



A Winning Revenue Strategy

How to Consistently Outperform Your Market



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01

The Reframe

The operators consistently outperforming their markets share one thing in common

They are running revenue management as a connected system, not a collection of individual practices.

Top operators in Beyond's data produce RevPAN more than 20% above their local market benchmark. That gap holds across all portfolio sizes, seasonal profiles, coastal and urban markets, and across operators working with the same tools and the same data.

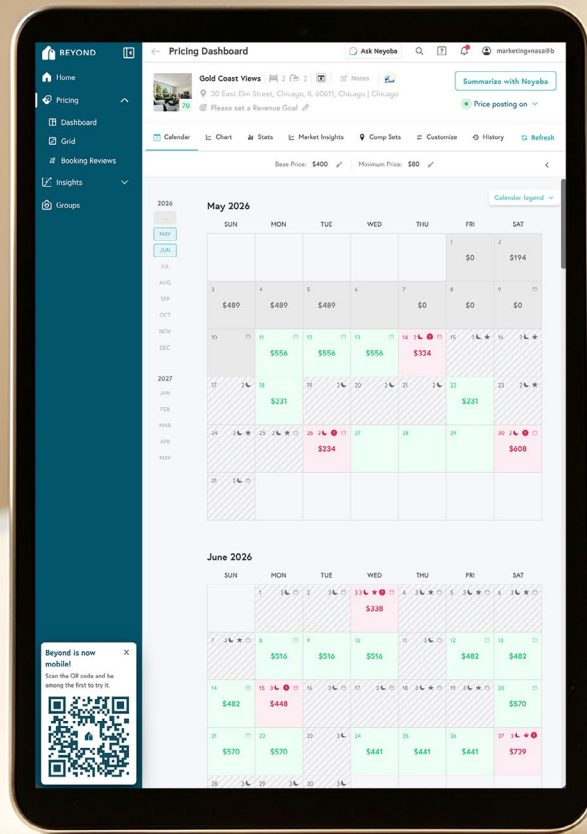
The system behind that performance has three components:

- A signal framework that reads forward demand with enough lead time to position ahead of the market.
- A decision architecture that converts those signals into a consistent rate strategy applied across the portfolio.

- A forward view that extends the planning horizon beyond the next booking and anchors both rate strategy and owner conversations.

Each component is described in detail across the sections that follow. Together, they form the operating logic that separates operators who consistently outperform their markets from those producing materially different results with the same effort.





Most operators start with pricing activity: reviewing rates, monitoring competitors, and managing availability. That is the right starting point. It builds the market instinct that a more sophisticated strategy depends on.

The next stage is building the structure that makes that instinct scalable, converting the good calls that happen individually into a decision-making system that runs consistently across the portfolio, week after week, regardless of what else is happening in the business.

The distinction matters because pricing activity is inherently reactive. It responds to what has already happened. A structured revenue management approach operates ahead of that: it reads forward demand signals before they appear in occupancy numbers, positions the portfolio for where the market is heading, and produces consistent results across seasons, market shifts, and periods of uncertainty.

Top operators are typically reviewing rates less frequently than their peers. The execution layer of their strategy runs systematically, freeing their attention for the forward-looking decisions that move RevPAN at scale.

02

The Performance Gap

20%+ RevPAN above market. Same market. Same tools. Different strategy

The gap between average and top operators is not about market conditions, portfolio size, or technology access. Across 60 qualifying markets in 6 countries, operators running a structured revenue management approach outperform their local market benchmarks at every portfolio scale and seasonal profile.

When two operators sit in the same market with the same data, and one consistently outperforms the other, the variable is not the market. It is the quality of the decisions being made, and decision quality is something that can be structured, documented, and improved.

20%+

**Average RevPAN
outperformance vs.
the local market**

Across 60 qualifying markets in 6 countries. Same market. Different framework.

2x

**Revenue outcomes
from equal
platform activity**

One group grows GBV, ADR, and nights booked year on year. The other sees all three decline. Same effort.

23%

**Active operators
are declining year
on year**

High engagement. Consistent platform use. Negative performance across GBV, ADR, and nights booked.

Engagement is not the variable. Decision quality is

Two groups of operators are using the same platforms, logging in regularly, making pricing changes, and staying actively engaged. One group is growing revenue year on year. The other watches key metrics decline despite identical effort.

