

# The time-saving toolkit for hotel Revenue Managers

Your guide to 5 must-have Business Intelligence reports for a successful strategy call





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## Setting the scene: The data dilemma

It's crunch time - Tuesday morning is here and you've got to prepare for and lead an urgent strategy call with the senior leadership team this afternoon.

They want all of the typical analysis and forecasts on your hotel's performance along with extra, time-sensitive reporting, which means a considerable amount of time is going to be spent digging through data to get hold of anything deemed suitable.

You have to be meticulous and ensure the figures you're presenting are 100% accurate... but maximizing Revenue Per Available Room (RevPAR) won't take care of itself, nor will increasing your Revenue Generating Index (RGI) during this period of high demand.

Before you can prepare your business reports for the call you need to set room pricing for the day, analyze the pick-up report, update your forecasts, monitor market trends, manage distribution channels, and that's just the start.

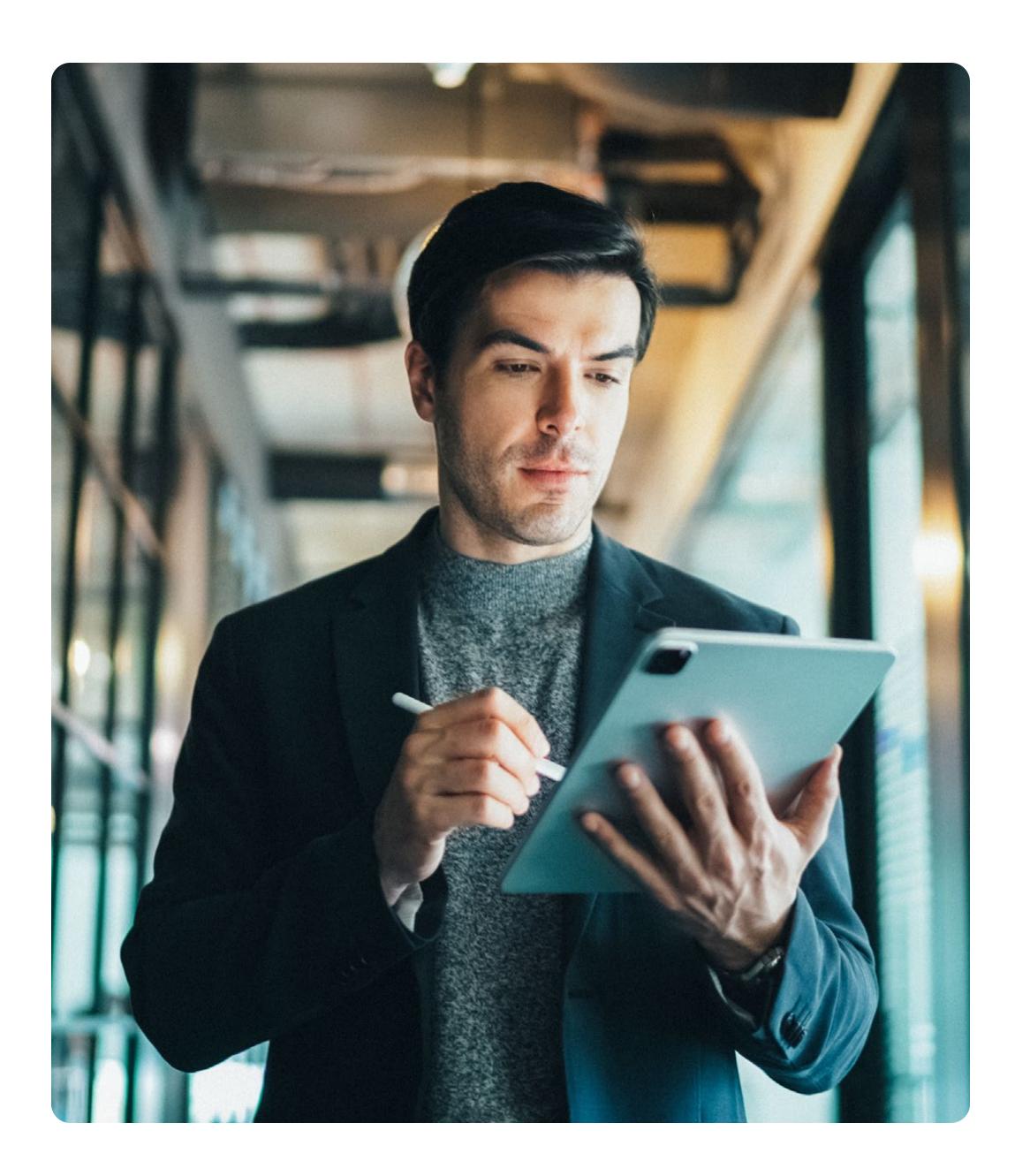
# You're being pushed to the absolute limit and time is running out. Sound familiar?

Revenue Managers everywhere are facing similar challenges.

While your main responsibility is to implement strategies to optimize RevPAR, you may often find that a significant portion of your time is spent on labor-intensive tasks that don't contribute to your overall objective.

There is a strain on time and resources, there are fewer staff and you are wearing many hats. Yet, you are fighting for every booking in a highly competitive marketplace, trying to ensure peak performance for your property - maximizing revenues, profit contribution and market share.





You know the answers to this problem can be uncovered within your data. If only you could understand and analyze your business drivers with ease.

Revenue Management teams are faced with an unparalleled deluge of data, which is only going to increase as the exponential growth in data continues. Not only that but this data is plagued by inconsistencies, compromised by quality issues, and is distributed across various systems, necessitating lengthy manual analysis.

As we've already touched upon, you aren't able to spend hours manually building reports and deciphering data to extract those nuggets of information you really need. **You're stuck** in a data dilemma.

How do you distill a seemingly unending flow of data down to the critical insights for your business, in the shortest amount of time?

Well, now that you ask, let's give a warm welcome to hotel Business Intelligence.

Business Intelligence (BI) refers to the process of collecting, tracking, analyzing, and understanding internal and external data to make informed commercial decisions.

