Contribution of Revenue Management Practices to Accommodation Businesses: The Case of Kuşadası[1]

Gelir Yönetimi Uygulamalarının Konaklama İşletmelerine Katkısı: Kuşadası Örneği

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ABSTRACT

Companies, which later started to be applied in many sectors. Businesses with limited capacity and non-stockable products and services, for example, Many sectors, such as food and beverage businesses, car rental companies, and the health sector, benefit from revenue management applications. Today, the sector that implements revenue management practices the most after airlines is the tourism sector. Every room that cannot be sold in accommodation businesses, which is one of the most important structures of tourism, causes the loss of the business. With the right revenue management practices, it is possible to prevent this loss and provide profitability for the business. Businesses that implement revenue management increase their short-term revenues and their long-term profitability. The main purpose of this study is to examine the contribution of revenue management practices aimed at maximizing profitability in accommodation businesses and to measure the knowledge level of business managers about revenue management. In the study, a questionnaire was applied to the managers of 4- and 5-star hotels in Kuşadası. In the questionnaire, there are questions about the sociodemographic characteristics of the managers, the characteristics of the companies they work for, and their opinions about income management. A significant difference was found between the goals of the business and the revenue management practices. It has been concluded that 5-star lodging businesses benefit more from revenue management applications than 4-star lodging enterprises. Revenue management practices used in businesses increase the customer base of the business, increase service efficiency, increase the competitiveness of the business, and positively affect the image of the business among customers.

Keywords: Revenue Management, Tourism, Accommodation Business

ÖZET

Sınırlı kapasiteye sahip ve stoklanamayan ürün ve hizmetlere sahip işletmeler; yiyecek-içecek işletmeleri, araç kiralama şirketleri, sağlık sektörü gibi birçok sektör, gelir yönetimi uygulamalarından faydalanmaktadır. Günümüzde gelir yönetimi uygulamalarını havayollarından sonra en çok uygulayan sektör turizm sektörüdür. Turizmin en önemli yapılarından biri olan konaklama işletmelerinde satılamayan her oda işletmenin kaybına neden olmaktadır. Doğru gelir yönetimi uygulamaları ile bu kaybın önüne geçmek ve işletme için karlılık sağlamak mümkündür. Gelir yönetimi uygulayan işletmeler kısa dönem gelirlerini ve uzun dönem karlılıklarını artırmaktadır. Bu çalışmanın temel amacı, konaklama işletmelerinde karlılığı maksimize etmeye yönelik gelir yönetimi uygulamalarının işletmeye katkısını incelemek ve işletme yöneticilerinin gelir yönetimi konusundaki bilgi düzeylerini ölçmektir. Çalışmada Kuşadası'ndaki 4 ve 5 yıldızlı otellerin yöneticilerine bir anket uygulanmıştır. Ankette yöneticilerin sosyodemografik özellikleri, çalıştıkları işletmelerin özellikleri ve gelir yönetimine ilişkin görüşleri ile ilgili sorular yer almaktadır. İşletmenin hedefleri ile gelir yönetimi uygulamaları arasında anlamlı bir farklılık tespit edilmiştir. Araştırmada 5 yıldızlı konaklama işletmelerinin 4 yıldızlı konaklama işletmelerine göre gelir yönetimi uygulamalarından daha fazla yararlandığı sonucuna ulaşılmıştır. İşletmelerde kullanılan gelir yönetimi uygulamaları işletmenin müşteri kitlesini artırmakta, hizmet verimliliğini yükseltmekte, işletmenin rekabet gücünü artırmakta ve işletmenin müşteriler nezdindeki imajını olumlu yönde etkilemektedir.

Anahtar Kelimeler: Gelir Yönetimi, Turizm, Konaklama İşletmeciliği

INTRODUCTION

Businesses need to ensure continuity to survive. They provide this continuity by increasing their income from the business. In this period when businesses and competition have increased, sectors have developed many strategies to survive. Revenue management practices are among these strategies. In its simplest definition, revenue management is explained as selling the right product at the right time to the right customer at the right price.

Revenue management practices, which first started with the liberalization law in airline businesses, started to be implemented in many sectors over time. Revenue management practices applied by airline companies increase profitability in the long run. Realizing this situation, other sectors have started to benefit from revenue management practices in their businesses. It is possible to list these sectors as car rental businesses, food and beverage businesses, and accommodation businesses. Not selling seats for airline businesses, rooms for accommodation businesses, vehicles for car rental businesses, and tables and chairs for food and beverage businesses causes revenue losses for businesses. Capacity management and capacity control should be provided to prevent revenue loss. Revenue management practices are mostly used in accommodation businesses, after airline businesses.

Revenue management is a form of supply and demand management. It is considered maximizing the level of income of a business by predicting consumer behavior and controlling inventory usage. Demand analysis, market segmentation, supply and demand balance, and pricing are stated as the main concepts of the revenue management process.

