



# The 2025 Smart Decision Guide™ to Hospitality Revenue Management

How leading hotels are utilizing next-generation AI-powered revenue management solutions to maximize financial success



According to Best Practices  
Market Research involving  
350+ Hotel IT Decision Makers

Underwritten, in part, by:



Independently produced  
and distributed by:



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# Introduction

Is revenue management an art or a science? It's a familiar question, but in the second half of 2025 it feels outdated. The more pressing issue is how revenue management has evolved into one of the most critical, data-driven, and strategically central functions in the hospitality business. It's no longer just about setting rates. It's about orchestrating profitability across the entire guest journey, using advanced technology and real-time intelligence to respond to a fast-moving marketplace.

At its core, revenue management is still about aligning price with demand. That hasn't changed. What has changed is the scale, speed, and complexity of that task. The days of relying on intuition, historical averages, and static spreadsheets are over. Hotels today operate in a volatile and competitive environment shaped by shifting booking behaviors, uneven travel recovery, inflationary pressure, and evolving guest expectations. In this environment, precision matters more than ever. And that's where technology steps in.

What once took hours of manual effort now happens in seconds and with a level of accuracy that was unthinkable only a decade ago.

Next-generation revenue management systems (RMS) are powered by artificial intelligence, machine learning, and advanced analytics. These platforms analyze vast streams of real-time data, including booking trends, competitor pricing, website behavior, flight arrivals, event calendars, and macroeconomic indicators. They automate rate updates, recommend inventory shifts, and optimize distribution decisions across all channels. What once took hours of manual effort now happens in seconds and with a level of accuracy that was unthinkable only a decade ago.





# Introduction

And the results are hard to ignore. Hotels leveraging AI-enabled RMS platforms are seeing sustained improvements in key performance metrics. RevPAR increases of 5 to 10 percent are now common. Some properties report even higher gains when these systems are integrated with the broader tech stack, including PMS, CRM, and digital marketing platforms. The lift doesn't come from pricing alone. It comes from smarter segmentation, better promotional timing, and more coordinated strategies across departments.

There's also growing urgency. In the United States, for example, full-year hotel occupancy in 2025 is projected to reach approximately 63.4 percent, which is still slightly below 2019 levels. Meanwhile, average daily rates are climbing steadily, expected to top \$162, with RevPAR on pace to break historical records. Urban markets are rebounding faster than suburban or secondary destinations, and international inbound travel is picking up steam.

But the overall pace of growth is slowing, and the competitive pressure is rising. Margins remain tight. Labor costs are up. And guest acquisition is more expensive. Travelers are increasingly value-conscious and digitally savvy. Business travel has rebounded in some regions but remains unpredictable in others. In this context, a one percent shift in occupancy or ADR can translate into hundreds of thousands of dollars in annual revenue. That's why leading hotels are doubling down on high-performance revenue strategies and using every tool at their disposal to make smarter, faster decisions.

The role of the revenue manager is changing in parallel. No longer focused solely on pricing rooms, today's revenue leaders are commercial strategists. They work across sales, marketing, operations, and finance to align goals and drive enterprise value. Automation handles the rate updates and channel management, freeing up teams to focus on long-term planning, demand forecasting and uncovering new sources of revenue.

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The guest profile is also evolving. Remote workers, digital nomads, and bleisure travelers now account for a growing share of bookings. These guests prioritize flexibility, personalization, and value. Hotels that can respond with dynamic packages, flexible check-in/check-out, and curated experiences are better positioned to win loyalty and command premium rates. Next-generation RMS platforms enable this with micro-segmentation and data-driven personalization tools that match offers to traveler intent. Another important trend is the rise of *total revenue management*. Forward-thinking hotels are applying revenue strategies beyond rooms to include F&B outlets, spas, parking, meeting spaces, and other ancillary services. By evaluating cross-departmental data, hotels can identify underutilized assets, optimize pricing across all revenue streams, and bundle offerings that increase total guest value. This holistic approach allows properties to maximize profit per guest, not just RevPAR.

Technology is a powerful enabler, but it is not a substitute for sound strategy. Success depends on having the right vision and a commitment to continuous learning. It also requires a willingness to challenge old assumptions, adopt new tools, and embrace the pace of change. The hotels that are pulling ahead are those that see revenue management as a core business function, not a back-office task. That's what makes this moment so pivotal. In a global hospitality market where occupancy rates are hovering in the low 60s and the growth curve is flattening, strategic differentiation matters more than ever. Hotels that master dynamic pricing, real-time forecasting, and cross-functional collaboration will be in the best position to thrive.

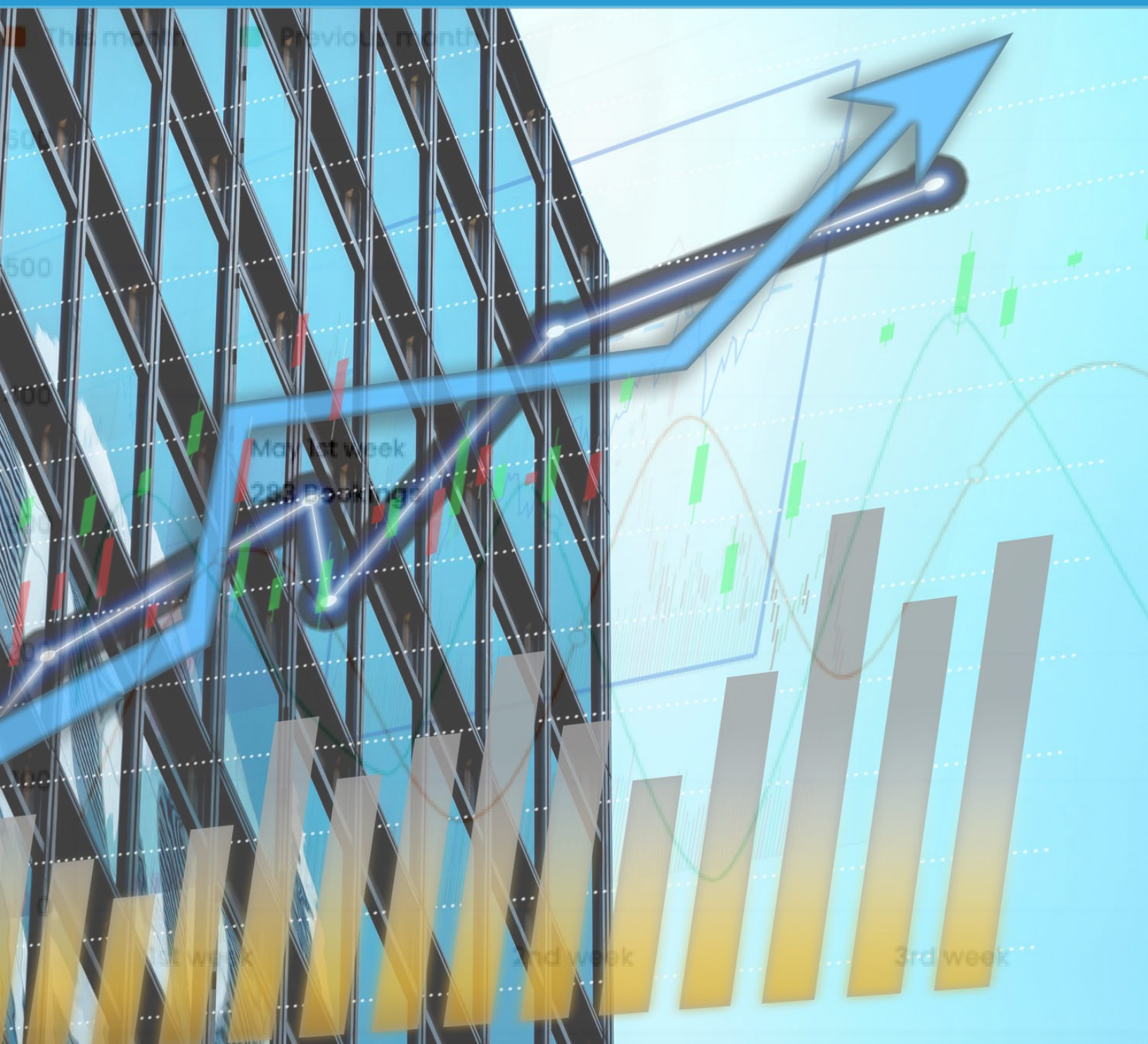
*The 2025 Smart Decision Guide to Hospitality Revenue Management* is designed to help hoteliers navigate this evolving landscape. It provides a practical roadmap for evaluating technologies and unlocking new levels of performance. Whether managing a single boutique hotel or a multi-brand portfolio, readers will find timely insights and actionable guidance to help them stay ahead of the curve and capture more revenue in an increasingly competitive world.

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## Chapter 1

# Topic Overview and Key Concepts





# Chapter 1: Topic Overview

Revenue management is no longer just evolving. It's being reengineered. What was once a behind-the-scenes discipline focused primarily on room rates has emerged as a cornerstone of commercial strategy. Technology is the accelerant. And artificial intelligence is now the engine powering much of the industry's most aggressive gains in profitability.

