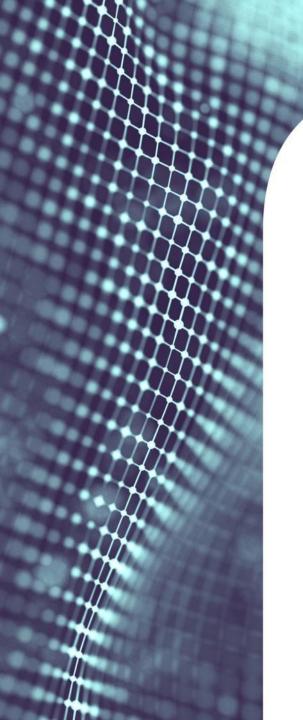


IDeaS RevPlan – Rooms Forecasting Tool





RevPlan Pickup/Forecast Activation



RevPlan Pickup is...

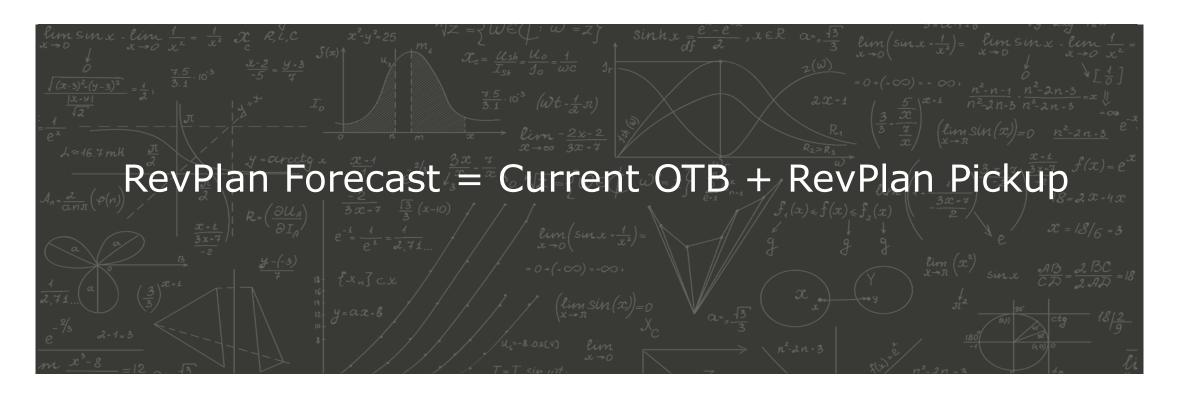
• A set of statistical calculations that use historical demand patterns to suggest a likely figure for Rm Nts and ADR 'to be booked' in the remaining lead time to arrival.

Pickup 🥟	Total	Feb 1	Feb 2	Feb 3	Feb 4	Feb 5	Feb 6	Feb 7	Feb 8	Feb 9	Feb 10	Feb 11
	TOTAL	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
Net Available Rooms	6,902	238	238	238	238	238	238	238	238	238	238	238
Occupancy %	70.8%	77.7%	54.2%	50.4%	54.6%	54.6%	63.9%	87.0%	94.5%	39.9%	66.8%	80.3%
Flexible Rates												
Session Forecast Rm Nts	1,454	47	31	34	42	37	46	19	60	28	39	57
Session Forecast ADR	128.19	144.66	91.54	99.58	99.03	101.68	117.69	248.44	358.88	128.99	96.62	92.94
Session Forecast Rm Rev	186,383	6,799	2,838	3,386	4,159	3,762	5,414	4,720	21,533	3,612	3,768	5,298
Rm Nts OTB	897	48	19	15	19	12	22	17	60	16	18	30
ADR OTB	135.78	149.66	91.23	102.83	98.98	104.42	121.66	249.32	356.08	130.27	94.54	95.25
Rm Rev OTB	121,793	7,184	1,733	1,542	1,881	1,253	2,677	4,238	21,365	2,084	1,702	2,857
Rms Nts to Pick Up	557	-1	12	19	23	25	24	2	0	12	21	27
ADR to Achieve	115.96	384.81	92.04	97.02	99.08	100.36	114.05	240.97		127.29	98.41	90.38
Rm Rev to Pick Up	64,590	-385	1,105	1,843	2,279	2,509	2,737	482	168	1,528	2,067	2,440
RevPlan Pickup Rm Nts	513	9	4	8	15	14	16	10	13	7	13	18
RevPlan Pickup ADR	164.81	231.11	279.50	84.38	177.27	131.21	149.75	158.60	179.00	200.29	110.15	177.17
RevPlan Pickup Rm Rev	84,545	2,080	1,118	675	2,659	1,837	2,396	1,586	2,327	1,402	1,432	3,189



RevPlan Forecast

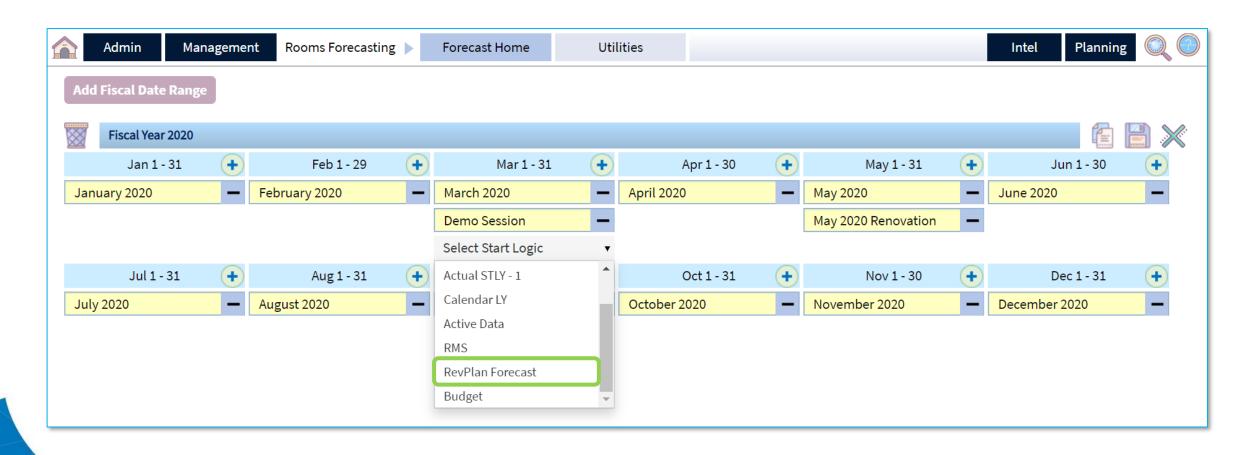
• When this statistical RevPlan Pickup data is added to Current OTB, we arrive at the RevPlan Forecast:





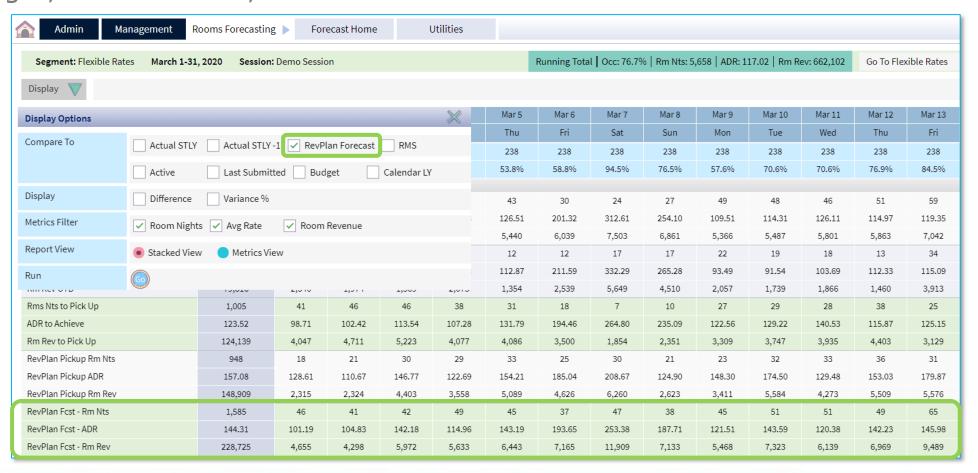
RevPlan Forecast – As Session Start Logic

- RevPlan Forecast can be selected:
 - as session Start Logic, when creating a new forecast session.



RevPlan Forecast – As Compare To Option

- RevPlan Forecast be selected:
 - as Compare To option in Consolidated View, Summary View and Segment Detail screens, in order to compare it vs. Session Forecast, Submitted Forecast, Budget, RMS Forecast, Actuals STLY etc.



RevPlan Forecast – As Session Override Option

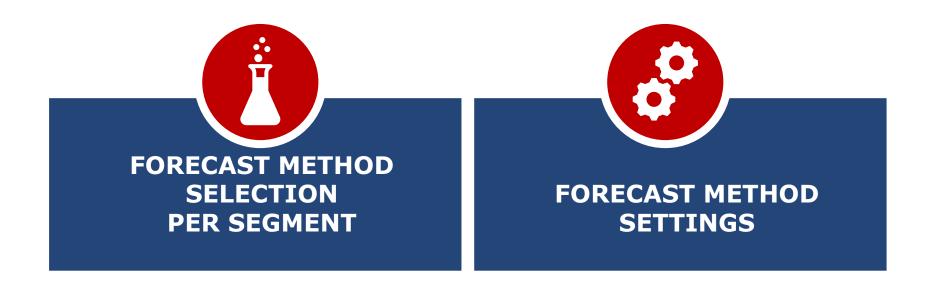
- RevPlan Forecast can be used:
 - As an Override Data Type option in Auto Adjust → Session Override, if you would like to use RevPlan Forecast as the Session Forecast:



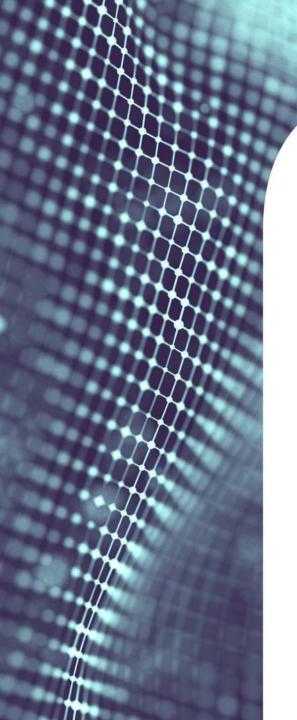


RevPlan Pickup / Forecast – Rules of Engagement

• The accuracy of RevPlan Pickup/Forecast highly depends on:







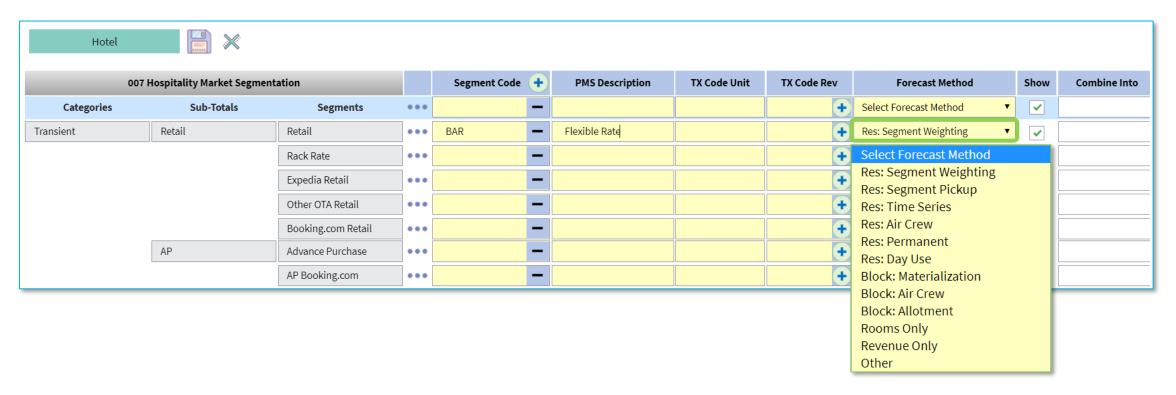
Forecast Method Selection – Transient Segments

RevPlan → Admin → Setup → Rooms → Segment Setup



Segment Setup - Forecast Method Selection

- Forecast Method determines the forecast logic to calculate the RevPlan Pickup by day, based on historical same DOW data for each segment.
- The appropriate Forecast Method for each market segment must be configured in the Segment Setup screen.



