



РАНХиГС

РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ

HOTEL MANAGEMENT

REVENUE MANAGEMENT

REVENUE MANAGEMENT OBJECTIVES

A list of six empty, rounded rectangular input fields, each preceded by a light blue tab-like shape on the left side, intended for entering revenue management objectives.

REVENUE MANAGEMENT FORECASTING

COMPETITIVE SET

MARKET PROFILES

HISTORY

RESERVATION TRENDS

EVENTS CALENDAR

GROUP PROFILES

NGRT, GRT, NSH, CNCL

BLOCKS

OVERRUN SUPPORT

PLANS FOR RENOVATIONS

NEW OPENINGS

REVENUE MANAGEMENT ROOMS FORECAST

Information Needed

RATIOS

ARRIVALS

WALK-INS

STAYOVERS

NO-SHOWS

UNDERSTAYS

CHECK-OUTS

OVERSTAYS

% NO-SHOWS

% WALK-INS

% OVERSTAYS

% UNDERSTAYS

REVENUE MANAGEMENT ROOMS FORECAST

Total Number of Guest Rooms

- Number of Out-of-Order Rooms
- Number of Stayovers
- Number of Reservations
- + Number of Reservations X
Percentage of No-Shows
- + Number of Understays
- Number of Overstays
- = **Rooms Available for Sale**



REVENUE MANAGEMENT FORECASTING – MONTHLY PICK UP ANALYSIS



	Year Month	20XX March	
	January	February	March
January	51%		
February	35%	40%	
March	35%	45%	60%
April	40%	35%	50%
May	31%	35%	40%
June	19%	25%	40%
July	25%	30%	35%
August	28%	35%	42%
September	20%	22%	30%
October	15%	17%	25%
November	7%	10%	15%
December	2%	3%	10%

REVENUE MANAGEMENT

FORECASTING – DAILY PICK-UP AND PACE

Month Year	January for January 20XX										TOTAL RN / ARR
	1st of Month	Daily Pick Up								...	
		1	2	3	4	5	6	7	8		
Segment 1	1000	10	23	5	19	12	11	23	25		1128
	195,56	196	196	194	195	195	195	196	197		197
Segment 2	850	-14	15	13	23	14	11	17	19		948
	186,43	186	187	187	187	187	187	187	187		187,35
Segment 3	790	15	50	0	0	10	-15	-20	34		864
	176,55	177	163	163	163	163	164	165	167		167
Segment 4	270	35	0	10	-1	33	0	0	0		347
	169,88	171	170	170	170	176	176	176	176		176
Segment 5	1500	-55	15	2	1	44	34	4	12		1557
	155	155	153	153	153	156	155	155	155		155
Total Room nights Pick Up											434

REVENUE MANAGEMENT

ROOM FORECAST - SAMPLE

Date : 30th November

Days

31 Rooms 120

Month : December

Rooms on the books
 % Occupancy on the books
 Expected Pick up
 Forecast
 Forecast % Occ

