# CASE STUDY

HOW MCi's

POWER BI REVENUE MODEL ASSISTS

# MORE

## FAMILY COLLECTION

TO BETTER MANAGE THEIR REVENUE STREAMS

AND MAKE QUICKER, BETTER BUSINESS

DECISIONS

## Background

MORE Family Collection owns and manages a collection of luxury safari lodges and boutique hotels in some of Southern Africa's most popular tourism destinations (including Sabi Sand Reserve, Kruger National Park, Marakele National Park, Cape Town and Victoria Falls).

Prior to the Covid pandemic, 95% of their revenue was generated from international guests. However, when the pandemic hit in 2020, MORE Family Collection was severely impacted by the lockdown and international travel restrictions, and unfortunately some of the lodges had to be temporarily closed.

## The Problem

At the time, MORE Family Collection struggled to measure the magnitude of revenue loss per property due to the large volume and frequency of changes made to reservations. They required a more transparent way to measure and diagnose the root cause of revenue loss. For example, they had numerous cancellations due travel restrictions in specific countries, which placed greater focus on the nationalities of their guests to better manage the country risk.

As a result, they realized that they required an automated reporting solution to deliver insights quickly and accurately to be able react quicker to market changes.

## Our Solution

MCi recommended the implementation of Microsoft's PowerBI, which is a powerful tool that allows the consolidation and mining of data from multiple sources to create interactive dashboards enabling the users to make sense of business data and investigate trends with just a few clicks in the familiar environment of Excel.

MCi built an integrated Revenue Management Model utilizing PowerBI for MORE Family Collection so that they can track market developments faster, monitor the impact of travel restrictions for both the domestic and international markets, and to track Covid-19 marketing campaigns and promotions that target the domestic market due to international travel restrictions.

The Revenue Management Model collects data from various sources including the Panstrat Hospitality system utilised by MORE Family Collection, which is a comprehensive management tool that offers reservations, multi-property management and multi-currency accounting in one fully integrated suite.

The use of Power BI DAX (Data Analysis Expressions) provides a powerful computational feature to calculate KPIs across multiple timeframes. This provides valuable insights to Sales and Finance teams, and as a result has reduced the need for additional number crunching in Excel. Using DAX to solve various calculations and data analyses has reduced the reporting cycle times and improved the overall accuracy of the reports compared to manual computations done in Excel.

