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Application of Revenue Management Methods in the Tourism Industry

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Abstract

Revenue management has become an important approach to improving the commercial performance, capacity utilization, and competitiveness of tourism enterprises. This article develops a conceptual model of the interrelated components of revenue management in tourism and explains how these components contribute to decisions concerning demand, distribution, pricing, customer relationships, and the sale of tourism services. The study considers marketing research, the effectiveness of advertising campaigns, tourist loyalty management, the creation and positioning of attractive tourism products, service upgrades and upselling, commission and corporate discount policies, overbooking, ancillary service sales, competitor benchmarking, segmentation of revenue sources, and dynamic pricing. Drawing on a theoretical and methodological analysis of specialist literature and practitioner-oriented materials, these activities are examined as parts of an integrated management system rather than as isolated operational techniques. The analysis distinguishes revenue growth from profitability and emphasizes that price optimization should be considered alongside service quality, distribution costs, customer expectations, and operating constraints. Marketing research supplies information about demand and con-

sumer behavior; segmentation differentiates market opportunities; loyalty initiatives and ancillary services can support customer value; and pricing and availability decisions help align limited capacity with changing demand. The proposed component model identifies functional connections among these activities and offers a structure for tourism enterprises seeking to coordinate commercial decisions more systematically. The article also discusses possible operational risks, particularly the consequences of poorly managed overbooking and inappropriate pricing or discount decisions. It argues that revenue management is not merely the adjustment of prices, but a coordinated managerial process that combines market intelligence, forecasting, product development, customer relationships, channel management, and performance monitoring. The findings are conceptual and should not be interpreted as evidence of a measured causal improvement in profit at particular enterprises. Further empirical research is needed to test how the proposed components interact across different types of tourism businesses and market conditions.

Keywords: tourism industry; revenue management; tourism services; overbooking; advertising campaigns; dynamic pricing

1. INTRODUCTION

Tourism enterprises operate in markets characterized by fluctuating demand, seasonal variations, changing booking behavior, time-sensitive inventory, and strong competition across distribution channels. Hotel rooms, airline seats, scheduled excursions, and many other tourism services have a limited capacity that cannot be stored and sold after the service date has passed. Consequently, the commercial performance of such enterprises depends not only on the number of customers attracted, but also on the timing of demand, the prices customers are willing to pay, the availability of services, and the costs associated with delivering and distributing them. These conditions explain the continuing importance of revenue management as an approach to coordinating demand forecasting, pricing, capacity allocation, customer segmentation, and business performance. Shykina and Remihailo [1] discuss the development of revenue management in the hotel industry, while the bibliometric review by Subying and Yoopetch [2] identifies customer orientation, operational performance, and revenue-management techniques as interconnected areas of research.

Revenue management originally developed around decisions concerning limited and perishable inventory, particularly in airlines and hotels, but its managerial relevance extends to tour operators, travel agencies, attractions, and other tourism service providers. In practice, a tourism enterprise rarely makes a pricing decision independently of its marketing and operational activities. Demand estimates may depend on advertising, destination attractiveness, online reviews, and consumer preferences; available capacity may be shaped by cancellations and no-shows; and realized revenue may also depend on commissions, discounts, upgrades, and additional services. Dynamic pricing has become an especially visible component of this broader system. Talón-Ballesteró et al. [3] examine open and customer-oriented pricing in hotel revenue management, emphasizing that price differentiation and the use of information technologies must be understood in relation to market conditions and managerial decisions. Such evidence supports a more integrated view of revenue management rather than a narrow interpretation limited to changing prices.

The integration of revenue-management activities is also significant because revenue and profit are not interchangeable. Higher selling prices, greater occupancy, or a larger number of reservations do not automatically produce higher profitability when acquisition costs, intermediary commissions, discounts, operating expenses, customer dissatisfaction, and service failures are taken into account. For example, overbooking can reduce losses associated with cancellations or non-arrivals, but it may also impose compensation costs and reputational risks when confirmed customers cannot be accommodated. Likewise, loyalty initiatives, promotional campaigns, and ancillary-service offers can contribute to revenue only when their benefits are evaluated against the resources required to provide them. This creates a need for managerial coordination among marketing, sales, distribution, operations, and financial analysis. Empirical research on revenue-management algorithms further shows that analytical tools can support capacity and pricing decisions, although successful implementation depends on organizational context and managerial oversight [4].

Existing research has made substantial contributions to understanding hotel revenue management, pricing strategy, and tourism competitiveness. Shykina and Remihailo [1] examine conceptual foundations and price flexibility; Jerko et al. [5] consider indicators for assessing competitive potential in tourism; and Subying and Yoopetch [2] map the wider intellectual development of the field. Practitioner-oriented resources also address loyalty programmes, distribution commissions, customer upgrades, benchmarking, and ancillary services [6–9]. However, these topics are frequently presented as separate decisions or operational tools. Less attention is given to explaining, within one coherent conceptual model applicable across tourism enterprises, how market research informs segmentation, how product design and promotion influence demand, and how price and availability decisions interact with customer loyalty, channel costs, and longer-term competitiveness. This constitutes the principal conceptual and managerial gap addressed in the present article.

The purpose of this study is to develop and explain an integrated conceptual model of the principal components of revenue management in tourism enterprises and to identify the functional relationships through which these components may support commercial performance, profitability, and competitiveness. Specifically, the study considers the role of marketing research; the effectiveness of advertising campaigns; tourist loyalty management; the development of attractive tourism products; upgrades and upselling; commission and corporate discount policies; the management of overbooking; ancillary-service sales; competitor analysis; revenue-source segmentation; and dynamic pricing. These areas are examined not as independently proven drivers of profit but as mutually related management activities that may be combined in a coordinated decision process.

The contribution of the article is therefore a theoretically informed synthesis and practical organizational model rather than an experimental assessment of revenue-management effectiveness. Its results can help managers understand the information flows and decision links among commercial functions and identify issues for further measurement and testing. The following sections outline the methodological approach, present the component model, examine its constituent activities, and discuss the implications for integrated revenue management in contemporary tourism enterprises.

