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**POZICIONIRANJE CIJENA,
PERSONALIZACIJA
I PRAVEDNOST U
UPRAVLJANJU PRIHODOM
U HOTELIJERSTVU**

**A PERSPECTIVE OF PRICING,
PERSONALIZATION AND
FAIRNESS IN HOTEL
REVENUE MANAGEMENT**

SAŽETAK:

Svrha: Cilj je ovog rada istražiti sve rašireniju praksu upravljanja prihodima u hotelskoj industriji, s fokusom na etička pitanja koja se odnose na personalizirani pristup i pravednost cijena. U radu se predlažu relevantne strategije koje hotelski stručnjaci trebaju uzeti u obzir u trenutnom turbulentnom okruženju, u svojim nastojanjima da dođu do pravih kupaca i maksimiziraju svoje prihode.

Metodologija: Pregled literature, koja se sastoji od relevantnih studija, novijih trendova u ugostiteljstvu i hotelskoj industriji, sažima mogućnosti pozicioniranja cijena te načela u praksi upravljanja hotelskim prihodom.

Rezultati: Praksa upravljanja prihodom postala je jedan od osnovnih alata osiguravanja prihoda u ugostiteljstvu, a osobito je naglašena u trenutnim globalnim kriznim vremenima. Dinamično određivanje cijena, temeljeno na kriterijima cjenovne diskriminacije, poduprto algoritamskim sustavima, predstavlja vitalni hotelski alat za upravljanje prihodom koji evoluirao u cijene krojene po mjerilu kupca ili personalizirane cijene. Kako bi uskladio

ABSTRACT:

Purpose: The paper aims to inquire into the evolving practice of Revenue Management in hotel industry, highlighting ethical concerns related to personalized approach, and pricing fairness. The paper proposes relevant strategies to be considered by hotel experts in current turbulent environment, in their efforts to get the right customers and maximize revenues.

Methodology: A literature review consisting of relevant studies, recent hospitality trends and industry reports, is used to summarize the progress and prospects of pricing and responsible principles in the hotel Revenue Management practice.

Findings: The Revenue Management practice has become one of the core survival kits in the hospitality industry for securing revenues, notably spotlighted at current global crisis times. Dynamic pricing, built on price discrimination criteria, empowered by algorithmic systems, presents a vital hotel RM tool that steadily evolves into custom-made or personalized pricing. In order to reconcile its business goals with volatile and concerned demand, the hotel management is to



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svoje poslovne ciljeve s promjenjivom potražnjom, hotelski menadžment treba imati odgovorne strategije te implementirati vrijedne i pravedne standarde svojim klijentima. Ovaj pregledni rad predlaže sljedeće pouzdane strategije: pozicioniranje cijena u mikrosegmentu, pozicioniranje cijena s obzirom na segmentiranje gostiju, održivost u određivanju cijena, transparentnost cijena i komunikacije, utjecaj na sustave upravljanja prihodom i ljudsko odlučivanje, nepovredivost internih podataka i obrazovanje dionika.

Vrijednost/zaključak: Ovo gledište pruža niz preporuka za okosnicu upravljanja hotelskim prihodom, uzimajući u obzir trenutne ekonomske i društvene dileme, kombinirajući profitabilnost, etiku i održivost.

KLJUČNE RIJEČI: upravljanje prihodom, hoteli, cijene, personalizacija, etika, pravednost

bring together responsible strategies and pursue valuable and fair standards to its customers. This review proposes the following accountable strategies: micro-segment pricing, rate fences as per guest choice, sustainability in pricing, price transparency and communication, leveraging RM systems and human decision-making, internal data integrity, and stakeholders' education.

Value/Conclusion: This viewpoint provides a set of recommendations for the hotel Revenue Management framework, taking into account current economic and social dilemmas, by combining opportunities related to profitability, ethics and sustainability

KEY WORDS: revenue management, hotels, pricing, personalization, ethics, fairness

UVOD I METODOLOGIJA

Praksa upravljanja prihodom široko je prihvaćena u ugostiteljstvu u posljednja dva do tri desetljeća. Hotelske sobe prodaju se po različitim cijenama, ovisno o potražnji i raspoloživosti. Svrha upravljanja prihodom (RM) uglavnom je maksimiziranje prihoda (Cross, 1997.). Osnovni je koncept postavljanje viših cijena kada je potražnja velika i nižih kada potražnja (još) nije dovoljna za popunjavanje hotelskih kapaciteta. Sve se to odvija u skladu s čitavim nizom interaktivnih taktika. Štoviše, model se ne primjenjuje samo na maksimiziranje smještajnih potencijala, već na sva hotelska prodajna mjesta koja donose dobit, dok čitav niz strategija stvara vrijednost koja se nudi kupcima (Hayes & Miller, 2010.) te se time kapitalizira ukupan prihod (TrevPAR) i operativna dobit (GOPPAR) (Talon-Ballestero i sur., 2022.).

Veliki hotelski lanci postali su vješti u upravljanju robusnim sustavima upravljanja prihodom (RMS) i primjeni umjetne inteligencije u svakodnevnom poslovanju. Manji neovisni hoteli i dalje se suočavaju s izazovima u pronalaženju pravih metoda za povećanje svojih prihoda, prakticirajući ljudsku umjetnost umjesto znanosti (Hayes & Miller, 2010.), ali obje domene idu u istom smjeru temeljenom na prihodima.

Pandemijska kriza stavila je naglasak na RM praksu kao jedan od osnovnih alata osiguravanja prihoda u ugostiteljstvu. Vrlo je važno uspostaviti adekvatnu strukturu pozicioniranja cijena za raspoložive sobe, zajedno s dodatnim uvjetima i odredbama, kako bi se privukli kupci.

Hayes & Miller (2010.) govore o ravnotežnoj cijeni, gdje su ponuda i potražnja u ravnoteži. Prilikom određivanja odgovarajućih cijena ograničenih hotelskih kapaciteta, kao što su hotelske sobe, na temelju promjenjive potražnje, diferencijalno ili dinamičko određivanje cijena (DP) jedan su od uobičajenih mehanizama upravljanja prihodom. Ova praksa naplate različitih cijena za jednak ili malo izmijenjen proizvod (Hayes & Miller, 2010.)

INTRODUCTION & METHODOLOGY

Revenue Management practice has been widely adopted in the hospitality industry within the last 2 to 3 decades. Hotel rooms are sold at various prices depending on demand and available inventory. The purpose of Revenue Management (RM) is predominantly to maximize revenues (Cross, 1997). The basic concept is - setting higher rates when demand is substantial and lower rates when demand is not (yet) sufficient to fill up hotel capacities, all fine-tuned by a bunch of interactive tactics. Moreover, the model is not applied only in maximizing accommodation potentials, but to all hotel profit outlets, whereas the entire set of strategies design value offered to customers (Hayes & Miller, 2010) and thus capitalize on total revenues (TrevPAR) and the operating profit (GOPPAR) (Talon-Ballestero et al. 2022).

