MTO
MALDIVES TOURISM OBSERVATORY

GUESTHOUSE PRICING SERIES

PRICE WITH PURPOSE

A Practical Maldives Guesthouse Pricing & Revenue Management Handbook

COST | CHANNELS | DEMAND | TRANSFERS | EXCURSIONS | PACKAGES

2026 EDITION

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Publishing and accuracy notes

FOR THE OPERATOR, NOT THE TEXTBOOK

This eBook is designed to sit beside a reservation calendar, channel extranet and calculator. It converts pricing concepts into operating rules, worked examples, worksheets and a weekly routine.

This handbook is developed by Izu Consultancy and Training. It is based on the Guesthouse Pricing Series published at hub.izuct.com.

The examples are illustrative unless explicitly identified as statutory. They do not represent market averages for the Maldives or any other island. A useful price is property-specific: it depends on cost structure, room type, location, transfer chain, cancellation terms, channel mix, demand and guest value.

Tax and service-charge rules were checked against official sources available on 10 August 2026. These rules can change. Before publishing tariffs, changing invoice logic, building packages or applying tax treatment to outsourced services, verify the current MIRA, Ministry/Labour Relations Authority and contractual requirements. This book is a management guide, not legal, tax or accounting advice.

SOURCE NOTE

Current official checks used in this edition include MIRA's GST FAQ and consolidated GST Regulation, MIRA's Green Tax guidance and consolidated Green Tax Regulation, and the Government of Maldives Regulation on Service Charge (2021/R-41). A source list appears at the end of the book.

How to read the numbers

The book uses USD in most worked examples because many Maldives tourism prices and taxes are quoted or settled in USD. Replace every assumption with your own numbers. If a supplier quote is in MVR, convert it using the accounting or commercial rate your business applies and record the rate used. Do not mix currencies invisibly inside a calculator.

Four labels used throughout

Table 1. How to interpret the book

Label	Meaning
STATUTORY	A current rule checked against an official source at the preparation date.
ILLUSTRATIVE	A made-up numerical example used to show the method. Replace it with your data.
STARTER RULE	A practical threshold that can help a property begin; it is not a universal benchmark.
DECISION CHECK	A question that prevents a pricing action from being taken on one number alone.

How to use this handbook

You do not have to read the book from front to back before using it. The fastest path is to solve the decision in front of you, then return to the underlying chapter when you need more detail.

Table 2. Fast navigation by decision

If you need to...	Go to...
Set a defensible room floor	Chapters 2-3
Understand what you retain	Chapters 4-5
Check whether competitors are cheaper	Chapter 6
Decide whether to raise or lower a date	Chapters 7-9
Price excursions or transfers	Chapters 10-11
Choose or calculate a package	Chapters 12-13
Create an offer without cutting rate	Chapter 14
Build a recurring pricing routine	Chapters 15-17
Use a calculator or worksheet	Appendices B-M

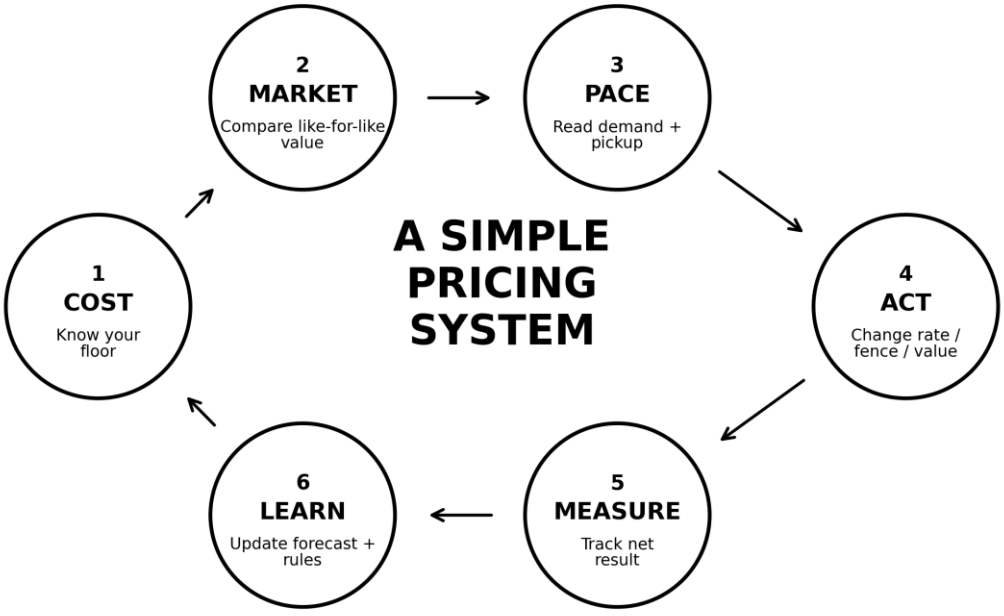


Figure 1. The pricing system is used throughout this handbook.

The six-question pricing loop

1. Cost: What does this occupied room night, transfer, activity or package cost to deliver?
2. Market: What is genuinely comparable guest paying elsewhere under the same dates and conditions?
3. Pace: Is demand for this date moving faster or slower than expected?
4. Act: Should you change the rate, close a cheap rate, add a fence, adjust value or leave the price alone?
5. Measure: Did the action improve net revenue, conversion, channel mix or guest value?
6. Learn: What should change in your forecast, rate ladder or operating rule next time?

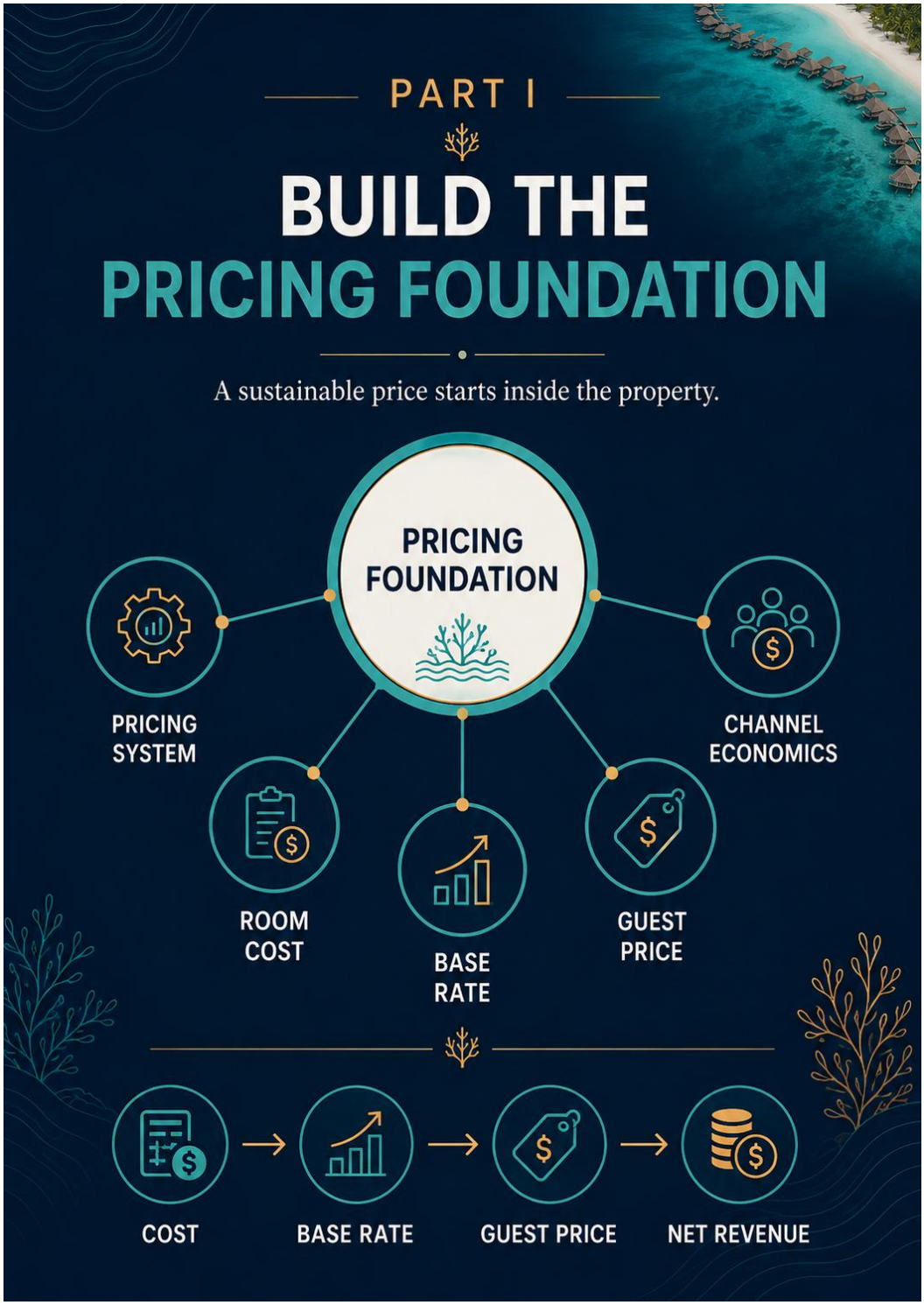
> **TOMORROW MORNING**
>
> If you do only one thing after reading this eBook, build a 90-day calendar with rooms sold, rooms remaining, current BAR, seven-day pickup and one sentence explaining your action for each high-value date. Pricing becomes much easier when the calendar is visible.

Contents

PART I

BUILD THE PRICING FOUNDATION

A sustainable price starts inside the property: costs, occupancy assumptions, statutory charges and channel deductions come before competitor screenshots.



CHAPTER 1

Pricing is an operating system

The rate on a booking engine is only the visible end of a chain of decisions. The useful work happens behind it.

A room-night behaves differently from most inventory. At midnight, an unsold room-night cannot be stored and sold next week. Its revenue opportunity disappears, while a large share of the property's costs - rent, salaries, software, maintenance, financing and administration - has already been incurred. That is why guesthouse pricing feels urgent. But urgency is not the same as randomness.

The common mistake is to treat price as a number chosen by looking sideways: "The property next door is USD 78, so we should be USD 75." That shortcut ignores whether the neighbour has the same room, cancellation policy, beach access, meal plan, review profile, transfer convenience, distribution cost or cost structure. It can also produce a race in which every operator copies the weakest price in the market.

A better approach treats pricing as an operating system with five inputs: cost, market, demand timing, channel economics and guest value. No single input is sufficient. Cost alone can tell you what is unsustainable, but not what the market will accept. Competitor prices can tell you where offers are clustering, but not whether those offers are profitable. Booking pace can tell you whether a date is moving, but not whether your cheapest rate is below cost. Guest value can support a premium, but only if guests can see and believe it.

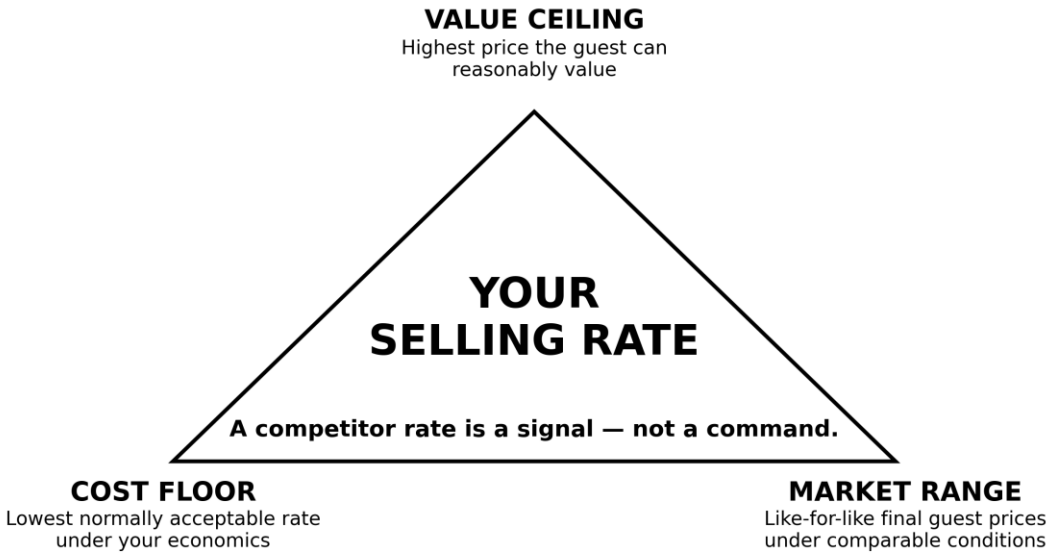


Figure 2. The three-point pricing compass: cost floor, market range and value ceiling.

The three numbers you should be able to explain

For any important arrival date, a manager should be able to explain three numbers without opening ten browser tabs.

1. Protection floor: the lowest rate you would normally accept after relevant selling costs, based on the economics of delivering the room night.
2. Current selling rate: the rate you are offering for the relevant room, terms and channel.
3. Next rate: the price you will move to if demand strengthens, or the value/fence you will use if demand weakens.

