

# HSMAI Instructor-Led Classes





The logo for hsmmai ACADEMY features a stylized bar chart icon above the text. The word 'hsmai' is in a black, lowercase, sans-serif font, and 'ACADEMY' is in a green, uppercase, sans-serif font.

**MASTERCLASS**

**Maximising Hospitality  
Spaces:  
From Hotel Rooms to  
Event Spaces**

**Celine Quek**

# About the Speaker



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1,215 followers · 500+ connections

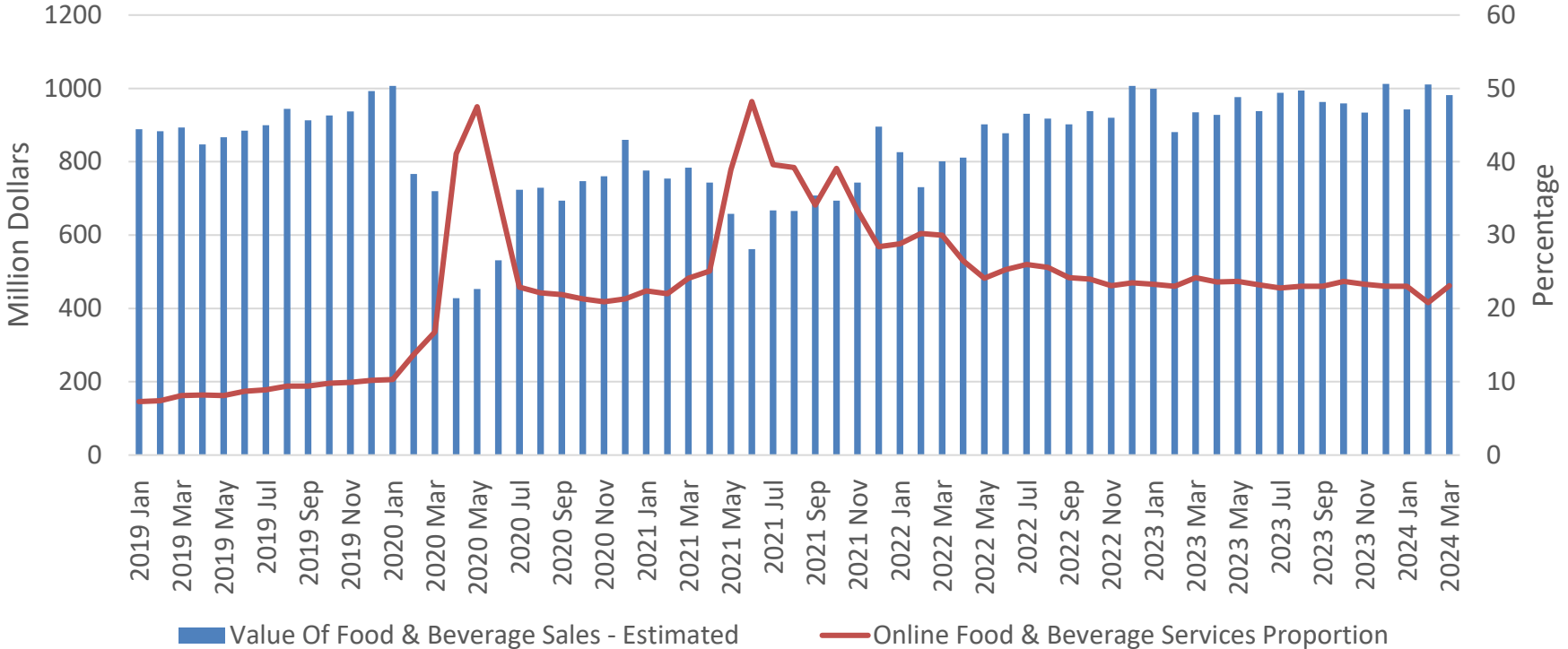


The winning teams of STR Student Market Study Competition.



The winning team of 2022/ 2023 HSMIAI Global Collegiate Marketing Case Competition.

