



РАНХиГС

РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ

HOTEL MANAGEMENT

REVENUE MANAGEMENT

REVENUE MANAGEMENT OBJECTIVES

A form consisting of six horizontal input fields, each with a light blue background and a blue border. The fields are arranged vertically and are intended for listing revenue management objectives. Each field is preceded by a small, light blue rectangular tab on the left side.

- Input field 1
- Input field 2
- Input field 3
- Input field 4
- Input field 5
- Input field 6

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

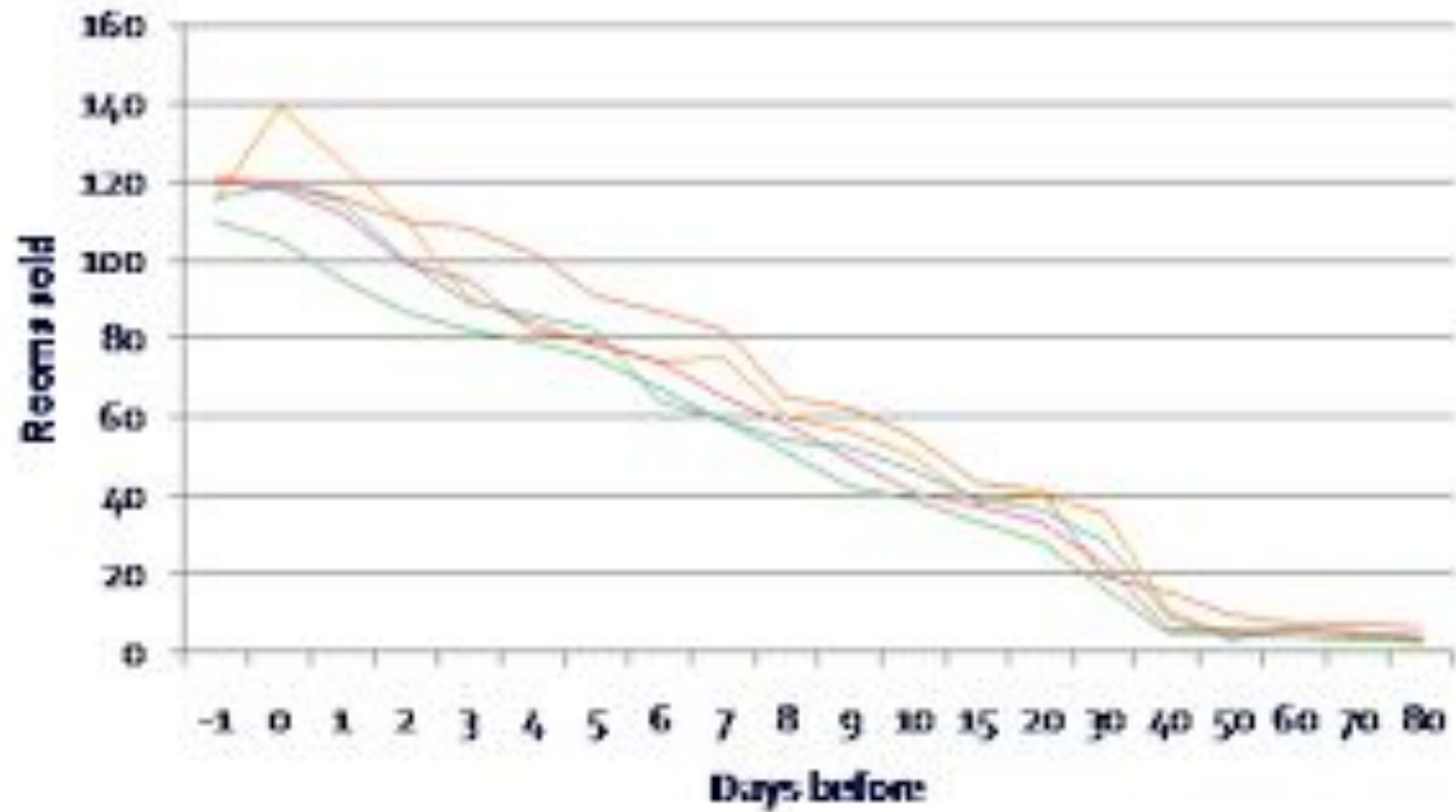
Month Year	January for January 20XX									
	1st of Month	Daily Pick Up								TOTAL RN / ARR
		1	2	3	4	5	6	7	8	...
Segment 1	1000	10	23	5	19	12	11	23	25	1128
	195,56	196	196	194	195	195	195	196	197	197
Segment 2	850	-14	15	13	23	14	11	17	19	948
	186,43	186	187	187	187	187	187	187	187	187,35
Segment 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		-9	103	30	42	113	41	24	90	434