Hotels across all segments are feeling the pressure to move faster, operate leaner, and generate more revenue per guest. That imperative is driving a wave of investment in smarter, more adaptive revenue platforms—systems that no longer just monitor the market but anticipate it. These tools read demand signals in real time, flag pricing opportunities, and automate decisions that used to take days. For revenue teams, that shift has redefined what's possible.

The adoption curve is steep. In the first half of 2025, nearly 9 out of 10 hotels reported using some form of AI-powered or automated technology, from digital concierge tools to predictive pricing engines. These tools aren't just speeding up processes; they're fundamentally reshaping them. Revenue teams are now working with platforms that respond to booking shifts and competitor moves in real time, often slashing response times by more than 70 percent compared to traditional systems.

Today's most advanced RMS platforms analyze a constant flow of live data: pacing curves, channel performance, weather fluctuations, traveler intent, airline schedules, and more. These systems don't wait for someone to run a report. They detect early indicators, make real-time recommendations, and execute rate and inventory adjustments automatically. In doing so, they help hotels capture value that manual systems often miss.

Automation, though, is only part of the story. The real breakthrough is in predictive intelligence. Modern RMS platforms continuously learn from actual outcomes, adjusting their models based on which price points convert, which

In the first half of 2025, nearly 9 out of 10 hotels reported using some form of AI-powered or automated technology.



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rate plans underperform, and how guest behavior shifts under different market conditions. That feedback loop, once the domain of analysts and gut instincts, is now handled by adaptive algorithms operating around the clock.

The impact is measurable. Properties using real-time dynamic pricing strategies are reporting RevPAR lifts of 12 to 18 percent over comparable hotels still relying on manual decision-making. Those aren't theoretical gains—they're the difference between meeting budget and outperforming the comp set.

What surprises many operators is how often AI recommendations defy conventional wisdom. A platform may push a midweek rate higher than expected or offer a seemingly aggressive discount in a compression period. Yet when tested, these counterintuitive moves often deliver better results than traditional approaches. That's because AI surfaces nonlinear patterns—subtle correlations that human eyes would likely miss. The most successful hotels are the ones that let data challenge assumptions and are willing to test what they can't always explain.

That doesn't diminish the role of the revenue manager. On the contrary, it elevates it. With automation handling rate adjustments and tactical execution, revenue leaders are stepping into broader strategic roles. They're aligning closely with marketing and distribution teams, shaping promotions, advising on channel mix, and helping drive decisions that impact not just RevPAR, but total business performance. The work has shifted from reactive to proactive—and from isolated to deeply collaborative.

And that expanded remit now includes more than just rooms. The rise of Total Revenue Management reflects the reality that guests engage with the property in many ways—e.g., through dining, spa services, early arrivals, workspace rentals, and curated experiences. Each of those touchpoints represents a revenue

Properties using real-time dynamic pricing strategies are reporting RevPAR lifts of 12 to 18 percent over comparable hotels still relying on manual decision-making.





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opportunity. In 2025, many hotels report that 30 to 40 percent of incremental revenue growth is now coming from these non-room sources. That shift is turning ancillary services from afterthoughts into core revenue drivers.

These moves are no longer reserved for big brands or luxury properties. Thanks to cloud-based platforms, open APIs, and increasingly user-friendly interfaces, operators of all sizes are gaining access to tools once limited to enterprise hotel groups. Smaller independents are deploying enterprise-grade automation. Regional portfolios are integrating RMS data with digital marketing campaigns.

The urgency is also being driven by economic realities. Labor costs continue to absorb roughly one-third of hotel revenue, and skilled talent remains difficult to find and retain. Many hotels are using automation not only to enhance pricing precision, but also to reduce the manual workload and increase team productivity.

What's also clear is that revenue strategy is increasingly shaped by what guests expect. And today's guests expect control. They expect value, personalization, and flexibility, not just a low price, but the right offer at the right moment. That might mean a bundled upgrade, a last-minute extension, or a tailored amenity package. The systems enabling this kind of real-time personalization are now core to the revenue function. They connect rate optimization with guest engagement in ways that deliver both higher conversion and higher satisfaction.

The stakes have never been higher. With booking windows shrinking and demand becoming more event-driven, speed and precision are no longer nice-to-haves—they're non-negotiable. Hotels that outperform today are those that trust the data, act decisively, and adapt quickly. This isn't just a technology upgrade. It's a fundamental shift in mindset.

In 2025, many hotels report that 30 to 40 percent of incremental revenue growth is now coming from non-room sources.



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Modern revenue management is about designing a strategy that is agile, automated, and constantly learning. Investing in AI-powered systems is no longer optional. It's a strategic necessity. The benefits—just some of which are noted below—extend well beyond margin improvement. The best of these next-generation RMS platforms surface deep insights into guest behavior, sales trends, and competitive dynamics, giving marketing and operations teams the tools to respond in real time. Campaigns become more targeted, labor planning becomes more efficient, and service levels stay high without driving up costs. Hotels using AI-based forecasting have reported a 25 percent or greater reduction in operational inefficiencies, proving that smarter revenue strategies can elevate both the bottom line (e.g., 96 percent believe that next-generation revenue management enables them to reduce time and costs associated with traditional pricing tactics) and the quality of the guest experience (e.g., 69 percent believe it enables them to increase guest satisfaction).



- Increase revenue
- Increase profitability
- Optimize staffing
- Increase ancillary revenue
- Identify new revenue opportunities



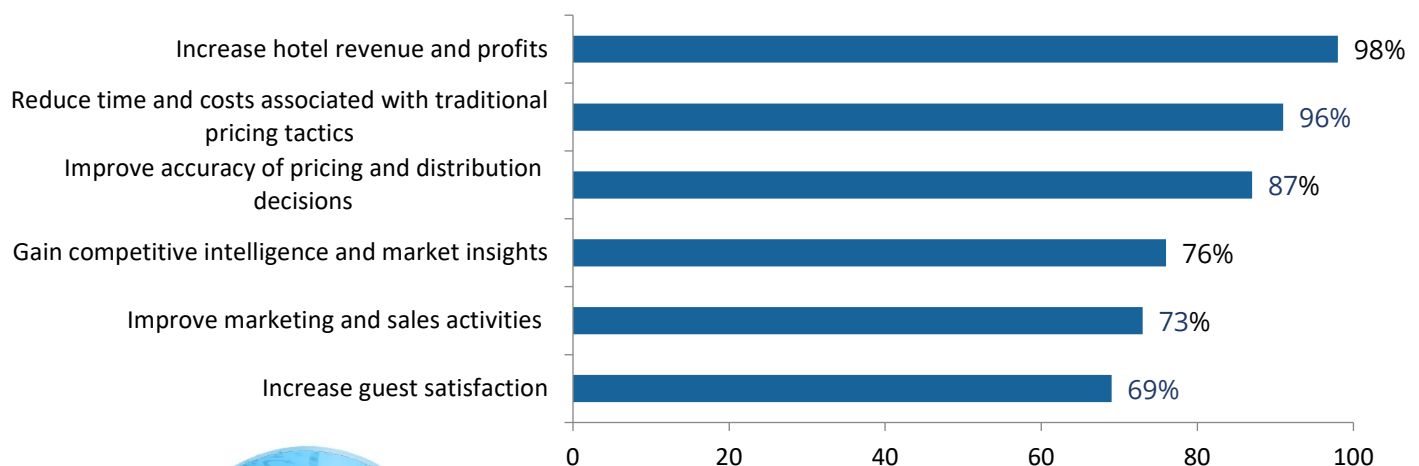
- Reduce time to generate and execute pricing decisions
- Reduce time associated with traditional pricing tactics
- Improve marketing and sales efficiency



- Generate smarter pricing decisions
- Improve predictive abilities (occupancy, arrivals, etc.)
- Gain market and guest insights
- Gain sales and marketing insights
- Improve performance reporting

## Research Data Point

**“What are the key benefits of adopting next-generation hospitality revenue management?”**



# Chapter 1: Topic Overview

The integration of AI into revenue management is not just enhancing individual decisions. It is transforming how entire hotel organizations operate. What was once a specialized function confined to a single team has become a cross-functional intelligence layer that informs strategic choices across sales, marketing, operations, and guest services. The implications reach far beyond pricing.

As AI-powered RMS platforms become more embedded in the day-to-day rhythm of hotel operations, they are breaking down long-standing silos. Revenue managers are no longer working in isolation, producing reports and updating rates manually. Instead, they are collaborating in real time with other departments, using shared data to shape promotions, fine-tune labor plans, manage distribution costs, and even inform digital media spend. The effect is a more coordinated and responsive organization—one that can adapt to changing conditions with speed and precision.

