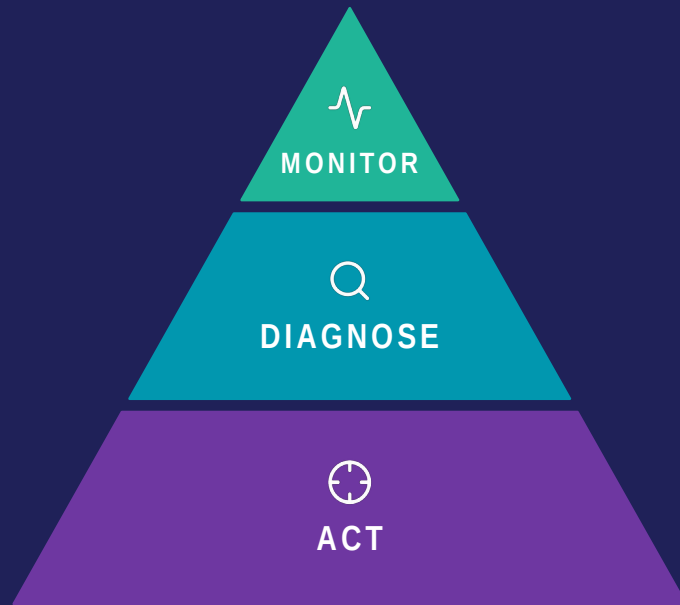


THE 3 LEVELS OF REPORTING

From monitoring to action

A practical framework for clearer business decisions



MORE DATA $\neq$ BETTER REPORTING

Volume creates activity. Clarity creates decisions.

Occupancy 78%	ADR 112	BOOKINGS
REVPAR		Conversion 3.4%
Cancellations	PICK-UP	Room nights
Forecast		Pace



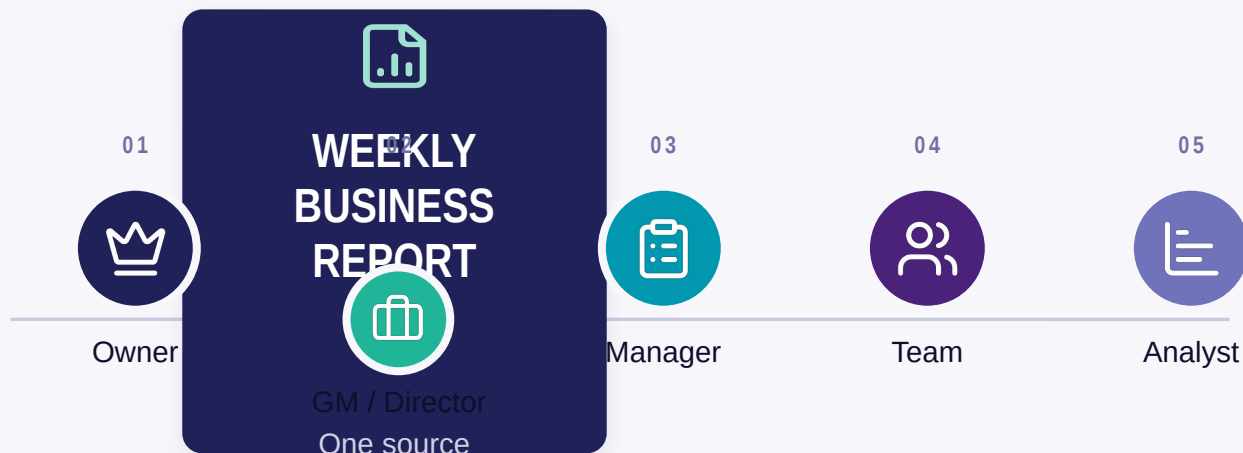
What needs attention?

A report should make the next question obvious.

03

ONE REPORT. FIVE DIFFERENT PEOPLE.

The same screen cannot serve every decision.



Different roles need different depth.

SAME BUSINESS. DIFFERENT QUESTIONS.

Good reporting starts with the decision each person owns.

OWNER



Are we
on track?

NEEDS DIRECTION

DIRECTOR



Where is
the problem?

