

Nightly Audit for Wailea Beach Resort

Bailey Whitehurst

Presented to the Management Department Faculty

of Oregon Institute of Technology

in Partial Fulfillment of the Requirements for the Degree

Bachelor of Science in Management

Table of Contents

Abstract	2
Introduction & Problem	3
Project Overview	3
Assumptions	3
Scope	3
Resources	4
Deliverables	4
Timeline & Milestones	4
Research Methods	4
Evaluation & Analysis Method	5
Project Success Factor	5
Organizational Background	6
Project Background	10
Project	11
Research Process	12
Interviews: Front Desk Managers	12
Interviews: Accounting	13
Checklist	13
Audit Research Analysis	16
New Audit List	18
Summary and Conclusion	19
Recommendation & Future Work	20
References	21
Appendix	22

Abstract

The Wailea Beach Resort in Maui, Hawaii is a resort within the Marriott brand. The hotel needed help improving their nightly audit checklist. They were having inconsistencies with the results of their nightly audit due to the different processes that employees were doing. This report will explain the process that was involved in this was to interview the front desk managers and the accounting department, examining the current nightly audit, examining nightly audits from other hotels in the Marriott brand, and creating a new checklist. In order to accomplish this, research was done on what a nightly audit was and the company. The recommend work was to add the instructions for how to run and print each report and consistently adjusting the reports to what is needed for the hotel.

Keywords: nightly audit, Marriott, front desk management

Introduction & Problem

Wailea Beach Resort Marriot Maui is a hotel that is in Maui, Hawaii. This hotel made more than \$90 million in the last year. They are facing an issue with their nightly audit. A nightly audit is a report that reconciles the transactions and activities that occur daily (Cengage Learning, 2018). Wailea Beach Resort's nightly audit was compiled throughout multiple years and is not clear or concise. Right now, it takes the night auditors longer than it should to complete the audit report. Along with time, it is hard for new employees to be taught the process and it is causing issues for other departments such as accounting.

Project Overview

This project is examining the nightly audit at the Wailea Beach Resort Marriott in Maui, Hawaii. This will occur through comparing their nightly audit to other nightly audits in the Marriott company. After examining the nightly audit, the rest of the project is will be updating the nightly audit by making sure it has all the reports that are needed to help keep the hotel a success.

Assumptions

Other hotels within the Marriott scope will have to help by supplying their nightly audits. If they choose to decline the request this could possibly lead to delays in the finished product.

Scope

The focus of the project is solely the nightly audit and the reports that go into it at the Wailea Beach Resort. This project will not deal with other sections of the hotel besides the check-in and check-out staff and the accounting department. This audit will not be used for any other department besides the front desk department.

Resources

Resources that will be needed are access to other hotels nightly audit checklists within the Marriott brand.

Deliverables

There will be multiple drafts for the managers to critic and evaluate. The final product will be a new nightly audit for the Wailea Beach Resort, that will be more organized and will have all the information that is needed. The new nightly audit will be in the correct order and will be implemented for the front desk.

Timeline & Milestones

These are key milestones for the project, and the purpose of this is to make sure the project stays on track in order to be completed on time.

7/12 – Contact other hotels for their nightly audits.

8/3 – Review current nightly audit and compare to other hotels' nightly audit.

8/4 – Complete the first rough draft of the nightly audit.

8/10 – Complete the second rough draft of the nightly audit.

8/17 – Finished nightly audit is given to Chris Beck.

Research Methods

The research for this project is evaluating other Marriott hotel's nightly audits and discussing with the accounting department about what they will need. The primary research will be reviewing the other nightly audits. This research will be able to show what reports are missing from Wailea Beach Resort's nightly audit. The secondary research is interviewing the accounting department to figure out what they need from the nightly audit.

Evaluation & Analysis Method

There will be a minimum of five different audits, not including Wailea Beach Resort's nightly audit, that will be examined. Each of these audits will be compared to one another, specifically to look at what reports multiple hotels are running. The information will be organized by the hotel, whether the reports are ran or printed, and what reports go into the nightly audit report. Along with researching other hotel's audits, the other research that is going to be conducted is interviewing the accounting department to determine what reports they need to be given to them each day and which reports need to be initialed. The purpose of interviewing the accounting department is because the nightly audit shows whether the hotel is meeting their expense and profit predictions.

Project Success Factor

The success of this project is based on the research and incorporating the correct reports in the nightly audit. If the correct reports are not incorporated, then the nightly audit will not have the information that is needed for the hotel to know how they are doing compared to their goals.

