

INTERNAL DEMAND DATA: Using Website and Call Center Data in Revenue Management Strategy

Presented by:

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Agenda

- ▶ Introductions
- ▶ The Guest Booking Journey
- ▶ Key Components of Total Demand
- ▶ Understanding Digital Demand (JUSTIN)
- ▶ Case Study: Acting on Call Center Demand (JACK)
- ▶ Q&A

Who We Are

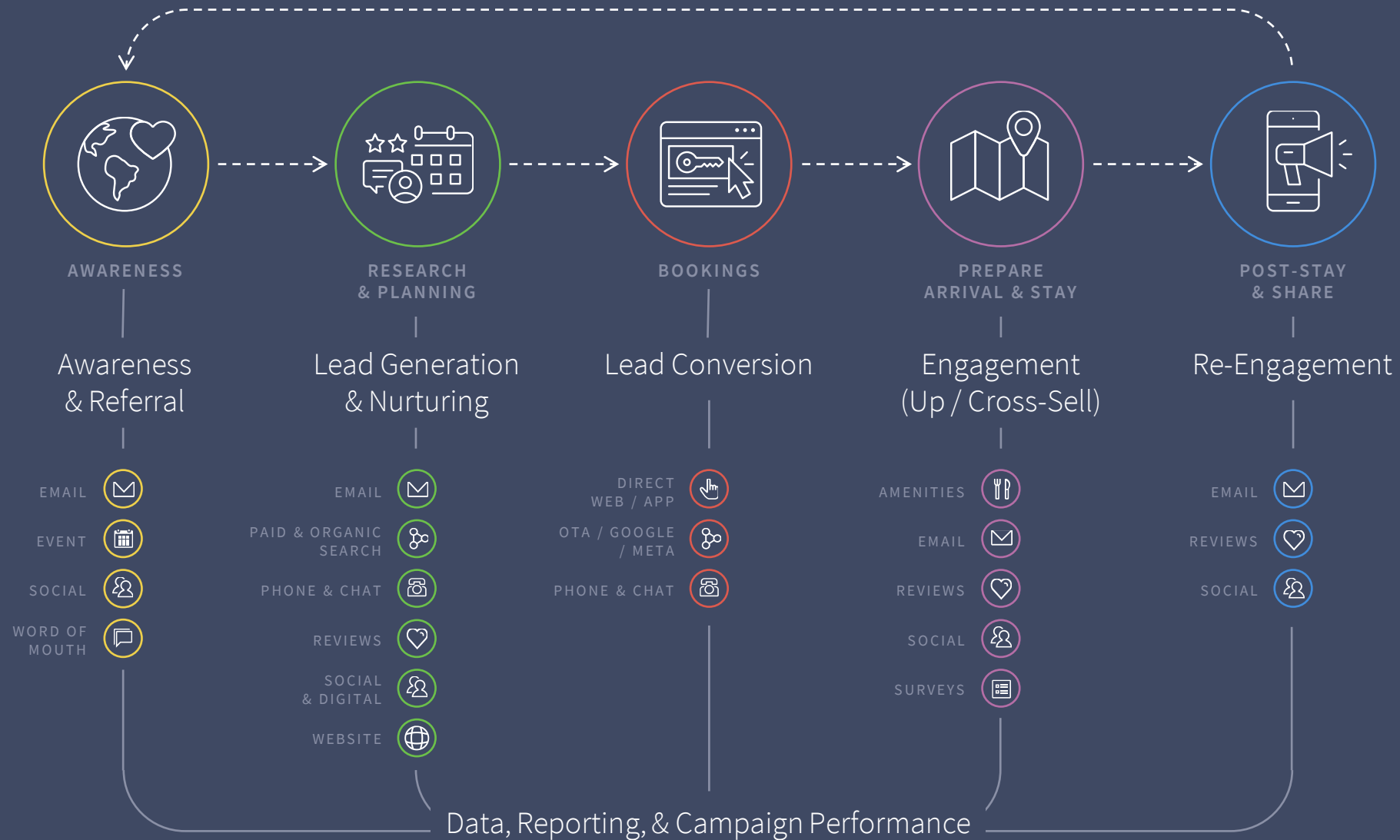


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The Guest Booking Journey

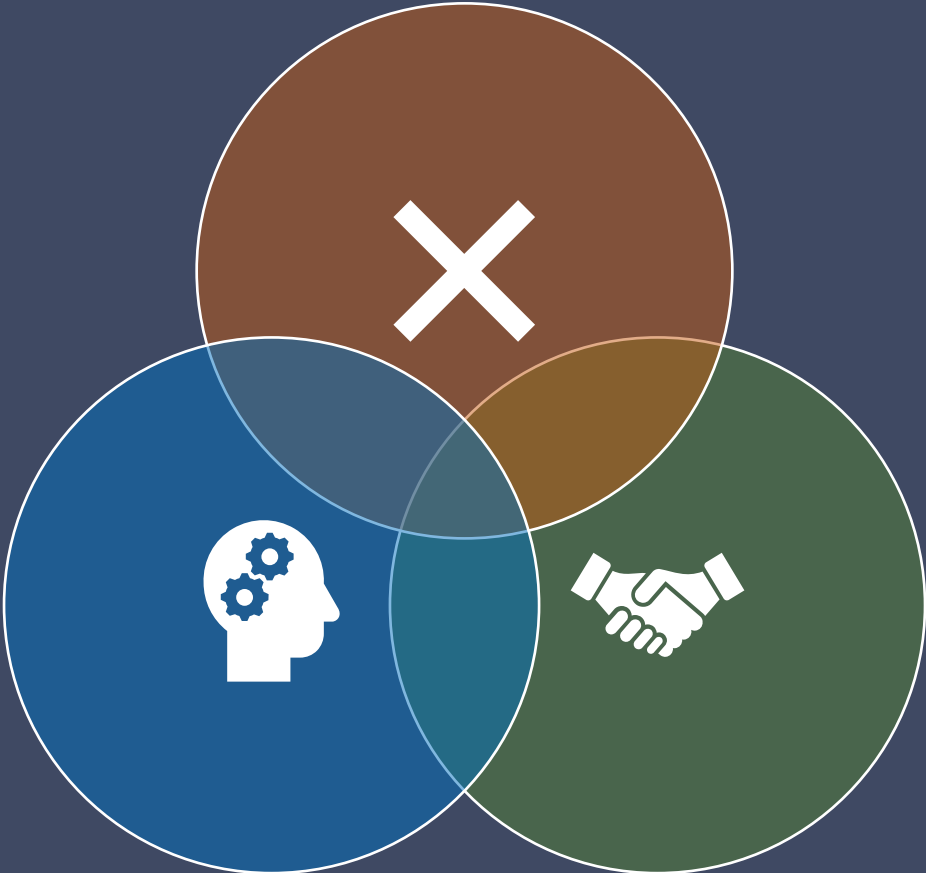


Key Components of Total Demand

- OTB Guests
- Inquiries/Shoppers
 - Web
 - Email
 - Voice
 - Etc.
- Regrets & Denials



Key Components of Total Demand



UNDERSTANDING DIGITAL DEMAND

Justin Jones

UNDERSTANDING CALL CENTER DEMAND

Jack Newkirk

64%

Guests Do Not Book
on the First Call

CASE STUDY:

Non-Booking Trends

- YOY Occupancy Pace off 65.8%
- YOY Revenue Pace off 49.4%
- Lead Volume Down 35.03%
- Data from Two Identical Periods
 - 2019 and 2020 ski seasons (Dec 1 – Feb 1)
 - Inquiries Between Jan 1 and Sep 14 of Each Year