2. METHODOLOGY

The study adopted a conceptual, literature-based and comparative methodological approach to examine the application of revenue-management methods in tourism enterprises. Theoretical and methodological analysis was used to synthesize the definitions, principles, techniques, and managerial applications described in scientific publications and professional sources. The literature review considered material accessible through academic search services, including Scopus, Web of Science, and Google Scholar, together with specialist publications relevant to tourism operations, marketing, customer relations, pricing, and revenue management. These sources were used to identify recurring management functions and their potential relationships within tourism businesses.

The conceptual framework was developed through analysis, comparison, grouping, modelling, deduction, and structuring. First, the discussion distinguished revenue management from individual pricing tactics and identified the practical areas in which tourism enterprises make revenue-related decisions. Second, the activities were grouped into market intelligence, demand generation, customer relationship management, tourism-product development, distribution and commercial terms, inventory and capacity decisions, ancillary services, competitive analysis, and pricing. Third, the relationships among these activities were examined to construct an integrated model of revenue management. The model is explanatory and does not represent a statistically estimated system of causal effects.

The manuscript also discusses qualitative and quantitative marketing-research techniques that tourism enterprises can use to assess customer preferences and commercial performance. Illustrative qualitative techniques include examining consumer reviews, complaints, suggestions, online-platform discussions, and perceptions of tourism brands. Illustrative quantitative techniques include analyzing transactions to identify popular destinations and service packages, using web analytics to evaluate customer behavior, and testing alternative pricing strategies. These procedures are presented as available managerial methods; the manuscript does not report a defined sample of respondents, a documented questionnaire dataset, original experimental results, or statistical estimates from a specific tourism enterprise.

For the assessment of competitiveness, the study reviewed approaches to selecting and grouping economic, social, environmental, and operational indicators, including transformation criteria proposed in the relevant literature [5]. The resulting discussion is a structured conceptual synthesis rather than a systematic review with an exhaustive search protocol or a primary empirical investigation. This distinction is important because recommendations concerning profitability and operational effectiveness require future testing against comparable enterprise-level revenue, cost, service-quality, and customer-outcome data.

3. RESULTS AND DISCUSSION

Revenue management in tourism is an integrated managerial approach that seeks to improve revenue performance through demand analysis, forecasting, market segmentation, inventory allocation, and adaptive pricing of services such as hotel accommodation, air travel, tours, and related activities [1, 2]. While profitability is an important ultimate business objective, revenue maximization and profit maximization are not identical because the costs of service delivery, acquisition, and distribution must also be considered.

Examples of revenue management in the tourism industry:

1. *Hotels*: Setting room rates according to seasonality, day of the week, booking lead time, length of stay, available inventory, and expected demand, while taking account of distribution costs and guest perceptions of value.
2. *Airlines*: Applying flexible fares that vary according to departure dates, booking windows, seating availability, fare classes, customer segments, and anticipated cancellations or no-shows.
3. *Tour operators*: Offering travel packages at differentiated prices based on the package content, season, length of stay, anticipated demand, transport arrangements, and customer requirements.

3.1. BASIC PRINCIPLES OF REVENUE MANAGEMENT IN TOURISM BUSINESSES

1. *Demand forecasting*: Determining the expected level of demand for various services in certain periods of time, for example, seasonality, holidays, events, etc.;
2. *Customer segmentation*: Understanding different customer groups with their needs and willingness to pay different prices;
3. *Price differentiation*: Setting different prices for the same product depending on the time of booking, length of stay, availability and other factors;
4. *Availability management*: Optimizing the number of seats available for sale to avoid lost revenue due to empty seats and maximize revenue;

5. *Analysis and monitoring:* Continuously tracking the effectiveness of the strategies used and adjusting prices based on the data received.

The potential benefits of carefully implemented revenue management in tourism include the following:

1. *Improved profitability:* Support profitable sales by making more effective use of constrained resources, responding to demand, and taking account of commercial and operating costs.
2. *Greater operational efficiency:* Improve planning and inventory utilization by coordinating forecasting, reservations, distribution, and service capacity.
3. *Improved competitiveness:* Respond to market conditions with appropriate pricing, differentiated offerings, and more informed commercial decisions.
4. *Improved customer experience:* Use segmentation and clearer service options to offer products and prices that better reflect customers' needs and expectations.

Taken together, these potential benefits explain why revenue management can be a valuable organizational capability for tourism businesses. They should nevertheless be assessed using enterprise-specific indicators rather than assumed to arise automatically from introducing individual tools.

To organize the analysis, we propose an integrated scheme of the principal revenue-management components in tourism. Figure 1 illustrates their interrelationships and provides a conceptual basis for discussing how the individual managerial activities can be coordinated to support profitability, responsible capacity utilization, and competitiveness. The model is a conceptual synthesis rather than an empirically validated causal diagram.

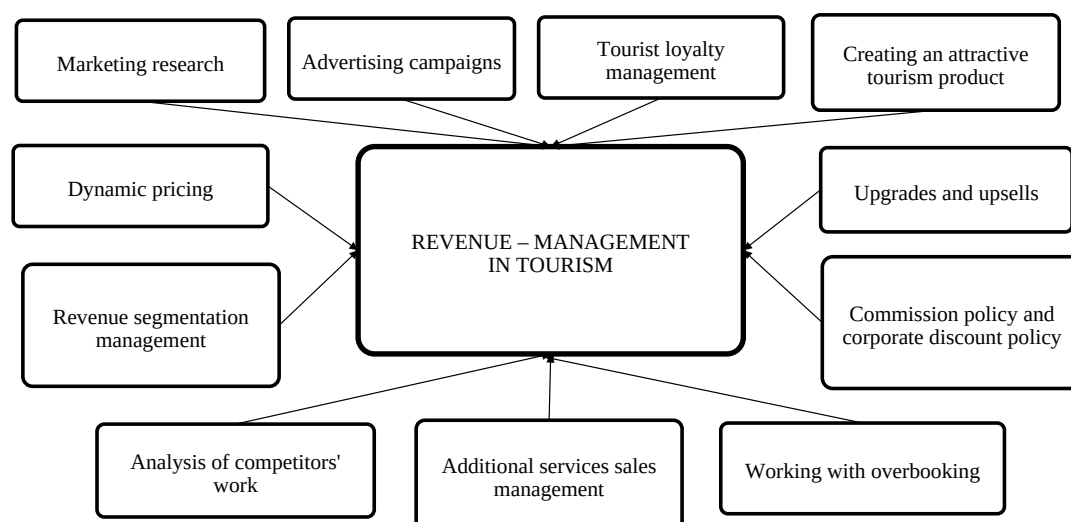


Figure 1. Conceptual model of revenue-management components in tourism. Source: Developed by the author based on Grachev [10]

The following subsections examine each element of the proposed model, explaining its managerial function, its practical application, and its relationship to the broader revenue-management system in tourism. The analysis also considers limitations, implementation conditions, and potential trade-offs where these are relevant.