Big hotel chains have become skilful in managing robust Revenue Management Systems (RMS) and applying the Artificial Intelligence viewpoint to their daily operations. Smaller independent hotels still encounter challenges in finding the right methods to increase their revenues, practicing human art over science (Hayes & Miller, 2010), but both domains are on the scene in the same revenue-driven direction.

The pandemic crisis has put a spotlight on the RM practice as one of the core hospitality survival kits for securing revenues. It has been very critical to set up the right pricing structure for the available room inventory, along with terms and conditions added-on, in order to get customers.

Hayes & Miller (2010) refer to equilibrium price, where supply and demand are in balance. When setting the right pricing for a limited inventory such as hotel rooms, based on fluctuating demand, a Differential or Dynamic Pricing (DP) is one of the common RM mechanisms. This practice of charging different prices for the same or slightly versioned product (Hayes & Miller, 2010) resolves capacity issues in a timely manner (Koenig &

na vrijeme rješava problem kapaciteta (Koenig & Meissner, 2010.). Omogućuje hotelima da maksimalno povećaju svoj RevPAR formiranjem cijene u skladu s trenutnom razinom potražnje i popunjenosti (Ivanov & Zhechev, 2012.), koristeći različite taktike, kao što su popusti, pregovori o cijenama, promotivne akcije, personalizirane cijene i drugo (Thalury & Van Ryzin, 2005.).

Iako se DP općenito koristi kao alat za upravljanje prihodom, kako tehnologije velike količine podataka napreduju, razvijaju se nove razine pozicioniranja cijena. Fleksibilnije „otvoreno pozicioniranje cijena“ već je poznato, dok je njegova završna faza kreiranje cijena „jedan na jedan“ (Talon-Ballesterio i sur., 2022.), koje različite industrije nazivaju personaliziranim kreiranjem cijena.

Međutim, čak i ako je postignuta prava cijena za pravog kupca (Cross, 1997.; Hayes & Miller, 2010.) i soba je prodana i zauzeta, znači li to da je prodana po poštenoj cijeni? Pitanje etike u upravljanju prihodima, kao i briga o pravednosti u dinamičnom određivanju cijena, postavlja se već desetljećima, a danas se tome više posvećuje pažnja u postpandemijskim i globalnim kriznim vremenima, gdje je pozicioniranje cijena podložno optimizaciji prihoda koliko i održivom i etičkom postojanju.

Ovaj rad revidira etička načela u praksi upravljanja hotelskim prihodima, sažimajući napredak i mogućnosti pravednog pozicioniranja cijena pregledom relevantnih studija, nedavnih trendova u ugostiteljstvu i izvješća iz područja hotelske industrije. U konačnici, rad preporučuje pročišćeni niz strategija koje treba primijeniti u okviru odgovorne hotelske prakse upravljanja prihodom te se u skladu s tim usmjeriti na prihode, kao i na vrijednosti.

UPRAVLJANJE PRIHODIMA, POZICIONIRANJE CIJENE I PRAVEDNOST

Od 90-ih godina prošlog stoljeća provedene su brojne studije na temu percipirane pravednosti

Meissner, 2010). It allows hotels to maximize their RevPAR by forming a price according to the current level of demand and occupancy (Ivanov & Zhechev, 2012), using different tactics such as discounts, price negotiations, promotions, personalized pricing, and other (Thalury & Van Ryzin, 2005).

Even though DP is a generally used RM tool, as big-data technologies progress, the next levels of pricing are being evolved. More flexible “open pricing” is already acknowledged, while its final stage reveals “one-to-one” pricing (Talon-Ballesterio et al., 2022), which different industries refer to as Personalized Pricing.

Whatsoever, even if the right price is met for the right customer (Cross, 1997; Hayes & Miller 2010) and the room is sold and occupied, does it mean that it is traded at a fair rate? The question of ethics in Revenue Management and concern of fairness in dynamic pricing, have been raised for decades, while this has been brought to more attention nowadays in post-pandemic and global crisis-faced times, where pricing is subject to revenue optimization as much as to sustainable and ethical existence.

This paper revises the ethical principles in the hotel Revenue Management practice, summarizing the progress and prospects of fair pricing by reviewing relevant studies, recent hospitality trends and industry reports. Ultimately, it recommends a refined set of strategies to be applied within an accountable hotel RM practice, accordingly aiming for revenues as well as for values.

REVENUE MANAGEMENT PRICING AND FAIRNESS

Many studies have been introduced since the 90s in the area of perceived fairness related to dynamic pricing and RM practice.

Hotel RM practice can result in a perception of unfairness, as an opportunistic behaviour of the

povezane s dinamičkim određivanjem cijena i praksom upravljanja prihodom.

Praksa upravljanja hotelskim prihodom može rezultirati percepcijom nepravednosti, kao oportunističkog ponašanja tvrtke (Mauri, 2007.), ako kupci percipiraju praksu kao primarno usmjerenu na profit, a ne na zadovoljstvo kupaca. Tradicionalna teorija dvojnog prava ukazuje na to da bi se povećanje cijene smatralo pravednim ako je potaknuto povećanjem troškova ili vanjskim čimbenicima (Kahneman i sur., 1986.) ili filantropskim motivima (Campbell, 1999.). Na percepciju pravednosti utječu svijest kupaca o cijenama soba u drugim hotelima (Choi & Mattila, 2003.), usporedbe, procjena troškova i dobiti, odnos i povjerenje između uključenih strana, kao i društvene i tržišne norme (Xia i sur., 2004.), te također svijest kupaca o razumnosti, predvidljivosti i transparentnosti razlike u cijenama (Heyman & Mellers, 2018.).

Autori su proučavali mnoge aspekte koji utječu na percepciju pravednosti cijena, uključujući karakteristike, ponašanja i tipologiju kupaca (Heo & Lee, 2011.; Meatchi & Camus, 2020.; Sahut i sur., 2016.; Tomczyk i sur., 2022.), za razliku od čimbenika koji utječu na promjenu cijena, kao što su sezonalnost, rezervirano razdoblje, ograničenja, pogodnosti i sadržaji (Kimes, 1994.; Campbell, 1999.; Choi & Mattila, 2003.; Mauri, 2007.; Vinod, 2022.), konkurencija (Miller, 2014.), lojalnost (Lentz i sur., 2022.; Lee i sur., 2022.), sustavi i tehnologija rezerviranja (Wang, 2012.; Gerlick & Liozu, 2019.; Seele i sur., 2021.) i drugi.

Istraživanja su predstavljena i s kognitivnog i afektivnog aspekta percipirane nepravednosti, što je s vremenom napredovalo do kreiranja mjerne ljestvice za otkrivanje negativnih aspekata određivanja cijena (Meatchi & Camus, 2021.).

