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**YIELD MANAGEMENT RESEARCH THROUGH THE ANALYSIS OF SCIENTIFIC
JOURNALS: PRELIMINARY RESULTS**

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M. Esther Chávez Miranda
Universidad de Sevilla
Facultad Ciencias Económicas y Empresariales
Dpto. Econ. Fra. y Direcc. Operaciones
Avda. Ramón y Cajal,1
Sevilla 41018
Spain
esther@us.es; 34.(9)54.55.16.06; 34.(9)54.55.75.70

Dr. Antonio Ruiz Jiménez
Universidad de Sevilla
Facultad Ciencias Económicas y Empresariales
Dpto. Econ. Fra. y Direcc. Operaciones
Avda. Ramón y Cajal,1
Sevilla 41018
Spain
anruiz@us.es; 34.(9)54.55.64.57; 34.(9)54.55.75.70

ABSTRACT

The aim of this paper is to analyse articles relating to Yield Management published in a selection of journals at international level during the period 1996-2002. These will then subsequently be classified in accordance with List of Tourism Characteristic Products (drawn up by the World Tourism Organization and included in the Tourism Satellite Account), with a view to determining, on the one hand, which sectors data on Yield Management application is available for and, on the other, exploring new sectors that can be studied and researched. This paper forms part of a broader based paper which analyses publications relating to Yield Management in texts and monographs. The general goal of this line of research is to offer future researchers a methodical and exhaustive analysis of bibliography and research work done on the subject.

KEYWORDS

Yield management, revenue management, analysis research content, classifying articles, Tourism Satellite Account.

1. INTRODUCTION

Yield Management is a proved technique for demand and capacity management in service organisations where it is employed to assign the right price, to the right room (in the case of hotels) and to the right client or customer in such a way that the greatest revenue possible is obtained (see, for example, Smith et al., 1992; Kimes, 1989; Kimes and Chase, 1998). In this paper, the authors do not intend to perform an exhaustive analysis of publications relating to Yield Management, but

rather, on the one hand, to determine the level of research into the subject, and, on the other, its applicability to other economic sectors. For this to be done, it was first necessary to consider the following question: which bibliographical sources should be used for the analysis? It was known that the range of bibliographical sources available to any researcher is basically made up of the following: articles published in journals, presentations and papers presented at conferences, doctoral theses, and, as might possibly be expected, monographic books or more general textbooks that might contain references to the subject.

Articles on Yield Management published in both domestic and international¹ specialist journals for the period 1996-2001 are analysed in this paper. The authors believe they make are not mistaken if they state that the process for research that is adhered to in all universities, whether they be public or private, commences with the performance of tasks that, in normal circumstances, are fundamentally motivated by the development of knowledge in the area to which the research is devoted. In the first instance, the results of research of this type are normally presented to the scientific community through three different means: as a doctoral thesis, as a presentation or paper read at meetings or conferences, or in the form of an article published in magazines or journals that are considered to have a certain prestige within that specific area of knowledge. This last is, without doubt, any researcher's greatest desire. On this basis, and as experience has shown, the best conclusions drawn from doctoral theses, and the best papers presented at conferences, would usually end up being published in specialist magazines, which is why the authors believe that an analysis of said magazines on their own would be a good indicator of the state of research into a specific topic.

¹ As was stated in the Summary, this study forms part of broader research that includes the analysis of textbooks and monographs. The analysis of textbooks was recently concluded and published (see Chávez Miranda and Ruiz Jiménez,

2. AN ANALYSIS OF YIELD MANAGEMENT STUDIES IN PERIODICALS

As we have previously stated, our objective is not an exhaustive analysis of publications that include references to the subject of our study, but rather to determine how far the subject has developed, and to discover to what extent it can be applied to other economic sectors. It was for this reason that a dual analysis was made of the chosen journals: firstly relating to the way the publications had evolved during the period studied (1996-2001) and secondly relating to the sectors to which the publications refer.

