iConsultera Hotel+

Grand Oak Hotel

Austin, Texas, USA · 100-room full-service hotel

Monthly Financial Reporting Pack

Reporting period: September 1–30, 2026 · Currency: USD · Accrual basis

Contents	Page
Executive financial summary	2
Departmental performance	3
Hotel KPI dashboard	4
Reconciliation and internal controls	5
Management recommendations	6
Statement of income	7
Balance sheet	8
Statement of cash flows	9
Budget vs actual	10
Accounts receivable and payable	11

Basis: US GAAP financial statement presentation with USALI-aligned departmental management reporting, subject to confirmation of the applicable USALI edition and classifications.

How We Do Hotel Accounting

The Hotel+ approach: how our team turns daily hotel activity into reliable monthly financial information

1

Understand Hotel Operations

Understand the hotel's departments, revenue streams, accounting requirements and existing processes.

2

Organise Financial Records

Collect and organise sales records, invoices, payroll information, bank statements and supporting documents.

3

Record and Reconcile Transactions

Record financial transactions and reconcile bank accounts, PMS/POS reports and payment settlements.

4

Review Financial Data

Review revenue, expenses, account balances, departmental performance and discrepancies.

5

Prepare Financial Reports

Prepare financial statements, departmental reports, budget comparisons and hotel performance KPIs.

6

Support Management Decisions

Present clear financial information to help management understand performance, costs and areas requiring attention.

About This Sample Report

This report uses a fictional hotel and illustrative financial data to demonstrate how hotel accounting information can be organised, reviewed and presented. It is a sample for demonstration purposes only and does not represent an actual client engagement or actual financial results.

Executive financial summary

September 2026 actual results against budget

Total revenue	**$647,700**	Gross operating profit	**$232,550**
Departmental income	**$369,750**	GOP margin	**35.9%**
Undistributed expenses	**$137,200**	Net income	**$115,219**
Occupancy	**76.0%**	RevPAR	**$144.02**

Revenue and profit by department

Department	Revenue	Expenses	Income	Margin
Rooms	$432,060	$131,300	$300,760	69.6%
Food and beverage	$177,200	$127,550	$49,650	28.0%
Parking	$18,600	$7,200	$11,400	61.3%
Spa	$13,400	$11,900	$1,500	11.2%
Miscellaneous income	$6,440	–	$6,440	–
Total	**$647,700**	**$277,950**	**$369,750**	**57.1%**
Less: undistributed operating expenses			($137,200)	
Gross operating profit			**$232,550**	**35.9%**

Key observations

- **Revenue on budget overall, mix shifted.** Total revenue of $647,700 was $400 (0.1%) below budget. Rooms revenue was $12,540 below budget: occupancy 76.0% vs 78.0% budget (60 fewer room nights) and ADR $189.50 vs $190.00. F&B revenue was $9,200 (5.5%) above budget.
- **GOP below budget.** GOP of $232,550 (35.9% margin) was $7,350 (3.1%) below the $239,900 budget, because operating expenses were $6,950 over budget while revenue was flat.
- **Unfavourable:** labour $8,000 over budget (35.5% of revenue vs 34.3% budget); utilities $3,400 over budget (13.3%); departmental expenses $3,750 over budget.
- **Favourable:** F&B revenue $9,200, advertising and promotion $1,500 under budget, miscellaneous income $1,440.
- **Management attention:** receivables over 60 days total $11,400, including a disputed $4,100 attrition fee, with no allowance recorded; a $550 beverage and food inventory shortfall; a $320 POS-to-GL difference pending review.

Departmental performance

Revenue, direct expenses and departmental income by operated department

Rooms	Amount	%
Rooms revenue	$432,060	100.0%
Total revenue	**$432,060**	**100.0%**
Payroll and related	$92,400	21.4%
Other expenses	$38,900	9.0%
Total direct expenses	**$131,300**	**30.4%**
Departmental income	**$300,760**	**69.6%**

Food and beverage	Amount	%
Food	$118,400	66.8%
Beverage	$46,300	26.1%
Room rental and AV	$12,500	7.1%
Total revenue	**$177,200**	**100.0%**
Cost of food sales	$34,330	19.4%
Cost of beverage sales	$9,720	5.5%
Payroll and related	$68,900	38.9%
Other expenses	$14,600	8.2%
Total direct expenses	**$127,550**	**72.0%**
Departmental income	**$49,650**	**28.0%**