The difference is not how much they engage. It is the quality of the decisions that engagement produces, and that gap is driven by whether a structured framework sits behind the activity.

Active operators who underperform are not passive. They represent nearly one in four active operators in Beyond's scoring data, working their platforms consistently while their key metrics decline. That does not describe a technology problem or an effort problem. It describes a strategy problem.

The operators who close the performance gap fastest are not the ones who work harder. They are the ones who build the structure that makes the same effort produce better decisions; consistently, across every season, across every season, the strategy is in.





Performance at scale: the proof

The performance gap is not a small portfolio problem. It holds at an enterprise scale, where weak decision architecture compounds across hundreds of listings and multiple markets. And it holds at the growth stage, where the path to the next level depends on consistent performance rather than isolated peaks in a single strong season.

Minty Stay

+27% RevPAN, 530 properties across Spain



⚠ Before

Portfolio management was listing-level. The team responded to individual signals rather than reviewing performance and forward demand at the portfolio scale. Rate positioning was inconsistent across markets, owner override pressure was high during peak periods, and the forward view was built informally.

✅ After

A structured signal framework and decision architecture applied across all 530 properties produces consistent market outperformance across multiple seasons and geographies. Portfolio-level triage replaces listing-level reaction. Floor and ceiling governance runs on a defined cadence. The 27% RevPAN lift reflects a sustained change in how revenue decisions are made at scale, not a single strong season.

Yonder

+18% revenue per owner, 170 properties, Asheville NC



⚠ Before

Pricing decisions were driven by strong market knowledge and consistent attention, but the approach was informal. Signal reading happened reactively, owner conversations were primarily retrospective, and the decision logic that produced good results lived with individuals rather than in a documented framework.

✅ After

Structured market positioning and booking curve management applied systematically across the portfolio produces an 18% improvement in revenue per owner. Owner communication built around the forward view reduces override pressure and strengthens retention.

Guesthoo

+15% revenue, 200 properties, Devon, UK



⚠ Before

Without a consistent pricing architecture, different listings moved at different rhythms, some capturing demand early, others reacting to it late. The forward view was shallow, and the gap between Guesthoo's performance and the top of the market was hard to close without understanding why it existed.

✅ After

With a structured forward view applied consistently across the portfolio, Guesthoo closed that gap. Revenue grew 15%, not from any single listing improvement, but from compounding better decisions at scale. The portfolio now moves as one.

Fidalsa Holidays

+19% RevPAN, 120 properties, Alicante, Cantabria & Murcia, Spain



⚠ Before

Pricing decisions were driven by strong market knowledge and consistent attention, but the approach was informal. Signal reading happened reactively, owner conversations were primarily retrospective, and the decision logic that produced good results lived with individuals rather than in a documented framework.

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What Separates the Two Groups

The operators producing top results are not working with different data, and they are not operating in structurally superior markets. The difference is their decision-making system, built around three components:

- **Signal framework:** distinguishes meaningful demand indicators from noise.
- **Decision architecture:** converts signals into consistent pricing and positioning decisions across the portfolio.
- **Forward view:** extends the planning horizon beyond the next booking and anchors decisions to a longer performance curve.

03

Reading The Market

Most operators respond to the market. Top operators read it

The operational difference is significant. Responding means acting when something has already happened: a competitor has dropped their rate, a booking window has accelerated, a high-demand period has started to fill. Reading means identifying what is about to happen before it does, and positioning your pricing ahead of the shift rather than behind it.

The differentiator is not access to data. It has a defined rule that fires when a given signal reaches a threshold, so the response comes from the strategy, not from whoever is working that day.





The Signal Hierarchy: three tiers, three purposes

Not all signals deserve equal attention. Top operators separate signals into three tiers and respond accordingly.

Every hour spent reacting to Tier 3 noise is a rate positioning window that does not reopen.

Top operators understand that a busy weekend on one OTA is not the same as a market-wide demand change, and one competitor dropping price is not the same as coordinated movement ahead of an event.

Tier	Purpose	Examples
Tier 1	Shapes strategy	Booking pace vs. prior year, market-wide occupancy trajectory, major event calendar
Tier 2	Shapes execution	Competitor movements, OTA search demand, day-of-week booking pattern shifts
Tier 3	Consumes time if misread	Single OTA busy weekend, one competitor rate drop, isolated last-minute booking spike

Forward demand vs. current demand

Top operators do not price for what is happening today. Their position for what the demand signals suggest is coming.

