



TRAVEL EXPO — RED SEA EDITION · GM CLUB

Your Hotel Data... A Gold Mine!

Are you asking the right questions?

Dr. Mohamed Taha · Managing Director, TIT Solutions

Your biggest source market
stops booking today.

What do you do first?

We ran this drill before it happened



Two major source markets

| One question: what if one stopped?

What we thought we knew

Our assumptions about one regional market

WHAT WE THOUGHT

Solo travellers

Weekend arrivals

Highest-end property

Nightlife, not the sea

What the guest records showed

Findings from this hotel group's guest records

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Solo travellers

Weekend arrivals

Highest-end property

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WHAT THE RECORDS SHOWED

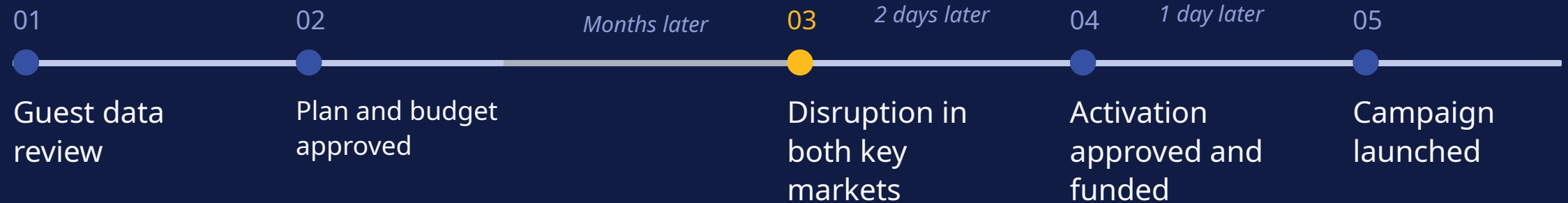
→ Mostly families

→ Midweek arrivals too

→ Mid-range property within the group

→ Beach activities too; top spenders charter a boat

The plan was ready before the disruption



About 10 days later: a call from a major OTA

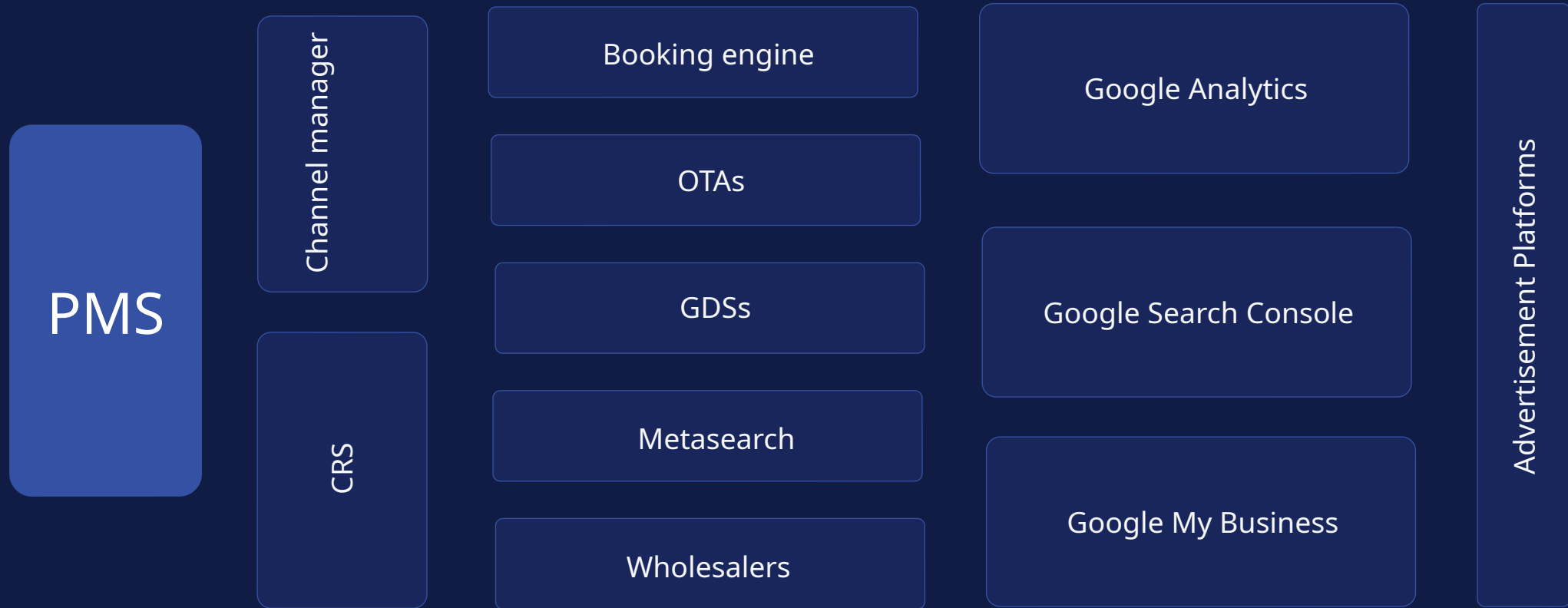
Experience gives us
hypotheses.

