

KOREA

COMMERCIAL LEADERS FORUM

Revenue Beyond Rooms



SEOUL 20 June 2025

메뉴 뒤에 숨은 숫자들: F&B 수익성 향상을 위한 데이터 기반 의사결정
The Numbers Behind the Table : Driving F&B Profitability w/ Data-Driven Decisions



커머셜 전략 컨퍼런스
KOREA

**COMMERCIAL
LEADERS
FORUM**

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NOVOTEL AMBASSADOR DONGDAEMUN
SEOUL 20 June 2025



RMS client solutions

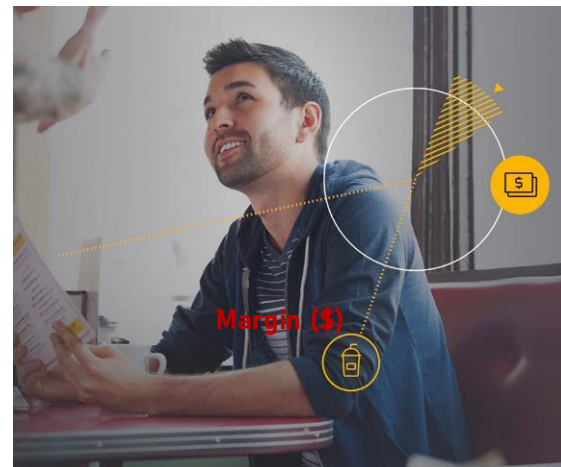
RMS delivers **increased profits** through **pricing & menu management** with **no impact on guest counts**



+ Data Management



+ Demand Based Pricing



+ Menu management & optimisation

RMS has five international offices

Our team consists of 150 associates and executive consultants

Our disciplines include:
Operations, Marketing,
Finance, Economics,
Information Technology



WE SPEAK

30+

languages

OUR DIVERSITY

25

nationalities

EARNED

200+

degrees

Global Client Portfolio

For over 20 years RMS has added value to the world's top brands

Casual



Family



Fine Dining



Fast Casual



QSR



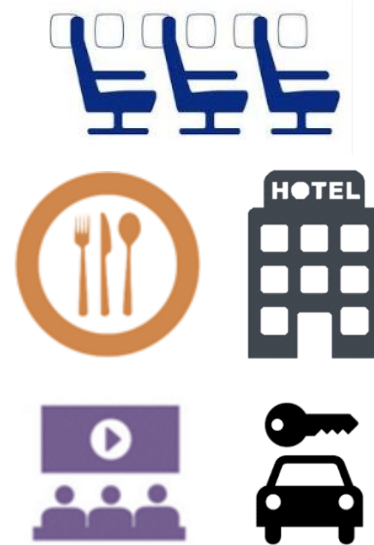
Why Revenue Management?

Fixed Capacity
(제한된 수용력)

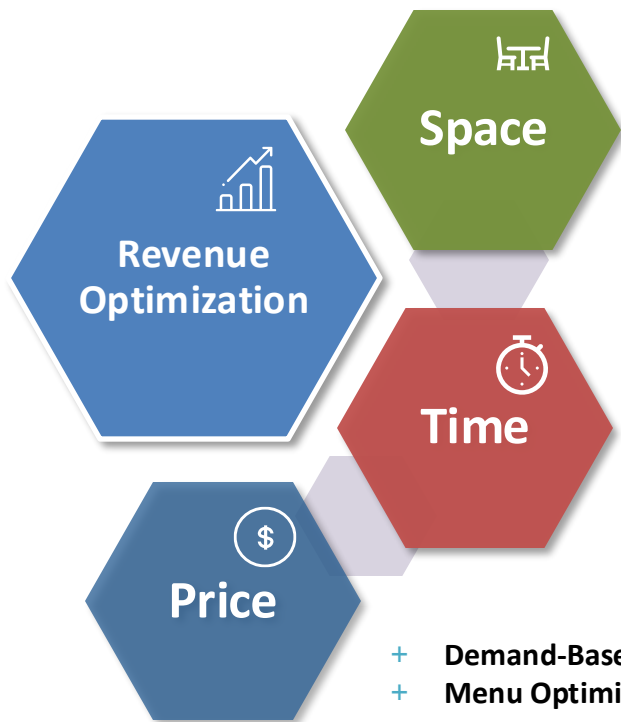
Perishable Inventory
(소모성 재고)

Time-varied Demands
(다양한 시간대의 수요)

Various Customer Price Elasticity
(가격 민감도)



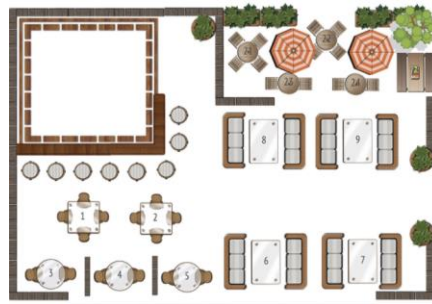
Key levers of Restaurant RM (수익관리의 핵심요소)



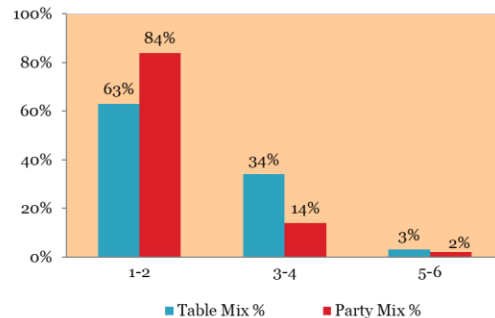
Space Management

Group Size Mix vs. Table Mix

- 공간을 최대한 활용한 운영 효율 극대화
- Table / Seat Occupancy (%)
- Table Mix 와 매칭되는 Group size Mix



Party Size Mix and Table Tops



Maximize Profitability

- 수익 중심 KPI 모니터링
- RevPASH (Revenue per available seat hour)

Occupancy = 95% $\frac{\text{Total Guest Covers}}{\text{Total Revenue}} = \frac{95}{\$10,000} = 95\%$ or $\frac{95}{100 \text{ seats} \times 5 \text{ hours}} = 19\%$

Average Check = \$100 $\frac{\text{Total Revenue}}{\text{Total Guest Covers}} = \frac{\$10,000}{100 \text{ covers}} = \100

RevPash = \$20 $\frac{\text{Total Revenue}}{\text{Available Seats hour}} = \frac{\$10,000}{100 \text{ seats} \times 5 \text{ hours}} = \20