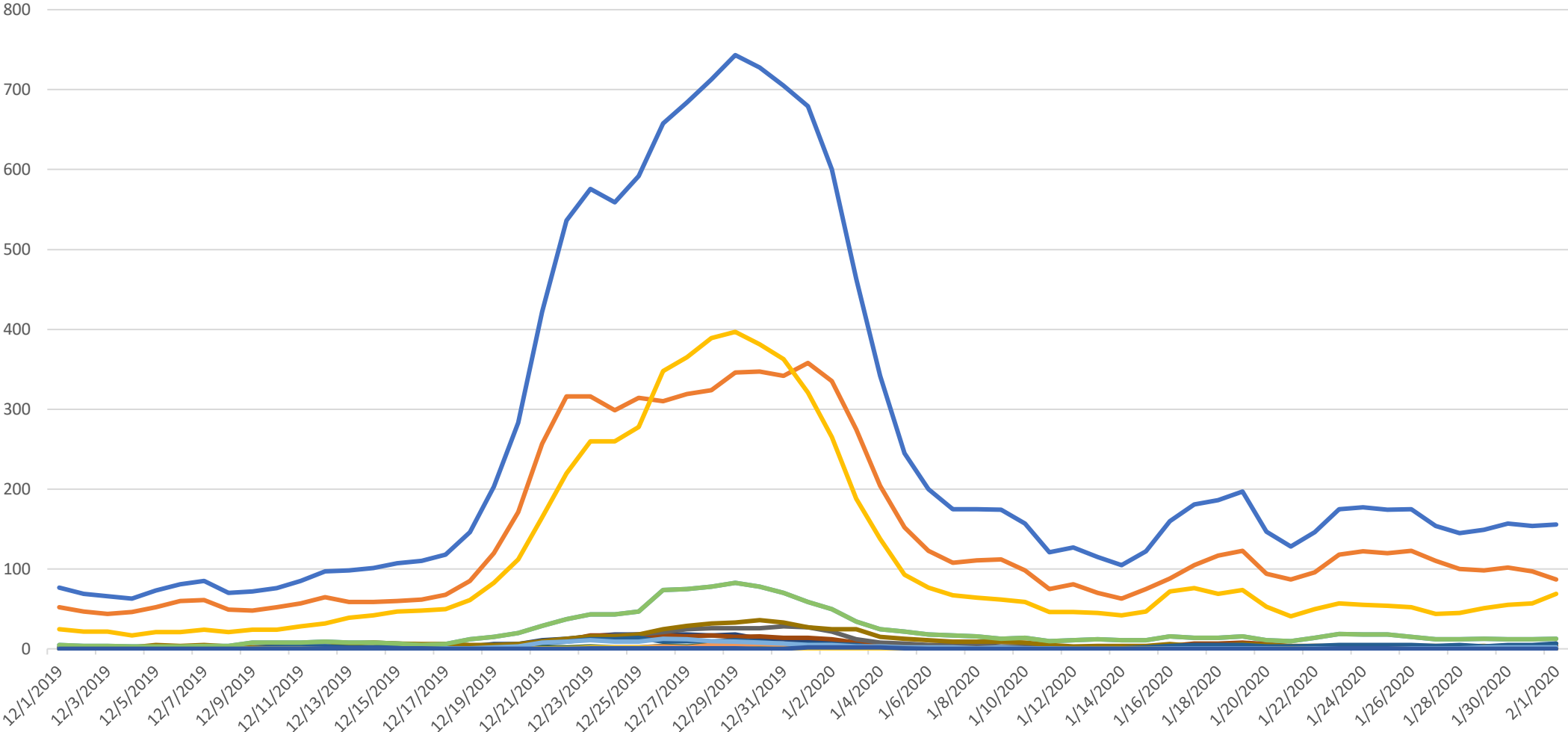
CASE STUDY:

Non-Booking Trends

- Rate Integrity Is a Priority
- Rate Resistance Is Most Common Non-Booking Reason
- 280% Increase in Dep/CXL Policy Turndowns
- 210% Increase in MLOS Turndowns

