	0.00
Average Room Revenue per Block Rooms	0.00	18,426,489.18	2,762,097.22	0.00	0.00	0.00
Room Revenue	1,368.00	2,469,288,214.97	2,469,649,316.11	0.00	0.00	0.00
Food And Beverage Revenue	47.00	9,014,924,870.47	9,014,944,575.46	0.00	0.00	0.00
Other Revenue	0.00	365.88	17,447.63	0.00	0.00	0.00
Total Revenue	1,415.00	11,484,213,451.32	11,484,611,339.20	0.00	0.00	0.00
Block Revenue	0.00	2,469,152,538.69	2,469,342,752.51	0.00	0.00	0.00
Block Room Revenue	0.00	2,469,149,549.48	2,469,314,913.31	0.00	0.00	0.00
Individual Revenue	1,415.00	9,015,060,912.62	9,015,268,586.70	0.00	0.00	0.00
Individual Room Revenue	1,368.00	138,665.49	334,402.81	0.00	0.00	0.00
Member Revenue	563.00	5,969.76	92,664.57	0.00	0.00	0.00
Member Room Revenue	512.50	5,438.20	86,895.62	0.00	0.00	0.00
Total Revenue per Person	235.83	26,645,506.85	3,721,520.20	0.00	0.00	0.00
Payments	411.00	2,716,218,608.30	2,716,659,304.52	0.00	0.00	0.00
Maximum Revenue	1,661.00	35,603.00	150,311.00	0.00	0.00	0.00
Maximum Revenue for Rooms Occupied	0.00	3,700.00	15,650.00	0.00	0.00	0.00
Maximum Revenue %	82.36	693,5618.39	164,3026.34	0.00	0.00	0.00
Maximum Revenue % per Rooms Occupied	0.00	6,673,7519.32	1,578,0506.81	0.00	0.00	0.00

MANAGING FINANCE

DAILY OPERATIONS REPORT (SAMPLE)

Arrival Rooms for Tomorrow	0			0		
Arrival Persons for Tomorrow	0			0		
Departure Rooms for Tomorrow	2			0		
Departure Persons for Tomorrow	2			0		
% Rooms Occupied for Tomorrow	2.58			0.00		
% Multiple Occupancy	0.00			0.00		
% Occupancy Next 7 Days	3.87			0.00		
% Occupancy for the Month	2.94			0.00		
% Occupancy for the Year	0.82			0.00		
Revenue per Available Room	9.18	769,728.25	176,466.55	0.00	0.00	0.00
Revenue per Available Room minus OOO	9.37	782,410.71	178,365.54	0.00	0.00	0.00

Filter Calendar/Month to Date 07/23/03
 Last Year
 Room Class All
 Net

Page 2 of 2

manager_report

MANAGING FINANCE FORECASTING

Report Selector

Hotel Forecasting

Monthly Room Availability

Monthly Room Usage

Guest Forecast

Room Availability

3 Month Forecast

Date: 07/05/2015

Apply

Main Report

Reservations Three Month For

Date : 07/05/2015

	Room	Occ	This Month Revenue	ADR	Room
1	16	41.0 %	35,714.00	2,232.00	2
2	18	47.4 %	46,337.00	2,574.00	3
3	20	52.6 %	56,089.00	2,804.00	4
4	20	52.6 %	59,335.00	2,967.00	6
5	24	63.2 %	77,529.00	3,230.00	6
6	24	63.2 %	80,000.00	3,333.33	6

Current Page No.: 1 Total Page No.: 2 Zoom Factor: 100%

MANAGING FINANCE OPERATIONS BUDGET TIMETABLE

WHO	WHAT	WHEN
GENERAL MANAGER CONTROLLER DEPARTMENT HEADS	BUDGET PLANNING MEETINGS	OCTOBER 1-31
DEPARTMENT HEADS	PREPARATION OF DEPARTMENTAL BUDGET PLANS	NOVEMBER 1-9
ACCOUNTING	CONSOLIDATION OF DEPARTMENTAL BUDGET PLANS	NOVEMBER 10 - 19
GENERAL MANAGER CONTROLLER	PREPARATION OF THE GENERAL MANAGER'S BUDGET REPORT	DECEMBER
OWNERS	REVIEW AND APPROVAL OF THE GENERAL MANAGER'S BUDGET REPORT	DECEMBER

MANAGING FINANCE OPERATIONS BUDGET GENERAL MANAGER'S BUDGET REPORT



MANAGING FINANCE OPERATIONS BUDGET BUDGET PLANNING MEETINGS

REVIEW THE CURRENT YEAR'S
OPERATIONS

ANALYSE GENERAL BUSINESS
CONDITIONS

ANALYSE THE CURRENT COMPETITIVE
SITUATION

ANALYSE RATES

PROJECT OCCUPANCY LEVELS AND
GROSS SALES



