

How to price right

A guide to setting profitable
B2C hotel rates





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Introduction



Introduction

When it comes to revenue management, getting your room prices right is arguably your biggest priority. And while you may be aware that there's a science to it, there's so much to do on a daily basis that it can be difficult to know where to start.

On any given day, you need to:

- Keep track of your KPIs.
- Look at what your competitors are doing.
- Look at what your channel partners are doing.
- Keep an eye on traveller trends.

And have meetings. Lots of meetings.

With such information overload, you then need to accurately forecast demand so that you can pull all the right levers to result in maximum revenue for your hotel.

How on earth can you have a sense of control?

The key is to *avoid flying blind* - and for that, you need exploitable data. Otherwise, it will be impossible to make decisions with confidence.

Pricing for your B2C customers is often your first task, and that's the focus of this eBook.

So, where do you start?

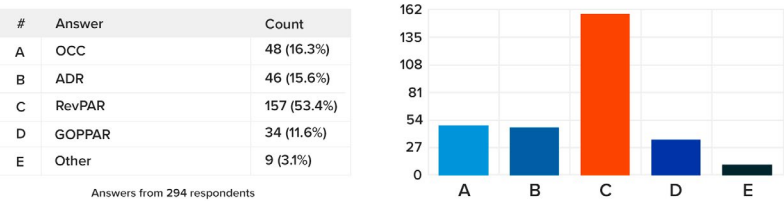
Set your goals

As a **revenue manager**, pricing is directly linked to the KPIs that you're responsible for:

- Occupancy rate (OCC)
- Average daily rate (ADR)
- Revenue per available room (RevPAR), equal to $OCC \times ADR$
- Gross operating profit per available room (GOPPAR)

And out of all these KPIs, the one at the top of your minds is RevPAR. This is underpinned by a poll (see below) we ran on our website, in which over half (53.4%) of the 294 respondents rated RevPAR as the most important KPI.

OTA Insight website visitor survey on most important metric



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Introduction

Occupancy rate =	Number of rooms sold	/	Number of rooms available
Average daily rate =	Rooms revenue earned	/	Number of rooms sold
Revenue per available room =	Rooms revenue	/	Rooms available
Gross operating profit per available room =	Gross operating profit	/	Rooms available

Indeed, RevPAR is the metric to focus on, as occupancy alone is not an indicator of profit (for example, you may have 80% occupancy but be heavily discounting many of your rooms).

Like airlines, hotels have a capacity-constrained model - you have a limited number of rooms, so you can't just set your price point lower and sell more of them. And while you can work on ancillary revenue, the first port of call is to dynamically price your main product - your rooms.

It's a delicate balance of filling your rooms, whilst making sure you're selling them at the right price to the right guests.

But how do you know what's 'right'?

Manage your distribution landscape

Online distribution in travel moves fast - really fast. So to keep up, you need a game plan. First things first, you need to know who the big players are: OTAs and metasearch sites, who own a large chunk of the market.

Keeping up with industry news sites is a must, because these sites are evolving, with the lines between them increasingly blurred by the likes of TripAdvisor and Google.

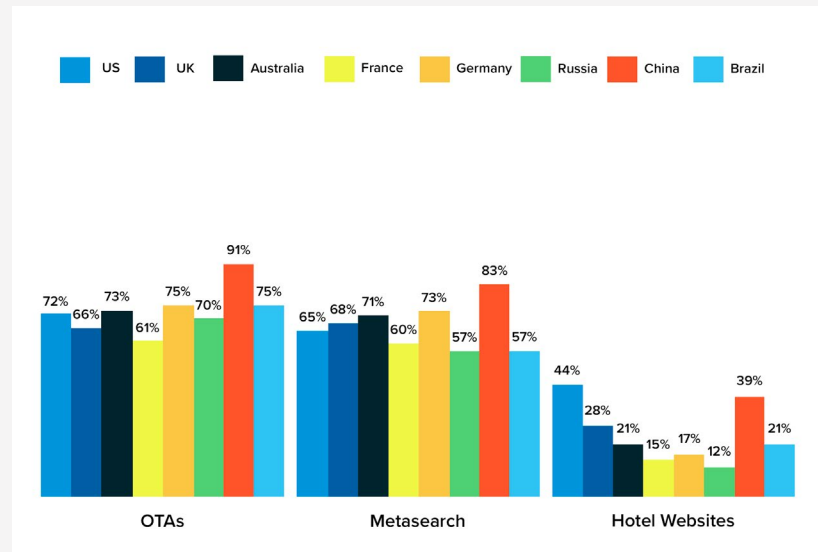
But partnering with booking sites incurs a hefty commission which eats into your profit - how can you determine which ones to partner with? How will you be able to see if they're really performing? How can you balance the need to put your hotel in front of the eyes of leisure travellers, and maximise your bottom line?

The key is to negotiate as low (but fair) a commission as possible. Use these sites to tap into market segments you wouldn't be able to reach otherwise, but don't allow them to price your rooms lower than the rates on your direct channel (your website).

You can ensure rate parity by monitoring what they're doing with a tool like **Rate Insight**.

Most popular types of websites for hotel shopping

Source: Phocuswright report, 2017



Single properties. You are more likely to have to rely on OTAs to reach most of your business, and therefore have less bargaining power. Keep a close eye on your revenue, and, if needed, limit the amount of inventory given to the OTAs, or close off the channel completely if you are using a pooled inventory model. Focus more on your customer's experience and offer them a discount as they check-out so that the next time they're in town, they book direct.

Multiple properties and hotel chains. You can more easily afford to advertise your hotels to encourage direct booking, so make sure you optimise your marketing spend by tracking which channels are driving the most direct bookings, at the lowest cost. We won't touch on this too much in this eBook, but if you'd like more information on it, download **Revenue Management 101**.



“To ensure you are offering the most attractive, and preferably the most profitable, rates available it is important firstly to understand which channels travellers opt to book through. In turn, it is also important to understand why particular OTAs have retained their popularity over the years so you are best equipped to understand how to use them to maximum effect and for maximum return.”

Gino Engels, Co-Founder and CCO, OTA Insight

Chapter 1

Setting hotel rates to maximise revenue



Setting hotel rates to maximise revenue

Hotels are economic units, so pricing depends on supply and demand at any given time. The ultimate goal is to consistently exceed (or at the very least, hit) your KPIs.

To forecast demand for Day Y on Day X, consider two key measures. The first is your current on-the-books (OTB) reservations. The second is your likely “pickup”. To determine your pickup for Day Y in the previous year, review how many bookings were made between Days X and Y. All other factors being equal, this year should be similar, so you can price according to likely demand.

