REVENUE PERFORMANCE MEMO

Trailing-Twelve-Month Performance vs Competitive Set

TO	General Manager, Hotel Meridian Lisbon
FROM	Leah Hall, Revenue Analytics
RE	Market share position and midweek occupancy gap
PERIOD	September 2016 to August 2017

Recommendation: hold rate. We are out-earning the comp set on RevPAR because our rate premium more than covers an occupancy gap. The gap is specific: midweek, short-lead business the discounter in our comp set is buying. Close it with targeted corporate rate fences and a two-week booking window offer, not blanket discounting.

Where we stand

103.5	106.1	97.5
RGI · REVPAR INDEX	ARI · RATE INDEX	MPI · OCCUPANCY INDEX

RGI above 100 means we earn more per available room than the comp set: we are gaining share. The composition matters more than the headline. The gain comes entirely from rate (ARI 106.1) while we give back occupancy (MPI 97.5). That trade is profitable, and it is also concentrated: midweek MPI runs roughly 2 points below weekend MPI.

What is driving it

- Our ADR premium holds through both shoulder seasons. The market keeps paying it; this is not a rate ceiling problem.
- The occupancy shortfall clusters Monday through Thursday against the discounter comp, which is buying midweek heads in beds at compressed rates.
- Booking pace on real lead-time data shows 2017 arrivals building earlier than 2016: 79.8% of final room nights were on the books at 30 days out, versus 76.1% last year. Pickup inside that final 30-day window shrank to 20.2% of final room nights from 23.9%, so the late-window, short-lead demand the midweek gap depends on is thinner than it was last year.

What to do next

- Fence, do not discount: a corporate midweek rate with a Sunday-through-Thursday stay pattern requirement, invisible to weekend leisure demand.
- Open a 14-day advance offer on midweek dates only, sized to the thinner 30-day pickup.
- Hold public rate. Cutting it to chase MPI trades index points we own for index points we rent.

Prepared from a bronze/silver/gold Delta pipeline on Databricks over 119K real bookings (Kaggle Hotel Booking Demand). Competitive set simulated from source data and labeled as such in all exhibits. Full readout: leahkatinsights.com/projects.html