The implementation of ecommerce dynamic rate To generate room revenue

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Abstract

This study aims to determine the e-commerce dynamic rate structure to generate room revenue and the better implementation between dynamic rate and the static rate at a 3 star hotel. Kuta, Bali. Data collection methods used in this research as follows: interviews, observation, and documentation. The data analysis technique used is the mean analysis technique, dynamic pricing method, profit margin ratio, and descriptive analysis techniques. The results of the study showed the step by step of dynamic rate structure determination and the dynamic rate is better than the static rate. This is indicated by the results of the average profit margin ratio in 2016-2018 on the dynamic rate at 39.41% compared to the static rate at 2.00%. Based on the results of the analysis, any efforts that can be made are paying attention to the dynamic rate during decreasing the Price Points (PP), thus avoiding complaints from offline travel agents and implement the dynamic rates for offline travel agents, hence generate profits with a greater profit margin ratio for the hotel.

Keywords: dynamic rate, static rate, room revenue.

Introduction

Bali as a tourist destination, having tourist visits which increase every year when viewed from the Bali Provincial Government Tourism Office statistics in the last 3 years the number of tourist visits in 2016 there were 13.571.617 persons and the last one in 2017 experienced a significant increase of 14.433.372 persons and in the year of 2018 significant increase of 15.828.464 persons. From his data show the tourism business shown growth from year to year and become the potential part of the economic sector to gain more income.

The hotel is 3-star boutique hotel located in Jalan Pantai Kuta, Kuta, Badung, Bali. Located in the behind of one-stop shopping mall Beach Walk, the hotel has been operated for almost 9 years. This hotel has 50 rooms available which are divided into 5 rooms category, they are Superior Room, Superior Room with Pool View, Deluxe Room with Pool Access and Family Suites. Hence, the room should be occupied and get the market share from the tight

competition in every season from year to years, such as low season, high season, and peak season in the Kuta area with the different demand on a certain date in every season.

According to Wawira (2016) the hotel industry is characterized by seasonality, which plays a major role in determining customer behavior. Seasons are categorized as Low Season, High Season (Green), and Peak Season, with each associated with different expectations and demands. The result to variation in tourists' arrivals both domestic and foreign to destinations ranging from beaches, safaris, parks, that always depend on the destination, not just the country or geographic location or latitude, but the type of vacation destination it is. Therefore, the hotel divides its seasonal period consist of low season period on 06th January – 15th June and 15th September-22nd December, high season period on 16th June – 15th September and peak season period 23rd December – 05th January.

The Sales and Marketing staff will do the contracting (static contract) that based on the seasonal period for one year (an annual contract that starting on 01st April – 31st March in the following year). The challenge of the Sales and Marketing Department in the hotel is during selling the room on the low demand in the high season and to gain the maximum revenue in the high demand in the low season. Hence, the Sales and Marketing Department staff should do more analytic from this to create the best strategy to gain more revenue at the hotel in every season of the year. Below will be shown the room occupancy production from 2016 until 2018 as Table 1.

Table 1
The Room Occupancy for 2016 – 2019

| | | 110 1100111 00 | capancy ioi | 2010 2010 | | |
|-----------|--------------------|------------------|--------------------|------------------|--------------------|------------------|
| | 20 | 16 | 20 |)18 | 20 | 19 |
| Month | Room Night (RN) | Occupancy (%) | Room Night (RN) | Occupancy (%) | Room Night (RN) | Occupancy (%) |
| January | 1.138 | 71,35 | 947 | 62,92 | 934 | 63,89 |
| February | 978 | 67,26 | 697 | 50,95 | 949 | 74,14 |
| March | 1.022 | 67,02 | 929 | 61,93 | 1.024 | 74,26 |
| April | 854 | 56,90 | 1.002 | 72,40 | 922 | 66,09 |
| May | 1.039 | 66,39 | 1.067 | 72,98 | 944 | 67,72 |
| June | 906 | 60,56 | 937 | 64,09 | 1.030 | 73,78 |
| July | 1.084 | 69,35 | 975 | 65,92 | 1.166 | 79,37 |
| August | 1.229 | 79,96 | 1.153 | 78,17 | 1.077 | 72,87 |
| September | 1.114 | 75,94 | 988 | 68,33 | 1.035 | 71,83 |
| October | 1.170 | 78,42 | 832 | 62,18 | 956 | 64,77 |
| November | 1.022 | 71,87 | 965 | 71,27 | 909 | 61,46 |
| December | 1.047 | 70,22 | 822 | 54,69 | 805 | 52,14 |
| Total | 12.603 | 69,60 | 11.314 | 65,49 | 11.751 | 68,53 |

(Source: Sales and Marketing Department, 2019).

Table 1 shows the room occupancy by monthly on 2016-2018. Total room occupancy in the year 2016 at 69.6% with 12,603 Room Nights (RNs). Room occupancy in the year 2017 at 65,49% with 11,314 RNs and for the year of 2018 with occupancy at 68,53% with 11,715 RNs.

Based on the data from Sales and Marketing Department, there is a high demand for March 2016 with room occupancy at 67.02%, April 2017 with room occupancy 72.40% and May 2018 with room occupancy at 67.72% which is that period on low seasons with the lowest price set up on the annual contract rate. Besides that, the above table shows us for the low demand on the high seasons such us Jule 2016 with room occupancy at 69.35%, June 2017 with room occupancy at 64.09%.

From the above problem, the Sales and Marketing Department creates a strategy based on the market demand by date to gain maximum revenue in every season of the hotel. According to Shpanya (2014) dynamic pricing, also referred to as surcharge pricing, demand pricing, or time-based pricing is a pricing strategy in which businesses set flexible prices for products or services based on current market demands. Businesses can change prices based on algorithms that take into account competitor pricing, supply and demand, and other external factors in the market. The rates, and all other rate planes, basically adjust as yield is applied (up or down) to the pricing of the hotel. Meanwhile, according to Tucker (2013), hotels and other players in the hospitality industry use dynamic pricing to adjust the cost of rooms and

packages based on the supply and demand needs at a particular moment. The goal of dynamic pricing in this industry is to find the highest price that consumers are willing to pay. Another name for dynamic pricing in the industry is demand pricing. This form of price discrimination is used to try to maximize revenue based on the willingness to pay of different market segments. It features price increases when demand is high and decreases to stimulate demand when it is low. Having a variety of prices based on the demand at each point in the day makes it possible for hotels to generate more revenue by bringing in customers at the different price points they are willing to pay.. This strategy will be applied as well to generate hotel revenue, especially room revenue in the tight competition. From this strategy, sales, revenue and e-commerce staff could adjust the rate and availability that suitable with the market condition and hotel occupancy. Table 2 shows regarding the table of dynamic and static rate contribution from the year 2016 until 2018.

Table 2
Dynamic and Static Rate Contribution

| | Dynamic Rate | e | Static Rate | | Year to Date | | |
|------|-----------------|------------------|-----------------|------------------|---------------------|------------------|--|
| Year | Occupancy (RNs) | Revenue (IDR) | Occupancy (RNs) | Revenue (IDR) | Occupanc y (RNs) | Revenue (IDR) | |
| 2016 | 12,631 | 4.369.470.727 | 422 | 113.940.032 | 13,053 | 4.483.410.759 | |
| 2017 | 10,846 | 3.606.544.009 | 508 | 180.810.371 | 11,354 | 3.786.941.157 | |
| 2018 | 10,125 | 3.578.635.456 | 1,647 | 483.043.443 | 11,772 | 4.061.678.899 | |

(Source: Sales and Marketing Department, 2019).

In Table 2, the writer could get data from the last 3 years ago. From the year of 2016, dynamic rate contribution at 12,631 room nights with total room revenue at IDR 4,369,470,727 and static rate 0ccupancy at 422 room nights with room revenue at IDR 113,940,032 from total production on the year 2016 for occupancy at 13,053 room nights with total room revenue at IDR 4,483,410,759. From the year of 2017, dynamic rate contribution for occupancy at 10,846 room nights with room revenue at IDR 3,606,544,009 and static rate occupancy at 508 room nights with room revenue at 180,810,371 from total production on the year 2017 for occupancy at 11,354 room nights with room revenue at 3,786,941,157. After that, form the year of 2018, dynamic rate contribution for occupancy at 10,125 room night with room revenue at IDR 3,578,635,456 and static rate contribution for occupancy at 1,647 room nights with room revenue at IDR 483,043,443 from total occupancy at 11,772 room nights with total room revenue at IDR 4,061,678,899 for the year 2018. Dakota Boutique

Hotel conducted the dynamic rate to OTAs, B2B System and for the static rate conducted to the static annual contract rate.

The implementation of dynamic rate the hotel using channel manager to distribute to any channels distribution as follows: Agoda.com, Booking.com, Traveloka.com, Expedia.com, Hotel Website, Tiket.com, Pegipegi.com, Airbnb, and Asiatravel.com, Direct Reservation, Walk-In Guest and Owner Relatives. Besides that, implemented of static rate distribution from a static contract as follow: Ctrip.com (static contract), Zen rooms, PT. Jika, Isamaya Group, Elevation Travel, Mitra Adi Perkasa, MG Holiday, My Prime Solution, Antavaya, PT. Garam Tour & Consulting, Sodexo, GTA, PT. Fensury Bali Mandiri, Millenium Indo Wisata, Bayu Buana Travel, and Darmawisata Indonesia. Therefore to get more share from any segment of the guest, the e-commerce dynamic rate will be implemented to generate room revenue based on market demands in the current tight competition.

According to Metcalfe (2017), any data or factors that consider determining the dynamic rate implementation as follow: 1) supply and demand on locality area, meaning that Supply means the number of available rooms in the locality area. The supply will become to the consideration of data during the determination of dynamic rate to gain more guest in the tight competition. 2) Segmented Dynamic Pricing meaning that Segmented is divided into or composed of segments or sections of the parts into which something naturally separates. (Webster, 2019). Therefore, segmented dynamic pricing is the dynamic pricing that which naturally separated or divided based on historical occupancy, market demand and the seasons of the hotel. The seasons of the hotel will be referred to as the static contract issued annually from the Sales and Marketing Department. The static rate at has called by Leisure Distribution Rate (LDR) that spread out to the offline travel agent period 01st November 2018 - 31st October 2019 or 01st April 2019 - 31st March 2020 based on the contracting period and their market. 3) Time-based dynamic pricing will be considered how price point that will be offered during a certain period in the limited time offer. The time based for dynamic pricing based on the occupancy in every day and decided become to ten (10) Price Point (PP). 4) Peak pricing is a form of congestion pricing where customers pay an additional fee during periods of high demand (Kenton, 2019). Peak pricing is most frequently implemented by the companies who charge higher rates during times of the year when demand is the highest. The purpose of peak pricing is to regulate demand so that it stays within a

manageable level of what can be supplied to optimize the revenue growth. 5) Competitor pricing is people, companies or product that have a business or similar product characteristic with our product, so that in the field we have to compete to win the competition, so buyers will buy our products and not buy competitor product (Jatmiko, 2015). To gain market advantage, a company should outclass competitors in either quality or cost or quick response, or a combination of one or more. The company should have specific characters of product that more valuable to a competitor. 6) Customer behavior involves the study of how people either individually or in groups acquire, use, experience, discard and make decisions about goods, services, or even lifestyle practices such as traveling period, hotel or room type, leisure responsibility, healthy food and sports activities (Perner, 2018). The decisions of guest are related to the dynamic rate determination from the hotel historical could be seen from the Length of Stay (LOS) and Booking Lead Time (BLT).

