Revenue Manager interview questions

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What to expect

Revenue manager interviews blend technical questions about forecasting and pricing with behavioural and scenario-based questions to see how you think on your feet and work with others.

- **Technical:** Questions about forecasting methods, revenue management systems, and the metrics you track daily.
- **Behavioural:** Past experiences that show how you handled pricing decisions, worked with stakeholders, or responded to market changes.
- **Scenario:** Hypothetical situations where you have to make a pricing call under pressure, such as a competitor dropping rates.
- **Stakeholder:** How you collaborate with sales, marketing, and operations to align pricing and promotions.

Typically, you will have an initial phone screen with a recruiter, then a panel interview with the hiring manager and a senior revenue leader. Some employers include a short case study or data exercise where you analyse a set of booking data and recommend a pricing action. Final rounds may involve meeting with commercial or operations directors.

1. Walk me through how you forecast demand for a hotel or a route.

Why they ask

This tests your technical process and the data sources you rely on.

How to structure your answer

Process walk-through: step by step from data collection to final forecast.

Example answer

"I start by pulling historical booking data, looking at patterns by day of week, season, and lead time. I then layer on market intelligence such as local events, competitor rates, and economic indicators. I use a revenue management system to run a baseline forecast, then adjust manually for anomalies like a major conference or a public holiday shift. Finally, I review the forecast weekly with sales and operations to make sure it reflects current conditions and adjust pricing accordingly."

2. Tell me about a time you had to adjust pricing quickly when market conditions changed.

Why they ask

This is behavioural, looking at how you respond to change and make decisions under pressure.

How to structure your answer

STAR: Situation, Task, Action, Result.

Example answer

"At a city hotel, we noticed a competitor dropped rates significantly for a period when a large event was cancelled. I quickly analysed our remaining bookings and saw we had a gap. I re-forecasted demand and decided to run a flash sale for that weekend, targeting local drive market. I worked with marketing to push it out on social media. As a result, we filled the gap and maintained our average rate above the competitor's discounted rate."

3. If you saw competitor rates drop significantly for a key date, what would you do?

Why they ask
This scenario tests your judgement and how you balance rate and occupancy.

How to structure your answer
Judgement under pressure: assess the situation, consider options, decide and act.

Example answer
"First, I would check if the competitor drop is a one-off or a trend. I would look at our own pickup pace and remaining inventory. If we are behind on bookings, I might match the drop for a limited time to capture demand. If we are on track, I would hold rate and maybe add value instead, like a free breakfast. I would also check if the competitor drop is a mistake or a flash sale. My decision would depend on our revenue targets and the risk of eroding rate for other dates."

4. How do you work with sales and marketing to align pricing and promotions?

Why they ask
This assesses stakeholder management and collaboration.

How to structure your answer
CAR: Context, Action, Result.

Example answer
"In my current role, sales and marketing were running a promotion that didn't align with our pricing strategy. I scheduled a meeting to share our forecast and showed how the promotion would discount rooms during a peak period. We agreed to shift the promotion to a low-demand week and target a different segment. The result was a lift in midweek occupancy without cutting into peak revenue."

5. What metrics do you track daily to monitor revenue performance?

Why they ask
This tests your technical knowledge and what you prioritise.

How to structure your answer
List and explain: name the metrics and why they matter.

Example answer
"I track occupancy, average daily rate (ADR), and revenue per available room (RevPAR) daily. I also look at booking pace compared to the same time last year, and the mix of segments like corporate versus leisure. I keep an eye on competitor rates and our own channel distribution to see if we are getting the right mix. If any metric falls outside expected range, I dig into the data to understand why."

6. Describe a time you had to explain a complex pricing decision to a non-financial stakeholder.

Why they ask
This looks at communication and stakeholder management.

How to structure your answer
STAR: Situation, Task, Action, Result.

Example answer
"I once had to explain to the operations manager why we were holding high rates during a period when the hotel looked empty. I used a simple chart to show the booking pace and the expected late demand from a conference that hadn't yet materialised in bookings. I explained that dropping rates too early would set a low price for last-minute corporate bookings. The operations manager understood and supported the decision. In the end, we filled the rooms at a higher rate."