Organizational Background

History

In 1939 John Williard Marriott started a business called Hot Shoppes, which was a restaurant chain and from that he started the hotel business in 1957 (Reference for Business, 2015). The first hotel was called Twin Bridges Marriott Motor Hotel and was opened in Arlington, Virginia. They continued to open both restaurants and hotels, however they opened restaurants much faster than they had been opening hotels. In 1966, the first international hotel was opened in Caracas, Venezuela (Reference for Business, 2015) and this was the real push for Marriott to get in to the hotel business.

The original business what called Marriott Hot Shoppe but in 1967 they changed the name to Marriott Corporation. This did not affect how the company did, but before they could continue with the name change they had to get the approval from the stakeholders (Reference for Business, 2015). In 1968 the company went public as a hotel company and that was the year their first stock price was listed. The company continued to grow throughout the next couple years. In 1972 John Marriott stepped down as CEO and his son, Bill Marriott Jr. became CEO of Marriott Corporation. After John stepped down and Bill took over, Bill realized that is would be more effective if the company selling hotels but continuing to manage the employees.

Throughout the 1980s, Marriott Corporation expanded its business quite a lot. They started opening hotels for specific needs their customers. They opened branches called Marriott Hotels and Resorts, Courtyard by Marriott, Fairfield Inn, and Residence Inns by Marriott, all of which were made for specific purposes (Reference for Business, 2015). Whether those purposes were for more of a business trip, a family trip, or a longer stay than usual, each specific hotel

branch was made to accommodate the client. In 1993 the company split into two different companies to make Bill's idea of selling and managing companies easier. The company soon became Host Marriott and Marriott International (Reference for Business, 2015). Host Marriott would be the buying and then selling part of this idea and Marriott International would be the managing part. The company has continued to grow since the split and is now one of the leading hotel chains in the world.

The Wailea Beach Resort was the first hotel in Wailea. It has been there for a little over forty years. Since it was the first hotel, they were able to build it close to the actual shore line. Wailea Beach Resort is the only hotel that is right on the shore line in Wailea (See Appendix A). About three years ago, the hotel did updates to their décor and their actual structure. One of the things that they did was create brand new ballrooms that have floor to ceiling windows on almost every wall (Wailea Beach Resort Marriott Maui, 2018).

Industry

Marriott is involved in the hotels, both nationally and internationally. They have a couple major competitors such as the Four Seasons and Hilton (Bhasin, 2018). These company are also their largest competitors because of the fact that they are also internationally. In fact, in the same location of the Wailea Beach Resort is a Four Seasons beach resort as well (See Appendix A). Therefore, not only is Four Seasons an overall competitor for Marriott, but they are a specific competitor with the Wailea Beach Resort.

Hilton has been a competitor since the very beginning. Touryalai reports for Forbes that Marriott moved up from #777 to #467 on the Forbes Global 2000 list within a year (2017). With this move, Marriott was able to beat Hilton. The numbers might seem low for the list, but

Marriott lead the lodging portion of this list. And within that year, Marriott's market value increases to \$35 billion from previously being at \$17 billion (Touryalai, 2017).

Culture

The Wailea Beach Resort's culture captures the Hawaiian culture in every aspect of their hotel. It is such a huge part of their hotel that they have a specific tab on their website just about culture. The hotel also focuses on everyone that works there to have the "aloha" spirit. In the Hawaiian culture, aloha spirit has to do with treating everyone like family and being kind to everyone. The hotel establishes this culture with all their employees. It goes beyond having the aloha spirit with the guests though. When an employee is walking down the hall, other employees will talk to them. The hotel creates an atmosphere where every person is treated like they are important no matter how small their job might seem (Wailea Beach Resort Marriott Maui, 2018).

Mission, Vision, and Values

Marriott, as a whole, has core values that they establish in every hotel that they own. They have five core values which are putting people first, pursuing excellence, acting with integrity, embrace change, and involve the community. These core values go with their vision statement which is to be the world's favorite travel company. Marriott makes sure that every member of their company knows these values and what each of them truly means. This is shown in their introduction video to all their new employees. Even though Marriott has values, Wailea Beach Resort has their own values for their hotel (Wailea Beach Resort Marriott Maui, 2018).

These values deal with the Hawaiian culture. The first value is malama which means that the hotel cares about their customers and employees. The next one is mahalo which means that they are thankful. The third one is ho'okipa which means they are generous from our hearts.

