



Where to Focus Your Revenue Team

How to identify which listings
need attention

A GUIDE FOR SHORT-TERM RENTAL REVENUE LEADERS



Contents

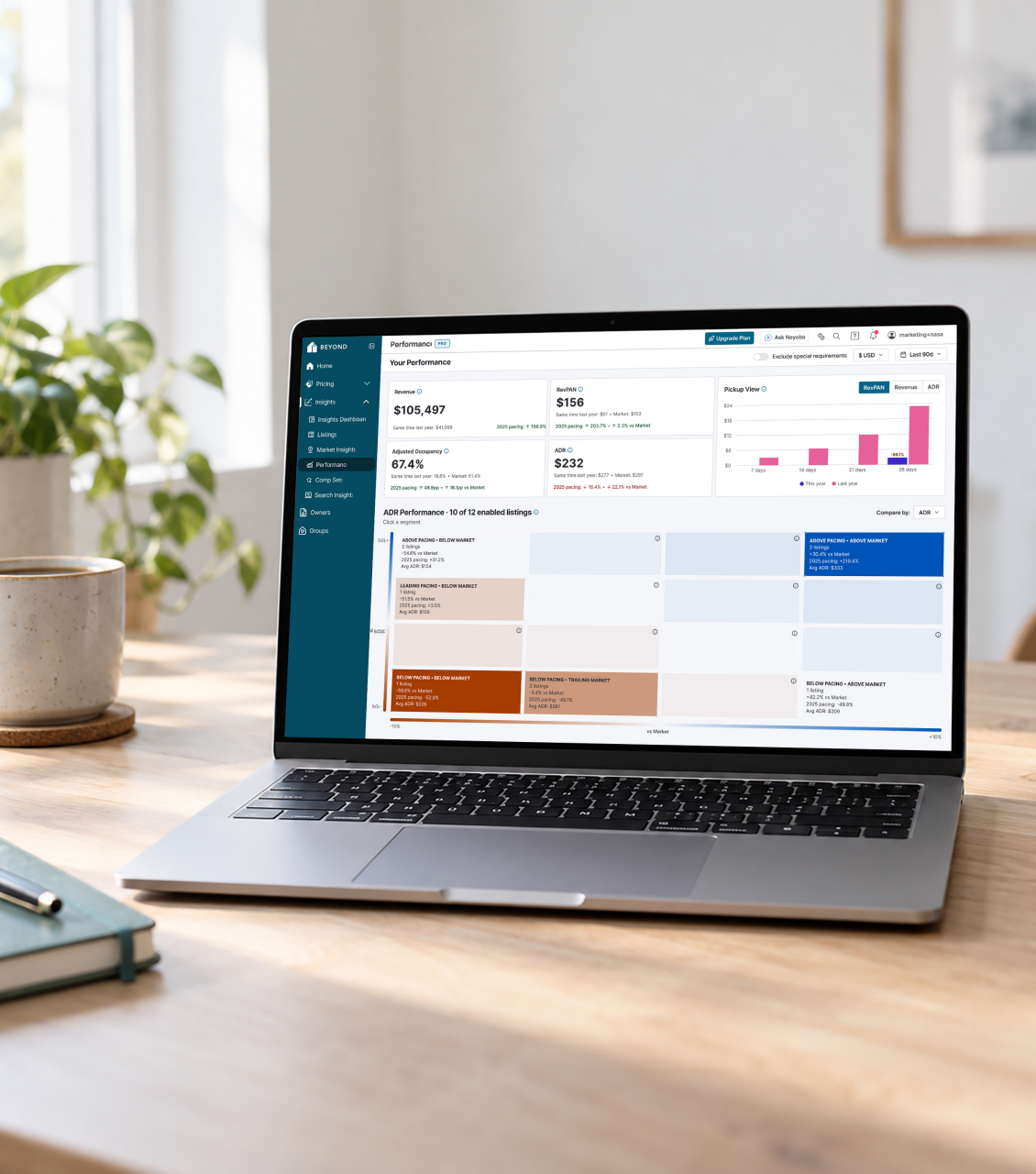
Portfolio performance	>	03
Identify	>	04
Prioritize	>	10
Investigate & Act	>	13
Review	>	16
Reusable review note	>	19

PORTFOLIO PERFORMANCE

Across a large portfolio, an overall revenue figure can hide very different results between listings. Some may be falling behind comparable properties, while others are booking strongly. Reviewing every listing individually makes it difficult to focus the team's time on the dates and properties where a change could improve revenue.

