

PRICE POLICY OF ACCOMMODATION SERVICES AS AN IMPORTANT PART OF REVENUE MANAGEMENT IN THE CENTRAL ŠUMAVA MOUNTAINS

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Price policy of accommodation services as an important part of revenue management in the central Šumava mountains

The aim of this paper is, firstly to analyze the current state of price policy (as an important part of revenue management) implemented in accommodation facilities in the central Šumava mountains, and secondly to define the optimization measures leading to the maximization of the takings and the profit as the final result. Research at 58 accommodation facilities and 642 visitors of this part of the Šumava mountains was performed for these reasons. The research results bring important knowledge when more than a half of accommodation facilities do not implement an efficient price policy, not even in the basic form which means price differentiation. Related to this, other research was performed among the visitors of the Šumava mountains, which brought the basis for the takings optimization process. The paper also presents knowledge how to implement the complex price policy in accordance with the principles of revenue management in accommodation facilities not only in this part of the Czech Republic but after some modifications in other areas on the national and international level. The paper shows that the revenue management of accommodation facilities is a complicated process which is linked to the financial management of a business as well as marketing and micro-economic theory.

Key words: economic performance of a business, marketing, revenue management of accommodation facilities, takings maximization, central Šumava mountains

INTRODUCTION

“In the field of economic geography, the hotel industry is largely under-researched. Meanwhile, its worldwide development has reached the level whereby it can no longer be neglected by economic geographers if the tourism production system and, more generally, the globalisation of services are to be understood” (Niewiadomski, 2014, p. 48). As Ioannides et al. (2014) claim – tourism does not exist in isolation as an economic activity but is embedded in numerous highly complex internal and external networks. As such, understanding tourism's relations to places and regions is a challenging task.

Revenue management is one of the modern methods of corporate performance increasing. The basis of revenue management is the maximization of takings, respectively a company's incomes, which means it is based on microeconomic theory. The essence is in predicting or influencing the customer's behaviour and following this data in a proactive setting of product or service prices and their availability (Rest et al. 2015). To summarize what's been stated, it means the selling of the right company output to the right customer at the right time, for an optimal price and in optimal packaging or amount. One of the building stones of successful revenue management is the monitoring of the demand elasticity as accurately as possible (Guadix et al. 2010 and Tse and Tung Poon 2012). The first area of trade where the revenue management started to be developed was accommodation ser-

vices and also air ticket sales (read more Anderson and Xie 2010). And especially in the accommodation area the pressure to implement efficient revenue management grows as Cetin et al. (2016) confirm. Historical relations of revenue management in the mentioned accommodation services are summarized by. In accommodation services there is a permanent issue how to set the accommodation price in response to a lot of factors which will be stated in the following part of the paper. The objective is to set the right price which will lead to optimal occupancy and to the maximum turnover at the same time (Buiga et al. 2017). This shows that revenue management blends in tactical and also strategic management, which is verified in the research of Erdem and Jiang (2016) and Li and Liu (2008). Optimal economic management of hotel businesses is further developed by Guillet et al. (2014), who, apart from price, also work with value added for customers and deposit payments. Cetin et al. (2016) try to capture the knowledge, skills and abilities which a person responsible for revenue management should have. Also Thakurta (2016) deals with the topic of revenue management in accommodation services and he claims that modern revenue management exceeds just the demand prediction based on past data. Thakurta (2016) states other aspects which have to be considered and he emphasizes the need for a systematic approach to the area of successful revenue management. Successful revenue management includes the monitoring of current trends and customers' demands, including other factors and in response to this the optimal price is set. As Buiga et al. (2017) states the performance of accommodation facilities is significantly influenced by the changes in customers' preferences.

The price of an offered service in an accommodation facility is one of the criteria which determine the customers' satisfaction, which is important mainly in the long-term vision when it is necessary to build the loyal attitude of customers towards the accommodation facility (Novotová, 2016).

The main target of the paper is to determine to what extent the accommodation facilities in the central Šumava mountains implement efficient revenue management within their accommodation services. Another target is to propose a concept of successful revenue management in this part of the Šumava mountains with the possibility of universal usage in other parts of the Czech Republic. A partial target is the definition of time intervals with the highest occupancy of the accommodation facilities, which is the basis for the price setting and for further efficient revenue management performing.

METHODOLOGY

The research was performed mainly by analysis, observation, questioning methods and by structured interviews with the owners and managers of hotels, guest-houses and other accommodation facilities. Altogether there were selected 92 accommodation facilities operating in the central Šumava mountains, out of which 58 agreed with the interview or had the presented information on their websites. In terms of percentage efficiency the achieved result was 63.04 %.

