SESSION ONE

Revenue management

Protecting yield in a market with more supply than last season.

01 Where revenue disappears before pricing even starts

02 Why the booking you accept can cost more than the one you refuse

03 Reading your own numbers weekly, not quarterly

Andika Praba

Commercial Director · Elevate Software AG

ELEV8

your key to seamless hospitality.

SAME MARKET. SAME SIZE.

Which one would you rather own?

PROPERTY A

90%

occupancy

Rp 1,000,000

average nightly rate

PROPERTY B

60%

occupancy

Rp 1,600,000

average nightly rate

Hands up.

RevPAR = occupancy × rate

PROPERTY A	PROPERTY B
Rp 900,000	**Rp 960,000**
RevPAR	RevPAR

B wins — with nine fewer nights sold.

27 nights at a million, against 18 nights at 1.6. Half this room disagreed with the other half, and neither number could settle it alone.

THE NEXT FIFTEEN MINUTES

Three questions, and a habit to take home.

1 **Which number tells the truth?**

Why your owner and your manager are both right, and both wrong.

2 **How do I see a bad month coming?**

Finding it in August, while you can still do something about it.

3 **When is saying no the right answer?**

A booking you accept can cost more than one you turn down.

You leave with a thirty-minute routine you can run every Monday.

THE SCOREBOARD

Three numbers, and only one of them is honest.

1

Occupancy

How full you are.

Easy to cheat — fill the villa by giving it away.

2

Average rate

How expensive you are.

Easy to cheat — sell three nights a month.

3

RevPAR

Occupancy × rate.

The one you cannot cheat without losing money.

Your commission probably isn’t 15%.

If 60% of guests come through a 15% channel and 40% book direct, your real cost is 9%. Run your own split — and price the difference: on Rp 1 miliar of room revenue, every ten points you move to direct is Rp 15 juta you keep.

ELEV8
your key to seamless hospitality.

PACE

How to see October slipping — in August.

On the books for October, today	42%
Same point last year	58%
Where last year actually finished	81%

81% is the trap

Compare to the same point last year, never to last year's final result. By the time this October reaches 81% the month is over and there is nothing left to decide.

Sixteen points behind, with sixty days to fill them.

An empty calendar isn't a problem. **An empty calendar that was fuller last year is a problem.**

LOOK AT NIGHTS, NOT PERCENTAGES

Six of ten nights sold. And still a problem.

Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed
—	—	—	—	sold	sold	—	sold	sold	sold

4-night hole (Mon–Thu) · **stranded** (Sun)

A 60% month reads fine in a report. On the calendar it is a four-night hole nobody will book and one orphaned Sunday between two stays.

Monthly occupancy tells you whether to worry. Only the nightly calendar tells you what to do.

WHAT DOES THIS BOOKING COST YOU?

Every booking you accept destroys the option to sell those nights differently.

ACCEPT

2 nights × Rp 2,000,000

Rp 4,000,000

Money now.

HOLD

5 nights × Rp 1,700,000

Rp 8,500,000

Only if the guest shows up.

Your break-even is 47%. Rp 4,000,000 ÷ Rp 8,500,000. Above it, hold. Below it, take the money.

90 days out	60% likely	→	Rp 5,100,000 expected	**hold**
45 days out	47% likely	→	Rp 3,995,000 expected	**the coin flip**
21 days out	30% likely	→	Rp 2,550,000 expected	**take the money**

The probability decays as check-in approaches. Displacement logic has an expiry date.

YOU ARE NOT DISPLACING THREE NIGHTS

You are displacing the whole fortnight.

Dec 20 — Jan 2 · last year: one 14-night stay at Rp 4,200,000 a night

20	21	22	23	24	25	26	27	28	29	30	31	1	2

A 3-night request at Rp 3,000,000, landing in the middle — and leaving a 6-night stub and a 5-night stub either side.

Rp 9,000,000

the 3 nights, plus two stubs to sell over the busiest fortnight of the year

Rp 58,800,000

14 nights, one stay, one turn

Now sell both stubs at the full Rp 4,200,000 — every night, no gaps. **You reach Rp 55,200,000. Still Rp 3,600,000 short,** for two extra guests and two extra turns.

ELEV8
your key to seamless hospitality.

AND IT IS NOT ONLY PRICE

Price is the last gate, not the first.

01

IMPRESSIONS

Are you shown at all?

Visibility boosters, promotion and Genius participation, and the restrictions that quietly take you out of the results.

›

02

CLICKS

Shown, and not clicked.

The first photo. The title. How your rate reads next to the six listings sitting beside you.

›

03

CONVERSION

Clicked, and not booked.

Review score and review count, per channel. The description. Minimum stay. What appears at checkout.

›

04

PRICE

Only now.

And only once the three gates in front of it come back healthy.

A listing shown and not clicked has no price problem.

This is the rule behind the revenue engine we are building: it reads MyDataValue, PriceLabs, Channex and Elev8, and returns one recommendation per room with the evidence behind it — including the case against it. Nothing reaches a channel without a snapshot first, so every change can be undone and its effect measured.

Every decision you make in your inbox is one your rules should have made for you in advance.

Set the minimum stay. Close the arrival day. Price the peak properly.

Then the bad request never reaches you.

THIRTY MINUTES, EVERY MONDAY

The habit, not the theory.

01
Check pace

Next 90 days, on the books versus the same point last year. Where am I bleeding?

02
Scan nights

Not the monthly percentage. Find the orphans and the fragmentation.

03
Rules before rates

Minimum stays, arrival rules, gap fills. Only then touch price.

04
One post-mortem

Anything that sold instantly was mispriced. Feed it into next year.

Look at nights before you look at percentages.

UP NEXT AT THIS EVENT

Every lever today sits on somebody else's shelf. The next one doesn't.

The commission you just worked out	Nine per cent blended was the honest number. On a direct booking it is the one cost you can price all the way down.
The fight for impressions	On a channel you compete for visibility against six listings beside you. On your own site there is no shelf to be ranked on.
The guest, afterwards	Reviews, content and the second stay belong to whoever owns the relationship. On an OTA that is not you.

NEXT SESSION

Direct booking playbook

Reaching 40%+ direct bookings without an agency or a developer.

Reto Wyss

Elevate Software AG

APPENDIX · NOT PRESENTED

Testing price elasticity

01

Change one thing

Move price. Hold min-stay, photos, channel mix and promotions still.

02

Compare like with like

Two similar units in the same period, or one unit across two similar periods.

03

Score it on RevPAR

Occupancy always rises when you cut price. That is not the question.

04

Give it enough nights

A fortnight of data is noise. Judge over a season.

Elasticity isn’t constant

Far from check-in

The guest has plenty of substitutes but no urgency. Demand is thin and price-sensitive.

Close to check-in

The guest still searching has fewer options and more urgency. Far less price-sensitive than most operators assume.

Which is why reflexive last-minute discounting destroys more revenue than it rescues.

APPENDIX · NOT PRESENTED

Pace, forecast, budget

Forecast = on the books + expected remaining pickup

Pace

Where you stand versus the same point in history. Diagnostic — it tells you something is wrong.

Forecast

Where you will actually land. Predictive — pace plus what your pickup curve says is coming.

Budget

What you promised the owner in January. Fixed. The variance against forecast is the conversation.

Careful: your history is constrained demand.

If a period sold out sixty days early, you never saw the guests you turned away. Your data records what you sold, not what you could have sold.