A portfolio running 20% ahead of the prior-year booking pace at 90 days out requires a materially different rate posture than one running flat or behind. The forward view is the only way to know which situation you are actually in.



Current Demand View

What occupancy looks like today. Responsive. Limited lead time. Pricing decisions are made after the best windows to act have passed.



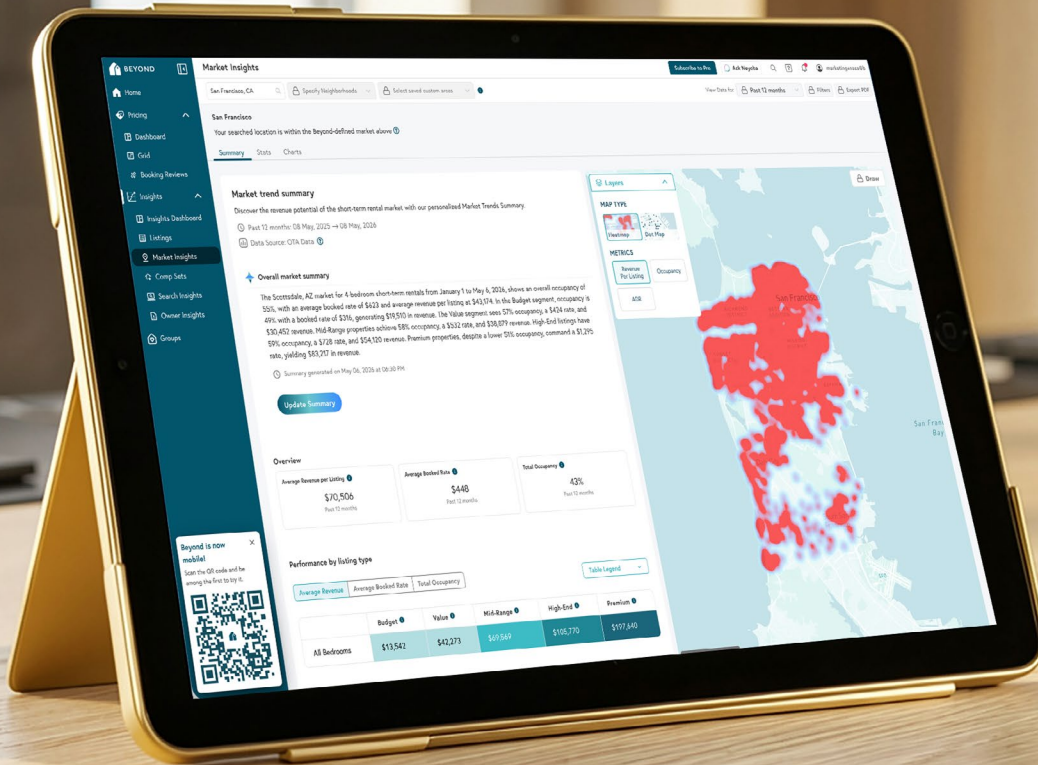
Forward Demand View

Booking pace vs. prior year at 30, 60, and 90 days out. Predictive. Maximum lead time. Rate decisions are made ahead of demand movement, not in response to it.



Signal calibration: market type and season change everything

One of the most common mistakes operators make when first adopting a structured signal framework is applying it uniformly across the portfolio and across the year. The signals that matter most are not fixed; they shift by market type and by season. Applying the same weight to the same signals regardless of context produces decisions that are technically structured but commercially wrong.



Market Type	Primary Signal	Secondary Signal	Watch For
Coastal / Seasonal	Booking Pace at 90 days, Last-minute demand conversion	RevPAN vs. comp set at equivalent lead time	Early pace collapse signals rate ceiling, cut before compression, not after
Urban / Event-driven	Event demand and city-wide compression, Booking pace & weekend patterns	Market-level ADR delta vs. your portfolio ADR on event weekends	Comp set filling fast while your listings lag = pricing floor set too high
Mountain / Shoulder season	School Holidays and seasonal calendars, Weather patterns & short-lead demand	Shoulder occupancy rate vs. prior year same period	Weather-driven short-lead spikes are easy to miss without automated triggers
Mixed portfolio	Segment-level booking pace across market types, Portfolio-wide occupancy vs. revenue target gap	Cross-market RevPAN benchmarking to identify underperforming segments	Uniform signal weighting across a mixed portfolio produces decisions that are structured but commercially wrong

The Decision Rules Framework

Seeing a signal is only half the job. The real advantage is knowing in advance what to do when it appears. When a signal reaches a set threshold, the response should come from the strategy, not from whoever is at the desk that day.

