<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Revenue and Distribution Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Room Revenue Management</td>
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<tr>
<td>TSC Description</td>
<td>Predict guest and/or customer behaviour to optimise room inventory and price availability to maximise revenue growth</td>
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<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tbody>
<tr>
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<td>HAS-REV-3003-1.1</td>
<td>HAS-REV-4003-1.1</td>
<td>HAS-REV-5003-1.1</td>
<td>HAS-REV-6003-1.1</td>
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<tr>
<td>Implement market forecasting and pricing strategies to achieve key performance indicators (KPI) of room revenue management and profitability</td>
<td>Manage operational activities to execute organisation’s revenue management strategies</td>
<td>Manage revenue management functions and strategies</td>
<td>Formulate revenue management strategies to create synergy with other functions and revenue sources within the hospitality business</td>
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**Knowledge**

- Principles of revenue management, as applied to room revenue management
- KPI of room revenue management and profitability
- Measurement of revenue management strategies
- Interpretation of benchmark reports generated for the organisation and competitors
- Market segmentation through customer definitions
- Calculation of internal and external performance measurements in revenue management
- Creation of a competitor set
- Value-based pricing and pricing models
- Importance of identifying, clarifying and disseminating organisation’s revenue management strategies
- Sources of information on rate availability calendar
- Importance of identifying relevant distribution channels
- Importance of keeping up-to-date with organisation’s revenue management systems
- Methods of obtaining rate audits
- Significance and methods of recording refused, lost, cancelled and wait-listed businesses
- Organisational policies on room and apartment allocation
- Organisational policies and procedures on following up and changing status of group proposals,
- Sources of information on organisation’s revenue management strategies and competitive set, and guidelines for information access
- Types of rate codes and rate fences in organisation’s rate structure
- Individual and group capacity control techniques
- Group displacement analysis
- Organisation’s group business mix strategies
- Organisational procedures for confirming groups and recommending alternatives
- Types and significance of revenue management tactics
- Critical elements and components of revenue management strategies
- Application of revenue management strategies to other areas within the hospitality business
- Customer relationship management
- Customer profitability analysis
- Linear programming
- Adaptive conjoint measurements in price determination processes
### Abilities

<table>
<thead>
<tr>
<th>Performing group wash and rooming lists</th>
<th>Reasons for take-over of groups from sales department</th>
<th>Importance and methods of identifying opportunities to upsell</th>
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</table>

- Apply concepts of revenue management, using the organisation’s room inventory
- Create operational road maps for rooms allocation and pricing
- Determine break-even points and profitability
- Determine market segments and demand drivers of the organisation
- Create forecasting dashboards and use key metrics to develop working forecasts
- Calculate performance measurements
- Interpret benchmark reports generated on the organisation and competitors
- Create a competitor set to perform competitor analyses against the organisation’s KPI
- Communicate organisation’s room revenue management to other team members
- Seek ways to improve reservation confirmation
- Disseminate organisation’s revenue management strategies to stakeholders
- Maintain consistent rate availability calendar for various distribution channels
- Perform validation of forecasts in revenue management systems
- Perform rate audits across all distribution channels
- Perform verification of rates recorded in property management system
- Maintain records of refused, lost, cancelled and wait-listed businesses
- Perform room and apartment allocation and inventory control
- Perform take-over of control of groups from sales department, and follow up and change status of group proposals
- Perform follow-up on rooming lists and group wash, based on sales
- Identify and access sources of information on the organisation’s revenue management strategies
- Perform configuration of rate codes for specific distribution channels
- Apply individual and group capacity control techniques for various distribution channels
- Adhere to organisation’s policies and procedures relating to capacity control
- Implement rate fences and monitor rates set by the organisation and organisation’s competitive set to ensure rates competitiveness
- Perform group confirmations, based on set group business mix strategies and conduct group displacement analysis on fixed and non-fixed pricing group enquiries
- Conduct investigations and report pricing set by competitive set
- Identify and access sources of information on the organisation’s revenue management strategies
- Perform configuration of rate codes for specific distribution channels
- Apply individual and group capacity control techniques for various distribution channels
- Adhere to organisation’s policies and procedures relating to capacity control
- Implement rate fences and monitor rates set by the organisation and organisation’s competitive set to ensure rates competitiveness
- Perform group confirmations, based on set group business mix strategies and conduct group displacement analysis on fixed and non-fixed pricing group enquiries
- Conduct investigations and report pricing set by competitive set
- Identify elements, components and resources in other business areas, to create successful revenue management strategies
- Manage strategic levers of revenue management and required documentation, in adherence to legislative guidelines and organisational policies and procedures
- Review effectiveness of revenue management strategies and tactics
- Lead business revenue review meetings
- Use linear programming or other programming methods to strategise and optimise revenue
- Perform change implementation in revenue management strategies
- Design sales and marketing strategies to maximise revenue
- Develop working relationships with all
| Rates, using revenue management strategies | Contracts and upon receipt of rooming lists:  
- Identify opportunities and apply upselling during property reservations and check-in for guests, in accordance with organisational procedures and guest requirements | Identify elements, components and resources to create successful revenue management strategies  
- Manage strategic levers of revenue management and required documentation, in adherence to legislative guidelines and organisational policies and procedures  
- Evaluate how revenue management strategies impact other aspects of business  
- Review and recommend improvements to information systems for data collection and evaluation  
- Design strategies to maximise revenue and perform change implementation  
- Develop working relationship with all third-party market and operation managers |