

Preparation and Review of the Night Audit

OPENING DILEMMA

The front office manager has asked you to train a new night auditor.

You are required to prepare an outline of concepts you will use in training. The outline is due tomorrow.

The hotel's financial management starts in the front office. Of course, this responsibility is shared with the controller's office, but it begins with the accurate and timely processing of guest accounts. This chapter addresses the assembling and balancing of all financial transactions in the guest accounts and hotel departments for each day of the year. This can be a time-consuming process for the night auditor, but it provides a balance of debit and credit entries to guest and **departmental accounts**, which include income- and expense-generating areas of the hotel (e.g., restaurants, gift shop, banquets) (Figure 10-1).

Importance of the Night Audit

The **night audit** is the control process whereby the financial activity of guests' accounts is maintained and balanced. This process tracks charges and payments (debits and credits) and the departmental receipts and charges on a daily basis. This working definition encompasses not only the mechanical proofing of totals of charges and payments but the further review of account activity by management. The front office manager monitors the credit activity of guests, projects daily cash flow from room sales, and monitors projected and actual sales for the various departments.

CHAPTER FOCUS POINTS

- Importance of the night audit in a hotel
- Night audit process
- The daily flash report
- Reading the night audit

FIGURE 10-1

The night auditor provides a financial check on guest folios and departmental activities. Photo courtesy of Wyndham Reading Hotel, Reading, Pennsylvania.



Learning the process of the night audit can provide valuable information for someone who plans to continue in the hotel industry. It also gives the necessary objective overview to evaluate the hotel's financial activity. Students will become aware of the role of the general manager, as the night audit allows a review of all the financial activity that takes place in a hotel in one day. Based on that review, the general manager must determine how the night audit should be adapted to meet the expenses and profit goals for the accounting period. It also allows the general manager to see if marketing plans and operational activities have accomplished their stated profit goals. The night audit provides insight into how each department must be monitored to produce an acceptable income statement. It pulls together the plans and operations of a hotel on a daily basis, not just at the end of an accounting period. Ultimately, the night audit allows general managers to make good financial decisions based on current and cumulative data.

The Night Auditor

The night auditor has many responsibilities in addition to preparing the night audit report. This person also must check in and check out guests who arrive or depart after 11:00 P.M., process reservations, perform the duties of security guard, monitor fire safety

systems, act as cashier for banquet functions, and perform the work of manager on duty. The night auditor acts as a communication link between the guest and hotel operations during the 11:00 P.M. to 7:00 A.M. shift. This is an important position.

The Night Audit Process

The night audit is *not* one of those reports that is put on the shelf and forgotten. Management uses it to verify the integrity of the guest accounts and to review **operational effectiveness**, which is the ability of a manager to control costs and meet profit goals. Therefore, accuracy is extremely important. Future hoteliers who want to comprehend the significance of the night audit should participate in the preparation of one. The following discussion of the preparation of the night audit will give you insight into the details of “where the numbers come from.”

The six basic steps involved in preparing a night audit are:

1. Posting room and tax charges
2. Assembling guest charges and payments
3. Reconciling departmental financial activities
4. Reconciling the accounts receivable
5. Running the trial balance
6. Preparing the night audit report

This listing will guide you through the seemingly endless proofing of totals and cross-checking of entries, and expedite the completion of the process.

The process presented in this chapter describes performing the night audit with a property management system. Learning the mechanical or hand method of doing the night audit, however, will assist the front office manager in understanding the intricacies of following a paper trail of guest and departmental transactions. Undoubtedly, the modern method of performing the night audit on a PMS will be used, but you should also be familiar with the components up close and personal.

Posting Room and Tax Charges

After the night auditor reviews any messages from other front office staff, reviews guests who checked out of the hotel, extends any guest stays, reviews all room rates, and prints a variance report, his or her first task is to post room and tax charges to all accounts. The PMS can easily post these charges to the electronic folios.

Assembling Guest Charges and Payments

The modules in a PMS (food and beverage, call accounting, gift shop, etc.) allow for ease in assembling guest charges and payments. The following is a typical list of point-of-sale departments for which income is reported:

- Restaurant 1 (breakfast)
- Restaurant 2 (lunch)
- Restaurant 3 (dinner)

- Room service 1 (breakfast)
- Room service 2 (lunch)
- Room service 3 (dinner)

- Lounge 1 (lunch)
- Lounge 2 (happy hour)
- Lounge 3 (dinner)
- Lounge 4 (entertainment)

- Valet
- Telephone
- Gift shop
- Spa and pool
- Parking
- Miscellaneous

Note how the restaurant, room service, and lounge paperwork is further classified by meal or function, to facilitate recordkeeping. General managers can review the income-generation activity of each of these departments when they are reported separately.

The guest charges option of the night audit module in a property management system can sort and total all departmental charges and payments posted to the electronic folios from the point-of-sale systems that interface with the PMS. These data are accurate as long as the person entering the charges at the point-of-sale terminal keys them in accurately.

Reconciling Departmental Financial Activities

The departmental totals option of the night audit module in the PMS report the totals of sales by department, as shown in Figure 10-2. These totals are compared to posting information received from the point-of-sale system.

Another departmental total that must be verified is the cash tendered by guests at the front office. Hotels vary in their cash-processing policies. Some front offices process restaurant guest checks from cash customers or other departments in the hotel because management wants to centralize the cash transactions. In other hotels, this policy would

FIGURE 10-2 The departmental totals option of a PMS lists amounts generated by each department. Courtesy of Wyndham Reading Hotel, Reading, Pennsylvania.

Departmental Totals	
Department	Amount
Room	
Tax	
Local Telephone	
Long-Distance Telephone	
Paidout	
Beverage	
Write off Credit	
Restaurant Breakfast	
Restaurant Lunch	
Restaurant Dinner	
Lounge Beer	
Lounge Wine	
Lounge Liquor	
Restaurant Tips	
Restaurant Merchandise	
Restaurant Tax	
Room Service	
Room Service Tips	
Gift Shop	
Movie	
Vending	
Parking	
Dry Cleaning	
Newspaper	
Rollaway	
Gift Certificates	
Copies	
Faxes	
Stamps	
Adv. Deposit Refund	
Banquet Food	
Banquet Beverage	
Banquet Service Charge	
Banquet Wine	
Banquet Liquor	
Banquet Beer	
Banquet Meeting Rooms	
Banquet Tax	
TOTAL	

FRONTLINE REALITIES



A front desk clerk was \$2.75 over on her cashier's report for the shift. What do you think is the source of the overage? How would you correct the error?

be a great inconvenience because of the distance of the restaurants, lounges, and gift shops from the front office. It also requires additional personnel to carry the guest checks with the cash or credit cards to the front office.

The cashier option of the night audit module in the PMS reports the amount of cash, credit cards, and coupons received and discounts processed during the shift, as shown in Figure 10-3. The total amount of cash received by each cashier issued a cash drawer must be verified against the total money deposited for that shift.

Reconciling Accounts Receivable

The city ledger is an accounts receivable held at the front office. As noted in chapter 2, the city ledger is a collection of guest accounts of persons who are not registered with the hotel. They have either received approval for direct billing privileges or paid a deposit on a future banquet, meeting, or reception. The night auditor treats these accounts just like the accounts on the guest ledger for registered guests. He or she must assemble the charges and verify their accuracy. The cash received from these accounts is reflected in the cashier's report.

The figures in a city ledger can be quite large. A hotel that promotes direct billing as a customer service may have outstanding guest debit charges of \$10,000 to \$50,000. The hotel may hold a **credit balance**, amounts of money it owes guests in future services, of \$25,000 to \$150,000 or more from deposits on future receptions and meeting room rentals. The controller of the hotel must closely watch the balances of these accounts to ensure effective cash flow management.

The **master credit card account**—an account receivable that tracks bank, commercial, private label, and intersell credit cards such as Visa, MasterCard, and JCB—is held at the front office. Depending on the size of the hotel, the services offered to the guest, and the speed of reimbursement from the credit card agency, this figure may also be quite large. It is not uncommon for a medium-size hotel to have an outstanding credit balance of \$30,000 to \$50,000 at any one time. As checks are received from the credit card agency, this figure is reduced. It rises again when new charges are posted to a guest's folio. When

FRONTLINE REALITIES



The front office manager asks you to retrieve a total for the Visa credit card balance in the accounts receivable. How would you proceed?

FIGURE 10-3 The cashier's report maintains control of cashier activity. Courtesy of Wyndham Reading Hotel, Reading, Pennsylvania.

Cashier Report	
Department	Amount
Front Desk	
Cash Received	
Write Off	
Travel Agent Commission	
Checks	
Employee Discount Fee	
Credit Card Received	
MasterCard	
Visa	
Diners Club	
JCB	
Hotel Gift Certificate	
Restaurant	
Cash Received	
Credit Card Received	
Visa	
MasterCard	
Diners Club	
JCB	
Gift Certificate Redeemed	
Lounge	
Room Service	
Discounts	
Welcome Discount Coupon	
Banquets	
Cash Received	
Credit Card Received	
Visa	
MasterCard	
Diners Club	
JCB	
Allowances	
TOTAL	
Deposit Summary	
Cash/Foreign Currency	
Other Payment Methods	
Deposits Subtotal	
A/R Total	
Paid Out	
Total Deposit	
Actual Deposit	
Over/Short	

the checks from the credit-card agency are received, they are posted to the respective credit card's account receivable, and a current balance is calculated.

The city ledger and accounts receivable options of the night audit module of a PMS produces a report of the activity on the city ledger and master credit card accounts.