Consider the example of a mid-size urban hotel anticipating a surge in demand due to a major tech conference announced only three weeks in advance. Traditionally, the team would rely on historical data, internal forecasts, and perhaps some competitor rate scans to guide their pricing strategy. But by the time the opportunity materialized in their systems, it would often be too late to fully capitalize on it.

Today, AI-driven RMS platforms can pick up signals of rising interest—e.g., an uptick in search traffic, for example, sudden booking velocity across comparable hotels or shifts in flight activity—and recommend proactive rate increases or targeted promotions days before the demand spike fully emerges. Marketing can quickly launch geo-targeted campaigns to convert last-minute business travelers, while operations adjusts housekeeping schedules and F&B staffing to handle the influx. The result is higher rates, fuller occupancy, better service delivery, and no missed opportunity.

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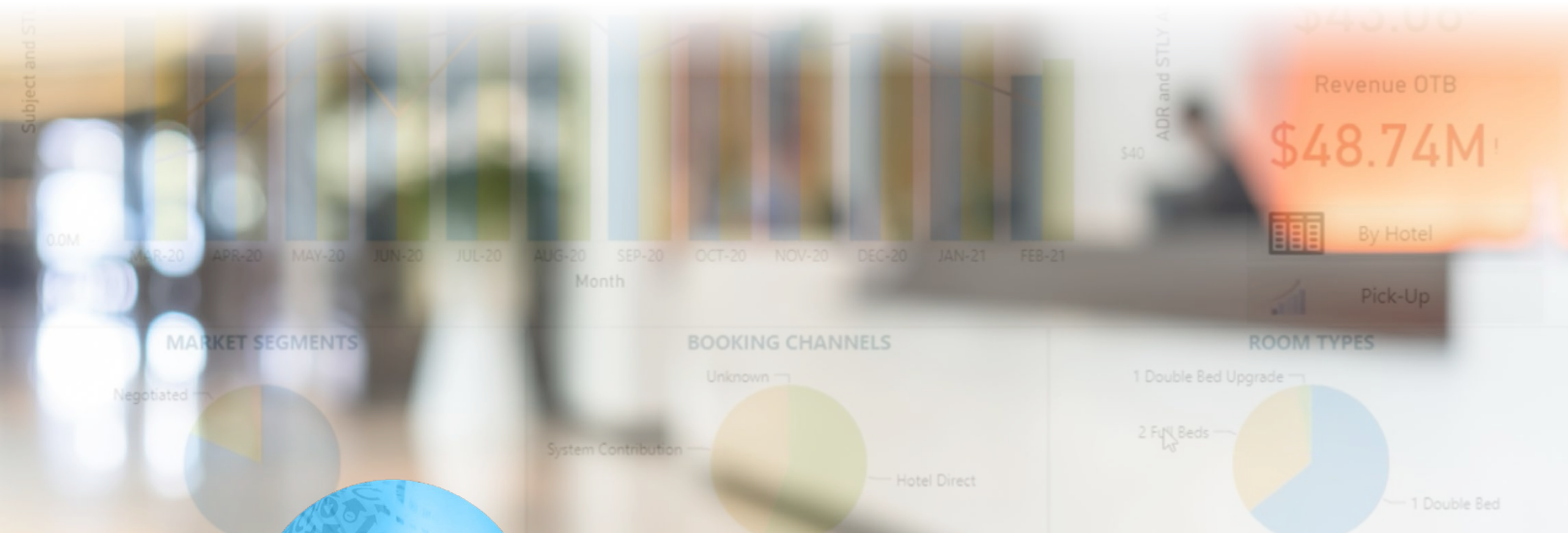
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This level of responsiveness is now expected. Equipping a hotel with automated pricing and forecasting capabilities is no longer viewed as an innovation. It is an operational baseline.

The most advanced RMS platforms are not only reacting to signals, but learning from them. They monitor and evaluate the effectiveness of pricing changes, promotional timing, and inventory shifts, and use that feedback to improve future recommendations. Over time, these systems develop a contextual awareness that is both broad and deep, analyzing hundreds of variables simultaneously and surfacing insights that would be impossible for even the most seasoned revenue team to detect manually.

For properties that have adopted these tools, the performance gains are measurable and consistent. RevPAR increases in the range of 5 to 15 percent are common, especially when AI tools are fully integrated with the property's core systems—namely, PMS, CRM, CRS, and marketing automation. In more advanced use cases, where hotels also optimize ancillary revenues, gains can be even higher. In some resort properties, for instance, spa and dining revenues now account for over a third of total profit growth, driven by intelligent bundling and personalized offers that align with individual guest preferences.

The most advanced RMS platforms are not only reacting to signals, but learning from them.



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Equally important is the reduction in operational inefficiencies. Hotels using AI-powered forecasting have reported improvements in occupancy prediction accuracy of up to 30 percent, which in turn allows them to adjust staffing levels, manage inventory more effectively, and reduce unnecessary spend. One independent mountain lodge, for example, was able to cut labor costs by 18 percent during shoulder season by more accurately forecasting demand dips and aligning schedules accordingly. The property maintained guest satisfaction scores while significantly improving margins.

This broader approach—again, known as *total revenue management*—is fast becoming the industry standard. It recognizes that revenue optimization does not begin and end with the room rate. Guests interact with the property at multiple points across their stay, and each of those moments represents an opportunity to create value. That might mean offering a premium room upgrade at check-in, suggesting a personalized dining experience after a guest browses the menu online, or bundling parking and breakfast into a flexible package for weekend travelers. AI tools can help identify the right offer, at the right time, for the right guest.

And the scope continues to widen. In many hotels, particularly resorts and lifestyle properties, ancillary revenues (including F&B, spa services, wellness packages, and parking) now contribute 30 to 40 percent of total incremental revenue growth. These gains are not incidental. They are the result of coordinated strategies informed by AI-driven insights, executed across multiple departments, and designed to enhance both profitability and the guest experience.

To support this shift, revenue teams are moving beyond traditional performance metrics. RevPAR remains foundational, but it is now only one piece of a much larger puzzle. Gross Operating Profit Per Available Room (GOPPAR) offers a

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clearer view of profitability, accounting for the costs of delivering service. Total Revenue Per Guest captures the full economic contribution of each guest, rather than limiting focus to room spend. Index-based metrics, including Revenue Generating Index and Average Rate Index, allow hotels to benchmark their performance against competitors with greater precision. Increasingly, teams are incorporating forward-looking indicators such as web search volume, booking lead time, and travel intent signals to anticipate demand before it appears in bookings.

Hotels using predictive analytics and AI-based forecasting have demonstrated notable gains not only in revenue performance, but also in strategic alignment and operational efficiency. Marketing campaigns are now informed by live demand signals and guest behavior data. Housekeeping schedules are optimized based on more accurate occupancy predictions. Distribution strategy is adjusted in real time to reduce channel costs while maximizing conversion. The effect is a tightly integrated commercial engine where decisions are connected, data-informed, and continuously optimized.

What ties all of this together is a shift in mindset. The most successful revenue leaders no longer see themselves as price optimizers. Instead, they are business strategists focused on long-term growth, market positioning, and enterprise-wide collaboration. They understand that data is only valuable if it leads to action, and that the speed of execution matters as much as the quality of the decision. This mindset shift is also cultural. It requires organizations to embrace transparency, experimentation, and continuous learning. AI tools are most effective when revenue teams are willing to test new pricing structures, evaluate nontraditional packages, and let data guide decisions, even when it challenges established instincts. Hotels that foster this kind of environment are not just more agile. They are also more resilient, more creative and, ultimately, more profitable.

The most successful revenue leaders no longer see themselves as price optimizers. Instead, they are business strategists focused on long-term growth.





# Chapter 1: Topic Overview

The path forward is not without its challenges. Implementing intelligent systems takes planning, alignment, and organizational buy-in. The platforms must be configured to match the property's unique goals and business rules. Teams must be trained, not just on how to use the tools, but on how to interpret and act on the insights they generate. And leadership must be willing to evolve not just technology, but process and culture.

Hotels that succeed in making this transition will be better equipped to handle market volatility, shifting traveler expectations, and rising cost pressures. They will use technology to augment, rather than replace, human expertise, building systems that are not only intelligent, but aligned with both guest needs and business priorities.

Looking ahead, the gap between properties that embrace this model and those that do not will only widen. The question is no longer whether to invest in AI-powered revenue management, but how to ensure that investment drives long-term success. For hotels prepared to act, the opportunity is not just about increasing margins, but also about creating a more flexible, data-driven, and future-ready business.

The platforms must be configured to match the property's unique goals and business rules.



## Chapter 2

# Buying Considerations and Evaluation Checklist





# Chapter 2: Buying Considerations

In a market defined by volatility, shrinking booking windows, and evolving guest expectations, selecting an RMS has become one of the most consequential technology decisions hotel executives face. Gone are the days when the RMS was considered a back-office tool used only to push rate updates. Today, it acts as the commercial brain of the hotel, powering dynamic pricing, aligning cross-functional strategies, and enabling a real-time response to market changes. The implications of choosing the right system extend far beyond automation. It is a decision that directly impacts both top-line growth and bottom-line efficiency.