This guide shows how to narrow that review, compare performance with last year and the market, and decide which listings need investigation first. Recent booking activity, remaining availability, and time to arrival help explain that priority.

A worked example follows the decision through to a specific booking restriction, a targeted change, and a review of the bookings that follow. The completed review note at the end shows how to record the evidence, assign responsibility, and agree the next check.



01

IDENTIFY

Find the segments that need attention

A segment is a set of listings reviewed together because they share a characteristic or performance pattern.

For example, you might examine two-bedroom apartments in the same city, or listings whose RevPAN is below both their equivalent booking position last year and the current market benchmark.

Once you have selected a segment, choose the stay dates you want to assess. Focus on dates for which guests are still making booking decisions, so the team has time to investigate a shortfall and make a change that could improve revenue.

For example, if guests typically book two to six weeks before arrival, review stays arriving two to six weeks from today. These dates fall within the period when guests are actively choosing accommodation, giving the team time to investigate weak performance and address any problems.

Include nearer arrival dates with nights still unsold, as removing a booking restriction or correcting an unsuitable price may still help attract a booking.

For those stay dates, use your reporting to compare each listing's revenue per available night, or RevPAN, with its position at the same stage last year and with comparable properties in its market.

Then examine where weaker results are concentrated, using filters such as location, bedroom count, or listing groups already saved in your system.

This helps reveal problems that a portfolio average can hide. For example, strong results from one-bedroom apartments could offset a shortfall among three-bedroom homes in the overall figures. Reviewing them separately helps the team identify which properties need closer investigation.

Compare bookings at the same point in time

If the stay period begins in 30 days, compare the bookings currently held for that period with those held 30 days before the equivalent stay period last year. This gives both years the same amount of time remaining to receive bookings. Comparing today's position with last year's final result could make this year appear further behind because last year's total includes bookings received closer to arrival.

When holidays or events fall on different dates from one year to the next, align the comparison with those occasions. Comparing Easter with Easter gives a more meaningful view of performance, as using the same calendar dates could compare a holiday period with an ordinary week.

For the market comparison, use similar properties in the same location for the same stay dates and reporting date. Differences in property size, quality, or location can explain a revenue gap, so checking the comparison helps avoid treating those differences as a pricing problem.

MEASURE

WHAT IT TELLS YOU

RevPAN

Revenue per
available night

Accommodation revenue divided by available nights. It combines the effect of booked rates and occupancy, including the nights still unsold.

Occupancy

Booked nights divided by available nights. Read it alongside RevPAN to see whether filling more nights is producing more revenue per available night.

ADR

Average daily rate

Accommodation revenue divided by booked nights. It explains the rates accepted so far; inspect current guest-facing prices when reviewing the nights still open.

Available nights include booked and unsold nights; here they exclude owner stays and maintenance closures. Segment RevPAN is total accommodation revenue divided by total available nights. Use consistent definitions and the same established listings for year-over-year comparisons, reviewing new listings separately.

Total accommodation revenue can fall when fewer nights are available for guests to book. If owners reserve more nights for their own use than last year, those properties have fewer nights available to generate rental income. Revenue may therefore decline even when revenue per available night and recent booking activity are meeting expectations.

Lowering prices does not make owner-reserved nights available to guests. Before changing prices on the nights still open for sale, check whether those dates are receiving fewer bookings than expected and whether the prices guests currently see are contributing to that shortfall.

Read both comparisons together

Compare the segment's RevPAN for your selected stay dates with its RevPAN at the same stage before arrival last year. This shows whether it is generating more or less accommodation revenue per available night than it was with the same amount of booking time remaining.

Then compare its current RevPAN with that of similar properties in the same location for the same stay dates. This shows whether the segment is ahead of or behind comparable properties in today's market.

