“IHG’s Price Optimization Capability Is The Greatest Single Achievement In Revenue Management This Decade”

Over 2000 hotels on Price Optimization whose revenues are over $8B
Measurable 2.7% increase in RevPAR
(2009 Annual Report)
“IHG’s Price Optimization Capability Is The Greatest Single Achievement In Revenue Management This Decade”

Fully deployed - $400M per year
5 Year NPV - $1.6B
“IHG’s Price Optimization Capability Is The Greatest Single Achievement In Revenue Management This Decade”

Continues to lead the innovation in the industry with respect to retail pricing
“PERFORM with Price Optimization is important to our hotels and guests because it takes the guesswork out of pricing. The module strengthens the ability to make pricing decisions that bolster bottom line results at our hotels and offer market driven rates to guests. We are proud to have developed this capability ahead of the industry, rolling it out to our hotels when they needed the most”

hospitalitynet.org
Sep 10 2009

- Eric Pearson
Chief Marketing Officer, The Americas
High Praise from User Feedback

“Great Tool! Challenges you to question your pricing practices.”
- Balazs Szentmary, Revenue Manager
  InterContinental Madrid

“Highest revenue week ever, aside from the Derby weekend, using the recommended rates of the tool. The GM became a big believer in pushing rate after he saw the revenues from the first night of the week.”
- Brian Cauwels, Revenue Manager
  Louisville Holiday Inn Express

“It’s bloody brilliant!”
- Patrick Wimble
  Director of Revenue Management
  EMEA

“You’ve nailed it.”
- Bob Krypel
  GM, Holiday Inn Memphis

“I am now officially hooked on Price Optimization!”
- Michael Tolbert, GM
  Holiday Inn Express, Bonita Springs

“We enjoyed using the tool and felt it was a great benefit in terms of the discussions we had for Rate Management …Seeing all the information on the same page, i.e., occupancy, selling rate, competitors rate, forecasted occupancy and then a recommendation was a real bonus.”
- Kay Sawyer
  Birmingham Crowne Plaza,
  Birmingham, England
IHG Facts Sheet

- System Size – 4,437 hotels; 647,161 rooms, 1,275 in pipeline
- 85% Franchised; 14% Managed; 1% owned
- $20B in rooms revenue through IHG systems
The IHG Enterprise Delivery
IHG Revenue Management Evolution

- HIRO (1993): Inventory Optimization
- HOLIDEX Plus (1999): Global System Integration
- Pricing for Profit (2003): Best Flexible Rate (BFR)
- PERFORM (2006): Rebranding HIRO
  - Extended Stay
Creating The Value Proposition

Price Optimization could be “Huge Win” for IHG
- Belief that financial opportunity is significant
- Excitement about potential to re-establish credibility with hotels

Foremost Challenge: Hotel Acceptance
- Need to get input from Owners / GMs / Revenue Managers
- Must account for factors that hotels consider, especially competitor prices

Price Optimization needs to be a “World-Class” Capability
- “Step in the Right Direction” won’t be accepted by Hotels
- Desire to “Leapfrog” Competitors

Quantification of Benefits is Critical
- Senior management needs to know impact at portfolio level
- Benefits case at hotel level is imperative for acceptance

Strong Desire to establish New Vision for RM at IHG
- Price Optimization could be a platform for launching this vision

Price Optimization should be a Catalyst for Change
Dev Koushik
Director, Global Revenue Management, Modelling & Analytics
Revenue Management Opportunity

PRICE

DEMAND

DEMAND

PRICE

$100

$80

$60

$40

$20

$1

1 20 40 60 80 100

$100

$80

$60

$40

$20

$1

1 20 40 60 80 100
Price Optimization Opportunity

Missed Revenue Opportunities

PRICE

DEMAND

$100

$80

$60

$40

$20

$1
Pricing Inaccuracies Increase the Opportunity

Benchmark Rate too Low

Benchmark Rate too High

DEMAND

PRICE

$100
$80
$60
$40
$20
$1

1 20 40 60 80 100

DEMAND

PRICE

$100
$80
$60
$40
$20
$1

1 20 40 60 80 100

IHG

InterContinental Hotels Group
Pop Quiz  
– Pricing in a Dynamic Environment

Fact Situation:  
You have looked at your bookings for the week of December 11, 2011. You are currently 40% booked at an average daily rate of $130. You have determined that your competitive set is at an average daily rate of $150. At this point, you:

- Lower your rate to assure you fill the house
- Raise your rate above the lowest competitor
- Raise your rate to the highest of the competitors
- Raise your rate to the average rate of the competitors
- Hold your current rate and assume bookings will slow down
- I Have Absolutely no idea
Principle Challenge: How to manage the complexity?

