The Total Guest Value Series - White Paper 2

The Digital Guest Economy

Why Hospitality's Next Revenue Opportunities Are Becoming Digital

By Konstantin Schlüter, Co-Founder Hotel MSSNGR

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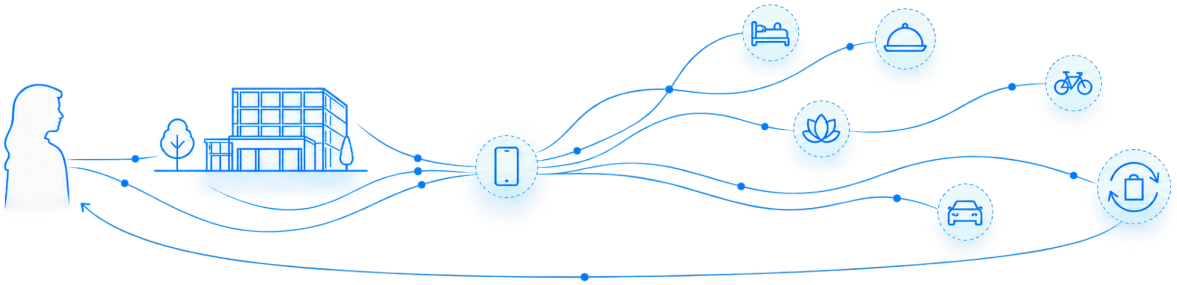

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Executive Summary

Revenue Management has given hospitality a disciplined way to price and distribute a scarce, perishable room. Hotels depend on that discipline, and nothing in this paper argues otherwise. The question is where the next growth increment can come from once room performance is managed well.

Much of that opportunity sits around the stay: better rooms, more flexible arrival and departure, dining, wellness, activities, transport, destination services and the next direct booking. The demand is real. In a 2022 Oracle and Skift survey, more than 40% of travellers said they would consider buying spa or wellness services, takeaway food or access to hotel amenities without booking a room.[1] None of these services becomes digital in delivery. The change lies in the route to market: how guests discover an offer, judge its relevance, reserve it, pay for it and come back.

The industry's first wave of digital investment concentrated on distribution. Booking engines, online travel agencies, Revenue Management systems, channel technology and digital marketing made rooms easier to find and buy. The transaction moved online, while the commercial model continued to revolve around the room. The selling window is now widening beyond the reservation. An upgrade can be offered while anticipation is high; a guest can reserve dinner or a spa treatment before arrival; an activity can respond to weather and live capacity; and late checkout can be offered when departure plans are clearer. These are familiar services presented at moments when the decision is still open.

Consider what changes when a service moves from a chance conversation at reception into the guest journey. It can be shown earlier, matched to current availability and bought without starting a separate exchange. The response also leaves a signal for the next decision. The experience itself remains physical; digital access simply makes the commercial path easier to manage. In a Hotel MSSNGR client survey, respondents estimated the digital share of the guest journey at roughly 40%.[2] This reflects clients' self-reported assessments rather than a directly measured industry benchmark; the share will vary by property and segment. The implication is directional: a material part of the guest's decision-making now happens in environments the hotel can observe and improve.

Those decisions have commercial consequences. Guests choose a better room, book dinner, add an experience, extend a stay or return directly. Digital channels do not create that value; they give the hotel more chances to earn it. Personalisation determines whether those chances feel useful rather than intrusive. McKinsey links effective personalisation with stronger revenue growth, engagement, retention and customer

[1]Oracle Hospitality and Skift. Hospitality in 2025: Automated, Intelligent... and More Personal (2022 edition). https://www.oracle.com/apac/a/ocom/docs/industries/hospitality/hospitality-industry-trends-for-2025.pdf

[2]Hotel MSSNGR. Client survey, April–May 2026, 124 responses. The roughly 40% figure is the average of hotels' self-reported estimates of the digital share across the full guest journey. The same survey also asked about Digital Discovery & Engagement (25%) and Digital Journey & Transactions (15%).

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satisfaction.[3] Bain's work on loyalty economics reinforces the longer-term value of retention.[4] The main constraint is organisational. Marketing, Revenue Management, Operations, Loyalty and the outlets each see part of the relationship, but few hotels give anyone responsibility for its economics as a whole. The result is a Guest Value Gap: the opportunity exists, yet the organisation cannot consistently see it, coordinate around it or capture it.

A hotel does not need a grand transformation programme to begin. It needs visibility of the relevant revenue streams, a better understanding of the decisions behind them and clear authority across departmental lines. Room distribution is already highly digital. The next management challenge is to bring the same discipline to the pathways through which guests discover and buy value around the room.