Running the Trial Balance

A **trial balance** (Figure 10-4) is a first run on a set of debits to determine their accuracy compared to a corresponding set of credits. The trial balance helps the night auditor focus on accounts in which charges may have been posted or reported incorrectly. For that rea-

FIGURE 10-4 A trial balance report lists the debit and credit activity of the front desk, receivables, and payables. Courtesy of Wyndham Reading Hotel, Reading, Pennsylvania.

Trial Balance	
Front Desk Activity	Amount
Opening Balance	
Total Debits (Room and Tax)	
Total Credits (Various Methods of Payments)	
Deposits Transfer (Payments Collected on Banquets or Room Deposits)	
Closing Balance	
Advance Deposits (Current Amounts in System)	Amount
Opening Balance	
Total Credits	
Applied/Canceled	
Closing Balance	
Receivables	Amount
Opening Balance	
Total Debits (General Ledger Accounts of corporations and individuals)	
Total Credits (Various Methods of Payments)	
Closing Balance	
Payables	Amount
Opening Balance	
Total Debits (Travel Agent Fees Paid by the Hotel)	
Total Credits (Various Methods of Payments)	
Closing Balance	

son, it is important that the night auditor compare the departmental totals against transfers and paid-out slips for each department processed by desk clerks and cashiers.

Goal of Preparing the Night Audit Report

OK, so now that all the financial data have been assembled, what do we do with the numbers? Students studying hotel front office management may ask, “Why should the night audit report be prepared?” It generates a massive amount of daily operational financial feedback that provides an immediate opportunity for managers to react and respond. General managers and supervisors must use the information to improve the situations that have resulted from their efforts. The night audit report is key in maximizing the efficiency of a hotel. The daily figures regarding room occupancy, yield percentage, average daily rate, and revenue per available room (RevPAR) suggest opportunities to improve a slow sales period. Guests who demand an accurate folio complete with guest charges can be helped more efficiently as a result of this process.

As you begin your career in the hotel industry, take the opportunity to review the financial statistics generated by the night audit report. The result will be a capsule review of the importance of departmental financial activities and their role in delivering hospitality. This background will also provide you with insight into the decision-making process, which, in turn, helps hotel departments adhere to their budgets.

Preparing the Night Audit Report

The night audit report is usually organized to meet the needs of a specific lodging establishment. Some general managers might require more financial data than others. Figure 10-5 is a sample of a night audit report of all financial activities of the day. You may want to note the columns headed “Budget” and “Goal.” The budget figure is the target amount of sales planned for that day. The goal figure shows what percentage of the budgeted figure was actually achieved. If a larger amount was budgeted than was realized, then some part of the operation is not functioning as expected. Some hotel managers want a cumulative figure reported each day, to gain a more comprehensive overview of the achievement of financial goals.

It is important that managers approach this report as a functional tool that provides daily operational financial data. Its major components may seem overwhelming when perceived as a whole. With experience, you learn to view this seemingly complicated document in separate parts, each of which provides feedback on daily operational performance. Daily review of the reported figures allows management the opportunity to be flexible in meeting financial goals.

FIGURE 10-5 Night audit report.

Night Audit	Date _____		
	\$ Actual	\$ Budget	Goal (%)
ROOM	4,500.00	7,500.00	60.00
TAX	450.00	750.00	60.00
Restaurant 1	750.00	825.00	90.91
Restaurant 2	1,200.00	1,500.00	80.00
Restaurant 3	2,000.00	1,500.00	133.33
TOTAL REST SALES	3,950.00	3825.00	103.27
SALES TAX	197.50	191.25	103.27
Rest Tips 1	112.50	123.75	90.91
Rest Tips 2	180.00	225.00	80.00
Rest Tips 3	300.00	225.00	133.33
TOTAL REST TIPS	592.50	573.75	103.27
Room Srv 1	125.00	350.00	35.71
Room Srv 2	150.00	300.00	50.00
Room Srv 3	300.00	250.00	120.00
TOTAL ROOM SRV	575.00	900.00	63.89
SALES TAX	28.75	45.00	63.89
Room Srv 1 Tips	25.00	70.00	35.71
Room Srv 2 Tips	30.00	60.00	50.00
Room Srv 3 Tips	60.00	50.00	120.00
TOTAL ROOM SRV TIPS	115.00	180.00	63.89
Banq Bkfst	0.00	350.00	0.00
Banq Lunch	200.00	500.00	40.00
Banq Dinner	4,300.00	6,500.00	66.15
TOTAL BANQ	4,500.00	7,350.00	61.22
Banq Bkfst Tips	0.00	63.00	0.00
Banq Lunch Tips	36.00	90.00	40.00
Banq Dinner Tips	774.00	1,170.00	66.15
TOTAL BANQ TIPS	810.00	1,323.00	61.22
Banq Bar Lunch	125.00	200.00	62.50
Banq Bar Dinner	485.00	400.00	121.25
TOTAL BANQ BAR	610.00	600.00	101.67
ROOM RENTAL	200.00	250.00	80.00
Lounge 1	125.00	85.00	147.67
Lounge 2	780.00	950.00	82.11
Lounge 3	500.00	450.00	111.11
Lounge 4	600.00	575.00	104.35
TOTAL LOUNGE SALES	2,005.00	2,060.00	97.33

FIGURE 10-5 (continued)

Lounge Tips 1	12.50	8.50	147.06
Lounge Tips 2	78.00	95.00	82.11
Lounge Tips 3	50.00	45.00	111.11
Lounge Tips 4	60.00	57.50	104.35
TOTAL LOUNGE TIPS	200.50	206.00	97.33
VALET	350.00	250.00	140.00
Tele Local	110.00	125.00	88.00
Tele Long Distance	295.00	300.00	98.33
TOTAL PHONE	405.00	425.00	95.29
GIFT SHOP	212.00	350.00	60.57
GIFT SHOP SALES TAX	10.60	17.50	60.57
VENDING	125.00	100.00	125.00
SPA	450.00	500.00	90.00
PARKING	500.00	350.00	142.86
TOTAL REVENUE	20,786.85	27,746.50	74.92
Less Paid-outs			
Valet	120.00		
Tips	0.00		
TOTAL PAID-OUTS	120.00		
Less Discounts			
Room	0.00		
Food	25.00		
TOTAL DISCOUNTS	25.00		
Less Write-offs			
Rooms	75.00		
Food	15.00		
TOTAL WRITE-OFFS	90.00		
Total Paid-out and Noncollect Sales	235.00		
Total Cash Sales	4,028.45		
Today's Outstd A/R	16,758.40		
Total Revenue	21,021.85		
Yesterday's Outstd A/R	75,985.12		
TOTAL OUTSTD A/R	92,743.52		
CREDIT CARD REC'D A/R	37,500.12		
Cash Rec'd A/R	5,390.87		

FIGURE 10-5 (continued)

BAL A/R		49,852.53	75,000.00	66.47
ANALYSIS OF A/R				
City Ledger		12,045.15		
Direct Bill		3,598.55		
Visa		19,681.01		
MC		13,788.24		
JCB		4,939.03		
Total A/R		54,411.98		
BANK DEPOSIT			ANALYSIS OF BANK DEPOSIT	
Cash	9,419.32		Total Cash Sales	\$4,028.45
Visa	22,967.98		Credit Card Rec'd A/R	37,500.12
MC	11,687.05		Cash Rec'd A/R	5,390.87
JCB	2,845.09			
TTL BANK DEP	\$46,191.44			\$46,919.44
AMT TR A/R	\$16,758.40			
Cashier's Report				
	Actual Amount	POS Amount	Difference	
<hr/>				
Shift 1				
Cash	\$907.25	\$907.29		-\$0.04
Cr Cd	29,750.67	29,750.67		\$0.00
TOTAL 1	\$30,657.92	\$30,657.96		-\$0.04
Shift 2				
Cash	\$7,884.81	\$7,883.81		\$1.00
Cr Cd	7,000.45	7,000.45		0.00
TOTAL 2	\$14,885.26	\$14,884.26		\$1.00
Shift 3				
Cash	\$628.22	\$628.22		\$0.00
Cr Cd	749.00	749.00		0.00
TOTAL 3	\$1,377.22	\$1,377.22		\$0.00
TOTALS	\$46,920.40	\$46,919.44		\$0.96
Analysis Cash Report				
Cash Sls	\$4,028.45			
Cr Cd A/R	37,500.12			
Cash A/R	5,390.87			
TOTAL	\$46,919.44			

FIGURE 10-5 (continued)**Manager's Report**

	Actual	Budget	Difference
ROOMS AVAIL	100	100	0
ROOMS SOLD	65	85	20
ROOM VAC	30	15	-15
ROOMS OOO	0	0	0
ROOMS COMP	0	0	0
OCC %	65.00%	85.00%	20.00%
DBL OCC %	15.38%	11.76%	-3.62%
YIELD %	52.94%	88.24%	35.30%
REVPAR	\$45.00	\$75.00	\$30.00
ROOM INC	\$4,500.00	\$7,500.00	\$3,000.00
NO. GUESTS	75	95	20
AV. RATE	\$69.23	\$88.24	\$19.01
RACK RATE	\$85.00	\$85.00	\$0.00
NO-SHOWS	3	1	-2

Departmental Totals

Each department in the hotel is required to provide a daily sales report to the front office. These figures are listed and compared to the budget goal. General managers of hotels use these figures to determine the profitability of income-generating departments and the success of marketing programs.

Bank Deposit

Bank deposits are also part of the night audit. In large hotels, bank deposits are made several times a day to satisfy security concerns. The bank deposit includes both cash and credit card deposits. It is important to note that cash, business checks, and checks from credit card companies are received several times throughout the business day. After these are received and recorded, they are turned over to a cashier at the front desk to post them to the corresponding guest or city ledger account.