3.2. MARKETING RESEARCH

The increasing use of digital technologies and analytical tools makes the systematic organization of marketing research particularly important in tourism. Marketing research provides evidence for commercial planning, customer segmentation, product development, communication, and pricing decisions. For these decisions to be credible, research should be conducted consistently, using clearly defined questions, reliable sources, appropriate methods, and accurate data interpretation rather than relying exclusively on assumptions or isolated customer comments.

Marketing research can support almost every area of a tourism enterprise requiring reliable information. It is a multistage process involving the identification of a managerial problem, the collection and preparation of relevant data, the analysis of market conditions, and the interpretation of findings. Evidence may come from the enterprise's own operational records and customer interactions as well as from independent research organizations, public statistics, tourism platforms, or specialist analysts.

When planning marketing research, a tourism enterprise must take into account all areas of its activity in order to obtain a comprehensive picture of the market. Accordingly, the process of marketing research in tourism includes the following main stages:

1. Problem definition;
2. Formation of the research concept;
3. Conducting desk (theoretical) research;
4. Conducting field market research;
5. Analysis of market conditions;
6. Studying external markets;
7. Simulation modelling;
8. Creating a marketing information system;
9. Making a management decision regarding the identified problem [11].

The stages of the marketing-research process and their connections are illustrated in Figure 2. The figure summarizes the information flow from defining the management problem through evidence collection and interpretation to a managerial decision.

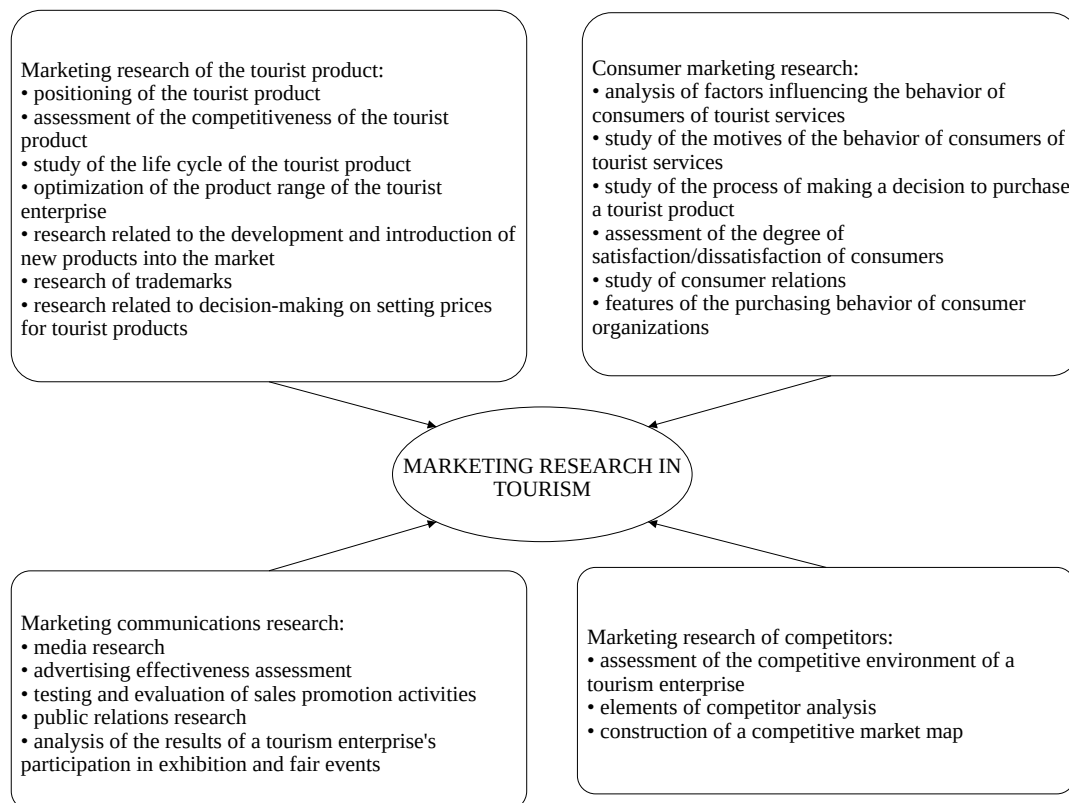


Figure 2. Scheme of application of marketing research in tourism. Source: Developed by the author based on Durovych [12]

3.3. ADVERTISING CAMPAIGNS

Advertising campaigns in tourism comprise coordinated marketing activities aimed at promoting tourism services, increasing sales and attracting customers. They include various types of advertising, such as online advertising, advertising in the media, participation in exhibitions and fairs, as well as direct marketing. An effective advertising campaign helps tourism companies stand out in a competitive market, attract the attention of the target audience and achieve their goals. The purpose of an advertising campaign is to increase sales and effectively promote the tourism product in the services market while ensuring a stable profit for the enterprise [13].

Advertising expenditure can represent a substantial part of a tourism enterprise's commercial budget, but its proportion of revenue varies by business model, market, season, and distribution strategy. Some operators may allocate a larger share to paid digital acquisition, while others rely more heavily on repeat customers, travel agents, or partnerships. Accordingly, an industry-wide advertising-spend estimate should not be treated as universally applicable without a defined sample, year, and source.

In the field of tourism, there are several main types of advertising:

- Introductory advertising familiarizes prospective customers with a new tourism product or service and communicates essential information about its features, price, booking conditions, destination, and delivery arrangements.
- Competitive advertising aims to differentiate a tourism product from comparable offers by emphasizing its distinctive qualities, service features, and value to the intended target market.
- Reminder or supportive advertising seeks to maintain awareness of established tourism products and encourage continuing consideration, although demand also depends on factors beyond promotional activity.