Segment Setup – Forecast Method Selection

For Transient the following options are available:

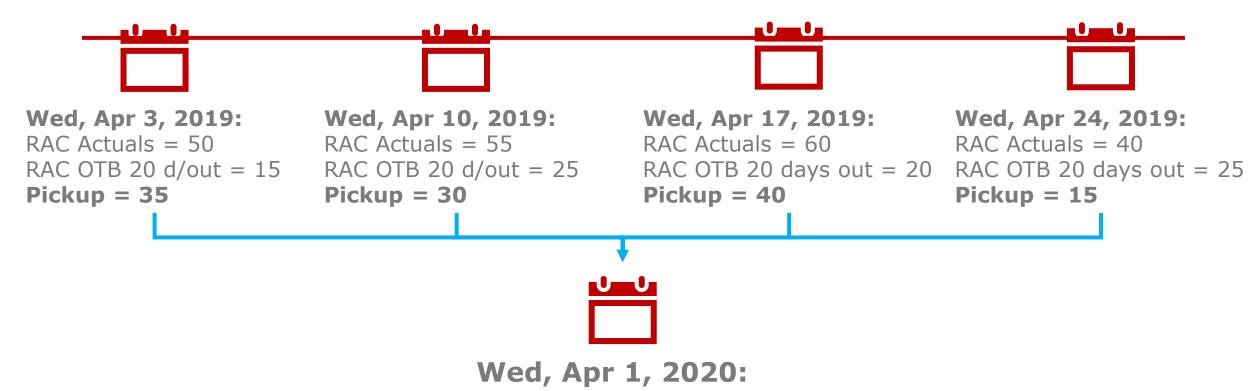
Radisson H	otel Group - EMEA Market S	Group - EMEA Market Segmentation		Segment Code		PMS Description	TX Code Unit	TX Code Rev	Forecast Method
Categories	Sub-Totals	Segments	•••		-			+	Select Forecast Method ▼
Transient		Flexible	•••	RAC	_	Flexible Rates		+	Res: Time Series ▼
		Prepaid	•••	TOF	-	Prepaid Rates		+	Select Forecast Method Res: Segment Weighting
		Tactical & other Disco	•••	QOF	-	Tactical & Other Disco		+	Res: Segment Pickup
			•••	BAO	-	Bundle and Opaque		+	Res: Time Series Res: Air Crew

• For Group / Other segments forecast methods are pre-defined:

Business Grps Room	BGO	Business Group Roo		Block: Materialization	~	
Leisure Groups	LGR	Leisure Groups		Block: Materialization	~	
	LGS	Leisure Groups SMERF		Block: Materialization		Leisure Groups
Business Grps w/ M&E	BGR	Business Grps w/M&E		Block: Materialization	~	
Crew & Layover	CRW	Crew & Layover		Block: Air Crew	~	
	LYO	Layover		Block: Air Crew		Crew & Layover
Other - Revenue Only	ОТН	Other - Revenue Only		Revenue Only	✓	
	НА	НА		Revenue Only		Other - Revenue Only
Other - Room Only	NRG	Other - Room Only		Rooms Only	~	

Forecast Method – Segment Pickup

Today is Mar 12, 2020. We forecast RevPlan Pickup for Wed, Apr 1, 2020 (i.e. 20 days out) for RAC/Flexible Rates using Historical Date Range = STLY.

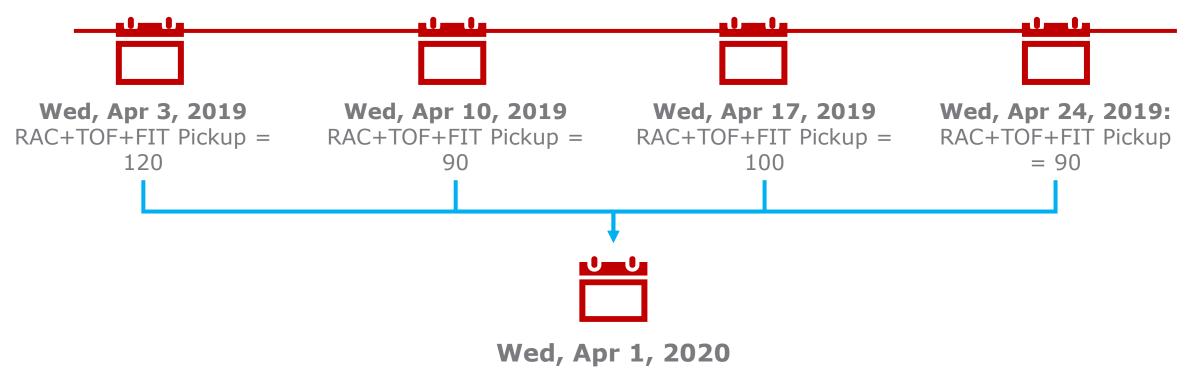


RevPlan Pickup (RAC) = (35+30+40+15)/4 = 30



Forecast Method – Segment Weighting

Today is Mar 12, 2020. We forecast RevPlan Pickup for Wed, Apr 1, 2020 (i.e. 20 days out) for RAC/Flexible Rates using Historical Date Range = STLY. Segment Weighting is assigned to RAC, TOF and FIT segments.



Total Average Pickup (RAC+TOF+FIT) = 100

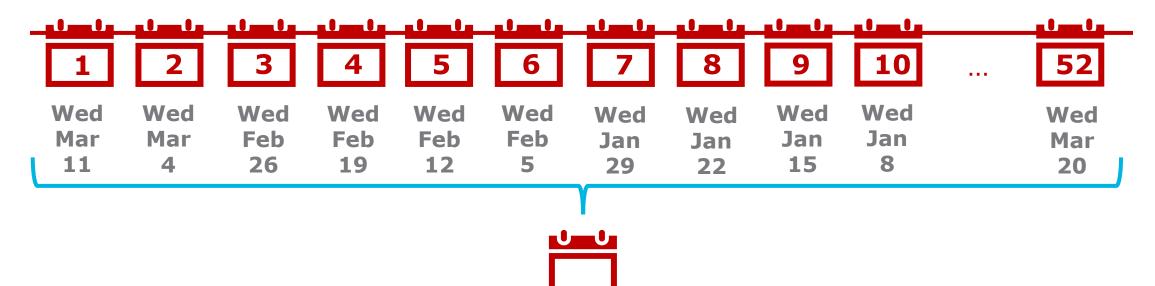
RAC Historical Segment Contribution = 35%

RevPlan Pickup for RAC = 100*35% = 35



Forecast Method – Time Series

Today is Mar 12, 2020. We forecast RevPlan Pickup for Wed, Apr 1, 2020 (i.e. 20 days out) for RAC/Flexible Rates using Historical Date Range = 52 rolling weeks.



