



Commercial Strategy

CONFERENCE



Data That Delivers: Actionable Insights for Commercial Leadership



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H S M A I A C A D E M Y · C O M M E R C I A L S T R A T E G Y C O N F E R E N C E

Data That Delivers

Actionable Insights for Commercial Leadership

H E A T H E R S C H A R M E R

President & Founder, HMS & Company

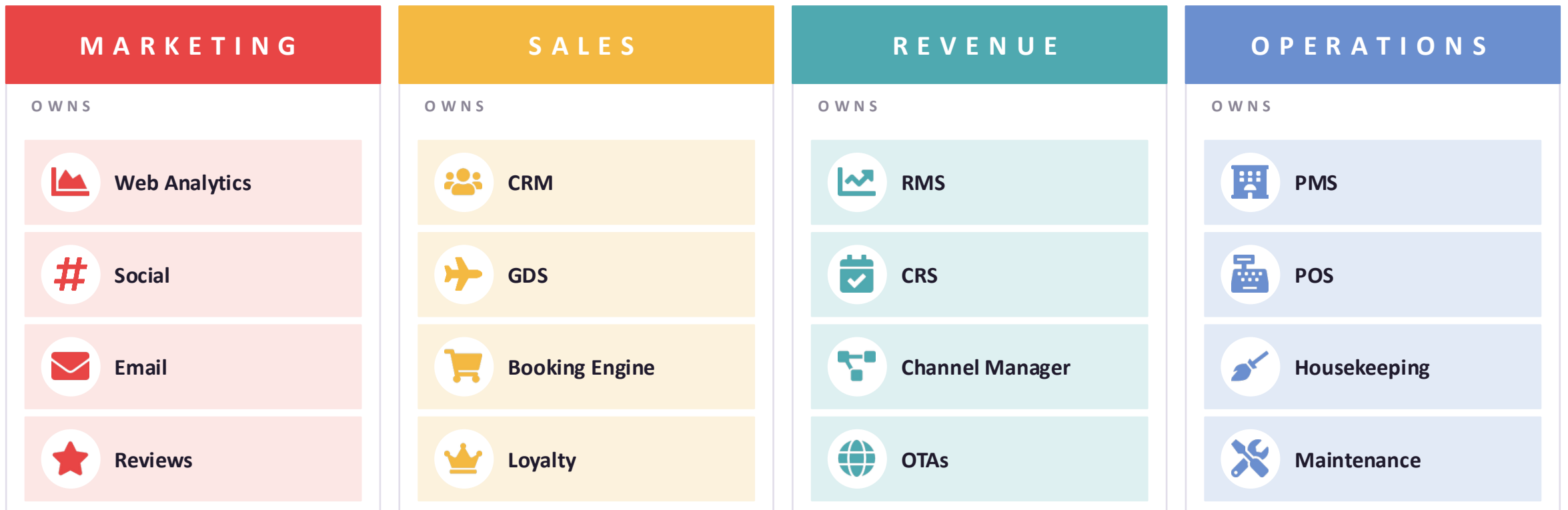
A N D E R S J O H A N S S O N

Founder & CEO, Demand Calendar

S I N G A P O R E · 1 4 – 1 5 M A Y 2 0 2 6

Hotels run highly effective silos.

Hotels have never had more data — but it stays in each silo. No overview, less time to act.



Meanwhile the guest experiences ONE journey — and the data that proves it sits in four places.

Show of hands.

01

Which silo owns the BEST data at your hotel?

-  MARKETING
-  SALES
-  REVENUE
-  OPERATIONS

02

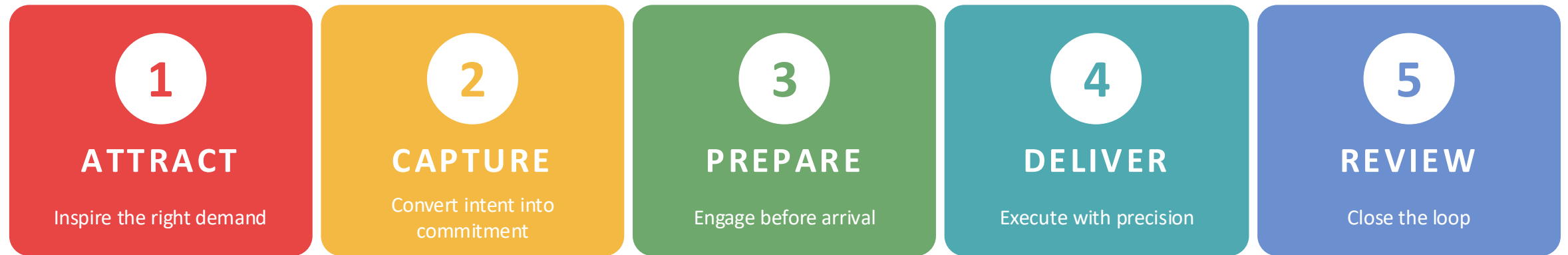
And the WORST?

