



The Impact of Yield Management on the Profitability of Food and Beverage Department in Five-Star Hotels

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ABSTRACT

Research on applying the Yield Management concept to restaurants has been growing since the term Restaurant Yield Management (RYM) was first investigated in the late nineties. This study presents a comprehensive review of the effect of yield management implementation on the profitability of food and beverage sections at five-star hotels in Greater Cairo. The study aims to maximize the revenue in restaurants by applying RYM. The quantitative approach employing an online structured questionnaire was used. The employed sampling type in this study is total population sample, non-probability and purposive. The total distributed questionnaire was one hundred seventy questionnaires and the number of returned and valid questionnaires for analysis is one hundred fifty with the response rate was (88.23%). The findings indicate that pricing significantly affects profitability. Also, competition significantly affects profitability. On the contrary, the other (six) variables of yield management were found to have a significant effect on profitability. The high significance of pricing and competition analysis.

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1. Introduction

This study focuses on the impact of implementing Yield Management (YM) on the profitability of the food and beverage department in five-star hotels in Greater Cairo, YM has become an essential strategic tool in capacity-restrained hotels whose total revenues often depend on their abilities to use capacity efficiently. As the service provider reaches capacity, limitations restrict the ability to serve additional customers. A restaurant may have insufficient seating capacity during the peak period typically for serving lunches. Certainly, most service providers face some capacity limit (Webb et al., 2020) and the combination of perishability and capacity limitations encourage

hotels to focus on efficiently getting the most out of existing capacity.

The restaurant is adequately like hotels and airlines operations in that YM practices are applicable for strategic planning. However, restaurants also have unique characteristics that lead to special challenges, requiring restaurant managers to be creative in developing appropriate YM strategies. Among the unique structures of restaurants are the relative flexibilities of capacities and the flexible durations of meals, and these represent vital factors to be considered when implementing YM practices. Unlike airlines and hotels, restaurants have somewhat more flexible capacities, for example, a restaurant may have available outdoor courts for

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extra seating during peak periods. Moreover, the total available seating capacity per day in a restaurant is not fixed since customers' seating durations are unpredictable.

There had been scarcity of research about food and beverage yield management and profitability in the hotel sector. Despite of the importance of recent yield management implemented in the food & beverage department in the hotels, the researcher observed a low level of yield management implementation and not comprehensive as per the system requirements. The goal of yield management (YM) is to maximize revenue per available seat-hour by manipulating the price and meal duration.

2. Literature review

2.1 Yield management background

It was not until the 1980s when YM started to be used in hotels and other segments of the hospitality industry while other companies continued concentrating on revenue and profit, In the late 1980s, hotels also began implementing the RM system. Leaders were Marriott, Hilton, and Sheraton (Lieberman, 2011). In 1990 Revenue Management began to replace the term Yield Management because of the desire to increase the opportunity of including a wider range of reservation inventory controls than used by food and beverage and rooms division teams in hotels, definite recognition of variable costs, and price optimization (Lieberman, 2011). YM purposes in hotels were at the beginning a little different than in airlines, where they were used to control which rate level should be offered, rather than controlling discount allocations.

2.2. Yield Management Definition

Several definitions of yield management have been put forward, but to date, no agreement exists on its meaning. With limited resources, the restaurant must decide whom to sell and at what price. This is what Sahut, Hikkerova, & Pupion (2016) pointed out: "selling the right seats to the right customers at the right prices".

Definition of YM, is recognized as a management practice that fits into multiple realms including marketing, strategy, and consumer behavior (Ivanov et al .2014). A consensus seems to be found around the idea that yield management is a sophisticated form of managing the supply/demand relation using a simultaneous manipulation of rates and available capacities,

largely adopted by sectors such as airlines or hotels (Selmi, 2009).

Yield Management for Food and Beverage Services

Restaurants can enhance their income by increasing the number of clients they serve and the average spending per guest. and additional food and beverage facility units are all samples of restaurant efforts to increase their capacity to serve more people. On the other hand, suggestive selling by food and beverage employees, creative menus, and special discounts for very large purchases are samples of efforts to increase average spending per head. Yield management is one of the above-mentioned ways to increase revenue in restaurants (Huang & Chang, 2011).

2.3. Yield Management Practices

2.3.1. Distribution channels

Martin-Fuentes and Mellinas (2018) found that distribution channels determine revenue and profitability for tourism and hospitality principles. When looking at customer consumptions, online travel agencies have become the most widespread for hotel restaurants, with nearly 70 percent of seats sold (Verhoef, et al., 2015).

