



2022 General Assembly  
and International Scientific Congress  
TERME of Castel San Pietro Terme

# Digitalisation and Revenue Management Inexcusable future of spa centre

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# The Current Situation. Why Now?



According to a study by **Google Travel**

- 74% of travellers plan their trips online
- 13% book them through conventional agencies



According to **Tripadvisor**

- 45% of users do so via mobile

# The Current Situation. Why Now?

Digitalisation **has provided consumers** with direct access

- ✓ To **travel information** and destinations more suited to their preferences
- ✓ To choice and booking their trips
- ✓ Accessibility and speed



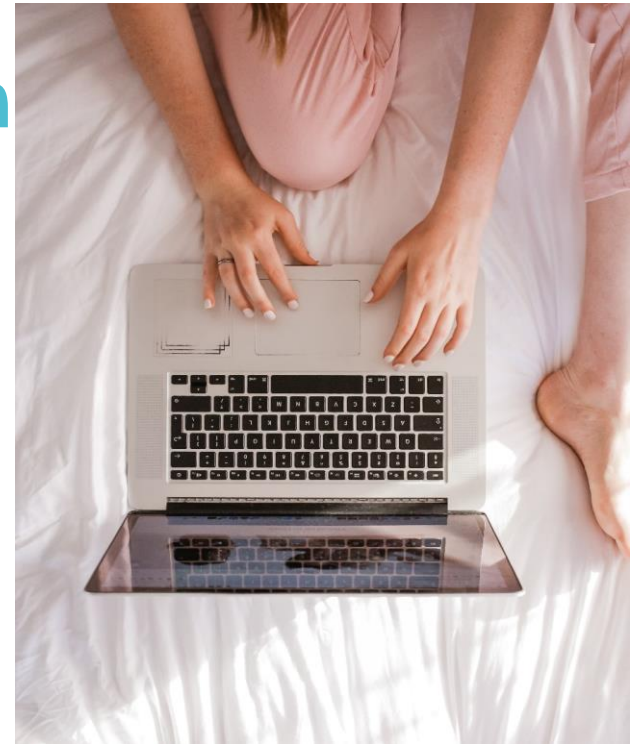
# Why is digitisation so important?

Digital revolution



It contributes to improving the user's experience

- It makes it possible to **attract new customers**
- It facilitates the development of **bonds of trust**
- It strengthens the **company's positioning** in relation to the competition
- It promotes the development of **new links between users and the organization**