A BI solution simplifies data complexity to help you:

- Easily understand commercial performance
- Drive the right strategy
- Capture missed revenue opportunities

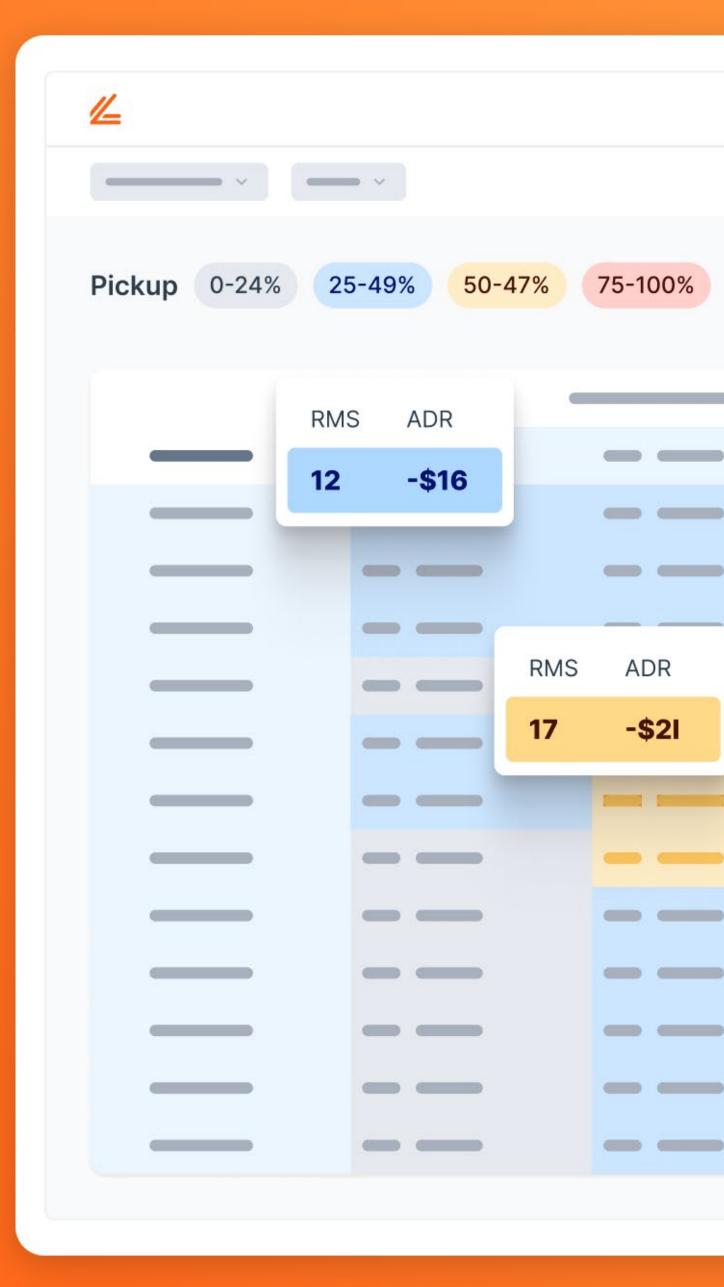
A BI solution can help save valuable time on Revenue Management tasks and most importantly, set you on the path to drive incremental hotel revenue by effortlessly extracting key insights from your PMS data. So you have a laser focus on defining, implementing and executing strategies to boost RevPAR.

Not to mention, this streamlined data analysis means that you'll go from sweating over your weekly strategy call, to no sweat at all. Even when last minute requests come in, where you used to have to drop everything to get the information you wanted.

# This is because where a BI solution really shines, is when it comes to simplified reporting.

With <u>Lighthouse Business Intelligence</u> you can say goodbye to sifting through countless spreadsheets and manually putting together reports to retrieve data; and hello to dynamic dashboards with all the data insights you've been dreaming of in one convenient location.

To give you a better idea of the power of BI, in the chapters below we've highlighted five creative reports that Lighthouse Business Intelligence can build with a few clicks, that in your hands you could unlock insights about your business (your competitors haven't even considered yet) and make your strategy calls just another check on your to-do list.



## Room type upcharge



#### What is a room type upcharge?

Room type upcharge refers to the practice of offering room upgrades to guests for an additional fee, dependent on the room category. This is designed to increase the average RevPAR at your property.

For example, a guest might book a standard room, but upon check-in, the front desk will offer an upgrade to a suite or a room with a better view for an additional charge.

Often, in a last-minute upsell situation, the upcharge amount may be less than the difference in rate between the two room types if booked outright, making it an attractive option for guests looking for a more premium experience and a good deal.

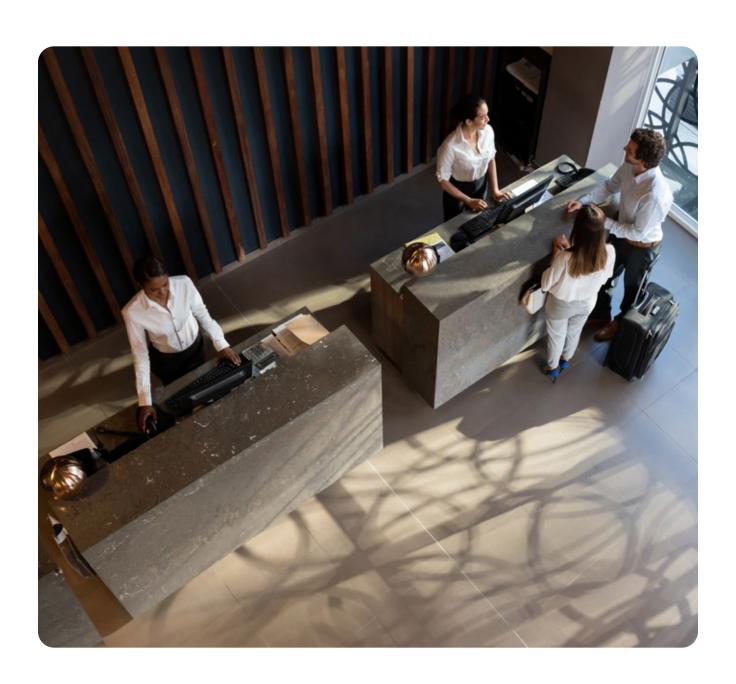
# Why is a room type upcharge strategy important to a Revenue Manager?

Firstly, having a well defined and logical room-type upcharge strategy allows you to sell the right room to the right guest more consistently.

