

Revenue Analysis

THE WILLOWSTONE INN

A Conversion Intelligence Report



Find the revenue hiding in plain sight.

A public-data analysis of the customer journey, direct-vs-OTA booking experience, competitive merchandising, guest-review intelligence and revenue opportunities.

OCT 2026	BOUTIQUE HOTEL	PUBLIC DATA
RESEARCH DATE	PROPERTY	METHOD
public snapshot	one location	no internal systems

SAMPLE ANALYSIS · IDENTITIES CHANGED FOR ANONYMITY

Adapted from independent public research on a real lodging business. “The Willowstone Inn” is a fictional property name; business and competitor names, identifying details, prices, dates, ratings and screenshots have been changed or recreated for anonymity. The researched property was not a client and did not sponsor or approve the analysis.

Executive Revenue Map

PUBLIC PREVIEW: 4 complete findings are shown in this excerpt. The paid Revenue Analysis contains ALL 8 evidence-backed opportunities, deeper commercial research, supporting evidence and a separate Implementation Toolkit. The other four findings are not reproduced in this sample.

8	4	4	4
TOTAL FINDINGS in the full analysis	FULL FINDINGS shown in this sample	RATE CHECKS same room and occupancy	COMPETITORS publicly benchmarked

#	OPPORTUNITY	PRIORITY	COMMERCIAL MECHANISM	EVIDENCE
01	<u>Public rate disadvantage on selected dates</u>	HIGH	Direct conversion / channel mix	FULL EXAMPLE
02	<u>Direct checkout value is under-communicated</u>	HIGH	Booking confidence / conversion	FULL EXAMPLE
03	<u>Commercial packages not clearly monetized</u>	HIGH	Ancillary sales / occasion trips	FULL EXAMPLE
04	<u>Guest feedback reveals room-fit opportunities</u>	MODERATE	Guest fit / upgrades	FULL EXAMPLE

Click any of the four examples above. THE FULL PAID ANALYSIS INCLUDES ALL 8 FINDINGS, SOURCE EVIDENCE AND A SEPARATE IMPLEMENTATION TOOLKIT.

What We Actually Scanned

The full research scanned the public customer journey, pricing, comparable hotels, offers, review patterns and demand generators. This page demonstrates the breadth of the scan, while the following pages show how findings become actionable work.

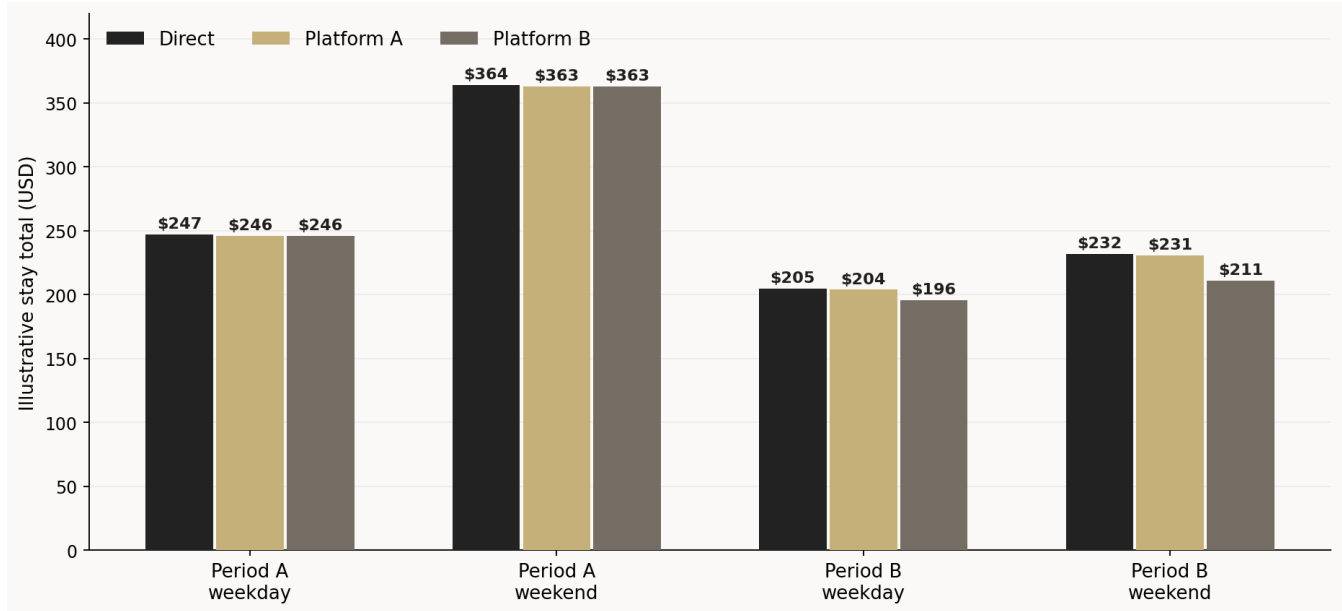
LENS	PUBLIC EVIDENCE REVIEWED	WHAT IT PRODUCED
Conversion path	Homepage → room selection → direct and OTA checkout	Direct friction / channel differences
Positioning & merchandising	Property pages, rooms, inclusions and booking benefits	Selling points / room fit
Offer monetization	Public packages, credits, add-ons and direct perks	Offer design
Commercial comparables	Four similar boutique-style properties	What others sell differently
Guest-review intelligence	Strengths guests pay attention to; avoidable gaps	Conversion and guest fit
Overnight demand	Local events and plausible trip purposes	Demand ideas, only if fit
Referral opportunities	Relevant visitor and event ecosystems	Potential qualified partners
Conditional checks	Policy clarity, access, room features, promotions	Selective findings only

