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MASTERCLASS
Beyond RevPAR – Hidden Metrics That Drive Hotel Profitability

Speakers:

Anders Anderson

Heather Scharmer

Brandon Chan

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BEYOND REVPAR
HIDDEN METRICS THAT DRIVE HOTEL PROFITABILITY

Anders Johansson
Chief Executive Officer
Demand Calendar

Heather Scharmer
President & Founder
HMS & Company

Brandon Chan
Senior Lecturer
Singapore Institute of Technology

First mover and always looking into the future

General Hospitality Management

- 40 years in hospitality
- 15+ years as CEO in hotel companies
- Strategy consulting for hotel groups

Revenue Management

- 35+ years in Revenue Management
- 18+ years of teaching at university programs
- 20+ years of consulting
- Whitepapers
- Blogging - over 400 blog posts

Anders Johansson

DEMAND/CALENDAR

Pioneering Hospitality Education for 30+ Years

General Hospitality Management

- 35+ years in hospitality
- 25+ years working with big brands like IHG & Four Seasons around the globe
- Strategic Commercial consulting, coaching & training

Revenue Management

- 32+ years in Revenue Management
- On-property, Cluster RM and Corporate Leadership
- Involved in development, implementation, training and support of global RMS solutions for 4,000+ hotels and resorts
- Provide temporary RM services, training and onboarding support

Heather Scharmer

HMS & Company

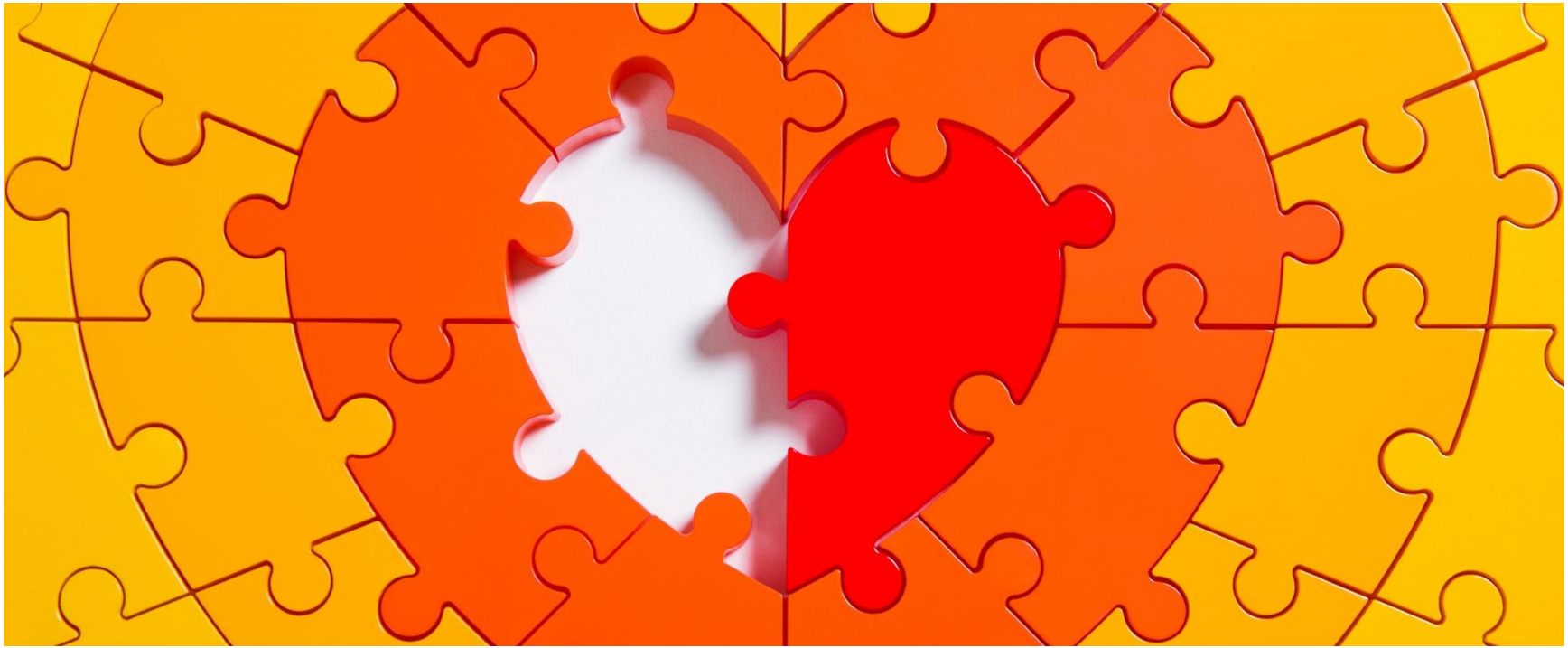
Grooming future generations of hospitality leaders

Before his transition to academia, Brandon spent about three decades in the hospitality industry. Having cut his teeth in hotel sales and business development from the outset of his career, he has gone on to assume various marketing and sales leadership roles for such luxury brands as Starwood, Hyatt, The Raffles, Fullerton Singapore, Small Luxury Hotels and Design Hotels, among others.

