Measured rate, no defensible criterion

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Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **The practice is a management decision; carrying it out is a decision about a person.**

Measured no-show	Value
Midweek	**6.2%**
At weekends	**2.1%**
Spread between booking channels	**4 points**

The criteria for turning somebody away, and why none holds

Criterion	What it punishes
Last to arrive	**Nothing — it is arbitrary**
Lowest rate	**Whoever paid least**
Guest with no history	**Whoever is coming for the first time**

> **It is choosing one person among others, at a moment when they are in front of you, tired, and without an alternative.**

What the agent supplies if management decides to overbook

The measured rate **by period and by channel**, and nothing else. **The rule and its execution stay human.**

Nights whose forecast occupancy exceeds 100% are flagged **as soon as they appear**, not the day before.

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