The dynamic rate is the implementation of revenue management. According to Cross (1997) revenue management is the application of disciplined analytics that predicts consumer behavior at the micro-market levels and optimizes product availability and price to maximize revenue growth. The primary aim of revenue management is selling the right product to the right customer at the right time for the right price and with the right pack. The essence of this discipline is in understanding customer's perception of product value and accurately aligning product prices, placement, and availability with each customer segment. Dynamic pricing is one of the most useful tools in e-commerce toolbox and a logical next step for companies that want to grow revenue and improve conversion rates (Metcalfe, 2017). The ability to laser-target specific consumers gives companies that employ dynamic pricing a huge edge over the competition. It allows them to be more flexible, and price their inventory for the attainment of specific organizational goals. While dynamic pricing uses data in its implementation, it also produces a large amount of new, useful data that can be used to further inform your pricing strategies.

According to Metcalfe (2017), dynamic pricing has become critical in e-commerce, mostly due to automation. Whereas in a store, employees would have to physically change the pricing on thousands of items (as well as create new pricing display information), online the price of an item can be dynamically adjusted without much cost to the business. Some of the benefits that dynamic pricing provides to E-Commerce businesses as follows: Quicker, More Profitable Sales, Ability to Adjust to

Competition Pricing, Improved Flexibility, Improved Trend Understanding, Better Inventory Management, Higher Up-sell Conversion Rates. Therefore, the ecommerce dynamic rate implementation will do to generate room revenue.

RESEARCH METHODS

This research uses the mean analysis technique, dynamic pricing method, profit margin ratio, and descriptive-analysis techniques. Data were collected through observation at the hotel as Sales Executive and E-Commerce staff. The research instrument was researching the researchers assisted with research instruments in the form of voice recorders to conduct in-depth interviews with respondents. So the data collection techniques used in this study were by conducting observations, documentation, and in-depth interviews with the staff in the Sales and Marketing Department. In addition, to complete the observation the researcher collected by day to day the data from the system at Sales and Marketing Department to create the dynamic rate structure and the better implementation between the dynamic rate and static rate to generate room revenue at the hotel.

Discussion

The determination of e-commerce dynamic rate structure to generate room revenue

Sales and Marketing Department staff got the hotel budget from the Accounting Department staff for one year from January until December in the whole year. A budget is a financial plan for a defined period, often one year. It may also include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities and cash flows. Companies, governments, families and other organizations use it to express strategic plans of activities or events in measurable terms (Ross, 2008). In this budget will be shown the number of days in every month, room ready to sold per day, number of rooms available per month, number of room occupancy, no of guests, percentage of occupancy, percentage of double occupancy, and Average Room Rate (ARR). From this budget could analyse the target of room revenue at IDR 4.766.046.510 exclude 21% VAT or IDR 5.766.916.277 inclusive 21%VAT. Meanwhile, the target of room occupancy at 78.09% for year to date and further, for the ARR target at IDR 348.294 exlcude 21% VAT or IDR 440.878 inclusive 21% VAT.

Automated dynamic pricing can take a lot of data into account when setting prices. The largest retailers use a combination of data in their algorithms to determine the final price of an item (Metcalfe, 2017). Some of the different data types that can be used in dynamic pricing strategies as follows: supply and demand based on the locality area, segmented dynamic pricing, time-based dynamic pricing, peak pricing, competitor pricing, and customer behavior.

According to Bloomenthal (2019) electronic commerce or E-Commerce is a business model that lets firms and individuals conduct business over electronic networks, most notably: the Internet. The process of transactions carried out by buyers and sellers in buying and selling various products electronically from companies to other companies by using computers as an intermediary for business transactions while according to Prarama (2015) e-commerce is the process of delivering information, products, services, and payment processes, through telephone cables, internet connections and other digital access. In the other word, E-Commerce is a process of transactions carried out by buyers and sellers in buying and selling various products electronically from companies to other companies by using computers as an intermediary for business transactions through mobile devices, e-mail, mobile connected devices, on the internet and intranet networks. E-Commerce dynamic rate at the hotel has distributed to any channels either Business to Business (B2B) or Business to Customer (B2C). The Business to Business means an activity to sell hotel rooms through online on the internet between the hotel and the distributor who has cooperated between both parties through a price agreement according to the contract rate, profit, and payment system. The implementation of Business to Business (B2B) at the hotel through Agoda, Expedia, and Ctrip as a wholesales to the other small online travel agent. In the other hands, Business to Customer (B2C) is an activity to sell hotel rooms online through the internet between the hotel to consumers to meet directly on interacting online and electronically by utilizing existing features without using distributor services as an intermediary. The implementation of the dynamic rate at Business to Customer (B2C) at the hotel through Agoda.com, Booking.com, Traveloka.com, Expedia.com, Tiket.com and the other Online Travel Agent (OTA).

The E-Commerce dynamic rate implementation in the Online Travel Agent (OTA) call Best Rate Available (BAR). The meaning of BAR is a pricing model, commonly used by hotels to provide the lowest possible rate to a consumer on a

given date (Howell, 2015). Best Room Available has called Price Point (PP). This involves hotels analyzing the current market conditions such as demand in a certain area and time of stay, to price a room accordingly. As this pricing strategy is based on ever-changing variables, the price of a room can fluctuate throughout a day. Best available rates essentially provide consumers with the most appropriate room cost at any given time by predicting the demand for rooms and lowering or raising the price accordingly.

The value of price point that distributed to Business to Customer (B2C) such as Online Travel Agent (OTA) is not the same as the hotel received. The value of room rate which is booked by the guest at the Online Travel Agent (OTA) is not the same as the hotel received value. In case book through Online Travel Agent, the guest will get an additional discount at 10% as a member or book through mobile application, also get additional discount at 10% for the guest as Online Travel Agent repeater such as on booking.com, the repeater guest called genius booker meaning that booking minimum five (5) reservation per year for their self and deduct commission at 23% for Online Travel Agent free. Hence, the rate of value will decrease slightly.

Any promotion or offer in the Online Travel Agent that has created by the Sales and Marketing Department especially by the e-commerce staff to make more attractive and as a marketing value that makes the guest willing to book. Sales and Marketing Department consider any data or factors during creating the promotion like customer behavior either booking lead time or length of stay from the guest as the previous mentioned. The guest that makes a booking for 7 days prior to arrival will get last minute booking with additional discount at 40% off. Further, the guest habits to book the room in advance will get advance promotion such as the guest book 30 days prior to arrival will get an additional discount at 43% off and the guest who willing to book 60 days or more prior to arrival will get 46% off an additional discount. The length of stay also considered gaining booking with longer guest stay. Based on the data, the Sales and Marketing Department create the minimum stay at 4 days will get additional discount 43% off which is this promotion is applicable to any time without booking in advance as previously mentioned. Any promotion created by the e-commerce staff is completed by the restriction, term, and condition in each promotion to secure the revenue and make the guest feel fair value and comfort.

According to the Leisure Distribution Rate (LDR) for the static annual contract at an offline travel agent, the segmented period becomes to low season, high season and peak season. The rate plan available is Room Only (RO) and Room with Daily Breakfast for 2 persons (RB). In the other hand, room only at dynamic rate has said RA and room with breakfast for 2 persons has said RB at a dynamic rate. The restriction at dynamic rate will be symbol by "1" means flexible cancellation which is if the guest would like to book, the guest should not settle the payment upon make booking. However, it based on the cancellation policy which is 14 days or 7 days prior to arrival the guest should settle the payment for one (one) night deposit from the total booking amount. Furthermore, the symbol of "2" means prepaid and nonrefundable as the same as term and condition at static contract, which is if the guest willing to book the room, the guest should be settled the total payment in advance and the full payment will not be refunded if the guest would like to cancel, modify, no show or shorten stay. This condition will be fair due to the guest who book the rate with prepaid and nonrefundable conditions will get the lower price if compared to the rate with flexible term and condition. Then, the value of the static rate should be smaller than the dynamic rate at Online Travel Agent. In case there is any guest would like to book through an offline travel agent, the guest will compare the price with an online travel agent. Hence, if the guest sees the price on an offline travel agent is a lower tan online travel agent, meaning that the guest will book through the offline travel agent. Therefore, the offline travel agent still gets profit from the gap between the static rate and agent offered (markup). This becomes a win-win solution between the hotel and offline travel agent for better cooperation and sustainable business each other from year to year.

The relation between the static rate and the dynamic rate is very tight and lock each other. Low season rate for Superior Room at static rate will exist at Price Point Eight (PP8) for Superior Room in dynamic rate. High season rate for Superior Room at static rate will meet to Price Point Five (PP5) at the dynamic rate and further, for Peak Season at static rate will lock at Price Point Two (PP2) on the dynamic rate. Superior Room rate at static contract at IDR 450.000 and this meet with the value of PP8 after promotion, OTA member or mobile, OTA repeater and OTA commission. Hence, the value of PP8 at IDR 1.190.000 (calculation as above example) for Superior Room with breakfast for 2 persons at IDR 445.321 inclusive of 11% tax and 10% service charge. This value is related to the target of ARR at IDR

440,878 inclusive of 11% tax and 10% service charge. The position of PP8 as Figure 1.

| SPD / SPT | PRICE POINT (PP) | PP 1 | PP 2 | PP 3 | PP 4 | PP 5 | PP 6 | PP 7 | PP 8 | PP 9 | PP 10 |
|-----------|---------------------|----------|-------------|-------------|-------------|---------|-------|-------|-----------|-----------|--------|
| en) ari | Occupancy / Day (%) | 100%-50% | 96 N - 39 N | 50 N - 70 N | 70 % - 60 % | 694-594 | 99-45 | 45-35 | 306 - 216 | 2016-1016 | 10%-09 |
| RAI | Room Only Flexible | 0 | | | | | | | 1.040.000 | | |
| RB1 | Room 2 ABF Flexible | | 1 | | | | | | 1.190.000 | | - |

Figure 1 The Placement of PP8 Value for Superior Room at Dynamic Rate Structure (Source: Sales and Marketing Department, 2019).

The Price Point Eight (PP8) is available for room only with flexible cancellation (RA1) at IDR 1.040.000 and room with breakfast for 2 persons with flexible cancellation (RB1) at IDR 1.190.000. The surcharge for additional breakfast for 2 persons at IDR 150.000 and this will changeable based on the number of promotion. For the last minute promotion at 40% off, room only with prepaid and nonrefundable cancellation (RA2) at IDR 624.000 and room with breakfast for 2 persons with prepaid and nonrefundable cancellation (RB2) at IDR 714.000. Hence, the gap between RA2 and RB2 at IDR 90.000.

