

Beyond RevPAR

Mastering Total Revenue Through the Modern Guest Journey



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Session Summary

About the speaker



Pål Byberg is Territory Director at Canary Technologies and works with hospitality businesses to improve guest experiences, operational efficiency and revenue performance through digital guest engagement solutions.

3 Key Takeaways

1. Hotels lose revenue throughout the guest journey through missed opportunities and friction.
2. Total Revenue Management requires engagement before, during and after the stay.
3. AI and digital guest engagement can unlock significant ancillary revenue while improving the guest experience.

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BEYOND REVPAR

For many years, hotel performance has been measured primarily through occupancy, ADR and RevPAR.

While these metrics remain important, they tell only part of the story.

Guests interact with hotels throughout their journey:

- Before arrival
- During their stay
- After departure

Each interaction represents an opportunity to create value.

Yet many hotels continue to lose revenue through:

- Unanswered phone calls
- Missed upselling opportunities
- Underutilised amenities
- Lost food and beverage spend
- Limited guest engagement

The session highlighted the industry's shift from RevPAR towards TRevPAR, recognising that revenue opportunities extend far beyond the guest room.

Technology and AI can help hotels engage guests throughout their journey, unlocking additional revenue while creating a more seamless guest experience.

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TURNING INSIGHTS INTO ACTION

FOR REVENUE MANAGERS

- Measure revenue beyond rooms.
- Track ancillary performance alongside ADR and occupancy.
- Identify revenue leakage across the guest journey.

FOR COMMERCIAL LEADERS

- Shift from room-centric thinking to guest-centric thinking.
- Create visibility across all revenue streams.
- Align technology investments with revenue objectives.

FOR OPERATIONS TEAMS

- Surface hotel services throughout the guest journey.
- Simplify guest purchasing decisions.
- Use automation to support service delivery.

THE GUEST PERSPECTIVE

Guests increasingly expect digital-first experiences and personalised offers delivered at the right moment during their journey.

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THE TOTAL REVENUE JOURNEY FRAMEWORK



Pre-Stay



In-Stay



Guest Engagement



Ancillary Spend



TRevPAR

WHY THIS FRAMEWORK MATTERS

Revenue opportunities do not begin at check-in and end at check-out. Hotels that engage guests throughout their journey can reduce revenue leakage, increase ancillary spend and create more valuable guest relationships.

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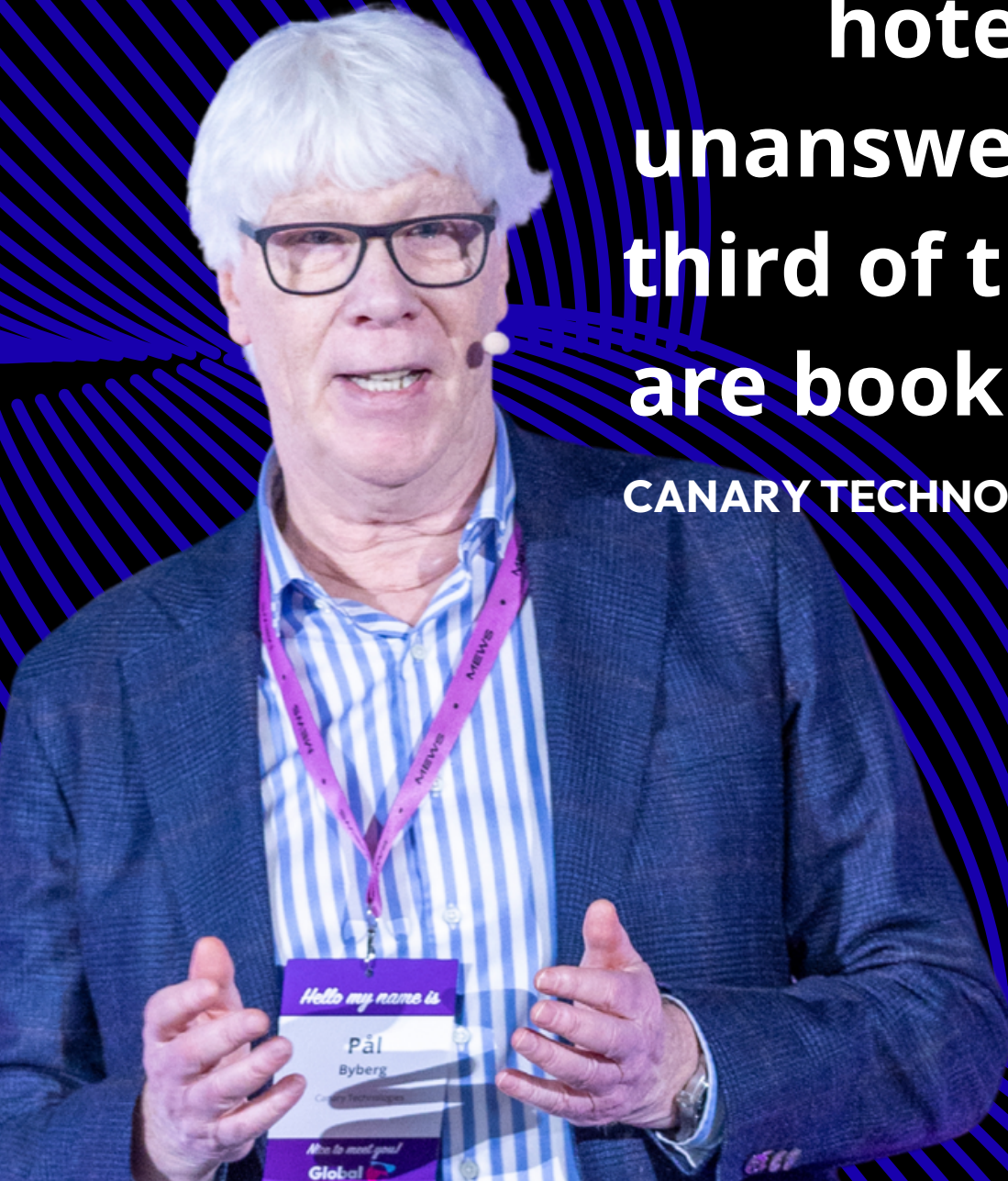
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Continue the Conversation

"30% of calls to hotels go unanswered. One-third of those calls are booking calls."

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