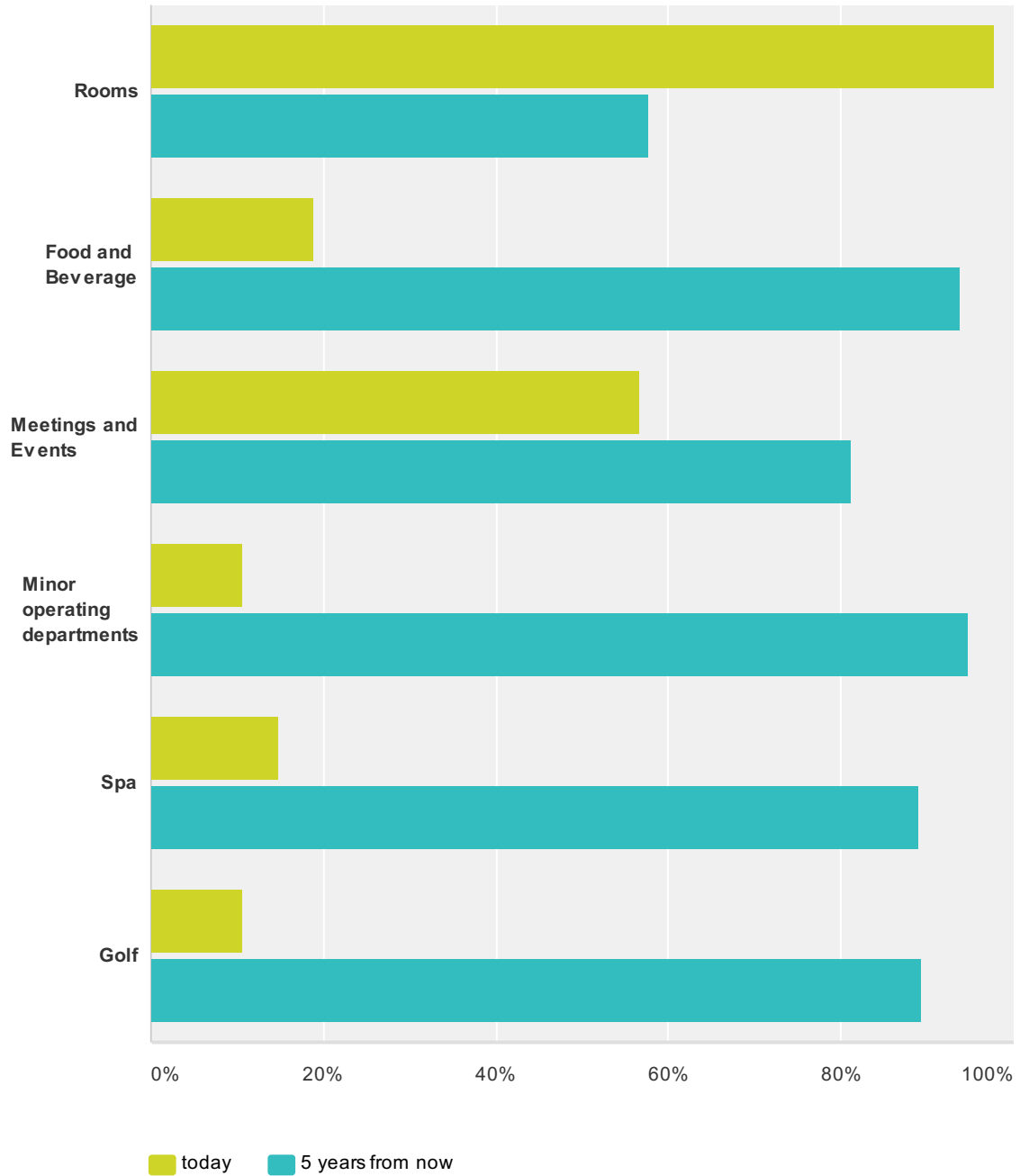


# Revenue Management Succession Planning

**Q1 In your company, which profit centres does your Revenue Manager take responsibility for? (today and in 5 years - check all that apply)**

Beantwortet: 45 Übersprungen: 0



	today	5 years from now	Befragte gesamt
Rooms	97,78% 44	57,78% 26	70
Food and Beverage	18,75% 6	93,75% 30	36

Meetings and Events	56,76%	81,08%	51
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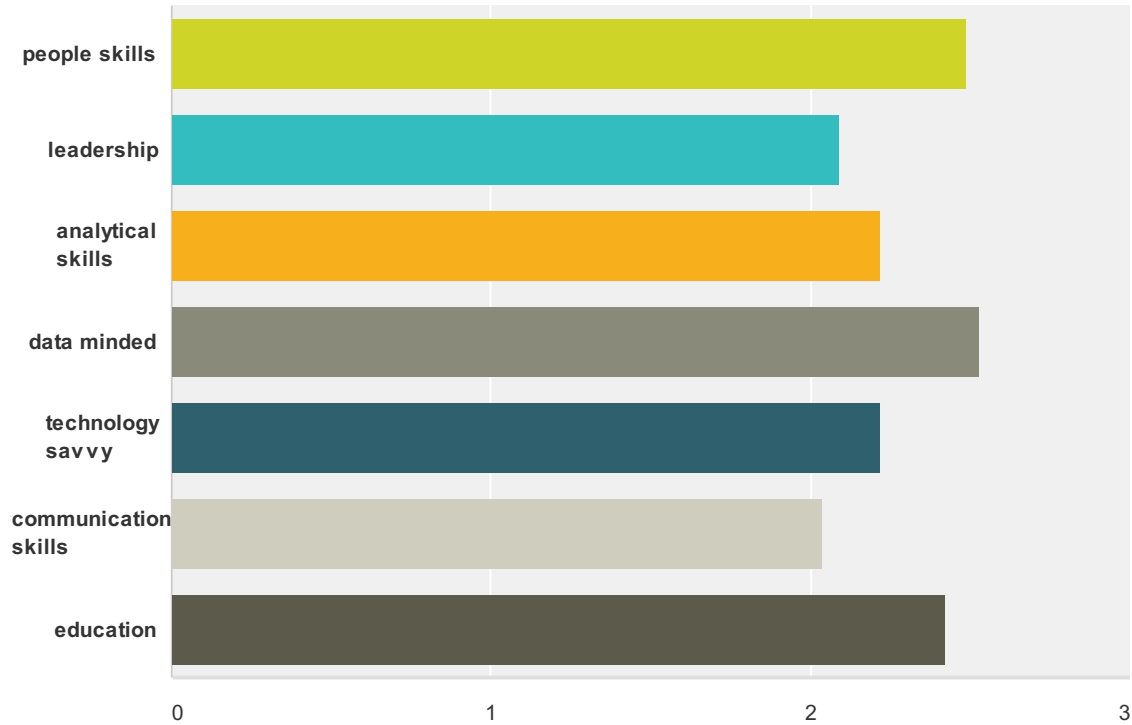
## Revenue Management Succession Planning