# Some Statistics.....F&B Services



Source: Singapore Department of Statistics

# Some Statistics.....

	2022	2021	2020	2019
<b>Revenue Per Available Room</b>	<b>116,610</b>	<b>54,256</b>	<b>56,122</b>	<b>135,632</b>
Room Contribution	64.9%	56.9%	59.9%	63.2%
F&B Contribution	30.1%	34.8%	29.0%	32.0%
<b>Expenses Ratio to Revenue</b>				
<b>Departmental Expenses</b>	<b>37.9%</b>	<b>45.5%</b>	<b>41.5%</b>	<b>38.9%</b>
Rooms Department Expenses	21.2%	24.7%	24.8%	22.8%
F&B Department Expenses	76.0%	86.7%	86.8%	71.9%
<b>Undistributed Operating Expenses</b>	<b>23.4%</b>	<b>30.4%</b>	<b>29.0%</b>	<b>21.7%</b>
<i>Labour Cost</i>	<i>28.0%</i>	<i>37.1%</i>	<i>33.6%</i>	<i>28.8%</i>
<i>Room Labour Cost</i>	<i>10.3%</i>	<i>14.4%</i>	<i>14.1%</i>	<i>11.7%</i>
<i>F&amp;B Labour Cost</i>	<i>38.8%</i>	<i>43.1%</i>	<i>44.4%</i>	<i>36.6%</i>
<b>Gross Operating Profit</b>	<b>38.8%</b>	<b>24.1%</b>	<b>29.5%</b>	<b>39.3%</b>

Source: STR @ CoStar Realty Information, Inc

# Maximising Hospitality Spaces: From Hotel Rooms to Event Spaces



Understanding The  
Similarities



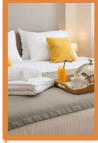
Unique Characteristics Of  
Event Spaces



Event Revenue Sources &  
Flow Through Percentages

# Understanding the Similarities

## Hotel Rooms



### Fixed Capacity

- Hotel Rooms



### Perishable Inventory

- Room Nights



### Time-Variable Demand

- Predictable



### Fixed versus Variable Cost

- Relatively High Fixed Cost



### Segmentable Markets

- Many Segments

## Event Spaces



### Relatively Fixed Capacity

- Function Rooms



### Perishable Inventory

- Time Period



### Time-Variable Demand

- Predictable



### Fixed versus Variable Cost

- Relatively High Fixed Cost



### Segmentable Markets

- Fewer Segments

# Unique Characteristics of Event Space



## Distinct Meal Periods

- Morning : 6 am to noon
- Lunch: Noon to 2 pm
- Afternoon: 2 pm to 6pm
- Dinner: After 6pm