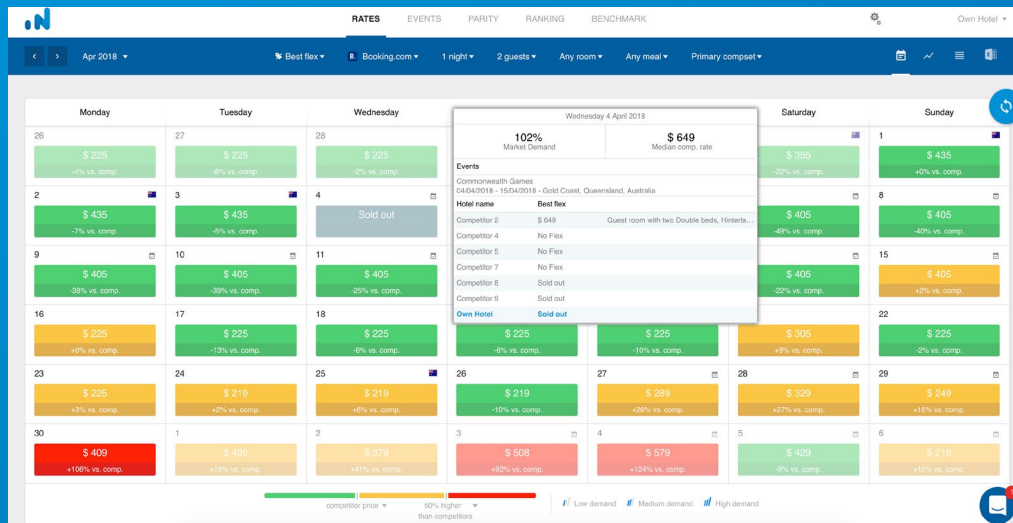
The problem is demand fluctuates on a daily basis, so it’s not a set-and-forget activity.

Demand is based on:

- Events
- Timing
- Trends
- Competition

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Setting hotel rates to maximise revenue



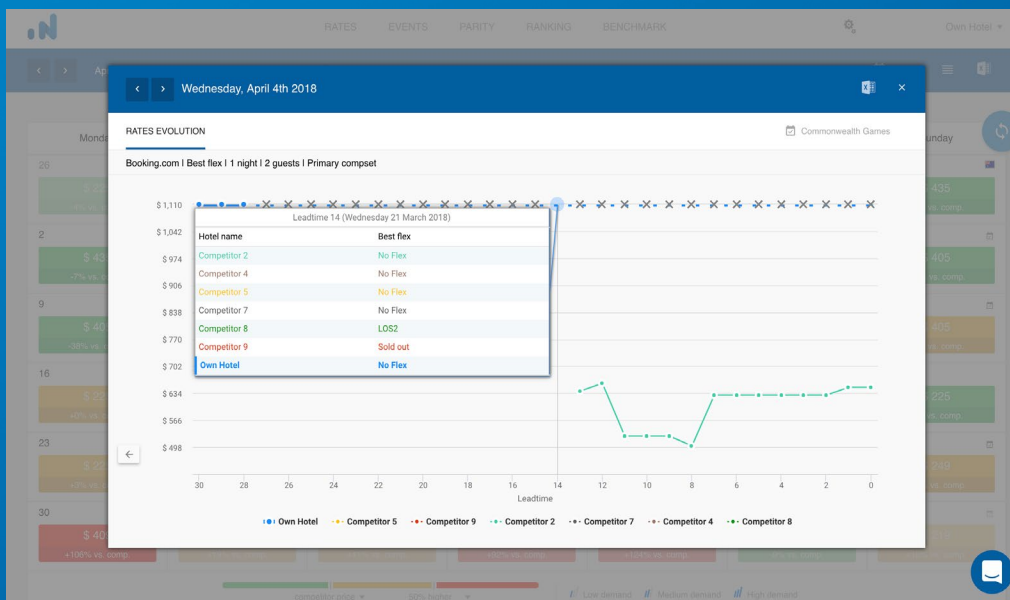
Events

There are **three kinds of events** that should be factored into your marketing, promotion and pricing strategies.

1. Major events. Those like the Superbowl, the Olympics, Detroit's Auto Show or Monaco's Yacht Show are events you can plan for years in advance.

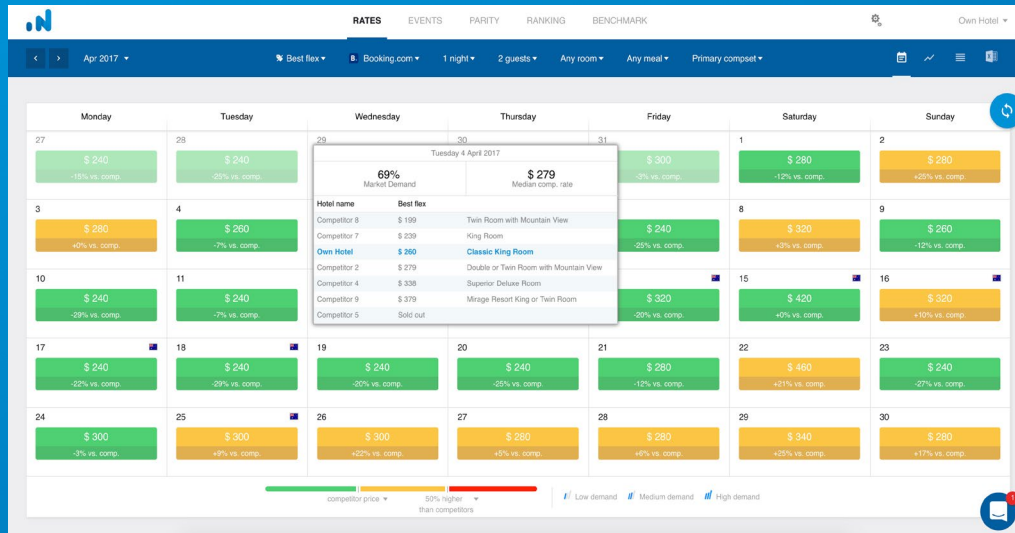
This case study illustrates this issue well. Take a look at our analysis of the rate changes of a Gold Coast hotel during the Commonwealth Games, using our tool, Rate Insight:

As you can see, the best flexible rate on the 4th of April was \$649, and many of the channels had no flexible rates.