meetings and Events	2021	2030	2030
Minor operating departments	<b>10,53%</b> 2	<b>94,74%</b> 18	20
Spa	<b>14,81%</b> 4	<b>88,89%</b> 24	28
Golf	<b>10,53%</b> 2	<b>89,47%</b> 17	19

# Revenue Management Succession Planning

## Q2 In comparison to today, how do you think the future (5 years from now) Revenue Management skills set will change?

Beantwortet: 45 Übersprungen: 0



	<b>much higher</b>	<b>higher</b>	<b>slightly higher</b>	<b>equal</b>	<b>slightly lower</b>	<b>lower</b>	<b>much lower</b>	<b>Gesamt</b>	<b>Durchschnittliche Bewertung</b>
people skills	20% 9	37,78% 17	24,44% 11	13,33% 6	2,22% 1	0% 0	2,22% 1	45	2,49
leadership	31,11% 14	42,22% 19	15,56% 7	8,89% 4	2,22% 1	0% 0	0% 0	45	2,09
analytical skills	28,89% 13	35,56% 16	20% 9	15,56% 7	0% 0	0% 0	0% 0	45	2,22
data minded	22,22% 10	31,11% 14	17,78% 8	28,89% 13	0% 0	0% 0	0% 0	45	2,53
technology savvy	33,33% 15	33,33% 15	15,56% 7	13,33% 6	4,44% 2	0% 0	0% 0	45	2,22
communication skills	33,33% 15	37,78% 17	20% 9	8,89% 4	0% 0	0% 0	0% 0	45	2,04
education	20% 9	40% 18	22,22% 10	13,33% 6	4,44% 2	0% 0	0% 0	45	2,42

