

# Revenue Management Summit 2008

**INDUSTRY LEADING CONFERENCE:**  
12 & 13 October 2008

**2 DAY CERTIFIED WORKSHOP:**  
14 & 15 October 2008

**JW Marriott Hotel, Dubai, UAE**

**The Middle East & Africa's First Airline And Hotel Industry-Specific Revenue Management Event.**

**HEAR FROM THE EXCLUSIVE AIRLINE AND HOTEL INDUSTRY-LEADING SPEAKING FACULTY, INCLUDING:**

**Louis du Plessis**, Head of Revenue Management and Pricing, **VIRGIN ATLANTIC**

**Ananya Narayan**, Senior Vice President, Global Strategy & Managing Director-India, Middle East and Africa, **PREFERRED HOTEL GROUP**

**Dieter Westermann**, Senior Manager Revenue Management, **QATAR AIRWAYS**

**Tarek Elsherif**, Regional Director of Sales & Marketing, **MILLENNIUM & COPTHORNE HOTELS MENA**

**Puneet Mahindroo**, Corporate Director of Revenue Management and Global Distribution, **TAJ HOTELS AND PALACES**

**Richard Lewis**, President, **JEBEL ALI INTERNATIONAL HOTELS & General Manager, Hospitality, DUTCO GROUP**

**Ramesh Venkat**, Senior Vice President Yield Management, **EMIRATES**

**Aligi Gardenghi**, Regional Director of Revenue Management, **HILTON HOTELS - ARABIAN PENINSULA AND INDIAN OCEAN**

**Mohannad Khraisheh**, Director of Revenue Management, **ROYAL JORDANIAN AIRLINES**

**Sarah Allen**, Area Director of Revenue Strategy for MEA, **MARRIOTT HOTELS & RESORTS**

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"An excellent and insightful opportunity to be part of an event that recognizes the importance of the revenue management discipline, and which will fuel its growth and maturity in the Middle East and Africa Region."

**Sarah Allen**, Area Director of Revenue Strategy for MEA, **MARRIOTT HOTELS & RESORTS**

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**T: (971) 4 364 2975 F: (971) 4 363 1938 E: enquiry@iqpc.ae W: www.revenuemanagementme.com**

- 08.15 **Registration, Refreshments And Networking**
- 09.00 **Chairman's Welcome And Opening Remarks**
- 09.10 **Thinking Outside The Box: Taking The Leap**  
 •What is holding Revenue Managers back from realizing the potential of their function?  
 •How can you break away from 'traditional' strategies and tactics?  
 •What are the most powerful methods for kick-starting out of the box thinking?  
**Jim McMahon**  
 Former Head of Network Planning, Ryanair  
 Chief Operating Officer  
**REVAERO, IRELAND**
- 09.50 **Planning And Implementing A Customer-Centric Revenue Management Strategy**  
 •Exploiting data through advanced analytics to gain insights into customer traits and preferences  
 •How to effectively implement a customer-centric revenue management strategy in a culturally diverse operating environment  
 •Retaining, effectively rewarding and marketing to existing customers, and acquiring new customers.  
**Puneet Mahindroo**  
 Corporate Director of Revenue Management and Global Distribution  
**TAJ HOTELS AND PALACES, INDIA**
- 10.30 **Networking, Coffee And Refreshments**

### HOTEL INDUSTRY STREAM

- 13.40 **Knowing The Future Of Your Hotel Product**  
 •Finding the right information to understand where your hotel is headed  
 •Ensuring access to high quality data for accurate forecasting  
 •Driving revenue management in the right direction through a long-term strategy based on the hotel's strategic growth goals  
**Laurent Barelrier**  
 Revenue Manager  
**NOVOTEL-IBIS HOTELS, WORLD TRADE CENTRE, UAE**

### 14.20 The Most Effective Internal Structure To Empower Revenue Management

A discussion into where the revenue management function should sit within a hotel's structure to gain maximum leverage.