The main purpose of this study is to examine the contribution of revenue management practices, which aim at maximizing profitability for 4- and 5-star businesses in Kuşadası, and to measure the level of knowledge of business managers about revenue management practices.

THEORETICAL FRAMEWORK

Tourism and Accommodation Businesses

The history of tourism dates to the Sumerians. The construction of the pyramids by the Egyptians in 3000 BC attracted the attention of travelers, and Egypt became a frequent destination for travelers. In ancient times, visiting each other by statesmen was called tourism. In ancient times, sea voyages were preferred due to the insufficient security of the roads. With the conquest of Istanbul, there was a pause in tourism movements for entertainment and cultural purposes. However, with the spread of Islam, religious tourism movements began to develop. With the French Revolution, the upper class began to travel for cultural purposes. With the development of technology over time, the means of transportation have also improved. The first organized tourism movement at that time was organized by Thomas Cook. This organization includes the train journey of 450–500 people in 1941 to watch horse races (Güçlü, 2021).

Environmental pollution, noise, and stress, which occur due to increasing urbanization, have a negative effect on people's psychological states. Individuals tend to travel more to get away from these negative situations and have fun, travel, and rest. In addition, the rapid development of technology affects the transportation sector positively. With the development of the transportation sector, it has become quite easy for people to travel from one place to another. All these events mean that the tourism sector is becoming more and more widespread (Süklüm, 2006). Economic units that meet the needs of people participating in tourism are called tourism enterprises. Due to the development and growth of the tourism sector, businesses with different structures have emerged (Engel, 2007).

Food and beverage services in tourism aim to meet people's accommodation, entertainment, rest, eating, and drinking needs. Businesses providing food and beverage services can be independent from accommodation businesses as well as within the body of accommodation businesses. Apart from accommodation establishments, cafes and restaurants are shown as examples of existing food and beverage establishments. The place of food and beverage businesses in the tourism sector is very important (Çuhadar and Çuhadar, 2017: 440).

Transportation services: tourism, are situations that occur when people travel from one place to another to meet their various needs. Transportation needs are required for this movement. Transportation services are classified as railway, airway, seaway, and highway (Doğaner, 2012).

Travel agencies are known as intermediary firms between businesses that travel and produce services. Travel agencies are divided into 3 groups as A group, B group and C group travel agencies. Group A travel agencies are organizations that provide tourists with many opportunities, such as accommodation, entertainment, and excursions, and contribute to the tourism economy. Group B travel agencies are the organizations that sell transportation service tickets, and group A travel agencies' service tickets. Group C travel agencies are organizations that only provide services for people in the country.

Accommodation businesses: during the touristic activities that the tourists have done because of different requests, the businesses that produce goods and services to meet their accommodation, food and beverage, and other needs are called accommodation businesses (cited from Eren 2003, Karasakal, 2015).

Revenue Management Concept and Its Applied Areas

According to Unurlu (2010), revenue management in hotel businesses is defined as the development of forward-looking strategies and tactics to maximize revenue. According to Ivanov (2014), revenue management is defined as dividing customers into different segments and maximizing revenue with different price applications.

The concept of revenue management first emerged in airline companies. Revenue management is a pricing application that emerged in the US in the early 1980s to solve supply problems for airline companies. Today, this system is applied to all airline companies. Before the 1980s, airline ticket prices were determined by the civil aviation authority, so the ticket prices were high. With the Airline Deregulation Act enacted in 1980, airline companies started to determine their own ticket prices (Aras, 2016). Thus, low-cost airline companies entered the sector. Therefore, competition among airline companies increased. Some of the airline companies that could not adapt to the competition downsized, and some went bankrupt. With this deregulation, revenue method applications emerged to adapt to the competition and increase the profitability of airline companies.

With these applications, the non-stockable seat capacity in airline companies has started to be used more efficiently (Koşan and Türkseven, 2022). In the course of time, other sectors, which have non-stockable products, have also started to benefit from revenue management practices.

The beginning of revenue management practices in Turkey is the beginning of the 1990s. Turkish airlines first benefited from revenue management applications for international flights. In hotel businesses, foreign chain hotel businesses operating in Turkey have pioneered revenue management practices. There is a lack of literature on the development of revenue management in Turkey (Korkmaz, 2014). The main purpose of revenue management is to obtain the highest profit with certain capacity utilization (Yeoman, 2016). In its simplest definition, selling the right product to the right customer at the right time at the right price is called revenue management. The right customer is the person who accepts to buy the service provided by the business at the price that the business puts on it (Özbey, 2019).

The right product is the one that meets the customer's wishes, the customer agrees to pay for, and generates a return to the hotel. The distribution channels chosen by the hotels to distribute their services also provide income to the hotels (Özbey, 2019). The right time is explained as the time when the customer's desire to purchase the service is most appropriate. (Özbey, 2019).