**Q3 In comparison to today, which additional skills will the future RM require?**

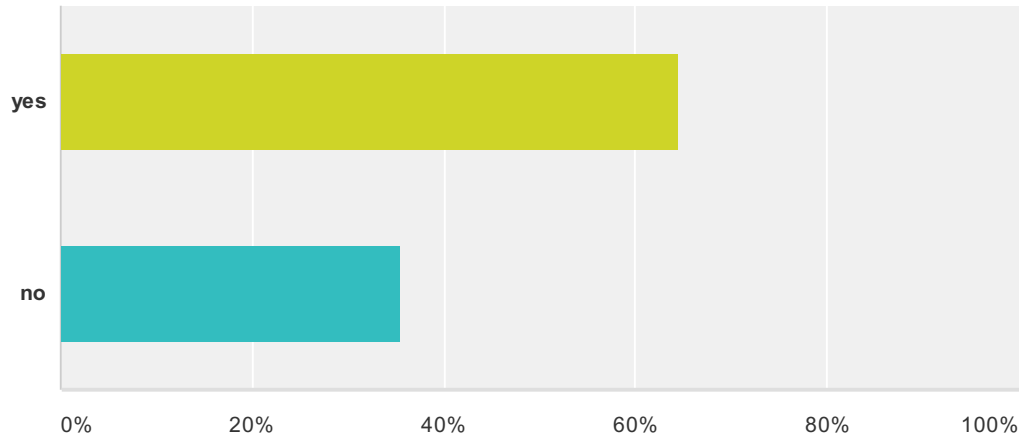
Beantwortet: 35 Übersprungen: 10

**Q4 In comparison to today, which skills will no longer be required of a RM?**

Beantwortet: 27 Übersprungen: 18

### Q5 Does your company have an agreed skills set for those wanting to enter Revenue Management as a career?

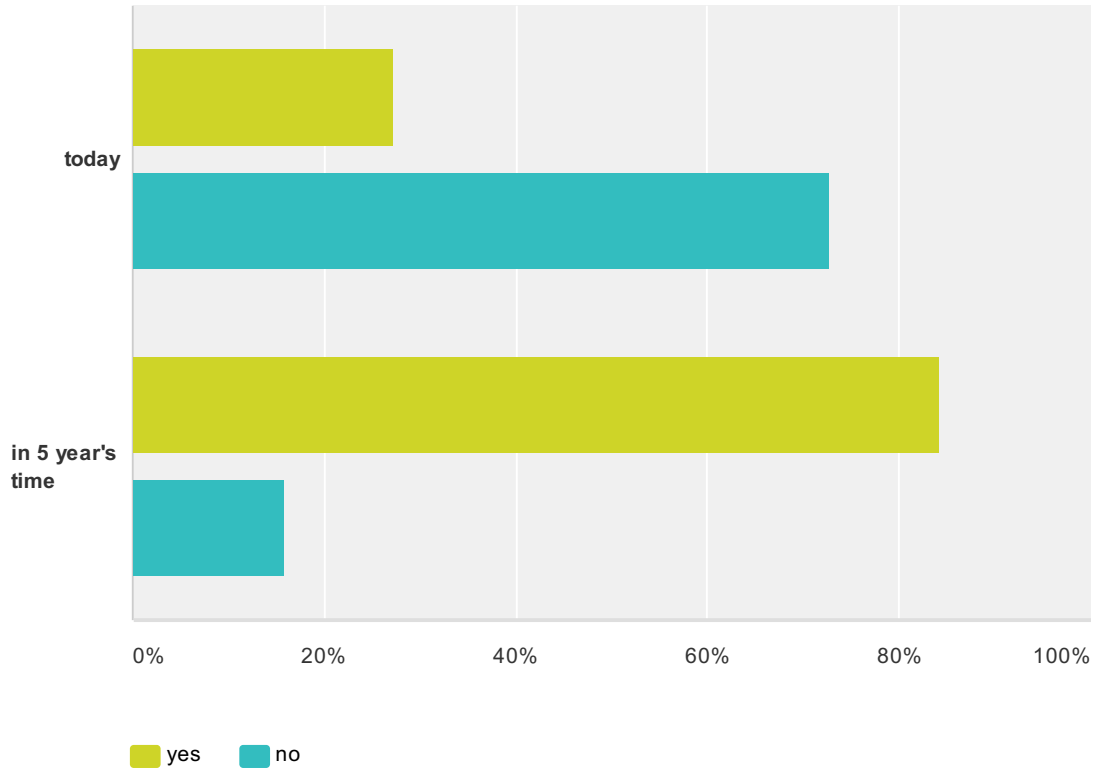
Beantwortet: 45 Übersprungen: 0



Antwortmöglichkeiten	Beantwortungen	
yes	64,44%	29
no	35,56%	16
<b>Gesamt</b>		<b>45</b>

### Q6 Do you expect your revenue managers to have an accreditation or qualification in Revenue Management?

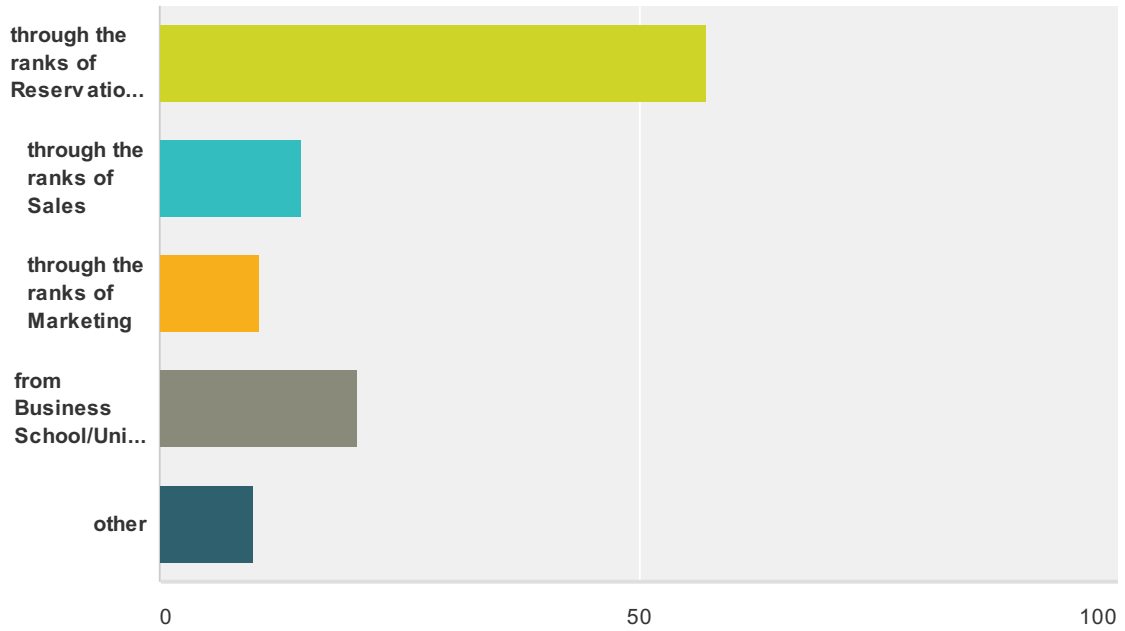
Beantwortet: 45 Übersprungen: 0



	yes	no	Gesamt
today	27,27% 12	72,73% 32	44
in 5 year's time	84,09% 37	15,91% 7	44

**Q7 What is the background or career path to becoming a Revenue Manager in your company today? (in %, adding up to 100)**

Beantwortet: 37 Übersprungen: 8



Antwortmöglichkeiten	Durchschnittliche Anzahl	Gesamtzahl	Beantwortungen
through the ranks of Reservation/FO	57	2.110	37
through the ranks of Sales	15	504	34
through the ranks of Marketing	10	320	31
from Business School/University	21	678	33
other	10	88	9
<b>Befragte gesamt: 37</b>			