2.1. A REVIEW OF SPANISH PUBLICATIONS

Our first step was to analyse domestic publications to determine the situation in Spain. The first obstacle that was encountered was one that, unfortunately, affects all researchers in the field, the well-known fact that there are no Spanish journals specifically devoted to Operations Management. We overcame this obstacle, however, in the same way that previous studies have overcome it (see Sacristán Díaz, 2001; p. 25)², by opting for the analysis of Spanish journals devoted to business management in general terms. The publications chosen for our study are specified in the following table³:

2003), whilst the analysis of monographs and an analysis of a wider range of domestic Spanish and international journals are still ongoing at the present time.

² Said author selected the following journals: *Alta Dirección*; *Dirección y Organización*; *Economía Industrial*; *Investigaciones Europeas de Dirección y Economía de la Empresa*; *Revista Española de Financiación y Contabilidad* and *Revista Europea de Dirección y Economía de la Empresa*.

³ It should be noted that of the journals selected by Sacristán Díaz (2000) the following were not included in our study: *Economía Industrial* and *Revista Española de Financiación y Contabilidad*. The author confirmed that she had included said journals in her study as it was devoted to the aeronautics sector (hence the inclusion of the former) and, moreover, it was the investments made in the sector that were being analysed (whereby the importance of the inclusion of the second of the two). It is for this reason that they are not included in our study. Notwithstanding, we have also

Spanish Journals
Investigaciones Europeas de Dirección y Economía de la Empresa
Revista de Economía y Empresa
Revista Europea de Dirección y Economía de la Empresa
Cuadernos de Economía y Dirección de la Empresa
Alta Dirección
Dirección y Organización

Table 1: Spanish journals consulted.

Source: Prepared by authors.

We then proceeded to perform a meticulous examination of the indexes of the journals (as well as of summaries, key words, and even full articles when required) with a view to locating articles dealing with Yield Management. The task was arduous, but the outcome was cause for even greater concern (if we compare the results with those obtained for international journals as set out in the following); on the basis of our analysis of journals for the period 1996-2001 we can state that we have found no instance of articles referring to this subject in any of the publications. As a result, the corresponding Table of Results is omitted.

2.2. A REVIEW OF INTERNATIONAL PUBLICATIONS

included *Revista de Economía y Empresa* and *Cuadernos de Economía y Dirección de la Empresa* in our study as well as the journals previously analysed by Sacristán Díaz.

For our analysis of international journals, our first step was to make a selection of those to be examined, as in Figure 1⁴. Once our selection was complete and before analysing the indexes, summaries and key words (for the chosen period of time, 1996-2001), it was determined that a classification of tourist activities would be required to subsequently allow us to analyse the articles in greater depth. The purpose of this was to determine the sectors in which the greatest number of articles relating to the subject were published. Lastly, the results that were obtained were analysed. The complete process is detailed in the following.