Parking	Amount	%
Parking revenue	$18,600	100.0%
Total revenue	**$18,600**	**100.0%**
Payroll and related	$5,400	29.0%
Other expenses	$1,800	9.7%
Total direct expenses	**$7,200**	**38.7%**
Departmental income	**$11,400**	**61.3%**

Spa	Amount	%
Spa revenue	$13,400	100.0%
Total revenue	**$13,400**	**100.0%**
Payroll and related	$8,600	64.2%
Cost of sales	$1,700	12.7%
Other expenses	$1,600	11.9%
Total direct expenses	**$11,900**	**88.8%**
Departmental income	**$1,500**	**11.2%**

Commentary

- **Rooms** earned $300,760 at a 69.6% margin. Payroll was 21.4% of rooms revenue, or $40.53 per occupied room.
- **Food and beverage** earned $49,650 at a 28.0% margin. Food cost was 29.0% and beverage cost 21.0% of the related revenue, after the $550 inventory count adjustment. Payroll was 38.9% of F&B revenue.
- **Parking** contributed $11,400 (61.3% margin) with low direct cost.
- **Spa** earned $1,500, a 11.2% margin, as payroll absorbed 64.2% of spa revenue. Worth reviewing therapist scheduling against bookings.
- **Total departmental income** was $369,750 (57.1% of total revenue), including $6,440 of miscellaneous income with no direct cost.

Hotel KPI dashboard

September 2026 · 100 rooms × 30 days = 3,000 available room nights

Occupancy rate **76.0%**	ADR **$189.50**	RevPAR **$144.02**
GOPPAR **$77.52**	ALOS (nights) **2.34**	F&B revenue **$177,200**
Labour cost % **35.5%**	Dept. profit margin **57.1%**	GOP margin **35.9%**

KPI definitions

KPI	Value	Formula	Calculation	Source	What it indicates
Occupancy rate	76.0%	Occupied room nights + available room nights	2,280 + 3,000	PMS	Share of rooms sold; budget 78.0%
ADR	$189.50	Rooms revenue + occupied room nights	$432,060 + 2,280	GL, PMS	Average price per room sold; budget $190.00
RevPAR	$144.02	Rooms revenue + available room nights	$432,060 + 3,000	GL, PMS	Combines price and occupancy (= ADR × occupancy)
GOPPAR	$77.52	GOP + available room nights	$232,550 + 3,000	P&L	Profit generated per available room
ALOS (nights)	2.34	Occupied room nights + guest stays	2,280 + 975	PMS	Average stay; affects turnover and housekeeping cost
F&B revenue	$177,200	Food + beverage + other F&B revenue	See P&L;	GL	$77.72 per occupied room
Labour cost %	35.5%	Payroll and related (all depts) + total revenue	$230,000 + $647,700	Payroll, GL	Budget 34.3%
Dept. profit margin	57.1%	Total departmental income + total revenue	$369,750 + $647,700	P&L	Rooms 69.6%; F&B 28.0%
GOP margin	35.9%	GOP + total revenue	$232,550 + $647,700	P&L	Budget 37.0%

Reconciliation

RevPAR $144.02 = ADR $189.50 × occupancy 76.0%. GOPPAR × 3,000 available room nights = GOP $232,550. Complimentary and out-of-order rooms are assumed nil in this sample.