MATCHED RATE-SHOP STANDARD

1 room · 2 adults · 0 children · one equivalent room across all three channels. Dates and figures are changed for anonymity; findings reflect the type of gap confirmed in the original research.

Matched Direct-vs-OTA Rate Shop

The comparison holds the property, room and guest criteria constant across official reservations and two third-party channels. Prices and periods have been changed in this public demonstration; the direct-vs-OTA pattern is drawn from the original scan.



What the pattern says

+\$1	+\$1	+\$9	+\$21
PERIOD A	PERIOD A	PERIOD B	PERIOD B
weekday	weekend	weekday	weekend

The earlier period was effectively at rate parity (nearly identical public totals). The later sample shows a meaningful third-party advantage. These figures are illustrative, not the original property's prices; the channel comparison and rate-checking method are real.

IMPORTANT NUANCE

A third-party channel can show a lower public total through a promotion with terms. That is not proof the hotel set the discount. Before changing rates, management should investigate the promotion and compare cancellation and payment conditions.

[View recreated channel evidence: Direct → OTA A → OTA B →](#)

Commercial Comparable Set

A commercial comparable is an accommodation a traveler could reasonably choose for a similar trip. Four anonymized properties from the verified research set illustrate which benefits are marketed or sold differently — and what that suggests for the subject.

