

Bonjour Paris!

Bienvenue à *Revenue Games by Duetto*

- *Faster reaction*
- *Stronger results*
- *Higher impact*

IN PARTNERSHIP WITH



STR

Duetto



REVENUE
GAMES





Congratulations to our Revenue Olympics Champions

	Position	Name
>	1	Jane Raguet
>	2	Lucie Chevillon
>	3	Anthony Ranieri

Paris 2024

- 29 days of competition
- 754 sessions + 329 official events
- 350,000 hours of TV broadcasting
- More than 8m tickets sold for event
- +600,000 meals served at the

Athletes' Village every day



What does this mean for the hospitality industry ?

- **15 million visitors** are expected
- **Transient & Group** business
- **Event** opportunity
- **Free destination advertising** across all channel and internationally





**And this means
176% ADR
variance vs
2023 for you!**

How to *maximise business opportunity* from large scale events?

Faster Reaction > Identify opportunity with clear data and recommendations

Stronger Results > Strategy before forecast + Combination human-machine

Higher impact > Use technology to be agile and maximise the opportunity coming from all channels: Transient, group, event

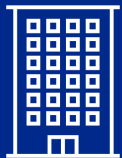
...3 years in a row!

*6,000 Hotels - Currently 710,000 rooms
utilizing Duetto's key functionality*

1,500 new hotels joined us in 2023



Duetto>



In Your House

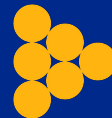


By Your Side



Wherever You Go

GameChanger



ScoreBoard



BlockBuster



Advance



Duetto>

In Your House

Driving operations

Planning | Staffing | Forecasting

Partnering

with sales, with marketing

Integrations that matter

delivering real value through live folio data

Accessible

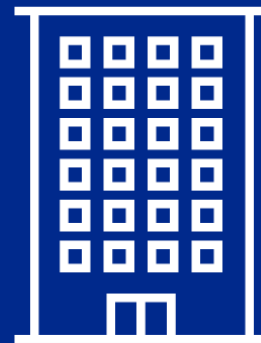
with hierarchies for all levels of user

Enterprise

and hotel level perspectives

Across your entire estate

Transient | Meetings | Event Spaces | Cabanas
RVs | Campsites



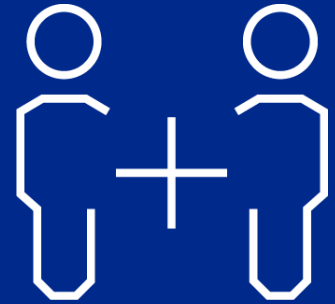
Duetto>

By Your Side

Benchmarking, market intelligence, forecasting and analytics to enable to position and price against your competitors, in anticipation of market demand, and by channel and segment

Our newest product Advance brings multiple data channels together in a predictive dashboard - linked to Command Center that allows you to be ahead of key events, integrate booking behaviours and drive demand

Our tools allow you to manage the complex demands and variances that drive profitability - targeting the right segments with the right packages and rates - our Open Pricing architecture means you can take advantage of demand and move flexibly and quickly to anticipate opportunity



Duetto>

Wherever You Go

Mobile | Cloud based | Accessible anywhere
Continuously innovating | Continuously adapting

Working across all segments

Loyalty | Casino | City centre | Resort | Lifestyle | Boutique

With data, market intelligence and insight

To penetrate any market

To anticipate trends

To stay ahead of the game

Pricing by demand

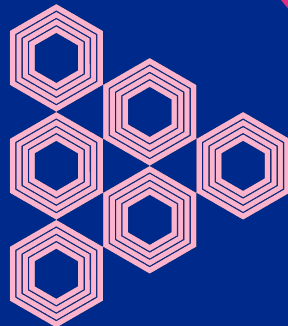
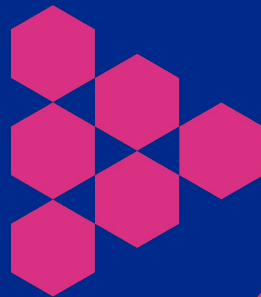
Leading with revenue

Personalising and marketing directly from revenue



Duetto>

There's still
more to come!



Rencontrez l'équipe

Siobhan Loughman

Business Development Manager

Neus Catalá

Customer Success Manager

Quentin Vuillin

Director of Sales EMEA

Guacimara Martin

Regional Marketing Manager



Nos Partenaires

Duetto>



REVENUE
GAMES



Oaky

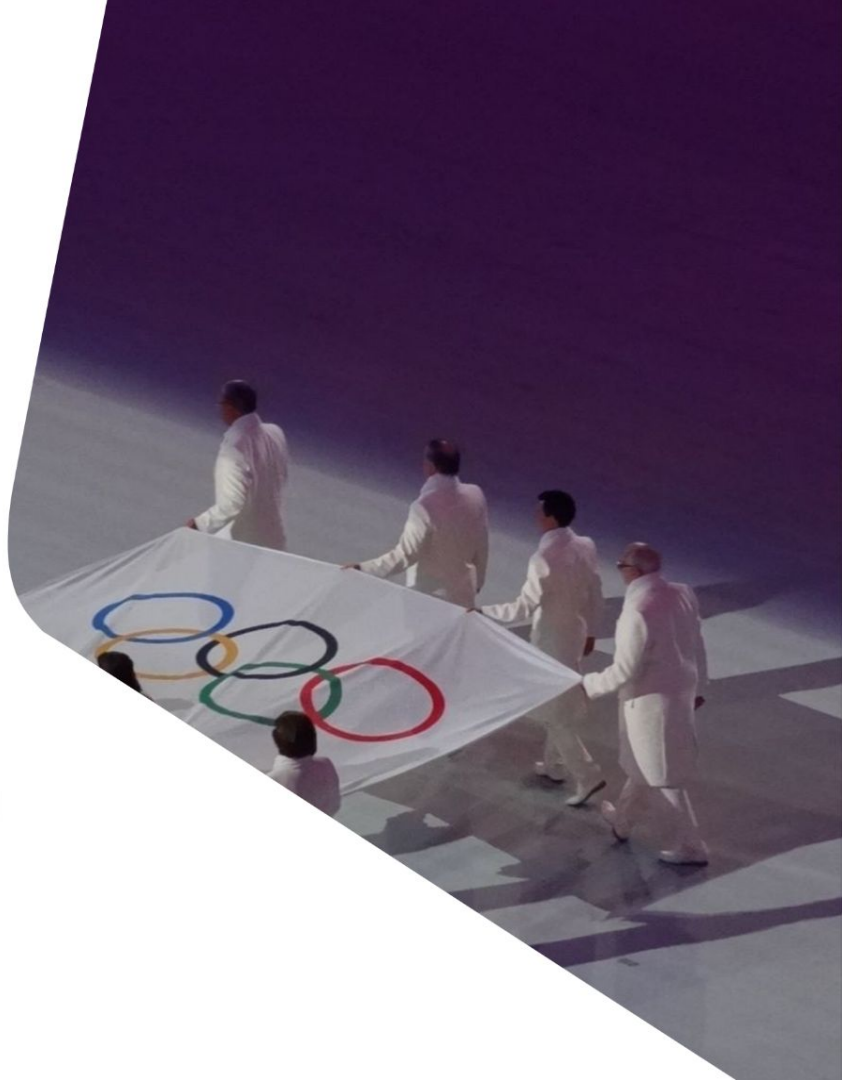


d-edge
HOSPITALITY SOLUTIONS

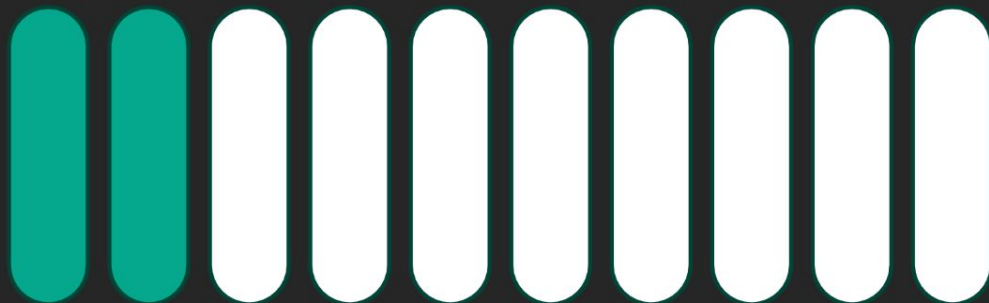
Duetto - Revenue Games

11th June 2024

Christina Choueifaty | Senior Account Manager, Commercial



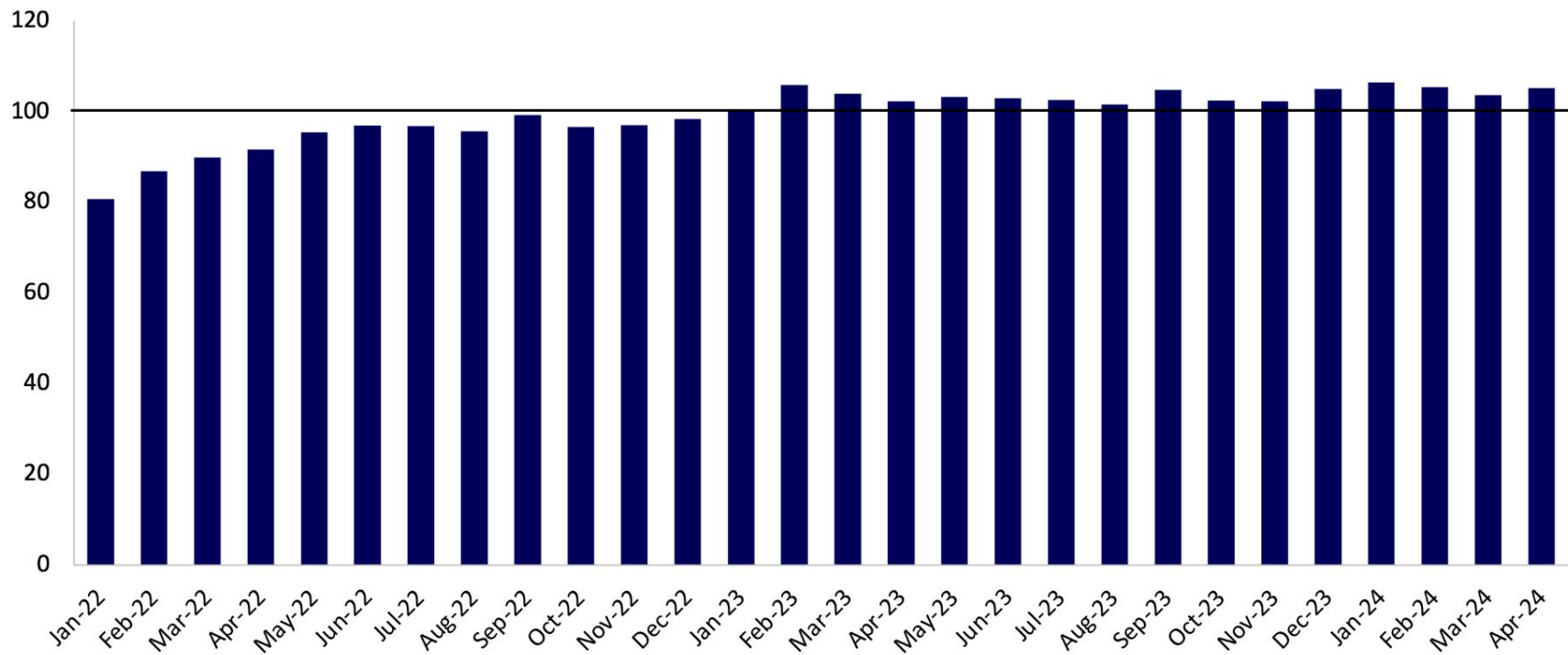
Current landscape



May I have your attention?

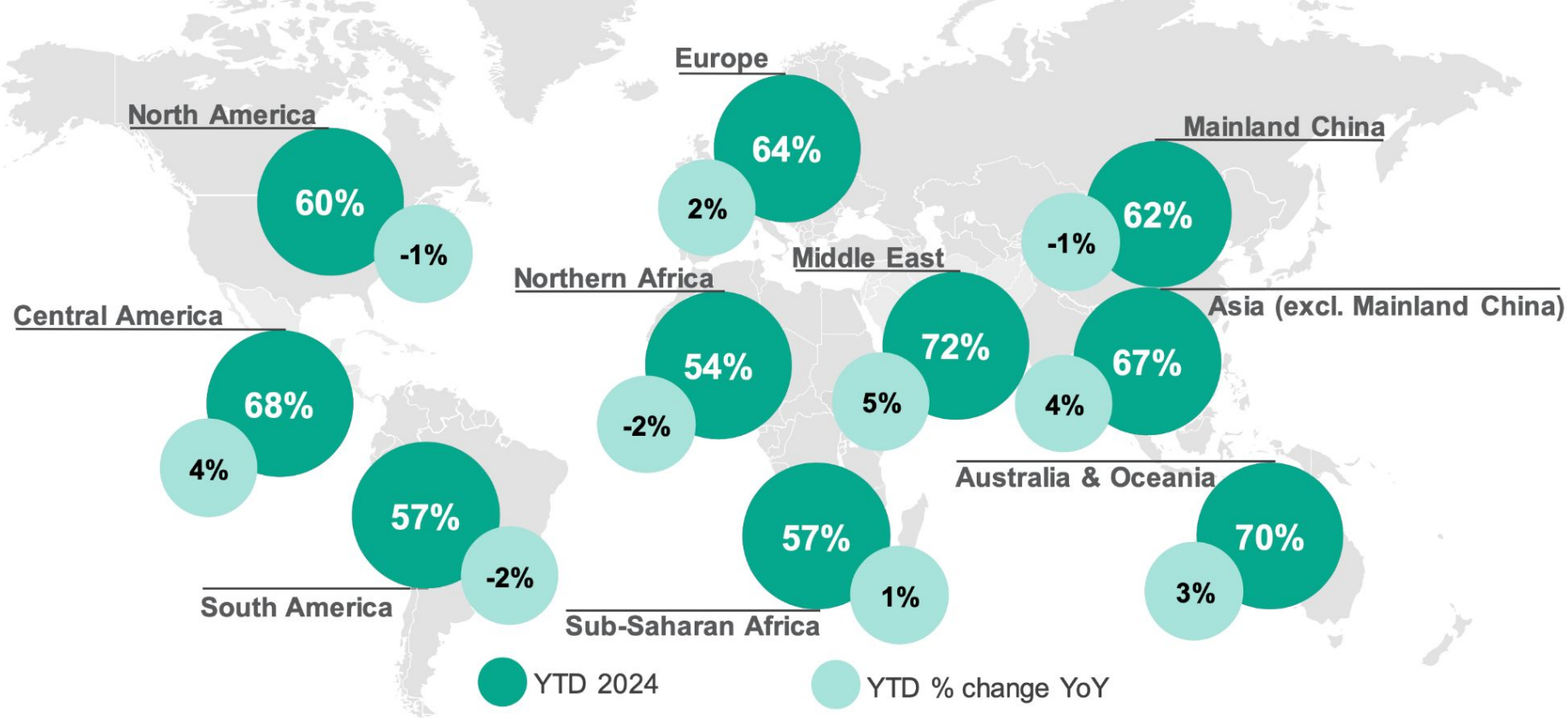
Global demand is consistently ahead of 2019 levels.....