The fourth core value is ‘ohana which means family. And the last core value is ho’omau which means do not give up. Along with the core values, the hotel also has a credo. The credo is

At Wailea Beach Resort, we engage discerning travelers with a heartfelt sense of Aloha and approachable luxury to ensure their every need is met. Our promise to personalized intuitive and inspirational service is matched by our commitment to the finest facilities, an abundance of resort experiences and unforgettable Hawaiian Hospitality (Ho’okipa). [Wailea Beach Resort Marriott Maui, 2018]

Wailea Beach Resort makes sure that every single one of their employees know about their core values and this credo, and this creates their overall culture.

Marketing

A key thing to know about this hotel is that there is not a specific marketing manager for the hotel. The decisions are made by multiple departments. Although the Wailea Beach Resort is a part of Marriott, the hotel has decided not to have Marriott and the Marriott logo anywhere in their rooms. This started about three years ago, the reason behind this decision is to compete with the other high-end hotels. Hotels like Hilton or The Four Seasons do not put their logos inside their rooms. Wailea Beach Resort wanted to be like these high-end hotels.

Truly their target market is the upper-middle class to upper class. Their customers can spend thousands of dollars on just hotel rooms. The rooms at the Wailea Beach Resort can range from \$300 to \$1500 a night, depending on where the room is located and what view the room has. One of the marketing strategies that the hotel uses to get repeat clientele is by doing a tour of the property and showing the customer what the hotel has to offer. Typically, this is done for companies who are looking for hotels to frequently stay. The tour is conducted by the members of the sales team.

Products/Services

As stated in its name, Marriott’s hotel is a resort for people vacationing on the island of Maui. The hotel has 547 rooms available (D. Whitehurst, personal communication, July 19,

2018). It offers a wide variety of activities for its guests. Not only is it a resort, but it also has a full spa that their guests can schedule appointments. They offer authentic luaus about five nights a week, and people attending do not have to be guests at their hotel. During the luaus, they have hula dancers, kalua pork and other native Hawaiian cuisine, music, and fire dancers. The hotel itself has three pools, two restaurants, a kids' club, game space, and a full gym. In one of the pools, Wailea Beach Resort has the highest waterslide in Hawaii outside of amusement park.

Project Background

Even though there have not been a lot of research on nightly audits, schools and hotels have investigated the benefit of having nightly audits. The nightly audit can be defined as “the control process whereby the financial activity of guests' accounts is maintained and balanced” (Bardi, 2011). The purpose of a nightly audit is to track charges and payments that are made daily (Bardi, 2011). Along with tracking charge and payments, nightly audits are used to update the revenues and market statistics (Cengage Learning, 2018).

The reason why nightly audits are important, because of the impact it has on the front desk department, accounting office, and the room charges. Nightly audits help keep track of information daily rather than looking at information at the end. This is key to the success of the hotel, because it allows the upper managers see how they are meeting expenses and profit goals for that specific accounting period (Cengage Learning, 2018). Nightly audits can be compared weekly or monthly to see changes in profit and expenses.

There are six basic steps that should be completed for all nightly audits. The first step is post room and tax charges. This is where the night auditor will review messages from the front desk. The night auditor will also review and changes in about rooms and post charges to the correct accounts. The next one is to assemble guest charges and payments. In this step, the night

auditor will record the different charges that occur throughout the hotel, such as valet, spa, the gift shop, restaurants, etc. This allows upper management to review the charges and the activities that have occurred in each department. The third step is reconciling departmental financial activities. This is where the night auditor records all charges that have occurred in each department. This section however, focuses solely on the sales of the different departments (Cengage Learning, 2018).

The fourth step is reconciling the account receivable. Throughout this step, the night auditor is assembling and verifying the accuracy of each account. The next step is running the trial balance. The purpose of this step is to make sure that charges are posted and reported correctly. And the final step is to prepare the nightly audit report. This step can differ based on the hotel, because some hotels might need more financial reports than other hotels. In this step, the night auditor focuses on the comparison of the budget and the goal for the hotel (Cengage Learning, 2018). This can help hotels examine different part of the hotel and are able to see if there are not functioning corrected based on their numbers. These are not the only steps that need to be completed, but rather each report that goes in with these steps need to be included when running the whole nightly audit.