Wed, Apr 1, 2020

- 1. Prioritize historical days with most accurate forecast for past Wednesdays
- 2. Total Average Pickup = 110
- 3. RAC Historical Segment Contribution = 33% (similar to Segment Weighting)

RevPlan Pickup for RAC = 110*33% = 36



Forecast Method – Business Question



Pedro: I understand the concept of Segment Pickup, Segment Weighting and Times Series forecast methods. Is there a recommended best practice what forecast method/logic to use for which segment?

• Each hotel is unique with its business mix, booking lead times, inventory mix, marketplace conditions etc. etc. Therefore #1 recommendation is to test and try what works best for your specific case. That said, here are a couple of learnings from our experience:

Res: Segment Pickup

- 'Transient' hotels: applies to all transient segments with stable YOY performance
- 'Group' hotels: most suitable for transient segments with relatively moderate production

Res: Segment Weighting

Delivers more accurate Pickup prediction in volume producing segments

Res: Time Series

- Proves most suitable for segments significantly impacted by recent market trends or changes in strategy.
- New opening hotels, where the STLY data is not available.



Segment Setup - Forecast Method in Combined Segments

- Forecast Method in combined market segments/codes must always follow the Forecast Method of the market segment/code that they are combined into.
- In this example, BAO, XXX and RER segment codes are combined into QOF. As QOF is assigned Forecast Method = Res: Time Series, BAO, XXX and RER must also be assigned Res: Time Series forecast method.

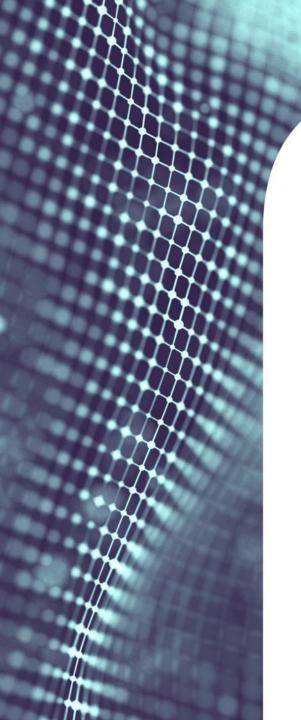
gmentation	Segment Code	PMS Description	TX Code Unit	TX Code Rev	Forecast Method	Show	Combine Into
Segments							
Tactical & other Disco	QOF	Tactical & Other Disc			Res: Time Series	~	
	BAO	Bundle and Opaque			Res: Time Series		Tactical & Other Disco
	XXX	Default			Res: Time Series		Tactical & Other Disco
	RER	Redemption & Bundle			Res: Time Series		Tactical & Other Disco
TO / Wholesalers FIT	FIT	TO / Wholesalers FIT			Res: Segment Weighting	~	
Corporate	BIQ	Corporate			Res: Time Series	✓	
	BIT	Business Individual N			Res: Time Series		Corporate
	СВІ	Committed Business			Res: Time Series		Corporate



Updating Forecast Method Selection

- Consider testing and trying different forecast methods for transient market segments until you are comfortable with the RevPlan Pickup/Forecast outputs.
- When you update a forecast method (for example, for Corporate segment you change a forecast method from Segment Pickup to Time Series) and save, your update will be implemented and the RevPlan Pickup re-calculated with the data refresh next morning.
- If you need to trigger the RevPlan Pickup re-calculation immediately, consider apply and saving a minor update to the Forecast Method Settings in Rooms Forecasting Tool → Utilities for that Forecast Method, then changing the Forecast Method Settings back to the original and saving again. It will take up to 10 minutes to process your changes.





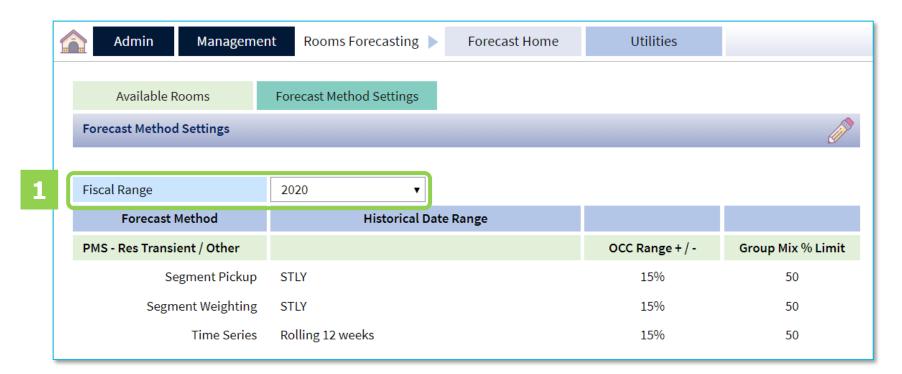
Forecast Method Settings – Transient Segments

RevPlan → Planning → Forecasting Tools → Rooms Forecasting → Utilities → Forecast Method Settings



Forecast Method Settings - Transient

- The Forecast Method Settings utility allows you define what historical data to use for each Forecast Method, when calculating the RevPlan Pickup and what filters to apply in order to remove the outliers.
- You may change these settings at any time and update the Pickup calculation.
- Go to Rooms Forecasting → Utilities → Forecast Method Settings to define the Forecast Method Settings for each year.