The movement dynamic rate is based on the occupancy as shown in Table 3 Price Point (PP) at the hotel. The fluctuation from PP8 to PP7 (increasing) or from PP8 to PP9 (decreasing) will adjust by percentage from the PP8 as the benchmark. The value of PP5 meet with the room rate at high season and the value of PP2 meet with the peak season period at Leisure Distribution Rate (LDR). Therefore from PP8 to PP5 is increasing at 26% with value for RA1 at IDR 1.310.400 and for RB1 at IDR 1.460.400. After last-minute promotion 40% off, OTA member, OTA repeater and OTA commission, hence the value of PP5 for RA2 at IDR 490.377 and for RB2 at IDR 546.510. This PP5 value is mirroring with the static contract as Leisure Distribution Rate for the high season period. The same regulation for PP2 which is mirroring to the value at peak season on the static contract. The increment from PP8 to PP2 at 76%, meaning that the RA1 at IDR 1.830.400 and RB1 at IDR 1.980.400 with flexible cancellation. After last-minute promotion, 40% off, OTA member, OTA repeater and OTA commission, hence the value of PP2 for RA2 at IDR 684.972 and RB2 at IDR 741.150 which is the value is mirroring with the static rate as Leisure Distribution Rate in Figure 2.

| SPD / SPT | PRICE POINT (PP) | PP 1 | PP 2 | PP3 | PP 4 | PP 5 | PP 6 | PP 7 | PP 8 | PP 9 | PP 10 |
|-----------|---------------------|--------------|-----------|-------------|---------|-----------|---------|--------|-----------|---------|--------|
| aru/ari | Occupancy / Day (%) | 100 % - 90 % | 90%-85% | 80 % - 70 % | 794-894 | 684-594 | 515-415 | 49-30% | 305-205 | 20%-10% | 10%-01 |
| RA1 | Room Only Flexible | | 1.830.400 | | | 1.310.400 | | | 1.040.000 | | |
| RB1 | Room 2 ABF Flexible | | 1.980.400 | | | 1.450.400 | | | 1.190.000 | | |

| Last Minute 7 Days | 493 | i . | | |
|--------------------|-----------------------|-----------|---------|---------|
| RA2 | Room Only Prepaid NR | 1.098.240 | 786.240 | 624.000 |
| RB2 | Room 2 ABF Prepaid NR | 1.188.240 | 876.240 | 714.000 |

Figure 2 The Mapping of LDR with Superior Room Price Point at Dynamic Rate (Source: Sales and Marketing Department, 2019).

After the dynamic rate and static rate has synchronized each other, the rest price point will determine based on the experience, knowledge and intuition or feeling of Sales and Marketing Department staff. The movement from one PP to the other PP could not have clashed each other. Sales and Marketing Department staff determine an 8% increase from PP8 to PP7 and a 16% increase from PP8 to PP6, hence the value of PP7 and PP6 have remained lower than PP5. The movement from PP8 to PP9 at -15% decreases and from PP8 to PP10 at -30% decreases. This condition could be happening on the low demand or the hotel needs based for occupancy which still takes a look for the Average Room Rate (ARR). This is related to Table 4, that the Target of ARR for the year to date at IDR 440.878 inclusive of 11% tax and 10% service charge. Meanwhile, the Table 3, the target of room occupancy for the year to date at 78.09%, meaning Sales and Marketing Department staff will adjust the price point value of the target ARR on the half of this target occupancy, which is 39.045%. on the low demand and high supply, Sales and Marketing staff will offer the PP10 until PP 7 as a based occupancy. After that, the adjustment from PP5 to PP4 at 34% increase from PP8 and for PP3 at 44% increase from PP8. The value of PP4 and PP3 are above PP5 and below PP2. Besides that, the movement from PP2 to PP1 at 100% increase from PP8 as the top of peak period with very high demand. The fluctuation of price point will be shown in Figure 3.

| SUPERIOR ROOM | | | | | | | | | | | |
|------------------|----------------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|-------|
| SPO /SPT | PRICE POINT (PP) | PP 1 | PP 2 | PP 3 | PP 4 | PP 5 | PP 6 | PP 7 | PP 8 | PP 9 | PP 1 |
| 360 /361 | % Occupancy / day | 90% - 100% | 80% - 90% | 70% - 80% | 60% - 70% | 50% - 60% | 40% - 50% | 30% - 40% | 20% - 30% | 10% - 20% | 0%-1 |
| | | 100,00% | 76,00% | 44,00% | 34,00% | 26,00% | 16,00% | 8,00% | | -15,00% | -30,0 |
| RAI | Room Only Flexible | 2.080.000 | 1,830,400 | 1.497,600 | 1.393.600 | 1,310,400 | 1.206.400 | 1.123.200 | 1.040.000 | 884.000 | 728. |
| RB1 | Room 2 ABF Flexible | 2.230.000 | 1.980.400 | 1.647,600 | 1.543.600 | 1.460,400 | 1.356.400 | 1,273,200 | 1.190.000 | 1.034.000 | 878. |
| FO ACTION DESIGN | | SIR | 111441134 | 11211111 | 110101010 | 110001100 | 114001103 | 112(0120) | 3103443 | The second | 100 |
| Lost Minute 70 | Jays 40 | 0% | | | | | | | | | |
| RA2 | Room Only Prepaid NR | 1.248.000 | 1.098.240 | 898.560 | 836.160 | 786.240 | 723.840 | 673,920 | 624.000 | 530.400 | 436. |
| R82 | Room ABF Prepaid NR | 1.338.000 | 1,188,240 | 988,560 | 926.160 | 876,240 | 813.840 | 763.920 | 714.000 | 620,400 | 526 |

Figure 3 The Determination of Superior Room Price Point at Dynamic Rate Structure (Source: Sales and Marketing Department, 2019).

The Sales and Marketing Department create any promotion related to customers behaviors from the price point. This promotion will attract customer to make a booking based on their habits to book either booking lead time and length of stay. The promotion for booking in advance 60 days prior to arrival will get the bigger discount with the reason to make the guest feel fair and gain based occupancy with advance booking. After that, the price point will increase step by step based on the holding occupancy and market demand. The promotion offered to the guest will be shown in Figure 4.

| SPD / SPT | PRICE POINT (PP) | PP 1 | PP 2 | PP 3 | PP 4 | PP 5 | PP 6 | PP 7 | PP 8 | PP 9 | PP |
|-----------------|--------------------------------------------|--------------|-------------|-----------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----|
| SPUTSFI | Occupancy / Day (%) | 100 N - 50 N | 93 % - 83 % | 30%-70% | 794-694 | 69-59 | 554-454 | 49%-39% | 30%-20% | 28%-18% | 10% |
| RA1 | Room Only Flexible | 2.080.000 | 1.830.400 | 1.497.600 | 1.393.600 | 1.310.400 | 1.206.400 | 1.123.200 | 1.040.000 | 884.000 | 7. |
| RB1 | Room 2 ABF Flexible | 2,230.000 | 1.980.400 | 1.647.600 | 1.543.600 | 1.460,400 | 1.356.400 | 1.273,200 | 1.190.000 | 1.034.000 | 8 |
| Last Minute 7 I | Days 46 | % | | | | | | | | | |
| RA2 | Room Only Prepaid NR | 1.248.000 | 1.098.240 | 898.560 | 836.160 | 786.240 | 723.840 | 673.920 | 624,000 | 530.400 | 4 |
| RB2 | Room 2 ABF Prepaid NR | 1.338.000 | 1.188.240 | 988.560 | 926.160 | 876,240 | 813.840 | 763.920 | 714,000 | 620.400 | 5 |
| RA2 RB2 | Room Only Prepaid NR Room 2 ABF Prepaid NR | 1.310.400 | 1.153.152 | 943.488 | 877.968 972.468 | 825.552 920.052 | 760.032 854.532 | 707.616 802.116 | 655,200 749,700 | 556.920 651.420 | 4. |
| e Booking 30 De | 183 912 | | 1.277.022 | 1.007.700 | 371,700 | 720.032 | 0.71.232 | 002.110 | 172.190 | 021.720 | 2. |
| RA2 | Room Only Prepaid NR | 1.185.600 | 1.043.328 | 853.632 | 794.352 | 746.928 | 687.648 | 640.224 | 592,800 | 503.890 | - 4 |
| RB2 | Room 2 ABF Prepaid NR | 1.271.100 | 1.128.828 | 939.132 | 879.852 | 832,428 | 773.148 | 725.724 | 678.300 | 589.380 | - 5 |
| ce Booking 60 I | Days 46 | % | | | | | | | | | |
| RA2 | Room Only Prepaid NR | 1.123.200 | 988.416 | 808.704 | 752.544 | 707.616 | 651.456 | 606.528 | 561.600 | 477.360 | 3 |
| RB2 | Room 2 ARF Prenaid NR | 1 204 200 | 1 069 416 | 880 704 | 833 544 | 788 616 | 732 456 | 687 528 | 642 600 | 558 360 | 43 |

Figure 4 The Determination of Promotion Value at Dynamic Rate Structure (Source: Sales and Marketing Department, 2019).

There are five (5) room types. Superior Room as a benchmark during dynamic rate determination to the other room categories. There are a supplement or additional surcharge from Superior Room to the other room category which is from Superior Room to Superior Room with Pool View, Deluxe Room with Pool View, Deluxe Room with Pool Access and Family Room with Pool Access. The table supplement for the year 2019 in Table 3.

