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Module 3: Customer Segmentation and Behavioural Analysis

Module 3 focuses on analysing customer behaviour by creating meaningful customer segments using data-driven techniques. This module involves designing analytical attributes such as Guest Type, Customer Clusters, RFM Scores, and Demographic Segmentation to understand how different groups of customers behave.

Using Excel, Power BI, and DAX, this module enhances customer-level intelligence and helps hotels gain insights into guest loyalty, spending patterns, booking preferences, and travel purpose. By applying segmentation techniques, hotels can identify high-value guests, understand customer diversity, and design targeted strategies to improve guest satisfaction and revenue.

1. Creating GuestType (Customer Persona Classification)

To understand customer behaviour more effectively, a new analytical attribute called GuestType was created in Power BI using a DAX calculated column. This attribute classifies each guest into meaningful personas based on their travel purpose, booking channel, and stay duration.

DAX Formula Used:

```
GuestType =  
SWITCH(  
    TRUE(),  
  
    -- Business: Purpose = Business OR BookingChannel = Corporate  
    [Purpose] = "Business" || [BookingChannel] = "Corporate",  
    "Business",  
  
    -- Family: Vacation or Holiday with Long Stay  
    ([Purpose] = "Vacation" && [StayType] = "Long Stay") ||  
    ([Purpose] = "Holiday" && [StayType] = "Long Stay"),  
    "Family",  
  
    -- Corporate: Conference OR Medium Stay  
    [Purpose] = "Conference" || [StayType] = "Medium Stay",  
    "Corporate",  
  
    -- Default  
    "Solo"
```

)

The screenshot shows the ShruTi More Visualizations software interface. The top menu includes File, Home, Help, Table tools, and Column tools. The Column tools tab is active, showing options for Name, Data type, Format, Summarization, Data category, Sort by column, Data groups, Manage relationships, and New column. The main area displays a DAX formula for GuestType, which categorizes guests based on Purpose, BookingChannel, and StayType. The formula is as follows:

```
1 GuestType =
2 SWITCH(
3 TRUE(),
4
5 -- Business: Purpose = Business OR BookingChannel = Corporate
6 [Purpose] = "Business" || [BookingChannel] = "Corporate",
7 "Business",
8
9 -- Family: Vacation or Holiday with Long Stay
10 ([Purpose] = "Vacation" && [StayType] = "Long Stay") ||
11 ([Purpose] = "Holiday" && [StayType] = "Long Stay"),
12 "Family",
13
14 -- Corporate: Conference OR Medium Stay (adjust if needed)
15 [Purpose] = "Conference" || [StayType] = "Medium Stay",
16 "Corporate",
17
18 -- Default
19 "Solo"
20 )
21
```

Below the formula, a data table is displayed with columns: DiscountApplied, BookingChannel, Purpose, StayType, PromotionCodeUsed, TaxAmount, SourceType, ADR, MonthStart, GuestType, NumOfBookings, and CustomerCluster. The table contains 25,000 rows of data. The GuestType column shows values: Family, High Spender, and Solo. The CustomerCluster column shows values: High Spender, High Spender, and High Spender.

Table: Booking (25,000 rows) Column: GuestType (4 distinct values)

This DAX formula categorizes guests into Business, Family, Corporate, or Solo based on their purpose of visit, stay duration, and booking channel. It helps classify guests for better analysis of customer behavior and hotel trends.

2. CustomerCluster

The CustomerCluster attribute categorizes customers based on their booking frequency and total revenue generated. This segmentation helps identify guest loyalty levels and spending patterns, allowing the hotel to focus on high-value customers and design personalized strategies for each group.

DAX Formula:

CustomerCluster =

SWITCH(TRUE(),

[NumOfBookings] = 1 && [Revenue] < 5000, "First-Timer",

[NumOfBookings] >= 3 && [Revenue] < 15000, "Loyal Guest",

[Revenue] >= 15000, "High Spender",

"Other"

)

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File Home Help Table tools Column tools

Name CustomerCluster Format Text

Data type Text

Summarization Don't summarize

Data category Uncategorized

Sort by column

Data groups

Manage relationships

New column

Calculations

Structure

Formatting

Properties

Sort

Groups

Relationships

Calculations

1 CustomerCluster =
2 SWITCH(TRUE(),
3 [NumOfBookings] < 1 && [Revenue] <
4 5000, "First-Timer",
5 [NumOfBookings] >= 1 && [Revenue] <
6 15000, "Loyal Guest",
7 [Revenue] >= 15000, "High Spender",
8 "Other")
9
10