Što se kupcu postupak određivanja cijena čini nepošteniji, manja je vjerojatnost da će doći do kupnje. Vjerojatnije je da će jeftiniji i manji samostalni hoteli imati problema s poštenjem u

firm (Mauri, 2007), if customers perceive the practice as primarily being focused on profits rather than on customer satisfaction. A traditional dual entitlement theory indicates that an increase in price would be considered fair if it is driven by cost increase or external factors (Kahneman et al., 1986), or philanthropic motives (Campbell, 1999). The perception of fairness is influenced by customer awareness of other's room rates (Choi & Mattila, 2003), comparison options, cost-profit evaluation, relationship and trust between involved sides as well as social and market norms (Xia et al., 2004), also on price difference reasonableness, predictability, and transparency (Heyman & Mellers, 2018).

The authors have studied many aspects that influence the perception of price fairness, including customer characteristics, behaviours and typology (Heo & Lee, 2011; Meatchi & Camus, 2020; Sahut et al. 2016; Tomczyk et al., 2022), as opposed to contributors to price change; such as seasonality, booking window, rate fences, benefits and amenities (Kimes 1994; Campbell, 1999; Choi & Mattila, 2003; Mauri, 2007; Vinod, 2022), competition (Miller, 2014), loyalty (Lentz et al 2022; Lee et al., 2022), reservation systems and technology (Wang, 2012; Gerlick & Liozu, 2019; Seele et al., 2021) and other.

The researches have been presented on both cognitive and affective aspects of perceived unfairness, which have over time advanced to developing a measurement scale to detect negative aspects of RM pricing (Meatchi & Camus, 2021).

The more unfair the pricing process may appear to a customer, the less likely a purchase will occur. Especially budget and smaller stand-alone hotels are more likely to experience fairness problems with their RM practices, while upper-scale hotel brands are more comfortable in applying its tactics (Heo & Lee, 2011). In addition, business hotels are at lower risk than resort hotels (Choi & Mattila, 2003).

svojim praksama upravljanja prihodom, za razliku od velikih hotelskih brendova koji primjenjuju svoje taktike poštenog određivanja cijena (Heo & Lee, 2011.). Osim toga, poslovni hoteli su pod manjim rizikom od *resort* hotela (Choi & Mattila, 2003.).

Vjerojatnije je da će se cijena smatrati pravednom ako je u korelaciji s percipiranom vrijednošću proizvoda ili kupovne količine (Kimes, 1994.; Xia i sur., 2004.; Lii & Sy, 2009.; Meatchi & Camus, 2020.) te ako su gosti dobro informirani o pojedinostima cijene (Choi & Mattila, 2003.; Xia i sur., 2004.; Mauri, 2007.; Richards i sur., 2015.; Priester i sur., 2020.; Meatchi & Camus, 2021.). Štoviše, gosti višeg društvenog statusa i poslovni gosti (Choi & Mattila, 2003.; Sahut i sur., 2016.) te redoviti, mlađi i obrazovaniji sve navedeno uzet će u obzir (Heo & Lee, 2011.). Više zabrinutosti oko cijena vjerojatno će izraziti vjerni gosti (Lii & Sy, 2009.; Sahut i sur., 2016.) te oni gosti koji općenito zahtijevaju veću privatnost (Priester i sur., 2020.).

Budući da se tehnologije upravljanja prihodom razvijaju da bi implementirale personalizirane cijene, koje su ključne u savršenom poslovnom svijetu radi maksimiziranja prihoda, pitanja etike i pravednosti postaju sve značajnija.

PERSONALIZIRANE CIJENE I DISKRIMINACIJA KROZ CIJENE

Personalizirane cijene (PC) vode prilagođavanju potražnje (Talon-Ballesterio i sur., 2022.), međutim, one su zapravo savršena diskriminacija kroz cijenu, jer se temelje na potpunom poznavanju svakog kupca i njegove spremnosti da plati (Choudhary i sur., 2005.), gdje se prodajna cijena postiže pojedinačnom cijenom rezervacije (Steinberg, 2019.), a cjelokupni društveni višak nalazi se u toj transakciji (Moriarty, 2021.). Paradoksalno je da kupci, odnosno gosti hotela, očekuju personaliziranu uslugu, ali njihova spremnost da plate proces personalizacije varira (Tomczyk i sur., 2022.) i ne mora nužno biti u korelaciji s njihovim očekivanjima.

A price is more likely to be perceived as fair if it correlates with the perceived value of a product or purchase quantity (Kimes, 1994; Xia et al, 2004; Lii & Sy, 2009; Meatchi & Camus, 2020), if guests are well informed on pricing details (Choi & Mattila, 2003; Xia et al. 2004; Mauri, 2007; Richards et al. 2015; Priester et al. 2020; Meatchi & Camus, 2021), moreover, by guests with higher social status and business guests (Choi & Mattila, 2003; Sahut et al., 2016), by regular guests, younger, more educated (Heo & Lee, 2011). More concerns over pricing are likely to be expressed by loyal guests (Lii & Sy, 2009; Sahut et al., 2016), guests who show more privacy concerns generally (Priester et al. 2020).

Since RM technologies evolve to implement Personalized Pricing, as a key in a perfect business world to maximized revenues, ethics and fairness issues are more significant.

PERSONALIZED PRICING AND PRICE DISCRIMINATION

Personalized Pricing (PP), can lead to better demand adjustments (Talon-Ballesterio et al. 2022), however, it actually occurs as perfect price discrimination, based on complete knowledge of each consumer and their willingness to pay (Choudhary et al., 2005), where the selling price is met with an individual reservation price (Steinberg, 2019) and the entire social surplus is captured in a transaction (Moriarty, 2021). The paradox is that consumers, namely hotel guests, do expect personalized service, but their willingness to pay for the personalization process varies (Tomczyk et al., 2022) and does not necessarily correlate.

The PP has been applied to some degree in online purchase processes across industries, based on individual customer's information (purchase history, location, age, sex, interest, preferences, etc.) but the issue is that is managed without consumers' knowledge or consent

PC se u određenoj mjeri primjenjuju prilikom kupnje putem interneta u različitim industrijama, na temelju podataka o pojedinačnom kupcu (povijest kupnje, lokacija, dob, spol, interes, preferencije itd.), ali problem je u tome što se tim procesom upravlja bez znanja ili pristanka kupca (Moriarty, 2021.). Istodobno, cjenovna diskriminacija trećeg stupnja javlja se „na otvorenom, i uobičajeno je prihvaćena u ugostiteljstvu“. Pojavljuje se kada se različita cijena naplaćuje različitim potrošačkim skupinama (Moriarty, 2021.; Priester i sur., 2020.), za razliku od naplaćivanja prepoznatim pojedincima, a ponekad se naziva grupnom cijenom. Konačno, cijene drugog stupnja nalaze se negdje između popusta, posebnih ponuda i programa vjernosti za uže grupe. Cijene se ovdje odnose na verzioniranje proizvoda, uvođenje dodataka za ciljane segmente, bez identifikacije pojedinačnih kupaca (Miller, 2014.), ili u slučaju da kupci sami odaberu cijene ovisno o količini ili kvaliteti (Van Der Rest i sur., 2020.). U idealnom scenariju, hotelima je personalizacija cilj, iako je njihova trenutna metodologija određivanja cijena danas uglavnom povezana s diskriminacijom 2. i 3. stupnja.