[3]McKinsey & Company. The Value of Getting Personalization Right—or Wrong—Is Multiplying (2021). https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/the-value-of-getting-personalization-right-or-wrong-is-multiplying

[4]Bain & Company. The Value of Online Customer Loyalty and How You Can Capture It. https://media.bain.com/Images/Value_online_customer_loyalty_you_capture.pdf

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1 Why Revenue Growth Is Moving Beyond the Room

Hospitality remains a physical business. No message, however timely, can rescue a poor room or indifferent service. Its commercial systems nevertheless grew up around the room because rooms are scarce, perishable and comparatively easy to measure. That history explains both the industry's strength in room economics and its weaker view of the value surrounding the stay. That focus produced a highly optimised room business. For many properties, though, rate, occupancy and new inventory cannot carry the entire growth burden indefinitely. More value must come from the stay already booked and from the likelihood that a good guest returns. The Total Guest Value Series - White Paper 1: From Rooms to Relationships, sets out the management case for that broader view.[5] This paper considers how digital interactions make it commercially workable.

The revenue pools are familiar: upgrades, flexible arrival and departure, restaurants and bars, wellness, activities, transfers, destination services and the future value of loyalty and direct return. What has changed is the hotel's ability to present them while the guest is still deciding, rather than hoping the right conversation happens on property. Many sales once depended on chance. A guest noticed an outlet, met an attentive employee or planned through a separate channel; management rarely saw the missed opportunities. A connected digital journey opens the selling window before arrival, keeps it responsive during the stay and allows the relationship to continue after departure.

In the Hotel MSSNGR client survey cited above, respondents estimated digital interactions to shape roughly 40% of the guest experience.[6] This reflects clients' self-reported assessments rather than a directly measured industry benchmark; the share will vary by property and segment. Its significance is practical: a material part of guest behaviour now occurs in channels where demand can be surfaced, choices simplified and outcomes observed. That is the sense in which hospitality's next revenue opportunities are becoming digital. Hotels can present them beyond outlet opening hours, match them to live capacity, adapt them to context and make them easier to buy. Deloitte points to the same ancillary-revenue potential in hotel applications and digitally connected concierge services.[7] Digital does not replace hospitality. It gives its revenue model greater reach and responsiveness.

From Digital Distribution to Digital Revenue Creation

Hospitality's first large-scale digital success was to put room inventory within easier reach. Online travel agencies, booking engines, channel managers, reservation systems, Revenue Management platforms and digital marketing changed how guests found, compared and bought a room. That shift transformed access

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[5]Schlüter, Konstantin. The Total Guest Value Series - White Paper 1: From Rooms to Relationships. Hotel MSSNGR, August 2026.
https://www.hotel-mssngr.com/en/insights/hotel-mssngr-the-future-of-hospitality-economics-series-paper-1-from-revpar-to-total-guest-value-why-guest-revenue-is-becoming-a-strategic-leadership-discipline/
[6]Hotel MSSNGR, client survey, April–May 2026 (124 responses).
[7]Deloitte. Resilience in Hospitality: Keeping Pace and Getting Ahead.
https://www.deloitte.com/content/dam/assets-zone3/ca/en/docs/industries/consumer/2024/ca-en-consumer-resilience-in-hospitality-aoda.pdf

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to demand, but the commercial job remained familiar: acquire the guest and sell the room efficiently. The reservation moved online; the room stayed at the centre of the revenue model.

Once the reservation exists, a different problem begins. Upgrades, dining, wellness, experiences, convenience services and future direct demand do not behave like one inventory item. They involve several choices, owners, and moments around the same guest, making coordination more important than distribution alone. Digital distribution made the room easy to buy. Hotels now need to make the value around the stay just as easy to discover, choose and return to.

"The services remain physical. What is becoming digital is how guests discover, choose, buy and repeat them."

Mobile applications, messaging, CRM, loyalty and personalisation tools can all help, but the commercial test is simple: do they merely move information, or do they create a relevant opportunity that the guest can act on and the operation can fulfil? The room remains the foundation. If demand is weak, the hotel has a room-revenue problem first; no engagement programme will compensate for a poor product or indifferent service. Once that foundation is sound, growth can also come from the choices around the stay and from the value of the relationship after it. Illustration 1 makes the point: delivery remains physical, while a substantial share of discovery, engagement and transaction has moved into the digital journey.

