

MAXIMIZE YOUR REVENUE AND WIN YOUR MARKET

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REVENUE MANAGEMENT

◉ Marketing

- Product - Room Categories
- Place - Distribution Channels
- Price - Rate Management / Rate Manipulation

BOTTOM-UP SELLING

- Oversell lower categories
- Upsell potential
- Upselling
 - Value - Double upsell
 - Bundling - upsell menu
 - Upsell signage



DISTRESSED INVENTORY

◉ Alternative Distribution Channels

- Opaque Model
 - ◉ Descriptive - Top Secret
 - ◉ Feature - Hotwire
 - ◉ Bidding - Priceline



CORPORATE VS. HOTEL RM

CORPORATE

- Strategy Development
- 3-5 year plans
- System Selection
- Tool Development
- Job Descriptions
- Standards
- Direction
- Auditing
- Pricing Strategy

HOTEL

- ◉ Execution
- ◉ Hotel RM Strategy
- ◉ 1-year planning
- ◉ Pricing

- 2010 / 2011 Accor Hotels
- 2012 Kempinski Hotels

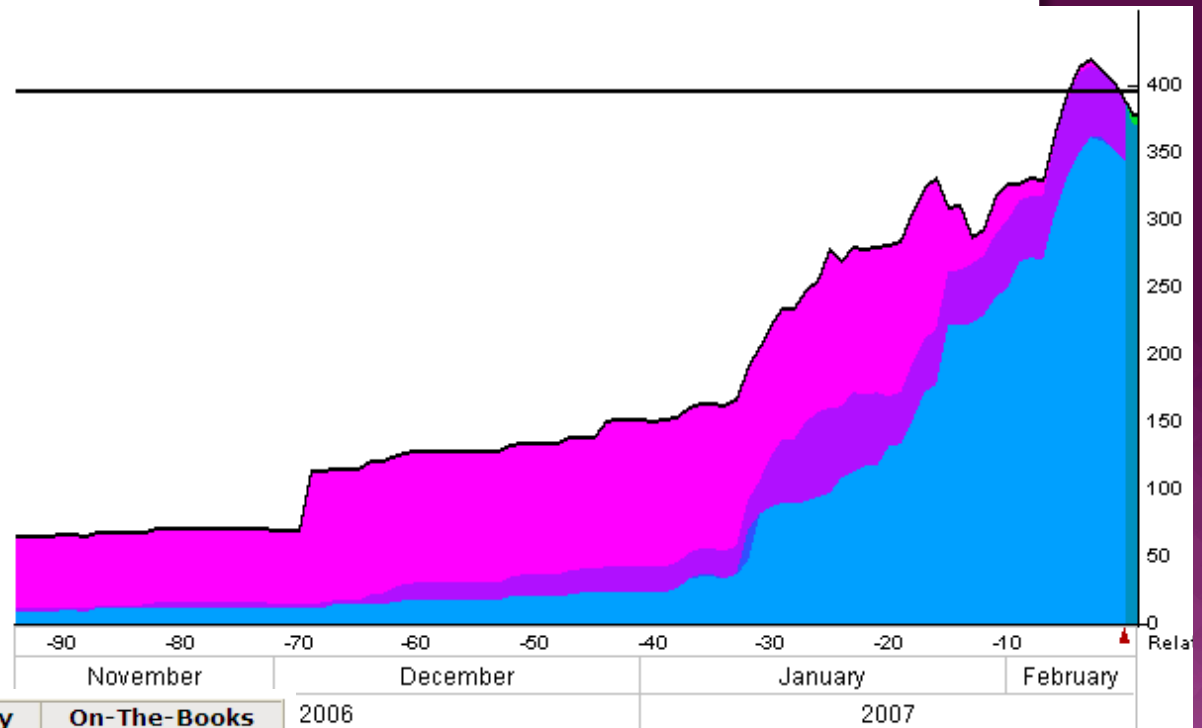
10 PRACTICAL STEPS TO FORECASTING IN DOWNTURN

1. Don't panic!
2. Comprehensive scan of market
3. Utilise recent history
4. Analyse segment behaviour
5. Don't panic!
6. Review your pricing strategy
7. Ensure price integrity
8. Consider price decreases carefully
9. Learn with your systems and tools
10. Don't panic!

1. Accor Hotels - 2010

FORECASTING INGREDIENTS – ON-THE-BOOKS

- Segments
- Lead times
- Cancellations/ gr
- Pace/pick-up
- Status changes



Booking Category	On-The-Books 12 February 2007
Guaranteed	
Definite	
Unguaranteed	
Tentative	

OPPORTUNITIES & CONCERNS

OPPORTUNITIES

- Non-Rooms Models & Standards
- Business Managers
- Improved Systems
- Education
- Industry Standards

CONCERNS

- ◉ Data Input
- ◉ Discipline Acceptance
- ◉ Skills
- ◉ Lack of candidates
- ◉ Risk-taking culture

◉ 2012 Accor Hotels

CURRENT DEVELOPMENTS IN RM

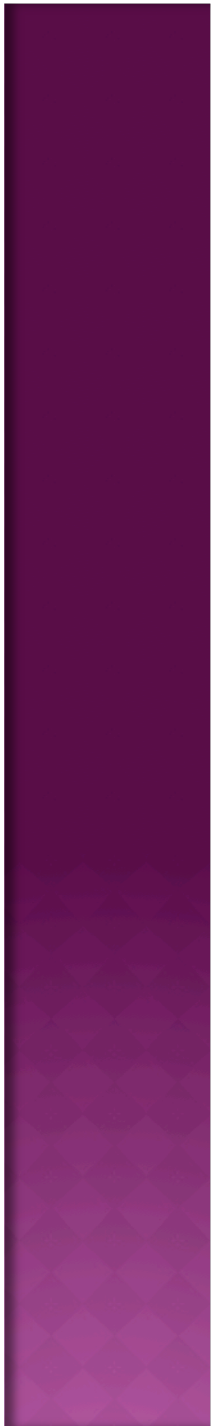
- Improved acceptance & importance
- Hierarchy improvements
- Automatization – RMS
- Strategy from RM, not GM
- Total Revenue
- Complexity & volatility of business