Realising a life-long aspiration of imparting his knowledge and experience to groom future generations of hospitality professionals, Brandon finds his current role as senior lecturer in the hospitality and tourism management programme at Singapore Institute of Technology especially fulfilling. Notwithstanding, he continues to engage with industry associates in the diverse narratives of shaping our industry through innovation and shared best practices.

Brandon Chan

Is Something Missing?




“The purpose of business is to create a customer”
“Profit is not the purpose of a business, but a test of its validity.”
Peter Drucker
FOCUS ON THE GUEST/CUSTOMER - NOT THE PROFIT

The 5 Stages of a Travel Story

How Can You Unlock Total Guest Value?

- Deep Understanding of the Right Guest
- Personalization
- Value-based Pricing
- Leverage Opportunities
- Building Long-term Profitable Relationships

People, Processes, and Technology

1. Dedicated Commercial Leader
2. Designing The Guest Journey
3. Deploy Technology

Guest-Centric Commercial Management

Stage 0: Knowledge

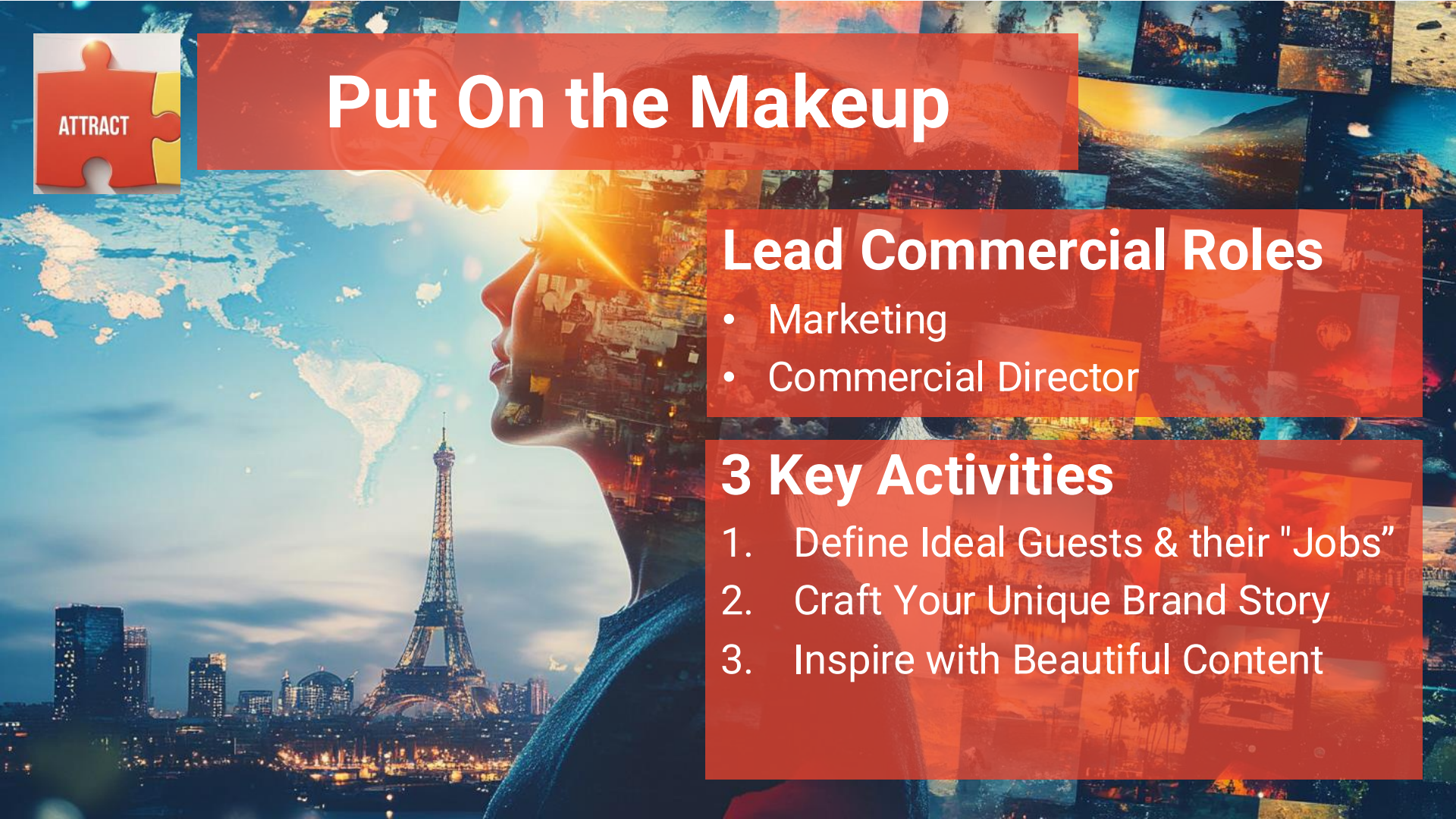
The Destination

Why are People Traveling to Your Destination?

The Hotel

Why Would People Want to Stay in Your Hotel?

Optimizing Each Stage of the Guest Journey



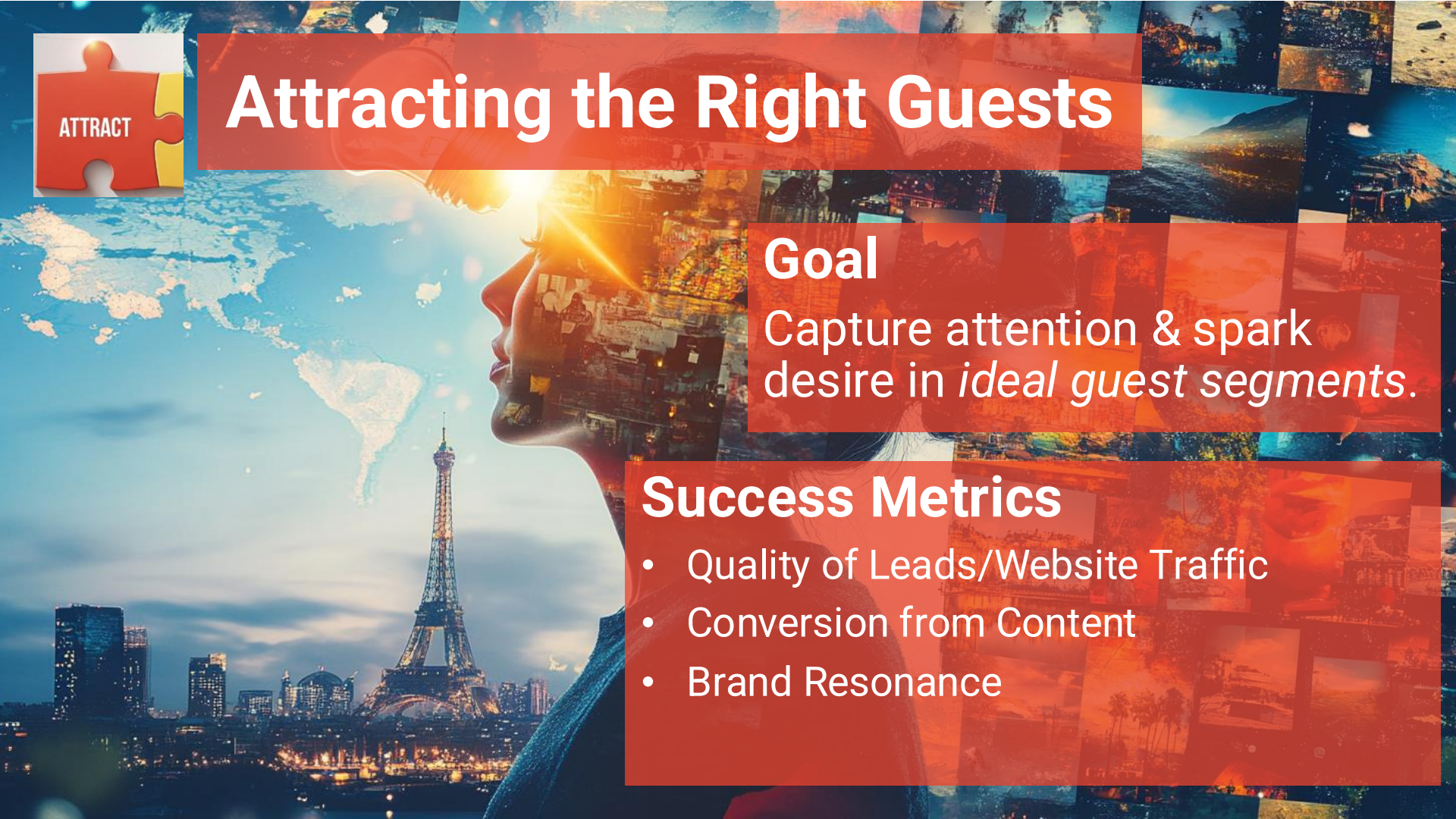
Put On the Makeup

Lead Commercial Roles

- Marketing
- Commercial Director

3 Key Activities

1. Define Ideal Guests & their "Jobs"
2. Craft Your Unique Brand Story
3. Inspire with Beautiful Content



Attracting the Right Guests

Goal

Capture attention & spark desire in *ideal guest segments*.