Considering that revenue management was first implemented in airline companies, we can say that airline companies have played an important role in the development and spread of revenue management (Arıkan and Parlakkaya, 2020). After the aviation sector, it is the tourism sector that uses revenue management practices the most. Businesses that benefit from revenue management practices increase their income by getting ahead of their competitors (Ören, 2005). Revenue management practices are applied by many different sectors. Since the services offered by the sectors are different from each other, revenue management practices also differ. Car rental companies contribute to the business by pricing their vehicles according to demand. Airline companies provide profitability to their businesses by making pricing studies according to different market segments. Hotel businesses provide profitability to the business by offering the same product and service to different customers at different prices. Food and beverage businesses, on the other hand, provide profitability to the business by offering various campaigns to their customers when demand is low.

Required Conditions for Revenue Management Practices

For the revenue management methods to be successfully applied in the sectors, there are some features that the sectors must have. These features can be listed as limited capacity, high fixed costs, low variable costs, time-sensitive demand, and similar products.

Limited capacity: businesses with limited capacity and non-stockable products benefit from revenue management. Revenue management practices aim to obtain maximum income from limited capacity (Unurlu, 2010). High fixed costs: a business with limited capacity must carry out high-cost studies to expand its capacity. These businesses, which avoid high costs, aim to earn high income from limited capacity with revenue management practices (Unurlu, 2010). Low variable costs: the cost of selling an additional product or service is low if it does not go beyond capacity. For example, the cost of an additional customer coming to the hotel is quite low. Therefore, unused capacity should be sold above variable costs. This situation also contributes to fixed costs and profit (Unurlu, 2010).

Time-sensitive and fluctuating demand mean that hotel businesses with limited capacity cannot always equate changing demand with their capacities. To manage a limited number of requests, businesses take advantage of the limited reservation system. By using demand estimation methods thanks to past reservations, businesses enable the usage rate to increase in periods of low demand and increase profitability in periods of high demand (Unurlu, 2010). Similar production: in hotel businesses, different prices are applied according to the increase and decrease in demand, and the rooms in the class can be used interchangeably (Unurlu, 2010). Basically, businesses with the above features benefit from revenue management practices.

Benefits of Revenue Management Practices

Revenue management practices have many benefits for sectors. According to Kayar et al, (2016), the benefits of revenue management practices to the business are listed as follows:

- They provide future pricing.
- The prices determined are known to the customers.
- The company's competition in the market increases.
- The cost of the business decreases, and its long-term profitability increases.
- They provide convenience for capacity management.
- Past and current accommodation data are stored.

Revenue Management Practices in Accommodation Businesses

Revenue management was first applied to airline companies. However, revenue management practices used in airline businesses cannot be used directly in accommodation businesses. The reason for this is that accommodation businesses have distinctive features. In airline companies, it is planned how seats with the same features will be sold to different categories by determining different prices. There are many different types of rooms in accommodation businesses. This situation has complicated revenue management practices in terms of accommodation businesses (Meterelliyoz and Tan, 2014). The basic system of revenue management is known as allocating limited and non-stockable resources to different customers by market segmentation. Over time, many sectors have also benefited from revenue management practices. After airline businesses, revenue management is most used in accommodation businesses.

Revenue management in accommodation businesses aims to generate revenue from the sale of rooms and other services by providing pricing, auditing, and capacity management. In this direction, both the revenue of the hotel and the needs of the customers are met. Revenue management is applied in accommodation businesses to sell rooms at the most appropriate time at the most affordable price. To address the revenue management process more broadly, the pricing methods to be followed in this process should be determined, and revenue management strategies and cost and revenue analysis should be done (Guzel et al., 2022). Certain conditions are required for accommodation businesses to benefit from revenue management practices. These conditions are listed as follows:

• Market segmentation,

• Demand and reservation features of market segmentation,

• Monitoring the effects of price changes,

• Overbooking reservation planning,

• An effective information system (Koşan and Türkseven, 2022).

The most important part of revenue management consists of discounted prices and early booking. In accommodation businesses, as in airline businesses, customers use the early reservation system and give different prices to rooms with the same features. Revenue management is based on three basic demand management decisions: structural decisions, price decisions, and quantity decisions (Zbey, 2019).

Structural decisions: making segmentation on which sales format and which product will be used for which class It includes decisions such as which companies to work with and the number of sales offered to companies. Price decisions: they include the decisions on how the products will be priced, in which cases the prices of the products will be changed, and in which cases the discount will be used. Quantity decisions, on the other hand, cover the issues of when the products will be offered to which market and how much, and when they will be withdrawn from the market because of market segmentation (Baş, 2008).