Chair: **Richard Lewis**  
 President, **JEBEL ALI INTERNATIONAL HOTELS & General Manager, Hospitality, DUTCO, UAE**

**Laurent Barelrier**  
 Revenue Manager  
**NOVOTEL-IBIS HOTELS, WORLD TRADE CENTRE, UAE**

**Geoffery Volpatti**  
 Market Director of Revenue Management – Middle East  
**RITZ-CARLTON HOTELS & RESORTS, MIDDLE EAST**

**Tarek Elsherif**  
 Regional Director of Sales & Marketing  
**MILLENNIUM & COPTHORNE HOTELS MENA**

- 15.00 **Networking, Coffee And Refreshments**
- 15.30 **Implementing Revenue Management Principles To A Hotel's Revenue Generating Streams**  
 •Maximizing the benefits of revenue management  
 •Implementing revenue management across a hotel  
 •Ensuring revenue management principles are implemented to all revenue generating streams  
**Tarek Elsherif**  
 Regional Director of Sales & Marketing  
**MILLENNIUM & COPTHORNE HOTELS MENA**
- 16.10 **Fixed Price Revenue Management In The Budget Sector**  
 •Introducing revenue management to Premier Inn  
 •The benefits and transparency of fixed pricing  
 •Managing information more intelligently  
 •Outlook for the future  
**Stuart Reid**  
 General Manager  
**PREMIER INN – DUBAI INVESTMENT PARK, UAE**
- 16.50 **End Of Conference Day 1**

- 11.00 **Successfully Integrating Revenue Management Into An Organization's Structure**  
 •Building management skills within your revenue management team to optimize your working relationship between all teams  
 •Creating a culture of cooperation and sharing in daily interaction between teams  
 •Ensuring that revenue management principles are implemented to all revenue generating streams  
**Ramesh Venkat**  
 Senior Vice President Yield Management, **EMIRATES, UAE**
- 11.40 **A Strategy For Change In The Relationship Between Revenue Management And Sales & Marketing**  
 •Utilizing strong leadership skills to overcome the conflict between revenue management and sales & marketing  
 •Communication and rewards as a strategy to drive cooperation and ensure sales objectives do not overshadow the overarching company strategy  
 •Reconciling contradicting business objectives by developing strategies in tandem  
**Romain Saada**  
 Director of Revenue Management  
**SHANGRI-LA HOTELS & RESORTS DUBAI**
- 12.20 **Innovation In New Generation Hosting Systems For Revenue Optimization**  
**Jancy Anthony**  
 Sales & Account Manager, Airline Hosting, **EMQUEST**
- 12.35 **Networking Lunch**

### AIRLINE INDUSTRY STREAM

- 13.40 **Benchmarking Revenue Management In Airlines**  
 •Best practices in measuring the success of the Revenue Management function in airlines.  
 •KPIs to put in place to quantify successes and chart development plans  
**Louis du Plessis**  
 Head of Revenue Management & Pricing  
**VIRGIN ATLANTIC, UK**
- 14.20 **The Impact And Evolution Of Effective Revenue Management In Royal Jordanian Airlines**  
 •Where is Royal Jordanian Airlines today?  
 •The benefits achieved from implementing the revenue management system in place today  
 •The challenges faced and lessons learnt from implementing the revenue management system  
**Mohannad Khraisheh**  
 Director of Revenue Management  
**ROYAL JORDANIAN AIRLINES, JORDAN**
- 15.00 **Networking, Coffee And Refreshments**

- 15.30 **Revenue Management Strategies In The Face Of Low-Cost Carrier Competition**  
 •How full service carriers respond to the entry of low cost carriers  
 •How revenue management must evolve to adapt to changes in competition  
 •The model of airline competition for the region  
**Jim McMahon**  
 Former Head of Network Planning, Ryanair  
 Chief Operating Officer  
**REVAERO, IRELAND**

