ECONOMY · TOPIC GUIDE D4

Viability

Occupancy and revenue trend, climate and business resilience plan.

WHAT THIS COVERS

Business viability from occupancy, ADR or RevPAR and profitability trend (ECO-06), and a risk assessment with a continuity or adaptation plan covering climate, regulatory and supply risks (ECO-07).

WHY IT MATTERS

A property that is not viable cannot sustain anything else. Lenders and insurers increasingly require the risk assessment.

How to track it well

1. Enter occupancy (and revenue trend if you choose to share it) monthly from the PMS.
2. Complete a simple risk assessment: hazards, likelihood, impact, mitigation, owner; attach it.
3. Review the assessment every two to three years or after a major event.

Your first month

1. Enter rooms available and occupied room-nights monthly.
2. Date your latest risk assessment and note whether it covers climate and supply risks.
3. Record whether a continuity plan exists.

WORKED EXAMPLE (ILLUSTRATIVE FIGURES)

A 100-room hotel open all 31 days of the month has 3,100 room-nights available and sells 2,150: occupancy of 69%. The same 2,150 is the figure every per-room-night measure divides by.

Where the data comes from

- PMS / finance
- GM and chief engineer
- Insurer or consultant reports

EVIDENCE TO ATTACH

PMS or finance extract; risk assessment document.

HOW OFTEN, AND WHO

Monthly (finance); risk assessment every 2–3 years.

Common pitfalls

- A risk assessment with no mitigation actions or owner

What the research says

- Across lodging, airline and restaurant companies, cutting the workforce was associated with weaker firm performance afterwards, partly through lost know-how. Track retention alongside cost, and weigh what leaves with the people before cutting.

Source: Seo & Soh (2025), Tourism Management 108 — workforce reductions and firm performance across lodging, airline and restaurant companies. Findings are summarised in our own words; they come from specific samples and may not hold everywhere.

What you record

2 attributes make up this topic. Each lists the data points to enter; anything marked “calculated for you” needs no entry.

Business viability ECO-06 · group measure

Monthly

Occupancy, ADR/RevPAR, revenue and profitability trend

Evidence: Financial records · Scoring: target 80 · floor 30 %

No.	Data point	How it is entered	Asked for by
ECO-06.1	**Occupancy**	Percentage	–
ECO-06.2	Occupied room-nights (denominator)	Count	–
ECO-06.3	Rooms available	Count	–
ECO-06.4	Guest-nights	Count	–
ECO-06.5	Covers served	Count	–
ECO-06.6	Revenue	Cost	–
ECO-06.7	Floor area · meeting-space area · FTE	Short text	–
ECO-06.8	Floor area	Count	SASB SV-HL-000.C
ECO-06.9	Ownership model (owned / leased / managed / franchised)	Choice	SASB SV-HL-000.D

Resilience & future-proofing ECO-07 · group measure

Annually

Risk assessment (climate, regulatory, supply) and a continuity or adaptation plan

Evidence: Risk assessment · Scoring: in place = 100, not in place = 0

No.	Data point	How it is entered	Asked for by
ECO-07.1	**Resilience & future-proofing**	Yes / no	GSTC A1 (climate risk)
ECO-07.2	Risk assessment	Document	–
ECO-07.3	In a 100-year flood zone	Yes / no	SASB SV-HL-450a.1

Ready-for-audit checklist

- Every attribute above has a value for the current period, submitted (not left as a draft).
- Each measured value has its bill, invoice, log or photo attached.
- Any estimated figure is marked as estimated, with the real figure entered when it arrives.
- Flagged readings have been confirmed or corrected.
- The method is written down: which meters, sources or records feed each number.
- Policies and registers are dated, owned by a named person and reviewed this year.

What a certifier will ask

The certification criteria this topic supports, in plain words, and the Canoprise attribute that holds the evidence.

Scheme	Criterion	What it asks for	Supported by
GSTC Hotel v4	A1	Sustainability management system	ECO-07
EarthCheck	2.1	Core benchmarking data collected yearly	ECO-06
EarthCheck	2.1.1	Sector indicators recorded	ECO-06
EarthCheck	3.3	Risk assessment	ECO-07
EarthCheck	3.3.1	Aspects and impacts	ECO-07
EarthCheck	3.3.2	Likelihood and severity	ECO-07
EarthCheck	3.3.5	Risk assessment reviewed yearly	ECO-07

Criterion titles are Canoprise's short paraphrases of WTTC Hotel Sustainability Basics, the GSTC Hotel Standard v4 and the Green Key 2026–2031 hotel criteria; read the scheme's own text before applying. This mapping is our reading; your certification partner decides what is met.
EarthCheck clause titles paraphrase the EarthCheck Company Standard v4.2.

Where it is reported

The same data answers the reporting frameworks: GRI disclosures, SASB Hotels & Lodging metrics and CSRD (ESRS) topics. These are referenced, not scored.

Framework	Reference	What it asks for	Supported by
GRI	201-1	Economic value generated and distributed	ECO-06*
SASB	SV-HL-000.B	Average occupancy rate	ECO-06
SASB	SV-HL-000.C	Floor area of lodging facilities	ECO-06
SASB	SV-HL-000.D	Properties by ownership model	ECO-06
SASB	SV-HL-450a.1	Properties in 100-year flood zones	ECO-07
CSRD	E1	Climate change	ECO-07*

* gives part of what the reference asks for. Titles are Canoprise's paraphrases; check the official standard before you publish. GRI 102 and GRI 103 replace GRI 305 and 302 from 1 January 2027.

Record sheet

Print and keep by the meter, scale or register; enter the figures in Canoprise when the period closes. For metered items use one line per meter, source or stream.

Ref	What	Period from	to	Reading / quantity	Unit	Evidence kept	Initials
ECO-06.1	Occupancy						
ECO-06.2	Occupied room-nights (denominator)						
ECO-06.3	Rooms available						
ECO-06.4	Guest-nights						
ECO-06.5	Covers served						
ECO-06.6	Revenue						
ECO-06.8	Floor area						