REVENUE MANAGEMENT

ROOM FORECAST - SAMPLE

Date : 30th November	Days	31	Rooms	120		
Month : December	Wednesday	Thursday	Friday	Saturday	Sunday	Monday Tuesday
	1	2	3	4	5	6 7
Rooms on the books	60	70	55	70	20	40 45
% Occupancy on the books	50%	58%	46%	58%	17%	33% 38%
Expected Pick up	0	4	5	5	3	15 17
Forecast	60	74	60	75	23	55 62
Forecast % Occ	50,0%	61,7%	50,0%	62,5%	19,2%	45,8% 51,7%
Pick Up Room Nights						
<i>Individual</i>	2	5	10	10	3	15 17
<i>Groups</i>	-2	-1	-5	-5	0	0 0
TOTAL	0	4	5	5	3	15 17

REVENUE MANAGEMENT BOOKING CURVE

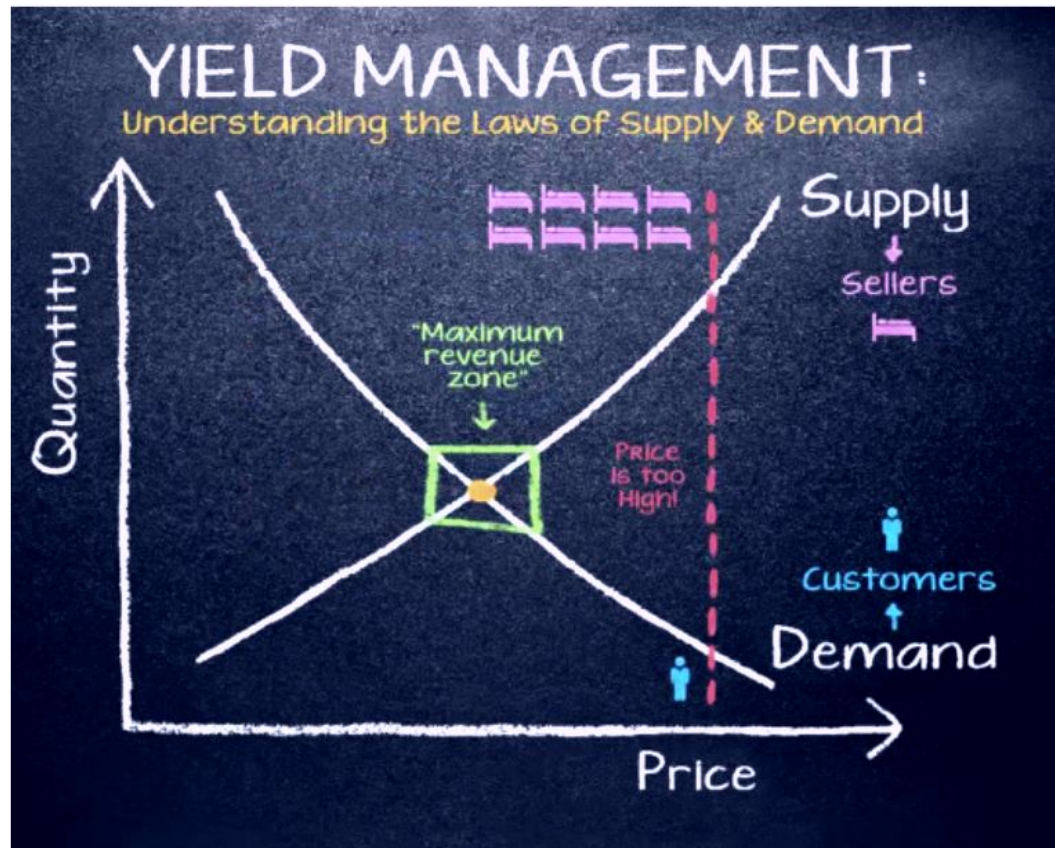


REVENUE MANAGEMENT

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

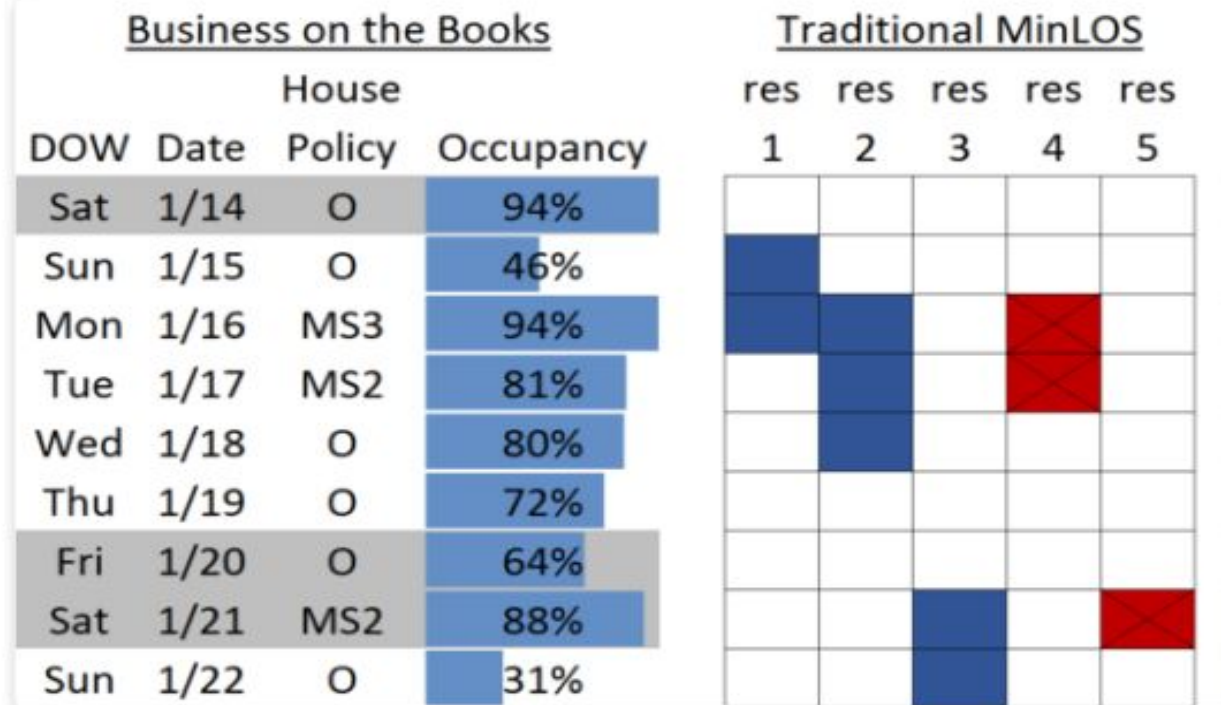
MAX LENGTH OF STAY

CLOSE TO ARRIVAL

CLOSE