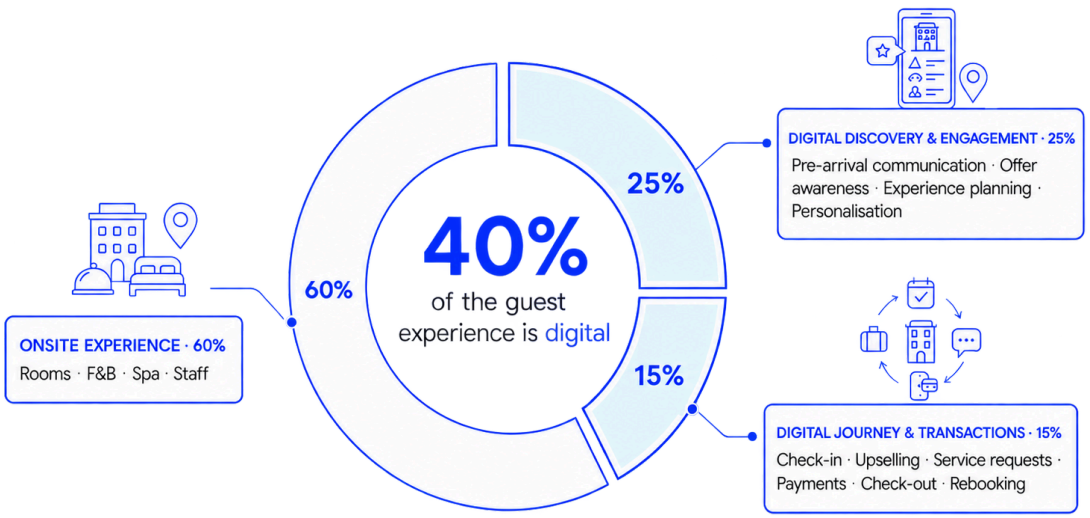

Illustration 1: Delivery remains physical while more discovery, engagement and transaction move into the digital journey.

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The opportunity extends beyond selling another room. Digital and physical moments have to work as one commercial system, so that services are easier to find, decisions are easier to complete, and what the hotel learns in one interaction improves the next.

2 The Revenue Streams Becoming Digital

Start with decisions closest to the room: premium room selection, upgrades, extra nights, early arrival and late departure. Their value depends heavily on timing and availability, yet the useful moment seldom coincides neatly with a conversation at reception. Beyond the room sits a second pool: dining, wellness, activities, destination experiences, transfers and convenience services. Much of that capacity is perishable too. A table, treatment slot, or activity spot can go unsold even when the guest intended to buy before reaching the property.

The third pool develops over a longer horizon: loyalty participation, referrals, return visits and direct rebooking. It may be less immediate, but it is still commercial. A useful interaction can improve the current stay while giving the hotel better context for the next one. When these services become part of the digital journey, the hotel can present them at more useful moments and operational teams receive an earlier signal of demand. The guest gains time and context in which to decide. The journey then becomes a revenue platform in a practical sense: it connects dispersed services with the decisions that give them value.

“Dining, wellness and future stays become commercial opportunities when the guest can recognise their relevance, act easily and trust the hotel to deliver.”

Airlines provide a useful, if imperfect, comparison. Their economics once revolved primarily around the seat. Over time, ancillary services, upgrades, loyalty programmes, partnerships and premium experiences widened the commercial model from ticket revenue towards customer revenue. IdeaWorksCompany’s ancillary-revenue research documents the scale of that shift.[8] The important move was not merely to add products, but to make them visible and purchasable throughout the journey. Hotels should not imitate airline unbundling. Hospitality relies on generosity, trust and a sense of welcome, all of which aggressive monetisation can damage. The comparison is useful for a narrower reason: once the core product is transparent and easy to compare, more differentiation and margin may sit in the services and relationships around it.

Hotels can apply that principle without adopting the airline experience. Digital access opens the selling window before arrival, while live availability can turn unused capacity into a timely offer. A simple purchase

[8]IdeaWorksCompany. 2026 SeatMaps.com Yearbook of Ancillary Revenue. https://ideaworkscompany.com/2026-seatmaps-com-yearbook-of-ancillary-revenue-by-ideaworkscompany-report/

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flow also saves the guest from beginning a separate conversation. The result is a better chance of developing revenue around the stay than on-property selling alone usually provides.

This changes the question in the commercial meeting. Rate, occupancy and inventory still matter, but so do the value of the booked stay, the utilisation of outlets and services, and the chance that a good guest returns. Leaders should ask which revenue streams they can develop across the journey and which parts of that journey need to go digital. Illustration 2 contrasts the traditional stay-centric model with one that begins at booking and continues through post-stay rebooking.