- Seasonality
- Day of Week
- Pricing Decisions Per Hotel Per Day: 76,000+
- Competition
- Occupancy Level
- Customer Feedback
- Group
- Day of Week

Over 273 Million Pricing Decisions Across IHG Portfolio Per Day
Boiling down the complexity

Optimal Demand and Price Management

Capacity/Demand

Competition

Price Sensitivity

Business Practices
Business Process Flow – Demand Management perspective

Hurdle Points (or Open/Closed Rates by LOS)

PERFORM℠

Demand Forecast

Remaining Demand to Come

• Overrides

User Interface

• Hurdle Points (or Open/Closed Rates by LOS)
• Occupancy Forecast

BOOKING

HOLIDEX®

Plus

Booking for Demand Forecast

• Booking

OPERAC

• Rates Availability

PERFORM℠
Change in Business Process Flow

PERFORMSM

Demand Forecast

HOLIDEX® Plus

User Interface

OPERA

PERFORMSM with Price Optimization

Demand Forecast

Competitive Rates Module

Market Response Module

Price Optimization

User Interface

OPERA

Hurdle Points (or Open/Closed Rates by LOS)

Remaining Demand to Come

Overides

Booking for Demand Forecast

Rates

Availability

Forecast Multiplier

Optimal BFR

Competitive Rates

BFRs by Room Type

Hurdle Points (or Open/Closed Rates by LOS)

Remaining Demand Forecast

• Hurdle Points (or Open/Closed Rates by LOS)
• Occupancy Forecast

• Hurdle Points (or Open/Closed Rates by LOS)
• Occupancy Forecast

IHG

InnSuites Hotels Group

22
Business Process Flow (Demand and Price Optimization perspective)

Remaining Demand Forecast

Demand Forecast

Competitive Rates Module

Market Response Module

User Interface

HOLIDEX® Plus

OPERAC

PERFORM²SM

Price Optimization

- Rate Differentials
- Business Rules
- Overrides

- Optimal BFR
- Competitive Rates

BFRs by Room Type

Hurdle Points (or Open/Closed Rates by LOS)

Forecast Multiplier

- Hurdle Points (or Open/Closed Rates by LOS)
- Occupancy Forecast

PERFORM²SM with Price Optimization
We built an excel based game to demonstrate price optimization

**Holiday Inn - Downtown Location - Tuesday**

### Base Case Information

<table>
<thead>
<tr>
<th>Holiday Inn</th>
<th>Quality Inn</th>
<th>Courtyard</th>
<th>Comfort Inn</th>
<th>Best Western</th>
<th>Price Sensitivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>$97.47</td>
<td>$79</td>
<td>$119</td>
<td>$89</td>
<td>$99</td>
<td>-1.3</td>
</tr>
</tbody>
</table>

### The Pricing Game

<table>
<thead>
<tr>
<th>Quality Inn</th>
<th>Courtyard</th>
<th>Comfort Inn</th>
<th>Best Western</th>
<th>Expected Demand</th>
<th>Capacity Holiday Inn</th>
<th>Best Guess Holiday Inn Rate</th>
<th>Best Guess Rooms Sold</th>
<th>Optimal Holiday Inn Rate</th>
<th>Optimal Holiday Inn Rooms Sold</th>
<th>Gross Revenue</th>
<th>Winner</th>
<th>Optimizer</th>
<th>Margin of Victory</th>
</tr>
</thead>
<tbody>
<tr>
<td>$79</td>
<td>$119</td>
<td>$89</td>
<td>$99</td>
<td>38</td>
<td>40</td>
<td>$99</td>
<td>36</td>
<td>$92.00</td>
<td>40</td>
<td>$3,676</td>
<td></td>
<td></td>
<td>3.14%</td>
</tr>
</tbody>
</table>

**Designing A Glass Box Solution Instead Of Black-box Solution**
Business Process Flow (Demand and Price Optimization perspective)

**Demand Forecast**
- Remaining Demand Forecast

**Competitive Rates Module**
- Rate Differentials
- Business Rules
- Overrides
- Optimal BFR
- Competitive Rates
- BFRs by Room Type
- Hurdle Points (or Open/Closed Rates by LOS)

