Hospitality: The Data That Matters Most and How to Use It

OTELIER

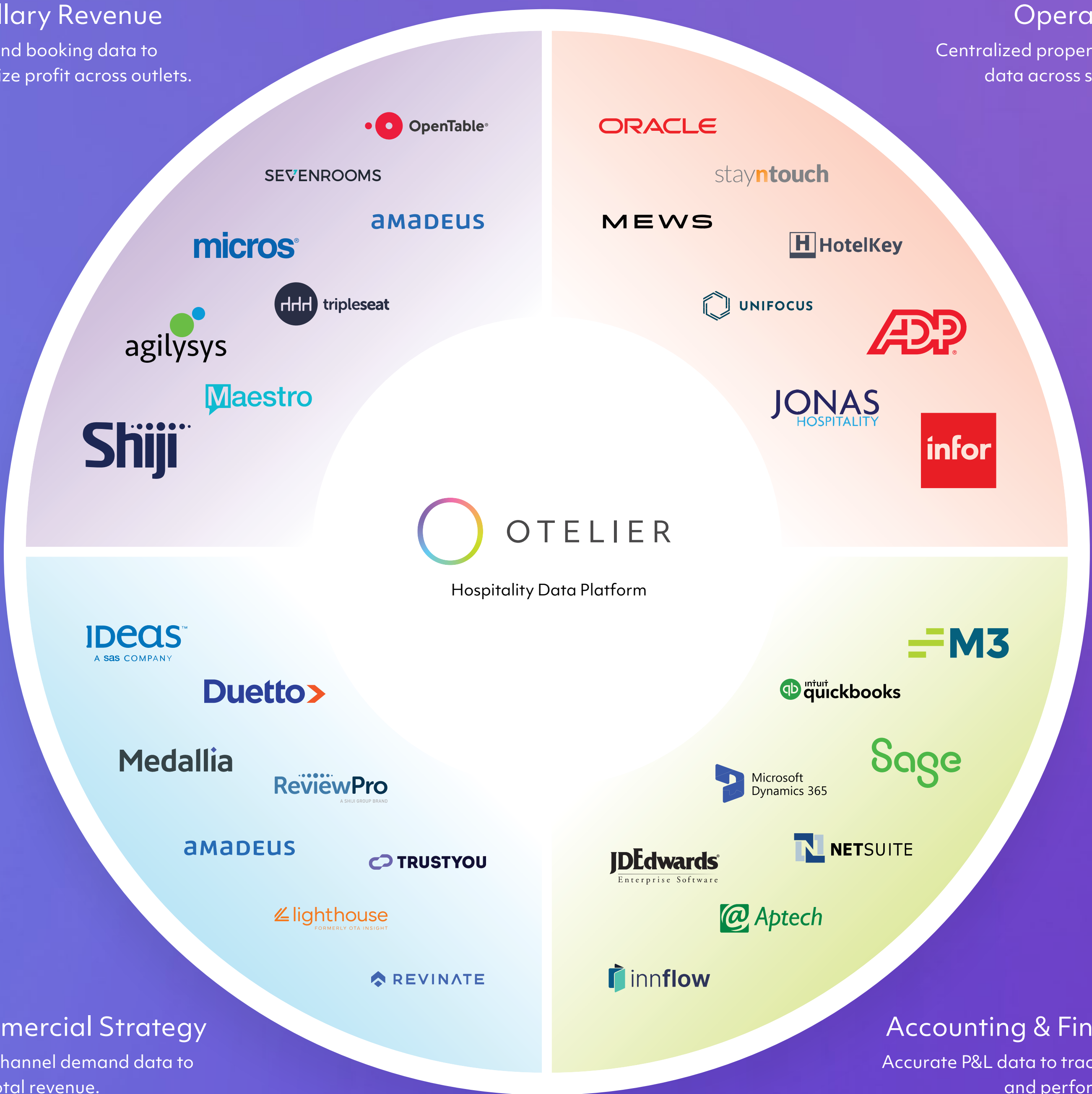
Empowering each stakeholder with the right data leads to smarter decisions and stronger performance

Ancillary Revenue

Sales and booking data to maximize profit across outlets.

Operations

Centralized property-level data across systems.



Commercial Strategy

Multi-channel demand data to drive total revenue.

Accounting & Finance

Accurate P&L data to track profit and performance.