Success Metrics

- Quality of Leads/Website Traffic
- Conversion from Content
- Brand Resonance

Who Drives Online Success?

Lead Commercial Roles

- E-Commerce/Digital Manager
- Revenue Manager

3 High-Impact Focus Areas

1. Deliver Clear Information & Build Trust
2. Optimize Direct Booking Journey
3. Maximize Value

Encourage Direct Bookings

Goal

Capture attention and spark desire in your ideal guest segments.

Success Metrics

- Quality of Leads / Web Traffic
- Conversion

Preparing for a Great Stay

Lead Commercial Roles

- CRM/Guest Relations Manager
- Marketing Team

4 Key Activities

1. Execute Personalized Pre-Arrival Communication
2. Build Anticipation with Useful Info
3. Proactively Gather Preferences
4. Offer Targeted Pre-Arrival Upsells/Ancillaries

Grow Revenue by 10 %

Goal

Engage guests post-booking to personalize stays, build anticipation, and drive pre-arrival revenue.

Success Metrics

- Pre-Arrival Communication Engagement
- Pre-Arrival Ancillary Revenue & Offer Conversion Rates

First Impressions Last

Lead Team Contributors

- GM & Operational Department Heads
- Commercial Leadership

3 Key Activities

1. Master the Arrival Experience.
2. Orchestrate Seamless, Personalized Service
3. Capitalize on In-Stay Upselling/Cross-selling

Maximize Guest Satisfaction

Goal

Deliver exceptional, personalized service for lasting memories & optimal profitable guest spend.

Success Metrics

- Guest Satisfaction
- Stay Engagement
- Staff Empowerment.

What Can We Learn?

Lead Commercial Roles

- Marketing/Reputation
- CRM/Loyalty

3 Key Activities

1. Ensure a Smooth Departure Experience
2. Implement Systematic Employee Feedback
3. Comprehensive Guest Feedback

Improve the Experience

Goal

Capture actionable insights, manage online reputation, and nurture guest loyalty.

Success Metrics

- Guest Satisfaction
- Loyalty & Retention
- Engagement

Key Takeaways for Each Stage

ATTRACT: Find and solve your ideal guests´ real needs.