NEEDS CAUSE

MANAGER

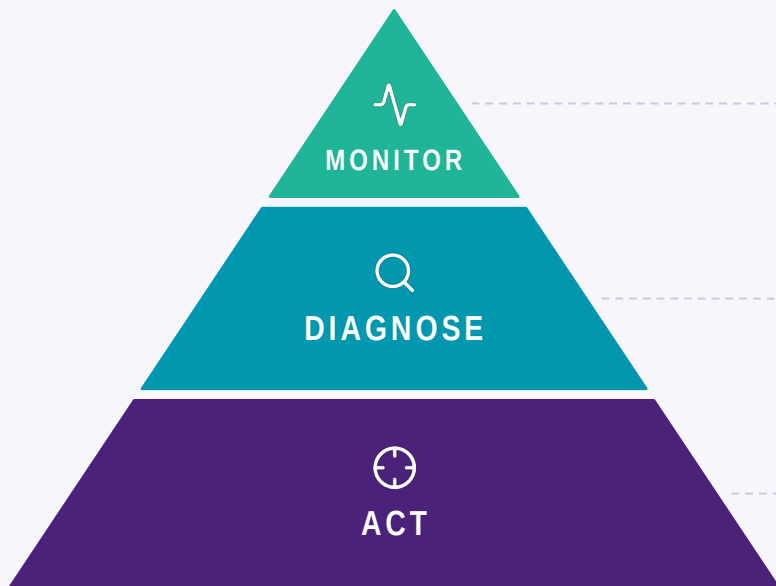


What needs
action today?

NEEDS NEXT MOVE

THE 3 LEVELS OF REPORTING

A report earns its value when it moves the business forward.



01 MONITOR

● Do I need to pay attention?

High-level signals · few KPIs

02 DIAGNOSE

● Where is the issue, and what drives it?

Markets, channels, segments, drivers

03 ACT

● What exactly needs to move?

The exact item, owner and next action

LEVEL 1: MONITOR

Do I need to pay attention?

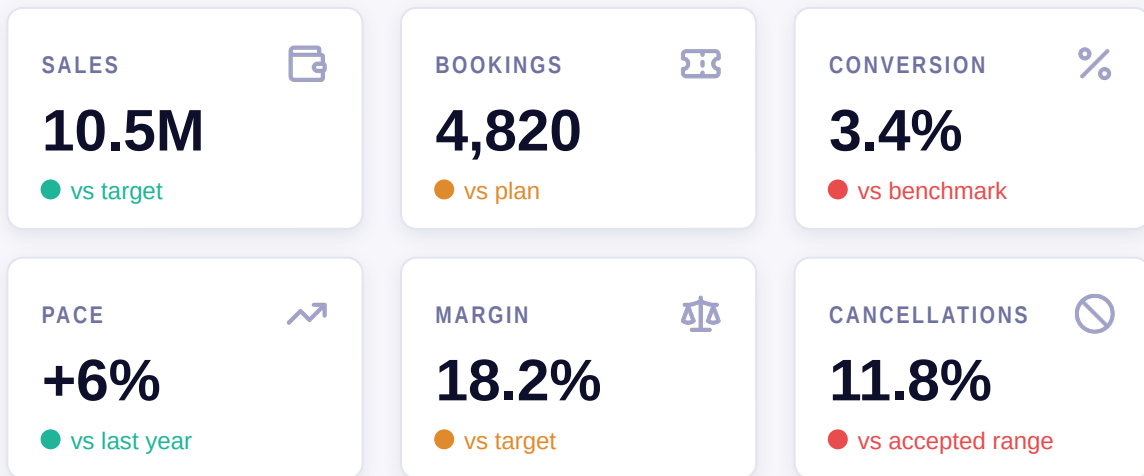
LEVEL 1 OF 3



MONITORING IS NOT ANALYSIS

The job is to make the signal obvious.

Few signals. Clear context.
Fast understanding.



➔ If a signal deserves attention → go deeper.

IS 10.5M IN SALES A GOOD NUMBER?

SALES



10.5M

The number
looks complete...



Compared
to what?

TARGET

12.0M

↘ **-12.5%**
vs target

Now it is a signal.



TARGET



FORECAST



LAST YEAR



PREVIOUS PERIOD

The benchmark must match the decision.

HOW TO SPEED UP THE MONITORING?



GREEN

NORMAL

Within the accepted range



ORANGE

ATTENTION

A deviation worth watching



RED

ACTION

Outside the accepted range



The color should come from a rule.

Not from whoever built the dashboard.

A RED SIGNAL IS NOT A DECISION



What would you do?

 Marketing?

 Sales team?

 Pricing?

 Promotion?

