GENERATION BETA

Revenue consulting · betagrowthpartners.com

Revenue Leak Report

Findings from a 15-day Revenue Diagnostic: executive summary, 14-field scorecard, five sized leaks with evidence, hidden costs and next steps.

PREPARED FOR

A [redacted] boutique resort & spa,
[redacted], Thailand

SAMPLE REPORT · Illustrative client and figures

This document shows the format of a Generation Beta diagnostic deliverable. The client, people, places and every figure are illustrative. Black bars mark details that would be redacted in a real published example.

ENGAGEMENT	15-day Revenue Diagnostic: 14 fields across 6 categories
SECTOR	Hospitality: resort, spa and wellness
REPORT DATE	[redacted] October 2026
CLIENT LEAD	[redacted], General Manager
PREPARED BY	Generation Beta · sohom@betagrowthpartners.com
STATUS	Confidential to client. Redacted for publication.
PART OF	Document 1 of 3 · Revenue Leak Report · Priority Matrix · 90-Day Action Plan

01 · EXECUTIVE SUMMARY

The resort is leaking about $451K a year

Over 15 days we reviewed how [redacted] wins, prices, books and keeps its guests. We booked and enquired as real guests (mystery shopping), read 18 months of booking and review data, and interviewed 7 team members across front office, spa and sales.

The resort is well loved by the guests who find it. The money is lost between those moments: rates that don't move with demand, a booking path that drops guests on mobile, slow replies to enquiries, heavy reliance on online travel agents, and almost no contact with guests after they leave.

$451K
Estimated annual addressable leak
Range $361K to $541K

15.5%
of annual revenue
Revenue base approx. $2.91M

2.1 / 5
Overall diagnostic score
Across all 14 fields

6.3x
Leak-to-fee ratio
Above our 3x threshold

Where the money is leaking (annual, illustrative, USD)

#	Revenue leak	Annual value (USD)	Share	Confidence
1	Pricing architecture	**$128K**	28%	High
2	Booking & conversion friction	**$110K**	24%	High
3	Online reputation signals	**$58K**	13%	Medium
4	Partnership & channel gaps	**$82K**	18%	Medium
5	Retention & repeat revenue	**$73K**	16%	High
	Total estimated annual addressable leak	**$451K**	**100%**	

Three things to know

1. Pricing and booking friction together are over half the leak ($238K). Both are quick wins: low to medium effort, high value.
2. About $63K can be recovered inside 90 days, reaching a run-rate of about $306K a year by Day 90 (see the 90-Day Action Plan).
3. The addressable leak is 6.3x the illustrative System Architecture fee, so it clears our 3x rule for proceeding.

02 · HOW THE DIAGNOSTIC WORKS

15 days, 14 fields, 6 categories

Every diagnostic follows the same path, so findings are comparable and every number can be traced back to evidence.

DAYS 1-3
Discover
Goals, data access, team interviews, current numbers.

DAYS 4-9
Mystery shop
Book, enquire, call and message as real guests across channels.

DAYS 10-13
Measure
Score the 14 fields, size each leak, check the maths.

DAYS 14-15
Read-out
This report, the priority matrix and a 90-day plan.

Scorecard: 14 fields (1 = losing money, 5 = best practice)

Category	Field	Score	Status
Demand & positioning	Market & Segment Fit	3.5	Healthy
	Brand Positioning & Messaging	3.0	Healthy
	Online Reputation & Reviews	2.5	Leaking
Monetization	Pricing Architecture	1.5	Serious leak
	Packages & Upsell Design	2.0	Leaking
	Ancillary Revenue (spa, dining)	2.5	Leaking
Conversion	Booking Journey & Website	1.5	Serious leak
	Enquiry Handling & Response Speed	2.0	Leaking
Retention	Guest Re-engagement & CRM	1.5	Serious leak
	Loyalty & Referral	2.0	Leaking
Delivery & execution	Team Roles & Workload	2.5	Leaking
	Data, Reporting & Tools	2.0	Leaking
Partnerships	Distribution Channel Mix	2.0	Leaking
	Local & Corporate Partnerships	1.5	Serious leak

Overall score: 2.1 / 5. Strongest: market fit and brand. Weakest: pricing, booking journey, guest follow-up and partnerships. The five leaks below come from the lowest-scoring fields.

03 · FINDINGS

Five revenue leaks, with evidence

Each leak shows what we saw, the proof, how we sized it and what a fix looks like. Values are annual and add up to the $451K headline.

