FREE OPERATOR PLAYBOOK

Hotel Commercial Leak Map

A practical field guide for GMs and owners who suspect money is already moving through the property — and disappearing in friction.

Found Money

Hotels rarely need more leads first. They need to stop losing revenue and margin already present in silent discounts, dead RFPs, weak recovery, and night-audit truths the morning dashboard never shows.

This map helps you find the leaks in 60–90 minutes — before you buy another dashboard.

INSIDE THIS PLAYBOOK

- Seven commercial leak zones with operator check questions
- A 30-minute weekly commercial truth brief (agenda + what to bring)
- A Stop / Start / Fix worksheet you can fill tomorrow morning
- When a Commercial X-Ray is worth it — and when it is not

Built by an operator at 69°N. Greenland is the operational proof — not an exotic backdrop. If it does not survive a Tuesday night shift, it does not ship.

01 · FOUND MONEY

The money is already inside the property.

Hotels do not always need more leads, more people, or more complexity. Revenue and margin are already moving through the operation — but part of it disappears through poor follow-up, fragmented ownership, silent discounts, and commercial friction that never makes the weekly report.

We call what you recover **Found Money**.

Silent discounts

Rate exceptions without an owner. Habit pricing on weekends. Friend rates that never hit a log. Contribution dies quietly while occupancy looks healthy.

Dead RFPs & follow-up

Group inquiries that die after first reply. Unowned RFPs after 48 hours. Volume of replies measured — quality and close rate ignored.

Night-audit truths

What night audit knows that the morning dashboard hides. Complaints forming tonight. Numbers leadership and the overnight team do not share.

WHAT THIS PLAYBOOK IS FOR

Use it as a shared commercial truth tool — not a branding exercise. In 60–90 minutes a GM, revenue lead, and front-office owner can walk the seven leak zones, mark what is owned vs. orphaned, and leave with one Stop / Start / Fix for the week.

Operator rule

If a leak has no named owner, no close date, and no cash estimate — it is not a priority. It is theatre. This map exists to kill theatre and surface recoverable cash.

02 · SEVEN LEAK ZONES

Walk these with a pen. Mark owned / orphaned / unknown.

1. Pricing & rate integrity

- Where do silent discounts happen without an owner?
- Do weekend and weekday rates reflect real demand — or habit?
- Can anyone explain last month’s rate exceptions in one page?
- Which negotiated rates have not been reviewed in 12+ months?

2. Channel mix & leakage

- Which channels buy occupancy that destroys contribution?
- Where does net rate leak to resellers you never approved?
- Is direct bookable for a human — and for an AI agent?
- What % of rooms are sold below your true contribution floor?

3. Commercial follow-up

- What % of inquiries die after first reply?
- Who owns unanswered RFPs / group leads after 48 hours?
- Do you measure response quality — or only volume?
- Is there a single queue for open commercial opportunities this week?

4. F&B contribution

- Which outlets make money after labour — not just revenue?
- Where does waste / comps / “friend rates” hide?
- Is breakfast a product or an uncontrolled cost centre?
- Can chefs and finance see the same contribution number?

02 · SEVEN LEAK ZONES (CONTINUED)

5. Upsell & pre-arrival

- Are upgrades asked at the desk (low convert) or before arrival?
- Which offers are guest-relevant vs. spam?
- Is there a single owner for ancillary revenue this week?
- What is the attach rate on parking, late checkout, and room type?

6. Guest recovery

- Every complaint has an owner and a close time — true or false?
- Do you close the loop the same day when possible?
- Are recoveries logged as learning — or only apologies?
- What is the cost of an unresolved complaint that becomes a public review?

7. Night audit truth

- What does night audit know that the morning dashboard hides?
- Which three rooms will generate tonight's complaint?
- Can leadership and night audit see the same number?
- Is night audit a reporting ritual — or the earliest commercial sensor?

How to use the zones

Do not score everything red. Pick the two zones with the fastest cash impact and the clearest owner gap. Carry those into the truth brief and the Stop / Start / Fix sheet.

03 · WEEKLY COMMERCIAL TRUTH BRIEF

30 minutes. One shared truth.