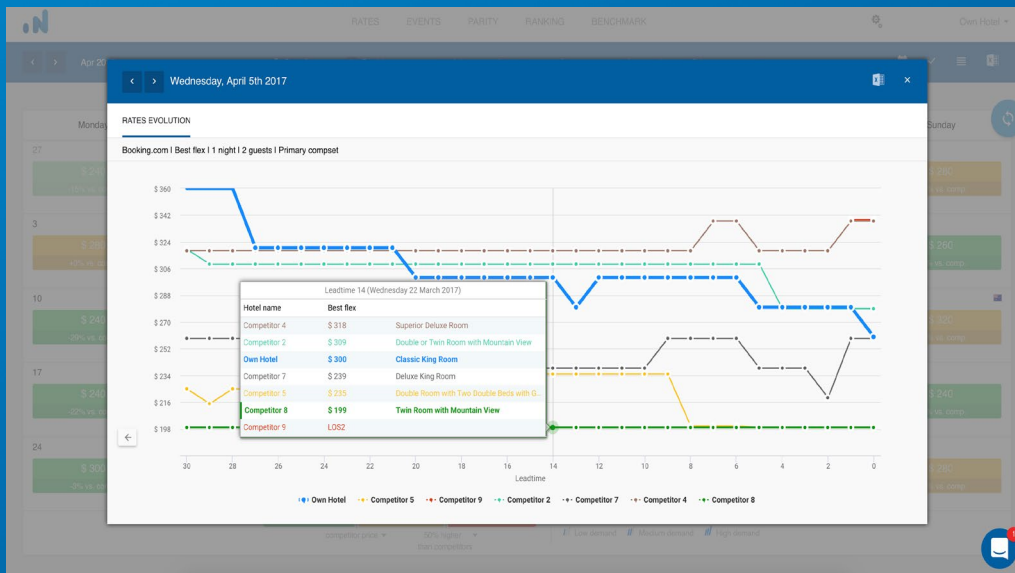
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Setting hotel rates to maximise revenue



This is compared to just one day later, where the best flexible rate drops dramatically to \$279, and all channels had flexible rates, obviously targeting last-minute bookers.

Like these hotels, it's essential to not only prepare your pricing and distribution strategy based on the upcoming period of high demand - but tailor it by monitoring and responding to demand in real-time.



2. Local events are smaller events like concerts and holidays (for your leisure business) and business conferences or government assemblies (for your corporate business). These can have a more direct impact on your hotel's revenue than major events, which is why they should be a critical element in your revenue management strategy.

Because of the increased demand, you should not hesitate to raise your prices. If you want to increase the perceived value of what you're offering, run offers around these events - for example, you could publicise a package that includes accommodation, as well as a shuttle bus to and from the concert.

As you'd imagine, there are other events that are more difficult to leverage.

3. Unforeseen events. Of course, some events like natural disasters or political unrest are unplanned and completely out of your control. For example, if yours is a ski lodge in the French Alps, having no snow for that winter is going to negatively impact the demand in your market.

Timing

You have your high season, and your low season, which are defined by the holidays - but don't forget - it's not just about the holidays in your area, it's also about the holidays from source markets. For example, Chinese travellers tend to travel around Chinese New Year.

You also have your high demand days (weekends) and low demand days (weekdays) - or *vice versa*, depending on the location. You should be adjusting your rates during these periods of high and low demand to increase occupancy and revenue.

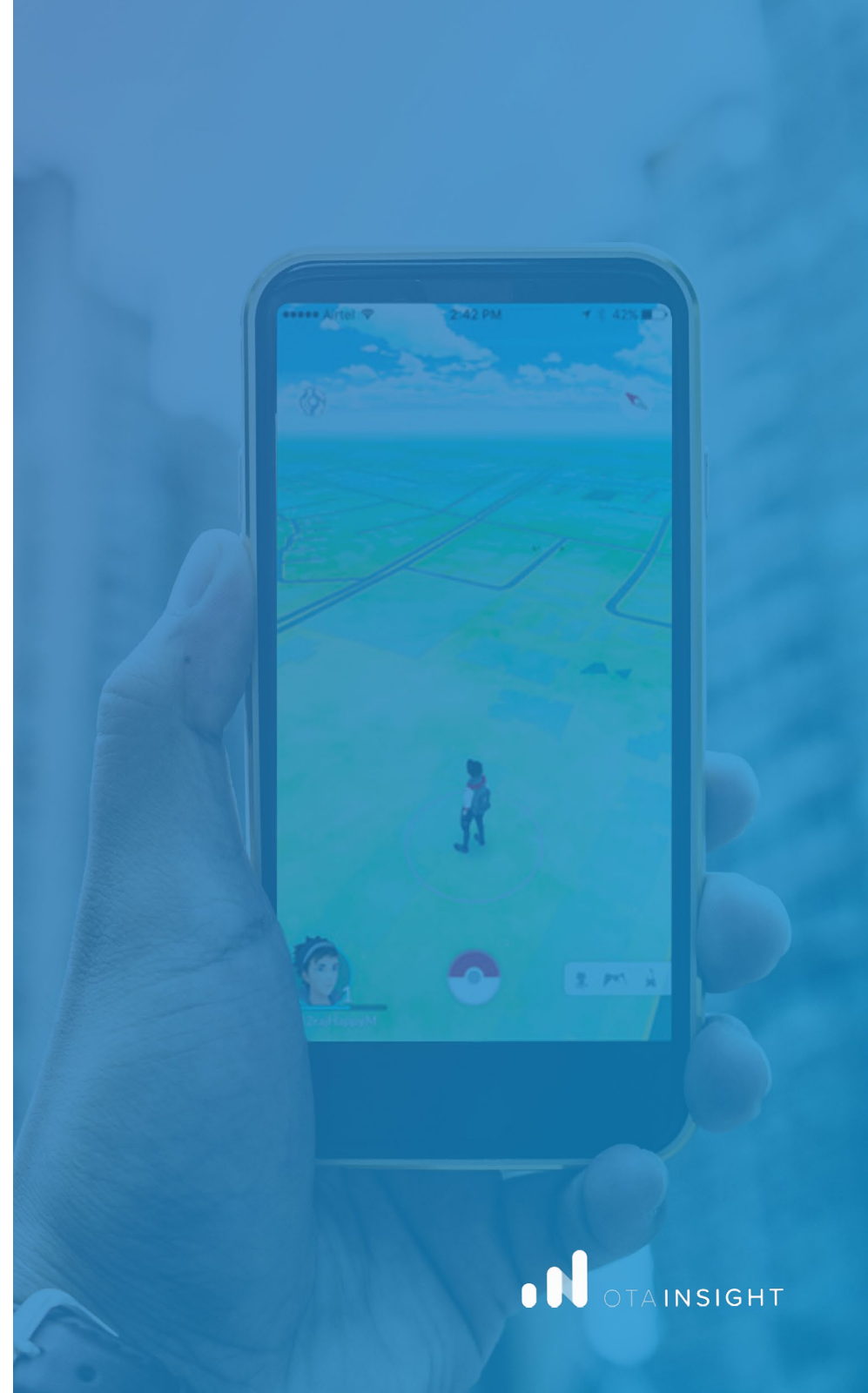
Trends

Traveller trends can drastically impact demand. Your location might be 'in' right now, causing an influx of international travellers like never seen before.