Project

The purpose of this report was to create a new nightly audit for the Wailea Beach Resort in Maui, Hawaii. The original nightly audit was a list of reports that were not properly labeled, and it did not include all the reports that needed to be ran. The front desk managers had not communicated with the accounting department about what reports they needed from the nightly audit. This meant that the accounting department was not able to get the information they needed to make sure the hotel was on track with the budget and expectations for the hotel.

Research Process

There were four main steps that were taken in creating the new nightly audit checklist. The first step was interviewing the front desk and accounting managers. This was to figure out what the managers were missing. The next step was to review the current nightly audit. The third step was to examine other hotel's nightly audits from the Marriott brand. The examining showed whether the nightly audit was consistent with other hotels. The final step was to create the nightly audit checklist.

Interviews: Front Desk Managers

The first step was to talk to the front desk managers. They are the ones who oversee making sure the nightly audit gets done every night. The managers are the people at the hotel that check over the audit. This process includes checking the number the reports give them with the projected numbers. The nightly audit shows the front desk managers whether or not the hotel is on track to meet their goals. While talking to them, they stated that the nightly audit was created throughout multiple years (C. Beck, personal communication, June 24, 2018). No one sat down to discuss what the hotel needed from the nightly audit. This left a gap where the nightly audit was not assisting in keeping the hotel on the projected track. The issue that occurred with this is that the employees were not completing it consistently. Some reports that were not on the list were ran by some people but not by everyone. New employees were not trained in the same way. The new employees learned how to run the reports based on who they were learning from.

This was where the issues started to arise. Each person had their own way of completing the nightly audit, which meant there was inconsistent results. The front desk managers were concerned that the current process was not capturing the right information (C. Beck, personal

communication, June 24, 2018). They would get different information from each person, and there was no way of consistently reviewing the results. The managers were having to go back and run reports that were not on the list, but they were also having to throw some reports away depending on who was in charge of the audit the night before. As a result of this process, they were wasting too much time trying to analyze the results. It was taking the managers twice as long, because how they analyzed the reports were based on who did in the night before.

Interviews: Accounting

The accounting department is the next group that was communicated with. Accounting department was originally not getting all of the reports that they needed. This was causing issues because they had to run their own reports each day in order to do their job. The accounting department was getting 50-60% of the reports that were required (D. Whitehurst, July 19, 2018, personal communication). The reason this was problematic was because they were not able to properly see how the actual numbers were comparing to the projected numbers. Ultimately, the main reason for needing a new nightly audit was because the accounting and front desk managers were spending too much time trying to analyze the audit due to the inconsistent approaches. There was no simple process to check and know what issues they were having around the hotel due to the inconsistencies.

Checklist

The second step was to review the current nightly audit checklist that was being used by the hotel. After reviewing the different parts, notes were taken about the checklist. The notes that were taken was about how readable it was and how easy it was to understand. A nightly audit checklist should have simple, clear instructions and should explain everything that the night

auditor needed to do to complete the audit. A nightly audit should be laid out so that anyone could complete it with as little help as needed.

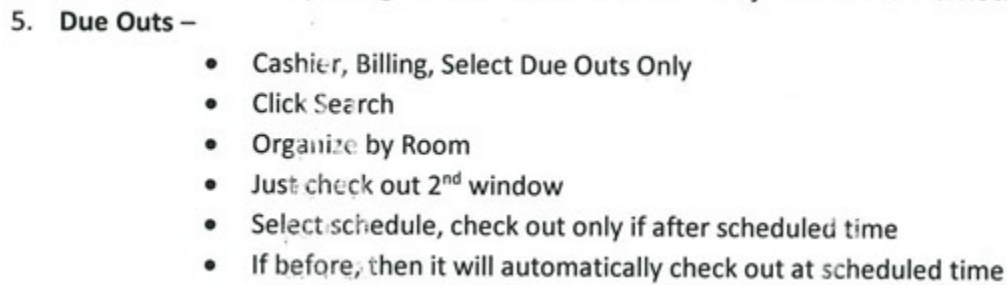
Figure 1. Example from current nightly audit

8. House accounts - 9500,9394,9300,9400

- Need to settle
- Open each house account and make sure only items belonging to that account are in there. Transfer incorrect transactions to appropriate accounts
- Start with 9500 first – this is the lost interface account – any postings in that account need to be transferred to the correct account
- Post adjustment to zero out
- Use posting code 5516 for House account 9394
- Use posting code 4408 for House accounts 9300 and 9400
- Print folio and transfer to 9006

The current nightly audit did not explain how to run each report. In Figure 1, the instructions do not give enough clarification about how to do the tasks that are being asked. Along with a lack of clear instructions, the nightly audit was using system names like P112, rather than using layperson terms. Each account should have been a different section in order to properly explain where to go and how to run each. In Figure 1, one of the accounts being used is 9500, but from reading the information, the only knowledge someone can gather from the instructions are that it is a house account. When in retrospect it is an account that is there to check if there was an error in opera, which is a cloud-based system that hotels use to keep their information. The account was typically used for long distance and local calls that are charged to the guest's room (D. Whitehurst, July 19, 2018, personal communication).