Time of Day	Total Sales	Seats	RevPASH
5:00-5:59 pm	\$350	82	\$4.27
6:00- 6:59 pm	\$975	82	\$11.89
7:00 – 7:59 pm	\$1250	82	\$15.24
8:00 – 8:59 pm	\$1345	82	\$16.40
9:00 – 9:59 pm	\$1280	82	\$15.61
10:00 – 10:59 pm	\$775	82	\$9.45

Time Management

Meal Duration

- 운영 프로세스 효율화
- 시간, 날짜, 서버 별로 모니터링 및 리뷰
- **Hot hours** / **Cold hours** (피크 시간)

Arrival

- 좌석 손실 최소화 및 고객 이탈 방지
- **No Show 정책** / 보증금
- 정확한 **수요 예측**으로 예약 / Walk in 확보

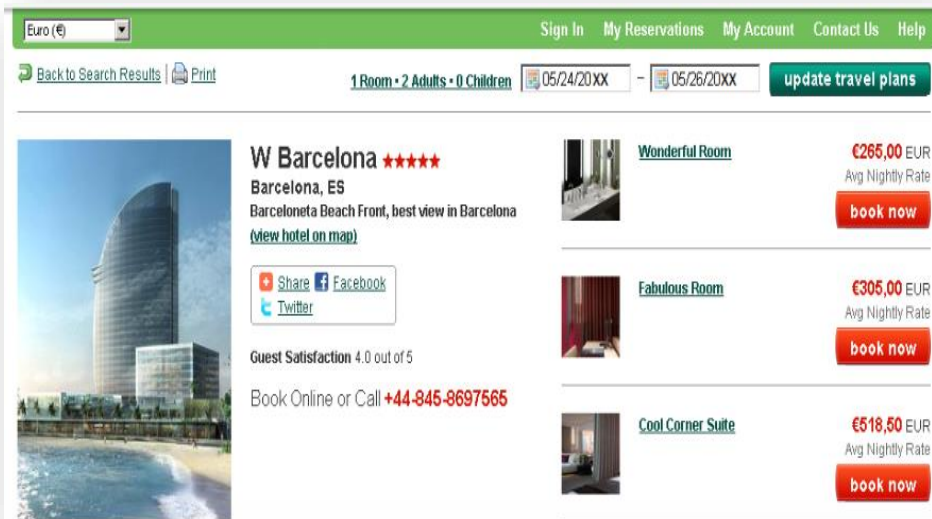
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
6am to 7am	19%	21%	31%	25%	22%	41%	16%
7am to 8am	82%	62%	83%	74%	70%	71%	56%
8am to 9am	100%	87%	97%	89%	91%	85%	99%
9am to 10am	87%	84%	81%	84%	75%	86%	100%
10am to 11am	70%	72%	63%	73%	66%	84%	78%
11am to 12pm	24%	24%	22%	24%	32%	44%	75%
12pm to 1pm	22%	15%	13%	18%	20%	42%	67%
1pm to 2pm	25%	17%	11%	15%	16%	33%	50%
2pm to 3pm	9%	6%	3%	3%	5%	10%	40%
3pm to 4pm	1%	1%	0%	0%	1%	1%	12%
4pm to 5pm	0%	0%	0%	0%	0%	0%	1%
5pm to 6pm	1%	0%	1%	3%	0%	1%	2%
6pm to 7pm	57%	51%	54%	46%	35%	51%	46%
7pm to 8pm	93%	85%	84%	77%	60%	87%	74%
8pm to 9pm	88%	75%	78%	69%	65%	94%	75%
9pm to 10pm	52%	44%	47%	40%	42%	63%	47%
10pm to 11pm	20%	17%	19%	14%	15%	25%	18%
11pm to 12am	4%	3%	4%	3%	2%	5%	3%



Price Management

Physical Fences (product related)

- 위치 (resorts), 호텔 타입 (private pool villa)
- 전망 (window seats), 크기 (suite room)
- 서비스 (butler, exclusive check-in counter)
- Amenities (free BF, free Wi-Fi, airport pick-up)



Price Management

Non-physical Fences (transaction related)

- 주중, 주말, 피크 타임, 휴가철
- Timing of booking (얼리버드, 탄력적 가격)
- 시니어, 어린이, 그룹 할인
- Inflation / Cost 상승



Hotel A Rooftop Bar in Singapore



- 비투숙객 창가 좌석 이용 시 **\$20 추가 요금**
- 연간 추가 매출 **\$100,000 달성**
- 창가 좌석 1인 평균 **객단가가 일반석보다 \$5 높음**

* Implementing Revenue Management in Your Restaurants: A Case Study with Fairmont Raffles Hotels International, Sheryl E. Kimes & Jeannette Ho

Common Pricing Approach (일반적인 가격 결정방법)

Cost (원가)



- ☐ 가장 쉽고 보편적인 방법
- ☐ 원가 + % markup
- ☐ Target Margin

Competitor (경쟁업체)



- ☐ Benchmark
- ☐ 동일상품의 부재
- ☐ 누가 마켓을 주도할것인가?

Demand-Based (수요 기반)

