



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Reservations Agent (Officer)

Job Description

The Reservations Agent(Officer) responds to reservation requests from guests, travel agents, and referral networks made through various communication platforms. He/She ensures that reservation hotlines are attended to at all times to meet daily business needs, and is responsible for creating, updating and maintaining reservation records promptly in accordance with guests' booking confirmations.

The Reservations Agent(Officer) also tracks future room availability and helps develop forecasts for room revenue and occupancy. Additional duties may include preparing the list of expected arrivals for the front office, assisting in pre-registration activities and processing advance reservation deposits.

He/She should know the types of rooms the property has, their locations and layouts, as well as the available packages. He/She also updates the availability of rooms via distribution channels such as GDS, OTA and web booking systems, and follows all policies and procedures of the property for compliance and quality assurance expectations.

Skills Category

Skills

Analytical, Conceptual and Evaluative

- ◆ Demonstrate Initiative and Enterprising Behaviours
- ◆ Solve Problems and Make Decisions at Operations Level

Customer Experience

- ◆ Contribute to Customer Service over Various Platforms
- ◆ Handle Guests/Customers' Concerns and Feedback
- ◆ Project a Positive and Professional Image
- ◆ Promote Tourism
- ◆ Provide Go-the-Extra-Mile Service

Infocomm Technology

- ◆ Apply Software Systems in Hospitality Management
- ◆ Perform Computer Applications at Basic Level
- ◆ Perform Essential Online Functions

Innovation

- ◆ Engage in Service Innovation Initiatives

Leadership

- ◆ Demonstrate the Service Vision

People and Relationship Management

- ◆ Communicate and Relate Effectively at the Workplace
- ◆ Work in a Team

Personal Management and Development

- ◆ Adapt to Change
- ◆ Apply Emotional Competence to Manage Self at the Workplace
- ◆ Develop Personal Effectiveness at Operations Level

Planning and Process

- ◆ Implement Operations for Service Excellence

Reservations Management

- ◆ Provide Reservation Services

Sales and Marketing

- ◆ Apply Upselling and Suggestive Selling Techniques
- ◆ Provide Sales Services

Workplace Safety and Security

- ◆ Provide Workplace Safety and Security



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Reservations Executive

Job Description

The Reservation Executive handles the requests from guests, companies and travel agents via phone and other platforms. He/She needs to ensure booking information are input accurately into the reservation system, and maintain and update room availability on online booking platforms.

The Reservation Executive assists to meet monthly revenue targets by proposing promotional packages to increase room sales and revenue. He/She is required to build suitable packages according to requests and make reservation of other services as requested by the guests.

He/She should be knowledgeable in all packages and plans and be able to upsell products and services offered by the property. He/She is to follow all policies and procedures, and comply with quality assurance expectations and standards. He/She should effectively deal with guests and maintain confidentiality of guest information and pertinent data of the property.

Skills Category

Skills

Business Negotiation

- ♦ Apply Basic Negotiation Skills and Techniques

Customer Experience

- ♦ Resolve Guests/Customers' Concerns and Feedback

Environmental Sustainability

- ♦ Implement Sustainable Operations Using Green Initiatives

Front Office Operations and Services

- ♦ Provide Front Office Services

Infocomm Technology

- ♦ Manage Online Information
- ♦ Perform Online Collaboration

Information and Results

- ♦ Acquire Industry Knowledge

Leadership

- ♦ Role Model the Service Vision

People and Relationship Management

- ♦ Facilitate Effective Communication and Engagement at the Workplace
- ♦ Facilitate Effective Work Teams

Personal Management and Development

- ♦ Apply Emotional Competence to Manage Self and Team at the Workplace

Risk Management

- ♦ Facilitate Compliance with Legislative and Regulatory Requirements



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Reservations Supervisor

Job Description

The Reservations Supervisor is responsible for assisting with the supervision of the reservations department and the coordination of training for the individual and department. He/She oversees the operations of the department in selling rooms, and manages inventory to maximise transient sales.

