

<b>TSC Category</b>	Revenue and Distribution Management					
<b>TSC</b>	Room Revenue Management					
<b>TSC Description</b>	Predict guest and/or customer behaviour to optimise room inventory and price availability to maximise revenue growth					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>HAS-REV-3003-1.1</b>	<b>HAS-REV-4003-1.1</b>	<b>HAS-REV-5003-1.1</b>	<b>HAS-REV-6003-1.1</b>
			Implement market forecasting and pricing strategies to achieve key performance indicators (KPI) of room revenue management and profitability	Manage operational activities to execute organisation's revenue management strategies	Manage revenue management functions and strategies	Formulate revenue managements strategies to create synergy with other functions and revenue sources within the hospitality business
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Principles of revenue management, as applied to room revenue management</li> <li>KPI of room revenue management and profitability</li> <li>Measurement of revenue management strategies</li> <li>Interpretation of benchmark reports generated for the organisation and competitors</li> <li>Market segmentation through customer definitions</li> <li>Calculation of internal and external performance measurements in revenue management</li> <li>Creation of a competitor set</li> <li>Value-based pricing and pricing models</li> </ul>	<ul style="list-style-type: none"> <li>Importance of identifying, clarifying and disseminating organisation's revenue management strategies</li> <li>Sources of information on rate availability calendar</li> <li>Importance of identifying relevant distribution channels</li> <li>Importance of keeping up-to-date with organisation's revenue management systems</li> <li>Methods of obtaining rate audits</li> <li>Significance and methods of recording refused, lost, cancelled and wait-listed businesses</li> <li>Organisational policies on room and apartment allocation</li> <li>Organisational policies and procedures on following up and changing status of group proposals,</li> </ul>	<ul style="list-style-type: none"> <li>Sources of information on organisation's revenue management strategies and competitive set, and guidelines for information access</li> <li>Types of rate codes and rate fences in organisation's rate structure</li> <li>Individual and group capacity control techniques</li> <li>Group displacement analysis</li> <li>Organisation's group business mix strategies</li> <li>Organisational procedures for confirming groups and recommending alternatives</li> <li>Types and significance of revenue management tactics</li> <li>Critical elements and components of revenue management strategies</li> </ul>	<ul style="list-style-type: none"> <li>Application of revenue management strategies to other areas within the hospitality business</li> <li>Customer relationship management</li> <li>Customer profitability analysis</li> <li>Linear programming</li> <li>Adaptive conjoint measurements in price determination processes</li> </ul>

				<ul style="list-style-type: none"> <li>performing group wash and rooming lists</li> <li>Reasons for take-over of groups from sales department</li> <li>Importance and methods of identifying opportunities to upsell</li> </ul>	<ul style="list-style-type: none"> <li>Resources available for developing revenue management strategies</li> <li>Legislative guidelines for implementing revenue management strategies</li> <li>Delegation of roles and responsibilities for revenue management</li> <li>Significance of implementing changes in revenue management</li> </ul>	
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Apply concepts of revenue management, using the organisation's room inventory</li> <li>Create operational road maps for rooms allocation and pricing</li> <li>Determine break-even points and profitability</li> <li>Determine market segments and demand drivers of the organisation</li> <li>Create forecasting dashboards and use key metrics to develop working forecasts</li> <li>Calculate performance measurements</li> <li>Interpret benchmark reports generated on the organisation and competitors</li> <li>Create a competitor set to perform competitor analyses against the organisation's KPI</li> <li>Communicate organisation's room revenue management to other team members</li> <li>Seek ways to improve reservation confirmation</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate organisation's revenue management strategies to stakeholders</li> <li>Maintain consistent rate availability calendar for various distribution channels</li> <li>Perform validation of forecasts in revenue management systems</li> <li>Perform rate audits across all distribution channels</li> <li>Perform verification of rates recorded in property management system</li> <li>Maintain records of refused, lost, cancelled and wait-listed businesses</li> <li>Perform room and apartment allocation and inventory control</li> <li>Perform take-over of control of groups from sales department, and follow up and change status of group proposals</li> <li>Perform follow-up on rooming lists and group wash, based on sales</li> </ul>	<ul style="list-style-type: none"> <li>Identify and access sources of information on the organisation's revenue management strategies</li> <li>Perform configuration of rate codes for specific distribution channels</li> <li>Apply individual and group capacity control techniques for various distribution channels</li> <li>Adhere to organisation's policies and procedures relating to capacity control</li> <li>Implement rate fences and monitor rates set by the organisation and organisation's competitive set to ensure rates competitiveness</li> <li>Perform group confirmations, based on set group business mix strategies and conduct group displacement analysis on fixed and non-fixed pricing group enquiries</li> <li>Conduct investigations and report pricing set by competitive set</li> </ul>	<ul style="list-style-type: none"> <li>Identify elements, components and resources in other business areas, to create successful revenue management strategies</li> <li>Manage strategic levers of revenue management and required documentation, in adherence to legislative guidelines and organisational policies and procedures</li> <li>Review effectiveness of revenue management strategies and tactics</li> <li>Lead business revenue review meetings</li> <li>Use linear programming or other programming methods to strategise and optimise revenue</li> <li>Perform change implementation in revenue management strategies</li> <li>Design sales and marketing strategies to maximise revenue</li> <li>Develop working relationships with all</li> </ul>

			rates, using revenue management strategies	contracts and upon receipt of rooming lists <ul style="list-style-type: none"> <li>Identify opportunities and apply upselling during property reservations and check-in for guests, in accordance with organisational procedures and guest requirements</li> </ul>	<ul style="list-style-type: none"> <li>Identify elements, components and resources to create successful revenue management strategies</li> <li>Manage strategic levers of revenue management and required documentation, in adherence to legislative guidelines and organisational policies and procedures</li> <li>Evaluate how revenue management strategies impact other aspects of business</li> <li>Review and recommend improvements to information systems for data collection and evaluation</li> <li>Design strategies to maximise revenue and perform change implementation</li> <li>Develop working relationship with all third-party market and operation managers</li> </ul>	third-party market and operation managers
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