The RMS landscape is diverse, with platforms designed to meet the needs of every property type, business model, and budget. Some cater to limited-service hotels seeking basic demand forecasting. Others serve sprawling, multi-brand portfolios with sophisticated algorithms that optimize across room categories, booking windows, channel costs, ancillary revenue streams, and even guest segmentation. What all high-performing systems now share is a foundation in AI and machine learning. These capabilities are not luxuries. They are necessities.

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## The Power of Integration

The most advanced RMS platforms function less like standalone tools and more like intelligent command centers. To deliver their full value, they must





## Chapter 2: Buying Considerations

integrate seamlessly with a hotel's technology ecosystem. A bi-directional connection with the Property Management System (PMS) is fundamental. This ensures that the RMS receives live data on inventory, guest profiles, and stay patterns while also sending back optimized rate updates.

Central Reservation Systems (CRS) and Channel Managers play an equally pivotal role. With pooled inventory models becoming the norm, real-time synchronization between the RMS and external distribution channels (OTAs, metasearch, GDS) is essential to maintain parity, avoid overbookings, and optimize for the most profitable booking paths. CRM and marketing automation platforms also benefit from RMS integration. A well-integrated RMS can inform campaign targeting based on demand forecasts, booking behavior, and lifetime guest value. For example, a hotel anticipating low midweek demand could automatically trigger a segmented campaign offering a flexible stay-and-dine package to high-value loyalty members.

Further value emerges when the RMS connects to sales and catering systems, F&B POS platforms, reputation management tools, and business intelligence dashboards. Each of these integrations adds new dimensions to the revenue equation. Consider a conference hotel where the RMS identifies a weak need date. By integrating with catering software, it could flag underutilized function space and dynamically price bundled group offers, pushing them to the sales team in real time.

The long-term strategic advantage lies in flexibility. RMS platforms built with robust APIs and modular, cloud-native architectures future-proof the operation. As the tech stack evolves, these systems adapt, minimizing the need for disruptive and costly system overhauls. This is especially important for fast-growing hotel groups or tech-forward independent brands that need to experiment and scale quickly.

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# Chapter 2: Buying Considerations

## Tailoring the RMS platform Property-Specific Needs

While all hotels share the goal of maximizing revenue, the paths they take can differ widely. An RMS must accommodate those differences with a high degree of configurability. In an extended-stay hotel, the system should account for LOS patterns, special tax rules, and guest behavior around midweek versus weekend demand. A ski resort may require pricing rules that account for weather forecasts, blackout dates, and seasonal rate fences. Meanwhile, a city-center boutique hotel might prioritize AI-driven rate recommendations tied to local events, festival calendars, and short-term shifts in competitor pricing.

Sophisticated RMS platforms offer flexible pricing logic, allowing hotels to define dynamic rate structures, segmentation rules, and override permissions. They also support custom reporting dashboards, which provide teams with role-specific views of performance indicators such as RevPAR, ADR, pickup trends, and forecast variance. Configurable alerts can notify revenue leaders of competitor price drops, unusual booking activity, or periods of expected compression.

For instance, a 150-room coastal property might configure alerts to flag when weekday pickup exceeds historical pace by 20 percent. The RMS could then trigger an automatic rate adjustment across high-demand room types and notify marketing to pause discounts running on metasearch. These types of coordinated responses are no longer aspirational. They are increasingly standard practice among high-performing properties.

Automation is a defining strength of modern RMS platforms, but the goal is not to replace revenue professionals. It is to augment their capacity and sharpen their focus. A system that fully automates pricing decisions without the ability to customize or intervene can be just as limiting as one that requires constant manual oversight.

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# Chapter 2: Buying Considerations

The most effective platforms offer intelligent automation. They process millions of data points—competitor rates, search behavior, booking pace, weather conditions—to deliver dynamic pricing suggestions. But they also allow teams to adjust inputs, set business rules, define goals, and apply overrides.

For example, a hotel hosting a recurring corporate group might configure the system to shield certain room types from dynamic pricing on select dates, ensuring contracted rates aren't displaced by transient demand. At the same time, the RMS continues to optimize public rates, analyze upsell potential, and adjust length-of-stay restrictions across other segments.

This ability to blend automation with strategic oversight is essential. It empowers revenue managers to shift from rate setting to revenue orchestration—coordinating sales, marketing, distribution, and operations around a shared set of commercial objectives.

As distribution costs continue to climb, the RMS plays a critical role in managing channel performance.

## Optimizing Channel Strategy and Rate Parity

As distribution costs continue to climb, the RMS plays a critical role in managing channel performance. It should provide real-time insights into conversion rates, commission structures, and rate parity status across all channels.

Leading systems support scenario modeling. A hotel might analyze what happens if it shifts inventory from a high-cost OTA to its direct channel during a compression period. The RMS can simulate the impact on occupancy, ADR, and net revenue, helping leadership make informed distribution choices.

Pooled inventory models, which allow all rooms to be available to all channels until sold, further enhance yield. The RMS ensures these updates happen automatically and in real time, reducing manual errors and maximizing inventory utilization.



# Chapter 2: Buying Considerations

## Group Demand and Business Mix Optimization

Balancing group and transient business is one of the most delicate revenue challenges, particularly in markets with variable demand patterns. An advanced RMS can support group displacement analysis, calculating the opportunity cost of accepting a group booking versus potential transient bookings.

Consider a downtown convention hotel evaluating a midweek group inquiry during peak season. The RMS forecasts transient demand and calculates that the group would displace \$18,000 in high-yield bookings while generating only \$16,500 in total value. However, when bundled with catering and meeting room spend, the group's contribution increases to \$22,000. With this analysis, the hotel accepts the booking—but only at a revised rate that reflects its total value.

Some RMS platforms now incorporate automated group forecasting, enabling hotel teams to model group scenarios alongside transient forecasts, reducing the friction between departments and accelerating decision-making.

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## Implementation, Training, and Long-Term Support

An RMS is only as effective as the people using it. Implementation and ongoing support are critical. Hotels should evaluate vendors based on their ability to deliver hands-on training, tailored onboarding programs, and long-term customer success planning.

The most successful hotel groups view RMS implementation not as a one-time event but as an ongoing partnership. With the right support structure, hotels can continuously refine strategies, evaluate performance, and respond quickly to market shifts.





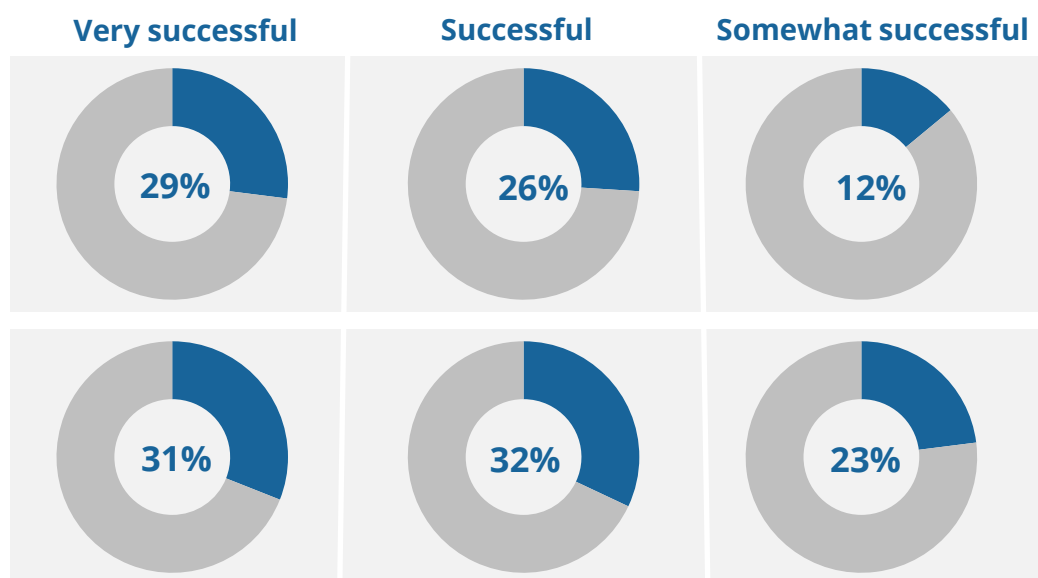
# Chapter 2: Buying Considerations

While system cost matters, it must be weighed against performance. Research suggests that next-generation RMS platforms typically deliver ROI ranging from 7x to 10x, with some properties achieving 10% to 25% increases in revenue, depending on implementation depth and alignment with operations. But the benefits are not limited to revenue. Hotels also report improvements in forecast accuracy, staff productivity, marketing effectiveness, and guest satisfaction. When integrated across departments, the RMS becomes a foundational component of the hotel's commercial strategy.