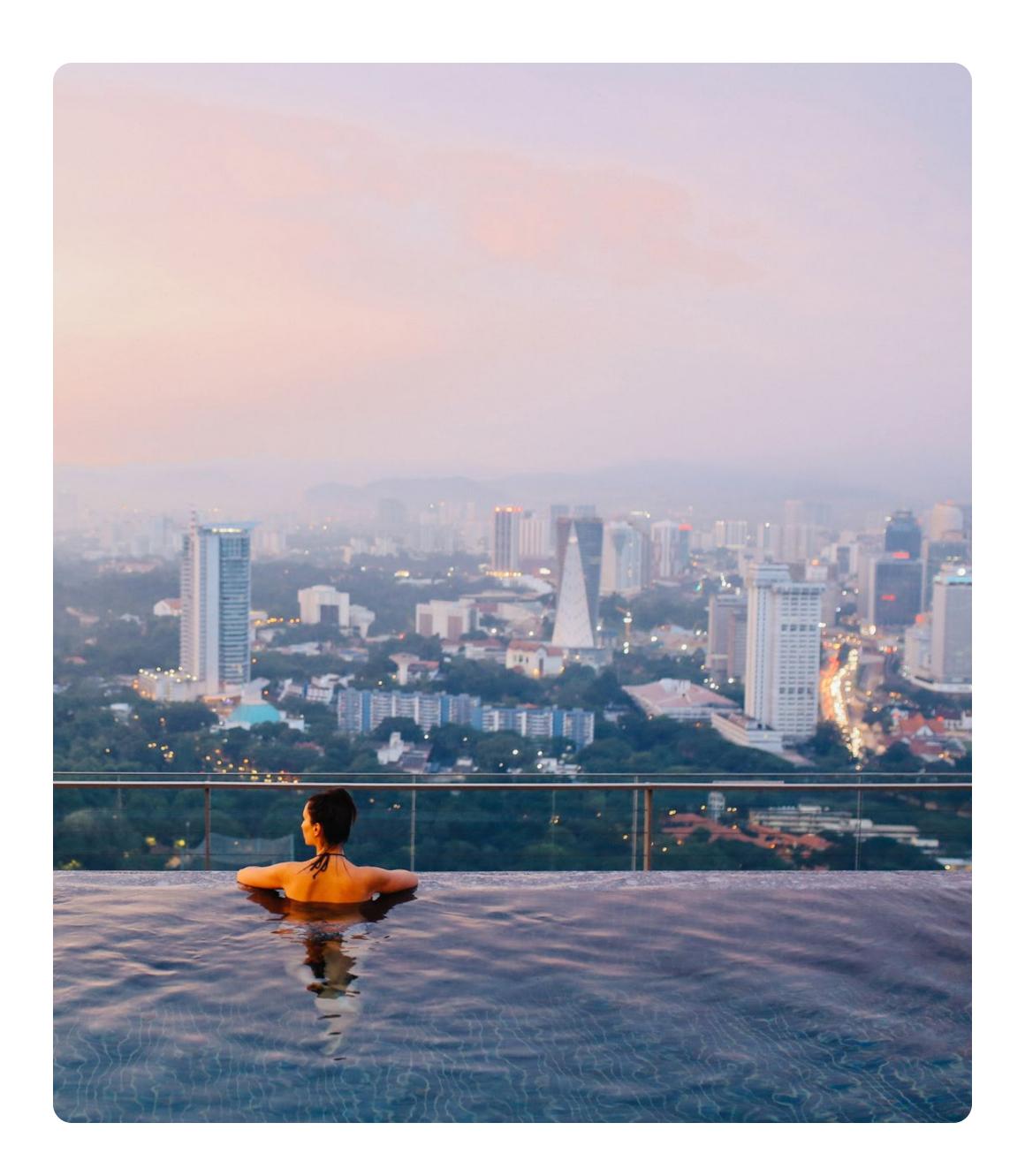
To use a classic, albeit overly simplified version, it's no surprise that leisure guests are often much more willing to pay a premium for a 2 queen bed room on a summer weekend. This is due to factors such as: favorable weather, a more dynamic event calendar, increased demand, and more guests per room.

You may be able to charge \$20, \$60 or even \$100 more for this particular room type when conditions are right, but that very same room type may be highly unpopular at different times - it may not be able to command any rate premium on a Tuesday night in February, when there may only be corporate demand.

That said, a room type upcharge strategy can't be left stagnant and needs to be managed effectively.







What reporting can Lighthouse Business Intelligence pull for room type upcharge strategy? And what are the key insights you can take from this to improve your performance?

#### Average Daily Rate by Room type report

This kind of custom report helps hoteliers assess the success of their room type upcharge strategy and determine whether their current strategies are being executed effectively from an operational standpoint, and whether the strategy is configured logically.

It might be self-evident, but it's important to note that this report should show you a higher Average Daily Rate (ADR) for room types that carry a premium or an additional charge.

To illustrate, consider running the report for a recent high-demand period. You observe the ADR difference among your various room types. Did the ADR logically increase for those premium room types that employ an upcharge strategy?

There are also more subtle discoveries waiting in this report. For instance, the Average Length of Stay (ALOS) for your room types equipped with extended stay amenities like kitchenettes or living rooms should be longer than other rooms, this is something you can check straight away and make sure these rooms are being marketed appropriately.

#### In practice

Stakeholders on your upcoming strategy call are concerned that the ADR for your property appears to have dropped a little.

From the ADR Room type report you've immediately noticed that a room type you consider super-premium has a much lower ADR than your standard room type.

You have then investigated the following lines of inquiry:

- Is this room type being used exclusively for service recovery?
- Is this room type so overpriced that it is sold last minute to walk-ins?
- Is the front desk overriding rates when selling this room type?

You've quickly discovered the root cause and are already implementing tactics to raise the ADR of your more premium room types and are all set to communicate this on the call.





Overview

Summary refreshed as of 04/18/2024 06:18 AM.	Reservation refreshed as of 04/18/2024 06:18 AM.
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		(	04/1/2024 - 04/3	30/2024 as of 04/18	/2024
•		Room Nights 🎄	ADR 🛫	Revenue ¢	Rev Contribution
X2RN	>	16	\$198	\$3,164	0.9%
XKLN	>	132	\$191	\$25,255	6.9%
X1GN	>	36	\$175	\$6,318	1.7%
X2CN	>	14	\$171	\$2,394	0.7%
X2GN	>	23	\$166	\$3,820	1.0%
XDBN	>	205	\$162	\$33,224	9.1%
TQNN	>	991	\$159	\$157,635	43.2%
TWAN	>	22	\$151	\$3,317	0.9%
KWQN	>	59	\$145	\$8,542	2.3%
KWHN	>	63	\$144	\$9,087	2.5%
KNGN	>	721	\$143	\$102,901	28.2%
KWEN	>	18	\$142	\$2,557	0.7%
TWGN	>	45	\$138	\$6,200	1.7%
CSTN	>	8	\$111	\$887	0.2%
Totals		2,353	\$155	\$365,299	100.0%

# Day of week analysis (by account)

# What is day of week analysis (by account)?

Day of week analysis is a strategic approach used to analyze which days of week a particular account/rate plan/market segment stays at your hotel, and for how long.