Reconciliation and internal controls summary

Month-end checks performed for the September 2026 close

Check	Source	GL / book	Difference	Status	Comment
PMS rooms revenue to GL	$432,060	$432,060	$0	Completed	Agrees to month-end PMS revenue report.
POS F&B; outlet sales to GL	$165,020	$164,700	$320	Pending Review	POS includes a $320 void processed after night audit; GL is correct. POS report to be reissued.
Bank reconciliation	$469,750	$469,750	$0	Completed	Adjusted balances agree; two book adjustments posted. Detail on the Bank Rec sheet.
Credit card settlements to GL	$512,380	$512,380	$0	Completed	Settlements agree; one $640 chargeback under dispute.
Payroll register to GL	$230,000	$230,000	$0	Completed	Gross pay, employer taxes and benefits agree.
Inventory: perpetual vs count	$37,450	$36,900	$550	Requires Attention	$550 shortfall booked to cost of sales; beverage storeroom account recommeed.
AP subledger to GL	$133,900	$133,900	$0	Pending Review	Subledger agrees to GL; two invoices ($3,200) held for match exceptions.
AR aging to GL	$192,300	$192,300	$0	Requires Attention	Agrees to GL. No allowance for doubtful accounts booked; $11,400 over 60 days.
Month-end close checklist	–	–	–	Completed	Accruals, depreciation, prepaid amortization, management fee and bank adjustments posted.

Month-end close checklist (illustrative)

Close task	Status
Revenue cut-off and night audit reports retained for all 30 days	Completed
Accruals: utilities, payroll, management fee	Completed
Prepaid amortization (insurance)	Completed
Depreciation per fixed asset register	Completed
Sales and occupancy tax liability rolled forward	Completed
Allowance for doubtful accounts assessment	Requires Attention
POS report reissue for post-audit void	Pending Review
Reviewer sign-off on all reconciliations	Pending Review

Management recommendations and closing summary

Each point links to a figure in this report

Rooms demand	Rooms revenue was $12,540 below budget, driven by occupancy (76.0% vs 78.0%) rather than rate (ADR $189.50 vs $190.00). Review October group and transient pace against budget room nights before rate decisions.
Labour cost	Payroll and related costs were $8,000 over budget, 35.5% of revenue against 34.3% budgeted. Compare scheduled hours to occupied rooms and F&B covers by department, starting with F&B (38.9% of F&B revenue) and spa (64.2% of spa revenue).
Utilities	Utilities were $3,400 (13.3%) over budget, Obtain meter-level consumption to separate rate changes from usage before setting a corrective action.
Receivables	$11,400 is more than 60 days overdue, including a disputed $4,100 attrition fee, with no allowance recorded. Agree an allowance policy and assign owners for each overdue account.
Inventory and POS controls	The F&B count was $550 below the perpetual balance, and a $320 POS void was processed after night audit. Tighten void approval and recount the beverage storeroom mid-month.
Reporting	Add a departmental expense budget and prior-year comparatives to the pack, so expense variances can be split between volume and cost.

Closing summary

September closed with total revenue of $647,700, GOP of $332,550 (35.9%), EBITDA of $188,719 and net income of $115,219. Cash rose $64,250 to $476,250. All statements reconcile: the balance sheet balances, closing cash agrees to the cash flow and the bank reconciliation (workbook), and departmental schedules agree to the statement of income. These observations do not imply any guaranteed saving or result.

Basis of preparation

- US GAAP financial statement presentation with USALI-aligned departmental reporting, subject to confirmation of the applicable USALI edition and classifications.
- Income taxes: pass-through entity assumed; no entity-level income tax recorded. Management fee terms, loan terms and budget figures are illustrative assumptions.
- A formula-driven workbook with inputs, assumptions, the full bank reconciliation and 25 cross-statement validation checks supports every figure in this pack.

Statement of income

For the month ended September 30, 2026 · USALI-aligned departmental format

	Sept 2026	% of revenue
Revenue		
Rooms	$432,060	66.7%
Food and beverage	$177,200	27.4%
Other operated departments	$32,000	4.9%
Miscellaneous income	$6,440	1.0%
Total revenue	**$647,700**	**100.0%**
Departmental expenses		
Rooms	$131,300	20.3%
Food and beverage	$127,550	19.7%
Other operated departments	$19,100	2.9%
Total departmental expenses	**$277,950**	**42.9%**
Total departmental income	**$369,750**	**57.1%**
Undistributed operating expenses		
Administrative and general	$40,400	6.2%
Information and telecommunications systems	$9,800	1.5%
Advertising and promotion	$31,500	4.9%
Property operations and maintenance	$26,600	4.1%
Utilities	$28,900	4.5%
Total undistributed operating expenses	**$137,200**	**21.2%**
Gross operating profit (GOP)	**$232,550**	**35.9%**
Management fees (base fee, 3% of revenue)	$19,431	3.0%
Income before non-operating income and expenses	**$213,119**	**32.9%**
Non-operating expenses		
Property and other taxes	$14,800	2.3%
Insurance	$9,600	1.5%
Total non-operating expenses	**$24,400**	**3.8%**
EBITDA	**$188,719**	**29.1%**
Interest expense	$32,500	5.0%
Depreciation	$41,000	6.3%
Income before income taxes	**$115,219**	**17.8%**
Income taxes (pass-through entity assumed)	–	–
Net income	**$115,219**	**17.8%**