Global demand indexed to 2019, Jan 2022 – Apr 2024



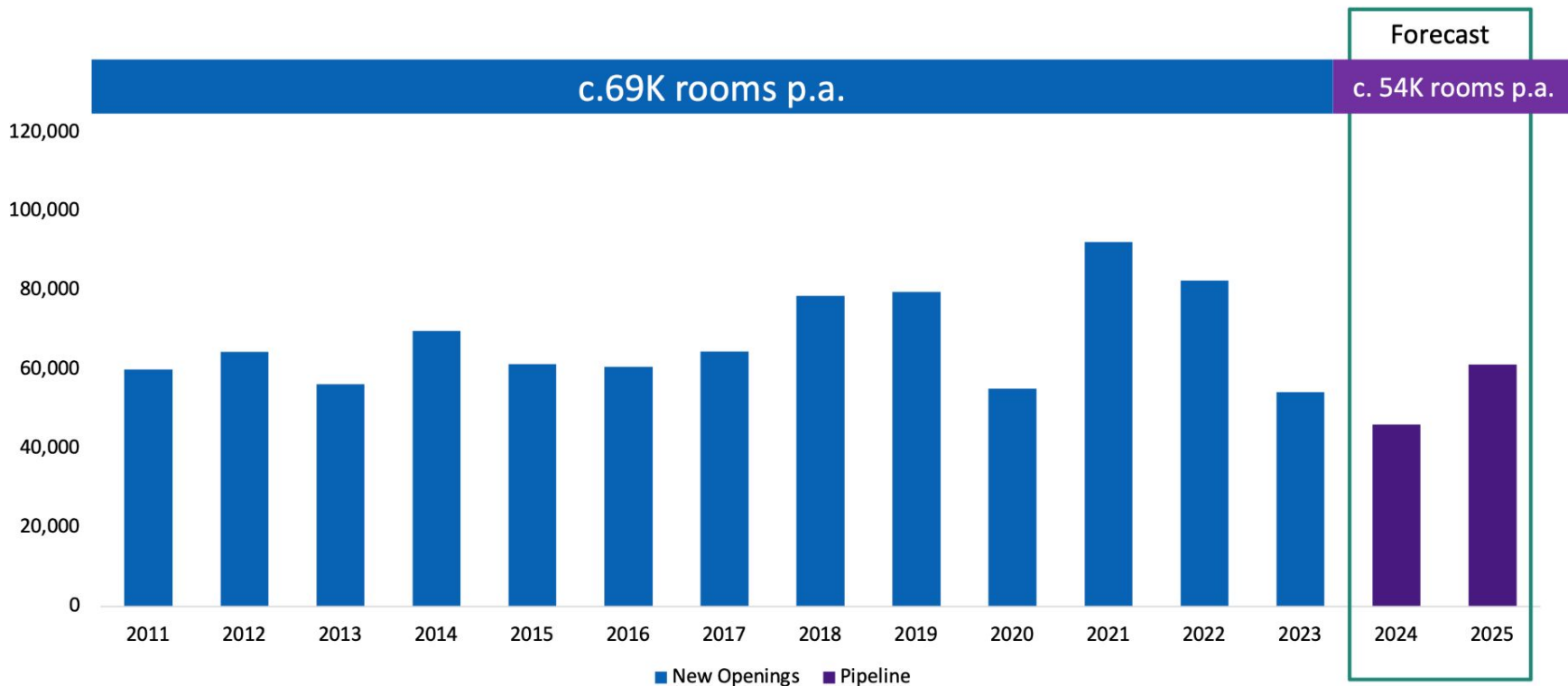
Global supply change challenges occupancy levels.

Occupancy, YTD April 2024 and % change to YTD April 2023



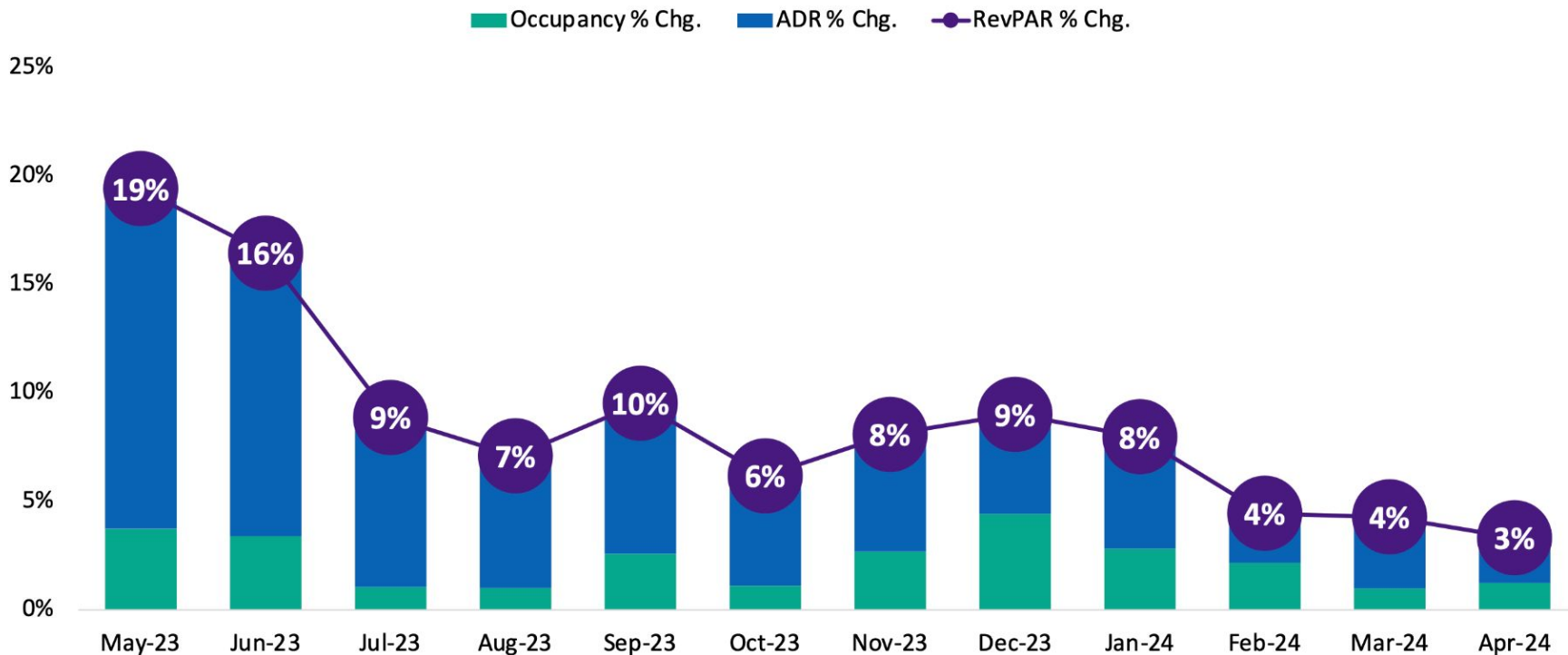
Hotel openings likely to regulate – good news for occupancy.

Europe, New Openings & Pipeline (Completion & Delay Rates Applied), 2011-25



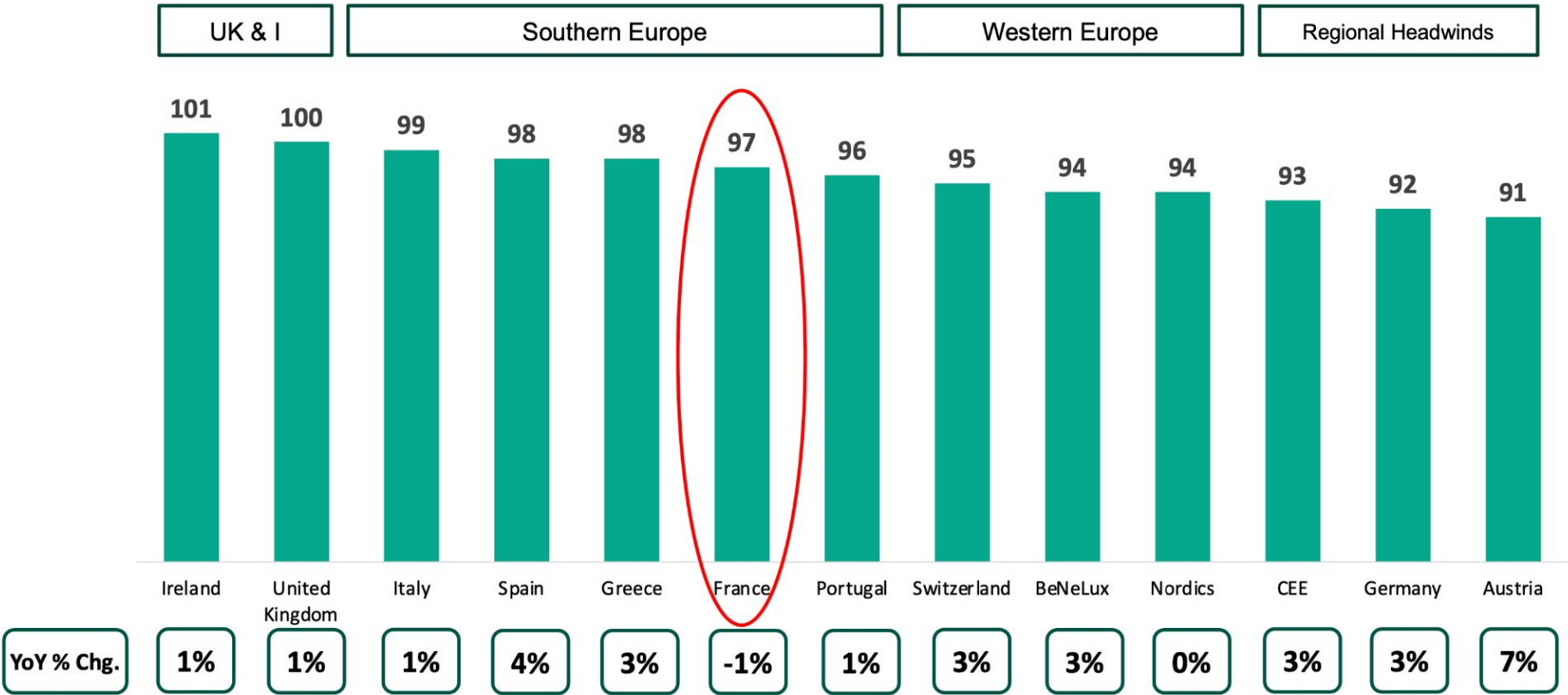
Europe may look like its decelerating, but.....

Europe*, EUR & CC, KPI % change YoY, May 2023 – Apr 2024



That depends where you are in Europe.