A short standing ritual beats a long monthly deck. Same people, same agenda, same artefacts. If it cannot run on a busy Tuesday, redesign it.

Agenda (copy this)

- **0–5 min** — Occupancy / ADR / contribution: what moved vs last week?
- **5–12 min** — Top 3 open commercial leaks (owner + next action + date)
- **12–18 min** — Guest recovery cases not closed
- **18–25 min** — One decision this week (rate / channel / staffing / offer)
- **25–30 min** — One vanity metric to stop measuring

What to bring

- Last 7 days: occupancy, ADR, contribution (same definition every week)
- Open RFP / group inquiry list with ages
- Rate exception log (or admit you do not have one)
- Open guest recovery cases with owners
- Channel mix snapshot vs contribution floor
- Night audit notes from the worst night of the week

RITUAL RULES

- Same 30-minute slot every week. Same three roles minimum: GM / owner, revenue or commercial lead, front-office owner.
- No slides. Numbers on one page. Decisions written before anyone leaves the room.
- If a leak has no owner by the end of the brief, it is not on next week's list — it is parked or killed.
- Night audit gets a standing invite or a written input. Do not invent commercial truth without overnight signal.

Output of the brief = inputs for Stop / Start / Fix. One page in, one page out. That is the whole operating system for the week.

04 · WORKSHEET

Stop / Start / Fix — one week.

Fill this after the leak map and the truth brief. Three moves only. Print it. Write on it. Bring it back next week.

STOP

What vanity metric, silent discount habit, or unowned process dies this week?

Owner: ______________________ Kill date: __________

START

What one owner + ritual will create shared truth (brief, recovery loop, pre-arrival offer)?

Owner: ______________________ First run: __________

FIX

What leak has the fastest cash impact with the least drama?

Owner: ______________________ Cash signal by: ______

Rule: if you cannot name an owner and a date, it is not a plan — it is a wish.

05 · WHEN AN X-RAY MAKES SENSE

Fit criteria — not a hard sell.

A Boostr Commercial X-Ray is a prepaid, fixed-scope diagnosis across commercial performance, pricing, channel mix, and revenue leakage already inside the property. It delivers a prioritised recovery map with estimated value at stake. Use this page to decide if you need one — not to be sold one.

It is worth it when…

- You see leaks but lack a hard prioritised cash list in 1–2 weeks
- Leadership and night audit disagree on what is true
- RFPs, rate exceptions, and recovery have no single owner
- You want a prepaid, fixed-scope diagnosis — not pilot theatre
- Someone will own the actions after the diagnosis

It is not worth it when…

- You only want a free workshop or a tool demo
- No one will own actions after the diagnosis
- You need another dashboard more than shared truth
- The ask is equity-for-services or open-ended “exploration”
- Occupancy is the only KPI anyone will discuss

WHAT YOU SHOULD EXPECT

- Fixed scope. Prepaid. Typically 1–2 weeks from kickoff to decision-ready output.
- Mapped leakage points with economic framing — where money disappears in the operation.
- A clear Stop / Start / Fix list prioritised by cash impact — not a 40-page deck.
- No free pilots. Fit is confirmed before invoicing. If it is not a fit, we say so.

Greenland at 69°N is where Boostr was proven in live hotel operations — short season, high stakes, no room for slideware. That is the standard we bring to every property.

06 · YOU USED THE DOWNLOAD — NOW DECIDE

Book a fit check.

You now have the leak map, a weekly truth ritual, and a one-week worksheet. If the gaps are clear and ownership is real, the next useful step is a short fit check — not another PDF.

Primary next step

Open amdigrp.com and book a Commercial X-Ray fit check.

Bring: your property type, the leak zone that hurts most, and whether someone will own the actions after a diagnosis. We confirm fit before any invoice.

amdigrp.com

IF YOU ARE NOT READY FOR AN X-RAY

- Run the truth brief for four weeks with the artefacts on page 5.
- Complete one Stop / Start / Fix cycle and measure one cash signal.
- Return when leadership and night audit can share one number.

Ulrik Amdi Sørensen

Founder · Boostr / Amdi Group · Operator first

Prepaid X-Ray after fit · No free pilots · Built from operational truth at 69°N. If it does not survive a Tuesday night shift, it does not ship.