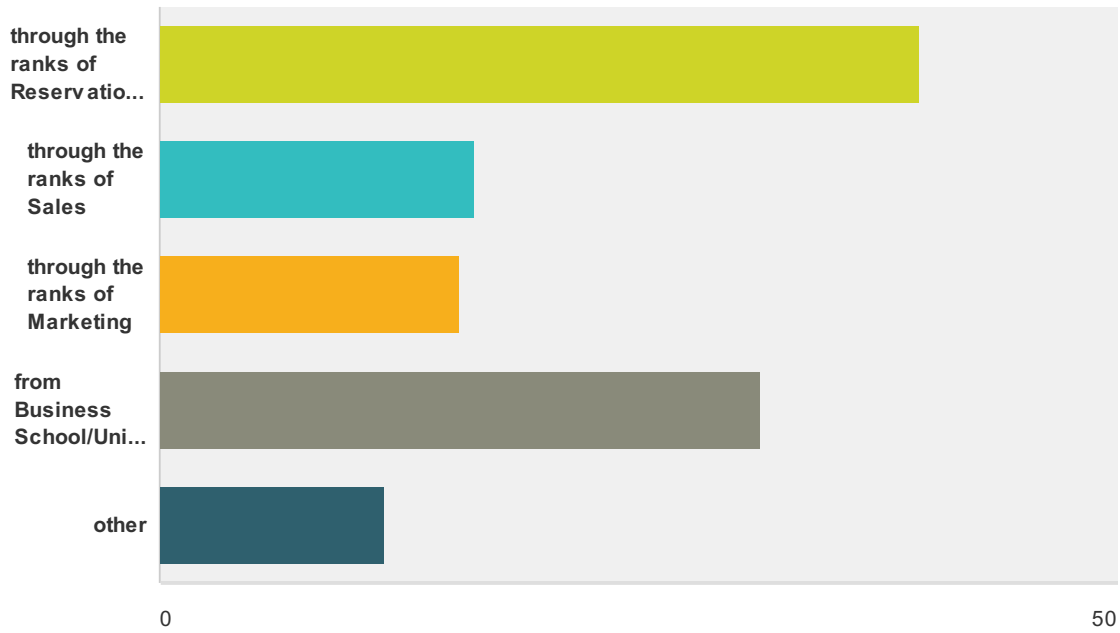


**Q8 If you chose "other" in the prior question, please specify:**

Beantwortet: 7 Übersprungen: 38

**Q9 How do you expect that to change in 5 years from now? (in %, adding up to 100)**

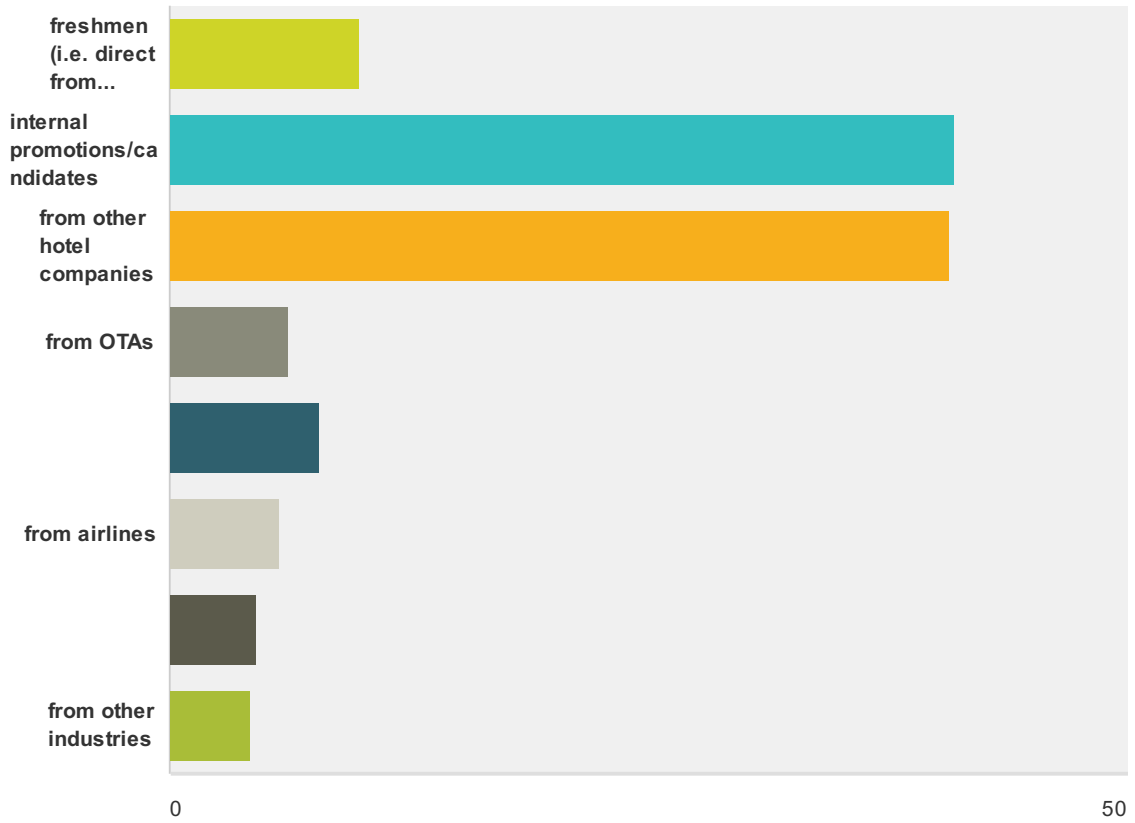
Beantwortet: 37 Übersprungen: 8



Antwortmöglichkeiten	Durchschnittliche Anzahl	Gesamtzahl	Beantwortungen
through the ranks of Reservation/FO	40	1.430	36
through the ranks of Sales	16	525	32
through the ranks of Marketing	16	500	32
from Business School/University	31	1.128	36
other	12	117	10
<b>Befragte gesamt: 37</b>			