He/She assists guests on enquiries and ensures that all guest requests are dealt with in a timely and professional manner with no back-log of bookings. He/She must be knowledgeable in the comprehensive description of the rooms, facilities and on-going offers, monitor the property inventory and coordinate with the front office for all special guest requests.

The Reservations Supervisor ensures all procedures are performed to the property's standards, and assists reservation staff whenever necessary in performing all job functions. He/She coordinates with reservation sales agents to resolve all guest issues and recommend appropriate measures where required.

Skills Category

Skills

Analytical, Conceptual and Evaluative

- ♦ Solve Problems and Make Decisions at Supervisory Level

Business Continuity Management

- ♦ Execute Crisis Management Plan

Customer Experience

- ♦ Manage Guests/Customers' Concerns and Feedback

People and Relationship Management

- ♦ Coach for Service Performance
- ♦ Cultivate Workplace Relationships and Diversity

Personal Management and Development

- ♦ Develop Personal Effectiveness at Supervisory Level

Planning and Implementation

- ♦ Display Critical Thinking and Analytical Skills
- ♦ Implement Loss/Risk Prevention

Reservations Management

- ♦ Supervise Reservation Services

Revenue Management

- ♦ Apply Principles of Revenue Management

Risk Management

- ♦ Apply Risk Management Procedures



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Revenue Specialist/ Revenue Analyst

Job Description

The Revenue Specialist/Analyst supports and maintains accuracy, and enhances the revenue management systems of the property to increase the daily productivity for the team. With the ability in statistical data analysis and interpretation, he/she assists to maximise revenue and grow RevPAR Index for the property. He/She is responsible for analysing reports, market segment performance and demand, and tracking inventory for the optimal mix of business. He/She also manages the distribution strategies across all channels to drive market share and maximise overall revenue and profit through the development and implementation of effective inventory and pricing strategies. These are done based on historical data, current trends and future demand forecasts.

The Revenue Specialist/Analyst provides reports and available information to the senior leadership team to assist in creating detailed forecasts on a daily, weekly and monthly basis. He/She works closely with stakeholders and ensures all distribution channels (Direct sales, GDS, Internet, OTAs) are fully optimised without any conflict in distribution, representation and positioning. He/She also performs research and gathers market intelligence through close monitoring of competitor performance, strategies and pricing structures.

Skills Category

Skills

Analytical, Conceptual and Evaluative

- ◆ Foster Initiative and Enterprise in Teams
- ◆ Support the Establishment of a Framework for Initiative and Enterprise

Communications

- ◆ Coordinate Business Meetings
- ◆ Present Information

Customer Experience

- ◆ Establish Relationships for Customer Confidence

Infocomm Technology

- ◆ Perform Computer Applications at Advanced Level

Personal Management and Development

- ◆ Apply Emotional Competence to Manage Self and Team at the Workplace
- ◆ Develop Personal Effectiveness at Supervisory Level

Planning and Implementation

- ◆ Display Critical Thinking and Analytical Skills

Results Achievement

- ◆ Monitor and Reward Performance Across Teams to Manage Achievement of Results

Revenue Management

- ◆ Analyse Data for Trends and Forecasts
- ◆ Apply Revenue Management Strategies
- ◆ Implement Revenue Optimisation and Enhancement Strategies
- ◆ Monitor Distribution Channels and Systems
- ◆ Prepare Yield and Forecasts Reports

Sales and Marketing

- ◆ Monitor Relationships with Customers



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Assistant Reservations Manager

Job Description

The Assistant Reservations Manager supervises, mentors and leads the reservations team of the property. He/She trains new team members and creates a culture of generating new knowledge opportunities and good service attitude.

The Assistant Reservations Manager assists with providing information and making reservations for guests, including upselling special packages and cross-selling different services throughout the property. He/She needs to produce daily and weekly room occupancy reports for the management, and ensures that all third party reservations are accurately captured in the system.

The Assistant Reservations Manager monitors agents' calls to ensure that correct sales tactics are being used and quality service is being provided. He/She has to ensure all sales and reservations are performed in accordance with the policies and procedures of the property.