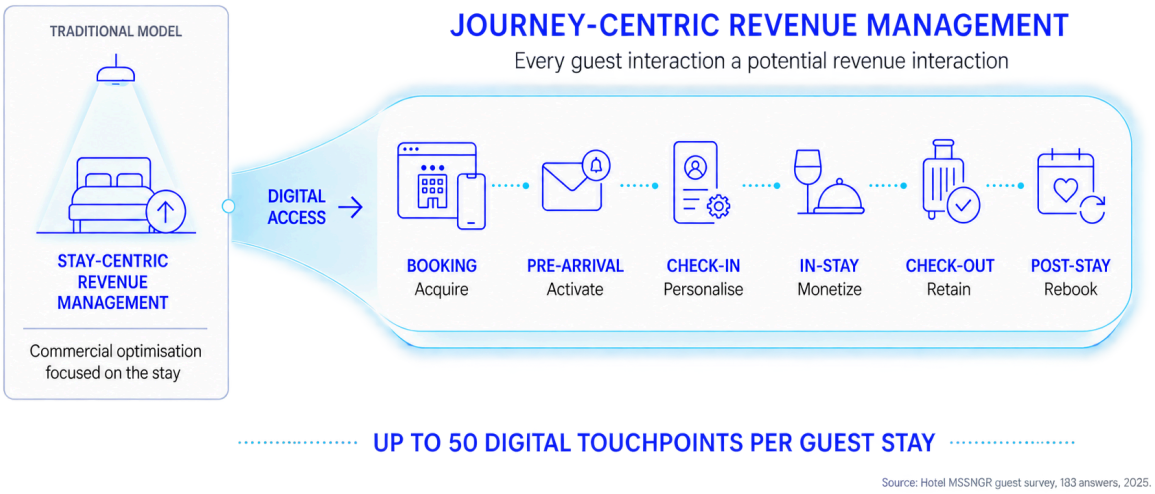

Illustration 2: The guest journey becomes a revenue platform when commercial management extends beyond the stay.

The phrase “revenue platform” needs a boundary. Treating every touchpoint as a sales prompt would quickly erode trust. The useful interventions are fewer: remove friction, surface a relevant service, recover a problem or make a future direct booking easier. Commercial value follows only when the offer fits the moment, and the operation can deliver what it promises. A room upgrade, restaurant reservation, spa booking and direct return may sit in different systems and departments, but the guest experiences one journey. Separate operational ownership is unavoidable. Leadership still needs a combined view of the economics, because local performance can look healthy while value across the relationship is being missed.

3 Why Digital Changes the Economics of These Revenue Streams

Occupancy, ADR, RevPAR, TRevPAR, ancillary revenue and profit remain indispensable measures. They record the outcome, however, rather than the decisions that produced it. To understand why digitally enabled revenue rises or stalls, leaders need to look earlier in the chain: what the guest considered, what stood in the way and what finally prompted action. Revenue begins with a choice. A traveller selects a room category, accepts or declines an upgrade, reserves an activity, books a table or decides to return directly. The financial result appears later, often in a different system from the interaction that influenced it.

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“Digital revenue grows when more guest decisions become visible, relevant and easy to act on.”

Four mechanisms do most of the work: a longer selling window, greater relevance, less purchase friction and a usable feedback loop. Their importance varies by service. Timing is decisive for an upgrade, fit and capacity for a spa treatment, convenience for dining, and memory and trust for a direct return. A longer selling window changes the odds first. A service that once became visible only after arrival can now appear while the guest is planning the trip and discretionary spend remains open. Experiences, wellness and dining benefit particularly because many of those decisions are made before the guest reaches the lobby.

Context then determines whether visibility is useful. Stay dates, party composition, prior behaviour, stated preferences and live availability can narrow a broad catalogue to one sensible next step. The hotel is not deciding for the guest; it is removing choices that plainly do not fit. Conversion often fails at the final few steps. Guests are more likely to act when availability, price, conditions and confirmation sit in one simple flow. Earlier commitment also helps the operation, giving kitchens, spas, activity teams, and front offices a clearer view of demand.

Digital interactions also leave an organisational memory. What guests viewed, bought and ignored—and whether the operation fulfilled the promise—can improve the next decision. A conversation on property rarely produces the same consistent record. Attribution remains difficult. A pre-arrival dining recommendation may influence a reservation recorded later in the restaurant system; an upgrade message may affect a room choice finalised at check-in; a post-stay interaction may contribute to a direct booking months later. The revenue appears in one system while the influence sits in another. Channel metrics alone therefore understate the commercial role of digital engagement.

These mechanisms allow a hotel to sell existing capacity across more moments without adding physical inventory. They also let you see which combinations work, repeat them at low incremental distribution cost, and stop those that disappoint. Illustration 3 connects the four mechanisms: a longer window, sharper relevance, less friction and a feedback loop built from guest behaviour and fulfilment.