**Market Response Module**
- Rates
- Availability
- Bookings

**PERFORM℠ with Price Optimization**
- Forecast Multiplier
- • Hurdle Points (or Open/Closed Rates by LOS)
- • Occupancy Forecast

**User Interface**

**HOLIDEX® Plus**

**OPERA**
Business Process Flow (Demand and Price Optimization perspective)

- Demand Forecast
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- Market Response Module

PERFORM℠ with Price Optimization

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PERFORM℠

Competitive Rates Module

- Optimal BFR
- Competitive Rates

Market Response Module

- Hurdle Points (or Open/Closed Rates by LOS)

User Interface

HOLIDEX® Plus

- Rates
- Availability
- Bookings

OPERA
Modeling Market Response Module (Contd)

Historical data using pseudo-random price experiments

\[ D_{\text{own}} \approx f(\text{Level}, \text{Trend}, \text{Seasonality}) + f(P_{\text{own}}, P_{\text{comp}}, \text{Day of Week}, \text{Date}_{\text{purchase}}) \]

**Linear had the best fit and is less prone to extreme price recommendations**
Business Process Flow (Demand and Price Optimization perspective)

- **Demand Forecast**
- **Competitive Rates Module**
- **Market Response Module**

**PERFORMSM**
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PERFORMSM with Price Optimization
Business Process Flow (Demand and Price Optimization perspective)

Remaining Demand Forecast

Demand Forecast

Competitive Rates Module

Market Response Module

PERFORM™

Forecast Multiplier

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Forecast Optimization

- Optimal BFR
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User Interface

HOLIDEX® Plus

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- Bookings

PERFORM™ with Price Optimization

BFRs by Room Type

Hurdle Points (or Open/Closed Rates by LOS)
Modeling Competitor Rates module

Publicly available forward-looking competitor rates are available through third party sources

<table>
<thead>
<tr>
<th>ATTRIBUTES</th>
<th>COUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Hotels</td>
<td>4000</td>
</tr>
<tr>
<td>Number of products</td>
<td>2450</td>
</tr>
<tr>
<td>Number of competitors</td>
<td>4</td>
</tr>
<tr>
<td>Total Number of Shops per day</td>
<td>39M</td>
</tr>
</tbody>
</table>
Modeling Competitor Rates module

Shop Selection
- Random sampling/stratified sampling strategy was developed to shop competitor rates
- Strategy used a Blending of Future booking activity and historical booking patterns to prioritize products to shop

Shop Fill-In
- Clever way to fill-in accounting for
  - Day of week patterns
  - Length of stay patterns
  - Latest shopped data

Random/stratified approach along with a clever way to fill-in the missing rates saved millions of dollars in costs to source competitor rates
Business Process Flow (Demand and Price Optimization perspective)

Demand Forecast

PERFORM™

Remaining Demand Forecast

Competitive Rates Module

HOLIDEX®

Plus

Market Response Module

Performs with Price Optimization

User Interface

PERFORM™ with Price Optimization

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• Availability

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Business Process Flow (Demand and Price Optimization perspective)

**PERFORM**

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  - Remaining Demand Forecast

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- • Rate Differentials
- • Business Rules
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**HOLIDEX**

- • Optimal BFR
- • Competitive Rates

**OPERA**

- • Rates
- • Availability
- • Bookings

PERFORM with Price Optimization
Modeling Price Optimization Engine

**Formulation Without Business Rules**

MAX \( \sum D_{ad} \times (R_{ad} - \text{Cost}_{ad}) \)

where \( D_{ad} = f(R_{ad}, CR_{ad}) \)

Subject To:

\[ \sum D_{ad} \leq C_l \text{ for all } l \]

\[ R_{ad} \geq 0 \text{ for all } (a,d) \]

\( D_{ad} \) – Demand for a check-in date (a) and length of stay (d)

\( R_{ad} \) – Rate for a check-in date (a) and length of stay (d)

\( CR_{ad} \) – Competitor Rate for check-in date (a) and length of stay (d)

\( C_l \) – Capacity of Stay Date l
Additional Business constraints applied to the optimization problem

- Ceiling and Floor constraints
- Rate Change Constraints
- Psychological Pricing
Business Process Flow (Demand and Price Optimization perspective)

- **Demand Forecast**
  - Remaining Demand Forecast

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  - Rates
  - Availability
  - Bookings