The revenue management process begins with strategic goals. First, the necessary data for revenue management is collected in the business. These data include past accommodations and current reservations at businesses. Then, using this data, estimates are made about the revenue management to be implemented. Successful revenue management practices depend on accurate forecasting. After collecting the necessary data for forecasting and making forecasts, market segmentation is done. Different pricing is determined according to market segmentation. After the stages of target, information, analysis, and estimation are completed, revenue management is applied together with the sales techniques of the business, and finally the decisions and results are fully evaluated. To make accurate estimates in revenue management practices, the data on past reservations and daily stays must be kept accurately. In this case, it is very important for revenue management to benefit from technology.

METHOD

The Objective of the Study

The aim of the study is to measure the knowledge level of the managers related to revenue management working in 4- and 5-star accommodation businesses in Kuşadası and the contribution of revenue management practices to their businesses.

Universe and Sample

There are ten 5-star and twenty-four 4-star accommodation businesses certified by the Ministry of Culture and Tourism in Kuşadası. The universe of the research consists of accommodation businesses that benefit from revenue management practices. The sample of the study consists of 4- and 5-star accommodation businesses in Kuşadası.

Data Collection Techniques

Qualitative research methods were used in the research. The questionnaire technique was used as a data collection tool. In the research, the questionnaire form taken from Hacıoğlu (2011) was used. The first part of the questionnaire includes demographic questions for the participants; the second part includes questions about the characteristics of the business; and the third part includes questions about the contribution of revenue management practices to the business. While collecting the data, face-to-face interviews were conducted with the business managers. In the face-to-face meeting, information was given on revenue management for 15–20 minutes before the survey questions were given to the managers. The managers, who could not be interviewed face-to-face, were reached via e-mail and telephone. The managers, who were contacted via e-mail, were briefed about the subject of revenue management, which was conveyed together with the questionnaire.

Analysis of Data

Statistical analyses of the data obtained in the research were made with the SPSS program. A 5-point Likert-type scale was used in the study. It will be evaluated as 1: strongly agree, 2: agree, 3: undecided, 4: disagree, and 5: strongly disagree. In the analyses, findings about reliability analysis, participants, and the company they worked for will be included. Then, the findings between the sociodemographic information of the participants and the research variable will be included. Finally, there will be findings regarding the responses of the participants to the contributions of revenue management practices. The tests used in SPSS analysis are the Mann-Whitney U test and the Kruskal-Wallis H test.

Hypothesis for research

H1 There was no significant difference between the male and female groups in terms of the mean score of the revenue management variable (since p = 0,122 > 0,05).

H2 There was no significant difference between the age group and the revenue management in terms of mean score (since p = 0,413>0,05).

H11 There was no significant difference between the group 'Which department implements revenue management in the business?' and the revenue management variable in terms of mean score (since p = 0.289 > 0.05).

FINDINGS

The analysis of the applied survey data is included in this section. The data were obtained with the SPSS program.

Findings of Sociodemographic Characteristics and Business Characteristics

The study was applied to 17 of the 4- and 5-star hotel managers in Kuşadası district of Aydın. The sociodemographic characteristics of the participants and the answers to the business characteristics they worked for are shown in the tables below.

Table 1. Sociodemographic Characteristics of the Participants and Findings of Business Characteristics (4 and 5 star)

		STAR OF THE BUSINESS			
		4 Star		5 Star	
		Number	RATIO N %	NUMBER	RATIO N %
GENDER	Male	4	44,4%	2	25,0%
	Female	5	55,6%	6	75,0%
	1928-1945	0	0,0%	0	0,0%
	1946-1964	2	22,2%	2	25,0%
	1965-1980	5	55,6%	1	12,5%
	1981-2000	2	22,2%	5	62,5%
AGE	1928-1945	0	0,0%	0	0,0%
	1946-1964	2	22,2%	2	25,0%
	1965-1980	5	55,6%	1	12,5%
	1981-2000	2	22,2%	5	62,5%
EDUCATIONAL STATUS	Primary Education	0	0,0%	0	0,0%
	high schools and their equivalents	6	66,7%	3	37,5%
	Undergraduate	3	33,3%	3	37,5%
	Postgraduate	0	0,0%	2	25,0%

DOES THE BUSINESS APPLY REVENUE MANAGEMENT?	Yes	4	44,4%	6	75,0%
	No	5	55,6%	2	25,0%
WHICH DEPARTMENT APPLIES REVENUE MANAGEMENT IN THE BUSINESS?	Sales Marketing Department	2	50,0%	3	50,0%
	Front Office Department	1	25,0%	0	0,0%
	Accounting Department	1	25,0%	3	50,0%

When the gender status of the 9 participants working in 4-star hotels who answered the questionnaire is examined, 4 (44.40%) are male and 5 (55.60%) are female. As a result of the answers given by the participants, most of managers in 4- and 5-star enterprises are female managers. It is seen that female managers of 4- and 5-star hotels are more knowledgeable about revenue management practices.