**Mohannad Khraisheh**  
 Director of Revenue Management  
**ROYAL JORDANIAN AIRLINES, JORDAN**

- 16.10 **Revenue Integrity: The Difficulties That Airlines Are Facing With Regards To The Abuse Of Inventory And Sales In The Region**  
 •Does an airline have a chance of selling a seat that someone has been allowed to hold for an extended period of time?  
 •Innovative strategies to maximize revenue  
 •Effectively dealing with the problem of false ticket numbers and false names while being mindful of relationships with agents

- 16.50 **End Of Conference Day 1**

- 08.30 **Registration, Refreshments And Networking**
- 09.00 **Chairman's Welcome And Opening Remarks**
- 09.10 **Innovation In Product Development And Marketing**
- Being involved in marketing and product development from a revenue management standpoint
  - Gaining maximum leverage of innovative new products from a pricing opportunity
  - Effectively managing rate increases to the customer
- Sarah Allen**  
Area Director of Revenue Strategy for MEA  
**MARRIOTT HOTELS & RESORTS, MIDDLE EAST & AFRICA**
- 09.50 **Critical Factors In Optimizing Revenue Management In Your Organization**
- Developing a powerful set of KPIs for revenue management
  - Supporting the evolution of revenue management from an inventory control to a price optimization system function
  - Applying analytics to all revenue generating areas of the organization
- Raj Sivakumar**  
Vice President – Revenue Management  
**JET AIRWAYS, INDIA**

### HOTEL INDUSTRY STREAM

- 13.30 **Consistent Implementation of Revenue Management Strategies To All Channels Of Distribution**
- Using revenue management principles to choose the right channels that complement short and long-term business strategies
  - Ensuring pricing integrity across all channels
  - Channel conversion
- Geoffery Volpatti**  
Market Director of Revenue Management – Middle East  
**RITZ-CARLTON HOTELS & RESORTS, MIDDLE EAST**
- 14.10 **The Updated Best Rate Guarantee Offer: Option Pricing**
- Reengineering the best rate guarantee to increase the option value to customers
  - Reestablishing product price integrity
  - Generating a revenue stream from best rate guarantee sales
- Aligi Gardenghi**  
Regional Director of Revenue Management  
**HILTON HOTELS – ARABIAN PENINSULA AND INDIAN OCEAN**
- 14.40 **Networking, Coffee And Refreshments**
- 15.10 **Hiring, Training and Retaining Talent**
- Revenue Managers are hard to find, and this is increasingly true as the region – in particular the GCC – experiences increasing competition due to massive growth over the next decade. Existing Revenue Managers have to be more creative and proactive in the hiring process in order to recruit great talent.
- Puneet Mahindroo**  
Corporate Director of Revenue Management and Global Distribution  
**TAJ HOTELS AND PALACES, INDIA**
- Sarah Allen**  
Area Director of Revenue Strategy for MEA  
**MARRIOTT HOTELS & RESORTS, MIDDLE EAST & AFRICA**
- Romain Saada**  
Director of Revenue Management  
**SHANGRI-LA HOTELS & RESORTS DUBAI**
- 15.50 **Effective Market Segmentation As The Key To Successful Revenue Management For Hotels**
- Establishing levels of rate tolerance for each market segment
  - Finding a balance between occupancy and average rate
- Ananya Narayan**  
Senior Vice President, Global Strategy & Managing Director-India, Middle East and Africa  
**PREFERRED HOTEL GROUP, INDIA, MIDDLE EAST & AFRICA**
- 16.30 **Final Q&A And Closing Remarks**
- 16.45 **End Of Conference Day 2**

- 10.30 **Networking, Coffee And Refreshments**
- 11.00 **Strategic Revenue Management: The Evolution From An Operational To A Strategic Function**
- Formulating a framework: developing guidelines and policies with a focus on the future
  - Identifying challenges and converting them into opportunities
  - Strategically aligning the organization's energy and focus
- Dieter Westermann**  
Senior Manager Revenue Management  
**QATAR AIRWAYS, QATAR**
- 11.40 **Systematically Integrating Revenue Management Into Corporate Marketing, Branding, Product Development And Alignment**
- Applying revenue management principles to the marketing process
  - Innovatively using data to analyze and track market segments
  - Maintaining integrity in pricing during low season and stimulating demand in high season
- 12.20 **Networking Lunch**