Advertising activities in tourism have a number of specific features that are determined by the nature of tourist services:

- Advertising claims should be reliable, specific, and verifiable because inaccurate representations can damage customer trust and increase dissatisfaction;
- Unlike many physical goods, tourism services may vary with personnel, season, location, and operating conditions; promotional messages should therefore be informative, accurate, engaging, and consistent with the experience delivered;
- Visual media, including photographs, videos, and graphics, can convey the destination environment, service attributes, and atmosphere of the proposed travel experience;
- Marketing communications can accompany travellers before, during, and after a trip, supporting information provision, expectation management, feedback collection, and brand relationships [14].

The main forms of tourist advertising include:

- Mass-media advertising: television, radio, and print publications;
- Printed advertising materials: brochures, catalogues, and booklets;
- Outdoor advertising: billboards, banners, and branded transport;
- Event promotion: participation in tourism exhibitions, trade fairs, and professional forums;
- Direct marketing: appropriately targeted postal or electronic communications;
- Digital promotion: official websites, social networks, search-engine optimization, and contextual advertising;
- Other promotional formats: cinema advertising, public-relations events, sponsorship, and relevant partnership activities.

3.4. TOURIST LOYALTY AND CUSTOMER RELATIONSHIP MANAGEMENT

Tourist loyalty management is considered one of the key tools of tourism enterprises in the system of marketing management of relationships with existing and potential consumers of tourist and related services.

The customer loyalty system involves the creation of long-term programs of mutually beneficial cooperation between tourists and the tourist enterprise. Its essence is to build long-term relationships with customers aimed at their retention, encouraging repeat purchases and increasing the level of trust in the brand. This is a complex business process that includes identifying the most valuable customers, maintaining constant contact with them, using interactive communication channels and forming the tourist's emotional attachment to the company [15].

Achieving customer loyalty requires methods selected according to the objectives of a particular programme, the intended customer segments, and the available organizational and financial resources. Table 1 summarizes financial and non-financial loyalty mechanisms that may be adapted to the needs of a tourism enterprise; the classifications are illustrative, and their effectiveness depends on programme design and customer behaviour.

A well-designed tourist loyalty programme can therefore support repeat purchases, strengthen brand relationships, and help a tourism enterprise distinguish its service offer. However, the net benefit depends on programme costs, customer participation, the incremental business generated, and whether the incentives create meaningful long-term relationships rather than merely subsidizing purchases that would have occurred anyway.

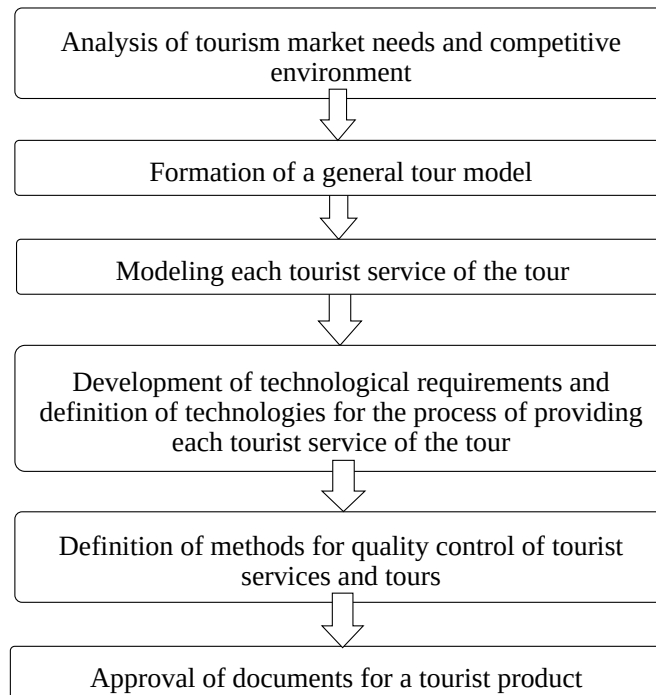
Table 1. *Principal customer loyalty management methods for tourism enterprises*

Method	Description of the method
Methods based on providing financial benefits (material)	
Simple method	The benefit is received by customers who participate in the loyalty program. Tourists can exchange the earned points for a discount on the next tour or additional service.
Tier method	Different bonuses are provided to travel agency clients who are at different stages of the loyalty pyramid: at the lower levels, clients enjoy short-term rewards, and at the upper levels, long-term benefits.
Paid method	The benefit is provided for a one-time fee.
Deferred method	The benefit is provided to all tourists, but after a certain period of time.
Partnership method	Cooperation with partners (travel service providers) who provide bonuses when customers purchase a service.
Methods based on providing non-monetary benefits (intangible)	
Gamification method	Providing a benefit in the form of involvement in the game.
Exclusive-membership method	The benefit is belonging to the VIP circle of clients of the travel company.

Source: Authors' illustrative synthesis of loyalty-programme formats, informed by the discussion of customer behaviour in Tierney [6].

3.5. CREATING AN ATTRACTIVE TOURISM PRODUCT

Developing a competitive and attractive tourism product is central to implementing the marketing strategy of an enterprise. Product development is closely related to operational planning and requires coordination among the departments and partners involved in designing, delivering, and marketing tours. The enterprise's product policy should therefore be based on carefully considered decisions about the range, volume, quality, and structure of its tourism products [16]. Figure 3 presents the stages of creating such a product, from researching customer needs to selecting a target market and positioning the final offer.

**Figure 3.** *Stages of developing and positioning a tourism product*

At the first stage of developing a tourist product, an analysis of the needs of consumers in the tourist market and an assessment of the competitive environment are carried out. Such research can be carried out both directly by the tour operator itself and with the participation of specialized marketing agencies.

To study the market, data collected by the company's specialists are used, as well as information from official sources - statistical reports, industry reviews, analytical articles and tourism development forecasts. Market research goes through several consecutive stages:

Stage 1 – market segmentation. Separate groups of consumers who have similar tourist needs are identified. Segmentation can be carried out by geographical, demographic, socio-economic or behavioral criteria, as well as by modes of transport, travel motives and income level. At this stage, the general dynamics of the market, demand trends, as well as external factors (economic, political, social) that affect the stability of segments are taken into account.

Stage 2 – analysis of the needs of individual segments. The specifics of the requests of each consumer group are studied. For example, the youth audience more often chooses educational, adventure or entertainment tours, prefers budget transport and accommodation (hostels, campsites, recreation centers) and a minimum package of additional services.

Stage 3 – assessment of the tour operator's capabilities. At this stage, it is determined to what extent the company is able to provide high-quality and effective satisfaction of the needs of selected market segments, taking into account its own resources, partnerships and infrastructure.