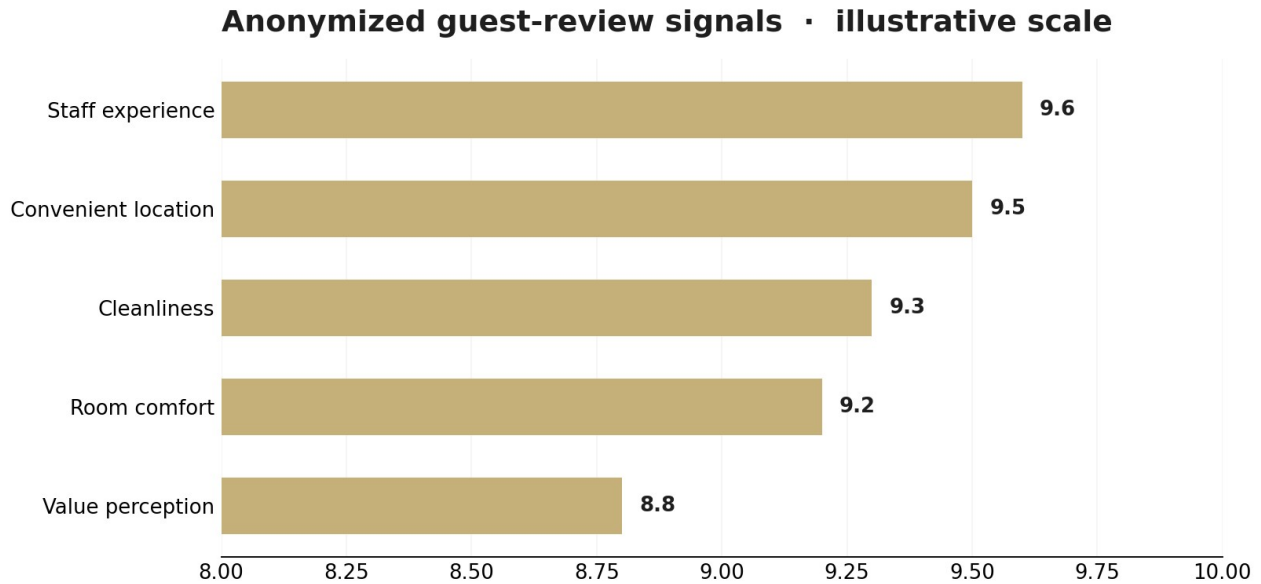
COMPARABLE + WHY IT WAS SELECTED	COMMERCIAL READ VS. SUBJECT PROPERTY
Comparable A Selected: similar boutique traveler, downtown convenience and included benefits.	Stronger direct-channel promise. Promotes a qualifying on-property credit and explicit best-value message; the subject has valuable inclusions but is less explicit at checkout.
Comparable B Selected: independent inn with varied room styles and longer-stay appeal.	Stronger room differentiation. Makes suites and specific features easier to compare and understand before booking.
Comparable C Selected: historic boutique property attracting short occasion-led trips.	Stronger monetization. Publicly sells celebration enhancements, beverage-value packages and gift certificates.
Comparable D Selected: cultural boutique positioning and overlapping leisure guests.	Stronger offer framing. Bundles occasion value and late-checkout options; the subject has comparable building blocks to test.

WHAT THE COMPARISON MEANS

The subject need not copy every offer. The opportunity is to make its own strengths easier to buy — direct-value messaging, room-fit clarity, and a short menu of commercially sensible add-ons.

Intelligence From Existing Reviews

Reviews are treated as commercial intelligence rather than a satisfaction recap. We look for what guests consistently value enough to sell harder, and which expectations require better room selection and clearer pre-booking communication.



WHAT GUESTS ALREADY VALUE

- Helpful and attentive staff
- Breakfast convenience
- Easy arrival and local access
- Character and relaxing outdoor areas
- Comfort and calm environment

WHERE EXPECTATIONS CAN BREAK

- Some categories require stairs
- Certain in-room items are by request
- Bathrooms and room layouts differ
- Outdoor-space details vary
- Early arrival cannot be guaranteed

COMMERCIAL READ

The strongest praise is already a sales asset. Feature it near the booking action. The expectation gaps can also support a better room-choice guide — improving guest fit and creating relevant upgrade paths.

SOURCE BASIS Public booking and review platforms; identifying pages and exact scores withheld in this sample.

FINDING 01 / HIGH PRIORITY

Protect the direct channel from rate leakage

HIGH
PRIORITY

STRONG
EVIDENCE

**Direct conversion / retained
margin**
MECHANISM

OBSERVED

In a matched public rate check, the earlier period showed practical price parity, while a later weekday and weekend displayed a meaningful lower OTA total. The exact amounts and dates are changed in this sample. The observed issue was a consumer-facing price difference, not proof of a hotel-controlled discount.

WHY IT MATTERS

A traveler who begins on the hotel website may finish on an OTA after seeing a lower total for the same stay. The hotel could lose a direct booking and face distribution expense.

COMMERCIAL CONTEXT

Rate parity means the public prices are effectively equal for comparable conditions. It is not guaranteed on every date. A targeted check can distinguish hotel-funded prices from platform coupons or member promotions.

ILLUSTRATIVE ECONOMICS

Example only: 10 bookings per month × \$220 average room revenue × a hypothetical 15% OTA commission = \$330 per month in distribution cost. Real booking volume, commission and any perk costs must be confirmed.

FINDING 01 / ACTION PLAN

What to do next

- Compare the same room, dates, occupancy and cancellation terms across direct and OTA channels once a month.
- Investigate each material difference: hotel-controlled rate, coupon, OTA-funded promotion, member-only rate or an apples-to-oranges mismatch.
- Reinforce why direct booking is valuable rather than automatically discounting every room.
- Publish a verified best-value promise only when staff can honor clearly stated terms and exclusions.