A part of the research realization was also research performed on one of the main targets of central Šumava's visitors, i.e. at Turner's Chalet restaurant. Based on interviews with guests (a total of 642 respondents) other important data and information was obtained, which helped to make the conclusions of this paper. The research sample was represented equally from the gender point of view as well as in terms of age. The age range of respondents was 18 – 72 years of age.

According to the tourist internet server GO Česká republika, s.r.o. (2012) and Vystoupil et al. (2006) the central Šumava region is the area from Prášíly, via Modrava, Kvilda to Strážný and it is the most preserved nature area in the Šumava mountains. There are the municipalities: Kašperské hory, Srní, Modrava, Kvilda, Horská Kvilda, Filipova Hut', Kubova Hut', Bučina, Borová Lada, Horní Vltavice, Nicov, Annín, Vimperk and Stachy.



Fig. 1. Situation map of the surveyed area

Note: dark color – Šumava National Park, light color – Šumava Protected landscape area
Source: own processing, 2018.

Revenue management and especially its main part – the price policy of individual accommodation facilities was researched in the “cheapest” month of the year, which was defined as basic. Prices for adult persons were monitored. The analysis was focused on public holidays in the Czech Republic, Christmas and New Year’s, summer holidays, spring breaks, autumn holidays and the event called Kašperskohorská 30. Further on the analysis was extended to public holidays in Germany and holidays in Bavaria because most guests come from this part of Germany (based on data from personal interviews with visitors of Turner’s Chalet). Kašperskohorská 30 was included because of the nearly complete occupancy of accommodation facilities in a 30 km radius around Kašperské hory at the term of this race. Filled capacity at this term was measured by the booking.com application, phone calls with owners or managers of the accommodation facilities and also by personal interviews with participants of the race (the sample was 46 respondents). The race participants were asked about their place of accommodation and the results confirmed the information obtained from keepers, owners and managers of

the questioned accommodation facilities. The original sample of respondents was 56 as local racers were not selected. The remaining 46 participants of the race were accommodated in some of the available accommodation facilities.

ACCOMMODATION DEMAND DEVELOPMENT DURING THE YEAR

The basis for successful revenue management is the right identification of demand elasticity. In economic theory demand elasticity is already an essential topic and basic monographs for university economy studies deal with it. For example Hořejší et al. (2010) define demand elasticity as the reaction sensitivity of a certain subject on the market to a stimulus. Demand elasticity is divided into pensions, price and cross elasticity. Other local and foreign authors deal with each elasticity in their publications. We can mention the publications dealing with microeconomy by Hořejší et al. (2010), Jurečka et al. (2010) or e.g. Holman (2016). From foreign authors we can present Sivagnanam and Srinivasan (2010). For example Tang et al. (2015) research the demand predictions in accommodation facilities. All these authors present identical definitions of elasticity, when it can be quantified as the ratio of percentage change of one quantity and percentage change of another quantity.

According to long-term monitoring (monitoring performed in the years 2006 – 2017 in the form of active cooperation with accommodation facilities) we can identify 2 main seasons related to the season of the year and of course the development of weather conditions. In areas suitable for downhill and cross-country skiing, the main season is winter. In areas focused on hiking, cycling or water sports and other activities, the main season is summer. The winter season completely depends on weather developments. Monitoring has uncovered the fact that the influence of weather is significantly smaller for the summer season. While in the winter season the decrease of accommodation capacity occupancy influenced by bad weather was identified as 63.8%. The summer season shows only a 28.6% decrease (quantification was based on data obtained from accommodation facilities). Except for weather conditions the accommodation demand is also influenced by sports or cultural events organized in the area. Apart from the 2 mentioned main seasons there are other periods during the year when there was identified a significant growth of accommodation demand. These are especially public holidays and holidays in the Czech Republic and in Bavaria. Other terms when there is a much higher number of visitors are cultural and sport events of national or international character. During local cultural and sport events which have just a regional scope there was not registered any growth in visitor numbers in the area. Another increase of visitors, which is not associated to a tourist season was detected at weekends especially in January, February, May, June, July, August, September and October, where we can identify again a connection to the season of the year and weather.

