

## REVRoadMap® Consultative Partners

Buckhiester Management is the leading Revenue Management consulting and educational development firm in North America for the hospitality industry. Founded in 1995, now with offices in Seattle, Vancouver and Washington, DC, Buckhiester Management is the creator of **REVRoadMap®**, a proprietary Revenue Management (RM) business process designed to enable clients to develop RM as a core competency with full integration of both strategic and tactical skills.

As consultative partners we offer the following expertise and services:

- Unrivaled credibility
- *2 unique skill sets* - experienced consultants to address strategic objectives and organizational issues + leading edge RM educational content for customized RM development and training
- Ability to communicate professionally and decisively with senior level key players
- Long term business presence (founded 1995)
- Principals of the company have experience as a Senior Vice President Operations of a major North American hotel REIT & as hotel General Managers for major brands (Westin, Marriott, Radisson)
- RM expertise in Rooms, Food & Beverage and ancillary revenue streams – a “Total RM” approach
- Ability to address both strategic & tactical issues for each unique brand and marketplace
- A highly diverse client base from which RM best practices are drawn
- No conflict of interest – a completely objective third party resource

“... employing revenue management techniques have seen increases between 3% & 7%... resulting in 50% to 100% increase in profits.”

**Robert G. Cross,**  
“Revenue Management  
Hard-Core Tactics for  
Market Domination”

## REVRoadMap® The Goal

Our primary goal at buckhiester management is straightforward:

We want our hotel clients to leave **no** money on the table. Period.

We do this in many ways:

- Comprehensive revenue management audits
- Development of strategic revenue management plans
- Strategic and tactical consultative services
- Customized revenue management learning programs, workshops, decision support tools and coaching sessions



"In today's volatile markets, those hotels that do not establish revenue management as a core competency will be at considerable financial risk."

**Bonnie Buckhiester**  
Principal

### REVRoadMap® Business Process

Developed over the past 15 years, our unique business process, the **REVRoadMap®**, has been designed to stay ahead of the fast-paced, evolving nature of hotel revenue management in the hospitality industry.

Our process takes a holistic approach in combining:

- Decision support tools
- Interactive workshops
- One-on-one coaching
- Performance measurement

The **REvolution®** Process is specifically designed to follow a logical business cycle that, when repeated, facilitates a comprehensive application of hotel revenue management concepts and principles in every aspect of revenue generation.

#### Six steps to effective hotel revenue & yield management



## REVRoadMap® Diagnostic

### your blueprint to revenue optimization

**REVRoadMap®** is the ideal health check-up for your organization's revenue management practices. Not unlike a car's 100 point check-up, our proprietary **REVRoadMap®** diagnostic looks at all aspects of your hotel revenue management program from product definition to distribution management.

Recommendations and revenue opportunities are discussed to help you pinpoint your opportunities. **REVRoadMap®** is conducted with your entire revenue management team via web conference utilizing our proprietary mapping process and tools to illustrate potential.

This unique product is a quick and affordable way to see where you are along the revenue management journey. It enables your team to know the dollarized potential for your property in every key area of hotel revenue management. Let us help you build a plan to capture every last dollar of revenue potential.

"The convergence of the demand related functions of marketing, sales and revenue management in the online world today makes building integrated RM Teams critical to a hotel's competitive survival."

**Victoria Edwards** Vice President,  
Business & Product Development

## REVRoadMap® Process Audit

comprehensive hotel revenue management audits provide in-depth reviews on:

- Assessment of hotel revenue management culture
- Sales and marketing strategies
- Market conditions
- Competitive environment
- Product positioning
- Market segmentation
- Business mix options
- Pricing philosophy, structure & hierarchy
- Strategic pricing initiatives
- Reservation source management
- Electronic distribution sources
- Forecasting methodologies
- Reservations and Front Desk salesmanship
- Technology assessment/acquisition
- Procedures and policies for revenue management implementation
- In-depth web site assessment

audits yield detailed recommendations to take advantage of all revenue opportunities

Comprehensive direction (topic by topic) provides a blueprint for successful implementation of hotel revenue management strategies and tactics as well as an approach to improving the revenue management culture in your organization.

### REVRoadMap® Comprehensive Plans

#### strategic hotel revenue management plans

If your organization is ready to take the next step in improving their yield management efforts but doesn't know quite where to start, our Strategic Revenue Management Plans are the perfect product for you. Highly qualified Buckhiester Management consultants will come to your organization and spend quality time with your key players researching current RM practices, identifying attitudes and company philosophies towards RM and developing a comprehensive gap analysis. Depending on your company's unique Revenue Management goals, this Strategic Plan may be a 2, 3 or 5-year plan.

Once the research has been done, a detailed report of findings is compiled including specific recommendations for improvement of your yield management practices going forward. Buckhiester Management is also available to help execute the plan.

If you are interested in a customized quotation please contact us at [info@buckhiester.com](mailto:info@buckhiester.com).

"Revenue management has contributed millions to the bottom line, and it has educated our people to manage their business more effectively. When you focus on the bottom line, your company grows."