## Some Examples of the Dashboards Built

1. The Monthly Revenue dashboard (Image 1.1)* displayed below, was implemented to track Key Performance Indicators (KPIs) such as conversion ratios, room and bed-night occupancy and average guest rates (AGR). The dashboard provides a customizable interface that allows the audience to select different travel dates, lodges, property groups and client segments. Additional interactions such as drill-through functionality to the underlying reservation data are also built into this dashboard. The dashboard also caters for a multi-currency view of the key revenue contributors in terms of lodges, promotions, agents and markets.
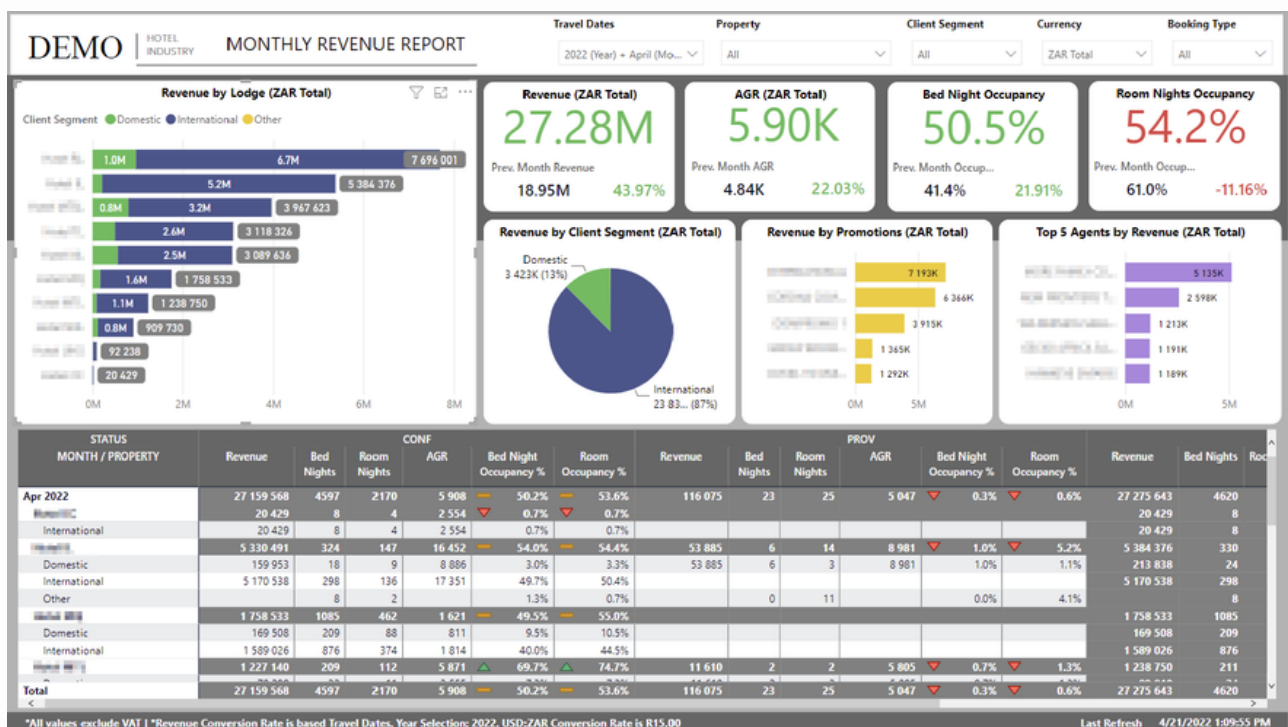


**Image 1.1* Data displayed in the Dashboard is test data**

2. The Agent Booking report below (Image 1.2*), displays top agents in terms of the weekly revenue contribution and provides a fully customizable decomposition tree that enables the audience to breakdown the weekly revenue into different sub-categories such as the Referral Source, Nationalities, Agents and Lodge.
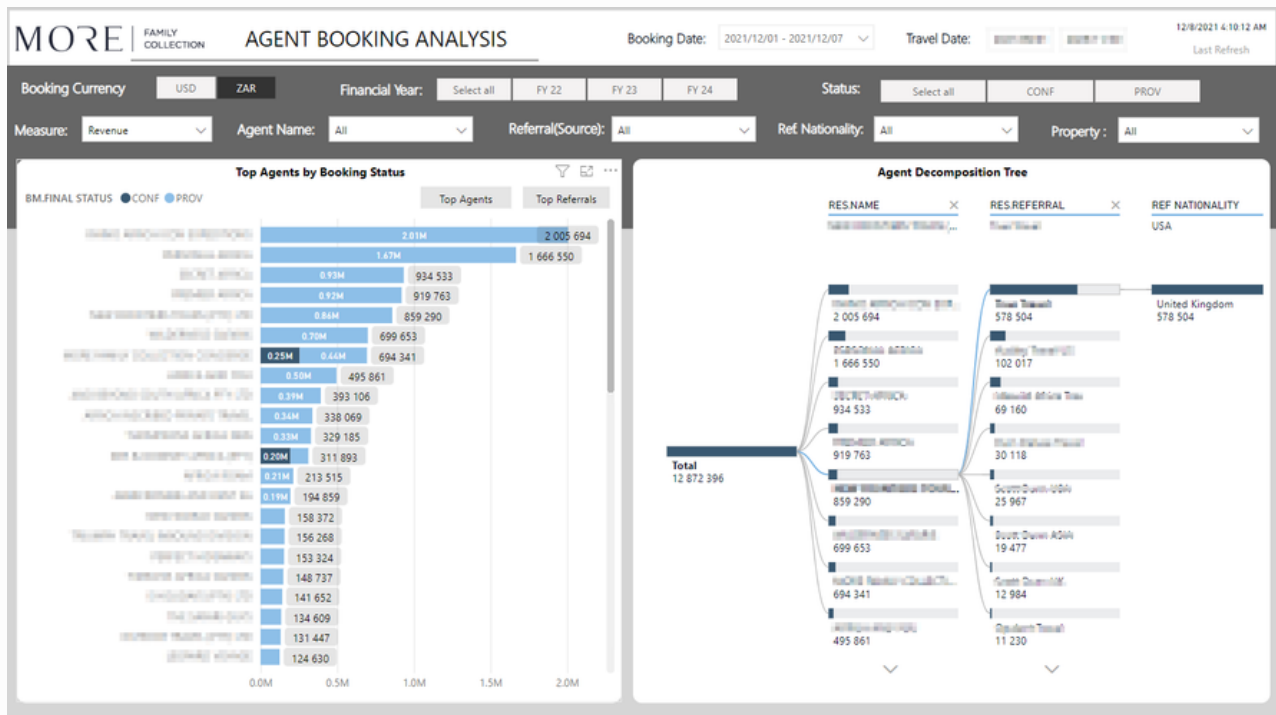
**Image 1.2* Data displayed in the Dashboard is test data**