TABLE OF CONTENTS

INTRODUCTION

With mounting pressure on profit margins, "gut feel" decisions are no longer a viable option for hotel owners and operators. Every day, leaders across the property make choices that affect labor costs, guest satisfaction, and long-term asset value.

The future of hotel ownership and operations will be defined by data-driven decision-making – where hundreds of small, informed decisions across departments compound over time to drive meaningful impact on profitability and asset performance.

The challenge isn't a lack of data – it's that most organizations are drowning in it. The information that helps a general manager optimize staffing levels isn't the same data a marketing director needs to understand guest behavior, or that an owner requires to measure long-term performance. This disconnect is widespread: in the Hotel Operations Index survey, only 11% of hotel owners and operators reported having a fully integrated technology stack, and 91% still rely on manual reporting despite automation efforts – highlighting how fragmented systems and inconsistent information continue to hinder timely, confident decisions.

To truly become data-driven, hotels must go beyond gathering information and start empowering each department to see the specific data that matters to them. When operations leaders, finance teams, commercial strategists, outlet managers, and owners all work from role-specific, trusted insights, they can move faster and make decisions with greater confidence.

This report explores how hotel teams at every level can build a culture around role-specific, actionable insights. It offers frameworks and best practices for aligning systems, visualizing the right metrics, and connecting decisions across departments – from daily operational choices to long-term investment strategies. The goal isn't more data; it's smarter data that enables faster, more confident decision-making.

In 2026, hoteliers must understand how to identify their most impactful data sources and create a culture where data informs every action, every day.

CHAPTER 1

Operations:
Turning Efficiency into Experience

The operations team sits at the heart of the hotel. From the front desk to housekeeping and engineering, operations leaders balance labor, service levels, and operational efficiency in real time, every day. For multi-property owners and operators, business intelligence tools can centralize and normalize this data across systems for accurate performance metrics and planning.

Key Operations Integrations

What Data Is Most Important for Operations?

For operations teams, the most valuable data answers three core questions:

1. How many guests are here – or arriving soon – and what do they need?
2. How many people and resources are required to serve them without overspending?
3. Where are service levels slipping, and how quickly can issues be addressed?

To answer these questions, operations teams typically rely on:

PMS data

- On-the-books occupancy and pickup
- Arrivals, departures, and stayovers
- Room status (clean, dirty, out-of-order)
- Rate codes and market segments to understand mix, length of stay, and expectations

Labor and scheduling data

- Scheduled vs. actual hours by department and position
- Wage rates, overtime, and productivity metrics (e.g., rooms cleaned per shift)
- Forecasted vs. budgeted labor spend

Housekeeping and maintenance data

- Time-to-clean by room type
- Work order volume and completion times
- Preventive maintenance schedules and asset downtime

Forecasting data

- 7-, 14-, 30-, and 90-day demand forecasts
- Event calendars and seasonal patterns
- Longer-term demand outlooks (one to five years), particularly for resorts and group-heavy properties

How Operations Uses Data to Make Smarter Decisions

At its best, operational data enables faster, more confident decisions – not more reports. Leading hotel operators focus on a few high-impact use cases:

Staff to demand, not averages.

Use PMS and forecasting data to align staffing levels with expected occupancy and pickup, then refine schedules using real-time labor productivity and wage data. This allows teams to staff up during compression periods, scale back quickly when demand softens, and reduce overtime through better advance planning.

Track labor and revenue together – in month.

Review weekly or daily snapshots that show labor spend alongside revenue performance. This context helps leaders distinguish between acceptable overspend that supports revenue growth and true inefficiencies that require intervention.

Set and manage housekeeping benchmarks.

Use time-to-clean and room status data to establish realistic productivity standards by room type. Benchmarking actual performance against these standards helps improve scheduling accuracy, identify training needs, and ensure rooms are ready when guests arrive.

Eliminate manual reporting where possible.

Centralizing PMS, labor, and housekeeping data into a single daily view reduces time spent pulling reports from multiple systems. The hours saved can be reinvested in coaching staff, resolving service issues, and improving operational workflows.

Plan beyond the next week.

For destination and group-driven hotels, longer-term forecasts – one, three, or even five years out – support better decisions around staffing strategies, vendor negotiations, and the timing of capital projects.

Ultimately, the most effective operations teams use data not just to react to today's occupancy, but to anticipate demand, protect service levels, and build a more resilient cost structure over time.