# Why is day of week analysis by account important to a Revenue Manager?

It is highly beneficial, as it allows for a more accurate assessment of the true value each account brings to your hotel.

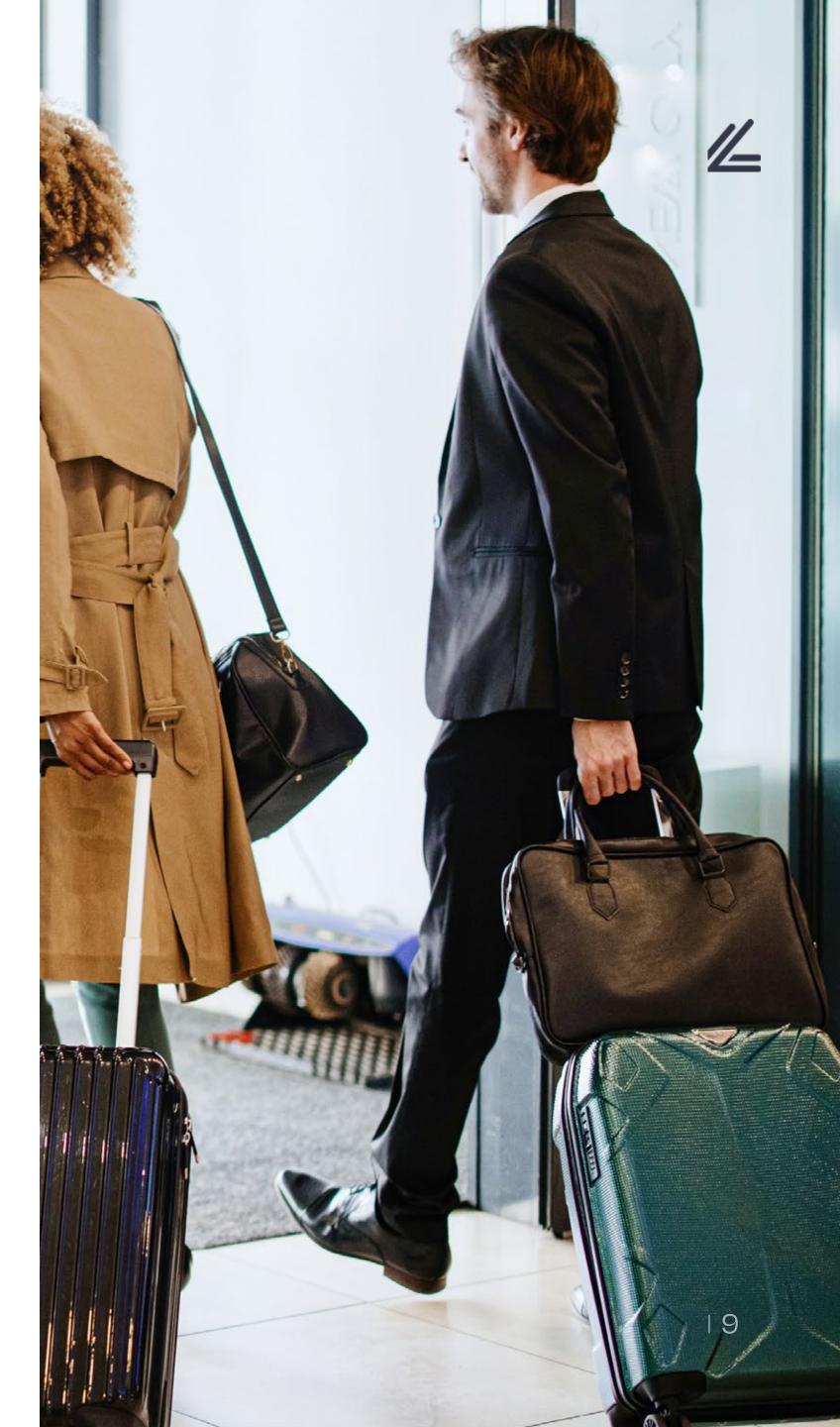
By monitoring and capturing this granular information, you can develop a data-driven strategy with regards to each account.

What reporting can Lighthouse Business Intelligence pull for a day of week analysis? And what are the key insights you can take from this to improve your performance?

#### Day of week analysis for a specific account

This report is invaluable as it enables you to **flag accounts that are displacing other**, more lucrative pieces of business, or accounts that have a rare and desirable stay pattern.

Armed with this type of analysis you can **make informed** decisions about whether to renegotiate contracts with specific accounts. This could involve adjusting the Key Negotiated Rate for an account that looks to displace more valuable business - a tactic which would drive more revenue from the account.