Table 3
The Supplement from Superior Room to Other Room Type

| The supplement nome superior result to suite result type | | | | | | | | | | |
|----------------------------------------------------------|-------------------------------------|--------------|--|--|--|--|--|--|--|--|
| | Supplement 2019 | | | | | | | | | |
| Room Code | Room Type | Inc. 21% VAT | | | | | | | | |
| RA | Room Only | 0 | | | | | | | | |
| RB | Room with Breakfast (RA + 2 ABF) | 150.000 | | | | | | | | |
| SPD | Superior Double Room | 0 | | | | | | | | |
| SPT | Superior Twin Room | 0 | | | | | | | | |
| SVD | Superior Double Room with Pool View | 100.000 | | | | | | | | |
| SVT | Superior Twin Room with Pool View | 100.000 | | | | | | | | |
| DLXVD | Deluxe Double Room with Pool View | 200.000 | | | | | | | | |
| DLXVT | Deluxe Twin Room with Pool View | 200.000 | | | | | | | | |
| DLXAD | Deluxe Double Room with Pool Access | 300.000 | | | | | | | | |
| FAMR | Family Room with Pool Access | 1.000.000 | | | | | | | | |

Source: Sales & Marketing Department, 2019

This additional surcharge will be imparted by the other room category. From the Superior Room dynamic rate, the other room has been created with additional surcharge or supplement as above. The aim of this supplement as the effort from the Sales and Marketing Department to increase the Average Room Rate (ARR) from day to day. The rate structure at for the year 2019 as Figure 5.

| | The state of the s | | Bet | ore 21% Tax so | d Service | | | | | | |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------|----------------|-----------|--------------|------------|---------------|-----------|-------------|-------|
| RIOR ROOM | | | | | | | | | | | |
| SPD / SPT | PRICE POINT (PP) | PP 1 | PP 2 | PP-3 | PP 4 | PP S | PP 6 | PP.7 | PP 8 | PP 0 | 5h 1 |
| | Occupancy / Day (%) | 100 % - 96 % | 50 % - H % | 35 % 70 % | 754-854 | 国际 国际 | 10%-45% | 49.74 - 50.74 | 389-289 | 28 % - 18 % | 18%-1 |
| RAI | Room Only Flexible | 2.080.000 | 1,830,400 | 1.497.600 | 1.393.600 | 1.310.400 | | 1.123,200 | 1 040 000 | X84.000 | 7281 |
| RB1 | Room 2 ABF Flexible | 2.230.000 | 1.985.400 | 1.617.600 | 1.543.600 | 1.460.400 | 1.356.400 | 1.273.200 | 1.190.000 | 1.034.000 | #78. |
| Last Minute 7 I | | | | | | | | | | | |
| RA2 | Room Only Prepaid NR | 1.248,000 | 1.098.240 | 898,560 | 836.160 | 786.240 | 723-840 | 673.920 | 624.000 | 530,400 | 435. |
| RB2 | Room 2 ABF Prepaid NR | 1.338.000 | 1.188.240 | 988.560 | 926.160 | \$76.240 | 813.840 | 763.920 | 714.000 | 620:400 | 526. |
| Hot i | Deal 37 | N. | | | | | | | | | |
| RAZ | Room Only Prepaid NR | 1,310,400 | 1.153.152 | 943,488 | 377.968 | 825,552 | 760.032 | 707,616 | 855,200 | 556.926 | 458 |
| RB2 | Room 2 ABF Prepad NR. | 1.404.900 | 1.247.652 | 1.037.988 | 972.468 | 920.052 | 854,532 | 802.116 | 749,700 | 651,420 | 253. |
| ice Booking 30 Di | | | | | | | Total City | | | 101.00.00 | |
| RA2 | Room Only Prepaid NR | 1.185.600 | 1.043.328 | 653,632 | 794.352 | 746.928 | 687,648 | 640:224 | 7592.800 | 503.880 | 414 |
| RB2 | Room 2 ABF Prepaid NR | 1.271.100 | 1.128.828 | 939.132 | 879.852 | 832.428 | 773.145 | 725,724 | 678.300 | 580,380 | 500. |