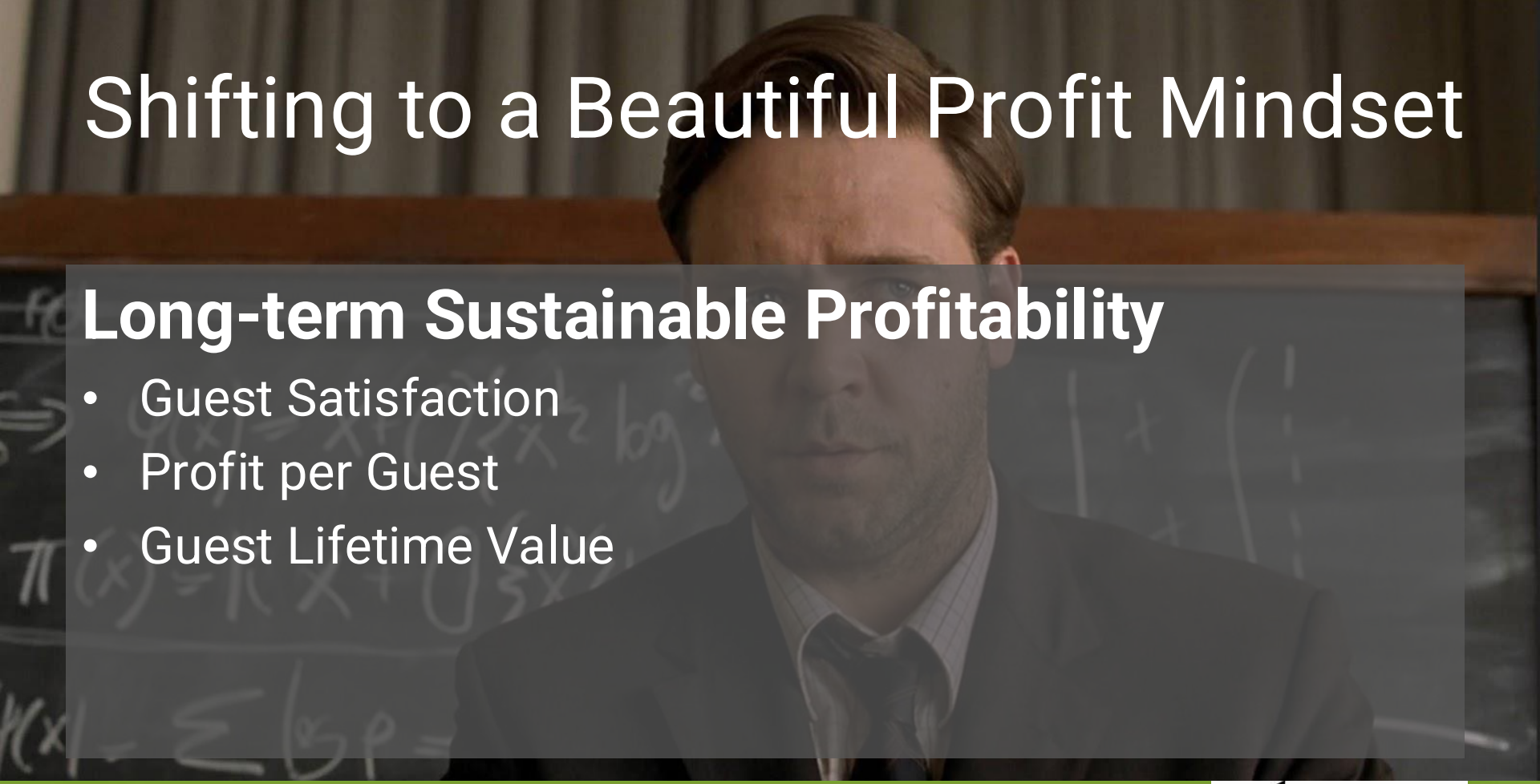
CAPTURE: Make it easy to book direct (and anywhere else).

PREPARE: Pre-arrival for active engagement and value creation.

DELIVER: Empower teams to drive 'Moment of Truth' excellence.

REVIEW: Simplify feedback for insights to improve GCCM.