This simple discipline changes the conversation. Instead of asking “Is USD 90 expensive?”, the team can ask “What does USD 90 leave after distribution? How fast is this date selling? Which comparable offers are available? What happens if we sell the last five rooms too cheaply?”

Protect contribution before chasing occupancy

Occupancy is operationally visible and emotionally powerful. A full house feels successful. But occupancy is not the objective by itself. A property can fill rooms with rates that do not cover replacement, distribution and operating costs. Conversely, a slightly lower occupancy at a stronger net rate can produce more cash and less operational strain.

The practical target is contribution: the amount left after the costs that change with the booking and the relevant selling costs. Fixed costs still matter - they must be covered over time - but a last-room decision should not be made by pretending every fixed annual expense disappears if one room remains empty. This distinction is why this eBook uses both full-cost calculations for strategic rate setting and net/contribution calculations for tactical decisions.

> **DECISION CHECK**
>
> Before changing the rate, state the problem in one sentence. “Pickup is 25% behind our expected curve at 30 days” is a problem. “I feel the rate is too high” is not yet a diagnosis.

A property-specific system beats a universal benchmark

There is no single correct guesthouse rate for the Maldives. Two properties on the same island can have different economies because one leases its building, one owns it, one serves breakfast in-house, one outsources excursions, one depends heavily on OTAs and one receives substantial direct repeat business. Islands also differ in transfer cost, beach access, excursion ecology, dining alternatives and seasonality by source market.

The purpose of the calculations in this handbook is therefore not to create a national “right price”. It is to make your own assumptions visible. When an assumption is visible, it can be challenged, measured and improved. When it is hidden inside a copied competitor rate, it cannot.

Operator checklist

□ Write down your current protection floor for each major room type.

□ Identify your current standard BAR and next higher/lower ladder levels.

□ For the next 90 days, mark the five dates where selling too cheaply would hurt most.

□ Stop using occupancy alone as the scorecard; add net room revenue and channel mix.

CHAPTER 2

Know what a room really costs

A rate can look profitable until the costs that arrive annually, irregularly or invisibly, are brought back into the room night.

The first pricing calculation is not the public rate. It is the cost of delivering an occupied room-night. That sounds obvious, but small accommodation businesses often mix three different ideas: monthly cash outflow, accounting expenses and economic cost. Pricing needs a management view that captures the resources the room consumes, including items that do not appear as a bill every night.

Separate fixed, variable and replacement costs

Table 3. A practical cost map

Cost group	Examples	Pricing treatment
Fixed / semi-fixed	Rent or lease, core salaries, software, licences, base internet, management, security	Allocate over realistic, occupied room nights for strategic full cost.
Variable per occupied night	Laundry, breakfast ingredients, amenities, incremental cleaning, water/energy use	Attach directly to occupied room nights where possible.
Replacement reserve	Linen, mattresses, air-conditioning units, pumps, furniture, room electronics	Convert expected replacement into a monthly or per-night reserve.
Selling cost	OTA commission, card/payment fees, promotion funded by property	Model separately because it changes by channel and offer.
Financing / owner return	Interest, capital recovery, target profit	Do not confuse financing cash flows with operating costs; include explicitly in the business model.

A replacement reserve is particularly important. Linen may be purchased twice a year, a compressor may fail every few years, and furniture may be replaced in cycles. If the room rate covers only this month's visible bills, the property can appear profitable while slowly consuming its assets.

Replacement reserve

$$\text{Annual replacement reserve} = \frac{\text{Replacement value}}{\text{Expected useful life}}$$

Use a realistic life based on your operating environment and maintenance history.

Allocate fixed costs using realistic occupancy

Suppose a 10-room guesthouse has 300 available room-nights in a 30-day month. If you expect 55% occupancy, the property expects to sell 165 room-nights. If relevant monthly fixed and reserve costs total

USD 8,000, fixed cost per expected occupied night is USD 48.48. Add USD 18 of variable cost and the illustrative full cost becomes USD 66.48 per occupied room-night.

Full cost per occupied room-night

$$\textbf{Full cost} = \frac{(\textbf{Monthly fixed} + \textbf{reserve costs})}{\textbf{Expected occupied room nights}} + \textbf{Variable cost / occupied night}$$

Use expected occupied nights, not total available nights, unless you are explicitly calculating cost per available room-night.

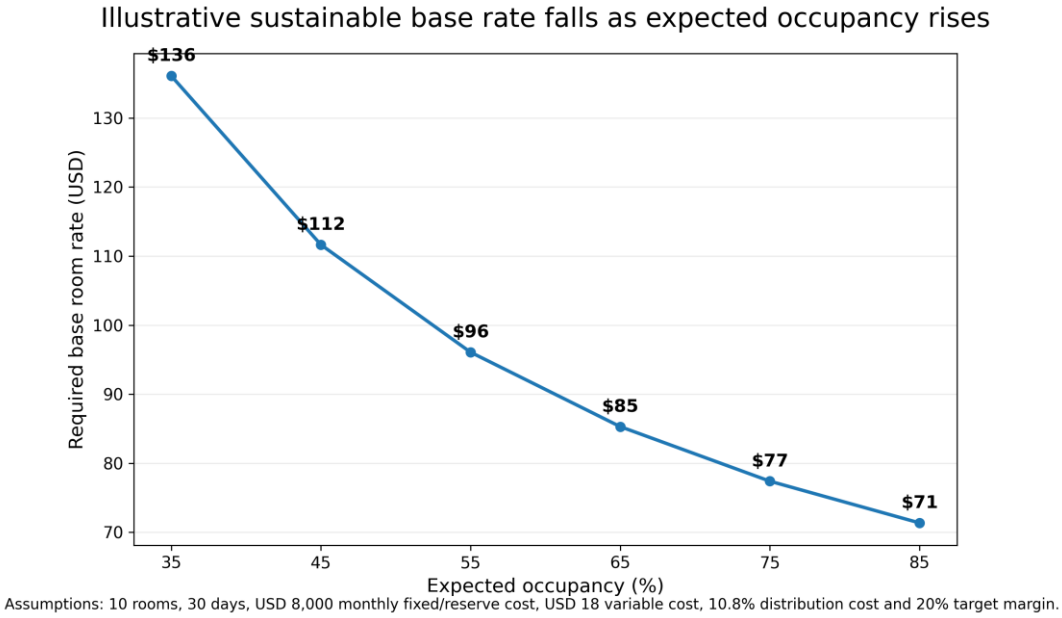


Figure 3. Illustrative link between expected occupancy and the base rate required to support the same cost structure.

The chart exposes an important sensitivity: the full cost per occupied night rises when expected occupancy falls because the same fixed cost is carried by fewer sold nights. This does not mean you should mechanically raise price whenever demand weakens. A higher price may further reduce demand. It means the business model must recognise that sustained low occupancy requires either stronger achieved rates, lower costs, a different channel mix, more ancillary contribution or some combination of these.

Do not use one occupancy assumption for the entire year

A single annual occupancy assumption can hide dangerous months. Build a monthly or seasonal view. If June is structurally softer for your guest mix, allocating annual costs evenly may still be fine for accounting, but your cash and pricing plan must anticipate the low period. Similarly, if festive weeks or school-holiday periods sell strongly, do not let a weak annual average persuade you to release those dates too cheaply.

The owner-labour trap

Owner-managed properties sometimes report artificially low costs because the owner performs reservations, airport coordination, bookkeeping, breakfast oversight or maintenance without charging the business for that labour. The cash saving is real, but the business model becomes difficult to scale or sell if it depends on unpaid work. For management costing, assign a reasonable replacement value to recurring owner labour, even if you choose not to pay it out as salary today.

COMMON MISTAKE

Dividing monthly fixed cost by all available room-nights produces a lower number than dividing by expected occupied room-nights. The first is useful for some capacity measures; the second is usually the more useful starting point for a full-cost rate because only sold nights generate room revenue.

Operator checklist

□ List every monthly fixed and semi-fixed cost.

□ Create a replacement reserve for major room and building assets.

□ Estimate variable cost by room type or occupancy pattern, not by guess.

□ Build low, base and high occupancy scenarios.

□ Assign a management value to recurring owner labour if the business depends on it.

CHAPTER 3

From cost to a sustainable base rate

Cost tells you where the floor begins. Distribution and margin determine how far above that floor the selling rate must sit.

Once the full cost per occupied room-night is visible, the next question is deceptively simple: what base rate must be sold so that distribution costs are paid, and a target margin remains? The answer depends on how you define margin and whether selling costs are percentages of revenue, fixed amounts or a mixture.

Required base room rate

$$\textbf{Required base rate} = \frac{\textbf{Full cost per occupied room night}}{(1 - \textbf{Distribution cost rate} - \textbf{Target margin})}$$

This form assumes distribution cost and target margin are both percentages of the base selling price.

Using the previous illustrative full cost of USD 66.48, a weighted distribution cost of 10.8% and a target margin of 20%, the required base rate is approximately USD 96.07. Rounded commercial pricing might be USD 96 or a nearby ladder level, depending on market conditions and how the property presents taxes and charges.

Margin is not markup

If a room costs USD 80 and you add a 20% markup, the price becomes USD 96. The profit is USD 16, which is 16.7% of the selling price. A 20% margin on an USD 80 cost requires a USD 100 price. The difference matters because a formula that subtracts a target margin from one is using margin on selling price, not markup on cost.

Break-even base rate

$$\text{Breakeven base rate} = \frac{\text{Full cost}}{(1 - \text{Distribution cost rate})}$$

Break-even is a boundary for planning, not a recommended public rate.

Weighted distribution cost is for planning, channel cost is for decisions

A property may receive 65% of its room revenue through an OTA at a 15% illustrative commission and 35% directly with an illustrative 3% payment/acquisition cost. A simple weighted rate is 10.8%. That is useful when building an overall budget. But if you are deciding whether to accept an OTA promotion on a specific date, use the actual cost of that channel and promotion. A weighted average can conceal the economics of the booking in front of you.

Build three cost scenarios

Table 4. Three cost scenarios every property should model

Scenario	Purpose	Question
Low occupancy	Stress test	Can the property survive a prolonged soft period without pretending price will solve everything?
Base occupancy	Operating plan	What rate and channel mix support the normal budget?
High occupancy	Capacity / yield	When demand is strong, are we protecting the last rooms from being sold too cheaply?

The goal is not to force the market to pay the calculated rate. If the market repeatedly refuses the price required by the cost structure, the calculation has done its job: it has exposed a business-model problem. The operator then has choices - reduce costs, improve value, change distribution, target a different guest segment, increase ancillary contribution, redesign low-season operations or reconsider capacity. Hiding the gap with copied prices only delays the decision.

> **STARTER RULE**
>
> Use the full-cost rate to protect the business model. Use marginal contribution and demand conditions for tactical last-room decisions. Do not confuse a strategic sustainable rate with a rigid rule that every night must sell at exactly that number.

Operator checklist

□ Confirm whether your “20%” target is margin or markup.

□ Separate weighted channel cost used in budgeting from channel-specific cost used in live pricing.

□ Calculate break-even and sustainable base rates for at least three occupancy scenarios.

□ If the required rate is consistently above the market, diagnose the business model rather than hiding the calculation.

CHAPTER 4

The guest price is not what you keep

A guest can pay a large amount while the room contributes much less to the operator. Separate the layers before comparing prices or profit.

A guest sees a transaction. The operator must see several layers: base selling price, service charge, tourism GST, Green Tax, distribution deductions and payment costs. Mixing them creates two recurring errors. First, managers compare a competitor's base rate with their own final guest price. Second, they treat taxes and service charge as if they were ordinary room revenue available to pay bills.

Statutory snapshot

For tourism-sector GST, MIRA states a 17% rate from 1 July 2025 onwards. The consolidated GST Regulation states that service charge is subject to GST at the same rate as the underlying supply. The Regulation on Service Charge requires tourist guesthouses to levy service charge of at least 10% of their services. MIRA's Green Tax guidance states that, from 1 January 2025, a tourist guesthouse on an inhabited island with 50 or fewer registered rooms charges USD 6 per taxable tourist day; tourist guesthouses on uninhabited islands or with more than 50 registered rooms charge USD 12. Children under two are exempt from Green Tax. MIRA also states that GST must not be charged on Green Tax.

> **SOURCE NOTE**
>
> These statutory statements are deliberately separated from the commercial examples. Always verify whether your establishment classification, licence, room count, guest status and supply arrangement fall within the rule you intend to apply.

An illustrative one-night build-up

Assume a USD 100 base room price and, for demonstration, a 10% service charge. Service charge is USD 10. Tourism GST at 17% applies to the USD 110 base-plus-service-charge amount, giving USD 18.70. For two taxable guests staying in a qualifying inhabited-island guesthouse at USD 6 each, Green Tax adds USD 12. The illustrative guest total is therefore USD 140.70.