Figure 2: Example from current nightly audit

- 
5. Due Outs –
- Cashier, Billing, Select Due Outs Only
 - Click Search
 - Organize by Room
 - Just check out 2nd window
 - Select schedule, check out only if after scheduled time
 - If before, then it will automatically check out at scheduled time

However, the names were not consistent either; the hotel uses some system names and some layperson names, as shown in Figure 2. In this example, the hotel was using just the simple name, Due Outs. There was no system number associated with it on the audit list. The hotel should be referring to each report by the system and layperson names. This will help new employees will be able to associate the technical name with the simple name. It will also help with making sure the right accounts are being ran or printed. By having both names, the employee can make sure that they are running or printing the correct report. The current nightly audit also did not explain anything about the accounting department. At the end of the checklist, should explain what order to put the reports in and which reports go to accounting department and the front desk. Instead the final step does not state what to do with the reports at all, as shown in Figure 3. Overall, the nightly audit was a good base for the company, but it was not maximizing the hotel's efficiency and processes.

Figure 3. Example from current nightly audit

19. Res

- New Res
- Type in name
- Search
- Match
- Click in the Room
- Rate Code = No Rate
- Leave rate Zero
- Market =- NOM
- Source "W" for Walk in
- Fill in payment
- Click
- Create Reservation

Audit Research Analysis

The next step for this process was to examine the other hotels' nightly audit. There was a total of five audits that were examined, all from the Marriott brand. There were three main parts that were examined. These were reports that were ran, reports that were printed, the order the reports needed to be in, what reports were given to accounting departments, and what reports were similar between each checklist. Because all of these audits are from the same brand, Marriott, there should be uniformness. Marriott wants uniformness between their hotels to help processes such as an audit to go by smoothly (D. Whitehurst, July 19, 2018, personal communication). If a person from the Marriott headquarters were to come in to examine the nightly audit, they should be able to find the information they need. This data was able to give a base to build the new nightly audit off of. The data from this analysis is below in Table 1.

Table 1. Sample of the table containing research from the Marriott hotels' nightly audits.

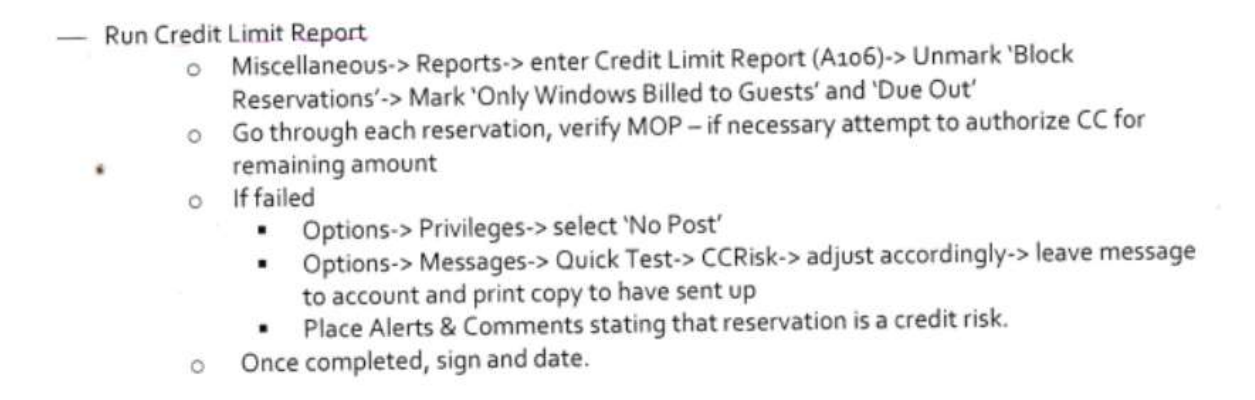
	A	B	C	D	E	F
1	Checklist 1			Checklist 2		
2	Run	Print	Daily Reports Order	Run	Print	Daily Reports Order
3	Arrival report	Report for Garage	Restaurant Deposit summary	Daily posting report	MKT Rate Errors	Room Statistics
4	Laundry Report	P9 report for Garage	Accounting Reports to Controller	Marriott Rewards Exception	Room Rate Change report	New House Count
5	Concierge Lounge Report	accounting reports to controller	Rate Variance and occupancy Reports	Package Report	occupancy Report	Old House Count
6	Airline stayover list	arrivals report	Shift closings	banquet reports	Comp Reports	No Show report
7	Departure list	Red Eye arrivals Report	Shift 3 closing	Preliminary reconciliation report review settlement file and purge	Noisy Room Report	Transient Comp Report
8	Report Generator	Parking Report	banquet Reports	report generator #20	Credit Limit	Group Comp Report
9	Special request code search	Rollaway & M Club Charges	All PMS Reports		Credit Card review reports	Comppax Code Report
10	Credit Card reports	Credit Cards Review	Overnight Desk Associate Reports & T'S's	report generator #22	Cash in Advance	MKT Segment Report
11	banquet balancing re	72 hrs Cancellation	MICROS Report		Cancellation Report	Rate Change Report
12	Report Generator				Elite Member eBonus folio report	MKT Rate Error report
13	Departure list	Charge Codes 41, 18, 88, 176, & 46	Restaurant Tickets		Adjustment report	Room Change Report
14	Credit Limit reports	Room Rate/Market Code Variance Report			House Count	