PRICE POLICY RESEARCH OF ACCOMMODATION FACILITIES IN CENTRAL ŠUMAVA MOUNTAINS

In the first research phase there was performed the analysis of revenue management of the researched sample of 58 accommodation facilities in relation to the three busiest terms in view of accommodation demand in central Šumava. According to the performed structured interviews with the owners or keepers of accommodation facilities and with visitors – respondents stated the most demanded terms

were identified to be Christmas and New Year's, the spring holiday period (regardless the geographical location of the accommodation facility the results were quite identical) and summer holidays. As presented in Table 1 about a half of the accommodation facilities subjects responded by increasing the price for accommodation services in the researched terms. In the spring holiday term the price for accommodation is increased by 26 researched businesses (i.e. 44.83%) and an average price growth was quantified to 17.97%. It shows that 32 businesses (55.17%) do not respond by the change of price for the spring holiday period. The number of businesses that respond to the periods of Christmas and New Year's and summer holidays was identified in a similar scope. Respectively at Christmas and New Year's the price for accommodation services is increased by 32 accommodation facilities (55.17%) and on summer holidays 30 accommodation facilities (51.72%). An average growth at Christmas and New Year's is 36.75% and on summer holidays 18.41% (Tab. 1).

Tab. 1. Price policy of accommodation facilities in the highest occupancy terms

Term	Spring holidays	Christmas and New Year's	Summer holidays
Number of accommodation facilities responding to the season	26	32	30
Average price growth in relative expression	17.97%	36.75%	18.41%

Source: own processing, 2018.

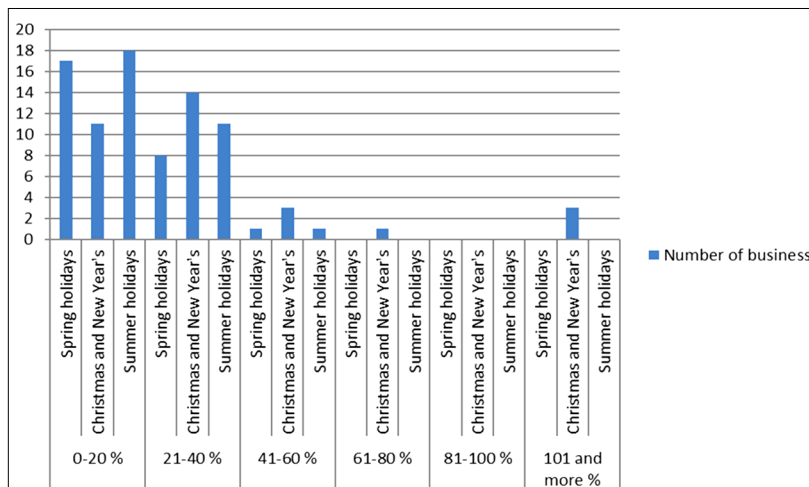


Fig. 2. Accommodation price increase in the most occupied terms

Source: own processing, 2018.

The results are highlighted by Fig. 2, where the price growth in relative expression was divided in 6 intervals: 0 – 20%, 21 – 40%, 41 – 60%, 61 – 80%, 81 – 100%, and 101 and more %.

The proven results are considerably similar in all periods. The performed research proved that most business subjects increase the price on spring holidays in

the interval 0 – 20%. It is the same on summer holidays. It was detected that only at Christmas and New Year's that most accommodation facilities increase the price in the interval 21 – 40%. Even an increase exceeding 101% was identified at 3 accommodation facilities out of 32 that respond to this season by changing the accommodation price.

The next research phase consisted of revenue management analysis of the researched businesses on public holidays and on autumn holidays in the Czech Republic. According to the performed research an active price policy on public holidays is performed only by 8 subjects (13.79%) and on autumn holidays even just 5 subjects (8.62%). The accommodation facilities responding to the terms of public holidays increase the price on average by 20.09% and the accommodation facilities which take into account the autumn holidays for their price-making increase it by 17.88% (Tab. 2).

Tab. 2. Price policy of accommodation facilities on public holidays and on autumn holidays

Term	Public holidays	Autumn holidays
Number of responding accommodation facilities	8	5
Average price increase in relative expression	20.09%	17.88%

Source: own processing, 2018.

The interval division of price increases for this research step is presented in Fig. 3. In the 0 – 20% interval most subjects increase their prices on autumn holidays. For public holidays the same result was detected for intervals 0 – 20% and 21 – 40%. A noticeable finding is that none of the accommodation facilities increase their accommodation price in these terms by more than 60%. It means that the increase approximately copies the terms of summer and spring holidays. However, the matches of spring holidays, summer holidays and public holidays can be considered as bad revenue management of the accommodation facilities because the research performed among accommodation facilities and customers brought the results identifying a higher accommodation demand on summer holidays and public holidays than in the spring holidays period in the Czech Republic. It is a noticeable result when only 8 accommodation facilities respond by price increases on public holidays while the demand is almost identical to the demand on summer holidays. The results are graphically illustrated in Fig. 3.