3. The Revenue Forecast report (Image 1.3*), tracks performance relative to predetermined revenue budgets, forecasts and calculates the monthly budget variance. Additional KPIs such as the AGR and Occupancy% are also tracked relative to Budget targets.

**Image 1.3* Data displayed in the Dashboard is test data**

4. The Weekly Booking Report (Image1.4*) provides a retrospective view of weekly bookings, accounting for the wash factor caused by cancellations and postponements or rates changes. The wash factor is eliminated to measure the confirmed and provisional On-the-Book (OTB) revenue within a specific week prior to any subsequent reservation updates that may result in revenue loss. The report also supports drill-through functionality to the underlying reservation and booking data.
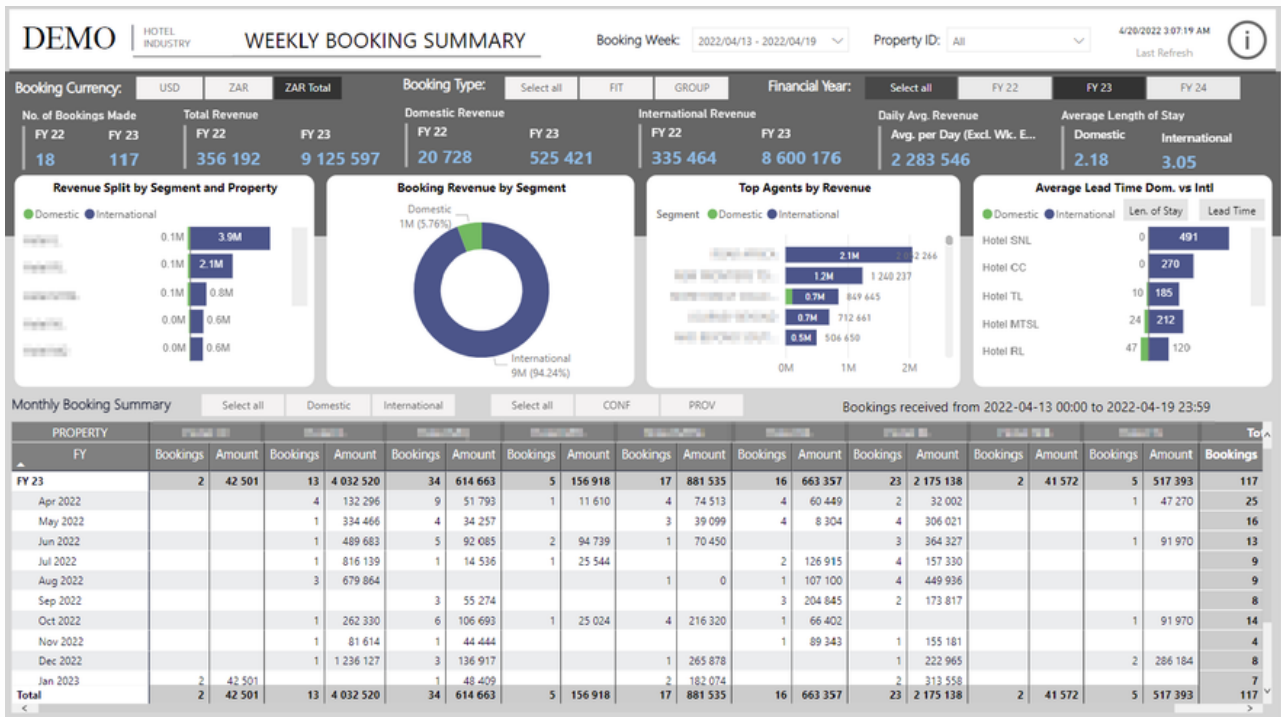