If the segment is behind last year, check whether comparable properties are also behind their own results at the same stage last year. A decline across both may indicate wider market weakness. If the segment has fallen further than its peers, investigate what could explain that additional shortfall. Use comparisons that reflect the listings' location, size, and quality, since differences in those characteristics can affect RevPAN.

REVPAN COMPARISON

	Below the market now	Above the market now
Ahead of last year	Explain the gap Improvement on last year can still leave a gap to comparable properties. Check benchmark fit, then use occupancy and ADR to explain it.	Review remaining rates Strong bookings at low rates may leave room to earn more on unsold nights. Check current comparable offers before changing prices.
Behind last year	Investigate weak dates Weakness against both benchmarks warrants a closer look. Use pickup and live availability to locate the dates contributing to it.	Check the wider market A segment can fall behind last year while remaining ahead of peers. Check wider market trends before attributing the decline to its pricing.

Use recent bookings to judge urgency

Net pickup shows how the bookings held for your selected stay dates have changed over a recent period, after accounting for cancellations and booking changes. You can measure it in booked nights or accommodation revenue. The worked example below uses the net number of nights added during the past seven days and compares it with the equivalent seven-day period before last year's corresponding stay dates.

If a segment is already behind last year and adds 12 booked nights during the week, compared with 24 during the equivalent week last year, its shortfall increases by 12 nights, adding the same number as last year would keep that shortfall unchanged. Closing the gap would require more nights to be added than during last year's comparison period.

A growing shortfall deserves closer attention because the segment has more bookings to recover and less time remaining before arrival. Where bookings are infrequent, examine pickup over a longer period as well, since a single quiet week may not indicate a sustained slowdown.

Read pickup alongside the comparisons with last year and the market. A segment can have higher RevPAN than comparable properties today while its lead over them is shrinking. To assess whether its relative performance is improving, compare the segment's change in RevPAN with the market's change over the same period.

Review listings with missing historical data or unreliable market comparisons separately. Missing data can prevent a reliable comparison, but those listings may still need attention. Use the evidence available, such as recent pickup and the nights still available for guests to book.

Together, these checks identify the segments that warrant closer investigation. The next example explains how the number of unsold nights, recent booking activity, and time remaining before arrival help the team decide where to begin.

02

PRIORITIZE

Decide where to investigate first

This example compares two segments, A and B, for a 21-night stay period that begins three weeks from today.

It assumes that the prices currently offered to guests for the unsold nights are similar across both segments.

A

Segment A contains 30 city apartments with 600 nights available for guest stays across the selected period.

B

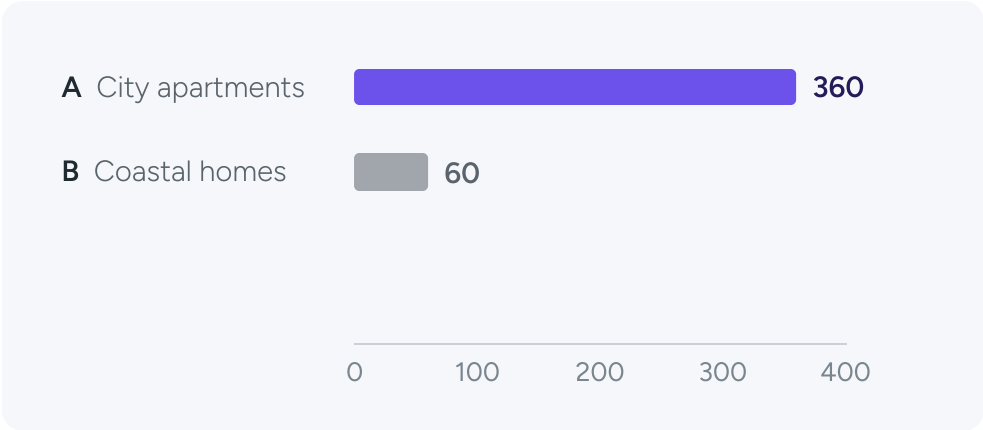
Segment B contains 10 coastal homes with 200 available nights.