It could be any number of things - maybe your country or city's tourism industry body is doing a good job, maybe a lot of travel blogs are starting to talk about it, or perhaps a blockbuster was recently filmed in the area.

Innovative hotels jump on trends - and quickly. Just consider how the Mantra group quickly adapted to the Pokemon Go craze to drive demand.

The only way to be aware of these trends is to stay updated with your industry association and other educational resources.



Competition

While you shouldn't let them *define* your rate strategy, you need to keep an eye on your competitor's rates, because that's exactly what your guests are doing.

The harder part is being honest with yourself about who your competitors are. Make sure you **compare apples with apples** on:

- **Type of accommodation.** For example, a bed and breakfast can't consider a hotel chain a competitor - they attract a very different kind of guest, who are motivated by different things.
- **Proximity to your hotel.** If the hotel is in the same area, they are likely to be direct competitors, because travellers view location as one of the most important factors in choosing where to stay.
- **Hotel category.** The hotels listed before and after your hotel are the ones that travellers will compare you against when they are searching online. Make sure that you compare like for like.
- **Star rating.** Travellers often filter by how many stars a hotel has earned itself in reviews - be it on TripAdvisor or online booking sites. If yours is a 3-star hotel, you can't expect to compete with a 5-star hotel.
- **Quality of service.** What is the atmosphere at your hotel? Do you aim to be luxurious or cosy?
- **Business facilities.** This is only relevant if you are trying to attract corporate business or groups to your hotel.

- **Leisure facilities.** How do your leisure facilities compare to those of your competition? Do they appeal to the same kind of traveller? If so, then you can consider them your competition.

You should also consider how you compare to your competitors in terms of the type of products they are offering.

- **Room types.** What are the features of the rooms they offer? Do they have a better view?
- **Breakfast.** Is breakfast included in the room rate? If not, how much does breakfast cost on top, and what kind of breakfast is offered?
- **Check-out.** In some cases it can be worth checking how flexible their check-out times are. Do they offer late check-out, and if so, for how much?
- **Cancellation policy.** Similarly, how flexible is their cancellation policy? Are rooms offered at a higher rate for a more flexible cancellation policy?

Guests want maximum flexibility for minimum risk, which is why all of the above considerations matter.

We'll talk a little bit about how to take competitor rates into consideration without letting them define your pricing strategy in the next chapter.

Four pricing strategies you can use

1. Cost-plus

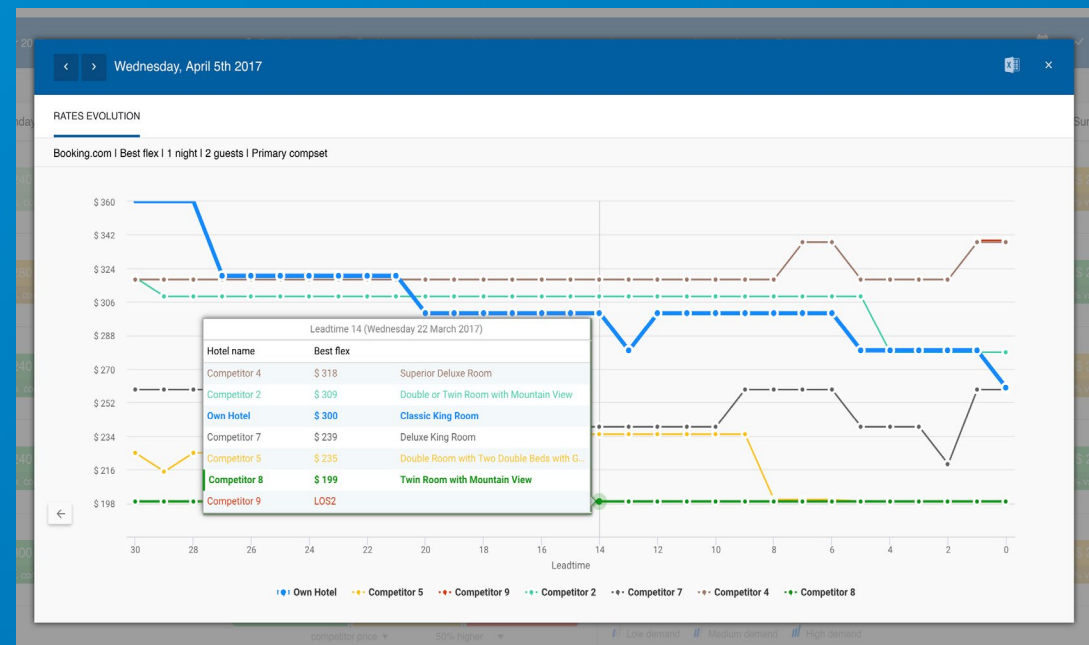
This is the traditional method, where you add your profit on top of whatever it costs you. Your goal is to generate cash flow and maximise profit, so you need to calculate revenue versus expenses (which is why you must be careful when negotiating contracts with OTAs in terms of commissions).

The problem with that is it doesn't take into consideration the most important thing - market demand at any given time.

2. Market-based pricing

This is when you base pricing on your competitors' rates. The main problem with this is it puts too much value on your competitors, and doesn't take into account the customer perception of your hotel. What if your competitor offers an inferior product?

It's important to position your pricing as not being too high or too low when compared to the median rate of your competitors. You want to be **Competitor 7** in the example to the right.



3. Value-based pricing

It's not *all* about price - it's also about your brand. Value-based pricing is often used by large hotel chains or luxury brands, who determine pricing based on how the guest perceives the hotel.

If you manage a luxury brand you'll know that the key message is to "never lower prices". However, adjusting rates based solely on competitor comparison can often drive your price down.

The problem is the perceived value of your offering changes depending on your guests' buying behaviours and their needs at any given time. This is where online reputation management comes into play. You'll have more input into this at a single property - and less if you are responsible for multiple properties operating as part of the same chain with the same brand or individual brands.



Working with online travel agencies (OTAs)

Agency model. The traditional agency model where an online travel agency allows a guest to book through their site, and passes the details to your hotel. You pay them commission once the guest checks out.

Merchant model. You sell a certain amount of inventory to the travel agency at reduced or wholesale prices, for them to sell to the traveller at the regular price. The traveller will see the same price as with the agency model, but the commission is worked into the price.

Opaque model. Your rooms are sold but the guest doesn't know which hotel they are booking until after the purchase is complete. They only see the product category (destination, star rating of the hotel) and the price but not the brand. This helps you sell rooms without damaging your brand integrity or price positioning.

