

The Grand Sydney Hotel & Spa Sample report

November 2025 closed at A\$1.35m total revenue, up 6% on last year, 1% behind budget. Retail led the non room streams, up 32%, while meetings and events fell 62%.

Total revenue

A\$1.35m

▲ +5.6% vs last year
▼ -1.4% vs budget

TRevPAR

A\$225

▲ +5.6% vs last year

Occupancy

67.2%

▲ +5.6 pts vs last year

ADR

A\$215

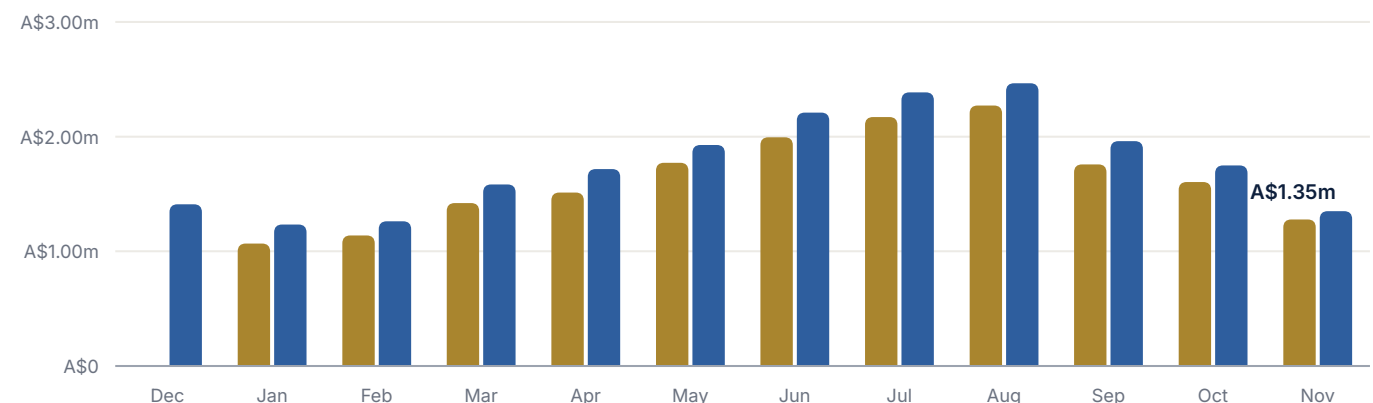
▲ +6.1% vs last year

Revenue by stream

STREAM	THIS MONTH	NOVEMBER 2024	VS LAST YEAR	VS BUDGET	SHARE
Rooms	A\$867k	A\$749k	▲ +15.7%	▼ -0.7%	64%
Food and beverage	A\$265k	A\$236k	▲ +12.5%	▼ -10.7%	20%
Spa and wellness	A\$106k	A\$119k	▼ -10.7%	▲ +22.0%	8%
In room dining	A\$17k	A\$17k	▲ +2.7%	▼ -16.7%	1%
Retail	A\$20k	A\$15k	▲ +31.6%	▼ -9.1%	2%
Activities	A\$32k	A\$34k	▼ -3.3%	▼ -13.0%	2%
Meetings and events	A\$41k	A\$109k	▼ -61.8%	▲ +30.9%	3%
Total	A\$1.35m	A\$1.28m	▲ +5.6%	▼ -1.4%	100%

Total revenue, last 12 months

■ This year ■ Same month last year



How this works. Every figure comes from your own exports, calculated by Tony's engine. Targets allow for normal seasonality, based on how each measure moved between the same months last year. Actions are reviewed and signed off by a person, not a model.

tonyknows.com.au
Send December 2025 data by 5 January 2026

Where the money is

From the last 90 days of your data, ranked by estimated value over a year.

1

Rooms

Last 90 days

A\$310k

est. a year

OTA dependency at 54%, above the 40% ceiling

OTAs account for 54% of rooms revenue, 14 points above the healthy ceiling. Direct share is 17%.

Why it happens.

Over-reliance on OTAs erodes net ADR through commissions (typically 15 to 25%) and weakens guest data ownership.

2

Spa and wellness

Last 90 days

A\$244k

est. a year

Spa weekday utilisation collapses vs weekends

Weekday spa utilisation averages 22% versus 63% on weekends, a 41-point swing of idle midweek capacity.

Why it happens.

Midweek arrivals skew corporate, and corporate guests book the spa far less than leisure guests. The weekday product is not targeted to who is in-house.

3

In room dining

Last 90 days

A\$202k

est. a year

In-room dining penetration at 10% vs 18% benchmark

Only 10% of occupied rooms order in-room dining, against an 18% benchmark. Average check is A\$45.

Why it happens.

Low IRD penetration usually signals menu friction: hard-to-find menus, slow delivery, or limited late-night availability.

The plan for December 2025

One action per gap, each with a number to hit. Targets already allow for the usual seasonal swing.

ACTION		MEASURED BY	NOVEMBER	DECEMBER TARGET
1	Keep it running, it hit its target: Launch a direct-booking incentive (best-rate guarantee + loyalty perk) on the website. Owner: Revenue manager	OTA share of rooms revenue	47.2%	39.2%
2	Keep last month's action running and add: Send a pre-arrival spa booking link to all Monday to Thursday arrivals. Owner: Spa manager	Spa utilisation, Monday to Thursday	21.7%	27.3%
3	Add a QR-code digital IRD menu in every room and on the guest app. Owner: F&B manager	Occupied rooms ordering in room dining	9.7%	11.9%

Decision ledger: did last month's actions work?

1 of 3 actions from last month hit their target.

ACTION AND MEASURE	START	SEASONAL NORM	TARGET	NOVEMBER	RESULT
Build pre-arrival and in-stay cross-sell journeys (spa, dining, experiences). Non room share of total revenue	33.8%	38.8%	39.8%	35.8%	✗ Missed
Launch a direct-booking incentive (best-rate guarantee + loyalty perk) on the website. OTA share of rooms revenue	56.5%	61.5%	53.5%	47.2%	✓ Hit
Launch a midweek corporate wellness package with a complimentary express treatment. Spa utilisation, Monday to Thursday	22.0%	21.4%	27.0%	21.7%	→ Moving

A note from your Tony team

Good month for rooms. The direct booking push hit its target: OTA share fell from 57% to 47%, so it keeps running through December.

The midweek spa package is moving but not there yet, at 21.7% against a 27% target. We keep it and add a spa booking link to every Monday to Thursday arrival email. Cross-selling missed, so we stop it and put that effort into in room dining, the new gap this month. We'll check in with your spa manager after the first week of December.

Signed off by Manuel Cipriani

What happens next

- 1 Confirm an owner for each action this week**
Reply in your Tony channel. Swap any action that doesn't fit your hotel and we'll reset its target.
- 2 Send December 2025 data by 5 January 2026**
The same exports as this month. Upload them to your Tony channel or email them.
- 3 Your December 2025 Pulse, out in early January, measures every action**
Each one shows as Hit, Moving or Missed in the decision ledger, so you keep what works and drop what doesn't.