Accounts Receivable

The accounts receivable is an ongoing listing of outstanding amounts owed to the hotel. As mentioned in chapter 8, these potential sources of revenue are essential to positive cash flow. Managing and updating these accounts by reviewing them daily is a primary responsibility of the controller and general manager.

Cashier's Report

Some hotels run the traditional three shifts (7:00 A.M.–3:00 P.M., 3:00 P.M.–11:00 P.M., and 11:00 P.M.–7:00 A.M.) for cashiers. In larger hotels, several cashiers may work each shift. No matter how many cashiers there are per shift, each is responsible for actual cash and credit cards received, which are compared to PMS totals. The **cashier's report**, discussed earlier in the chapter, lists cashier activity of cash and credit cards and PMS totals and is an important part of the financial control system of a hotel. The front office manager and the controller reviews this part of the night audit and looks for discrepancies between the actual amount received and the PMS total. They also assess the cashier's accuracy.

Manager's Report

The **manager's report** is a listing of occupancy statistics from the previous day, such as occupancy percentage, yield percentage, average daily rate, RevPAR, and number of guests. Data such as these are necessary for monitoring the operation of a financially viable business. The general manager, controller, front office manager, and director of marketing and sales review these statistics daily.

Formulas for Balancing the Night Audit Report

The following formulas will provide you with an understanding of how to balance the night audit.

Formula to Balance Guest Ledger

$$\begin{array}{r}
 \text{total revenue} \\
 - \text{paid-outs and noncollect sales} \\
 = \text{daily revenue} \\
 - \text{total cash income} \\
 - \text{today's outstanding A/R income} \\
 = 0
 \end{array}$$

Formula to Balance City Ledger

$$\begin{array}{r}
 \text{yesterday's outstanding A/R} \\
 + \text{today's outstanding A/R income} \\
 = \text{total outstanding A/R} \\
 - \text{credit card received and applied to A/R} \\
 - \text{cash received and applied to A/R} \\
 = \text{balance of A/R}
 \end{array}$$

Formula to Balance Bank Deposit

total bank deposit	
- total cash sales	
- credit card received A/R	
- cash received A/R	
=	0

Room and Tax

The **room sales figure** represents the total of posted daily guest room charges. The night auditor obtains this figure from the PMS by activating the **cumulative total feature**, an electronic feature that adds all posted room rate amounts previously entered into one grand total. This figure is only as accurate as the posting of daily room rates. If a desk clerk transposes figures, then the total room sales amount will be incorrect. Because a large portion of room income is considered profit, management watches this figure closely. The room sales figure is verified by the housekeeping report, which lists the occupancy status of each room according to the housekeeping department. The corresponding tax total is obtained by activating the **tax cumulative total feature**, an electronic feature of a PMS that adds all posted room tax amounts previously entered into one grand total. This figure is necessary for tax collecting and reporting.

Total Restaurant Sales and Sales Tax

The **total restaurant sales figure** comprises all sales incurred at restaurants or food outlets in the hotel. Restaurant 1 may represent breakfast sales; 2, lunch sales; and 3, dinner sales. Or Restaurant 1 may represent all food sales from Restaurant A; 2, food sales from the pool snack bar; and 3, sales from Restaurant B. These figures are verified against the **daily sales report**, a financial activity report produced by a department in a hotel that reflects daily sales activities with accompanying cash register tapes or point-of-sale audit tapes from each of the restaurants or food outlets. The sales tax figure is also obtained from the daily sales reports.

Tips for Restaurant, Room Service, Banquet, and Lounge Employees

Tips paid out to service employees represent an important control feature. Not only is management required to report this amount to state and federal agencies, but the tips may be paid out from the desk clerk's cash drawer or the restaurant cash drawer. In any case, tips charged to the guest's account on restaurant guest checks, tips paid immediately to service employees from the desk clerk's cash drawer on paid-out slips, room service guest checks, and charged tips on credit card vouchers are used to verify this total.

Room Service

Some hotels report room service sales as a separate figure from total restaurant sales. If a hotel has organized a special marketing and merchandising campaign to increase room service sales or feels that careful monitoring of this potentially profitable service is necessary, then the night auditor reports this figure. Room service 1 may represent breakfast sales only; 2, lunch sales; and 3, dinner sales.

Banquet Sales

Hotels with large banquet operations report the banquet sales figure separately from restaurant sales. These figures are a total of the guest checks, which tally the individual banquet charges. The night auditor also checks the daily function sheet to ensure that all scheduled functions have been billed.

The general manager can use banquet sales figures to determine how effective the food and beverage manager is in controlling related expenses for this division. Banquet sales also indicate how effective the director of marketing and sales is in generating business. Banquet breakfast, banquet lunch, and banquet dinner figures are reported separately because they provide marketing information on which areas are successful and which could be more successful. The banquet sales figures (and the room sales figure) also provide information on the cash flow activity of the hotel. If the hotel has scheduled \$25,000 of banquet business and \$25,000 of rooms business for a weekend, it can meet various financial obligations due on Monday, depending on method of payment. The controller in a hotel therefore watches room and banquet sales closely.

Banquet Bar and Total Lounge Sales

The sales figures for the banquet bar and lounge areas originate from the point-of-sale cash registers. The total sales figures from the outlets that serve alcoholic beverages are reported to the front office on a daily sales report after each shift. Each report is accompanied by the cash register tapes or audit tapes.

Sales figures from the various lounges and banquets are reported separately because the food and beverage manager must determine how well cost-control efforts are maintained for that department, and the director of marketing and sales may want to research the success of certain marketing and merchandising campaigns.

Room Rental

The charges for room rental—these are not guest rooms but meeting and function rooms—are reported on special room rental guest checks. The night auditor cross-checks these guest checks against the daily function sheet to be sure the banquet manager charged room rentals to the appropriate guests.

This figure is reported separately at hotels that charge fees for the rental of facilities when no food or beverage is ordered. For example, banquet rooms may be rented for seminars, meetings, demonstrations, and shows. Because room rental represents a potentially large profit area (especially during slow banquet sales periods), general managers want to know how effective the marketing and sales department is in maximizing this profit center.

Valet

One of the services a hotel offers is dry cleaning and laundry. This feature must be closely monitored because the hotel pays cash to the off-premises dry cleaner or laundry service when the clothing is returned. These costs, plus a markup for hotel handling charges, are posted to the guests' folios. Some hotels maintain a valet or dry cleaning/laundry journal indicating valet tags, control numbers, processing dates, vendor charges, handling charges, posting activity, daily totals, and the like. Transfer slips are prepared to indicate the charges for valet service. The charges on these transfer slips are then posted to the guests' folios. The total of the transfer slips comprises the valet total for the night audit.

Telephone Charges

After the telephone industry was deregulated in the early 1980s, call accounting became a standard practice in hotels. This allowed hotels to set individual **surcharge rates**, or rates for adding service charges for out-of-state long-distance telephone service. The telephone department became a profitable area in the hotel business. Because all phone calls are charged to the guest folio, an accurate accounting of the charges is necessary. In a hotel with a call-accounting system that interfaces with a property management system, this tally is electronically obtained.

Gift Shop Sales and Tax

The gift shop in a hotel prepares a daily sales report for the front office. Cash register tapes or point-of-sale audit tapes accompany the report. The general manager examines the financial activity of this profit center—another area in which cash flow potential is monitored. Recording the tax collected on gift shop sales and reporting this figure is a necessary accounting procedure.

Vending

Hotels that maintain their own vending machines monitor the daily collection of cash. If a facility has a large number of vending machines, the food and beverage manager assigns one person to collect and count the money and prepare a daily sales report. These reports provide the total sales figure for vending.

Spa

The use of health facilities at a hotel may be provided free to guests. However, other products and services—such as swimsuits, health-related products and equipment, the services of a masseur or masseuse, sports lessons, and rental equipment—are sold to the guest. These costs are usually charged to the guest folio. A daily sales report is prepared at each of the health/recreation facilities. Some hotels offer their health/recreation facilities for a fee to the general public. Transfer slips for charges to the guest accounts for future billing in the city ledger provide a total against which total spa charges are verified.

Parking

A hotel that offers valet parking or parking spaces to guests and the general public acquires large amounts of cash during a business day. Cash, business checks, and debit and credit card payments are collected throughout the day for general parking, long-term business parking, and parking valet services. Guests in the hotel who are charged for parking services have this amount charged to their accounts. The parking garage manager prepares a daily report of the cash and charge activities for each shift. Supporting documentation, including parking tickets, cash register tapes, transfer slips, and monthly parking permit renewals, accompany the daily report. The night auditor prepares a summary total of this account from these reports.

Total Revenue and Total Write-Offs

The total revenue and total write-off figures represent all the cash and charge transactions for the day, reflecting all the previously reported figures. General managers compare the actual and budgeted figures to determine how well operations have met the financial goals of the hotel.

Throughout the business day, the front office manager authorizes paid-out slips (for valet service, tips, supplies, and the like), discounts (for rooms or restaurant charges, for example), and adjustments (room, telephone, and restaurant, for example) in the form of write-offs to guest accounts. The general manager maintains strict control over these figures. These amounts are verified with authorized paid-out slips and transfer slips.

Cash Sales and Accounts Receivable Balance

The total revenue represents both cash and charge guest sales. A separate figure is reported for total cash sales for the day. This figure represents the totals reported and received from the departmental daily reports and is also required to justify the daily bank deposit.

Charge sales are reflected in the outstanding accounts receivable (Today's Outstd A/R). This is the amount that remains to be received from the guests. Total paid-outs,

total discounts, and total write-offs are subtracted from that figure. Today's outstanding accounts receivable figure is added to yesterday's outstanding accounts receivable (Yesterday's Outstd A/R) to obtain a cumulative balance of outstanding accounts receivable (Total Outstd A/R).

