

SAMPLE · SHORT-TERM RENTALS

The numbers we track

Vacation Rental Business

This is a sample. Vacation Rental Business is a fictional company and every figure in this document is invented. Every figure matches the sample Business Analysis.

The first Business Analysis produced 10 main numbers and 49 supporting numbers for Vacation Rental Business. All 59 are measured again every three months against the values dated 30 September 2026.

Gross bookings means the rent guests paid for all 16 homes, before platform fees and lodging tax. **Own revenue** means what the business itself earned.

How the list works

- **The owner reads ten.** The main numbers are the scorecard. They appear in the quarterly Business Analysis and the Monday report.
- **We track the other 49.** The supporting numbers explain why a main number moved. They appear in the quarterly analysis only where they matter.
- **Every number has a dated starting value** agreed with the owner at the first readout.
- **Seasonal numbers are compared with the same months a year earlier.** A vacation rental's winter cannot be judged against its summer. Those numbers are marked "seasonal" below.
- **No outside "in range" figures are used.** There is no benchmark column and no industry average. A home on this coast is not a home on another one. Each number is judged against this business's own dated history and nothing else.
- **Each number gets one of three readings every quarter:**
 - **Working:** it moved the right way, and the records show our change is the likely reason.
 - **Watch:** it has not moved, or it is too early to tell.
 - **Adjust:** it moved the wrong way, or the change we made is not producing the effect. The approach changes next quarter.

The ten main numbers

MAIN NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM	FIX
Gross bookings, last 12 months	\$1,480,000	Higher	OwnerRez	All
Occupancy, last 12 months (seasonal)	60.7%	Higher	OwnerRez	2
Average nightly rate, last 12 months (seasonal)	\$435	Higher	OwnerRez	2
Unsold gap nights, last 12 months	318	Lower	OwnerRez and PriceLabs	2
Inquiries answered within one hour	42%	Higher	OwnerRez	1
Inquiries that became a booking (seasonal)	25.0%	Higher	OwnerRez	1
Direct bookings, share of gross bookings	21%	Higher	OwnerRez	2
Turnovers finished after check in time (seasonal)	5.5%	Lower	Cleaner scheduling app	3
Owner statements sent on time	62%	Higher	OwnerRez	3
Owner's hours a week on guest messages	26	Lower	Owner's estimate	1

Supporting numbers

Answering

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Median time to first reply, all inquiries	1 hour 50 minutes	Lower	OwnerRez
Median time to first reply, 8 in the evening to 8 in the morning	9 hours 20 minutes	Lower	OwnerRez
Inquiries arriving 8 in the evening to 8 in the morning	223 of 620, or 36%	Neither. It is a fact to plan around.	OwnerRez
Inquiries never answered	40 a year	Lower	OwnerRez
Share booked when answered within one hour	35.0%	Higher	OwnerRez
Share booked when answered late or never	21 of 190, or 11%	Higher	OwnerRez
Inbound calls missed	236 of 1,180, or 20%	Lower	Quo
New callers never called back	61 a year	Lower	Quo and OwnerRez
Owner's guest messages sent 8 in the evening to 8 in the morning	1,460 a year	Lower	OwnerRez
Guest messages that are one of twelve common questions	61%	Neither. It shows what can be answered at once.	OwnerRez

Nights and prices

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Empty nights, last 12 months	2,200	Lower	OwnerRez
Occupancy, summer (seasonal)	86.0%, and 88.1% a year earlier	Higher	OwnerRez
Occupancy, spring and fall (seasonal)	60.0%, and 63.2% a year earlier	Higher	OwnerRez
Occupancy, winter (seasonal)	42.9%, and 41.5% a year earlier	Higher	OwnerRez
Average nightly rate, summer (seasonal)	\$560, and \$548 a year earlier	Higher	OwnerRez
Homes with a gap night rule switched on	6 of 16	Higher	PriceLabs
Homes with a base price unchanged for 18 months	9 of 16	Lower	PriceLabs
Average booking value	\$1,741	Higher	OwnerRez
Summer nights at homes 1, 6 and 7 booked more than 90 days ahead	74%	Lower. Too high means the price is too low.	OwnerRez