2.3.2. Calculating & updating sales

Restaurants have a problem with no-shows. Many properties use overbooking to help compensate for potential no-shows, and restaurants could follow a similar practice. Displaced clientele in the airline and hotel industries must be rewarded by offering them a free flight, but in restaurants, displaced clients usually just must wait to be seated. Airline and hotel overbooking models could be applied to restaurants to help determine proper overbooking stages (Kimes, 2008). Dickson et al. (2009) claims that a reservation system works better if the provider's capacity is fixed or predictable and a customer can choose all available slots from a reservation system. Thompson and Kwortnik (2008) surveyed 357 restaurants with reservation systems. Although 81.5% of the respondents were assigned tables at the time of bookings or at the start of their serving periods (locked reservation system), their simulation results showed that pooling reservation systems (assigning tables to booked parties at the time of arrival at the restaurant) outperformed locked reservation systems in terms of table turnaround time, which

resulted in serving more customers during peak periods.

2.3.3. Pricing

Ivanov (2014) stated that an appropriate pricing strategy is important for hotels to stay competitive, over the last two decades, pricing and yield management (YM) techniques have become a popular field of research in tourism literature as well the price variable as the strongest instrument of hotel market positioning. Several questions stand up regarding pricing and YM techniques, mainly: What is these pricing and YM techniques? What have been the main motivations that have enabled the YM evolution? What are the current trends of research? This article presents a comprehensive review of YM and price optimization (PO) methods in the hotel sector to answer these questions.

2.3.4. Budgeting

Budgets and cost control structures help restaurant managers in assuring that there is no critical fluctuation from profit and cost goals of restaurant firms in the whole process of purchasing, storage, manufacturing, and service. Loss of profit due to the bad controls is a mutual concern in hospitality settings (Borchgrevink and Anchill, 2003). A knowledge of break-even levels and profit- and- loss implications of different business scenarios are relevant if managers are to make informed decisions that ensure survival, optimize profit returns and limit risk (Kim & Ham, 2016).

2.3.5. Competition analysis

The hotel industry strategy is first and foremost a broad and complex concept. To provide a definition, Horwath (2017) states that strategy is the creation of an exclusive and valuable position involving a different set of activities. The core of tactical positioning is to choose activities that yield higher profitability because they are different from competitors and thus create a sustainable competitive advantage.

2.3.6 Forecasting

Forecasting is an initial component of the YM cycle, it drives many consequent decisions, with imprecise estimates leading to suboptimal YM recommendations (McCracken, 2019). When faced with dynamic booking windows, the challenge for revenue management forecasting is most evident with regards to current data techniques. Traditional pick-up methods that are not frequently adjusted for

changes in consumer behavior may be problematic as pickup rates vary over time (Webb et al., 2020). Revenue management forecasting has received significant attention in the hospitality literature (Fiori and Foroni, 2020). Also, recent studies have found increased accuracy in revenue management forecasting when utilizing models that incorporate early reservation patterns due to inter-temporal correlations between early reservations and future demand (Fiori and Foroni, 2020).

2.3.6. Culture

According to Talon-Ballestero et al. (2014), YM is not an application or system but a management culture that has its implementation costs. This process can be developed gradually depending on the resources available. Therefore, in the first stages, a consolidated YM culture is more important than large investments in new tools and systems. Talon-Ballestero et al. (2014) discovered that either the hotel management, the owner, or the chain hotels supported the implementation of YM strategies, however almost 12 % of the participating hotels stated that they never received YM training.

2.3.7. Evaluation

The model for evaluating YM implementation MERMI, (Talon-Ballestero et al., 2014) is the only published model that establishes a categorization of hotels according to the degree of YM implementation. It provides guidance for the satisfactory implementation and use of YM tailored to the characteristics of any given establishment.