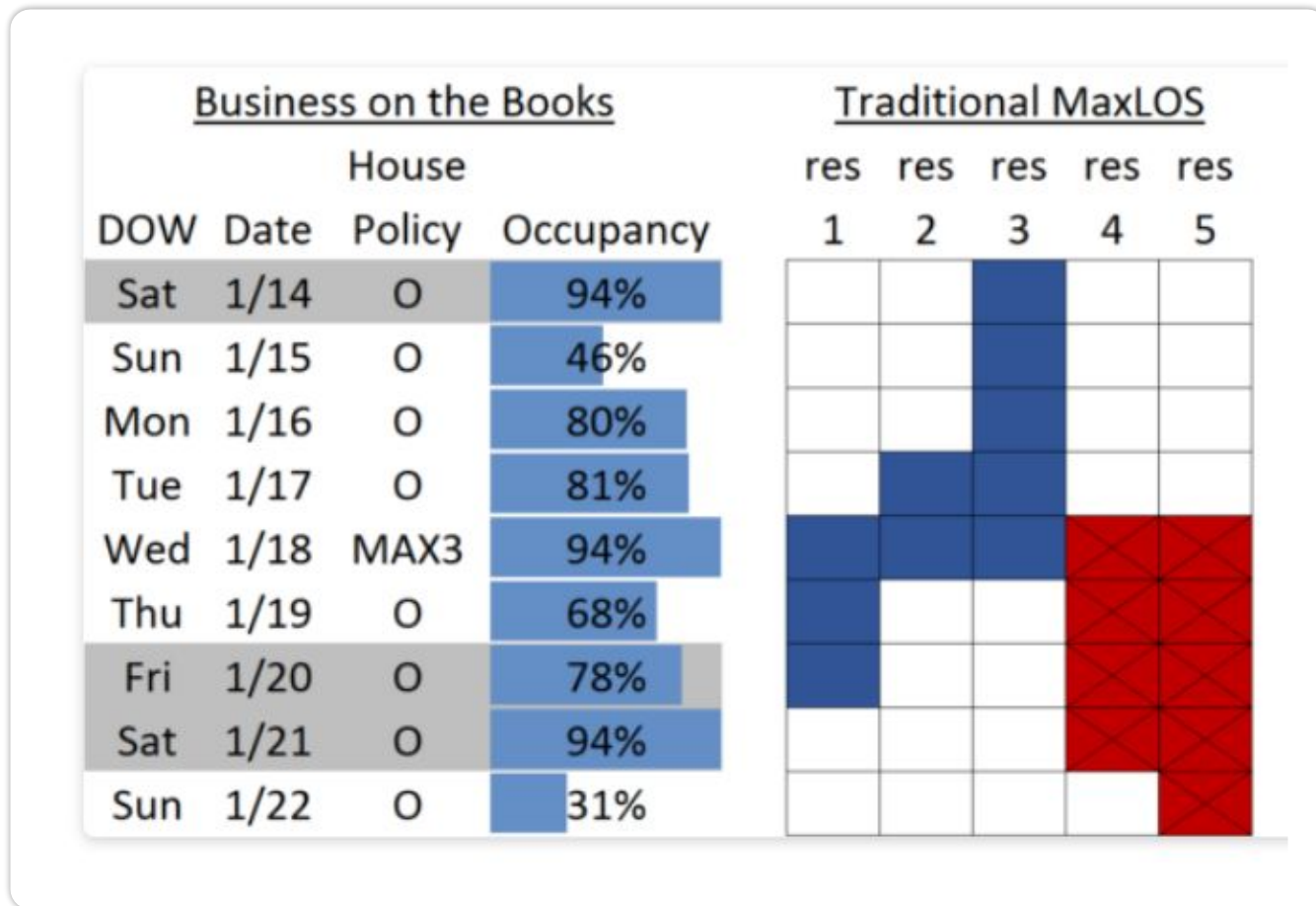
REVENUE MANAGEMENT

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		Blue		Red	Red
Fri	1/20	O	78%	Blue		Blue		Red		Blue		Red	
Sat	1/21	O	94%			Blue		Red		Blue		Red	
Sun	1/22	O	31%					Red				Red	

REVENUE MANAGEMENT

YIELD MANAGEMENT - REVPAR

HOW TO CALCULATE REVPAR?



Example:

\$150 ADR x 70.0% occupancy = \$105 RevPAR