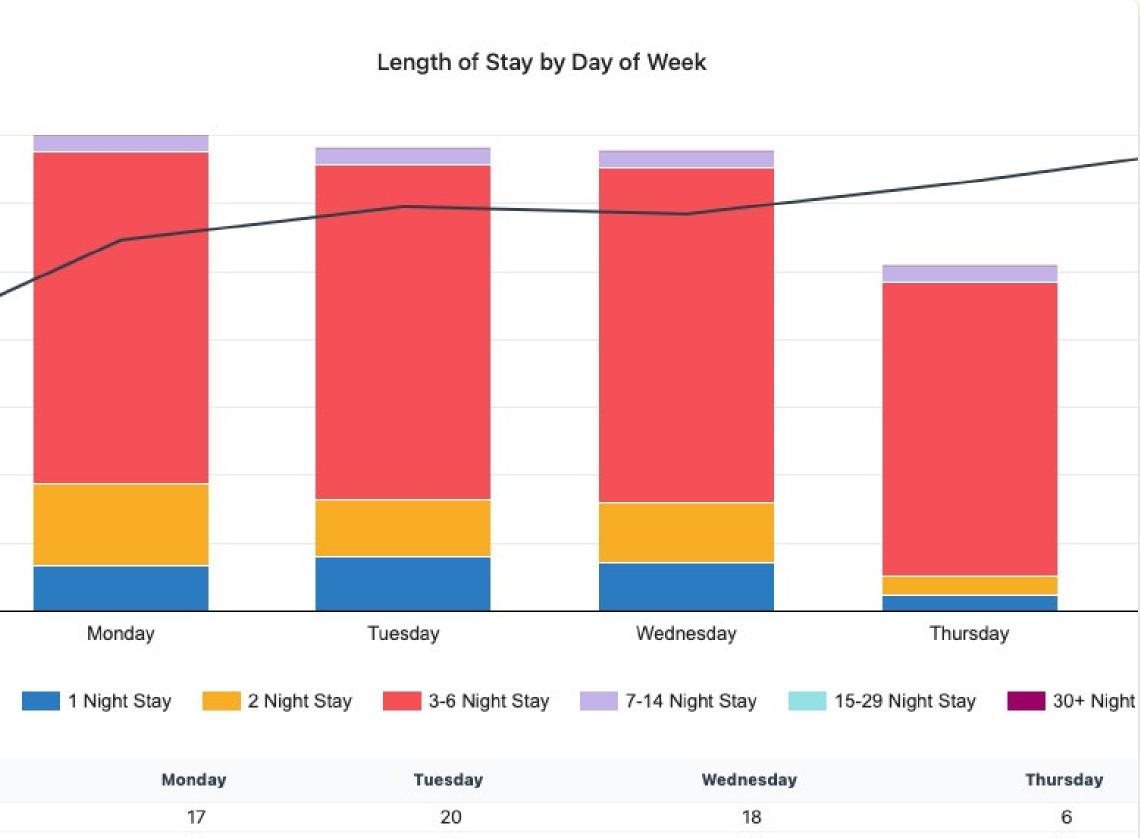


Investors have noticed a significant amount of corporate negotiated bookings over the last quarter, and on the call later today, they want to know how this might be impacting the overall profitability of the property.

Not to worry. In a few clicks you pull up Day of Week Analysis in Lighthouse Business Intelligence and can swiftly answer questions like those listed below, to understand how certain accounts are influencing performance:

- Are negotiated accounts only staying on key peak-nights and displacing more valuable stays?
- How often are certain accounts staying on nights that are 95% occupancy or higher?
- Is a particular account a net positive or an overall detractor?
- Is a particular account actually boosting shoulder dates and need-dates?

On the call you are able to give a concrete summary of specific account performance by day of week, reassuring investors the current negotiated account bookings are not hindering the property's RevPAR.



Monday	Tuesday	Wednesday	Thursday 6	
17	20	18		
30	21	22	7	
122	123	123	108	
6	6	6	6	
0	0	0	0	
0	0	0	0	
\$33,196	\$19,930	\$20,395	\$15,405	
31%	34%	33%	36%	

### Reach



#### What is Reach?

Reach is a term used to quantify the gap between two metrics, such as the forecasted revenue and the actual revenue in order to evaluate performance.

For example, if a hotel's March budget is \$350,000, and their current revenue for the month of March is \$325,000, then their "reach to budget" is \$25,000. Similarly, if the hotel's forecasted revenue for March was \$355,000, then their "reach to forecast" would be \$30,000.

The "reach to pace" for instance, would be the difference between the revenue achieved and the revenue needed to stay on track to meet the target revenue for a given period.

#### Why is Reach important to a Revenue Manager?

Reach helps you **gauge how realistic or attainable a certain goal might be** - having accurate reach metrics can help a revenue manager decide that it is urgent to make a final push for occupancy toward the end of the month, or if the hotel can comfortably focus on growing ADR for the quarter.

What reporting can Lighthouse Business Intelligence pull for Reach? And what are the key insights you can take from this to improve your performance?

#### Reach Report (to Last Year (LY) Total, Pace, Budget, and Forecast)

When you open the Reach report in Lighthouse Business Intelligence, you just click the "Export button" and can see reach to: LY Total, Pace, Budget, and Forecast in one straightforward dashboard.

With these key metrics living in one convenient location, all you need is a quick glance over, for a holistic assessment of reach at your property. You save time on analysis and can move straight to strategic decision making.

This report can also be easily distributed to other commercial departments at your hotel, as well as senior stakeholders, so everyone gets a clear and comprehensive picture of performance.

#### In practice

You've just received a message from Asset Management asking how we are looking for Saturday night and they want the answers on the call later today.

Without Lighthouse Business Intelligence this may have derailed your entire morning but all you have to do is bring up the Last year & Forecast view within the Day by Day module and you are given an immediate summary.

Having these insights you can confidently let the asset manager know a few facts: we are up in pace by \$2,400 year-over-year, we have already surpassed our budgeted occupancy goal, but still have a reach of \$940 in room revenue to hit our budget.

From these figures you provide a clear recommendation: stay the course on ADR and focus on selling your last handful of rooms at a strong rate premium to beat your budget goal.

And on top of that, you get to sound like a revenue superhero on this afternoon's call.





Last year & forecast >

Summary refreshed as of 04/18/2024 06:18 AM.
Reservation refreshed as of 04/18/2024 06:18 AM.

Date	On The Books				Reve	enue	Last Year & VAR to LY						
Date	OOO/RMS Available	Left To Sell	On The Books	Total OCC Percentage	ADR	REV	RevPAR	RMS		ADR		REV	
4/21/24 Sun 🦲	0/120	57	63	53%	\$113	\$7,098	\$59	32	31	\$114	-\$2	\$3,661	\$3,438
4/22/24 Mon 🦳	0/120	0	120	100%	\$128	\$15,413	\$128	61	59	\$143	-\$15	\$8,739	\$6,674
4/23/24 Tue 🔵	0/120	2	118	98%	\$128	\$15,047	\$125	63	55	\$139	-\$12	\$8,761	\$6,286
4/24/24 Wed 🥚	0/120	53	67	56%	\$108	\$7,258	\$60	83	-16	\$150	-\$41	\$12,424	-\$5,166
4/25/24 Thu 💍	0/120	55	65	54%	\$121	\$7,863	\$66	106	-41	\$164	-\$43	\$17,382	-\$9,519
4/26/24 Fri 💍	0/120	58	62	52%	\$132	\$8,195	\$68	120	-58	\$174	-\$42	\$20,932	-\$12,737
4/27/24 Sat	0/120	81	39	33%	\$130	\$5,083	\$42	76	-37	\$127	\$3	\$9,683	-\$4,600
4/28/24 Sun 🦲	0/120	84	36	30%	\$109	\$3,939	\$33	45	-9	\$119	-\$10	\$5,368	-\$1,429
4/29/24 Mon 🦳	0/120	80	40	33%	\$118	\$4,712	\$39	79	-39	\$138	-\$20	\$10,901	-\$6,189
4/30/24 Tue 🔵	0/120	89	31	26%	\$110	\$3,424	\$29	73	-42	\$120	-\$10	\$8,774	-\$5,350
Total	0/1200	559	641	53%	\$122	\$78,033	\$65	738	-97	\$144	-\$23	\$106,625	-\$28,592

#### Event statistics

# What kind of statistics should you look into for events in your market?

To gain a 360 degree view of events impacting your market and determine the effectiveness of your strategy in taking advantage of them, we believe the following is a solid starting point:

Occupancy

Rate Shop (compset pricing)

Pickup

Pace vs Last Year

Forecast

Here it is advisable to combine a Rate Shopping tool with your BI solution to supercharge your event analysis.