Interesting results were brought by the part of research dealing with revenue management of accommodation facilities in the time of public holidays in Federal Republic of Germany. Public holidays are there on the 6th January, the 13th and 14th April, the 1st May, the 25th May, the 5th June, the 15th June, the 3rd October, the 31st October, the 1st November, the 22nd November (Svátky v Německu 2017). Christmas holidays, the 1st January and the 15th August were left out because these holidays were included in previous parts of the research. The findings show that no accommodation facility responds to these holidays by changing the price, while in this period the accommodation demand of German tourists increases. Similar results were identified during winter holidays in Bavaria, when only 10 accommodation facilities (17.24%) respond to this period. Winter holidays in Ba-

varia in 2017 were on 8th – 12th February and then on 27th February – 3rd March. Bavaria was included because it is the federal part from where the most tourists come to Šumava. Only 1 accommodation facility from the researched sample (1.72 %) responds to the period of spring holidays in Bavaria. Spring holidays were in the period 30th March – 22nd April (Bayern Tourismus Marketing GmbH. 2017). Another significant event which is reflected in increased accommodation demand in central Šumava mountains is the holiday on Whitsun in Bavaria, which was on the 17th – 28th March and 6th – 16th June in 2017 (Bayern Tourismus Marketing GmbH. 2017). Only 2 accommodation facilities (3.45%) respond to this period in their prices. Summer holidays in Bavaria are taken into account by 11 business subjects (18.97%). Summer holidays in Bavaria differ from summer holidays in the Czech Republic because they last till the 11th September. The increased accommodation demand of German tourists was also detected on Bavarian autumn holidays but none of the researched accommodation facilities respond to that in their revenue management. In 2017 these holidays are during the term 30th October – 3rd November. The proven results of this research step are demonstrated in Fig. 4, in which only the periods when at least 1 accommodation facility responds were taken into account. Periods which are not considered by any accommodation facility, were not included in the graphic illustration.

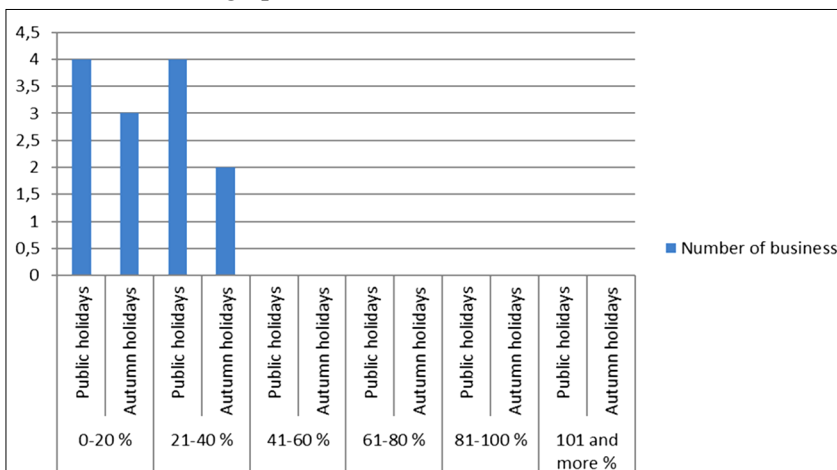


Fig. 3. Accommodation price increase on public holidays and on autumn holidays

Source: own processing, 2018.

An absolute expression of obtained answers frequency in this part of performed research are summarized in Tab. 3.

Tab. 3. Price policy of accommodation facilities on winter, spring, summer holidays in Bavaria and on Whitsun in Bavaria

Term	Winter holidays	Spring holidays	Whitsun	Summer holidays
Number of responding accommodation facilities	10	1	2	11
Average price increase	19.77%	21.79%	14.84%	17.71%

Source: own processing, 2018.

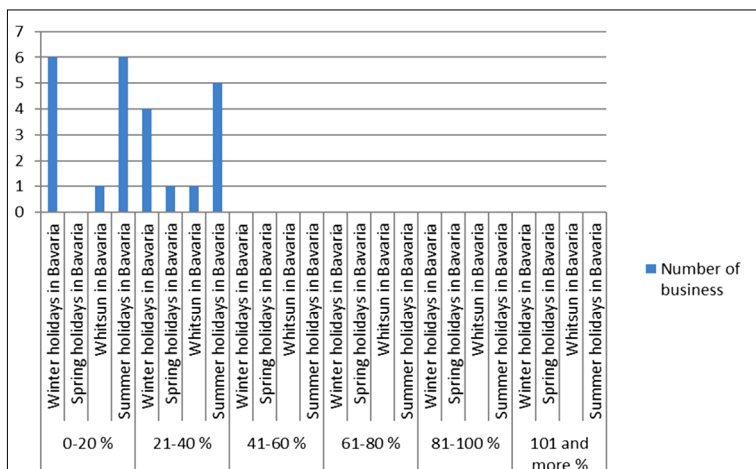


Fig. 4. Price increase in accommodation facilities on holidays in Bavaria

Source: own processing, 2018.

