OPSIAN

Illustrative sample report

Operations audit
Hospitality

An eight-property hotel group: front of house, guest messaging, rates and the records behind them.

Prepared by
Opsian Technologies LLC

Engagement
Operations audit, fixed scope

Owned by
The client organisation

This sample shows the structure and depth of an Opsian audit. The organisation is invented: every name, system, figure and finding in it is illustrative and none is taken from any client. A real audit is written from your own operation and delivered as a document your organisation owns and can take to any builder.

Executive summary

Guests are answered quickly, but not from the same record.

The group runs eight hotels on a property management system, a channel manager, a revenue spreadsheet and four messaging inboxes. Service on the floor is good. The strain is behind it: every team keeps its own version of the guest and the rate, and reconciles them by hand.

4 inboxes
where guest messages arrive, none linked to the reservation (illustrative)

38%
of guest messages ask something the booking already answers (illustrative)

2× daily
rate updates keyed by hand into each channel (illustrative)

9
recurring decisions mapped, 3 of them made without current data (illustrative)

What we found

- **Messages are not tied to the stay.** Email, website chat, messaging apps and booking-site messages land in separate inboxes; staff search the PMS by name to find the reservation.
- **Requests are promised and not recorded.** Late checkouts, cots and transfers are agreed in a message and passed to the desk by word of mouth.
- **Rates are set in a spreadsheet and keyed twice.** Revenue decisions are sound; carrying them out depends on manual entry into the PMS and the channel manager.
- **Room status reaches the desk late.** Housekeeping reports in a group chat, and the PMS lags by up to an hour at peak.
- **No one can show why a rate or a refund was given.** Overrides are made correctly, but the reason is kept nowhere it could be read later.

Recommendation. Put the stay at the centre. Link every guest message, request and room status to the reservation it belongs to, and let rates flow from one approved source to every channel. Build guest-facing automation only after that record is in place. Phase one is scoped on page 6.

The four questions

Every audit answers the same four questions, none of them about AI.

They are asked of the people who run the operation, on the floor, before any system is proposed.

1 Where does the data originate?

Reachable in real time, or only as an export?

Source	What it holds	Access	Observation
Property management system (PMS)	Reservations, folios, profiles	Integration, real time	The record of truth for bookings, not for requests
Channel manager	Availability, rates, booking-site reservations	Integration, real time	Rates arrive here by hand from the spreadsheet
Revenue spreadsheet	Pricing rules, forecasts	File, shared drive	The real rate strategy, versioned by file name
Guest messaging inboxes	Email, web chat, messaging apps	Four separate tools	No link to the reservation or to each other
Housekeeping group chat	Room ready, maintenance	Messages, not data	The real room status, ahead of the PMS
Review and survey exports	Scores, comments	Export, weekly	Read by managers, never joined to the stay

2 What decisions are being made?

By whom, on what evidence, and how long does each one take?

Decision	Owner	Evidence used	Cycle time
What rate do we sell tonight?	Revenue manager	Spreadsheet and pickup report	Daily, keyed twice
Can we grant this request?	Front desk	A message, read against the PMS	Minutes, unrecorded
Is this room sellable now?	Front desk	A call to housekeeping	Minutes, per room
Who answers this message?	Whoever sees it first	The inbox it landed in	Hours, overnight
Refund, credit or neither?	General manager	Email thread	Days

3 Where does it fail today?

How is failure detected, and who absorbs it?

Failure	Severity	How it is detected	Who absorbs it
Request agreed by message, not delivered	High	The guest, on arrival	Front desk, with a credit
Rate differs between channels	Medium	A booking at the wrong rate	Revenue, as lost margin
Message unanswered overnight	Medium	A follow-up or a review	The day shift
Room sold before it is ready	Medium	The guest, at the door	Front desk, with a wait
Duplicate guest profiles	Low	Month-end reporting	Sales and marketing

4 What must be reconstructable?

What obligation exists if a decision is challenged?

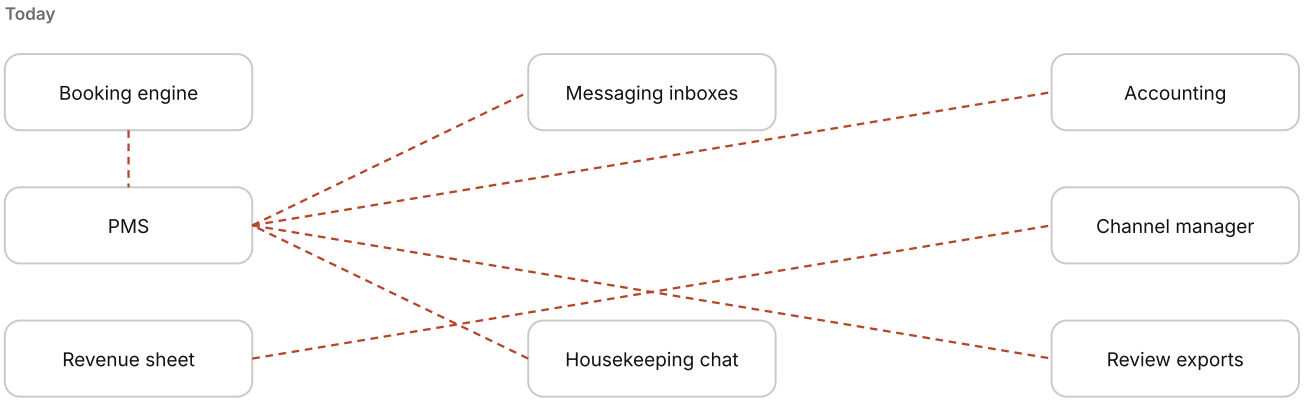
Obligation	What must be shown	Can it be shown today?
Data protection law (consent, access, deletion)	What the group holds on a guest, and on what basis	No across four inboxes
Rate terms with distribution partners	What was offered on each channel, and when	Partly from channel logs
Payment disputes	What was agreed and charged, with the guest's consent	Partly
Guest complaints	What was promised, by whom, and what was done	No for message requests
Refunds and credits	Who approved each one, and why	Mostly in email

Reading the answers together. Questions one and four point at the same gap. Requests, rates and refunds are decided correctly, but none is captured against the stay at the moment it happens, so none can be reconstructed later. That is the finding everything else in this audit follows from.

