

KOREA

COMMERCIAL LEADERS FORUM

Revenue Beyond Rooms



SEOUL 20 June 2025

실무자 관점에서의 Total Revenue Management

Total Revenue Management from Practical Point of View



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SEOUL 20 June 2025

Personal Profile

- Commercial Director, DoubleTree by Hilton Seoul Pangyo
- EAM Revenue Strategy, Fairmont Jakarta
- Resort Revenue Manager, LEGOLAND Korea Resort
- Cluster Revenue Manager, Hilton RMCC APAC
- Revenue Manager, Le Meridien Seoul
- Revenue Executive, Sheraton Oman
- Revenue Management Trainee, W Doha Hotel & Residences

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- EAM Revenue Strategy, Fairmont Jakarta => Total Revenue Management
- Resort Revenue Manager, LEGOLAND Korea Resort => Park Admission & Hotel
- Cluster Revenue Manager, Hilton RMCC APAC
- Revenue Manager, Le Meridien Seoul
- Revenue Executive, Sheraton Oman
- Revenue Management Trainee, W Doha Hotel & Residences => Room Focus + F&B

What is Total Revenue Management (TRM)?

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Role of RM

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RMs are not...

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- a Pricing Manager
- an Inventory Manager

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- a Pricing Manager
- an Inventory Manager
- a Forecasting Manager

Role of RM

RMs are not...

- a Pricing Manager
- an Inventory Manager
- a Forecasting Manager
- a Channel Manager
- a Leisure Sales Manager or Package Creator

Role of RM

“To sell the right product, to the right customer, at the right time, for the right price, through the right channel.”

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Revenue Management is the art and science of predicting real-time customer demand at the micro-market level and optimizing both price and product availability to maximize revenue growth.

Does Traditional RMs Focus
only on Rooms?

Traditional RM participation in TRM, including but not limited to...



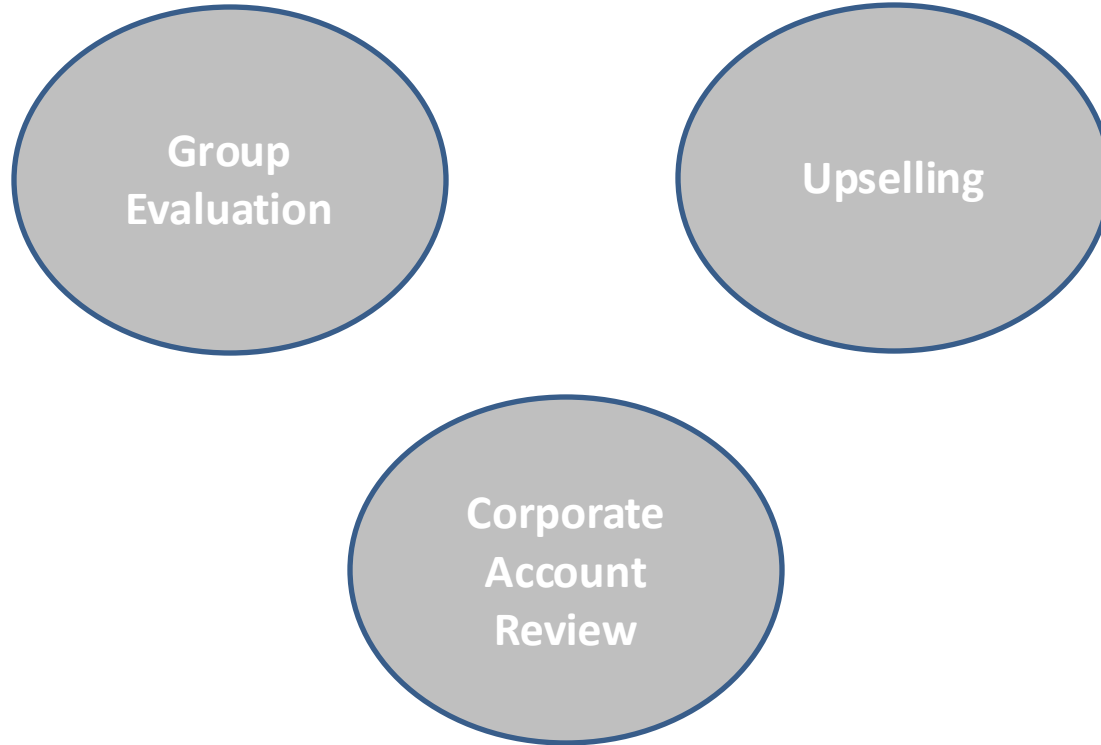
Traditional RM participation in TRM, including but not limited to...