Ako su kupci grupirani u segmente, prema sličnim karakteristikama i ponašanjima, te im se pristupa s jednakim cijenama, je li to prihvatljivija i etičnija strategija upravljanja prihodom?

Očito postoji razlika u ponašanju kupaca kada se cijene određuju pojedinačno, a ne za cijeli segment kupaca (Priester i sur., 2020.). Smisljena strategija segmentacije i dalje je temelj za praksu upravljanja prihodom, gdje se snižene cijene nude kupcima koji su zauzvrat spremni promijeniti svoje ponašanje (Hanks i sur., 2002.); gdje kupci iz istog segmenta dobivaju istu paketnu ponudu (Vinod, 2022.), na kojoj se onda temelje kratkoročne i dugoročne strategije (Kimes, 2017.).

Nije riječ samo o razvoju pozicioniranja cijena. E-trgovina, nove tehnologije i protok informacija pojednostavnjuju postupak određivanja cijena i ciljanje pravih kupaca. Koriste se znanstvene metode, a sustavi upravljanja prihodom procjenjuju

(Moriarty, 2021). At the same time, third-degree price discrimination occurs “in open” and it is commonly accepted in the hospitality industry. It appears when a different price is charged to different consumer groups (Moriarty, 2021; Priester et al., 2020), contrary to recognized individuals, and sometimes it is termed as group pricing. Finally, second-degree pricing stands somewhere in between, where discounts, special offers, and loyalty programs are created for more narrow groups. The pricing here relates to product versioning, implementing add-ons for targeted segments, without identifying individual consumers either (Miller, 2014), or in case the consumers self-select prices depending on quantity or quality (Van Der Rest et al., 2020). In the ideal scenario, hotels aim for personalization, even though their current pricing methodology today is mostly related to 2nd and 3rd-degree discrimination.

If the customers are grouped into segments, according to similar characteristics and behaviours, and approached with the equal prices, is it a more acceptable and more ethical RM strategy?

Apparently, there is a difference in consumer behaviour when prices are set individually versus for an entire customer segment (Priester et al., 2020). A meaningful segmentation strategy is still the ground for RM practice, where lowered rates are offered to customers willing to change their behaviour in exchange (Hanks et al., 2002); where the same segment customers receive the same bundled offer (Vinod, 2022), on which short and long-term strategies are set (Kimes, 2017).

It is not only about the pricing evolution. E-commerce, new technologies and information flows have made the pricing process and targeting the right customers easier. Scientific methods are in use and the RM systems estimate demand and optimize prices (Thalury & Van Ryzin, 2005); big-data is to discover individual prices (Steinberg, 2019), Artificial Intelligence may provide win-win

potražnju i optimiziraju cijene (Thalury & Van Ryzin, 2005.). Velike količine podataka otkrivaju individualne cijene (Steinberg, 2019.). Umjetna inteligencija daje dobite rezultate i pružateljima usluge i kupcima (Gerlick & Liozu, 2019.), CRM – sustavi upravljanja odnosima s klijentima i RM – sustavi upravljanja prihodom trebaju surađivati (Wang, 2012.). Na tragu pitanja o etici i pravednosti, jasno je da visokorazvijeni sustavi upravljanja prihodom, algoritmi određivanja cijena i primjena psihološkog određivanja cijena i neuromarketinga (Van der Rest i sur., 2020.) donose veći rizik. Algoritamsko određivanje cijena može izravno diskriminirati cijene dinamički i osobno (Seele i sur., 2018.), stvarajući neadekvatne prognoze i tajne sporazume (Gerlick & Liozu, 2019.), stres i nesigurnost oko individualnih odluka (Seele i sur., 2018.), te podliježe prilagodbi zakonskih pravila (Gautier i sur., 2020.) i daljnjem etičkom promišljanju u bliskoj budućnosti.

Što bi, u konačnici, bio prihvatljiv i pravedan pristup u praksi upravljanja prihodom? Prijedlozi koje autori nude sve su bolji te pružaju: jasnu informaciju o mogućnostima kreiranja cijena, o pozicioniranju cijena i nametnutim ograničenjima u zamjenu za popuste, dodatne usluge i pogodnosti umjesto povećanja cijena (Kimes, 1994.; Cross, 1997.; Hayes & Miller, 2010.; Choi & Mattila, 2003.; Thalury & Van Ryzin, 2005.; Priester i sur., 2020.), dobro kreirana ograničenja cijena (Choi & Mattila, 2003.; Mauri, 2007.; Heo & Lee, 2011.), jamstva i preferiranu dostupnost (Mauri, 2007.), sudjelovanje u pregovorima o cijenama (Richards i sur., 2015.), transparentnost, reciprocitet i originalnost (Sahut et al., 2016.), programe lojalnosti, politiku privatnosti i drugo.

UPRAVLJANJE PRIHODOM HOTELA: IZAZOVNO I PRILAGODLJIVO GLEDIŠTE

Vremena se mijenjaju te se razvija različita politika. Kakva je trenutna perspektiva putovanja i hotelijerstva nakon velike pandemijske krize,

outcomes for organizations and consumers (Gerlick & Liozu, 2019), the CRM and RM systems are to collaborate (Wang, 2012). Following all ethics and fairness concerns, highly developed RMS systems, pricing algorithms, and applications of psychological pricing and neuromarketing (Van der Rest et al., 2020) bring more risk to the topic. Algorithmic pricing can directly discriminate prices dynamically and personally (Seele et al., 2018), producing inadequate predictions and collusions (Gerlick & Liozu, 2019), stress and ambivalence with individual decision-making (Seele et al., 2018), and is subject to adjustment of the enforced legal rules (Gautier et al., 2020) and further ethical reflection in near future.

What would consequently be an acceptable and fair approach in the RM pricing practice? The suggestions have been improved from early authors to nowadays, on the necessity to provide: clear information on pricing options, price framing, imposed restrictions in exchange for discounts, additional services and benefits instead of price increase (Kimes, 1994; Cross, 1997; Hayes & Miller, 2010; Choi & Mattila, 2003; Thalury & Van Ryzin, 2005; Priester et al. 2020), well-managed rate fences (Choi & Mattila, 2003; Mauri, 2007; Heo & Lee, 2011), proper displacement management, guarantees and preferred availability policies (Mauri, 2007), participation in price negotiation (Richards et al., 2015), transparency, reciprocity, and originality (Sahut et al., 2016), loyalty programs, privacy policies and other.

