

How Revenue Managers Can Turn Market Share Goals into Commercial Action



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Session Summary

About the speaker



Annemarie Gubanski is Founder and CEO of Taktikon Consultancy and has worked in Revenue Management since 2000.

She supports hotels, conference venues and hospitality businesses across Europe with Revenue Management, Distribution and Commercial Strategy. She is also the founder and organiser of Global Revenue Forum.

3 Key Takeaways

1. Revenue Management should not operate in isolation. Commercial success requires alignment between Revenue, Sales, Marketing and Operations.
2. Market share and profitability are more meaningful measures of success than individual departmental KPIs.
3. Revenue Managers must move beyond pricing and forecasting and become strategic drivers of commercial performance.

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THE COMMERCIAL TEAM APPROACH

Many hospitality organisations still operate with separate commercial goals. Marketing focuses on traffic and visibility, Sales on contracts and volume, while Revenue Management focuses on rate and occupancy. While these objectives may be valuable individually, they often create conflicting priorities.

The session highlighted the importance of establishing one shared commercial objective: increasing market share and profitability. When all departments work towards the same goal, decision-making becomes clearer and commercial activities become more effective.

The role of the Revenue Manager is also evolving. While technology and automation can increasingly support pricing and forecasting, commercial

leadership cannot be automated. Revenue professionals are uniquely positioned to connect market intelligence, business performance and commercial action.

To do this effectively, Revenue Managers must develop a broader understanding of their market. This includes monitoring travel trends, economic developments, local demand drivers and competitor activity. The most successful teams do not simply react to changes in demand; they anticipate them and adjust their strategy accordingly.

Ultimately, Revenue Management becomes the strategic engine that helps align the entire commercial organisation around shared goals and measurable outcomes.

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TURNING INSIGHTS INTO ACTION

FOR REVENUE MANAGERS

- Define clear market share and profitability goals.
- Monitor booking pace against these goals throughout the year.
- Share performance gaps with the wider commercial team.

FOR SALES TEAMS

- Focus efforts on periods where demand gaps have been identified.
- Re-engage previous clients and target high-value opportunities.
- Align sales activities with commercial priorities.

FOR MARKETING TEAMS

- Support low-demand periods with targeted campaigns.
- Focus on revenue generation rather than traffic alone.
- Measure success based on commercial impact.

FOR COMMERCIAL LEADERS

- Establish one shared commercial objective across departments.
- Create accountability for commercial performance throughout the organisation.
- Encourage collaboration rather than siloed decision-making.

FINAL THOUGHT

Guests do not experience departments. They experience one hotel. The role of the commercial team is not only to maximise revenue, but to create the conditions that allow great hospitality to flourish.

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THE COMMERCIAL TEAM FRAMEWORK

Market Intelligence



Market Share Goal



Monthly Targets



Booking Pace



Gap Analysis



Commercial Action

By combining market intelligence, market share goals and booking pace analysis, hotels can identify performance gaps early and respond before revenue is lost.

Success depends on collaboration. When Revenue, Sales and Marketing work towards a shared objective, decisions become faster, actions become more effective and commercial results improve.

Revenue Management is no longer just about analysing performance. It is about turning insights into commercial action.

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Continue the Conversation

“Revenue Management should not exist in a silo; it must function as the strategy engine for the entire commercial team”

ANNEMARIE GUBANSKI

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