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SPHM
HOSPITALITY

REPORTING S.O.P



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Series 3000

Reporting

Subject: Daily Revenue Report

A-3001

- A. Policy. It is the policy of the club that a daily revenue report be prepared and provided to the General Manager.
- B. Discussion
 1. It is important for the General Manager to know the daily revenue performance of the club in a timely fashion. Daily and weekly tracking of revenues and comparisons of revenue performance to budget allows the General Manager to monitor progress and intervene when revenues do not meet projections.
 2. Revenue benchmarks such as average dinner check, average expenditure per rounds of golf, etc., are also valuable tools in measuring revenue performance, especially when compared to historical standards.
 3. In an effort to provide the General Manager with timely revenue information and operating statistics, the Controller will prepare a Daily Revenue Report, SPHM Form 202, or similar report.
 4. The Daily Revenue Report will be prepared. Wednesday through Friday for the previous day's business. Weekend reports for Friday, Saturday, Sunday, and Monday will be prepared and distributed on Tuesdays. Reports for holidays will be prepared and distributed on the next working day. The General Manager and Controller will agree upon a time by which the reports are due.
 5. The following information should be contained in the Daily Revenue Report:
 - a. Month, day of week, and date.
 - b. Golf data:
 - (1) Number of rounds of golf by category and total.
 - (2) Greens fees.
 - (3) Cart fees.
 - (4) Pro shop merchandise sales.
 - (5) Lesson income.
 - (6) Other golf income.
 - (7) Number of merchandise transactions.
 - c. Shoe service fees.
 - d. Tennis data:

- (1) Court fees.
- (2) Lesson income.
- (3) Racquet stringing income.
- (4) Ball machine rental.
- (5) Merchandise sales.
- (6) Other tennis income.
- (7) Number of merchandise transactions.
- e. Activities data:
 - (1) Birthday party income.
 - (2) Kids Corner fees.
 - (3) Fitness fees.
 - (4) Massage income.
 - (5) Holiday event income.
 - (6) Special Events income.
 - (7) Activity fees.
 - (8) Summer Camp fees.
 - (9) Pool Guest fees.
 - (10) Number of Activity transactions.
- f. Food data:
 - (1) Dining Room meals served (covers) for both lunch and dinner.
 - (2) Dining Room sales (dollars) for both lunch and dinner.
 - (3) Fine dining/brunch meals served (covers).
 - (4) Fine dining/brunch sales (dollars).
 - (5) Catering counts (covers or numbers).
 - (6) Catering sales (dollars).
- g. Miscellaneous food sales including non-alcoholic beverage sales:
 - (1) Locker rooms.
 - (2) Beverage carts.
 - (3) Turn house.
 - (4) Pool Cabana.

- h. Alcoholic beverage sales by location:
 - (1) Beverage cart.
 - (2) Turn house.
 - (3) Clubhouse Bar.
 - (4) Member's Lounge.
 - (5) Pool Cabana.
 - (6) Catering (banquets, receptions)
 - (7) Home wine sales.
- i. Alcoholic beverage sales mix by type:
 - (1) Beer.
 - (2) Wine.
 - (3) Liquor.
- j. Service charge.

6. Clubs with specialized revenue categories not included in the above list should customize the Daily Revenue Report as necessary.

Subject: Weekly Revenue Report

A-3002

- A. Policy. It is the policy of the club that a summary report of revenues and key operating statistics be prepared and distributed to all Department Heads weekly.
- B. Discussion
 - 1. It is extremely important that all Department Heads, particularly those of profit centers, know their revenue performance in a timely fashion. Weekly tracking of revenues and comparisons of revenue performance to budget allows Department Heads to track progress and intervene when revenues do not meet projections.
 - 2. Revenue benchmarks such as average dinner check, average expenditure per rounds of golf, etc., are also valuable tools in measuring revenue performance, especially when compared to historical standards.
 - 3. To provide all Department Heads with summary revenue information and operating statistics, the Controller will prepare and distribute the Weekly Revenue Report to all Department Heads on Tuesday of each week.
 - 4. Department Heads will review the report and file it for future reference in their Tools to Beat Budget binder. These reports are extremely valuable sources of information about levels of business and past revenue performance that can be used during the annual budgeting cycle.
 - 5. The Weekly Revenue Report, SPHM Form 203, is used to report this information. Clubs with specialized revenue categories not included in the Daily Revenue Report, should customize the Weekly Revenue Report as necessary.