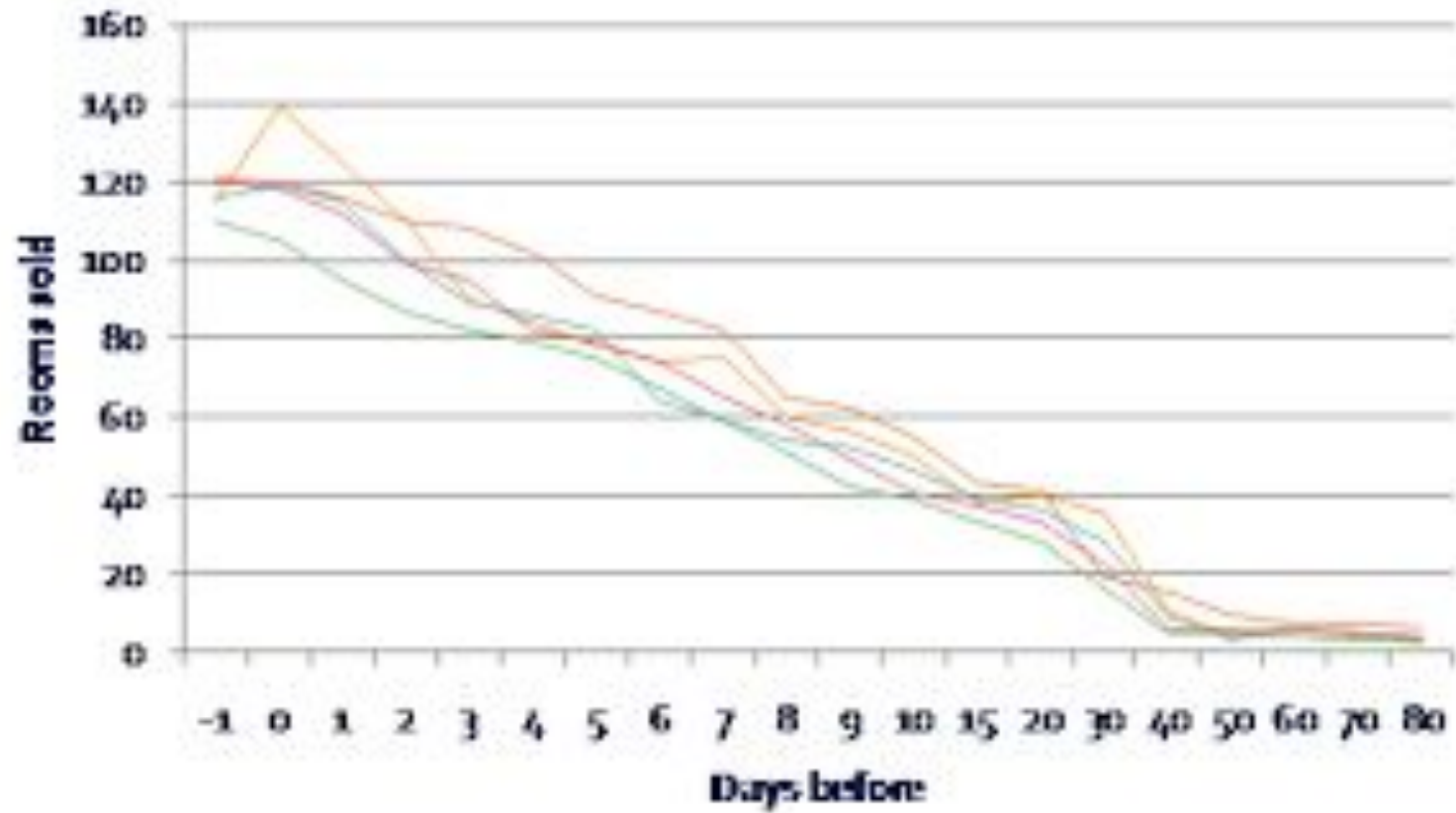
Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday
1	2	3	4	5	6	7
60	70	55	70	20	40	45
50%	58%	46%	58%	17%	33%	38%
0	4	5	5	3	15	17
60	74	60	75	23	55	62
50,0%	61,7%	50,0%	62,5%	19,2%	45,8%	51,7%