- **User Interface**

**PERFORMSM with Price Optimization**
Business Process Flow (Demand and Price Optimization perspective)

- Remaining Demand Forecast

Demand Forecast

Competitive Rates Module

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PERFORM℠ with Price Optimization

HOLIDEX® Plus

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OPERA

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PERFORM℠ with Price Optimization
Screen For Business Rules

Competitive Set Weights
- Hampton (45.00%)
- CLTNC (10.00%)
- Courtyard (15.00%)
- SpringHill (20.00%)
- Staybridge (5.00%)

Rate Restrictions
- Minimum Rate Change: 5.00
- Room Turn Cost: 20.00

Rate Details
- Season 1: 01/01 to 02/28
- Season 2: 09/01 to 10/31
- Season 3: 11/01 to 12/30
- Season 4: 12/01 to 12/31

BFR Calling
- Weekday: 389.95
- Weekend: 389.95

BFR Floor
- Weekday: 39.95
- Weekend: 39.95

Reference Room Type
- TQN
- CST
- KNG
- KWC
- KWR
- XFT

Rate Rounding
- Selection: None
- Rule: None
- xx0 USD
- xx1 USD
- xx2 USD
- xx3 USD
- xx4 USD
- xx5 USD
- xx6 USD
- xx7 USD
- xx8 USD
- Sccol: 05
Demand Forecast Screen

- Demand
- Forecast
- On The Books
- Transient Sold
- Expected Cancellations
- Group Block
- Group Pickup
- CRS Actual Capacity (AC)
- Overbooking

Bar chart showing demand for different days from Mon 18 Mar to Sun 22 Mar.
## Optimize Price Screen

### Optimal Demand and Price Management

### Key Optimization Factors

<table>
<thead>
<tr>
<th>Date</th>
<th>Current BFR (USD)</th>
<th>Exp. Occ %</th>
<th>Competitive benchmark (USD)</th>
<th>Price Sensitivity</th>
<th>Opt. Occ%</th>
<th>Optimized BFR (USD)</th>
<th>Utilize Opt. BFR</th>
<th>Override Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun 15 Jul</td>
<td>109</td>
<td>58.3</td>
<td>106.35</td>
<td>Medium</td>
<td>58.6</td>
<td>109.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mon 16 Jul</td>
<td>109</td>
<td>62.3</td>
<td>116.50</td>
<td>Medium</td>
<td>65.6</td>
<td>113.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tue 17 Jul</td>
<td>109</td>
<td>61.2</td>
<td>117.80</td>
<td>Low</td>
<td>71.1</td>
<td>122.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wed 18 Jul</td>
<td>109</td>
<td>82.5</td>
<td>129.32</td>
<td>Low</td>
<td>92.7</td>
<td>136.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thu 19 Jul</td>
<td>109</td>
<td>79.4</td>
<td>114.30</td>
<td>Low</td>
<td>83.6</td>
<td>122.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fri 20 Jul</td>
<td>99</td>
<td>44.5</td>
<td>95.60</td>
<td>High</td>
<td>45.1</td>
<td>89.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sat 21 Jul</td>
<td>99</td>
<td>39.5</td>
<td>95.60</td>
<td>High</td>
<td>42.3</td>
<td>89.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Business Practices
Business Process Flow (Demand and Price Optimization perspective)

- **Demand Forecast**
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**OPERA**

**PERFORM℠ with Price Optimization**
Highlights from User Feedback

“This unprecedented RM enhancement will allow us to closely monitor our competition. In rapidly changing market conditions we will definitely have an edge over our competitive set!”

- Alex Morrison, Senior Area Director of RM, Crestline Hotels and Resorts

“It is a wonderful one stop tool, making things a lot easier and quicker.”

- Pia Leonard, InterContinental Austin

“We are very happy with the Price Optimization system and have found it to be a useful tool in the business.”

- Rachel Jones, Holiday Inn, Glasgow

“It appears to be a useful tool to manage transient pricing, covering all the important aspects of Revenue Management: demand, competition and price sensitivity.”

- Grace Camacho, InterContinental Manila

“I think the system is great. It looks at more data than humanly possible and is one platform to set all your BFR rates.”

- Clinton Campbell, Holiday Inn, London Mayfair

“This program is an incredible revenue optimizing tool.”