## Pricing

- High
- Medium
- Low





# Revenue Sources & Flow Through Percentages

## Food & Beverages

- 50%

## Rental Fee

- Approximately 90%

### Revenue Sources

## Administrative Fee

- 100%

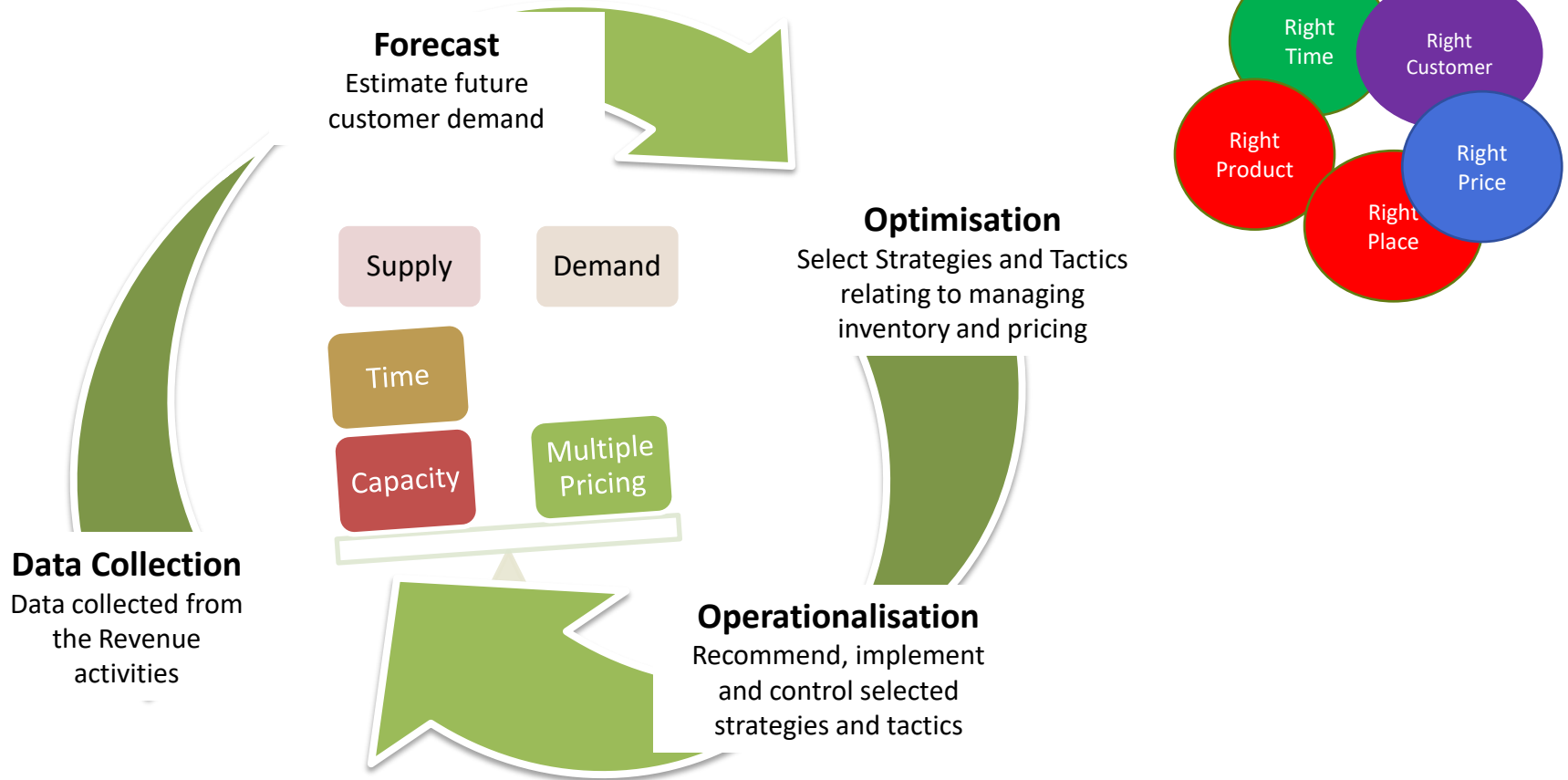
## Resources

- 35%-55%

# Application of Revenue Management

Revenue Management is to sell the **right product**, at the **right place** to the **right customer**, at the **right time** for the **right price**.

# Where do we start?



# Function Space Metrics

## Revenue per Available Space (RevPAS)

- Revenue/Sq. M.
- Total revenue generated in the space for a specific time period/Square metre of the space

## Function Room Occupancy

- Demand: Definite Space per meal period / Supply: Available Space per meal Period
- By Meal Period, By Day, By Month