FIELD RESEARCH AMONG CUSTOMERS

The right price policy of an accommodation facility leads to revenue optimization from this business activity. If the potential of an accommodation facility should be fulfilled, the accommodation facility has to implement efficient revenue management. The basis is to identify the terms when there is a decrease and also an increase of accommodation demand elasticity. According to the performed research, for Czech tourists in this part of the Šumava mountains these terms are the spring holidays, public holidays, summer holidays, autumn holidays, Christmas and New Year's. Furthermore, a significant increase of accommodation demand was detected in terms of the important sports event "Kašperskohorská 30". For German tourists they are terms of public holidays, winter holidays in Bavaria, Christmas, New Year's, spring holidays in Bavaria, Whitsun holidays in Bavaria, summer holidays in Bavaria and autumn holidays in Bavaria. Bavaria was considered because it is the part of Germany where most tourists come from to this part of Šumava mountains according to the information gathered from accommodation facilities representatives. The next step for implementing optimal revenue management is to decide how much to increase the price in terms of a higher demand. There was a questionnaire survey conducted on this topic which was done among the visitors of Turner's Chalet, which is considered to be one of the most popular places in the Šumava mountains. In total 1 489 people who had come to Turner's Chalet were addressed, out of whom 642 agreed with the interview, i.e. 43.12%. The questioning was performed in terms September – December 2016 and January – July 2017. The objective of the questioning was to confirm or disprove that people are willing to pay higher prices for accommodation in central Šumava in periods of public holidays, Christmas, New Year's and holidays. Another objective was to find out how much higher prices are the people willing to pay during certain

terms, in relative expression. The answers to the first closed question if the people would be willing to pay higher price for accommodation during the terms of public holidays, Christmas, New Year's and holidays are demonstrated in Fig. 5.

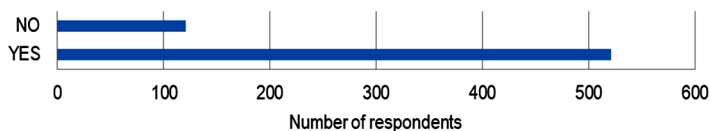


Fig. 5. The willingness of customers to pay higher price for accommodation

Source: own processing, 2018.

As illustrated in Fig. 5 the predominant majority of the addressed respondents would be willing to pay a higher price for accommodation during selected demanded terms. In absolute expression 521 respondents gave a positive answer (81.15%), 121 respondents gave a negative one (18.85%).

In the next step there was researched what price increase the visitors would accept. Semi-closed questions were used there to offer the respondents a choice of possible answers and also to give the option of an open answer. For simplification the basic price for a double room was set to 1 000 CZK while this price was considered as inter-seasonal. The price includes breakfast and municipal fees. A graphical results overview is offered by Fig. 6.

After evaluation of the received answers the highest frequency (264 answers) was matched with an increase by 200 CZK, i.e. a relatively expressed 20% increase. The second most frequent answer was a 100 CZK increase, i.e. 10 % (total 142 answers). We can also consider significant the increase by 30%, i.e. by 300 CZK, which got 93 answers. Other answers were rather marginal.

The results of this part of research are important bases for determining the optimal revenue management of accommodation facilities in the central Šumava mountains. To make the conclusions more accurate it is necessary to further distinguish between periods with a higher accommodation demand. For this purpose the occupancy and demand of accommodation facilities were researched separately on Christmas holidays including New Year's, on public holidays (Czech and Bavarian too), on Czech summer holidays and on the remaining Czech and Bavarian holidays. According to the server www.booking.com, the highest occupancy and the highest demand was proven to be during the terms of Christmas holidays and New Year's. This was confirmed by the accommodation facilities themselves. The following were Czech summer holidays, then public holidays and then other holidays. A specific term is the time of "Kašperskohorská 30", during which there was identified a significantly exceeded demand over offers for accommodation in this area. Therefore it is recommended to respond to this event by optimal revenue management which would include a change of price and also other factors which belong to this issue (e.g. form of service, promotion, number of workforce).