Ready-to-use implementation

DIRECT VALUE BAR — OPTION A

Book direct for our best available value, including the essentials guests appreciate most: breakfast, convenient arrival and local support. Benefits are subject to each rate's terms.

DIRECT-ONLY PERK — OPTION B

Test a modest on-property credit or priority late checkout when available for eligible direct bookings. Pricing and fulfillment terms require management approval.

LOYALTY PATH — OPTIONAL

A simple return-guest benefit could help create repeat direct demand. Design only after confirming economics, how to track eligibility and blackout rules.

EVIDENCE SNAPSHOT

Direct • \$205

OTA A • \$204

OTA B • \$196

Click any of the three thumbnails to open a full-size recreation → Click either thumbnail to open an enlarged recreation →

TO CONFIRM Actual OTA commission, rate and coupon responsibility, direct-perk costs, rate restrictions. SOURCE BASIS Public direct and OTA checkout evidence (anonymized).

FINDING 02 / HIGH PRIORITY

Make direct checkout sell the full stay

HIGH

PRIORITY

STRONG

EVIDENCE

Direct conversion / guest confidence

MECHANISM

OBSERVED

The direct booking journey emphasizes room price, taxes and payment fields, while third-party checkout pages repeat inclusions and cancellation reassurance near the booking decision. This difference was observed in the source research; the pictured interfaces in this sample are recreations.

WHY IT MATTERS

A guest may hesitate when the hotel's direct checkout feels less reassuring than an OTA checkout. The hotel already offers meaningful inclusions; repeating the value at the payment step may improve clarity without introducing new amenities.

COMMERCIAL CONTEXT

The real findings distinguish price disadvantages from presentation disadvantages. Even where the public totals are essentially equal, visible cancellation rules, included benefits and payment timing can affect which channel feels easier to trust.

ILLUSTRATIVE ECONOMICS

Scale illustration only: two additional direct room bookings at a hypothetical \$220 room total would represent \$440 in gross bookings. This is not a conversion forecast; actual results require booking analytics and channel cost data.

FINDING 02 / ACTION PLAN

What to do next

- Add an “Included with your stay” summary immediately above the direct payment step.
- Place plain-language cancellation and payment timing next to each selected rate.
- Reinforce the highest-value inclusions already available in the room rate.
- Compare the edited direct checkout against OTA presentation and measure results.

Ready-to-use implementation

CHECKOUT VALUE STRIP

Included with your stay: breakfast · parking · Wi-Fi · local transportation support, where included by the selected rate.

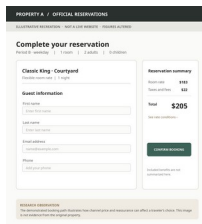
POLICY REASSURANCE

Your selected rate: [cancellation deadline] · [payment/deposit terms]. Confirm exact policy details before completing your reservation.

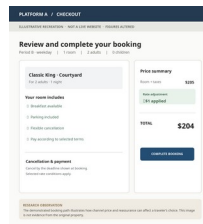
WHERE TO PLACE IT

Show the value strip before the guest/payment fields and the policy summary beside the total. Keep room-specific conditions visible where they affect the choice.

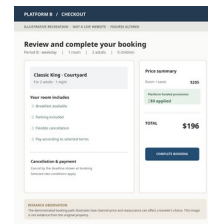
EVIDENCE SNAPSHOT



Direct: benefits unclear



OTA A: cancellation visible



OTA B: value reinforced

Click a recreated checkout thumbnail to enlarge →

TO CONFIRM Rate-specific benefits, cancellation/payment conditions and booking-engine placement.

SOURCE BASIS Original direct and third-party public checkouts; sample interfaces recreated.

FINDING 03 / HIGH PRIORITY

Turn existing amenities into bookable packages and add-on revenue

HIGH
PRIORITY

STRONG
EVIDENCE

Ancillary revenue / occasion
demand
MECHANISM

OBSERVED

The subject already offers attractive amenities and a credible occasion-travel fit, but the public-facing offer menu makes few of those ingredients directly bookable. In the comparison set, similar businesses actively package on-site credits, celebrations and stay enhancements.

WHY IT MATTERS

Packages give a traveler a more specific reason to choose the hotel, can increase the value of the reservation and help the guest picture a special occasion.

COMMERCIAL CONTEXT

The comparable set does not prove that any particular package would sell here. It demonstrates existing market language and commercially plausible offer structures to test using available amenities.

