РАНХиГС
РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ

HOTEL MANAGEMENT

REVENUE MANAGEMENT

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

- Arrivals
- Walk-ins
- Stayovers
- No-shows
- Understays
- Check-outs
- Overstays

RATIOS

- % 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**

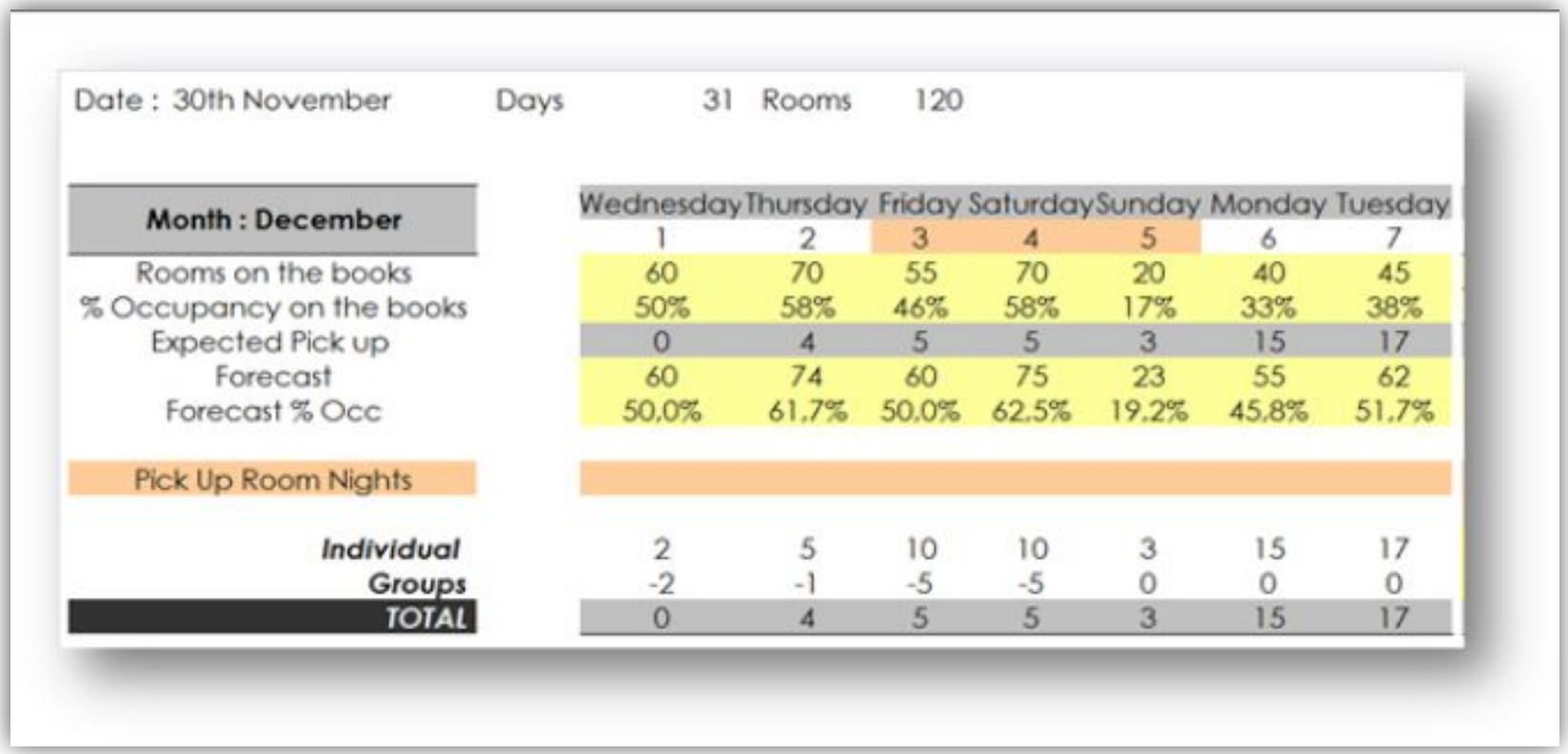
REVENUE MANAGEMENT
FORECASTING – MONTHLY PICK UP ANALYSIS

	Year 20XX Month 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	January for January									
Year	20XX									
		Daily Pick Up								TOTAL
	1st of Month	1	2	3	4	5	6	7	8	...	RN / ARR
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