Hybrid/package model. A recent entrant to the market, this is a combination of the merchant and agency model. Here, agencies offer a package of products with certain strings attached, which aren't itemised for the customer. Typically this model includes a flight, room, and car rental.

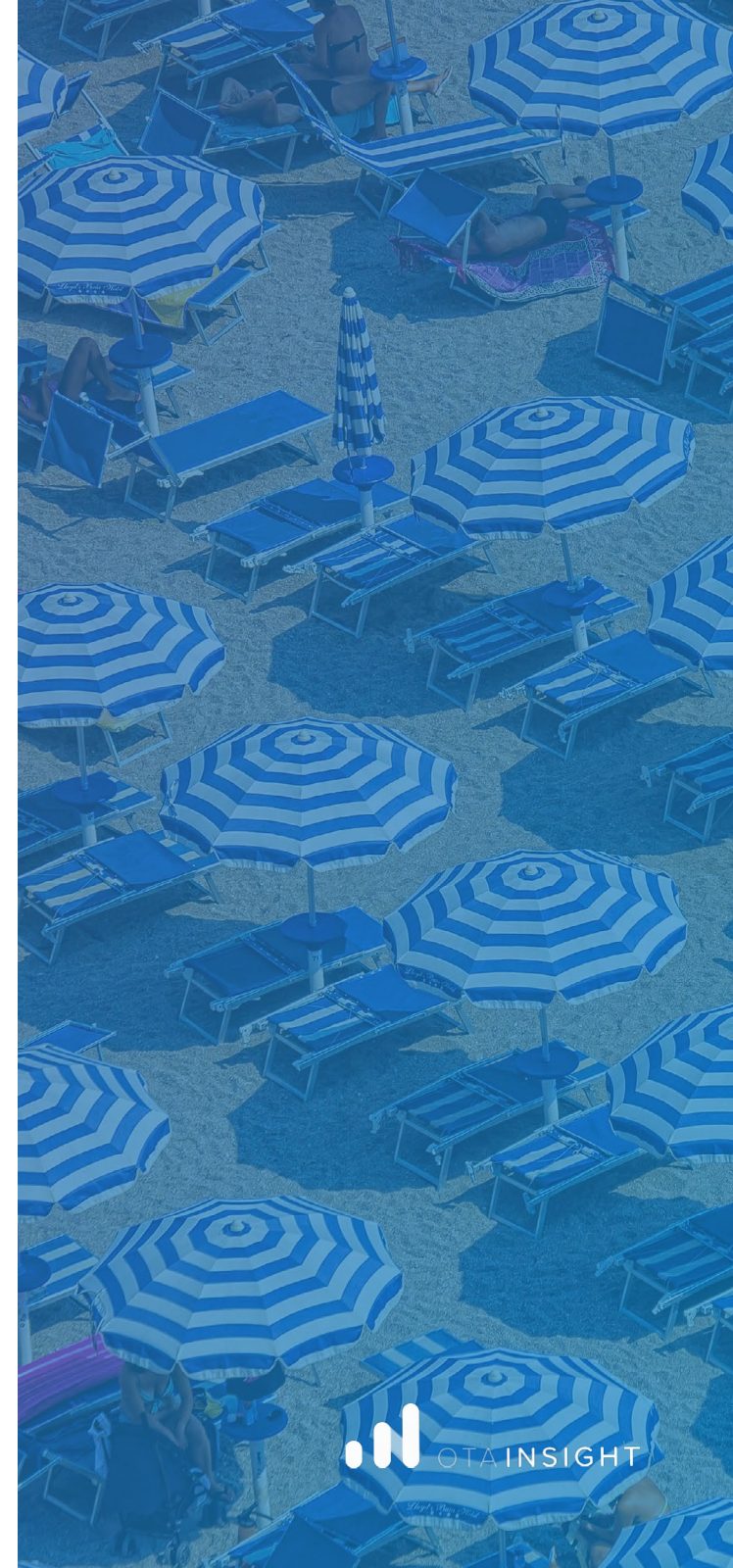
4. Dynamic pricing

These days this is the dominant pricing model, and it seeks to combine the cost-plus and market-based pricing models. It's the best by far because it's highly flexible.

With dynamic pricing, you can take advantage of low demand markets by decreasing prices even if it means it doesn't fully cover fixed costs during that time, and during peak demand periods drive incremental revenue by selling to those who are willing to pay slightly higher.

For example, Hilton adapted to the increasing demand for more flexible cancellations by eliminating its best available rate (BAR), and instead, creating a fully refundable room rate that is higher by a few percentage points, and a semi-flex product that will be slightly discounted for rooms requiring a 48- to 72-hour advance cancellation (beyond Hilton's existing cancellation policy of 48-hour advance notice without penalty).

This allows Hilton to effectively compete with OTA sites (e.g. Booking.com) which offer last-minute cancellations. According to the same report, the new pricing structure was tested at hundreds of hotels, which yielded a slightly higher ADR (average daily rate) and RevPAR (revenue per available room).



What levers do you have at your disposal?

Maximise revenue without significantly bumping up the price by prolonging occupancy.

- Apply a minimum length of stay (LOS) when you know that there will be a period of high demand followed by low demand. This will help you increase occupancy during the low period.
- Apply a maximum length of stay when you know that you'll be able to sell your rooms at higher rates. If a guest wants to stay beyond that period, you can charge them rack rates for the following nights, instead of allowing them to pay discounted rates.

Apply different rates with care.

- Best available rates. As these fluctuate on a day-to-day basis, keep an eye on your **competitors' rates** to make sure your rooms are not priced too high or too low in comparison - this is an obvious point but it's crucial to keep on top of the issue.
- Non-refundable discounted rates
 - For walk-ins, though these are becoming less common.
 - For locals.
 - For marketing promotions.

Justify your rates by bumping up your brand.

- Encourage guests to review you on whatever channel they booked from to increase your brand value and online review scores.
- Consider refurbishing or reinvigorating areas of your hotel.

Increase the perceived value of the room to justify an increase in room rates.

- Include breakfast in the room rate.
- Include free reliable Wi-Fi in the room rate.
- Include free cancellation or late check-out in the room rate.

Use extras to drive ancillary revenue.

- If someone has booked a honeymoon suite, offer a honeymoon welcome package (e.g. a basket complete with champagne and nibbles).
- Offer to arrange an in-room massage or a visit to the spa at a discount.
- Offer a discount voucher for the hotel restaurant or bar.
- Increase the cost for each bed added to the room.
- Offer a shuttle to and from the airport.