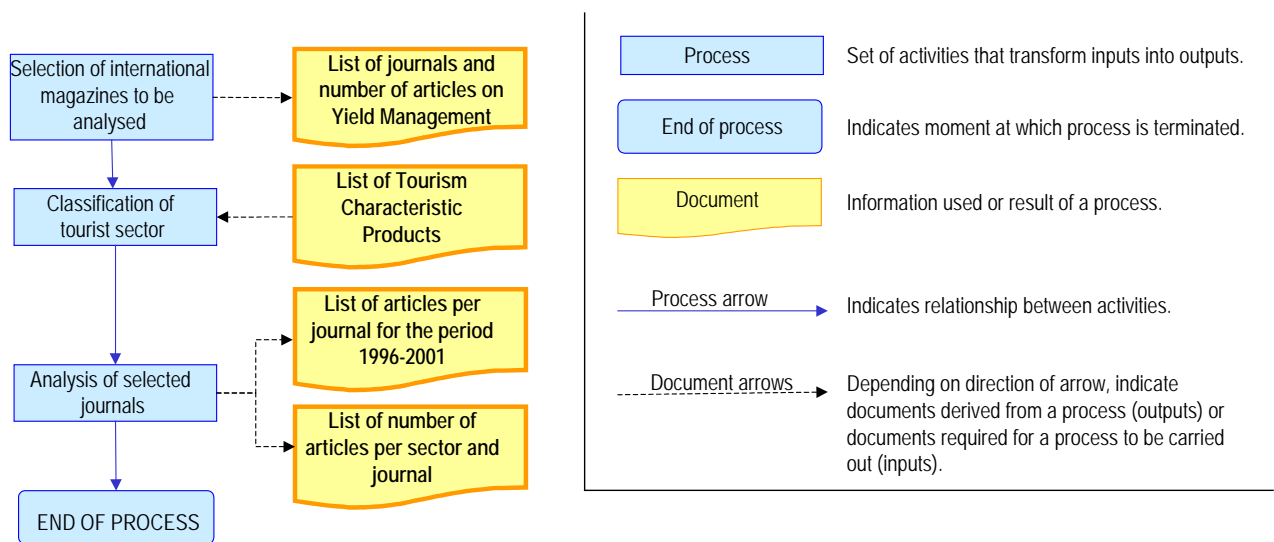


Figure 1: Analytical Process for International Journals.

Source: Prepared by authors.

⁴ This specific process is detailed in Figure 2 and is dealt with at greater length later in this same section.

2.2.1. SELECTION AND METHODOLOGY

When starting this part of our study we contemplated the use of previous works devoted to the examination of bibliography for Operations Management. To be specific, we had lists of specialist international journals in the field that were available provided by a number of classic studies, such as Barman et al. (1991 and 2001); Goh et al. (1996 and 1997); Sosteriou et al. (1999); Vokurka (1996) and previews of other more recent studies, such as González Zamora et al. (2002) which were especially devoted to publications in the services sector.

However, the results of an examination of the indexes of some of the journals included in said studies were discouraging, as they contained hardly any articles devoted to Yield Management. This initial disappointment was nevertheless redressed upon reflection and the subsequent understanding that this phenomenon was normal and to be expected if the following aspects were taken into consideration:

- In the preview to the González Zamora et al. (2002) study it was already becoming evident that there is only a scant number of articles devoted to themes relating to Production/Operations Administration and Management in service organizations compared with studies in the industry sector.
- Furthermore, since our first acquaintanceship with the research topic we were aware that Yield Management had emerged in the airline sector and was basically being applied to businesses related to the tourist sector.

Both these considerations suggested that we change the strategy of our study. It was quite clear that the analysis of the above-mentioned journals should form part of any bibliographical research (independently of the results obtained), but given that our objectives were more of an exploratory nature and, perhaps, rather more pragmatic, we decided that the methodology we used would not be amiss if we began our study with an analysis of the publications that were most likely to contain articles specifically on Yield Management.

In short, the methodology we decided to employ is that outlined in Figure 2.