**Image 1.4* Data displayed in the Dashboard is test data**

5. The Weekly Booking Trend report (Image 1.5*), is a retrospective view of the new weekly bookings received, quantified in terms of On-the-Book (OTB) revenue and number bookings received. The report has customizable report slicers for all properties, booking status, currency, financial year, client segments and booking types.
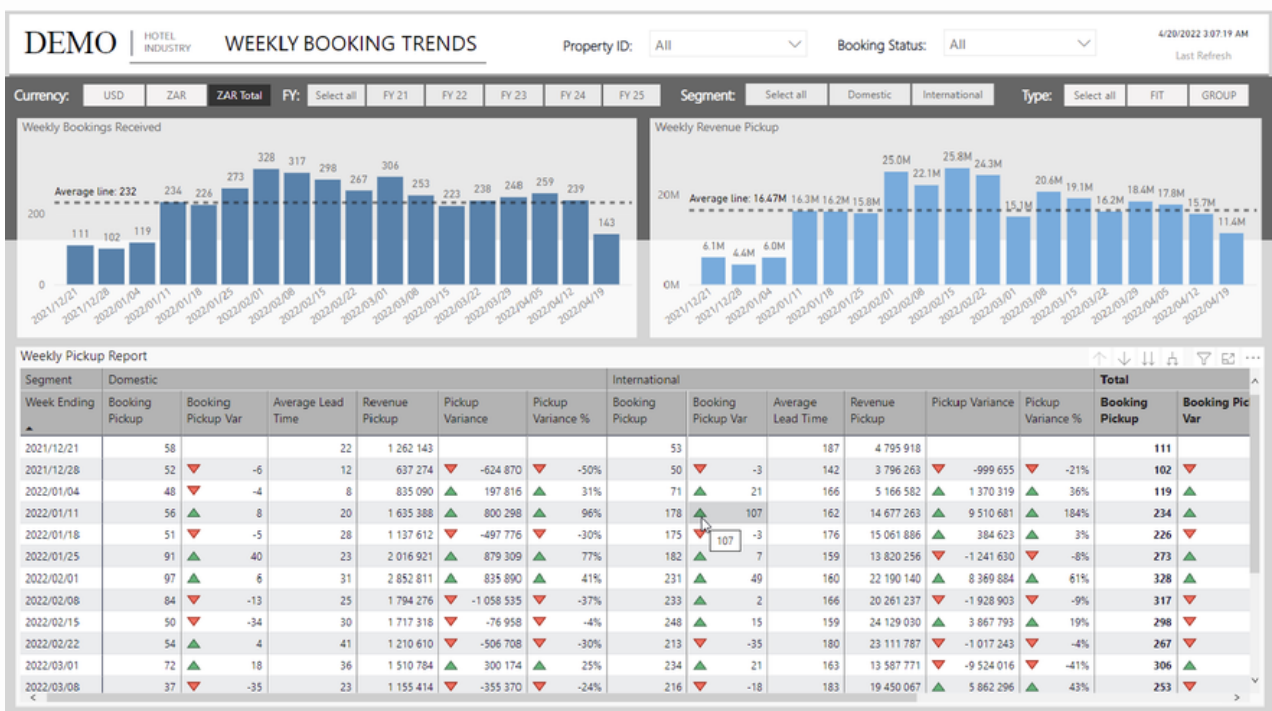