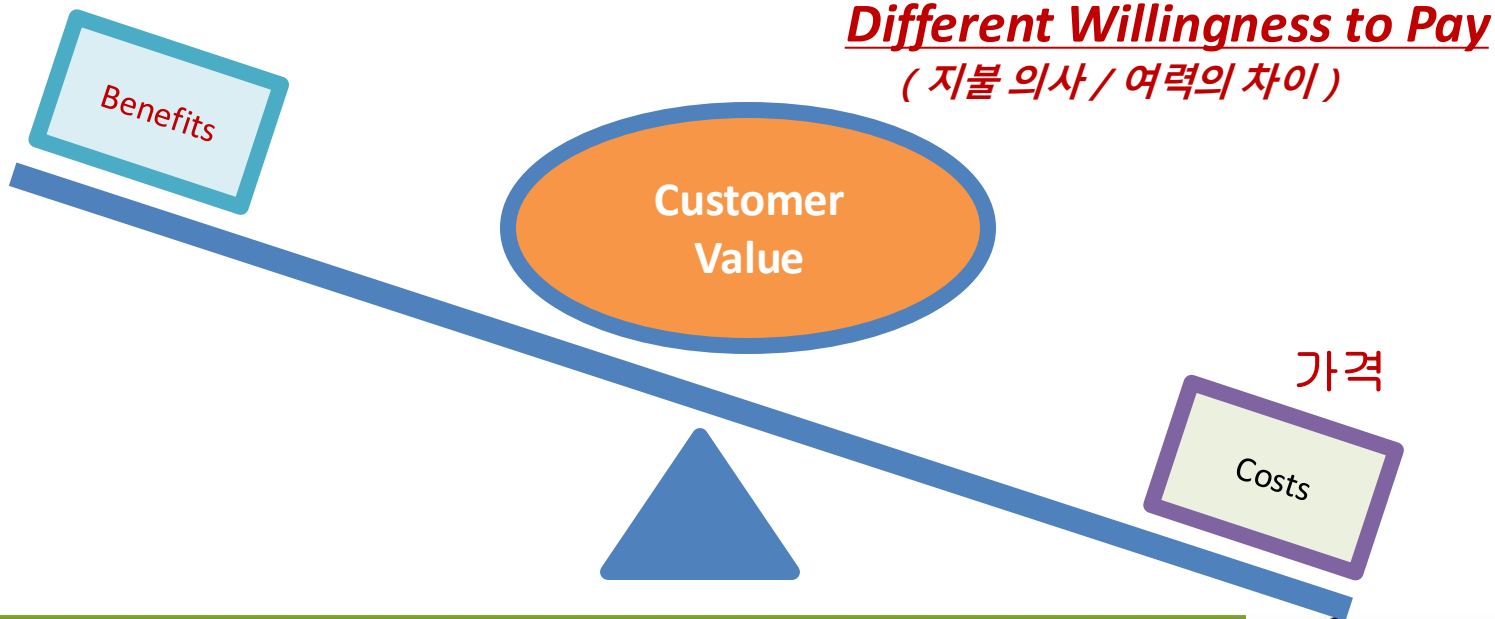


- ☐ 상품과 서비스에 대한 소비자 각자의 다른 가치 부여
- ☐ **Fact base** (사실에 근거)

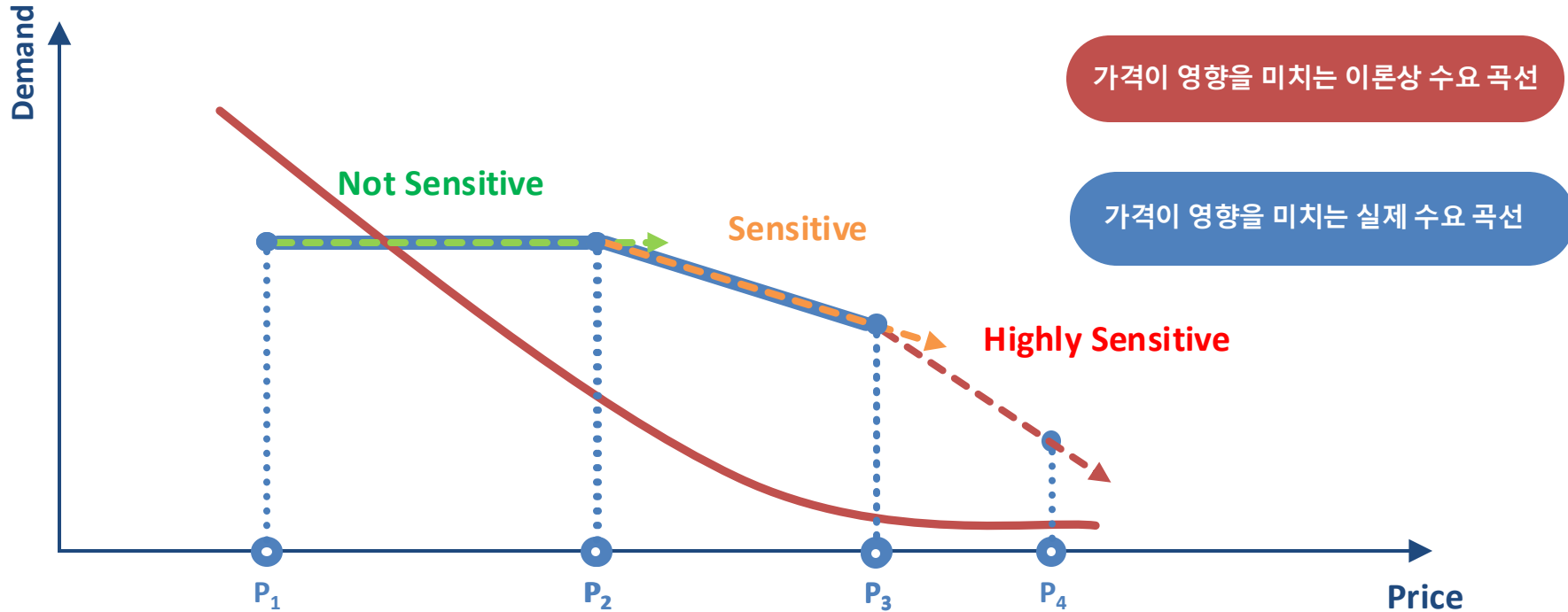
고객(X) 

Value Equation

상품 + 서비스 + 매장 분위기 + 브랜드



Demand Curve (수요곡선)



Data collection (데이터 수집)

Attitudinal Data (의도, 의향)

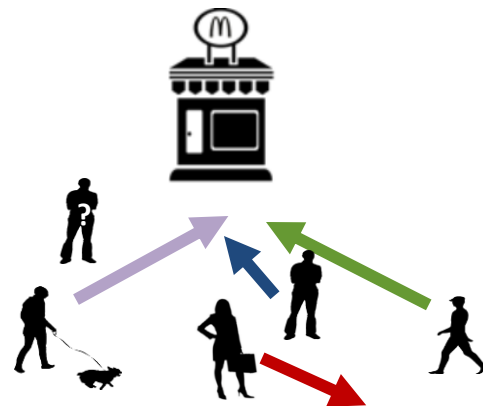
- Offline Survey (설문조사)
- Online Conjoint Analysis (마켓 리서치)

Behavioral Data (실제 고객 구매 행동)

- Historical data (POS 데이터)
- Test vs. Control, A/B Test (마켓 테스트)

Experiential Data (경험 공유)