By utilizing the Events Calendar in <u>Rate Insight</u> you get a full overview of upcoming events and holidays, and can identify event proximity to your hotel, event type, and attendance estimates to help you make the best possible revenue decisions.

# Why are statistics around events important to a Revenue Manager?

The extreme peaks of demand provided by large scale events present a unique opportunity to generate revenue for your property.

Every market is unique, influenced by different supply and demand conditions, which shape room pricing and occupancy. Furthermore, different events exert varying impacts; for instance, an annual sports event creates different circumstances compared to a one-off music event.

Therefore, to get the best understanding of what's happening in your market when events are taking place you need accurate and comprehensive data sets.

This will enable you to build a sound revenue strategy that fully capitalizes on these events.

As the event date approaches, it's important to keep reviewing your event strategy to ensure it's working effectively. You can then adjust your pricing and marketing to ensure you're not leaving any money on the table.

Conversely, a lack of reliable event data could cause you to strategize incorrectly and allow your competitors to take market share.





# What reporting can Lighthouse Business Intelligence pull for event statistics? And what are the key insights you can take from this to improve your performance?

#### **Events tab of the RevPAK**

Within this Lighthouse Business Intelligence report you can see the following metrics: occupancy, pickup, forecast, rate shop, and pace vs last year, for only the dates with associated events.

Having all of these valuable metrics stored in one convenient report means you can focus solely on this report if you want a rundown of all events impacting your business, rather than digging through various spreadsheets.

This can then be easily shared among other commercial teams and high-level stakeholders, providing everyone with an overarching perspective on event related performance.

#### In practice

There's a country music superstar in town next month; demand for rooms is ramping up and rates across the area are steadily rising.

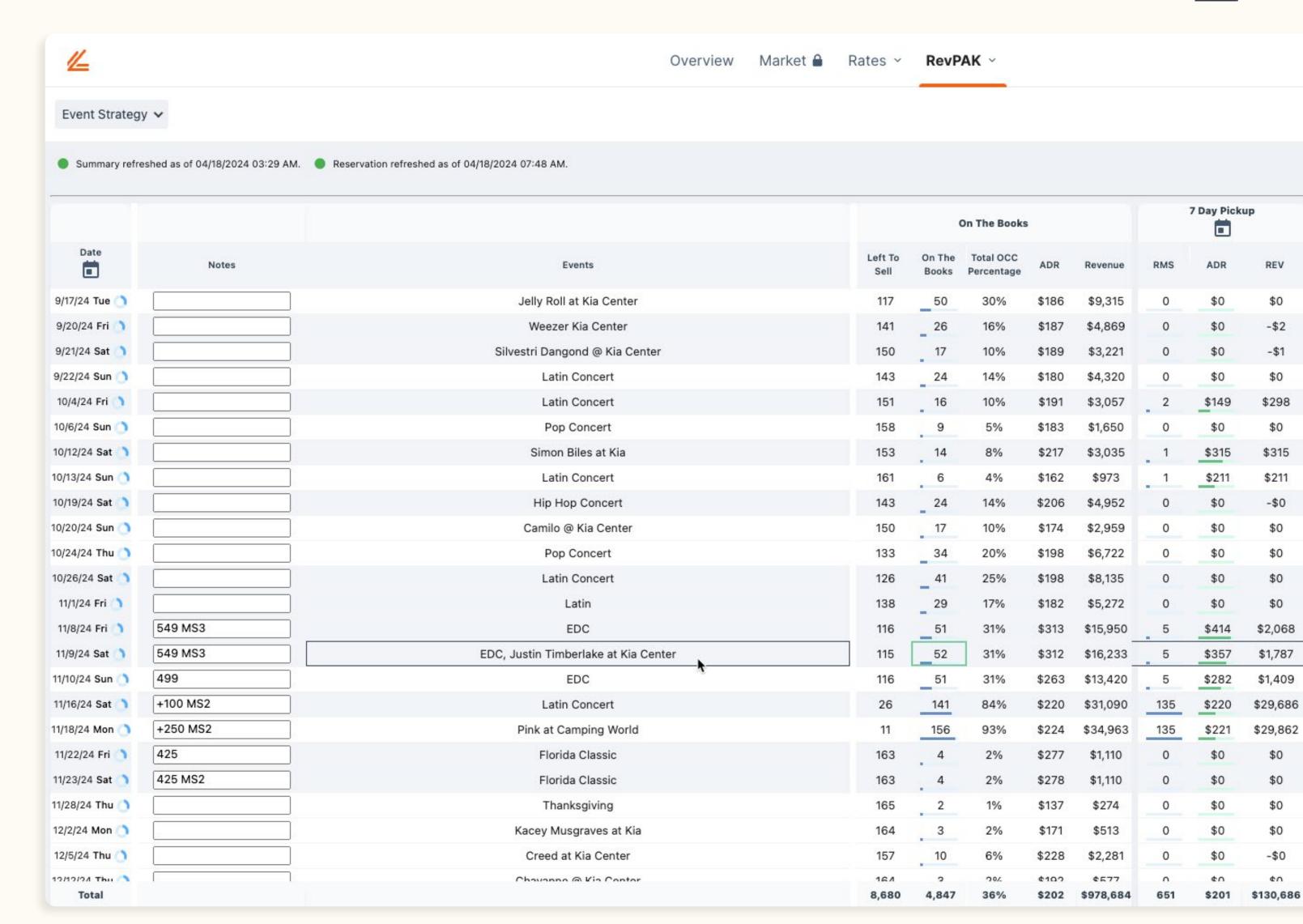
Senior management want to know if you are on track to make the most of this year's biggest event. Or if you should make vital adjustments to your strategy in the final few weeks to secure further bookings and drive RevPAR.

They want a rundown of some key statistics including: Occupancy, pickup and rates vs competitors.

You know that you are tracking well across all of these and are on course to beat your competition, without the need to change pricing strategy or promotional activity at this stage.

Now, all you have to do is take a quick glance at the Events tab of the RevPAK in Lighthouse Business Intelligence and impress the management team with what you've been looking at for the past few weeks.