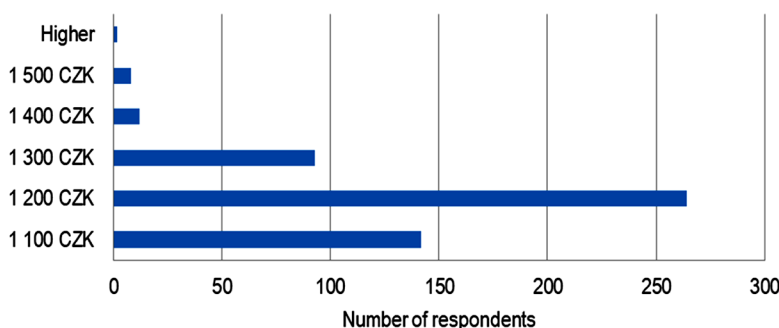


Fig. 6. Maximum increase of a room price accepted by customers

Source: own processing, 2018.

REVENUE MANAGEMENT CONCEPT PROPOSAL FOR ACCOMMODATION SERVICES

Based on the performed research there was created a calendar year division according to accommodation demand in the central Šumava mountains. According to the obtained information the division can be done as follows: Christmas holidays and New Year's, summer holidays in the Czech Republic (July and August), public holidays in the Czech Republic, spring holidays in the Czech Republic, autumn holidays in the Czech Republic, winter holidays in Bavaria, holidays on Whitsun in Bavaria, public holidays in Bavaria, summer holidays in Bavaria, and autumn and spring holidays in Bavaria.

Individual terms are put in order according to the intensity of demand for accommodation capacity in the researched area. It shows that the highest demand for accommodation capacity is on Christmas holidays and New Year's and the lowest on autumn and spring holidays in Bavaria. The highest increase of the basic (off-seasonal) accommodation price should be made on Christmas holidays and New Year's, followed by summer holidays in the Czech Republic and then spring and autumn holidays in the Czech Republic. A lower price increase is recommended for the time of holidays in Bavaria and on public holidays in Bavaria.

The performed research brings the recommendation to implement optimal revenue management at accommodation facilities in the central Šumava mountains while with certain modifications this can be recommended to all accommodation facilities in the Czech Republic. The basis for price creation is the research performed among customers. There was found that the majority of the research sample is willing to accept higher prices between 10 – 30%. For an optimal price increase it is necessary to determine basic factors that will help to implement optimal revenue management. According to the performed research the identified key factors are as follows:

- reputation of the accommodation facility,
- location of the accommodation facility,
- equipment of the accommodation facility,
- tradition of the accommodation facility, and

- availability of the accommodation facility,
- capacity.

In the case of the reputation they are references among customers which are available on several websites. The most contributors were found on Facebook pages of each accommodation facility, on www.booking.com, www.tripadvisor.cz and furthermore on www.google.cz. Based on the research among the accommodation facilities it was discovered that over-half a majority of reservations come from the server www.booking.com and therefore we can consider the evaluation contributions of the accommodation facilities' guests on this server to be determining. When we summarize the stated and take into account the findings of the field research among customers we come to the conclusion that the higher (better) the evaluation of the accommodation facility, the higher the price it can set.

The location of an accommodation facility also contributes to setting the price significantly. Accommodation facilities located close to the hiking and cycling routes, near tourist destinations or downhill skiing slopes and cross-country skiing routes are favoured.

A partial factor is the tradition of an accommodation facility when e.g. for the accommodation facility Turner's Chalet it was discovered that the longer the tradition the accommodation facility has, the more requested it is and the higher prices it can set.

The availability of an accommodation facility is rather a marginal factor. However, it can become a factor significantly influencing the demand mainly for cyclotourists. A few accommodation facilities are located in the area where cycling is banned which leads to a decrease in accommodation demand. As an example we can use is Turner's Chalet again. It is located in zone 1 of the Šumava National Park. Another limitation is the impossibility to come by car to the accommodation facility.

The last significant factor is the accommodation capacity when a low accommodation capacity limits the demand for schools, clubs, teams, companies and most bigger groups in general.