| SUPERIOR ROOM WITH | POOL VIEW | | | | | | | | | | |
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| SVD / SVI | PRICE POINT (PP) | F1 | 1992 | 77.3 | 77.4 | 77.5 | PP 6 | 287 | 1777 | m+ | PF 10 |
| | Occupancy / Day (%) | 100 % 90 % | 95 Na . 20 Na | 80 % 70 % | T0:16 - 69 14 | 40 hr 50 hr | 20 No. 40 No. | 25.35 | 3846 - 2046 | 28% 18% | 10 % 5 % |
| RAI RBI | Room Only Flexible Room 2 ABF Flexible | 2.430.000 | 2.006,400 | 1.041.600 | 1.527.600 | 1.436.400 1.586.400 | 1.322.400 | 1,381,200 | 1.140.000 | 1.119.000 | 948,000 |
| ADI | PROOFS 5 UDE 2 EXXXX | 4.430,000 | 2.120,400 | 1./91/000 | 1.017.000 | 1.300,400 | EATEAU | 1,381,300 | 1.290.000 | 1.119,000 | 3990,000 |
| Last Minute 7 Day | 10% | | | | | | | | | | |
| RA2 | Room Only Prepaid NR | 1.368.000 | 1.203.840 | 984.960 | 916.560 | \$61.840 | 793,440 | 738,720 | 584,000 | 581,400 | 478.800 |
| RB2 | Room 2 ABF Prepaid NR | 1.458.000 | 1.293.840 | 1.074.960 | 1.006,560 | 951.840 | 883.440 | 828,720 | 774.000 | 671,400 | 568.800 |
| Hot Dec | 1 17% | | | | | | | | | | |
| RA2 | | 1.436.400 | 1.264.032 | 1.034.208 | 962.388 | 904.932 | 833.112 | 775,656 | 718.200 | 610,470 | 502,740 |
| RB2 | Room 2 ABF Prepaid NR | | 1,358,532 | 1.128.708 | 1.056,888 | 999,432 | 927,612 | 870,156 | 812.700 | 704,970 | 597,240 |
| | | | | | | | | | | | |
| Advance Booking 30 Days | 43% | 1 100 100 | - | | | | 242 242 | | | - | *************************************** |
| RA2 RB2 | Room Only Prepaid NR Room 2 ABF Prepaid NR | 1.299.600 | 1.229,148 | 935.712 | 870.732 956.232 | 818,748 904,248 | 753,768 839,268 | 701,784 | 649.800 735.300 | 637.830 | 454.860 540.360 |
| ND4 | 1800m 2 ABC PTepas NA | 1.282/190 | 1.229,190 | 1.041.414 | 930,232 | 304,248 | 839,208 | 187,4843 | 133,300 | 02/1839 | 240,300 |
| Advance Booking 60 Day | 46% | | | | | | | | | | |
| RA2 | Room Only Prepaid NR | 1.231.200 | 1.083,456 | \$86,464 | 824,904 | 775,656 | 714,096 | 664,848 | 615.600 | 523,260 | 430.920 |
| RB2 | Room 2 ABF Prepaid NR | 1.312.200 | 1.164.456 | 967,464 | 905,904 | 856.656 | 795.096 | 745,848 | 696.600 | 604.260 | 511.920 |
| | | | | | | | | | | | |
| In the Real Property of the Control | | | | | | | | | | | |
| DELUXE ROOM WITH P | | 100 t | 30 2 | WD 1 | 00.4 | 201 | 99 6 | 1000 | 20.0 | PP 0 | 99.18 |
| DEXVD / DEXVI | PRICE POINT (PP) Occupancy / Day (%) | 100 % . 96 % | PP 2 | PP 3 | 77 % - 05 % | 27 5 00 % 50 % | PP 6 | 297 2014 3614 | PP 8 | 20 % 18 % | PP 10 |
| RAI | Occupancy / Day (%) Room Only Flexible | 2.480.000 | 2.182.400 | 1.785.600 | 1.661.600 | 1.562.400 | 1.438.400 | 1.339.200 | 1.240.000 | 1.054.000 | 868,000 |
| R91 | Room 2 ABF Flexible | 2.630.000 | 2.332.400 | 1.935.600 | 1.811.600 | 1.712.400 | 1.588.400 | 1.489.200 | | | 1.018.000 |
| an | 95 | 91 1 | .1 10. | | | | - 0 | 10 | | - 1 | 1.1 |
| Last Minute 7 day | | * 200 010 | 1 300 mm | 2.002.200 | 005.000 | 602 | 862 040 | 207 Car 1 | -247.000 | 400 100 | F20 500 T |
| RA2 RB2 | Room Only Prepaid NR | 1.488.000 | 1.309,440 | | 996.960 1.086.960 | 937,440 | 953.040 | 803.520 893.520 | 744,000 834,000 | 632.400 722.400 | 520.800 610.800 |
| BBS | Room 2 ABF Prepaid NR | 1.578.000 | 1.299,490 | 1.101.300 | 1.000.900 | 1.027,990 | 933,040 | 495.320 | 839,000 | 744.400 | 010.800 |
| Hot Dec | d 37% | | | | | | | | | | |
| RA2 | Room Only Prepaid NR | | 1.374.912 | | 1.045.808 | 984.312 | 906.192 | \$43,696 | 781,200 | 664.020 | 546.840 |
| RB2 | Room 2 ABF Prepaid NR | 1.656.900 | 1.469.412 | 1.219.428 | 1.141.308 | 1.078.812 | 1,000.692 | 938.196 | 875,700 | 758.520 | 641.340 |
| Total Commence of the Commence | (7) (7) (7) (7) (7) (7) (7) (7) (7) (7) | | | | | | | | | | |
| Advance Booking 30 day | Room Only Prepaid NR | 1.413.600 | 1.243.968 | 1.017.792 | 947,112 | 890.568 | 819,888 | 763 344 | 704 800 | 600.780 | 494 760 |
| RB2 | Room 2 ABF Prepaid NR | | 1.329.468 | | 1.032.612 | 976.068 | 905.388 | 848.844 | 792,300 | 686,280 | 580.260 |
| DiD-6 | Droom 2 case suspans NK | 1.777.100 | 4.349.908 | 1,195,676 | 1,074,014 | 210.000 | 307,200.1 | 870,977 | 186,004 | 790,260 | 240,290 |
| Advance Booking 60 des | 46% | | | | | | | | | | |
| RA2 | Room Only Prepaid NR | 1.339.200 | 1.178.496 | 964.224 | 897.264 | 843.696 | 776,736 | 723,168 | 559.600 | 509.100 | 468,720 |
| RB2 | Room 2 ABF Prepaid NR | 1.420.200 | 1.259,496 | 1.045.224 | 978.264 | 924.696 | 857,736 | 804,568 | 750.600 | 650.160 | 549.720 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| DELIVE BOOM NAME & | DOLLOTTSE | | | | | | | | | | |
| DELUXE ROOM WITH P | | PP I | PP 2 | PP 3 | PP 4 | pp 4 | PP 6 | PP 7 | PP S | pp o | PP 16 |
| DELL'XE ROOM WITH P | PRICE POINT (PP) | PP 1 | PP 2 | PP 3 | PP 4 | PP 5 | PP 6 | PP 7 | PP 8 30% - 20% | PP 9 | PP 10 |
| DLXAD RAI | PRICE POINT (PP) Occupancy / Day (%) Room Only Flexible | 2.680.000 | 2.358.400 | 1.929.600 | 1.795.600 | 1.688.400 | 1.554.400 | 1.447,300 | 1.340.000 | 1 139 000 | 938.000 |
| DLXAD | PRICE POINT (PP) Occupancy / Day (%) | 2.680.000 | 90 N - 30 N | 1.929.600 | 1.795.600 | 1.688.400 | 1.554.400 | 01%-38% | 30%-20% | 28 18 18 18 | 30 % - 8 % |
| DEXAD RA1 RB1 | PRICE POINT (PP) Occupancy / Day (%) Room Only Flexible Room 2 ABF Flexible | 2.680.000 | 2.358.400 | 1.929.600 | 1.795.600 | 1.688.400 | 1.554.400 | 1.447,300 | 1.340.000 | 1 139 000 | 938.000 |
| PAI RB1 Lost Minute 7 day | PRICE POINT (PP) Occurancy (Day (%) Room Only Flexible Room 2 ABF Flexible | 2.680.000 2.830.000 | 2.358.400 2.508.400 | 1.929.600 2.079.800 | 1.795.600 1.945.600 | 1.088.400 | 1.354.400 1.704.400 | 1.447.200 1.197.200 | 1 340.000 1 490.000 | 1 139,000 1 289,000 | 938.000 1.088.000 |
| DLXAD RA1 RB1 Lost Minute 7 day RA2 | PRICE POINT (PP) Occupants' Day (%) Room Only Freshie Room 2 ABF Flexible 8 Room Only Prepaid NR | 2.680.000 2.830.000 | 2.358.400 2.508.400 | 1.929.600 -2.079.600 | 1.795.600 1.945.600 | 1 688 400 1 838 400 1 013 040 | 1 554 400 1 704 400 | 1.447,200 1.397,200 868,320 | 1,340,000 1,490,000 804,000 | 1 139 000 | 938 000 1.088 000 562.800 |
| PAI RB1 Lost Minute 7 day | PRICE POINT (PP) Occurancy (Day (%) Room Only Flexible Room 2 ABF Flexible | 2.680.000 2.830.000 | 2.358.400 2.508.400 | 1.929.600 2.079.800 | 1.795.600 1.945.600 | 1.088.400 | 1.354.400 1.704.400 | 1.447.200 1.197.200 | 1 340.000 1 490.000 | 1 139 000 1 289 000 683 400 | 938.000 1.088.000 |
| DLXAD RA1 RB1 Lost Minute 7 day RA2 | PHICE POINT (PP) Occupants if Day (%) Room Cally Flexible Room 2 ASF Flexible x Room Culy Prepaid NR Room 2 ASF Prepaid NR | 2.680.000 2.830.000 1.608.000 1.698.000 | 2.358.400 2.508.400 1.415.040 1.505.040 | 1.929.600 -2.079.600 | 1.795.600 1.945.600 | 1 688 400 1 838 400 1 013 040 | 1 554 400 1 704 400 | 1.447,200 1.397,200 868,320 | 1,340,000 1,490,000 804,000 | 1 139 000 1 289 000 683 400 773 400 | 938 000 1.088 000 562.800 |
| DLXAD RA1 RB1 Lost Minute 7 day RA2 RB2 Hot Des | PRICE POINT (PP) DROUGHES / Day (No) Room Only Freshie Room 2 ABF Finithe 40% Room 2 ABF Prepaid NR of Room 2 ABF Prepaid NR // Room Only Prepaid NR | 2 680 000 2 830 000 1 608 000 1 698 000 | 2.358.400 2.508.400 1.415.940 1.505.040 | 1,929,600 -2,079,600 -1,157,760 -1,247,760 -1,215,648 | 1.795 800 1.945 800 1.077 360 1.167 360 | 1.688.400 1.838.400 1.011.040 1.103.040 | 932,640 1,022,640 979,272 | 868,320 058,320 811,736 | 1,340,000 1,490,000 1,490,000 804,000 894,000 | 1 139 000 1 289 000 683 400 773 400 | 938 000 1 088 000 562 800 652 800 |
| DLXAD RA1 RB1 Lost Minute 7 day RA2 RB2 Hot Des | PHICE POINT (PP) Occupants if Day (%) Room Cally Flexible Room 2 ASF Flexible x Room Culy Prepaid NR Room 2 ASF Prepaid NR | 2.680.000 2.830.000 1.608.000 1.698.000 | 2.358.400 2.508.400 1.415.040 1.505.040 | 1.929.600 -2.079.600 1.157.760 1.347.760 | 1.795.600 1.945.600 1.077.360 1.167.360 | 1 688 400 1 838 400 1 838 400 1 103 040 | 1.554.400 1.704.400 932.640 1.022.640 | 1.447,300 1.97,200 868,320 058,320 | 1.140.000 1.490.000 1.490.000 804.000 894.000 | 1 139 000 1 289 000 683 400 773 400 | 938.000 1.088.000 562.800 652.800 |
| DLXAD RA1 RB1 Lett Minute 7 day RA2 RB2 Hot Dec RA2 RB2 | PRICE POINT (PP) CROWNING DAY (16) Room Culy Fleshie Room 2 ABF Fleshie Room 2 ABF Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR Room Only Prepaid NR Room 2 ABF Prepaid NR | 2 680 000 2 830 000 1 608 000 1 698 000 | 2.358.400 2.508.400 1.415.940 1.505.040 | 1,929,600 -2,079,600 -1,157,760 -1,247,760 -1,215,648 | 1.795 800 1.945 800 1.077 360 1.167 360 | 1.688.400 1.838.400 1.011.040 1.103.040 | 932,640 1,022,640 979,272 | 868,320 058,320 811,736 | 1,340,000 1,490,000 1,490,000 804,000 894,000 | 1 139 000 1 289 000 683 400 773 400 | 938 000 1 088 000 562 800 652 800 |
| DLNAD RA1 RB1 Lost Minute 7 day RA2 RB2 Hot Dea RA2 2.52 Advance Booking 30 day | PRICE FOINT (PP) Core many for (6) Room Colly Flendie Room Colly Flendie Room Colly Prepaid NR Room Colly Prepaid NR Room Colly Prepaid NR Agom Colly Prepaid NR Room Colly Prep | 2.680,000 2.830,000 1.698,000 1.698,000 1.688,400 1.782,900 | 2 358 400 2 508 400 1 415 040 1 505 040 1 485 792 1 580 292 | 1,929,600 -2,079,800 1,157,760 1,247,760 1,215,648 1,310,148 | 1.795 500 1.945 600 1.945 600 1.167 360 1.167 360 | 1.688.400 1.838.400 1.838.400 1.103.040 1.103.040 1.063.602 1.158.192 | 972 640 1 022 640 1 022 640 979 272 1 073 772 | 868,320 058,320 011,736 011,736 1,036,236 | 1,340,000 1,490,000 1,490,000 804,000 894,000 | 1 139 000 1 289 000 683 400 773 400 | 938 000 1 088 000 562 800 652 800 |
| DLXAD RA1 RB1 Lett Minute 7 day RA2 RB2 Hot Dec RA2 RB2 | PRICE POINT (PP) CROWNING DAY (16) Room Culy Fleshie Room 2 ABF Fleshie Room 2 ABF Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR Room Only Prepaid NR Room 2 ABF Prepaid NR | 2.680,000 2.830,000 1.698,000 1.698,000 1.688,400 1.782,900 | 2.358.400 2.508.400 1.415.940 1.505.040 | 1,929,600 -2,079,800 1,157,760 1,247,760 1,215,648 1,310,148 | 1.795 500 1.945 600 1.945 600 1.167 360 1.167 360 | 1.688.400 1.838.400 1.838.400 1.103.040 1.103.040 1.063.602 1.158.192 | 932,640 1,022,640 979,272 | 868,320 058,320 811,736 | 1 340,000 1 490,000 804,000 894,000 844,250 938,700 | 1139.000 1289.000 1289.000 773.400 717.570 812.070 | 938.000 1 038.000 1 038.000 552.800 552.800 590.940 585.440 |
| DLNAD RAI RBI Lest Minute 7 day RAN RAN RBS2 Hot Dec RA2 RBS2 RBS3 Advance Booking 30 day RA2 | PRICE FORM (PP) Creaming That (6) Room Only Firshle Room Only Firshle Room Only Prepaid NR Room Only Prepaid NR Anom Only Prepaid NR Anom Only Prepaid NR Soom 2 ABF Prepaid NR Soom 2 ABF Prepaid NR Room Only Prepaid NR | 2,680,000 2,830,000 1,698,000 1,698,000 1,782,990 1,527,600 | 2.358.400 2.508.400 1.415.940 1.505.040 1.485.792 1.580.292 | 1.929.600 -2.079.800 -1.247.760 -1.247.760 -1.215.648 -1.310.148 | 1.795.600 1.945.600 1.945.600 1.077.360 1.167.360 1.131.228 1.225.728 | 1.088.400 1.838.400 1.017.040 1.103.040 1.061.607 1.158.192 | 972.640 1.022.640 1.022.640 1.022.640 1.022.640 | 868,320 058,320 811,736 1,006,236 | 1.340.000 1.490.000 894.000 894.000 844.200 938.700 | 119,000 1289,000 683,400 -773,400 717,576 -812,970 | 938,000 1 088,000 562,800 652,800 590,940 683,440 |