Subtotal logic. Total departmental income = total revenue – departmental expenses. GOP = departmental income – undistributed operating expenses. EBITDA = GOP – management fees – non-operating expenses. Net income = EBITDA – interest – depreciation – income taxes. GOP, EBITDA and net income are separate measures and are not interchangeable.

Advertising and promotion (USALI: sales and marketing) covers the sales team payroll, digital and print advertising, search and metasearch ads, website, brand or loyalty marketing fees, trade shows and promotional materials. Travel agent and OTA commissions are in rooms expenses, marketing fees, trade shows and promotional materials. Travel agent and OTA commissions are in rooms expenses.

Balance sheet

As at September 30, 2026, with opening balances at August 31, 2026

	Sept 30, 2026	Aug 31, 2026	Change
Assets			
Cash and cash equivalents	$476,250	$412,000	$64,250
Accounts receivable	$192,300	$168,500	$23,800
Inventory	$36,900	$38,200	($1,300)
Prepaid expenses	$39,800	$46,000	($6,200)
Total current assets	**$745,250**	**$664,700**	**$80,550**
Property and equipment, at cost	$9,877,500	$9,850,000	$27,500
Less: accumulated depreciation	($2,255,000)	($2,214,000)	($41,000)
Property and equipment, net	**$7,622,500**	**$7,636,000**	**($13,500)**
Total assets	**$8,367,750**	**$8,300,700**	**$67,050**
Liabilities			
Accounts payable	$133,900	$121,400	$12,500
Accrued expenses (incl. management fee payable)	$71,031	$58,600	$12,431
Payroll liabilities	$61,800	$64,300	($2,500)
Tax liabilities	$78,600	$71,200	$7,400
Mortgage loan payable	$6,222,000	$6,240,000	($18,000)
Total liabilities	**$6,567,331**	**$6,555,500**	**$11,831**
Owner's equity			
Owner's contributed equity	$1,500,000	$1,500,000	-
Retained earnings (opening, less distributions)	$185,200	$245,200	($60,000)
Current-period earnings	$115,219	-	$115,219
Total owner's equity	**$1,800,419**	**$1,745,200**	**$55,219**
Total liabilities and owner's equity	**$8,367,750**	**$8,300,700**	**$67,050**

Balance check: total assets $8,367,750 = total liabilities and owner's equity $8,367,750. Difference: $0.

What property and equipment includes

Asset class	Aug 31	Additions	Sept 30	What is included
Land	$1,200,000	-	$1,200,000	Site and parking area. Not depreciated.
Land	$1,200,000	-	$1,200,000	Site and parking area. Not depreciated.
Building and improvements	$6,450,000	-	$6,450,000	Structure, roof, HVAC, elevators, plumbing, electrical, major renovations
Building and improvements	$6,450,000	-	$6,450,000	renovations
FF&E	$1,830,000	$27,500	$1,857,500	Room furniture, beds, TVs, lobby and restaurant furniture, kitchen, laundry, fitness and spa equipment
FF&E	$1,830,000	$27,500	$1,857,500	laundry, fitness and spa equipment
IT and hotel systems hardware	$275,000	-	$275,000	Servers, computers, POS terminals, Wi-Fi network, phone system
IT and hotel systems hardware	$275,000	-	$275,000	Servers, computers, POS terminals, Wi-Fi network, phone system
Vehicles	$95,000	-	$95,000	Guest shuttle van
Vehicles	$95,000	-	$95,000	Guest shuttle van
Total, at cost	**$9,850,000**	**$27,500**	**$9,877,500**	
Total, at cost	**$9,850,000**	**$27,500**	**$9,877,500**	

Additions of $27,500 are FF&E. Linen, china, glassware, uniforms and items below the capitalization threshold are expensed, not capitalized. Receivables and payables agree to the aging on page 11; accrued expenses include the $19,431 management fee payable; retained earnings are after $60,000 of distributions. The mortgage is shown in total; a full GAAP presentation would separate the current portion (about $216,000).

