PTG
CONSULTING℠

CLIENT CASE STUDY • REVENUE STRATEGY PRACTICE

Revenue Management Transformation

An Eight-Property Boutique Hospitality Portfolio

Executive Summary

PTG Consulting's Revenue Management team assumed strategic ownership of an eight-property boutique hospitality portfolio, evaluated on a five-property same-store basis. The first half of the year reflected the legacy operating model and a softening leisure environment; the second half reflected the first full deployment of PTG Consulting's revenue strategy framework — pricing discipline, segmentation rebalancing, distribution optimization, and stronger sales and revenue-management collaboration.

The result was a 21.9-point swing in year-over-year revenue performance — from –8.2% in the first half to +13.7% in the second half — with ADR, Occupancy, RevPAR, and Room Nights all moving from negative or flat into double-digit growth territory.

YEAR-OVER-YEAR REVENUE SWING

+21.9 pts

From –8.2% in the first half to +13.7% in the second half

ANNUALIZED REVENUE TURNAROUND

+11% revenue growth

Achieved without portfolio expansion, capital investment, or material market tailwinds

The Challenge: Pre-Transition Baseline

Entering the year, the portfolio was under pressure from softer leisure demand, aggressive OTA discounting, and inconsistent rate strategy across properties. The first-half actuals versus the same period last year (STLY) confirmed the diagnosis:

Metric	VARIANCE First Half 2025 vs. SLTY
Revenue	**(–8.2%)**
ADR	**(–15.4%)**
Occupancy	**(+8.4%)**
Room Nights	**(+8.5%)**
RevPAR	**(–8.2%)**

Key Diagnostic Findings

- **Rate erosion was the core problem.** Occupancy and room nights actually grew year-over-year, but ADR collapsed 15.4%, dragging RevPAR and total revenue down with it. The portfolio was, in effect, "buying" occupancy.
- **Four of five properties were in revenue decline,** led by the largest, flagship mountain property (–16.9%) — the single biggest drag on the portfolio.
- **Only one property grew (+8.6%),** providing the early proof case that disciplined rate management and stay-pattern controls could overcome demand softness.
- **Early forecast-reach analyses flagged systemic shortfalls,** with individual properties trailing forecast by 9–16% — confirming the issue was strategic, not market-driven.

Property (First Half)	REVENUE Δ % First Half 2025 vs. SLTY
Property A — Mountain (flagship)	**–16.9%**
Property C — Desert	**–5.8%**
Property D — Northeast	**–5.1%**
Property E — Desert	**–4.2%**
Property B — Coastal	**+8.6%**

The Intervention: PTG Consulting Revenue Management Playbook

PTG Consulting's "Revenue for Hire" model —strategy calls, 90-day forecasting, booking-pace analysis, market pricing reviews, group displacement analysis, OTA management, and reservations training — was fully deployed across the portfolio. Core strategic levers included:

1. Rate Integrity & ADR Recovery

- Heavily restricted discounts on peak dates; increased rate ceilings on weekends and high-demand windows.
- Solidified the brand loyalty redemption process to protect blended ADR.
- Reconfigured the revenue management system (RMS) to align last-room-value, occupancy forecasts, and competitive pricing logic.

2. Segmentation & Stay-Pattern Management

- Built a weekday group base via corporate group and SMERF segments; protected weekends for higher-rated transient and weddings.
- Implemented length-of-stay and advance-purchase offers to drive longer stays and protect peak-night yield.
- Re-architected wedding and group placement for optimal day-of-week mix.

3. Distribution & Channel Optimization

- Optimized direct-booking (self-serve) conversion and launched an employee booking portal.
- Expanded wholesale visibility and refined OTA strategy.
- Aligned direct marketing and premium consumer-media exposure with the revenue strategy calendar.

4. Sales ↔ Revenue Management Integration

- Instituted Daily Business Reviews, group-profitability technology, and full sales redeployment to drive weekday group business.
- Made group and buy-out displacement analyses standard before contracting decisions.

