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REVENUE MANAGEMENT FOR RESTAURANTS, CATERING AND EVENTS

Beyond Great Food and Service Towards Commercial Excellence Where Revenue Meets Profitability

INTRODUCTION

Restaurants, catering operations, and event venues face rising costs, changing guest expectations, and increasing competition. Sustainable success requires more than delivering outstanding food and service—it demands smarter commercial decisions that maximise revenue and profitability.

Revenue management is a proven strategy that leverages pricing, demand, capacity, menu engineering, and customer value to maximise return from every seat, function space, and event. By combining data-driven insights with operational excellence, businesses can increase revenue, improve profitability, and strengthen long-term competitiveness to 'Sell the Right Seat and Right Capacity to the Right Customer at the Right Price for the Right Duration'

OBJECTIVES

To enable participants to move beyond operational excellence by adopting a commercial mindset and applying practical revenue management strategies that maximise revenue, improve profitability, create sustainable business growth and ultimately transform them into commercial leaders who understand how to drive both revenue and profit.

LEARNING OUTCOME

Upon completion of this programme, participants will be able to:

- Understand the principles and commercial value of revenue management.
- Apply demand management strategies to optimise revenue and improve business decisions.
- Develop effective pricing that strengthens value perception and price communication.
- Optimise seating, table management, function space utilisation, and operational efficiency.

- Improve profitability through data-driven menu engineering and product mix optimisation.
- Leverage AI, digital tools, and revenue management strategies to drive sustainable growth.
- Increase upselling and cross-selling revenue across all customer touchpoints.
- Monitor revenue, profitability, and return on investment using relevant metrics for KPIs.

WHO SHOULD ATTEND?

This programme is designed for professionals in independent restaurants and hotel-based F&B, catering, banquet, and event operations responsible for driving revenue, profitability, and business performance.

- General Managers and Operations Managers
- Revenue Management and Sales & Marketing Leaders
- Food & Beverage Leaders – Directors, Managers, and Chefs
- Catering and Convention Team - Operations, Sales and Event Managers
- Owners, Entrepreneurs, and Hospitality Business Leaders

IMPLEMENTATION PLAN

Customised Programme Design

The workshop objectives and programme modules will be tailored to the client's business needs, property profile, organisational structure, and participants' roles to ensure maximum relevance and practical application.

Pre-Workshop Assessment

Participants will complete a short online questionnaire approximately two weeks before the workshop. The responses will help identify current challenges, expectations, and learning priorities, enabling the programme to be further customised.

Interactive Learning and Commercial Planning

Throughout the workshop, participants will engage in facilitated discussions, group exercises, case studies, and brainstorming sessions to identify revenue opportunities, uncover hidden demand, and develop practical strategies for improving commercial performance and profitability.

Action Plan and Follow-Up

At the conclusion of the workshop, participants will jointly develop a practical action plan outlining key initiatives, priorities, responsibilities, and follow-up activities. This ensures organisational buy-in and provides a clear roadmap for implementing the strategies discussed and achieving sustainable revenue growth.

PROGRAMME OUTLINE

Day 1

1. The New Era: Revenue Management Beyond Sleeping Rooms

- Revenue Management in today's hospitality business.
- Revenue Management for the food & beverage business.
- Assessing your brand equity, market positioning and competitive edge.
- Embracing systems and AI to derive data-driven strategies for commercial success.

2. Pricing It Right

- Pricing guidelines for the hospitality industry in an internet-savvy market
- Pricing techniques
- Menu pricing for profitability
- Communicating pricing online and offline
- Value-based pricing and value perception

3. Demand Management

- Using demand forecasting for positive, result-driven strategies
- Total demand – more than just predicting rooms, covers, or seats sold
- Demand turndowns and non-demand turndowns
- Considerations for accurate forecasting
- External and internal impact on demand

4. Menu Engineering: Maximise Opportunities, Revenue and Profitability

- The concept of menu engineering today versus yesterday.
- Effective menu variations, design and layout that sell the right product to the right customer at the right time.
- Data for analysis to get started: food cost, profit and contribution margin.
- The four quadrants that lead to more strategic

5. Restaurant Revenue Management

- Understanding the fundamentals of Restaurant Revenue Management.
- Applying strategies to optimise table mix, seating allocation, reservations, guest flow, dining duration, and table turnover to maximise revenue, profitability, and the guest experience.
- Measuring and improving revenue, profitability, and operational performance.

Day 2

1. Catering & Events Revenue Management

- The principles of Revenue Management for function space and the MICE business.
- Evaluating the impact of event setup, room configuration, F & B service styles, and pricing strategies on revenue and profitability.
- Gathering and analysing business intelligence to forecast demand, yield function space, and identify revenue opportunities.
- Catering segmentation to strategise and optimise revenue performance.
- The key commercial controls: Managing group agreements, blocks and attrition to minimise displacement and maximise profitability.
- Yield management strategies to maximise revenue and profitability.
- Daily audits and cross-departmental coordination meetings to optimise scheduling, maintain accurate inventory management, and improve operational efficiency.
- Measuring performance through key metrics such as space utilisation, Profit per Available Space by time of day (ProPAST) and Profit per Occupied Space by time of day (ProPOST).

2. The Digital Marketplace: Driving Food & Beverage Revenue

- The convergence of Revenue Management and Digital Marketing to drive commercial performance.
- Leveraging digital marketing channels, including social media, Google, search engines, video marketing, and email campaigns, to increase exposure and demand.
- Maximising the return on investment from online advertising and banner campaigns.
- Leveraging AI and marketing automation to personalise guest engagement, optimise campaigns, and improve marketing ROI.
- Managing online reputation and building customer relationships to strengthen brand trust, enhance value perception, and support pricing power.
- Measuring digital marketing effectiveness using key commercial metrics and performance analytics to drive continuous improvement.

3. Additional Revenue Generation: Selling and Upselling Skills

- The 4Ws and 1H of product and pricing for effective, profitable upselling.
- Applying online upselling strategies during a guest digital journey.
- Face-to-face upselling process and techniques to increase revenue and guest satisfaction.

1. Questions and Answers and Wrapping up

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