HOTEL REVENUE MANAGEMENT: CHALLENGING & ADAPTIVE PERSPECTIVE

Times continue to evolve policies. What is the current travel and hospitality perspective after a major pandemic crisis, followed or even overlapped by major world political, economic, climate and global existential crises? World travel was previously heading to overtourism and it has been questioned whether low pricing RM practice has

nakon koje slijede ili se čak s njom preklapaju velike svjetske političke, ekonomske, klimatske i globalne egzistencijalne krize? Svjetska putovanja ranije su išla prema prekomjernom turizmu (overturizmu) i postavlja se pitanje je li praksa niske cijene upravljanja prihodom dovela do toga ili je pak proizašla iz toga (Seraphin & Ivanov, 2020.; Butler & Dodds, 2022.). COVID-19 je bio transformativna sila u turizmu, usmjerena prema sadašnjim globalnim izazovima. Najprije je prekomjerni turizam prebacio na nulti turizam, a sada se prebacuje dalje na alternativni turizam ili natrag na prekomjerni turizam (Saarinen, 2021.; Tiwari & Chowdary, 2021.).

Unutar ovog područja izazova, postoji li formula za pravu optimizaciju prihoda u ugostiteljstvu, uzimajući u obzir ekonomske, političke i društvene komponente; profitabilnost, etiku i održivost?

Ovo gledište uključuje skup preporuka za modus operandi upravljanja hotelskim prihodima, ističući mogućnosti vezane za određivanje cijena, pravednost i integritet poslovanja, uzimajući u obzir trenutne globalne okolnosti. Prijedlog uključuje sljedeće pristupe:

- 🌀 Mikrosegmenti vs. personalizacija
- 🌀 Ograničenje cijena prema broju gostiju
- 🌀 Čimbenici koji pridonose održivosti u određivanju cijena
- 🌀 Transparentnost cijena i komunikacije
- 🌀 Usklađivanje sustava upravljanja prihodom i ljudskih odluka
- 🌀 Nepovredivost podataka iznad prihoda
- 🌀 Obrazovanje: poslovanje i etika.

Mikrosegmenti vs. personalizacija

U potrazi za najboljim strategijama kojima ciljamo hotelske goste s personaliziranim cijenama i rješavanjem cjenovne diskriminacije, treba racionalizirati rizičan scenarij koji se često javlja u hotelima. Redovito se događa da jednokratne grupe plate višu cijenu, uz manje povoljne uvjete

led to it or resulted from it (Seraphin & Ivanov, 2020; Butler & Dodds, 2022). COVID-19 has been a transformative force to tourism, forwarded by present global challenges, and it firstly shifted overtourism to zero-tourism, and now has been shifting further to either alternative tourism or back to overtourism (Saarinen, 2021; Tiwari & Chowdary, 2021).

Within this realm of challenged opportunities, is there a formula for the right revenue optimization in hospitality, taking into account economic, political, and social components; profitability, ethics, and sustainability?

This viewpoint includes a set of recommendations for the Hotel Revenue Management modus operandi, highlighting opportunities related to pricing, fairness and business integrity, while considering current global circumstances. The proposal includes the following approaches:

- 🌀 Micro-segments vs. personalization
- 🌀 Rate fences as per guest choice
- 🌀 Sustainability contributors in pricing
- 🌀 Price transparency and communication
- 🌀 Leveraging RMS and human decisions
- 🌀 Data integrity beyond revenue
- 🌀 Education: Business and Ethics

Micro-segments vs. personalization

In identifying the best strategies to target hotel guests with personalized prices and addressing price discrimination, a risky scenario that often occurs in hotels is to be rationalized. It happens regularly that one-time groups are quoted higher rates, with less favourable terms and conditions (prepayments or high deposits, early confirmations), compared to individual rates simultaneously provided on hotel (and OTA) websites. The case mostly refers to small leisure groups (including SMERF and in some examples commercial as well), of around 8-15 people. Despite a group qualification policy in

(predujmovi ili visoki depoziti, rane potvrde), u usporedbi s pojedinačnim cijenama koje se istodobno nalaze na web-stranicama hotela. Ovo se uglavnom odnosi na male skupine rekreativnog turizma (uključujući SMERF (*Social, Military, Educational, Religious, and Fraternal groups*)) i u nekim primjerima i komercijalne, od oko 8 do 15 ljudi. Unatoč politici kvalifikacije grupa u hotelima, ti klijenti očekuju da će dobiti povoljniju ponudu nakon što izravno kontaktiraju hotel. U protivnom bi se mogli okrenuti konkurenciji ili bežičnim kanalima, obično izbjegavajući tradicionalne putničke agencije. Ovo je pitanje od velike važnosti jer se takvi pojedinci grupiraju na temelju istog interesa za putovanje i smještaj i predstavljaju mikrosegmente trenda (Richard, 2017.). Ti su interesi aktivnosti na otvorenom, sport, kultura, obrazovanje, zabava, gastronomija itd., a takvi su klijenti pozicionirani između segmenata redovnih pojedinaca i grupe. Hoteli bi ih trebali prepoznati kao potencijalnu nišu te im pružiti fleksibilnu ponudu sličnu pojedinačnim cijenama i uvjetima (fleksibilno otkazivanje, bez depozita), ali i osigurati pogodnosti koje dobivaju grupe (raspodjelu u sobe, sadržaje, grupne pogodnosti u svim hotelskim poslovnica itd.). Ova promišljena strategija razvoja taktike određivanja cijena u mikrosegmentima vodi personalizaciji, optimiziranom prihodu, pravednom pristupu i pozitivnom iskustvu gostiju.

Ograničenje cijene prema broju gostiju

Inventivna taktika upravljanja prihodom s personaliziranim cijenama može se implementirati za gore navedene mikrosegmente i još mnogo toga, a isto tako i napredovati do ograničavanja cijene prema broju gostiju. Ove taktike već se donekle koriste, osobito u hotelskim online ponudama, ali svakako ih treba dodatno unaprijediti. Snižene cijene obično su ograničene rezerviranim razdobljem, minimalnim boravkom, pologom i penalima u slučaju otkazivanja (Kimes, 1994.). Gostima se obično nudi izbor između fleksibilnih cijena BAR-ova (*Best Available Rate*), ali s višim cijenama s jedne strane i nižim cijenama

hotels, these customers expect to get a more favourable offer once they inquire hotel directly, otherwise, they might turn to competition or OTA channels, usually avoiding traditional travel agents. The issue is of great importance since such individuals are grouped over the same interest for travel and accommodation and represent trending micro-segments (Richard, 2017); like outdoors, sport, culture, education, entertainment, gastronomy, etc., and are positioned in between the regular individual and group segments. Hotels should recognize them as prospective niches, providing them with flexible quotes similar to 'web only' individual rates and conditions (flexible cancellations, no-deposit), but ensuring also group benefits (room allocation, amenities, group benefits across hotel outlets, etc.). This considerate strategy in evolving micro-segment pricing tactics is on track to personalization, optimized revenues, fair approach and positive guest experience.