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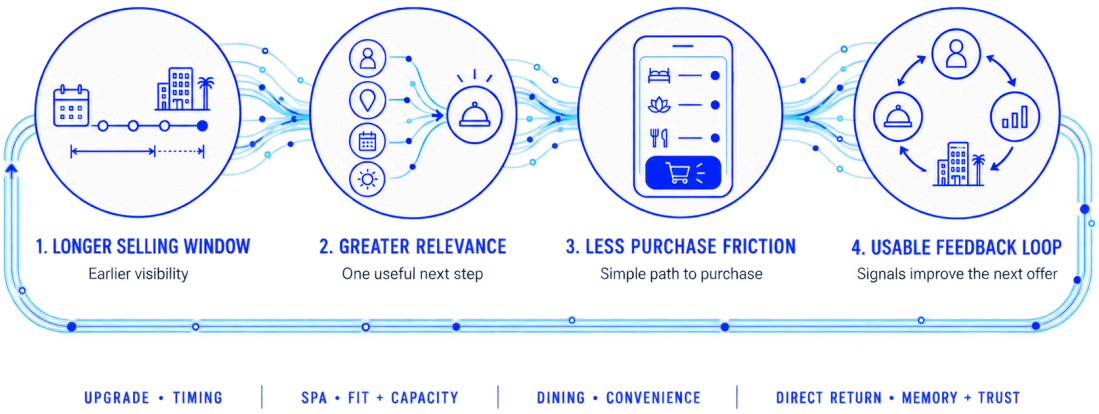

Illustration 3: Digital improves guest-revenue economics by expanding the selling window, relevance, convenience and learning.

A useful commercial review goes beyond the total ancillary revenue booked. Leaders should identify which stream moved, which decision drove the value, where the influence occurred, and whether the result was genuinely incremental. The aim is to find the few moments that improve spend, utilisation or return—not to intervene everywhere. That focus on revenue quality makes personalisation unavoidable. A generic message may create visibility, but only a relevant interaction has a credible chance of changing behaviour without cheapening the experience.

4 Personalisation Has Become a Revenue Driver

Access to the guest is not enough; the hotel also needs something useful to say. Timing matters, but so do intent, capacity and history. Personalisation is the practical work of bringing those elements together to support the decisions guests actually make. Hotel staff have always personalised service. Experienced employees recognise returning guests, read situations and adjust their recommendations. The weakness was continuity: useful knowledge often stayed with one employee, department or property and disappeared when the guest changed channel or returned months later.

Digital systems can carry that memory across channels and visits. Declared preferences, prior behaviour, stay context and operational availability can inform an interaction before arrival, during the stay or after departure. The purpose is not simulated recognition. It helps the organisation remember what matters and act on it consistently. The commercial value appears in ordinary decisions: an early-arrival option for a family landing in the morning, a quiet table for a returning couple, an activity suited to the children's ages, a spa slot that fits preference and capacity, or a direct-return offer shaped by a prior stay. Personalisation pays when real context leads to a useful next step.

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McKinsey's research links effective personalisation with stronger revenue growth, engagement, retention and customer satisfaction.[9] The evidence matters, but it is not a licence to personalise everything. Poor data, excessive frequency and weak consent quickly turn a useful interaction into an intrusive one. A simple question keeps the discipline honest: did the interaction improve a decision that mattered? Digital channels provide the moment of contact; personalisation makes the recommendation credible enough to influence behaviour. Sending more messages is not evidence of a better revenue strategy.

"Personalisation creates commercial value when it makes the next useful decision easier for the guest."

The effect extends beyond immediate spend. A relevant interaction can strengthen trust, while repeated relevance can improve the probability of retention and direct return. Bain's work on loyalty economics shows why that matters: relatively small gains in retention can produce disproportionate gains in profitability because the value of a customer relationship compounds over time.[10] The magnitude will differ by segment and business model. The management logic is harder to dispute.

Hotels are well placed to benefit because the relationship contains many observable moments and can recur over years. The same guest may upgrade, dine, use wellness services, book an experience, refer another traveller and return directly. Each interaction can improve the next one's relevance—provided the organisation retains the learning and uses it responsibly. Illustration 4 shows the mechanism more precisely: guest intelligence enables the right offer at the right moment and in the right place; greater relevance then improves conversion and can influence both immediate revenue and future purchase propensity.[11]

[9]McKinsey & Company, The Value of Getting Personalization Right—or Wrong—Is Multiplying (2021).
[10]Bain & Company, The Value of Online Customer Loyalty and How You Can Capture It.
[11]McKinsey & Company, The Value of Getting Personalization Right—or Wrong—Is Multiplying (2021).

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Illustration 4: Personalisation converts guest intelligence into relevance, conversion and future purchase propensity.

Personalisation therefore has to be managed as a shared commercial capability. It needs a defined objective, reliable data, service guardrails and measurement. Marketing, Revenue Management and Operations all have a role; leaving the work inside one channel team usually separates the promise from the hotel's ability to deliver it. Once hotels treat personalisation this way, a wider weakness becomes visible. The commercial opportunity may be clear while ownership, data and execution remain fragmented. The Guest Value Gap names that distance.