# How can we succeed in this new era?

## By applying REVENUE MANAGEMENT



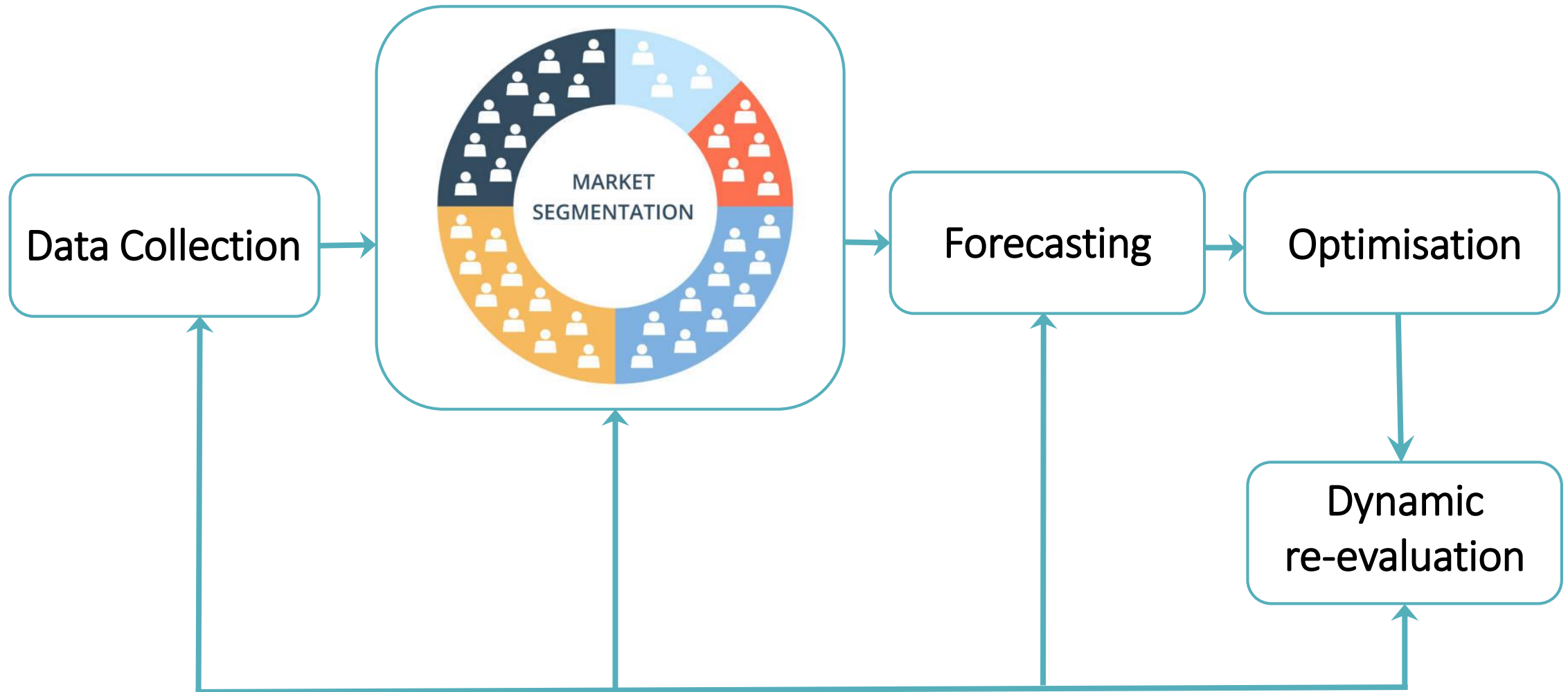
"Selling the right product to the right customer, at the right moment, for the right price and through the right distribution channel, with the best cost efficiency"



Characteristics for the application of RM

1. Having a **limited service** or product
2. **High fixed costs** and **low variable costs**
3. **Perishable** service or product
4. Possibility of **advance sales**
5. Market segmentation

# REVENUE MANAGEMENT: Process



# REVENUE MANAGEMENT: Key Performance Indicator



## Occupancy Rate or Spa Utilisation Rate (SUR)

$$\text{SUR} = \frac{\text{Hours of treatments sold}}{\text{Entrances to the circuit sold}} \div \text{Hours availables}$$

## Revenue per available Treatment/Hour (RevPATH)

$$\text{RevPATH} = \frac{\text{Total Treatment Revenue}}{\text{Available Hours} \times \text{Available Cabins}}$$

## Average Daily Rate (ADR)

## Average Treatment Rate (ATR)

## Total Revenue per Customer (TRevPEC)

$$\text{TRevPEC} = \frac{\text{Total Centre Revenue}}{\text{Total Attendance}}$$



# REVENUE MANAGEMENT: Advantages



- It improves the **user's experience** in the booking and purchasing process
- It improves **positioning and interaction** with users
- It **spreads the demand** across all days of the week and months of the year
- It increases KPI's



## Increase Profits

# Conclusion



The first pilot centre in which Gala Termal has implemented Revenue Management strategies after prior digitalisation:

## Total Sales

↑ +5% in January  
+27% in August

## Online Sales

↑ By 3% on a  
monthly basis

Digitalisation has freed up reception staff

- ✓ They take **fewer booking calls**
- ✓ They focus their time on **up-selling**
- ✓ It has **increased the available information** to the user
- ✓ It has **increased their trust in the centre**
- ✓ It has **improved their experience**

