HOPE ADVISORY

# COMMERCIAL PRODUCT REVIEW

*You know what your holidays sell for. Do you know what they actually make?*

# Could this review be useful to *your* business?

## WHEN WAS THE LAST TIME YOU LOOKED AT:

1. When a holiday has travelled, how often do you compare actual delivered profit with the original costings?
2. Do supplier invoices, FX, discounts, refunds and amendments get matched back to the holiday - or do they disappear into the month's cost of sales total?
3. Do you know which holidays are genuinely profitable, not just popular? Which ones need a single booking to make the same profit another needs four to deliver?
4. Are any margin gaps reviewed before the next season goes on sale?

IN A BUSY TOUR OPERATOR, THIS CAN EASILY FALL BETWEEN PRODUCT, FINANCE AND OPS.

> The holiday has travelled. Everyone moves on. But if the same small gaps keep appearing, they can very quietly change the business's profit surprisingly quickly.

# HOW DOES THE MARGIN MOVE AFTER PRICING?

| | Pricing | Post travel | Variance |
|---|---|---|---|
| Holiday price | £5,000 | £5,000 | |
| Discount | | 5% repeat client | -£250 |
| Card processing fee | | £137.50 | -£137.50 |
| Supplier invoice | €3,450 | €3,450 | |
| GBP cost at exchange rate | £2,875 | £3,053 | -£178.10 |
| Flight price | £775 | £806 | -£31 |
| Refund/ Goodwill | | £30 | -£30 |
| Absorbed extras | | £40 | -£40 |
| **Gross profit** | **£1,350** | **£684** | **-£667** |
| **Gross Margin %** | **27.00%** | **13.67%** | **-13.33%** |

*Mr and Mrs Brown have travelled with you three times before. They book in February 2025 for a trip in May 2026, to celebrate their 20th wedding anniversary.*

*They are given the standard repeat-client discount. Because the trip is booked well in advance, the supplier costing is based on an exchange rate of £1 = €1.20. This gave a buffer based on the live FX rate.*

*The flights are not released when they book, so the flight cost is estimated from previous years. When the flights are confirmed, the increase is only £31, so it does not feel worth going back to a loyal client.*

*They pay by AMEX because the additional travel insurance gives them peace of mind. A bottle of wine is sent with dinner on their first night as a loyalty gesture and to celebrate their big anniversary.*

*Upon landing, their luggage is delayed, which means the transfer driver waits nearly two extra hours, your team negotiates this down, charging him for just one hour above the original quote.*

***None of this is unusual. But together, these small movements reduce the delivered profit by almost half.***

A small series of normal events = almost 50% less profit.

SOUND FAMILIAR?

ABOUT AMY HOPE

# MD to MD.

*No corporate fluff.*

After almost twenty years inside high-end, niche tour operating - including six as Managing Director leading a Private Equity backed MBO and further acquisition - I built the advisory I would have wanted on the other side of the desk: warm, practical, commercially sharp, and built around the question rather than the framework.

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## HOW I WORK

- I won't open with a generic framework. The first conversation is about your business, not my model.
- I won't pretend the data says more than it does. Where there are gaps, I flag them clearly.
- I won't bury the answer in 80 slides. You'll get findings, not death by data.

# PROJECT SCOPE – IN 3 STAGES

This review is not about telling you how to build your holidays. It is about closing the loop to check that financials are in line with expectations.

The work is staged deliberately. I start small, identifying what can be accurately measured and addressing any data gaps to meaningfully improve accuracy.

*Stage 01*

### DIAGNOSTIC

Purpose: Assess what can be measured.

Follows the money from original costings to actual delivered profit. I start by looking closely at 3–5 travelled holidays to ensure there is sufficient data to get real value from the full review.

*Stage 02*

### FULL COMMERCIAL PRODUCT REVIEW

Purpose: Find the patterns.

Once established, I widen the scope to find repeating patterns. I review a defined sample of holidays to measure the scale of opportunity and see where profit is consistently made or lost.

*Stage 03*

### COMMERCIAL ACTION PLAN

Purpose: Turn findings into decisions.

Builds on this knowledge to align every team. I create a practical framework to significantly improve the business's profitability and use this insight to grow in the most effective way.

# STAGE 01 – DIAGNOSTIC

## A small, practical test of whether your holiday profitability can be measured properly.

The diagnostic reviews 3–5 travelled holidays, ideally selected to give a useful spread: one strong seller, one believed to be highly profitable, one where the margin is less certain, and one or two where the data is easiest to access. The more varied the sample, the more useful the diagnostic.

The purpose is not to review the whole business. It is to test whether expected and actual profitability can be joined up, identify any early patterns, and decide whether a wider review would be commercially worthwhile.