5 The Guest Value Gap

The opportunity around the guest has outgrown many of the systems used to manage it. Upgrades, paid flexibility, dining, wellness, experiences, transport, loyalty and direct rebooking all contribute to relationship economics, but broader digital reach does not ensure that the hotel captures the value. In many organisations, commercial reach has outpaced management practice. The hotel can contact the guest, yet each revenue stream sits in a different system and P&L. Teams can make offers, but ownership and attribution remain unclear. Interactions are measurable, but seldom assembled into one commercial view. The Guest Value Gap is the difference between the value available across the relationship and the value the organisation can consistently realise.

"The Guest Value Gap is the difference between the value available across the relationship and the value the organisation can consistently realise."

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The cause lies in the operating model. Most hotel organisations were designed when value was concentrated in rooms and on-property departments. Revenue Management optimised inventory, Marketing generated demand, Operations delivered the stay, and each outlet managed its own economics. Those functions could perform well without anyone taking responsibility for the relationship as a whole. The gap usually opens in five places. Guest and transaction data remain fragmented; service capacity is not visible when demand emerges; purchase paths stop short of confirmation; accountability breaks between communication, pricing and fulfilment; and measurement ends inside departmental P&Ls. A hotel can therefore have the guest's attention, a relevant product and available capacity, yet fail to connect them.

The weaknesses reinforce one another. A relevant message may lead nowhere because the service cannot be booked. Available capacity may remain invisible. A converted purchase may fail in delivery, and a satisfied guest may leave without a credible route back. Local targets can still be met while the relationship underperforms. Consider a returning couple booking a three-night resort stay. The PMS identifies them as repeat guests, the spa system holds their treatment history, the CRM contains an anniversary note, and the restaurant has capacity on the first evening. None of those signals is assembled into a decision. The confirmation email contains generic destination content, the preferred spa slot has gone by the time they ask at check-in, and they reserve dinner outside the hotel.

Nothing in that journey looks like a dramatic failure. The booking was confirmed, the email was sent, the spa filled its diary, and the restaurant traded as usual. Yet the hotel lost ancillary revenue, made the stay less convenient and learnt little about what should happen next time. That is the Guest Value Gap in operational terms: value was present, but the organisation could not coordinate around it while the decision was still open.

The guest sees one relationship; the hotel often manages a series of departmental episodes. Closing the gap requires judgement about which decisions matter, confidence that capacity exists, a simple route to purchase, clear ownership and a way to learn from the outcome. Technology can connect data and automate activity, but it cannot decide which outcomes matter or who is accountable for them. Nor can it settle how departments should work together or which measures belong in the management meeting. Without those decisions, a new CRM, messaging platform or loyalty system is likely to become one more silo.

Deloitte's research on digital personalised health care highlights the difficulty of delivering connected experiences across departmental boundaries.[12] Although the research concerns health care, it offers a useful organisational analogy for hospitality: recognising a personalisation opportunity is easier than aligning data, ownership, incentives and service delivery around it. Revenue Management offers a useful precedent. Better room economics came from specialist roles, shared measures, decision rights, review cadences and professional discipline as much as from software. Guest value needs its own version of that institutional work. The design will differ by brand and property, but clear ownership and repeatable management are essential. Illustration 5 shows the mismatch between expanding sources of guest value and an operating model that remains stay-centric, departmental and transaction-based.

[12]Deloitte Insights. Digital Personalized Health Care. https://www.deloitte.com/us/en/Industries/life-sciences-health-care/articles/digital-personalized-healthcare.html