Credit Cards and Cash Applied to Accounts Receivable

Throughout the business day, the controller of the hotel requests front desk clerks or cashiers to post business checks and cash received from credit card companies, direct billing accounts, and city ledger accounts. The charges from these groups were previously moved to accounts receivable. These checks and cash payments represent charges from previously held banquets, guest room rentals, and the like. The general manager of the hotel watches this figure to determine cash flow activity. Again, the outstanding balance of accounts receivable is updated.

Analysis of Accounts Receivable

The front office manager maintains an analysis of the accounts receivable balance that indicates the source of each account receivable—city ledger, direct billing, or various credit cards. (It is important to note here that city ledger accounts may have a credit balance but are maintained as an account receivable. For example, if a guest pays a \$500 deposit on a future banquet, a credit balance is maintained on the account. When this credit balance is computed with other debit balances, a debit balance is realized.) The controller uses this information to track the **aging of accounts**, determining the stage of the payment cycle—such as 10 days old, 30 days overdue, 60 days overdue—and to operate an overdue payment collection program.

Bank Deposit and Amount Transferred to Accounts Receivable

The cash, credit card vouchers, and charges received during the business day from cash, charge, and accounts receivable transactions must be deposited in the hotel's bank accounts or transferred to the hotel's internal accounts receivable. The night auditor provides a summary of the components of the bank deposit. Bank deposits are made throughout the business day. Those individual totals make up the total bank deposit (TTL BANK DEP). Credit card totals are listed here because, in some circumstances, the credit card voucher is considered cash at the time of deposit. The cash and credit card totals deposited must match the total cash sales plus the cash received and applied to outstanding accounts receivable (Cash Rec'd A/R) minus total paid-outs. The total actual cash and credit card payments received, which are reported on the cashier's report, match the total bank deposit figure. The amount transferred to accounts receivable (AMT TR A/R) corresponds to today's outstanding accounts receivable (Today's Outstd A/R).

Cashier's Report

In some hotels, the front desk clerk or cashier is responsible for proofing and collecting the departmental daily reports. In those situations, the cash and credit card vouchers are added to the individual cashier's shift report. Also included in that report are the amounts of cash and credit card checks received for application to accounts receivable. Each cashier's shift report is verified by departmental daily reports, cash and credit card vouchers, and accounts receivable cash and credit card check transactions. These figures must be verified in the daily bank deposit.

The cashier's report also notes variances in actual totals and PMS totals. Usually, the hotel sets a policy regarding the liability of the front desk clerk or cashier for these variances. For example, if the actual amount collected is one cent to one dollar less than the amount obtained in the cashier's report, the front desk clerk or cashier is not liable for the difference. The front office manager should investigate amounts significantly larger than one dollar to see if such losses are regular occurrences. When the actual amount collected is more than the amount obtained in the cashier's report, the extra money is maintained in a house fund to compensate for undercollections. These amounts should also be investigated as to regularity and source. Substantial overages and shortages must be investigated for proper debiting and crediting of a guest's account.

Operating Statistics

The night auditor prepares the daily operating statistics for the general manager and the department directors. This quick summary reviews the day's activities and the hotel's success in meeting financial budget targets. Hotel general managers rely on these statistics as operational feedback mechanisms because they provide information on the need to modify existing operational procedures and offer insight into budgeting for future operational procedures. These figures become part of the hotel's historical operations record.

The rooms sold, rooms vacant, and rooms out of order are determined by assessing the housekeeping module (Figure 4-17) and the housekeeper's report (Figure 10-6). The number of complimentary rooms (rooms comp) is determined by reviewing guest reservations, registration cards, and electronic folios. A quick method used to determine occupancy percentage, double occupancy percentage, yield, average daily rate, and RevPAR is shown in Figure 10-7.

FRONTLINE REALITIES



The PMS is down, and the night audit report must be prepared. How would you suggest the night auditor proceed?

FIGURE 10-6 The housekeeper's report verifies the number of rooms occupied on a particular night.

Housekeeper's Report				Date _____	
Room	Status	Room	Status	Room	Status
101	O	134	OOO	167	V
102	O	135	O	168	O
103	O	136	V	169	O
104	O	137	V	170	O
105	V	138	O	171	O
106	V	139	O	172	O
107	O	140	V	173	O
108	O	141	O	174	O
109	O	142	O	175	O
110	O	143	O	176	O
111	O	144	OOO	177	OOO
112	O	145	OOO	178	OOO
113	O	146	O	179	O
114	O	147	O	180	O
115	O	148	V	181	V
116	V	149	V	182	O
117	O	150	O	183	O
118	O	151	O	184	O
119	O	152	O	185	O
120	O	153	O	186	O
121	V	154	O	187	V
122	V	155	V	188	V
123	V	156	V	189	V
124	O	157	O	190	O
125	O	158	O	191	V
126	O	159	O	192	V
127	O	160	V	193	O
128	O	161	V	194	V
129	O	162	V	195	O
130	O	163	O	196	V
131	O	164	O	197	O
132	O	165	O	198	V
133	V	166	V	199	V
				200	V

O: Occupied V: Vacant OOO: Out of order

FIGURE 10-7 These formulas offer an easy method for determining operating statistics.

Statistic	Method
Occupancy percentage	$\frac{\text{number of rooms sold}}{\text{number of rooms available}} \times 100$
Double occupancy percentage	$\frac{\text{number of guest} - \text{number of rooms sold}}{\text{number of rooms sold}} \times 100$
Yield	$\frac{\text{number of rooms sold} \times \text{average daily rate}}{\text{number of rooms available} \times \text{rack rate}} \times 100$
Average daily rate	$\frac{\text{room income}}{\text{number of rooms sold}}$
RevPAR	$\frac{\text{room revenue}}{\text{number of available rooms}}$ or hotel occupancy percentage \times average daily rate

Room income for the day is obtained from the total room charges posted after a certain time in the evening (between 11:00 P.M. and midnight) and any half-day rate charges. The number of guests is provided by the PMS registration module. The number of no-shows is compiled by tallying the number of reservations with a confirmed status that did not show. Not included in this figure are guaranteed reservations, which are processed with a credit card number regardless of whether the guest showed.

The preparation of a night audit report can be time-consuming. However, with a great deal of cooperation, planning, and organization, combined with the use of a PMS that interfaces with point-of-sale systems, the time can be greatly reduced. The accurate preparation of the night audit report provides an essential control and communication tool for management.

Daily Flash Report

The **daily flash report**, a PMS listing of departmental totals by day, period to date, and year to date, is useful to general managers and department managers and supervisors. This report is reviewed daily to indicate how successful a department manager was the previous day in achieving sales. This tool is important in discussing strategies for the successful achievement of financial goals. Figure 10-8 illustrates the major components of a flash report.

FIGURE 10-8 The daily flash report is reviewed each morning by the general manager and various department managers to determine the financial success of the previous day and current status in achieving other financial goals. Courtesy of Wyndham Reading Hotel, Reading, Pennsylvania.

Daily Flash Report	Date _____		
	Daily Totals	Period to Date	Year to Date
Revenue Types			
Room			
Telephone			
Food & Beverage			
Selected Departmental Totals			
Restaurant Breakfast			
Restaurant Lunch			
Restaurant Dinner			
Lounge Beer			
Lounge Wine			
Lounge Liquor			
Banquet Food			
Banquet Beverage			
Banquet Wine			
Banquet Liquor			
Banquet Beer			
Occupancy Totals			
Total Rooms			
Occupied Rooms			
Single Rooms			
Double/Plus Rooms			
Complimentary Rooms			
Day Rooms			
Group Rooms			
Transient Rooms			
O-O-O Rooms			
Occupancy %			
Average Daily Rate			
RevPAR			
Yield			
Arrivals			
Departures			
Stay Overs			
6 pm No-shows			
Guar No-shows			
Walk-ins			
Arrivals Canceled			
Reservations Taken			
Reservations Canceled			

Reading the Flash Report

Here are some insights into reading the Flash Report.

Room Sales—The general manager tracks these figures because they are the major source of income for the hotel. Because room sales provide the most profit, this is an important figure to watch daily. Marketing and sales also wants to know this figure, as does the front office manager.

Selected Departmental Totals for Food and Beverage—These figures are a primary concern for the general manager as he or she evaluates the effectiveness of the food and beverage manager and his or her staff. It is important to do this daily rather than weekly or monthly.

Occupancy Totals—These figures provide the general manager, front office manager, and marketing and sales with feedback on the effectiveness of advertising in influencing patronage to the hotel. They provide bottom-line financial details of what works and what doesn't with regard to online and print-based ads, cold calls, etc. When the daily totals fall below the projected figures, a group effort is needed to determine what steps should be taken to revitalize marketing.

Here are some reasons that could lead to low occupancy and that should be researched: Why are O-O-O (out-of-order rooms) at such a high number? Did that have an effect on the low occupancy? Did the low arrival figure occur because of airline problems? Was the low yield caused by a failure of a group not meeting its room quota? Are we not asking for credit cards to guarantee a room reservation? Experience in the hotel industry provides many opportunities for future hoteliers to gain insight into asking questions such as these.

When these questions arise, the general manager follows up with inquiries to the relevant departmental supervisor, such as the director of maintenance (rooms O-O-O); front office manager (airlines); marketing and sales manager (group room quota); and front office manager (reservations without credit card).

Reading the Night Audit

Here are insights into reading the night audit.

Room Sales—Check the budgeted and actual figures to determine if the sales efforts for the previous day were fruitful. If not, hold a brief meeting with the marketing and sales department to determine which strategies worked and which did not work. Include the revenue manager in the discussion to provide feedback on rates and channels.

Restaurant Sales—Review the individual meal periods and determine if they met their goals. If the numbers are not up to the goal, ask the supervisor what factors (weather, quality of food, quality of service, competition, etc.) could have caused these results.