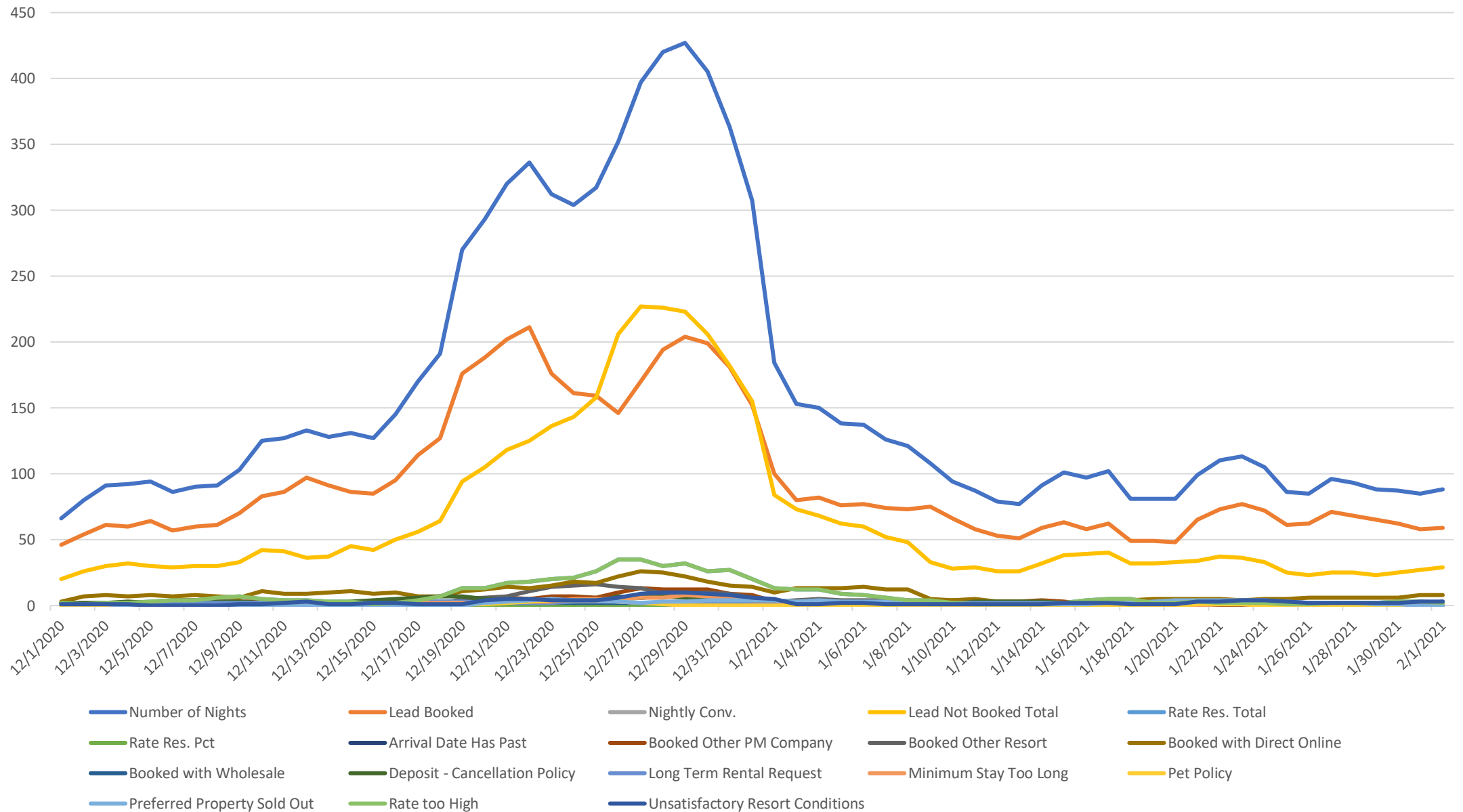


2019 Ski Season Non-Booking Trends

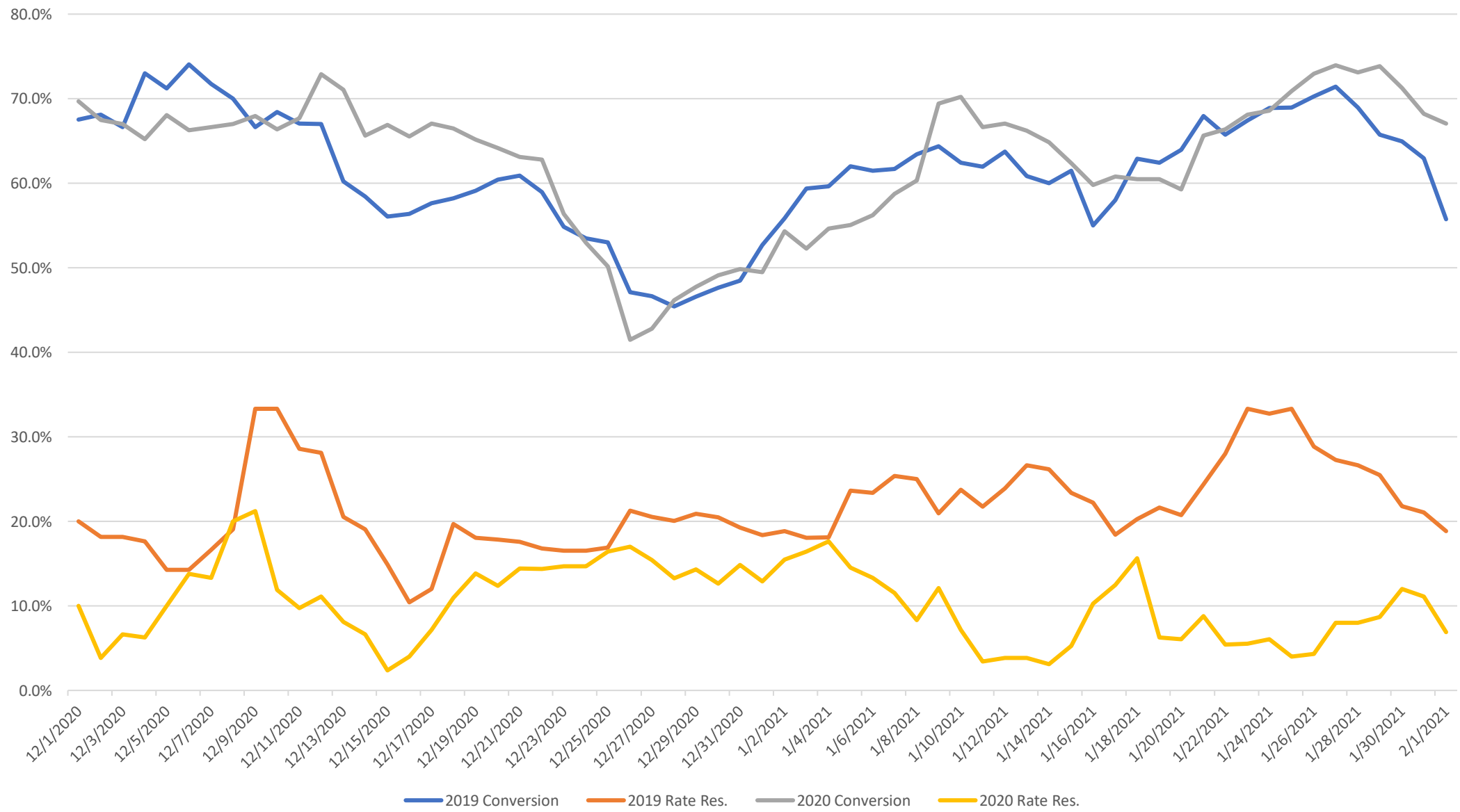


- Number of Nights
- Rate Res. Pct
- Booked with Wholesale
- Preferred Property Sold Out
- Lead Booked
- Arrival Date Has Past
- Deposit - Cancellation Policy
- Rate too High
- Nightly Conv.
- Booked Other PM Company
- Long Term Rental Request
- Unsatisfactory Resort Conditions
- Lead Not Booked Total
- Booked Other Resort
- Booked with Direct Online
- Rate Res. Total
- Minimum Stay Too Long
- Pet Policy

2020 Ski Season Non-Booking Trends



Rate Resistance & Conversion Correlation



CASE STUDY:

Action

- Relax Dep/CXL Policy
- Offer Incentives for Advance Bookings
- Target Need Periods
- High-Value Guests
- Compress Inventory Early



CASE STUDY:

The Results of Action

- ALOS Increased by .32 Nights
- ASV increased by 9.4% (\$67)
- Second-Chance Web Bookings Increased by 6.2%
- 1,840 Outbound Bookings Recaptured (\$2.93MM)



Key Takeaways

- If Possible, Hold on Rate
- Look Beyond Rate to Policies
- Differentiate by Unit Type
- Get Granular
- Empower Your Agents
- Don't Overthink It



DARM

VACATION RENTAL DATA AND REVENUE
MANAGEMENT CONFERENCE

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Q & A

THANK YOU!



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