When the gender status of the 9 participants working in 4-star hotels who answered the questionnaire is examined, 4 (44.40%) are male and 5 (55.60%) are female. When the age ratio of the participants is examined, 2 (22.20%) are born between 1946 and 1964, 5 (55.6%) are born between 1965 and 1980, and 2 (22.20%) are born between 1981 and 2000. As a result of the answers given by the participants, 5-star business managers are younger than 4-star business managers. The average birth years of 5-star business managers are between 1981 and 2000, while the average birth years of 4-star business managers are between 1965 and 1980.

When the education levels of the participants are examined, it is seen that 6 (66.70%) are high school or equivalent, and 3 (33.3%) are undergraduates. As a result of the answers given by the participants, the postgraduate education level of 5-star business managers is higher than that of 4-star business managers. As a result of the answers given to the questionnaire, there are no managers with a primary education degree. The education level of 4-star business managers is high school or equivalent.

When the answers given by the participants to the question "Is there revenue management in the business?" were examined, 4 (44.40%) of the managers in 4-star hotels gave the answer yes and 5 (55.6%) said no. 6 (75.0%) of the managers in 4-star hotels answered yes, and 2 (25.0%) said no. As a result of the answers given by the participants, revenue management practices are used in 4- and 5-star hotels, but 5-star hotels benefit more from revenue management practices than 4-star hotels.

When the answers given by the participants to the question 'Which department implements revenue management?' are analyzed, it is seen that 2 (50.00%) are sales and marketing departments, 1 (25.0%) are front office departments, and 1 (50.0%) are accounting departments. As a result of the answers given by the participants, the department that implements revenue management the most in 4-star hotel businesses is the sales and marketing department. In 5-star hotel businesses, both sales, marketing, and accounting departments benefit from revenue management practices.

Findings Regarding the Relationships Between Sociodemographic Information and Research Variables

Table 2. Findings Regarding the Relationship Between the Variable of the Study and the Gender of the Participants in 4-Star Hotels

Gender	N	Avg.	S.d.	Scale avg.	Minimum	Maximum	Mann-Whitney U	P
Male	4	50,00	0,00	3,85	50,00	50,00		
Female	5	51,00	3,97	3,92	39,00	64,00	8,000	0,730

Mann-Whitney U test p<0,05

H1 There was no significant difference between the male and female groups in terms of the mean score of the revenue management variable (since p = 0,122 > 0,05).

As a result of the analysis of the answers given by nine participants in 4-star hotels, the lowest average for men was 3.85, and the highest average was 3.92 for women. There is no difference of opinion between gender and the revenue management variable. Male and female managers have the same ideas about revenue management practices.

Table 3. Findings Regarding the Relationship Between the Variable of the Study and the Gender of the Participants in 5-Star Hotels

Gender	N	Avg.	S.d.	Scale avg.	Minimum	Maximum	Mann-Whitney U	P
Male	2	54,50	3,50	4,19	51,00	58,00	2,000	0,286
Female	6	59,00	1,71	4,54	51,00	62,00		

Mann-Whitney U test p<0,05

H1 There was no significant difference between gender groups and the revenue management variable in terms of average score (since p = 0.286 > 0.05). There is no difference of opinion between gender and the revenue management variable. Male and female managers have the same thoughts on revenue management.

Table 4. Findings Regarding the Relationship Between the Variable of the Study and the Age of the Participants in 4-star Hotels

Age	N	Avg.	S.d.	Scale Avg.	Minimum	Maximum	Kruskal-Wallis H	P
1946-1964	2	51,00	1,00	3,92	50,00	52,00	0,767	0,681
1965-1980	5	50,60	3,96	3,89	39,00	64,00		
1981-2000	2	50,00	0,00	3,85	50,00	50,00		

Kruskal Wallis H test p<0,05

H2 There was no significant difference between the age group and the revenue management variable in terms of mean score (since p = 0.681 > 0.05).

The average birth years of the individuals who participated in the survey were 1946–1964 (3.92) at the most and 1981–2000 at the least (3.85). There is no difference of opinion between age and revenue management variables in 4-star hotel businesses. The fact that the managers are young or old did not make any difference in their thoughts on revenue management practices.

Table 5. Findings Regarding the Relationship Between the Variable of the Study and the Age of the Participants in 5-Star Hotels

Age	N	Avg.	S.d.	Scale avg.	Minimum	Maximum	Kruskal-Wallis H	P
1946-1964	2	54,50	3,50	4,19	51,00	58,00	2,420	0,298
1965-1980	1	58,00	.	4,46	58,00	58,00		
1981-2000	5	59,20	2,08	4,55	51,00	62,00		

Kruskal Wallis H test p<0,05

H2 There was no significant difference between age group and the revenue management variable in terms of mean score (since p = 0.298 > 0.05). The average of the participants who answered the survey was 4.55 at

most and at least 4.19. There is no difference of opinion between age and revenue management variables in 5-star hotel businesses.