Maintain prices where possible

- Don't offer late booking discounts unless they're for periods longer than your average length of stay.
- Discounted rates should be created strategically. Don't discount your rates simply to increase occupancy.
- If you have to lower your rates to increase occupancy, offer rates just above the cost of the room to guests who book over the phone - or, through a widget that allows them to chat with you privately on your website. This allows you to book out the room without sacrificing rate parity or your brand's image to a wider audience than that single customer.



"In order for hoteliers to remain competitive in the current environment, there is a need to have granular competitive intelligence that is reviewed and revised regularly to provide real, in-depth insight into market nuances and competitive changes. Having this data in real-time and on-demand is crucial for hoteliers to ensure they can stay up to date in a dynamic market."

Sean Fitzpatrick, CEO, OTA Insight

A photograph of a tropical poolside area. In the foreground, there's a swimming pool with a metal ladder. To the left, a lounge chair with blue cushions is visible. In the background, there are palm trees, a stone wall, and a wooden pergola. The entire image is covered with a semi-transparent blue overlay.

Chapter 2

Monitoring rates

Monitoring rates

If you want to make an informed decision when adjusting your pricing, you need real-time market data. With it, you can perform the necessary benchmark research to adjust your rates with confidence, thereby maximising the chance of a good revenue outcome.

In order to forecast your rates and flex them in real-time:

- Look at your OTB and pickup rates (see first chapter).
- Assess whether “booking pace” - the rate at which reservations are made for a particular date - is evolving and if your strategy is responding to this.
- Make sure you have a brief look at your rates on a daily basis, and make the in-depth analysis a weekly exercise.
- Look for the local events that are coming up and then look at your competitors’ rates to make sure you aren’t underselling.
- Look at your online booking channels to determine which ones are the most effective. When demand is high, close out the most expensive ones.
- Remove any rates which do not sell.

Remember that you need to strike a balance between selling some rooms in advance at lower rates, thereby guaranteeing occupancy - but holding some back to sell at a later date after raising the price as demand increases (knowing that you risk having those rooms unsold).

The best rates should be publicised a few months prior to arrival dates - however, as the dates get closer you can increase the price (but keep a close eye on it, remembering the Commonwealth Games example).



“The guiding principle behind successful revenue management today is selling the right room to the right customer at the right moment for the right price and here is the important part, via the right channel. So should this be via your own brand’s website, an OTA or another channel? The answer is, it depends on the time of year. During periods of high demand (i.e. the upcoming summer) the onus should be on pushing for direct bookings with focus on support from OTAs during periods when demand is lower.”

Gino Engels, Co-Founder and CCO, OTA Insight

Monitoring rates

How to respond to market demand

- Make all rate types available when you have low demand.
- When demand increases or is high, close the highly discounted rates and consider starting to apply length-of-stay restrictions. If you are getting full ahead of time, raise your prices. When demand is low ahead of time, decrease your prices.
- When demand is high, close all rates except for walk-ins and best available rates. Make sure you don't get full too soon (this means you're pricing your rooms too low).
- Don't be consumed by competitor comparison. Consider Game Theory and the Prisoner's Dilemma - if hotels get into price wars with each other, then collectively you put yourselves all at a disadvantage.

Technology has advanced to the point that tracking and monitoring rates can be easy. So unless you want to spend the bulk of your time scrambling from website to website to collect market data, get a **rate intelligence tool** to do the heavy lifting.



Which metrics can a rate intelligence tool help you track?

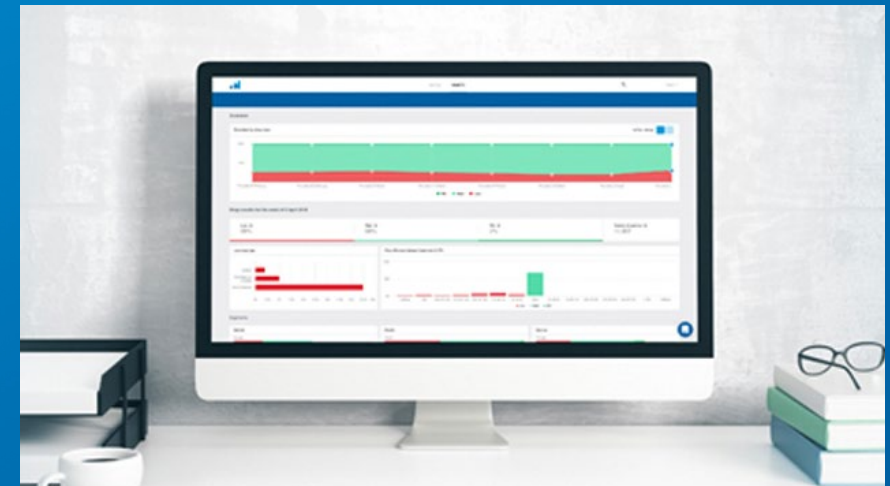
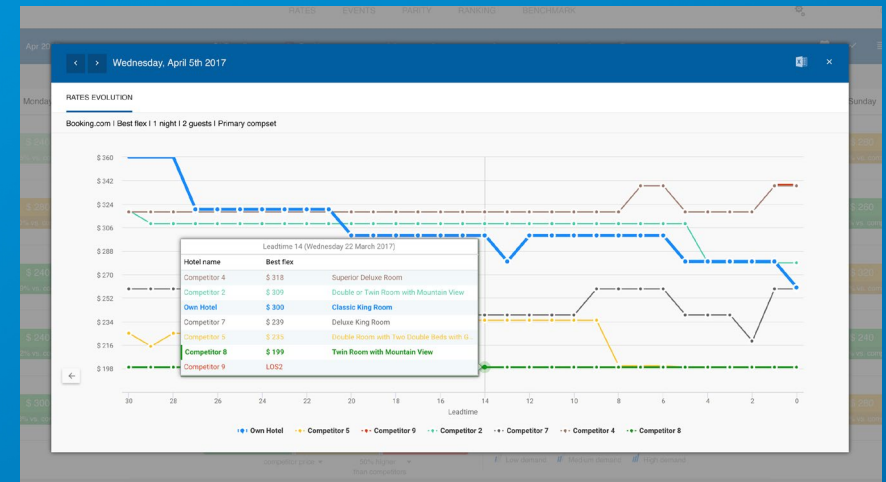
- Current, future and past rates for you and your competitors.
- Current, future and past rates for OTA and metasearch sites.
- For multi properties and groups, pricing and event analytics at regional/city/country/cluster level - whilst being able to drill down to single property view.
- The evolution of hotel pricing as you close on the arrival date.
- Loyalty (fenced) rates, BAR/lowest rates, and different lengths-of-stay (LOS) and room types.

A **rate intelligence tool** will put the data into an easy-to-digest format - so that all you have to do is analyse the data and respond to market demand. It would be impossible to keep up with market fluctuations otherwise.