Top operators use what we call the Automation Threshold framework: predefined decision rules that tell the team what action to take and when. This does not remove judgment; it saves judgment for the decisions that genuinely need it, while repeatable decisions run consistently without consuming unnecessary time.

Every pricing rule should answer four questions:

The Four-Question Rule Test

01. What is the signal?

The measurable indicator that triggers a decision, not a feeling, is a threshold.

02. What is the threshold?

The specific level at which the rule fires. 'Strong demand' is not a threshold. 'Booking pace 15%+ above prior year at 60 days out' is.

03. What is the action?

The defined rate or availability change follows. Specific, repeatable, documented.

04. Who reviews it?

The person or automation layer responsible for executing and logging the decision.

The exact thresholds vary by market type, portfolio size, and risk tolerance. What does not change is that the rules exist, are documented, are shared across the team, and are applied consistently.

The signal framework also drives stronger owner conversations. Evidence-led communication changes the dynamic. 'Booking pace is running 18% ahead of last year, so we have increased June and July rates' lands with a very different reception than 'we think demand will be strong this summer.' For operators managing large portfolios, this distinction matters at the board level, not just in owner emails.





04

The Decision Architecture

Signal reading tells you what the market is doing. The decision architecture tells your portfolio what to do about it consistently, at scale

Strong signal management alone does not create a rate strategy. A real strategy requires clear choices about market position, pricing boundaries, which decisions are automated vs. human-led, and how performance is reviewed over time. These are the strategic questions where the most consistent RevPAN gains are found.

The Automation Threshold: which decisions belong to automation, which belong to you

The clearest characteristic of top-performing operators is that they have made an explicit decision about which rate calls belong to automation and which stay with a human. This is not a technology question; it is a strategic one. Operators who have worked it through carefully and consistently outperform those who have not.



Automate when

- Decision logic is repeatable.
- Data updates in real time.
- Speed matters more than nuance.
- Commercial risk of error is low to moderate.



Keep human judgment when

- Context matters more than speed.
- Decision impacts multiple listings or the whole portfolio.
- Strategic positioning is involved.
- The logic cannot be reduced to a clean rule.

Automation serves as a support structure for human judgment, not a replacement for it. The automated layer handles execution consistently, freeing the revenue manager's time for decisions that genuinely require their expertise.

Where to start: identify the 3 to 5 pricing decisions consuming the most manual time. For each, ask whether the logic is repeatable, whether it can run with clear guardrails, and whether speed is more valuable than discretion. If yes to all three, automate it.

Rate floors, ceilings, and the governance cadence

Rate floors and ceilings define the range within which dynamic pricing operates. They are one of the clearest expressions of a property's market position, and they should be actively managed, not set once and left to drift.

Many operators review them only when performance drops. The problem is that markets move. A floor that was right in October may be wrong by February. Left uncorrected, a floor 10% below market on peak dates costs you the upside when demand actually moves.



Top operators review floors and ceilings on a defined cadence:

The review is not a rate check. It is a positioning question: does this floor still reflect market value? Is the ceiling limiting upside on peak dates?

Has the competitive set moved? Has this property earned a premium or a discount position relative to when the floor was last set?

Trigger	Review Owner	Action Required
Start of each season	Revenue Manager	Recalibrate floors to reflect the new demand baseline
Competitive set movement	Revenue Manager	Assess whether a positioning adjustment is warranted
Rate Capture Rate below 60%	Revenue Manager + Leadership	Diagnose floors: too high, timing issue, or execution gap
Portfolio-wide demand signal at 90-day horizon	Revenue Manager	Review peak date ceilings before demand has peaked
New listing onboarding	Revenue Manager	Set floors to reflect market position from day one

Portfolio-level rate positioning

Above the individual property, above the floor and ceiling structure, sits the portfolio positioning decision: where does this collection of properties sit relative to the market, and is that position a deliberate strategic choice?