In an industry where every channel counts and every rate decision is scrutinized, the RMS is no longer just a pricing tool. It is a strategic growth platform. One that enables smarter decisions, tighter collaboration, faster execution, and greater financial control. Whether managing a lean independent hotel or a global brand portfolio, selecting the right RMS is a defining decision. It should reflect not only current business needs, but future ambitions. With the right system in place, hotels can convert complexity into opportunity, transform data into action, and position themselves to lead in an increasingly dynamic marketplace.

## Research Data Point

**"How would you rate your company's success in terms of utilizing next-generation revenue management to improve financial performance?"**



### Midsize and Limited Service Hotels

- Have utilized revenue management for 10 years, on average
- Have increased RevPAR by 9.5% on average
- 38% have one or more dedicated revenue managers

### Large and Full-Service Hotels

- Have utilized revenue management for 12-plus years, on average
- Have increased RevPAR by 11% on average
- 87% have one or more dedicated revenue managers



# Chapter 2: Evaluation Checklist

The following is an Evaluation Checklist. It includes some of the key buying considerations for hospitality revenue management solutions. Additional considerations can be added. Relative weightings can be assigned on a scale of 1 (“This buying consideration has no bearing on our purchase decision”) to 10 (“This buying consideration is a very important factor”).

Buying Considerations	Weighting	Vendor 1	Vendor 2	Vendor 3
<b>1. System Interoperability and Real-Time Data Integration</b>				
<b>2. AI Capabilities &amp; Predictive Intelligence</b>				
a. Dynamic pricing algorithms (real-time)				
b. Demand forecasting & anomaly detection				
c. Adaptive learning (AI that improves over time)				
<b>3. Data Infrastructure and Processing Power</b>				
a. Scalability for multi-property and brand-level operations				
b. API-first / open architecture				
<b>4. Distribution Management and Channel Optimization</b>				
a. OTA management & parity enforcement				
b. Integration with CRS, GDS & metasearch				
<b>5. Customization &amp; Business Rule Flexibility</b>				
a. Role-based dashboards & reporting				
b. Configurable alerts & override permissions				
<b>6. Reporting, Analytics and Scenario Modeling</b>				
a. Ad hoc and scheduled reporting				
b. What-if pricing impact simulations				
<b>7. Total Revenue Optimization Capabilities</b>				
a. Group sales, block & displacement analysis				
b. Meetings, events, and non-room revenue forecasting				



# Chapter 2: Evaluation Checklist (Cont.)

Buying Considerations	Weighting	Vendor 1	Vendor 2	Vendor 3
<b>8. Collaboration &amp; Workflow Management</b>				
a. Sales and marketing coordination features				
b. Cross-departmental strategy alignment				
<b>9. Cloud Architecture &amp; Deployment Flexibility</b>				
a. Public, private, or hybrid cloud options				
b. Mobile accessibility & remote configuration				
<b>10. Implementation, Training and Ongoing Support</b>				
a. Dedicated onboarding & change management resources				
b. Ongoing account management & strategy reviews				
<b>11. Vendor Credibility and Long-Term Vision</b>				
a. Proven track record with similar property types				
b. Innovation roadmap & product update cadence				
<b>12. Total Cost of Ownership (TCO) and ROI Realization</b>				
a. License, integration, and maintenance fees				
b. Average revenue lift (based on comparable case studies)				
<b>13. Other Strategic Considerations</b>				
a.				
b.				
c.				
<b>Overall Rankings</b>	N/A			





## Chapter 3

# Must-Ask Questions





# Chapter 3: Must-Ask Questions

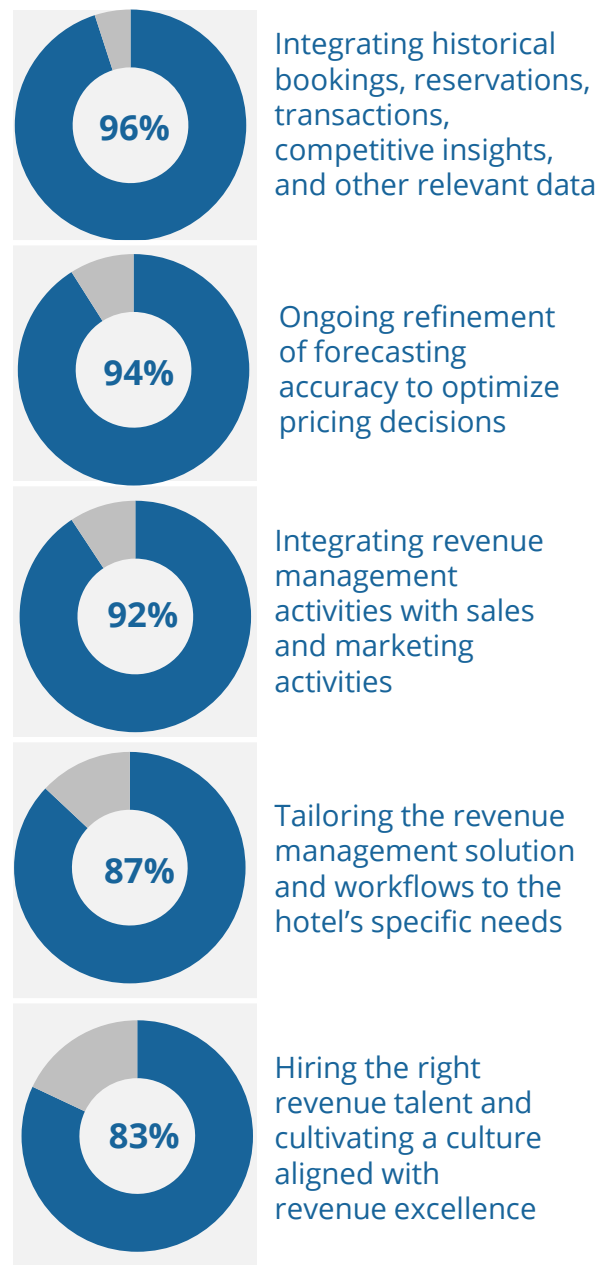
Relying on outdated, rules-based revenue systems is a missed opportunity. As discussed in previous chapters, modern revenue management is driven by AI and automation, not static rate structures. These intelligent platforms respond instantly to shifts in demand, market conditions, and booking behaviors, while legacy systems struggle to keep pace. It's no surprise that 29% of hoteliers who haven't upgraded in the past three years plan to do so in the next 12 months, according to research conducted for this Smart Decision Guide.

But upgrading isn't just a matter of staying current with technology. It's about protecting your revenue, future-proofing operations, and remaining competitive in a market where pricing agility and precision are now the baseline. The decision to implement a next-generation RMS platform can determine whether your property grows, stalls, or loses ground to more adaptive competitors.

With solutions now ranging from basic, rules-based tools to advanced, AI-powered engines capable of autonomous rate optimization, there's little margin for error. The right system should align seamlessly with your commercial strategy, empowering your team, accelerating execution, and uncovering revenue opportunities your competitors may never see. The questions that follow are designed to help hotel decision-makers navigate this increasingly complex landscape. They provide a framework for evaluating potential RMS providers and identifying some of the capabilities that matter most, both for immediate results and long-term success.

## Research Data Point

**Percentages of hoteliers who view each of the following success factors as "important" or "very important."**



# Chapter 3: Must-Ask Questions

## What Revenue Management Approach Does the RMS Use?

The first step in evaluating any RMS is to understand the underlying approach it uses to generate pricing recommendations and forecast demand. Today's landscape includes everything from legacy systems that rely heavily on static rules to fully autonomous platforms powered by machine learning and advanced AI. Understanding where a prospective RMS falls on this spectrum is important. A platform that relies primarily on fixed pricing rules or limited automation may not offer the adaptability or precision needed in today's fast-moving market. By contrast, an AI-powered RMS can continuously ingest live data, uncover demand patterns, and recommend optimal pricing actions with minimal manual input, often surfacing opportunities revenue teams would otherwise miss.

At the same time, decision-makers should look for systems that balance automation with human oversight. Many of the most effective platforms today combine sophisticated AI with configurable business rules and override capabilities, allowing revenue leaders to preserve strategic control while benefiting from automated efficiency.

The first step in evaluating any RMS is to understand the underlying approach it uses to generate pricing recommendations and forecast demand.

### Must-Ask Questions:

- Does the platform use real-time data to dynamically adjust pricing across room types, segments, and channels, or is it limited to pre-set rules and manual updates?
- Can the system learn from historical performance, market signals, and user inputs to refine its recommendations over time?



# Chapter 3: Must-Ask Questions

- Does the RMS allow for configurable guardrails, so revenue managers can shape pricing outcomes based on brand strategy or specific business constraints?
- How transparent is the platform's decision-making logic? Can users understand and explain why the system recommended a particular rate?

Next-generation solutions from leading vendors now offer hybrid approaches that deliver the best of both worlds: the speed and scale of automation with the strategic flexibility needed to manage complex business environments. These systems are designed not just to automate pricing decisions, but to enhance the judgment, agility, and impact of the entire commercial team.

