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Online Travel Agencies Competitor Benchmarking and Market Entry (Hotel-Only)

Our project aims to analyse and compare the booking and hotel industry in Saudi Arabia between seven OTAs across the year to facilitate market entry for a new market penetrator.

In our analysis we compare between the pricings, market share, average room rate, conversion rate, and total search volume for the seven OTAs.





02

Data Source



Internal Booking & Hotel Performance Data (Synthetic)



Fully synthetic booking-level dataset for Saudi hotels across seven OTAs, generated from business rules and distributions in the data dictionary and logic files, not from live customer or transactional systems. Includes hotel, city, star rating, booking date, check-in date, room type, stay length, booking amount and cancellation status purely for modelling and design validation purposes.







Competitor Price Intelligence (Synthetic 7-OTA Benchmark)

Simulated Fact_Competitor_Prices table with nightly room rates for seven benchmark OTAs at hotel×room×check-in grain, created to mimic realistic price spreads and seasonality rather than scrape or expose real OTA prices.

Dim_Competitor records (names, segments, market share estimates) are assumption-based profiles to support comparative analysis in the Competitor Comparison Matrix.



Win/Loss Opportunity Funnel (Synthetic):

Fact_Win_Loss_Analysis is a modelled win-loss funnel, where opportunities, wins, losses and win-rates are generated from assumed conversion curves by price band and feature parity, calibrated to be realistic but not traceable to any live CRM or sales pipeline. Used solely to demonstrate how WPRICE and WFEAT respond to changes in pricing and product levers.

Feature Parity & Product Catalogue (Synthetic Feature Set):

Dim_Competitor_Features contains a curated list of OTA features (Mada, instalments, free cancellation, loyalty, etc.) with synthetic offer flags and 1–10 Competitive_Advantage_Scores derived from expert judgement, not from contractual or technical system audits. The Feature Checklist and FPAR index therefore illustrate the framework for gap analysis, not a definitive assessment of any real OTA.



Saudi Market Calendar & Seasonality (Assumption-Based)



Market_Calendar_2025 captures assumed seasonal uplift factors for Hajj, Ramadan, Eid and National Day to stress-test the KPI framework under realistic Saudi demand patterns. All multipliers and dates are for scenario planning only; they are not sourced from official tourism or regulatory datasets.





03

KPIs



1- Price Delta vs Cheapest (PDEL)

- Business Justification: Measures the average SAR difference between our rate and the cheapest OTA for the same hotel, room and night; sustainable market entry requires operating in a controlled “near-parity” band rather than permanent deep discounting.
- Seasonal Factors: During Hajj and peak Ramadan, small positive deltas are acceptable due to demand pressure, while shoulder periods should target roughly –5 to +10 SAR to build share without destroying yield.





2- Competitor Benchmark Index (COMPBENCH)

- Business Justification: Compares our average price to a weighted top-3 benchmark (Booking.com, Agoda, Almosafer), which reflects how investors, hotels and customers perceive competitiveness versus the leading OTAs.
- Seasonal Factors: In acquisition phases COMPBENCH should sit tightly between 0.97 and 1.00, widening only around ultra-peak periods where all players lift rates together and customers emphasise availability over small price differences.





3- Win Rate When Cheapest (WPRICE)

- Business Justification: Shows the proportion of opportunities we win when our price is already at or below the cheapest competitor, revealing whether failures are due to product gaps, loyalty and UX rather than raw pricing.
- Seasonal Factors: WPRICE should strengthen in off-peak and shoulder periods; if it remains low even when demand is softer, this indicates structural issues that must be addressed before scaling marketing spend.





4- Feature Parity Index (FPAR)

- Business Justification: Captures the share of high-impact OTA features we currently match relative to the benchmark set, linking product roadmap execution directly to competitive readiness and customer trust.
- Seasonal Factors: Expectations around payments, cancellation flexibility and loyalty are highest in Ramadan, Hajj and peak leisure months, so $FPAR \geq 80\%$ in these windows is critical to justify rate parity with incumbents.





5- Win Rate at High Feature Coverage (WFEAT)

- Business Justification: Measures win rate for opportunities where feature parity is already high (Feature_Parity_Score ≥ 0.90), quantifying the incremental lift in performance once key product gaps are closed.
- Seasonal Factors: Target range is 40–70%; deviations during major events highlight whether pricing strategy, inventory constraints or feature relevance are limiting the benefit of improved parity.





6- Competitor Feature Count Advantage

- Business Justification: Counts how many benchmark features each competitor offers compared with our OTA, making visible the “feature gap” versus Booking.com, Agoda and Almosafer and guiding a focused roadmap on high-score items such as Mada, instalments and enhanced cancellation.
- Seasonal Factors: Payment and cancellation features carry outsized weight during Hajj and Ramadan when booking risk and basket size are high, so closing these gaps before peak seasons has disproportionate impact on conversion and partner confidence.





7- Market Share Estimate by OTA (MSHARE%)

- Business Justification: Uses Dim_Competitor market-share percentages combined with booking volumes to position our OTA versus incumbents in each city and star-rating band, supporting investor narratives around traction and displacement.
- Seasonal Factors: Short-term share spikes around Hajj and Ramadan should be interpreted separately from baseline share trends so that leadership does not over- or under-estimate structural progress.