Room Service—Because this is a profitable area for the hotel, it should be reviewed carefully. Review the actual and budgeted numbers and determine what could have caused the difference. Perhaps room service should be actively marketed, compared to the silent marketing of a menu placed in the guest's room.

Banquet Sales—Again, this is a large profit producer for the hotel. However, this type of activity is planned many days and weeks in advance and should be reviewed accordingly. Sometimes unexpected events such as weather or mishap can occur that cause a cancellation. Management should also look at which type of meal is producing or not producing income. For example, if all the banquet income is coming from lunches, then there are opportunities for banquet sales in breakfast and dinner.

Banquet Bar Sales—Bar sales for lunch and dinner also provide additional profit for the hotel. These too should be monitored as an opportunity for their inclusion in the meal occasion.

Room Rental—Room rental provides income for the hotel to pay heating, lighting, air conditioning, and other utilities. Therefore, every opportunity should be made to charge and collect this fee.

Lounge Sales—Lounges throughout the hotel are assigned a goal for the night, depending on their market. The general manager compares the actual with budget to determine if the staff at the lounge has done its job. If not, then a discussion should be held with the supervisor of the lounge and director of food and beverage.

Valet—This service is handled outside the hotel, and a fee is added to the guest's bill. This fee is basically profit for the hotel. The general manager should work with the front office manager to develop a marketing plan that ensures that front desk staff promotes this service to the guest.

Telephone—Telephone charges are usually electronically posted to the guest's folio with the call-accounting module of the PMS. This figure allows the general manager to see how many dollars are collected. With the increased use of high-speed Internet access in guest rooms, this dollar figure is worth watching because of the dollar investment in technology.

Gift Shop—Sometimes the gift shop is outsourced by the hotel to a third party. In that situation, the hotel collects a certain percentage of the total gross sales. The general manager wants to know what gross sales are on this report. If the gift shop is operated by the hotel, the general manager wants to compare actual and budgeted sales and discuss marketing efforts with gift shop manager.

Vending—Vending can also be an outsourced effort for the hotel. If it is outsourced, then the sales agreement that covers a daily, semi-weekly, or weekly deposit is listed here. If the vending is operated by the hotel, then the daily cash deposit is listed here. This is an easy target for theft, so the general manager must keep a close eye on the total that was produced by the few or many vending machines in the hotel.

Spa—Some hotels outsource their spa to a third party. In that situation, the hotel collects a certain percentage of the total gross sales. The general manager tracks those gross sales on this report. If the spa is operated by the hotel, then the general

manager compares actual and budgeted sales and discusses marketing efforts with the spa's manager.

Parking—When the parking lot or parking deck is outsourced by the hotel to a third party, the hotel collects a certain percentage of the total gross sales. The general manager tracks those gross sales on this report. If the parking garage is operated by the hotel, then the general manager compares actual and budgeted sales and discusses marketing efforts with the parking garage manager. Parking lots are expensive to operate, but they can also bring in money to the hotel.

Total Paid-Outs—This figure is usually low because not many people are authorized to receive money from the front desk clerk for emergency cash. Large amounts listed here on the night audit would indicate a problem!

Total Discounts—Some hotels have a 100 percent satisfaction pledge, and if this is the policy, you can see where this would be evident. If the restaurant had to credit a guest's check for food, that too would show up here. Mistakes do occur, and they have to be justified to provide feedback.

Total Write-Offs—This section of the night audit is reserved for writing off accounts (rooms and food) that are not being paid for by guests for the evening. These are usually guests of the hotel.

Total Paid-Out and Noncollect Sales—This is a total of total paid-outs, total discounts, and total write-offs; it is a figure that general managers need to control so it doesn't get out of line.

Total Cash Sales—This figure represents non-credit sales. Usually it is low because the hotel operates in credit sales. A high cash figure suggests possible concern for several guests who are paying cash and have not established creditworthiness, and the potential for security problems for the hotel.

Today's Outstanding Accounts Receivable—This is the amount charged by guests on their folio from all departments.

Total Revenue—This figure is a total of all cash sales and charge sales for the day.

Yesterday's Outstanding Accounts Receivable—This number is very large because of the delay in receiving actual funds from credit card companies. For example, when a guest charges a room-night on a credit card, there may be a five-day delay before the actual check or electronic payment clears the hotel's bank account. Until the time of the clearing, the controller maintains the balance of that guest's folio as outstanding. As a note of precaution, it needs monitoring by the controller's staff to be sure the accounts are aged, especially those house accounts tended by in-house staff.

Total Outstanding Accounts Receivable—This is the total of (Today's) and (Yesterday's) Outstanding Accounting Receivable. Again, this is a large number.

Credit Card Received Accounts Receivable—This figure tells the general manager how much money was applied to credit card balances and received in checks from credit card companies. Farther down on the page (Bank Deposit), an analysis indicates to which credit cards this total was applied. As a control procedure, received checks are logged in by one person, then forwarded to another staff person for deposit.

Cash Received Accounts Receivable—This figure represents cash received for application to credit card balances, etc.

Balance Accounts Receivable—This figure is the total of outstanding accounts receivable to the hotel—city ledger, direct bill, and credit cards. This figure is analyzed under **Analysis of Accounts Receivable**. These two totals must match.

Bank Deposit—This is a listing of the cash and credit card deposits. The figure must match the Credit Card Received Accounts Receivable. This is a control feature. The accompanying **Analysis of Bank Deposit** provides the general manager with an overview of the sources of the funds deposited. Keep in mind that credit card sales do carry a discount fee and that this adds up over time.

Cashier's Report—This control report is included in the night audit to verify the totals of each cashier for cash sales, credit card sales, and sales applied to accounts receivable. The accompanying **Analysis Cash Report** provides a summary of these three areas. The totals must match the totals of each shift.

Manager's Report—This is a very useful report for the general manager because it provides an overview of the staff's financial efforts of the previous day. This quick look or comparison of actual versus budgeted figures is extremely helpful for the general manager as well as departmental managers.

Solution to Opening Dilemma

It is important to prepare a training outline that maximizes the front office manager's efforts to train the night auditor. The session can begin by explaining that the objective of the night audit is to evaluate the hotel's financial activity and that the night audit process monitors departmental financial activity. The outline should cover the major concepts of posting room and tax charges, assembling guest charges and payments, reconciling departmental financial activities, reconciling the accounts receivable, running the trial balance, and preparing the night audit report. The front office manager should explain the formulas used to balance the night audit: formula to balance guest ledger, formula to balance city ledger, and formula to balance bank deposit, as well as formulas to compute operating statistics. The night auditor must also know how to perform the duties of a front desk clerk—reservations, registrations, postings, and check out.

Chapter Recap

This chapter demonstrated the importance of producing an accurate summary of the financial transactions that occur in a hotel on any given day. The components of the night audit were listed and described. These include posting room and tax charges, assembling guest charges and payments, reconciling departmental financial activities, reconciling the

accounts receivable, running the trial balance, and preparing the night audit report. Also, the preparation of a night audit report and manager's report were illustrated as well as the daily flash report, and their management implications were discussed. The accurate preparation of the night audit report and follow-up on the data assembled allow the hotel's management team to adjust financial plans. A summary was offered of how to interpret the major components of the night audit.

End-of-Chapter Questions

1. Why does a hotel need to balance its financial transactions each day?
2. What is the night audit? What steps are involved in preparing it?
3. What is the manager's report? What does each statistic tell the general manager?
4. Why must the night audit be prepared systematically?
5. What is a trial balance? What information does it provide the night auditor?
6. Why must the accounts receivable be included in the night audit? What do the accounts receivable comprise?
7. Discuss the importance of the night audit to the daily management of a hotel. Who reviews the night audit? Why would they be interested in these financial data?
8. If you were reading the night audit, which figure would assist you in determining whether or not the restaurant managers met their sales goals? How would you know what amount of money was paid out on behalf of the food and beverage department on the previous day for miscellaneous sales to the grocery store? How would you know what total amount of money guests charged to their room folios yesterday? What figures represent the Total Outstanding Accounts Receivable?
9. Why should the accounts receivable be analyzed?
10. Why should the bank deposit and amount transferred to accounts receivable be listed on the night audit? What does each figure represent?
11. How can the front office manager control the cash in the front office cash drawer?
12. Why is it important to prepare hotel operating statistics?
13. Discuss the procedure to determine occupancy percentage, double occupancy percentage, and average daily rate.
14. Discuss the procedure to determine yield. How important is this to the general manager?
15. Discuss the procedure to compute RevPAR.
16. What use is the daily flash report to a general manager? to a front desk manager? to a food and beverage manager?

CASE STUDY 1001

The Times Hotel has collected the following data, which represent the financial transactions in the hotel today. Assemble this information into a night audit report, using the format shown in Figure 10-9 (a blank worksheet for you to fill in, which follows the data).