## How Customizable Are the Data Analysis & Reporting Tools?

In today's data-rich environment, the value of an RMS depends not only on its pricing algorithms but also on its ability to translate raw data into actionable intelligence. A high-performing platform should do more than surface KPIs. It should empower revenue teams to explore trends, test hypotheses, and build a forward-looking commercial strategy grounded in data.

The value of an RMS depends not only on its pricing algorithms but also on its ability to translate raw data into actionable intelligence.

For hotels managing complex portfolios, revenue across multiple channels, or multiple revenue centers (such as F&B, spa, or meeting space), out-of-the-box dashboards rarely go far enough. Instead, the RMS should offer a flexible reporting framework—one that allows operators to define custom metrics, build dynamic dashboards, and drill down into performance drivers in real time.

## Must-Ask Questions:

- Can the platform generate custom reports tailored to specific business needs, such as evaluating promotions by guest segment, tracking pickup patterns across properties, or isolating channel-level performance?
- Does it support ad hoc data queries, enabling revenue leaders to investigate anomalies or run custom analyses beyond what standard dashboards offer?





# Chapter 3: Must-Ask Questions

- Can the system simulate different pricing strategies and forecast their likely impact on RevPAR, occupancy, or overall profitability before deployment?
- How effectively does the RMS identify early warning signs—such as spikes in cancellation rates, unusual booking windows, or competitor pricing shifts—that may signal emerging risks or opportunities?

Advanced platforms increasingly provide built-in anomaly detection powered by machine learning, surfacing non-obvious insights that even experienced teams might miss. Others offer embedded decision intelligence tools that allow for scenario modeling and real-time forecasting adjustments based on live market signals.

According to research conducted for this Smart Decision Guide, 91 percent of hoteliers identified real-time access to PMS and business intelligence data as “important” or “very important” in their RMS evaluation criteria. Next-generation platforms meet this need by tightly integrating with core systems, unifying data streams, and delivering analysis that is both deep and immediate.

## How Well Does the RMS Integrate with Other Hotel Systems?

An RMS cannot operate in a vacuum. To deliver real business impact, it must serve as a dynamic intelligence layer. That means ingesting data, aligning decisions across teams, and enabling real-time execution. That, in turn, requires seamless, bi-directional integration with the rest of the hotel’s technology stack. The most effective platforms are built on flexible, API-first architectures that support rapid, modular integration.

At a minimum, the RMS should communicate continuously with the Property Management System (PMS), Central Reservation System (CRS), and Channel Management System to ensure that pricing, availability, restrictions, and inventory updates flow automatically in both directions.

The most effective platforms are built on flexible, API-first architectures that support rapid, modular integration.



# Chapter 3: Must-Ask Questions

Leading hotels are also connecting their RMS platforms to:

- **CRM and Loyalty Platforms**, allowing personalized pricing, targeted offers, and smarter upsell strategies based on guest behavior and value.
- **Demand Intelligence Tools**, such as STR reports, airlift data, metasearch trends, and local event feeds to enrich forecasting inputs.
- **Sales and Catering Systems**, to better yield group business, optimize meeting space, and support displacement analysis in real time.
- **F&B and POS Systems**, to support total revenue management by aligning pricing and staffing across all revenue-generating departments.

Hotels that invest in cloud-native, integration-friendly RMS platforms are better positioned to adapt their tech stacks over time. That means no need to rip and replace systems as new tools come online. Just plug in, test, and deploy. In fact, hotels that have implemented RMS solutions with strong system integration capabilities report an average 15 percent improvement in forecast accuracy, according to research conducted for this Smart Decision Guide.

## Must-Ask Questions:

- What PMS, CRS, and channel managers does your platform integrate with today? Are these integrations bi-directional and real time?
- Can the system ingest and act on third-party demand signals (e.g., STR, airline activity, event data)? How frequently is that data refreshed?
- How does your system support CRM integration for personalized pricing and loyalty-driven offers?
- What is your approach to integrating new systems as our tech stack evolves? Do you offer open APIs or pre-built connectors?
- How long does a typical integration take, and who manages the process—your team or ours?

An RMS with robust integration capabilities connects the dots between demand forecasting, guest targeting, inventory optimization, and real-time distribution.

Hotels that invest in cloud-native, integration-friendly RMS platforms are better positioned to adapt their tech stacks over time.



# Chapter 3: Must-Ask Questions

## How Does the RMS Handle Group & Event Business?

For many full-service hotels, resorts, and urban properties, group and event business represent a critical revenue stream and one of the most complex to manage. Unlike transient bookings, group sales involve long lead times, negotiated rates, multi-department coordination, and a high risk of revenue displacement if not priced strategically. An RMS should provide the tools to evaluate, forecast, and optimize group demand across the entire business mix. At a minimum, the system should forecast group and transient demand separately, allowing hotels to identify need periods, monitor pace trends, and adjust inventory allocation.

Some next-generation platforms go further, incorporating:

- **Displacement Analysis** that quantifies the opportunity cost of accepting a group versus potential transient bookings, factoring in rate, pickup speed, and booking windows.
- **Total Group Profitability Modeling**, which includes revenue from meeting space, F&B spend, resort fees, spa services, and other ancillary channels to reflect the true value of the business.
- **Scenario Testing** tools that simulate how accepting or declining a specific group inquiry would impact forecasted revenue and margin.
- **Multi-property Group Pricing & Allocation**, enabling centralized teams to evaluate and respond to group leads across a portfolio, optimizing based on availability, rate thresholds, and event profitability.

Hotels using next-generation RMS platforms with group optimization capabilities report a 12% average lift in group revenue while maintaining transient ADR, according to research conducted for this Smart Decision Guide.

### Must-Ask Questions:

- Does your system forecast group and transient demand separately, and how often is this data refreshed?

An RMS should provide the tools to evaluate, forecast, and optimize group demand across the entire business mix.





# Chapter 3: Must-Ask Questions

- Can the RMS perform real-time displacement analysis? How does it calculate and present opportunity cost?
- Does the platform model total group profitability—including catering, event space, and other ancillary spend?
- Can the RMS support centralized group pricing and availability across multiple properties?
- How are group leads prioritized, routed, and evaluated within the system?
- What visibility does the sales team have into RMS data during the quoting process?

For properties that rely on a strong mix of transient and group business, the ability to optimize across both streams is . The right RMS equips teams to make smarter, faster group sales decisions that maximize profit and protect long-term yield.

## What Is the RMS Provider's Track Record of Success?

Choosing an RMS is a long-term partnership. The provider's track record should inspire confidence that they can deliver results, scale with your needs, and support your team over time.

### Must-Ask Questions:

- Do you have successful deployments with properties similar in size, type, or complexity to ours?
- Can you share case studies showing measurable revenue gains or operational improvements?
- What is your client renewal rate, and how do you measure customer satisfaction?
- May we speak with existing customers as references?

A proven partner should offer more than strong software—they should demonstrate real-world outcomes and a commitment to ongoing success.

Decision-makers should ensure that an RMS provides granular control over group sales optimization.



# Chapter 3: Must-Ask Questions

## What Is the Total Cost of Ownership (TCO)?

The real cost of an RMS goes beyond the license fee. Understand all components of TCO before committing. Cloud-native platforms typically offer more predictable, scalable pricing and faster time-to-value.

### Must-Ask Questions:

- Is pricing subscription-based or a one-time fee?
- What features and integrations are included, and which cost extra?
- Are training, implementation, and support part of the package?
- What additional internal costs (e.g., staff time and data migration) should be expected?

## What ROI Can Be Expected?

An RMS should quickly prove its value through measurable impact on revenue and efficiency. Vendors should provide benchmarks and case studies that align with your property profile.

### Must-Ask Questions:

- What revenue lift have similar properties experienced?
- How does the platform reduce manual effort or improve forecast accuracy?
- What's the typical timeline for seeing gains in RevPAR, ADR, or occupancy?

## How User-Friendly Is the System and What Training Is Provided?

Ease of use directly affects adoption, efficiency, and long-term success. The best RMS platforms combine powerful features with a frictionless user experience and responsive vendor support.

### Must-Ask Questions:

- Is the interface intuitive enough for day-to-day use by non-technical staff?
- What onboarding and training resources are provided?
- How fast and responsive is the support team when issues arise?

The best platforms combine powerful features with a frictionless user experience and responsive vendor support.



# Chapter 3: Must-Ask Questions

In the end, selecting the right revenue management system a strategic choice that can shape a hotel's profitability, efficiency, and resilience in an increasingly competitive marketplace. As AI-powered automation and real-time analytics become the industry baseline, hotels must ensure their RMS investment is built for both performance and adaptability.

For that reason, asking the right questions is of utmost importance. Decision-makers need clarity not only on functionality (e.g., pricing logic, forecasting accuracy, and reporting depth), but also on the system's ability to integrate seamlessly with existing platforms, scale with evolving needs, and support long-term commercial strategy. Vendor reliability, customer success programs, and ongoing product innovation should weigh just as heavily as the technical specs.