LEAK 1

ANNUAL VALUE

Pricing architecture

$128K

Fields: Pricing Architecture; Packages & Upsell Design · Confidence: High

What we found. Room rates barely change with demand. Peak weekends and festival dates sell at nearly the same price as quiet weekdays. Discount codes can be stacked on top of OTA promotions, and spa packages cost less than the same treatments booked one by one.

EVIDENCE: MYSTERY-SHOP AND DATA NOTES (REDACTED)

Day 4, [redacted]	Same deluxe villa quoted for a Tuesday in June and a Saturday over a long weekend: rates differed by only 4%. Comparable resorts nearby moved 18–25%.
Day 5, [redacted]	Website promo code [redacted] applied on top of a 15% 'early bird' rate. Final price was 31% below the published rate.
Day 6, spa desk	'Restore' package quoted at $186; the same three treatments à la carte total $205. Staff member [redacted] confirmed packages are 'never reviewed'.

HOW WE SIZED IT

Peak nights under-priced (≈3,100 nights × $225 × 10%)	**$70K**
Stacked discounts on direct bookings	**$37K**
Under-priced spa packages	**$21K**
Total annual leak	**$128K**

WHAT FIXING IT LOOKS LIKE

Simple rate rules by season and day of week, a three-step package ladder, and one discount at a time.

LEAK 2

ANNUAL VALUE

Booking & conversion friction

$110K

Fields: Booking Journey & Website; Enquiry Handling & Speed · Confidence: High

What we found. Guests who want to book directly struggle. On mobile the booking takes 9 steps with two hand-offs to a separate booking engine. Enquiries sent by WhatsApp, email or website form often wait hours, and some get no answer at all: of 16 test enquiries, 9 waited over 4 hours and 2 were never answered.

EVIDENCE: MYSTERY-SHOP AND DATA NOTES (REDACTED)

Day 4, 21:14	WhatsApp enquiry sent to [redacted]. First reply next day at 10:52 (13 h 38 min). A nearby competitor replied in 6 minutes.
Day 7, mobile	Booking attempt: 9 screens, currency defaulted to USD with no THB option, and the page lost the selected dates after the payment step timed out.
Day 8, phone	Reservations agent [redacted] quoted $41 per night above the OTA price for the same room and dates, and could not match it.

HOW WE SIZED IT

Mobile drop-off (direct conversion 0.9% vs 1.8%)	**$62K**
Missed enquiries (≈71 bookings × 3 nights × $225)	**$48K**
Total annual leak	**$110K**

WHAT FIXING IT LOOKS LIKE

A 4-step mobile booking path, a 15-minute reply standard with ready-made templates, and a daily check for missed messages.

LEAK 3

ANNUAL VALUE

Online reputation signals

$58K

Fields: Online Reputation & Reviews; Brand Positioning · Confidence: Medium

What we found. Guests rate the stay well, but the online picture undersells it. Only 38% of reviews get a reply, two complaints keep repeating, and 'value for money' is the lowest sub-score. This makes it harder to charge the same as better-reviewed neighbours.

EVIDENCE: MYSTERY-SHOP AND DATA NOTES (REDACTED)

Review sites	Average rating 4.3 vs 4.6 for the four closest competitors. 62% of reviews in the last 12 months have no reply from the resort.
Repeat themes	'Slow check-in' (23 mentions) and 'weak Wi-Fi in pool villas' (17 mentions). One reply by [redacted] argued with the guest.
Day 9, search	Google profile still lists the old spa hours and a photo of a restaurant that closed in [redacted].

HOW WE SIZED IT

Price gap vs better-rated rivals (≈2.75% × $2.12M)	**$58K**
Total annual leak	**$58K**

WHAT FIXING IT LOOKS LIKE

Reply to every review within 48 hours, ask happy guests for a review after their stay, and fix the two recurring complaints.

LEAK 4

ANNUAL VALUE

Partnership & channel gaps

$82K

Fields: Distribution Channel Mix; Local & Corporate Partnerships · Confidence: Medium

What we found. Most bookings arrive through online travel agents (OTAs), which charge an average 18% commission. The resort has no corporate, retreat or wellness partners, even though nearby businesses and coaches run regular offsites.

EVIDENCE: MYSTERY-SHOP AND DATA NOTES (REDACTED)

Booking data	58% of room revenue via OTAs, 27% direct, 15% wholesale. No channel report shows profit after commission.
Day 6, sales	Two inbound retreat enquiries from [redacted] and [redacted] were not followed up; no group or partner rates exist.
Returning guests	About 1 in 5 returning guests rebooked through an OTA, so the resort paid commission to win back its own guests.