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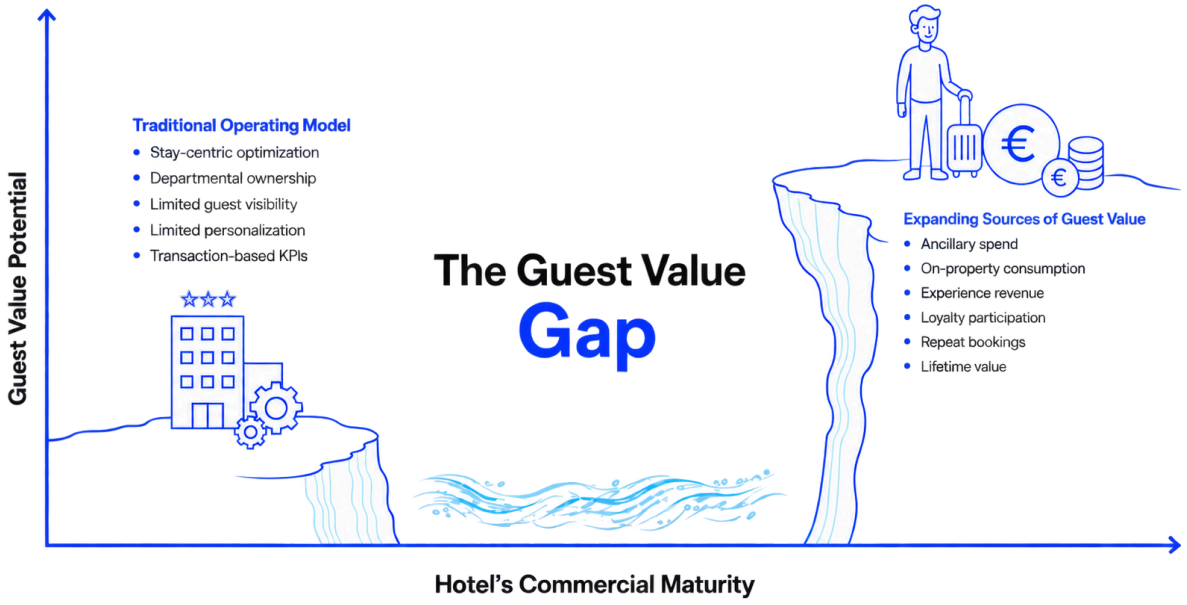

Illustration 5: Guest-value opportunity remains unrealised until organisational capability catches up.

Coordination matters because it allows the hotel to learn across interactions, improve decisions and reinvest in the relationship. Otherwise, a property can generate a great deal of digital activity without knowing whether it created incremental value or simply moved work between channels. Closing the Guest Value Gap is a leadership task. Leaders must decide what to measure, who is accountable, how data may be used, which technology deserves priority, and where commercial relevance gives way to guest trust. The number of tools reveals little; the quality of those choices determines how much value the hotel can capture.

For a practical diagnostic, the companion publication The Hotel MSSNGR Guest Communication Matrix examines whether integrated execution and personal guidance support the same guest decision. Its interactive assessment helps teams identify weaknesses in those capabilities. It addresses one part of the Guest Value Gap; it does not measure the gap's monetary size.

6 Leadership Implications: What Should Hotel Leaders Do Differently?

Vendors often frame digital guest revenue as a technology agenda because channels, AI, mobile applications and personalisation engines are visible and relatively easy to procure. The harder question is organisational: can the hotel use them to develop specific revenue streams without making the journey feel transactional? The management agenda is commercial. The Total Guest Value Series - White Paper 1: From Rooms to Relationships argued that Guest Revenue Management should become a leadership discipline rather than a set of departmental initiatives.[13] The Total Guest Value Series - White Paper 2 extends that discipline from the room to upgrades, flexible-stay products, outlets, experiences and repeat demand, while protecting the capabilities that already work. Four leadership responsibilities follow.

[13]Schlüter, From Rooms to Relationships (2026).

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Expand commercial visibility

Occupancy, ADR, RevPAR and profitability still anchor the dashboard. Alongside them, leaders need a short set of stream- and guest-based measures: upgrade conversion, paid-flexibility revenue, spend per guest in outlets and experiences, utilisation of perishable service capacity, direct rebooking and repeat behaviour. The purpose is a clear line of sight from digital interaction to guest decision and commercial outcome, not another reporting layer.

Establish cross-functional ownership

Guest value has no natural departmental home. Revenue Management owns pricing, Marketing owns acquisition and campaigns, Operations owns delivery, Loyalty teams own retention, and F&B, Spa and Activities own their outlets. Leadership must name the person who coordinates the portfolio, define which decisions sit with that owner, and establish how trade-offs are resolved. Specialisation helps; fragmented accountability does not.

Treat personalisation as a commercial capability

Govern personalisation by relevance rather than message volume. Leaders need explicit rules for consent, data quality, timing, and service recovery, supported by a test-and-learn process that links interventions to behaviour. An interaction earns its place when it helps the guest make a useful decision and produces a measurable commercial or relationship outcome.

Manage the guest relationship as an asset

A room night is sold once; a relationship can create value across services, stays and years. That longer horizon changes investment choices. Retaining a known guest, improving direct rebooking and carrying learning from one stay to the next may be worth more than maximising a single transaction. The calculation varies by property and segment, but the principle does not.

“A room night can be sold once. A guest relationship can create value across several services, stays and years.”

Revenue Management remains the model for disciplined decision-making. Hotels must manage inventory economics and relationship economics together, treating neither as a substitute for the other. The four responsibilities describe the capabilities leadership must establish; the six phases translate them into an operating sequence. Phase 1 corresponds to visibility, Phase 3 to ownership, Phase 4 to personalisation and Phase 5 to relationship management. Phase 2 forces prioritisation, while Phase 6 introduces review, learning and scale.