Subject: Month End Reports

A-3003

A. Policy. It is the policy of the club that monthly summary reports of financial performance and key benchmarks be prepared and distributed to each Department Head for his department.

B. Discussion

1. In order for Department Heads to understand the financial performance of their departments, they must have timely and accurate summaries of their revenues and expenses, as well as summaries of key benchmarks.
2. On a monthly basis the Controller will prepare the following financial reports:
 - a. Monthly operating statement summarizing the revenues and expenses for each department and for the club as a whole. The monthly operating statement is comprised of:
 - (1) A balance sheet showing the assets, liabilities, and retained earnings of the club.
 - (2) A profit and loss statement comprised of schedules for each department and the club as a whole. The profit and loss statement will include the following information:
 - (a) Current period (month) actual, budget, variance, and percentage variance.
 - (b) Year-to-date actual, budget, variance, and percentage variance.
 - (c) A Payroll Summary showing payroll totals by department and for the club as a whole.
 - b. A summary report of key benchmarks, [Executive Metrics Report].
3. The Controller will prepare a preliminary Operating Statement each month and distribute it to the General Manager and all Department Heads, usually by the 7th business day of the month. Department Heads will have 2 business days to review their department schedule, investigate any discrepancies, check the General Ledger detail, verify charges and transfers, and provide the Accounting Department with supporting documentation for any requested changes.
4. Two business days after providing Department Heads with the preliminary Operating Statement, the Accounting Department will make all necessary adjustments, prepare, and distribute the final Operating Statement.
5. It will be the goal of the Accounting Department to produce the final Operating Statement no later than the 10th business day of each month.

Subject: Pay Period Summary Reports

A-3004

- A. Policy. It is the policy of the club that the Accounting Department prepare and distribute a Pay Period Summary Report that shows payroll hours by category by department and the club as a whole for each pay period.
- B. Discussion
 1. Given that payroll cost is the most significant expense in operations, it is essential that all Department Heads pay close attention to their payroll costs.
 2. Since payroll costs are directly related to payroll hours, a careful review of payroll hours each pay period is critical to the club's financial performance.
 3. Each pay period the Accounting Department will prepare and distribute a Pay Period Summary Report, SPHM Form 229, of hours worked by department. It is best to segregate this information by department, so that each Department Head only receives the information for his or her department. Hours will be summarized in the following categories:
 - a. Regular hours.
 - b. Overtime hours.
 - c. Vacation hours.
 - d. Sick/emergency hours.
 - e. Holiday hours.
 - f. Other hours.
 - g. Total hours.
 4. Department Heads will review the Pay Period Summary Report and enter their department's payroll data in a [Departmental Payroll Summary Analysis], SGCC Form 230.
 5. Department Heads of profit centers can also compare payroll hours per pay period to revenues for the pay period to determine a productivity statistic such as sales per hour. This can be done for the department as a whole or for a particular profit center. For example, one can compare bar sales for a particular beverage outlet with bartender and cocktail wait hours. When such a comparison is made every pay period, a Department Head has a meaningful way of measuring departmental productivity.
 6. Obviously, such productivity benchmarks are only meaningful if a Department Head can isolate payroll hours by outlet. This requires ensuring that employees punch in and out using the correct [Departmental Labor Codes].

Subject: Departmental Payroll Summary Analysis

A-3005

- A. Policy. It is the policy of the club that Department Heads with profit or cost center responsibility maintain a summary analysis of their payroll.
- B. Discussion.
 - 1. Given that payroll cost is the most significant expense in operations, it is essential that all Department Heads pay close attention to their payroll costs.
 - 2. Since payroll costs are directly related to payroll hours and average hourly wage, a careful review of these two numbers each pay period is critical to financial performance.
 - 3. Each pay period the Accounting Department will print out and distribute a [Pay Period Summary Report] that shows the total departmental payroll cost in dollars and the number of hours worked by department.
 - 4. The Pay Period Summary Report will be provided to Department Heads by the Tuesday following the end of each pay period.
 - 5. Department Heads will review the Pay Period Summary Report and enter their departmental numbers in the Departmental Payroll Summary Analysis, SPHM Form 230.