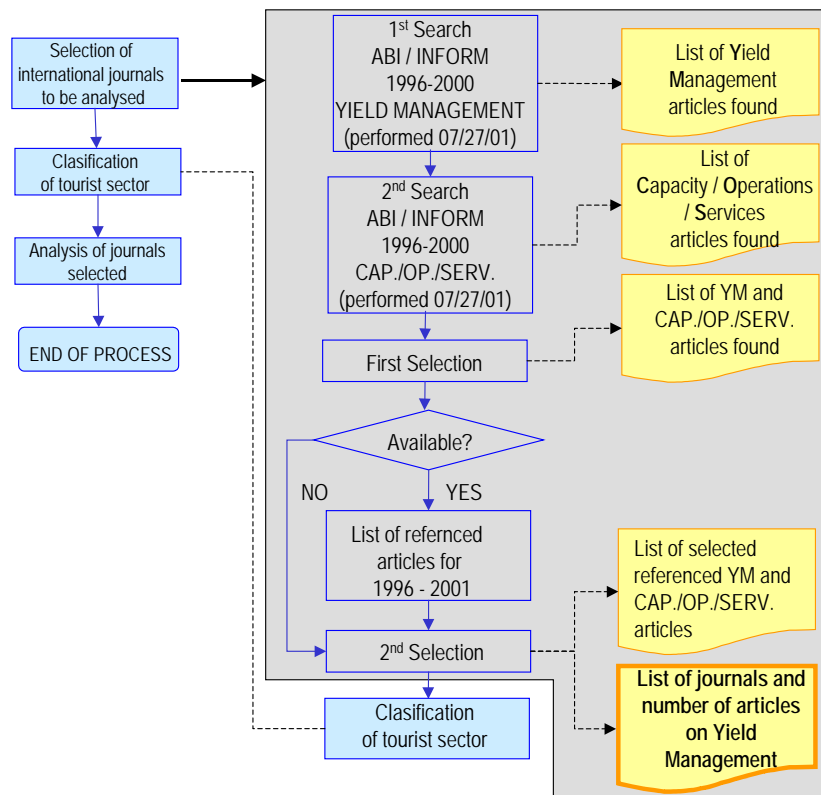


Figure 2: Methodology for the selection of international journals to be analyzed.⁵

Source: Prepared by authors

⁵ Note how in Figure 2 the last activity is the process for the “selection of international journals to be analyzed” which corresponds to the “Classification of articles”, as described in Figure 1, whereby a link is formed between both processes.

As can be seen in the Figure, we decided to use the ABI/INFORM⁶ database to perform our first search for articles that included the words YIELD and MANAGEMENT⁷ in their titles. Given the focus we wished to apply to our investigation, it was of vital importance to include a study of aspects of capacity management, as a result of which we performed a second search for articles that included in their titles the words CAPACITY, and OPERATIONS and SERVICES in the basic fields⁸. On the basis of these two searches, a first selection was made of articles relating to Yield Management⁹. With a view to completing the list of articles obtained from our first selection, we subsequently located the articles in said list that were available, that is, those for which we could obtain the full text from the ABI/INFORM database. In this way we drew up the list of referenced articles. Our final step was to make a second selection of articles once the aforementioned articles had been examined, including in the list of selected articles those that complied with at least one of the following conditions:

- That it had previously appeared in the first selection (as described above).
- That it was referenced in some article relating to Yield Management that was available on ABI/INFORM and fell within the prescribed period of study (1996-2001)¹⁰.

Table 2 details the number of articles found according to the above mentioned different search strategies that were employed. It can be seen in this Table that each of the different strategies used

⁶ An electronic database containing thousands of business-area journals published from 1971 to the present day (<http://global.umi.com>; Consulted: 07/18/01).

⁷ Search performed 07/27/01. Search criteria: GUIDED YIELD in Article Title AND MANAGEMENT in Article Title. Date range: CURRENT (99-01) BACKFILE (96-98).

⁸ Search performed 07/27/01. Search criteria: GUIDED CAPACITY in Article Title AND OPERATIONS in Basic Fields AND SERVICES in Basic Fields Date range: CURRENT (99-01) BACKFILE (96-98).

⁹ Articles relating to IT performance, in agriculture, of investments or related to some other ability, but with no connexion to Yield Management, were eliminated.

¹⁰ The majority of the articles that were omitted did not correspond to the period under study on this occasion.

has thrown up different results. Points 4 to 6, which show coincidences between different search strategies, therefore have a zero value¹¹.

(1) Total ABI YM articles	14
(2) Total ABI COS articles	8
(3) Total referenced articles	6
(4) Total articles (1) and (2)*	0
(5) Total articles (2) and (3)*	0
(6) Total articles (1) and (3)*	0
TOTAL ARTICLES SELECTED	28

*Indicates the number of articles found by more than one search strategy

Table 2: Results of selected sample.