### WHAT I'LL NEED FROM YOU

- Original costing or quote
- Final booking value and passenger numbers
- Supplier invoices and booking confirmations
- Payment records showing currency, amount paid and GBP value
- Discounts, refunds, amendments or goodwill costs
- Client and supplier payment / cancellation terms

### WHAT I'LL DO

- Compare expected margin with actual delivered margin
- Identify where the margin moved
- Flag what is clean, missing or hard to trace
- Sense-check whether Finance, Product and Operations are joined up enough to support a wider review

### WHAT YOU'LL RECEIVE

- Expected vs actual margin for each holiday reviewed
- A simple margin variance bridge
- Data readiness check
- Reporting on any obvious margin leaks or process gaps and immediate actions.
- Recommendation on whether a wider review is worthwhile

Sample size: 3-5 travelled holidays
Timescale: 2-4 weeks once data is received
Investment: £2,750 + VAT
50% credited against Stage 2 if commissioned within 60 days.

*Timescale depends on how quickly the required data can be provided and whether supplier/payment records are easy to trace.*

### DATA HANDLING

NDA before any data is shared. Read-only access wherever possible. Customer data minimised or anonymised where practical. Sensitive data deleted after project completion.

# STAGE 02 – FULL COMMERCIAL PRODUCT REVIEW

## A deeper review across a defined sample of holidays to find where profit is being made, lost or left on the table.

If the diagnostic shows there is value in going further, Stage 2 takes the same approach across a wider sample. The exact scope is agreed after Stage 1, based on the business model, data quality and where the first findings point.

This is where we move from *"did this happen on these few holidays?"* to *"is this happening repeatedly, and what should we do about it?"*

### WHAT I'LL NEED FROM YOU

- Agreed sample of holidays, departures or bookings
- Original costings and final selling prices
- Booking revenue and passenger numbers
- FX assumptions and actual achieved rates
- Full cost breakdown for the agreed sample
- Client/supplier invoices and payment records
- Discounts, refunds, amendments or unexpected costs
- Supplier and client payment / cancellation terms
- Input from Product, Finance, Sales and Ops

### WHAT I'LL ANALYSE

- Expected margin vs actual delivered margin and why
- Where the margin moved and why
- Repeated cost, FX, pricing or process gaps
- Best-selling holidays vs most profitable holidays
- High-volume products not earning enough
- Opportunities in lower-volume products
- Supplier terms and cancellation exposure
- Whether yield is being managed and how effectively
- Supplier negotiation approach, pre- or post-costing.
- Products to champion, fix, reprice or question

### WHAT YOU'LL RECEIVE

- Product / departure profitability analysis
- Margin variance summary across the sample
- Repeated leakage themes and commercial risks
- Best-selling vs most profitable view
- Supplier, pricing, FX and payment-term observations
- Recommended product priorities
- Competitor pricing and value-positioning
- Clear Stage 3 priorities and realistic deliverables

Sample size: agreed after Stage 1
Timescale: usually 4–8 weeks, depending on scope and data quality
Investment: quoted after diagnostic, typically from £9,500 to £12,500 + VAT

> "*The value is not in finding one messy example. It is in finding the smaller patterns being quietly repeated across the portfolio.*

# STAGE 03 – COMMERCIAL ACTION PLAN

## So, what happens on Monday morning?

You and your team have clear actions of what to do with each product. One shared commercial picture across the whole business.

### CHAMPION

The holidays genuinely earning their place.

### FIX

The ones with potential but repeated margin leakage.

### REPRICE

Where the business is not being paid properly.

### RENEGOTIATE

Supplier terms where volume or loyalty should work harder.

### PROMOTE

The profitable holidays that deserve more demand.

### QUESTION

Products absorbing too much time, effort or margin.

Now the findings become actions.
Included in the fixed project fee of the full commercial review. With ongoing support available, if required.

# ONE SHARED COMMERCIAL PICTURE

## PRODUCT

You know which holidays earn their place, and you stop wasting time on the ones that don't.

## FINANCE

You can see exactly where the margin's leaking, not guess at it at year end.

*This is what it looks like when the whole business is finally looking at the same numbers*

## SALES

You know which holidays sell themselves, and which ones are worth the extra effort because of what that means for the business.

## MARKETING

You spend on what earns, not on how it has always been spent.

NEXT STEPS

# Start small, see what the data shows.

### STAGE 1 – THE DIAGNOSTIC REVIEW

£2,750 + VAT

Fixed 2-4 week project fee.

50% of the diagnostic fee credited against Stage 2 if commissioned within 60 days.

### STAGE 2 & 3 - FULL COMMERCIAL PRODUCT REVIEW

Fully scoped after diagnostic. Typically, from £9,500 to £12,500 + VAT. Includes Stage 2 analysis and Stage 3 commercial action plan within the cost quoted.

Payment terms: 50% payment on commitment | 50% on delivery of final report.

## A confidential chat.

No presentation, no hard sell. Just a conversation with someone who gets it.


Email

hello@hopeadvisory.co.uk

Call

07463 135 295

Find out more

hopeadvisory.co.uk


REQUEST A 15-MINUTE CALL

*Before any work begins: project agreement and NDA signed. Read-only access wherever possible | Customer data handled in line with GDPR | Sensitive working files deleted after completion.*