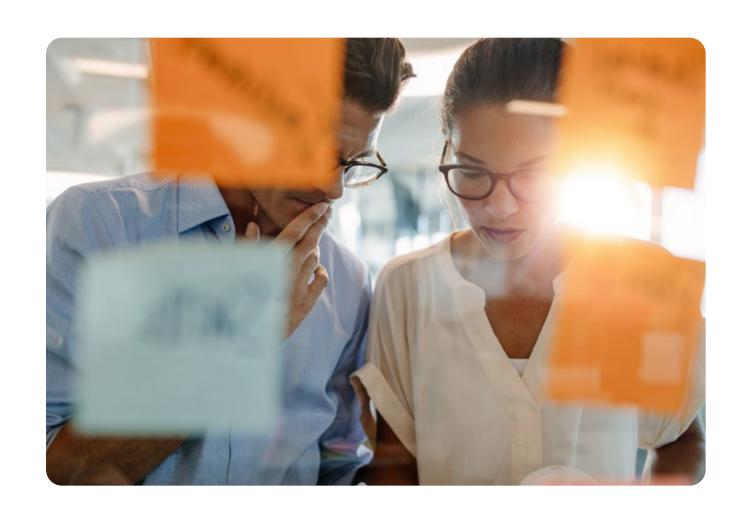
## Pickup



#### What is Pickup?

Pickup describes the number of bookings made in a given time period.

You might, for example, want to review pickup for the past 24 hours every day, or your weekly pickup every week, all of which is done to compare current with past performance, and to adjust prices and other activities accordingly if you're not achieving your goals.



# Why is pickup important to a Revenue Manager?

Pickup provides valuable insights into the booking behavior of your customers and when compared to a similar period in time, you can determine if your occupancy rate is on track or falling behind.

By monitoring your pickup you can **spot patterns to help** you anticipate when your hotel is likely to be fully booked, and whether your revenue will be in line with your forecasts.

When you review pickup data daily, it empowers you to make strategic pricing decisions and adjustments to your distribution channels, promotions, and restrictions to maximize your room revenue for specific future dates or periods.

Without checking the pickup report for future dates you run the risk of selling rooms below their optimal price and losing out on bookings and the resultant revenue to your competitors.

What reporting can Lighthouse Business Intelligence pull for pickup? And what are the key insights you can take from this to improve your performance?

#### Pickup Heatmap (RevPak)

This report monitors your pickup in the form of a user-friendly heatmap.

The heatmap is a great way to quickly spot outliers, group activity, unknown events, or any room night activity over the next 365 days.

It can also be exported in the RevPAK and will quickly become a mainstay in your report arsenal.

#### In practice

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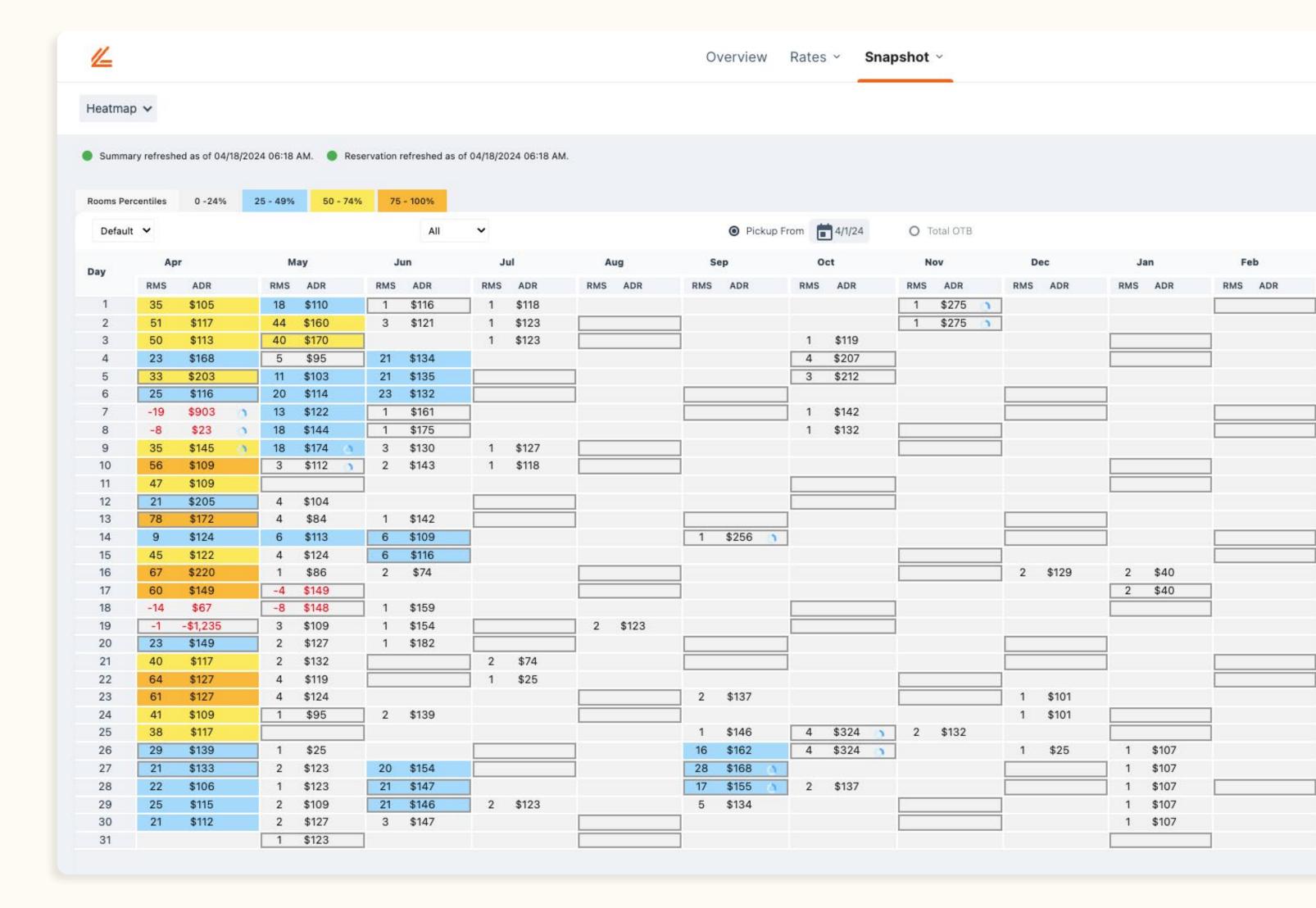
Hotel owners are concerned that bookings may be down over the past couple of weeks compared to the same period last month, and they want to continue the previous month's momentum into the high season.

You and your team are confident that bookings haven't dropped off as you have all been routinely reviewing the Pickup heatmap and factoring it into your strategy. With the whole team keeping an eye on the heatmap, there is less risk that anything "sneaks through", as they say.

