



# Budget Performance Analysis

## Data Gathering & Validation


Ensuring the data used for analysis is accurate and complete.

**Reporting Period Start Date**

**Reporting Period End Date**

**Currency Exchange Rate (if applicable)**

**Upload Budgeted Income Statement**

 Upload File

**Upload Actual Income Statement**

 Upload File

### Accounting System Used

- ☐ QuickBooks
- ☐ Xero
- ☐ Sage Intacct
- ☐ Other

### Data Source Notes (e.g., system version, limitations)

Write something...

### Description of any data adjustments made before analysis.

Write something...

## Revenue Performance

Analyzing revenue streams compared to budget expectations.

### Total Revenue Actual

Enter a number...

### Total Revenue Budgeted

Enter a number...

### Revenue Variance (Actual - Budgeted)

Enter a number...

### Primary Revenue Source (e.g., Rooms, F&B, Events)

- ☐ Rooms
- ☐ Food & Beverage
- ☐ Events
- ☐ Other

### Rooms Revenue Actual

Enter a number...

### Rooms Revenue Budgeted

Enter a number...

### Average Daily Rate (ADR) Actual

Enter a number...

### ADR Budgeted

Enter a number...

### Occupancy Rate Actual (%)

Enter a number...

### Occupancy Rate Budgeted (%)

Enter a number...

# Expense Management

Evaluating expenses against budgeted amounts and identifying areas of overspending or underspending.

## Total Actual Operating Expenses

## Budgeted Operating Expenses

## Variance (Actual - Budgeted)

## Variance Percentage ((Actual - Budgeted) / Budgeted)

## Detailed Breakdown of Significant Expense Variances (e.g., Food Costs, Labor, Utilities)

## Food & Beverage Cost Percentage (Actual)

**Food & Beverage Budgeted Cost Percentage**

Enter a number...

**Primary Drivers of Expense Variances (Select All That Apply)**

- ☐ Changes in Guest Volume
- ☐ Unexpected Repairs/Maintenance
- ☐ Increased Supplier Costs
- ☐ Seasonal Fluctuations
- ☐ Staffing Changes
- ☐ Other (Specify in Long Text)

**Additional Notes/Explanation of Expense Variances**

Write something...

**Key Performance Indicators (KPIs)**

Tracking and evaluating key operational metrics that impact budget performance.

**Occupancy Rate vs. Budget**

Enter a number...

**Average Daily Rate (ADR) vs. Budget**

Enter a number...

### Revenue Per Available Room (RevPAR) vs. Budget

### Food & Beverage Sales vs. Budget

### Labor Cost % of Revenue vs. Budget

### Group Booking Revenue vs. Budget

### Online Travel Agency (OTA) Booking % vs. Budget

## Variance Analysis

Identifying and explaining significant differences between budgeted and actual performance.

### Total Revenue Variance (Actual - Budget)

### Total Expense Variance (Actual - Budget)

Enter a number...

### Rooms Revenue Variance

Enter a number...

### Food & Beverage Revenue Variance

Enter a number...

### Labor Cost Variance

Enter a number...

### Explain significant revenue variances (> +/- 10%)

Write something...

### Explain significant expense variances (> +/- 10%)

Write something...

### Primary Driver of Revenue Variance

- ☐ Occupancy Rate
- ☐ Average Daily Rate (ADR)
- ☐ Group Bookings
- ☐ Seasonality
- ☐ Marketing Effectiveness
- ☐ Other (Specify)

### Primary Driver of Expense Variance

- ☐ Labor Costs
- ☐ Food Costs
- ☐ Utilities
- ☐ Marketing Costs
- ☐ Maintenance Costs
- ☐ Other (Specify)

## Root Cause Identification

Understanding the underlying reasons for variances observed in the analysis.

**Describe any significant shifts in market conditions impacting revenue (e.g., new competitor, change in tourism trends).**

Write something...

**Detail any changes in operational procedures or staffing levels that might have influenced performance.**

Write something...



**If occupancy rates deviated from projections, what was the percentage difference?**

Enter a number...

**Was there a significant change in pricing strategy? (e.g., promotional offers, dynamic pricing)**

- ☐ Yes
- ☐ No
- ☐ Uncertain

**Which of the following factors potentially contributed to increased operating expenses? (Select all that apply)**

- ☐ Increased utility costs
- ☐ Higher food & beverage costs
- ☐ Increased labor costs
- ☐ Increased marketing expenses
- ☐ Unexpected repairs/maintenance
- ☐ Other (specify in LONG\_TEXT)

**If 'Other' was selected in the previous question, please elaborate.**

Write something...

**Date of significant event influencing performance (e.g., major event cancellation, unexpected closure).**

Enter date...

**Summarize any internal communications or feedback received that may explain performance variations.**

Write something...

## Recommendations & Corrective Actions

Suggesting actions to improve future budget performance.

**Summarize recommended adjustments to pricing strategies.**

Write something...

**Estimated cost savings from implementing efficiency improvements (e.g., energy consumption).**

Enter a number...

**Which operational areas require enhanced training to improve performance?**

- ☐ Front Desk
- ☐ Housekeeping
- ☐ Food & Beverage
- ☐ Maintenance
- ☐ Sales & Marketing

**Target completion date for implementing the most critical corrective action.**

Enter date...

**Outline potential risks associated with the recommended corrective actions and mitigation strategies.**

Write something...

**Projected increase in guest satisfaction score based on implemented changes.**

Enter a number...

**Level of urgency for implementing this corrective action (High, Medium, Low).**

- ☐ High
- ☐ Medium
- ☐ Low


# Documentation & Reporting

Ensuring all analysis and findings are properly documented and communicated.

**Executive Summary of Findings**

Write something...

**Spreadsheet with Detailed Budget vs. Actual Data**

 Upload File

**Detailed Explanation of Significant Variances**

Write something...

**Report Distribution Method (e.g., Email, Shared Drive)**

- ☐ Email
- ☐ Shared Drive
- ☐ Printed Copy

**Date of Analysis Completion**

Enter date...

**Recommendations for Future Budgeting Cycles**

Write something...

**Report Version Number**

Write something...

**Analyst Name**

Write something...