



REVENUE OPTIMIZATION CONFERENCE

A Commercial Strategy Event



11th-12th May 2023

MARINA BAY SANDS SINGAPORE

How to build your Pricing Strategy
in today's reality **AT**



**REVENUE
OPTIMIZATION
CONFERENCE**

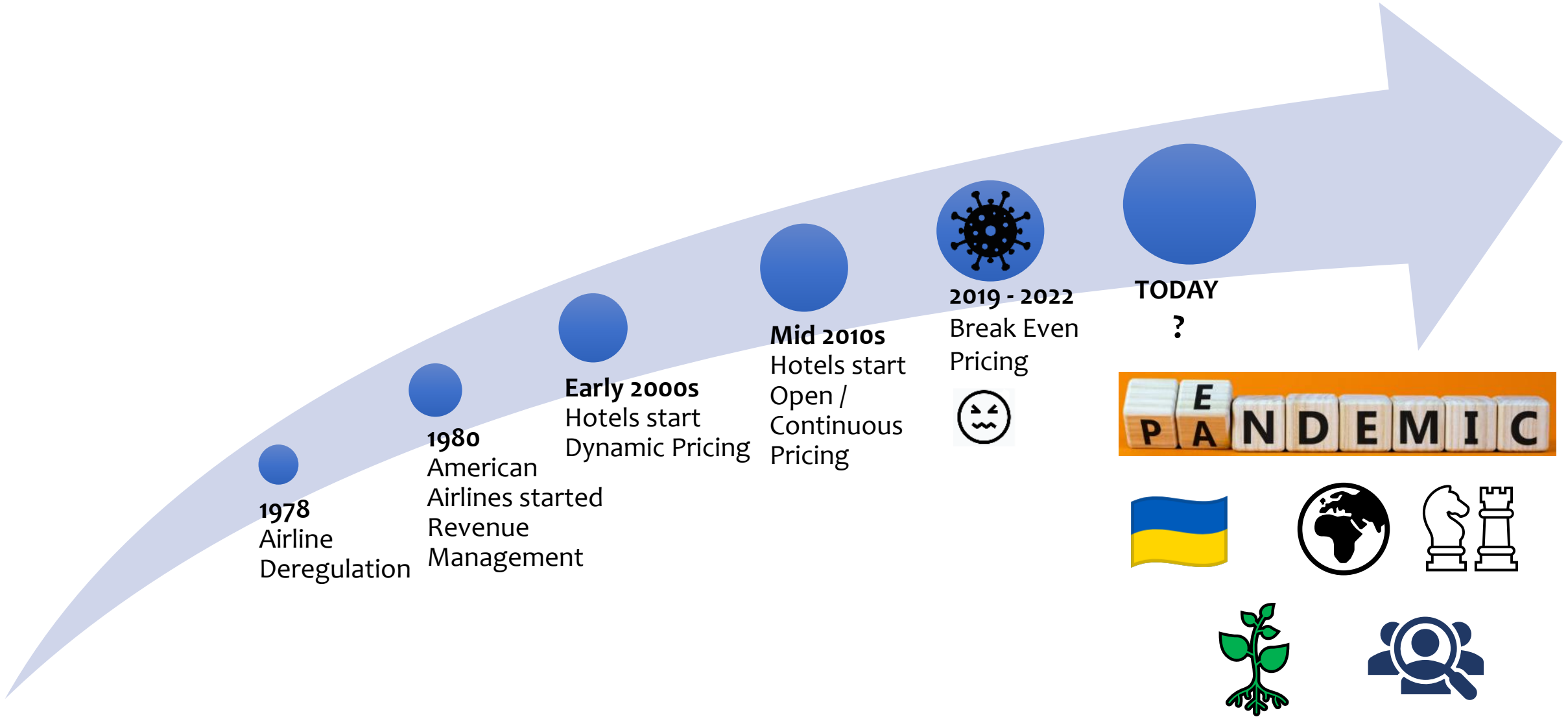
Melinda Yeoh

Head, Revenue Management
The Ascott Limited

11th-12th May 2023

MARINA BAY SANDS SINGAPORE

Today's Reality



Pricing Strategies – Poll Time!



**Pricing Strategies :
2019 vs today
Has it changed for you?**



**GO TO
menti.com
ENTER THE CODE
6776 6819**

Building Pricing Strategies in Today's Reality



Dynamic Pricing

- More relevant than ever due to continued Volatility
- Based on Demand Forecasting – factoring in **Forward Looking data**
- Shift Corporates onto Hybrid/Dynamic rates
- Price with **GOPPAR** in mind as costs rise

Competitive Pricing

- Conduct a review of Compset
- Consider price positioning by room categories

Bundled Pricing

- **Know Your Customer** to design your packages and deliver desired experiences. Be clear on the desired outcomes & ensure your Marketing & Distribution activities support driving these.
- Deploy Dynamic Packaging options (eg build-your-own package options)
- Price with **Total Rev** in mind

Geographic Pricing

- Tactically deploy this on Brand/Hotel Website + OTAs to tap smaller/new markets which can supplement the gap from slower Corp Demand

Premium Pricing

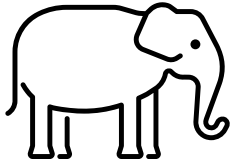
- Review price premiums for Luxury & Suite Products
- Consider Cost of Servicing of Premium products

Cost-Plus Pricing

- Useful to help define your rate structures to ensure you are able to meet “bare-minimum” performance requirements

Penetration Pricing

- Application remains largely unchanged – to be considered for establishing new segments/ markets/ properties/ products.