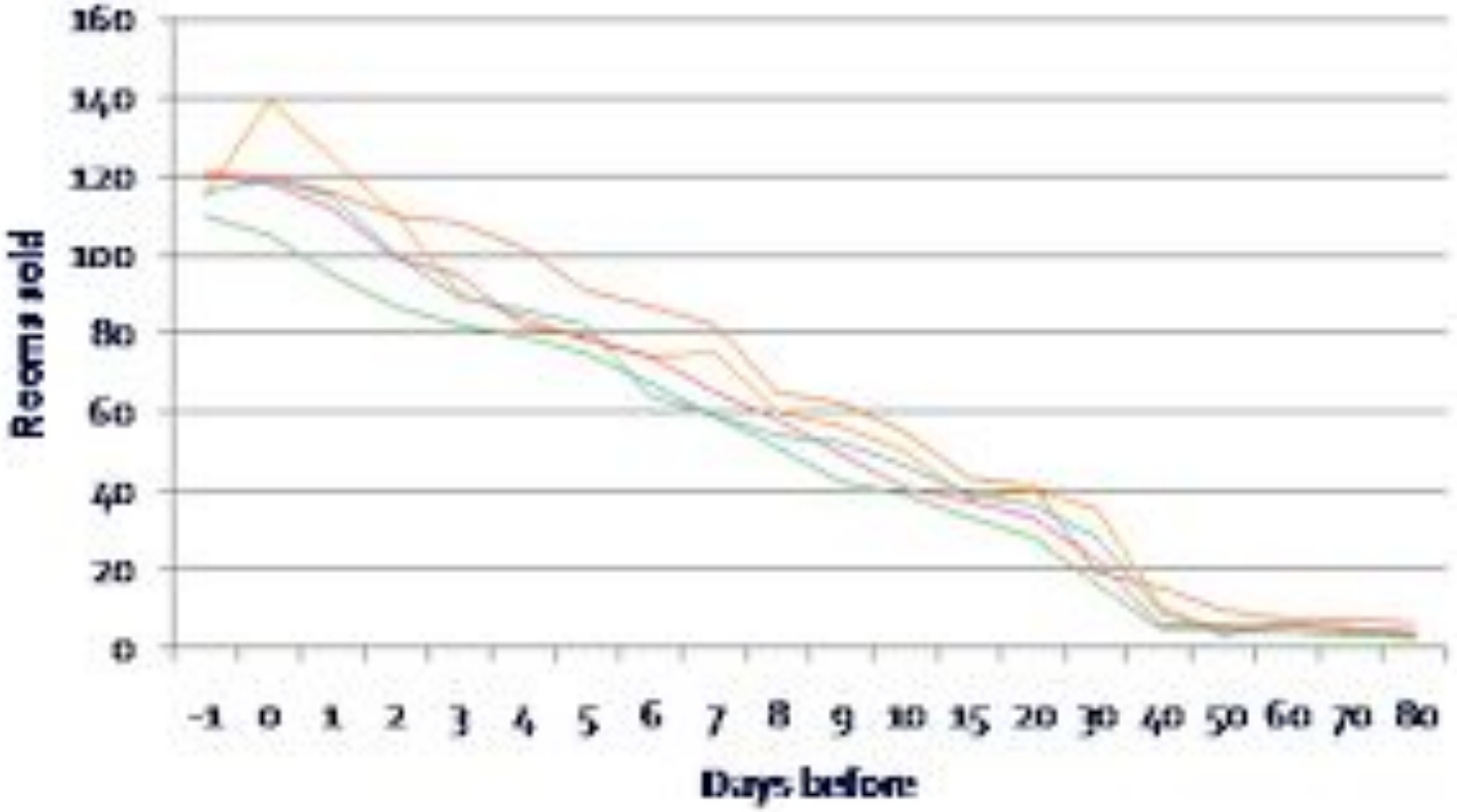
REVENUE MANAGEMENT
ROOM FORECAST - SAMPLE



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							
Individual	2	5	10	10	3	15	17
Groups	-2	-1	-5	-5	0	0	0
TOTAL	0	4	5	5	3	15	17