These totals include both booked and unsold nights and exclude nights blocked for owner stays or maintenance.

For these stay dates, A's RevPAN is 20% below its level at the same stage before arrival last year. B's RevPAN is 30% below its corresponding level last year.

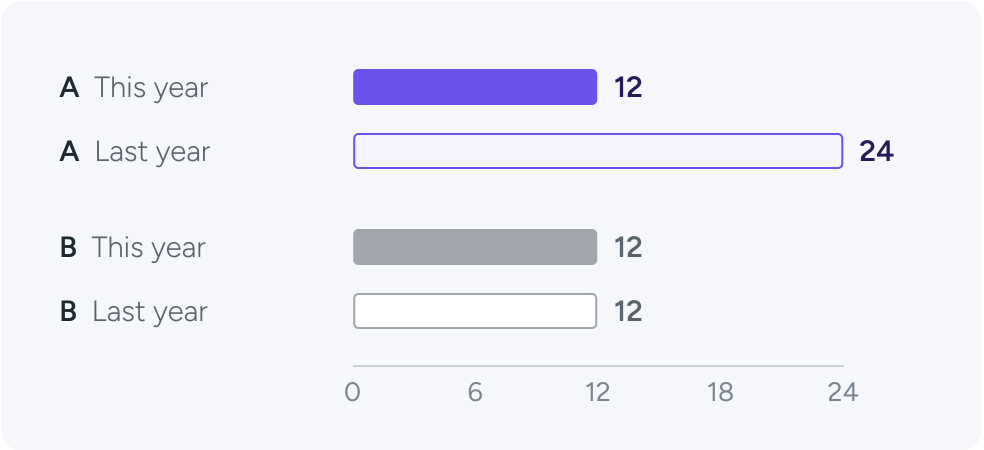
B has the larger percentage shortfall, but that figure alone does not establish where the team's attention could make the greatest difference. The charts below show how many nights remain unsold in each segment and whether recent bookings are closing or widening the gap with last year. Together, these measures help explain which segment warrants investigation first.

A has more nights remaining to sell



Nights still unsold for the selected stay period.

Bookings are falling further behind in A



Net nights added over seven days, after cancellations and changes, compared with the equivalent window last year.

This year Last year

Investigate A first

A, added 12 booked nights over the past seven days, compared with 24 during the equivalent period last year. Its shortfall has therefore increased by 12 nights, leaving more bookings needed to catch up as arrival approaches.

A also has 360 nights still unsold, compared with B's 60. With similar prices offered for those nights and the same time remaining before the stay period begins, resolving a problem in A could improve revenue across a larger amount of unsold inventory. The combination of a widening shortfall and more nights left to sell makes A the first segment to investigate.

Begin by identifying the dates receiving fewer bookings than expected, then check whether availability, stay restrictions, or prices could explain the shortfall. The figures establish where to look first; the investigation establishes whether there is a problem the team can resolve.

B is adding booked nights at the same pace as last year, so its existing shortfall is neither growing nor closing. Continue monitoring those dates and bring the investigation forward if bookings slow or unsold nights remain as arrival approaches.

Check prices for C's remaining nights

Segment C contains 20 city lofts. For the same stay period, 80 of its 400 available nights remain unsold. Its RevPAN is \$88, compared with \$80 at the same stage before arrival last year and \$82 for comparable properties in the current market.

Over the past seven days, C added 24 booked nights, compared with 16 during the equivalent period last year. Its booked ADR is \$110, while comparable lofts have achieved \$125. Faster booking activity alongside a lower achieved rate gives the team a reason to check whether the remaining nights could sell at higher prices.

Compare the total prices guests would currently pay for C's available dates with prices for similar lofts on those same dates. Account for differences in location, quality, and booking conditions. The \$125 booked ADR reflects prices accepted on earlier bookings and does not, by itself, establish what guests will pay now.

When allocating the team's time, also consider the revenue the remaining nights could generate, the costs of hosting those stays, and whether owner agreements allow the proposed changes. These factors can change which segment warrants attention first.