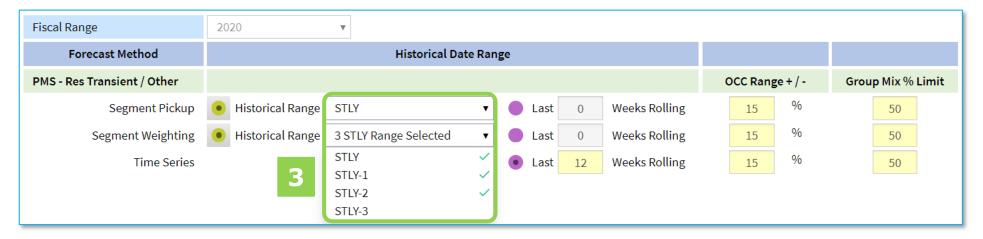


Forecast Method Settings - Transient

2. Click Edit icon to open the screen in modify mode.



3. Select the Historical Date Range to be used for Pickup calculation. Multiple STLY options can be selected, e.g. STLY, STLY-1, STLY-2.





When selecting Historical Range, always be mindful of how much history you have in the RevPlan database (new installations typically have up to 2 years of history).



Forecast Method Settings - Transient

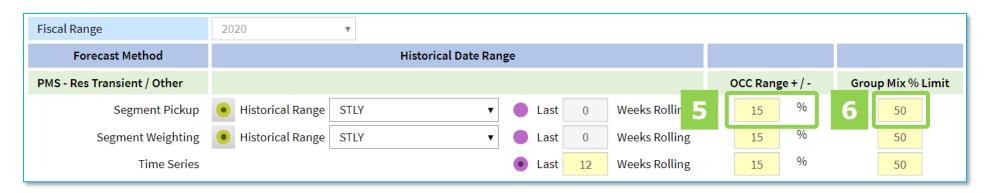
4. Alternatively, you can select the most recent history (up to 52 past weeks) to be used for Pickup calculation. In below example, the system will be using last 12 rolling weeks of history and this selection is constantly updating as time goes by (hence the term 'rolling').

Forecast Method Settings			*
Fiscal Range	2020 ▼		
Forecast Method	Historical Date Range		
PMS - Res Transient / Other	4	OCC Range +	/- Group Mix % Limit
Segment Pickup	● Historical Range STLY ▼ ● Last 12	Weeks Rolling 15	% 50
Segment Weighting	● Historical Range STLY ■ Last 0	Weeks Rolling 15	% 50
Time Series	• Last 12	Weeks Rolling 15	50



Forecast Method Settings

- 5. Occupancy Range +/-: allows you remove the days with extreme high/low occupancies (outliers) from historical date selection. In this example, if any STLY days actualized with occupancy % outside of 15% from the median*, those days will be excluded from historical selection.
- **6. Group Mix % Limit:** allows you filter out days based on the amount of Group business on a given day. In this example, any STLY days where Group was >50% of the business mix will be excluded from historical data set.



* **Median** is the value separating the higher half from the lower half of a data sample, i.e. it may be thought of as the "middle" value.

%

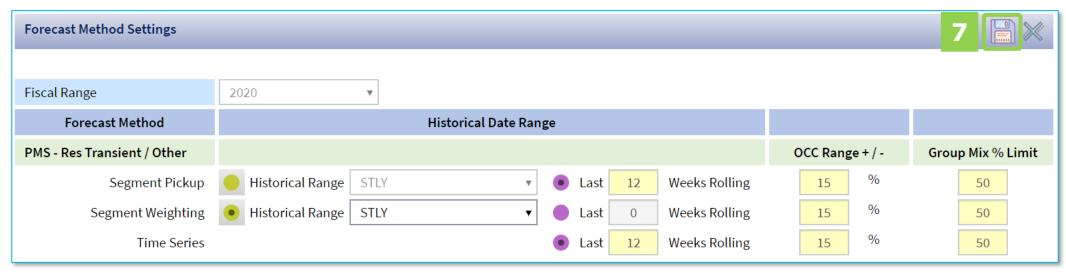
90%

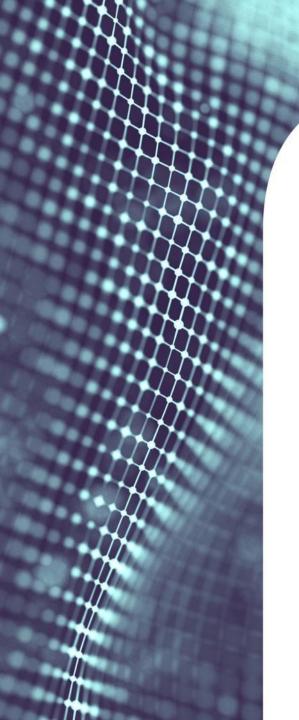
95% 80%



Forecast Method Settings

7. Once all settings are defined for each Forecast Method, click Save to store your changes.





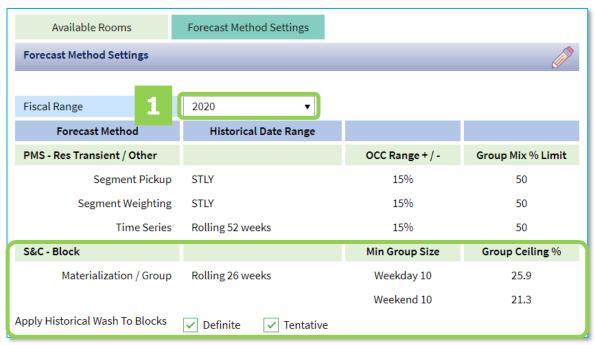
Forecast Method Settings – Group Segments

RevPlan → Planning → Forecasting Tools → Rooms Forecasting → Utilities → Forecast Method Settings



Forecast Method Settings - Group / S&C Block

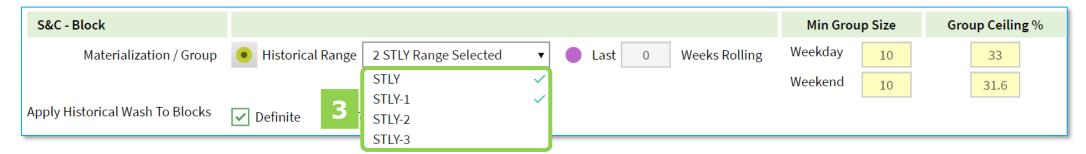
- Forecast Method Settings for Group segments (Block: Materialization) allows users define critical parameters that help the system calculate statistical Group Pickup.
- You may change these settings at any time and update the Pickup calculation.
- 1. Similar to Transient, the Group Forecast Method Settings must be defined to for each year:



2. Click Edit icon to open the screen in modify mode.



3. Select the Historical Date Range to be used for Pickup calculation. Multiple STLY options can be selected, e.g. STLY, STLY-1, STLY-2.