Rate fences as per guest choice

The inventive RM tactics in personalized pricing can be implemented for the above micro-segments and more, and likewise, progress to rate fences development as per guest choice. These tactics are already in use somewhat, particularly in hotel online offers, but are definitely to be further advanced. Discounted rates are usually fenced by booking window, MLOS, deposit provided and cancellation penalty (Kimes, 1994). Usually, guests are offered a choice between flexible but higher-priced BAR rates and lower-priced but non-refundable rates additionally fenced with a booking window or/and MLOS (Hayes & Miller, 2010).

The opportunity is to offer multi-levelled prices and restrictions as per guest choice, following 3 suggested examples:

1) Providing 2 (or 3) prices, for the same booking window and MLOS, with cancellation options incorporated. A lower price is to reveal a less

su druge, te bez prava na povrat novca, koje su pak dodatno ograničene rezerviranim razdobljem i/ili minimalnim boravkom (Hayes i Miller, 2010.).

Postoji mogućnost ponude višerazinske cijene i ograničenja u skladu s brojem gostiju, a u nastavku su navedena tri predložena primjera:

1) Ponuda dvije (ili tri) cijene za isto rezervirano razdoblje i minimalni boravak, s uključenim opcijama otkazivanja. Niža cijena podrazumijeva nepovoljniju opciju otkazivanja (fleksibilno otkazivanje moguće je samo puno ranije). Viša cijena podrazumijeva fleksibilnije otkazivanje (bliže dolasku).

2) Ponuda cijene sa zadanim uvjetima otkazivanja (tj. fleksibilnim za otkazivanje 7 dana prije dolaska) i dodatnom policom osiguranja od otkazivanja, koju osoba koja rezervira može kupiti kao dodatnu opciju otkazivanja (dodatak iznosu smještaja), za npr. 50 / 100 / 200 eura. Iznos police pokriva određenu vrijednost rezervacije (tj. 500 / 1.000 / 2.000 eura). U slučaju otkazivanja izvan fleksibilnog razdoblja, iznos rezervacije bit će vraćen do pokrivenosti vrijednosti (što su neki hotelski lanci već uveli).

3) Naposljetku, kao najnaprednije rješenje za pozicioniranje cijena (koje sustav upravljanja prihodom nudi), gostima se nude višerazinski popusti ovisno o duljini boravka (LOS), rezerviranom razdoblju (BW) i fleksibilnosti otkazivanja (CF). Odgovarajući popusti zbrajaju se u izračunu cijene prema sljedećim primjerima:

- a. LOS 2 = 5% popusta, LOS 3 = 10%,
LOS 4+ = 15%
- b. TT 5-10 dana = 3%, TT 11-20 dana = 7%,
TT 21+ dana = 10%
- c. CF 3 dana prije dolaska = 0%,
CF 4-7 dana = 5%, CF 8+ dana = 8%.

U gornjem primjeru gost koji rezervira smještaj za 3 noćenja 15 dana unaprijed i odluči se za fleksibilno otkazivanje više od 4 dana prije dolaska ostvario bi pravo na popust od 22% na referentnu cijenu (BAR).

Isto tako, uvedene opcije pridonijele bi pravednom izračunu cijena i većem izboru za goste (prolazne

favourable cancellation option (flexible cancellation only optional at an early date). The higher price is to comprise a more flexible cancellation (closer to arrival).

2) Providing rates with default cancellation policy (i.e. flexible to cancel 7 days before arrival) + additional Cancellation Insurance Policy, which can be purchased by the booker as a supplementary cancellation option (an add-on to accommodation amount), for ex.: 50 / 10 / 200 EUR. The Policy amount covers a certain booking value (i.e. 500 / 1.000 / 2.000 EUR). In case of cancellation outside of the flexible period, a booking amount will be refunded up to the value covered (already introduced by some hotel chains).

3) Finally, as the most advanced pricing solution (easily facilitated by RMS), multi-level discounts are offered to the guest depending on length of stay (LOS), booking window (BW), and cancellation flexibility (CF). Respective discounts are summed-up in price calculation as per the following examples:

- a. LOS 2 = 5% discount, LOS 3 = 10%,
LOS 4+ = 15%
- b. BW 5-10 days = 3%, BW 11-20 days = 7%,
BW 21+ days = 10%
- c. CF 3 days prior to arrival = 0%,
CF 4-7 days = 5%, CF 8+ days = 8%,

In the above example, a guest who books a 3-night stay, 15 days in advance and opts for a flexible cancellation up to 4 days prior to arrival, would qualify for a 22% discount on the reference (BAR) price.

Likewise, the introduced options would contribute to fair pricing calculation and more choices for guests (transient individuals and micro-segment) according to their own provisions of stay and cancellation risks.

Sustainability contributors in pricing

Even though sustainability is commonly desirable and anticipated business direction across industries,

pojedinca i mikrosegmente) u skladu s njihovim željama i rizicima od otkazivanja.

Čimbenici koji pridonose održivosti u određivanju cijena

Iako je održivost uobičajeno poželjna i predstavlja očekivani poslovni smjer u svim industrijama, osobito posljednjih godina, pritisnuta je krizama na svim razinama. Put prema pomirenju dvosmislenog koncepta održivosti i turističke prakse je dugačak (Butler & Dodds, 2022.).

Međutim, oni koji upravljaju prihodom, uz podršku Prodaje, Marketinga te relevantnih odjela, trebali bi razmotriti uključivanje održivosti u strukturu pozicioniranja cijena, jer bi to bilo pozitivno za nova personalizirana iskustva, moralne i ekonomske vrijednosti te globalni trend putovanja (Booking.com, 2022.; Expedia Group, 2022.). Primjeri takvih taktika upravljanja prihodom, potkrijepljeni „zelenom“ prodajnom praksom Prodaje i Marketinga, su: pozicioniranje cijena na temelju vrijednosti održivosti (lokalna hrana, ekološki prihvatljivi proizvodi, ekološki sadržaji, održivi prijevoz, iskustva lokalne zajednice, ekološke aktivnosti na otvorenom i aktivnosti opće dobrobiti itd.).

Nadalje, cilj upravljanja ukupnim prihodima s dugoročnim učinkom jest preuzeti procjenu prihoda zajedno s njegovim društvenim komponentama i održivim benefitima. Dodatne taktike mogu obuhvatiti domaće i lokalne goste s uobičajenim ponudama, koje će povećati nacionalni dohodak i lokalni rast, ali i održivije metode transporta.

Ovo područje održivosti definitivno je predmet za daljne rasprave i istraživanja, koja trebaju obuhvatiti i isplativost (De Bastos, 2022.) i etička načela.

