Hotel Revenue Management: RevPAR, Pickup Forecasting, Channels and Group Displacement

27 September – 1 October 2027
Paris - Right Bank business hotel



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Introduction:

Hotel revenue management fails quietly when rooms are sold through the wrong channels at the wrong rates: group blocks displace higher-paying transient guests, OTA commissions erode net ADR, length-of-stay gaps leave shoulder nights empty and RevPAR is reported without GOPPAR behind it. This Core Concept course gives hotel commercial teams the methods to forecast on-the-books pickup by segment, set BAR and fenced rates, control room inventory and overbooking, cost each distribution channel and evaluate group requests. Participants finish by building a Hotel Revenue Strategy and Forecast Workbook for their own property.

Course Objectives:

- Calculate occupancy, ADR, RevPAR, TRevPAR and GOPPAR and read them together to judge hotel commercial performance
- Forecast room nights and revenue by market segment from on-the-books data, pickup and unconstrained demand
- Set BAR levels, fenced rate plans and length-of-stay restrictions that match the demand calendar
- Decide overbooking levels, channel allocations and group quotes using walk cost, net channel cost and displacement analysis
- Benchmark the property against its competitive set with MPI, ARI and RGI and plan actions from the gaps
- Build a Hotel Revenue Strategy and Forecast Workbook and run a weekly revenue meeting from it

Target Audience:

- Revenue and yield leads accountable for room rates, forecasts and inventory controls at a property or cluster
- Reservations and distribution leads who manage the channel manager, GDS, brand website and OTA connections
- Sales and group sales leads who quote corporate accounts, tour series and meeting and event business
- Front office leads responsible for arrivals, upgrades, no-shows and walked guests
- Hotel general and commercial leads who chair the revenue meeting and own the budget
- Food and beverage and events leads whose outlet, banqueting and meeting room revenue feeds total revenue

Course Outline:

Day 1: Hotel Revenue Fundamentals and the Property Performance Baseline

- Hotel Revenue Management Preconditions: Perishable Room Nights, Fixed Capacity and Variable Demand
- Occupancy, ADR and RevPAR Calculation and Their Trade-Offs
- TRevPAR and GOPPAR: Moving From Rooms Revenue to Total Revenue and Profit
- Hotel Market Segmentation: Transient Retail, Negotiated Corporate, Wholesale, Group and Contract
- Property Baseline Review of Segment Mix, Day-of-Week Pattern and Seasonality

Day 2: Demand Forecasting, Pickup and Competitive Set Benchmarking

- On-the-Books Report and Pace Versus Same Time Last Year
- Pickup Forecasting Method: Additive and Multiplicative Models by Segment
- Unconstrained Demand Estimation From Denials, Regrets and Turnaways
- Competitive Set Selection and the MPI, ARI and RGI Indices
- Rate Shopping Report Interpretation and Price Position Mapping

Day 3: Hotel Pricing, Rate Structure and Inventory Controls

- BAR Ladder Design and Demand Calendar Rate Levels
- Rate Fences for Hotels: Advance Purchase, Non-Refundable, Package and Member Rates
- Length-of-Stay Controls: MinLOS, MaxLOS, Closed to Arrival and Closed to Departure
- Room Type Differentials, Upsell Paths and Upgrade Rules
- Negotiated Corporate Rate Programme: Volume Tiers, Last Room Availability and Blackout Dates

Day 4: Overbooking, Distribution Cost and Group Displacement

- Overbooking Level Setting From No-Show, Cancellation and Walk Cost Data
- Distribution Channel Mix: Brand Website, Voice, GDS, Wholesale and OTA
- Net ADR by Channel: OTA Commission, Merchant Model Margin and Acquisition Cost
- Group Displacement Analysis: Transient Revenue Lost, Ancillary Spend and Minimum Acceptable Rate
- Rate Parity Management and Channel Manager Allocation Errors

Day 5: Total Revenue, RMS Choice and the Hotel Revenue Strategy Workbook

- Meeting Space and Banqueting Revenue per Available Space Time and MICE Package Pricing
- RMS Selection Scorecard: Forecast Engine, Integrations, Automation Level and User Controls
- Weekly Revenue Meeting Agenda, Action Log and Displacement Decisions
- Hotel Revenue Strategy and Forecast Workbook Build on Own Property Data
- Workbook Presentation and Peer Challenge Across City, Resort and Serviced Apartment Cases

Skills You Will Gain:

- Hotel KPI Analysis
- Segment Demand Forecasting
- Rate Plan Architecture
- Inventory Restriction Setting
- Channel Cost Analysis
- Group Business Evaluation
- Competitive Set Benchmarking
- Revenue Meeting Facilitation

Why Attend This Course:

- Return with a Hotel Revenue Strategy and Forecast Workbook built on your own property's segment and channel data
- Accept or decline group requests on a displacement calculation rather than on instinct
- Shift room nights from high-cost channels to direct booking where net ADR justifies it
- Compare forecasting and rate decisions with peers from city hotels, resorts and serviced apartments

Conclusion:

Room revenue grows when forecasting, rate structure, inventory controls and channel choices are decided together and reviewed against profit, not only occupancy. The course moves from hotel KPIs and segmentation, through pickup forecasting and competitive set benchmarking, to BAR ladders, rate fences and length-of-stay restrictions, then to overbooking, channel cost and group displacement. The final day adds meeting space, banqueting and RMS selection and produces a Hotel Revenue Strategy and Forecast Workbook that participants use at their next revenue meeting.