DiscountApplied BookingChannel Purpose StayType PromotionCodeUsed TaxAmount SourceType ADR MonthStart GuestType NumOfBookings CustomerCluster

5 Mobile App Holiday Long Stay — 3540.96 Direct ₹4,918.00 01-12-2025 Family 2 High Spender

5 Travel Agent Holiday Long Stay — 6483.6 OTA ₹9,005.00 01-07-2021 Family 3 High Spender

5 Call Center Holiday Long Stay — 6491.52 Direct ₹9,016.00 01-09-2025 Family 4 High Spender

5 Website Holiday Long Stay — 6801.84 Direct ₹9,447.00 01-08-2025 Family 3 High Spender

5 Travel Agent Holiday Long Stay — 6448.32 OTA ₹8,956.00 01-07-2025 Family 2 High Spender

5 Mobile App Holiday Long Stay — 6448.32 Direct ₹8,956.00 01-05-2022 Family 4 High Spender

5 Travel Agent Holiday Long Stay — 6448.32 OTA ₹8,956.00 01-07-2021 Family 3 High Spender

5 Website Holiday Long Stay — 3540.96 Direct ₹4,918.00 01-01-2022 Family 7 High Spender

5 Mobile App Holiday Long Stay — 6448.32 Direct ₹8,956.00 01-01-2022 Family 2 High Spender

5 Mobile App Holiday Long Stay — 6483.6 Direct ₹9,005.00 01-10-2024 Family 1 High Spender

5 Mobile App Holiday Long Stay — 6448.32 Direct ₹8,956.00 01-07-2022 Family 2 High Spender

5 Call Center Holiday Long Stay — 2714.4 Direct ₹3,770.00 01-03-2023 Family 2 High Spender

5 Mobile App Holiday Long Stay — 6448.32 Direct ₹8,956.00 01-08-2023 Family 1 High Spender

5 Travel Agent Holiday Long Stay — 6483.6 OTA ₹9,005.00 01-04-2024 Family 1 High Spender

5 Call Center Holiday Long Stay — 6448.32 Direct ₹8,956.00 01-10-2021 Family 1 High Spender

5 Mobile App Holiday Long Stay — 6801.84 Direct ₹9,447.00 01-08-2021 Family 1 High Spender

5 Website Holiday Long Stay — 6801.84 Direct ₹9,447.00 01-04-2025 Family 4 High Spender

5 Call Center Holiday Long Stay — 6448.32 Direct ₹8,956.00 01-08-2022 Family 2 High Spender

5 Travel Agent Holiday Long Stay — 6801.84 OTA ₹9,447.00 01-11-2022 Family 4 High Spender

Table: Booking (25,000 rows) Column: CustomerCluster (4 distinct values)

Update available (click to download)

This formula classifies guests into First-Timer, Loyal Guest, High Spender, or Other based on their booking count and total revenue. It helps the hotel identify guest value segments and understand their long-term contribution.

3. Creating Guest Country

The Guest Country field was created to simulate the geographical origin of guests by randomly assigning a country name to each record. This enhances the dataset for demographic analysis and enables country-wise segmentation, heatmaps, and trend insights in Power BI.

Excel Formula Used

```
=CHOOSE(RANDBETWEEN(1,46),  
"India","United States","United Kingdom","Canada","Australia",  
"Germany","France","Italy","Spain","Brazil","Mexico","China",  
"Japan","South Korea","Russia","South Africa","Nigeria","Egypt",  
"Kenya","Argentina","Chile","Colombia","Peru","Netherlands",  
"Sweden","Norway","Denmark","Finland","Poland","Turkey",  
"Saudi Arabia","United Arab Emirates","Israel","Thailand",  
"Vietnam","Indonesia","Malaysia","Singapore","Philippines",  
"New Zealand","Pakistan","Bangladesh","Sri Lanka","Nepal","Iran")
```

Table: Customer (15,000 rows) Column: Nationality (59 distinct values)

This formula randomly assigns a country from a predefined list using **RANDBETWEEN** and **CHOOSE**. It helps create realistic guest demographics for country-wise analysis and visualizations.

4. Guest Summary Table:

The Guest Summary Table aggregates guest-level stay information by summarizing each customer's earliest check-in date and most recent check-out date. This table is useful for understanding guest history, identifying long-term customers, and analysing patterns in first and last visits.