Guests and where they book

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Direct bookings, share of stays	170 of 850, or 20%	Higher	OwnerRez
Fees paid to Airbnb and Vrbo	\$151,256	Lower	OwnerRez and QuickBooks
Stays by a returning guest	102 of 850, or 12.0%	Higher	OwnerRez
Returning guests who booked through a platform	44 of 102	Lower	OwnerRez
First time guests who returned within two years	63 of 702, or 9.0%	Higher	OwnerRez
Past guests with an email address on file	1,240 of 2,210	Higher	OwnerRez
Invitations sent to past guests	None	Higher	OwnerRez

Reviews

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Average review score, all homes	4.71	Higher	Airbnb
Homes with a score below 4.6	3 of 16	Lower	Airbnb
Reviews of four stars or lower, last 12 months	44 of 382	Lower	Airbnb and Vrbo
Lower reviews that name cleanliness	19 of 44	Lower	Airbnb and Vrbo
Google reviews and rating	46 at 4.8	Higher	Google Business Profile

Turnovers and maintenance

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Stays that began with a cleaning complaint (seasonal)	62 of 850, or 7.3%	Lower	OwnerRez
Same day turnovers (seasonal)	323 of 850, or 38%	Neither. It causes late finishes.	OwnerRez and cleaner scheduling app
Turnovers with no cleaner assigned 24 hours ahead	29 a year	Lower	Cleaner scheduling app
Turnovers with photos uploaded	255 of 850, or 30%	Higher	Cleaner scheduling app
Refunds and credits to guests (seasonal)	\$14,280 a year	Lower	OwnerRez and QuickBooks
Maintenance items open	38	Lower	Maintenance spreadsheet
Maintenance items open more than 30 days	17	Lower	Maintenance spreadsheet
Guest complaints about an item already logged	23 a year	Lower	Maintenance spreadsheet and OwnerRez

Owners and money

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Homes managed for owners	11	Higher	OwnerRez
Owners who left, last 12 months	2	Lower	OwnerRez
Largest owner's share of commission	39.2%	Lower	OwnerRez and QuickBooks
Owner departures with a recorded reason	None	Higher	OwnerRez
Own revenue, last 12 months	\$888,450	Higher	QuickBooks
Operating profit before the owner's pay	\$93,000, or 10.5%	Higher	QuickBooks
Homes that earn less than they cost	2 of 16	Lower	QuickBooks and OwnerRez
Software cost a year	\$14,640	Lower	QuickBooks

Records and access

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Office hours a week entering expenses twice	6	Lower	Office manager's estimate
Working logins held by people who have left	5	Lower	Every program

How the first retest would read

This is an invented example of the main numbers at the first retest, dated 31 December 2026. It matches the sample six month Business Analysis.

MAIN NUMBER	30 SEPTEMBER	31 DECEMBER	READING	WHAT IT MEANS
Gross bookings, last 12 months	\$1,480,000	\$1,498,500	WATCH	One quarter is too short to judge a yearly figure.
Occupancy, October to December	49.3% a year earlier	53.0%	WORKING	Gap night rules went on for all 16 homes in October.
Average nightly rate, October to December	\$371 a year earlier	\$370	WATCH	Flat. Gap nights sell below the usual rate.
Unsold gap nights, last 12 months	318	291	WORKING	21 gap nights sold under the new rules this quarter.
Inquiries answered within one hour	42%	93%	WORKING	123 of 132 inquiries. The median reply took 4 minutes.
Inquiries that became a booking	25.0%	24.2%	ADJUST	Faster answers did not bring more bookings. 53 of 132 inquiries asked about price, and those still waited for a person. Next quarter: every reply ends with a quote for the dates asked, and price questions are answered within limits the owner sets.
Direct bookings, share of gross bookings	21%	22%	WATCH	The first invitation went to past guests in October.
Turnovers finished after check in time	5.5%	4.7%	WATCH	10 of 214. Winter is the easy season for this number.
Owner statements sent on time	62%	100%	WORKING	33 of 33. Expenses are entered once.
Owner's hours a week on guest messages	26	14	WORKING	Owner's estimate. Night messages from the owner fell from about 365 a quarter to 58.

The "Adjust" row is the most useful part of the retest. It shows the owner what did not work and what changes because of it.



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