ILLUSTRATIVE ECONOMICS

Example only: a \$60 add-on bought 8 times per month would produce \$480 in monthly gross add-on sales, before fulfillment cost and taxes. Actual demand and profitability are not established by this scenario.

FINDING 03 / ACTION PLAN

What to do next

- Launch only two or three operationally simple offers rather than a long menu.
- Build around existing amenities with high perceived value and manageable labor: an on-site credit, a treat, a note or conditional checkout flexibility.
- Align occasion offers with the hotel's genuine traveler profile, but do not indiscriminately discount event dates.
- Consider gift certificates only when redemption, reporting and accounting are workable.

Ready-to-use implementation

PACKAGE 1 — EVENING UNWIND

Proposed test price: \$55–\$75. Pair an on-property credit with a welcome treat and later checkout only when available. Best suited to casual leisure or couples stays.

PACKAGE 2 — CELEBRATION STAY

Proposed test price: \$75–\$95. A welcome beverage (including nonalcoholic option), chocolate, a handwritten note and late checkout when possible.

PACKAGE 3 — COZY STAY UPGRADE

For eligible inventory only: room-feature upgrade priority, a seasonal welcome treat and a small food-and-beverage credit. Price after cost and inventory confirmation.

MANAGEMENT INPUT THAT WOULD SHARPEN THIS FINDING

Offer fulfillment and staffing costs, legal/age requirements, room eligibility, taxes, revenue tracking and blackout-date constraints.

SOURCE BASIS Anonymized property amenities and verified comparable offers; original business names withheld.

FINDING 04 / MODERATE PRIORITY

Use guest feedback to improve room choice

MODERATE

PRIORITY

STRONG

EVIDENCE

Guest fit / upgrade conversion

MECHANISM

OBSERVED

Public guest feedback consistently praises service and practical convenience, while room-specific comments raise issues about stairs, differences in outdoor areas, bathroom space and equipment available only on request. These are expectation-management signals, not a generalized negative review score.

WHY IT MATTERS

Travelers who can identify the right room before booking are less likely to encounter an unexpected limitation. Clearer room comparisons can also provide a credible, guest-led reason to choose a higher-value category.

COMMERCIAL CONTEXT

The commercial goal is to match each guest with suitable inventory. Rather than treating room differences as defects, describe them candidly: stair access, room size, privacy, outdoor features and equipment availability where genuinely different.

ILLUSTRATIVE ECONOMICS

Illustrative only: five guests/month opting for a suitable room category priced \$40 higher represents \$200/month in additional gross room sales. The room-price difference and upgrade behavior are assumptions, not verified forecasts.

FINDING 04 / ACTION PLAN

What to do next

- Build a short “Choose the room that fits your stay” comparison for the booking journey.
- State stair access, outdoor-space differences and request-only equipment before checkout.
- Use guest outcomes in upgrade prompts: more space, added privacy or a larger bathroom.
- Confirm features by actual room type before promising an amenity or accessible route.

Ready-to-use implementation

ROOM-CHOICE INTRO

Find your best fit: compare room size, stair access, outdoor space and in-room features before selecting your stay.

UPGRADE MICROCOPY

Prefer extra living space or a more private layout? Explore the next room category to compare the features that matter to you.

PRE-ARRIVAL CLARITY

Need to avoid stairs or confirm a specific feature? Contact the property before booking; room location and equipment can vary.

REVIEW INTELLIGENCE / ROOM-CHOICE EXCERPT

TRADITIONAL	DELUXE	SUITE
Character and essential comforts	More living space / larger bath	Privacy and outdoor experience
Flag stairs and equipment availability before purchase	Position as a comfort-focused upgrade when appropriate	Explain differences by room; do not imply universal features

Representative room-selection wording; features must be verified per property.

TO CONFIRM Actual room feature guarantees, accessible inventory and room-rate differences.

SOURCE BASIS Anonymized publicly visible room descriptions and recurring review topics.

Implementation Roadmap

These selected steps demonstrate the implementation approach; the paid Analysis develops ALL 8 findings and delivers a separate Implementation Toolkit with ready-to-use copy, workflows and operational guidance.