DAX Formula Used

Tbl_Guests =

SUMMARIZE(

'TblBookings',

'TblBookings'[CustomerID],

"FirstStay", MIN('TblBookings'[CheckInDate]),

"LastStay", MAX('TblBookings'[CheckOutDate])

)

CustomerID	FirstStay	LastStay	RecencyScore	FrequencyScore	SpendScore
C12338	07-06-2021	19-08-2024	464	126	947352
C4797	26-03-2021	01-10-2023	787	78	586456
C13429	01-06-2021	16-07-2024	498	48	360896
C4818	27-09-2023	12-07-2025	137	66	496232
C13558	07-07-2021	25-01-2022	1401	66	496232
C10651	11-01-2025	21-01-2025	309	36	270672
C8041	09-02-2023	10-02-2023	1020	6	45112
C1197	20-04-2025	10-06-2025	169	66	496232
C5199	18-05-2024	20-05-2024	555	12	90224
C13502	29-03-2023	20-05-2025	190	84	631568
C9647	16-07-2021	10-06-2025	169	66	496232
C210	26-09-2022	07-07-2024	507	66	496232
C13611	16-01-2021	16-04-2023	955	72	541344
C5217	03-06-2023	06-11-2025	20	162	1218024
C14663	19-03-2023	15-08-2025	103	36	270672
C13210	28-06-2022	17-11-2024	374	90	676680
C11019	03-10-2025	06-10-2025	51	18	135336
C7201	02-04-2023	20-10-2025	37	96	721792
C7261	15-05-2023	16-11-2024	375	54	406008
C1723	03-12-2021	18-10-2024	404	96	721792
C11163	02-03-2023	07-05-2025	203	72	541344
C9279	25-05-2022	18-11-2025	8	132	992464
C10347	19-11-2022	10-09-2024	442	72	541344
C852	02-09-2022	04-04-2025	236	48	360896
C1058	07-07-2022	09-07-2022	1236	12	90224
C11146	06-10-2022	11-10-2022	1142	30	225560
C6905	02-12-2022	28-10-2025	29	60	451120
C11538	23-05-2025	24-05-2025	166	12	90224

This DAX formula creates a summary table showing each customer's first and last stay dates using MIN and MAX. It helps track guest visit history and analyse long-term customer relationships.

5. Scoring (RFM Analysis):

To evaluate customer value and behaviour, an RFM scoring model was created using three key metrics:

- Recency – how recently a customer stayed
- Frequency – how often they booked
- Monetary (Spend) – total revenue generated

These scores help identify loyal customers, high-value spenders, and inactive guests, improving segmentation and targeted decision-making.

a) Recency Score

DAX Formula

RecencyScore =

DATEDIFF(

CALCULATE(

MAX('TblBooking'[CheckOutDate]),

FILTER('TblBooking', 'TblBooking'[CustomerID] = 'Tbl_Guests'[CustomerID])

),

TODAY(),

DAY

)

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File Home Help Table tools Column tools

Name: RecencyScore Format: Whole number Summarization: Sum

Data type: Whole number Data category: Uncategorized

Structure: Formatting: Properties: Sort by column: Sort Data groups: Groups Manage relationships: Relationships New column: Calculations

1 RecencyScore =
2 DATEDIFF(
3 CALCULATE(
4 MAX('TblBooking'[CheckOutDate]),
5 FILTER('TblBooking', 'TblBooking'[CustomerID] = 'Tbl_Guests'[CustomerID])
6),
7 TODAY(),
8 DAY
9)
10

CustomerID	FirstStay	LastStay	RecencyScore	FrequencyScore	SpendScore
C12338	07-06-2021	19-08-2024	464	126	947352
C4797	26-03-2021	01-10-2023	787	78	586456
C13429	01-06-2021	16-07-2024	498	48	360896
C4818	27-09-2023	12-07-2025	137	66	496232
C13558	07-07-2021	25-01-2022	1401	66	496232
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C8041	09-02-2023	10-02-2023	1020	6	45112
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C13611	16-01-2021	16-04-2023	955	72	541344
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C13210	28-06-2022	17-11-2024	374	90	676680
C11019	03-10-2025	06-10-2025	51	18	135336
C7201	02-04-2023	20-10-2025	37	96	721792
C7261	15-05-2023	16-11-2024	375	54	406008
C1723	03-12-2021	18-10-2024	404	96	721792

