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ESSENTIAL MECHANICS OF F&B REVENUE MANAGEMENT



MAXIME BARDEL

Dist. & Comm. Systems Exec.
GCP Hospitality



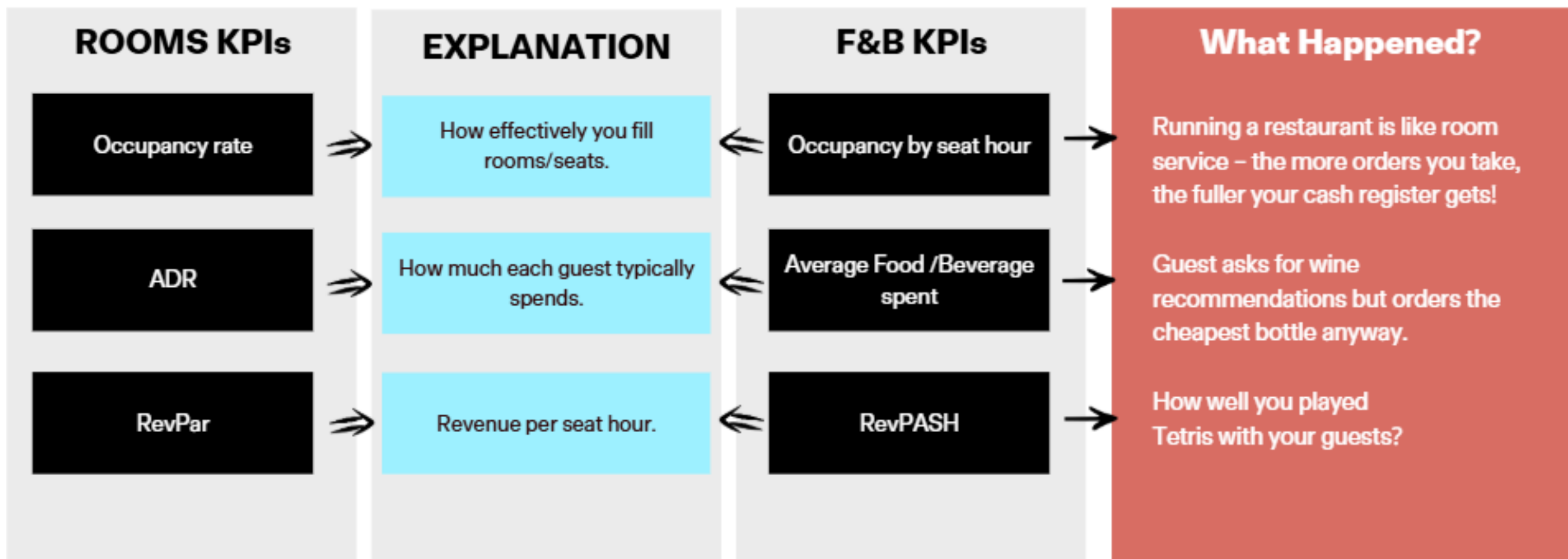
LEO FYOT

Cluster Rev. & Dist. Manager
GCP Hospitality



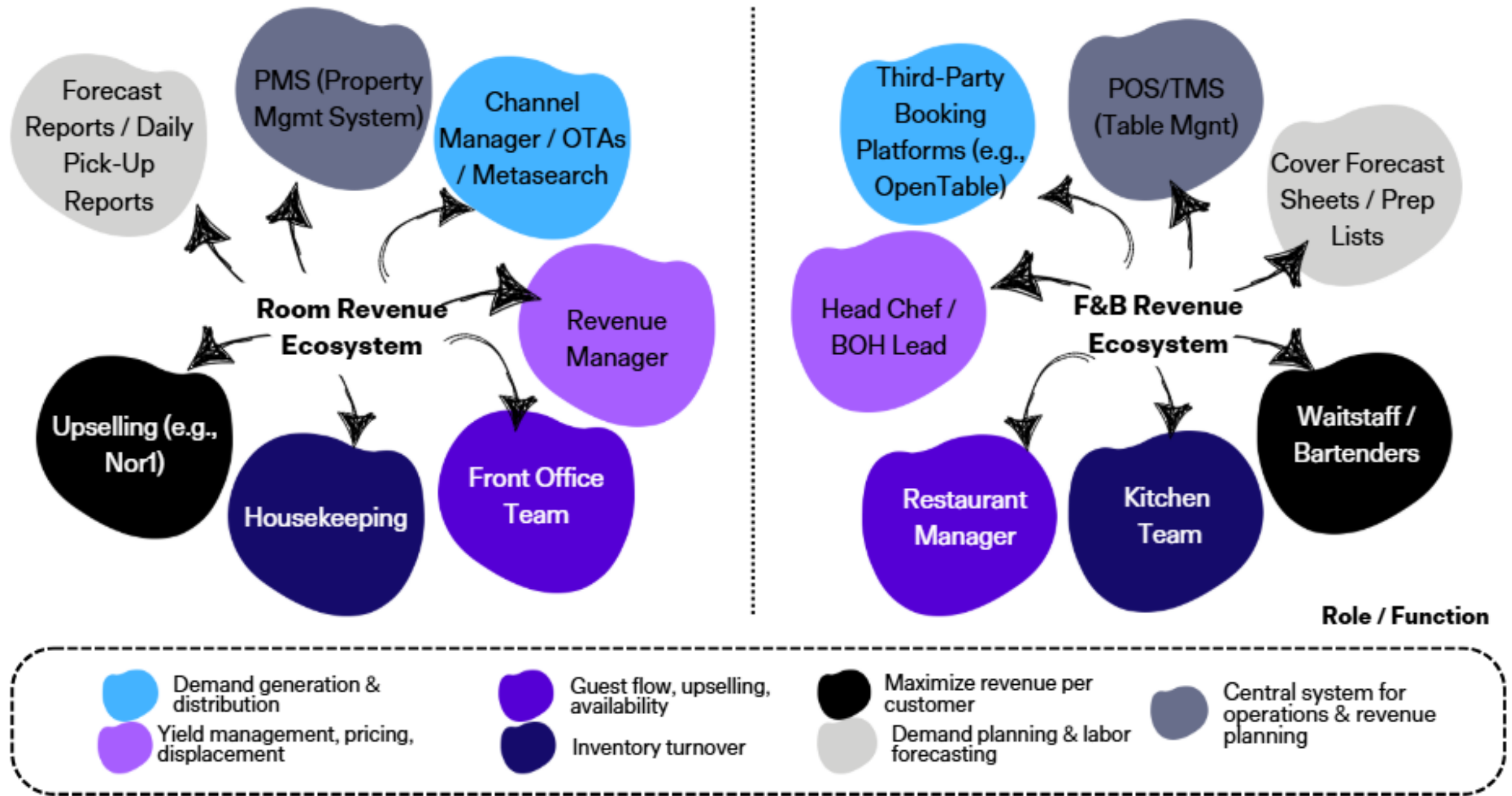
**IDENTIFY → SIMPLIFY →
AUTOMATE → SCALE**

IDENTIFY - Core Principles & Key Terminologies



Both hotel rooms and F&B metrics (such as seating capacity, menu pricing, and demand) are perishable, meaning their availability and value depend on time, particularly on how well time is optimized. As a result, both departments use similar KPIs and encounter the same recurring challenges.

SIMPLIFY - F&B Revenue Management – Ecosystem Comparison



QUESTIONS

- **As we automate room revenue with precision**, how do we bring that same system-led thinking to F&B—without killing its soul?
- **What's harder to teach:** a chef to understand revenue, or a revenue manager to understand a dinner rush?
- **We've got RMS for rooms.** Where's our **Revenue Management System** for ramen, risotto, and rosé?
- **What does success look like** when revenue strategy and operations finally speak the same language—**both in rooms and in F&B?**

✨ Room Revenue = Tech-Driven (Automated, System-Led)
Room Revenue is conceptually simple (1 room = 1 night = 1 sale) but system-heavy due to automation and multi-channel strategies.

👤 F&B Revenue = Human-Centric (Execution, Intuition)
F&B Revenue is operationally complex (high turnover, variable demand) yet remains instinct-driven and less automated.

