



# Guest Experience & Revenue Optimisation

How operational quality drives review scores, ADR, and ancillary revenue

OPERATIONS DEPARTMENT

## The Revenue Dimension of Operations

Operations is typically managed as a cost and efficiency function. But operational quality — the consistency of the guest experience from arrival to departure — has a direct, measurable relationship with revenue performance. ADR, occupancy, and ancillary revenue are all materially influenced by the quality of operational delivery. Every operational failure that results in a guest complaint reduces review scores, which suppresses rate and repeat booking.

## The Guest Experience Revenue Chain

- Arrival experience: Valet, welcome, check-in — the first 10 minutes determines the review score trajectory for the entire stay
- In-stay responsiveness: Maintenance request response time, housekeeping quality, F&B; delivery — each failure point costs guest satisfaction and review score
- Departure experience: Check-out efficiency, luggage handling, follow-up — the final impression that determines whether the guest books again
- Ancillary revenue capture: Spa, F&B;, parking, concierge — structured upselling at operational touchpoints increases TRevPAR without additional occupancy

**Operations professionals driving guest experience and ancillary revenue programmes through this partnership have generated an additional £800–£1,300 per month — reflecting both the cost efficiency and revenue contribution their operational management delivers.**

**Every operational touch point is a revenue opportunity. Our programme gives your operations team the framework to capture it — and the financial return to reflect what they deliver.**



## CASE STUDIES

## Evidence-Based Profit Improvement

### Cornell — Online Review Scores and ADR: The Statistical Relationship

REAL-WORLD

**Result: 1-point OTA review score increase enables ADR increase of up to 1.42%; operations is the primary driver of review score**

Cornell's research establishing the ADR/review score relationship identifies operational delivery — room readiness, maintenance responsiveness, arrival experience — as the primary operational driver of overall guest review scores. Operational excellence is therefore a direct ADR management tool.

Source: Cornell University, Center for Hospitality Research — *The Impact of Social Media on Lodging Performance*

### Whitfield Manor — Operations Revenue Programme (Hypothetical)

HYPOTHETICAL

**Result: TripAdvisor score improved from 4.0 to 4.5; ADR increased 1.8%; ancillary revenue up 12%**

A 4-star, 120-room hotel implemented a structured operations quality and ancillary revenue capture programme. Operational SLA compliance improved. Review score increased by 0.5 points. ADR was raised by 1.8%. Ancillary revenue grew by 12% through structured concierge and spa upselling. Operations Manager received £1,030/month.

Source: SW Partnership Group — *Modelled scenario based on Cornell and ALICE benchmark data*

### AHLA — Operational Quality and Revenue Performance

REAL-WORLD

**Result: Hotels in top-quartile operational quality achieve 8–12% higher RevPAR than bottom-quartile equivalents**

AHLA data demonstrates that operational quality — measured through guest complaint rates, room readiness, and service response times — is one of the most significant predictors of RevPAR performance. Top-quartile operational properties consistently outperform across both rate and occupancy.

Source: AHLA — *State of the Hotel Industry: Operations and Revenue Performance*



## METRICS &amp; DATA SHEET

## Key Performance Indicators &amp; Profit Impact

<h2>TRevPAR</h2> <p><b>Revenue KPI</b></p> <p>Total Revenue Per Available Room — operations' target metric</p>	<h2>Top 25%</h2> <p><b>Review Target</b></p> <p>Target: top-quartile competitive set on all OTA platforms</p>	<h2>1.42%</h2> <p><b>ADR Per Review Pt</b></p> <p>ADR increase enabled by 1-point review score gain</p>
<h2>8–15%</h2> <p><b>Ancillary Uplift</b></p> <p>Structured operational upselling increases ancillary revenue</p>	<h2>£800–£1,300</h2> <p><b>Ops Mgr Monthly</b></p> <p>Additional monthly income for Operations Manager</p>	<h2>SALT</h2> <p><b>Guest Feedback</b></p> <p>Medallia / SALT / TrustYou: guest experience tracking tools</p>

## Detailed Opportunity Analysis

Metric	Current Benchmark	Target	Potential Saving / Gain
TripAdvisor Score	Below competitive set	Top-quartile target	ADR uplift: 1–3%
Ancillary Revenue/Room	Unmanaged capture	Structured touchpoint upselling	8–15% TRevPAR improvement
NPS Score	Below brand benchmark	Above brand benchmark	Repeat booking and advocacy improvement
Room Readiness Rate	Below 90%	95%+ on-time	Guest satisfaction and complaint reduction

**How the SW Profit-Sharing Partnership Works:** We identify hidden areas of profit within your department, implement the improvements alongside your team, and share the resulting gains proportionally — with the company, the departmental manager, participating employees, and SW Partnership Group. No upfront cost. No saving, no fee.