You swiftly reassure owners by exporting and sending the report for their personal review.

Then during your strategy call, you highlight the Pickup heatmap, guiding them through the data and the analytical process.

By analyzing the heatmap on a weekly basis, or ideally daily, stakeholders can feel secure in the knowledge their hotel is well guarded, and only accepting the stays they want.



### What do our customers have to say?



Lighthouse Business
Intelligence already pays
for itself just in terms of
saved labor hours. And
here we're not even talking
about the many new
revenue opportunities it
helps us seize. That still
comes on top because
now we can spend more
time on refining our
commercial strategies.



#### **Donna Pariliticci**

Regional Director of Sales and Revenue Management, Mid Continent hospitality To put it bluntly,
Lighthouse Business
Intelligence's
live insights and
automated reports
have transformed the
revenue manager role
from being a report
puller to being a
strategist that actively
shapes our properties'
performance.



#### Jeff Hinkle

Associate VP Revenue Management, Stonebridge companies Lighthouse Business
Intelligence makes all
the information easily
accessible and has
become our single
source of truth.

Springboard.

#### **Scott Bogucki**

Corporate Director of Revenue Management, Springboard

Lighthouse Business
Intelligence saves
us hours on pulling
reports and collating
cumbersome
spreadsheets. Now we
just click a button and
get a property's full
performance reports.
They're easy to read
and provide accurate
actionable data in a
visual format.



#### **Lukas Peter**

Global Head of Revenue Management, Soho House & Co Lighthouse Business
Intelligence has
helped us slash the
time we spend on
reporting, leaving
us more chances
to dive deeper into
the data and better
understand our
property's overall
performance.



#### Will Jordan

Director of Revenue Management, Sales & Marketing, The Wythe

### Final thoughts



When time is at an absolute premium and the pressure is on to drive commercial performance, being confronted with an overwhelming maze of data to get the insights you need is guaranteed to have your revenue strategy stagnating and RevPAR shrinking.

But, as we've highlighted above, there's an easy fix.

By integrating a business intelligence solution to your tech stack, you can **go from data** complexity to revenue confidence with the flick of a switch.

<u>Lighthouse Business Intelligence</u> can reduce the time you spend on common revenue management tasks by 60%, so you can embrace your role as a commercial strategist rather than a data miner.

What used to be convoluted manual spreadsheets now presents itself as a single source of truth in the form of easy-to-use dashboards. So you can not only master your strategy calls but expertly refine your commercial strategies to drive RevPAR at your property.

By having instant clarity on your performance and actionable analysis of data all in one place, you can spot and capitalize on new revenue opportunities that wouldn't have been possible without Lighthouse Business Intelligence.

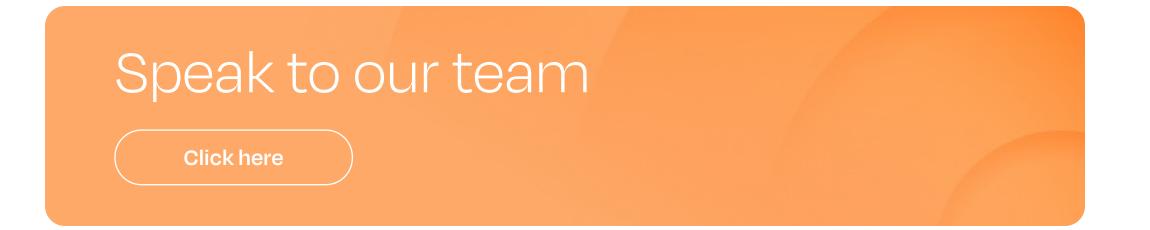
But we're not stopping there. We've decided to take Revenue Management automation to the next level and introduce Artificial Intelligence (AI) to our business intelligence solution. Lighthouse Business Intelligence uses the latest advancements in Generative AI to dramatically improve the quality and speed of quantitative data analysis for Revenue Managers.

'Smart Summaries' leverage Generative AI to transform complex data sets into easy-to-read daily performance summaries for hotel commercial teams, transforming how hotels interpret complex data to make revenue decisions.

This industry leading technology was meticulously developed and trained on extensive data collections, including tens of thousands of human-composed performance summaries that formed part of the learning models.

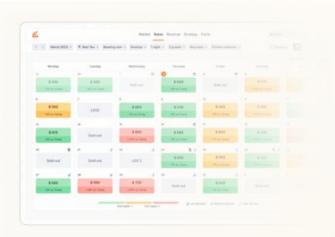
The 'Smart Summaries' feature can encapsulate changes in pick-up, ADR, segmentation, and occupancy, a task that previously required hours to complete.

If you'd like to learn more about the Al capabilities and seamless reporting of Hotel Tech Report's number one business intelligence solution four years running, get in touch below and start crushing your strategy calls.



# The Lighthouse Commercial Platform





#### Rate Insight

Track competitor pricing to maximize revenue

Start a free trial



#### Market Insight

Accurately predict future market demand

Start a free trial



#### **Business Intelligence**

Monitor, optimize, and report on your performance

Request a demo



#### Parity Insight

Identify and solve parity issues portfolio wide

Request a demo



#### Distribution Insight

Optimize distribution channel performance

Request a demo



#### **Destination Insight**

Enrich your strategy with short-term rental insights

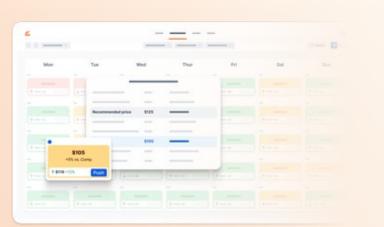
Request a demo



#### Benchmark Insight

Effectively navigate competitive performance trends

Start a free trial



#### Pricing Manager

Boost revenue with Al-driven room price recommendations

Start a free trial





Lighthouse is the global leader in cloud-based rate & market intelligence, parity management and business intelligence for the travel & hospitality industry.





### About Lighthouse

Lighthouse (formerly OTA Insight) is the leading commercial platform for the travel & hospitality industry.

We transform complexity into confidence by providing actionable market insights, business intelligence, and pricing tools that maximize revenue growth.

We continually innovate to deliver the best platform for hospitality professionals to price more effectively, measure performance more efficiently, and understand the market in new ways.

Trusted by over 65,000 hotels in 185 countries, Lighthouse is the only solution that provides real-time hotel and short-term rental data in a single platform. We strive to deliver the best possible experience with unmatched customer service. We consider our clients as true partners—their success is our success.