03

INVESTIGATE & ACT

Turn the finding into a specific change

For the selected stay period, segment A has 600 nights available for guest stays in both years, excluding nights blocked for owner use or maintenance.

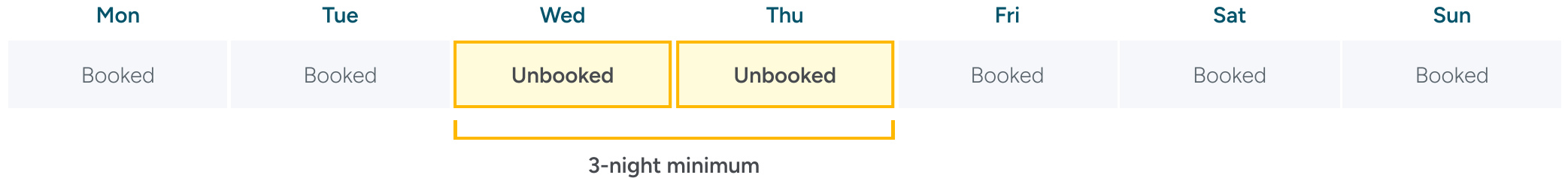
Of these, 240 are currently booked and 360 remain unsold, giving an occupancy rate of 40%, compared with 50% at the equivalent point before arrival last year.

With booked ADR unchanged at \$150 and the same number of available nights in both years, the fall in occupancy explains why RevPAN has declined from \$75 to \$60. The team therefore examines the dates contributing to the booking shortfall to understand what may be preventing guests from booking.

On dates with weak recent pickup, the team finds 24 separate two-night gaps across 18 apartments, each between existing reservations and subject to a three-night minimum stay. Guests cannot book three nights within a two-night gap, and a search on the live booking channels confirms that the intended two-night stays are unavailable to book.

This identifies a restriction affecting 48 unsold nights that the team can address by reducing the minimum stay, subject to owner approval and operating requirements. Making those nights bookable creates an opportunity to receive reservations, while the remaining 312 unsold nights need a separate review to establish whether other problems are contributing to the shortfall.

ONE OF THE 24 GAPS



Change the restriction on the affected dates

Before making the change, the operations team confirms that it can accommodate two-night stays, that owner agreements allow them, and that the expected booking revenue will cover channel fees and the additional costs of hosting each stay.

The revenue manager records the affected listing IDs, stay dates, and current booking position for the 48 nights so the team can track what happens after the change. The manager then reduces the minimum stay from three nights to two for those specific gaps, allowing guests to book stays that fit between the existing reservations.

Prices remain unchanged at this stage because the minimum stay restriction is the confirmed obstacle to booking, and lowering the price would not resolve it. Once guests can book the dates, the team can monitor the response and assess whether a price review is also needed.

Use pickup to focus any further investigation

The restriction explains why guests cannot book 48 of A's 360 unsold nights, leaving 312 nights that need to be assessed separately. Compare the net booked nights added for those remaining stay dates with the equivalent periods last year to identify where bookings are falling further behind.

Focus further checks on the listings and dates contributing to that widening shortfall, while continuing to monitor those receiving bookings as expected. This helps the team direct its attention to specific problems and avoids applying the same change to every unsold night in the segment.

04

REVIEW

Check the change, then the bookings

Review what happens to the same 48 nights identified before the minimum stay was reduced, using the recorded listing IDs and stay dates to keep the comparison consistent.

Include any nights whose stay dates pass without a booking, so the review accounts for both the nights sold and those that remained unsold.

This gives the team a complete picture of what happened to the nights it intended to improve and prevents the results from appearing stronger simply because unsold dates have dropped out of the report.

Within 24 hours, confirm that guests can book

In this example, the distribution lead checks each of the 24 gaps on the live booking channels within 24 hours of the change, searching as a guest to confirm that a two-night stay can be selected and booked.

Saving a new minimum stay in the pricing system does not confirm that it has reached every channel, so any gaps that remain unavailable need to be checked for failed updates or other booking restrictions. Confirming that guests can book the intended stays allows the team to assess subsequent booking activity without mistaking a problem with how the change reached the channels for a lack of guest demand.

