



Commercial Strategy

CONFERENCE



Smart Revenue Management for Meetings & Events: KPIs, Optimisation, and Strategic Upselling



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Some Statistics.....

	2024	2022	2020	2019
Revenue Per Available Room	110,466	116,610	56,122	135,632
Room Contribution	64.0%	64.9%	59.9%	63.2%
F&B Contribution	31.5%	30.1%	29.0%	32.0%
Expenses Ratio to Revenue				
Departmental Expenses	37.9%	37.9%	41.5%	38.9%
Rooms Department Expenses	23.1%	21.2%	24.8%	22.8%
F&B Department Expenses	71.7%	76.0%	86.8%	71.9%
Undistributed Operating Expenses	22.0%	23.4%	29.0%	21.7%
<i>Labour Cost</i>	<i>26.0%</i>	<i>28.0%</i>	<i>33.6%</i>	<i>28.8%</i>
Gross Operating Profit	40.1%	38.8%	29.5%	39.3%

Source: STR @ CoStar Realty Information, Inc

Smart Revenue Management for Meetings & Events



KPIs & Strategies



Intelligent Optimisations



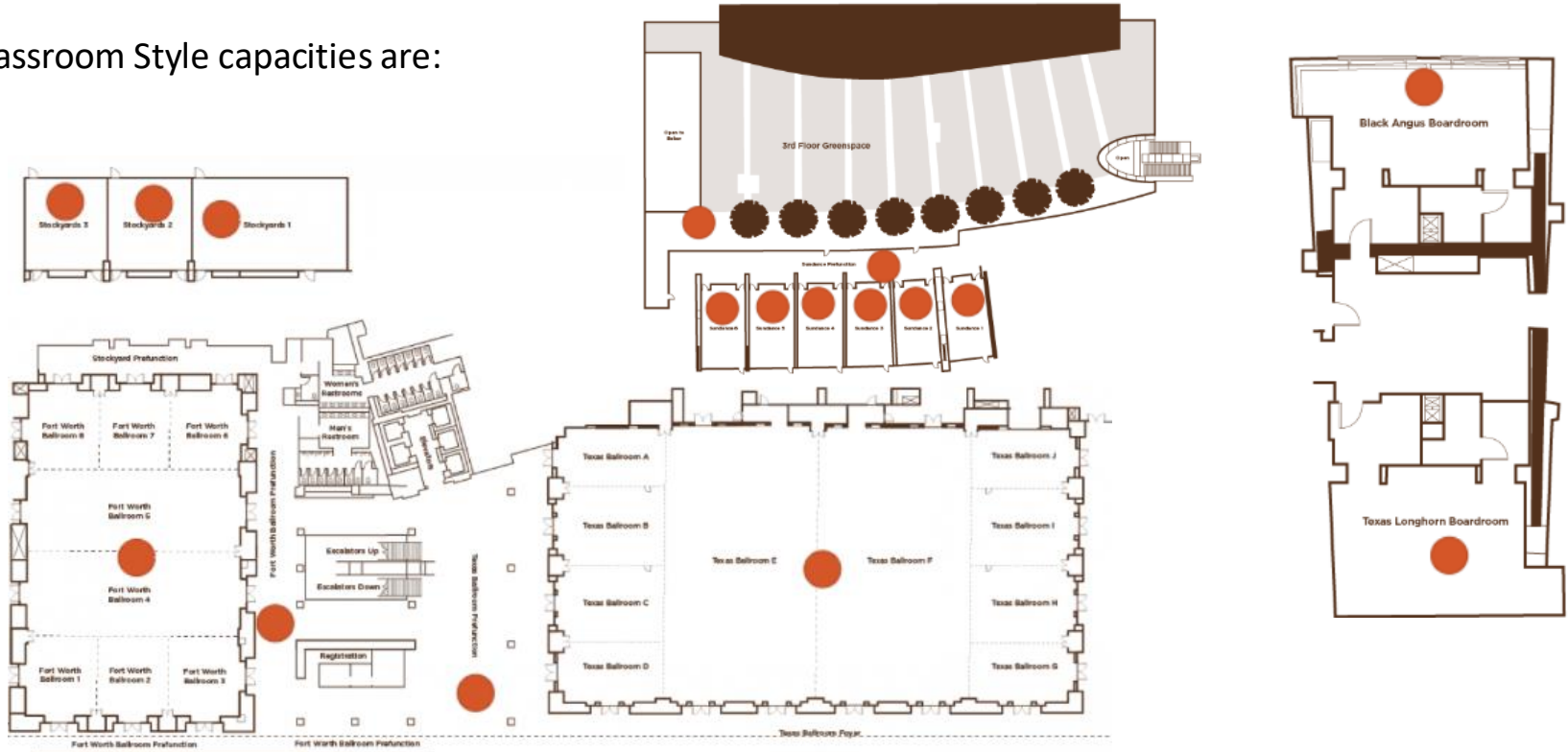
Strategic Upselling



Case Study

Example: Function Space Capacity at Omni Ft Worth

Classroom Style capacities are:



ROOM	FLOOR	SQUARE FOOTAGE	DIMENSIONS W X L	CeILING HEIGHT	PORTABLE WALLS	THEATER	CLASSROOM 3 PER 6	72" ROUNDS OF 12	RECEPTION	EXHIBIT 8' X 8'	CONFERENCE 3 PER 6	U-SHAPE 3 PER 6	HOLLOW SQUARE 3 PER 6
Stockyards 1	2	1,500	30' X 50'	14'	No	154	99	132	120	--	40	39	48
Stockyards 2	2	810	30' x 27'	14'	No	72	50	48	50	--	22	24	30
Stockyards 3	2	780	30' x 26'	14'	No	72	50	48	50	--	22	24	30
Fort Worth Ballroom	2	9,163	77' x 119'	19'	No	1,040	624	720	1,000	60	--	--	--
Fort Worth Ballroom 1	2	702	26' x 27'	19'	Yes	78	50	48	60	--	22	18	24
Fort Worth Ballroom 2	2	702	26' x 27'	19'	Yes	78	50	48	60	--	22	18	24
Fort Worth Ballroom 3	2	702	26' x 27'	19'	Yes	78	50	48	60	--	22	18	24
Fort Worth Ballroom 4	2	2,418	31' x 78'	19'	Yes	304	168	216	225	--	68	68	--
Fort Worth Ballroom 5	2	2,418	31' x 78'	19'	Yes	304	168	216	225	--	68	68	--