CHAPTER 2

Accounting & Finance: Measuring What Matters

Accounting and finance teams play a critical role in translating daily hotel activity into a clear picture of performance. While revenue shows how busy a hotel is, finance reveals whether that activity is actually creating value. In an environment of rising labor costs, tighter margins, and increased scrutiny from ownership, finance teams are under pressure to deliver insight faster and with greater accuracy.

Key Accounting & Finance Integrations

What Data Is Most Important for Accounting & Finance?

For finance teams, the most important data answers three fundamental questions:

1. Are we profitable – and where is profit being created or lost?
2. Are we tracking to budget and forecast, and why are variances emerging?
3. How effectively is revenue flowing through to the bottom line?

To answer these questions, finance teams rely on:

Daily income journal data

- Rooms, F&B, spa, golf, retail, and other revenue by day and department
- Taxes, fees, and service charges
- Adjustments, allowances, and rebates

General ledger data

- Operating expenses by department and account
- Fixed versus variable costs
- Allocations and overhead

Payroll and labor data

- Wages, benefits, and employer-paid costs by department
- Overtime, productivity, and accruals
- Compliance-related data

Bank, credit card, and OTA reconciliation data

- Deposits versus reported revenue
- OTA commissions and net revenue
- Chargebacks, disputes, and timing differences

Budget and forecast data

- Department-level budgets
- Rolling forecasts and reforecasts
- Scenario modeling and sensitivity analysis

How Accounting & Finance Uses Data to Make Smarter Decisions

Automate income journaling and reconciliations.

Reducing manual journal entries and reconciliation work accelerates the close process and improves accuracy. Automation allows finance teams to focus on reviewing exceptions rather than validating every transaction.

Shift focus from revenue to profit.

Connecting revenue data with department-level expenses enables finance teams to analyze GOP, GOPPAR, NOI, and EBITDA PAR by month, department, and trend – highlighting which activities truly drive profit.

Align forecasts across departments.

Using a shared forecast framework ensures revenue, operations, and finance teams are planning against the same assumptions. This alignment improves accountability and enables faster, more confident decisions when conditions change mid-month.

Surface P&L insights to operators.

Providing department leaders with simple, visual views of their revenue, costs, and variances helps them understand how daily decisions affect profitability – and encourages more disciplined, data-driven behavior.

CHAPTER 3

Commercial Team: Optimizing Total Revenue

Commercial teams have traditionally been measured by top-line metrics – occupancy, ADR, RevPAR, and pace. In a high-cost environment, revenue growth without margin awareness can actually weaken performance. Today's commercial leaders are expanding their focus beyond rooms to adopt a total revenue, and increasingly total profit, mindset.

Key Commercial Strategy Integrations

What Data Is Most Important for the Commercial Team?

For the commercial team, the most important data helps answer:

1. Where is demand coming from, and at what cost?
2. Which guests and segments are most profitable over time?
3. How do pricing, channel, and packaging decisions affect total profit?

Key data sources include:

PMS / Revenue management data

- On-the-books occupancy, ADR, and pickup by segment and channel
- Forecasts and unconstrained demand estimates
- Group pace, wash, and displacement

Market and competitive data

- Rate shopping and competitive pricing
- Market demand indicators and benchmarking
- Event and compression signals

Channel and distribution data

- Production by booking channel
- Commissions, fees, and net revenue
- Conversion and booking window trends

Guest, CRM, and satisfaction data

- Guest profiles and stay history
- Campaign performance and attribution
- Satisfaction scores and feedback themes

Ancillary revenue and booking data

- F&B, spa, golf, and retail spend
- Package performance and attachment rates
- Event and meeting space utilization

How Commercial Teams Use Data to Make Smarter Decisions

Optimize channel mix for profit, not volume.

Evaluating net revenue by channel allows teams to shift inventory toward lower-cost demand and improve overall flow-through, even if headline ADR declines slightly.

Measure marketing effectiveness economically.

Linking campaigns to reservations and revenue helps teams identify which efforts drive incremental, profitable demand versus discounted volume.

Design profitable upsells and packages.

Analyzing ancillary spend and guest propensity enables targeted offers that increase total spend with minimal incremental cost.

Improve group and contract decisions.

Incorporating ancillary and event spend into displacement analysis ensures group business is evaluated on total contribution, not room rate alone.