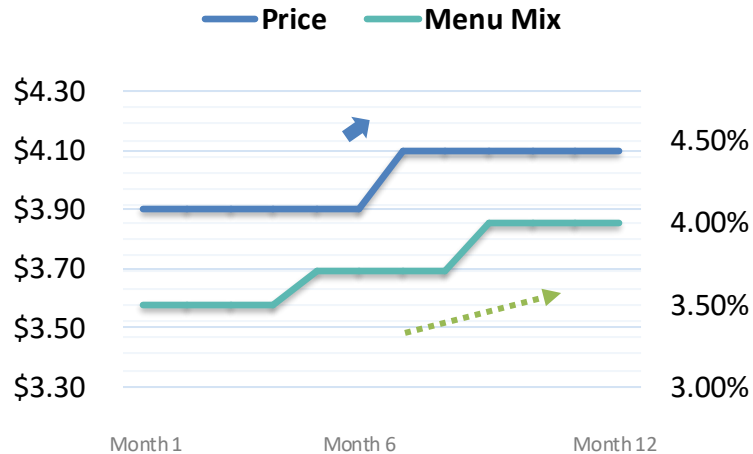
- Customer Reviews
- VOC
- Social Media



Store Sensitivity (점포 가격민감도)

Item Sensitivity (품목 가격민감도)

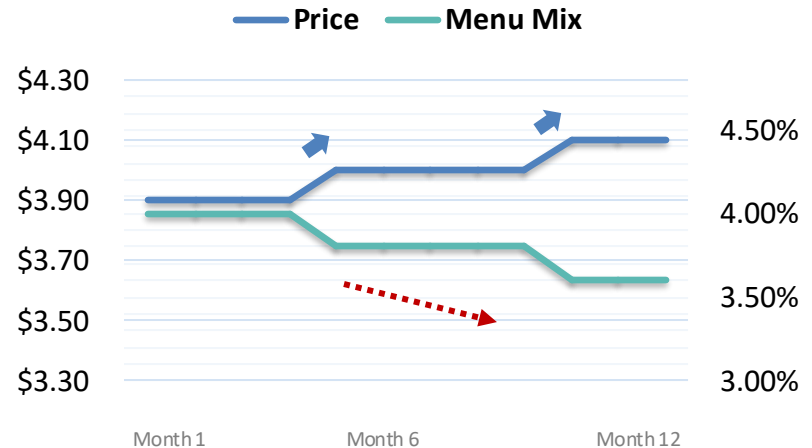
Item Sensitivity 가격 민감도 (가격 변동 vs. 수량 변화)



가격 상승 후에도 Menu Mix
감소하지 않음



NOT SENSITIVE
(가격민감도 낮음)



가격 상승 후에 Menu Mix
현저히 감소



SENSITIVE
(가격민감도 높음)

Menu Optimization (메뉴 최적화)

- + 메뉴 구성은 고객이 수익성 있는 선택을 하도록 유도하고 있는가?
- + 가격대는 고객의 지불 여력을 반영하는가?



Menu Optimization (메뉴 최적화)

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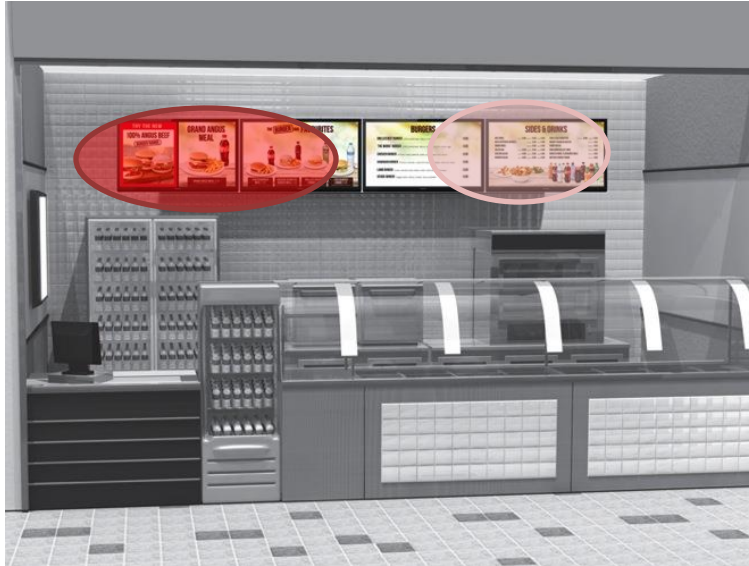
Menu Engineering

- + 가격대는 고객의 지불 여력을 반영하는가?

Price Laddering



Menu Board Analysis (메뉴보드 분석)



Eye-tracker analysis can be used to determine **menuboard hot-spots**:

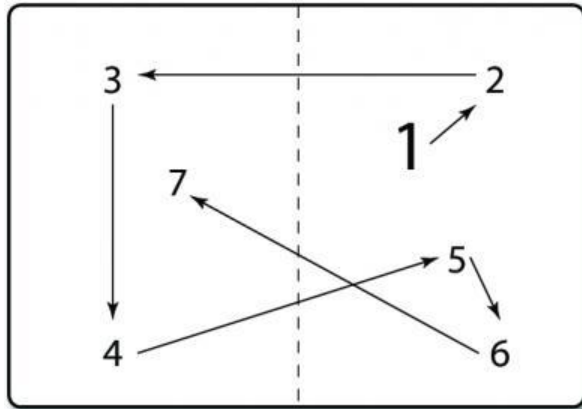
-  **High engagement**
-  **Lower engagement**

Menu Board Analysis (메뉴보드 분석)