**Bill Marriott Jr.**  
Chairman and CEO,  
Marriott International

## REVRoadMap® Developmental Training

There are three target audiences for on-site yield management training:

### 1) hotel revenue management teams

General Manager, Director of Sales, Front Office Manager, Reservation Manager, Revenue Manager, Director of Revenue Management and Controller

- Global distribution strategy development (CRS, GDS, Internet)
- Strategic pricing
- Duration optimization
- Product positioning and interpretation of performance indexes
- Conducting effective revenue management meetings
- Leveraging competitors' weaknesses
- Business mix analysis and redevelopment
- Transient baseline development
- Interpretation of third party market intelligence reports, e.g. STAR™, RateView™, Hotelligence™, FuturePACE, etc.
- Displacement analysis
- Effective/efficient decision making processes
- Creating packages that sell

### REVRoadMap® Developmental Training

#### 2) revenue manager / director of hotel revenue management

One-on-one coaching for the Revenue Manager or Director, or person in the yield management role

- Interpretation of third party reports
- Advanced tactical statusing
- Forecasting three distinct methodologies - occupancy, revenue and demand
- Improving forecast accuracy
- Advanced management of electronic distribution
- Application of stay controls
- Denied reservation tracking and data interpretation
- Customized hotel revenue management decision support tools - design and development
- Tracking historical trends
- Developing check-lists for revenue management implementation
- Applying block wash tactics
- Business mix manipulation strategies

### REVRoadMap® Departmental Staff

#### 3) Sales, Reservations, Front Desk, Conference Services

- Salesmanship and up-selling techniques
- Dealing with oversold dates
- Developing effective scripts
- Understanding multiple reservation sources
- Managing in-house reservations productivity, abandon ratios, conversion ratios, revenue targets, average speed of answer and talk time
- PMS, Sales/Catering, hotel revenue management software configuration and utilization
- Evaluating group business
- Establishing sound group block wash practices
- Understanding the role and impact of new media on RM strategies & tactics

### REVRoadMap® Support Services

**REvolution®** Support Services include interactive workshops led by Buckhiester Management hotel revenue management coaches, customized learning programs created specifically to support your organization’s yield management practices, and **ARM™** (Ask a Revenue Manager) that allows real-time responses to your questions as they arise. **ARM™** is available on an ad hoc basis or as a virtual revenue manager, whereby we will act as your full-time revenue manager

Our interactive sessions not only support the revenue management tools and practices found in the **REvolution®** toolkit, they are also available as stand alone solutions to supplement your existing hotel revenue management program. Led by our experienced revenue management coaches, these half-day or all day sessions include:

#### interactive workshops and coaching sessions

topics	session length
Revenue Management: "The New Fundamentals"	½, 1 or 1½ days
* Product Definition: "Leveraging Your Room Inventory"	½ day
* Competitive Benchmarking: "An Innovative Approach"	½ day
* Strategic Pricing: "Thriving vs. Surviving in an Economic Downturn"	1 day
* Demand Forecasting: "The Art & Science of Forecasting"	½ or 1 day
* Distribution Management: "Multi-channel Management for Today's Markets"	1 day
Setting Optimal Selling Strategies: Real Time Coaching Sessions	3 x ½ days
Interpreting Market Intelligence Reports	½ day
* Business Mix Manipulation: "Manipulating Business Mix & Pricing to Drive RevPAR"	1 day
Increasing Reservation Conversions Through Innovative Salesmanship	1½ days
Tapping the Potential of Front Desk Up-sell Opportunities	1½ days
Revenue Maximization for Group & Tour Business	½ day
Growing the Business & Growing Together: Executive Strategy Session	2 days

\* These workshops are included in **REvolution®** Complete

Workshops and coaching sessions are selected based on the specific needs of your team. Please contact us for more information about workshop content and stand-alone session pricing.



## bonnie buckhiester - principal

- More than 30 years experience in travel, tourism and hospitality – founder & co-owner of Buckhiester Management
- Senior management positions including Senior Vice President Operations for a major North American REIT (portfolio of 39 hotels), General Manager for three 4-diamond hotels, Executive Assistant Manager for two large, 4-diamond city-center Fairmont hotels
- Strong background in automated systems and corresponding integration of yield tactics
- Bachelor Degree from the University of Illinois
- Certification in Revenue Management from Cornell University
- Co-creator of **REvolution®** - a combination of interactive workshops, decision support tools, & coaching sessions that enable those making the day-to-day decisions to deal effectively and efficiently with complex Revenue Management issues such as positioning, pricing, forecasting and electronic distribution
- Guest speaker for Annual General Manager and Sales & Marketing conferences
- Workshop facilitator and guest speaker for hotel revenue management conferences (New Orleans, Boston, Chicago, San Francisco), Hotel Investment Conference, Resort Hotel Association, HSMIAI Revenue Management Strategy Conferences and regional meetings, HITEC, Hotel Association of Canada, Lodging Conference, and HSMIAI Asia Pacific
- Member of the Board - International Society of Hospitality Consultants  
Member of Hotel Sales and Marketing Association International  
Life-time Member University of Illinois Alumni Association



## victoria edwards - vice president, business & product development

- More than 25 years experience in travel, tourism and hospitality – co-founder & co-owner of Buckhiester Management
- Senior management positions include General Manager for both Marriott and Westin properties, senior manager with Delta Hotels and Fairmont Hotels & Resorts
- Extensive experience in both the Rooms and Food & Beverage sides of the business – trained as a Chef and leads the Food & Beverage revenue management practice at Buckhiester Management
- Bachelor Degree (B.A. with honors) in Psychology from the University of Victoria, graduate diploma in Applied Linguistics and a professional culinary certification from DuBrulle French Culinary Institute
- Creator of the **REVRoadMap®** business process and the online interactive **REVRoadMap® Diagnostic**
- Co-creator of **REVolution®**, the comprehensive revenue management learning product and co-producer of numerous web-series on the subject of revenue management
- Facilitator and speaker at HITEC, ACTE Global Education Conference (Association of Corporate Travel Executives), Online Revealed Toronto, Royal Host's Annual General Managers Conference, Calgary Hotel Association, and Banff Lake Louise Hotel Motel Association
- Member Board of Directors – Hotel Sales & Marketing Association International (Canada)  
Member Educational Advisory Board – AHLA Educational Institute panel on Revenue Management Certification and Member of HTFP Association
- Co-author of the industry's first research whitepaper on Dynamic Pricing in the Corporate Market Segment