## Rooms to Space Ratio

- # of Sleeping Rooms/ Sq. M

## Group Banquet Revenue Contribution

- Banquet Revenue / Group Rooms Consumed

# What do we track?

Area (Sq . M)	Function Space	Function Space Utilization Rate			Revenue			Rev per occupied Sq M			Rev per available Sq M		
		2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
41	Meeting Room 1	26.80%	27.92%	31.62%	32,584	37,369	37,080	8.12	8.94	7.84	2.18	2.50	2.48
45	Meeting Room 2	39.82%	42.83%	41.82%	13,219	19,636	17,078	2.02	2.79	2.48	0.80	1.19	1.04
52	Meeting Room 3	34.11%	51.46%	50.37%	30,000	49,198	36,758	4.63	5.04	3.85	1.58	2.59	1.94
53	Meeting Room 4	41.44%	43.67%	45.24%	14,105	18,777	19,386	1.77	2.23	2.22	0.73	0.97	1.01
55	Meeting Room 5	41.56%	44.01%	49.20%	38,377	49,447	40,551	4.60	5.60	4.11	1.91	2.46	2.02
60	Meeting Room 6	29.70%	33.18%	33.46%	73,510	71,200	79,005	11.30	9.80	10.78	3.36	3.25	3.61
65	Meeting Room 7	26.22%	26.98%	28.01%	40,113	44,836	45,920	6.47	7.03	6.93	1.70	1.90	1.94
72	Meeting Room 8	42.23%	31.47%	36.59%	65,072	77,206	96,922	5.86	9.34	10.08	2.48	2.94	3.69
72	Meeting Room 9	28.77%	35.89%	37.67%	59,839	76,365	88,097	7.91	8.10	8.90	2.28	2.91	3.35
80	Meeting Room 10	46.43%	52.82%	56.62%	136,529	85,524	97,017	10.07	5.55	5.87	4.68	2.93	3.32
80	Meeting Room 11	37.29%	45.61%	52.32%	96,361	117,387	140,973	8.85	8.81	9.23	3.30	4.02	4.83
82	Meeting Room 12	33.75%	32.63%	45.06%	173,771	113,068	180,303	17.20	11.58	13.37	5.81	3.78	6.02
90	Meeting Room 13	39.45%	45.49%	47.94%	163,207	161,152	170,375	12.66	10.84	10.88	5.00	4.93	5.22
92	Meeting Room 14	31.55%	26.85%	35.14%	71,340	95,242	143,382	6.76	10.60	12.19	2.13	2.85	4.28
94	Meeting Room 15	29.76%	33.82%	33.61%	52,877	52,124	71,158	5.20	4.51	6.20	1.55	1.53	2.08
100	Meeting Room 16	36.29%	40.90%	43.95%	175,927	213,726	231,161	13.28	14.32	14.41	4.82	5.86	6.33
108	Meeting Room 17	36.21%	45.56%	47.48%	158,953	200,524	195,721	11.13	11.17	10.46	4.03	5.09	4.97
110	Meeting Room 18	43.36%	46.60%	53.93%	250,772	259,683	337,365	14.40	13.88	15.58	6.25	6.47	8.40
110	Meeting Room 19	43.98%	46.71%	53.86%	329,490	336,364	382,392	18.66	17.94	17.68	8.21	8.38	9.52
142	Meeting Room 20	45.73%	51.09%	55.02%	403,612	365,089	472,164	17.03	13.79	16.56	7.79	7.04	9.11
220	Ballroom	36.57%	43.68%	51.06%	371,357	388,398	461,666	12.65	11.07	11.26	4.62	4.84	5.75

# What do we track?

Summary	Months of Utilisation												2023
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Function Room	1	2	3	4	5	6	7	8	9	10	11	12	Total Days
Grand Ballroom Morning	29.0%	60.7%	64.5%	63.3%	58.1%	36.7%	64.5%	54.8%	46.7%	38.7%	70.0%	19.4%	50.5%
Grand Ballroom Lunch	25.8%	60.7%	77.4%	53.3%	77.4%	56.7%	64.5%	58.1%	63.3%	58.1%	83.3%	38.7%	59.8%
Grand Ballroom Afternoon	35.5%	71.4%	74.2%	63.3%	83.9%	53.3%	67.7%	61.3%	60.0%	58.1%	73.3%	41.9%	62.0%
Grand Ballroom Evening	48.4%	57.1%	87.1%	60.0%	67.7%	66.7%	67.7%	64.5%	76.7%	74.2%	90.0%	58.1%	68.2%
All Function Rooms													
Morning	32.8%	47.0%	58.1%	40.7%	35.7%	39.1%	41.7%	54.3%	44.4%	50.6%	53.1%	20.9%	43.2%
Lunch	35.2%	47.4%	65.2%	47.5%	41.0%	47.9%	46.1%	59.7%	51.2%	56.9%	58.0%	22.8%	48.2%
Afternoon	33.8%	46.7%	63.2%	48.1%	39.5%	41.2%	45.8%	57.0%	48.1%	53.4%	57.3%	23.9%	46.5%
Evening	29.0%	37.9%	41.5%	33.9%	27.6%	29.9%	34.5%	41.9%	35.9%	35.9%	43.6%	20.4%	34.3%
TOTAL	32.7%	44.8%	57.0%	42.5%	36.0%	39.5%	42.0%	53.3%	44.9%	49.2%	53.0%	22.0%	43.1%