Fort Worth Ballroom 6	2	702	26' x 27'	19'	Yes	78	50	48	60	--	22	18	24
Fort Worth Ballroom 7	2	702	26' x 27'	19'	Yes	78	50	48	60	--	22	18	24
Fort Worth Ballroom 8	2	702	26' x 27'	19'	Yes	78	50	48	60	--	22	18	24
Fort Worth Ballroom Prefunction	2	4,000	40' x 100'	28'	No	--	--	--	500	--	--	--	--
Texas Ballroom	2	18,315	99' x 185'	20'	No	1,920	1,125	1,280	2,000	124	--	--	--
Texas Ballroom A	2	756	21' x 36'	20'	Yes	90	42	60	70	--	28	27	30
Texas Ballroom B	2	1,008	28' x 36'	20'	Yes	112	64	72	90	--	28	27	36
Texas Ballroom C	2	1,008	28' x 36'	20'	Yes	112	64	72	90	--	28	27	36
Texas Ballroom D	2	756	21' x 36'	20'	Yes	90	42	60	70	--	30	27	30
Texas Ballroom E	2	5,544	56' x 99'	20'	Yes	644	408	480	500	34	--	84	--
Texas Ballroom F	2	5,544	56' x 99'	20'	Yes	644	408	480	500	34	--	84	--
Texas Ballroom G	2	756	21' x 36'	20'	Yes	90	42	60	70	--	30	27	30
Texas Ballroom H	2	1,008	28' x 36'	20'	Yes	112	64	72	90	--	28	27	36
Texas Ballroom I	2	1,008	28' x 36'	20'	Yes	112	64	72	90	--	28	27	36
Texas Ballroom J	2	756	21' x 36'	20'	Yes	90	42	60	70	--	30	27	30
Texas Ballroom Prefunction	2	12,920	100' x 129'	28'	No	--	--	--	1,200	--	--	--	--
Sundance 1	3	1,125	25' x 45'	13'	No	120	69	84	80	--	40	36	36
Sundance 2	3	1,105	25' x 45'	13'	No	120	69	84	80	--	40	36	36
Sundance 3	3	1,167	25' x 45'	13'	No	120	69	84	80	--	40	36	36
Sundance 4	3	1,180	26' x 45'	13'	No	120	69	84	80	--	40	36	36
Sundance 5	3	1,182	26' x 45'	13'	No	120	69	84	80	--	40	36	36
Sundance 6	3	1,142	25' x 45'	13'	No	120	69	84	80	--	40	36	36
Sundance Prefunction	3	1,700	10' x 170'	9'	No	--	--	--	150	--	--	--	--
Sundance Terrace	3	2,625	15' x 175'	Outdoors	No	--	--	--	180	--	--	--	--
Texas Longhorn Boardroom	15	630	21' x 30'	8'	No	--	--	--	--	--	14	--	--
Black Angus Boardroom	15	494	19' x 26'	8'	No	--	--	--	--	--	12	--	--
Water Horse Pool Bar	3	3,500	50' x 70'	Outdoors	No	--	--	--	200	--	--	--	--