Table: Tbl_Guests (12,201 rows) Column: RecencyScore (1,800 distinct values)

Update available (click to download)

This formula calculates how many days have passed since a customer's most recent stay. Lower values indicate recently active guests, while higher values show less recent or inactive customers.

b) Frequency Score

DAX Formula

FrequencyScore =

CALCULATE(

COUNTROWS('TblBooking'),

FILTER('TblBooking', 'TblBooking'[CustomerID] = 'Tbl_Guests'[CustomerID])

)

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File Home Help Table tools Column tools

Name: FrequencyScore Format: Whole number Summarization: Sum

Data type: Whole number Data category: Uncategorized

Structure: Formatting: Properties: Sort by column: Sort Data groups: Groups Manage relationships: Relationships New column: Calculations

1 FrequencyScore =
2 CALCULATE(
3 COUNTROWS('TblBooking'),
4 FILTER('TblBooking', 'TblBooking'[CustomerID] = 'Tbl_Guests'[CustomerID])
5)
6

CustomerID	FirstStay	LastStay	RecencyScore	FrequencyScore	SpendScore
C12338	07-06-2021	19-08-2024	464	126	947352
C4797	26-03-2021	01-10-2023	787	78	586456
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C1723	03-12-2021	18-10-2024	404	96	721792
C11163	02-03-2023	07-05-2025	203	72	541344
C9279	25-05-2022	18-11-2025	8	132	992464
C10347	19-11-2022	10-09-2024	442	72	541344

Table: Tbl_Guests (12,201 rows) Column: FrequencyScore (36 distinct values)

Update available (click to download)

This formula counts how many bookings each customer has made. It helps identify highly frequent guests versus one-time visitors.

c) Spend Score

DAX Formula

SpendScore =

```
CALCULATE(
    SUM('TblBooking'[DayRevenue]),
    FILTER('TblBooking', 'TblBooking'[CustomerID] = 'Tbl_Guests'[CustomerID])
)
```

The screenshot shows the Power BI Desktop interface. The formula bar contains the DAX formula for 'SpendScore'. The data table below shows the results of this calculation for various customers.

CustomerID	FirstStay	LastStay	RecencyScore	FrequencyScore	SpendScore
C12338	07-06-2021	19-08-2024	464	126	947332
C4797	26-03-2021	01-10-2023	787	78	586456
C13429	01-06-2021	16-07-2024	498	48	360896
C4818	27-09-2023	12-07-2025	137	66	496232
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C10651	11-01-2025	21-01-2025	309	36	270672
C8041	09-02-2023	10-02-2023	1020	6	45112
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C5199	18-05-2024	20-05-2024	555	12	90224
C13502	29-03-2023	20-05-2025	190	84	631568
C9647	16-07-2021	10-06-2025	169	66	496232
C210	26-09-2022	07-07-2024	507	66	496232
C13611	16-01-2021	16-04-2023	955	72	541344
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C13210	28-06-2022	17-11-2024	374	90	676680
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C1723	03-12-2021	18-10-2024	404	96	721792
C11163	02-03-2023	07-05-2025	203	72	541344
C9279	25-05-2022	18-11-2025	8	132	992464
C10347	19-11-2022	10-09-2024	442	72	541344