Stage 4 – analysis of the competitive environment. The offers of other tour operators in selected segments are evaluated, their strengths and weaknesses, the level of customer satisfaction and potential opportunities for differentiation of their own product are determined.

Stage 5 – selection of target focus groups and detailing of their needs. After specifying the target audience, the parameters of the future tour are determined: route and duration of the trip, number of tourists in the group, service providers (including transport), types of accommodation, excursion program, need for guides, etc.

Stage 6 – positioning of the tourist product. The tour operator forms consumers' perceptions of its tourist product, determining its place among competitive offers. Positioning is aimed at creating a positive image of a particular tour and the tour operator itself, which ensures brand recognition and increases customer trust [17].

3.6. SERVICE UPGRADES AND UPSELLING

An upgrade is a change from an existing product or service to an option with additional features, improved quality, greater comfort, or enhanced performance. In tourism, the concept is more specific than the broad idea of modernization: it concerns improvements that offer tangible additional value to customers and may also create new commercial opportunities for providers. Upgrades can be offered at booking, before arrival or departure, or during service delivery, depending on the type of tourism product and the available operational capacity.

In the tourism industry, an upgrade has its own special meaning. It includes increasing the level of comfort, quality of services and modernization of tourist infrastructure, which makes travel more convenient, safer and more enjoyable for travelers. Upgrading in the tourism sector may include improving means of transport, improving hotel accommodation conditions, updating excursion programs and developing modern tourist routes.

An important role is also played by the introduction of digital technologies - mobile applications, online services and interactive platforms that help plan trips, book services or receive up-to-date information during the tour. Tour operators and travel companies are actively using the concept of upgrade, creating innovative products focused on the needs of modern tourists. This can be both updating existing routes and improving hotel services, and implementing environmentally responsible solutions, developing specialized tours for individual target groups or using digital tools to personalize trips.

Examples of tourism upgrade:

- introducing new services in hotels - spa areas, high-speed Internet, renting electric scooters or bicycles;
- expanding the network of routes for active, adventure or extreme tourism;
- using innovative technologies - virtual tours, interactive maps and mobile applications for organizing trips;
- improving transport infrastructure – opening new flights, launching high-speed trains, updating bus services [18].

Upselling in tourism is a marketing and sales strategy that encourages customers to choose a higher-value or enhanced version of a product or service than the option initially considered. Examples include booking a superior hotel room, selecting a premium tour package, or extending a stay. Offering distinct supplementary products, such as spa treatments or excursions, is more precisely described as cross-selling or ancillary selling. The objective is to increase revenue while ensuring that the additional purchase provides genuine customer value and supports satisfaction and loyalty [8, 19].

The principal aspects of implementing responsible upselling methods in tourism can be summarized as follows:

- Experience enhancement: Upselling allows the customer to have a more comfortable or immersive stay, which positively affects their satisfaction;
- Revenue enhancement: Selling higher-value products and services can increase average transaction revenue, although its effect on profit depends on the incremental costs of providing the upgrade;

- Customer loyalty enhancement: Customers who perceive an upgrade as providing genuine additional value may be more willing to return, recommend the provider, and consider future premium offers;
- Examples in hotels: replacing a standard room with a superior room with a sea view, offering an all-inclusive package, selling a spa visit, additional excursions;
- Examples for tour operators: offering a more comfortable transfer, an expanded excursion programme, a longer stay, or a premium alternative destination. Such proposals should reflect the customer's preferences and budget rather than rely solely on price increases [20].

3.7. COMMISSION AND CORPORATE DISCOUNT POLICIES

A commission is a service fee paid to a distributor or intermediary who completes a sale on behalf of a tourism provider. It is commonly calculated as an agreed percentage of the retail selling price. This method of payment for services is common in the tourism, hotel business and transport services. The commission is the cost of selling a tourist product (accommodation, transport, food, excursion services, etc.) through a system of distributors (agents) and can be considered a marketing method for reaching customers beyond a provider's direct distribution channels. This creates the opportunity for indirect sales through a third party [7].

An illustrative example of a seasonal commission programme for a tour operator's agents is presented in Table 2. The percentage increments are examples of a possible tiered incentive structure rather than measured market-wide commission rates; the base commission would have to be specified in an actual agency contract.

Table 2. *Illustrative tour operator commission programme*

Number of tourists sent	Commission fee
Up to 20 tourists	base commission
From 21 to 50 tourists	base + 1%
From 51 to 200 tourists	base +2%
From 201 tourists and more	base +2.5%

A corporate discount policy differs from a commission arrangement because it reduces the price paid by an organizational customer instead of remunerating a third-party sales intermediary. In tourism, such policies typically involve agreed discounts or additional benefits provided to businesses purchasing travel products for employees, events, or group travel. Arrangements can range from discounts on individual tours to negotiated corporate travel programmes or more elaborate contractual loyalty schemes.

Tour operators may provide corporate customers with several types of discounts, selected according to contract duration, total purchase volume, the services included, and the needs of the client organization:

- Tour discounts: discounts on a specific tourist product or destination;
- Accommodation discounts: providing discounts on accommodation in hotels, motels, campsites, etc. working with the tour operator;
- Service discounts: discounts on additional services, such as excursion services, transport, spa services, etc.;
- Cumulative discounts: providing discounts depending on the total cost of tours purchased by one company;
- Volume discounts: providing discounts depending on the number of employees going on a group tour;
- Individually negotiated discounts: providing customized conditions to particular companies or their employees, subject to the agreed contractual criteria.

Corporate discount arrangements may fulfil several commercial and organizational purposes:

- Attracting new customers: tour operators seek to attract new customers through advantageous offers for corporate clients;
- Retaining existing customers: negotiated benefits can encourage repeat purchases and long-term, mutually beneficial relationships with a preferred travel agency or tour operator;
- Supporting employee benefits: favourable travel conditions may form part of an employer's broader programme of non-salary benefits and may contribute to employee satisfaction;
- Expanding the customer base: successful relationships with existing corporate customers can generate recommendations, referrals, and access to additional organizations. An appropriate discount programme should still protect contribution margins.

3.8. DEALING WITH OVERBOOKING

Overbooking in tourism occurs when a provider accepts more reservations or sells more places than its actual physical capacity can accommodate. This phenomenon can occur both due to errors in booking management and as a deliberate strategy aimed at maximizing resource utilization and increasing profitability.