Total Optimal Capacity if All Rooms are Sold

2388

Guest Rooms vs Function Space

Guest Bedrooms

614

Function Space Capacity

2388

Function Space Value equals...

Let's say we have an average meeting spend per person of \$75.00

2388 people x \$75.00

That is the potential VALUE of this Function Space
Every Single Day!

\$179,100

614 Bedrooms @ \$150 = \$92,100

RM levers in Meetings & Events

Capacity	<ul style="list-style-type: none">• Space x Time = Capacity• How is space defined – what is 100% Occ.?• How is time defined?
Demand	<ul style="list-style-type: none">• Most profitable customer• Guest Room vs. Function Space mix• Displacement
Price	<ul style="list-style-type: none">• Price Sensitivity by Market Segment• Up-sell Opportunities• Profitability
Duration	<ul style="list-style-type: none">• Predictable if properly managed• Optimize short vs. long durations• Additional costs variables (i.e. turnover)

Market Segments

Daily Demand

Enquiry Status

Year on Year changes

Track Trends

Number of Attendees

Lost & Denied

Revenue

Critical Bookings

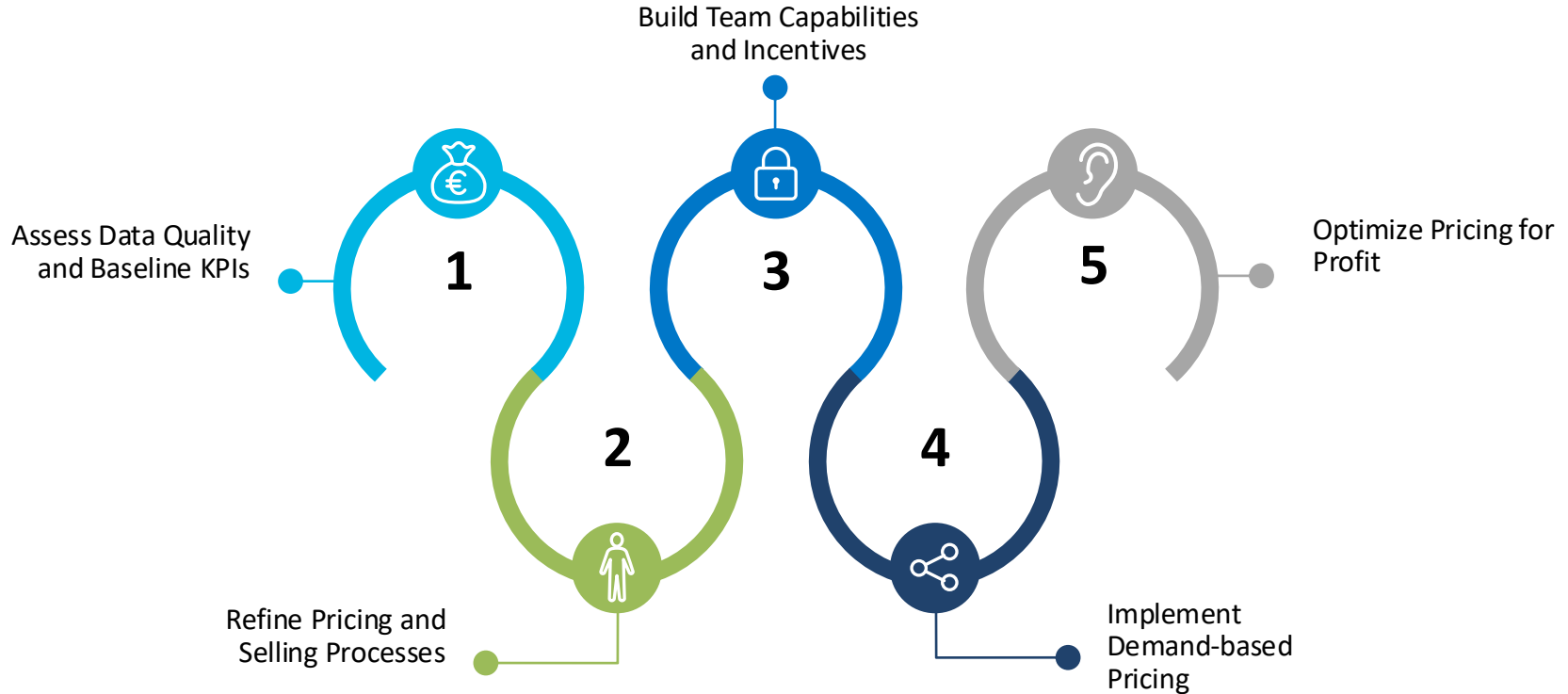
Lead Times

Total Demand

Booking Pace

Business on the Books Pick-Up

The Path to Meeting & Event Profits



How we calculate M&E Sales Metrics

Function Space
Utilization
(by day or day part)



Function Space (Sq. Ft/M²) Occupied
(Total Function Space (Sq. Ft/M²) Available)

Revenue Yield



Actual Function Space Revenue
(Total Optimal Function Space Revenue)

Revenue per Attendee



Meeting Revenues
(Actual # of Attendees)

How we calculate (M&E Sales Metrics)

Revenue/Sq. Ft/M



Meeting Revenues

(Square Foot/Meter)

Attendee Density



Actual # of Attendees

(Optimal Capacity of Attendees)

Conversion
Performance



Definite Bookings or Revenue

(Def, TD & Lost Bookings or Revenue)

Demand calendar

	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	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri		