Table 6. Findings Regarding the Relationship Between the Variable of the Study and the Educational Status of the Participants in 4-Star Hotels

Educational Status	N	Avg.	S.d.	Scale Avg.	Minimum	Maximum	Mann-Whitney U	P
High schools and their equivalents	6	48,50	1,92	3,73	39,00	52,00	0,847	0,357
Undergraduate	3	54,66	4,66	4,20	50,00	64,00		
Mann-Whitney U test p<0,05								

H3 There was no significant difference between the educational status group and the revenue management variable (since $p = 0.357 > 0.05$). The average of the participants participating in the survey was 3.73, or 4.20. There is no difference of opinion between the research variable and educational status. The fact that the education levels of business managers are different does not make a difference in their thoughts about revenue management practices.

Table 7. Findings Regarding the Relationship Between the Variable of the Study and the Education Level of the Participants in 5-Star Hotels

Educational Status	N	Avg.	S.d.	Scale avg.	Minimum	Maximum	Kruskal-Wallis H	P
High schools and their equivalents	3	55,66	2,33	4,28	51,00	58,00	2,881	0,237
Undergraduate	3	61,00	0,57	4,69	60,00	62,00		
postgraduate	2	56,50	5,50	4,35	51,00	62,00		
Kruskal Wallis H test p<0,05								

H3 There was no significant difference between the educational status group and the revenue management variable (since $p = 0.237 > 0.05$). The average of the participants participating in the survey was 4.69 at most (undergraduate) and at least 4.28 (high school and equivalent). The education level of the participants does not affect the research variable.

Table 8. Findings Regarding the Relationship Between Variable of Research in 4-Star Hotels and the Question Does the Business Apply Revenue Management?

'Does the Business Apply Revenue Management?	N	Avg.	S.d.	Scale avg.	Minimum	Maximum	Mann-Whitney U	P
Yes	4	51,25	5,12	3,94	39,00	64,00	7,500	0,556
No	5	50,00	0,00	3,85	50,00	50,00		
Mann-Whitney U test p<0,05								

H10 There was no significant difference between the Does the Business Practice Revenue Management?' group and the revenue management variable in terms of mean score (since $p = 0.556 > 0.05$).

Table 9. Findings Regarding the Relationship Between the Variable of the Research in 5 Star Hotels and the Question of the Participants "Does the Business Apply Revenue Management?"

Does the Business Apply Revenue Management?	N	Avg.	S.d.	Scale Avg.	Minimum	Maximum	Mann-Whitney U	P
Yes	6	57,83	2,18	4,45	51,00	62,00	4,000	0,643
No	2	58,00	0,00	4,46	58,00	58,00		

Mann-Whitney U test p<0,05

H10 There was no significant difference between the Does the Business Practice Revenue Management?' group and the revenue management variable in terms of mean score (since p = 0.643 > 0.05). The average of the participants was between 4.45 and 4.46. There is no difference in the opinions of business managers about revenue management practices; they may or may not benefit from them.

Table 10. Findings Regarding the Relationship Between the Variable of the Research in 4-Star Hotels and the Question of the Participants 'Which Department Implements Business Revenue Management?

'Which Department Implements Business Revenue Management?	N	Avg.	S.d.	Scale avg.	Minimum	Maximum	Kruskal-Wallis H	P
Sales and Marketing Mepartment	2	45,50	6,50	3,50	39,00	52,00	1,800	0,407
Front Office Department	1	50,00	.	3,85	50,00	50,00		
Accounting Department	1	64,00	.	4,92	64,00	64,00		

Kruskal Wallis H test p<0,05

H11 There was no significant difference between the Which Department Applies Revenue Management in Business?' group and the revenue management variable in terms of mean score (since p = 0.407 > 0.05).

The average of the participants was between 4.46 and 4.44. Revenue management practices applied in different departments do not cause differences of opinion among managers.

Table 11. Findings Regarding the Relationship Between the Variable of the Research in 5-Star Hotels and the Question of Participants Which Department Implements Business Revenue Management?

'Which Department Implements Business Revenue Management?	N	Avg.	S.d.	Scale avg.	Minimum	Maximum	Mann-Whitney U	P
Sales and Marketing Mepartment	3	58,00	3,51	4,46	51,00	62,00	0,051	0,822
Accounting Department	3	57,66	3,38	4,44	51,00	62,00		

Mann-Whitney U test p<0,05

H11 There was no significant difference between the Which Department Applies Revenue Management in Business?' group and the revenue management variable in terms of mean score (since p = 0.822 > 0.05). The average of the participants was at most 4.44 and at least 4.46. The fact that different departments benefit from revenue management practices does not make any difference in the minds of managers.

Findings Regarding the Contribution of Revenue Management Practices to the Business

The analyses of the answers given by the participants to the questions regarding the contribution of revenue management practices to the business are shown in the tables below.