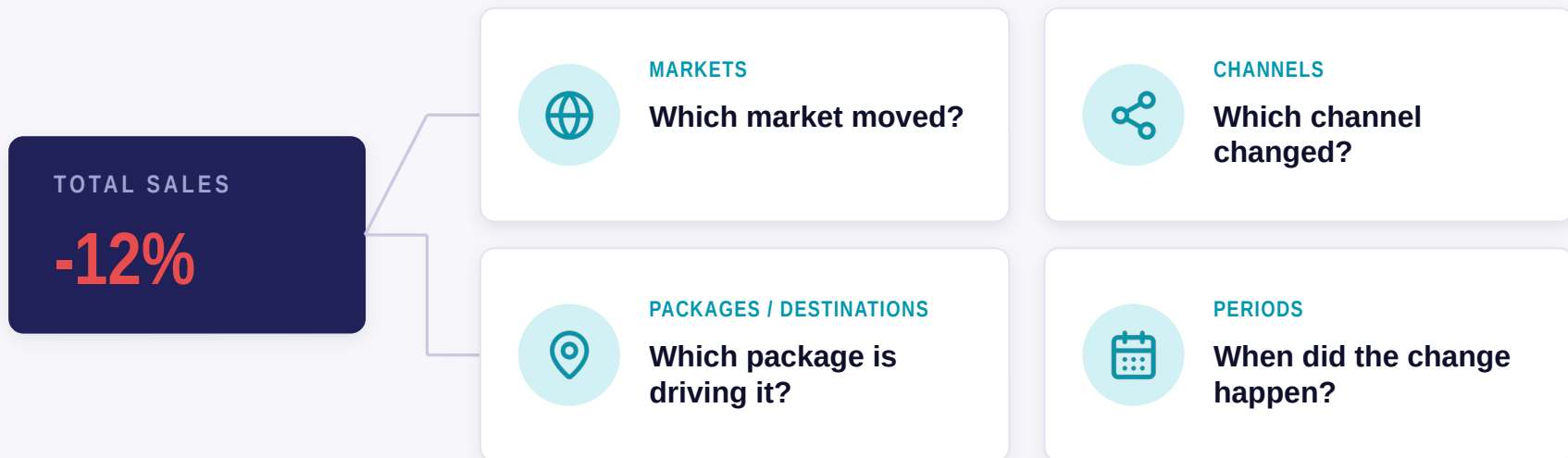
We don't know yet.

The signal tells us to go deeper.

LEVEL 2: DIAGNOSE

Where is the issue, and what drives it?

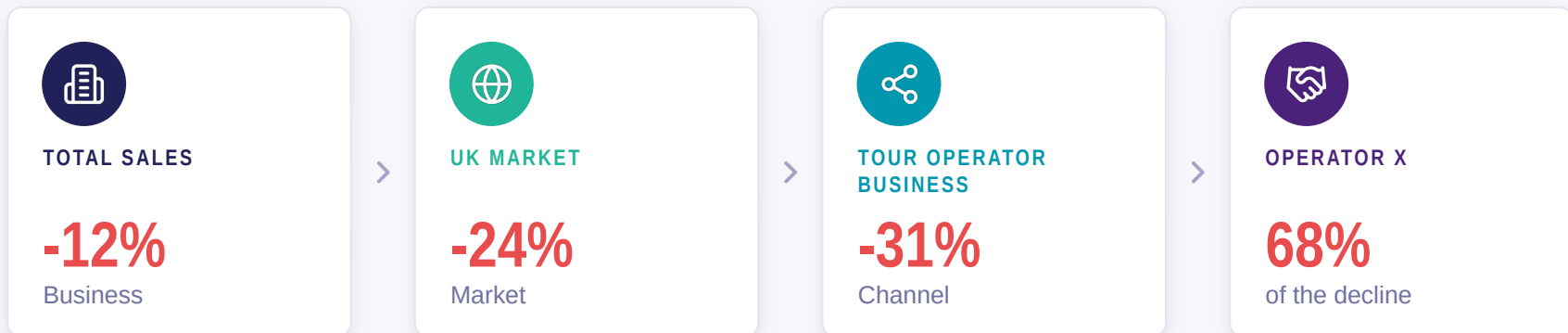
LEVEL 2 OF 3



Narrow the problem before choosing the action.

FROM -12% TO THE REAL PROBLEM

Each step should reduce the size of the problem.



We started with a business problem. Now we know where the loss is concentrated.

Diagnosis should make the next move more specific — not just add more charts.

LEVEL 3: ACT

What exactly needs to move?

LEVEL 3 OF 3



FOCUS ITEM



OPERATOR X

October bookings

-38% vs budget



ITEM

What exactly changed?



OWNER

Who owns this relationship?