May 2025 Last Updated: 19 Mar 2025	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	31								
Jun 2025 Last Updated: 19 Mar 2025				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						
Jul 2025 Last Updated: 19 Mar 2025					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	31				
Aug 2025 Last Updated: 19 Mar 2025		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	31							
Sep 2025 Last Updated: 19 Mar 2025				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						
Oct 2025 Last Updated: 19 Mar 2025					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	31				
Nov 2025 Last Updated: 19 Mar 2025			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							
Dec 2025 Last Updated: 19 Mar 2025				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	31					
Jan 2026 Last Updated: 19 Mar 2025	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	31								
Feb 2026 Last Updated: 19 Mar 2025				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								
Mar 2026 Last Updated: 19 Mar 2025				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	31					
Apr 2026 Last Updated: 19 Mar 2025						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				

The Path to Optimal Revenue

KPI visibility & business
management tools



Forecasting &
demand-based pricing



Predictive analytics &
profitability evaluation

KNOW

UNDERSTAND

IDENTIFY

MAXIMIZE

OPTIMIZE

“ According to HSMAI, less than half of a revenue leader’s time is dedicated to revenue generating activities, with data collection, forecasting & reporting leading the way as some of their most time-consuming tasks. ”

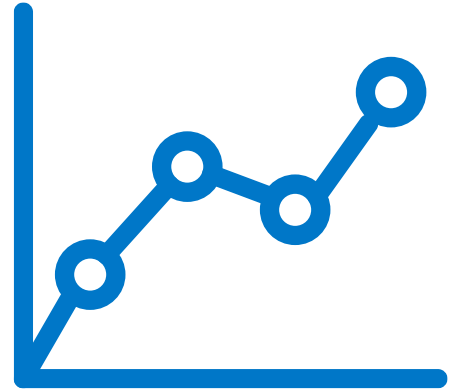
- HSMAI Voice of Revenue Managers Benchmarking Study

<50%

of a revenue manager’s time
is spent generating revenue

“ Companies that improve forecasting accuracy by 3% increase profits by 2% ”