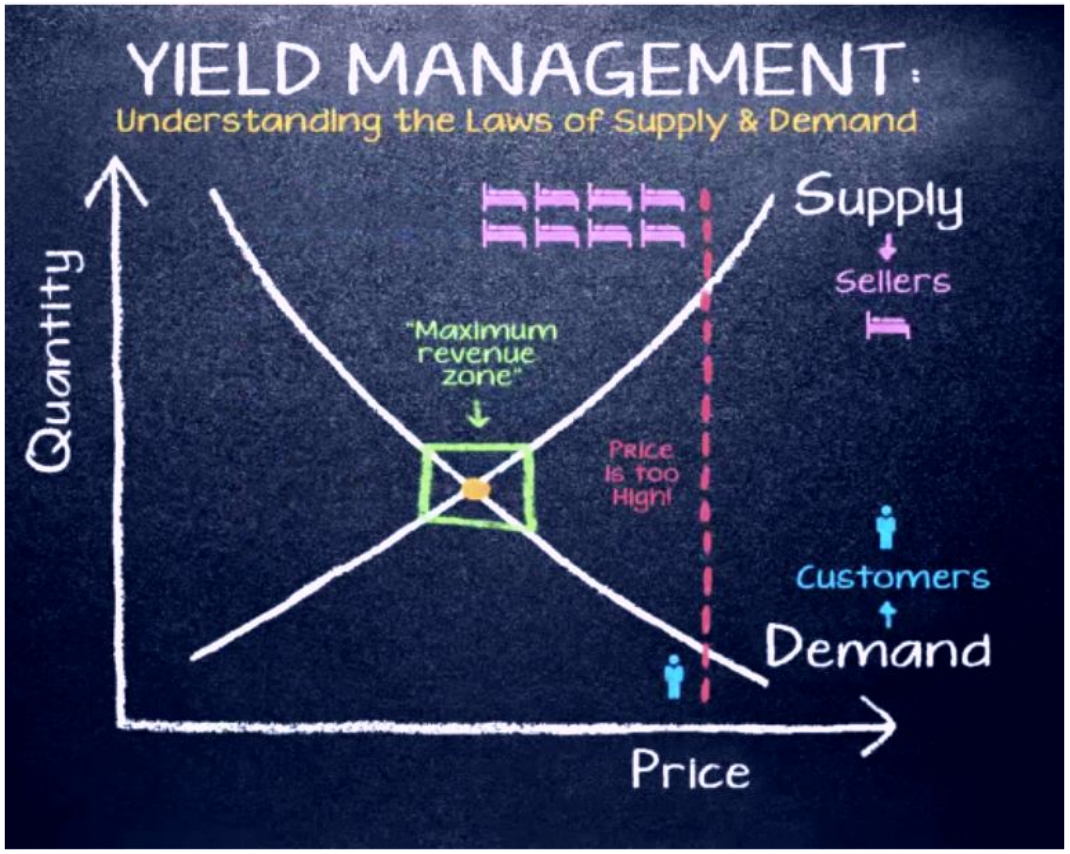
REVENUE MANAGEMENT
BOOKING CURVE



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

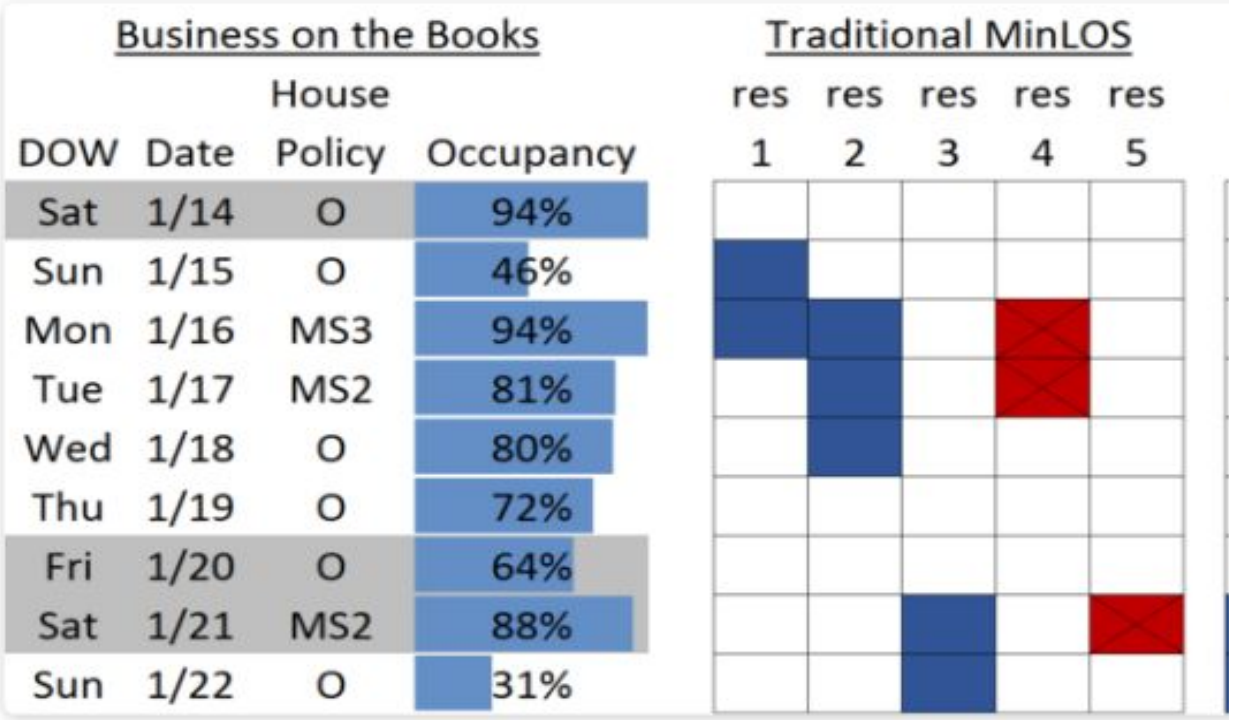