Skills Category

Skills

Analytical, Conceptual and Evaluative

- ◆ Foster Initiative and Enterprise in Teams
- ◆ Solve Problems and Make Decisions at Managerial Level

Business Negotiation

- ◆ Participate in Dispute Resolution

Communications

- ◆ Conduct Interviews
- ◆ Manage Meetings

Customer Experience

- ◆ Develop Service Recovery Framework
- ◆ Manage Guest/Customer Experience

Innovation

- ◆ Contribute to Innovation Process Within Own Scope of Work in Business Unit

Leadership

- ◆ Lead Team Leaders to Develop Business Strategies and Governance Management

People and Relationship Management

- ◆ Supervise, Motivate and Empower Staff

People Management

- ◆ Conduct Staff Performance Assessment Process

Personal Management and Development

- ◆ Contribute Towards a Learning Organisation
- ◆ Foster Team Adaptability
- ◆ Manage Workplace Challenges with Resilience

Planning and Implementation

- ◆ Assign Work
- ◆ Develop Service Operations
- ◆ Manage Operations for Service Excellence
- ◆ Support Strategic and Operational Plans

Project Management

- ◆ Document Project Processes and Outcomes

Reservations Management

- ◆ Manage Reservation Services

Results Achievement

- ◆ Monitor and Reward Performance in a Team to Support Achievement of Results

Revenue Management

- ◆ Apply Revenue Management Strategies
- ◆ Implement Revenue Optimisation and Enhancement Strategies

Risk Management

- ◆ Manage Loss/Risk Prevention

Workplace Safety and Security

- ◆ Monitor Workplace Safety and Security



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Assistant Revenue Manager

Job Description

The Assistant Revenue Manager supports the operations of the revenue department to optimise sales for the property. He/She assists to ensure maximum revenue opportunities are achieved through execution and maintenance of all sales strategies implemented by the Director of Revenue Management. He/She ensures that sales strategies and rate restrictions are communicated, implemented and modified as market conditions fluctuate, and works very closely with the sales and marketing team and other business departments of the property.

The Assistant Revenue Manager analyses and reports revenue management data, generates and provides accurate and timely results in the form of reports, presentations, et cetera. He/She also conducts sales strategy analysis and refinement as appropriate to increase market share of the property. In addition, he/she explores opportunities that drive profit, create value for clients, encourage innovation and provide recommendations to improve the effectiveness of the revenue management processes.

Skills Category

Skills

Analytical, Conceptual and Evaluative

- ◆ Facilitate the Implementation of a Productivity Framework
- ◆ Solve Problems and Make Decisions at Managerial Level

Business Continuity Management

- ◆ Manage Crisis Situations

Business Negotiation

- ◆ Participate in Dispute Resolution

Communications

- ◆ Conduct Interviews
- ◆ Manage Meetings

Customer Experience

- ◆ Manage Guest/Customer Experience

Infocomm Technology

- ◆ Apply Workplace Information and Communication Technology (ICT)
- ◆ Perform Project Planning Functions

Information and Results

- ◆ Analyse Service Quality and Customer Satisfaction

Innovation

- ◆ Manage Innovation in the Business Function

Marketing Communications and Public Relations

- ◆ Maintain Brand Image

People and Relationship Management

- ◆ Cultivate Workplace Relationships and Diversity

People Management

- ◆ Conduct Staff Performance Assessment Process

Personal Management and Development

- ◆ Contribute Towards a Learning Organisation
- ◆ Manage Workplace Challenges with Resilience

Planning and Implementation

- ◆ Manage and Review Systems and Processes

Reservations Management

- ◆ Manage Reservation Services

Revenue Management

- ◆ Implement Revenue Management Strategies
- ◆ Manage Distribution Channels and Revenue Optimisation Strategies

Sales and Marketing

- ◆ Analyse the Impact of Customer Behaviour on Sales and Marketing Strategies



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Reservations Manager

Job Description

The Reservations Manager is responsible for managing the reservation process and operations in the property, by coaching and motivating the team to deliver quality guest service and meet financial targets for the property. He/She also ensures that the reservations team adheres to policies and procedures implemented by the property, while working with the team to promote internal sales and upselling of all facilities.