Source: AMR Research



Optimise Meetings & Events Revenue Performance



Removing Silos



Group Income Optimized



Profit Focused Strategy

Total Revenue Forecasting and Planning



ADD FINANCIAL FORECASTING & BUDGETING
CAPABILITY TO EXISTING RM TOOLSET



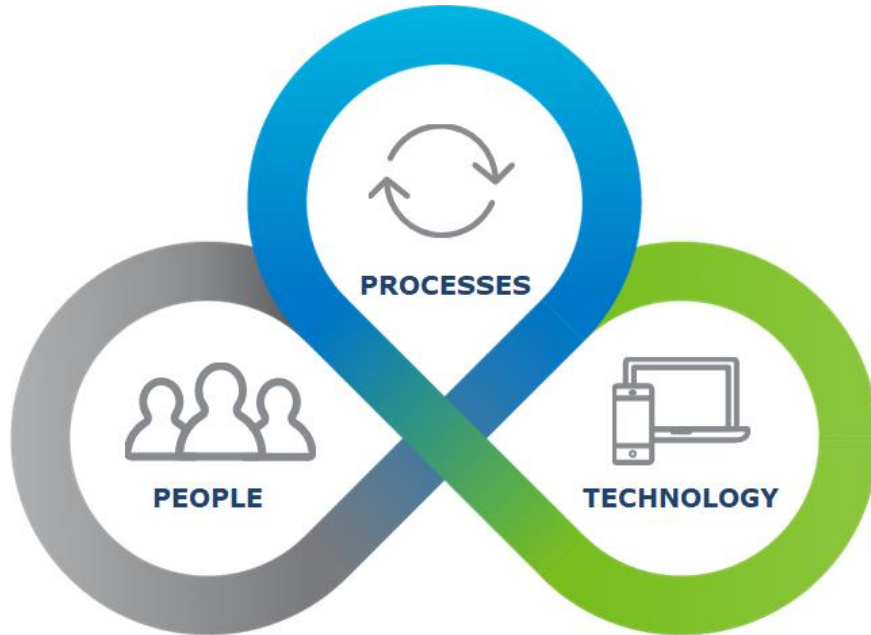
SELL MORE AND SAVE MORE - OPTIMAL STAFFING
LEVELS TO CAPTURE & SERVICE PREDICTED DEMAND



REMOVE SILOS WITH HOLISTIC AUTOMATION – ALL
FORECASTS DELIVERED DIRECTLY TO FINANCE

Meetings & Events Revenue Management Requires Balance

It takes more than a great tool to manage M&E revenues



“ The most important question for those implementing Meetings & Events RM is ‘How are we going to organize ourselves’? ”

Strategic Upselling

Revenue Maximisation in Event Spaces involves strategically managing resources to increase profitability.