THE LOYALTY PHASE

- ⦿ Key conflict

- Front Office / Housekeeping

- Issue - Check-in / Check-out times benefit
- Result - Director or Rooms Division

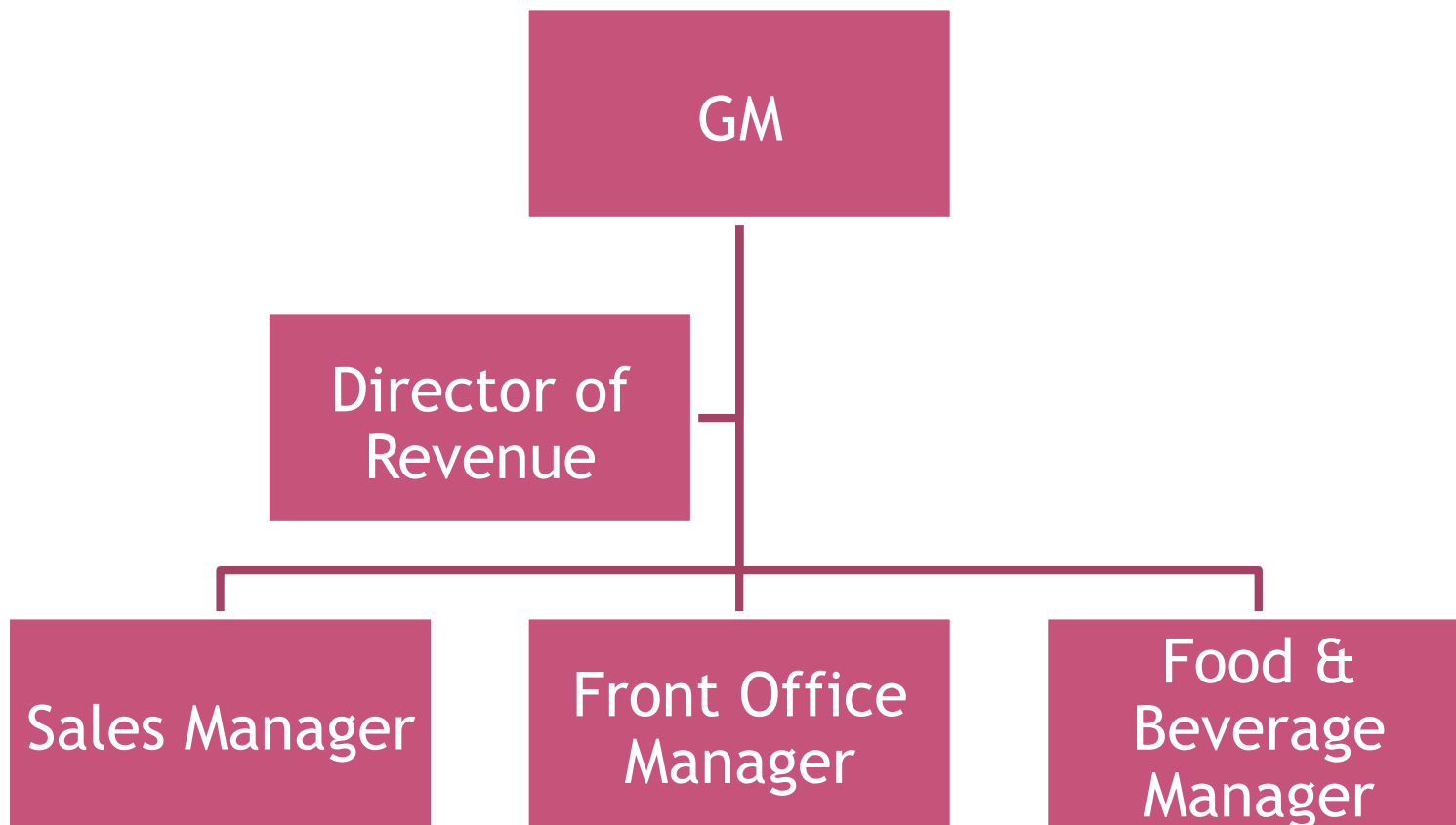


THE SALES PHASE

⦿ Key Conflict

- Reservations Manager / Director of Sales and Marketing
- Issue - Group / Transient Rooms
- Primary result - RM to Sales and Marketing
- Secondary result - RM moved to separate department - Contract approval

A FUTURE PHASE?



THE CRUISE INDUSTRY

◉ Shipboard Marketing Officer

- Responsible for generating revenue in line operated and outsourced outlets
- Offering adapted to passengers onboard each sailing.
- Timing and location of all events and activities onboard
- Dedicated outlets or outlet hours for VIP or single segment

GOING SOCIAL

◉ Lobby Friend

- Tryp New York City - Times Square South
- Temporary Social Network
- Revenue Opportunities
 - Push Technology
 - Social interaction - increased revenue in outlets
 - Guest movement through revenue centers



THANK YOU

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