The Reservations Manager works closely with the revenue management team to implement the pricing strategy of the property and manage day-to-day optimal room occupancy.

The Reservations Manager ensures all related systems are configured correctly, validated and working to full capacity, and is responsible for best practice standards for optimal profitability and occupancy of the rooms. He/She also conducts recruitment and training for the reservations team, controls and analyses departmental costs to ensure that performance is within budget.

Skills Category

Skills

Analytical, Conceptual and Evaluative

- ♦ Apply Systems Thinking in Problem Solving and Decision Making
- ♦ Facilitate the Implementation of a Productivity Framework

Business Continuity Management

- ♦ Manage Crisis Situations

Business Negotiation

- ♦ Manage Dispute Mediation

Change Management

- ♦ Facilitate Innovation and Lead Team Leaders to Implement Change

Customer Experience

- ♦ Create Guest/Customer Experience
- ♦ Manage the Service Brand

Finance

- ♦ Prepare Budget for the Business Unit

Infocomm Technology

- ♦ Analyse and Recommend Best Practices and Technology in Hospitality

Information and Results

- ♦ Drive Service Quality and Customer Satisfaction

Leadership

- ♦ Lead Managers to Lead Organisational Strategies and Governance Management

People and Relationship Management

- ♦ Plan, Conduct and Evaluate Orientation Training

People Management

- ♦ Manage Human Resources in the Department

Personal Management and Development

- ♦ Develop Self to Maintain Professional Competence at Senior Management Level

Planning and Implementation

- ♦ Manage and Review Systems and Processes
- ♦ Manage Resource Planning
- ♦ Provide Information for Management Decision Making

Risk Management

- ♦ Comply with Legal Requirements in a Lodging Property

Sales and Marketing

- ♦ Manage Customer Acquisition and Retention Programmes



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Revenue Manager

Job Description

The Revenue Manager oversees the revenue management and distribution strategy of the property and manages day-to-day yield operations. He/She ensures that all target market segments are developed for the long-term benefit of the property's business, performs competitive benchmark studies and follows market trends. He/She also creates and develops pricing strategies and manages all third-party distribution. He/She also provides weekly dynamic forecasts of expected results, variances and budget comparisons, analyses overall monthly sales performance and provides summary report with recommendations to improve long term strategies.

The Revenue Manager has to work closely with other departments to ensure that the pricing strategies are implemented on a daily basis. He/She is responsible for assessing, analysing and pricing group business strategies. He/She needs to ensure that the revenue team adopt best practice standards to include competitor analysis, environmental scanning, market modelling, distribution yield management, business mix yield management, pricing control and new pricing concepts in reports to the management. He/She also needs to evaluate the performance of distribution partners and contracted rates (OTA, FIT, tour operators, et cetera).

Skills Category

Skills

Analytical, Conceptual and Evaluative

- ♦ Apply Systems Thinking in Problem Solving and Decision Making
- ♦ Contribute to the Design and Development of a Productivity Framework

Business Negotiation

- ♦ Manage and Direct Negotiations
- ♦ Manage Dispute Mediation

Communications

- ♦ Conduct Presentations to Senior Management

Finance

- ♦ Prepare Budget for the Business Unit

Infocomm Technology

- ♦ Analyse and Recommend Best Practices and Technology in Hospitality

Innovation

- ♦ Innovate the Customer Experience

Leadership

- ♦ Lead Team Leaders to Develop Business Strategies and Governance Management

People Management

- ♦ Manage Human Resources in the Department

Personal Management and Development

- ♦ Develop Self to Maintain Professional Competence at Senior Management Level

Planning and Implementation

- ♦ Manage Resource Planning
- ♦ Provide Information for Management Decision Making

Revenue Management

- ♦ Manage Strategic Revenue Management
- ♦ Manage Total Revenue Management

Sales and Marketing

- ♦ Manage Customer Acquisition and Retention Programmes
- ♦ Manage Hotel Sales and Marketing Initiatives



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

Director of Revenue Management

Job Description

The Director of Revenue Management drives revenue and profits for the property by implementing effective revenue management practices and strategies for all business sources of the property. The Director of Revenue Management determines daily pricing which are aligned with the overall objectives of the property to maximise revenues. He/She also analyses the external marketplace, customer demand and competitor offerings to ensure proper price competitiveness within the market and competitive set. He/She also evaluates the channel and intermediary opportunities in line with segmentation goals and corporate guidelines.