Discount Allocation

Duration Control

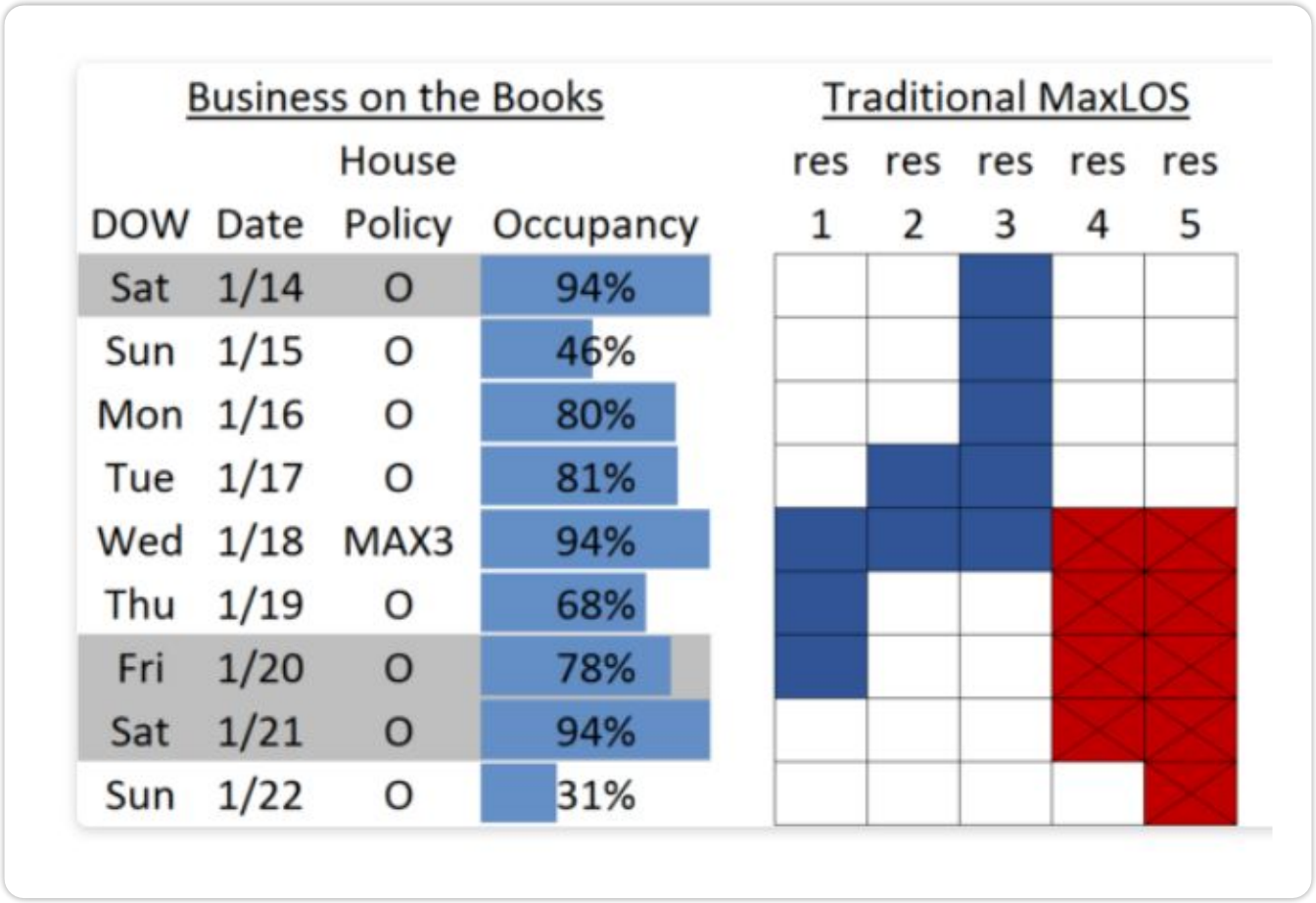
Revenue Management
YIELD MANAGEMENT – DURATION CONTROL