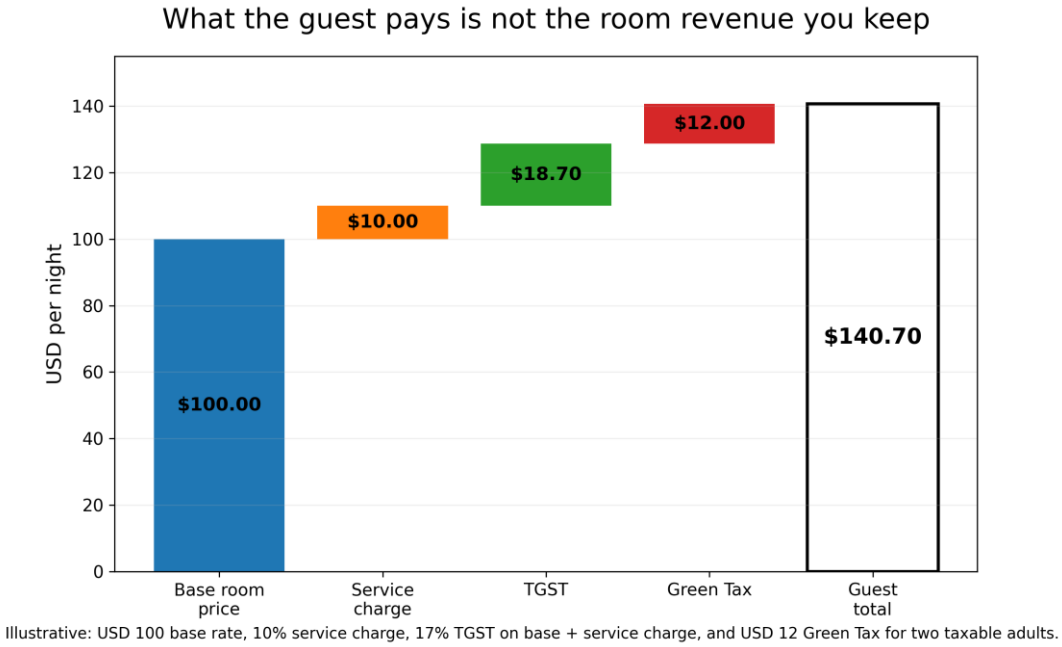


Figure 4. Illustrative guest-price build-up under the stated assumptions.

That USD 140.70 is not "room revenue". The Green Tax is a tax collected under its own rules. GST is tax. Service charge is subject to distribution requirements under the Service Charge Regulation; the employer may retain an administrative fee of up to 1% of the monthly service charge collected, subject to the regulation. The base room revenue is the commercial starting point from which selling costs and operating costs are paid.

Display the price the guest can understand

MIRA's GST FAQ says registered businesses generally display prices inclusive of GST. Where service charge is charged, prices may be quoted exclusive of GST if sufficient instructions are provided so the customer can calculate the final amount. For an operator, the management principle is even simpler: wherever the legal format permits, make the total payable amount easy to understand before the guest commits. A low-looking rate followed by unavoidable charges can damage trust and conversion.

Compare final guest price and retained revenue separately

Competitor analysis needs two columns that should never be merged. "Final guest price" tells you what the traveller compares. "Net retained base revenue" tells you what the business keeps after channel and payment deductions. You can be slightly more expensive to the guest yet retain less, or slightly cheaper to the guest yet retain more, depending on channel economics and the way offers are structured.

> **COMMON MISTAKE**
>
> Do not add Green Tax into the GST base. MIRA's Green Tax guidance states that GST must not be charged on Green Tax.

Operator checklist

□ Configure your booking and invoice logic so base price, service charge, GST and Green Tax are distinct.

□ Check your current Green Tax classification and registered room count.

□ Make sure staff can explain the final guest price without improvising.

□ When comparing competitors, record both final guest price and your own net retained revenue.

CHAPTER 5

Channel economics: OTA, direct and promotions

The same USD 100 base rate can have very different value depending on how the booking reaches you.

Net booking revenue

Net booking revenue = Base revenue – OTA commission – Payment fees – Property funded promotional costs

Add other booking-specific acquisition costs when they are material.

The formula is intentionally simple. It forces every distribution decision into the same language: what is left from the base revenue after the costs required to obtain and process that booking?

Illustrative channel comparison

Suppose the base room revenue is USD 100. If a direct bank transfer costs 1% to process, the illustrative retained amount is USD 99. A direct card at 3% leaves USD 97. An OTA at 15% leaves USD 85. If a 10% property-funded promotion reduces the rate first and the OTA then applies a 15% commission, retained base revenue becomes USD 76.50. These percentages are examples, not standard Maldives rates.

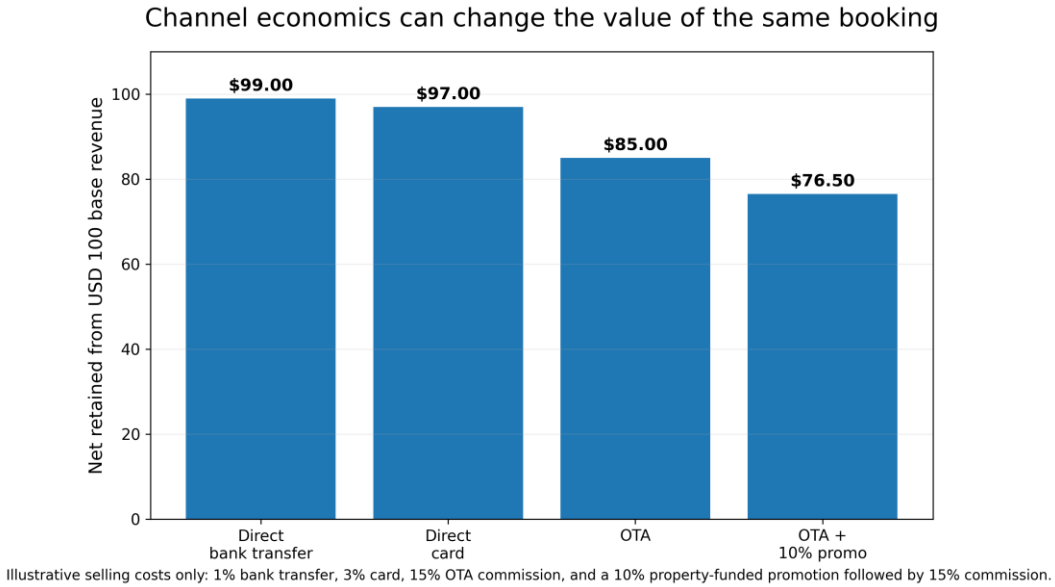


Figure 5. Illustrative retained base revenue from the same USD 100 headline rate.

Direct is not automatically free

A direct booking can require search advertising, social-media spend, staff time, booking-engine fees, card fees, WhatsApp handling and a benefit offered only to direct guests. If direct acquisition costs USD 8 to win an USD 100 booking, calling the channel “zero commission” hides the economics. Measure the cost you actually incur and the cancellation/no-show behaviour you actually experience.

Promotions compound

One of the most expensive mistakes is to evaluate an OTA promotion only by its headline discount. If the property funds a 15% discount and the discounted amount remains commissionable, the effective deduction

is more than “15% promotion + commission” in a simple additive sense because the commission applies to the lower amount. Build the exact contract sequence into your channel calculator.

Use contribution, not gross revenue, to rank channels

Channel ranking should include at least retained base revenue, cancellation rate, average length of stay, lead time, payment timing, refund administration and ancillary spend. An OTA may be expensive but valuable in a market where it creates demand the property could not acquire directly. A direct channel may retain more per booking but convert poorly without trust, content and responsive service. The goal is not “eliminate OTAs”. The goal is to know what each channel costs and use it deliberately.

A simple channel scorecard

Table 5. Minimum channel scorecard

Metric	Why it matters	Track
Net retained rate	Core economics	Per booking / room-night
Cancellation rate	Capacity returned too late can destroy yield	By channel and lead time
Average stay	Longer stays reduce some turnover costs	Nights per booking
Payment timing	Affects working capital and refund risk	Days before/after arrival
Acquisition cost	Direct is not costless	Spend / attributable booking
Ancillary spend	Room rate is not whole guest value	Net contribution per stay

Operator checklist

□ Enter the actual commission and promotion logic for every active OTA.

□ Estimate direct acquisition and payment costs instead of assuming zero.

□ Compare channels on net retained revenue and cancellation behaviour.

□ Audit every promotion for stacking: discount, mobile/member rate, genius/loyalty, commission and payment fee.

PART II

PRICE AGAINST THE MARKET AND TIME

The market tells you what guests can choose. Booking pace tells you how quickly your own inventory is disappearing. Use both but let neither replace your cost floor.

CHAPTER 6

Stop copying competitors

A competitor rate is evidence. It is not an instruction.

A useful competitive set is not a list of the nearest guesthouses. It is a list of offers a realistic guest might compare with yours. Geography matters, but so do transfer convenience, beach access, room quality, meal plan, cancellation policy, review strength, capacity, family suitability, included services and the island's activity proposition.

Build a five-to-eight-property set

For most small properties, five to eight comparables are enough to create a working market picture without turning the exercise into endless browsing. Use the same arrival date, length of stay, guest count, room type, meal plan and cancellation terms. Record whether taxes and service charge are included. If a competitor bundles transfer or breakfast and you do not, adjust the comparison rather than pretending the room rates are equivalent.

Table 6. Like-for-like competitor tracker

Compare	Record	Reason
Stay conditions	Dates, guests, room occupancy	Removes basic mismatch.
Product	Room type, size/capacity, view, facilities	A family room is not a standard double.
Meal / inclusions	Breakfast, dinner, activities, transfer	Bundles alter real value.
Terms	Cancellation, prepayment, minimum stay	Flexibility has economic value.
Price layers	Base, service charge, GST, Green Tax, final total	Guests compare totals.
Reputation	Review score plus volume and recency	Trust affects willingness to pay.
Island context	Beach, transfer, dining and activity access	The island itself is part of the product.

Compare final guest price, not screenshots

Suppose a competitor advertises an illustrative USD 80 base rate. With a 10% illustrative service charge, 17% TGST on the base plus service charge, and USD 12 Green Tax for two taxable guests at a qualifying property, the final amount is USD 114.96. If your final comparable amount is USD 118, the practical guest-price gap is only USD 3.04, not USD 38. The point is not the example rate; it is the method.

This is particularly important when booking platforms display taxes differently. A screenshot can show a low number in large type and charges later. Keep a consistent "final payable for the defined stay" column in your tracker.

Price the island, not only the room

In local-island tourism, the island affects the room's value. A property can have a beautiful room but a difficult transfer pattern. Another can have modest interiors but immediate bikini-beach access, strong dive operators, reliable dining and an easy speedboat timetable. For some guests, those differences dominate the choice. Your positioning statement should therefore explain the combined product: room + island + access + experience.

When a competitor drops price

Do not match automatically. First ask whether the competitor changed conditions, released a promotion to a specific market, has a different room type, is clearing distressed inventory, or simply made a pricing mistake. Then look at your own pace. If your date is selling ahead of plan, matching a weaker competitor can destroy value. If your pace is behind, investigate visibility, content, parity, availability and value before moving price.

> **DECISION CHECK**
>
> Competitor down + your pace strong = usually hold or raise, not follow. Competitor down + your pace weak = diagnose before discounting. Competitor up + your pace strong = test the next ladder level.

Operator checklist

□ Choose 5-8 genuinely comparable properties.

□ Record final guest totals under identical stay conditions.

□ Add transfer and island attributes to the comparison.

□ Take competitor observations on a schedule, not only when bookings feel slow.

□ Write a one-sentence reason for every price change made because of the market.

CHAPTER 7

Build your demand calendar

Seasonality is not twelve labels. It is a map of dates when different guests want different things, book at different speeds and face different travel constraints.

A national high season is useful background, but a guesthouse sells specific dates on a specific island to a specific market mix. Your demand calendar should therefore combine broad Maldives seasonality with the patterns visible in your own booking data: source markets, flight availability, holidays, school calendars, dive/surf seasons, weather expectations, island events and transfer schedules.

Start with your own 24 months

If you have at least two years of reasonably comparable operations, export arrival date, booking date, room type, channel, base rate, length of stay, cancellation status and source market. For each month or week, calculate occupancy, achieved base rate, booking lead time, seven/14/30-day pickup and cancellation. The goal is not advanced forecasting. It is to distinguish dates that routinely fill early from dates that need visibility and value support.

Create demand bands, not precise forecasts at first

Table 7. A simple demand-band calendar

Band	Typical signal	Default pricing posture
Peak / compression	Historically strong and selling early	Protect inventory; close cheapest levels first.
Strong	Healthy pickup and limited remaining rooms	Move up ladder as pace confirms.
Normal	Pace close to expected	Hold standard BAR; watch pickup.
Soft	Behind expected curve with ample capacity	Check visibility/value; use fenced offer if needed.
Distressed	Very late, weak demand, high unsold inventory	Use tactical contribution logic; avoid training the whole market to wait.

Separate stay date from booking date

A weak booking week does not necessarily mean weak travel demand. A source market may book in bursts, airline promotions can shift booking timing, and a strong stay period may still have a quiet early lead-time phase. Always ask: “weak for which arrival dates?” A rate cut across the whole calendar because this week’s reservations are slow can discount dates that were already healthy.