The Result: Post-Transition Performance

The second-half actuals versus STLY demonstrate a near-complete reversal across every KPI:

Metric	VARIANCE Second Half 2025 vs. SLTY
Revenue	**+13.7%**
ADR	**+0.3%**
Occupancy	**+13.4%**
Room Nights	**+13.3%**
RevPAR	**+13.7%**

What Changed

- **ADR stabilized and turned positive** — moving from −15.4% to +0.3%, a 15.7-point swing — achieved while simultaneously driving occupancy up 5.4 points.
- **Occupancy growth accelerated** from +8.4% to +13.4%, proving rate discipline did not come at the expense of demand capture.
- **RevPAR went from –8.2% to +13.7%** — the clearest single indicator of revenue-management efficacy.
- **Every property swung to positive growth,** including the largest first-half underperformer.

Property (Second Half)	REVENUE Δ %	H1→H2 Swing
Property E — Desert	**+32.6%**	+36.8 pts
Property D — Northeast	**+22.3%**	+27.4 pts
Property C — Desert	**+13.5%**	+19.3 pts
Property B — Coastal	**+7.6%**	sustained
Property A — Mountain (flagship)	**+5.9%**	+22.8 pts

Overall Impact

Portfolio Indicator	First Half YoY	Second Half YoY	Swing
Revenue	−8.2%	**+13.7%**	**+21.9 pts**
ADR	−15.4%	**+0.3%**	**+15.7 pts**
Occupancy	+8.4%	**+13.4%**	**+5.0 pts**
Room Nights	+8.5%	**+13.3%**	**+4.8 pts**
RevPAR	−8.2%	**+13.7%**	**+21.9 pts**
Properties in Growth	1 of 5	**5 of 5**	**+4**

Strategic Takeaways

- **Rate discipline is the highest-leverage lever.** The first-to-second-half ADR swing alone accounted for the majority of the RevPAR recovery. Occupancy gains were already in place; what was missing was the pricing architecture to monetize them.
- **A connected RM + Sales + Marketing cadence outperforms siloed execution.** Bi-weekly strategy calls, Daily Business Reviews, and displacement analysis turned tactical decisions into compounding strategic gains.
- **The model scales across diverse market types.** Desert, coastal, mountain, and Northeast leisure markets all responded positively to the same playbook within a single half-year.
- **System and data hygiene is foundational.** RMS reconfiguration, rate-code mapping, and forecast integrity were prerequisites that unlocked the pricing and segmentation gains.

Following-Year Update: Momentum Sustained

Following the turnaround, PTG Consulting continues to support them and early results in the subsequent year indicate that the portfolio's recovery has continued, particularly within the transient segment (with a sixth property now included in the same-store comparison). While group demand remains a recovery opportunity, transient performance demonstrates that the pricing, segmentation, and distribution strategies are now structurally embedded.

Metric	VARIANCE YTD 2026 vs. STLY
Revenue	+11.9%
ADR	+6.9%
Occupancy	+4.8%
Room Nights	+4.7%
RevPAR	+12.2%

Property-Level Performance: Broad-Based Transient Revenue Growth

Property	Δ % YTD 2026 vs. Prior YTD
Property C — Desert	+16.0%
Property E — Desert	+13.7%
Property A — Mountain (flagship)	+12.6%
Property B — Coastal	+11.6%
Property D — Northeast	+11.4%
Property F — Wine Country	+3.3%

A Durable, Repeatable Transformation

A mid-year revenue-management intervention drove a **21.9-point swing** in year-over-year performance — and following-year results confirm the improvement was structural, not a cyclical rebound.

Transient performance is pacing **ahead of prior year across every core KPI**, including double-digit RevPAR growth, demonstrating that ADR discipline has held while demand continues to build. The portfolio now operates from a position of pricing strength, with group business representing further upside on top of a higher-quality revenue base.

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