Above, in Table 1, is the research that was conducted based on the other hotels' nightly audits. This is a small example of what the chart looked like. Each checklist was divided into three sections based on the reports. Those sections were reports that were ran, printed, and the order of the reports. The reports are color coordinated based on reports are in multiple checklists, which is pink. Reports that are printed for the accounting department are gray. This chart was used to help figure out what reports were missing from Wailea Beach Resort's nightly audit checklist.

A nightly audit checklist should look more like the example in Figure 4. In this checklist, it takes the employee step by step how to complete the Credit Limit Report. It is prominent that the first thing the employee is supposed to be is run the report. The instructions are clearly written out. The different between Figure 4 and Figure 3 is that the instructions are complete

sentences. Figure 4's instructions allow for anyone to follow them. These are the type of instructions that Wailea Beach Resort should have in their nightly audit.

Figure 4. Instructions from JW Marriott Essex House NYC.



The research showed that nineteen reports showed up in multiple different nightly audits. When compared to the Wailea Beach Resort's nightly audit checklist, there were only three reports that matched the ones found in the other hotels. Those three reports were comp rooms, due outs, and check outs. Those were the only reports that matched with the other hotels' nightly audits. This shows how the checklist that they have is not keeping up with company standards. The other hotels that were examined were also high revenue hotels, much like the Wailea Beach Resort. The reports that they have help them keep up with their information and the numbers for their hotels. The Wailea Beach Resort is a resort that makes over \$90 million a year. If there were discrepancies in their projected numbers then that could result in millions of dollars which could affect their \$38 million profit margin (D. Whitehurst, July 19, 2018, personal communication).

New Audit List

The last step was to create the list. This took multiple attempts to make sure that the list includes everything that each department needed. The first thing that needed to be completed

was writing out all of the reports that were in the current nightly audit. There were three lists given to the front desk managers to review. Each time the managers gave it back with corrections. The two most common changes that need to be done were changes to the order and adding reports. The front desk managers would need to actually use the new list to see if there were any issues that might come up.

The list was broken down into two primary categories (See Appendix C). The first one is what reports need to be ran each day at the end of the day. These reports were established throughout the last three steps. The numbers from the ran reports will show up on the printed reports. If the company were to print all of these reports, the accounting and front desk managers would be getting reports that are not necessary. These are the reports that will affect the reports that are supposed to be printed. The printed reports are the ones that are sent to the accounting department which brings up the next category of the checklist.

The second category is what reports the accounting Department needs printed out each night and in what order they need to be in. The order was important because some of the reports are closing reports. The closing reports give certain information to other reports, and if the day is closed before certain reports, the hotel cannot adjust any of the numbers. The other reason why the order was important was because this allows the accounting staff to easily find the reports they need if they have to check for discrepancies. Creating the list was the final step to be done with this project. After the final draft was created, it was distributed to the front desk managers and the accounting department.