- Min Length of Stay
- Max Length of Stay
- Close to Arrival
- Close

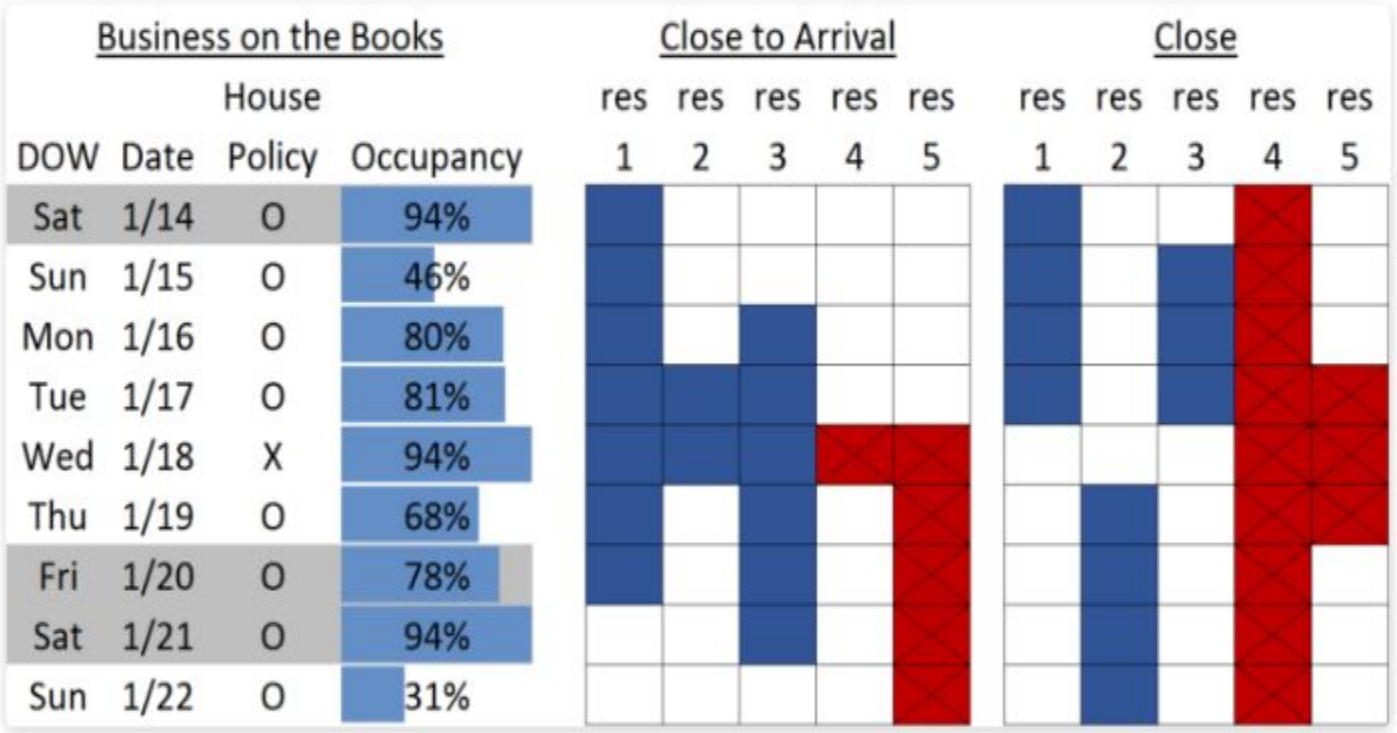
Revenue Management
YIELD MANAGEMENT – DURATION CONTROL



Revenue Management
YIELD MANAGEMENT – DURATION CONTROL



Revenue Management
YIELD MANAGEMENT – DURATION CONTROL



Revenue Management
YIELD MANAGEMENT - REVPAR