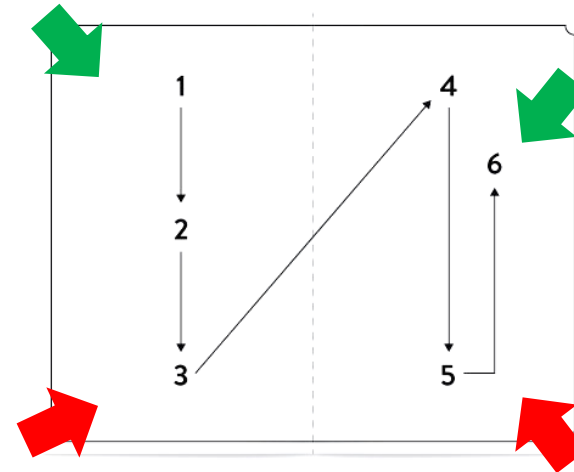
Menu Panel Design

Outdated & criticized



Sweet Spots top right
Heavy focus (time length) on 1

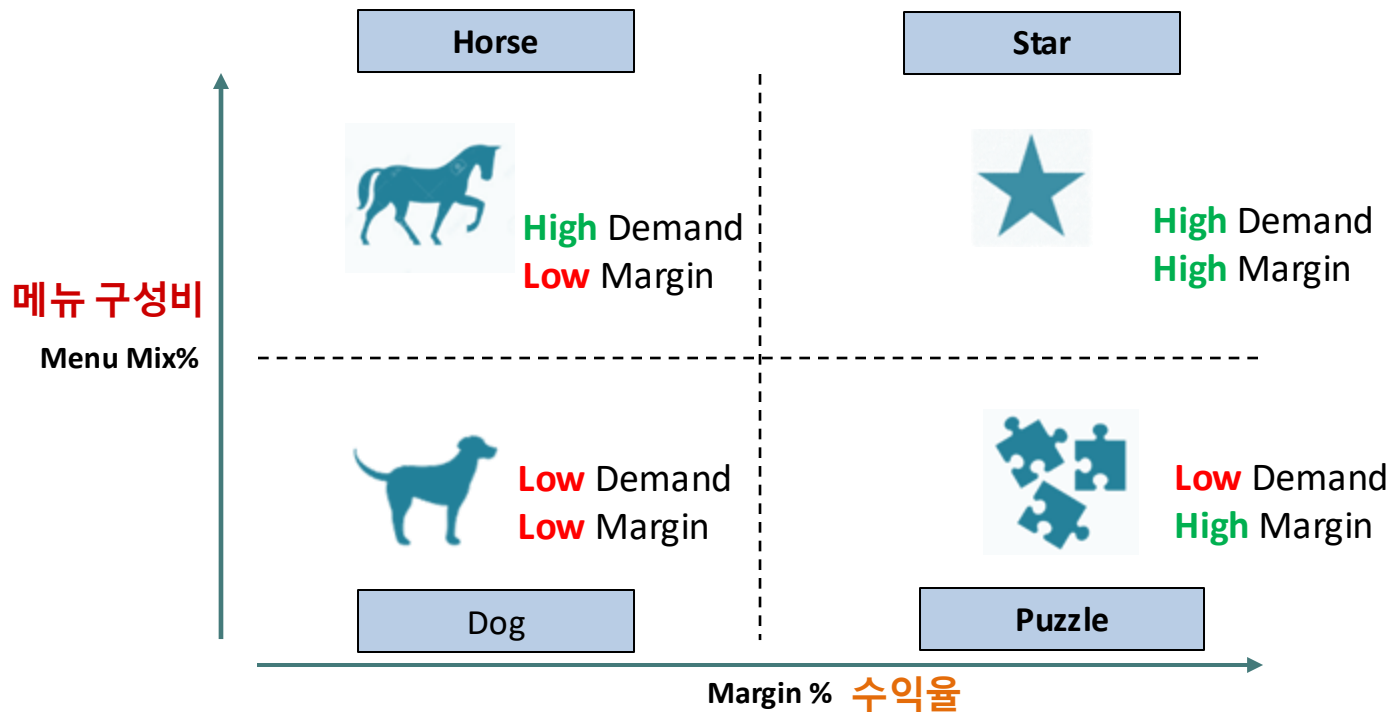
Newer version



Yang, 2012

No Sweet Spots – Read like a book
Only Sour Spots (below 3 and 5)