### AIRLINE INDUSTRY STREAM

- 13.30 **Effective Revenue Management Techniques For Regional Carriers -Survival In An Environment Of 'Legacy' And 'Low Cost' Competitors**
- How does revenue management keep up with defining and understanding the market, then adapting as changes in the market occur?
  - How has the growth in low cost carriers affect regional airlines?
  - How does a regional airline position itself in a market where low cost airlines are attempting to offer 'more' whilst legacy long-haul carriers are trying to offer 'less', and how does revenue management respond to this?
- Jerome Simelane**  
Executive Manager: Revenue Management, Pricing & Scheduling  
**SOUTH AFRICAN EXPRESS, SOUTH AFRICA**
- 14.10 **Establishing A Dynamic Fare Model – Just For Low Cost Carriers?**
- How do low cost carriers fair in terms of revenue management with dynamic fare pricing models? Should full service carriers consider applying a dynamic fare model, and how would this affect their bottomline?
- Michael Hayden**  
Assistant Vice President Commercial  
**JAZEERA AIRWAYS, KUWAIT**
- Amit Khandelwal**  
Vice President: Planning and Revenue Management  
**INDIGO, INDIA**
- 14.40 **Networking, Coffee And Refreshments**
- 15.10 **Value vs. Conflict Between The Acceptance Of Long Haul Traffic vs. Point To Point Traffic From A Revenue Management Perspective**
- Long haul brings more revenue, so how do airlines reconcile what to do in relation to the value that it brings and the conflict with what the customers may want?
- Louis du Plessis**  
Head of Revenue Management & Pricing  
**VIRGIN ATLANTIC, UK**
- Dieter Westermann**  
Senior Manager Revenue Management  
**QATAR AIRWAYS, QATAR**
- 16.10 **Final Q&A And Closing Remarks**
- 16.25 **End Of Conference Day 2**

## YIELD MANAGEMENT, CONSUMER BEHAVIOUR ANALYSIS AND REVENUE OPTIMIZATION - THE PATH TO PROFITABILITY

Managing short-term supply against customer demand in an effort to maximize revenue is the primary objective of the revenue management discipline. One of the core competencies of any airline or hotel operator, revenue management is a constantly evolving discipline that has reached new stages of maturity in the last few years. Best learnt through exposure to cross-industry best practices, experience and keeping up with the latest concepts, revenue management is at the heart of any successful hotel or airline.

As a revenue management practitioner, ensuring your skills are sharp so that you and your business remain competitive is important to you. An essential workshop for revenue managers in both airlines and hotels, this 2-day certified workshop has been developed specifically for this Summit, through research with professionals like yourself, and addresses your needs.

### WORKSHOP DAY 1 - Tuesday, 14 October 2008, 09:00 – 16:00

With a focus on customer-centric revenue management strategy, Day 1 of the workshop uses a comparative case study to outline differing responses to customer behaviour by three leading airlines - Ryanair, Cathay Pacific and British Airways.

#### Customer 2.0

- Changing consumer behaviour and appetites: understanding, anticipating and influencing consumer behaviour in order to maximize revenue

#### The Core Pillars Of Yield Management

- An updated look at resource management, time value and load profiling, and segmentation

#### Low Cost Entrants, Online Distribution And Disintermediation

- Effects on revenue and profitability

### WORKSHOP DAY 2 - Wednesday, 15 October 2008, 09.00 – 16.00

Day 2 of the workshop concentrates on best practices in ensuring you have the right data at your fingertips for effective analysis, and revenue optimization to drive both long and short profitability. On this day, there will be a guest speaker from a leading organization co-presenting a case study.