The Director of Revenue Management also develops guidelines for managing the property's inventory and pricing strategies to maximise the revenue received from each segment and distribution channel. He/She partners with the sales team on contracted, group and negotiated transient revenue generation and ensures alignment with overall pricing and promotional activities. He/She also manages the reservations department (if applicable) to ensure pricing strategies are implemented according to the revenue plan, and prepares and distributes accurate revenue forecasts for the General Manager.

The Director of Revenue Management may assist with the property's budgeting process and budget input in cooperation with the General Manager.

Skills Category

Skills

Business Continuity Management

- Direct Management of Crisis Situations

Change Management

- Facilitate Innovation and Lead Managers to Manage Change

Finance

- Develop and Establish Financial Budget and Plans

Infocomm Technology

- Capitalise on Opportunities Created Through Digital Disruption in the Hospitality Industry

Innovation

- Champion Service Innovation
- Facilitate Innovation Process within the Organisation

Knowledge Management

- Develop and Establish a Knowledge Management System

People and Relationship Management

- Establish Organisational Relationships and Lead Organisational Diversity

People Management

- Develop Managers and High Potential Employees through Organisational Talent Capability Review
- Develop Strategies for Talent Management

Personal Management and Development

- Develop Self to Maintain Professional Competence to Lead an Organisation

Results Achievement

- Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results

Revenue Management

- Manage Distribution Channel Challenges and Strategies



SKILLS MAP FOR REVENUE MANAGEMENT TRACK

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES

Occupation

General Manager

Job Description

The General Manager directs all strategies and operations in the property, together with a team of senior management staff. He/She sets the vision and works closely with his/her team to ensure proper return on investment, higher revenues and enough sales to keep the property running smoothly. He/She leads the management team to effectively manage the various functional areas to maximise financial performance and guest experiences while upholding quality standards, property's brand image and values.

Innovative and transformative, the General Manager strategises and leads organisational growth to stay ahead of competition and trends, as well as take advantage of business opportunities. The General Manager also directs the maximisation of revenue by anticipating market shifts, develops and monitors annual business and marketing plans. He/She conducts regular meetings with all Heads of Departments and safeguards quality of both internal and external operations. He/She represents the property for civic, business, industry and local government matters (including statutory and legal regulations), as well as promotes the property as its lead brand ambassador.

The General Manager establishes and oversees the employment and development of staff, and communicates with his/her management team and all staff regularly. He/She should possess good communication skills, and be an enabler to motivate and empathise with staff while enforcing high standards of service in the property.

Skills Category

Skills

Business Continuity Management

- Provide Leadership during Crisis Situations

Change Management

- Lead Change Management

Communications

- Represent and Promote the Organisation

Finance

- Set Organisation's Finance Philosophy and Strategies

Innovation

- Lead and be Accountable for Innovation within the Organisation

Leadership

- Act as an Effective Board Member
- Adopt International Hotel Asset Valuation and Acquisition Business Models
- Develop Strategic Business Partnerships
- Identify and Develop Business Opportunities
- Interpret Statutory Financial Statements for Business Leaders
- Lead Organisation to Develop Organisational Strategic Priorities, Culture and Governance

People Management

- Develop Succession Plan
- Lead Organisational Succession Planning, Capability Development and Employee Engagement

Planning and Implementation

- Develop and Drive Organisational Vision, Mission and Values
- Direct Organisational Strategies and Set Targets

Results Achievement

- Monitor Organisational Performance and Develop Reward Strategies to Lead Achievement of Results