The first three phases establish direction and ownership. Phase 1 makes the relevant revenue streams and guest decisions visible. Phase 2 limits the initial agenda to two or three streams with meaningful capacity and guest relevance. Phase 3 joins up pricing, communication and fulfilment under clear cross-functional

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ownership. The final three phases turn that foundation into a routine. Phase 4 governs personalisation around relevance, not volume. Phase 5 manages the relationship across services and stays. Phase 6 reviews both commercial and guest impact, then scales only what has proved useful.

The order matters: see the opportunity, choose where to act, assign ownership, govern relevance, manage the relationship and learn before scaling. Illustration 6 shows how the phases fit together.

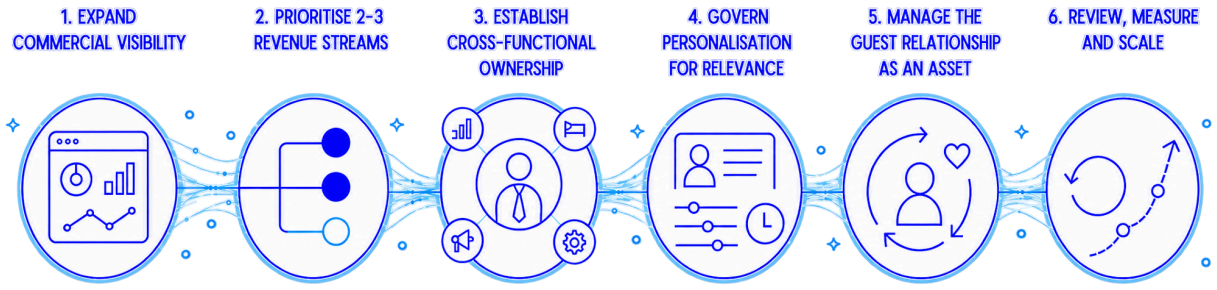

Illustration 6: Digital guest revenue becomes operational through six deliberately sequenced phases.

Hospitality's next commercial advantage lies in making useful services easier to discover and buy, then managing those revenue streams with the seriousness long applied to the room. More messages and more disconnected tools will not do that work.

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Key Findings

1. The industry's first digital wave improved room distribution. The current opportunity is to make upgrades, paid flexibility, dining, wellness, experiences and repeat demand easier for guests to discover and for hotels to manage.
2. These services remain physical, but much of the route to market is now digital: discovery, relevance, live availability, purchase and learning can be connected across the journey.
3. Digital activity matters commercially only when it improves a guest decision. Reach, message volume and channel activity are weak measures if the guest cannot act or the operation cannot fulfil the promise.
4. Personalisation is useful when timing, consent, context and operational availability align around a real guest need.
5. The Guest Value Gap is an operating-model problem. Hotels should keep the discipline of Revenue Management while extending visibility and accountability to revenue around the stay and to the relationship over time.
6. Closing the Guest Value Gap requires a shared commercial routine rather than another isolated campaign. Start with one decision—an upgrade, a spa treatment or a return booking—make capacity and conditions digitally bookable, assign clear ownership across commercial and operational teams, and review conversion, fulfilment and repeat behaviour before scaling.

About the Author

Konstantin Schlüter is CEO and co-founder of Hotel MSSNGR, a guest-experience platform for luxury hotels, resorts and hospitality groups.

For more than a decade, he has worked with independent hotels, resort destinations and international groups on digital guest journeys and guest-experience strategy. His focus is the link between commercial strategy, operations and long-term guest value.

I would love to hear your thoughts and experiences. You can reach me at kfs@hotel-mssngr.com.

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Endnotes

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About This White Paper Series

The Total Guest Value Series examines how hospitality economics is moving beyond the room. Revenue Management remains the foundation; the series explores how to manage guest revenue, digital engagement, operations, data, and technology across the stay and the wider guest relationship.

Each paper addresses one part of the progression from Revenue Management to Guest Revenue Management, Guest Value Management and, ultimately, Guest Profit Contribution. The series is written for owners, operators, asset managers and hospitality leaders.

Published papers

The Total Guest Value Series - White Paper 1 - From Rooms to Relationships (August 2026)

About Hotel MSSNGR

Hotel MSSNGR is a guest-experience platform for hospitality. It connects pre-arrival communication, personalised services, activity booking, digital concierge, guest messaging, content management and post-stay engagement in one environment.

The platform links guest communication with operational workflows and content, helping hotels make digital service more relevant while reducing fragmented administration. Luxury hotels, family resorts, and hospitality groups use it across multiple markets.

Learn more at www.hotel-mssngr.com

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