DEPARTMENTAL DAILY SALES REPORT

	\$ Actual	\$ Budget	DATE _____
	\$ Actual	\$ Budget	Goal (%)
Restaurant 1	299.57	825.00	
Restaurant 2	500.00	1,500.00	
Restaurant 3	1,200.00	1,500.00	
SALES TAX (rate = 5%)			
Rest Tips 1	45.00	123.75	
Rest Tips 2	75.00	225.00	
Rest Tips 3	180.00	225.00	
REST TIPS (rate = 15%)			
Room Srv 1	45.00	350.00	
Room Srv 2	200.00	300.00	
Room Srv 3	135.95	250.00	
SALES TAX (rate = 5%)			
Room Srv 1 Tips	9.00	70.00	
Room Srv 2 Tips	40.00	60.00	
Room Srv 3 Tips	27.19	50.00	
ROOM SRV TIPS (rate = 20%)			
Banq Bkfst	0.00	350.00	
Banq Lunch	675.00	500.00	
Banq Dinner	3,021.45	6,500.00	
Banq Bkfst Tips	0.00	63.00	
Banq Lunch Tips	121.50	90.00	
Banq Dinner Tips	543.86	1,170.00	
BANQ TIPS (rate = 18%)			
Banq Bar Lunch	85.00	200.00	
Banq Bar Dinner	587.25	400.00	
ROOM RENTAL	100.00	250.00	
Lounge 1	165.00	85.00	
Lounge 2	346.75	950.00	
Lounge 3	295.00	50.00	
Lounge 4	420.00	575.00	
Lounge Tips 1	16.50	8.50	
Lounge Tips 2	34.68	95.00	

(continues)

CASE STUDY 1001 (continued)

	\$ Actual	\$ Budget	Goal (%)
Lounge Tips 3	29.50	45.00	
Lounge Tips 4	42.00	57.50	
LOUNGE TIPS (rate = 10%)			
VALET	45.00	250.00	
Tele Local	125.00	125.00	
Tele Long Dist	87.90	300.00	
GIFT SHOP	150.68	350.00	
SALES TAX (rate = 5%)	7.53	17.50	
VENDING	86.25	100.00	
SPA	211.00	500.00	
PARKING	397.50	350.00	
Paid-outs			
Valet	85.00		
Tips	0.00		
Discounts			
Room	0.00		
Food	15.00		
Write-offs			
Rooms	0.00		
Food	122.89		
Total Cash Sales	2,906.98		
Today's Outstd A/R	12,513.56		
Yesterday's Outstd A/R	43,900.11		
CREDIT CARD REC'D A/R	7,034.76		
CASH REC'D A/R	2,098.63		
BAL A/R	47,279.76	75,000.00	
ANALYSIS OF A/R			
City Ledger	3,078.00		
Direct Bill	5,901.00		
Visa	15,623.01		
MC	15,540.45		
JCB	7,137.30		
BANK DEPOSIT			
Cash	\$5,005.61		
Visa	\$3,532.98		
MC	\$1,656.69		
JCB	\$1,845.09		

CASE STUDY 1001 (continued)**Cashier's Report**

	Actual Amount	POS Amount	Difference
Shift 1			
Cash	\$3,754.21	\$3,755.21	
Cr Cd	5,276.07	5,276.07	
TOTAL 1	\$9,030.28	\$9,031.28	
Shift 2			
Cash	\$1,001.12	\$1,002.50	
Cr Cd	\$1,406.95	1,406.95	
TOTAL 2	\$2,408.07	\$2,409.45	
Shift 3			
Cash	\$250.28	\$250.28	
Cr Cd	\$351.74	\$351.74	
TOTAL 3	\$602.02	\$602.02	
TOTALS	\$12,040.37	\$12,042.75	
Analysis Cash Report			
Cash Sls	\$2,906.98		
Cr Cd A/R	7,034.76		
Cash A/R	2,098.63		
TOTAL	\$12,040.37		

Manager's Report

	Actual	Budget	Difference
ROOMS AVAIL	125	125	0
ROOMS SOLD	60	85	25
ROOMS VAC	65	40	-25
ROOMS OOO	0	0	0
ROOMS COMP	0	0	0
ROOM INCOME	\$4,500.00	\$7,500.00	\$3,000.00
ROOM TAX	\$450.00	\$750.00	\$300.00
NO. GUESTS	93	95	2
RACK RATE	\$80.00	\$80.00	\$0.00
NO-SHOWS	1	1	0

BANK DEPOSIT

Cash	\$5,005.61
VISA	\$3,532.98
MC	\$1,656.69
JCB	\$1,845.09

ANALYSIS OF BANK DEPOSIT

Total Cash Sales	\$2,906.98
Credit Card Rec'd A/R	7,034.76
Cash Rec'd A/R	2,098.63
	\$12,040.37

FIGURE 10-9 Times Hotel night audit.

Night Audit			DATE _____
	\$ Actual	\$ Budget	Goal (%)
ROOM	_____	7,500.00	_____
TAX	_____	750.00	_____
Restaurant 1	_____	825.00	_____
Restaurant 2	_____	1,500.00	_____
Restaurant 3	_____	1,500.00	_____
TOTAL REST SALES	_____	3825.00	_____
SALES TAX	_____	191.25	_____
Rest Tips 1	_____	123.75	_____
Rest Tips 2	_____	225.00	_____
Rest Tips 3	_____	225.00	_____
TOTAL REST TIPS	_____	573.75	_____
Room Srv 1	_____	350.00	_____
Room Srv 2	_____	300.00	_____
Room Srv 3	_____	250.00	_____
TOTAL ROOM SRV	_____	900.00	_____
SALES TAX	_____	45.00	_____
Room Srv 1 Tips	_____	70.00	_____
Room Srv 2 Tips	_____	60.00	_____
Room Srv 3 Tips	_____	50.00	_____
TOTAL ROOM SRV TIPS	_____	180.00	_____
Banq Bkfst	_____	350.00	_____
Banq Lunch	_____	500.00	_____
Banq Dinner	_____	6,500.00	_____
TOTAL BANQ	_____	7,350.00	_____
Banq Bkfst Tips	_____	63.00	_____
Banq Lunch Tips	_____	90.00	_____
Banq Dinner Tips	_____	1,170.00	_____
TOTAL BANQ TIPS	_____	1,323.00	_____
Banq Bar Lunch	_____	200.00	_____
Banq Bar Dinner	_____	400.00	_____
TOTAL BANQ BAR	_____	600.00	_____
ROOM RENTAL	_____	250.00	_____
Lounge 1	_____	85.00	_____
Lounge 2	_____	950.00	_____
Lounge 3	_____	450.00	_____
Lounge 4	_____	575.00	_____
TOTAL LOUNGE SALES	_____	2,060.00	_____
Lounge Tips 1	_____	8.50	_____
Lounge Tips 2	_____	95.00	_____

FIGURE 10-9 (continued)

	\$ Actual	\$ Budget	Goal (%)
Lounge Tips 3	_____	45.00	_____
Lounge Tips 4	_____	57.50	_____
TOTAL LOUNGE TIPS	_____	206.00	_____
VALET	_____	250.00	_____
Tele Local	_____	125.00	_____
Tele Long Distance	_____	300.00	_____
TOTAL PHONE	_____	425.00	_____
GIFT SHOP	_____	350.00	_____
GIFT SHOP SALES TAX	_____	17.50	_____
VENDING	_____	100.00	_____
SPA	_____	500.00	_____
PARKING	_____	350.00	_____
TOTAL REVENUE	_____	27,746.50	_____
Less Paid-outs			
Valet	_____		
Tips	_____		
TOTAL PAID-OUTS	_____		
Less Discounts			
Room	_____		
Food	_____		
TOTAL DISCOUNTS	_____		
Less Write-offs			
Rooms	_____		
Food	_____		
TOTAL WRITE-OFFS	_____		
Total Paid-out and Noncollect Sales	_____		
Total Cash Sales	_____		
Today's Outstd A/R	_____		
Total Revenue	_____		
Yesterday's Outstd A/R	_____		
TOTAL OUTSTD A/R	_____		
CREDIT CARD REC'D A/R	_____		
Cash Rec'd A/R	_____		
BAL A/R	_____	75,000.00	_____
ANALYSIS OF A/R			
City Ledger	_____		
Direct Bill	_____		
Visa	_____		
MC	_____		
JCB	_____		
Total A/R	_____		

(continues)

FIGURE 10-9 (continued)

BANK DEPOSIT

Cash	_____
Visa	_____
MC	_____
JCB	_____
TTL BANK DEP	_____
AMT TR A/R	_____

ANALYSIS OF BANK DEPOSIT

Total Cash Sales	_____
Credit Card Rec'd A/R	_____
Cash Rec'd A/R	_____

Cashier's Report

	Actual Amount	POS Amount	Difference
Shift 1			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 1	_____	_____	_____
Shift 2			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 2	_____	_____	_____
Shift 3			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 3	_____	_____	_____
TOTALS	_____	_____	_____
Analysis Cash Report			
Cash Sls	_____		
Cr Cd A/R	_____		
Cash A/R	_____		
TOTAL	_____		

Manager's Report

	Actual	Budget	Difference
ROOMS AVAIL	_____	_____	_____
ROOMS SOLD	_____	_____	_____
ROOM VAC	_____	_____	_____
ROOMS OOO	_____	_____	_____
ROOMS COMP	_____	_____	_____
OCC %	_____	_____	_____
DBL OCC %	_____	_____	_____
YIELD %	_____	_____	_____
REVPAR	_____	_____	_____
ROOM INC	_____	_____	_____
NO. GUESTS	_____	_____	_____
AV. RATE	_____	_____	_____
RACK RATE	_____	_____	_____
NO-SHOWS	_____	_____	_____

CASE STUDY 1002

The Barrington Hotel has collected the following data, which represent the financial transactions in the hotel today. Assemble this information into a night audit report, using the format shown in Figure 10-10 (a blank worksheet for you to fill in, which follows the data).