Evidence tells us where to
put the money.

The answer was already in
our PMS

Recorded every day. Rarely questioned.

Your commercial data lives here



Four questions for every commercial review

01 What changed?

02 What explains it, and what's the evidence?

03 What will we do?

04 Who owns it, and when do we review?

F&B outlets' revenue challenge!

The BIG data concept

We looked at every plate, every day, not every week



Plates had their own seasons. They did not follow the calendar.

What moves a plate? We tested the usual suspects

Summer versus winter

DIDN'T EXPLAIN IT

Occupancy of nearby hotels

DIDN'T EXPLAIN IT

National holidays for residents and tourists

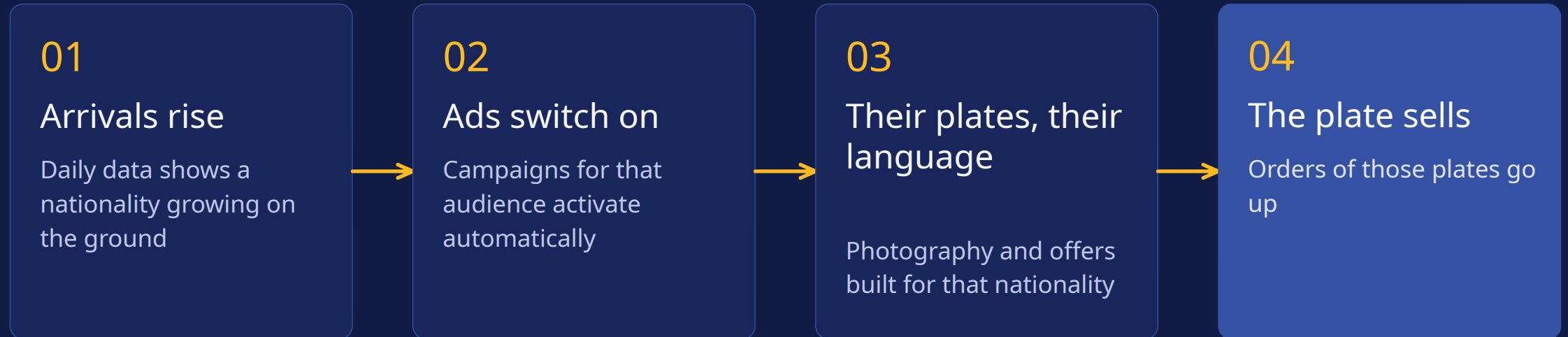
DIDN'T EXPLAIN IT

Daily airport arrivals, by nationality

STRONG MATCH

When certain nationalities arrived, certain plates sold.

When they land, the plate goes live



3x

Revenue tripled in more than one restaurant

The answer was in the sales data. The trigger was outside it.

Your main responsibility as a
GM is to ensure that your team
asks the **right** questions...

NEXT

The GM morning brief... The reports you actually need!