# Perspective - What the future holds



Source: Digital 2022 GLOBAL OVERVIEW REPORT. DATAREPORTAL.COM

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# ESSENTIAL DIGITAL HEADLINES

OVERVIEW OF THE ADOPTION AND USE OF CONNECTED DEVICES AND SERVICES



TOTAL  
POPULATION



we  
are  
social

**7.91**  
BILLION

URBANISATION

**57.0%**

UNIQUE MOBILE  
PHONE USERS



**5.31**  
BILLION

vs. POPULATION

**67.1%**

INTERNET  
USERS



**4.95**  
BILLION

vs. POPULATION

**62.5%**

ACTIVE SOCIAL  
MEDIA USERS



**4.62**  
BILLION

vs. POPULATION

**58.4%**

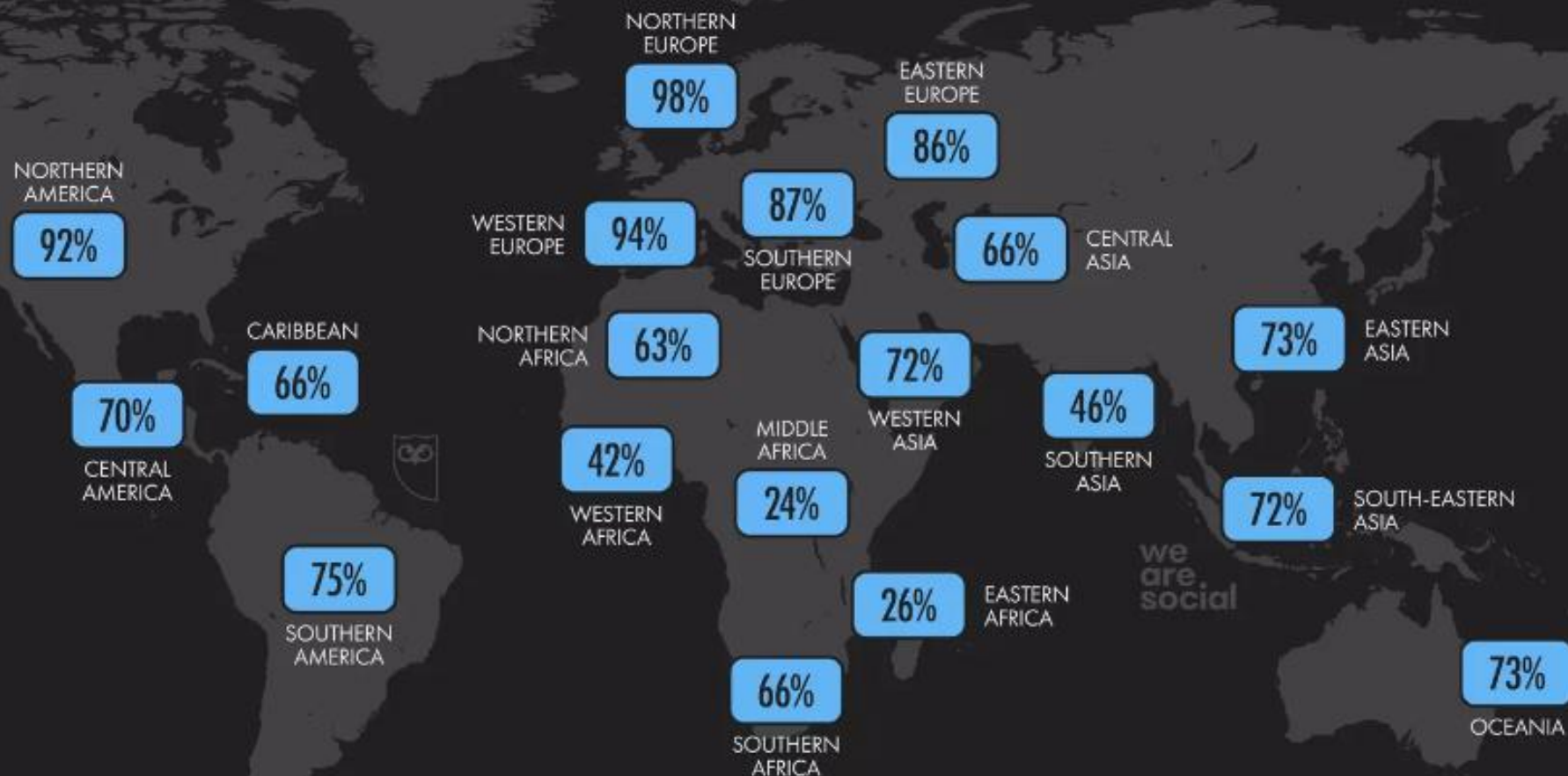
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# INTERNET ADOPTION