A deliberate overbooking strategy is typically informed by probabilistic forecasts of cancellations, no-shows, booking lead times, and possible service-disruption costs. These forecasts should be regularly reviewed because cancellation behavior varies with season, product type, and customer segment.

Airlines may, for example, accept more reservations than the physical number of available seats when historical data suggest that some passengers will not travel. This practice is intended to reduce empty capacity and lost revenue caused by non-arrivals. Nevertheless, if more passengers arrive than the flight can accommodate, the airline may have to seek volunteers, offer alternative arrangements or compensation, and comply with the applicable passenger-protection requirements.

The practice can also occur in hotels. A property may accept a limited number of reservations beyond its available rooms when forecast cancellations and no-shows justify that exposure. If more confirmed guests arrive than can be accommodated, management may need to arrange suitable alternative accommodation and meet contractual, financial, and legal obligations. The anticipated benefit must therefore be weighed against the potential cost of relocation and damage to customer relationships.

Although overbooking may produce a financial benefit when forecasts are reliable, poorly managed overbooking can undermine customer confidence, increase compensation expenditure, and damage a tourism provider's reputation. Companies considering this strategy should therefore establish risk limits, maintain accurate cancellation and no-show forecasts, and prepare a transparent contingency plan for situations in which more guests arrive than the available capacity allows [21].

Overbooking may be commercially effective when it is carefully managed, supported by reliable forecasts, and compliant with applicable legal obligations and customer-protection requirements.

Potential benefits of applying overbooking methods in the tourism business:

- Mitigating losses from unused capacity: Overbooking can reduce the effect of anticipated cancellations or no-shows, especially when customers book well in advance. Rejecting a potential tourist at the booking stage due to the maximum tour occupancy on these dates will not only lead to direct losses in the event of a last-minute cancellation, but may also prevent the attraction of new customers;
- Improving expected occupancy: Accepting carefully controlled additional reservations can reduce otherwise unused capacity when cancellations and no-shows occur. However, overbooking cannot guarantee full occupancy or higher profit, and excessive reservations can impose serious service and compensation costs;
- Customer protection and contingency planning: if a confirmed booking cannot be honoured, the provider should promptly communicate with the customer and offer appropriate alternatives, refunds, or compensation according to the contract and applicable law;
- Use of forecasting methods: through effective coordination between the tourist flow management system and the tour booking system, it is easy to develop an accurate overbooking strategy using analytical software for tour operators.

Despite these potential advantages, overbooking presents operational and ethical challenges. Customers may experience disruption, uncertainty, dissatisfaction, or financial loss, while staff may face difficult service-recovery situations. A provider's online reputation can also be affected. These risks can be mitigated through conservative forecasting, service guarantees, clear communication, staff training, and fair procedures, but they cannot be assumed to disappear entirely.

3.9. MANAGEMENT OF ANCILLARY-SERVICE SALES

Acute competition in the tourist market promotes the development of additional services and requires tour operators to constantly improve the mechanisms for managing their sales. Travel agencies are constantly expanding the list of additional services, striving to create ideal conditions for a tourist to travel. The most popular additional services to increase tourist loyalty that can be provided at the office of the travel agency:

- Airport transfer. A practical and potentially valuable service for tourists, which ensures comfortable and timely arrival at the place of departure.
- Delivery of tourism documents to a customer's home or office. This service may be especially useful for travellers living far from the agency or in suburban communities. Timely delivery reduces the need for repeat office visits and helps customers obtain the documentation required for their trip.

- Tour booking confirmation notification. Promptly informing customers via SMS, Viber, Telegram, Messenger or other services is a convenient and unobtrusive way to maintain communication.
- Car rental abroad. A service for pre-booking cars of any class in different countries, which is especially useful for tourists who do not speak the local language or do not want to spend time looking for a rental on the spot. Nowadays, this service is often considered as a basic component of a travel package.
- Booking tickets for events. Ability to buy tickets for interesting events – concerts, sports matches, festivals, shows or carnivals. Travel agencies can cooperate with ticket offices or online platforms that sell tickets even for international events.
- Flexible payment methods. Customers may be offered options such as bank transfers, card payments, or cash where permitted. Secure mobile and online payment systems can reduce administrative friction and allow customers to complete transactions without repeated visits to the agency office.
- Payment in instalments or through approved credit arrangements. Where permitted and clearly disclosed, spreading the payment over an agreed period may make a tourism product more accessible for customers. Providers should explain fees, eligibility requirements, payment deadlines, and any financing obligations.
- Additional tourist and baggage insurance. Provides insurance against non-departure, flight delay, loss of luggage or other unforeseen circumstances. May additionally cover costs relating to medical care, illness or accidents during the journey [22];
- Gift cards: Enable customers to purchase a travel experience as a present for friends or family. A satisfied traveller, for example, may purchase a gift card for a similar service or activity. Such purchases can generate advance cash receipts and introduce new customers to the provider, although redemption obligations and deferred-revenue accounting must also be considered;
- Single Item Add-on: Single Item Add-on allows customers to improve their experience by purchasing additional products or services along with booking. When booking trips, it's easy to add additional equipment, such as a GoPro camera for a diving tour or lunch to a hot air balloon flight, etc. [8].

Effective management of complementary services creates opportunities for tourism enterprises to generate additional revenue through appropriate add-ons and cross-selling. Such offers are most persuasive and sustainable when they are relevant to the original booking, transparently priced, optional, and experienced by customers as a natural enhancement to their chosen tourism product [23].

3.10. COMPETITOR ANALYSIS AND BENCHMARKING

Competitor benchmarking in tourism is a systematic process of comparing the products, prices, customer experiences, promotional activities, and commercial practices of other travel agencies, tour operators, and service providers. Its purpose is to identify industry developments, evaluate a firm's competitive position, and identify opportunities for improvement. Effective benchmarking goes beyond the superficial inspection of competitors' websites: it combines available market information with customer feedback, online visibility, pricing comparisons, service features, product differentiation, and the overall experience reported by customers. These findings can then inform specific managerial decisions concerning price adjustments, website usability, product improvements, advertising strategy, and customer-service quality. The relevance of each measure depends on the enterprise's target market and business model, and the analysis should use comparable rather than arbitrary competitors [9].