It results from the higher stated factors that if the accommodation facility decides to implement optimal revenue management, it should base it on the results of this research and then it should use the experiment method to determine the exact price increase suitable for the accommodation facility. The basic recommendation is to implement the highest price increase in the period of Christmas holidays and New Year's when the increase should be minimally 30%. The same increase can be recommended for July and August when it is the main summer season. For periods of public holidays we can recommend an increase by 10 – 20% as well as for periods of other holidays. Further on we can recommend a price increase by 10% in January, June, September (in February and March there are usually holidays, it means that an increase is assumed). It was verified by the case study at Turner's Chalet which lasted 24 months and the accommodation facility recorded an 18% takings growth from accommodation services thanks to optimal revenue management. However, proactive price-making is not the only tool of optimal revenue management. Other tools are marketing tools like discounts (e.g. last minute, first minute, a certain number of nights free with a certain length of stay etc.), loyalty bonuses (discounted price of the next stay, free dinner etc.), reservation without credit card details, late check-in or check-out, lower deposit payment and others.

The theme regional marketing and tourism is described more by Sadílek (2016). An integral part of successful revenue management, i.e. revenue management that leads to takings maximization, is staff policy. Because we can consider the staff of an accommodation facility to be a part of the provided service, it is necessary to pay attention to a sufficient number of qualified workers and to do detailed personnel planning in connection to demand for accommodation services.

It can be recommended to accommodation facilities to increase the price for accommodation services also at the weekends in January, February, March, June, September and October. The price increase in these months, except July and August, is suitable in relation to the weather. In winter months it is recommended to increase the price in case of suitable snow conditions for cross-country and downhill skiing, in other mentioned months in case of sunny weather.

Optimal revenue management is not enough for efficient management of a business operating in accommodation services. This must be accompanied by cost management too. For this reason it is convenient to use e.g. the tool of a minimal number of nights' stay in periods with a higher accommodation demand, i.e. in periods of more visitors in the central Šumava mountains. The result is costs saving because the less often the guests change, the lower the costs related to guests accommodation. These costs include salary of cleaning staff, detergents, laundry washing costs (also connected to wear of laundry and the necessity to change it more often), hygiene supplies (soaps, shower gel, toilet paper etc.), electricity (e.g. for vacuum cleaning), water etc.

In revenue management activities there is not included just active price-making in relation to internal and external factors. Revenue management in accommodation services and restaurant businesses is closely linked to other especially marketing tools, which is confirmed e.g. by Kukanja et al. (2017). For example we can name a free night in the off-season with a certain number of nights spent (e.g. 2 + 1 night free), discount for meals for accommodated guests, friendly staff behaviour, accommodation facility equipment, discounts with a first minute reservation, discount with a last minute reservation (it helps to sell non-occupied rooms), right level of deposit, discount vouchers for permanent guests (ideally directed to off-season months) etc. Other factors which help to increase the takings are promotion tools and customer targeting. In general terms it is recommended to advertise the more expensive and better equipped rooms to foreigners and high-income Czech tourists. According to the performed research quality marketing is necessary for more expensive rooms because they often sell the last.

Active price policy performing which can later be developed in efficient revenue management can become the basic competition advantage in the highly competitive environment of accommodation services and catering services in the territory of the central Šumava mountains but also in other areas. Underestimating these tools reduces the economic performance of such business subjects and does not use the significant tourism potential, as is stated by e.g. Buiga et al. (2017). The performed research leads to the deduction that businesses which do not implement efficient revenue management will report a lower economic performance than businesses which implement revenue management. According to the performed research it has to be stated that efficient revenue management of accommodation facilities in the central Šumava mountains includes reflecting of individual periods of the year which were specified in the fourth chapter of this paper. As already mentioned, revenue management of accommodation facilities does not include just a

price policy implementation but also consideration and active use of other tools especially in the marketing area. Only complex revenue management can ensure optimal takings and also a competition advantage over other subjects.

CONCLUSION

The performed research of the pricing policy in the area of accommodation services in the central Šumava mountains proves the topicality of revenue management methods and the tools used in business performance with a specific focus on takings maximization. The results of the performed qualitative and quantitative research lead to a proposal of the concept of revenue management for accommodation services in the central Šumava mountains which can be recommended to all accommodation services providers in the Czech Republic with a destination specification. The key factors for active price-making in accommodation services were identified in relation to the identification of the season when there is an increase or decrease of demand elasticity in accommodation services in the given destination.

When we summarize the knowledge we can come to the conclusion that the priority is to identify the accommodation demand development in a given destination during the year. For this purpose we can use the method of takings analysis in the past years which is the fastest and the simplest. Another way is to perform a survey among accommodation facility providers and among customers which brings more accurate results. Then it is necessary to perform a price calculation for the least busy period which can be based on costs or we can do a competition calculation which is based on the prices of competitors. Or these can be combined. After setting the basic price for accommodation, the price is rated according to the strength of demand and occupancy. All the process must be complemented by a marketing tools application (advertisement, free night, discount for meals, accompanying programme, travel itinerary building etc.) and financial tools (deposit payments, discount etc.) to achieve optimal revenue. Complex revenue management includes also follow-up customer care which means e.g. discount for the next stay, sending a satisfaction questionnaire, periodic addressing with a discounted stay offer etc.