After seven days, measure net pickup

Review the bookings received for the original 48 gap nights, accounting for cancellations and booking changes so the results show the net change in booked nights and accommodation revenue.

RESULTS FOR THE ORIGINAL 48 GAP NIGHTS

NET BOOKED NIGHTS

20

In this example, twelve new two-night bookings added 24 booked nights and \$3,600 in accommodation revenue. Two of those bookings were subsequently canceled, removing four nights and \$600, which leaves a net increase of 20 booked nights and \$3,000 at an ADR of \$150.

NET ACCOMMODATION REVENUE PICKUP

\$3,000

These figures show the bookings received after the restriction changed, but they do not establish how much additional revenue the change generated. Some guests might otherwise have booked different dates or properties within the portfolio, so assessing the overall revenue benefit requires a broader comparison that considers shifts in bookings alongside market trends and similar listings where restrictions remained unchanged.

Keep eligible gaps open for two-night stays

For any remaining two-night gaps between existing reservations, restoring a three-night minimum would prevent guests from booking those dates again. Retain the two-night minimum where owner agreements allow it and the expected booking revenue covers channel fees and the additional costs of hosting the stay.

If those dates continue to receive fewer bookings than expected, confirm that guests can still book them and compare the total price of the stay with similar available properties. This helps the team establish whether price or another booking condition warrants attention before making a further change.

The revenue manager records the decision, its supporting evidence, and the next review date so the team knows what to monitor and when to reassess. The seven-day interval used here is illustrative, with earlier checks needed as arrival approaches and longer observation periods useful where bookings are less frequent.

REUSABLE REVIEW NOTE

Take this into your next review

The completed note below summarizes the worked example, showing how to explain why a segment received attention, what the team found, and how it responded. It also records who was responsible and what the subsequent bookings tell us, giving the team a shared reference for the next review.

Evidence and stay dates

At the initial review, segment A had 360 unsold nights across 30 city apartments for a 21-night stay period beginning three weeks later. RevPAN was \$60, compared with \$75 at the equivalent point before arrival last year and \$72 for comparable properties in the current market.

Reason for priority

A has added 12 booked nights during the previous seven days, compared with 24 during the equivalent period last year, increasing its booking shortfall by another 12 nights. With 360 nights still unsold against B's 60, similar prices offered to guests, and the same stay period under review, A warranted the first investigation because its shortfall was growing and more inventory remained on which resolving a problem could improve revenue.

The team continued monitoring B, whose pickup matched last year without closing its existing shortfall, and checked C's remaining prices because faster bookings at lower achieved rates suggested a possible opportunity to earn more.

Finding and action

The investigation identified 24 two-night gaps across 18 apartments where a three-night minimum prevented guests from booking the available dates. After confirming operational feasibility, owner permissions, and expected revenue after channel fees and additional hosting costs, the team reduced the minimum stay to two nights for those 48 nights.

Prices remained unchanged because the restriction was the confirmed obstacle to booking, while the other 312 unsold nights were reviewed separately for further problems.