At its best, a next-generation RMS platform becomes an extension of the revenue team, surfacing opportunities, coordinating action across departments, and enabling smarter, faster decision-making in real time. It empowers hotels to shift from reactive pricing to proactive strategy.

The right RMS should empower revenue teams, improve strategic decision-making, and drive sustainable revenue growth across all business segments.





## Chapter 4

# Roadmap and Recommendations





# Chapter 4: Roadmap

While next-generation revenue management systems are reshaping how hotels price, forecast, and operate, technology alone is not enough. The most successful hotels recognize that human expertise is the catalyst that turns data into action and tools into strategy. The recommendations that follow offer a roadmap for strengthening revenue management capabilities, maximizing ROI from technology investments, and positioning the business for long-term profitability in an increasingly dynamic marketplace.

## Hire Strategically to Elevate Revenue Performance

Think of an AI-driven RMS as the autopilot in a modern aircraft: it can maintain optimal trajectory under most conditions, but a skilled pilot is still required to manage turbulence, reroute around disruptions, and make judgment calls based on broader business goals.

The system gets smarter with human input. Just as machine learning models improve with curated data, a next-generation RMS grows more effective when guided by revenue managers who fine-tune segmentation, identify emerging demand drivers, and adjust rate fences or booking curve strategies based on real-world nuance.

Better insights begin with better context. The more deeply a revenue leader understands local events, booking behaviors, and competitive dynamics, the more intelligently the RMS can recommend pricing and inventory decisions aligned with the hotel's positioning and priorities.

Hotels that invest in revenue talent and give them the tools and authority to lead will consistently outperform. The ROI of an RMS depends not just on the system, but on the people using it. Empowering revenue managers to collaborate with sales, marketing, and operations teams is what turns pricing intelligence into commercial agility.

An RMS grows more effective when guided by revenue managers who fine-tune segmentation, identify emerging demand drivers, and adjust rate fences or booking curve strategies based on real-world nuance.



# Chapter 4: Roadmap

## Leverage Data Analysis for Strategic Growth

In today's data-saturated environment, the ability to extract actionable insights from complex information sets has become a competitive advantage. Top-performing hotels are using data to guide high-impact decisions across marketing, distribution, sales, and operations. A robust analytics layer turns raw numbers into strategy, and strategy into measurable performance.

### Recommendations:

**Track more than just room revenue.** Revenue managers should go beyond RevPAR and occupancy trends to monitor metrics like guest acquisition cost, booking lead time, channel profitability, and upsell conversion rates. A granular understanding of these indicators allows hotels to identify underperforming segments, detect anomalies, and adjust strategy in real time.

**Use channel data to refine distribution.** If third-party channels are consistently producing higher ADRs or longer lengths of stay, it may warrant greater investment in visibility or commission negotiations. Conversely, if direct bookings are declining, it may signal a need to revamp your digital experience, loyalty program, or retargeting efforts.

**Turn analytics into alignment.** Integrated business intelligence platforms allow different departments to work from a common set of insights. Sales can use pacing data to adjust group targets. Marketing can pivot spend toward the highest-converting segments. Operations can forecast labor and inventory needs with greater precision.

According to research for this Smart Decision Guide, 93% of hoteliers view advanced analytics tools as “effective” or “very effective” in optimizing market mix and driving revenue growth, often with the same marketing budget. When data is centralized, shared, and acted upon collaboratively, the return extends well beyond pricing.

A granular understanding of these indicators allows hotels to identify underperforming segments, detect anomalies, and adjust strategy in real time.



# Chapter 4: Roadmap

## Build a Revenue-Driven Culture and Strategy

Revenue management is no longer a siloed function or a narrow focus on rate adjustments. It is a strategic discipline that touches every part of the hotel business and it must be embedded into the organizational culture. Hotels that cultivate a revenue-first mindset across departments gain speed, consistency, and alignment in how they respond to market dynamics.

### Recommendations:

**Align around shared financial objectives.** Hotel teams should operate from a unified set of KPIs (including RevPAR, GOPPAR, and TRevPAR) to ensure that all departments, from F&B to front desk, understand their role in maximizing guest value and overall profitability. These metrics bridge the gap between commercial performance and operational execution.

**Make revenue strategy a team sport.** Marketing must understand the timing of forecasted demand to plan campaigns accordingly. Sales should have visibility into compression periods to avoid displacing higher-margin business. Even guest services teams benefit from understanding upsell triggers and revenue-linked incentives.

**Elevate revenue leadership across the org chart.** Revenue leaders should participate in key strategy meetings and be empowered to collaborate with GMs, operations, and digital teams. When their insights inform broader business decisions (from package development to staffing models) the hotel becomes more agile and financially resilient.

Hotels that adopt this integrated, revenue-first approach are better positioned to thrive, not only by capturing more revenue per guest but by creating a more cohesive, data-informed organization capable of adapting to rapid change.

Hotels that cultivate a revenue-first mindset across departments gain speed, consistency, and alignment in how they respond to market dynamics.



# Chapter 4: Roadmap

## Optimize Group & Corporate Business

Effectively managing group and corporate bookings is key to maximizing a hotel's overall profitability. Unlike transient demand, which fluctuates more frequently, group business requires careful long-range planning, strategic rate structuring, and coordination across departments.

### Key considerations:

**Use AI to forecast group demand and guide strategy.** Next-generation RMS platforms analyze historical data, seasonality, booking lead times, and compression patterns to project group demand. These forecasts enable hotels to fine-tune group rates and availability windows to avoid leaving money on the table or overcommitting inventory.

**Look beyond room revenue.** A group booking's value extends far beyond the sleeping rooms. Banquet spend, meeting room rentals, spa treatments, and F&B consumption often make up a significant portion of the total contribution. A smart RMS should factor these ancillary revenues into pricing recommendations, helping the hotel prioritize the most profitable inquiries—not just those with the highest ADR.

**Run displacement analysis to protect high-yield bookings.** During high-demand periods, it's critical to ensure that group blocks don't crowd out more lucrative transient guests. Displacement modeling within the RMS allows revenue managers to assess whether it makes sense to accept a group at a particular rate—or hold out for transient business that will drive stronger net revenue.

As corporate travel returns and event bookings rebound, optimizing group strategy has become more complex—and more vital. Hotels equipped with the right data, tools, and cross-functional collaboration will be in the best position to balance long-term partnerships with short-term profitability.

Group business requires careful long-range planning, strategic rate structuring, and coordination across departments.





# Chapter 4: Recommendations

## Continuously Monitor and Adapt to Market Changes

The hospitality landscape never stands still. Consumer behavior shifts, new competitors enter the scene, economic conditions fluctuate, and demand patterns evolve with little warning. To stay ahead, hotel revenue leaders must adopt a mindset of constant vigilance and adaptability.

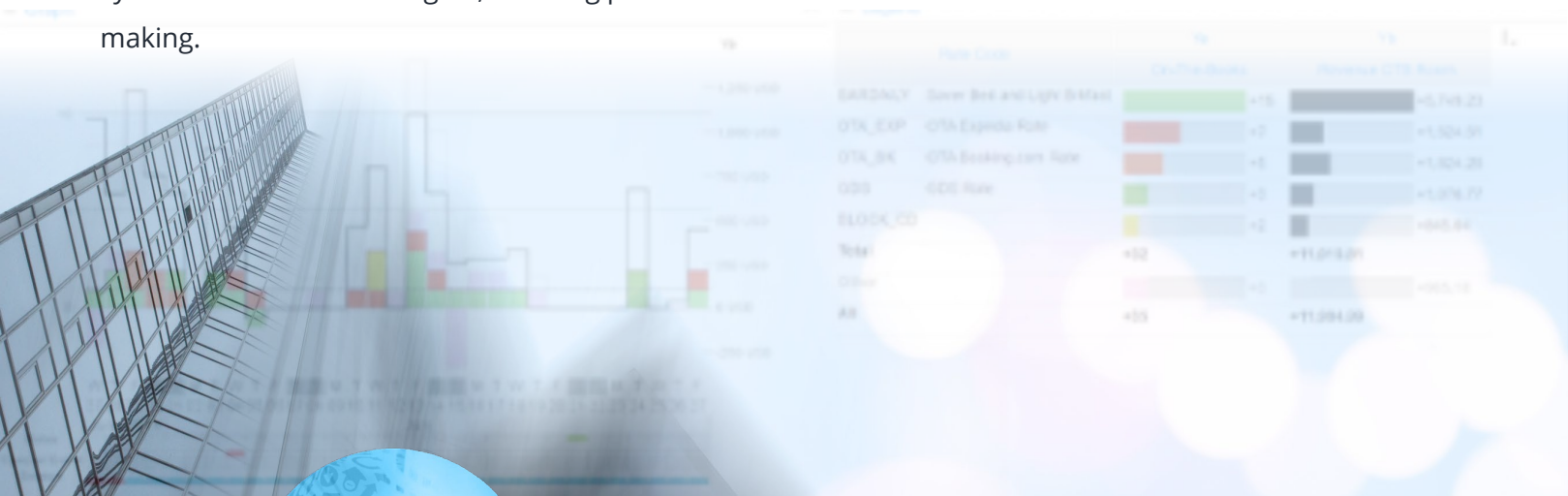
### Recommendations:

**Track demand signals and industry shifts in real time.** Hotels should continuously monitor travel trends, booking window fluctuations, local event calendars, and macroeconomic indicators that influence guest behavior. For example, a regional spike in airfare or conference bookings could signal an unexpected surge in demand, warranting immediate rate adjustments.