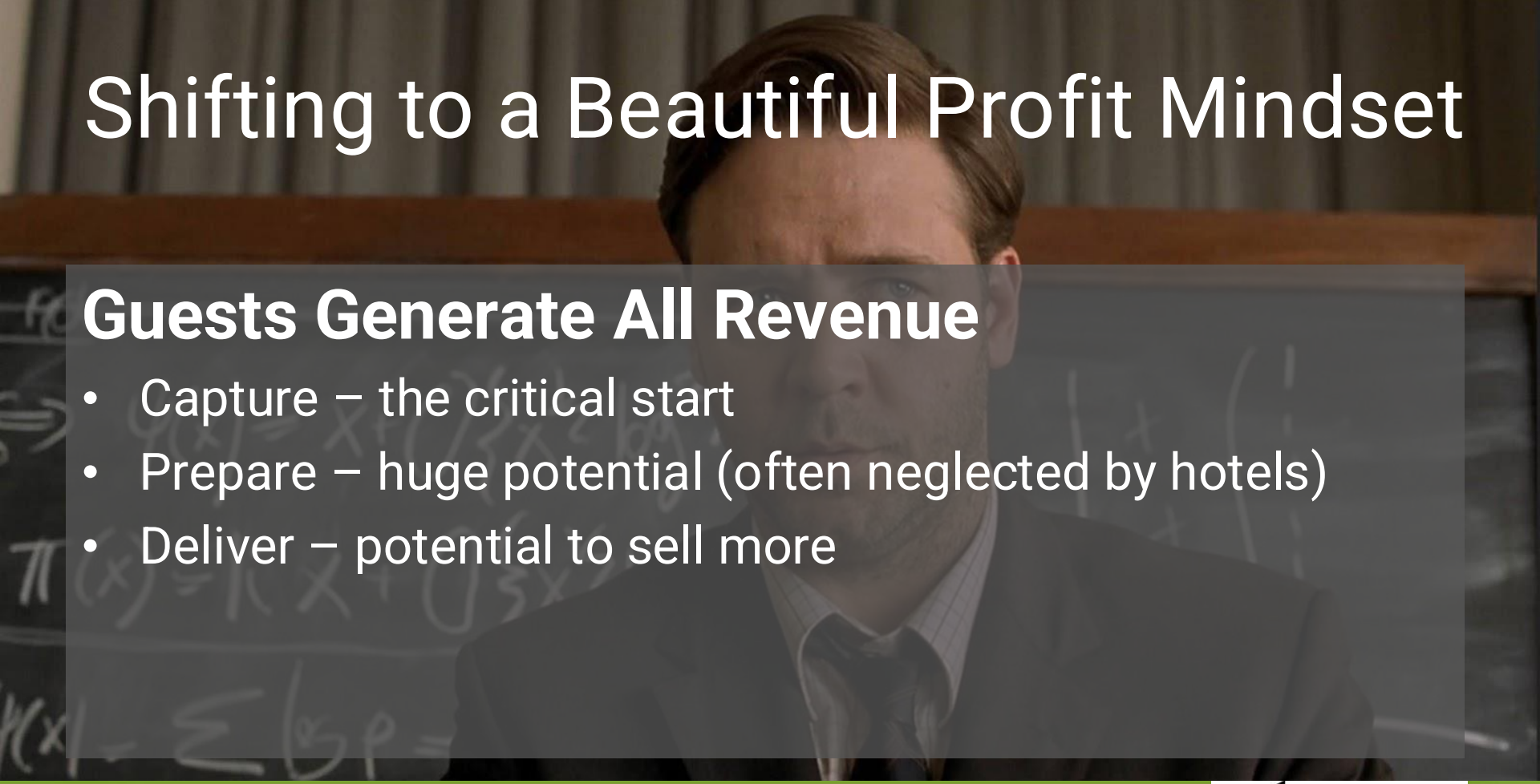
Shifting to a Beautiful Profit Mindset



Long-term Sustainable Profitability

- Guest Satisfaction
- Profit per Guest
- Guest Lifetime Value

Shifting to a Beautiful Profit Mindset



Guests Generate All Revenue

- Capture – the critical start
- Prepare – huge potential (often neglected by hotels)
- Deliver – potential to sell more

Shifting to a Beautiful Profit Mindset

Guests Generate All Costs

- Attract – CAC: Product & services, marketing
- Capture – CAC: Commissions, fees, distribution, etc.
- Prepare – CAC: Upsell offers, sales
- Deliver – COGS: Cost of products and services
- Review – Expenses: Respond to guests and training teams

Shifting to a Beautiful Profit Mindset

	Revenue	Cost	Step Profit	ACK GOP
Attract	0 %	-5 %	-5 %	-5%
Capture	70 %	-15 %	65 %	60%
Prepare	10 %	-5 %	5 %	65%
Deliver	20 %	-50 %	-30 %	35%
Review	0 %	-5 %	-5 %	30%

GCCM: Key Takeaways for Hotel Success

CENTER Your Entire Operation on the Complete Guest Journey

- Deeply understand your **ideal** guests' needs and motivations
- Map their ***entire* experience** – from dreaming to post-stay reflection.
- Design **everything** around enhancing this journey.

GCCM: Key Takeaways for Hotel Success

UNIFY Your Commercial and Operational Teams for Seamless Delivery

- Break down traditional internal **silos**.
- Foster true **collaboration** between Sales, Marketing, Revenue Management, and Operations.
- **Align** teams with shared GCCM objectives and a holistic view of guest value.

GCCM: Key Takeaways for Hotel Success

FOCUS on Guest Lifetime Value (CLV) for Sustainable Profitability

- Shift from prioritizing short-term room transactions.
- Invest in **creating exceptional experiences** that build guest loyalty
- Maximize long-term profitable relationships.

Action Plan to Implement GCCM

The Whitepaper - GCCM

- People, Processes, and Technology
- Know Your Destination and Hotel
- Details about each of the 5 Steps
- How to Measure Success
- A Step-by-step Implementation Plan