DEPARTMENTAL DAILY SALES REPORT

	\$ Actual	\$ Budget	DATE _____
	\$ Actual	\$ Budget	Goal (%)
Restaurant 1	500.00	475.00	
Restaurant 2	650.00	755.00	
Restaurant 3	1,905.00	2,100.00	
SALES TAX (rate = 5%)			
Rest Tips 1	75.00	71.25	
Rest Tips 2	97.50	113.25	
Rest Tips 3	285.75	315.00	
REST TIPS (rate = 15%)			
Room Srv 1	235.00	300.00	
Room Srv 2	120.00	250.00	
Room Srv 3	458.00	700.00	
SALES TAX (rate = 5%)			
Room Srv 1 Tips	47.00	60.00	
Room Srv 2 Tips	24.00	50.00	
Room Srv 3 Tips	91.60	140.00	
ROOM SRV TIPS (rate = 20%)			
Banq Bkfst	579.00	250.00	
Banq Lunch	2,458.00	3,500.00	
Banq Dinner	5,091.00	7,250.00	
Banq Bkfst Tips	104.22	45.00	
Banq Lunch Tips	442.44	630.00	
Banq Dinner Tips	916.38	1,305.00	
BANQ TIPS (rate = 18%)			
Banq Bar Lunch	326.00	450.00	
Banq Bar Dinner	2,987.50	3,950.00	
ROOM RENTAL	725.00	1,000.00	
Lounge 1	350.00	400.00	
Lounge 2	2,104.00	2,000.00	
Lounge 3	581.00	675.00	
Lounge 4	695.50	850.00	
Lounge Tips 1	35.00	40.00	

(continues)

CASE STUDY 1002 (continued)

	\$ Actual	\$ Budget	Goal (%)
Lounge Tips 2	210.40	200.00	
Lounge Tips 3	58.10	67.50	
Lounge Tips 4	69.55	85.00	
LOUNGE TIPS (rate = 10%)			
VALET	210.00	350.00	
Tele Local	68.00	125.00	
Tele Long Dist	201.00	300.00	
GIFT SHOP	277.00	450.00	
SALES TAX (rate = 5%)	13.85	22.50	
VENDING	121.00	100.00	
SPA	293.00	500.00	
PARKING	417.00	350.00	
Paid-outs			
Valet	132.00		
Tips	0.00		
Discounts			
Room	0.00		
Food	32.00		
Write-offs			
Rooms	0.00		
Food	87.97		
Total Cash Sales	2,906.98		
Today's Outstd A/R	28,259.21		
Yesterday's Outstd A/R	57,880.11		
CREDIT CARD REC'D A/R	12,091.50		
CASH REC'D A/R	3,522.65		
BAL A/R	70,525.17	80,000.00	
ANALYSIS OF A/R			
City Ledger	13,278.00		
Direct Bill	15,999.00		
Visa	25,623.01		
MC	11,487.34		
JCB	4,137.82		
BANK DEPOSIT			
Cash	\$6,429.63		
Visa	\$7,509.34		
MC	\$2,828.00		
JCB	\$1,754.16		
ANALYSIS OF BANK DEPOSIT			
Total Cash Sales		\$2,906.98	
Credit Card Rec'd A/R		12,091.50	
Cash Rec'd A/R		3,522.65	
		\$18,521.13	

CASE STUDY 1002 (continued)**Cashier's Report**

	Actual Amount	POS Amount	Difference
Shift 1			
Cash	\$4,822.22	\$4,822.50	
Cr Cd	9,068.63	9,068.63	
TOTAL 1	\$13,890.85	\$13,891.13	
Shift 2			
Cash	\$1,285.93	\$1,286.00	
Cr Cd	2,418.30	2,418.30	
TOTAL 2	\$3,704.23	\$3,704.30	
Shift 3			
Cash	\$321.48	\$321.48	
Cr Cd	604.58	604.58	
TOTAL 3	\$926.06	\$926.06	
TOTALS	\$18,521.14	\$18,521.49	
Analysis Cash Report			
Cash Sls	\$2,906.98		
Cr Cd A/R	12,091.50		
Cash A/R	3,522.65		
TOTAL	\$18,521.13		

Manager's Report

	Actual	Budget	Difference
ROOMS AVAIL	143	143	0
ROOMS SOLD	92	112	20
ROOMS VAC	51	31	-20
ROOMS OOO	0	0	0
ROOMS COMP	0	0	0
ROOM INC	\$6,500.00	\$8,200.00	\$1,700.00
ROOM TAX	\$650.00	\$820.00	\$170.00
NO. GUESTS	100	160	60
RACK RATE	\$95.00	\$95.00	\$0.00
NO-SHOWS	2	1	-1

FIGURE 10-10 Barrington Hotel night audit.

Night Audit			DATE _____
	\$ Actual	\$ Budget	Goal (%)
ROOM	_____	8,200.00	_____
TAX	_____	820.00	_____
Restaurant 1	_____	475.00	_____
Restaurant 2	_____	755.00	_____
Restaurant 3	_____	2,100.00	_____
TOTAL REST SALES	_____	3,330.00	_____
SALES TAX	_____	166.50	_____
Rest Tips 1	_____	71.25	_____
Rest Tips 2	_____	113.25	_____
Rest Tips 3	_____	315.00	_____
TOTAL REST TIPS	_____	499.50	_____
Room Srv 1	_____	300.00	_____
Room Srv 2	_____	250.00	_____
Room Srv 3	_____	700.00	_____
TOTAL ROOM SRV	_____	1,250.00	_____
SALES TAX	_____	62.50	_____
Room Srv 1 Tips	_____	60.00	_____
Room Srv 2 Tips	_____	50.00	_____
Room Srv 3 Tips	_____	140.00	_____
TOTAL ROOM SRV TIPS	_____	250.00	_____
Banq Bkfst	_____	250.00	_____
Banq Lunch	_____	3,500.00	_____
Banq Dinner	_____	7,250.00	_____
TOTAL BANQ	_____	11,000.00	_____
Banq Bkfst Tips	_____	45.00	_____
Banq Lunch Tips	_____	630.00	_____
Banq Dinner Tips	_____	1,305.00	_____
TOTAL BANQ TIPS	_____	1,980.00	_____
Banq Bar Lunch	_____	450.00	_____
Banq Bar Dinner	_____	3,950.00	_____
TOTAL BANQ BAR	_____	4,400.00	_____
ROOM RENTAL	_____	1000.00	_____
Lounge 1	_____	400.00	_____
Lounge 2	_____	2,000.00	_____
Lounge 3	_____	675.00	_____
Lounge 4	_____	850.00	_____
TOTAL LOUNGE SALES	_____	3,925.00	_____
Lounge Tips 1	_____	40.00	_____
Lounge Tips 2	_____	200.00	_____

FIGURE 10-10 (continued)

	\$ Actual	\$ Budget	Goal (%)
Lounge Tips 3	_____	67.50	_____
Lounge Tips 4	_____	85.00	_____
TOTAL LOUNGE TIPS	_____	392.50	_____
VALET	_____	350.00	_____
Tele Local	_____	125.00	_____
Tele Long Distance	_____	300.00	_____
TOTAL PHONE	_____	425.00	_____
GIFT SHOP	_____	450.00	_____
GIFT SHOP SALES TAX	_____	22.50	_____
VENDING	_____	100.00	_____
SPA	_____	500.00	_____
PARKING	_____	350.00	_____
TOTAL REVENUE	_____	39,473.50	_____
Less Paid-outs			
Valet	_____		
Tips	_____		
TOTAL PAID-OUTS	_____		
Less Discounts			
Room	_____		
Food	_____		
TOTAL DISCOUNTS	_____		
Less Write-offs			
Rooms	_____		
Food	_____		
TOTAL WRITE-OFFS	_____		
Total Paid-out and Noncollect Sales	_____		
Total Cash Sales	_____		
Today's Outstd A/R	_____		
Total Revenue	_____		
Yesterday's Outstd A/R	_____		
TOTAL OUTSTD A/R	_____		
CREDIT CARD REC'D A/R	_____		
Cash Rec'd A/R	_____		
BAL A/R	_____	80,000.00	_____
ANALYSIS OF A/R			
City Ledger	_____		
Direct Bill	_____		
Visa	_____		
MC	_____		
JCB	_____		
Total A/R	_____		

(continues)

FIGURE 10-10 (continued)

BANK DEPOSIT

Cash	_____
Visa	_____
MC	_____
JCB	_____
TTL BANK DEP	_____
AMT TR A/R	_____

ANALYSIS OF BANK DEPOSIT

Total Cash Sales	_____
Credit Card Rec'd A/R	_____
Cash Rec'd A/R	_____

Cashier's Report

	Actual Amount	POS Amount	Difference
Shift 1			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 1	_____	_____	_____
Shift 2			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 2	_____	_____	_____
Shift 3			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 3	_____	_____	_____
TOTALS	_____	_____	_____
Analysis Cash Report			
Cash Sls	_____		
Cr Cd A/R	_____		
Cash A/R	_____		
TOTAL	_____		

Manager's Report

	Actual	Budget	Difference
ROOMS AVAIL	_____	_____	_____
ROOMS SOLD	_____	_____	_____
ROOM VAC	_____	_____	_____
ROOMS OOO	_____	_____	_____
ROOMS COMP	_____	_____	_____
OCC %	_____	_____	_____
DBL OCC %	_____	_____	_____
YIELD %	_____	_____	_____
REVPAR	_____	_____	_____
ROOM INC	_____	_____	_____
NO. GUESTS	_____	_____	_____
AV. RATE	_____	_____	_____
RACK RATE	_____	_____	_____
NO-SHOWS	_____	_____	_____

CASE STUDY 1003

The Canton Hotel has collected the following data, which represent the financial transactions in the hotel today. Assemble this information into a night audit report, using the format shown in Figure 10-11 (a blank worksheet for you to fill in, which follows the data).