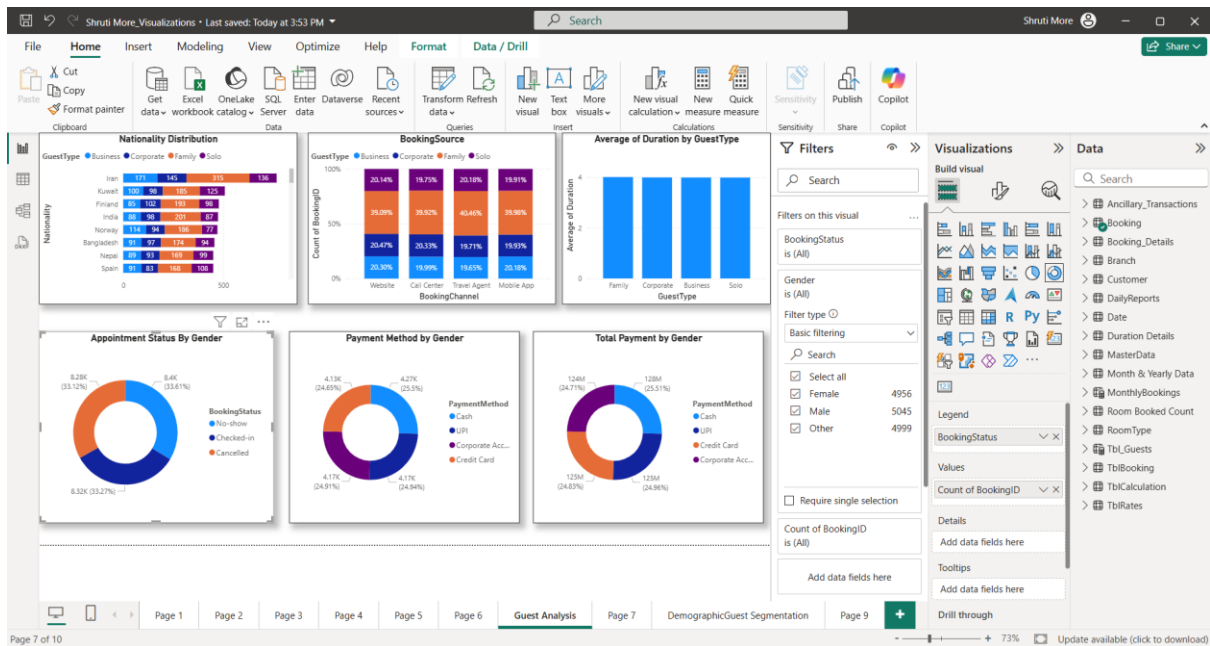
This formula calculates the total revenue generated by each customer across all stays. It highlights high spenders and helps analyse revenue contribution per guest.

Visualization and Analysis: (Output)

6. Visualization & Analysis (Output)

After creating analytical fields like GuestType, CustomerCluster, RFM Scores, and demographic attributes, several Power BI visualizations were created to understand customer behavior and segmentation.

These visuals help interpret patterns in nationality, booking behavior, spending habits, and customer demographics.



a) Nationality Distribution by Guest Type

A clustered bar chart was created to show how different guest personas (Business, Corporate, Family, Solo) are distributed across countries.

This helps identify key international markets contributing to hotel bookings.

b) Booking Source Analysis

A 100% stacked bar chart displays the proportion of bookings made via Website, Call Center, Travel Agent, and Mobile App.

This visualization highlights which channels are most preferred by different guest types.

c) Average Duration by Guest Type

A bar chart shows how long each customer group stays on average.

Family guests typically have longer stays, while Business and Solo travelers have shorter visits.

d) Appointment Status by Gender

A donut chart illustrates the distribution of Checked-in, No-show, and Cancelled bookings for Male and Female customers.

This helps understand reliability trends based on gender.