Occupancy, indexed to 2019, R12 April 2024



Nordics = Denmark, Finland, Iceland, Norway, Sweden
CEE = Bulgaria, Czech Republic, Estonia, Hungary, Lithuania, Latvia, Poland, Romania, Slovenia, Slovakia

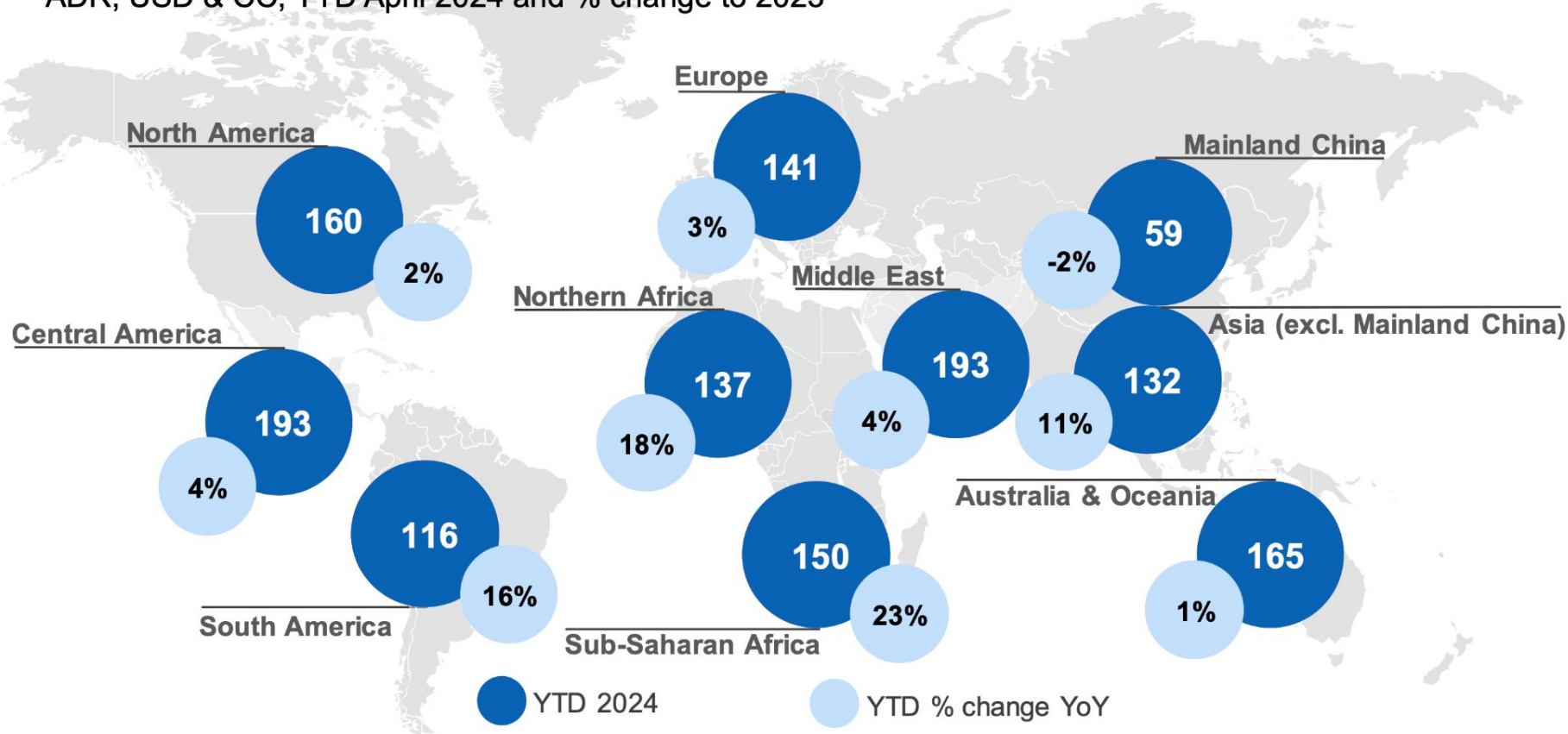
The last 4 months are indicative of what is to come.

Occupancy on the books, next 90 days as of 27 May 2024



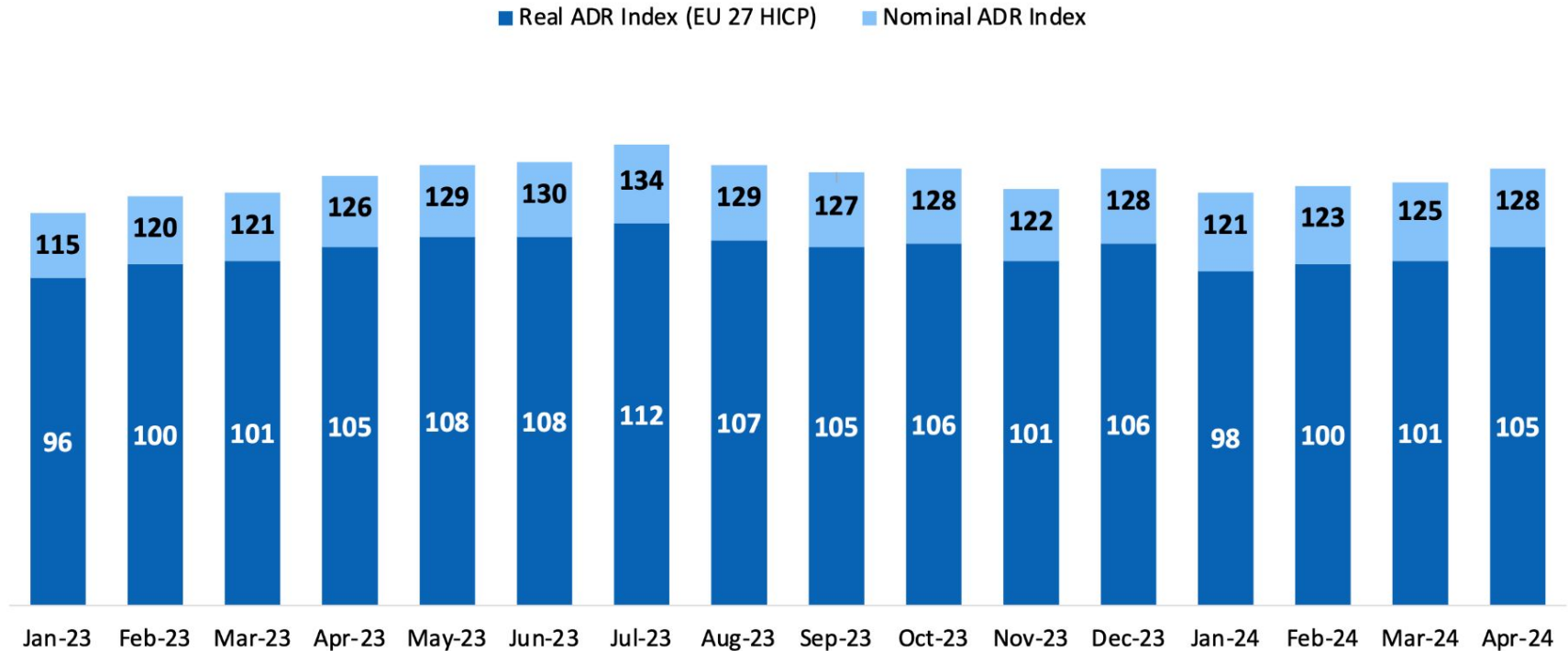
ADR gains stand firm on 2019, showing moderate growth YoY.

ADR, USD & CC, YTD April 2024 and % change to 2023



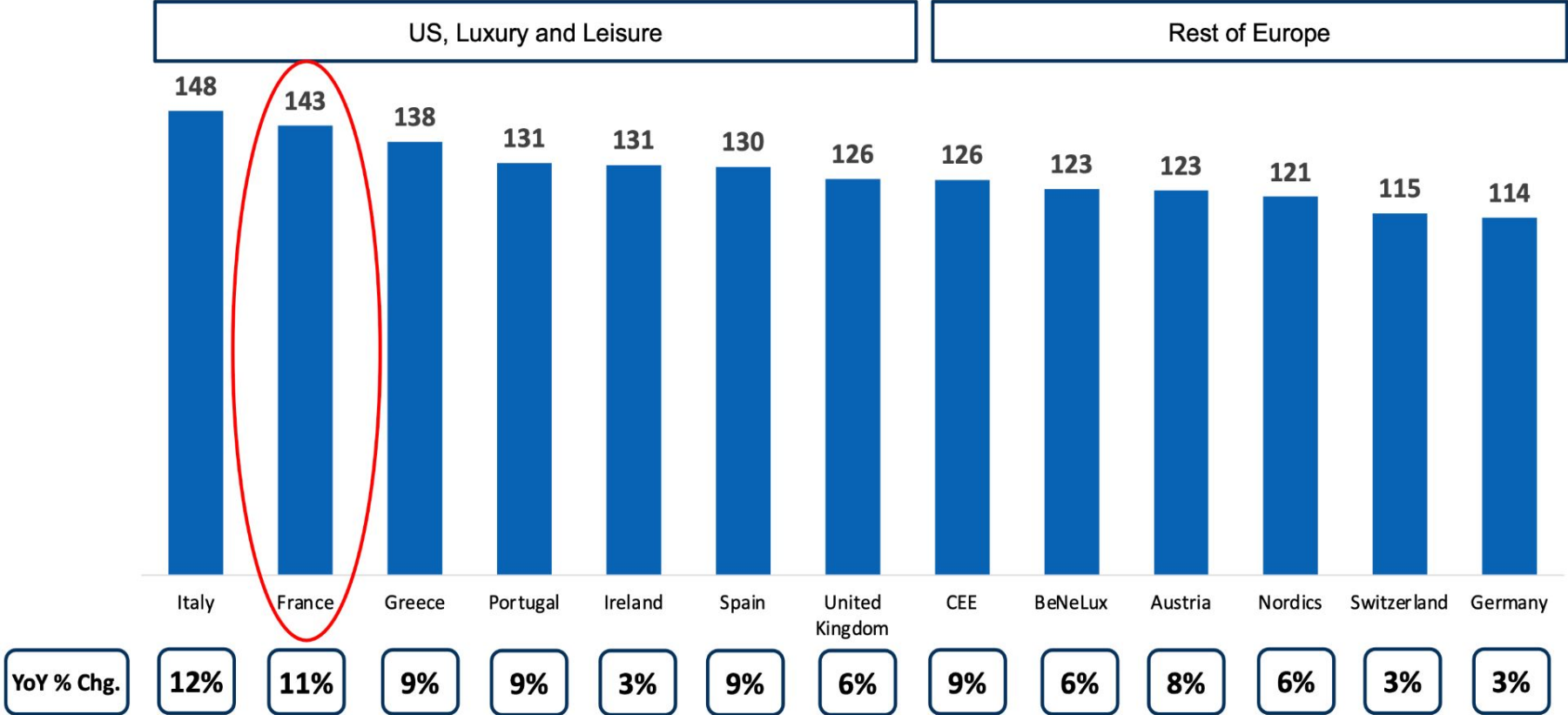
Real ADR ahead of 2019 on a pan-European basis.....

Europe* (EUR, CC), ADR indexed to 2019, January 2023 – April 2024



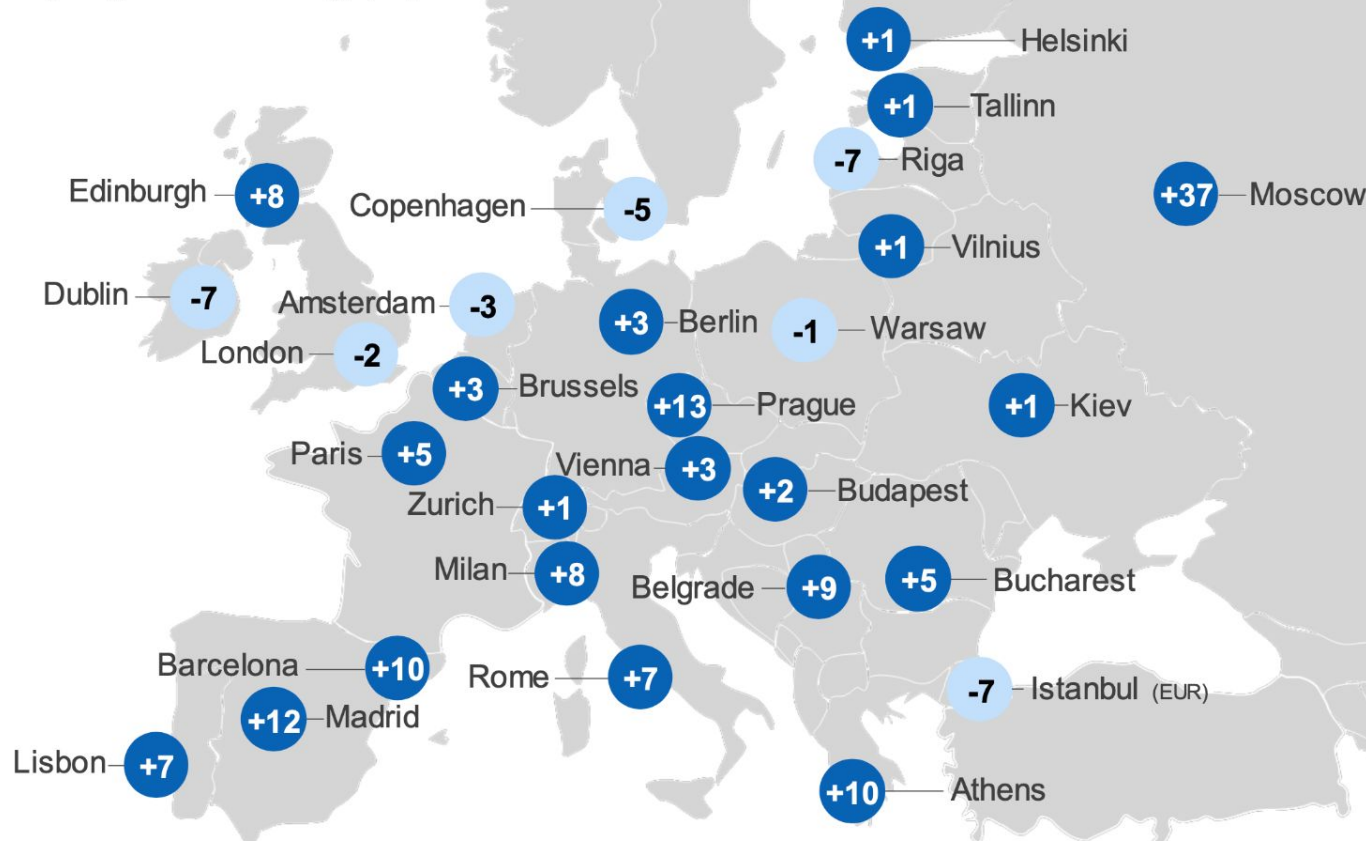
Rate growth attributed to strong international demand.

ADR, indexed to 2019, R12 April 2024



Particularly in European gateway cities.