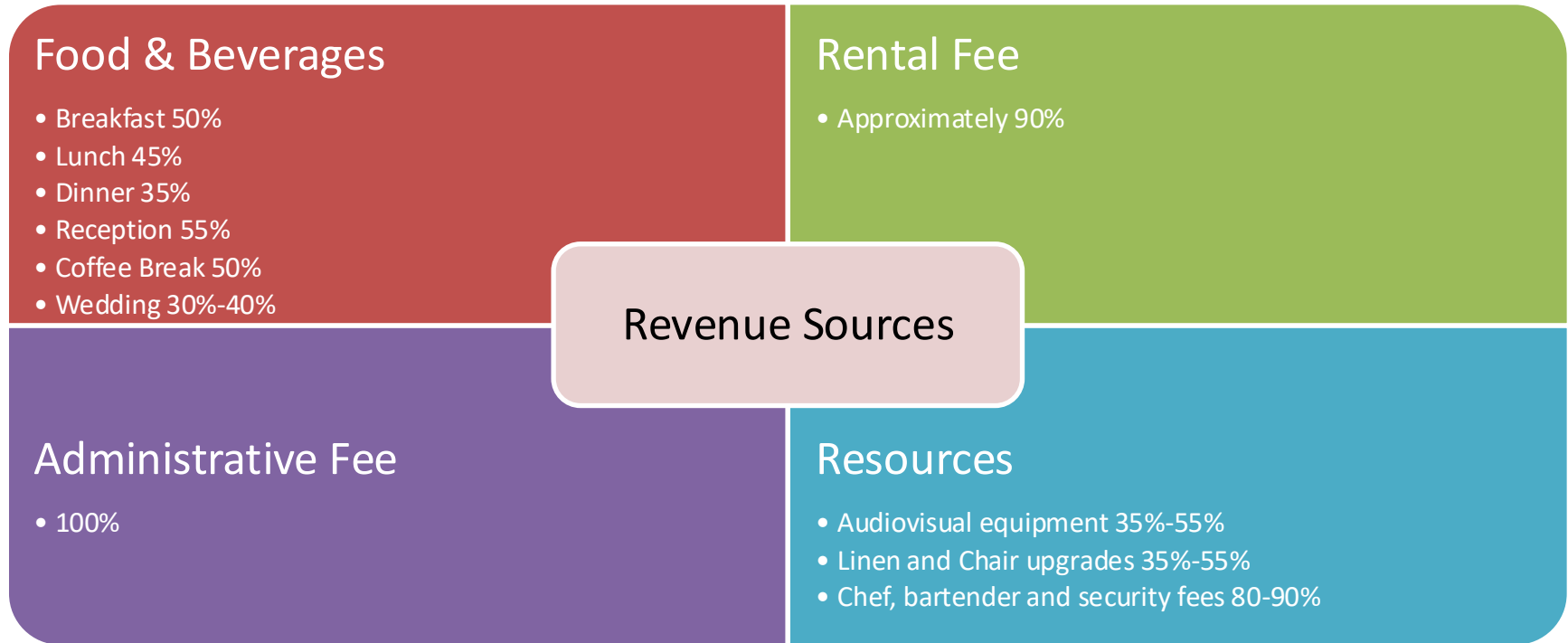
Understanding the flow through percentage of each item used in an event space is the first step before any upselling can be done.

Flow-through determines what percentage of incremental revenue results in incremental profit. This should focus you on increasing profit rather than just increasing total revenue.

Flow-Through Calculation

$$\text{Flow-through \%} = \frac{\text{Total Revenue} - \text{Variable Cost}}{\text{Total Revenue}} \times 100$$

Revenue Sources & Flow Through Percentages



Strategic Upselling

Strategic upselling goes beyond simply adding items to an order; it **involves designing experiences and packages** that naturally encourage higher spending whilst **delivering genuine value** to clients.

Upselling opportunities should be **integrated into your sales process** from initial client consultation through event execution.

By clearly articulating both client value and revenue benefits, event professionals can **maximise booking profitability** while **delivering exceptional client experiences**.

Successful upselling **creates a win-win scenario** in which clients receive enhanced value and venues achieve improved profitability through strategic service expansion.

Key Upselling Categories & Their Benefits

Audiovisual Equipment & Technical Support

- **Client Value**
 - Professional
 - Seamless execution
 - Access state-of-the-art
- **Revenue Benefits**
 - High-margin
 - Opportunity for premium pricing

Premium Service Packages

- **Client Value**
 - Dedicated event coordination
 - Personalised concierge services
- **Revenue Benefits**
 - Minimal additional operational costs
 - Premium positioning

Transportation & Parking Packages

- **Client Value**
 - Eliminate logistical concerns
 - Guaranteed parking availability
- **Revenue Benefits**
 - Direct revenue generation
 - Improved client satisfaction

Strategy for Effective Upselling



Verify client
needs and
preferences



Assess
enhancement
opportunities



Link benefits
to client
objectives



Understand
budget
parameters



Execute with
proper timing

Case Study: Marina Grand Singapore

Property Profile:

- 400-room upscale business hotel in the Marina Bay area
- 800-pax Grand Ballroom (divisible into 3 sections)
- 8 smaller meeting rooms (20-50 pax each)
- 2 restaurants, executive lounge, spa

Current Situation:

- Hotel occupancy forecast: 75% (below 85% optimal)
- Ballroom typically generates \$15,000 rental + \$25,000 F&B minimum
- Corporate rates: \$280/night vs. BAR \$380/night
- Wedding package: \$180/pax vs. corporate F&B \$85/pax

Case Study: Marina Grand Singapore

Challenge Scenario: You're the Revenue Manager facing these simultaneous requests for **Tuesday**, on **1st week of June**:

- **Corporate Conference** - 300 pax, full ballroom, 2-day event, requesting 80 room nights at corporate rate, full AV package
- **Wedding Reception** - 250 pax, ballroom + pre-function area, premium F&B package, 20 room nights for family
- **Multiple Small Meetings** - 3 different companies wanting smaller rooms, total 150 pax, minimal F&B, no rooms

Your Task: Determine the optimal revenue strategy considering total profit optimisation.