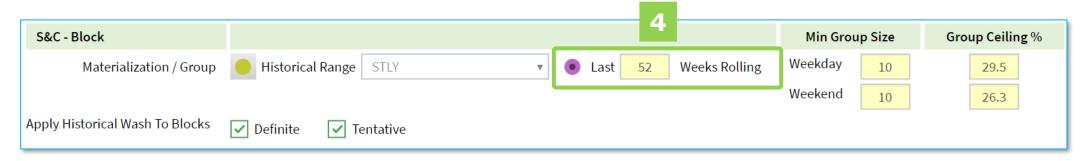




When selecting Historical Range, always be mindful of how much pace history you have in the RevPlan database. At new hotels, collection of group pace history typically starts with the activation of the data imports from PMS/S&C into RevPlan. It might take a while before you can use STLY pace history as a reference.

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4. Alternatively, you can select the most recent history (currently up to 156 past weeks) to be used for group Pickup calculation. In below example, the system will be using last 52 rolling weeks of history and this selection is constantly updating as time goes by (hence the term 'rolling').



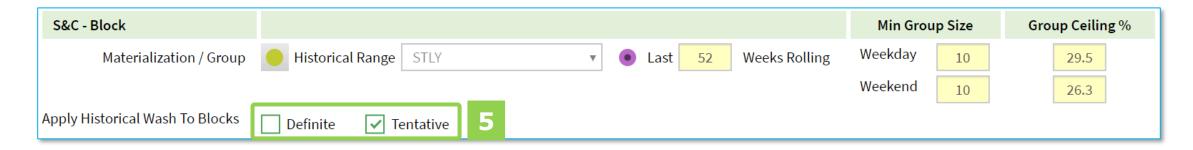


Consider using the 'Last XX Weeks Rolling' option if the group market conditions and/or your group penetration strategy has changed significantly YOY. I.e. the system will be using the most recent history to predict group pickup instead of using STLY.



5. Apply Historical Wash to Blocks: allows you apply automated wash by group status, which plays a critical role in the group pickup prediction by calculating more accurately how much inventory is still available to accommodate additional group pickup.

In this example, the hotel decided to apply automated wash to Tentative blocks only and not wash Definite blocks.





This setting is used only in the background calculation and does NOT impact your group wash overrides implemented in the system manually or via AutoAdjust.



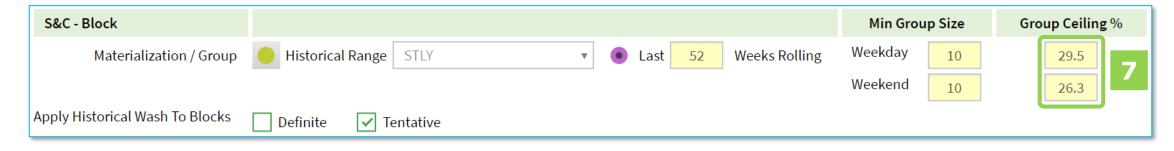
6. Min Group Size: allows you indicate the smallest group volume (Rm Nts per day across all group segments) that you will be willing to accept on weekdays and weekends.

In this example, you will never see forecasted group pickup figure (for all group segments combined) lower than 10 Rm Nts per day.

S&C - Block		Min Group Size	Group Ceiling %
Materialization / Group	● Historical Range STLY ■ Last 52 Weeks Rolling	Weekday 10 Weekend 10	29.5
Apply Historical Wash To Blocks	☐ Definite ☑ Tentative		



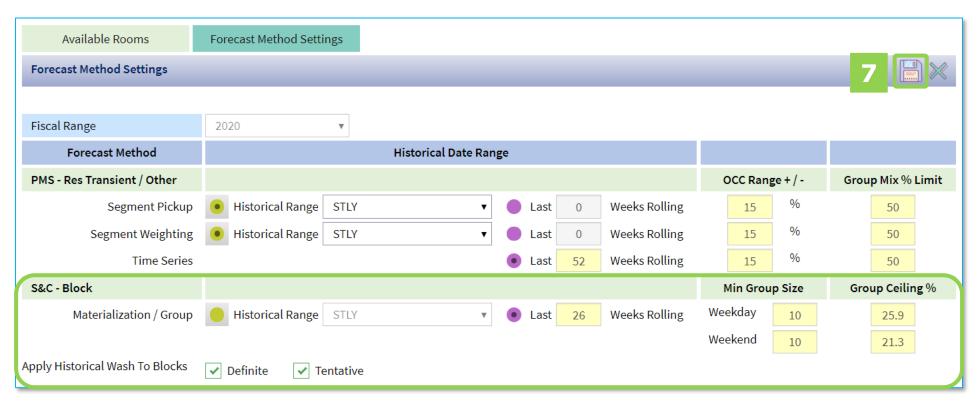
- 7. Group Ceiling % is the maximum % of group rooms (out of total net available rooms) that hotel will allow to be booked on each weekday & weekday.
- Consider this as a control feature that limits the number of group rooms predicted by the system to pick up.
- Group Ceiling % is statistically calculated based on the group Actuals across all segments in the historical date range selected by the user. These values can be overridden by the user at any time.

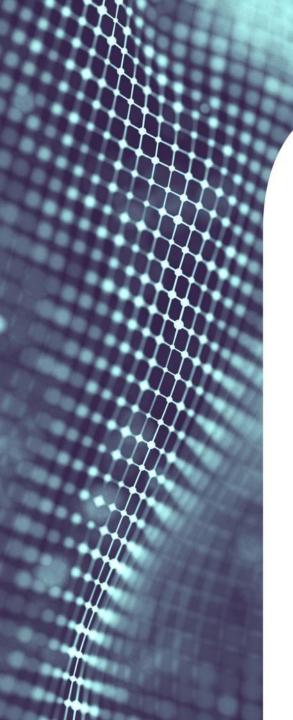


• E.g. in this 200-room hotel the recent historical group production was in average 59 Rm Nts per weekday (29.5% * 200 = 59). If on a future weekday this hotel already has 30 Rm Nts OTB, the maximum pickup that will be predicted by the system is 59 – 30 = 29 Rm Nts.