September	Dates of Utilization																														2023	30
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue		
Function Room	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total Days	Utilization %
Grand Ballroom Morning	D	D	D	D	d	D		D										d	D				d			D	D	d	D	D	14	46.7%
Grand Ballroom Lunch	D	D	D	D	D			D					D			D		d	D	D	D	D	d		D	D	D	d	D	D	19	63.3%
Grand Ballroom Afternoon	D	D	D	D	D			D					D			D		d	D	D	D	D	d		D	D	D		D	D	18	60.0%
Grand Ballroom Evening	D	D	D	d	D	D	D	D	D	D			D	D	D			D	D	D	D	D			D	D	D	D	D		23	76.7%

# What do we track?

Count of RFP Name	1	2	3	4	5	6	7	8	9	10	11	12	Grand Total
<b>Meeting Space and Sleeping Rooms</b>	<b>25</b>	<b>27</b>	<b>28</b>	<b>18</b>	<b>25</b>	<b>22</b>	<b>33</b>	<b>23</b>	<b>21</b>	<b>29</b>	<b>15</b>	<b>18</b>	<b>284</b>
Australia	2	1	1	1	1		2	1		5	1	1	16
China			1										1
Denmark				1									1
France			1		1								2
Germany		1			1			3		1			6
India		1			1	2					1	1	6
New Zealand											1		1
Singapore	5	2	3	2	2	1	2	1	4	2		3	27
Switzerland	1	2					4		1	1	1		10
UK	1	1	5	4	2	3	5	2	3	4	4	1	35
US	16	19	17	10	17	16	20	16	13	15	9	11	179
<b>Meeting Space Only</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>7</b>	<b>13</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>57</b>
Australia						1	1						3
Singapore	1	3	2	1	3	1	1		2	4	1		19
Switzerland					1								1
UK	1	1				2	2					1	7
US	2		1		1	1	9	4	6	1	1		26
Malaysia			1										1
<b>Sleeping Rooms Only</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>26</b>
Australia											1		1
China							1						1
India			1				1						2
Philippines							1						1
Singapore				1	1			1			1	1	5
UK		1			1		1		1				4
US	4	1	1	1	2	2					1		12
<b>Grand Total</b>	<b>33</b>	<b>31</b>	<b>34</b>	<b>22</b>	<b>32</b>	<b>31</b>	<b>50</b>	<b>29</b>	<b>28</b>	<b>33</b>	<b>22</b>	<b>22</b>	<b>367</b>

Average of Lead Time	1	2	3	4	5	6	7	8	9	10	11	12	Grand Total
<b>Meeting Space and Sleeping Rooms</b>	<b>285</b>	<b>383</b>	<b>210</b>	<b>224</b>	<b>212</b>	<b>232</b>	<b>239</b>	<b>129</b>	<b>248</b>	<b>238</b>	<b>186</b>	<b>154</b>	<b>233</b>
Australia	143	786	165	225	288		238	138		280	73	109	247
China			339										339
Denmark				159									159
France			178		178								178
Germany		287			308			63		200			164
India		440			99	27					148	64	134
New Zealand											54		54
Singapore	185	421	321	126	171	82	79	18	128	71		140	172
Switzerland	132	139					102		119	134			307
UK	538	138	230	281	199	295	152	224	193	156	108	154	207
US	328	398	181	227	217	254	303	135	307	290	237	156	259
<b>Meeting Space Only</b>	<b>163</b>	<b>36</b>	<b>101</b>	<b>33</b>	<b>94</b>	<b>67</b>	<b>116</b>	<b>58</b>	<b>83</b>	<b>68</b>	<b>65</b>	<b>195</b>	<b>94</b>
Australia							38	141					108
Singapore	298		113	33	84	53	73	115		85	75	345	102
Switzerland						175							175
UK	132	17					121	90					100
US	111		65		24	28	123	43	83	32	23		84
Malaysia			56										56
<b>Sleeping Rooms Only</b>	<b>109</b>	<b>108</b>	<b>65</b>	<b>182</b>	<b>49</b>	<b>24</b>	<b>116</b>	<b>29</b>	<b>161</b>	<b>31</b>	<b>172</b>	<b>267</b>	<b>103</b>
Australia											31		31
China								142					142
India				48				23					35
Philippines								93					93
Singapore					226	65		29			177	267	153
UK		163				26		206		161			139
US	109	53	83	137	52	24						167	86
<b>Grand Total</b>	<b>249</b>	<b>343</b>	<b>189</b>	<b>203</b>	<b>180</b>	<b>181</b>	<b>197</b>	<b>113</b>	<b>209</b>	<b>216</b>	<b>157</b>	<b>165</b>	<b>202</b>