-  MARKETING
-  SALES
-  REVENUE
-  OPERATIONS

Be honest. The room is full of people in the same boat.

The Guest Value Journey

Five stages that align Marketing, Sales, Revenue, and Operations around one purpose.



THE GUIDING PRINCIPLE

Mutual value over time. Guest satisfaction and commercial productivity aren't competing priorities — they're the same priority in two languages. Next: how we measure both.

Happy guests. Happy owners.

All ten KPIs serve one or both of these two master metrics. Lose the balance, lose the business.

GUEST SATISFACTION

NPS

Net Promoter Score

- Guests choose you over equally capable alternatives
- They return, refer, and forgive small mistakes
- Brand equity compounds

=

SUSTAINABLE PROFITABILITY

GOP %

Gross Operating Profit

- Profit per guest grows year over year — not just RevPAR
- Direct share rises; OTA dependency falls
- Owners reinvest because returns are reliable

Either side alone breaks the business. Both rise together — or neither rises at all.

Two numbers per stage. Ten in total.

Stop reporting on RevPAR alone. These ten data points tell you whether each stage is working.

1 ATTRACT	2 CAPTURE	3 PREPARE	4 DELIVER	5 REVIEW
METRIC 01 IGP Revenue Share	METRIC 01 Booking Engine Conversion	METRIC 01 Pre-Arrival Attach Rate	METRIC 01 Motive-Fit NPS / OSAT	METRIC 01 Online Reputation Score
METRIC 02 IGP Acquisition Cost	METRIC 02 Direct Channel Mix	METRIC 02 Profile Completeness	METRIC 02 Revenue per Worked Hour	METRIC 02 Advocacy Impact

We'll spend the next five slides unpacking these.



STAGE 1 · ATTRACT

Win the right demand early.

GOAL · Capture attention and spark desire in your ideal guest segments.

Stop paying to attract anyone. Invest only in high-fit guests.

NORTH STAR METRIC 01	NORTH STAR METRIC 02
<h2 data-bbox="180 739 723 796">IGP Revenue Share</h2> <p data-bbox="180 872 1136 946">The percentage of total room nights or revenue contributed by your defined Ideal Guest Profiles.</p> <p data-bbox="206 1051 489 1075">WHY IT MATTERS</p> <p data-bbox="206 1093 1093 1158">If this share is rising, your messaging is reaching the right people. If it's flat, you're spending on the wrong audience.</p>	<h2 data-bbox="1352 739 1931 796">IGP Acquisition Cost</h2> <p data-bbox="1352 872 2007 908">Total marketing spend divided by IGP revenue.</p> <p data-bbox="1378 1051 1661 1075">WHY IT MATTERS</p> <p data-bbox="1378 1093 2333 1158">Every dollar spent attracting the wrong guest is wasted twice — once to acquire, again to serve them badly.</p>

LED BY **Marketing · Commercial Director** | *The most expensive marketing mistake is the right amount spent on the wrong audience.*



STAGE 2 · CAPTURE

Convert intent into commitment.

GOAL · Capture the reservation from your ideal segments — at the lowest cost.

Own the booking — or rent the relationship from a third party.

NORTH STAR METRIC 01	NORTH STAR METRIC 02
<h2>Booking Engine Conversion</h2> <p>The percentage of direct-site visitors who complete a booking.</p> <p>WHY IT MATTERS A one-point lift here is often worth more to the bottom line than a full marketing campaign.</p>	<h2>Direct Channel Mix</h2> <p>The percentage of total bookings coming through the hotel's own site versus third parties.</p> <p>WHY IT MATTERS Every point of direct gained is a point of commission recovered and first-party data captured.</p>

LED BY **Revenue · E-Commerce** | *Capture is where pricing power is defended — or quietly surrendered.*



STAGE 3 · PREPARE

Make the pre-arrival window commercial.

GOAL · Engage post-booking to personalize the stay, build anticipation, and drive pre-arrival revenue.

The only window where the guest is committed but not yet on property.

NORTH STAR METRIC 01

Pre-Arrival Attach Rate

The percentage of bookings that add at least one ancillary between booking and arrival.

WHY IT MATTERS

The clearest measure of incremental revenue — and the easiest lever to pull for fast RevPOR gains.

NORTH STAR METRIC 02

Profile Completeness

The percentage of arrivals with critical preferences captured before check-in.

WHY IT MATTERS

Higher completeness means right-first-time service, fewer check-in delays, lower service-recovery cost.

LED BY **Operations · CRM · Front Office** | *Skipping Prepare leaves the easiest revenue in the entire journey on the table.*



STAGE 4 · DELIVER

Execute the moments that matter.

GOAL · Deliver exceptional, personalized service for lasting memories and profitable spend.

Every prior promise gets kept here — or it doesn't.

NORTH STAR METRIC 01

Motive-Fit NPS

Satisfaction scores segmented by your target IGPs — not averaged across all guests.