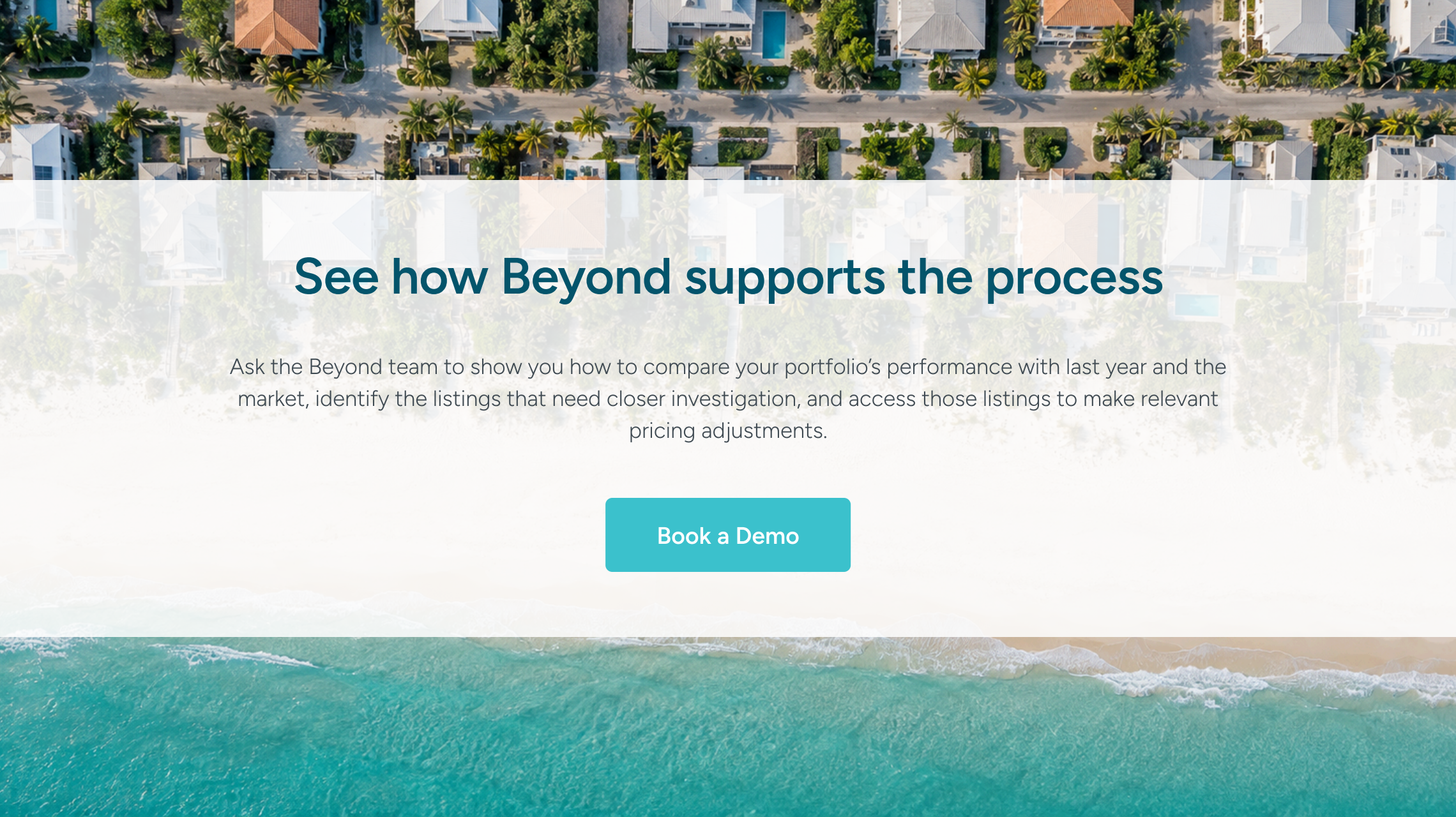
Responsibility

The revenue manager recorded the affected listing IDs, stay dates, and booking position before applying the change, allowing subsequent results to be tracked against the same 48 nights. The distribution lead then checked the live booking channels within 24 hours to confirm that guests could book the intended two-night stays.

Follow-up and decision

Seven days after the change, the original 48 nights had received a net increase of 20 booked nights and \$3,000 in accommodation revenue after cancellations. This recorded the booking activity following the change without treating the full amount as proven additional revenue.

The team retained the two-night minimum for remaining gaps where owner agreements permitted and expected revenue covered channel fees and additional hosting costs, since restoring the three-night minimum would make those dates unbookable again. The revenue manager remained responsible for setting the next review date according to time to arrival and recent booking activity.

An aerial photograph of a tropical beachfront. The top half shows a row of modern houses with white walls and various roof colors (orange, grey, white), surrounded by lush greenery and palm trees. A paved road runs along the houses. The bottom half shows the turquoise ocean with white waves crashing onto a sandy beach.

See how Beyond supports the process

Ask the Beyond team to show you how to compare your portfolio's performance with last year and the market, identify the listings that need closer investigation, and access those listings to make relevant pricing adjustments.

[Book a Demo](#)