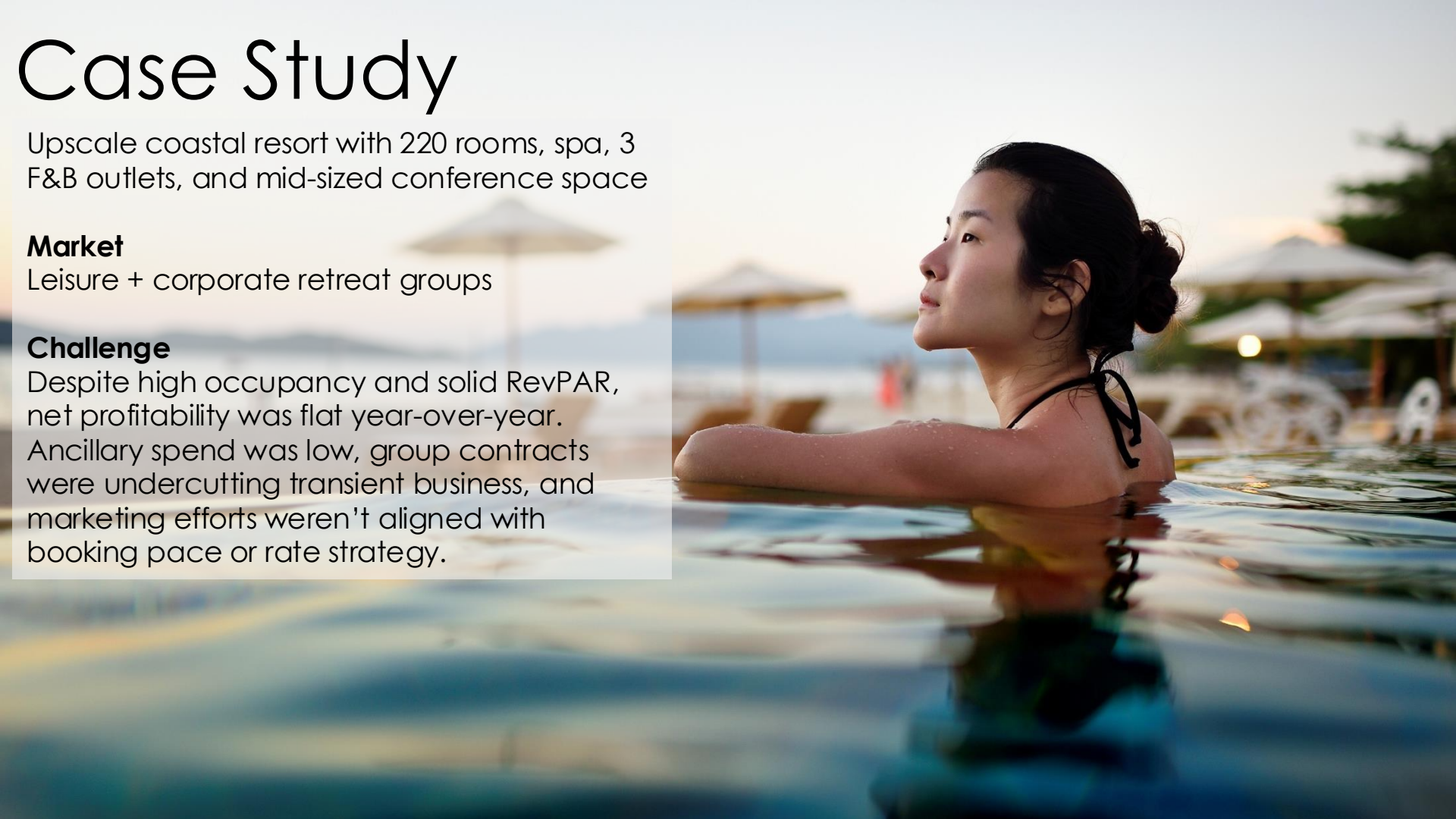

Thank
You!

Case Study

Upscale coastal resort with 220 rooms, spa, 3 F&B outlets, and mid-sized conference space

Market
Leisure + corporate retreat groups

Challenge
Despite high occupancy and solid RevPAR, net profitability was flat year-over-year. Ancillary spend was low, group contracts were undercutting transient business, and marketing efforts weren't aligned with booking pace or rate strategy.