Pick Up Room Nights

Individual
Groups
TOTAL

2	5	10	10	3	15	17
-2	-1	-5	-5	0	0	0
0	4	5	5	3	15	17

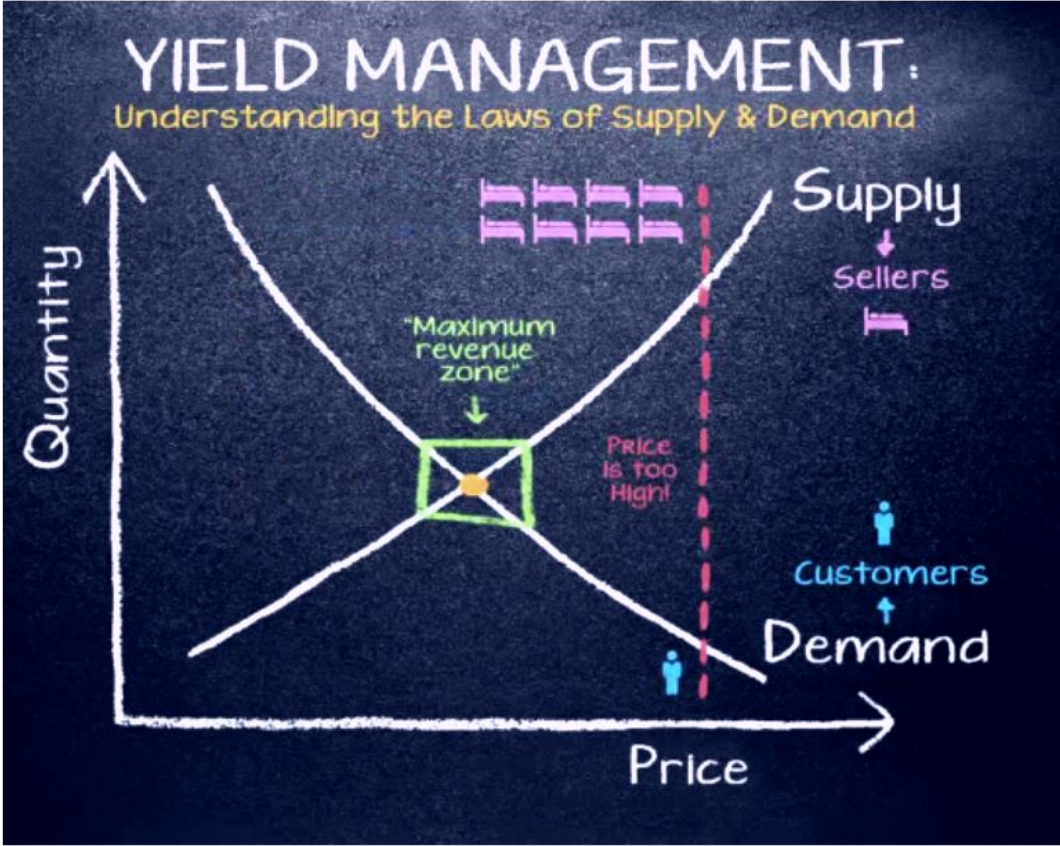
REVENUE MANAGEMENT BOOKING CURVE



REVENUE MANAGEMENT STRUCTURING ROOM RATES

PUBLIC RATES	RACK RATES
	BEST AVAILABLE RATES (BAR1...BAR6)
SPECIAL RATES	CORPORATE RATES
	PROMOTIONAL RATES
	INCENTIVE RATES
	PACKAGE RATES
	COMPLIMENTARY RATES