Don't Forget !

Upsell vs Upgrade

Deploy solutions & processes for pre-arrival / on-arrival / in-stay upselling!
Consider incentive schemes for FO; if upgrading is still necessary, prioritize room upgrades for Loyalty members.

Deposit / Guarantee / Cancellation Policies

These are useful levers as part of your pricing strategy to manage Demand

Less is More

Don't overwhelm your customer with too many rates & options, especially online.
Consider how you present your rates & offerings to ensure you don't confuse guests with an endless list of options.

Communicate & Collaborate

Keep the momentum going – many have broken down the silos between the various rev streams during Covid – continue this to drive Total Rev and value to our guests in a cohesive manner!

Building Pricing Strategies Today's Reality



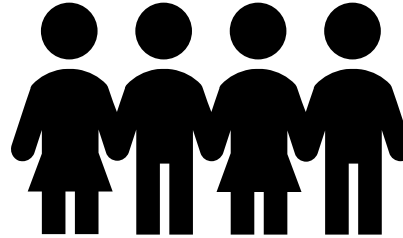
Historical Data

Groups / Longer Stay Base

International

Corporate

Drive Occupancy



Forward Looking Data

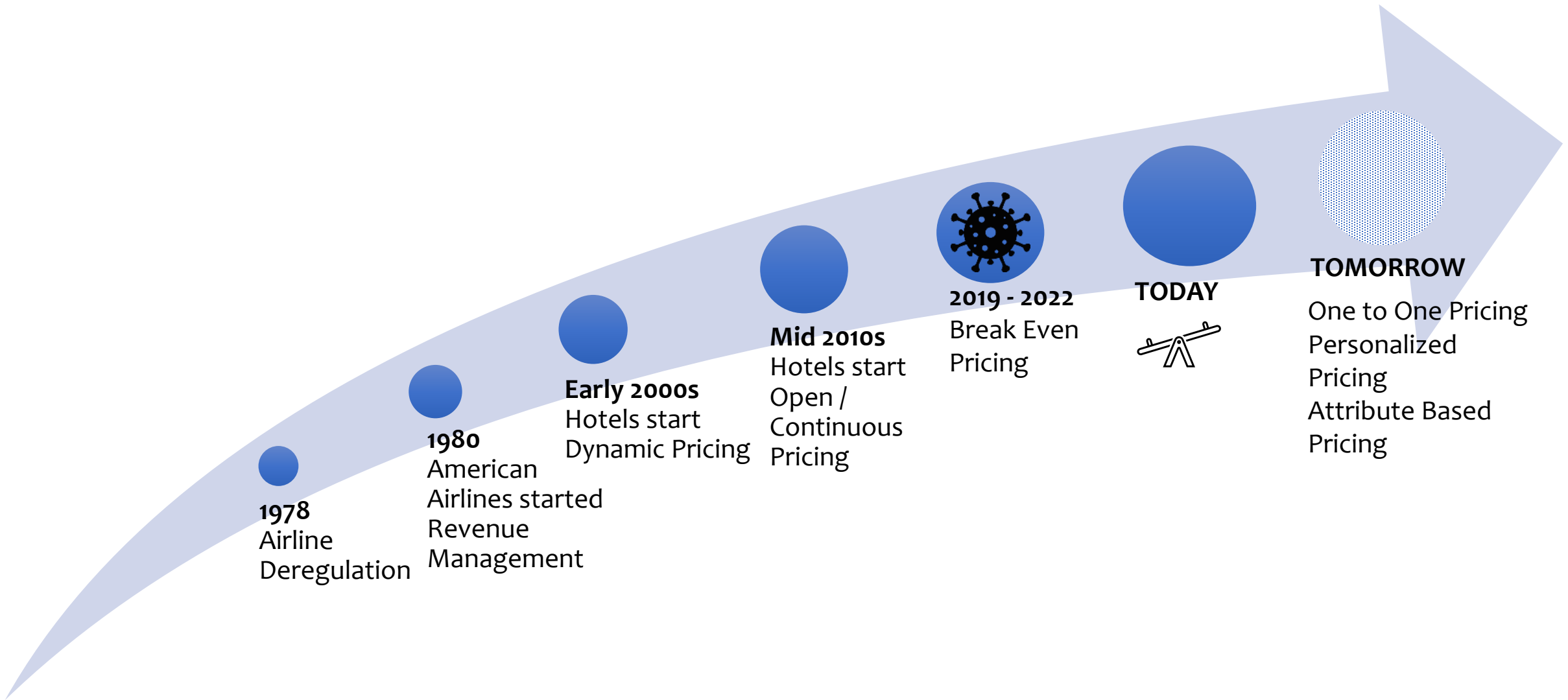
Transient

Domestic

Leisure

Drive Rate

What Next?





REVENUE OPTIMIZATION CONFERENCE

A Commercial Strategy Event



11th-12th May 2023

MARINA BAY SANDS SINGAPORE