**Q10 In your company, where do vacancies in RM get filled from today? (in %, adding up to 100)**

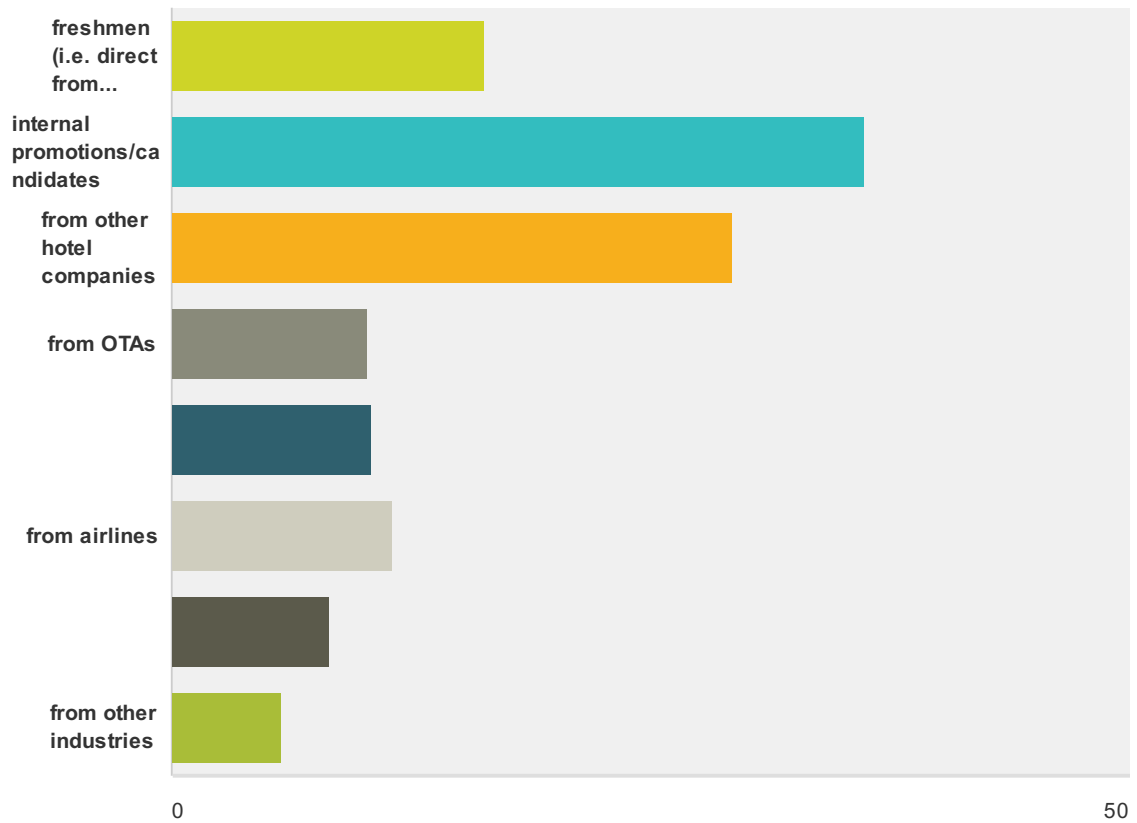
Beantwortet: 37 Übersprungen: 8



Antwortmöglichkeiten	Durchschnittliche Anzahl	Gesamtzahl	Beantwortungen
freshmen (i.e. direct from school/hotel school/university)	10	198	20
internal promotions/candidates	41	1.475	36
from other hotel companies	41	1.505	37
from OTAs	6	111	18
from other areas of the hotel industry	8	171	22
from airlines	6	108	19
from other areas of the travel industry	5	81	18
from other industries	4	51	12
<b>Befragte gesamt: 37</b>			

**Q11 Where do vacancies in RM get filled from in future (5 years from now)? (in %, adding up to 100)**

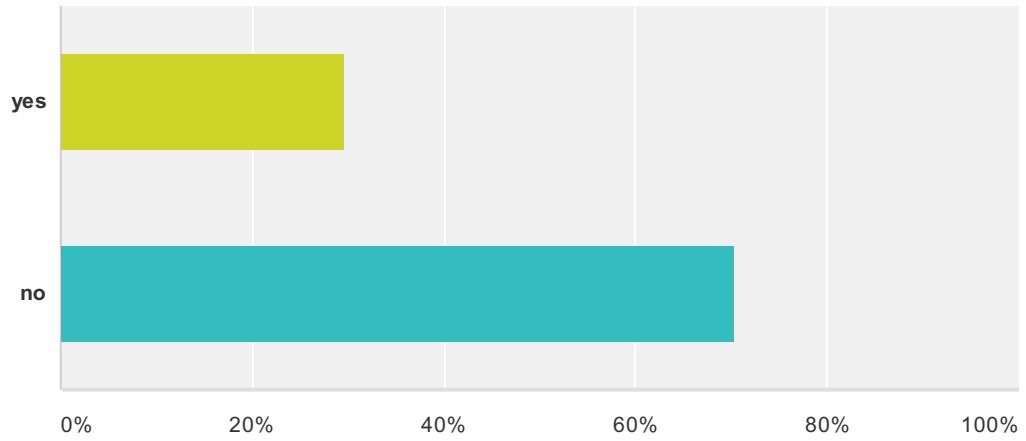
Beantwortet: 37 Übersprungen: 8



Antwortmöglichkeiten	Durchschnittliche Anzahl	Gesamtzahl	Beantwortungen
freshmen (i.e. direct from school/hotel school/university)	16	375	23
internal promotions/candidates	36	1.265	35
from other hotel companies	29	1.055	36
from OTAs	10	246	24
from other areas of the hotel industry	10	260	25
from airlines	11	241	21
from other areas of the travel industry	8	173	21
from other industries	6	85	15
<b>Befragte gesamt: 37</b>			

### Q12 Does your company offer a dedicated career path to becoming a Revenue Manager?

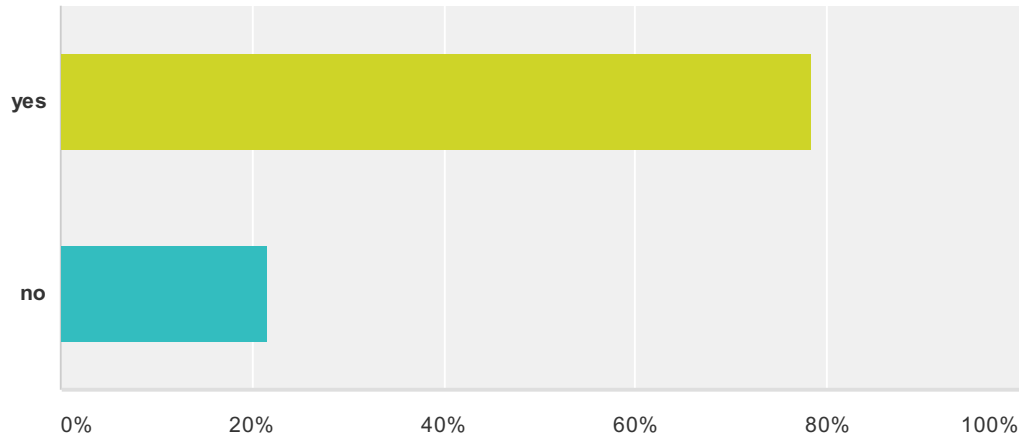
Beantwortet: 37 Übersprungen: 8



Antwortmöglichkeiten	Beantwortungen	
yes	29,73%	11
no	70,27%	26
<b>Gesamt</b>		<b>37</b>