REVENUE MANAGEMENT YIELD MANAGEMENT



REVENUE MANAGEMENT

YIELD MANAGEMENT – CONTROLLING DEMAND



CAPACITY MANAGEMENT

DISCOUNT ALLOCATION

DURATION CONTROL

REVENUE MANAGEMENT

YIELD MANAGEMENT – DURATION CONTROL



MIN LENGTH OF STAY

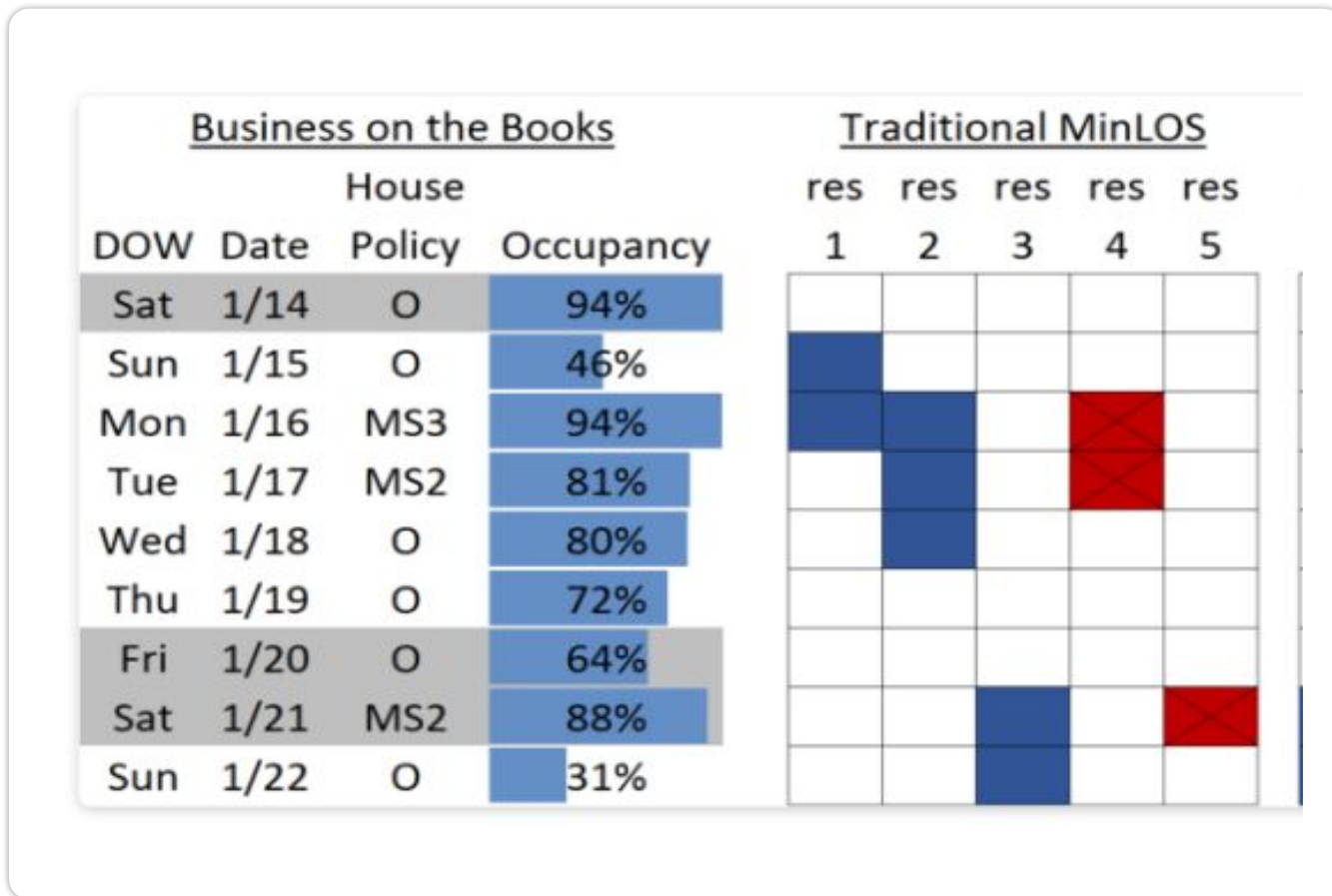
MAX LENGTH OF STAY

CLOSE TO ARRIVAL

CLOSE

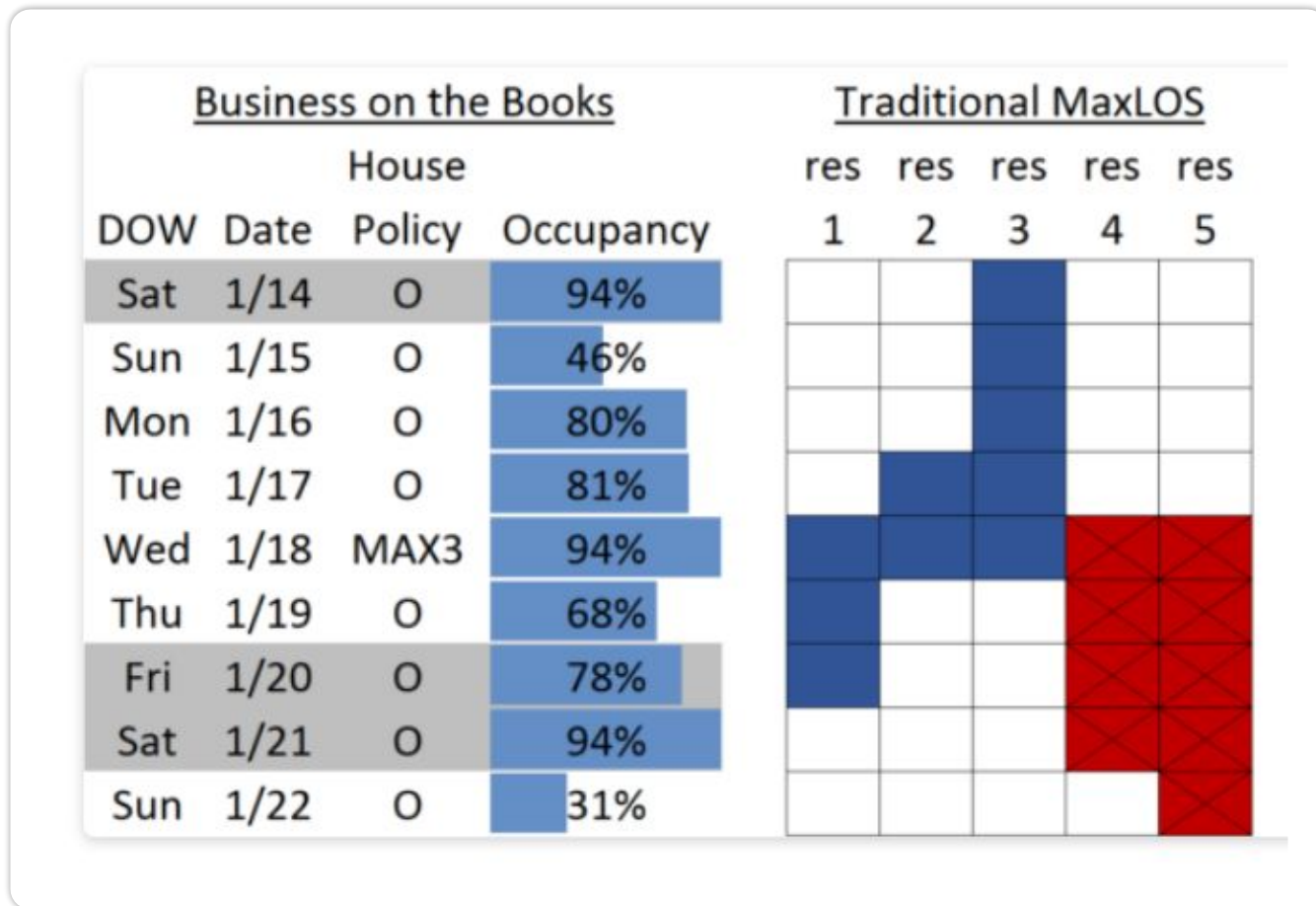
REVENUE MANAGEMENT

YIELD MANAGEMENT – DURATION CONTROL



REVENUE MANAGEMENT

YIELD MANAGEMENT – DURATION CONTROL



REVENUE MANAGEMENT

YIELD MANAGEMENT – DURATION CONTROL

<u>Business on the Books</u>				<u>Close to Arrival</u>					<u>Close</u>				
DOW	Date	House Policy	Occupancy	res 1	res 2	res 3	res 4	res 5	res 1	res 2	res 3	res 4	res 5
Sat	1/14	O	94%	Blue					Blue			Red	
Sun	1/15	O	46%	Blue					Blue		Blue	Red	
Mon	1/16	O	80%	Blue		Blue			Blue		Blue	Red	
Tue	1/17	O	81%	Blue	Blue	Blue			Blue		Blue	Red	Red
Wed	1/18	X	94%	Blue	Blue	Blue	Red	Red				Red	Red
Thu	1/19	O	68%	Blue		Blue		Red				Red	Red
Fri	1/20	O	78%	Blue		Blue		Red				Red	
Sat	1/21	O	94%			Blue		Red		Blue		Red	
Sun	1/22	O	31%					Red		Blue		Red	

REVENUE MANAGEMENT

YIELD MANAGEMENT - REVPAR

HOW TO CALCULATE REVPAR?



Example:

$\$150 \text{ ADR} \times 70.0\% \text{ occupancy} = \105 RevPAR