Subject: Master Payroll Summary Analysis

A-3006

A. Policy. It is the policy of the club that the Controller provide a summary analysis of club payroll.

B. Discussion.

1. Given that payroll cost is the most significant expense in operations, it is essential that General Manager pay close attention to the club's payroll costs.
2. Since payroll costs are directly related to payroll hours and average hourly wage, a careful review of these two numbers each pay period is critical to financial performance.
3. Each pay period the Controller will prepare a Master Payroll Summary Analysis, SPHM Form 231, and provide a copy to the General Manager.

Subject: Abstracts of Sales

A-3007

- A. Policy. It is the policy of the club that revenue generating departments prepare and review abstracts of sales on a periodic basis.
- B. Discussion
 - 1. Abstracts of sales summarize the relative popularity of menu items, beverages sold, and retail items. By reviewing the abstracts of sales on a monthly basis, Department Heads learn what sells and doesn't sell.
 - 2. Success in any business is directly dependent upon giving customers what they want and at a price they think fair. If a product or menu item is not moving, it may be that the customer doesn't want it or feels it does not have value. In any case, it is important that Department Heads weed out items that do not sell for whatever reason. Careful review of sales abstracts will help do this.
 - 3. Point-of-sale systems have the capability of summarizing sales by unit of inventory, permitting Department Heads to easily review the mix of sales.
 - 4. Department Heads of revenue departments will print out and review abstracts of sales at least once a month. Comparison of abstracts of sales from month to month also helps identify trends and permit Department Heads to buy more intelligently or develop menus or purchase retail items that are more appealing to members.

Subject: Aged Accounts Receivable Report

A-3008

- A. Policy. It is the policy of the club that a monthly report of aged accounts receivable be prepared and provided to the General Manager.
- B. Discussion
 1. Member statements are prepared and sent out at the beginning of each month reflecting each member's activity for the previous month and charging dues for the coming month. See [Member Billing] for more information.
 2. Dues and charges are due and payable upon receipt by members and become delinquent 30 days from the statement date. Past due bills will accrue a one and one-half percent service charge per month from the date of the statement until paid in full.
 3. The Accounting office will prepare an Aged Accounts Receivable report listing delinquent accounts and total amounts owed in the following categories:
 - a. Over 30 days past due,
 - b. Over 60 days past due, and
 - c. Over 90 days past due.
 4. The Accounting office will provide the aged receivables report to the General Manager at the beginning of each month when member statements are prepared.
 5. The Accounting office will also prepare delinquency letters for each delinquent account for the appropriate management signature. For more information see [Delinquent Member Accounts].

Subject: Report Summary

A-3009

- A. Policy. It is the policy of the club that all accounting reports be prepared and distributed in a timely manner.
- B. Discussion. To assist in that end the following summary of reports is provided:

| Report | Prepared by | Due | Distribution |
|--|------------------------------|------------------------------------|--|
| Daily Revenue Report | Controller | Tue-Fri | General Manager |
| Weekly Activity Report | Controller | Tuesday | General Manager, Department Heads |
| Month End Reports Balance Sheet* Profit & Loss Statement Executive Metrics Report | Controller | Each month by the 10 th | General Manager, Department Heads (dept info only), Board of Directors |
| *Goes to all except Department Heads | | | |
| Pay Period Summary Report (Segregated by department) | Controller | Each pay period | General Managers, Department Heads |
| Departmental Payroll Summary Analysis | Department Heads | Each pay period | N/A |
| Master Payroll Summary Report | Controller | Each pay period | General Manager |
| Abstract of Sales | F&B Manager, Retail Managers | Monthly | General Manager |
| Aged Accounts Receivable Report | Controller | Monthly | General Manager |
| Consumable Supply Summary Report | Controller | Monthly | General Manager |
| Linen Inventory Summary Report | Controller | Monthly | General Manager |
| China, Flatware & Glassware Inventory Summary Report | Controller | Monthly | General Manager |
| Annual FF&E Inventory Summary Report | Controller | Annually | General Manager |
| Executive Metrics Report | Controller | Monthly | General Manager Board of Directors (attached to Financials) |