Connect guest experience to pricing power.

Linking satisfaction data to demand and rate performance helps quantify the financial impact of service improvements – or service failures.

CHAPTER 4

F&B, Spa & Golf: Driving Profit Through Experience

Food & beverage, spa, and golf operations sit at the intersection of guest experience and profitability. These outlets can be powerful revenue drivers – but they are also cost-intensive and operationally complex. Small changes in pricing, staffing, or hours of operation can materially impact margins.

Key Ancillary Revenue Integrations

Shiji
micros
agilysys
tripleseat
amadeus
OpenTable
SEVENROOMS
Maestro

What Data Is Most Important for F&B, Spa & Golf?

For ancillary departments, the most valuable data answers:

1. What are guests buying, when, and at what margin?
2. How effectively are space, labor, and inventory being utilized?
3. Which experiences drive repeat visits and profitability?

Key data sources include:

POS data

- Sales by item, category, outlet, and server
- Average check, covers, and revenue by daypart
- Cost of goods and margin by item

Reservation and booking data

- Reservations versus walk-ins
- No-shows, cancellations, and lead times
- Table, treatment room, and tee-time utilization

Labor and scheduling data

- Hours worked by role and outlet
- Revenue per labor hour
- Overtime and productivity metrics

Guest and loyalty data

- Repeat visitation and spend patterns
- Preferences and purchasing behavior
- Outlet-specific feedback and satisfaction

How F&B, Spa & Golf Teams Use Data to Make Smarter Decisions

Engineer menus and pricing.

Use item-level sales and margin data to raise prices on strong performers, rework low-margin items, and simplify menus around profitable demand.

Align operating hours with demand.

Analyze profitability by day and time to adjust outlet hours, staffing levels, and service models – reducing losses during low-demand periods.

Coach teams using performance metrics.

Track revenue per employee, upsell rates, and average check to identify training opportunities and reinforce profitable behaviors.

Forecast demand to reduce waste.

Combine reservations, historical sales, and external indicators to improve purchasing accuracy and reduce food and retail waste.

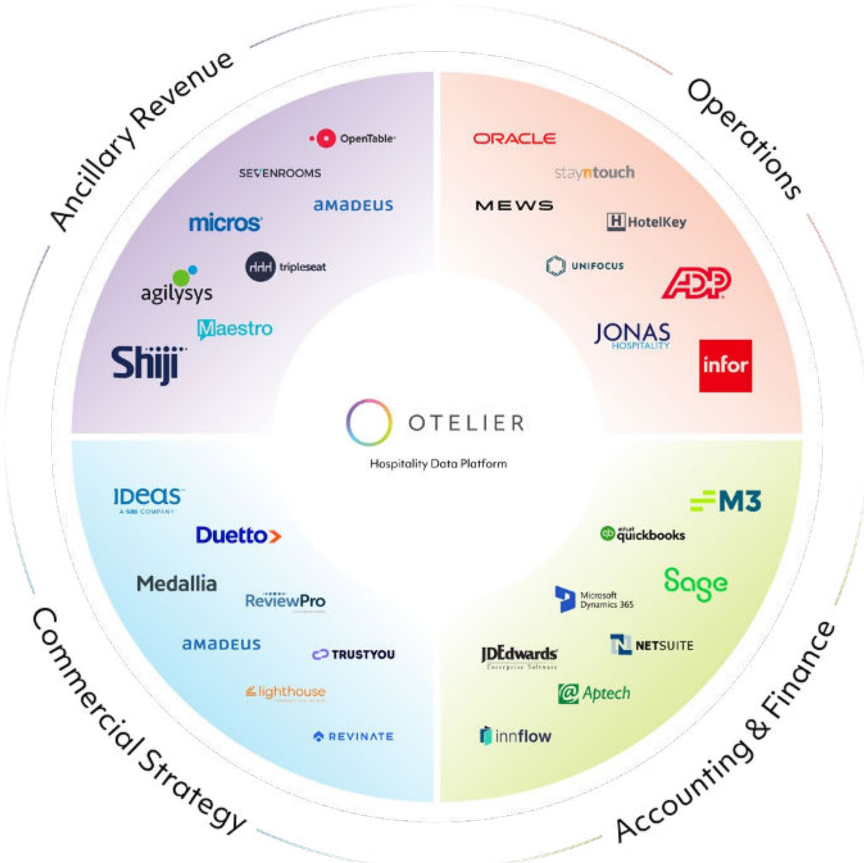
Optimize spa and golf availability.