Source: Prepared by authors.

To conclude, on the basis of the second selection that was made we obtained a list of journals that contained the greatest numbers of articles on Yield Management (shaded area of Table 3) for the period that was being studied. To be more specific, it was the first five journals that were selected, i.e.: those that contained more than one article on the subject under study. As is explained in the following, this list of articles for analysis was to become a fundamental element for the following steps of our research project to be taken, as we conducted a highly detailed examination of all their issues for the period 1996-2001 in our search for the most recent publications relating to Yield

¹¹ The fact that the results were obtained by the different search strategies supports the fact that different strategies were used with a view to supplementing the results that were obtained, as is made clear throughout the text. Amongst other advantages, this way of performing a search provided us with the possibility of locating different search terms to be employed in our study in the future. In this way, the review of bibliographic references allowed us to obtain new terms, such as *Revenue Management*, and others related to demand, as well as locating articles that dealt with the subject but did not contain the terms Yield Management in either the title or the body of the text.

Management. It is the authors' belief that this allowed the previously mentioned disadvantage of traditional Operations Management journals not usually including papers relating to Yield Management -due, perhaps, to it being a very specific service company-related subject- to be overcome. It can be easily seen, moreover, that three of the journals that were selected are services-sector specific, and some have only recently commenced publication.

We believe that with this result we have demonstrated the value of our methodology, as if we had used solely the list of traditionally analysed journals, the conclusions of the study might have widely differed and may not have been valid.

NAME OF JOURNAL	No. YM or RM Articles
European Journal of Operational Research	5
Cornell Hotel and Restaurant Administration Quarterly	3
International Journal of Services Technology and Management	3
Operations Research	3
Journal of Service Research	2
Computers & Industrial Engineering	1
Decision Sciences	1
Hotel and Motel Management	1
Interfaces	1
Journal of Marketing	1
Journal of Travel Research	1
Lodging Hospitality	1
Nevada Hospitality	1
Production and Operations Management	1
Restaurant Business	1
The Journal of the Operational Research Society	1
The Service Industries Journal	1

Table 3: List of journals and number of articles on Yield Management (or Revenue Management).

Source: Prepared by authors.

2.2.2. A PRELIMINARY STEP: THE CLASSIFICATION OF THE TOURIST SECTOR

With regard to the need to classify the tourist sector, we had all kinds of possibilities, and all with advantages and disadvantages. After a preliminary analysis we decided to opt for the classifications given by the World Tourism Organization, but even here we were forced to make a choice between two options:

- The "List of Tourism Characteristic Products".
- The "List of Tourism Characteristic Activities".

We eventually opted for the former, that is, the "List of Tourism Characteristic Products". Although this list is still only provisional¹², its choice provides the possibility of a comparison of tourism results for a number of organizations throughout the world to be made. The decision for our choice was based on the following three reasons:

- A) We noted that there were some shortcomings to the "List of Tourism Characteristic Activities" (see World Tourism Organization, 2002) which are, in our opinion, quite grave, such as tour operator activities not being included.
- B) We realised that the classification we opted for is the one that is used in the "Table of Results of the TSC (Tourism Satellite Account)" 1 to 6 (see World Tourism Organization, 2002).
- C) The classification that was chosen, that is, the "List of Tourism Characteristic Products" (see World Tourism Organization, 2002) includes further information on Tourism Specific

¹² The provisional nature of this list is due to the fact that the so-called Tourism Satellite Account (TSA) has only been created recently (some advances from the first Spanish Tourism Satellite Account –CTSE- date from 2002). On the one hand, the TSA allows a comparison to be made between tourism related data on an international level and, on the other, for it to be recognized that tourism is a "transversal activity or sector" (see Instituto Nacional de Estadística, 2002) made up of a large number of companies from different branches of activity which do not have a direct connection with tourist activity. As such, an even greater break down of domestic accounting information is

Products (TSP). This meant that, were any doubts to arise about the make-up of each category, we could refer to a detailed breakdown¹³.