Include transfer capacity in the calendar

For islands dependent on scheduled speedboats, domestic flight connections or other constrained transport, room demand and transfer capacity can diverge. A room may be available while the preferred transfer is not.

Conversely, adding a new transfer frequency can change the effective accessibility of the island and therefore its room demand. Record known transport constraints beside the pricing calendar.

Use annotations

Numbers become more useful when the calendar remembers why they moved. Annotate airline disruptions, weather periods, a major group, a temporary beach issue, a new competitor, a festival, a transport change or an OTA campaign. Next year, the annotation prevents you from treating a one-off event as normal seasonality.

> **STARTER RULE**
>
> Do not build a demand calendar from national occupancy alone. Use national data as context; make pricing decisions from your property's stay-date demand, booking curve and island conditions.

Operator checklist

□ Export at least 12-24 months of booking and stay-date data if available.

□ Create five demand bands for the next 12 months.

□ Mark transfer constraints and known events.

□ Annotate unusual disruptions so they are not mistaken for normal seasonality.

□ Review demand bands monthly as new pace information arrives.

CHAPTER 8

Booking pace, pickup and lead time

Dynamic pricing becomes manageable when "demand feels strong" is replaced by a comparison between actual booking progress and an expected curve.

Three concepts

Lead time is the number of days between booking and arrival. Pickup is the new net room-nights added over a period, after cancellations if your report permits. Booking pace is the position of a stay date today compared with where you expected it to be at the same lead time.

Booking Pace Ratio

$$\text{Booking Pace Ratio (BPR)} = \frac{\text{Actual rooms sold}}{\text{Forecast rooms sold at the same lead time}}$$

If forecast rooms sold is zero, do not use the ratio; use a booked-share gap or another forecast method.

If 55 room-nights are booked at 60 days and your forecast expected 42, the BPR is 1.31. As a starter heuristic, a property might initially treat above 1.10 as ahead, 0.90-1.10 as broadly on pace and below 0.90 as behind. These are not industry standards. Calibrate them using your own volatility: a four-room guesthouse will naturally have larger percentage jumps than a 30-room property.

Pace Gap

$$\text{Pace Gap} = \text{Actual booked share} - \text{Forecast booked share}$$

Use percentage points. This is often easier to interpret across different room capacities.

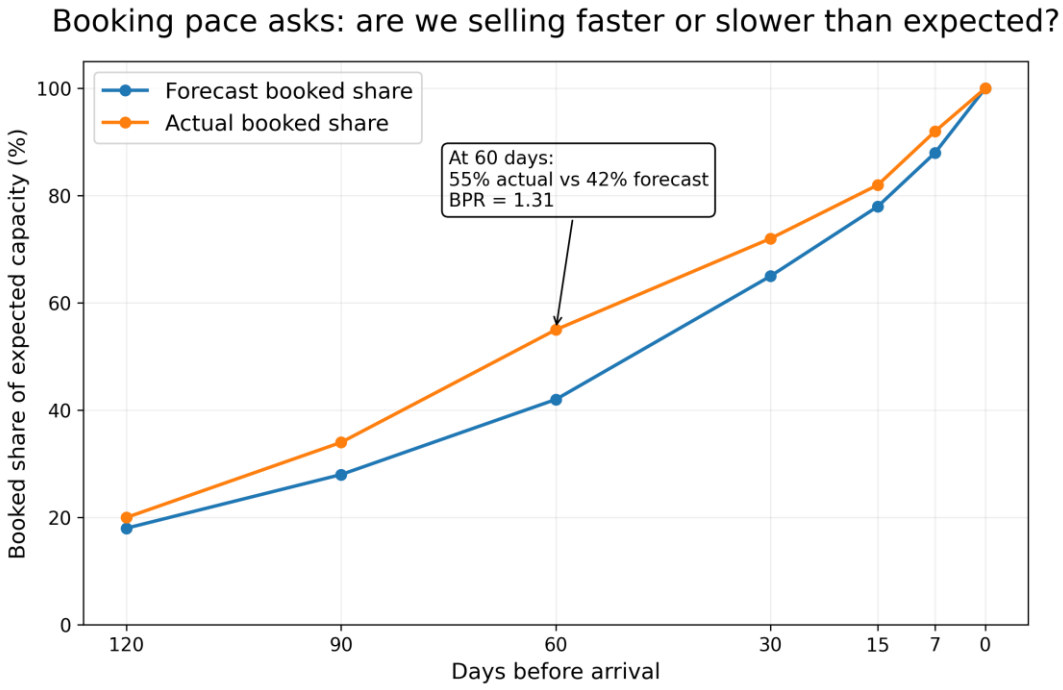


Figure 6. Illustrative booking curve showing a date ahead of forecast at 60 days.

Pickup tells you direction; pace tells you position

A date can have strong seven-day pickup and still be behind its expected curve because it started far behind. It can also have weak pickup this week and still be comfortably ahead because it sold strongly earlier. Read both. A single pickup report without an expected curve invites overreaction.

Add remaining inventory pressure

Booking Pressure Index

$$\text{Booking Pressure Index (BPI)} = \frac{\text{Booking Pace Ratio}}{\text{Remaining inventory share}}$$

Remaining inventory share = rooms remaining / total rooms. Use primarily to rank dates; it becomes extreme as inventory approaches zero.

If BPR is 1.31 and 45% of inventory remains, BPI is about 2.91. The number has no universal “right” threshold. Its value is comparative: dates that are both ahead of pace and low on inventory rise to the top of the manager’s attention list.

Watch cancellations as negative pickup

Small properties can misread gross bookings when cancellations are material. If six room-nights are booked and four are cancelled, the net pickup is two. Track both gross and net when possible. Also watch when cancellations occur: a channel that cancels often at 45 days is less dangerous than a channel that repeatedly releases inventory inside 48 hours.

Build curves by season before building curves by everything

Do not create 40 tiny forecasts on day one. Begin with high, normal and soft-season curves, perhaps separated by a major room type if behaviour clearly differs. Add source-market or channel curves only when enough observations exist to make them stable. Forecast complexity should follow data volume, not ambition.

Operator checklist

□ Choose review points such as 120, 90, 60, 30, 15 and 7 days.

□ Build a simple expected booked-share curve for each main season.

□ Track net pickup, not only gross new reservations.

□ Use BPR and pace gap together where useful.

□ Use BPI to prioritise dates, not as a universal pricing rule.

CHAPTER 9

Dynamic pricing without expensive software

A rate ladder, a booking curve and a few decision rules can capture much of the discipline of revenue management before software is added.

Build a Best Available Rate ladder

Instead of inventing a new price every time demand changes, define a small number of commercial levels. The IzuConsultancy series used an illustrative ladder of USD 82 protection floor, USD 92 low, USD 105 standard, USD 120 strong, USD 138 high and USD 155 peak. Those numbers are not recommendations. The structure is the useful part: managers know the next move before emotion enters the decision.

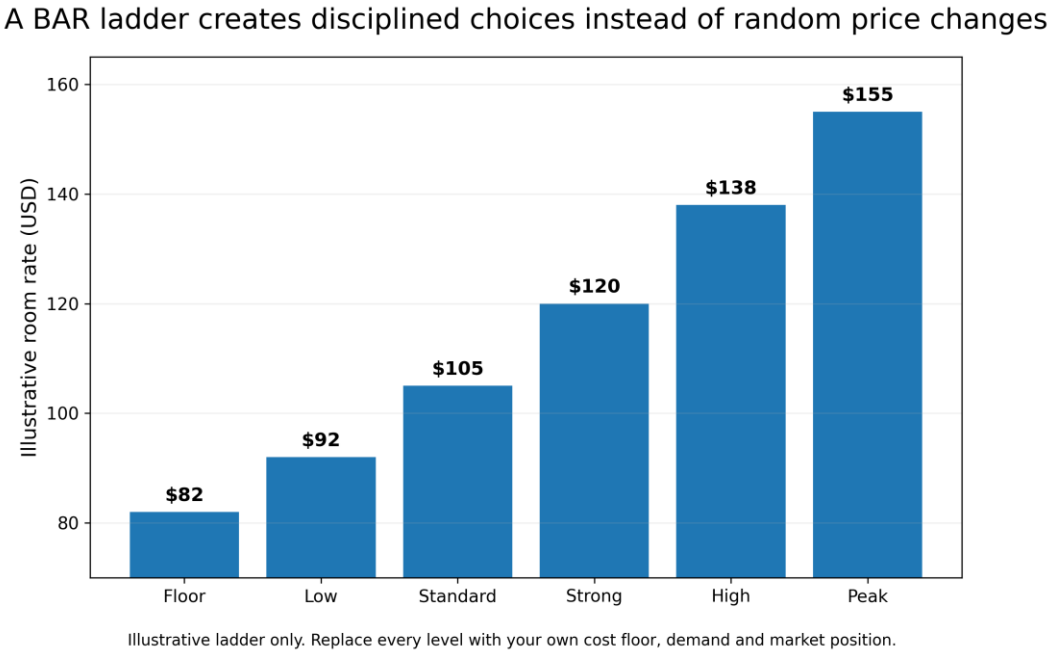


Figure 7. Illustrative BAR ladder. Replace every level with your property's economics and market position.

Use a simple action matrix

Table 8. Starter dynamic-pricing matrix

Pace	Inventory	Likely action
Ahead	Low remaining	Move up ladder; close cheapest rate; review minimum stay.
Ahead	Plenty remaining	Hold or modestly raise; watch pickup.
On pace	Normal	Hold; avoid unnecessary changes.
Behind	Plenty remaining	Check availability, content, parity, market demand and value; then consider fenced offer.
Behind	Low remaining	Do not panic-discount scarce inventory; examine room-type imbalance and cancellation risk.

The hold-or-sell threshold

Sometimes a manager must choose between taking a lower net rate now or waiting for a possible higher-value booking later. A simple threshold makes the trade-off visible.

Hold-or-Sell Threshold

$$\text{Minimum probability of later sale} = \frac{\text{Net rate available now}}{\text{Expected higher net rate later}}$$

Wait only if your estimated probability of obtaining the later sale is above the threshold, after considering risk and costs.

If you can accept USD 105 net now or expect USD 138 net later, the threshold is 105 / 138 = 76.1%. If you believe there is only a 50% chance of the later sale, waiting is not supported by this simple expected-value test. The calculation is deliberately narrow: it assumes one later opportunity and ignores strategic effects such as length of stay, channel mix or displacement. Use it as a discipline, not an oracle.

Rate fences protect value

A lower price is safer when it is attached to a reason that limits who can access it. Common fences include early-booking deadlines, non-refundable payment, minimum stay, restricted travel dates, direct-channel access, limited room allocation or a package condition. The purpose is to stimulate a segment without resetting the reference price for everyone.

How much more demand must a discount create?

Revenue recovery test

$$\text{Required booking increase} = \frac{\text{Current net rate}}{\text{Discounted net rate}} - 1$$

This simple version preserves net room revenue, not profit. For contribution preservation, use contribution per room-night in both numerator and denominator.

Dropping a net rate from USD 105 to USD 92 requires roughly 14.1% more room-nights to preserve the same net room revenue. If the discount also increases variable cost through more occupied rooms, the contribution-preserving volume increase will be larger. This is why a discount that “gets a few more bookings” can still reduce economic value.

Minimum-stay decisions

A one-night booking can block a two- or three-night pattern around a compressed date. Estimate the displacement value rather than imposing a minimum stay by habit. If there is a 30% probability of obtaining a USD 360 net-contribution alternative and the one-night booking contributes USD 80, the simple expected displacement value is USD 108. In that illustrative case, protecting the inventory can be rational. If the alternative probability is only 10%, the calculation changes.

Expected displacement value

Expected displacement value = Probability of alternative booking x Net contribution from that booking

Use net contribution, not headline selling price.

Groups and long stays

Evaluate group and long-stay rates on total contribution and displacement. A group may deserve a lower room rate because it reduces acquisition cost, fills weak shoulder nights or purchases meals and activities. The same group can be expensive if it displaces high-rate transient demand, requires free rooms, consumes transfer capacity or creates restrictive cancellation risk. Build one worksheet; do not negotiate from occupancy anxiety.

Operator checklist

□ Create 5-6 BAR levels before the next busy period.

□ Write explicit triggers for moving up or down a level.

□ Attach lower prices to fences whenever possible.

□ Run the discount recovery test before launching a promotion.

□ Use contribution and displacement for minimum-stay and group decisions.

PART III

PRICE THE WHOLE STAY

For a Maldives guesthouse, the room is only one economic component. Transfers, excursions, meals and packages can create value - or hide loss - depending on how they are costed and contracted.

CHAPTER 10

Price excursions without losing money

A boat leaving the harbour has a cost before the first guest steps aboard. Price expected participation, not the dream of a full boat.