Use booking and utilization data to adjust opening times, staffing, pricing, and packaging for maximum yield by time of day and day of week.

CHAPTER 5

Ownership & Asset Management: Seeing the Full Picture

Use whatever you need from the text we already have for this section, since it's a little different.



What Data Is Most Important for Ownership & Assets Management?

For ownership, the most important data answers:

1. Are assets meeting return expectations?
2. Where are performance risks and upside opportunities emerging?
3. How effectively are operators deploying labor and capital?

Key data sources include:

Portfolio-level financial data

- Revenue, GOP, NOI, and EBITDA by property
- GOPPAR, NOI PAR, and trend analysis
- Variances versus budget and forecast

Market and benchmarking data

- RevPAR and ADR index performance
- Competitive and market trends
- Cost ratios compared to peers

Operational summary metrics

- Labor ratios and productivity indicators
- Channel mix and net revenue
- Ancillary contribution to profit

Capital and asset data

- Capex spend and project timelines
- Performance impact of renovations
- Asset lifecycle and maintenance indicators

How Ownership Uses Data to Make Smarter Decisions

Automate reporting and standardize views.

Centralized data reduces time spent preparing monthly decks and enables faster insight across the portfolio.

Align expectations with operators.

Shared KPIs and transparent data improve collaboration with management companies and focus discussions on performance drivers rather than data discrepancies.

Identify outliers and best practices.

Portfolio views make it easier to spot underperforming assets and replicate successful strategies across properties.

Guide capital and strategic decisions.

Reliable data supports better decisions around renovations, technology investments, acquisitions, and divestitures.

CONCLUSION

Becoming a data-driven hotel isn't about buying more systems or adding more dashboards. It's about building a culture where every department – from housekeeping to ownership – understands which data matters to them, trusts it, and uses it to make better decisions every day.

As hotels grow more complex, many are rethinking how data flows across the organization. Rather than relying on disconnected systems and manual reporting, leading operators are centralizing and normalizing data from across the business – operational, financial, and commercial – to create a consistent, real-time view of performance and profitability. Just as importantly, they are doing this in a way that allows each team to access only the data relevant to their role, without having to adopt or pay for more than they need.

To build a culture of data-driven decision-making in 2026 and beyond, hotel organizations should focus on:

- Defining role-specific views of the business – ensuring each team sees the data that supports their decisions, without unnecessary complexity
- Standardizing definitions and KPIs – so performance is measured consistently across departments, properties, and portfolios
- Connecting operational and financial data – to understand not just what is happening, but how decisions impact profitability
- Making data part of everyday operations – using it in weekly reviews, staffing decisions, and planning conversations, not just month-end reporting

---

In a world of tighter margins and shifting demand, the hotels that will outperform their peers will be those where hundreds of small, informed decisions compound over time. When the right people have access to the right data, data stops being a burden and becomes what it should be – a foundation for better hospitality and stronger business performance.

Powering the Right Data for the Right Decisions

Modular hotel business intelligence, built for how hospitality teams actually work.

Otelier IntelliSight is a modern business intelligence platform that centralizes and normalizes data across hotel systems, marrying operational and financial performance in one place – while allowing each team to access only the insights relevant to their role.

IntelliSight

Base Platform (required)

Portfolio-level visibility, operational insights, customizable dashboards, and data health monitoring

Finance Module

Daily financial KPIs, P&L analysis, and visibility into profit, flow-through, and trends

Rooms Module

Revenue analysis, pace and pickup, and performance versus budget or forecast

Labor Module

Productivity, wages, hours, and labor cost trends tied to revenue performance

Guest Sentiment Module

GSS and NPS insights connected to operational and commercial performance

Benchmark Module

Competitive performance and market benchmarks, including RGI, ARI, and MPI

F&B Module

Outlet performance, menu trends, utilization, and profitability insights

Sales & Catering Module

Group, catering, and event revenue performance and booking trends

Golf Module

Tee time utilization, rounds, and golf revenue analytics

Spa Module

Treatment performance, therapist productivity, and demand patterns

Build the BI mix that fits your operations today – and scale it as your needs evolve.

Request a demo