This is an example from our tool, **Rate Insight**. As you can see, you can track the rate evolution of the price of a room for a particular day that you're planning for. As the day approaches, you can see how competitors' prices go up or down and respond accordingly.

Real-time competitor rates should always be taken into consideration when reviewing and adjusting your pricing strategy - not only will it help you proactively increase your revenue, but you'll be able to see which OTAs, wholesalers or metasites are undercutting you, and act promptly to ensure **rate parity**.

Often, these tools have other useful built-in features - for example, Rate Insight also allows you to track other valuable metrics, like your OTA ranking and TripAdvisor reviews, and it includes an events calendar.



Specialised tools do exist to track parity. For example, **Parity Insight** helps you monitor and enforce rate parity by allowing you to uncover discrepancies.

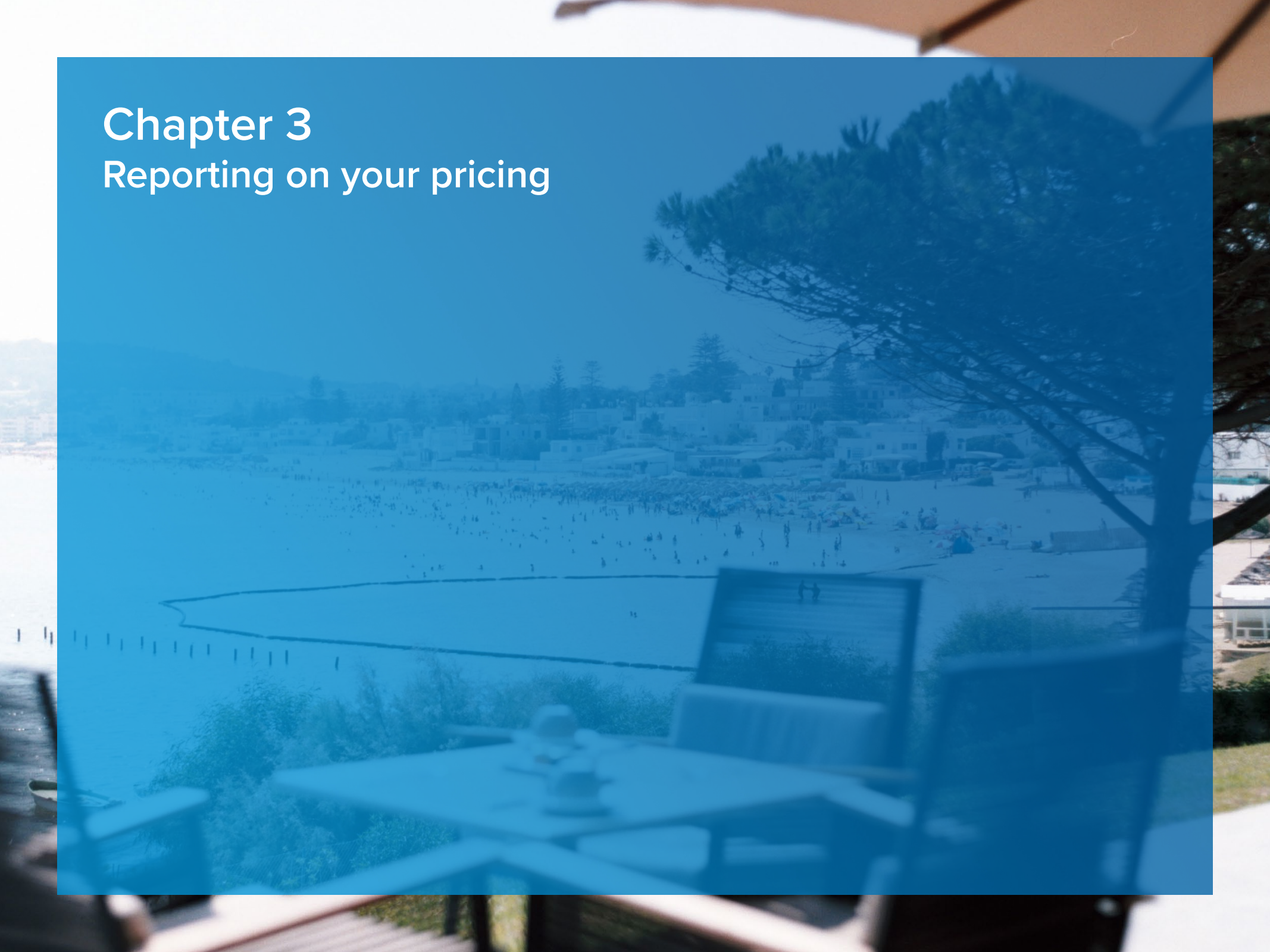


“Rate integrity [often known as rate parity] is one of the biggest challenges (and opportunities) in the hospitality market and it heavily impacts the profitability of hotels. It’s essential for hoteliers to have a firm grip on their contracts and to know where — and at what rate — their inventory is being distributed. This is key for them to drive higher ADR and profitability for a sustainable business. At the moment, a lot of business is leaking to lower rate and higher cost channels without hotels realising it.”

Sean Fitzpatrick, CEO, OTA Insight

Chapter 3

Reporting on your pricing



Reporting

First, you look at all of your historical data so that you can confidently set your rates. Then, you monitor demand and adjust your rates. Finally, you measure how your changes have impacted your KPIs - after all, it's the only way to know whether what you've done has worked.

Besides the KPIs which we spoke about earlier, there are a few reports to keep an eye on each week (or, if you have capacity, each day).

Reservations

- Pickup rates from the same time period last year. Can you glean any insights that will help you better forecast your rates this time around?
- What was booked, from which market, at what price, and how far in advance it was booked. See if you can notice any trends here.
- Cancelled, void, and no-show reservations to see whether any action needs to be taken to reduce these numbers. Also, note down your percentage of cancellations and no-shows per channel, so that you can use this information when forecasting.
- Booking channel reports to determine which channels are bringing you guests - and whether those guests are profitable. See which channels are bringing you the most return on investment, and which ones are eating into your profits.
- Direct channel reports. See how many people are booking online or whether they opt to email or phone you to make the reservation. This may indicate that there is an issue with the usability of your website (especially if you have a booking engine).

Front office

- Sale-by-room-type reports will give you insight into which room types are being booked and which aren't. With this information you can make suggestions on how to improve rooms and increase their appeal (plus, you'll be able to charge more for them).
- Invoice breakdown reports to see which extras are in demand and which aren't.
- Night audit reports control transactions for each day, checking discrepancies and ensuring all updates are taken into account. For this reason you'll get great insight into guest behaviour, including late check-outs, and preferred payment methods.

Back office reports

- These are all those numbers you need to keep a close eye on as they directly impact revenue:
 - Daily revenue reports.
 - Refunds, extra charges and discount reports.
 - Travel agent commission reports.