HOW WE SIZED IT

Shift 10 pts OTA to direct (10% × $2.12M × 18%)	**$38K**
New corporate, retreat & wellness partners	**$44K**
Total annual leak	**$82K**

WHAT FIXING IT LOOKS LIKE

Clear reasons to book direct, a partner programme for retreats and wellness referrals, and a simple view of profit by channel.

LEAK 5

ANNUAL VALUE

Retention & repeat revenue

$73K

Fields: Guest Re-engagement & CRM; Loyalty & Referral · Confidence: High

What we found. Only 9% of guests come back, compared with roughly 18–22% at similar resorts we see. Email addresses are captured for just 41% of guests, and nobody hears from the resort after check-out.

EVIDENCE: MYSTERY-SHOP AND DATA NOTES (REDACTED)

Day 5, check-in	Front desk ([redacted]) did not ask for email or marketing consent. Registration card has no consent box.
Post-stay	Test guest received no thank-you, no return offer and no birthday or anniversary note within 60 days.
Guest data	Guest list stored in [redacted] spreadsheets across front office and spa, with 1,900+ duplicate records.

HOW WE SIZED IT

Repeat stays +2.5 pts (≈236 nights × $308 per night)	**$73K**
Total annual leak	**$73K**

WHAT FIXING IT LOOKS LIKE

Collect contact details and consent at check-in, send a simple post-stay sequence, and offer returning guests a reason to book direct.

04 · HIDDEN COSTS

What the leaks are really costing

Leaks don't just lose bookings. They create knock-on costs that rarely show up in a monthly report. These overlap with the leak values above, so they are not added to the $451K.

Hidden cost	What it looks like here	Linked leaks	Illustrative signal	Severity
Higher acquisition costs	Paying OTAs to win guests, including returning guests who could have booked direct.	2, 4, 5	≈$222K a year in OTA commission; ad cost per direct booking up 22% year on year.	High
Shrinking margins	Discounts stack and packages undercut à la carte prices.	1, 4	Average discount 17% on 44% of bookings; spa packages 9% below à la carte.	High
Diminished brand value	The resort looks cheaper online than it feels in person.	3, 1	Rating 0.3 below competitors; 'value for money' is the weakest score.	Medium
Team burnout	A small team does by hand what systems should do.	2, 5	3 reservations staff handle ≈1,150 messages a month; 14 hrs a week updating rates on 6 channels; 2 resignations in 9 months.	High
Blind decisions	Choices are made on habit, not data.	All	No profit-by-channel view; 4 of 14 fields have no regular data; rates copied from last year by [redacted].	Medium

05 · RECOMMENDED NEXT STEPS

System Architecture

The diagnostic tells you where the money goes. System Architecture is the next phase: we design the fixes into a working system (pricing rules, booking path, follow-up messages, partner programme and a simple dashboard) with clear owners and measures, and run the 90-day plan with your team.

The 3x rule

We only recommend System Architecture when the addressable leak is at least three times our fee. If it isn't, we say so and you keep the diagnostic and the plan.

Check	Value
Estimated annual addressable leak	**$451K**
Conservative (low end of range)	$361K
Illustrative System Architecture fee	$72K
Minimum leak needed to proceed (3 × fee)	$216K
Leak-to-fee ratio (estimate / conservative)	**6.3x / 5.0x**

✓ **Passes the 3x rule.** Even at the conservative estimate the leak is 5x the fee. We recommend proceeding to System Architecture.

What happens next

1. **Read-out call (60 min).** Walk through this report with the owner and general manager; agree the numbers.
2. **Confirm owners.** Name one person on the resort side for each leak and each phase.
3. **Architecture kick-off.** Start Phase 1 of the 90-day plan within two weeks of sign-off.
4. **Day-90 review.** Measure recovered revenue against the targets in the 90-Day Action Plan.

Want this for your business?

Generation Beta runs 15-day Revenue Diagnostics for hospitality, healthcare & wellness and executive coaching businesses.

CONTACT

sohom@betagrowthpartners.com
betagrowthpartners.com
Thailand and India

Sample report: illustrative client and figures. The client, people, places and all numbers in this document are invented to show the format of a Generation Beta deliverable. They do not describe any real business and are not drawn from any study.