Step 1: Calculate Total Revenue Potential for Each Option

Option 1: Corporate Conference

Space Rental: \$15,000 (2 days)

F&B Revenue: 300 pax × \$85 × 2 days = \$51,000

Room Revenue: 80 rooms × \$280 × 2 nights = \$44,800

AV Package: \$8,000 (estimated premium)

Total Revenue: \$118,800

Option 2: Wedding Reception

F&B Revenue: 250 pax × \$180 = \$45,000

Room Revenue: 20 rooms × \$380 (BAR rate) = \$7,600

Space Rental: \$15,000

Additional Services: \$5,000 (décor, extended service)

Total Revenue: \$72,600

Option 3: Multiple Small Meetings

Space Rental: 3 rooms × \$2,000 = \$6,000

F&B Revenue: 150 pax × \$35 (minimal) = \$5,250

Room Revenue: \$0

Total Revenue: \$11,250

Step 2: Profit Margin Analysis

Option 1: Corporate Conference

Revenue: \$118,800

Variable Costs: ~40% =
\$47,520

Net Profit: \$71,280

Profit Margin: 60%

Option 2: Wedding Reception

Revenue: \$72,600

Variable Costs: ~35% =
\$25,410 (higher F&B
margins)

Net Profit: \$47,190

Profit Margin: 65%

Option 3: Multiple Small Meetings

Revenue: \$11,250

Variable Costs: ~45% =
\$5,063

Net Profit: \$6,187

Profit Margin: 55%

Step 3: Strategic Considerations

Displacement Analysis

Current Occupancy: 75% (300 rooms occupied)

Available Rooms: 100 rooms

Corporate Conference: Uses 80 rooms at a discounted rate

Opportunity Cost: 80 rooms \times (\$380-\$280) = \$8,000 per night \times 2 = \$16,000

Total Hotel Impact Assessment

Corporate Conference Adjusted Profit: \$71,280 - \$16,000 = \$55,280

Step 2: Profit Margin Analysis (Adjusted)

Option 1: Corporate Conference

Revenue: \$118,800

Variable Costs: ~40% =
\$47,520

Net Profit: ~~\$71,280~~ \$55,280

Profit Margin: ~~60%~~ 47%

Option 2: Wedding Reception

Revenue: \$72,600

Variable Costs: ~35% =
\$25,410 (higher F&B margins)

Net Profit: \$47,190

Profit Margin: 65%

Option 3: Multiple Small Meetings

Revenue: \$11,250

Variable Costs: ~45% =
\$5,063

Net Profit: \$6,187

Profit Margin: 55%

Recommended Decision: Corporate Conference

Step 4: Identify Upselling Opportunities

Upselling Tactics for Corporate Conference:

Welcome Reception: Add networking event (+\$15,000 potential)

Breakfast Upgrades: Premium continental to plated (+\$8,000)

Technology Enhancements: Live streaming, recording (+\$5,000)

Spouse Programs: Spa packages, city tours (+\$3,000)

Expected Optimized Revenue: \$118,800 + \$31,000 = \$149,800

Summary

- Meeting and Event Space optimisation is a **holistic approach** to the analysis of business opportunities.
- With **an understanding of the key metrics** of Function Space Utilisation, Revenue Yield, Revenue per available space and upselling conversion rate, the sales force will have a better understanding of what we are selling and whom we are selling to.
- **Understanding revenue management principles is the key** to maximising event space profitability.
- A **systematic approach** ensures comprehensive revenue management.
- **Tailored offerings** increase client satisfaction and venue profits.
- **Use technology** for real-time booking, such as intelligent systems, to enhance efficiency and customer satisfaction.

Republic Polytechnic - HSMAI Academy

Total Revenue Management Program

- Modular Certification Short Courses of 15-30 hours leading to the attainment of 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



Commercial Strategy

CONFERENCE