### Q13 Do you monitor the progression and development of potential future Revenue Managers?

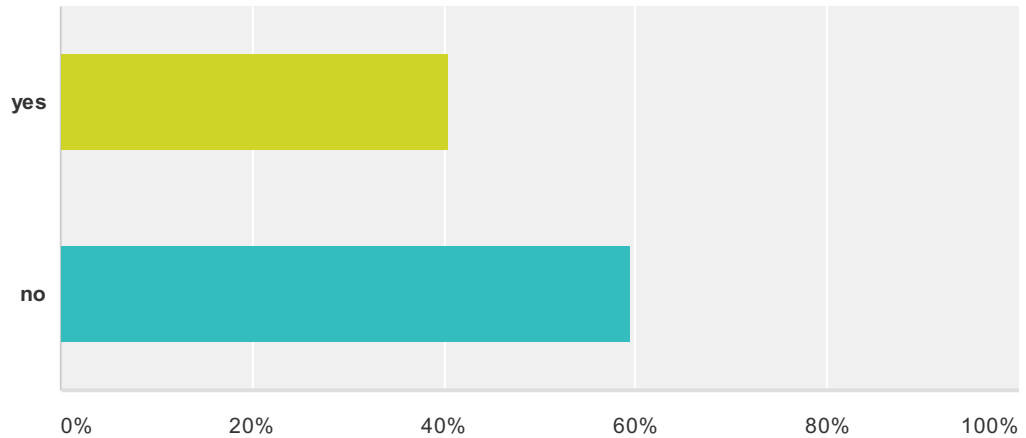
Beantwortet: 37 Übersprungen: 8



Antwortmöglichkeiten	Beantwortungen	
yes	78,38%	29
no	21,62%	8
<b>Gesamt</b>		<b>37</b>

**Q14 Do you have a mechanism in place for building a pool of revenue management talent, such as “Assistant Revenue Managers” or other junior Revenue Management positions?**

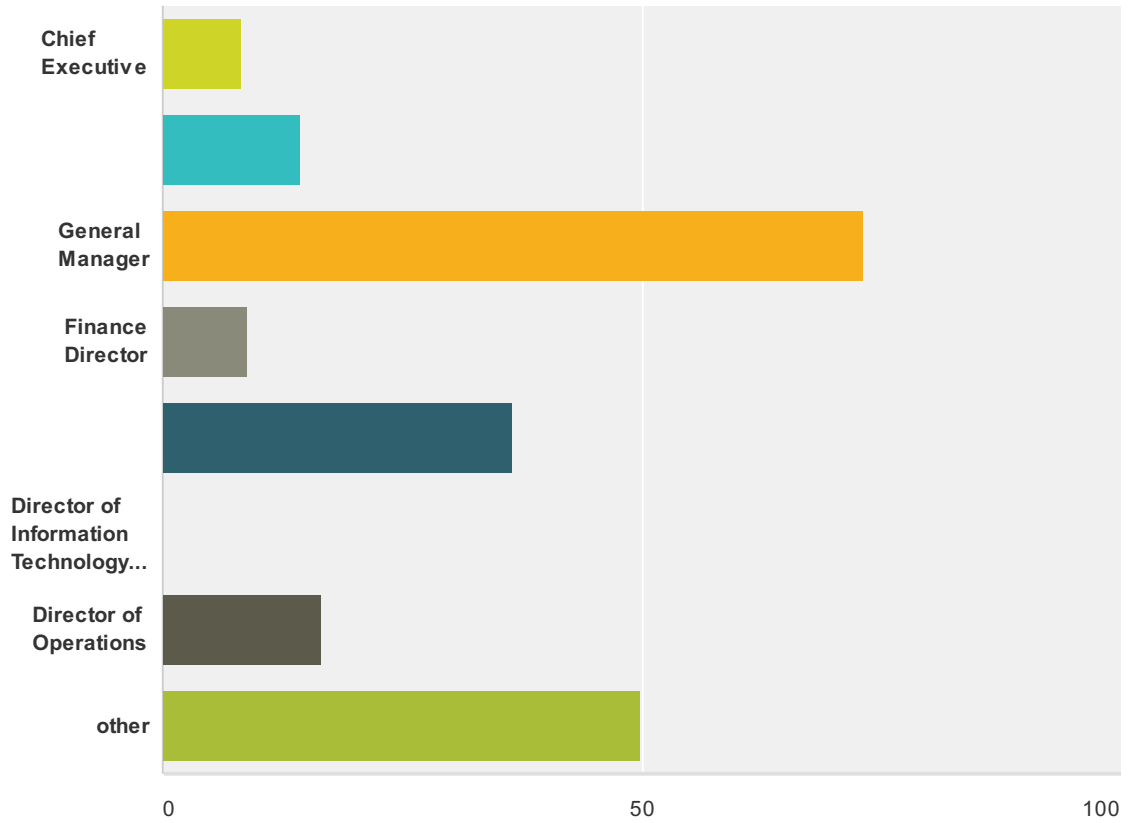
Beantwortet: 37 Übersprungen: 8



Antwortmöglichkeiten	Beantwortungen	
yes	40,54%	15
no	59,46%	22
<b>Gesamt</b>		<b>37</b>