AUTOMATE- From Simplification to Automation

Step 1: Adopt Proven Room Revenue Habits

- **Daily Performance Checks:** Use POS data to review covers, average check, and RevPASH—like daily pick-up reports.
- **Segmented Guest Tracking:** Classify diners: in-house guests, locals, events, and third-party reservations.
- **Menu Strategy Calendar:** Schedule promos or price shifts based on demand periods (e.g., weekends, public holidays).
- **Table Yield & Displacement Thinking:** Prioritize high-spending guests or premium bookings during peak periods.
- **Forecast Accuracy Monitoring:** Weekly review: compare forecasted vs. actual covers and labor to improve precision.
- **Cross-Department Revenue Meetings:** F&B, chefs, sales, and ops align weekly—just like room revenue meetings.

Adopt Proven Room Revenue Habits

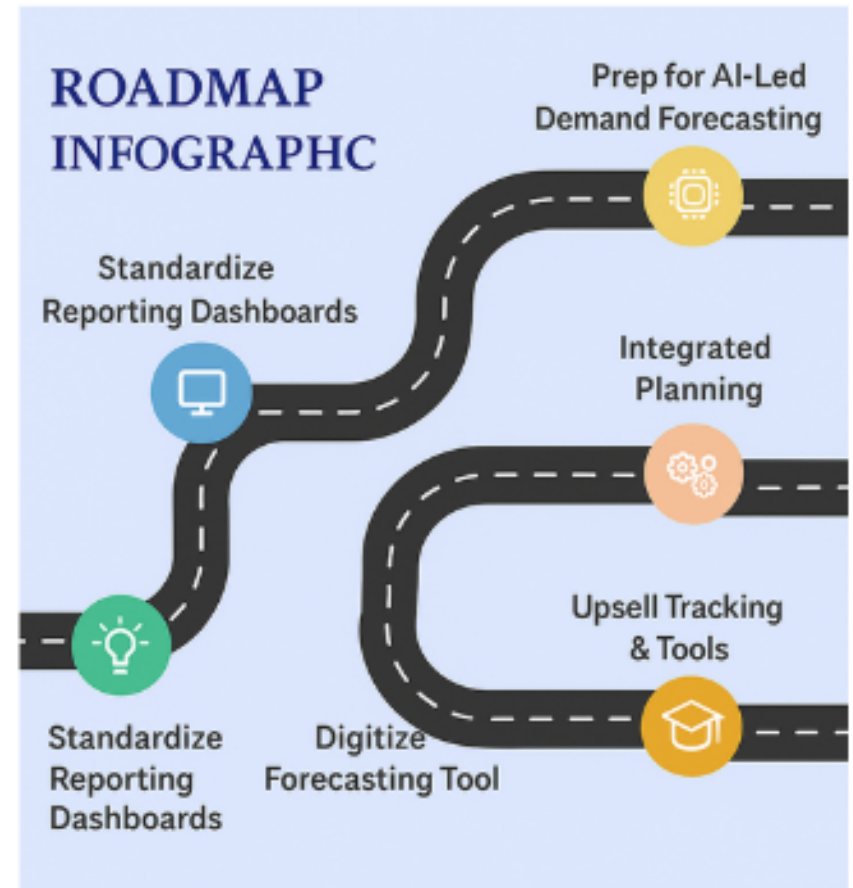
- ☒ Daily Performance Checks
- ☒ Segmented Guest Tracking
- ☒ Table Yield & Displacement Thinking
- ☒ Forecast Accuracy Monitoring
- ☒ Cross-Department Revenue Meetings
- ☒ Cross-Department Revenue Meetings

AUTOMATE- From Simplification to Automation



Step 2: Build the Automation Roadmap

- **Standardize Reporting Dashboards:** Automate daily and weekly performance summaries from the POS.
- **Digitize Forecasting Tool:** Integrate cover forecasts with labor schedules and kitchen prep plans.
- **Dynamic Pricing Pilots:** Test time-based pricing (e.g., pre-theatre set menus, weekday lunch bundles).
- **Integrated Planning:** Link room occupancy forecasts to F&B demand—align resources ahead of time.
- **Prep for AI-Led Demand Forecasting:** Build clean, structured data sets to enable future AI-driven F&B forecasting tools.
- **Upsell Tracking & Tools:** Monitor item-level upsell success (desserts, drinks) and tie to training or incentives.