Build the trip cost in two layers

Separate costs that occur because the trip runs from costs that increase with each guest. Fixed trip costs can include fuel for the planned route, crew, guide, vessel hire or depreciation, maintenance and insurance reserve, mooring/communications/permits, safety equipment provision and an allowance for operational disruption. Variable guest costs can include food and water, equipment cleaning or depreciation, towels and consumables, entrance/conservation charges and per-person supplier fees.

Required activity price per guest

$$\text{Price per guest} = \frac{[(\text{Fixed trip cost} / \text{Expected guests}) + \text{Variable cost per guest}]}{(1 - \text{Distribution cost} - \text{Target margin})}$$

Use expected guests, not maximum vessel capacity.

Illustrative example: fixed trip cost USD 580, variable cost USD 30 per guest, eight expected guests, 15% selling/distribution cost and 20% target margin. Cost before selling/margin is USD 102.50 per guest. Required price is about USD 157.69, which a commercial tariff might round to approximately USD 160 before applicable statutory treatment.

Expected passengers are the fulcrum

If the vessel can carry 12 but the trip normally departs with seven or eight, pricing at 12 silently assumes a utilisation level you do not achieve. Record actual passengers per departure by excursion type, month and source channel. A snorkelling trip, sandbank picnic and whale-shark search can have very different load patterns and cost exposure.

Minimum guests

$$\text{Minimum guests} = \frac{\text{Fixed trip cost}}{[\text{Price x } (1 - \text{Distribution cost} - \text{Target margin}) - \text{Variable cost per guest}]}$$

The denominator must be positive. Round up to a whole guest and check operational capacity.

With a USD 160 price and the illustrative assumptions above, the formula gives about 7.84, so eight guests are needed under that target economics. That does not mean every trip with seven guests must be cancelled. It means the operator knows what margin is being traded for guest experience, reputation or strategic reasons.

Weather belongs in the cost model

Weather risk appears as cancellations, route changes, extra fuel, rebooking labour, refunds and sometimes supplier penalties. The best reserve is based on your own history: annual weather-related cost divided by

completed trips, or a similar activity-specific method. Avoid adopting a generic percentage forever. Start with a provisional allowance if you have no history, then replace it with evidence.

Shared seat and private charter are different products

A private charter should normally be priced from the trip's total cost and desired contribution, not from "per-person price x assumed full capacity". Quote the vessel price together with capacity, child rules, baggage/equipment constraints and route. A low advertised per-person charter price that only works at full capacity is an invitation to later conflict.

Required charter price

$$\text{Charter Price} = \frac{[\text{Fixed trip cost} + \text{Total variable guest costs}]}{(1 - \text{Direct selling cost} - \text{Target margin})}$$

Use the actual party size and route.

Sell the experience without guaranteeing nature

Wildlife is not inventory. Avoid wording that guarantees sightings unless the commercial terms genuinely provide a guarantee and you can honour the consequence. Define what happens if weather makes the original activity unsafe: reschedule, substitute, credit, partial refund or full refund. The guest should understand the rule before payment.

TAX AND SUPPLIER CHECK

If the guesthouse sells the excursion itself, the tax and service-charge treatment depends on the legal supply and current rules. If another operator supplies it and the guesthouse acts as agent or reseller, invoice and tax treatment can differ. Document who is the supplier, who collects payment and who carries refund liability.

Operator checklist

□ Calculate fixed and variable cost for every core excursion.

□ Use expected passenger count from actual history.

□ Set a minimum-participant rule and a private-charter price.

□ Record weather-related losses so the reserve becomes evidence-based.

□ Publish clear reschedule, substitution and refund rules.

CHAPTER 11

Price transfers without hiding the journey

A transfer is a chain of movements, waiting, coordination and disruption. Price the chain you promise to manage.

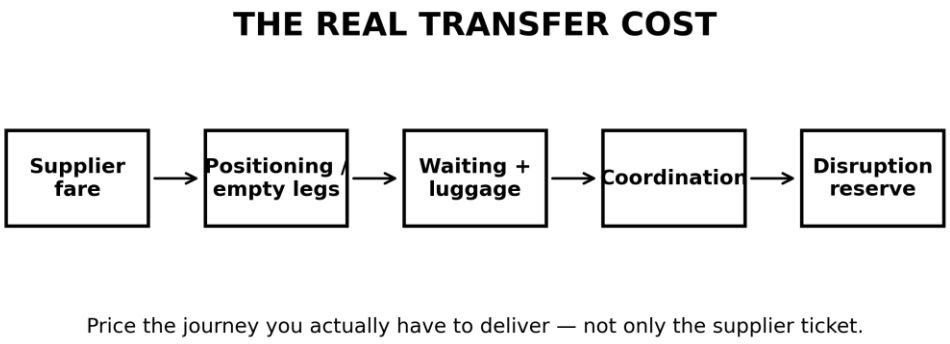


Figure 8. The real transfer cost extends beyond the supplier fare.

Build total transport cost

For a scheduled speedboat, total cost may include passenger fares, airport/jetty handling, extra luggage, payment fees, staff coordination and the cost of missed or changed connections. For a private transfer, include vessel charter, positioning or empty return legs, waiting time, night-operation costs and realistic disruption exposure. For a domestic-flight-plus-boat itinerary, treat the domestic sector and final boat as one guest journey even if two suppliers invoice separately.

Required transfer price

$$\text{Required transfer price} = \frac{\text{Total transport cost}}{(1 - \text{Selling cost} - \text{Target margin})}$$

If selling cost includes fixed charges, add them to total cost or solve explicitly rather than forcing everything into a percentage.

Illustrative scheduled example: total transport cost USD 125, 3% selling/payment cost and 15% target margin. Required price is about USD 152.44. The gap is not “extra markup”; it is what supports selling cost and target margin under the assumptions.

Private transfer: price the vessel honestly

Suppose an illustrative Vaavu private transfer has total vessel and coordination cost of USD 750. With 3% selling cost and 20% target margin, required price is about USD 974.03. If the vessel can carry ten passengers, advertising “USD 97 per person” is only accurate for a full ten-person party. For a couple, it creates a false reference. Quote the charter price and then show per-person equivalents only for actual party sizes.

Empty legs are not invisible

A private boat that returns empty still burns fuel, crew time and vessel capacity. If the supplier quote already includes the return, do not add it twice. If the supplier prices only the occupied leg and the operator carries positioning exposure, include it. Every transfer contract should state what the quoted amount covers.

Night and waiting premiums

Night premium

$$\text{Night premium} = \text{Additional night operating cost} + \text{Additional risk reserve}$$

Do not use a round surcharge without checking crew, lighting, port, fuel and safety implications.

Waiting has similar logic. A flight delay that holds a private vessel for two hours can create crew overtime and knock-on scheduling costs. Define free waiting time, chargeable waiting, late-arrival cut-offs and what happens when the guest cannot meet the scheduled transfer.

Resale versus commission

Two commercial arrangements can look identical to the guest but behave differently in the accounts. Under a resale model, the guesthouse may purchase a transfer and resell it, carrying pricing and refund exposure. Under a commission model, the transport operator may remain the principal supplier and the guesthouse earns a commission or facilitation fee. The legal agreement, invoice flow and tax treatment must match the reality. Do not let staff describe the guesthouse as “only arranging” a service when the business is actually setting the price and carrying the liability.

Transfer-inclusive packages

A package that says “free transfer” still has a transfer cost. Define route, transfer mode, timetable, baggage, child policy, airport meeting, missed connection, weather disruption, alternative routing and refund treatment. A transfer-inclusive rate without these boundaries is an open-ended promise.

Operator checklist

□ Map every transfer product from airport arrival to guesthouse door.

□ Identify empty-leg, waiting, luggage and night exposure.

□ Quote private transfers per vessel unless the party size is fixed.

□ Document whether you are reseller, principal or commission agent.

□ Write disruption and missed-connection rules into the guest-facing terms.

CHAPTER 12

Choose the right package

A package is a boundary around cost and promise. The more you include, the more operational risk you absorb.

Packages can improve conversion because they reduce planning friction. They can also create hidden liabilities when the operator bundles services with different cancellation rules, uncertain supplier prices or weather dependence. Choose the package model that fits the island and the property's operational control.

Table 9. Package model comparison

Package	Best suited to	Main risk
Room only	Islands with strong independent dining and self-planning guests	Weak differentiation; guest may underestimate total trip cost.
Bed & breakfast	Most guesthouses; simple daily value	Food waste and breakfast labour if poorly costed.
Half-board	Limited evening dining; families; longer stays	Dinner cost variability and menu fatigue.
Full-board	Remote / limited dining alternatives	High food/labour commitment; less local spend outside property.
Transfer-inclusive	Guests anxious about island access	Disruption, schedule changes and supplier increases.
Activity-inclusive	Experience-led islands and short stays	Weather and minimum-participant risk.
All-inclusive	Properties with tight control over F&B and activities	Open-ended consumption and expectation risk.
Activity credit	Guests want choice; operator wants capped exposure	Credit rules must be clear.
Build-your-own	Mixed segments and digitally organised operations	Back-end complexity and inconsistent margin if components are not controlled.

Bed and breakfast is often a strong default

Breakfast creates visible value and can be operationally predictable when menu design is controlled. Cost it fully: ingredients, labour, utilities, disposables, spoilage and any supplier fee. If breakfast is already embedded in the room rate, still track its cost separately so you can evaluate room-only or direct-booking offers properly.

Half-board supplement

Half-board supplement

$$\text{Half board supplement} = \text{Expected dinner cost} + \text{Service cost} + \text{Required contribution}$$

Then apply the relevant service charge/tax treatment in your actual pricing and invoice system.

Do not set a half-board supplement by copying a restaurant menu. A captive package meal may have different portion, procurement and labour economics. Conversely, do not underprice dinner because food "would be cooked anyway". Incremental covers consume ingredients, preparation, service, cleaning and capacity.

All-inclusive should mean operational control

Calling a product "all-inclusive" raises the guest's expectation that many decisions have been prepaid. If the property really offers three meals and two selected excursions, "full-board with selected activities" may be clearer. If you do offer all-inclusive, define meal periods, beverages, hours, exclusions, reservation requirements, activity limits, unused inclusions, arrival/departure-day rules and equipment damage or loss.

Activity credits can balance flexibility and control

Instead of promising a specific weather-dependent excursion, give a defined credit usable against a menu of eligible activities. The guest gains choice; the operator caps maximum exposure. Set expiry, transferability, cash value, top-up rules, supplier availability and what happens when weather prevents use.

Long-stay offers should solve a real problem

A seven-night discount can be valuable in a soft period because it reduces cleaning turnovers and acquisition frequency. The same offer can be expensive in a peak week when a long stay blocks higher-value combinations. Restrict travel dates, inventory and cancellation terms rather than keeping one long-stay discount open year-round.

Operator checklist

□ Choose packages that match your island's dining, access and activity conditions.

□ Cost every included meal and service even when guests perceive it as "free".

□ Avoid calling a limited inclusion set "all-inclusive".

□ Use activity credits where weather risk makes a fixed activity promise fragile.

□ Fence long-stay offers by season and inventory.

CHAPTER 13

Build a profitable package

Bundling should simplify the guest's decision, not obscure the operator's economics.

Required base package price

$$\text{Required base package price} = \frac{\text{Total package cost}}{(1 - \text{Distribution cost} - \text{Target margin})}$$

Use one distribution assumption per channel; do not apply an OTA cost to a direct package or vice versa.

Build cost from the inside out

Package cost should include the room cost or internal room transfer value you have chosen for management, meals, transfers, activities, supplier charges, payment/admin costs not already captured, contingency and any operator-funded benefit. Keep statutory guest charges outside the commercial margin calculation unless your accounting model deliberately treats them differently; they are not a source of operating profit.

Treat supplier rates as contracts, not numbers

For every net supplier rate, record effective date, expiry date, adult/child rule, taxes included or excluded, minimum participants, cancellation, no-show, weather terms, luggage, refund timing and emergency contact. A package calculator with a stale USD 45 excursion rate is not a calculator; it is a delayed loss.

Package contingency

$$\text{Package contingency} = \text{Variable supplier exposure x Contingency rate}$$

Choose the rate from your own disruption and supplier history. The rate is an operating assumption, not a statutory percentage.

Worked example 1 - three-night transfer and activity package

ILLUSTRATIVE. Three nights of internal room cost: USD 186. Transfer cost: USD 100. Snorkelling activity: USD 120. Cost subtotal: USD 406. Apply a 5% illustrative contingency to the variable package exposure for this worked example, adding USD 20.30. Total package cost is USD 426.30.

For a direct package with 3% selling cost and 20% target margin, required base package price is 426.30 / (1 - 0.03 - 0.20) = USD 553.64. If an OTA package carried 18% distribution cost with the same 20% margin, required base package price would be 426.30 / (1 - 0.18 - 0.20) = USD 687.58.