**Reassess strategies regularly, not seasonally.** Revenue optimization is not a set-it-and-forget-it discipline. High-performing teams revisit channel performance, segmentation mixes, rate fences, and promotional strategies frequently—sometimes daily—to stay aligned with shifting conditions.

**Use competitive and guest intelligence to stay sharp.** Leading RMS platforms now integrate real-time competitor rate data, OTA visibility metrics, and even guest sentiment from review platforms. This data provides an early-warning system for revenue managers, enabling proactive rather than reactive decision-making.

To stay ahead, hotel revenue leaders must adopt a mindset of constant vigilance and adaptability.



# Chapter 4: Recommendations

The properties that embrace agility and view revenue management as an always-on commercial function, and not just a rate-setting task, will be better positioned to capture upside and minimize exposure in a volatile environment.

Revenue management today has evolved into a multifaceted discipline that intersects with nearly every aspect of hotel operations, from sales and marketing to distribution, finance, and guest engagement. For hotel executives, the path forward is not simply about adopting new tools. It's also about fostering an organizational mindset that embraces data-driven decision-making, cross-functional alignment, and continuous learning. The right technology can amplify the capabilities of skilled revenue professionals, but only when paired with clear strategic goals and a culture of adaptability.

In an industry shaped by fast-changing market dynamics, long-term success will hinge on a hotel's ability to anticipate demand shifts, respond quickly to new information, and align pricing and promotional efforts with broader commercial objectives. This requires a sustained investment in both systems and people. Hotels that take a thoughtful, measured approach to revenue management will be best positioned to navigate uncertainty and optimize performance.

Revenue management is about fostering an organizational mindset that embraces data-driven decision-making, cross-functional alignment, and continuous learning.





## Chapter 5

# Inside Voices and Outside Voices



# Chapter 5: Inside Voices

Hoteliers with first-hand experience with next-generation hospitality revenue management have a lot to say about the topic. Following are a few perspectives.

We have to leverage technology more than ever before to get into the profitability of what we do.

Melissa Arana, Vice President of Revenue Strategy at Hospitality Ventures Management Group (Credit: *The Financial Times*)

We'll always be a people business. Our goal is to have technology free up our people to spend more time with strategy and people.

Chris Cheney, Senior Vice President of Commercial Services at Stonebridge Companies

I think AI will make things a lot easier and quicker for us, but there's still so many things that it can never know.

Tina Meredith, Vice President of Revenue Management at PM Hotel Group

The massive gains we've been able to implement here are largely through the use of AI.

Halima Aziz, Managing Director at Criterion Hospitality (Credit: *The Times*)

Utilizing machine learning algorithms in our revenue management systems has streamlined our operations and maximized profitability.

Emily Johnson, Director of Revenue Strategy at Urban Stay Hotels (credit: *Hospitality Net*)

The integration of AI in revenue management allows us to predict demand with greater accuracy, enabling more strategic pricing decisions.

Jane Smith, Chief Revenue Officer at Global Hospitality Group (credit: *Hospitality Net*)

"AI-driven revenue management systems have enabled us to respond swiftly to market changes, maintaining our competitive edge."

Laura Martinez, Vice President of Revenue Optimization at Elite Lodging (Credit: PhocusWire)

Integrating advanced analytics into our revenue management approach has allowed us to identify new revenue streams and optimize existing ones.

Michael Lee, Senior Vice President of Revenue at Oceanic Resorts (Credit: *Lodging Magazine*)





# Chapter 5: Outside Voices

Following are a few additional perspectives from industry observers with insights into next-generation hospitality revenue management.

Revenue management is more than technology and analysis; it involves balancing the hotel's business goals with the best guest experience.

PhocusWire

Effective revenue management can also help hoteliers to upsell ancillary services and amenities, enhancing the guest experience and driving revenue growth.

Hotel Tech Report

The discipline of revenue management is now the harbinger of change occurring throughout the hotel industry.

HSMAI Foundation

Advances in hotel revenue management technology mean hotels are able to react more quickly and tap into local trends.

Linda Fox, Senior Reporter at  
PhocusWire

With AI-enabled dynamic pricing, predictive analytics, and personalization at scale, companies can profit in an unpredictable market.

Ryan Mummert, Senior Principal at  
Capgemini (Credit: *Skift*)

"There's a lot of potential for existing RMS vendors to improve their products in order to catch up with the real needs of a modern hotelier.

Ira Vouk, Hospitality Technology and  
Revenue Management consultant  
(Credit: *Hospitality Net*)

The era of gut feeling pricing is gone. Revenue Management Systems are enhancing our ability to predict demand and price at a micro-segment level, now more important than ever, considering the non-reliability of historical data.

Silvia Cantarella, Revenue  
Management Consultant

The era of gut feeling pricing is gone. Revenue Management Systems are enhancing our ability to predict demand and price at a micro-segment level, now more important than ever, considering the non-reliability of historical data.

Massimiliano Terzulli, Revenue  
Management Strategist



## Chapter 6

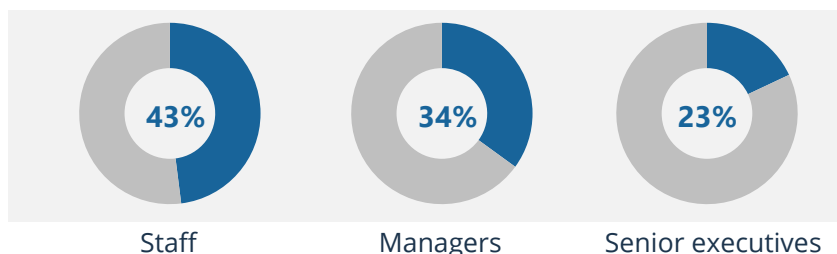
# Research Notes and Underwriters



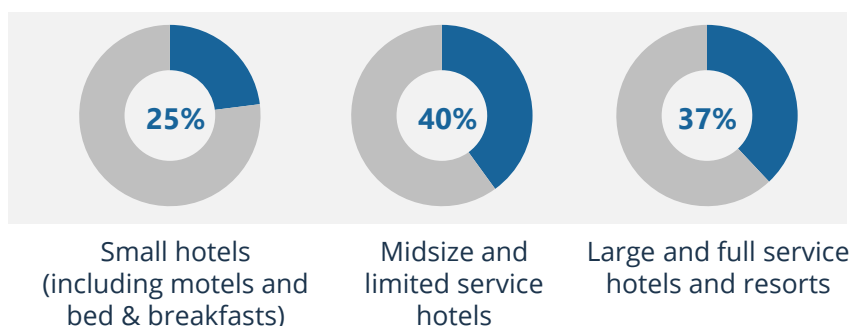
# Appendix: Research Notes

In Q4 2024 and Q1 2025, Starfleet Research conducted an online survey, consisting of both multiple choice and open text questions, to capture the perspectives of industry practitioners with first-hand experience buying and/or using property management systems. Some of the research findings are highlighted in this publication. Following is some basic information about the 393 qualified survey respondents who participated.

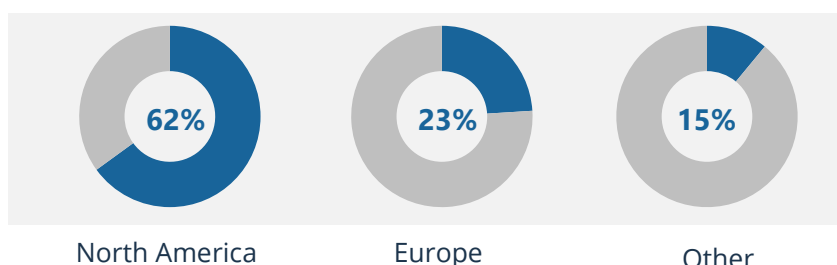
## Job level / role of survey respondents



## Size / category of survey respondents' hotel (or other lodging property) employers



## Geographic location of survey respondents





# Appendix: Underwriter



Revenue Analytics turns complex pricing into a competitive advantage. As a leader in AI-powered revenue and margin optimization, its innovative solutions help businesses boost profits and drive sales performance through actionable insights and predictive analytics. Revenue Analytics empowers smarter pricing decisions that drive bigger profits.

[www.revenueanalytics.com](http://www.revenueanalytics.com)

**Contact:**







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