# Summary

- Event space optimisation is a **holistic approach** to the analysis of business opportunities.
- With **similar conditions** as hotel rooms and many other hospitality products, it is only logical to apply revenue management to event spaces.
- Unlike hotel rooms, events space optimization **requires an educated sales force** to focus on the principles of meal period flow through, product life cycle and asset valuation.
- With **an understanding of the key metrics** of RevPAS, Function Room Occupancy, Room to Space Ratio and Group Banquet Revenue Contribution, the sales force will have a better understanding of what we are selling and who are we selling to.
- Enhanced analytical capabilities, managing booking windows and selling patterns against available space and revenue minimums sets a **framework for enhanced returns**.
- **Establishing a communication system** founded upon solid data, keeps the entire team pulling in the same direction.



# Republic Polytechnic - HSMAI Revenue Analytics & Modelling Program

- **Modular Short Courses of 15-30 hours leading to the attainment of Professional Certificates and eventually a Specialist Diploma.**
- **Blended Learning mode using e-Learning and Face-to-Face sessions.**
- **Topics covered include:**
  - Restaurant Revenue Optimisation
  - Events Space Revenue Optimisation
  - Rooms & Ancillary Revenue Optimisation
  - Data Wrangling
  - Data Visualisation for Business Decision
  - Hotel Industry Analytics
  - Hospitality and Tourism Research Analytics





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FOR YOUR NEXT RETREAT OR  
SKILL-BASED COURSES TO HELP YOU  
ADVANCE YOUR CAREER WITH US!**



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BY SCANNING  
THE QR CODE**

<https://www.rp.edu.sg/soh/lifelong-learning>

# Hospitality Analytics & Management

OUR COURSES ARE DESIGNED TO EQUIP YOU WITH THE KNOWLEDGE AND SKILLS TO ANALYSE VAST AMOUNTS OF DATA AND EXTRACT VALUABLE INSIGHTS, TO HELP YOU MAKE INFORMED DECISIONS THAT ENHANCE OPERATIONAL EFFICIENCY AND CUSTOMER SATISFACTION.

## REVENUE MANAGEMENT FOR NON-REVENUE MANAGERS

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# Green Hospitality

## ECO HOSPITALITY ENVIRONMENT & SUSTAINABILITY SERIES



Courses are suitable for employees working on sustainability proposals or who need to meet sustainability targets.



### Green Design Thinking

- Systematically develop a proposal on sustainability
- Create a positive customer experience with sustainability practices



### Green Events

- Organise sustainable resource-efficient events locally and internationally
- Adopt industry best practices to achieve green targets



### Green Marketing

- Formulate branding strategies and tactics to explore new revenue sources
- Avoid sustainability pitfalls and the negative impact of Greenwashing

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OUR COURSES ARE DESIGNED TO EMPOWER YOU TO MAKE A POSITIVE IMPACT ON BOTH THE ENVIRONMENT AND YOUR BUSINESS. EXPLORE INNOVATIVE PRACTICES AND STRATEGIES TO MINIMISE THE ECOLOGICAL FOOTPRINT OF HOTELS, RESTAURANTS, AND TOURISM DESTINATIONS. DEVELOP A **DEEP UNDERSTANDING OF SUSTAINABLE PRACTICES** AND THEIR POSITIVE EFFECTS.

# HSMAI Instructor-Led Classes