Menu Engineering - Concept



Menu Engineering – Strategy



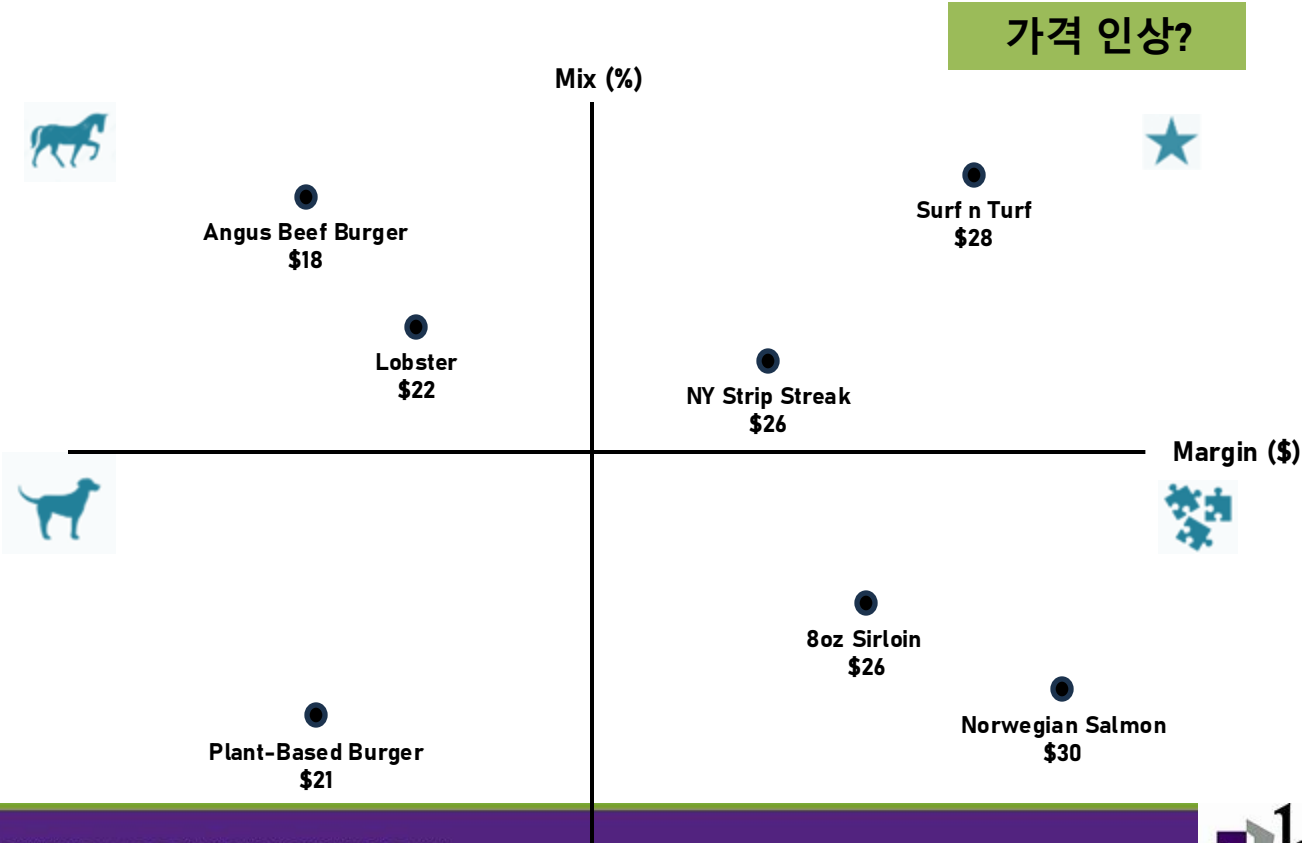
Menu Engineering – Exercise

MENU

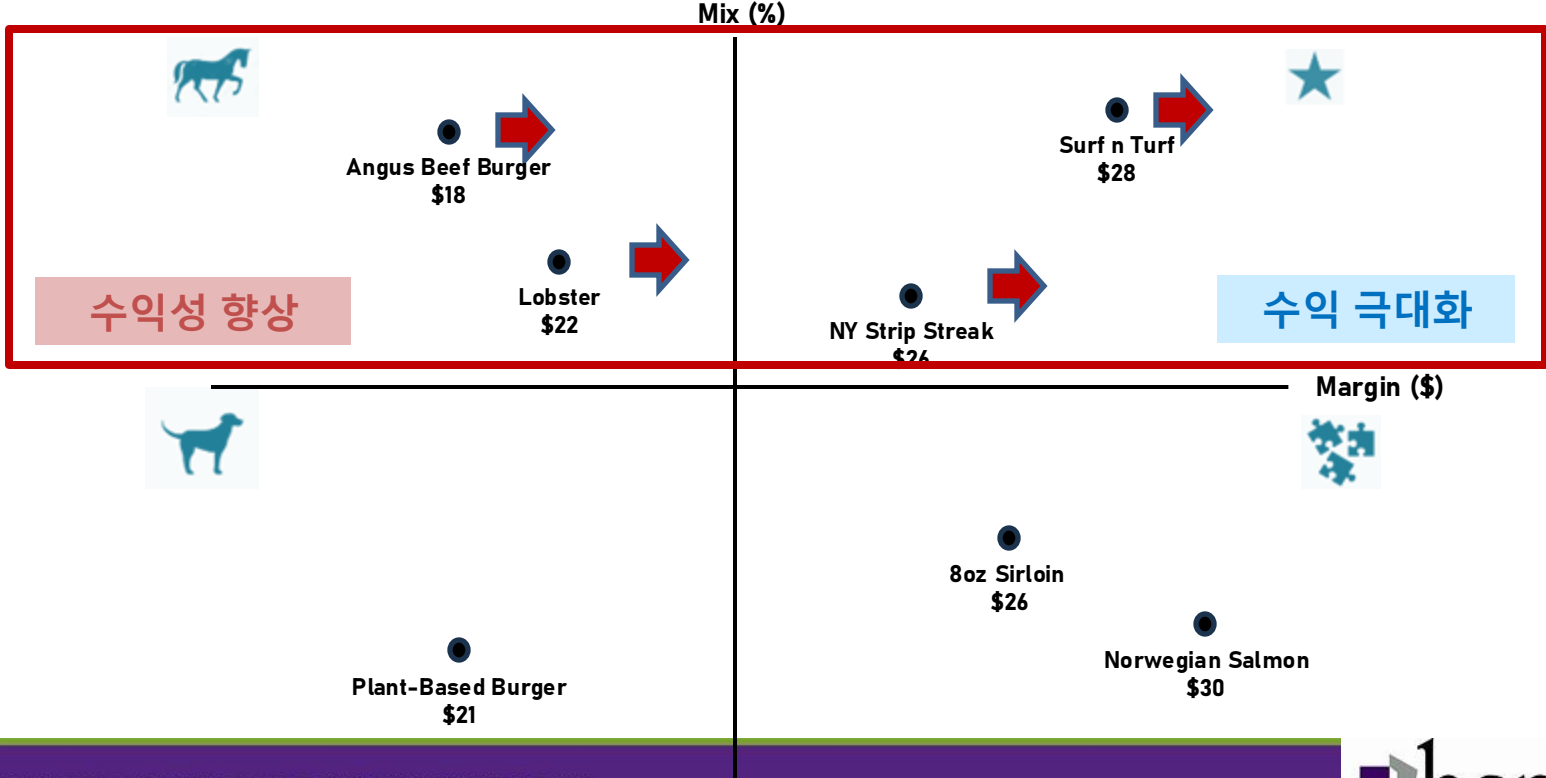


Lobster -----	\$22
8oz Sirloin -----	\$26
Norwegian Salmon -----	\$30
NY Strip Steak-----	\$26
Surf n Turf-----	\$28
Angus Beef Burger-----	\$18
Plant-Based Burger-----	\$21

