A Pragmatic Action Plan You Can Run This Quarter

1. Define your “micro-season” calendar. List recurring events, school breaks, stadium schedules, festivals, and citywides. Treat each as its own pricing and distribution plan with clear fences.

2. Build three forecasts weekly. Base, stretch, downside. Tie each to a price posture, a paid-media posture, and a channel strategy. Publish the triggers that move you between them.

3. Install guardrails for price testing. By day type and segment, set min/max fences and cadence. Let automation execute within those bands; review exceptions, not every movement.

4. Rewrite rate names for humans. If a guest can’t tell the difference in under three seconds, you’ll leak demand. Pair each public rate with one clear value element that costs you less than it’s worth to the guest.

5. Align marketing with revenue. Bid into event spikes; throttle or reshape spend on soft periods where wholesale or packages can do the heavy lifting more efficiently.

6. Treat metasearch as RM. Monitor live parity, automate bid scaling at occupancy thresholds, and push mobile-preferred value to your direct site on compression nights.

7. Shorten the mobile path to purchase. Fewer fields, faster payment, visible perks. Test the flow yourself on a slow network; fix what frustrates you.

8. Clean your integrations before buying more tools. Map every data handoff between PMS, CRS, RMS, and your analytics. Count manual exports. Your first 10 hours of saved effort will beat your next shiny feature.

9. Restructure the revenue meeting. Yesterday’s exceptions, this week’s moves, four-week outlook. Owners, deadlines, and a written decision log. Everything else async.

10. Close the parity and cancellation gap. Weekly leakage audit, channel contracts with teeth, and pre-arrival messaging that invites a small upsell while reaffirming value.