Table 12. Responses of Participants to the Statement "Our Knowledge of Revenue Management as a Business is Sufficient" (4 and 5 Stars)

		STAR OF THE BUSINESS			
		4 Star		5 Star	
		Number	Rate %	Number	Rate %
Our Knowledge of Revenue Management as a Business is sufficient	Strongly Disagree	0	0,0%	0	0,0%
	Disagree	0	0,0%	0	0,0%
	Undecided	1	11,1%	1	12,5%
	Agree	7	77,8%	4	50,0%
	Strongly Agree	1	11,1%	3	37,5%

The statement "Our level of knowledge about revenue management is sufficient as a business" was answered by 4-star hotel business managers as 11.1% undecided, 77.80 agree, and 11.1% strongly agree. 5-star hotel business managers responded as 12.5% undecided, 50% agreed, and 3.5% strongly agreed.

As a result of the answers given, 4- and 5-star hotel managers think that their level of knowledge about revenue management practices is sufficient in general.

Table 13. Responses of Participants to the Statement of "Revenue Management Practices Implemented in Our Business Have Increased the Image of Our Operations Before Customers" (4 and 5-Star)

		STAR OF THE BUSINESS			
		4 Star		5 Star	
		NUMBER	RATE %	NUMBER	RATE %
Revenue Management Practices Implemented in Our Business Have Increased the Image of Our Operations Before Customers	Strongly Disagree	0	0,0%	0	0,0%
	Disagree	0	0,0%	0	0,0%
	Undecided	1	11,1%	0	0,0%
	Agree	7	77,8%	2	25,0%
	Strongly Agree	1	11,1%	6	75,0%

The statement "Revenue Management Practices Implemented in Our Business Have Increased the Image of Our Operations Before Customers" was answered by the 4-star hotel business managers as 11.1% undecided, 77.80 agree, and 11.1% strongly agree. 5-star hotel business managers gave an answer of 25.00% agreeing and 75.00% strongly agreeing.

The fact that the revenue management practices applied in the business have a positive effect on the customers of rival businesses and attract customers because of this positive effect is described as the 'image of the business to the customer'. 4-star business managers and 5-star business managers think that revenue management practices affect the image of the business to customers.

Table 14. Responses of Participants to the Statement of "Revenue Management Practices Implemented in Our Business Have Increased Customer Satisfaction" (4 and 5-Star)

		STAR OF THE BUSINESS			
		4 Star		5 Star	
		NUMBER	RATE %	NUMBER	RATE%
Revenue Management Practices Implemented in Our Business Have Increased Customer Satisfaction	Strongly Disagree	0	0,0%	0	0,0%
	Disagree	0	0,0%	0	0,0%
	Undecided	1	11,1%	1	12,5%
	Agree	6	66,7%	4	50,0%
	Strongly Agree	2	22,2%	3	37,5%

The statement "Revenue management practices implemented in our business have increased customer satisfaction" was answered by the 4-star hotel business managers as 11.1% undecided, 66.7% agree, and 22.20% strongly agree. 5-star hotel managers responded as 12.5% undecided, 50.00% agreed, and 37.5% strongly agreed.

Businesses benefit from revenue management practices in matters such as market segmentation, pricing, and the service they provide. This provides an increase in customer satisfaction. 4-star hotel managers approve of the increase in customer satisfaction from revenue management practices more than 5-star hotel managers.

Table 15. Responses of Participants to the Question "Revenue Management Practices Implemented in Our Business Have Increased Our Business' Competitive Advantage" (4 and 5-Star)

		STAR OF THE BUSINESS			
		4 Star		5 Star	
		NUMBER	RATE %	NUMBER	RATE%
Revenue Management Practices Implemented in Our Business Have Increased Our Business' Competitive Advantage	Strongly Disagree	0	0,0%	0	0,0%
	Disagree	0	0,0%	0	0,0%
	Undecided	1	11,1%	1	12,5%
	Agree	1	11,1%	4	50,0%
	Strongly Agree	7	77,8%	3	37,5%

The statement "Revenue Management Practices Implemented in Our Business Have Increased Our Business' Competitive Advantage" was answered by the 4-star hotel business managers as 11.1% undecided, 11.1% agree, and 77.8% strongly agree. 5-star hotel managers answered as 12.05% undecided, 50.00% agree, and 37.5% strongly agree.

Businesses that benefit from the right revenue management practices always have an advantage over their competitors. Businesses that adapt to competition make positive contributions to their businesses. Businesses that cannot adapt to the competition go down in size or must withdraw from the sector. 4- and 5-star business managers have a positive view of the idea that revenue management practices increase the competitive advantage of the business.