Summary and Conclusion

The current nightly audit that is in place for Wailea Beach Resort is problematic. Employees were not completing it the same way due to the fact that some reports were left off of

the list. The managers were not able to have a consistent basis for reviewing the audit because of the difference between each employee. It was taking twice as long for the managers to examine the ending report. The same issue was happening with the accounting department. The accounting department was only receiving 50-60% of the reports they needed in order to properly complete their job. The problems were addressed by creating a new nightly audit checklist.

Recommendation & Future Work

The work that still needs to be done is to add the instructions about each report. The instructions should be clear and easy to follow. This will help with consistency with the reports. The instructions should be tested by someone who does not typically complete the nightly audit. This will help show how easily the instructions can be understanding.

One recommendation is to keep up with updating the list as necessary. If the hotel changes at all, then the list should be changed to reflect those changed. It should be examined every six months in order to keep it beneficial for the hotel. When examining the checklist, the employees that complete it and the accounting department should be brought in. This will allow the front desk managers to hear the problems these employees are having with it. Another recommendation is that there should be a standard for the hotel. Every employee does the nightly audit needs to make sure that they are doing it the same way. Once the new instructions are added, all employees should be retrained on the process to ensure it is being completed the same way every night. The reason is because differences in processes can cause differences in results.

References

- Bhasin, H. (2018). *Top Marriott competitors*. Retrieved from <https://www.marketing91.com/marriott-competitors-analysis/>
- Bardi, J. A. (2011). *Hotel front office management*. Retrieved from <https://nscpolteksby.ac.id/ebook/files/Ebook/Hospitality/Hotel%20Front%20Office%20Management/Chapter%2010%20Night%20Audit.pdf>
- Beck, C. (2018, June 24). Personal interview.
- Cengage Learning. (2018). *Chapter 10: Nightly audit* [PowerPoint slides]. Retrieved from <http://www.delmarlearning.com/companions/content/0766823431/downloads/Chapter10.ppt>
- Marriott International Inc. (2015). Retrieved from <http://www.referenceforbusiness.com/history2/12/Marriott-International-Inc.html>
- Touryalai, H. (2017). *World's biggest hotels 2017: Marriott leads the pack, Hilton falls*. Retrieved from <https://www.forbes.com/sites/halahtouryalai/2017/05/24/worlds-biggest-hotels-2017-marriott-leads-the-pack-hilton-falls/#5c419c47f29d>
- Wailea Beach Resort Marriot Maui. (2018). New Hire Orientation. Available by request from Ivette Toro ivette.toro@marriott.com (Retrieved July 23, 2018).
- Wailea Town. (2018). Retrieved from <https://www.mauiinformationguide.com/wailea.php>
- Whitehurst, D. (2018, July 19). Personal interview.

Appendix

Appendix A: Map of Wailea.



Appendix B:
Current Nightly Audit

1. Print out Checklist
2. Print A190 & Comp Report Cover sheet
3. Print A132- Guest comp report
4. **Print P112 –**
 - Go to Miscellaneous
 - Reports
 - Enter P112
 - Enter
 - Double click report to open
 - change to next day (+1)
 - Print Report
 - Go down the list, check each folio
 - Check for Marriott Rewards E-Certs and Rates
 - Third Party Vendor Billing
 - Use posting code 1030 if need to make adjustments to Marriott Rewards rate
5. **Due Outs –**
 - Cashier, Billing, Select Due Outs Only
 - Click Search
 - Organize by Room
 - Just check out 2nd window
 - Select schedule, check out only if after scheduled time
 - If before, then it will automatically check out at scheduled time
6. **Check Outs –**
 - Cashier, Billing, Select Check Outs Only
 - Click Balance, scroll all the way down to the bottom
 - Select settlement
 - Asks to swipe card – say no
 - Uncheck print folio, click ok till done
 - Go through each until all amounts are zero
7. **Housekeeping discrepancies**
 - Rooms Management
 - Housekeeping
 - If none, don't have to do anything
 - If yes, check housekeeping status vs. front office status
 - Go to Floor Plan (Ctrl F3)
 - Enter Room Number
 - Look for ! – indicates that someone has checked into the room
 - Go to drop down to change housekeeping status to match front office

8. House accounts - 9500,9394,9300,9400

- Need to settle
- Open each house account and make sure only items belonging to that account are in there. Transfer incorrect transactions to appropriate accounts
- Start with 9500 first – this is the lost interface account – any postings in that account need to be transferred to the correct account
- Post adjustment to zero out
- Use posting code 5516 for House account 9394
- Use posting code 4408 for House accounts 9300 and 9400
- Print folio and transfer to 9006

9. ZZ Accounts and 9 series house accounts

- Cashier, Billing, Due Out
- Select by Room Number
- Check out individually
- If there is a balance in the account, extend the account 1 more day – do not check out.