| DLNAD RAI RBI Lost Minute 7 day RAY RB2 Hot Dea SA2 RB2 Advance Booking 30 day RA3 RA3 RA3 RA3 RA3 RA3 RA3 RA3 | PRICE POINT (PP) Room Coly Frenhile Room Coly Frenhile Room Culy Prepaid NR Room Culy Prepaid NR Room 2 ABF Prepaid NR Room Culy Prepaid NR Room 2 ABF Prepaid NR Room 2 ABF Prepaid NR Room Culy Prepaid NR Room Culy Prepaid NR Soom 2 ABF Prepaid NR Room 2 ABF Prepaid NR Room 2 ABF Prepaid NR | 2.680.000 2.830.000 1.698.000 1.698.000 1.782.900 1.527.600 1.613.100 | 2.358.400 2.508.400 1.415.040 1.505.040 1.485.792 1.580.292 2.358.400 1.429.788 | 1,939,600 1,377,760 1,347,760 1,215,648 1,310,148 1,939,600 1,185,372 | 1.795 500 1.945 600 1.945 600 1.167 360 1.167 360 1.237 728 1.795 600 1.108 992 | 1 083 400 1 838 400 1 013 040 1 103 040 1 105 602 1 158 192 1 168 400 1 1047 888 | 932,640 932,640 1,022,640 932,640 1,022,640 979,272 1,073,772 1,554,400 971,508 | 1 447,200 1 97,200 866,320 958,320 911,776 1,005,236 910,404 | 1.340.000 1.490.000 894.000 894.000 844.290 938.700 | 1139.000 E 289.000 683.400 773.400 717.570 812.070 1,139.000 734.730 | 938,000 1 088,000 562,800 652,800 590,940 683,440 |
| DENAD RA1 RD1 Lost Affiniste 7 day RA2 RB2 Hot Dea RA3 2B3 Advance Booking 30 day RA3 2B3 Advance Booking 60 day | PRICE POINT (PP) Core many for (6) Room Only Firehie Room Only Firehie Room Only Prepaid NR Room Cuty Prepaid NR Room Cuty Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR Room Only Prepaid NR Room Only Prepaid NR | 2.680,000 2.830,000 1.608,000 1.698,000 1.182,900 1.527,600 1.613,100 | 2.358.400 2.508.400 1.415.040 1.505.040 1.485.702 1.580.392 2.358.400 1.426.788 | 1 929 600 1 2079 600 1 247 760 1 247 760 1 215 648 1 330 148 1 929 600 1 185 372 | 1,795 600 1,945 600 1,945 600 1,167 360 1,167 360 | 1 088 400 1 838 400 1 838 400 1 1011 040 1 105 040 1 108 400 1 108 400 1 1047 888 | 932,640 932,640 1.704,400 932,640 1.022,640 979,272 1.073,772 1.254,400 971,508 | 1.47,200 1.97,200 868,320 958,320 911,736 1.005,236 919,404 781,483 | 1.340.000 1.490.000 894.000 894.000 844.200 938.700 | 119,000 1289,000 683,400 -773,400 717,576 -812,970 | 938,000 1 088,000 562,800 652,800 590,940 683,440 |
| DLNAD RAI RBI Lost Minute 7 day RAY RB2 Hot Dea SA2 RB2 Advance Booking 30 day RA3 RA3 RA3 RA3 RA3 RA3 RA3 RA3 | PRICE POINT (PP) Room Coly Frenhile Room Coly Frenhile Room Culy Prepaid NR Room Culy Prepaid NR Room 2 ABF Prepaid NR Room Culy Prepaid NR Room 2 ABF Prepaid NR Room 2 ABF Prepaid NR Room Culy Prepaid NR Room Culy Prepaid NR Soom 2 ABF Prepaid NR Room 2 ABF Prepaid NR Room 2 ABF Prepaid NR | 2.680.000 2.830.000 1.698.000 1.698.000 1.782.900 1.527.600 1.613.100 | 2.358.400 2.508.400 1.415.040 1.505.040 1.485.792 1.580.292 2.358.400 1.429.788 | 1,939,600 1,377,760 1,347,760 1,215,648 1,310,148 1,939,600 1,185,372 | 1.795 500 1.945 600 1.945 600 1.167 360 1.167 360 1.237 728 1.795 600 1.108 992 | 1 083 400 1 838 400 1 013 040 1 103 040 1 105 602 1 158 192 1 168 400 1 1047 888 | 932,640 932,640 1,022,640 932,640 1,022,640 979,272 1,073,772 1,554,400 971,508 | 1 447,200 1 97,200 866,320 958,320 911,776 1,005,236 910,404 | 1.340.000 1.490.000 894.000 894.000 844.290 938.700 | 1139.000 E 289.000 683.400 773.400 717.570 812.070 1,139.000 734.730 | 938,000 1 088,000 562,800 652,800 590,940 683,440 |
| DENAD RA1 RD1 Lost Affiniste 7 day RA2 RB2 Hot Dea RA3 2B3 Advance Booking 30 day RA3 2B3 Advance Booking 60 day | PRICE POINT (PP) Core many for (6) Room Only Firehie Room Only Firehie Room Only Prepaid NR Room Cuty Prepaid NR Room Cuty Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR Room Only Prepaid NR Room Only Prepaid NR | 2.680,000 2.830,000 1.608,000 1.698,000 1.182,900 1.527,600 1.613,100 | 2.358.400 2.508.400 1.415.040 1.505.040 1.485.702 1.580.392 2.358.400 1.426.788 | 1 929 600 1 2079 600 1 247 760 1 247 760 1 215 648 1 330 148 1 929 600 1 185 372 | 1,795 600 1,945 600 1,945 600 1,167 360 1,167 360 | 1 088 400 1 838 400 1 838 400 1 1011 040 1 105 040 1 108 400 1 108 400 1 1047 888 | 932,640 932,640 1.704,400 932,640 1.022,640 979,272 1.073,772 1.254,400 971,508 | 1.47,200 1.97,200 868,320 958,320 911,736 1.005,236 919,404 781,483 | 1.340.000 1.490.000 894.000 894.000 844.290 938.700 | 1139.000 E 289.000 683.400 773.400 717.570 812.070 1,139.000 734.730 | 938,000 1 088,000 562,800 652,800 590,940 683,440 |
| DENAD RA1 RD1 Lost Affiniste 7 day RA2 RB2 Hot Dea RA3 2B3 Advance Booking 30 day RA3 2B3 Advance Booking 60 day | PRICE POINT (PP) Room Only Firehie Room Only Firehie Room Only Firehie Room Cally Frequid NR Room Cally Prepaid NR Room Cally Prepaid NR Room Cally Prepaid NR Room 2 ABIF Prepaid NR Room Only Prepaid NR Room 2 ABIF Prepaid NR Room Only Prepaid NR Room 2 ABIF Prepaid NR | 2.680,000 2.830,000 1.608,000 1.698,000 1.182,900 1.527,600 1.613,100 | 2.358.400 2.508.400 1.415.040 1.505.040 1.485.702 1.580.392 2.358.400 1.426.788 | 1 929 600 1 2079 600 1 247 760 1 247 760 1 215 648 1 330 148 1 929 600 1 185 372 | 1,795 600 1,945 600 1,945 600 1,167 360 1,167 360 | 1 088 400 1 838 400 1 838 400 1 1011 040 1 105 040 1 108 400 1 108 400 1 1047 888 | 932,640 932,640 1.704,400 932,640 1.022,640 979,272 1.073,772 1.254,400 971,508 | 1.47,200 1.97,200 868,320 958,320 911,736 1.005,236 919,404 781,483 | 1.340.000 1.490.000 894.000 894.000 844.290 938.700 | 1139.000 E 289.000 683.400 773.400 717.570 812.070 1,139.000 734.730 | 938,000 1 088,000 562,800 652,800 590,940 683,440 |
| DENAD RAI RBI Lost Affinate 7 day RA2 RB2 Hot Dec RA2 RB2 Advance Booking 30 day RA2 RB2 Advance Booking 60 day RA2 RB2 FAMILY ROOM WITH P | PRICE POINT (PP) Room Only Firehie Room Only Firehie Room Only Firehie Room Cally Frequid NR Room Cally Prepaid NR Room Cally Prepaid NR Room Cally Prepaid NR Room 2 ABIF Prepaid NR Room Only Prepaid NR Room 2 ABIF Prepaid NR Room Only Prepaid NR Room 2 ABIF Prepaid NR | 2 680 000 2 830 000 1 698 000 1 698 000 1 1 698 000 1 1 698 000 1 1 698 000 1 1 527 600 1 1 527 600 1 528 200 | 2.358.400 2.358.400 2.508.400 1.415.040 1.505.040 1.485.792 1.580.392 2.358.400 1.429.788 1.273.536 1.354.536 | 1.929.600 -2.079.600 1.347.760 1.347.760 1.215.648 1.330.148 1.929.600 1.185.972 1.041.984 1.122.984 | 1.795.600 1.045.600 1.045.600 1.077.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167.160 1.167. | 1 088,400 1 838,400 1 838,400 1 107,040 1 103,040 1 1061,602 1 158,102 1 1047,888 911,736 902,736 | \$55, 401, 1.554,400 -1.704,400 972,640 1.022,640 479,272 1.073,772 1.554,400 971,508 839,376 920,376 | 804.320 804.320 058.320 058.320 011.776 1.006.236 1.447.200 910.404 781.488 802.483 | 1,140,000 1,490,000 804,000 844,290 938,700 13,40,000 849,300 723,600 804,600 | 1150 000 1 280 000 1 280 000 1 280 000 1 280 000 1 280 000 1 281 000 1 281 000 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | 938 500 1 082 000 562 000 562 000 563 440 565 440 938 000 620 160 565 220 587 520 |
| DLNAD RAI RBI Lost Minute 7 day RAN RAN RAN RAN RAN RAN RAN RA | PRICE POINT (PP) Room Only Freshle Room Only Freshle Room Culy Prepaid NR Room Culy Prepaid NR Room Culy Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR Room 2 ABF Prepaid NR OOL ACCESS PRICE FOINT (PP) Occupancy (Pay (Ps) | 105x 91 to 2 d80,000 2 830,000 1 608,000 1 608,000 1 608,000 1 782,900 1 1527,800 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 528,000 1 52 | 2.358.400 2.508.400 1.415.040 1.505.040 1.485.792 1.485.792 2.358.400 1.429.788 1.273.536 1.354.536 | 1.929,600 1.929,600 1.157,760 1.247,760 1.215,648 1.530,148 1.929,600 1.185,372 1.041,984 1.122,984 | 1.795.600 1.945.600 1.077.360 1.077.360 1.167.360 1.131.228 1.225.728 1.795.600 1.108.992 | 1 688 400 1 838 400 1 838 400 1 101 040 1 103 040 1 106 1697 1 158 192 1 168 400 1 1047 888 911 736 902 736 | 932,640 1354,400 1704,400 1704,400 932,640 1022,640 970,272 1073,772 1354,400 971,508 839,376 920,376 | 868 320 038 320 038 320 01776 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 236 1 000 | 344-294-344-294-344-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-344-351-3440-351-3440-351-3440-351-3440-351-3440-351-3440-351-3440-351-3440-351-3440-351-351-351-351-351-3 | 1159.000 1 289.000 1 289.000 1 289.000 1 289.000 1 289.000 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 1 273.400 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| DLNAD RAI RBI Lost Minute 7 day RAN RAN RAN RAN RAN RAN RAN RA | PRICE POINT (PP) Room Only Freshle Room Only Freshle Room Culy Prepaid NR Room Culy Prepaid NR Room Culy Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR Room 2 ABF Prepaid NR OOL ACCESS PRICE FOINT (PP) Occupancy (Pay (Ps) | 2.680.000 2.680.000 1.608.000 1.608.000 1.608.000 1.688.400 1.782.900 1.527.600 1.527.600 1.528.300 | 2 358 400 2 508 400 2 508 400 1 415 040 1 150 5040 1 150 5040 1 1485 792 1 1580 392 2 358 400 1 1 429 788 1 273 536 1 354 536 | 11.029.600 12.079.600 12.079.600 12.079.600 12.077.760 12.077.760 12.077.760 11.079.600 11.079.600 11.079.600 11.079.600 | 1.795.600 1.945.600 1.045.600 1.077.360 1.077.360 1.167.360 1.131.228 1.225.728 1.795.600 1.108.992 969.624 1.050.674 | 1 .082.400 1 .834.400 1 .834.400 1 .031.400 1 .030.400 1 .061.692 1 .068.400 1 .047.888 911.736 992.736 | \$5 \text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\ti}\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\texi{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\texi{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\texi{\text{\text{\text{\text{\texi{\text{\texi{\texi{\texi{\texitex{\texi{\texi{\texi{\texi{\texi{\teri}\texi{\texi{\texi}\texict{\texit{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi | # 147,205 # 147,200 # 64,320 9 58,320 9 58,320 # 11,776 # 1,006,236 1,447,200 9 10,404 7 81,488 # 80,485 # 7 81,488 | 304 - 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| DLNAD RAI RDI Lest Affinite 7 day RA2 RB2 Hot Dec RA2 2B3 Advance Booking 30 day RA2 RB2 Advance Booking 66 day RA2 RB3 FAMILY ROOM WITH P FAMIR RAI RBII: | PRICE FOINT (PP) Coom 2 ABF Flexible Room Culy Flexible Room Culy Flexible Room Culy Prepaid NR | 2.680.000 2.680.000 1.608.000 1.608.000 1.608.000 1.688.400 1.782.900 1.527.600 1.527.600 1.528.300 | 2 358 400 2 508 400 2 508 400 1 415 040 1 150 5040 1 150 5040 1 1485 792 1 1580 392 2 358 400 1 1 429 788 1 273 536 1 354 536 | 11.029.600 12.079.600 12.079.600 12.079.600 12.077.760 12.077.760 12.077.760 11.079.600 11.079.600 11.079.600 11.079.600 | 1.795.600 1.945.600 1.045.600 1.077.360 1.077.360 1.167.360 1.131.228 1.225.728 1.795.600 1.108.992 969.624 1.050.674 | 1 .082.400 1 .834.400 1 .834.400 1 .031.400 1 .030.400 1 .061.692 1 .068.400 1 .047.888 911.736 992.736 | \$5 \text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\ti}\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\texi{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\texi{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\texi{\text{\text{\text{\text{\texi{\text{\texi{\texi{\texi{\texitex{\texi{\texi{\texi{\texi{\texi{\teri}\texi{\texi{\texi}\texict{\texit{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi{\texi | # 147,205 # 147,200 # 64,320 9 58,320 9 58,320 # 11,776 # 1,006,236 1,447,200 9 10,404 7 81,488 # 80,485 # 7 81,488 | 304 - 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| DENAD RA1 RB1 Lost Affinute 7 day RA2 RB2 Hot Des RA2 RB3 Advance Booking 30 day RA3 RB3 Advance Booking 60 day RA3 RB3 FAMILY ROOM WITH P FAMIL RB1 Last Minute 7 day | PRICE FOINT (PP) Coom 2 ABF Flexible Room Culy Flexible Room Culy Flexible Room Culy Prepaid NR | 2 680.000 2 830.000 1 698.000 1 698.000 1 698.000 1 782.900 1 527.600 1 528.200 1 782.000 1 782.000 | 0 % 18 % 2 358 400 2 508 400 1 415 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 273 536 1 1 | 1 157 760 2 079 600 1 1347 760 1 1347 760 | 1.795.600 1.945.600 1.945.600 1.077.360 1.167.360 1.131.228 1.223.728 1.795.600 1.108.992 969.624 1.959.624 1.959.624 | 1 088 400 1 838 400 1 838 400 1 1013 040 1 1013 040 1 1068 607 1 1158 192 1 1087 888 911 736 992 736 | \$59.376 1704.400 1704.400 1704.400 932.640 1.022.640 479.272 1.073.772 1.354.400 971.508 839.376 920.376 PM 6 PM 6 PM 6 PM 6 PM 6 PM 6 PM 6 PM | # 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| DENAD RAI RAI RAI Lot Affinite 7 day RA2 RB2 Hot Dea RA2 RB2 Advance Booking 30 day RA3 RB3 FAMILY ROOM WITH P FAMIR RAI RB1 Lot Affinite 7 day RB2 Hot Dea RB2 Hot Dea RB3 FAMILY ROOM WITH P | PRICE POINT (PP) Core many for (%) Room Only Firehle Room Only Firehle Room Only Frepaid NR Room Only Prepaid NR | 2 680.000 2 830.000 1.698.000 1.698.000 1.698.000 1.698.000 1.527.600 1.537.600 1.537.600 1.538.000 1.538.000 1.538.000 1.538.000 1.538.000 1.538.000 | 0 % 18 % 2 358 400 2 508 400 2 508 400 2 508 400 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 1 505 040 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| DENAD RAI RBI Lost Affinute 7 day RB2 Hot Dea RA2 RB3 Advance Booking 30 day RB2 Advance Booking 40 day RB3 FAMILY ROOM WITH P FAMIR BAI RBI Lost Affinute 7 day RA2 RB2 RB2 RB2 RA2 RB2 RA3 RB2 | PRICE POINT (PP) Common of Day 16: Room Only Freshle Room Only Fre | 2.2 680.000 2.830.000 1.606.000 1.606.000 1.606.000 1.606.000 1.782.000 1.527.600 1.527.600 1.528.000 1.528.000 1.528.000 2.448.000 2.248.000 2.248.000 | 0 % 18 % 2 358 400 2 508 400 1 415 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 273 536 1 1 273 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 | 1 529 600 2 079 600 1 1347 760 1 1347 760 1 1347 760 1 1347 760 1 1215 648 1 3310 148 1 1929 600 1 185 372 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 | 1 795 500 1 945 600 1 1 267 360 1 1 267 360 1 1 267 360 1 1 267 360 1 1 205 728 1 225 728 1 195 500 1 1 108 992 1 1 108 992 1 1 108 992 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | 1.013.040 1.013.040 1.103.046 1.103.046 1.103.046 1.061.692 1.158.192 1.688.490 1.047.888 911.736 992.736 1.992.736 1.512.340 1.512.340 1.722.240 | 932.640 1 764.400 1 764.400 1 764.400 932.640 979.272 1 073.772 1 554.400 971.508 839.376 920.376 1 565.400 2 1665.400 1 139.840 | # 1473.20 1 197.200 1 197.200 958.320 958.320 911.736 1 1.006.236 1 1.006.236 1 1.006.236 910.404 781.488 2 203.200 2 503.200 2 503.200 1 321.920 1 321.920 1 338.016 | ## 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| DENAD RAI RAI RAI Lot Affinite 7 day RA2 RB2 Hot Dea RA2 RB2 Advance Booking 30 day RA3 RB3 FAMILY ROOM WITH P FAMIR RAI RB1 Lot Affinite 7 day RB2 Hot Dea RB2 Hot Dea RB3 FAMILY ROOM WITH P | PRICE POINT (PP) Core many for (%) Room Only Firehle Room Only Firehle Room Only Frepaid NR Room Only Prepaid NR | 2.2 680.000 2.830.000 1.606.000 1.606.000 1.606.000 1.606.000 1.782.000 1.527.600 1.527.600 1.528.000 1.528.000 1.528.000 2.448.000 2.248.000 2.570.400 | 0 % 18 % 2 358 400 2 508 400 1 415 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 273 536 1 1 273 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 | 1 529 600 2 079 600 1 1347 760 1 1347 760 1 1347 760 1 1347 760 1 1215 648 1 3310 148 1 1929 600 1 185 372 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 | 1 795 500 1 945 600 1 1 267 360 1 1 267 360 1 1 267 360 1 1 267 360 1 1 205 728 1 225 728 1 1 795 900 1 1 108 992 1 1 950 624 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | 1.013.040 1.013.040 1.103.046 1.103.046 1.103.046 1.061.692 1.158.192 1.688.490 1.047.888 911.736 992.736 1.992.736 1.512.340 1.512.340 1.722.240 | 932.640 1 764.400 1 764.400 1 764.400 932.640 979.272 1 073.772 1 554.400 971.508 839.376 920.376 1 568.400 2 1666.400 1 139.840 | # 1473.20 1 197.200 1 197.200 958.320 958.320 911.736 1 1.006.236 1 1.006.236 1 1.006.236 910.404 781.488 2 203.200 2 503.200 2 503.200 1 321.920 1 321.920 1 338.016 | ## 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| DENAD RA1 RB1 Lost Affinite 7 day RA2 RB2 Hot Des RA2 RB2 Advance Booking 30 day RA2 RB2 Advance Booking 60 day RA2 RB2 FAMILY ROOM WITH P FAMIR RA1 RB1 Lost Affinite 7 day RA2 RB2 RB2 Hot Des RA2 RB2 RB2 RB3 | PRICE POINT (PP) Coom 2 ABF Flexible Room Only Frenhe | 2.2 680.000 2.830.000 1.606.000 1.606.000 1.606.000 1.606.000 1.782.000 1.527.600 1.527.600 1.528.000 1.528.000 1.528.000 2.448.000 2.248.000 2.570.400 | 0 % 18 % 2 358 400 2 508 400 1 415 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 505 040 1 1 273 536 1 1 273 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 354 536 1 1 | 1 529 600 2 079 600 1 1347 760 1 1347 760 1 1347 760 1 1347 760 1 1215 648 1 3310 148 1 1929 600 1 185 372 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 1 122 984 | 1 795 500 1 945 600 1 1 267 360 1 1 267 360 1 1 267 360 1 1 267 360 1 1 205 728 1 225 728 1 1 795 900 1 1 108 992 1 1 950 624 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | 1.013.040 1.013.040 1.103.046 1.103.046 1.103.046 1.061.692 1.158.192 1.688.490 1.047.888 911.736 992.736 1.992.736 1.512.340 1.512.340 1.722.240 | 932.640 1 764.400 1 764.400 1 764.400 932.640 979.272 1 073.772 1 554.400 971.508 839.376 920.376 1 568.400 2 1666.400 1 139.840 | # 1473.20 1 197.200 1 197.200 958.320 958.320 911.736 1 1.006.236 1 1.006.236 1 1.006.236 910.404 781.488 2 203.200 2 503.200 2 503.200 1 321.920 1 321.920 1 338.016 | ## 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| DENAD RAI RBI Lost Affinute 7 day RB2 Hot Dea RA2 RB3 Advance Booking 30 day RB2 Advance Booking 40 day RB3 FAMILY ROOM WITH P FAMIR BAI RBI Lost Affinute 7 day RA2 RB2 RB2 RB2 RA2 RB2 RA3 RB2 | PRICE POINT (PP) Core must yell but 163 Room Only Firshle Room Only Firshle Room Only Prepaid NR Room Only Prepaid NR Room Only Prepaid NR Room Only Prepaid NR Room 2 ABF Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR | 2 680 000 2 830 000 2 830 000 1 698 000 1 698 000 1 698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 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| DENAD RAI RBI Lost Minute 7 day RA2 RB2 Hot Dec RA2 RB2 Advance Booking 30 day SA2 RB2 Advance Booking 46 day SA2 RB2 FAMILY ROOM WITH P FAMIR RAI RBI Lost Minute 7 day RB2 Hot Dec RA2 RB2 Advance Booking 30 day SA2 RB2 Advance Booking 30 day SA2 RB2 Advance Booking 30 day RB2 Advance Booking 30 day RB2 | PRICE POINT (PP) Core must yell but 163 Room Only Firshle Room Only Firshle Room Only Prepaid NR Room Only Prepaid NR Room Only Prepaid NR Room Only Prepaid NR Room 2 ABF Prepaid NR Room 2 ABF Prepaid NR Room Only Prepaid NR | 1.088,400 1.098,000 1.098,000 1.098,000 1.098,000 1.098,000 1.098,000 1.527,600 1.537,600 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 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| DENAD RAI RAI RAI Lot Affinite 7 day RA2 RB2 Hot Des RA2 RB2 Advance Booking 30 day RA2 RB3 Advance Booking 60 day RA2 RB3 FAMILY ROOM WITH P FAMIR RAI RBII Lot Minute 7 day RA2 RB2 Advance Booking 30 day RA2 RB3 RA2 RB3 RA2 RB3 RA2 RB3 RA2 RB3 RA2 RB3 | PRICE FORM (PP) Room Only Frenhle Room Only Frenhle Room Only Frenhle Room Only Frenhle Room Only Prepaid NR 8 Room Only Prepaid NR | 1.088,400 1.098,000 1.098,000 1.098,000 1.098,000 1.098,000 1.098,000 1.527,600 1.537,600 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 1.538,000 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| DENAD RAI RAI RAI Lost Affinute 7 day RA2 RB2 Hot Des RA2 RB3 Advance Booking 30 day RA3 RB3 FAMILY ROOM WITH P FAMIL RAI RB1 Lost Affinute 7 day RA2 RB2 Hot Des RA2 RB3 Advance Booking 30 day RA3 RB3 | PRICE POINT (PP) Coom 2 ABF Prepaid NR Coom Culy Prepaid NR Room Culy Prepaid NR Room Culy Prepaid NR Room Culy Prepaid NR Room 2 ABF Prepaid NR Coom Culy Prepaid NR ADD 2 ABF Prepaid NR ADD 2 ABF Prepaid NR Coom Culy Prepaid NR Room Culy Prepaid NR Room 2 ABF Prepaid NR Room Culy Prepaid NR Room Culy Prepaid NR ADD 2 ABF Prepaid NR Room Culy Prepaid NR Room Culy Prepaid NR ADD 2 ABF Prepaid NR ADD Culy Prepaid NR Room Culy Prepaid NR ADD Culy Prepaid NR Room Culy Prepaid NR ADD Culy Prepaid NR Room Culy Prepaid NR ADD Culy Prepaid NR ADD Culy Prepaid NR Room Culy Prepaid NR ADD Culy Prepaid NR | 2.268.000 2.830.000 1.608.000 1.608.000 1.608.000 1.608.000 1.782.000 1.527.600 1.527.600 1.528.000 1.528.000 2.448.000 2.248.000 2.255.600 | 0 % 18 % 2 358 400 2 508 400 1 415 040 1 505 040 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| DENAD RAI RAI RAI Lot Affinite 7 day RA2 RB2 Hot Des RA2 RB2 Advance Booking 30 day RA2 RB3 Advance Booking 60 day RA2 RB3 FAMILY ROOM WITH P FAMIR RAI RBII Lot Minute 7 day RA2 RB2 Advance Booking 30 day RA2 RB3 RA2 RB3 RA2 RB3 RA2 RB3 RA2 RB3 RA2 RB3 | PRICE FORM (PP) Room Only Frenhle Room Only Frenhle Room Only Frenhle Room Only Frenhle Room Only Prepaid NR 8 Room Only Prepaid NR | 2 680 000 2 830 000 2 830 000 1 698 000 1 698 000 1 698 000 1 698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 1 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 2 1698 000 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| | Supplement 2019 | |
|-----------|-------------------------------------|-------------|
| Room Code | Rosm Type | Inc.21% VAT |
| RA | Room Only | |
| RB | Room with Breakfast (RA + 2 ABF) | 150.000 |
| SPD | Superior Double Room | - 0 |
| SPT | Superior Twin Room | |
| SVD | Superior Double Room with Pool View | 100,000 |
| SVT | Superior Twis Room with Pool View | 100.000 |
| DLXVD | Deluxe Double Room with Fool View | 200.000 |
| DLXVI | Deluxe Twin Room with Pool View | 200.000 |
| DLXAD | Deluxe Double Room with Pool Access | 300,000 |
| FAMR | Family Room with Pool Access | 1.000.000 |