- Rose Guinn, Holiday Inn, Charleston Riverview
Jon Higbie
Sr. Vice President & Chief Scientist, Revenue Analytics
**Executives Don’t Trust Benefits Estimates From Simulation**

**Typical benefit measurement reports use a simulation approach to estimating uplift**
- Estimate unconstrained demand using statistical methods or turndowns
- Simulate a first come – first serve ‘no control’ scenario
- Compute a theoretical optimal scenario
- Compare results to calculate uplift

**Why Executive Don’t Trust This Method**
- Estimates of lost demand are suspect
- Don’t understand optimal scenario... too theoretical
- No control scenario under-estimates what users could achieve without the system
- Estimated benefits can be unrealistically high
Our approach is based on live market tests

1. Beta release properties were the ‘treatment’ properties
2. Identified control properties
3. Eliminate outliers and edge effects
4. Compared change in RevPAR for Test Period vs. Baseline Period

The Capital Committee & Auditors Understood this Approach and Believed It!
Great Care was Taken in Selecting Control Properties

Control Property Eligibility Criteria:

1. Same or similar: Brand / Size / Group Mix / Type (airport, downtown)
2. Similar seasonality (using correlation coefficient)
3. Control properties must be on PERFORM
4. No change in OSAT Scores / Rebranding / PERFORM
5. Special criteria for out-of-market control properties:
   - Similar Average ADR / Change in Group Mix
We Observed a 2.7% Increase in RevPAR for Beta Release Hotels

RevPAR Test Results

- 95% confident that Price Optimization Beta hotels outperformed their control set
- 90% confident that uplift was greater than zero
- Results consistent with those observed during prototype deployment

Control Hotels 1.8%
BETA Hotels 4.5%

Total Uplift: 2.7%
$1.6B NPV for First 5 Years

Change in RevPAR is the % increase in RevPAR of the test period vs. the baseline period
Revenue Generation Index (RGI) Metric Corroborated our Own-Property RevPAR Method

RGI is an Industry Standard Metric Based on Smith Travel Data

1. Calculated Revenue Generation Index (RGI) for U.S. BETA property using DaySTAR data
   - Used GM-defined Smith Travel competitor sets for Beta and control properties
2. Calculated change in RGI from baseline period to test period
   - Computed change in RGI for Beta and control properties
   - Conducted Pearson’s (Win-Loss) Test to determine if BETA properties’ RGI growth outpaced control properties
RGI Showed a 3% Improvement in RevPAR Versus the Competition

- **Baseline Period**: 0.97
- **Test Period**: 1.00

**RGI Test across all U.S. properties:**
3 percentage points of RGI improvement

**RGI Pearson’s Test for Individual BETA Properties vs. Comp Set**

**Win-Loss Record:**
18-9

**p-value**: 0.04 (96% confidence)
Properties With Higher Adoption Of PERFORM Price Optimization Rate Recommendations Generate More Revenue Uplift Than Lower Adopters

• Post production, we have built a simulation based price sensitive revenue opportunity model

• Results show that hotels that have higher adoption are generating more uplift

Results for 500 properties, Sep ’10 – Jan ‘11

Highest adopters achieve 1.8% higher revenue uplift than lowest
“I am now officially hooked on Price Optimization! Once I got the weighting right and my arms around all the data, it became easy to understand and an excellent revenue management tool. Love it! So far this month I am up $14 in RevPar over prior year!! I’m telling you, I have found it so much easier to maximize revenue here and there using it. During the season I find myself hopping on at night and keeping pace with rate changes in the market and driving rate on hot dates.”
Craig Eister
Vice President, Global Revenue Management
Investor day comments, reiterate Outperform

- Investor day and Marriott comments support Outperform rating: with the IHG investor event underlining confidence in the Holiday Inn re-launch and encouraging competitor comments on trading. Our above consensus EPS estimates are based on: 1) IHG’s key markets delivering 37% growth over 1Q10 vs 37% in 2Q10; 2) number of rooms to be removed is in line with guidance at c40k in 2010 but importantly this is opening up opportunities in markets where there is now no better; 3) brand and loyalty scheme vs 37% 5 yrs ago; 4) revenue management tools being sold to franchisees (of all brands) are typically adding 2.7% to RevPAR – if applied to 40% of franchisees it would add 1.5% to PBT.

Competitor comments encouraging: this week at industry conferences both Starwood and Marriott have indicated encouraging trading with the latter noting Q2 QTD RevPAR growth of 7.3% against its guidance of 4-6% from only 47 days ago.

- Re-iterate Outperform rating on IHG and 1290p target price: we value
Retail Price Optimization

Partnering with:

InterContinental Hotels Group
Retail Price Optimization

Partnering with:

REVENUE ANALYTICS