**Q15 In your company, who does the Hotel Revenue Manager or Director report into today? (in %, adding up to 100)**

Beantwortet: 36 Übersprungen: 9

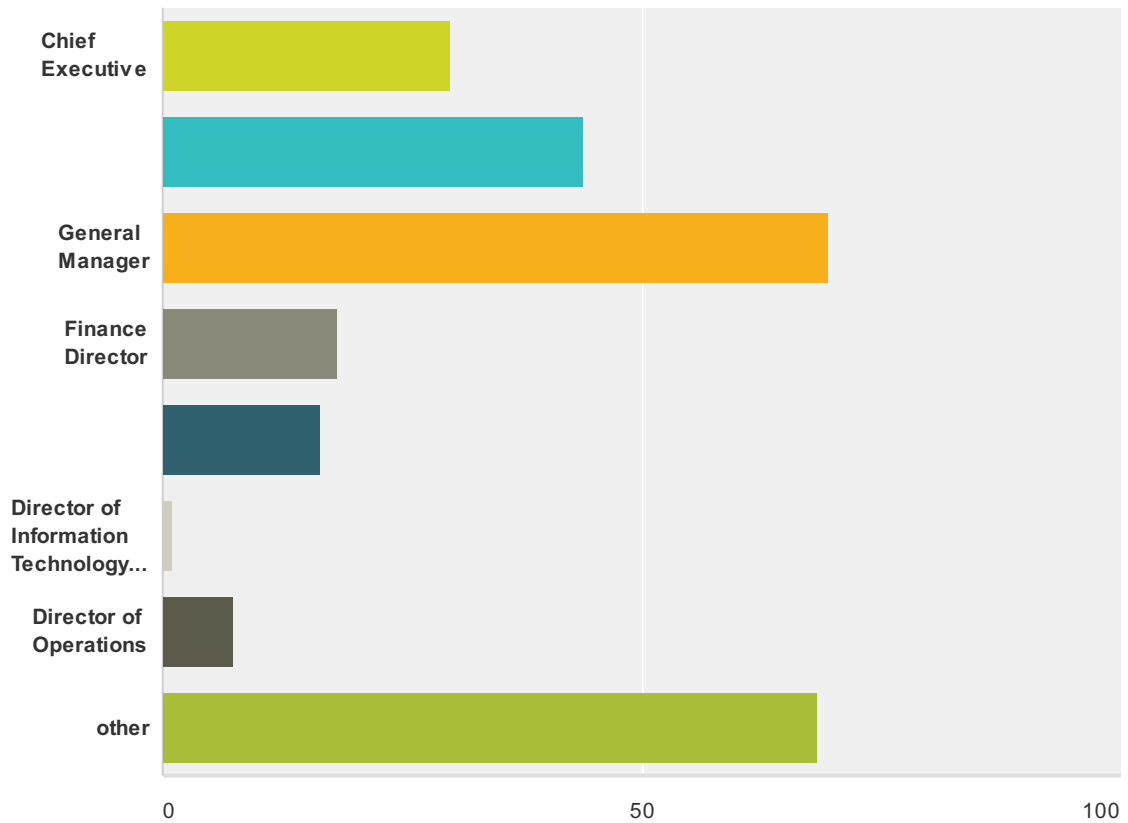


Antwortmöglichkeiten	Durchschnittliche Anzahl	Gesamtzahl	Beantwortungen
Chief Executive	8	66	8
Corporate Commercial Director	15	145	10
General Manager	73	1.975	27
Finance Director	9	70	8
Director of Sales & Marketing	37	694	19
Director of Information Technology/MIS	0	0	7
Director of Operations	17	200	12
other	50	450	9
<b>Befragte gesamt: 36</b>			



**Q16 In 5 years from now, who do you think the Hotel Revenue Manager or Director will report into? (in %, adding up to 100)?**

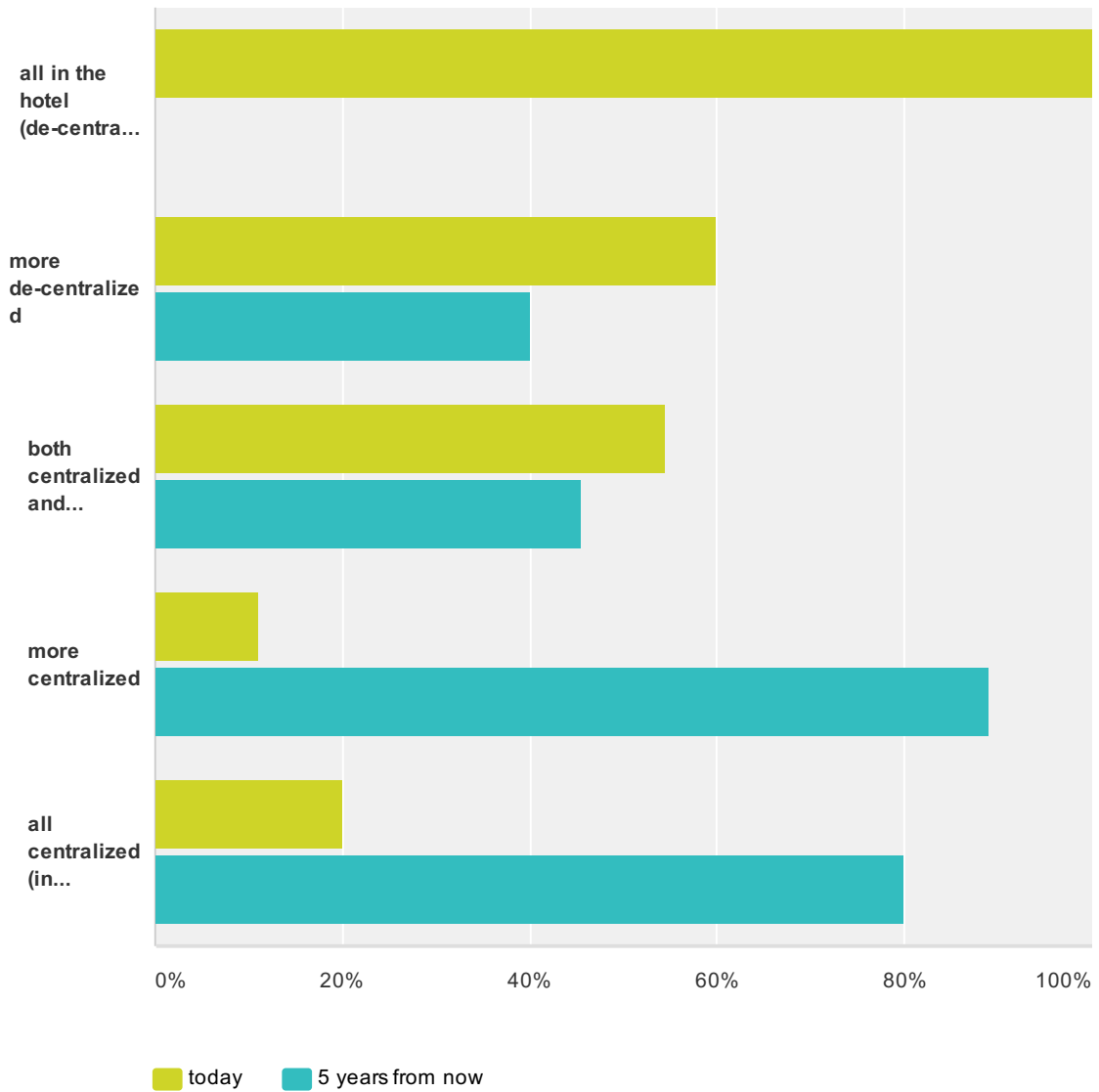
Beantwortet: 36 Übersprungen: 9



Antwortmöglichkeiten	Durchschnittliche Anzahl	Gesamtzahl	Beantwortungen
Chief Executive	30	331	11
Corporate Commercial Director	44	570	13
General Manager	70	1.879	27
Finance Director	18	165	9
Director of Sales & Marketing	16	180	11
Director of Information Technology/MIS	1	5	5
Director of Operations	8	60	8
other	68	410	6
<b>Befragte gesamt: 36</b>			

