Table 1. Profile of the participants

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| --- | --- | --- | --- | --- | --- | --- |
| Interviewee | Title | Hotel/business category | Years of  RM experience | Revenue management system | Education Level | Location |
| 1 | Corporate Director of Revenue | Independent hotel chain | 10 | IDeaS | Bachelor’s degree | Hong Kong |
| 2 | Area Director of Revenue | International hotel chain | 20 | Own system | Bachelor’s degree | Hong Kong |
| 3 | Founder | RM consulting company | 25 | IDeaS, Duetto, and others | Bachelor’s degree | Singapore |
| 4 | Corporate Director of Revenue | International hotel chain | 19 | IDeaS | Master’s degree | Hong Kong |
| 5 | Area Director of Revenue | International hotel chain | 18 | IDeaS | Doctoral degree | China |
| 6 | Corporate Director of Revenue | International hotel chain | 20 | IDeaS | Master’s degree | Hong Kong |
| 7 | Director of Revenue | International hotel chain | 13 | Own system | Master’s degree | Hong Kong |
| 8 | Revenue Manager, Corporate Office | International hotel chain | 11 | IDeaS | Bachelor’s degree | Hong Kong |
| 9 | Director of Revenue | International hotel chain | 10 | IDeaS | Master’s degree | Hong Kong |
| 10 | Vice President Commercial Asia Pacific Region | International hotel chain | 20 | IDeaS | Master’s degree | Singapore |
| 11 | Senior Executive, Head of Revenue Management | International hotel chain | 15 | Own system | Bachelor’s degree | Macau |
| 12 | Area Director of Revenue Management | International hotel chain | 15 | Own system | Master’s degree | Hong Kong |
| 13 | Director of Revenue | International hotel chain | 6 | Own system | Bachelor’s degree | Hong Kong |
| 14 | Revenue Manager | Independent hotel chain | 6 | Duetto | Bachelor’s degree | Hong Kong |
| 15 | Revenue Optimizer Specialist | RM consulting company | 23 | IDeaS, Duetto, and others | Associate’s degree | Thailand |
| 16 | Managing Director/Group Vice President - Asia Pacific Region | RMS provider | 15 | - | Bachelor’s degree | Singapore |
| 17 | Founder and Managing Director | RM consulting company | 25 | IDeaS and others | Associate’s degree | Thailand |
| 18 | Assistant Vice President, Revenue Optimization | International hotel chain | 12 | IDeaS | Bachelor’s degree | Hong Kong |
| 19 | Founder | RM consulting company | 18 | IDeaS and others | Associate’s degree | Singapore |
| 20 | Area Director, Account Management, Asia | RMS provider | 15 | - | Associate’s degree | Thailand |
| 21 | Director of Revenue | International hotel chain | 11 | IDeaS | Bachelor’s degree | Maldives |
| 22 | Regional Director of Revenue | Independent hotel chain | 15 | Own system | Master’s degree | United States |
| 23 | Director of Revenue | International hotel chain | 10 | Own system | Master’s degree | Qatar |
| 24 | Senior Revenue Manager | International hotel chain | 6 | Own system | Master’s degree | Hong Kong |
| 25 | Director of Revenue | International hotel chain | 10 | Own system | Bachelor’s degree | Hong Kong |
| 26 | Vice President of Marketing and Business Development | RM consulting company | 25 | Own system | Master’s degree | Turkey |

Table 2. Frequency of themes and dimensions related to the RM process during the COVID-19 crisis

|  |  |  |
| --- | --- | --- |
| Dimensions | Frequency\* | # of Participants \*\* |
| **Context**  Government influence  RM applies regardless of demand  Similarity of COVID-19 crisis to 2003 SARS crisis  Lack of control over the impact of COVID-19 on hotel business  *Total*  **Business analysis**  **Pricing** **strategy** | 24  10  7  5  46 | 13  7  7  4  21 |
| Demand-based pricing  Discounting | 34  20 | 17  16 |
| Competition-based pricing | 13 | 10 |
| Value-based pricing | 8 | 6 |
| Cost-based pricing | 7 | 6 |
| *Total* | 82 |  |
| **Demand modeling and forecasting**  RM system | 25 | 20 |
| Manual forecasts  Relevance of historical data | 23  17 | 18  14 |
| Budget is meaningless | 7 | 6 |
| Headquarters provide guidelines  *Total* | 3  75 | 2 |
| **Inventory control**  **Segmentation**  **Marketing**  **Distribution channel management** | 24  21  16  18 | 21  16  11  15 |
| **Performance measurement** |  |  |
| Focus on bottomline profit over topline revenue  Revenue generation index | 18  15 | 11  12 |
| Market share  *Total* | 10  43 | 9 |
| **Strategies in the near future**  Focus on seeking opportunities  Recovery plans  RM in other revenue-generating departments  Cost management  Opportunity to do more training  Focus on local market  Flexible strategy  *Total*  **Human capital matters**  Changing role of revenue leader  Collaboration between RM and sales and marketing  Collaboration between RM and finance  Collaboration with other departments  *Total* | 19  16  14  13  11  7  5  85  19  18  7  6  50 | 10  13  13  9  9  6  4  8  15  5  6 |

Note: \* Frequency refers to number of times a topic has been mentioned

\*\* Number of participants refer to the number of participants that mentioned the dimensions.