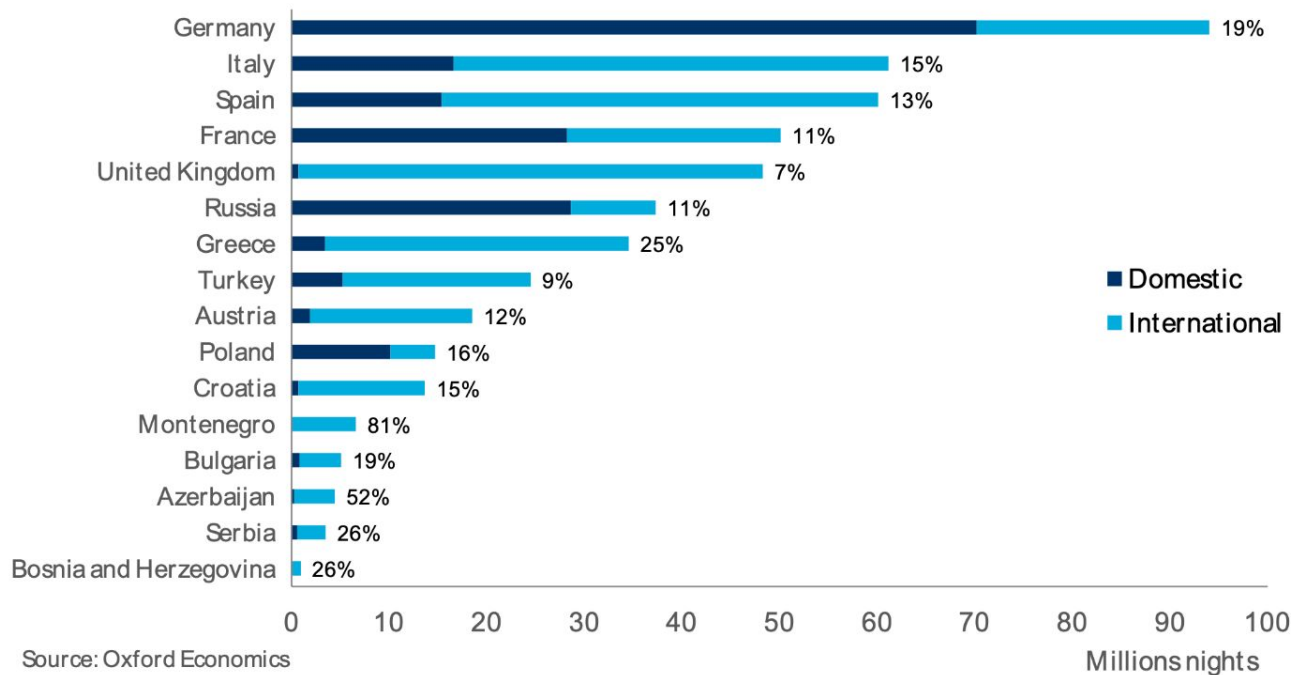
European markets, ADR (LC), YoY % change, April YTD 2024



International travel is the key driver of growth in Europe.

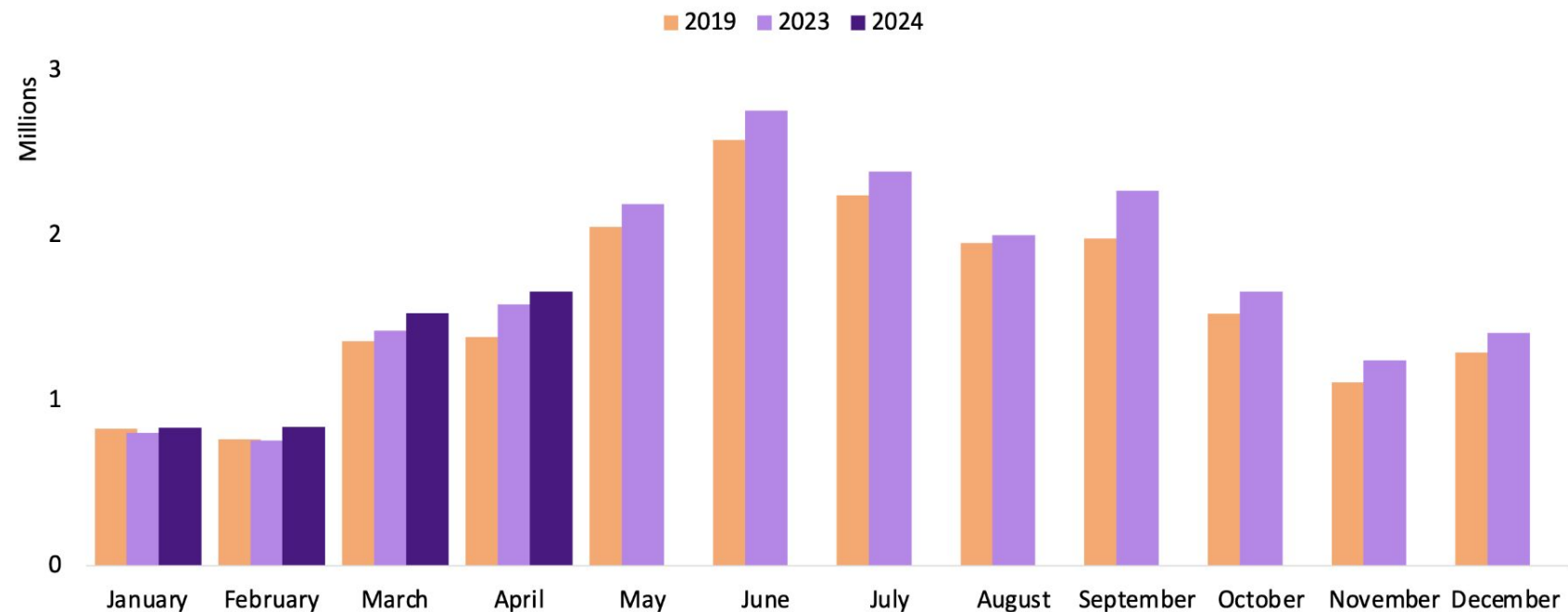
Europe - selected growth destinations, 2023-25

Increase in nights in paid accommodation by country (% growth in labels)



Europe is (still) very attractive for the American traveller.

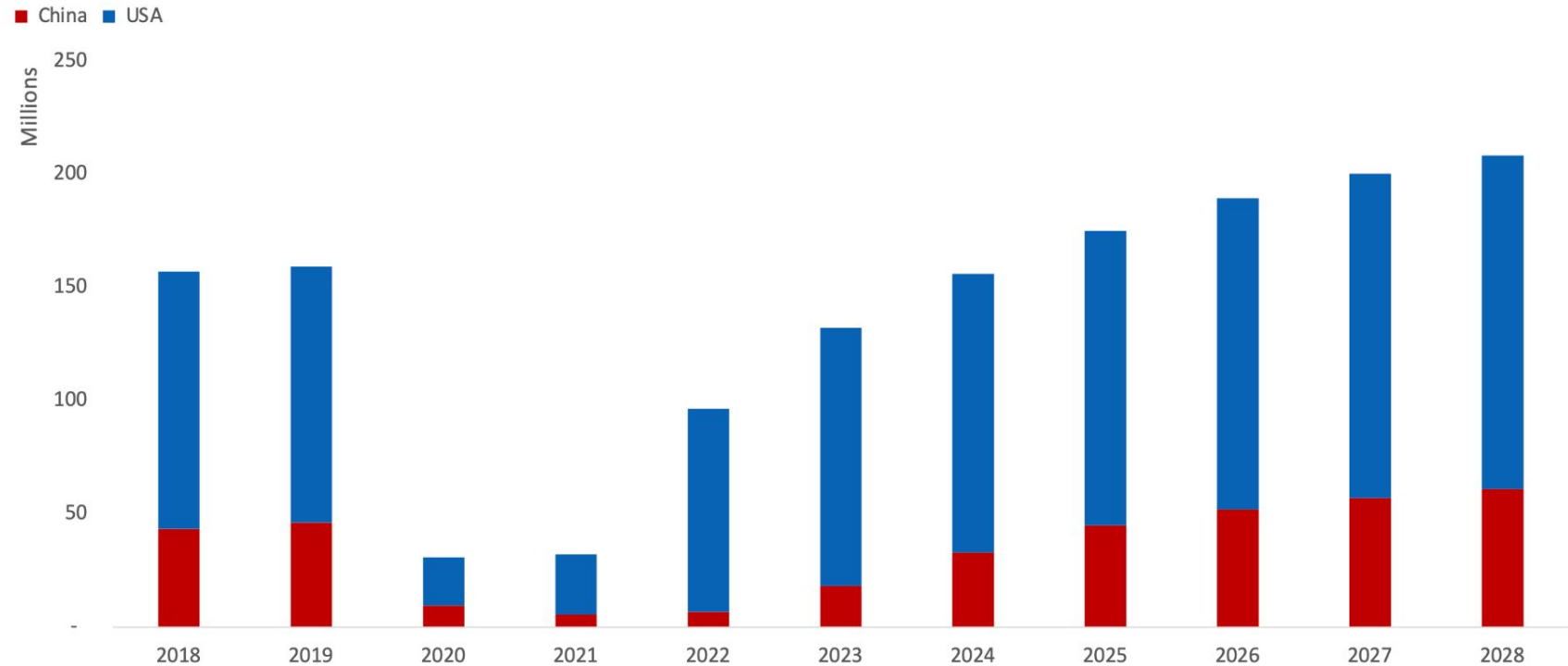
U.S. Citizen Departures to Europe, 2019, 2023 and 2024



Source: International Trade Administration, U.S. Department of Commerce

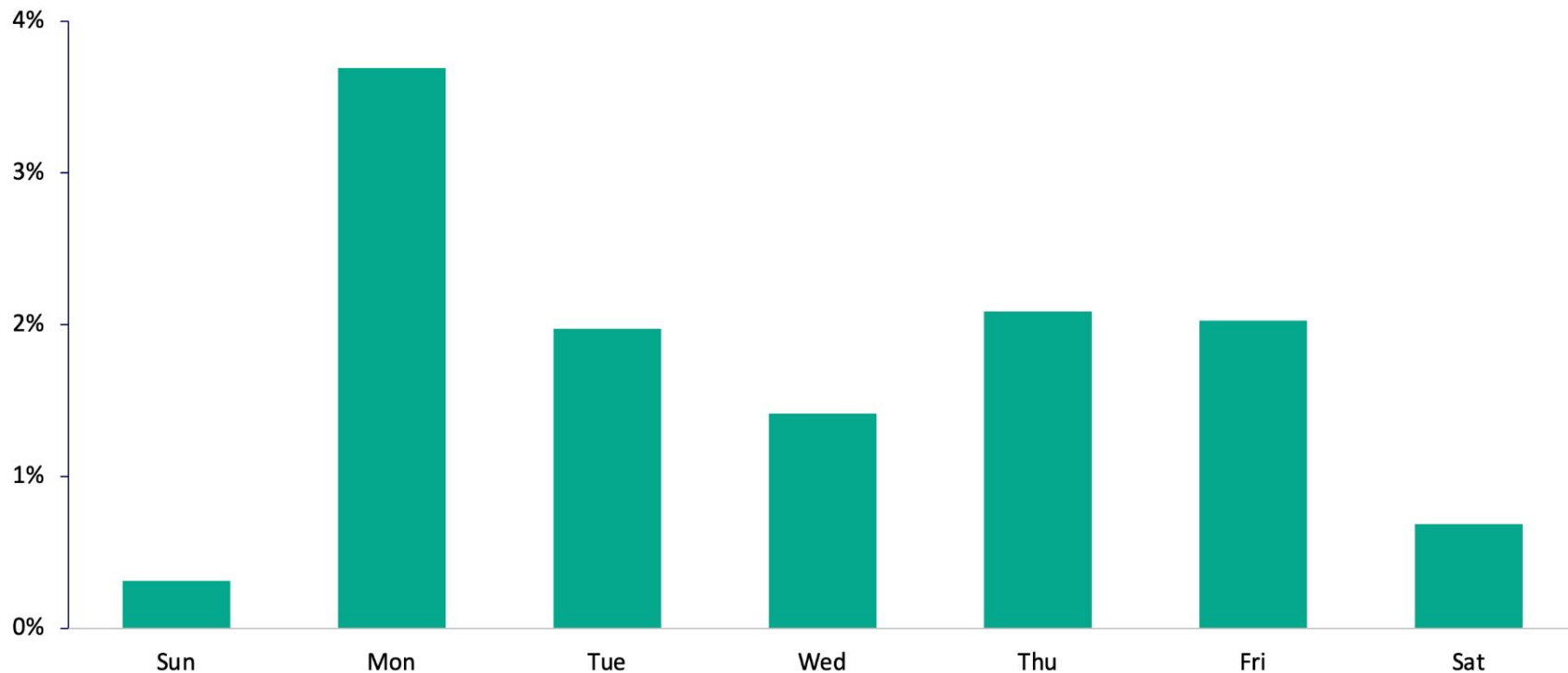
Waiting on China.

