**Modeling Overbooking in**

**Hotel Revenue Management**

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**Abstract** Overbooking is a common and accepted practice in the hotel and airline industry. This study details a statistical model for hotels to maximize their revenue by suggesting a scheme for overbooking, no-show, and cancellation. It is based on the data as provided by a hotel in Portugal. First, given the uncertainty of a reservation’s arrival and the cost of providing alternative accommodations, a profitable overbooking strategy is developed, using a logistic regression model. Next, a binomial probability model is employed to estimate the maximum number of reservations to schedule given the number of rooms and cost of overbooking. Finally, splitting the data into training and testing sets, shows that for a modest cost, less than half of the rooms go empty.

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# Nomenclature

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# *p* Probability

E Expected value

Number of bookings made

Profit per room

*F* Cumulative density function (CDF) of a binomial random variable

ℓ Cost of purchasing alternative accommodations

Predicted Probability

*b* Regression Coefficient

# Introduction

Many businesses with a limited schedule need to absorb the cost of customers not arriving to scheduled reservations. Customers purchasing these services tend to have a non-zero probability of canceling in advanced or missing the reservation. Regardless of whether a business takes payment in advanced, collects a deposit, or schedules without a no-show penalty, overbooking is worthy of consideration. However, there are high costs associated with selling more than can be provided such as alternative accommodations, reputational damage, irate customers, and so on. Therefore, overbooking must be done with care and strong mathematical justification. Probability models give us the proper tools to design a profitable overbooking strategy.

The optimal overbooking strategy schedules enough reservations so that the business is near or at capacity, and rarely incurs the costs of overscheduling. The optimum number of people is based on the probability of them arriving and the costs associated scheduling more than can be fulfilled. Non-monetary considerations like reputation or regulations are important however, this strategy will only consider monetary cost. This model is based on a real hotel booking dataset (Antonio 1) which can later be generalized and adjusted to another business’s requirements.

This project begins with a discussion of the data sources used to build the model. Then in the Analysis section we justify the use of a binomial model. The methods section contains an introduction of the functions that combine these models on one data source and includes a simulation of random overbooking to benchmark our overbooking strategy against doing no overbooking or taking every booking. After that a discussion of the results, implications and how this process can be generalized to any business taking sufficiently large reservations and how many reservations must be taken to justify an overbooking strategy. This project concludes with a summary of the results, limitations, and other considerations.

Data

The data used in this project is provided directly from two anonymous hotels in Portugal (Antonio 1). As commercial data is often difficult to obtain, this dataset was specifically released to assist in the development of models that can more accurately predict cancellations. Real data gives us the ability to estimate probabilities and test the performance. These data are a combination of two datasets one from a resort hotel and another from a city hotel. Combined they contain roughly 120,000 observations. Each observation represents a hotel booking and most importantly informs us if the reservation was canceled. Although there are 32 variables in the dataset published, the model selection process only uses eight of them, which are explained in Table 1.

**Table 1** Hotel booking data description

|  |  |  |
| --- | --- | --- |
| Variable | Type | Description |
| is\_canceled | Categorical | Indicates if the reservation cancels their booking. |
| lead\_time | Numeric | The number of days until the reservation. |
| arrival\_month | Categorial | The month of the booking. |
| stay\_length | Numeric | Length of stay the guest schedules. |
| is\_repeated\_guest | Categorical | Informs if the guest has stayed at the hotel in the past. |
| previous\_cancellations | Numeric | Number of times guest has cancelled reservations. |
| deposit\_type | Categorical | Indicates if a customer made a deposit. |
| adults | Numeric | Number of adults on the reservation. |

**Analysis**

The starting point is to train a classification model that predicts the probability of an individual guest arriving because each guest has a unique probability of arrival. This will use relevant factors such time until booking, number of guests in the reservation, agency, and month of booking to estimate the probability of arrival. Once the individual probability is estimated it is inputted into a binomial model that estimates the number of bookings considering the increase in profit from an additional booking is no longer justified given the additional risk. Figure 1 outlines the procedure.

Diagram

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Figure 1. Flow Chart

There are many good options for classifying binary outcomes given a dataset. The advantage of logistic regression is interpretability and strong theoretical justifications. This is an adaptation of ordinary least square (OLS). Under a few assumptions, it can be shown that OLS estimators are the best linear unbiased estimators. OLS estimators obtain a slope that minimizes the sum of the squared distance between each point and its predicted value. However, OLS has a prediction range of () and since probability is strictly defined on [0, 1], this must be adapted. To avoid a function outputting an undefined probability estimate, convert probability to odds and take the logarithm. Odds is defined as , with a domain of [0, the logarithm of this ratio has a range on the real line. Use OLS on the odds ratio to estimate the probability of being in each category.