INTERNET USERS AS A PERCENTAGE OF TOTAL POPULATION



GLOBAL OVERVIEW



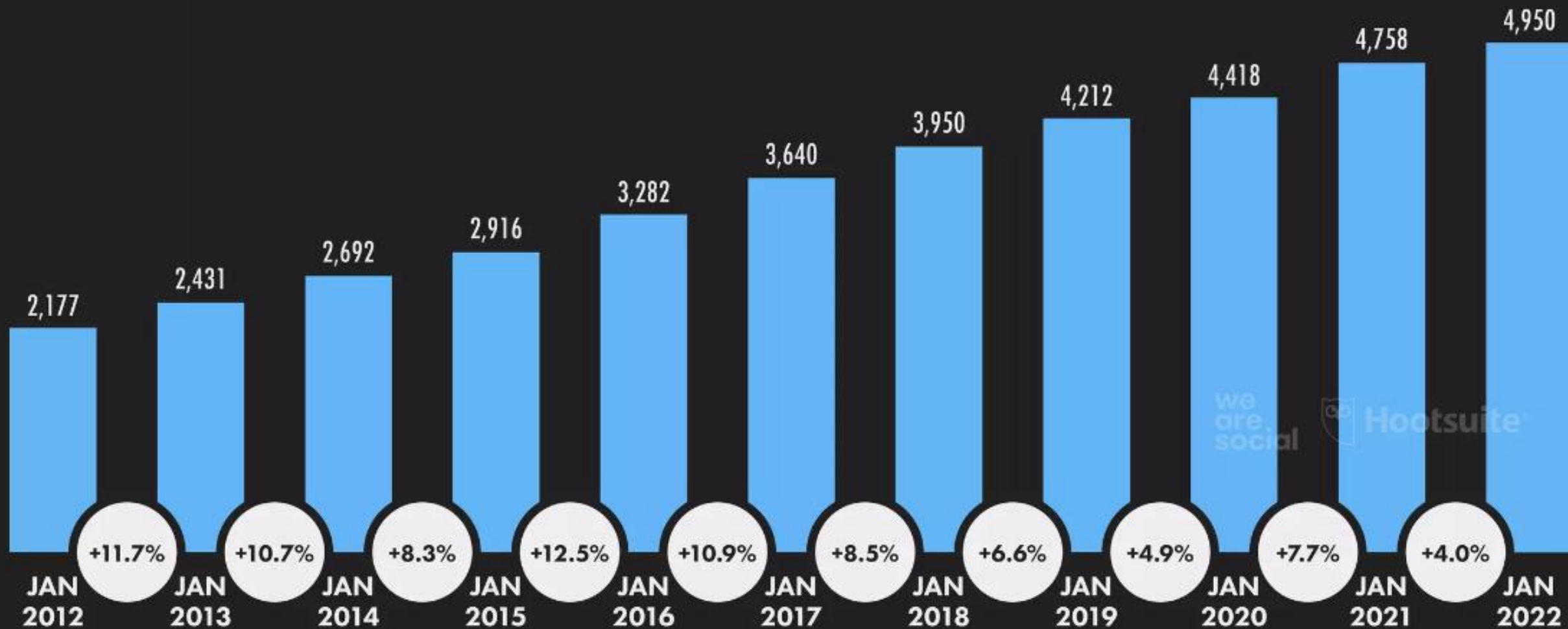
we  
are  
social



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# INTERNET USERS OVER TIME

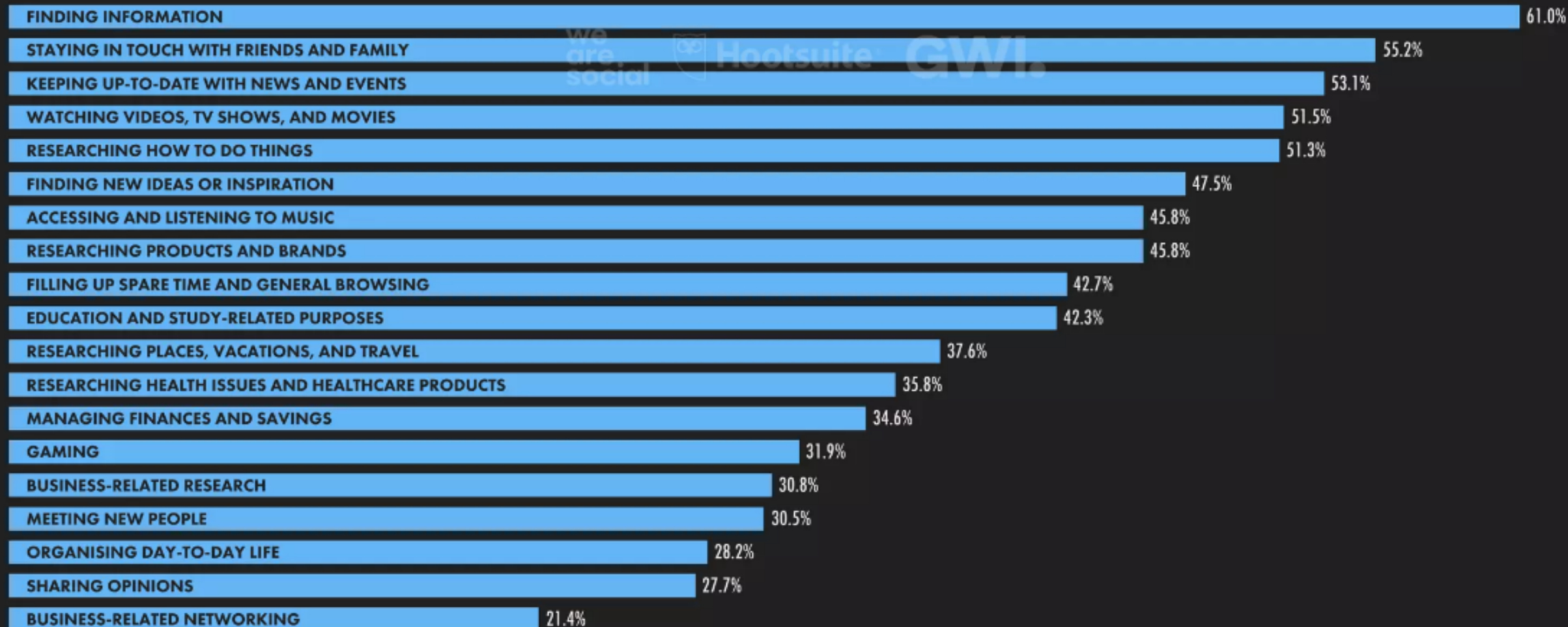
NUMBER OF INTERNET USERS (IN MILLIONS) AND YEAR-ON-YEAR CHANGE



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# MAIN REASONS FOR USING THE INTERNET

PRIMARY REASONS WHY INTERNET USERS AGED 16 TO 64 USE THE INTERNET



A photograph of a stack of smooth, dark grey stones balanced on top of each other, set against a soft, warm-toned background of a sunset or sunrise over water.

# Thanks for your attention!

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