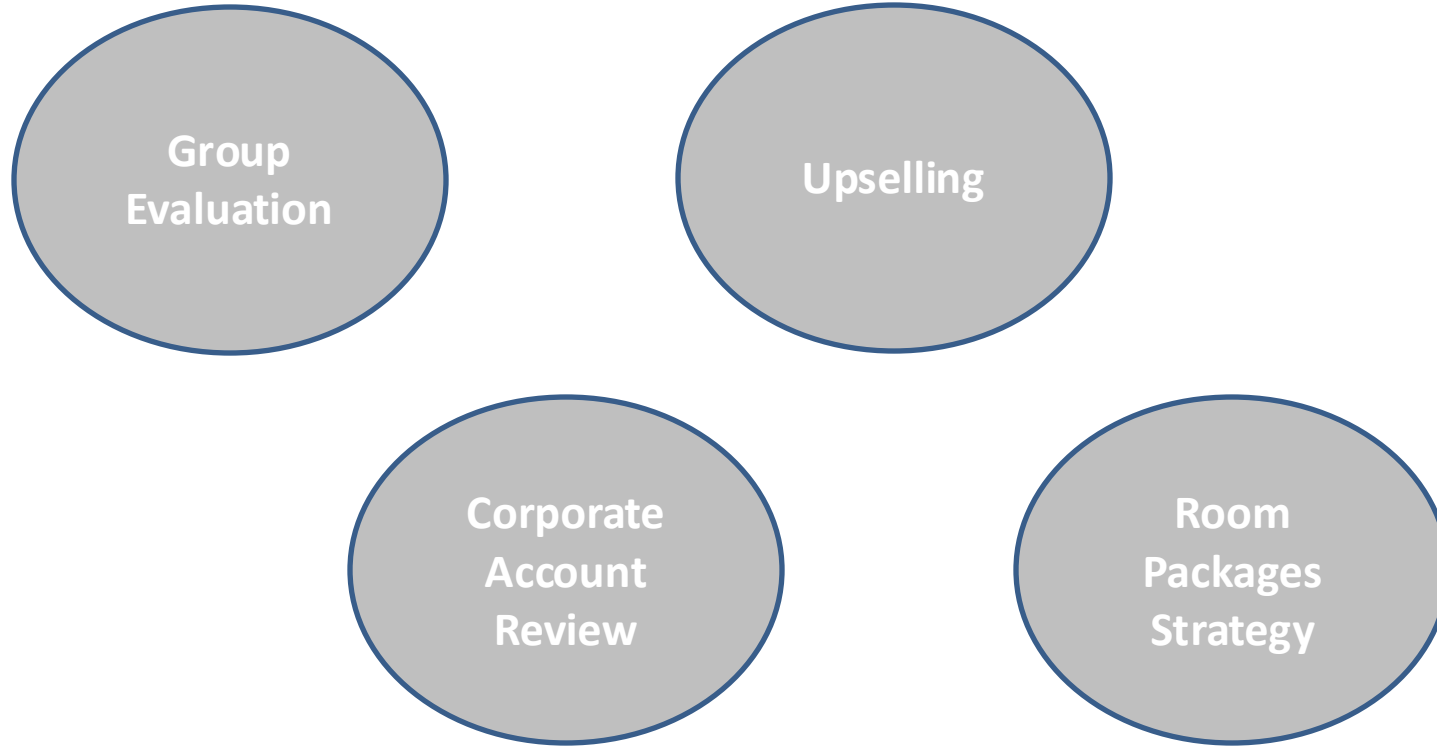
Group
Evaluation

Corporate
Account
Review

Traditional RMs' participation in TRM, including but not limited to...



Traditional RM participation in TRM, including but not limited to...



Traditional RM participation in TRM, including but not limited to...

Group
Evaluation

Upselling

Forecasting

Corporate
Account
Review

Room
Package
Strategy

Definition & Key Principles of TRM

(Source: ChatGPT)

Definition & Key Principles of TRM

Total Revenue Management (TRM)

Definition:

Total Revenue Management (TRM) is a holistic approach that seeks to **maximize total profitability** across **all revenue-generating departments** in a hotel—not just rooms. It aligns pricing, inventory, demand forecasting, and segmentation strategies across **rooms, food & beverage (F&B), meetings & events (M&E), spa, parking, ancillary services, and more.**

Key Principles of TRM

1. Holistic Profit Optimization

Instead of focusing only on RevPAR (Revenue per Available Room), TRM expands KPIs to measure **Total Revenue per Available Room (TRevPAR)**, **Gross Operating Profit per Available Room (GOPPAR)**, and **Net Revenue per Available Guest (NRPG)**.

(Source: ChatGPT)

Expected challenges in TRM

- Systems
- Data
- Categorization
- Reports
- Skill
- Culture
- Organizational Structure

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System

- ✓ Property Management System (PMS)

- ✓ Revenue Management System (RMS)

- ✓ Central Reservation System (CRS)

- ✓ Business Intelligence Tools

- ✓ Market Intelligence Tools

- ✓ Channel Manager

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Analysis

- ✓ Market Segmentation
- ✓ Channel
- ✓ Day of Week
- ✓ Booking Window
- ✓ Room Types
- ✓ Loyalty
- ✓ Length of Stay

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Case Study: SPA Department

- SPA Reservation System & Daily Reports were available
- However, the spa system was insufficient for in-depth reporting
- Daily reports were unstructured and only usable as Raw Data

(Source: ChatGPT)

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Action Plan

1. Break down and categorize the available data

(Source: ChatGPT)

Case Study: SPA

Data Breakdown Criteria

- Guest Type
 - ✓ Residential / Non-Residential Guests
 - ✓ Male / Female
 - ✓ Member / Non-Member
 - ✓ Guest Profiles
- Type of Service
 - ✓ Facial
 - ✓ Massage
 - ✓ Others
- Service Time
 - ✓ Day of Week
 - ✓ Time of the day
 - ✓ Duration

(Source: ChatGPT)

Case Study: SPA

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- However, the spa system was insufficient for in-depth reporting
- Daily reports were unstructured and only usable as Raw Data

Action Plan

1. Break down and categorize the available data
2. Restructure the Daily Report to make it usable
3. Analyze the data to create insightful reports
4. Collaborate with relevant departments to define action plans
5. Implement the actions
6. Track results and create a performance monitoring report for future use.

(Source: ChatGPT)



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