Figure 5 The Dynamic Rate Structure on 2019-2020 (Source: Sales and Marketing Department, 2019).

According to the Figure 5, the dynamic rate structure will be implemented to e-commerce channels distribution either in Business to Business (B2B) and Business to Customers (B2C) that will contribute to room night production. The dynamic rate in Business to Business (B2B) such as Hotelbeds, MG Bedbank, and Mandira Abadi Reservation, CTrip. For the implementation of the dynamic rate at Business to Customer (B2C) as follows: Agoda.com, Booking.com, Expedia.com, Traveloka.com, Tiket.com, Pegpegi.com, Asiatravel.com, Rajakamar.com, Hoterip.com, Orbitz Worldwide, and Budgetplace.com.

During the implementation of e-commerce dynamic rate to channels, distribution should take concern for the parity rate as fair treatment. According to Ros (2016), Rate parity is a legal agreement between a hotel and the OTA, providing the same rates for the same room on all the distribution channels. In the case of OTAs – it provides the same rates on all the booking platforms as well as on the hotel's own website. That means the hotel has to have the same price for a room, no matter where the client books it and no matter the commission the hotel pays to the OTA. The higher that commission is, the less money the hoteliers earn. The OTAs want rate parity to make sure the hotels will not give any discounts to the customers, and therefore in a way "steal" them. But on the other hand, from the hoteliers' point of view, rate parity is a way the OTAs ensure that the hotels don't have any weapon to attract direct bookings. It is just as bad for them as the name bidding policy. If customers knew that the rates on the hotels' websites could be lower, they would surely more often go to those websites.

The better implementation between the dynamic rate and stratic rate

Sales and Marketing Department involves the use of performance data and analytics, which serve more accurately, predict demand and other consumer

behaviors. This allows making more sensible decisions regarding pricing and distribution, in order to maximize revenue and results which is referred to the company profits. As a concept, revenue management actually began in the airline industry, where companies found ways to anticipate consumer demand in order to introduce dynamic pricing. However, it is applicable in any industry where different customers are willing to pay different prices for the same product, where there is only a certain amount of that product to be sold, and where that product must be sold before a certain point in time

To carry out effective production of the Sales and Marketing Department, a business must also have some way of forecasting demand and consumer spending habits, hence informed adjustments can be made. For instance, hotels can use past data or history of the hotel, existing bookings, weather forecasts, and other industry data to inform their revenue management strategy. Businesses and individuals across the globe perform for-profit economic activities with an aim to generate profits. Several different quantitative measures are used to compute the gains (or losses) a business generates, which make it easier to assess the performance of a business over different time periods or compare it against competitors.

Profit margin is a profitability ratio that measures the amount of net income earned of sales generated by comparing the net income and net sales of a company (Shaun, 2019). In the context of profit margin calculations, net profit and net income are used interchangeably. The profit margin ratio directly measures what percentage of sales is made up of net income. In other words, it measures how much profits are produced at a certain level of sales. This ratio also indirectly measures how well a company manages its expenses relative to its net sales. That is why companies strive to achieve higher ratios. They can do this by either generating more revenues why keeping expenses constant or keep revenues constant and lower expenses. From the results of room nigh production from the dynamic rate and the static rate. The contribution of the dynamic rate and static rate will be shown in Table 4.

| $\overline{}$ | | | Dynamic Rate | | | | | Year to Date | | | | |
|---------------|----------------------|-----------------------|------------------------|---------------------|---------------------|-------------------------|-----------------------|------------------------|---------------------|----------------------|----------------------|-----------------------------|
| Year | Room Nigths (RNs) | Room Resenue (IDR) | Room Expenses (IDR) | Net Income (IDR) | Profe Margin (%) | Room Nigths (RNs) | Room Revenue (IDR) | Room Expenses (IDR) | Net Income (IDR) | Profit Margin (%) | Room Nigths (RNs) | Total Room Resence (IDR) |
| 2016 | 12,618 | 4,353,409,270 | 2,523,600,000 | 1,829,809,270 | 40.53% | 347 | 128,174,118 | 69,400,000 | 58,774,118 | 131% | 12,965 | 4,481,583,388 |
| 2017 | 10,293 | 3,619,135,779 | 2,178,600,000 | 1,440,535,779 | 38.04% | 46) | 168,053,312 | 92,200,000 | 75,853,312 | 2,00% | 11,354 | 3,787,189,091 |
| 2018 | 10,952 | 3,784,996,195 | 2,186,490,000 | 1,598,596,195 | 39.36% | 838 | 276,682,704 | 167,600,000 | 109,082,704 | 2.69% | 11,770 | 4,061,678,899 |
| Total | 34,443 | 11,757,541,244 | 6,888,600,000 | 4,868,941,244 | | 1,645 | 572,910,134 | 329,200,000 | 243,710,134 | | 36,089 | 12,330,451,378 |
| Average | 11,481 | 3,919,180,415 | 2,296,200,000 | 1,622,980,415 | 39.41% | 549 | 190,970,045 | 109,733,333 | 81,236,711 | 2.00% | 12,030 | 4,110,150,459 |

Figure 6. Room Night Production from Dynamic Rate and Static Rate (Source: Sales and Marketing Department, 2019).

Figure 6 shows the room night production from dynamic rate and static rate that contribution from the year 2016 until 2018. The dynamic rate contribution is higher than the static rate. On the year 2016, total revenue for the dynamic rate at IDR 4.353.409.270 and for the static rate at IDR 128.174118. Further, on the year 2017, the total room revenue for the dynamic rate at IDR 3.619.135.779 and for the static rate at IDR 168.053.312 and then on the year 2018 for the dynamic rate at IDR 3.784.996.195 and for the static rate at IDR 276.682.704. From this data, the Sales and Marketing Department could analyze which one the most profitable and better to be implemented will be shown in Figure 7.

| | Dynamic Rate | | Static Rate | | Year to Date |
|---------|---------------------|----------------------|---------------------|----------------------|------------------------|
| Year | Net Income (IDR) | Profit Margin (%) | Net Income (IDR) | Profit Margin (%) | Net Room Sale (IDR) |
| 2016 | 1,829,809,270 | 40.83% | 58,774,118 | 1.31% | 4,481,583,388 |
| 2017 | 1,440,535,779 | 38.04% | 75,853,312 | 2.00% | 3,787,189,091 |
| 2018 | 1,598,596,195 | 39.36% | 109,082,704 | 2.69% | 4,061,678,899 |
| Total | 4,868,941,244 | | 243,710,134 | | 12,330,451,378 |
| Average | 1,622,980,415 | 39.41% | 81,236,711 | 2.00% | 4,110,150,459 |

Figure 7 The Better Implementation between Dynamic Rate and Static Rate (Source: Sales and Marketing Department, 2019).

According to Figure 7, the better implementation is the dynamic rate with profit margin ration in three (3) year at 39.41% compared to the static rate at 2.00%. From year to year, the production of dynamic rate is higher than the static rate and it refers to the higher profit margin ratio of dynamic rate compared to the static rate by year to date. The profit margin ratio for the year 2016 at 40.83% compared to static rate at 1.31%, further the profit margin on the year 2017 for dynamic rate at 38.04%

compared to static rate at 2.00% and then on the year 2018, the profit margin ration for dynamic becomes at 39.36% compared to static rate at 2.69%. Therefore, the dynamic rate is profitable for the hotel, meaning that dynamic rate implementation is better than the static rate for sustainable business from year to year.

Conclusion

The Determination of E-Commerce Dynamic Rate Structure to Generate Room Revenue at the hotel depends on the budget from the company and analyze through the target of revenue, the target of occupancy and the target of Average Room Rate (ARR) for the year to date in average. Further, any data or factors that consider determining the rate structure as follows: supply and demand based on the locality area, segmented dynamic pricing, time-based dynamic pricing, peak pricing, competitor pricing, and customer behavior. The Sales and Marketing staff do the Superior Room as the benchmark for the other room category as Figure 1. Furthermore, the dynamic rate is better than the static rate. According to the data from the year 2016 – 2019, the average profit margin ratio of the dynamic rate at 39.41% compared to the static rate at 2.00%. Therefore, the dynamic rate is profitable for the hotel, meaning that dynamic rate implementation is better than the static rate for sustainable business from year to year.

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