PHASE	WINDOW	PRIORITY ACTIONS	WHAT TO WATCH
NOW	0–30 days	Strengthen direct value copy; begin matched public rate checks; clarify checkout terms and inclusion language.	Public rate gaps; direct conversion
NEXT	30–60 days	Test one direct-booking benefit and two simple bookable add-ons; clarify room-fit messages.	Add-on attachment; room upgrades
THEN	60–90 days	Refine the best-performing offers; test only the guest/referral demand with a credible property fit.	Direct share; repeat bookings; qualified inquiries

IN THE FULL PAID ANALYSIS: 8 FINDINGS + SEPARATE IMPLEMENTATION TOOLKIT

This free sample shows four findings only. The full eight-finding report provides broader demand and guest-fit research, additional commercial opportunities, more evidence, and a separate toolkit containing finished copy, checklists, FAQs and implementation workflows. Actual outcomes are measured by management after launch.

RECREATED EVIDENCE / E01

Direct checkout

Period B weekday · 1 room · 2 adults · \$205 · ILLUSTRATIVE, NOT SOURCE SCREENSHOT

PROPERTY A / OFFICIAL RESERVATIONS

ILLUSTRATIVE RECREATION · NOT A LIVE WEBSITE · FIGURES ALTERED

Complete your reservation

Period B · weekday | 1 room | 2 adults | 0 children

Classic King · Courtyard

Flexible room rate | 1 night

Guest information

First name

Last name

Email address

Phone

Reservation summary

Room rate	\$183
Taxes and fees	\$22
Total	\$205

[See rate conditions ›](#)

CONFIRM BOOKING

Included benefits are not summarized here.

RESEARCH OBSERVATION

The demonstrated booking path illustrates how channel price and reassurance can affect a traveler's choice. This image is not evidence from the original property.

Full-resolution recreated interface. Zoom in using your PDF viewer; prices, details and visual elements were altered for anonymity.

[← Return to Finding 01](#) • [← Return to Finding 02 checkout example](#)

RECREATED EVIDENCE / E02

OTA A / Booking-style checkout

Period B weekday · 1 room · 2 adults · \$204 · ILLUSTRATIVE, NOT SOURCE SCREENSHOT

PLATFORM A / CHECKOUT

ILLUSTRATIVE RECREATION · NOT A LIVE WEBSITE · FIGURES ALTERED

Review and complete your booking

Period B · weekday | 1 room | 2 adults | 0 children

Classic King · Courtyard

For 2 adults · 1 night

Your room includes

- ☐ Breakfast available
- ☐ Parking included
- ☐ Flexible cancellation
- ☐ Pay according to selected terms

Cancellation & payment

Cancel by the deadline shown at booking.
Selected rate conditions apply.

Price summary

Room + taxes **\$205**

Rate adjustment

-\$1 applied

TOTAL **\$204**

COMPLETE BOOKING

RESEARCH OBSERVATION

The demonstrated booking path illustrates how channel price and reassurance can affect a traveler's choice. This image is not evidence from the original property.

Full-resolution recreated interface. Zoom in using your PDF viewer; prices, details and visual elements were altered for anonymity.

[← Return to Finding 01](#) • [← Return to Finding 02 checkout example](#)

RECREATED EVIDENCE / E03

OTA B / Expedia-style checkout

Period B weekday · 1 room · 2 adults · \$196 · ILLUSTRATIVE, NOT SOURCE SCREENSHOT

PLATFORM B / CHECKOUT

ILLUSTRATIVE RECREATION · NOT A LIVE WEBSITE · FIGURES ALTERED

Review and complete your booking

Period B · weekday | 1 room | 2 adults | 0 children

Classic King · Courtyard

For 2 adults · 1 night

Your room includes

- ☐ Breakfast available
- ☐ Parking included
- ☐ Flexible cancellation
- ☐ Pay according to selected terms

Cancellation & payment

Cancel by the deadline shown at booking.
Selected rate conditions apply.

Price summary

Room + taxes **\$205**

Platform-funded promotion

\$9 applied

TOTAL **\$196**

COMPLETE BOOKING

RESEARCH OBSERVATION

The demonstrated booking path illustrates how channel price and reassurance can affect a traveler's choice. This image is not evidence from the original property.

Full-resolution recreated interface. Zoom in using your PDF viewer; prices, details and visual elements were altered for anonymity.

[← Return to Finding 01](#) • [← Return to Finding 02 checkout example](#)