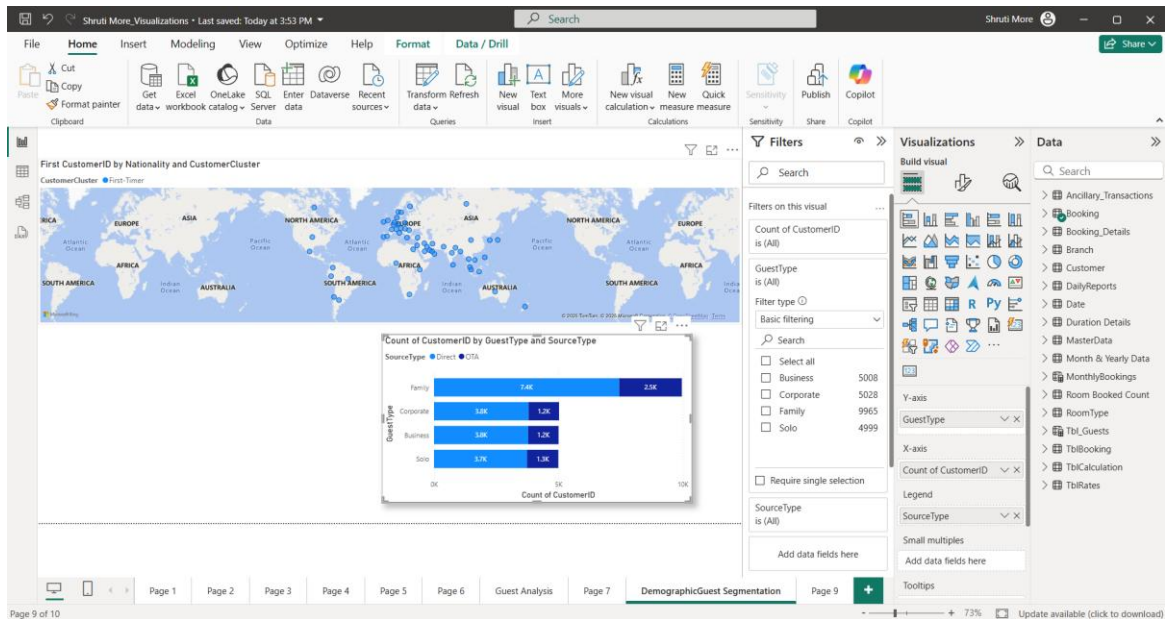
e) Payment Method by Gender

Another donut chart shows which payment method (Cash, UPI, Credit Card, Corporate Account) is used more frequently by each gender.

This supports decisions related to billing methods and promotions.

f) Total Payment by Gender

This chart shows total revenue contribution from each gender by payment mode. It helps identify spending behavior and possible high-value segments.

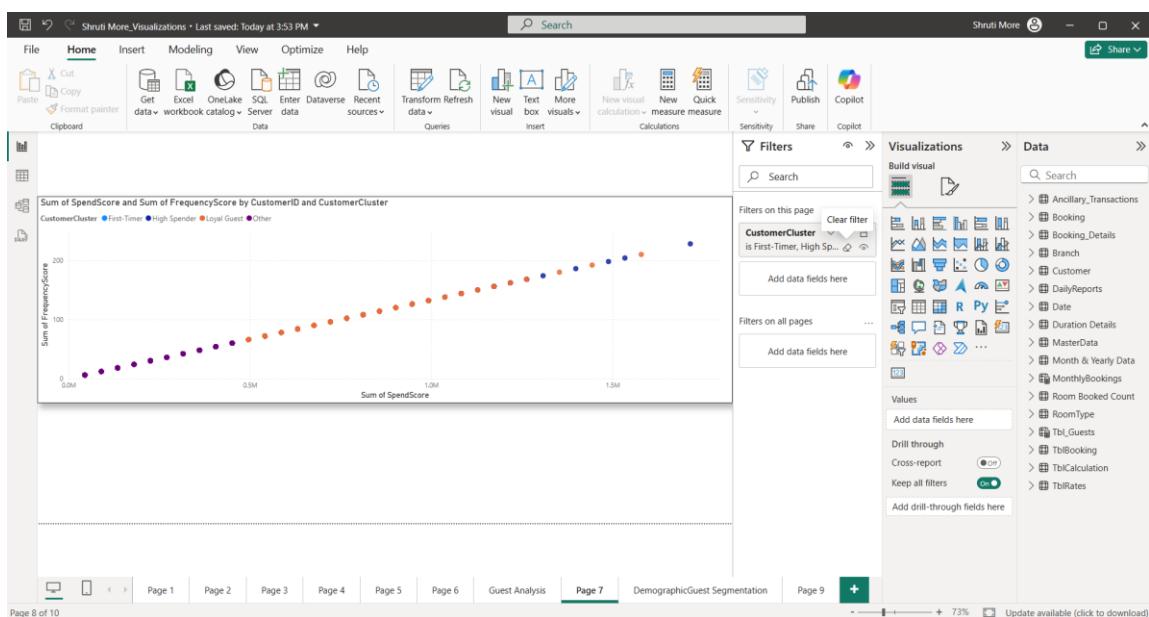


g) Geographic Distribution of First-Time Customers

A map visualization highlights the locations of first-time guests around the world. This helps identify potential markets for targeted hotel promotions.