Operators who have worked through this question have typically settled on one of three positions:



Premium Position

Consistent pricing above the competitive set, supported by stronger product quality or clear market differentiation.



Market-Rate Position

Pricing in line with the market, with selective premiums on high-demand dates.



Competitive Position

More aggressive pricing focused on occupancy stability in highly competitive markets.

None of these is inherently right or wrong. What matters is that the position is intentional and consistently reflected in floor and ceiling settings, dynamic pricing rules, team decision-making, and high-demand date strategy. When positioning is implicit, teams and systems make conflicting micro-decisions. When it is explicit, the portfolio performs as a coherent revenue unit.

Two metrics that tell you whether the strategy is working

↗ RevPAN vs. Market

The clearest measure of whether positioning is working. A premium-priced portfolio should outperform market-average RevPAN. If it does not, the strategy is either wrong for that market or being executed inconsistently.

🎯 RevPAN vs. Market

The percentage of high-demand dates where the achieved rate exceeds the floor by 15%+. Top operators target 75%+. Results below 60% point to floors set too high, weak execution, or peak demand identified too late.

The performance review cadence

The decision architecture is only as good as the feedback loop that tells you whether it is working. Top operators run a three-level review cadence:

For operators building this cadence for the first time, the weekly review is the highest-leverage single step. It establishes the forward-looking rhythm that the monthly and quarterly levels depend on.

Cadence	Owner	Focus	Output
Weekly	Revenue Manager	Booking pace vs. benchmark, high-demand date positioning, signal triage	Rate adjustments, floor/ceiling flags, exception log
Monthly	Revenue Manager + Leadership	RevPAN vs. market, Rate Capture Rate, floor/ceiling calibration	Positioning adjustments, owner communication updates
Quarterly	Leadership	Portfolio strategy, market position review, framework effectiveness	Strategic repositioning, team alignment, and OKR check

05

Forecasting And Owner Retention

**The forward view creates two commercial advantages.
Most operators are capturing neither**

Top operators do not price for what demand looks like today. They position themselves for where demand is heading, gaining the lead time that drives stronger RevPAN performance.

The forward view also changes owner conversations. When owner communication focuses only on past performance, the operator is in explanation mode.

Forward-looking communication changes that dynamic. When owners can see where demand is heading, how the portfolio is positioned, and what the plan is for the coming period, they engage with the strategy instead of questioning results after the fact.



Owner Reporting Architecture: the four components

Strong owner communication is not a relationship skill. It is a reporting architecture. Top operators build their owner updates around four structured components:

Start with the Decision Log. It creates transparency and makes the other three components easier to build over time. Owners who see the logic behind every rate change are significantly less likely to apply

override pressure during high-demand periods, and the cumulative RevPAN cost of avoided overrides across a full peak season is material.

01.

Market Context

A short, data-led view of current demand conditions for the period ahead. Not what happened last month. What the next 60 to 90 days look like.

03.

Performance Projection

Expected occupancy and RevPAN range based on booking pace and forward demand signals. Anchors the conversation in data rather than opinion.

02.

Current Positioning

Where the property is priced versus the competitive set, and whether that position is intentional. Owners who understand positioning push back less on rate decisions.

04.

Decision Log

Key pricing or availability changes made since the last update, and the signal data behind each one. This is where trust is built at the transaction level.



Owner retention rate is a primary performance metric

Owner retention belongs in the same performance conversation as RevPAN and Rate Capture Rate. A portfolio renewing 85% of owners in a year is replacing 15% of its revenue base through new owner acquisition. A portfolio renewing 95% is replacing only 5%.

Industry benchmarks: median owner retention sits around 80 to 85%. Top operators consistently exceed 90%. The cost of acquiring a new owner, measured in time, sales resources, and onboarding friction, is significantly higher than the cost of retaining an existing one.

Operators who provide forward-looking, data-led communication consistently report higher retention than those who communicate reactively. Owners who understand the strategy trust the strategy. Owners who trust the strategy stay.

06

What This Changes

What operating with this strategy actually looks like

The signal framework means your portfolio positions ahead of the market rather than reacting after the opportunity has narrowed. The decision architecture means the team executes a strategy that has been thought through, rather than reinventing the same calls from scratch every week. The forward view means owner conversations are built around where the portfolio is heading, not explaining what has already happened.