Overnight arrivals into Europe from China vs USA, 2018-2028



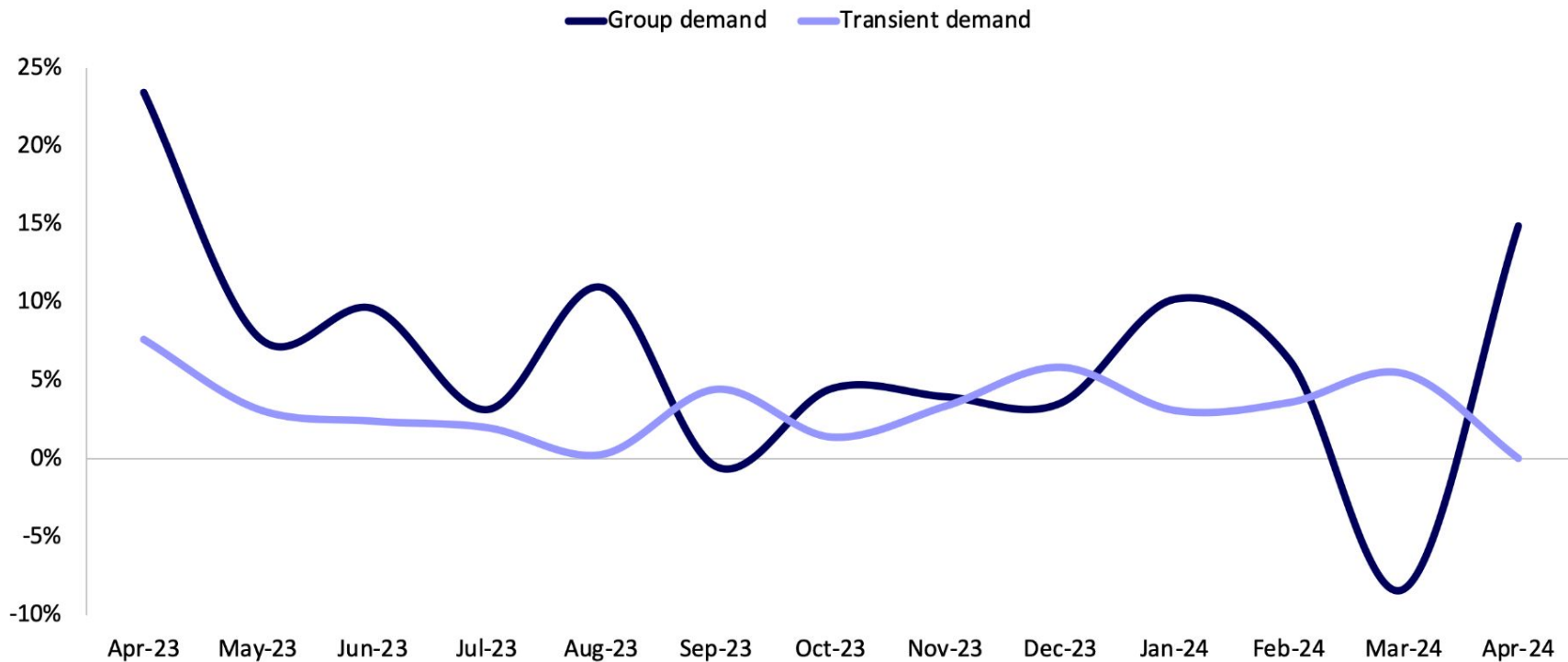
Midweek 'business' nights are showing promise.

Europe, Occupancy % change YoY, May 2024 YTD



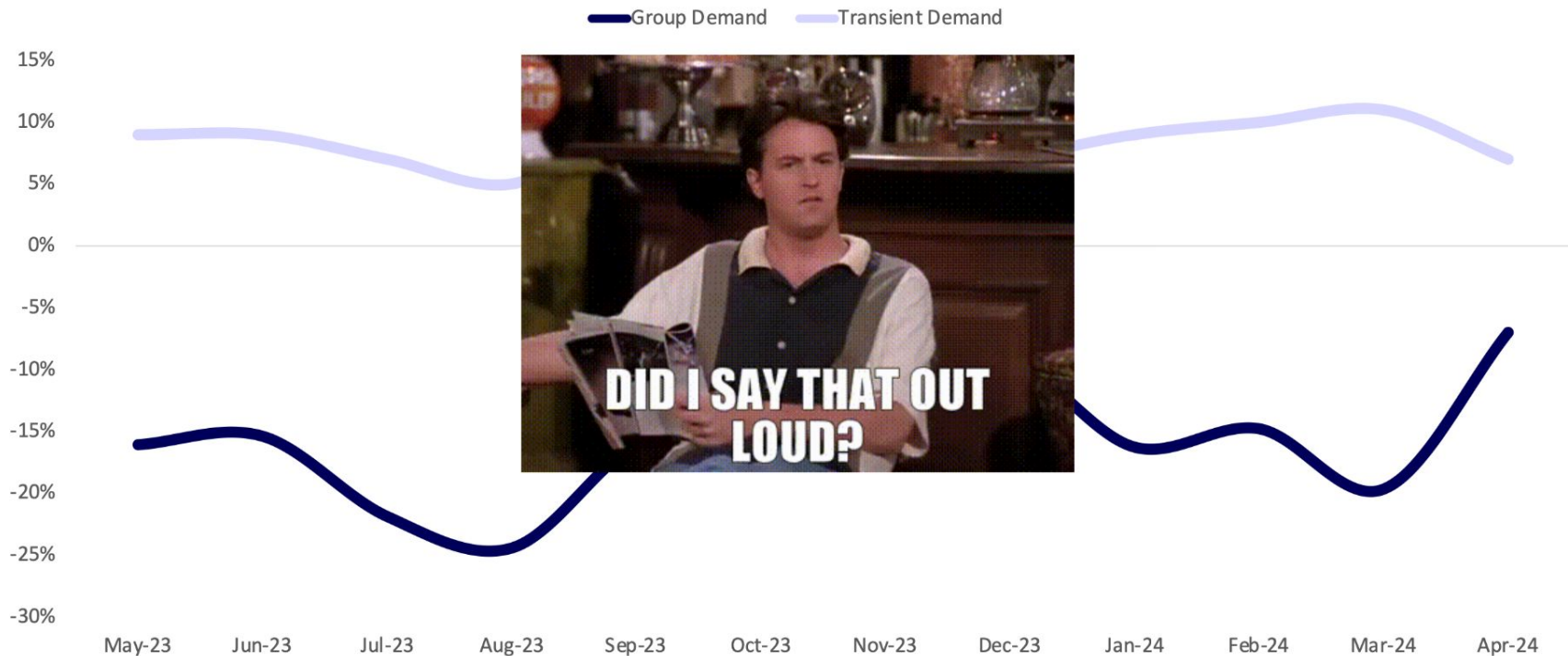
Group demand growing year on year, with a slight shift over Easter.

Europe*, demand % chg. YoY, January 2023 – April 2024

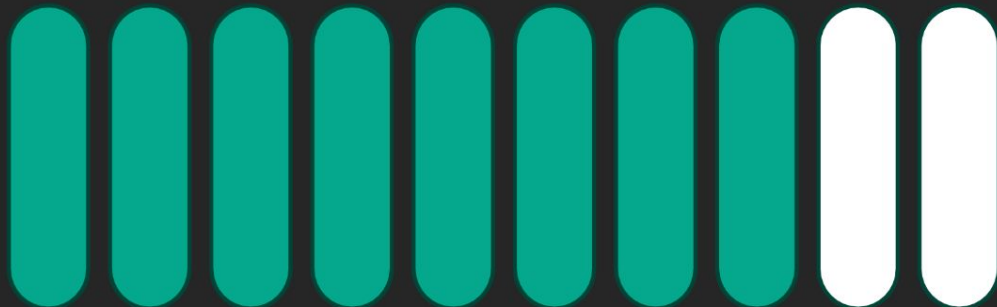


By the way, group is set to recover in 2024.

Europe, Group and Transient demand, % change to 2019, May 2023 – April 2024



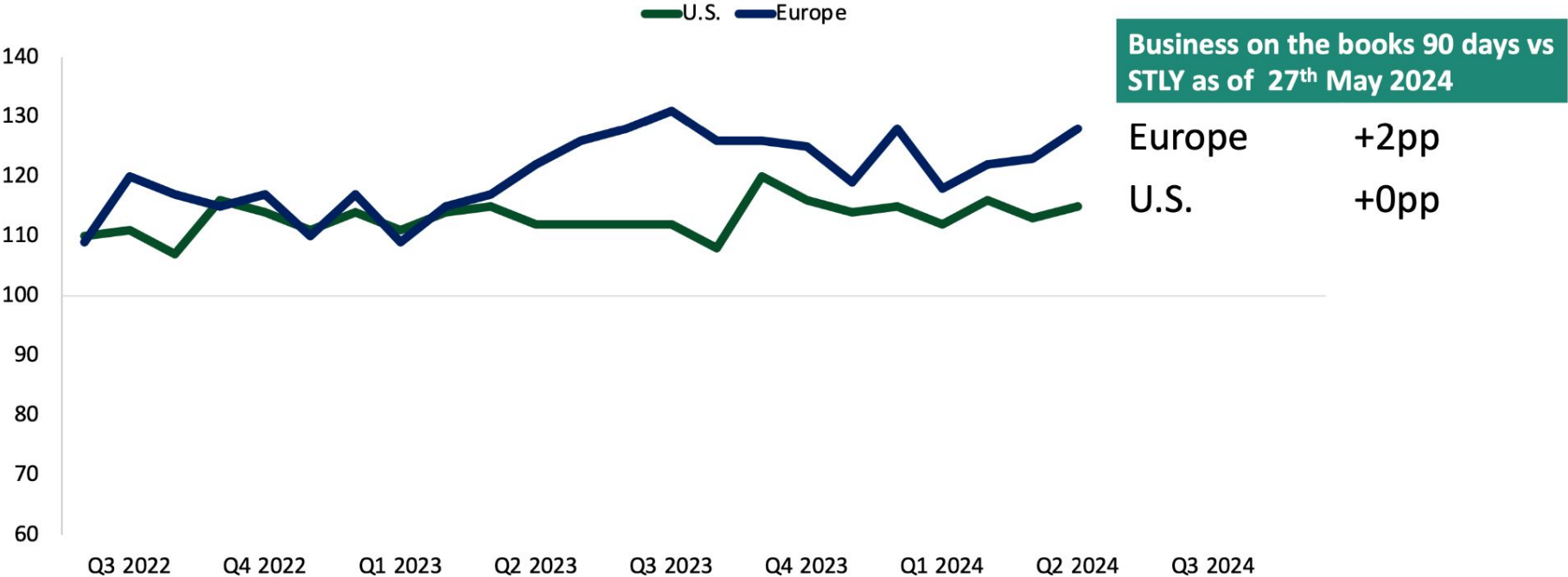
Looking Ahead.



Just a few more points..

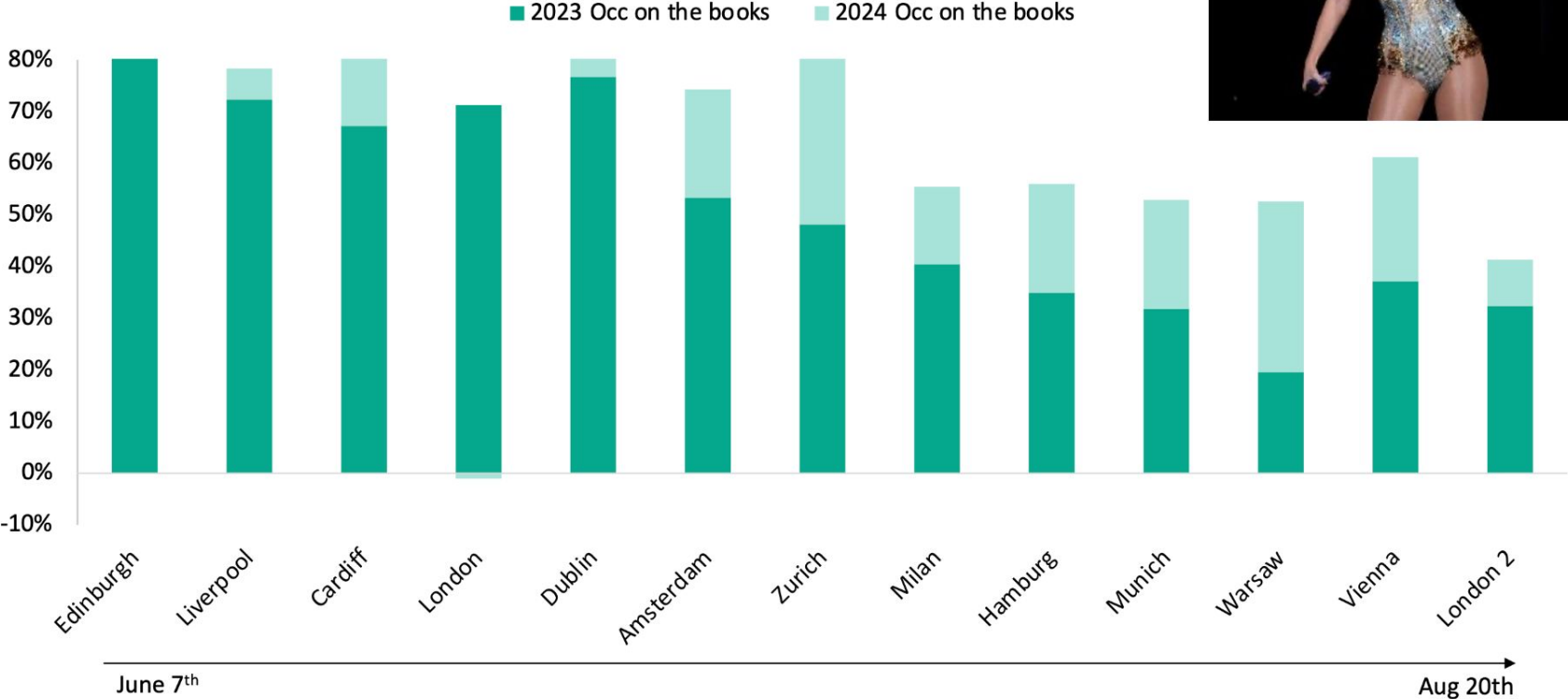
.. another record summer is likely to boost Europe higher again.

Europe and U.S RevPAR, indexed to 2019, Jun 2022 – April 2024



Concerts and Events give the industry a further boost.