h) Customer Count by Guest Type and Source Type

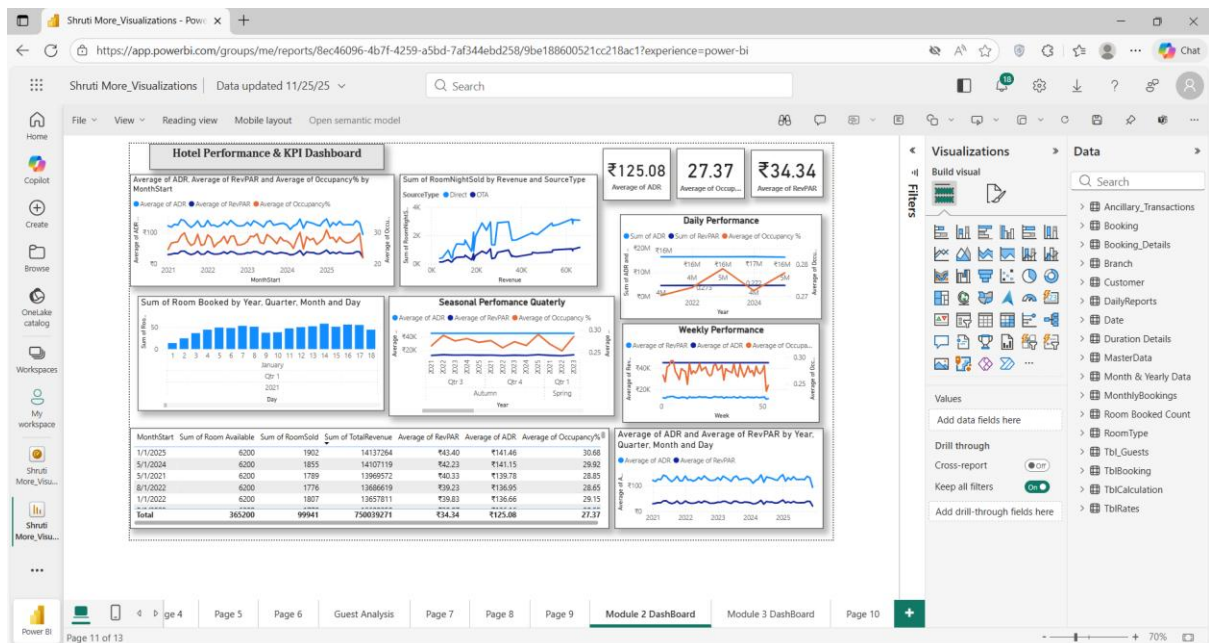
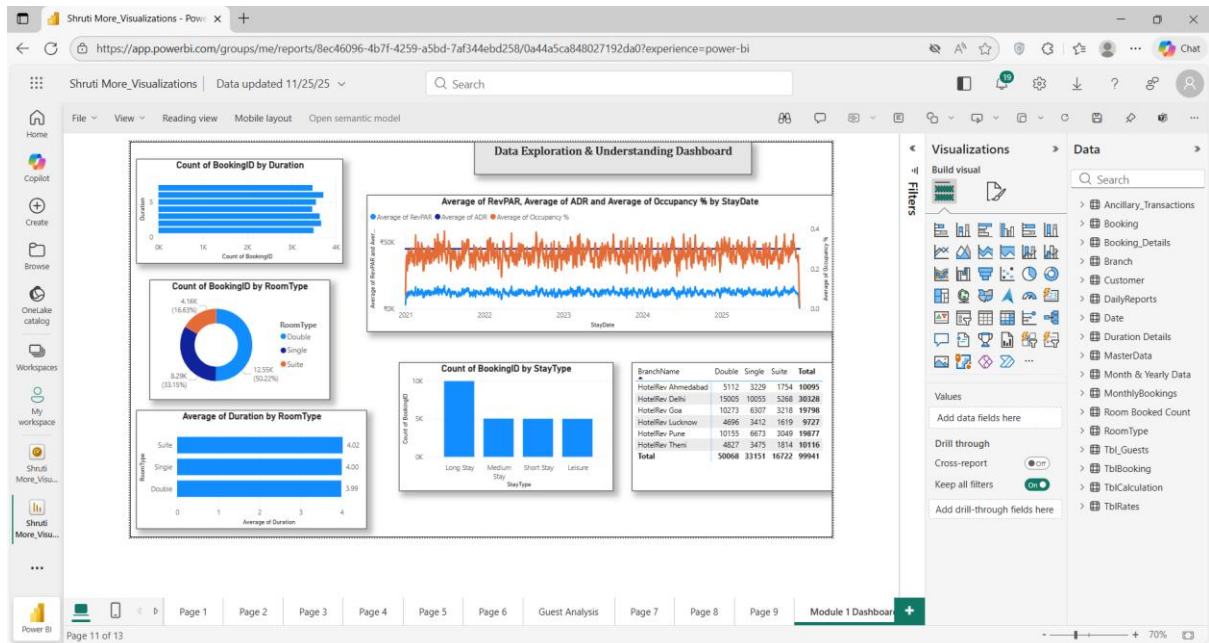
A horizontal bar chart compares how many customers (Direct vs OTA) belong to each guest category. This helps understand channel preference for different customer groups.