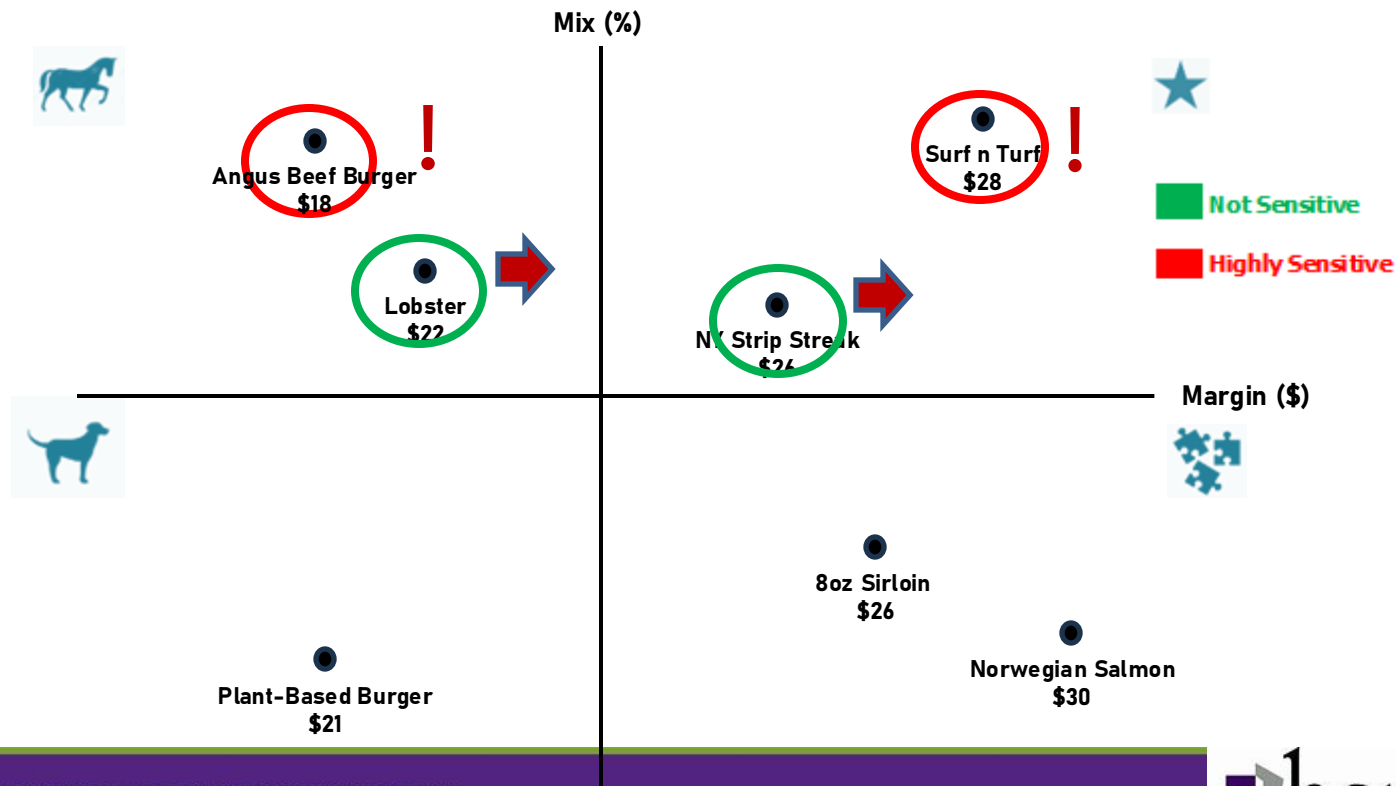
Menu Engineering – Exercise



Menu Engineering – Exercise

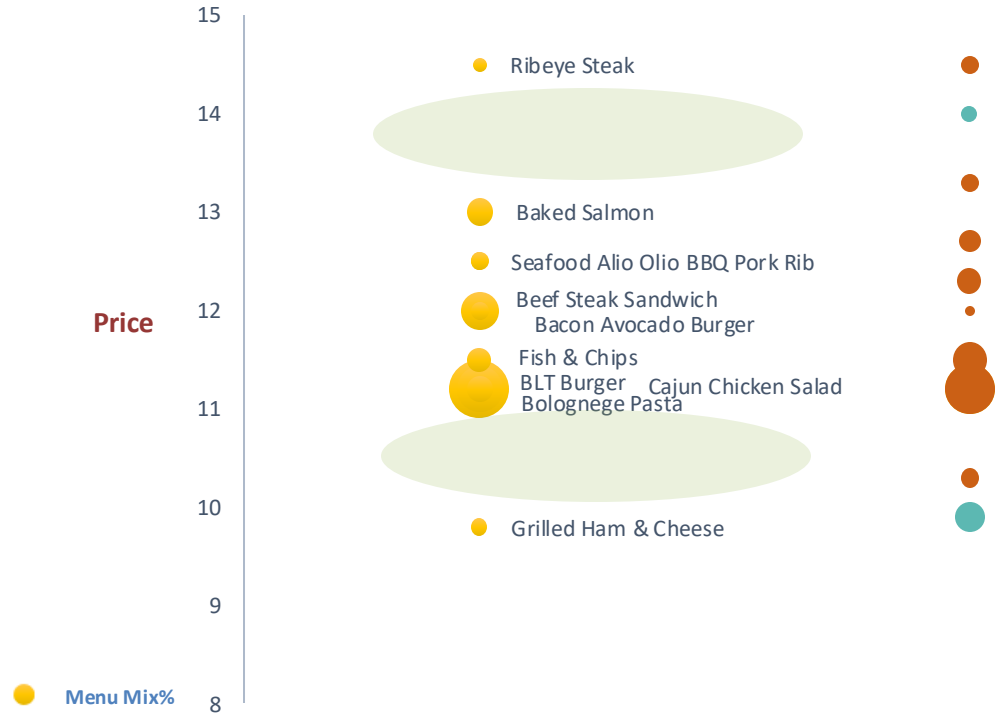


Menu Engineering – Exercise



Price Laddering

고객별 가치 인식을 반영한 가격대 분포





石锅乾葱雞定豆豉雞球

82.

Wok-fried Diced Chicken, Shallots and Black Bean Sauce served in Hot Stone

Tumis Ayam, Bawang Merah dan Saus Kedelai Hitam disajikan dengan Mangkok Batu Panas



宮保爆雞丁

82.

Wok-fried Diced Chicken with Dried Chili in Gong Bao Style
Tumis Ayam dengan Cabai Kering à la Gong Bao



香辣干煸辣子雞

82.

Crispy Chicken with Dried Chili
Ayam Goreng Garing dengan Cabai Kering



香芒泰式雞件

82.

Deep-fried Boneless Chicken with Special Chili Sauce and Mango
Ayam Goreng Tanpa Tulang dengan Saus Pedas Spesial dan Mangga



OTHER VEGETABLES

[香港芥蘭]

68 / 102 / 136.

Hong Kong Kailan
Kailan Hong Kong

[西兰花]

68 / 102 / 136.

Broccoli
Brokoli

[香港白菜苗]

68 / 102 / 136.

Hong Kong Baby Bok Choy
Bok Choy Hong Kong Muda

[菠菜苗]

68 / 102 / 136.

Spinach 'Po Cai'
Bayam Tiongkok

[露笋]

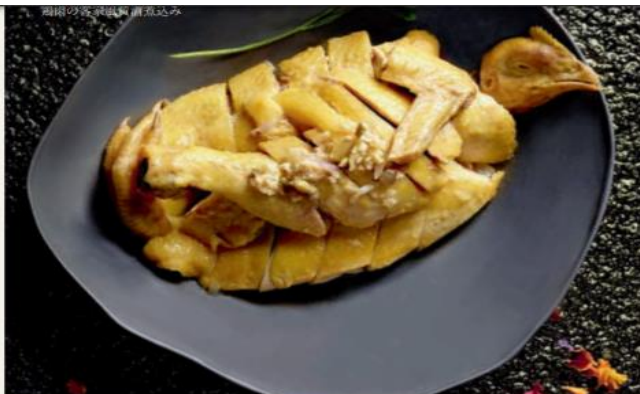
108 / 162 / 216.