None of these shifts is dramatic in isolation. Together they compound across every peak period and every season, and the compounding shows up directly in RevPAN.



For operators managing 500+ listings

At this scale, the market is rarely the primary drag on RevPAN. The more consistent culprit is operational inconsistency: signals read differently across a large team, floors and ceilings drifting because the governance cadence is not defined, and owner override pressure spiking during peak periods because the rate strategy has not been communicated clearly enough in advance to prevent it.

Revenue gets left on the table not because the opportunity was not there, but because the operation was not structured to capture it consistently across the full portfolio.

What the strategy gives growth-stage operators:

Shared signal hierarchy

The team reads the market the same way, regardless of who is running the weekly review.

Defined governance cadence

Floors and ceilings reflect current market conditions, not where they were set at the start of the season.

Forward owner communication

Owners engage with the strategy rather than push back against individual rate decisions.

Portfolio-wide consistency

Stronger RevPAN that builds over time rather than spiking in a single strong season.

Your next steps: 500+ listings

1. Assess whether your revenue management team is working from a shared signal framework or from individual market reads. If different team members are interpreting the same demand data differently, the inconsistency compounds into a RevPAN gap that no amount of individual good calls will close.
2. Review who owns your floor and ceiling governance and what the defined cadence is. If there is no single owner and no scheduled review rhythm, your dynamic pricing is optimizing within boundaries that have drifted out of alignment with where the market actually sits.
3. Evaluate what your owner communications are doing for retention and override exposure. If they are primarily retrospective, you are managing override pressure reactively rather than preventing it. At 500+ listings, the cumulative RevPAN cost of that across a full peak season is significant and entirely addressable.
4. Benchmark your portfolio RevPAN against top operators in your market. Without that reference point you have the right framework questions but not the market context to prioritize which one will move the needle fastest.



For operators managing 25 to 500 listings

Growing a portfolio past 100, 200, or 300 properties without losing revenue performance consistency is one of the hardest operational challenges in this industry. The operators who do it are not working harder or hiring faster. They build a decision-making system early enough that growth amplifies the framework rather than exposing the gaps in it.

The signal framework codifies market knowledge that currently lives in one or two people into a defined set of signals with documented thresholds, making it actionable across the whole team. The decision architecture converts judgment calls that happen informally into a rule set that runs consistently, regardless of who is at the desk and regardless of how much else is happening that week. The forward view reduces the override pressure that is one of the most consistent sources of RevPAN underperformance in growing portfolios.

Together these changes create the capacity to grow without adding proportional complexity to the revenue management function, because the framework scales with the inventory rather than breaking under it.

What the framework gives growth-stage operators:

Signal framework

Shared, documented thresholds across the team. Market knowledge moves from one person's head to the whole operation.

Decision architecture

Repeatable weekly pricing decisions. Rate calls that were made well but informally now run consistently at scale.

Forward owner view

Fewer overrides, stronger retention, and the trust that makes bold rate decisions possible when demand signals justify them.

Your next steps: 25 to 500 listings

1. Document the 3 to 5 rate decisions that drive the most value in your portfolio. Write down the logic behind each one clearly enough that any member of your team could apply it without asking you. Those decisions are the foundation of a decision rules framework that scales, and converting that knowledge from one person to the whole team is one of the highest-leverage moves available to a growth-stage operator.
2. Review your last three owner communications. Did they give owners a clear forward view of where the property is heading and why the current rate strategy is positioned the way it is? Owners who understand the strategy before peak periods arrive are significantly less likely to apply override pressure during them.
3. Identify the bottom 20% of your portfolio by RevPAN. For each property, assess whether underperformance is driven by the property itself, by market positioning, or by how rate decisions are being made for it. Positioning and decision issues are recoverable. Knowing which category each property sits in tells you where to focus first.
4. Review whether your rate strategy is being built from forward demand signals at 30, 60, and 90 days or primarily from what current occupancy is showing right now. If it is the latter, you are making positioning decisions after the best window to act has already passed. Booking pace against prior year at 90 days gives you the earliest available read and the longest lead time.



See where your portfolio stands

The performance gap described across this strategy is measurable. The starting point for closing it is understanding where your portfolio sits within the distribution.

[Book a Demo](#)

The operators who close the performance gap fastest are not the ones who work harder. They are the ones who build the structure that makes the same effort produce better decisions consistently, across every season the framework is in place.