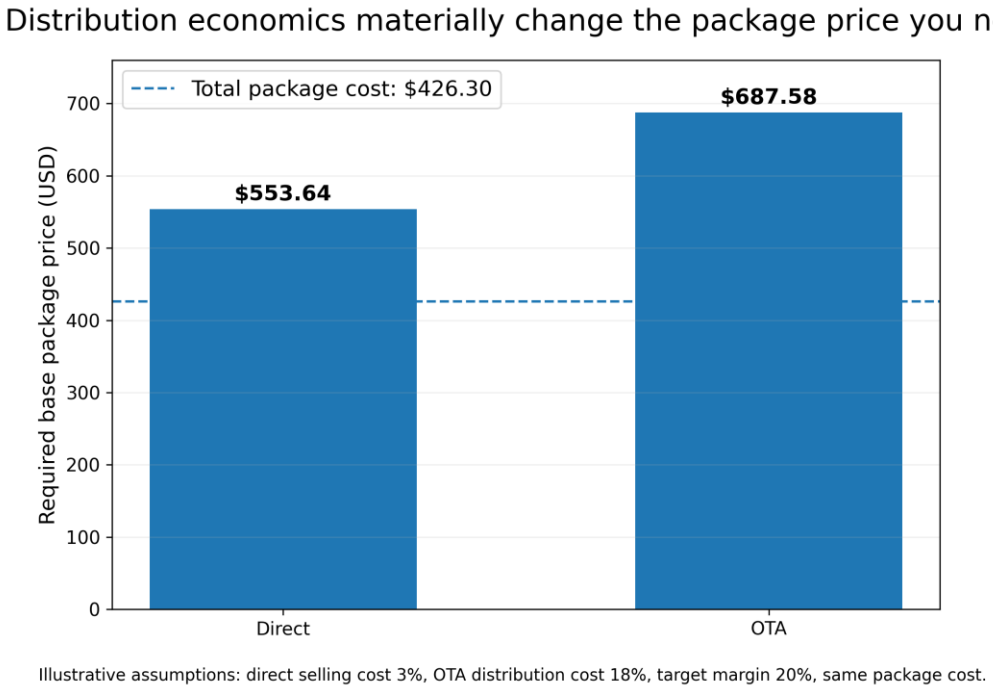


Figure 9. Illustrative direct versus OTA base package price required from the same cost.

The difference is commercially large. It is why a package should not be copied from the direct website into an OTA extranet without recalculating channel economics.

Illustrative statutory price build-up

If the direct base package price of USD 553.64 is treated as the charge for the relevant tourism services and the property uses a 10% service-charge illustration, service charge would be USD 55.36 and 17% TGST on the USD 609.00 service-plus-base amount would be USD 103.53. For two taxable guests over three taxable Green Tax days at a qualifying USD 6 guesthouse rate, Green Tax would add USD 36. The resulting illustrative guest total is USD 748.53. Real invoices must follow the exact supply, timing and tax rules applicable to the package components.

Worked example 2 - seven-night half-board and excursion package

ILLUSTRATIVE. Assume seven room-nights at an internal full-cost allocation of USD 62 = USD 434; seven dinners for two guests with internal cost of USD 24 per dinner-night = USD 168; airport transfers for two = USD 110; two activity seats = USD 180; and USD 38 of variable contingency/coordination allowance based on the operator's own risk assumption. Total package cost is USD 930.

At 4% direct selling cost and 22% target margin, required base package price is 930 / (1 - 0.04 - 0.22) = USD 1,256.76. If the comparable standalone base selling values total USD 1,340, the package creates an USD 83.24 visible base-value difference while still meeting the assumed margin. If the standalone values total only USD 1,220, the "bundle" is not cheaper to the guest; the operator must either improve inclusions, reduce cost or accept that the package is a convenience product rather than a discount.

Allocate refunds before you need them

A package needs a defensible way to allocate value if one component is cancelled. One practical method is relative standalone selling value. If the sum of standalone values is USD 1,200 and an excursion's standalone value is USD 150, the excursion represents 12.5% of the total. In an USD 1,000 base package, its allocated package value is USD 125. This is a management allocation, not a substitute for your legal terms or consumer-law obligations.

Relative package allocation

$$\text{Allocated package value} = \text{Package base price} \times \left(\frac{\text{Component standalone value}}{\text{Total standalone values}}\right)$$

Set refund rules in the booking terms and check them against supplier cancellation obligations.

Stress-test the package

Before launch, test supplier price increase, lower-than-expected activity participation, weather cancellation, airport delay, room upgrade, child mix, high equipment use, refund timing and an OTA-funded versus property-funded promotion. A profitable package at the “normal case” can become loss-making under one common disruption.

Operator checklist

□ Maintain a supplier-rate register with expiry and cancellation terms.

□ Calculate separate direct and OTA package prices.

□ Use contingency based on actual exposure, not a permanent arbitrary percentage.

□ Compare bundled base price with standalone base values.

□ Predefine component allocation and refund logic.

□ Stress-test the package before publishing it.

CHAPTER 14

Discount less, add more value

The best offer can make the guest's trip easier while costing the operator less than a room-rate reduction.

Value Leverage Ratio

$$\text{Leverage Ratio} = \frac{\text{Perceived guest value}}{\text{Incremental operator cost}}$$

Perceived value must be tested through conversion, feedback or willingness-to-pay evidence; do not invent it and call it fact.

A USD 15 room discount costs roughly USD 15 of revenue before considering any demand it creates. A benefit that costs USD 5 to provide but is genuinely worth USD 15 to the target guest has an illustrative value leverage ratio of 3.0. This does not mean every cheap amenity is valuable. The guest must actually care, and the operation must be able to deliver it reliably.

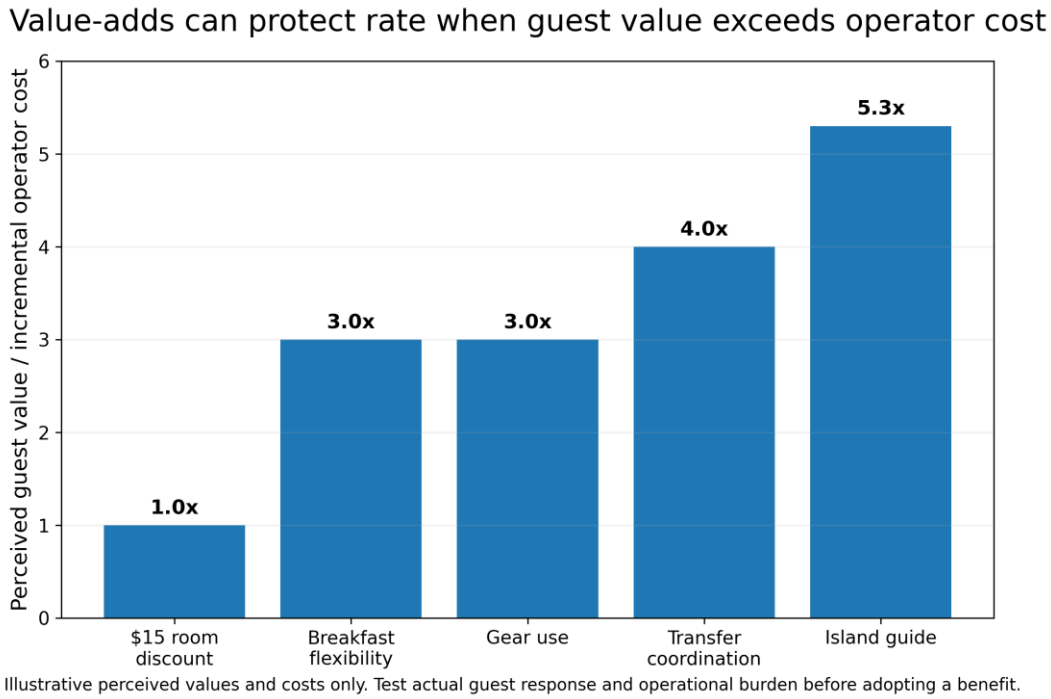


Figure 10. Illustrative value leverage. The perceived values shown are hypotheses to test, not market facts.

Remove friction

High-leverage benefits often remove a real difficulty: flexible breakfast for an early excursion, clear island orientation on arrival, transfer coordination, a useful digital island guide, equipment use, a modest activity credit, early check-in or late checkout subject to availability, or a simple celebration arrangement. These can improve the trip without permanently lowering the reference room rate.

Do not mislabel coordination as a free transfer

If the guest pays the boat operator and your team only coordinates the timing, say "transfer coordination included", not "complimentary transfer". Clarity protects trust and prevents the offer from acquiring a cost commitment it was never designed to carry.

Measure incremental cost

Equipment cost per use

$$\text{Cost per use} = \frac{\text{Purchase cost}}{\text{Expected usable rentals}} + \text{Cleaning and loss allowance}$$

Use actual replacement life and damage history once available.

The same logic applies to breakfast flexibility, celebration touches and late checkout. Staff time and housekeeping knock-on effects are costs even when no supplier invoice arrives. Track take-up and operational burden so a popular-looking benefit does not quietly consume the margin you were trying to protect.

Direct-booking value

A direct-booking benefit should be something the property can honour consistently and that does not create rate-parity problems under existing contracts. It can also reduce cancellation uncertainty if paired with clear payment terms. The objective is not to punish OTA guests. It is to give a guest a legitimate reason to book through a channel with better economics for the property.

> **DECISION CHECK**
>
> Before discounting, ask: What guest problem are we solving? Can we solve it with a benefit whose incremental cost is lower than the revenue we would give away? If yes, test the benefit first.

Operator checklist

□ List five recurring guest frictions visible in messages and reviews.

□ Estimate the real incremental cost of solving each one.

□ Test one value-add against one comparable discount.

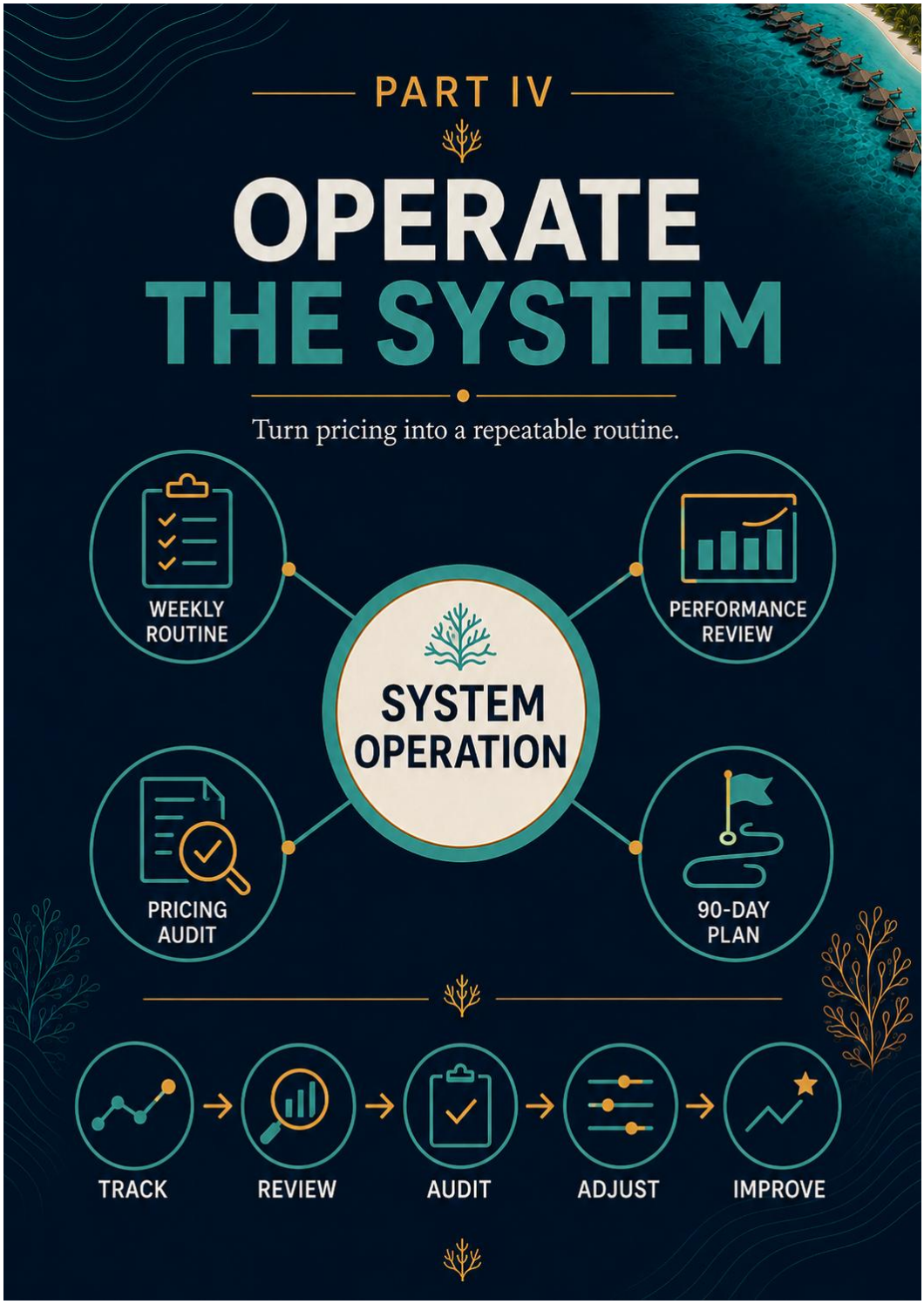
□ Track take-up, conversion, satisfaction, ancillary spend and staff burden.