### Q17 Revenue Management in your Organisation - where are (will be) the decisions taken?

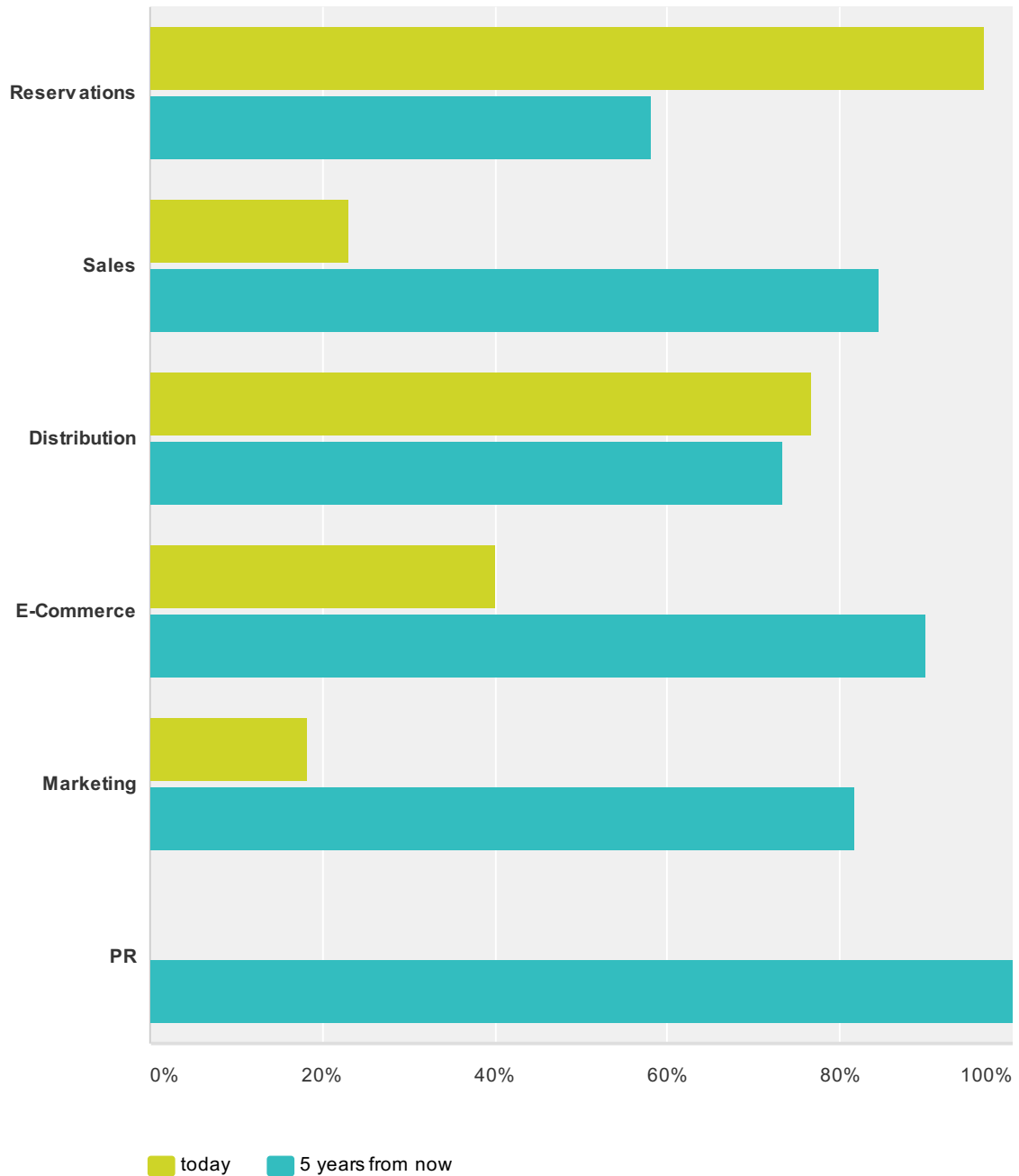
Beantwortet: 36 Übersprungen: 9



	today	5 years from now	Gesamt
all in the hotel (de-centralized)	100% 9	0% 0	9
more de-centralized	60% 9	40% 6	15
both centralized and de-centralized	54,55% 12	45,45% 10	22
more centralized	11,11% 1	88,89% 8	9
all centralized (in cluster/regional/corporate offices)	20% 2	80% 8	10

**Q18 In your company, who reports to the Hotel Revenue Manager? (today and in future - check all that apply)**

Beantwortet: 36 Übersprungen: 9



	today	5 years from now	Befragte gesamt
Reservations	96,77% 30	58,06% 18	48
Sales	23,08% 3	84,62% 11	14
Distribution	76,67% 23	73,33% 22	45

## Revenue Management Succession Planning

E-Commerce	<b>40%</b> 12	<b>90%</b> 27	39
Marketing	<b>18,18%</b> 2	<b>81,82%</b> 9	11
PR	<b>0%</b> 0	<b>100%</b> 4	4

**Q19 your name**

Beantwortet: 30 Übersprungen: 15

**Q20 your email address**

Beantwortet: 30 Übersprungen: 15

**Q21 your company**

Beantwortet: 29 Übersprungen: 16