Competition patterns in tourism vary widely, reflecting the complexity of the industry. Here are some types:

- Price competition models: focusing on how companies compete based on prices, seeking to attract travelers on a budget.
- Destination-choice models: analyzing how the perception of a destination can affect its competitiveness in the market.
- Market-structure models: an assessment of how different market participants, such as airlines, hotels and tour operators, interact and compete with each other.
- Customer-choice models: an assessment of factors that influence how tourists choose between competing offers.

Each model provides different information and serves specific purposes, helping companies develop competitive and sustainable strategies [24].

To assess the competitiveness of a tourism enterprise, indicators may be organized according to distinct analytical criteria, including economic, social, environmental, and safety dimensions, as shown in Table 3. The listed numerical thresholds originate in the cited indicator framework and should not be treated as universal standards without considering their original context and measurement units.

Table 3. A system of indicators for analyzing and assessing the competitiveness of tourism business entities according to transformation criteria

Transformation criteria	Indicators
Competitive advantages	The number of tourists served by tour operators and travel agents, the number of tourist vouchers sold by tour operators, the total number of tourists served by tour operators and travel agents, the area of land plots of the tourism facilities, the cost of vouchers, the average cost of one voucher, the number of tour days sold, the cost of one tour day, the number of tourist/travel tickets sold to the population by travel agents, the total cost of tours, the total number of nature reserve funds
Sustainability:	
Economic component	Tourist tax revenue/income to local budgets, number of inbound tourists, number of outbound tourists, number of domestic tourists, costs related to the provision of tourist services, investment in the hospitality industry
Social component	The level of employment of the population in the tourism sector, the average monthly salary of workers in the hospitality industry, the number of children who visited children's health and recreation facilities, the number of people who stayed in collective accommodation facilities, the occupancy rate of collective accommodation facilities, the number of foreigners who were in collective accommodation facilities
Ecological component	The level of emissions of harmful substances from mobile sources of pollution, the level of waste utilization/disposal
Safety	The ratio of labour productivity growth rates to wage growth rates (not less than 1), the inflation rate (not more than 107), the level of the average interest rate of commercial bank loans (not more than 5), the rate of change of the official exchange rate index of hryvnia against the US dollar (no more than 6), the coefficient of coverage of imports by exports (no less than 1), the degree of wear and tear of fixed assets (no more than 35%), the share of the population with average total expenses per person per month that are below subsistence minimum (no more than 40%), the ratio of the average wage to the subsistence minimum (at least 3 times), the unemployment rate (not more than 10%), the natural increase rate (not less than 2.8 persons), the demographic burden of the unable-to-work population on the able-bodied (not more than 60%)

Source: Adapted from the competitiveness-indicator framework discussed by Ierko et al. [5]. Numerical thresholds require verification against their original definitions and context.

Systematic evaluation of the competitive environment can help a tourism enterprise identify its relative strengths and weaknesses and formulate targeted, evidence-informed responses. Assessing competing products, customer segments, distribution arrangements, and strategic priorities provides a basis for positioning the enterprise and allocating resources more effectively. The usefulness of this analysis depends on the reliability of the evidence, the comparability of the businesses assessed, and continued monitoring of market changes [25].

3.11. REVENUE-SOURCE SEGMENTATION MANAGEMENT

As tourism enterprises move toward broader approaches to total revenue management, a more detailed understanding of revenue sources becomes increasingly important. Different services, distribution channels, customer segments, and destinations can produce markedly different patterns of revenue and profitability, requiring separate monitoring and coordinated commercial planning.

Revenue by segment is a financial measure showing how much revenue a tour operator earns from distinct areas of its activity, such as product categories, destinations, customer types, sales channels, or travel services. This measure provides an important foundation for understanding the revenue mix of the business, identifying its most commercially significant activities, and comparing changes over time. However, revenue by segment should be distinguished from profit by segment because each activity may involve different direct and indirect costs.

Segment-level revenue information can make strategic decisions more transparent by showing the relative contribution of different tourism products, destinations, customer types, and sales channels to the enterprise's total income. Managers

can use these comparisons to identify growing activities, underperforming products, seasonal opportunities, or segments whose sales depend heavily on costly intermediaries. However, strong revenue performance does not necessarily indicate high profit: segment assessment should also consider direct costs, channel commissions, service-delivery expenses, cancellation rates, and relevant overhead allocation. Revenue segmentation is consequently most valuable when integrated with appropriate financial and operational analysis rather than treated as a stand-alone measure of success [26].

To manage the segmentation of income sources, several key points must be taken into account:

1. Importance of revenue segmentation: A structured view of revenue sources supports evidence-informed decision-making and helps enterprises recognize the relative strengths and weaknesses of individual products, markets, and distribution channels. Managers can prioritize segments that contribute positively to business objectives while investigating the causes of weaker performance. By adapting marketing efforts and strategically allocating resources, revenue segmentation increases tourist satisfaction, loyalty and overall profitability.
2. Revenue segmentation methods: Customer segmentation involves grouping travellers according to demographic characteristics, purchasing behaviour, travel preferences, and booking patterns. Product segmentation: a category of tours or services based on attributes such as type, category or price range. Channel Segmentation: analysis of revenue generated through different sales channels such as online platforms, sales offices, travel agents. Regional segmentation: segmentation of income by geographical regions, countries or continents.
3. Benefits of revenue segmentation: Improved targeting and customer personalization: By understanding tourist segments, companies can tailor their marketing messages and offers to specific groups, resulting in higher conversion rates and customer satisfaction. Improved resource allocation: By identifying highly efficient tourism products, channels or regions, businesses can allocate resources efficiently, optimising profitability and growth. Market expansion opportunities: revenue segmentation helps to identify unused tourism markets or underserved segments, allowing businesses to develop targeted strategies to generate new revenue streams.
4. Problems of income segmentation: Data collection and analysis. Collecting accurate and up-to-date data for income segmentation can be challenging, especially when dealing with large amounts of information with a large number of tourist destinations. Integration and cooperation: Different departments within a travel agency may have different data sets, so it is very important to establish effective communication and cooperation to ensure accurate segmentation. Changing customer preferences: Tourist segments and purchasing preferences are not fixed and may evolve over time. To remain relevant, companies need to continuously monitor and adapt their revenue segmentation strategies [27].