NEXT MOVE

What happens now?

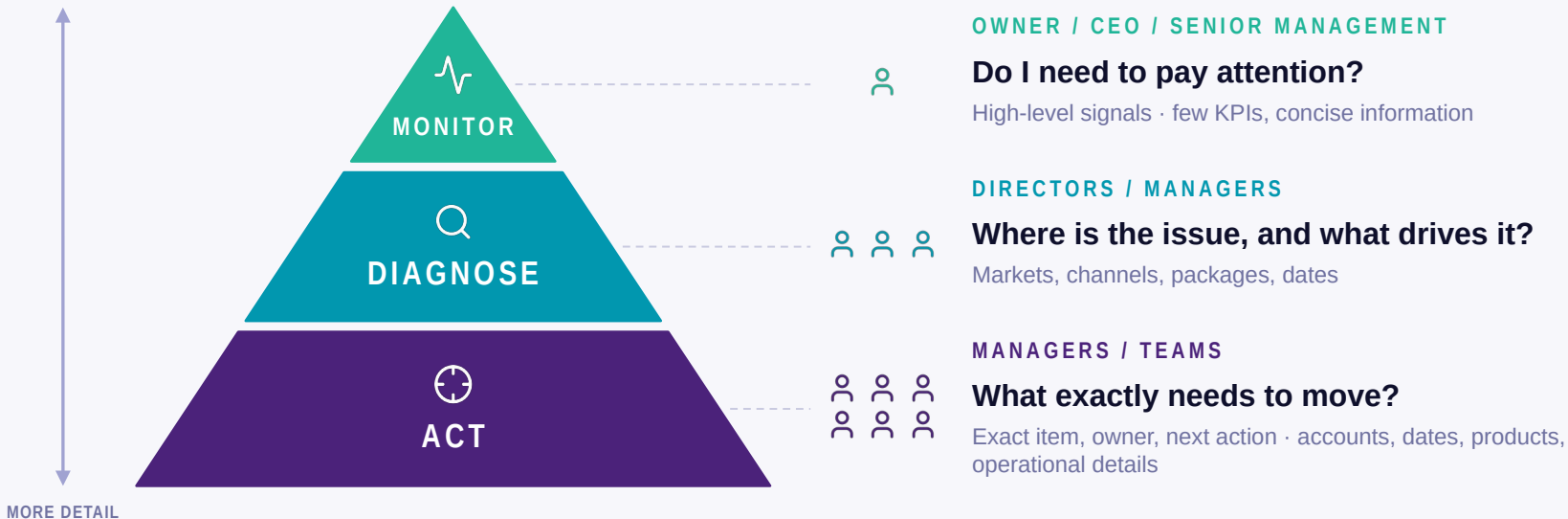


At the action level, the report becomes a work queue — not just a view.

WHO NEEDS WHICH LEVEL?

One source of truth. Different depth.

LESS DETAIL



Seniority should reduce the amount of data you need to see — not increase it.

REPORTING IS A PATH, NOT A PAGE

The report should make the next step obvious.



TEST YOUR REPORTING TOMORROW

Pick one report you already use.



01 WHO

Who is this report for?



02 DECISION

What question should it answer for them?



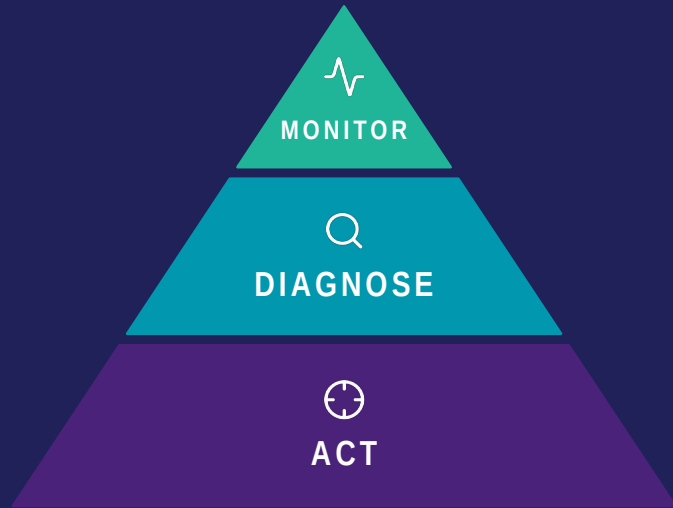
03 DEPTH

Do they need Monitor, Diagnose or Act?



04 NEXT

What should happen next?



The goal is not more reporting.
The goal is movement.