Asparagus
Asparagus

[香港菜远]

68 / 102 / 136.

Hong Kong Choy Sum
Chai Sim Hong Kong



家禽类

POULTRY

家禽料理

金枕头富贵鸡 (1只) | 須提早一天預定
Imperial beggar's chicken (whole) | one-day advance order is required
乞食鶏 (一羽) | 1日前までのご予約が必要です

客家黄酒鸡 (半只)
Hakka style yellow wine chicken (half)
鶏肉の客家風黄酒煮込み (半羽)

芝麻盐焗鸡 (半只)
Baked salted chicken with sesame (half)
塩鶏の丸焼き胡麻風味 (半羽)

香宫脆皮鸡 (半只)
Cantonese style crispy chicken served with
lemon juice and spicy salt (half)
広東風チキンの香味揚げ (半羽)

例 | standard | 標準サイズ
SGD
\$98

\$36

\$16

\$36

山核桃腰果炒鸡丁
Wok-fried diced chicken and capsicum with pecan and cashew nut
チキンの辛味ナッツ炒め

\$36

酒酿子姜煎山邑鸡球
Pan-fried chicken fillet with pickled ginger
and fermented rice served in clay pot
鶏胸肉の酢漬生姜のソテー発酵米添え

\$36

双冬炒鸽嵌生菜包
Wok-fried minced pigeon and bamboo shoot served in fresh lettuce
ウズラのミンチと筍の炒め物

\$52

家鄉碌鵝碌
Traditional stewed goose with ginger
ガチョウと生姜の上鍋煮込み

\$48



家鄉碌鵝碌
Traditional stewed goose with ginger
ガチョウと生姜の上鍋煮込み

LUNCH at

Artisanal Cuisine

3 course menu 68

Including coffee

A P P E T I S E R S

RICE CURED ATLANTIC MACKEREL

Caviar, rattes, horseradish

JAAN'S GARDEN

Season's best composition, wild herbs

M A I N C O U R S E S

CONFIT LINE CAUGHT RED SNAPPER

Carrots "Saveurs d'Orient" crayfish, saffron

DESSERTS

LUNCH at

Artisanal Cuisine

3 course menu 68

Including coffee

A P P E T I S E R S

RICE CURED ATLANTIC MACKEREL

Caviar, rattes, horseradish

QUAIL & FOIE GRAS BALLOTINE

Pickled onion, pumpkin, samosa
(Supplement \$15)

JAAN'S GARDEN

Season's best composition, wild herbs

M A I N C O U R S E S

CONFIT LINE CAUGHT RED SNAPPER

Carrots "Saveurs d'Orient" crayfish, saffron

SALT MARSH WELSH LAMB

« Provence » Asparagus, « Nicoise » olives, barley
(Supplement \$15)

Revenue
increased
by **36%**

Considerations for Menu Design

Price Ending

\$12.95 vs. \$13.00

9,900원 vs 10,100원

No Currency Sign

\$24 vs. 24

\$5.50 ↑ 객단가

\$1.84 ↑ 1인당 소비액

Font Size , Location

Hamburger 90,000 vs.
Hamburger 90.

Descriptive menu

Chicken Sandwich \$20

치킨 가슴살, 야채와 치즈

vs.

\$27% ↑ 매출

Ultimate Chicken Sandwich 20.0

직화로 구운 촉촉한 치킨 가슴살에, 구운 빨간 피망, 캐러멜라이즈드된 양파, 고소한 잭 치즈, 로스트 갈릭 마요를 더해 갓 구운 번에 담은 쉐프 추천 메뉴

Transaction Level Data



Time	Receipt Number	Store	Register Id	Item	Itemcode	Category	Quantity	SubTotal	Service Charge	Tax	Total	Cash	Creditcard
9/10/2018 12:01	101201184	City Mall	4					11.68	0	0.82	12.5		12.5
9/10/2018 12:01	101201184	City Mall	4	Hamburger	111	Entrée	1	11.68		0.82			
9/10/2018 12:10	101210507	City Mall	4					22.34	0	1.56	23.9		23.9
9/10/2018 12:10	101210507	City Mall	4	Premium BLT	113	Entrée	1	16.73		1.17			
9/10/2018 12:10	101210507	City Mall	4	Coke Regular	56	Beverage	1	5.61		0.39			
9/10/2018 12:14	101214249	City Mall	4					21.67	0	1.53	23.2		23.2
9/10/2018 12:14	101214249	City Mall	4	Chicken Sandwich	114	Entrée	1	11.96		0.84			
9/10/2018 12:14	101214249	City Mall	4	Ice Cream	211	Desserts	1	3.55		0.25			
9/10/2018 12:14	101214249	City Mall	4	2pc Wings	213	Sides	1	6.07		0.43			
9/10/2018 12:14	101214249	City Mall	4	Plastic Bag	11	Others	1	0.09		0.01			

Dates, Receipt number and Stores information

Item information contained in each

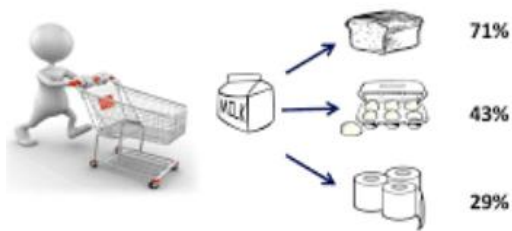
Total net

Total gross amount

Payment Method

Marekt Basket Analysis (장바구니 분석)

슈퍼마켓 / 리테일



Of transactions that included milk:

- 71% included bread
- 43% included eggs
- 29% included toilet paper

- 같이 구매 가능성 높은 제품 배치
- 제안 판매

레스토랑



+



Coffee Set



+



제안 판매

What is Next?

- **Digitalization**

- QR Code 로 메뉴 주문 / 채팅 앱으로 Concierge와 실시간 소통
- 주문 오류 감소, 개인화 서비스, 추천 & 업셀링으로 객단가 상승



- **Robot?**

- **Serving / Bussing Robot**
- 인건비 절약, 운영 효율성 향상 및 고객과의 소통 강화



- **Artificial Intelligence (AI)**

- 수요 예측, 제안 판매, 고객 맞춤 추천 서비스
- Inventory 관리, 자동 주문, 운영 효율성 극대화



Improve guest satisfaction & Profitability!!

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