10. Z005

- Miscellaneous
- Reports
- Z005
- Double click Report
- Verify date
- Print

11. Express Check Outs

- Cashier, Cashier Functions, Batch Folios, Enter Password
- If did not roll the day, select for tomorrow
- If rolled the day, select for today
- Next
- Before date = Advance Folio
- After date = Interim Folio
- Select by Room No.
- Click Next, All Guests, Only credit cards
- Uncheck simulate zero balance
- Click Next, only window billed to guest
- Next, Ok
- Go to Night Audit Folder
- In Night Audit Checklists
- Go to Unable to deliver folio spreadsheet
- Do not run folios for rooms on the list. They have a weather strip blocking the door
- Use Express check out folio paper

- The template for the Express folio info is located in the Night Audit Drive - titled Express Check Out
- 12. Run End of Day**
- Night Audit
 - End of Day
 - Enter Password
 - Click ok
- 13. Print New Business Day Reports**
- 14. Copy print outs on copier – 7 copies plus original**
- Select Tray 3
 - Double sided
 - Staple Landscape
 - Set to 7 copies
 - After each report, select program next before putting next batch in copier
 - Rubber band packets
 - Contact Security for pick up

Reports:

- A119, A120, Z112, Z008** – Just print
- B104** – sort alphabetical, uncheck notes, print
- A162** – Membership type – select none, type MR, select from X4 thru VIP4, uncheck notes, print
- 15. B116** – No show report – change to yesterday's date, print
Go to Reservation, Room Plan, Enter Room Numbers from No Show report, Select
OOO/OOS, New, Enter Room #, Select Out of Service, FDM, Notes – No show, Guest
Name – Leave print out for morning FD Agent
- 16. Routing**
- To set up routing for Marriott Rewards stays
 - Go to options
 - Select Window
 - Select Other Name
 - Enter Marriott rew in last name
 - Enter
 - Select line item with MAR-034
 - Click ok
 - Go to Reservation Tab
 - Go to Elipsis next to credit card info
 - Go to Line 2
 - Enter CL and tab till the MAR-034 appears
 - Click ok till done

17. Marriott Rewards – 801-468-4032

- For Associate Line – select 2
- Guest name
- Confirmation #
- Last4 digits of E-cert #

18. Walk in Guest

- Reservation
- Update Reservation
- Name
- Clear Dates
- Select One
- Options
- Add On
- Delete Room Type
- Ok
- Ok
- Ok
- Rate Populate
- Just fill in Room Number
- Rate Daily Details
- Edit
- Rate Code

19. Res

- New Res
- Type in name
- Search
- Match
- Click in the Room
- Rate Code = No Rate
- Leave rate Zero
- Market =- NOM
- Source "W" for Walk in
- Fill in payment
- Click
- Create Reservation

***Appendix C:
New Nightly Audit***

Nightly Audit List

1. Reports

- a. *Arrival*
- b. *Credit Card*
- c. *Banquet Balancing*
- d. *Rate Variance*
- e. *Occupancy*
- f. *Credit Limit*
- g. *Market Segment*
- h. *Cancellations*
 - i. *No Shows*
- i. *Departure*
- j. *Comp Reports*
- k. *House Count*
 - i. *New vs. Old*
- l. *Preliminary Reconciliation*

2. Opera Reports for Accounting

- **A132 – Comp Guest Report**
- **A136 – Guest Tracer**
- **D104 – Journals by Cashier**
- **E102 - Guest Ledgers**
- **E106 – Manager Flash Report**
- **E108 – Cashier Summary**
- **E110 – Trial Balance**
- **E114 – Cancellation Report**
- **E128 - Payouts**
- **E130 – City Ledger**
- **E142 – AR Ledger**
- **E161 – Premium Room Report**
- **E168 – Deposit Ledger**
- **L110 - Aging**
- **Z005**

- **System Sales Summary for All Outlets (Micros)**
- **Transaction Details (Micros)**

Key

Bold – Printed daily and given to Accounting Department

Italic – Run each night

Employee Rate Forms (MMF and MMP guests)

Cash Report

CC Authorization Forms

Credit Limit Report

Other Reports for Accounting –