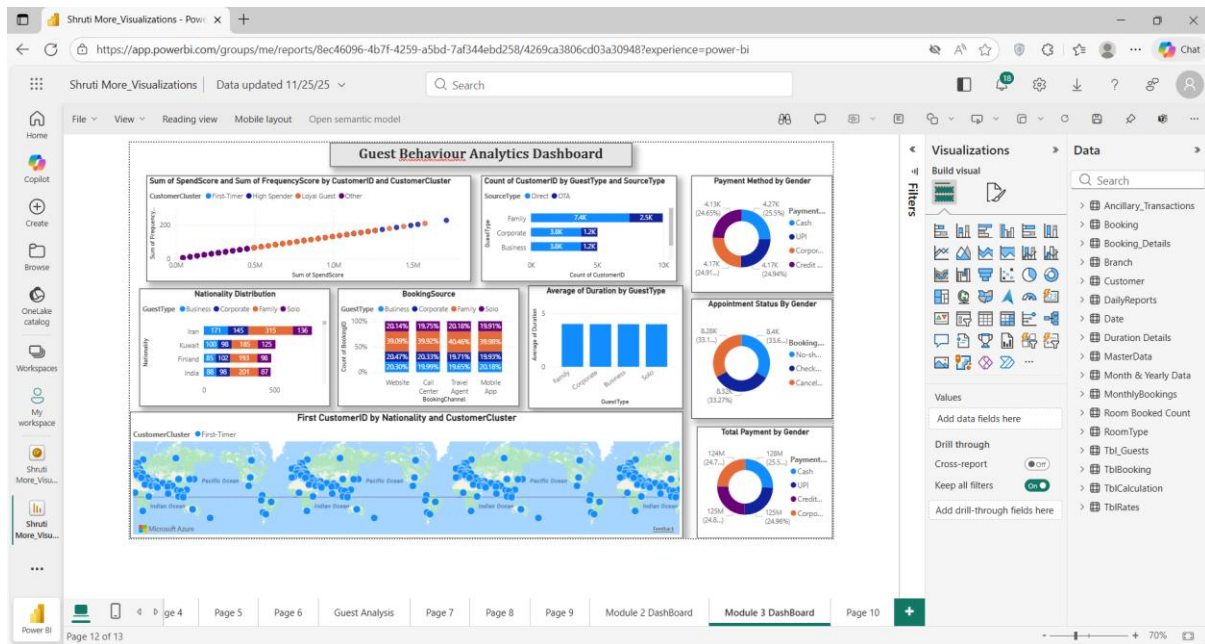


D)Spend Score vs Frequency Score (Scatter Plot)

This scatter plot compares customers based on how much they spend (SpendScore) and how often they visit (FrequencyScore). Each dot represents a customer and colors indicate their CustomerCluster.

DASHBOARD





Insights and Learning from Module 3

1. Clear Customer Segmentation

Using calculated fields like GuestType and CustomerCluster, customers were grouped into Business, Family, Corporate, Solo, First-Timer, Loyal Guest, and High Spender. This helped understand each group's unique behavior.

2. Behaviour Patterns Identified

RFM scoring (Recency, Frequency, Spend) revealed how often customers visit, how recently they stayed, and how much revenue they contribute. This highlighted loyal vs. high-value customers.

3. Booking and Spending Trends

Visualizations showed differences in booking channels, payment methods, nationality distribution, and stay duration across guest types. These trends help identify which customer segments are most profitable.

4. Geographic Insights

Map visuals showed the spread of customers globally, helping identify strong markets and potential areas for growth.

5. Better Customer Understanding

By analysing segmentation, stay patterns, and RFM scores, the hotel can improve marketing, personalize service, and increase customer retention.

6. Strong Foundation for Predictive Analysis

The structured segmentation and scoring system prepares the data for deeper analysis like churn prediction and targeted promotions.

Conclusion

Module 3 successfully enhanced customer understanding by segmenting guests based on their behavior, booking patterns, and spending levels. Through analytical fields like GuestType, CustomerCluster, and

RFM scoring, we identified distinct customer groups and their preferences. The visualizations provided meaningful insights into nationality distribution, booking sources, stay duration, and payment trends.

Overall, this module helps the hotel make data-driven decisions, improve customer engagement, personalize services, and strengthen marketing strategies. It provides a solid foundation for targeting high-value customers, improving retention, and planning future business growth.