□ Retire benefits guests do not value, even if they are cheap.

PART IV

OPERATE THE SYSTEM

Pricing improves when responsibility, cadence and evidence are visible. The final chapters turn the calculations into a weekly routine, a property audit and a 90-day implementation plan.



CHAPTER 15

The 20-minute weekly pricing routine

A small guesthouse does not need a revenue-management department to ask the right questions on schedule.

Prepare one 90-day view

Once a week, review the next 90 days by arrival date or arrival week. For each high-value date, show rooms sold, rooms remaining, seven-day net pickup, expected booked share at that lead time, current BAR, next ladder level, dominant channel, important competitor movement and one action. A ten-room property can manage this in a spreadsheet.

Table 10. Weekly review by lead time

Review point	What to look at	Question
120/90 days	Early group/long-stay patterns; major events	Are high-value dates being opened too cheaply?
60 days	Pace vs expected curve; transfer availability	Are we ahead enough to move up?
30 days	Net pickup; channel mix; competitor set	Do we have a visibility/value problem or a price problem?
15 days	Remaining rooms; cancellation exposure	Which dates need tactical action?
7 days	Contribution; room-type imbalance; arrivals	What is the best use of the last inventory?

The 20-minute agenda

1. Five minutes - scan exceptions. Which dates are furthest ahead/behind pace and which are nearly full?
2. Five minutes - diagnose. Check availability, channel parity, competitor totals, transfer constraints and recent cancellations.
3. Five minutes - act. Move BAR, close/open a fenced rate, change minimum stay, fix availability or add value.
4. Three minutes - record the reason. Write the action and expected effect.
5. Two minutes - assign follow-up. Decide when the action will be reviewed and who owns it.

Do not change every date

The purpose of a dashboard is exception management. If most dates are on pace, leave them alone. Constant rate changes make it impossible to learn which actions worked and can confuse staff. Focus on dates with high economic consequence: compressed periods, very weak periods, unusual cancellation risk, large groups or transport constraints.

Review net, not just gross

When comparing the result of an action, calculate the net rate after the relevant channel cost and promotion. If a lower OTA rate creates four bookings but moves the channel mix away from a cheaper direct channel,

gross occupancy may rise while net contribution does not. The weekly review should include channel mix for this reason.

Build an action log

A simple action log is one of the highest-value tools in the system: date changed, arrival dates affected, previous rate, new rate/offer, reason, expected result, actual pickup and conclusion. After three months, the log becomes your local pricing playbook. Without it, the same arguments repeat every season.

Operator checklist

□ Choose one fixed weekly pricing meeting.

□ Use one 90-day exception dashboard.

□ Record actions and reasons.

□ Review net pickup and net rate by channel.

□ Avoid changing rates that are already behaving as expected.

CHAPTER 16

The Guesthouse Pricing Audit: 20 Mistakes That Reduce Profit

A pricing system can look busy while quietly leaking margin. The audit tests the controls behind the rate, not only the rate itself.

This chapter adapts the published final article in the IzuConsultancy Guesthouse Pricing Series into an operating audit. Use a light version every month and a full review at least once a quarter, or whenever costs, supplier contracts, taxes, channel terms or demand conditions change materially. The purpose is not to produce a perfect score. It is to find the mistakes that can create the largest avoidable loss and correct them before they become normal practice.

Five control gates

Table 11. The 20-mistake pricing audit

Control gate	Mistakes	Core question
1. Price architecture	1-5	Are rates deliberate, differentiated and protected by a clear floor and ladder?
2. Costs, taxes & revenue	6-9	Do the numbers distinguish economic cost, statutory collections and money the business actually retains?
3. Transport & activities	10-12	Do ancillary prices include realistic utilisation, empty legs and disruption exposure?
4. Distribution & packages	13-16	Are channel deductions, promotion stacking and package economics visible before sale?
5. Policies, data & controls	17-20	Are supplier terms, guest rules and pricing decisions current, transparent and recorded?

Mark each mistake as controlled, partly controlled or exposed. A single exposed item involving a high-value transfer, a heavily promoted channel or a large package can matter more than several minor weaknesses. At the end of the audit, choose no more than five corrective actions, assign an owner and set a review date.

Control Gate 1 - price architecture

1. Underpricing. A room can fill and still fail to support the business. Recalculate the protection floor using current costs, realistic occupancy and the selling cost of the channel being used.

2. Unsupported overpricing. A premium needs visible value. If your rate sits above comparable final guest prices, check whether room quality, reviews, inclusions, island access or service clearly justify the gap.

3. Copying competitors. A competitor price is evidence, not an instruction. Compare identical stay dates, room conditions, cancellation terms, meal plans, taxes, Green Tax treatment and transfer context before reacting.

4. Using one year-round rate. Demand changes by stay date, source market, weather expectations, holidays, events and transfer access. Use demand bands or seasons rather than forcing one price across the calendar.

5. Operating without a rate ladder. Improvised rate changes become emotional and inconsistent. Define a protection floor plus a small set of BAR levels, with clear triggers for moving up or down.

Control Gate 2 - costs, taxes and revenue

6. Costing at 100% occupancy. Dividing fixed cost by every available room-night understates the burden carried by the nights you realistically expect to sell. Use expected occupied room-nights for strategic full-cost pricing.

7. Ignoring replacement reserves. Linen, mattresses, air-conditioning, pumps, furniture and electronics wear out even when the replacement invoice arrives months or years later. Build an explicit reserve into the cost model.

8. Treating tax collections as income. Separate the base commercial price from TGST and Green Tax. Cash received on behalf of government is not ordinary operating revenue available to spend.

9. Treating service charge as ordinary room revenue. Service charge has its own statutory treatment and employee-distribution obligations. Keep it separate in pricing, reporting and cash controls rather than using it to inflate room revenue.

Control Gate 3 - transport and activities

10. Ignoring empty legs in private transfers. A vessel that returns empty still consumes fuel, crew time and capacity. Price the complete operating movement, including positioning, waiting and coordination exposure.

11. Pricing excursions at maximum boat capacity. A 12-seat boat rarely departs with 12 paying guests every time. Use expected participation and publish a minimum-participant or private-charter rule so the trip remains viable.

12. Leaving weather and disruption outside the model. Route changes, cancellations, rebooking labour, refunds and alternative suppliers create real cost. Use your disruption history to build a reserve or operating rule rather than pretending the risk is zero.

Control Gate 4 - distribution and packages

13. Comparing gross prices instead of net revenue. The same headline rate can produce very different retained revenue across direct, card, OTA and agent channels. Rank channels using the actual deductions attached to the booking.

14. Allowing promotions to stack invisibly. Mobile, member, market, long-stay and property-funded discounts can combine with commission and payment fees. Audit the sequence of deductions, not only the largest visible discount.

15. Running permanent discounts. A promotion that never ends becomes the reference price. Fence offers by date, market, payment condition, length of stay or availability, and measure whether the offer creates incremental demand.

16. Selling packages without channel-specific economics. A direct package and an OTA package can require different base prices even when the underlying stay is identical. Cost every component, contingency, selling deduction and refund obligation before publishing.

Control Gate 5 - policies, data and controls

17. Using outdated supplier rates. Record the effective date, expiry, taxes, child rules, minimum participation, cancellation and weather terms for every transfer, excursion and meal supplier. A stale net rate is a delayed loss.

18. Using weak cancellation and refund rules. Guest terms must be compatible with the supplier obligations behind the booking. Define who absorbs the loss when a guest cancels, a supplier cancels or weather disrupts one package component.

19. Hiding mandatory charges until late in the booking. A low-looking rate followed by unavoidable charges damages comparison and trust. Make the final payable amount and the treatment of service charge, TGST and Green Tax understandable before commitment.

20. Making pricing decisions without records. If the team does not record the old rate, new rate, evidence, expected result and actual pickup, it cannot learn. Maintain a simple action log so seasonal experience becomes a local pricing playbook.

How to close the audit

Do not finish with a long list of observations. Select the three to five items with the largest likely financial effect. For each one, write the corrective action, responsible person, deadline and the metric that will show whether the fix worked. The monthly review template in Appendix M converts the audit into a recurring management routine.

AUDIT OUTPUT
Finish with no more than five corrective actions. Every action needs an owner, a deadline and evidence for the follow-up review.

CHAPTER 17

A 90-day implementation plan

Build the system in layers. Good pricing discipline is more valuable than a sophisticated tool nobody maintains.

Days 1-30 - make the economics visible

Table 12. First 30 days

Week	Deliverable	Minimum output
1	Room cost file	Fixed, variable and replacement costs; occupancy scenarios.
2	Channel file	Commission, payment fees, promotions, cancellation rules.
3	Rate architecture	Protection floor + 5-6 BAR levels by room type.
4	Competitor set	5-8 comparables with final guest price and conditions.

Days 31-60 - add time and demand

Table 13. Days 31-60

Week	Deliverable	Minimum output
5	Demand calendar	High/normal/soft bands plus major island/transport constraints.
6	Booking curves	Expected booked share at 120/90/60/30/15/7 days.
7	90-day dashboard	Rooms sold, remaining, pickup, pace, BAR, action.
8	Action log	Reason and result for every material rate change.

Days 61-90 - control the whole stay

Table 14. Days 61-90

Week	Deliverable	Minimum output
9	Excursion costing	Expected-load price + minimum guests + charter price.
10	Transfer costing	Total journey cost + disruption rules + commercial role.

Week	Deliverable	Minimum output
11	Package model	Direct/OTA calculator + supplier terms + refund allocation.
12-13	Value and audit	One value-add test + first quarterly pricing audit.

What not to automate too early

Do not buy software to automate a calculation you have not defined. A channel manager can distribute a bad rate faster. A revenue-management system can produce recommendations that are difficult to challenge if your cost floor, room mapping or historical data is wrong. Use the first 90 days to make definitions stable. Then automate data collection and repetitive calculations where the time saving is clear.

Five management metrics after 90 days

1. Net average room rate by channel, not only gross ADR.
2. Occupancy and net room revenue by stay month.
3. Booking pace versus expected curve at key lead times.
4. Share of room revenue sold below standard BAR and reason.
5. Net ancillary contribution per occupied room-night or stay.

These metrics are enough to start learning. Add complexity only when it answers a decision the team is actually making.

> **THE END STATE**
>
> A manager should be able to look at a date, explain its cost protection, market position, pace, remaining inventory and next action in under two minutes. That is a pricing system.

Appendix A - Maldives statutory pricing snapshot

Checked against official sources available on 10 August 2026. This is a working summary, not a substitute for the legislation, regulations or current MIRA/Labour Relations Authority guidance.

Table 15. Statutory working snapshot

Item	Current working rule	Operational implication
Tourism GST	17% from 1 July 2025 onwards.	Use current rate in tourism-sector GST calculations; verify time-of-supply rules.
Service charge	Tourist guesthouses shall levy at least 10% from services under Regulation 2021/R-41.	Do not treat service charge as discretionary ordinary room revenue.
GST on service charge	GST Regulation s.52: service charge is taxed at the same rate as the underlying supply.	For a tourism accommodation example, TGST applies to service charge as well as base service value.
Green Tax - qualifying small inhabited-island guesthouse	USD 6 per taxable tourist day from 1 Jan 2025 for an inhabited-island tourist guesthouse with 50 or fewer registered rooms.	Confirm establishment classification and registered room count.
Green Tax - other guesthouse classification	USD 12 per taxable tourist day from 1 Jan 2025 for tourist guesthouses on uninhabited islands or with more than 50 registered rooms.	Do not use the small-guesthouse rate if the property does not qualify.
Green Tax - child exemption	Children under two are exempt from 1 Jan 2025.	Capture date of birth/eligibility correctly.
GST on Green Tax	MIRA states GST must not be charged on Green Tax.	Exclude stated Green Tax from GST computation.
GST price display	Registered persons generally display GST-inclusive prices; service-charge businesses may quote exclusive of GST if customers can compute final amount.	Design website, menu and tariff disclosures so final payable amount is clear.
Service-charge administration	Employer may retain up to 1% of monthly service charge collected as administrative fee under the regulation.	The balance is subject to distribution/reporting rules; maintain records.

Green Tax day-count nuance

MIRA's computation guidance defines taxable Green Tax days using 24-hour blocks from check-in, with a 12-hour rule for the relevant block. Use MIRA's current computation guidance for edge cases rather than assuming "number of hotel nights" will always equal taxable days.