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8. Once all Group forecast method settings are defined, click Save to store your changes.





Forecast Method - Group Segments

RevPlan → Admin → Setup → Rooms → Segment Setup



Forecast Method - Group (Block: Materialization) Explained

Today is Mar 12, 2020. We forecast RevPlan Pickup for Apr 2020 for Business Meetings segment. Historical Data Range = STLY.

Step 1: Apply automated Group OTB Wash by group status included in the forecast.

For example, there was a total of 1000 Rm Nts in Definite blocks in April 2019 as of the same day LY. Those blocks actualized with 950 Rm Nts. Historical Wash = 5%

NB!: this doesn't impact your group forecast overrides (wash) implemented in the system.

Step 2: Calculate the average Group Pickup in the selected Historical Date Range on weekdays and weekends in the remaining lead time prior to arrival.

For example, STLY a hotel picked up additional 440 Rm Nts for weekdays and 240 Rm Nts for weekends across all market segments within the same remaining lead time.



Forecast Method - Group (Block: Materialization) Explained

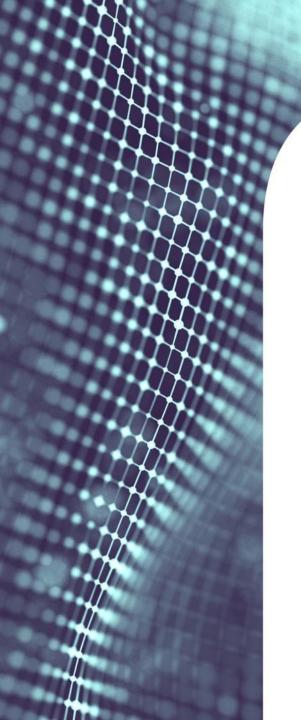
Step 3: Allocate total forecasted pickup as a daily average to all weekdays and weekends in April considering the following filters:

- Min Group Size setting, i.e. the predicted daily pickup across all group segments cannot be less than Min Group Size.
- Group Ceiling %, i.e. if on April 1, 2020 the sum of current Group OTB + remaining group pickup happens to be greater than Group Ceiling %, the system will allocate only a part of group pickup that 'fits' into the Group Ceiling.

Step 4: Distribute Total Group Pickup to market segments using historical group segment contribution on weekdays and weekends.

For example, Business Meetings segment is responsible for 50% of group business on weekdays, so the daily forecasted pickup in BGO segment will be calculated as follows = 440 Rm Nts / 22 weekdays in April 2020 = 20 Rm Nts * 50% = 10 Rm Nts per each weekday.





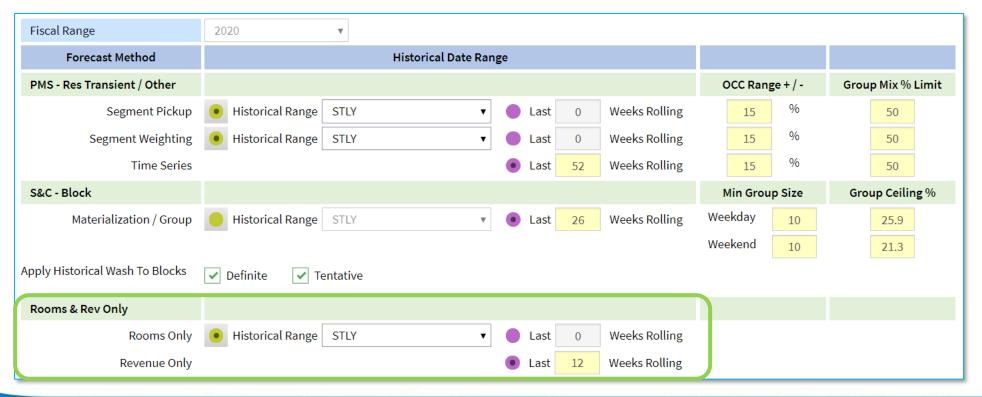
Forecast Method Settings – Other Revenue / Room Only Segments

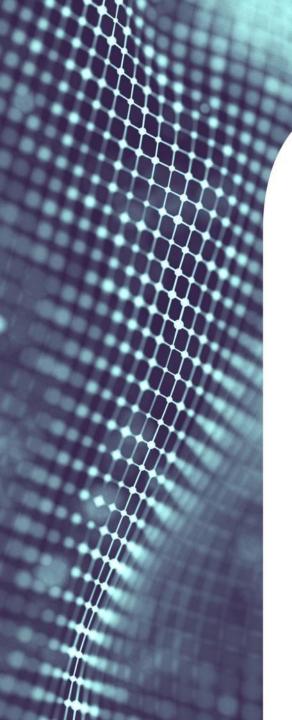
RevPlan → Planning → Forecasting Tools → Rooms Forecasting → Utilities → Forecast Method Settings



Forecast Method Settings - Other Revenue/Room Only

- RevPlan Pickup/Forecast for Other Room Only segments (Complimentary, House Use) always follows Segment Pickup logic (see earlier explanation for Transient).
- RevPlan Pickup/Forecast for Other Revenue Only segments (No Show, Early Arrival, Late Check Out, Service Charge etc.) always follows Time Series logic.
- In both cases you only need to decide what history you would like to use to drive this prediction.





Forecast Method – Air Crew/Layover

RevPlan → Admin → Setup → Rooms → Segment Setup



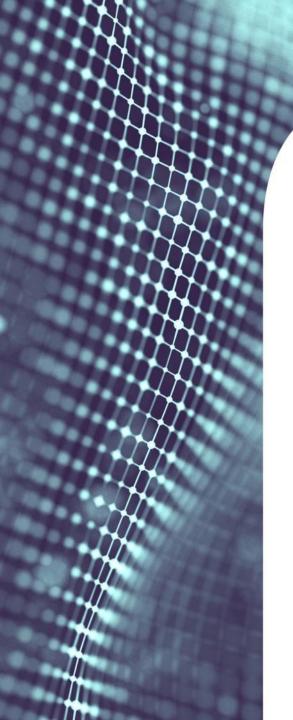
Forecast Method – Air Crew/Layover

- If **Block: Air Crew** forecast method is selected for Air Crew/Layover segments, **NO pickup** will be calculated. I.e. Air Crew/Layover forecast will be based on Air Crew OTB, which is common for Air Crew segment.
- If **Res: Air Crew** forecast method is selected, the RevPlan Pickup/Forecast for Air Crew / Layover will follow the Segment Pickup logic and settings (i.e. similar to Transient explained earlier).
- If **Block: Materialization** forecast method is selected for Air Crew / Layover segment, Air Crew / Layover pickup will be calculated the same way as for the Group segments (in case of RHG segmentation this might be a useful option to predict the Layover production that is combined with Air Crew).