D) Despite the fact that this is only a provisional list, the services included in each category are definitive. This means that, should there be any modification to the classification, it will be with regard to the way the categories are named, not to the services that are included in each.

To conclude, in the following we reproduce the "List of Tourism Characteristic Products" that was chosen for our study:

1. Accommodation and lodging services.
2. Meal and beverage serving services.
3. Passenger transport services.
4. Travel agency, tour operator and tourist guide services.
5. Cultural services.
6. Recreational and other leisure services.
7. Sundry tourist services.

We have also included two further categories essential for the study, as is explained in the following.

A) The tourist sector in general. In this category we include articles connected with the tourist sector in general that are not related to any specific subsector.

performed using, amongst other things, the List of Tourism Characteristic Products, in order to avoid problems regarding the data that should be included in each of the TSA's epigraphs.

¹³ Furthermore, a correspondence is established between the classification of the TSP (Tourism Specific Products) and the SICTA (the Standard International Classification of Tourism Activities), with the latter coinciding with the ISIC

B) Other: Articles related to other service sectors (other than the tourist or general sectors).

2.2.3. ANALYSIS AND RESULTS

Once a “Classification of the Tourist Sector” had been chosen we proceeded to perform the “Analysis of the Journals Selected” (in accordance with the process in Figure 1). We firstly obtained the full indexes for the journals that had been selected (those that are shaded in Table 3). Said indexes were then examined (together with summaries, complete articles and bibliography when necessary) singling out the articles relating to Yield Management. The results of this process were organized along two lines:

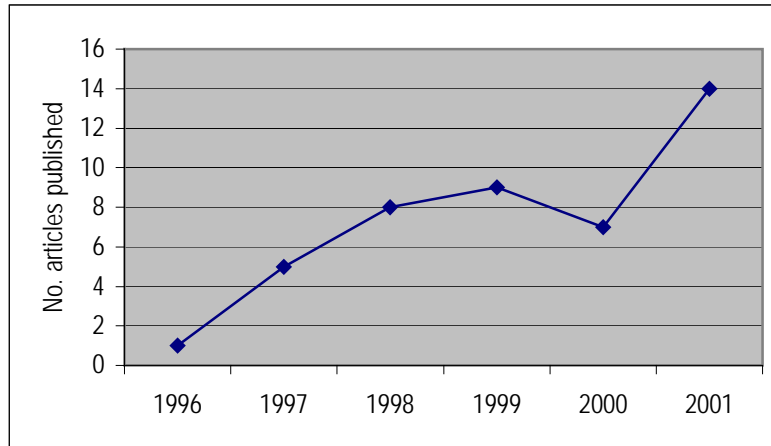
- *Results by year.* The purpose of this was to discover the way the publications had evolved over the period of the study on both an individual and an overall basis.
- *Results by sector.* The aim was to obtain information on the sectors to which the greatest number of journals are devoted and, consequently, about journals in which the greatest information about Yield Management might be forthcoming.

Analysis of results by year

Our first task in this part of the study was to draw up a meaningful graph to show how the number of publications with specific references to Yield Management evolved over the period under study (see Graph 1). The first deduction that can be made from said graph is that a trend can be observed towards an increase in the number of articles published on Yield Management. Notwithstanding,

(International Standard Industrial Classification of all Economic Activities). For further information, see the World Tourism Organization (2002).

we do not believe that this can be stated categorically, and prefer to perform a detailed analysis of the matter.



Graph 1: Total number of articles on Yield Management published in the journals selected by year.

Source: Prepared by authors.

Table 4 shows a break down of the number of articles published in the selected journals for the period of the study. The total number of publications for the period 1996-2001 are listed in decreasing order. The journals with the highest number of articles published for each year are also shaded. When interpreting the results, it has to be borne in mind that the *International Journal of Service Technology and Management* and *Journal of Service Research* did not commence publication until 2000 and 1998 respectively, which is why no data appears for them for previous years.