To improve revenue performance and support profitability, many travel and hospitality enterprises use revenue-management systems, an approach that developed through airline inventory and pricing practices before becoming widely established in the hotel sector. Although related to customer-lead management, revenue management is a distinct discipline concerned principally with demand, availability, price, and commercial allocation decisions.

The essence of this concept is the rational management of the tour operator's profits and resources with the help of flexible pricing, which takes into account the elasticity of demand of different categories of consumers. This approach makes it possible to use the available capacities as efficiently as possible and optimize the company's financial results [28].

3.12. DYNAMIC PRICING

Dynamic pricing in tourism is a strategy under which an enterprise changes the prices of tours or individual services in response to demand forecasts, remaining availability, booking timing, seasonality, competitors' offers, and other relevant market information. Prices may be revised regularly or, where suitable technology and reliable information are available, in near real time. The purpose is to allocate limited capacity more effectively, respond to changes in customer demand, and improve commercial results without disregarding customer value, operating costs, or the need for transparent pricing [3, 29].

Dynamic price optimization can be implemented in different ways, depending on the goals and objectives of the tourist enterprise:

- Segmented pricing. This approach involves setting different prices for specific groups of customers. Tourists are divided into segments according to their needs and ability to pay. For example, for consumers who value a high level of service and are willing to pay more for comfort and quality, the price of a tour may be higher.
- Time-Based Pricing. The method is used by companies that seek to earn additional income for fast service or where booking speed or timing affects service value. For example, if a tourist issues, books and pays for a tour online in a few minutes or uses the service of accelerated visa processing through a tour operator, the price may be slightly higher.

- Price adjustment according to the market situation. As the tourism market is constantly changing under the influence of economic, political or seasonal factors, companies have to respond flexibly to these changes. In the event of a decrease in demand, it is advisable to apply a price reduction strategy to stimulate sales.
- Pricing in peak periods. This approach is effective in the season of greatest tourist activity, when demand exceeds supply. At this time, it is possible to increase the cost of tours due to the increase in the load on transport, hotels and other services.

Dynamic pricing can help tourism providers respond to changing patterns of demand by adjusting the selling price of services while monitoring the remaining inventory and competitors' offers. Regular analysis of market conditions, booking lead times, seasonal demand, and customer segments provides a stronger basis for pricing than arbitrary or infrequent price changes. One possible tactic is to vary rates across the booking window: advance rates may stimulate earlier reservations, while prices may increase if inventory becomes scarce and forecast demand strengthens near the service date. Conversely, the provider may lower rates when expected demand weakens or unused capacity remains. Such movements do not constitute a universal U-shaped pricing rule, because the appropriate price path depends on the characteristics of the tourism product, cancellation risk, market competition, and customers' willingness to pay. Price optimization should also consider perceived fairness, transparency, sales-channel costs, and the difference between gross revenue and contribution margin. An appropriate approach can support more effective capacity allocation and improved commercial performance, but neither revenue growth nor customer satisfaction is guaranteed by price flexibility alone [3, 29].

4. CONCLUSION

Revenue management is an important component of the commercial and operational management of tourism enterprises because it connects information about demand with decisions concerning service availability, prices, product design, distribution, and customer relationships. The analysis presented in this article indicates that its application should not be limited to dynamic pricing or individual efforts to increase sales. Rather, revenue management requires a coordinated approach in which marketing research, forecasting, segmentation, advertising, loyalty management, the development of attractive tourism products, upgrades, upselling, commissions, corporate discounts, overbooking, ancillary-service sales, and competitor analysis contribute to a common decision-making system.

The proposed conceptual model highlights how the information obtained through market research can guide the identification of target customer groups, influence tourism-product development, inform advertising and customer relationships, and support decisions about prices and available capacity. In addition, a detailed understanding of revenue sources makes it possible to identify which tourism products, customer groups, distribution channels, and destinations contribute most substantially to sales, while cost analysis is required to determine their actual contribution to profitability. Responsible revenue management therefore involves balancing short-term commercial opportunities with service quality, customer trust, financial performance, and longer-term competitive positioning.

The principal potential advantages for tourism enterprises can be summarized in four interconnected areas. First, profitability may be improved by aligning revenue opportunities with the effective use of available resources and careful control of distribution and service costs. Second, operational efficiency can be strengthened through more systematic forecasting, coordination of reservations and capacity, and monitoring of commercial indicators. Third, competitiveness may be supported by differentiated products, informed pricing, meaningful loyalty programmes, and continuous analysis of competing offers. Fourth, customer satisfaction can benefit from relevant service options, clear communication, better personalization, and offers that correspond more closely to travellers' needs and purchasing preferences.

These advantages should not be regarded as automatic outcomes of implementing an individual technique. For example, poorly designed discounts can reduce margins, excessively aggressive upselling can undermine customer trust, and overbooking can lead to service failures and reputational losses. Similarly, maximizing sales revenue without assessing the costs of additional services, commissions, compensation, and operational delivery may not maximize profit. Consequently, an effective revenue-management system should include transparent objectives, appropriate performance indicators, regular monitoring, and a willingness to revise commercial practices in response to changing demand and customer feedback.

The study has limitations because it is a conceptual synthesis rather than an empirical test of the proposed model. It does not provide comparative financial data, statistical estimates of profitability changes, or evidence of causal effects across different tourism enterprises. Further research should evaluate the practical implementation of the integrated framework in hotels, tour operators, travel agencies, and other tourism businesses, using measurable indicators such as revenue per available unit, average booking value, contribution margin, distribution costs, customer satisfaction, cancellation rates, and repeat purchases. Such evidence would help identify which combinations of revenue-management practices produce sustainable improvements under different market conditions. Overall, revenue management should be viewed as a continuing, evidence-informed managerial process aimed at coordinating customer value and business performance rather

than as a single pricing instrument.

Author Contributions

All authors contributed to the conception, literature synthesis, conceptual analysis, manuscript preparation, and review. Individual contributions and final approval should be confirmed by the authors before submission.

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Declaration of generative AI and AI-assisted technologies in the writing process

In the course of preparing this manuscript, the authors employed ChatGPT to improve the linguistic quality and readability of the content. After utilizing this AI tool, the authors conducted comprehensive review and necessary revisions to ensure the accuracy, integrity, and scientific rigor of the manuscript. All authors bear full responsibility for the final content of the published work, including any errors or inconsistencies that may arise.

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