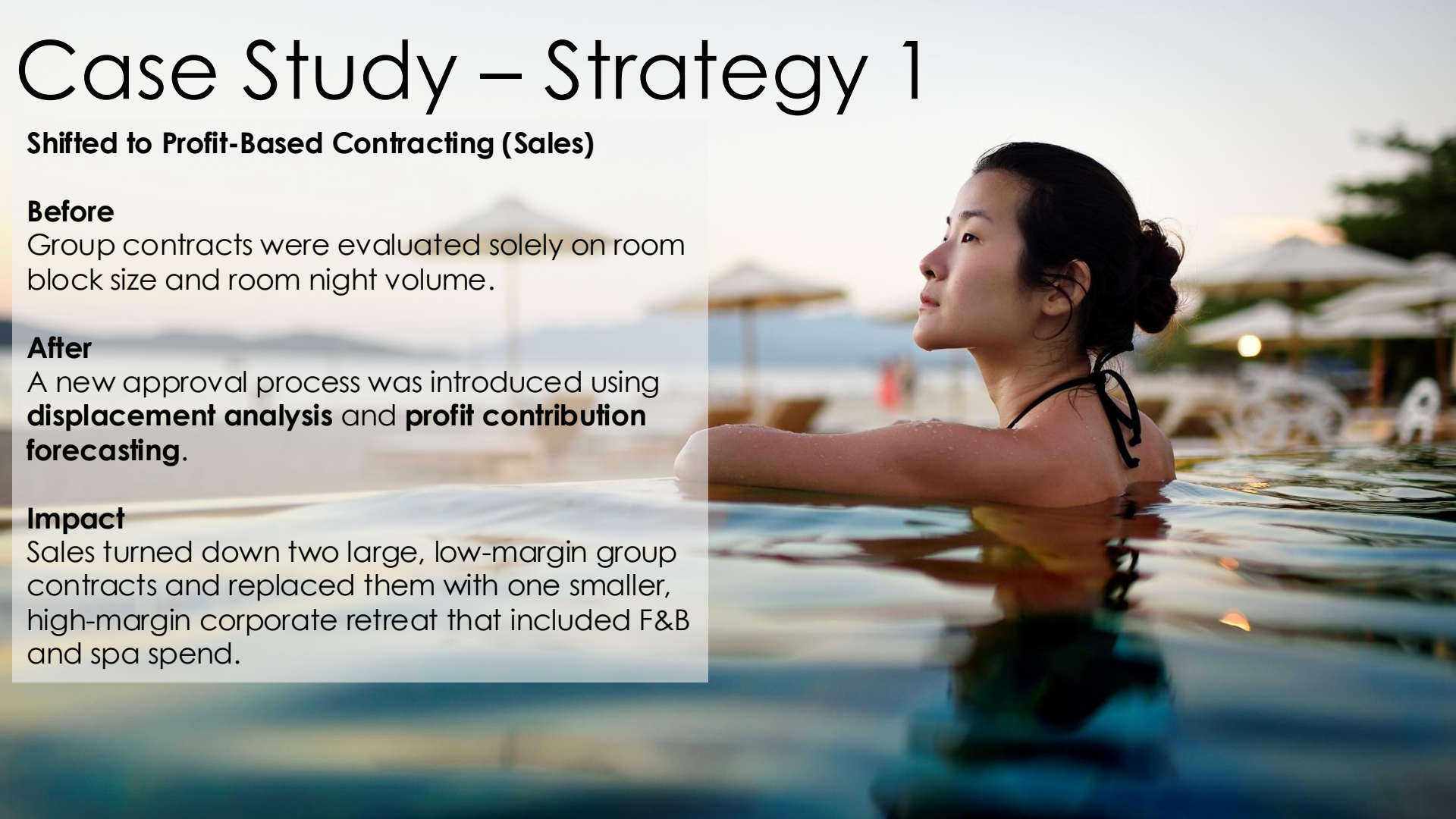
Case Study – Strategy 1

Shifted to Profit-Based Contracting (Sales)

Before
Group contracts were evaluated solely on room block size and room night volume.

After
A new approval process was introduced using **displacement analysis** and **profit contribution forecasting**.

Impact
Sales turned down two large, low-margin group contracts and replaced them with one smaller, high-margin corporate retreat that included F&B and spa spend.



Case Study – Strategy 2

Integrated Real-Time Revenue + Marketing Data

Before
Marketing planned campaigns quarterly, without real-time input from revenue managers.

After
Revenue and marketing teams began **weekly commercial strategy meetings**. Marketing campaign budgets were **reallocated dynamically** based on booking pace and rate pressure.

Impact
Ad spend shifted from broad awareness to **last-minute high-value conversion campaigns** targeting repeat bookers and locals.

Case Study – Strategy 3

Focused on Ancillary Revenue Optimization

Before
The front desk had no upsell process and spa/F&B services were not promoted pre-arrival.

After
- ✓ Introduced a pre-arrival email upsell tool (spa appointments, late check-out, wine packages)
- ✓ Trained the front desk to offer 2 personalized upsell options at check-in
- ✓ Created bundled packages during soft periods to drive

Impact
Ancillary revenue per guest rose by 22%, over same time last year.

Case Study – The Result

RevPAR: +3%

TRevPAR: +8%

GOPPAR: +15% sustained over 6 months

Staff morale: Improved, especially in sales, as commission structures were updated to reward **high-margin wins**, not just volume.

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for Commercial Hoteliers

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CRME
HSMAI

CERTIFIED HOSPITALITY DIGITAL MARKETER
CHDM
HSMAI

CERTIFIED HOTEL SALES LEADER
CHSL
HSMAI

CERTIFIED HOSPITALITY BUSINESS ACUMEN
CHBA
HSMAI

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