Transparentnost cijena i komunikacija

Jedna od najistaknutijih taktika upravljanja prihodom, koja se najduže provlači kroz razna istraživanja, svakako je transparentnost cijena (Choi & Mattila, 2003.; Xia i sur., 2004.; Mauri, 2007.;

especially in recent years; forced by all level crises, there is still a long way to bridge from its ambiguous concept to practice in tourism (Butler & Dodds, 2022).

However, Revenue Managers, with the support of S&M and relevant departments, should consider incorporating sustainability elements in the pricing structure, which would positively contribute to personalized new experiences, moral and economic values and global travel trends (Booking.com, 2022; Expedia Group, 2022). The examples of such RM tactics, reinforced by S&M's "green" upselling practice are: value-based pricing comprising sustainable elements (local food, eco-friendly products, off-grid facilities, sustainable transfer, local community experiences, eco-outdoor and well-being activities, etc.).

Furthermore, total revenue management orientation with long-term effects is to take the lead by evaluating revenues along with social components and sustainable benefits. Additional tactics may expand to targeting domestic and local guests with accustomed offers to support national income and local growth, yet supporting less aggressive ways of transportation.

This area of sustainability is definitely a subject of further debates and researches, comprising both cost-profit (De Bastos, 2022) and ethical principles.

Price transparency and communication

One of the most emphasized RM tactics, over time and across studies, has certainly been price transparency (Choi & Mattila, 2003; Xia et al. 2004; Mauri, 2007; Richards et al. 2015; Priester et al. 2020; Meatchi & Camus, 2021). The clearer information is presented to a customer, in written/published policies (websites, rate quotes, contracts, etc.), as well as in verbal communication (Reservation & Call centres, Sales, FO), the more likely the price will be accepted as fair. This is not limited to individual rates only, corporate pricing

Richards i sur., 2015.; Priester i sur., 2020.; Meatchi & Camus, 2021.). Što su kupcu jasnije predstavljene informacije, u pisanim/objavljenim pravilima (web-stranice, cjenici, ugovori itd.), kao i u usmenoj komunikaciji (rezervacijski i pozivni centri, prodaja, turistički uredi), veća je vjerojatnost da će cijena biti prihvaćena kao poštena. To se ne odnosi samo na pojedinačne cijene. Razine korporativnih cijena također klijentima moraju biti transparentne, u smislu cijena noćenja, ukupnih prihoda i dr. Klijenti će vjerojatno uzeti u obzir pravednost u određivanju cijena ako su donekle uključeni u pregovarački proces (Richards i sur., 2015.). Kupci moraju imati mogućnost usporedbe cijena i ograničenja te informacije koje dobiju ne smiju biti lažne ili nedostatne. To ne bi trebalo biti ograničeno samo na izravne kanale komunikacije, već omogućeno preko svih distribucijskih partnera.

Nadalje, znanje osoblja i odgovarajuća komunikacija s gostima trebali bi pružiti transparentne, ali povjerljive informacije te gostima omogućiti zadovoljavajuće iskustvo i maksimiziranje dobivenog, kao i pravednost (npr., osoblje mora znati relevantne razlike u cijenama i cjenovnim ograničenjima, što također mora biti shvatljivo iz perspektive gosta; potrebna je diskretna komunikacija o cijeni/iznosu koji se plaća u odnosu na glasno izgovorene informacije pred drugim gostima; cijene treba postaviti u skladu s iskustvom koje osoblje ima o tome kako gosti percipiraju pravedne cijene itd.).

Utjecaj sustava upravljanja prihodom i ljudskih odluka

Umjetna inteligencija već je u upotrebi, moćni RM sustavi uvriježeni su u obradi podataka, predviđanju potražnje i optimizaciji cijena te će samo postajati sve veći i sve relevantniji. Ipak, pandemija COVID-a naučila nas je da povijesni podaci možda nisu uvijek relevantni za buduća predviđanja, dok ručno rađene prognoze i ljudsko donošenje odluka ipak često prevladaju (Guillet & Chu, 2020.). Cijene koje se temelje na vrijednosti, percipirana pravednost, elementi održivosti, gradnja dugoročnih odnosa i društveni

levels are to be transparent to clients as well in terms of room night production & total revenue quotas and other provisions. Clients are likely to consider fairness in pricing if they are somewhat included in the negotiation process (Richards et al. 2015). Consumers need to be able to compare price options and restrictions so no misleading or insufficient information should be provided. This should not be limited to direct channels only but facilitated across all distribution partners.

Furthermore, staff knowledge and proper guest communication should provide transparent but discrete information, enabling gratifying guest experience and revenue maximization as well as perceived fairness (for ex., staff comprehension of relevant price differences and restrictions, also understood from guest perspective; a discrete communication of the price/amount to be paid on c/o vs. out-loudly spoken information in front other guests; walk-in prices to be set-up in coherence with FO staff experience on guest fairness perception, etc.).

Leveraging RM systems and human decisions

The AI is already in use, forceful RM systems are adopted in data processing, demand forecasting and price optimization, and they are only going to get bigger and more relevant. Still, the COVID pandemic has taught us that historical data might not be always relevant for future predictions, while manual forecasts and human decision-making often come out as superior (Guillet & Chu, 2020). Value-based pricing, perceived fairness, sustainability elements, a long-term relationship and social outcome, might challenge system-processed decisions and prices, while generally, data processing efficiency has overcome human capabilities. RM practice is unquestionably relied on business software, including PMS, RMS, booking engine, CRM, and other, however, the human factor still remains a significant contributor. 80/20 rule is considered here, where 80 relates to the automation process and 20 to human

ishod mogu dovesti u pitanje odluke i cijene koje je obradio sustav, dok je općenito učinkovitost obrade podataka nadvladala ljudsku učinkovitost. RM praksa neupitno se oslanja na poslovni *softver*, uključujući PMS, RMS, *booking engine*, CRM i druge, međutim, ljudski faktor i dalje ostaje vrlo značajan. Ovdje je riječ o pravilu 80/20, gdje se 80 odnosi na proces automatizacije, a 20 (minimalno) na ljudske odluke, da bi se maksimizacija prihoda uravnotežila s etičkom komponentom.

Nepovredivost podataka iznad prihoda

Slijedeći gore navedeno, maksimiziranje prihoda oslanja se na brojne podatke, počevši od ručnog unosa, preko sustava, pa sve do hotelskog osoblja koje, u konačnici, gostima pruža iskustvo. Cijene i druge relevantne odluke, koje donosi ili RMS (sustav upravljanja prihodom) ili hotelski tim, rezultat su unosa podataka PMS-a (Sustava upravljanja imovinom) (i drugih sustava), kao i internih postupaka prikupljanja podataka. No što ako podaci PMS-a nisu u potpunosti točni, ako postoje nepreciznosti i pogreške, npr. kod cijene/segmenta/kanala ili druge pogreške koje pružaju irelevantne statističke podatke o rezervacijama? Mala ljudska pogreška u *Back Officeu*, koju su napravile Rezervacije ili osoblje *Front Officea*, kao i pogreške u sustavu koje se odnose na rezervacije gostiju, posljedično mogu utjecati na pogrešne odluke o pozicioniranju cijena i gubitak prihoda (Vinod, 2022.). Tijekom pandemije i *lockdowna*, hoteli su bili samostalno usmjereni na čišćenje svojih podataka, reorganizaciju i resetiranje svojih sustava. Ovu praksu treba redovito proširivati da bi se osigurao protok točnih informacija, optimizacija prihoda i, u konačnici, racionalni princip određivanja cijena.