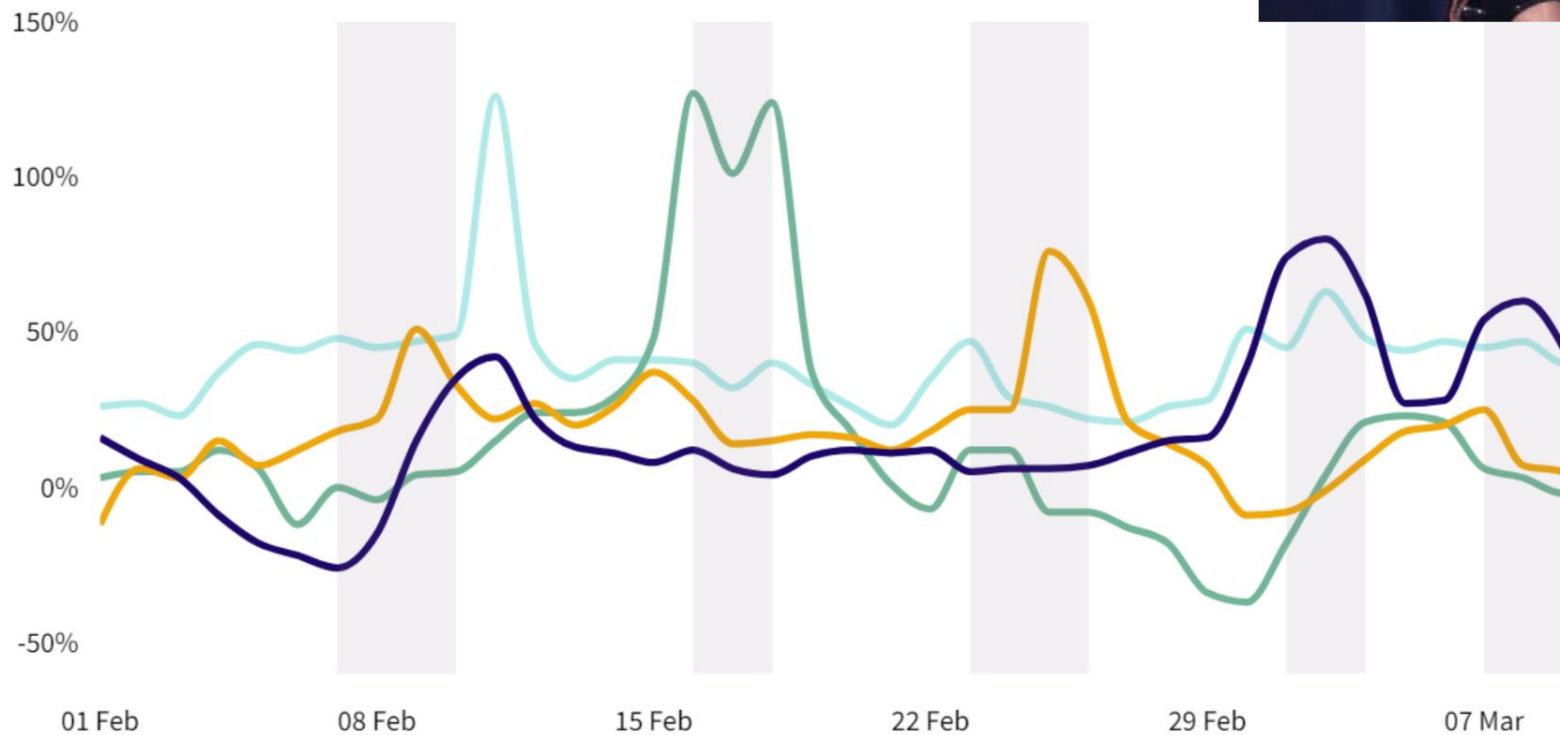
Occupancy on the books for The Eras Tour dates + night before vs STLY



“It’s a love story”: RevPAR spikes over Eras Tour dates

RevPAR (local currency) % chg. YoY, Feb – Mar 2024

Tokyo Melbourne Sydney Singapore



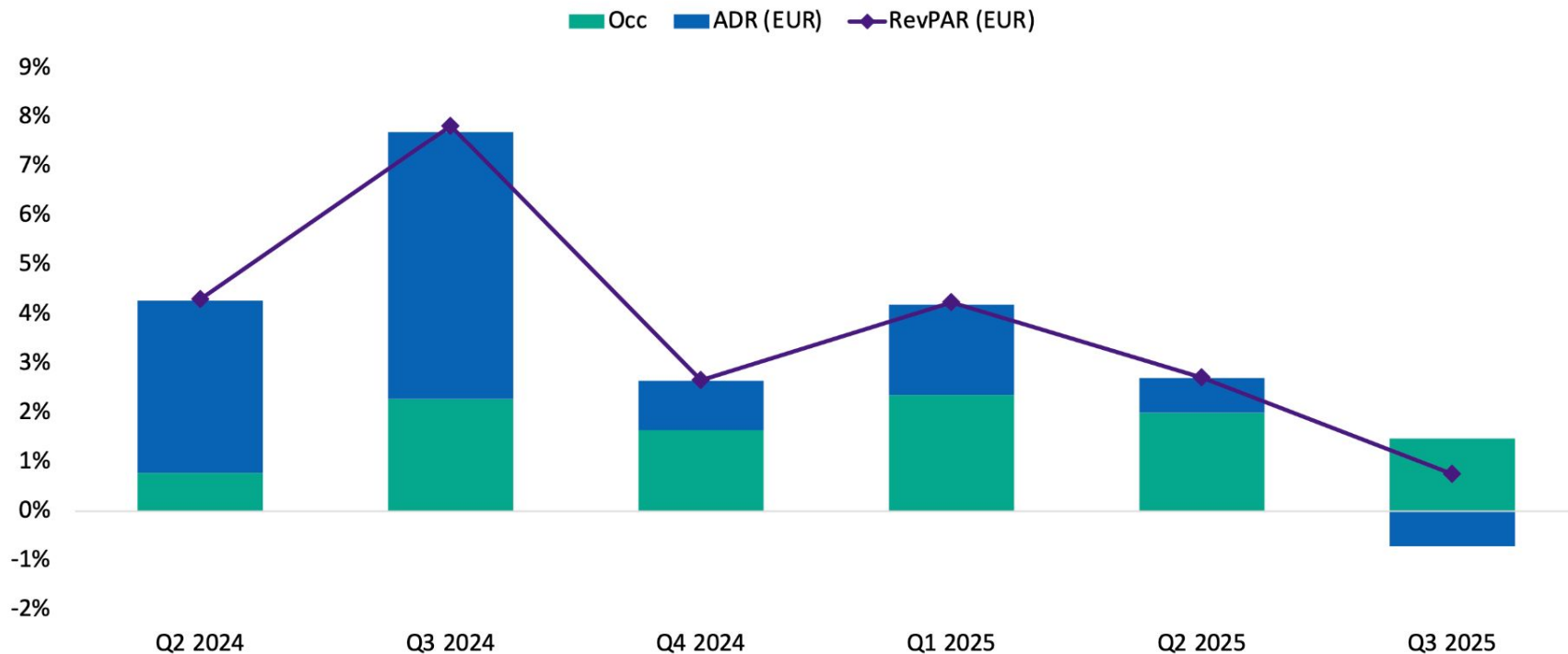
Forecasts



I know this is all you are interested in

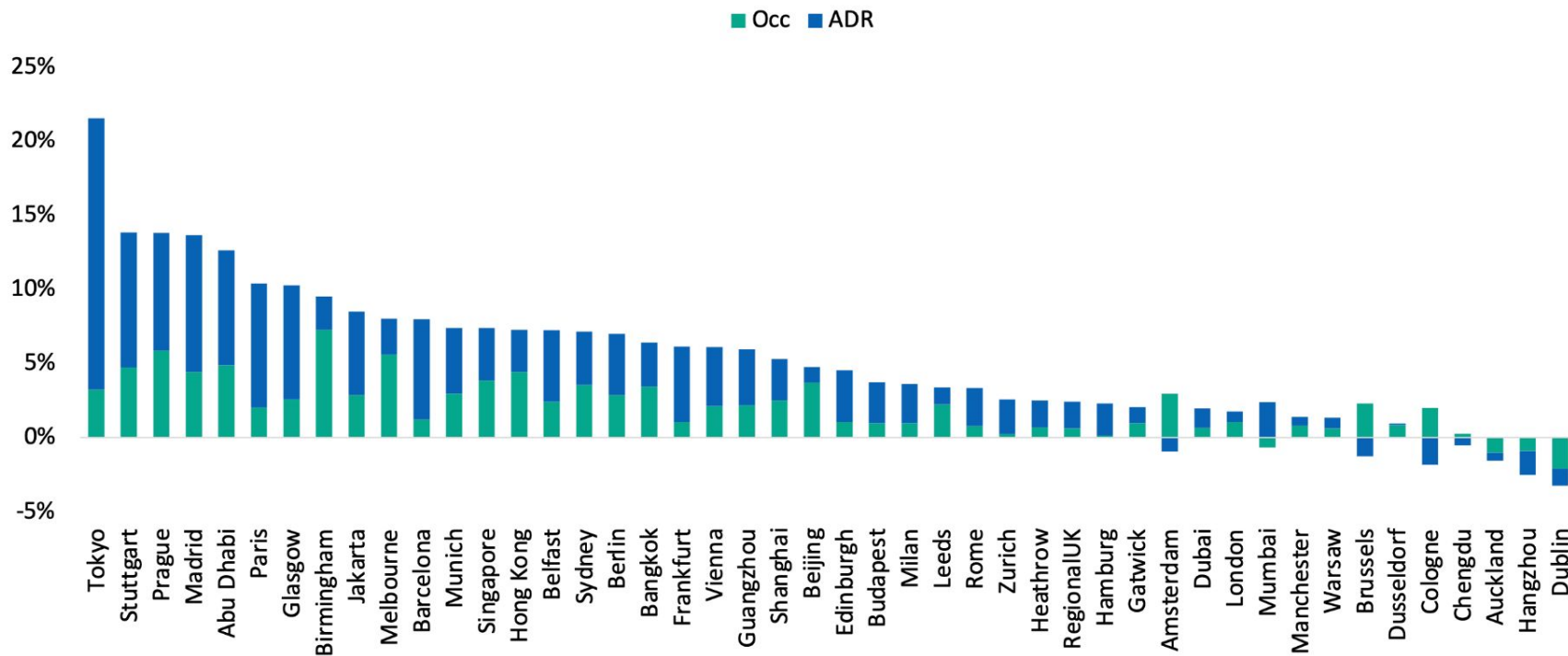
Strong summer ahead for Europe.

European markets*, KPI YoY % change, Q2 2024 – Q3 2025



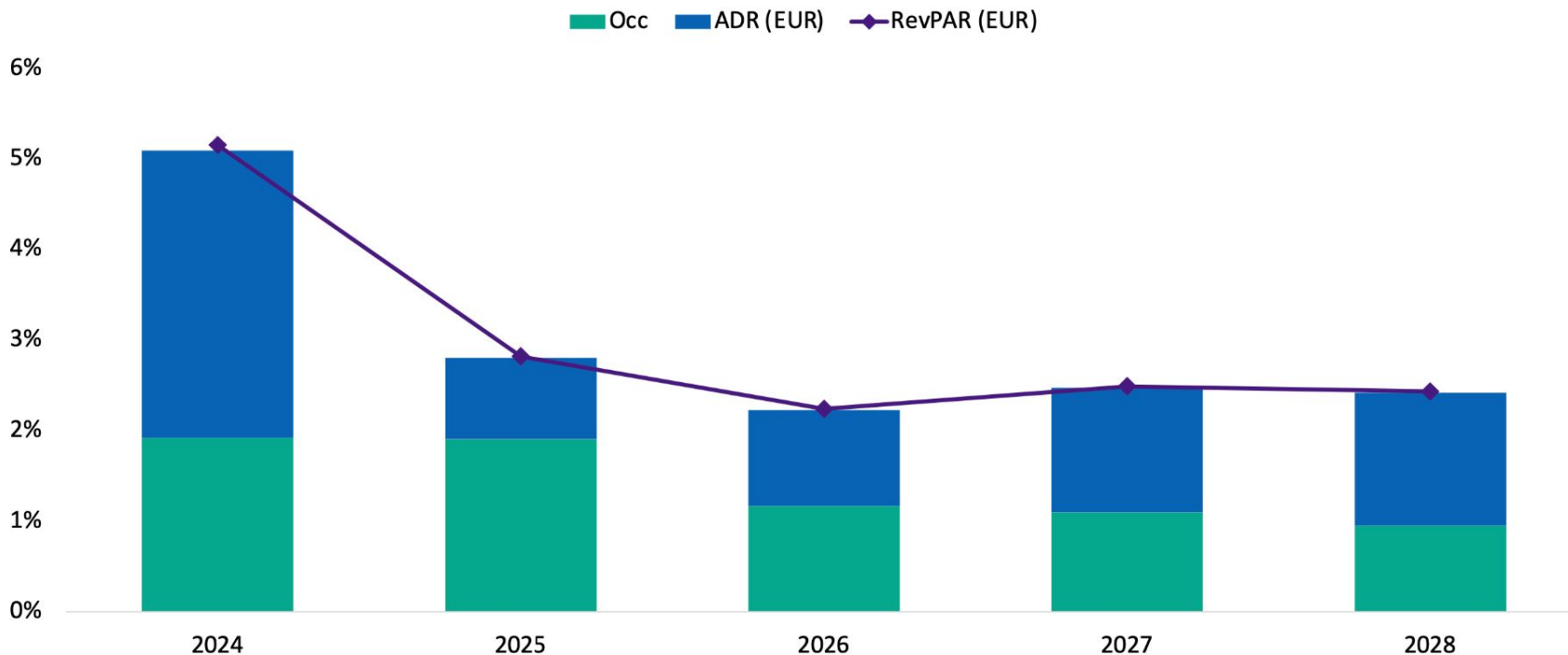
Forecasted markets largely driven by rate growth in 2024.