Statement of cash flows

Indirect method · month ended September 30, 2026

	Sept 2026
Operating activities	
Net income	$115,219
Depreciation	$41,000
(Increase) in accounts receivable	($23,800)
Decrease in inventory	$1,300
Decrease in prepaid expenses	$6,200
Increase in accounts payable	$12,500
Increase in accrued expenses	$12,431
(Decrease) in payroll liabilities	($2,500)
Increase in tax liabilities	$7,400
Net cash from operating activities	**$169,750**
Investing activities	
Purchases of property and equipment	($27,500)
Net cash used in investing activities	**($27,500)**
Financing activities	
Repayment of mortgage principal	($18,000)
Distributions to owner	($60,000)
Net cash used in financing activities	**($78,000)**
Net change in cash	**$64,250**
Cash at August 31, 2026	$412,000
Cash at September 30, 2026	**$476,250**

Reconciliation: closing cash of $476,250 agrees to the balance sheet and to the bank reconciliation in the workbook (adjusted operating account $469,750 plus house banks and petty cash $6,500).

Assumptions

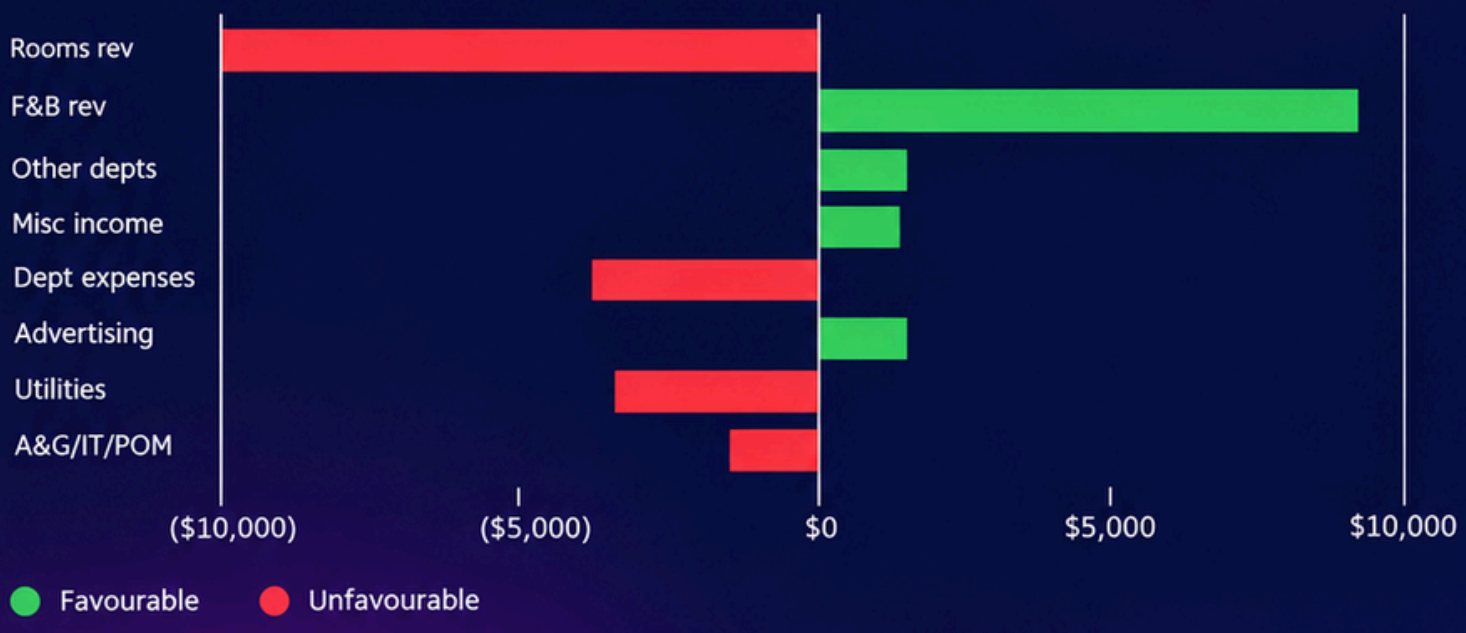
- Working-capital movements are the differences between the opening and closing balance sheet amounts on page 8.
- Interest paid is assumed equal to interest expense ($32,500) and is included in operating activities. No income taxes were paid.
- The management fee accrual ($19,431) is non-cash this month and sits within the increase in accrued expenses.
- Capital expenditure of $27,500 was paid in cash; there were no asset disposals.