Journal	Articles						TOTAL
	1996	1997	1998	1999	2000	2001	
Cornell Hotel and Restaurant Administration Quarterly	0	3	6	6	1	3	19
International Journal of Service Technology and Management					1	9	10
Operations Research	1	1	1	1	2	1	7
European Journal of Operational Research	0	1	0	0	3	1	5
Journal of Service Research ¹⁴			1	2	0	0	3
	1	5	8	9	7	14	44

Table 4: List of articles by journal for the period 1996-2001.

Source: Prepared by authors.

An interpretation of the results highlights the following aspects:

1. We can see that not only has an overall higher number of articles been published in the *Cornell Hotel and Restaurant Administration Quarterly*, but it is also the journal in which the highest number of articles have appeared in three of the six years being analysed in our paper. It should be noted that said journal is aimed at the tourist sector and that, as is apparent from our study, it is in this sector that Yield Management has almost exclusively been applied to date.
2. In second place can be found the *International Journal of Service Technology and Management*, which is a journal of only recent publication. It should be remarked that the fact that a total of nine articles appear for the year 2001 is due to the publication of an issue devoted to the optimum sale of perishable goods (a feature related to Yield Management). Notwithstanding, not all the articles mentioned in said issue have been included here, but only those selected after an analysis of each article's title, summary and key words (as a result of which 9 articles were selected from a total of 12).

¹⁴ Data from Vol.1 No.1 of this journal (corresponding to 1998) could not be included in the study as it is not available at our university.

3. It can be seen that although *Operations Research* does not publish a great number of articles on Yield Management for each individual year, it does publish at least one article on the subject annually. This is not the case of the last two journals in the list, where no clear trend can be seen regarding the publication of articles on Yield Management.

In the following, a more detailed study of the publications is conducted with an analysis of the articles published by sector.

Analysis of results per sector

At this point we begin the classification and analysis of publications by sector as per the above mentioned "List of Tourism Characteristic Products". Information by sector of the articles published in the journals under analysis is set out in Table 5. In the following we highlight the results that, in our opinion, are the most interesting:

- In general terms, it can be seen that the great majority of the articles that were found, 70.4% to be precise, are devoted to the tourist sector.
- Of all the articles in the *Other* category, which make up the remaining 29.6 % of the articles that were found, the vast majority describe techniques that are applicable in Yield Management. Only one of the articles included herein refers to a sector other than the tourist sector¹⁵ and three others neither specify the sector nor make any reference to techniques.
- With regard to the articles included in the "Passenger transport services" category, we can state that they are all devoted to airlines.
- The articles included in the "Meal and beverage serving services" category were all published in the *Cornell Hotel and Restaurant Administration Quarterly*. In comparison, we find that the

¹⁵ Yield Management for the non Profit Sector (Journal of Service Research, 1999).

majority of the articles that appeared in the *International Journal of Service Technology and Management* have to be included in the “Passenger transport services” .

By way of conclusion, we can therefore highlight two important facts that have come out of the research we have conducted:

- Categories 4, 5, 6 and 7 can provide subjects for further research regarding the application of Yield Management techniques. This is a field of work that has to date been little developed.
- In our analysis of the articles we have been able to perceive the parallel development of both empirical and theoretical publications devoted to the subject of the study.

3. CONCLUSIONS AND FUTURE LINES OF RESEARCH

In this paper we have performed an analysis of publications relating to Yield Management in a previously established list of journals. The following aspects of the results can be highlighted:

- In our opinion, the methodology used to draw up a list of journals for analysis allowed us to consult those that contained a high number of articles related to the subject of the study.
- Of all these journals, we wish to highlight the importance of the *Cornell Hotel and Restaurant Administration Quarterly*,, which is an indispensable reference publication for anyone commencing research into the subject.
- The importance of the subject of the study is borne out by the fact that articles on it are published not only in journals specific to the tourist sector but also in more generic journals, such as *Operations Research*.