Forecast Markets, Occupancy and ADR % Chg., 2024 Forecast



Occupancy drives RevPAR delivery in the long run.

European markets*, KPI YoY % change, EUR, 2024F – 2028F



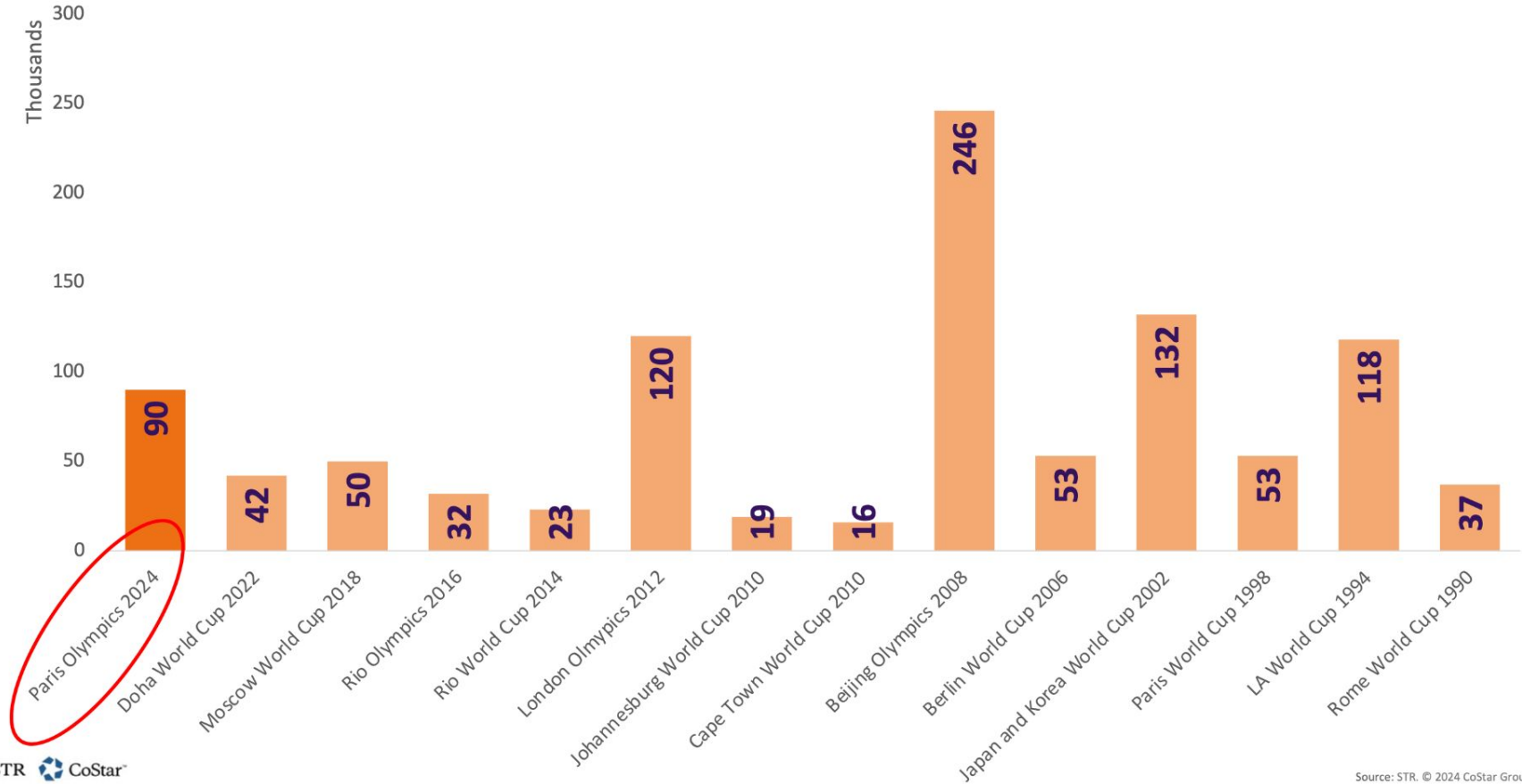


PARIS 2024



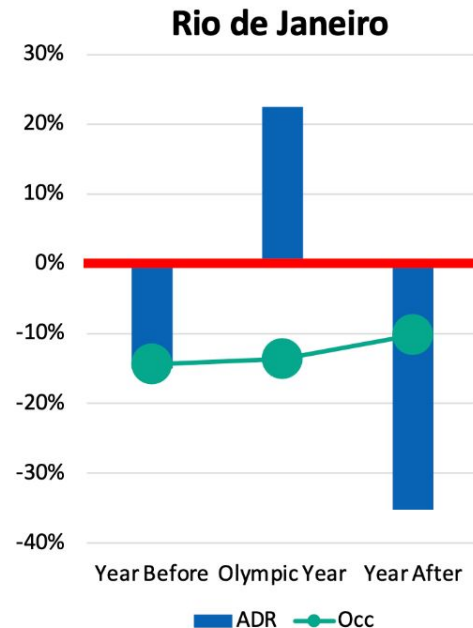
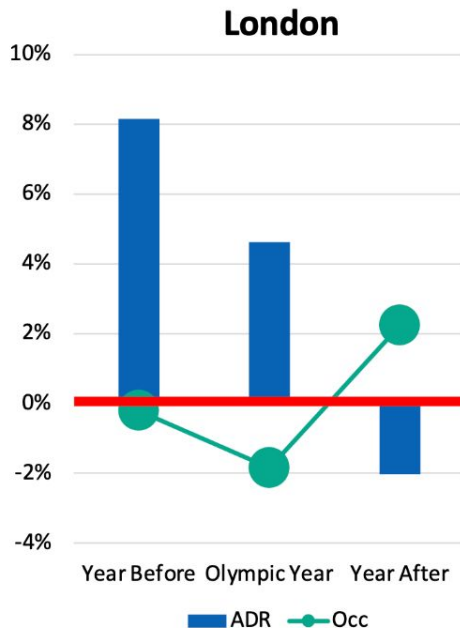
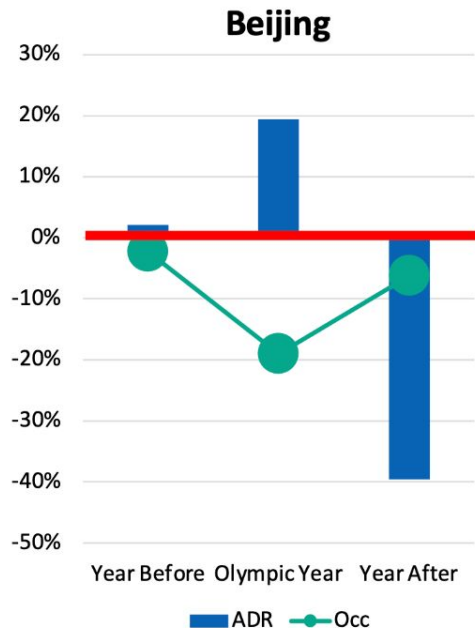
Supply is an important consideration when hosting an event