Budget vs actual and variance analysis

September 2026 · variance = actual – budget

Line item	Budget	Actual	Var $	Var %	Status	Commentary
Rooms revenue	$444,600	$432,060	($12,540)	(2.8%)	Unfavourable	Occupancy below plan; ADR close to budget
F&B revenue	$168,000	$177,200	$9,200	5.5%	Favourable	Higher banquet and outlet sales
Other operated depts revenue	$30,500	$32,000	$1,500	4.9%	Favourable	Parking volume above plan
Miscellaneous income	$5,000	$6,440	$1,440	28.8%	Favourable	Cancellation and attrition fees
Total revenue	**$648,100**	**$647,700**	**($400)**	**(0.1%)**	Unfavourable	Rooms shortfall largely offset
Departmental expenses	$274,200	$277,950	$3,750	1.4%	Unfavourable	Split by department needed
Advertising and promotion	$33,000	$31,500	($1,500)	(4.5%)	Favourable	Campaign spend deferred
Utilities	$25,500	$28,900	$3,400	13.3%	Unfavourable	Rate vs usage to be analysed
A&G, IT and property ops	$75,500	$76,800	$1,300	1.7%	Unfavourable	Minor overrun
Total undistributed expenses	**$134,000**	**$137,200**	**$3,200**	**2.4%**	Unfavourable	Utilities main driver
Total operating expenses	**$408,200**	**$415,150**	**$6,950**	**1.7%**	Unfavourable	Labour and utilities
Gross operating profit	**$239,900**	**$232,550**	**($7,350)**	**(3.1%)**	Unfavourable	Expense overrun, flat revenue
Memo: labour costs	$222,000	$230,000	$8,000	3.6%	Unfavourable	Memo line, already in expenses

GOP impact of each variance ($, favourable = positive)



Revenue and profit lines: a positive variance is favourable. Expense lines: a positive variance is unfavourable. The labour memo line ($230,000) is included within the expense lines above and is not added again. Budget split for departmental expenses by department is not part of this sample.

Accounts receivable and payable

Aging at September 30, 2026

Bucket	Receivables	%	Payables	%
Current	$118,400	61.6%	$92,700	69.2%
1–30 days	$44,600	23.2%	$28,400	21.2%
31–60 days	$17,900	9.3%	$9,600	7.2%
61–90 days	$7,300	3.8%	$2,300	1.7%
Over 90 days	$4,100	2.1%	$900	0.7%
Total	**$192,300**	**100.0%**	**$133,900**	**100.0%**
Agrees to balance sheet	Yes		Yes	

Significant overdue items

Type	Bucket	Item (fictional)	Amount	Follow-up
AR	61–90 days	Group master account – association conference (Aug)	$6,850	Statement resent; escalate to sales manager this week
AR	Over 90	Wedding block attrition fee (disputed)	$4,100	Contract review; decide on allowance or write-off
AR	31–60 days	Corporate direct-bill accounts (3)	$17,900	Standard reminder cycle; confirm billing contacts
AP	61–90 / over 90	Two invoices held for three-way match exceptions	$3,200	Resolve receiving and price differences with purchasing
AP	31–60 days	Laundry and HVAC vendors	$9,600	Scheduled in the October 10 payment run

Commentary

- Receivables over 60 days total $11,400 (5.9% of receivables). No allowance for doubtful accounts is recorded; an allowance policy should be set before year end.
- Receivables rose $23,800 in the month, reducing operating cash flow by the same amount.
- Payables are 69.2% current. Overdue items over 60 days ($3,200) are matching exceptions, not cash shortfalls.