QUESTIONS

What percentage of the total hotel profit is contributed by Rooms versus F&B (and other departments), and how does this compare to industry benchmarks for similar property types?

SCALE - Total Profit Management – The Ultimate Goal

🔗 Key Concepts

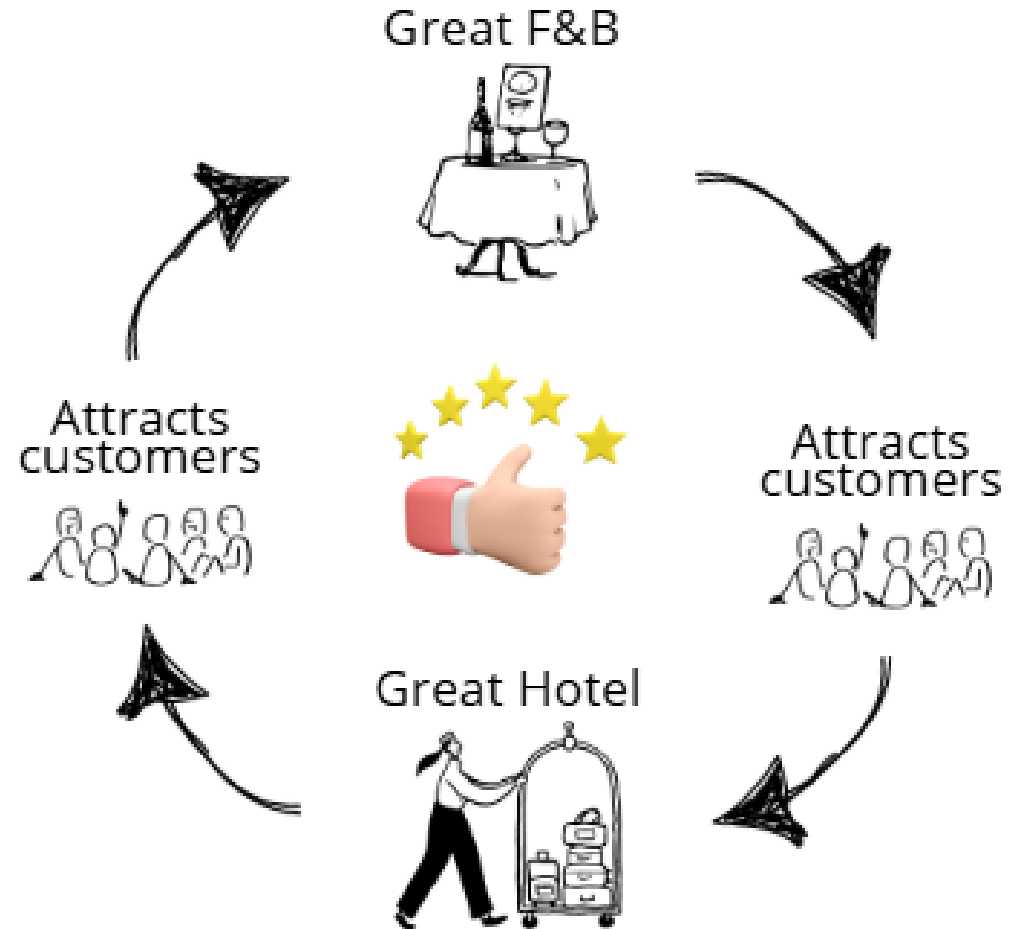
Occupancy Correlation: High hotel occupancy should drive F&B revenue—but only if teams align.

F&B as a Differentiator: A strong restaurant boosts FIT bookings, length of stay, and guest satisfaction.

Total Optimization: Shift from departmental targets to property-wide strategies—maximize Total RevPAR and profit per guest.

🔄 What Changes:

Siloed departments vs Unified commercial strategy
Room-only forecasting vs Integrated demand planning
Reactive upselling vs Proactive, experience-driven
Top-line revenue focus vs Profit and flow-through focus



Total Profit Management is not just Rooms + F&B—it's maximizing every dollar per guest through EXPERIENCE



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