This method is widely used in classification problems. Although machine learning methods have proven more accurate, logistic regression has a stronger theoretical justification for the probability estimates, uncertainty quantification and estimated prediction intervals. Since this probability estimate is being used as an input into another function, theoretical justification and interpretability is preferred over out of sample accuracy.

A hotel guest arriving to a reservation follows a binomial distribution. The profit from each booking is modeled by multiplying the number of bookings by profit and the CDF of the binomial distribution for the number of bookings, rooms, and probability. If the number of bookings does not exceed rooms the following loss function will be equal to zero. Take the compliment of the CDF to obtain the probability of overbooking, multiply that by the number of bookings minus rooms times the cost of additional accommodations. This is expressed as

This is a function of profit per room, hotel capacity, probability of arrival, cost of overbooking and number of bookings made. Profit per room and cost of alternative accommodations are fixed constants. A strong case could be made that the cost of booking last minute alternative accommodations is not a linear function. In general, it seems that the cost of purchasing additional accommodation can be modeled as a positive multiple of the profit per room.

After establishing the function, the aim is to find the number of bookings where  for a fixed profit, capacity, and cost of additional accommodations. This can be done using iterative methods. Start by initializing the constant values and iterate until this equation equals zero. This maximizes bookings given a probability of arrival. This generates a vector of the estimated maximum number of bookings to take given the individual’s probability of arrival. Since each guest has a different probability of arrival, the maximum number of bookings will be different in each case. This is a vector of which the inverse is the fraction of the hotel capacity the guest is expected to take. Now, each booking has an estimated fraction of capacity. When a booking is made add the fraction of capacity until the capacity is reached.

This overbooking strategy will be tested on the hotel booking dataset. A simulation of this method is performed on a testing partition. Since marketing is outside the scope of this project, we simulate the scenario where guests continuously requesting reservations. If the testing set does not contain enough bookings bootstrap resampling method will generate additional guests. This will give an idea of the type of performance to expect, how much more profit an overbooking strategy can yield and the minimum capacity threshold where an overbooking strategy is useful.

# Method

Begin by obtaining the necessary data provided by (Antonio 1). Using R, preprocess and format the data. This overbooking strategy is derived based on the estimated individual’s probability of arrival. Estimate these probabilities, then input the estimates into a binomial model. Use a binomial model to maximize bookings given the hotel capacity and the cost of overbooking. The binomial model will output the maximum capacity to schedule given the probability of arrival for the individual. Taking the inverse of this output gives the fraction of capacity this guest is expected to consume. Then use this fraction to book guests until the capacity is reached.

The outcome of concern is whether the guest will cancel a reservation. This is encoded as 1 if the guest canceled, and 0 if guest arrived, reverse the encoding so a 1 represents an arrival and 0 represents a cancellation. Then subtract booking date with reservation date to obtain the days until the reservation. Then split the data into an 80% training and testing set for a validation simulation. Take the 80% training set and fit a logistic regression model

With the model coefficients, make an out of sample prediction for the remaining testing data . Using the probability model

Maximize the number of bookings where the profitability of overbooking is no longer increasing. Where Figure 2 shows the predicted number of guests to book given the probability of arrival. Since the number of guests to book goes to infinity as the probability of a guest arriving approaches 0, the number of guests to overbook is restricted to 2.4 times capacity. This eliminates the chances of catastrophic losses due to heavy overbooking.

A picture containing chart

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Figure 2

Since this is not a marketing question, assume the ability to schedule as many guests as possible. Simulate bookings by resampling the bookings made on a given day until the estimated fraction of capacity exceeds 0.99. Then count the cancellations and the number of guests arriving. Then construct a simulation in which the hotel accepts only the number of bookings equal to capacity.

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# Results and Discussion

# Simulation results

Table 2

|  |  |  |
| --- | --- | --- |
|  | Overbooking | Booking at Capacity |
| Bookings Made | 12,837 | 9,482 |
| Overbooking Penalty | 460 | 0 |
| Empty Rooms | 3,278 | 6,518 |

Chart

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# Conclusions

# Each guest has a unique, but predictable probability of arrival, therefore any overbooking strategy should account for that.

# Using a simulation, employing this hotel overbooking strategy is TBD more profitable than not employing an overbooking strategy.

# An overbooking strategy is commercially viable only when the number of rooms is greater than TBD.

[Joe and Rishabh discussed this together, Joe wrote the logistic regression part and MATLAB algorithm, Rishabh suggested edits]

# References

Antonio, Nuno, et al. “Hotel Booking Demand Datasets.” *Data in Brief*, Elsevier, 29 Nov. 2018, https://www.sciencedirect.com/science/article/pii/S2352340918315191#f0010.

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# Appendix A Source Code

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# Appendix B

Table

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