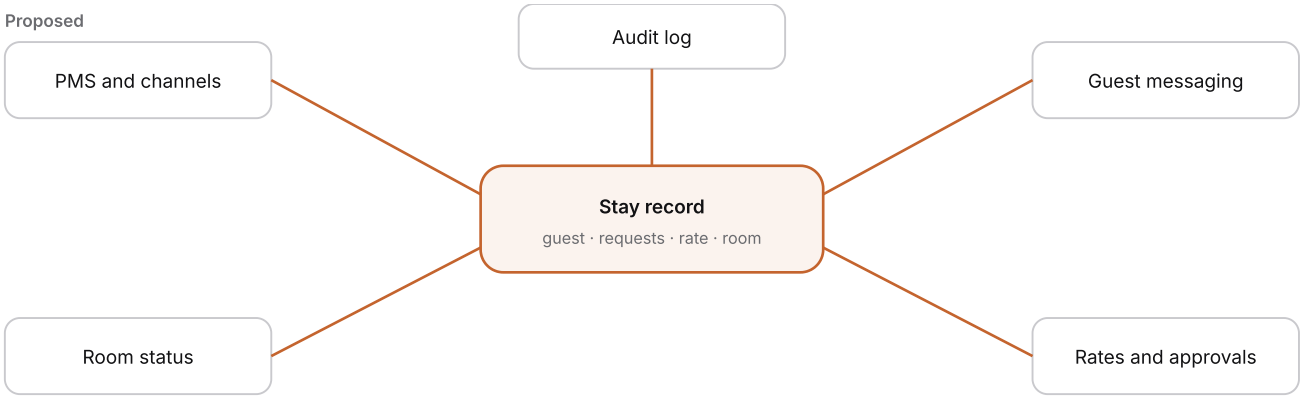
Data map

Today, every team holds part of the stay.

Each line is a hand-off made by retyping, messaging or exporting. The proposed state puts one stay record at the centre and lets each system read from it.



Dashed lines: retyped, messaged or exported by hand



Solid lines: read from one record, every read and write logged

Prioritised roadmap

A phased path, each phase useful on its own.

Phases are ordered by what the operation cannot do safely today. Nothing is switched off on day one, each phase delivers value before the next begins, and the organisation decides whether and when to continue.

Phase 1 · Messages and requests

Every message on the stay

- One queue for all guest channels, linked to the reservation
- Requests recorded as tasks with an owner and a due time
- Replies drafted from the stay record and sent by staff

Phase 2 · Rates and rooms

One rate source to every channel

- Approved rates published to the PMS and channels from one source
- Room status entered once by housekeeping
- Every rate and status change logged

Phase 3 · Decisions

Bounded, recorded decisions

- Rules for refunds, credits and upgrades written down and enforced
- Human approval where policy requires it
- A reasoning trail behind each decision

What we recommend not building. A fully automated guest chatbot and automatic dynamic pricing were on the original wish list. Both would act on records that do not yet agree with each other, and both would make commitments no one could stand behind. Revisit them after phase two.

Measures for each phase

Phase	Measured by	Baseline from this audit
Messages and requests	Requests delivered as promised; overnight reply time	Not currently measurable
Rates and rooms	Rate differences between channels per week	6 (illustrative)
Decisions	Refunds and credits reconstructable on request	3 of 9 (illustrative)

What an audit delivers

A document your organisation owns.

The audit stands on its own. You can build from it with Opsian, with another builder or in-house, and in some cases its conclusion is that nothing should be built yet.

Delivered

- The four questions, answered for your operation
- A map of every data source and hand-off
- A decision register and a failure register
- The obligations that must be reconstructable, and the gap against each
- A prioritised roadmap with measures, including what not to build

How it runs

- Fixed scope, agreed before it starts
- Time on the floor with the people who run the operation
- Read-only access to the systems in scope
- A working session to walk through the findings
- Your data stays yours; nothing is retained after delivery without agreement

After the audit

Three ways to work with Opsian. The audit is where most engagements start; the roadmap above is written so that any of them can pick it up.

Engagement	What it is	Terms
Audit	A structured examination of the operation, delivered as a document you own.	Stands on its own. Where most engagements start.
Build	Architecture, engineering and delivery, with an evaluation harness and handover documentation.	Fixed scope. Scoped from the audit findings.
Embedded team	Opsian engineers operating as your AI function, on an ongoing basis.	Ongoing. Scaled to the operation.

Book an audit

The audit is a paid, fixed-scope engagement. Tell us about the operation and we come back with the scope, the timeline and who from Opsian will run it.

opsian.io/solutions#audit · hello@opsian.io

Opsian Technologies LLC is a US company. Delivery and infrastructure are based in the United States, and Opsian works for clients wherever they operate. This sample is illustrative: the organisation is invented, systems are named only by category, and its names, figures and findings are not taken from any client.