As pace/production history is not used to support Air Crew forecasting, there is no section in Forecast Method Settings dedicated to Block: Air Crew and Res: Air Crew forecast methods.





Updating Forecast Method Settings

RevPlan → Planning → Forecasting Tools → Rooms Forecasting → Utilities → Forecast Method Settings



Updating Forecast Method Settings

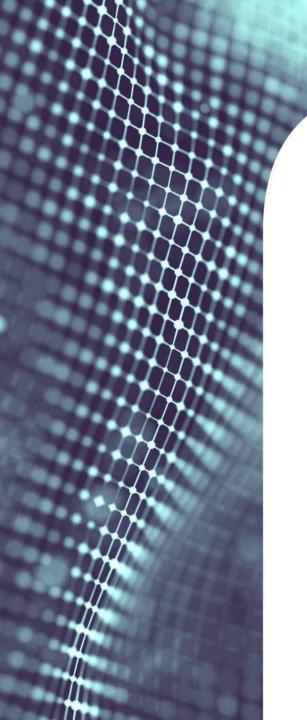
• You may change the Forecast Method Settings at any time. Upon saving your changes, the system recalculates the RevPlan Pickup/Forecast projections. It may take up to 10 minutes to process the recalculation. During this time the RevPlan Forecast in all forecasting screens will be displayed at 0:

		Session Forecast		Com	pare To RevPlan For	ecast	Differ	ence To RevPlan Fo	recast
Net Avail Rms / Occ %	8,430	50.6 %		8,430			0	50.6 %	
Paid Occ % / Paid ADR		50.6 %	152.64		0.0 %			50.6 %	152.64
	Rm Nts	ADR	Rm Rev	Rm Nts	ADR	Rm Rev	Rm Nts	ADR	Rm Rev
TOTAL	4,262	152.64	650,567				4,262	152.64	650,567
Total Transient	2,963	153.76	455,605	0		0	2,963	153.76	455,605
Total Flexible Rates	776	186.69	144,872	0		0	776	186.69	144,872
Total Preipaid Rates	808	155.94	125,997	0		0	808	155.94	125,997
Total Tactical Offer	758	131.95	100,018	0		0	758	131.95	100,018
Total FIT Rates	187	116.58	21,801	0		0	187	116.58	21,801
Total Business Individual	434	144.97	62,918	0		0	434	144.97	62,918
Total Group	1,299	149.85	194,658	0		0	1,299	149.85	194,658
Total Group Room Only	254	293.13	74,455	0		0	254	293.13	74,455
Total Leisure Group	271	109.01	29,541	0		0	271	109.01	29,541
Total Group Residential	317	255.78	81,082	0		0	317	255.78	81,082
Total Crew & Layover	457	20.96	9,580	0		0	457	20.96	9,580
Total Other	0		304	0		0	0		304
Total Other Revenue	0		304	0		0	0		304

Updating Forecast Method Settings

 Once the reprocessing is complete, the new RevPlan Pickup/Forecast is displayed in all forecasting screens again as normal and you can apply it to the Session Forecast via Auto Adjust or select RevPlan Forecast as Start Logic when creating a new forecast session.

		Session Forecast		Com	pare To RevPlan For	ecast	Differ	recast	
Net Avail Rms / Occ %	8,430	50.6 %		8,430	57.8 %		0	-7.2 %	
Paid Occ % / Paid ADR		50.6 %	152.64		57.2 %	177.41		-6.6 %	-24.77
	Rm Nts	ADR	Rm Rev	Rm Nts	ADR	Rm Rev	Rm Nts	ADR	Rm Rev
TOTAL	4,262	152.64	650,567	4,871	175.55	855,124	-609	-22.91	-204,557
Total Transient	2,963	153.76	455,605	3,388	181.87	616,185	-425	-28.11	-160,579
Total Flexible Rates	776	186.69	144,872	1,028	229.63	236,057	-252	-42.94	-91,185
Total Preipaid Rates	808	155.94	125,997	974	197.06	191,933	-166	-41.12	-65,936
Total Tactical Offer	758	131.95	100,018	593	136.96	81,216	165	-5.01	18,802
Total FIT Rates	187	116.58	21,801	107	98.39	10,528	80	18.19	11,273
Total Business Individual	434	144.97	62,918	686	140.60	96,451	-252	4.37	-33,533
Total Group	1,299	149.85	194,658	1,432	166.86	238,940	-133	-17.01	-44,281
Total Group Room Only	254	293.13	74,455	236	332.21	78,401	18	-39.08	-3,946
Total Leisure Group	271	109.01	29,541	26	147.42	3,833	245	-38.41	25,708
Total Group Residential	317	255.78	81,082	750	202.37	151,781	-433	53.41	-70,699
Total Crew & Layover	457	20.96	9,580	420	11.73	4,925	37	9.23	4,655
Total Other	0		304	51	0.00	0	-51	0.00	304
Total Other Revenue	0		304	51	0.00	0	-51	0.00	304



Follow Up & Actions



Follow Up & Actions

Test the RevPlan Pickup/Forecast for Transient, Group, Air Crew and Other segments in your forecasting process as follows:

- 1. Review/Update the forecast methods for Transient segments in Segment Setup.
- 2. Configure the forecast method settings in Utilities for Transient, Group & Other.
- 3. Create a new test session and validate the RevPlan Pickup/Forecast:
 - Do you agree in general with the Total forecast for Transient, Group and Other in Consolidated View?
 - Do you agree with the RevPlan forecast by day in your key producing segments in Segment Detail View?
- 4. If the RevPlan Pickup/Forecast projections do not quite match your expectations in specific segments / months, consider changing the Forecast Method for that Transient segment and/or use different history / outlier filters in the Forecast Method Settings.











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