DEPARTMENTAL DAILY SALES REPORT

DATE _____

	\$ Actual	\$ Budget	Goal (%)
Restaurant 1	850.00	650.00	
Restaurant 2	1,034.00	1,200.00	
Restaurant 3	2,896.00	3,200.00	
SALES TAX (rate = 5%)			
Rest Tips 1	127.50	97.50	
Rest Tips 2	155.10	180.00	
Rest Tips 3	434.40	480.00	
REST TIPS (rate = 15%)			
Room Srv 1	456.87	500.00	
Room Srv 2	355.00	450.00	
Room Srv 3	760.75	1,000.00	
SALES TAX (rate = 5%)			
Room Srv 1 Tips	91.37	100.00	
Room Srv 2 Tips	71.00	90.00	
Room Srv 3 Tips	152.15	200.00	
ROOM SRV TIPS (rate = 20%)	314.52	390.00	
Banq Bkfst	890.00	450.00	
Banq Lunch	1,785.71	2,500.00	
Banq Dinner	4,951.76	7,500.00	
Banq Bkfst Tips	160.20	81.00	
Banq Dinner Tips	891.32	1,881.00	
Banq Lunch Tips	321.43	450.00	
BANQ TIPS (rate = 18%)	1,372.95		
Banq Bar Lunch	508.75	350.00	
Banq Bar Dinner	1,907.25	2,500.00	
ROOM RENTAL	2,000.00	500.00	
Lounge 1	495.00	500.00	
Lounge 2	2,951.50	3,500.00	
Lounge 3	724.75	450.00	
Lounge 4	805.00	750.00	
Lounge Tips 1	49.50	50.00	
Lounge Tips 2	295.15	350.00	
Lounge Tips 3	72.48	45.00	
Lounge Tips 4	80.50	75.00	
LOUNGE TIPS (rate= 10%)	497.63	520.00	

(continues)

CASE STUDY 1003 (continued)

	\$ Actual	\$ Budget	Goal (%)
VALET	350.00	400.00	
Tele Local	85.00	150.00	
Tele Long Dist	241.00	350.00	
GIFT SHOP	650.00	500.00	
SALES TAX (rate = 5%)	32.50	25.00	
VENDING	190.00	250.00	
SPA	293.00	650.00	
PARKING	627.00	750.00	
Paid-outs			
Valet	256.00		
Tips	0.00		
Discounts			
Room	85.00		
Food	46.95		
Write-offs			
Room	0.00		
Food	0.00		
Total Cash Sales	3,759.32		
Today's Outstd A/R	36,851.24		
Yesterday's Outstd A/R	64,258.18		
CREDIT CARD REC'D A/R	22,681.15		
CASH REC'D A/R	5,390.97		
BAL A/R	73,037.30	90,000.00	
ANALYSIS OF A/R			
City Ledger	14,671.05		
Direct Bill	12,784.09		
Visa	29,712.01		
MC	10,254.81		
JCB	5,615.34		
Total A/R	73,037.30		
BANK DEPOSIT		ANALYSIS OF BANK DEPOSIT	
Cash	\$9,150.29	Total Cash Sales	\$3,759.32
Visa	\$15,685.26	Credit Card Rec'd A/R	\$22,681.15
MC	\$4,230.88	Cash Red'd A/R	\$5,390.97
JCB	\$2,765.01		
			\$31,831.44

CASE STUDY 1003 (continued)**Cashier's Report**

	Actual Amount	POS Amount	Difference
Shift 1			
Cash	\$6,862.72	\$6,861.05	
Cr Cd	17,010.86	17,010.86	
TOTAL 1	\$23,873.58	\$23,871.91	
Shift 2			
Cash	\$1,830.06	\$1,829.83	
Cr Cd	4,536.23	4,536.23	
TOTAL 2	\$6,366.29	\$6,366.06	
Shift 3			
Cash	\$457.51	\$457.51	
Cr Cd	1,134.06	1,134.06	
TOTAL 3	\$1,591.57	\$1,591.57	
TOTALS	\$31,831.44	\$31,829.54	

Analysis Cash Report

Cash Sls	\$3,759.32
Cr Cd A/R	22,681.15
Cash A/R	5,390.97
TOTAL	\$31,831.44

Manager's Report

	Actual	Budget	Difference
ROOMS AVAIL	200	200	0
ROOMS SOLD	135	150	-15
ROOMS VAC	65	50	-15
ROOMS OOO	0	0	0
ROOMS COMP	0	0	0
ROOM INC	\$10,500.00	\$11,200.00	700
ROOM TAX	\$1,050.00	\$1,120.00	70
NO GUESTS	155	225	70
RACK RATE	\$105.00	\$105.00	\$0.00
NO-SHOWS	4	2	-2

FIGURE 10-11 Canton Hotel night audit.

Night Audit			Date _____
	\$ Actual	\$ Budget	Goal (%)
ROOM	_____	11,200.00	_____
TAX	_____	1,120.00	_____
Restaurant 1	_____	650.00	_____
Restaurant 2	_____	1,200.00	_____
Restaurant 3	_____	3,200.00	_____
TOTAL REST SALES	_____	5,050.00	_____
SALES TAX	_____	252.50	_____
Rest Tips 1	_____	97.50	_____
Rest Tips 2	_____	180.00	_____
Rest Tips 3	_____	480.00	_____
TOTAL REST TIPS	_____	757.50	_____
Room Srv 1	_____	500.00	_____
Room Srv 2	_____	450.00	_____
Room Srv 3	_____	1,000.00	_____
TOTAL ROOM SRV	_____	1,950.00	_____
SALES TAX	_____	97.50	_____
Room Srv 1 Tips	_____	100.00	_____
Room Srv 2 Tips	_____	90.00	_____
Room Srv 3 Tips	_____	200.00	_____
TOTAL ROOM SRV TIPS	_____	390.00	_____
Banq Bkfst	_____	450.00	_____
Banq Lunch	_____	2,500.00	_____
Banq Dinner	_____	7,500.00	_____
TOTAL BANQ	_____	10,450.00	_____
Banq Bkfst Tips	_____	81.00	_____
Banq Lunch Tips	_____	450.00	_____
Banq Dinner Tips	_____	1,350.00	_____
TOTAL BANQ TIPS	_____	1,881.00	_____
Banq Bar Lunch	_____	350.00	_____
Banq Bar Dinner	_____	2,500.00	_____
TOTAL BANQ BAR	_____	2,850.00	_____
ROOM RENTAL	_____	500.00	_____
Lounge 1	_____	500.00	_____
Lounge 2	_____	3,500.00	_____
Lounge 3	_____	450.00	_____
Lounge 4	_____	750.00	_____
TOTAL LOUNGE SALES	_____	5,200.00	_____
Lounge Tips 1	_____	50.00	_____
Lounge Tips 2	_____	350.00	_____

FIGURE 10-11 (continued)

	\$ Actual	\$ Budget	Goal (%)
Lounge Tips 3	_____	45.00	_____
Lounge Tips 4	_____	75.00	_____
TOTAL LOUNGE TIPS	_____	520.00	_____
VALET	_____	400.00	_____
Tele Local	_____	150.00	_____
Tele Long Distance	_____	350.00	_____
TOTAL PHONE	_____	500.00	_____
GIFT SHOP	_____	500.00	_____
GIFT SHOP SALES TAX	_____	25.00	_____
VENDING	_____	250.00	_____
SPA	_____	650.00	_____
PARKING	_____	750.00	_____
TOTAL REVENUE	_____	45,293.60	_____
Less Paid-outs			
Valet	_____		
Tips	_____		
TOTAL PAID-OUTS	_____		
Less Discounts			
Room	_____		
Food	_____		
TOTAL DISCOUNTS	_____		
Less Write-offs			
Rooms	_____		
Food	_____		
TOTAL WRITE-OFFS	_____		
Total Paid-out and Noncollect Sales	_____		
Total Cash Sales	_____		
Today's Outstd A/R	_____		
Total Revenue	_____		
Yesterday's Outstd A/R	_____		
TOTAL OUTSTD A/R	_____		
CREDIT CARD REC'D A/R	_____		
Cash Rec'd A/R	_____		
BAL A/R	_____	90,000.00	_____
ANALYSIS OF A/R			
City Ledger	_____		
Direct Bill	_____		
Visa	_____		
MC	_____		
JCB	_____		
Total A/R	_____		

(continues)

FIGURE 10-11 (continued)

BANK DEPOSIT

Cash	_____
Visa	_____
MC	_____
JCB	_____
TTL BANK DEP	_____
AMT TR A/R	_____

ANALYSIS OF BANK DEPOSIT

Total Cash Sales	_____
Credit Card Rec'd A/R	_____
Cash Rec'd A/R	_____

Cashier's Report

	Actual Amount	POS Amount	Difference
<hr/>			
Shift 1			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 1	_____	_____	_____
Shift 2			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 2	_____	_____	_____
Shift 3			
Cash	_____	_____	_____
Cr Cd	_____	_____	_____
TOTAL 3	_____	_____	_____
TOTALS	_____	_____	_____

Analysis Cash Report

Cash Sls	_____
Cr Cd A/R	_____
Cash A/R	_____
TOTAL	_____

Manager's Report

	Actual	Budget	Difference
<hr/>			
ROOMS AVAIL	_____	_____	_____
ROOMS SOLD	_____	_____	_____
ROOM VAC	_____	_____	_____
ROOMS OOO	_____	_____	_____
ROOMS COMP	_____	_____	_____
OCC %	_____	_____	_____
DBL OCC %	_____	_____	_____
YIELD %	_____	_____	_____
REVPAR	_____	_____	_____
ROOM INC	_____	_____	_____
NO. GUESTS	_____	_____	_____
AV. RATE	_____	_____	_____
RACK RATE	_____	_____	_____
NO-SHOWS	_____	_____	_____

Key Words

aging of accounts
cashier's report
credit balance
cumulative total feature
daily flash report
daily sales report
departmental accounts
manager's report

master credit card account
night audit
operational effectiveness
room sales figure
surcharge rates
tax cumulative total feature
total restaurant sales figure
trial balance