WHY IT MATTERS

An average score hides whether the guests you were built for are actually getting what you built for them.

NORTH STAR METRIC 02

Revenue per Worked Hour

Total guest revenue divided by the labor hours required to generate it during the stay.

WHY IT MATTERS

A falling ratio is an early signal that the wrong guests are creating disproportionate labor costs.

LED BY Operations · Front Office · GM

Deliver isn't one of five equal stages — it's the stage that decides whether the others were worth running.



STAGE 5 · REVIEW

Close the loop. Build the flywheel.

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

A satisfied guest becomes the next cycle's most efficient channel.

NORTH STAR METRIC 01

Online Reputation Score

The aggregated review score across Google, TripAdvisor, and the booking platforms your target guests use.

WHY IT MATTERS

A rising score reduces the cost of Attract by doing persuasion work that paid media cannot.

NORTH STAR METRIC 02

Advocacy Impact

The number of positive reviews or social mentions that explicitly name your proof pillars.

WHY IT MATTERS

Proves Deliver is producing the social proof that fuels next quarter's Attract stage. The flywheel is turning.

LED BY **Marketing · Reputation · CRM** | *Skip Review and you pay full acquisition cost forever.*

Each stage has an owner. Each handoff is clear.

Stop pulling against each other. Start working from the same playbook.

1 ATTRACT	2 CAPTURE	3 PREPARE	4 DELIVER	5 REVIEW
<p>LEAD</p> <p>Marketing</p> <p>SUPPORT</p> <p>Revenue · Sales</p>	<p>LEAD</p> <p>Revenue / Sales</p> <p>SUPPORT</p> <p>E-Commerce</p>	<p>LEAD</p> <p>Operations</p> <p>SUPPORT</p> <p>CRM · Marketing</p>	<p>LEAD</p> <p>Operations / GM</p> <p>SUPPORT</p> <p>Every guest-facing role</p>	<p>LEAD</p> <p>Marketing</p> <p>SUPPORT</p> <p>Reputation · CRM</p>
<p>HAND-OFF =</p> <p>Audience defined. Promise made.</p>	<p>HAND-OFF =</p> <p>Booking owned. First-party data captured.</p>	<p>HAND-OFF =</p> <p>Preferences captured. Upsell secured.</p>	<p>HAND-OFF =</p> <p>Promises kept. Moments delivered.</p>	<p>HAND-OFF =</p> <p>Loop closed. Next cycle fuelled.</p>

One journey. Four departments. One commercial team. Sales, Marketing, Revenue, and Operations working from the same playbook.

RevPAR may flatten. GOP rises faster.

The language to defend this shift to owners, asset managers, and brand partners.

WHAT MAY DIP

Short-term

- ▼ **RevPAR** — as you walk away from low-profit, high-volume business
- ▼ **Occupancy** — as the channel mix shifts toward direct
- ▼ **RGI vs comp set** — as your comp set may not be your real competition



WHAT RISES MORE

Sustainably

- ▲ **GOP %** — lower CAC and higher ancillary flow-through
- ▲ **Profit per Guest** — ancillaries flow through at 70–80% vs 30–40% on rooms
- ▲ **Guest Satisfaction** — recommendations cost a fraction of new acquisition

The language: *"We are trading low-margin volume for high-margin guests. Both NPS and GOP rise — and that's what compounds."*

Make the case.

THE SCENARIO · RevPAR is down 5% last quarter. GOP is up 8%. The asset manager wants answers.

YOU

The GM

Defend the strategy. Use the language from the last slide. Make NPS, ancillary flow-through, and CAC do the work.

VS

YOUR PARTNER

The Asset Manager

Skeptical. Push back. "Why should the board accept lower RevPAR? What stops the comp set from eating us?"

Turn to the person next to you. 60 seconds. Then we surface a few answers.

Three things to remember.

01

The metrics that actually matter

Two North Star Metrics per stage. Ten in total. Stop reporting on RevPAR alone — start reporting on what drives sustainable profit.

02

One model, four departments, one purpose

Marketing, Sales, Revenue, and Operations working from the same playbook. Each stage has a clear lead, a clear hand-off, and a clear definition of done.

03

The honest trade-off you'll need to defend

RevPAR may flatten. GOP, Profit per Guest, and CLV rise faster. Have the language ready for the owners' meeting.

Start with the guests you were built to serve. Everything else follows from there.

Three things to do this week.

Small actions. Compounding returns.

01

Map your journey on one page.

Five stages, owners' names, top two metrics each. If it doesn't fit on one page, your team can't share it.

02

Run the data audit.

Where does the data for each stage live? Who can pull it? How fresh is it? You'll find the gaps in 30 minutes.

03

Pick ONE friction point.

From any stage. Fix it before next week. Measure the lift. Tell the team. Repeat with the next one.

By next month: the journey is mapped, the gaps are visible, the first win is on the board.

Thank you.

Questions?

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