Supply - per city per Event



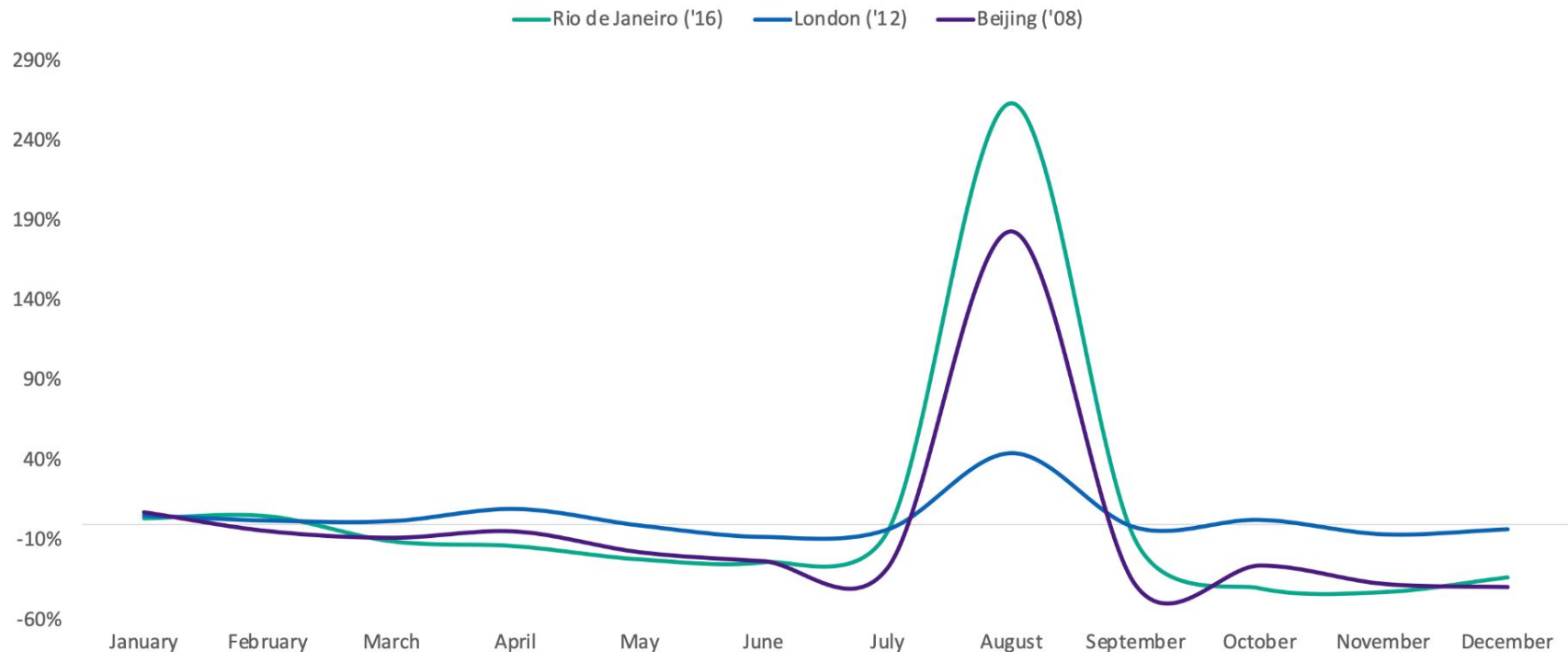
Olympic Impact on host cities

ADR and Occupancy YOY % Change, Beijing 2007-09, London 2011-13, Rio 2015-17

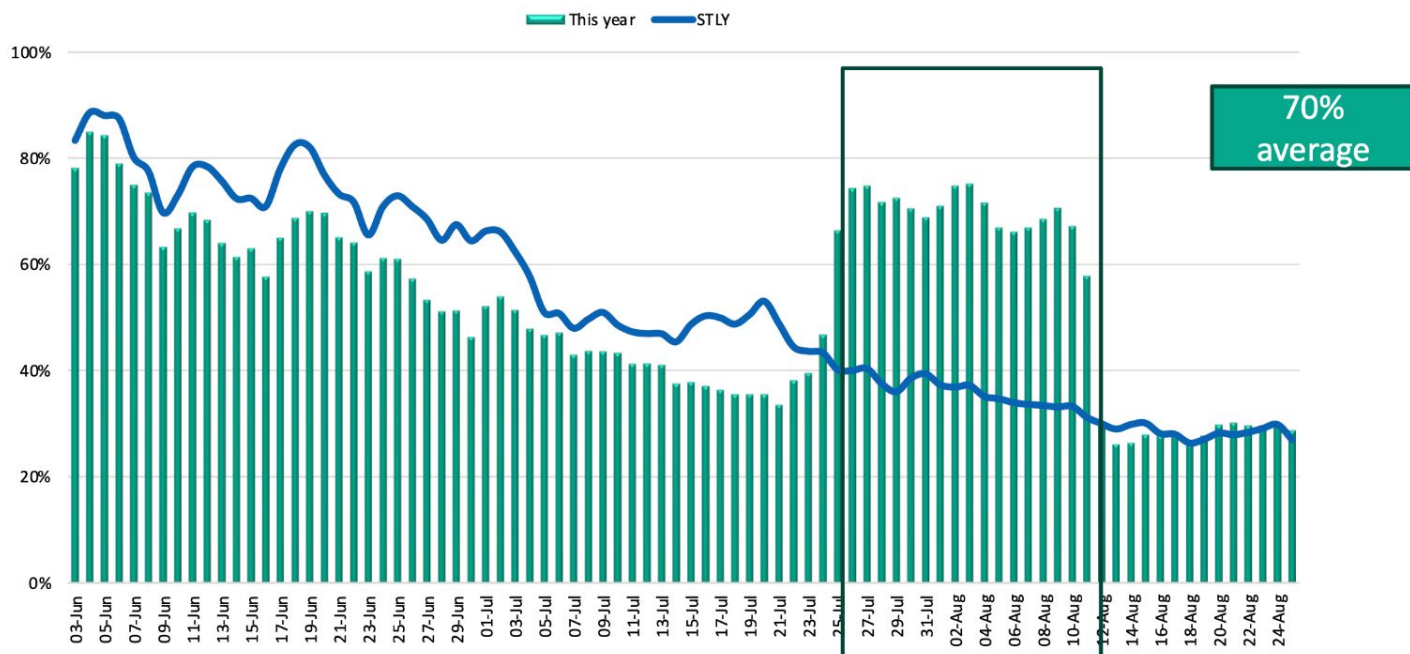


Significant impact on RevPAR in Beijing and Rio

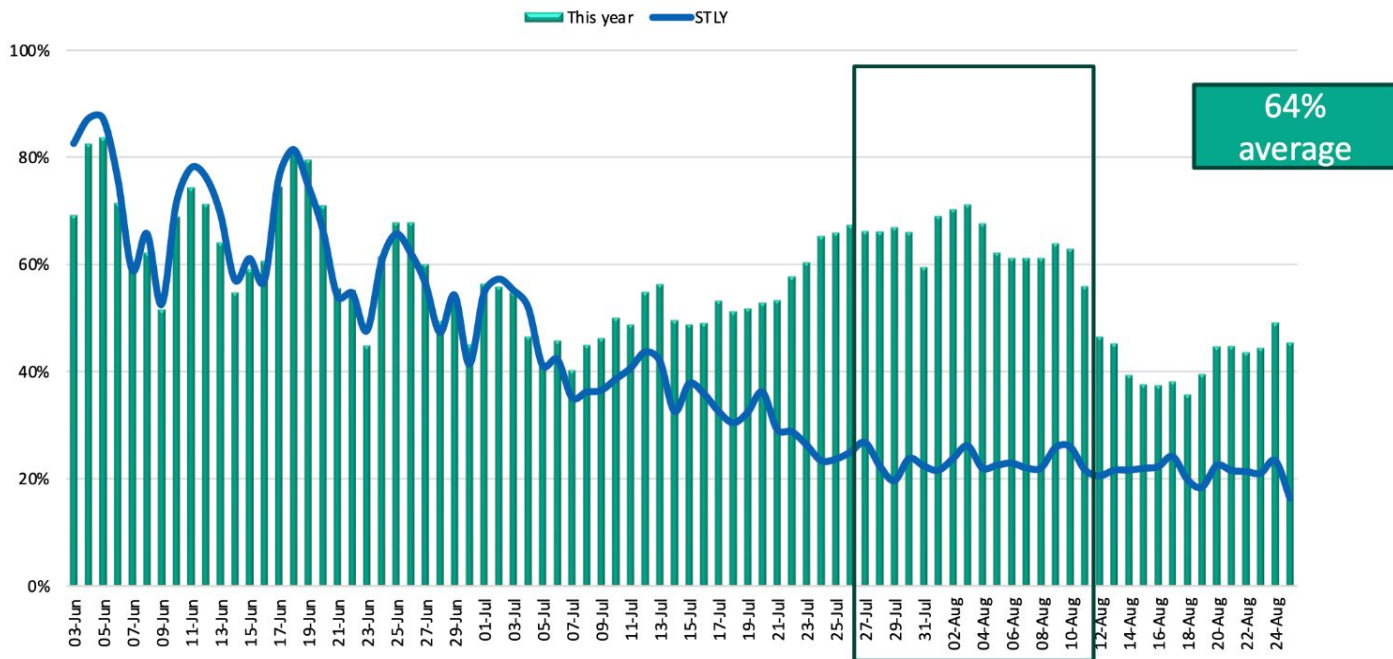
RevPAR YoY % change, Local currency



Occupancy on the books TY & STLY for the next 90 days for Paris as of 3rd June 2024



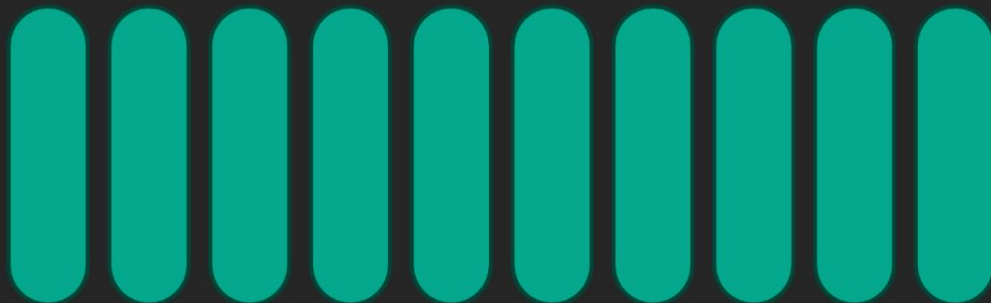
Occupancy on the books TY & STLY for the next 90 days for Ile-de-France as of 3rd of June 2024



Coming down from the highs of 2023 but not for France!

- From double to single digit
- ADR still outperforms 2019
- The consumer remains positive, albeit a little cautious and that is being felt in Q1
- The summer is looking strong, with international travel abound
- Events will drive demand and compression
- So too, will business travel (group and transient)

The End





Thank you

Christina Choueifaty

cchoueifaty@str.com



KEYNOTE SESSION

*Comment la Technologie et les Contenus
transforment la Fan Experience,*
by Sébastien Audoux, Sports Media Expert

Comment la *Technologie* et les *Contenus* transforment la *Fan Experience*





Hello!

Je suis Sébastien Audoux

@sebastienaudoux 



**Contenus et Technologie au
coeur de la Fan Experience**

1

La Fan Experience

Avant c'était... different...



Jeux Olympiques 1924
Paris



**Le sport à la TV
dans les années 60**



France – Brésil
Coupe du Monde
1986



**France – Croatie
Coupe du Monde
1998**



Jack Nicholson
Prix des places bord terrain.: 3000\$

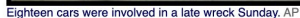


Tiger Woods
US Open 2008

2

La Fan Experience

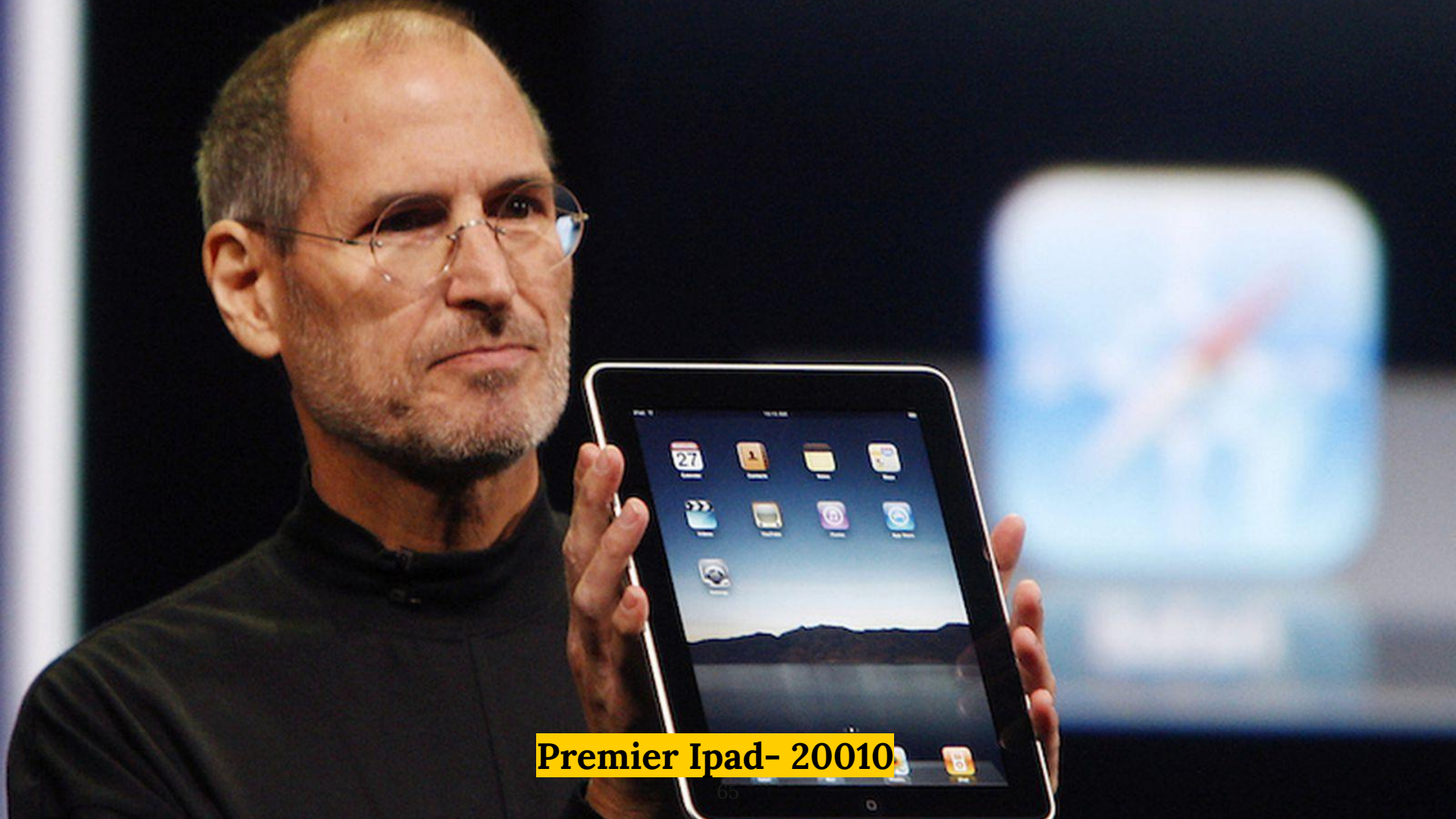
Des évolutions majeures ces 30 dernières années



63



Premier Iphone - 2007



Premier Ipad- 2010



Le sport en multi-screens



Des écrans + grands et + connectés



SoFi Stadium

Des nouveaux stades connectés et
des écrans + que géants



L'écran géant
au centre de l'expérience



**L'Intuit Dome un bijou
à 2 milliards de dollars**

3

La Technologie au service du Contenu

Toujours plus, toujours mieux



60 Flux simultanés
Tous les coups, tous les joueurs



Démocratisation de la 4K



**FANS AND MEDIA LOVE
THIS REVOLUTIONARY CONTENT**

Se mettre à la place du joueur

POV

MAX
VERSTAPPEN
RED BULL RACING

Se mettre à la place du pilote

4

Les grands événements sportifs

Déjà inaccessible ?

8600\$

Le prix du billet le moins cher chez Ticketmaster,
le mercredi précédant le Superbowl



608\$

Le prix du billet le moins cher chez pour le
Final Four NCAA Masculin de Basketball





La vue depuis
les places les moins cher



**France – Croatie
Coupe du Monde
1998**



ACCOR ARENA



PARIS
GRAND SLAM
05 & 06 FEVRIER 2022

Vous êtes les plus grands
fans du basket au monde.

ACCOR ARENA



PARIS GRAND SLAM

05 & 06 FEVRIER 2022



PARIS GRAND SLAM

ALL STAR GAME

ALL STAR GAME

RMC TÉLÉCHARGE L'ÉPULÉ RMC

RMC TÉLÉCHARGE

RMC TÉLÉCHARGE

Mes places pour les J.O

1/2 Final de Basket Masculin 500€ x4



**Des milliers d'Américains présents
au concert de Taylor Swift à
Paris La Défense Arena**

5

La Fan Experience à la maison

Une révolution en marche ?



**L'écran,
c'est être si proche mais aussi si loin**



6/06/2023

Tim Cook annonce le Vision Pro



La NBA dans le Vision Pro



Intel True View
Une première tentative
dans la video volumétrique



R-V ReSpo Vision

3D DIGITAL TWIN OF FOOTBALL

Respo Vision

Recréer un match dans Unreal Engine



Toy Story : Funday Football

RACR FOR BUNDESLIGA

Remote Immersive Audio Mixing

L'avenir de l'immersion
Le son !

7 utilisateurs sur 10

veulent plus d'immersion

40% des fans de sports

souhaitent des experiences VR en dehors du stade

71%

Des fans touchés par une bonne experience technologique reconnaissent
consommer plus dans leur sport



6

Les nouvelles Fan Experiences

Une opportunité pour vous ?



Le Vision Pro, un bijou à 3500 \$



**Des technologies loin d'être prêtes
pour le mass market**



Orange Vélodrome

Orange
Vélodrome

La loge Orange au Vélodrome



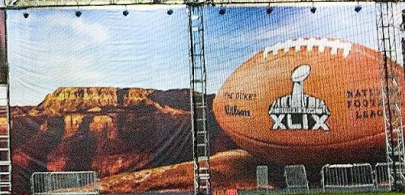
**Souvenez-vous
Les salles d'Arcade**



FIELD GOAL KICK



XLIX



Les grands événements sportifs
De + en + hors du stade



La situation actuelle appelle la création de nouvelles expériences





Merci !

Des *questions* ?

Retrouvez-moi ici

- @sebastienaudoux 
- sebastien.audoux@gmail.com

What do Kylian Mbappé and your revenue management strategy have in common?

Duetto>



REVENUE
OLYMPICS



- > **Unpredictable markets**
- > **Be creative** with your strategy
- > **Maximise all business**

opportunity: *Transient, group, and events*



Merci Paris

Let's have some more fun by the edge of the pitch!

- *Faster reaction*
- *Stronger results*
- *Higher impact*

IN PARTNERSHIP WITH

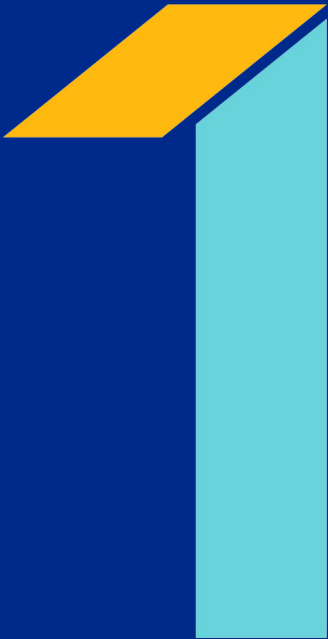


STR



REVENUE
GAMES





Book a demo



Subscribe to our newsletter for more educational content, latest trends and news about hospitality tech and revenue management

Duetto is *the* world's #1 revenue management system, *trusted* by global hotels and casinos

Louvre Hotels
GROUP

affitude

CP Center Parcs



SIGNATURE
Hotels & Resorts



Biografy
We bring hotels to life

PIERRE &
vacances