Journal	Year	1. Accommodation and lodging services	2. Meal and beverage serving services	3. Passenger transport services	4. Travel agency, tour operator and tourist guide services	5. Cultural services	6. Recreational and other leisure services	7. Sundry tourist services	General tourism articles	Others
International Journal of Service Technology and Management	2001	1	0	4	0	0	0	0	0	4
Cornell Hotel and Restaurant Administration Quarterly	2001	1	0	0	0	0	0	0	2	0
European Journal of Operational Research	2001	0	0	1	0	0	0	0	0	0
Operations Research	2001	0	0	1	0	0	0	0	0	0
Journal of Service Research	2001	0	0	0	0	0	0	0	0	0
	2001	2	0	6	0	0	0	0	2	4
European Journal of Operational Research	2000	1	0	1	0	0	0	0	0	1
Operations Research	2000	0	0	0	0	0	0	0	0	2
Cornell Hotel and Restaurant Administration Quarterly	2000	0	0	0	0	0	0	0	1	0
International Journal of Service Technology and Management	2000	0	0	1	0	0	0	0	0	0
Journal of Service Research	2000	0	0	0	0	0	0	0	0	0
	2000	1	0	2	0	0	0	0	1	3
Cornell Hotel and Restaurant Administration Quarterly	1999	0	2	0	0	0	0	0	4	0
Journal of Service Research	1999	1	0	0	0	0	0	0	0	1
Operations Research	1999	0	0	0	0	0	0	0	0	1
European Journal of Operational Research	1999	0	0	0	0	0	0	0	0	0
	1999	1	2	0	0	0	0	0	4	2
Cornell Hotel and Restaurant Administration Quarterly	1998	0	2	0	0	0	0	0	4	0
Operations Research	1998	0	0	1	0	0	0	0	0	0
Journal of Service Research	1998	0	0	0	0	0	0	0	0	1
European Journal of Operational Research	1998	0	0	0	0	0	0	0	0	0
	1998	0	2	1	0	0	0	0	4	1
Cornell Hotel and Restaurant Administration Quarterly	1997	1	0	0	0	0	0	0	0	2
European Journal of Operational Research	1997	0	0	1	0	0	0	0	0	0
Operations Research	1997	0	0	0	0	0	0	0	0	1
	1997	1	0	1	0	0	0	0	0	3
Operations Research	1996	1	0	0	0	0	0	0	0	0
Cornell Hotel and Restaurant Administration Quarterly	1996	0	0	0	0	0	0	0	0	0
European Journal of Operational Research	1996	0	0	0	0	0	0	0	0	0
	1996	1	0	0	0	0	0	0	0	0
TOTAL		6	4	10	0	0	0	0	11	13

Table 5: Number of articles by sector and journal.

Source: Prepared by authors.

- The study has allowed us to perceive new sectors to which it might be possible to apply Yield Management and which may therefore be worthy of research.
- In our opinion, the lack of publications in Spain bears witness to the general lack of interest in this proved and successful technique which originated in the late nineteen-seventies, as well as to the need to develop and disseminate knowledge of said technique (as has already been stated in a 1997 European Commission report).

We therefore believe it would be interesting to conduct research into the following:

- Measurement of the validity of the methodology used for the selection process of journals to be analysed.
- Extending the list of journals used to include journals specific to the tourist sector in both the academic and the professional sense (in order to study possible differences between the way knowledge is divulged in both).
- An analysis of Yield Management application in the new “uninitiated” sectors, that is, those on which no published research has been forthcoming to date.
- Extending the analysis of bibliography to include textbooks and monographs.

To conclude, and as was previously mentioned, it has to be highlighted that the authors of this study are at present conducting an ongoing biographical analysis. Furthermore, they are also currently conducting an empirical analysis within the business field aimed at evaluating the degree to which Yield Management has been implemented in the hotel sector.

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