Table 16. Responses of Participants to the Question "The Revenue Management Practices Implemented in Our Business Has Expanded Our Customer Base" (4 and 5 Stars)

		STAR OF THE BUSINESS			
		4 Star		5 Star	
		NUMBER	RATE %	NUMBER	RATE %
The Revenue Management Practices Implemented in Our Business Has Expanded Our Customer Base	Strongly Disagree	0	0,0%	0	0,0%
	Disagree	0	0,0%	0	0,0%
	Undecided	7	77,8%	1	12,5%
	Agree	1	11,1%	4	50,0%
	Strongly Agree	1	11,1%	3	37,5%

The statement "Revenue management practices carried out in our business have expanded our customer base" was answered by 4-star hotel business managers as 77.8% undecided, 11.1% agree, and 11.1% strongly agree. 5-star hotel managers answered as 12.05% undecided, 50.00% agree, and 37.5% strongly agree.

Supply is shaped by demand. Customer demands differ from person to person. Pricing and service value are very important for the customer. It is possible to increase the limited customer base with the right revenue management practices. In this case, compared to 4-star business managers, 5-star business managers agree more with the idea that "revenue management practices expand the customer base".

CONCLUSION

In the application part of the study, a questionnaire was applied to the managers working in 4 and 5 star accommodation enterprises operating in Kuşadası district of Aydın. In Kuşadası, there are ten 5-star and twenty-four 4-star accommodation establishments certified by the Ministry of Culture and Tourism (https://kuto.org.tr/tr/: 21.12.2022). 9 managers from 4-star accommodation businesses and 8 managers from 5-star accommodation businesses participated in the survey. The questionnaire was applied to 17 participants in total. The reason why the number of managers participating in the study is so low is that the managers do not want to participate in the survey due to the busy season in the Kuşadası region, and some accommodation establishments are under renovation. Within the scope of the study, maximum 55.6% female managers from 4-star hotels and maximum 75.00% female managers from 5-star hotels participated. In general, participation in the survey consists of female managers. The age range of the participants of the 4-star hotel enterprises is between 1965-1980 with a maximum rate of 55.6%, the age range of the participants of the 5-star enterprises is between 1981-2000 with a maximum rate of 62.5%. The majority of the participants are between the ages of 15-43 and 42-23. In this case, middle-aged and young people participated in the study the most. The education level of the 4-star business managers participating in the survey consists of high school graduates with a maximum rate of 66.7%, the education level of the 5-star business managers consists of high school graduates with a maximum rate of 37.5%, and undergraduate graduates have a rate of 37.5%. In general terms, most of the participants are high school graduates and equivalent, and undergraduates. Revenue management is applied at a rate of 44.4% in 4-star hotels. Revenue management is applied at a rate of 75.00% in 5-star hotels. 5-star hotel businesses apply more revenue management than 4-star hotel businesses. While revenue management is applied in the sales and marketing department with a rate of 50.00% - 50.00% in 4-star hotels, it is applied in the sales and marketing and accounting department with a rate of 50.00- 50.00% in 5-star hotels. When the findings regarding the relationships between the sociodemographic information of the participants and the revenue management variables are examined;

There is no difference of opinion between the revenue management of the participants and the gender variable. There is no difference of opinion between the revenue management and the age variable of the participants. There is no difference of opinion between the participants' revenue management and education level variable. There is a difference of opinion between the revenue management of the participants and the star of the business variable.

There is no difference of opinion between the participants' revenue management and the variable 'Does the Business Apply Revenue Management?'. There is no difference of opinion between the participants' revenue

management and the variable 'Which Department Implements Revenue Management?'. It was concluded that the differences in the sociodemographic characteristics of the participants and the differences in the business they worked for did not affect their thoughts on revenue management practices. When the analysis of the research data is examined, 44.4% of the 4-star accommodation businesses in Kuşadası apply revenue management, while 55.6% do not apply revenue management. 75.00% of 5-star accommodation businesses apply revenue management, 25.00% do not apply revenue management. In addition, it is seen that there is a lack of information about revenue management practices of managers and personnel working in accommodation businesses. As a result of the study data, the departments that implement revenue management in accommodation businesses are mostly sales, marketing, front office and accounting departments. The level of knowledge about revenue management practices of female managers is higher than that of male managers. The education levels of the managers who benefit from revenue management applications are generally high school and equivalent, undergraduate and graduate.

As a result of the study, the recommendations were determined as follows:

• For the correct implementation of revenue management in businesses, managers and personnel should be given the necessary training on revenue management. It is possible to provide trainings through seminars, courses and conferences given by experts.

• Interdepartmental cooperation should be ensured in the business.

• To increase the efficiency of business activities, the department that will implement revenue management should be determined and studies on the subject should be carried out.

• Price study, reservation estimates, market segmentation studies should be carried out. The customer base should be expanded by increasing the service quality together with the revenue management practices.

If the revenue management practices are implemented in a planned and correct manner, the resources in the enterprise will be used more effectively and the income and profit will be maximized.

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