Obrazovanje: poslovanje i etika

Ubrzane promjene u ekonomskom i društvenom okruženju ukazuju na potrebu za neprestanim adaptivnim učenjem i obrazovanjem. U ugostiteljstvu je ponajprije riječ o zadovoljstvu kupaca i zadržavanju fokusa na izvornoj namjeri. U tržišno usmjerenim ekonomijama i vremenima

decisions (at least) in order to balance revenue maximization with an ethical component.

Data integrity beyond revenue

Following the above point, maximizing revenues relies on excessive data, starting from manual input, across systems, all the way to hotel staff providing a guest experience. Pricing and other relevant decisions, made by either RMS or the hotel team, are the outcome of Property Management System (and other systems) data input as well as internal data-collection procedures. But what if the PMS data is not completely correct, if there are misleading inaccuracies and errors, like the rate/segment/channel code or other errors providing irrelevant reservation statistics? A small human error made in Back Office, by Reservations or Front office staff, as well as system errors concerning guest reservations, can consequently impact wrong pricing decisions and loss of revenue (Vinod, 2022). During pandemic times and lockdowns, hotels were self-directed to clean their data, reorganize and reset their systems. This practice should be extended on regular basis to secure an accurate information flow, revenue optimization and consequently rational pricing principles.

Education: Business and Ethics

Accelerated changes in economic and social surroundings indicate a necessity for constant adaptive learnings and education. The hospitality industry is primarily about customer satisfaction and keeping focus on its original intention, in market-driven economies and times of uncertainty, where RM strategies make effort to maximize revenues while continuously raising concerns about its ethics, no doubt that educated, open-minded and skilful hotel management is needed. Ethical and legal challenges in terms of RM and personalized pricing are to be studied further (Van der Rest et al., 2020). Analytical skills to manage massive big-data of different kinds, including the AI systems, creative mindset as well as social and

neizvjesnosti, gdje se strategije upravljanja prihodom trude maksimizirati prihode uz kontinuirano podizanje svijesti o etici, nesumnjivo je da hotelski menadžment mora biti obrazovan, otvoren i vješt. Etičke i pravne izazove u vidu upravljanja prihodom i personaliziranih cijena treba nastaviti proučavati (Van der Rest i sur., 2020.). Analitičke vještine upravljanja različitim masivnim podacima, uključujući sustave umjetne inteligencije, kreativan način razmišljanja, kao i društvena i asertivna logika, od velike su važnosti za upravitelje prihodom i hotelske stručnjake. Pravodobno obrazovanje pridonosi maksimizaciji prihoda u smislu etike i održivosti. To kontinuirano proučavaju i ispituju relevantni znanstvenici i stručnjaci s terena, da bi se upravljalo budućim poslovnim i egzistencijalnim izazovima.

ZAKLJUČAK

„Novo normalno“ oslikava kontinuirano dinamično i nestabilno okruženje, kojem se poduzeća i društvo moraju prilagoditi. Procesi upravljanja prihodom u hotelskoj industriji nastaviti će napredovati zajedno s ubrzanom razvojem tehnologije i nadolazećom virtualnom stvarnošću, ekonomskim, političkim i klimatskim izazovima, promjenom zahtjeva i ponašanja kupaca te transformiranom percepcijom pojedinaca.

Na temelju svega navedenog, vezanog uz cijene i suvremeno hotelsko poslovanje, upravitelji prihodom i voditelji hotela dužni su biti vrlo obrazovani, vješti i kreativni da bi mogli obraditi golem protok informacija. Maksimizacija prihoda i profitabilnost u ugostiteljstvu, što su dominantni ciljevi tvrtke, sve su više vođeni etikom, osobnim zadovoljstvom i održivošću. Okosnica je upravljanja prihodom pažljivo prilagođavanje personaliziranog pristupa i trendovskih vrijednosti, uz poštivanje percepcije gostiju o pravednosti prilikom stvaranja cjenovne strukture.

Preporučeni niz prilagodljivih strategija i taktika upravljanja prihodom u ovom članku predstavlja

assertive rationale, will be of great importance for Revenue managers and hotel experts. Revenue maximization in relation to ethics and sustainability is to be addressed through an early educational system, studied and examined continually by respective scholars and field experts, to sustain future business and existential challenges.

CONCLUSION

The New Normal portrays an ongoing dynamic and volatile environment to which business and society must adapt. The RM processes in the hotel industry will continue to progress along with the accelerated technology development and forthcoming virtual realities, economic, political and climate challenges, a change in consumer demands and behaviours, and transformed individual perceptions.

Based on all the above mentioned context, related to pricing and contemporary hotel business, Revenue Managers and hotel leaders are required to be substantially educated, skilful and creative to be able to process the enormous information flow. Revenue maximization and profitability in the hospitality industry, as the prevailing company goals, have increasingly been driven by ethics, personal contentment and sustainability. The RM framework is to carefully adapt a personalized approach and trending values, by respecting guest perceptions of fairness, when creating a valuable pricing structure.

The recommended set of adaptive RM strategies and tactics in this article presents actionable insights for Revenue Managers and hotel experts. However, the paper is not without limitations. The proposed actions may not coincide in time across countries, tourism regions and hotel types. The proposed actions are subject to continuous pragmatic improvement and further studies. Future research in this area should focus on Revenue Management practices in the post-pandemic period, investigating travel micro-

korisne uvide za upravitelje prihoda i hotelske stručnjake. Međutim, članak ima određena ograničenja. Predložene mjere možda se ne mogu istodobno primijeniti u različitim zemljama, turističkim regijama i vrstama hotela. Predložene mjere podliježu neprestanom pragmatičnom poboljšanju i daljnjim istraživanjima. Buduća istraživanja u ovom području trebala bi se usredotočiti na praksu upravljanja prihodom u postpandemijskom razdoblju, istražujući mikrosegmente putovanja, personalizirane cijene s ograničenjima i benefitima, uzimajući također u obzir etiku i principe etičkog određivanja cijena, koje je relevantno i hotelskim menadžerima i hotelskim gostima za usporedbu, kao i onima koji pridonose održivosti u određivanju cijena.

segments, personalized prices with restrictions and benefits in respect of ethics, also, ethical pricing principles perceived by hotel executives and hotel guests in comparison, as well as sustainability contributors in pricing.

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