You'll need to pull these reports from your existing systems

- Your property management system (PMS) and point-of-sale (POS) system will give you the information you need for your front and back office reports, as well as your walk-in and direct bookings.
- If you have a channel manager, you'll be able to see your online direct bookings as well as third-party bookings from booking sites on one dashboard.
- If you're currently managing bookings manually, you'll have to use your online booking system for your direct online bookings, and manually log into your channel partner extranets for data on your bookings from them.

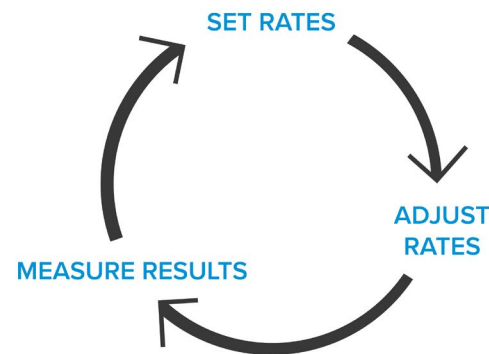


Ask yourself:

- Are the room nights and revenue from last night in line with your forecast and budget for this month? Are you going to meet your targets?
- What's the competition doing - have they changed their prices or launched a new promotion?
- Are there any days where availability is impacted by an imbalance in inventory? Are you overselling certain room types and having them consistently sold out?
- Are rooms being sold on all online booking channels? Are partners maintaining parity?
- Which segments are booking your rooms? How is transient and corporate business going? What is working and what isn't?

The learnings you've gleaned from your reporting will feed back into how you set your rates. It's a loop, so the cycle begins again through rate setting and monitoring.

Besides optimising your distribution channels and monitoring demand, remember to compare trends with the same period in the previous year when reviewing past dates - otherwise, it can be easy to write changes off as "seasonal".



Additionally, benchmarking data is useful - but it varies from market to market. This is why **business intelligence tools partner with other data providers** to automate that for you.

For example, OTA Insight works with STR and Benchmarking Alliance, suppliers of hotel market data and benchmarking solutions, along with the likes of OlaKala and Fairmas. This means that users get access to STR and Benchmarking Alliance's benchmarking data regarding occupancy, RevPAR, and ADR indexes. As a second step, STR and Benchmarking Alliance clients will be able to see future benchmarking KPI data within OTA Insight soon.



Typical benchmarking KPIs:

- Average Rate Index (ARI) = $\text{Hotel ADR} / \text{Comp Set ADR}$
- Market Penetration Index (MPI) = $\text{Hotel OCC} / \text{Comp set OCC}$
- Revenue Generation Index (RGI) = $\text{Hotel RevPAR} / \text{Comp Set RevPAR}$

Most benchmarking providers also give market statistics, which are worth keeping track of - they're the same as the above, but substitute the comp set numbers for full market numbers, which are essential for taking the temperature of the whole market around you.

Afterword

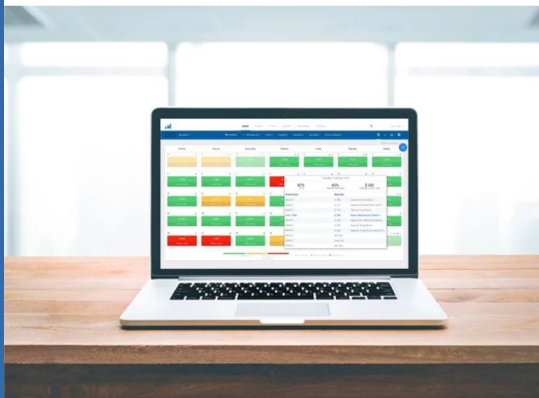
Hotel distribution evolves at an alarming pace. How can one feel in control amidst so much change?

The key is in the data. Harnessing the necessary data to make strategic decisions is the only way to sustainably drive revenue and profit.

And while there's an overwhelming amount of it, if you stay focused on how your strategies impact your bottom line, you'll be in the best place to hit - or even exceed - your KPIs.

Rate Insight

Make smarter pricing decisions

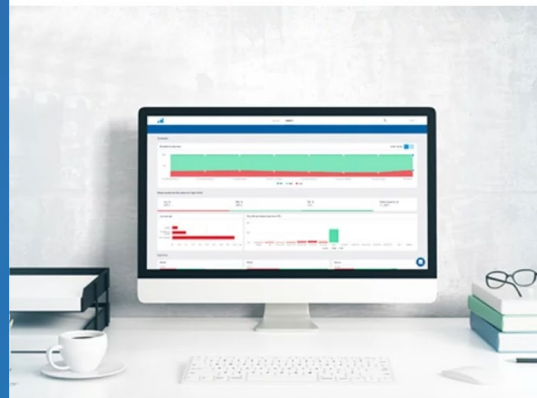


Rate Insight is an easy-to-use platform that gives access to all relevant factors impacting demand for your hotel rooms

[LEARN MORE](#)

Parity Insight

Keep control of your distribution cost

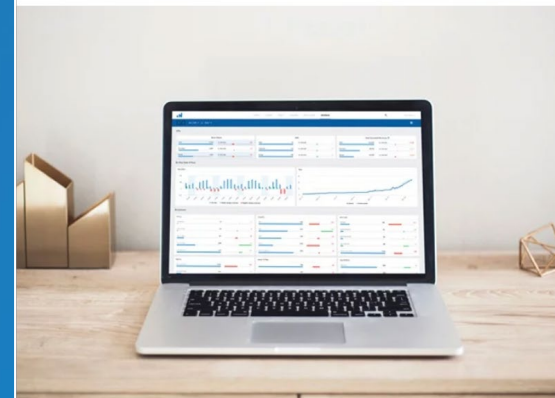


Parity Insight helps you manage and track your parity to better control your distribution and reduce your reliance on OTA business

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Revenue Insight

Optimise your channel mix



Revenue Insight is the business intelligence platform that delivers smarter hotel analytics by combining historical and future performance

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About OTA Insight

OTA Insight empowers hoteliers to make smarter revenue and distribution decisions through its market leading suite of cloud-based business intelligence solutions including Rate Insight, Parity Insight and Revenue Insight. With live updates, 24/7 support from our customer success team, and a highly-intuitive and customisable dashboard, the OTA Insight platform integrates with other industry tools including hotel property management systems, leading RMS solutions and data benchmarking providers. OTA Insight's team of international experts are based all over the world, including the UK, US, France, Germany, Belgium, Spain, Italy, Peru, Mexico, Singapore, Australia and India, and supports 30,000 properties in 140 countries.

For more information, visit www.otainsight.com and follow us on [Twitter](#) and [Linkedin](#)

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