#### Analysis, Data Requirement & Best Practice

- Combining market analysis, best practices and sound financial management techniques
- Obtaining and utilizing the right data to forecast supply and capacity
- Step-by-step methodology for utilizing data in effective decision making

#### Driving Profitability Through Optimization

- Driving short and long term profitability
- Strategically implementing pricing techniques: dynamic pricing, discounts
- Inventory management: utilizing perishable and distressed inventory
- Optimizing revenue and cash flow

**Guest Speaker:** To be confirmed. For updates on the agenda, go to [www.revenuemanagementme.com](http://www.revenuemanagementme.com)



The American Academy of Financial Management™ is one of the world's fastest growing professional associations with more than 50,000 members, associates and affiliates in over 145 countries. AAFM hosts and organize certification training worldwide and offering exclusive board designations to candidates who meet the highest professional standards and assessment criteria. IQPC is an accredited AAFM partner and provider.

The AAFM was chosen in 2006 by Dubai Financial Market (DFM) to conduct the seven week professional training component of the Kafa'at programme for graduates entering the brokerage and trading industry. AAFM also has alliances with the Dubai International Finance Exchange, Bahrain Institute of Banking and Finance, Capital Markets Authority of the Kingdom of Saudi Arabia, the Swiss Finance Institute, Dubai Institute of Human Resource Development, the Hong Kong Government, the Monetary Authority of Singapore, Dubai Quality Group and many more.



**Brett King**, MFP RBA CDE CEM CMI (Professor Emeritus)  
CEO – International,  
**American Academy of Financial Management**

Brett King is one of the founders of the American Academy of Financial Management (<http://www.aafm.org>), a global organization dedicated to improving the skills and careers of financial professionals everywhere. King has been directly responsible for the off-shore growth of the Academy's commercial operations with a membership spanning 145 countries. He also owns a successful niche consulting operation based in Asia. King was awarded an honorary Chair professorship with the China Management Institute in 2002 for his contribution to the China education community and has lectured on MBA and graduate programs such as the Australian Graduate School of Management's MBA series and as faculty at City University. As a professional speaker, King has presented at conferences in more than 20 countries for organizations like Forbes, The Economist, IIR, DTT Fast 500, HSBC, and others. He currently is an international judge for both The Asian Banker Retail Banking Excellence Awards, and the Middle East Business Achievement Awards. King previously led Modem Media/Digitas' (NASDAQ:DTAS) regional business in Asia as Regional Managing Director, and prior to that was the Regional Director of the E-Business Service-Line for Deloitte Consulting (Asia-Pacific-Africa). King was a national finalist in the Achaeus Institute entrepreneurship program (1998.) He maintains residences in Dubai, Hong Kong and Melbourne.

# Revenue Management Summit 2008

# Revenue Management

**Revenue Management Summit 2008** is the region's only airline and hotel industry-specific revenue management summit, which will address best practices for getting the most out of the 3 elements of revenue management: people, process and systems.

**Expert speakers will present case studies, run interactive workshops, and share best practices on topics including:**

- **Industry benchmarking** to know how you fare in relation to your competition
- **Boosting revenue** management and price optimization strategies to ensure competitiveness and positioning for long-term growth
- **Fostering and building** on the relationship between Revenue Management and Sales & Marketing
- **Attracting and retaining talent** for revenue management positions
- **The development** of the revenue management discipline: what's next and how to reach the next level of maturity

**Revenue Management Summit 2008** is a unique platform where educational sessions are complemented by relaxed but strategic networking sessions to maximise your time and investment. The delegates and speakers at this event are your peers in the industry, and this invaluable opportunity to make important contacts and form potential business alliances cannot be missed.

