

Hotel Demand Forecast Update Checklist

By Checklist.com

- ☐ **Record the forecast purpose, horizon and version**
State the property, stay-date range, snapshot time, preparer and whether the output is unconstrained demand, expected occupancy or another approved forecast. Do not silently switch definitions.
- ☐ **Preserve the previous approved forecast**
Keep the prior date-level estimates and assumptions available for comparison. Identify which changes in this revision need explanation rather than overwriting the old numbers without a record.
- ☐ **Validate on-the-books reservations and group inputs**
Check the snapshot for missing feeds, duplicate records and inconsistent statuses. Distinguish actual reservations, remaining group commitments and tentative leads so the same expected room nights are not counted twice.
- ☐ **Review pickup and cancellation patterns by lead time**
Compare equivalent snapshot intervals and relevant segments. Separate new bookings, cancellations, no-show assumptions and group releases where the data support it; do not treat gross additions as net demand.
- ☐ **Choose comparable historical dates and events**
Match weekdays, seasonality and event timing where relevant. Note renovation, closure, unusual pricing or other constraints that make historical sales an incomplete guide to demand.
- ☐ **Update current demand drivers and group assumptions**
Confirm event changes, group commitments and credible market information. Mark unconfirmed inputs as assumptions and avoid counting the same event effect in both group and transient estimates.
- ☐ **Review capacity and selling constraints separately**
Check planned out-of-order rooms and restrictions affecting availability. Keep the capacity-limited occupancy view separate from the unconstrained demand estimate; sold-out historical dates do not reveal all unmet demand.
- ☐ **Revise date-level estimates with an explicit rationale**
Update the affected dates and segments using the approved method. Record why each material change is justified and identify the largest uncertain inputs.
- ☐ **Test uncertain dates with alternative assumptions**
Where inputs are weak, compare reasonable lower and higher cases rather than presenting a false certainty. Check that changes do not create unexplained jumps across adjacent dates or inconsistent totals.
- ☐ **Review the revision with the authorized stakeholders**
Explain changes versus the prior forecast and distinguish new evidence from judgment. Obtain the required approval before replacing the planning version or directing rate and staffing actions.
- ☐ **Publish the approved version and schedule the next check**
Share the dated version with the relevant teams, preserving access controls. Record what evidence will trigger an earlier update, and later compare the appropriate forecast output with actual results to learn from errors.