Appendix B - Formula library

Table 16. Core formula library

Decision	Formula / method	Caution
Replacement reserve	Replacement value / expected useful life	Use realistic life and update for actual failures.
Full room cost	Fixed + reserve cost / expected occupied nights + variable cost	Occupancy assumption drives the result.
Required base room rate	Full cost / (1 - distribution cost - target margin)	Percentage-cost form; target is margin on selling price.
Break-even base rate	Full cost / (1 - distribution cost)	Not a normal public rate.
Net booking revenue	Base revenue - commission - payment - promo cost	Add material acquisition costs.
Booking Pace Ratio	Actual sold / forecast sold at same lead time	Undefined when forecast is zero.
Pace Gap	Actual booked share - forecast booked share	Percentage-point measure.
Booking Pressure Index	BPR / remaining inventory share	Use to rank; unstable near sell-out.
Hold-or-Sell Threshold	Net now / expected higher net later	Simplified expected-value test.
Discount recovery	Current net rate / discounted net rate - 1	Preserves room revenue; use contribution for profit test.
Expected displacement	Probability of alternative x alternative net contribution	Probability must be evidence-informed.
Excursion price	[(fixed trip / expected guests)+variable]/(1-distribution-margin)	Expected, not max, passengers.
Minimum excursion guests	Fixed / [price x (1-distribution-margin)-variable]	Denominator must be positive; round up.
Transfer price	Total transport cost/(1-selling cost-margin)	Include waiting/empty-leg exposure where relevant.
Package price	Total package cost/(1-distribution-margin)	Calculate per channel.
Package allocation	Package base x component standalone/total standalone	Management allocation; align with terms/law.
Value leverage	Perceived guest value / incremental operator cost	Perceived value must be tested.

Appendix C - Room Cost Calculator

Complete once per month or quarter, and whenever a major lease, staffing or utility cost changes.

Table 17. Fixed-cost worksheet

Fixed / semi-fixed item	Monthly USD/MVR	Notes
Rent / lease		
Core payroll		
Utilities - fixed/base		
Internet / software		
Licences / professional fees		
Maintenance contracts		
Insurance		
Management/admin		
Other		

Table 18. Variable-cost worksheet

Variable item	Per occupied night	Basis
Laundry		
Cleaning supplies		
Amenities		
Breakfast/meal allocation		
Incremental utilities		
Payment/guest handling		
Other		

Table 19. Replacement reserve worksheet

Replacement asset	Replacement value	Useful life	Annual reserve
Linen/towels			
Mattress/bedding			
Air-conditioning			

Replacement asset	Replacement value	Useful life	Annual reserve
Furniture			
Electronics			
Pumps/plant			
Other			

Calculation: expected occupied room-nights = rooms available x days x expected occupancy. Full cost per occupied room-night = (fixed + monthly reserve) / expected occupied nights + variable cost per occupied night.

Appendix D - Channel Net Revenue Tracker

Table 20. Per-booking channel calculator

Channel / offer	Base rate	Discount	Commission	Payment	Other	Net retained
Direct bank						
Direct card						
Website promo						
OTA 1 standard						
OTA 1 promo						
OTA 2 standard						
Wholesale/agent						
Other						

Promotion stacking checklist

□ Mobile discount

□ Member/loyalty discount

□ Country/market promotion

□ Long-stay discount

□ Early booking discount

□ Property-funded campaign

□ OTA commission

□ Payment fee

□ Direct-only benefit cost

Appendix E - Competitor Rate Tracker

Table 21. Like-for-like competitor check

Property	Final total	Room/meal	Cancel	Review signal	Transfer/island note

Use identical dates, guests and stay length. Record taxes/charges included or excluded. Repeat on a fixed schedule so movement is visible.

Positioning sentence

For this stay, our property is _____% / USD _____ above/below the median comparable final price because our offer differs in these three ways: _____.

Appendix F - 90-Day Booking Pace Tracker

Table 22. Exception dashboard - repeat rows as needed

Arrival date	Rooms sold	Remain	7d pickup	Expected sold	BPR	Pace gap	BAR	Action

Review points

Recommended starting review points: 120 / 90 / 60 / 30 / 15 / 7 days. Adjust to your booking window and source markets.

Appendix G - BAR Ladder Builder

Table 23. Rate ladder worksheet

Level	Your rate	Open when...	Close when...
Protection floor			
Low			
Standard			
Strong			
High			
Peak			

Fence library

□ Non-refundable / prepaid

□ Book by a stated date

□ Travel only on soft dates

□ Minimum stay

□ Direct channel

□ Limited room allocation

□ Package-only / inclusion-linked

Appendix H - Excursion Pricing Sheet

Table 24. Fixed excursion cost

Fixed trip cost	Amount
Fuel / route	
Crew	
Guide	
Vessel hire/depreciation	
Maintenance/insurance reserve	
Safety / permits / comms	
Weather/disruption allowance	
Other	

Table 25. Variable guest cost

Variable per guest	Amount
Food/water	
Equipment	
Entrance/conservation	
Consumables	
Other	

Table 26. Excursion decision outputs

Pricing input	Value
Expected guests	
Distribution/selling cost %	
Target margin %	
Required price per guest	
Minimum guests at chosen price	
Private charter price	

Appendix I - Transfer Pricing Sheet

Table 27. Transfer cost and price

Cost / rule	Value or note
Supplier fare/charter	
Positioning / empty return	
Waiting exposure	
Luggage	
Night operation	
Airport/jetty coordination	
Payment/selling cost	
Disruption reserve	
Target margin	
Required selling price	

Guest-facing rules

□ Route and transfer mode

□ Scheduled departure / connection

□ Baggage

□ Children/infants

□ Free waiting time

□ Late arrival / missed connection

□ Weather disruption

□ Alternative transport

□ Cancellation/refund

□ Who is the legal supplier

Appendix J - Package Profitability Calculator

Table 28. Package component map

Component	Supplier/internal cost	Standalone base value	Cancel/refund rule
Room			
Breakfast			
Dinner			
Transfer			
Activity 1			
Activity 2			
Credit/benefit			
Contingency			
Other			

Table 29. Package price by channel

Channel	Total cost	Selling cost %	Target margin	Required base	Final guest total
Direct					
OTA / agent					
Other					

Appendix K - Discount and Value Test

Table 30. Compare discount with value-add alternatives

Offer	Rate/benefit cost	Expected guest value	Volume needed / leverage	Operational risk	Decision

Questions before approval

□ What guest problem does the offer solve?

□ Is the offer fenced?

□ What is the incremental operator cost?

□ What additional bookings are required to recover a rate cut?

□ Can staff deliver the benefit consistently?

□ How will we measure conversion and take-up?

□ When does the offer end?

Appendix L - Weekly Pricing Checklist

□ Scan next 90 days for pace exceptions.

□ Review seven-day net pickup and cancellations.

□ Check remaining inventory by room type.

□ Compare current BAR to next ladder level.

□ Check competitor final guest totals for priority dates.

□ Confirm transfer capacity/constraints.

□ Review channel mix and stacked promotions.

□ Choose action only after diagnosis.

□ Record the reason and expected result.

□ Set follow-up date.

Quarterly audit summary

Table 31. Quarterly pricing audit summary

Control gate	Status	Corrective action	Owner / date
Price architecture			
Costs / taxes / revenue			
Transport / activities			
Distribution / packages			
Policies / data / controls			

Appendix M - Guesthouse Pricing Audit & Monthly Review

Use the 20 checks below for a full quarterly audit. Use the monthly review template to keep cost, demand, channel and supplier information current between audits.

Table 32. Twenty-mistake audit checklist

#	Audit question	Status	Corrective action
1	Is any major room type being sold below its current protection floor without an explicit tactical reason?		
2	Can the property explain why any rate above the competitive range is worth paying?		
3	Are competitor comparisons genuinely like-for-like rather than copied headline prices?		
4	Does the calendar use demand bands or seasonal logic instead of one year-round rate?		
5	Are the protection floor and 5-6 BAR levels documented with movement triggers?		
6	Are fixed costs allocated using realistic expected occupied room-nights rather than 100% occupancy?		
7	Are replacement reserves included for major room and building assets?		
8	Are TGST and Green Tax separated from ordinary commercial revenue?		
9	Is service charge separated and handled under the applicable distribution rules?		
10	Do private-transfer prices include empty legs, waiting, luggage and coordination exposure?		
11	Are excursion prices based on expected participation with minimum-guest or charter rules?		
12	Is weather/disruption exposure reflected in cost, reserve or guest-facing rules?		
13	Are channel decisions based on net retained revenue after commissions, payment fees and acquisition costs?		
14	Have stacked promotions been tested as one combined deduction sequence?		
15	Does every discount have a fence, purpose, measurement rule and end point?		

#	Audit question	Status	Corrective action
16	Is every package profitable by channel after supplier cost, contingency and refund exposure?		
17	Are supplier rates dated, current and recorded with expiry and cancellation terms?		
18	Are guest cancellation/refund rules compatible with supplier obligations?		
19	Can the guest understand the final mandatory price before committing?		
20	Does every material pricing action have a record of evidence, decision, expected result and follow-up?		

Table 33. Monthly pricing review template

Review block	Record this month	Management question
Performance	Occupancy; achieved base ADR; net ADR; net room revenue; cancellation rate; channel mix; ancillary contribution	Did the property earn better net contribution, or only more gross bookings?
Forward demand	At 120/90/60/30/15/7 days: actual booked share, expected share, BPR/pace gap, rooms remaining and current BAR	Which arrival dates are materially ahead, behind or close to sell-out?
Market	Final guest prices for the competitive set; major inclusions; cancellation terms; transfer context	Has our relative position changed for a reason we can explain?
Suppliers & packages	Supplier rate/expiry; transfer cost; excursion minimum guests; direct and OTA package economics; refund alignment	Has any cost or contract change made an existing price unsafe?
Controls	Promotion stacking; hidden mandatory charges; stale availability; action log completion	Is leakage coming from execution rather than the headline rate?
Decisions	No more than five actions with evidence, owner, expected result and review date	What will we change, why, and when will we test the result?

Table 34. Monthly pricing decision log

Arrival date(s)	Evidence / diagnosis	Action	Expected result	Review date	Actual result

Glossary

ADR / average daily rate - Room revenue divided by sold room-nights. Decide whether your internal version uses gross or net revenue and keep the definition consistent.

BAR / Best Available Rate - The main unrestricted public rate for a defined room/date, often managed through a rate ladder.

Booked share - Room-nights already sold divided by the inventory or forecast total used in the analysis.

Booking curve - Expected accumulation of bookings as arrival approaches.

Channel mix - Share of bookings or revenue arriving through direct, OTA, agent, wholesale and other channels.

Contribution - Revenue left after costs that change because the booking is accepted, using the cost definition relevant to the decision.

Displacement - Value of a booking you may lose by accepting another booking that blocks the inventory.

Fence - A condition that restricts access to a lower rate, such as prepayment, travel dates or minimum stay.

Lead time - Days between booking and arrival.

Net rate / net retained revenue - Commercial room or package revenue after specified distribution/payment/promotion deductions.

Pickup - New bookings added over a period, preferably measured net of cancellations.

Protection floor - A management boundary below which normal selling is considered economically unsafe under stated assumptions.

Rate parity - Relationship between rates/terms offered across channels, subject to channel contracts and local law.

RevPAR - Room revenue per available room. For a small property, also watch net room revenue per available room if distribution cost is material.

Shadow inventory - A useful metaphor for the perishable nature of unsold room-nights: once the stay date passes, the opportunity disappears.

Target margin - Desired profit/contribution expressed as a percentage of selling revenue under the stated cost definition.

Sources and verification notes

Primary source material: IzuConsultancy Guesthouse Pricing Series, reviewed and updated 10 August 2026. This edition captures the now-published final article, “The Guesthouse Pricing Audit: 20 Mistakes That Reduce Profit,” and adapts its five control gates, 20-mistake checklist and monthly review logic into Chapter 16 and Appendix M.

What Should Your Guesthouse Room Really Cost?: https://hub.izuct.com/blog/guesthouse-pricing-series-what-should-your-guesthouse-room-really-cost

The Price the Guest Pays Is Not the Revenue You Keep: https://hub.izuct.com/blog/guesthouse-pricing-series-the-price-the-guest-pays-is-not-the-revenue-you-keep

Stop Copying Competitor Prices and Build a Rate That Fits Your Island: https://hub.izuct.com/blog/guesthouse-pricing-series-stop-copying-competitor-prices-and-build-a-rate-that-fits-your-island

When Should You Raise or Lower Your Room Rate?: https://hub.izuct.com/blog/guesthouse-pricing-series-when-should-you-raise-or-lower-your-room-rate

How to Price Excursions Without Losing Money: https://hub.izuct.com/blog/guesthouse-pricing-series-how-to-price-excursions-without-losing-money

How to Price Transfers Without Hiding the Real Cost: https://hub.izuct.com/blog/guesthouse-pricing-series-how-to-price-transfers-without-hiding-the-real-cost

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Government of Maldives - Regulation on Service Charge (2021/R-41): https://trade.gov.mv/wp-content/uploads/Regulation-on-Service-Charge.pdf

MALDIVES TOURISM OBSERVATORY

END NOTE

PRICE WITH PURPOSE. IMPROVE WITH EVERY STAY.

Thank you for reading the
Guesthouse Pricing Series handbook.

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