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CENOVÁ POLITIKA JAKO VÝZNAMNÁ SOUČÁST ŘÍZENÍ PŘÍJMŮ UBYTOVACÍCH SLUŽEB V OBLASTI CENTRÁLNÍ ŠUMAVY

Cenová politika jako hlavní část řízení příjmů je jedna z moderních metod řízení a zvyšování podnikové výkonnosti. Základním východiskem řízení příjmů je maximalizace tržeb, potažmo příjmů společnosti, to znamená, že vychází z mikroekonomické teorie. Prvním odvětvím, kde se začalo řízení příjmů rozvíjet, byly ubytovací služby a dále prodej letenek. Konkrétně v oblasti ubytování rostou tlaky na zapracování efektivního řízení příjmů. V ubytovacích službách je permanentně řešeno, jak nastavit cenu ubytování v návaznosti na celou řadu ovlivňujících faktorů. Úspěšné řízení příjmů nejen v ubytovacích službách spočívá v systémovém přístupu ze strany managerů a vlastníků firmy a dále ve sledování aktuálních trendů a požadavků zákazníků. Hlavním cílem příspěvku je určit, v jakém měřítku realizují ubytovací zařízení nacházející se v oblasti centrální Šumavy efektivní cenovou politiku v rámci ubytovacích služeb. Dalším cílem je navrhnout v rámci řízení příjmů koncept úspěšné cenové politiky v této části Šumavy s možností univerzálního využití i v dalších oblastech na národní i mezinárodní úrovni. Dalším dílčím cílem je vymezení časových úseků s nejvyšší obsazeností ubytovacích zařízení, což je základním východiskem pro nastavení cen a dále provádění efektivního řízení příjmů. Příspěvek zahrnuje výzkum formou sekundárního i formou primárního (terénního) výzkumu. Řízení příjmů a zejména jeho hlavní část – cenová politika jednotlivých ubytovacích zařízení byl zkoumán dle „nejlevnějšího“ měsíce v roce, který byl stanoven jako bazální. Na základě provedeného výzkumu byly identifikovány stěžejní aspekty realizace efektivní cenové politiky a formulovány optimalizační opatření pro jeho úspěšnou implementaci v ubytovacích zařízeních. Realizovaný výzkum v oblasti cenové politiky ubytovacích služeb v oblast centrální Šumavy prokazuje aktuálnost využití metod a nástrojů řízení příjmů s cílem optimalizace podnikové výkonnosti a se specifickým zaměřením na dosažení maximalizace tržeb. Výsledky provedeného kvalitativního a kvantitativního výzkumu vyústily do návrhu konceptu řízení příjmů ubytovacích služeb v oblasti centrální Šumavy, který lze při destinační specifikaci doporučit veškerým poskytovatelům ubytovacích služeb v České republice. Byly identifikovány klíčové faktory pro aktivní cenotvorbu ubytovacích služeb v souvislosti s identifikací ročního období, ve kterém dochází ke zvýšení či snížení elasticity poptávky po ubytovacích službách v dané destinaci.

Při shrnutí poznatků lze dojít k závěru, že prioritně je potřeba identifikovat vývoj poptávky po ubytování v dané destinaci v průběhu roku. K tomuto lze využít metodu analýzy tržeb minulých let, která je nejrychlejší a nejjednodušší. Dalším způsobem je provést průzkum mezi poskytovateli ubytovacích zařízení a mezi zákazníky, což přináší přesnější výsledky. Následně je nutno provést kalkulaci cen pro nejméně vytížené období, přičemž lze vycházet buď z nákladů nebo lze provést konkurenční kalkulaci, kdy je vycházeno z cen konkurence. Případně se může jednat o kombinaci. Po stanovení ceny za ubytování v základní variantě následuje odstupňování cen dle síly poptávky a dle vytíženosti. Celý proces musí být doplněn o aplikaci marketingových nástrojů (reklama, noc zdarma, sleva na stravu, doprovodný program, sestavení cestovního itineráře apod.) a finančních nástrojů (zálohové platby, skonto apod.), aby bylo dosaženo optimální výnosnosti. Komplexní řízení příjmů zahrnuje i následnou péči o zákazníka, které spočívá například ve slevě na další pobyt, zaslání dotazníku spokojenosti, periodické oslovování s nabídkou zvýhodněného pobytu apod.