**Image 1.5* Data displayed in the Dashboard is test data**

6. The Revenue Pickup & Loss Report (Image 1.6*) provides an indicative view to track revenue gained or lost due to new bookings, postponements, cancelations, rate changes or longer stays. The report is compiled by analysing the reservation activity logs and categorising specific activities that impact OTB revenue gain or loss across all properties.
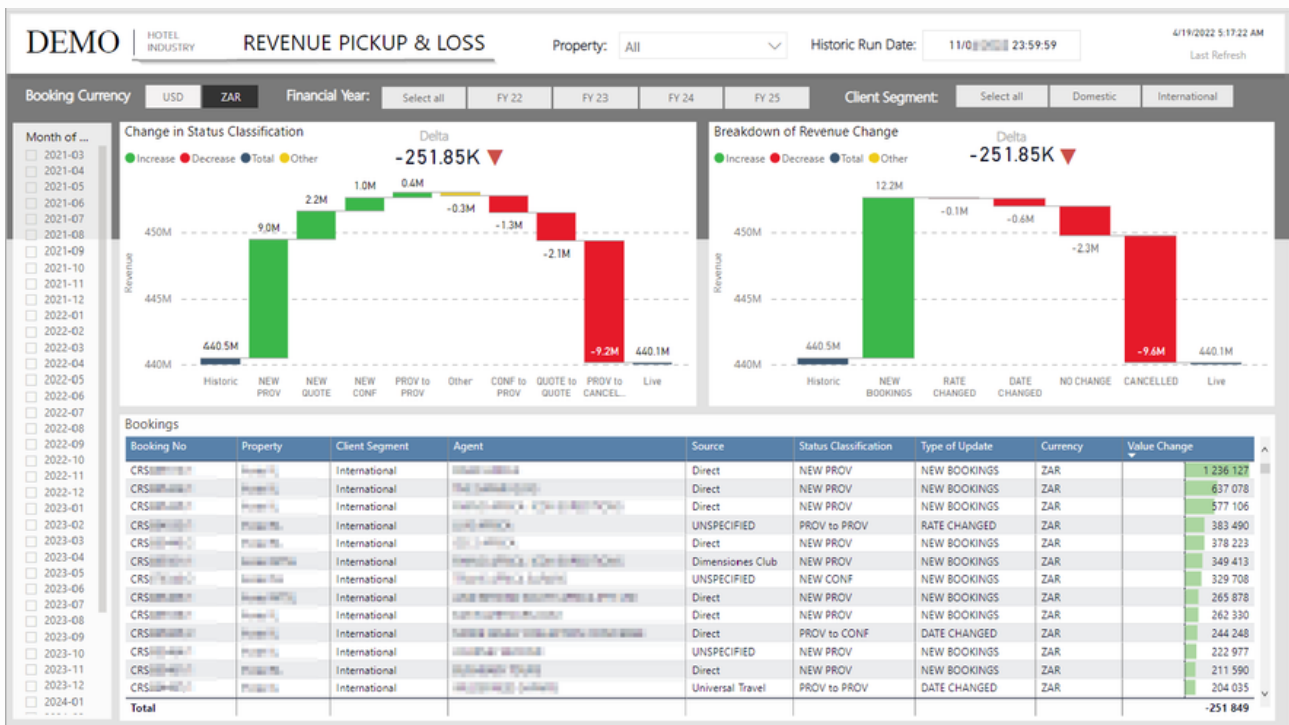


**Image 1.6\* Data displayed in the Dashboard is test data**

## What the client has to say:

"As we are emerging out of the Covid-19 pandemic and our revenues from the international markets are returning, the Power BI model implemented by MCi is greatly assisting our sales, revenue, finance and commercial teams with fast, reliable data, which is enabling not only reporting but our decision-making process" commented Andre Nordier Group Commercial Manager at MORE Family Group.

"It has made us a more efficient organisation, and our sales and revenue management teams are now able to access their required statistics in 5 minutes as opposed to taking more than an hour previously" continued Nordier. "This has been one of the best investment decisions we as an organisation have made. THANK YOU MCi! "