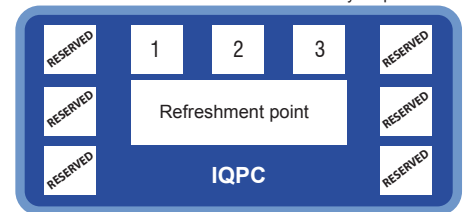
Dealing with the challenges facing revenue managers from airlines and hotels, this is the one event that you cannot afford to miss in order to ensure that your business remains competitive.

Attend the Summit to learn and share new revenue management concepts, practices, and find out more about the new solutions on the market. In the Middle East and Africa region, competition is high – and set for dramatic increases.

## SPONSORSHIP & EXHIBITION OPPORTUNITIES

The highest-level decision makers and policy makers will be in attendance to evaluate potential partners and network with key people. Can you afford to miss out on this opportunity? We have a variety of packages to suit your needs from exhibition packages, to sponsoring breakfast briefings and networking drinks. For more details, please call +971 4 364 2975 or email [sponsorship@iqpc.ae](mailto:sponsorship@iqpc.ae)

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**IDEAS Revenue Management System.** Founded in 1989, IDEAS is the premier provider of enterprise revenue management and optimization solutions. IDEAS invented proven critical decision solutions that enable global organizations to understand, anticipate and react to consumer behavior in order to maximize company-wide revenue or profits. **IDEAS mission** is to be your innovative revenue management and optimization partner, bringing clarity and control to your journey to success. Headquartered in Minneapolis, Minnesota, the company maintains global technology, support and sales offices in North America, the United Kingdom, Europe, Australia and Asia.



**WIDE Computer Systems,** based in Dubai, is a leading solution provider for the Hospitality Industry in the ME for over a decade. Founded by professionals who have years of experience in the Middle East market, specially in the IT segment, WIDE address the various aspects of the industry with a special focus on increasing "Guest Satisfaction and RevPAR" for its clients. **WIDE's mission** is to provide the ME market with the best international solutions in the Industry such as IDEAS, New Market (Delphi S&C), and others. IDEAS and WIDE signed an agreement for providing the Hospitality Industry with Revenue Management Solutions in 2002 and had a lot of success since then. WIDE is the first international business partner for IDEAS.



**EmQuest,** a division of Emirates, and marketer of Global Distribution System Galileo in the UAE and assigned markets, has partnered with UK-based Videcom International Ltd to market and implement the Videcom Reservations System (VRS) in the Middle East, Africa and Asia. VRS is a comprehensive airline hosting system that encompasses reservation control, revenue management, departure control, web-connectivity and airline administrative modules. VRS uses the latest internet technologies, to allow low-cost carriers to grow into full-fledged commercial airlines. The practice of controlling and pricing of travel seats availability in different booking classes with the goal of maximizing expected revenues or profits is the objective. Airlines can view revenues on ticket sales and other ancillary products in various formats through the VRS programme.

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**Journal of Revenue and Pricing Management** aims to provide an international forum for a wide range of practical, theoretical and applied research in the fields of RM and pricing; represent a multi-disciplinary set of views on key and emerging issues in RM and pricing; include a cross-section of methodologies and viewpoints on research, including quantitative and qualitative approaches, case studies, and empirical and theoretical studies; encourage greater understanding and linkage between the fields of study related to revenue management and pricing; publish new and original ideas on research, policy and management.



**4Hoteliers** was launched in early 2002 by a group of hoteliers who had been searching for a quality industry web site where one could source information, search for articles and investigate trends as well as to meet others to exchange ideas and thoughts. Because of our reach and search engine popularity, 4Hoteliers is a great tool to reach your target market. Our marketing solutions reach a targeted audience of global hoteliers and related professionals.



**The International Hotel & Restaurant Association** is the only global business organization representing the hospitality worldwide. Officially recognized by the United Nations, IH&RA monitors and lobbies all international agencies on behalf of this industry, estimated to include 300'000 hotels and 8 million restaurants, employing 60 million people and contributing with 950 billion USD annually to the global economy. For more information, please visit: [www.ih-ra.com](http://www.ih-ra.com)



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