2.3.8 Food and beverage Profitability

A business needs to make a profit to be able to offer a return for any investors and to be able to grow the business by re-investment (Parsons, 2002). The critical performance measure for any business is profitability. Without ongoing profitability, a business is simply eroding its stock base. Because of its importance, profitability concepts are employed in many areas of business research. For instance, they are employed in many hospitality research (Zaki, K., & Quora, O. 2019). Also, profitability definitions may be expressed in absolute terms (financial profits) profits relative to competitors, or profits relative to hotel averages. Sandvik et al. (2014) defined profitability as the ratio of returns to identifiable assets and sales. Also, there are numerous studies tend to attribute the primary source of the profitability of a hotel to its location and its geographical attraction of customers. Lado-

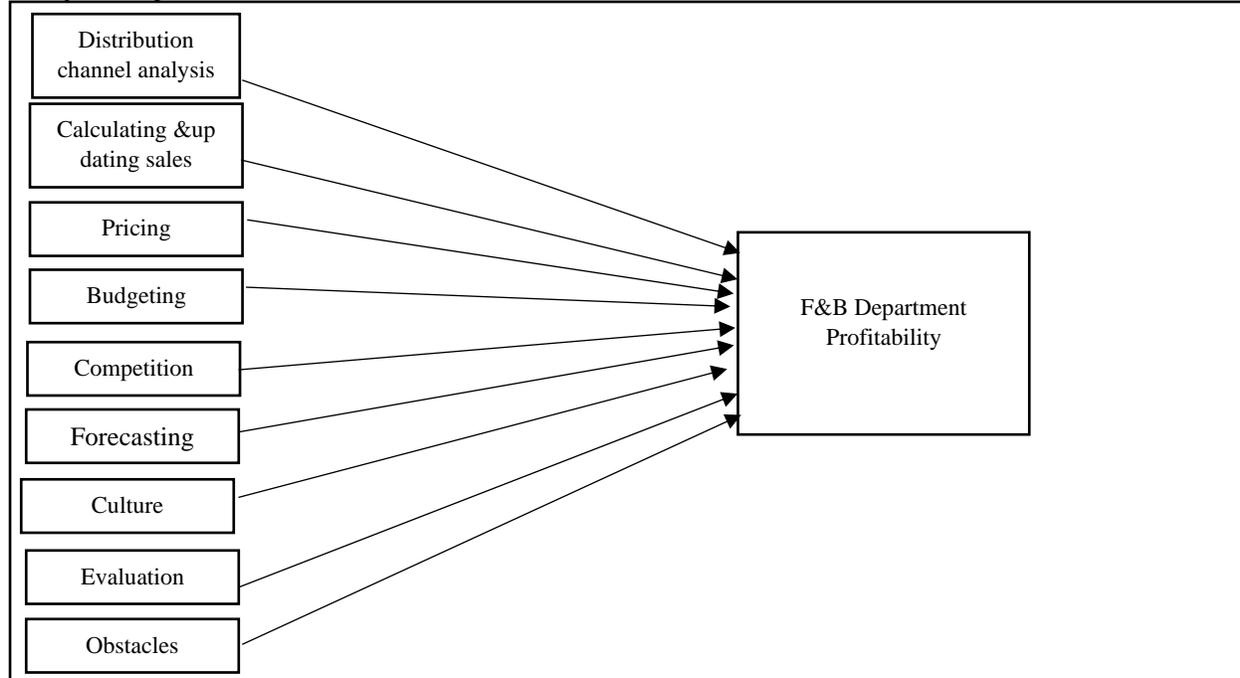
Sestayo *et al.* (2018) stated that profitability depends largely on the market structure and the level of demand of the tourist destination. The profitability of a hotel depends on the quality of the service

provided, as evidenced by the study by Aznar *et al.* (2016).

Based on the previous literature, a conceptual framework of the can be proposed as follows:

Figure 1

Study conceptual frame work



Through the previous conceptual framework, the following Hypotheses can be formulated:

- H1: Distribution channels have a positive significant effect on food and beverage department profitability.
- H2: Calculating & updating sales has a positive significant effect on food and beverage department profitability.
- H3: Pricing has a positive significant effect on food and beverage department profitability.
- H4: Budgeting has a positive significant effect on food and beverage department profitability.
- H5: Competition analysis has a significant positive effect on the food and beverage department profitability.
- H6: Forecasting has a positive significant effect on food and beverage department profitability.
- H7: YM culture has a positive significant effect on food and beverage profitability.
- H8: F&B yield management practices (Evaluation) have a positive significant effect on food and beverage department profitability.
- H9: YM obstacles has a negative significant effect on food and beverage profitability.

3. Methodology

A quantitative approach using an online structured questionnaire was used in this study since it was found to be more operative and faster at collecting the required data from the Food and Beverage managers, sales & marketing managers, Revenue managers, Executive chefs, General managers who work in five-starhotels in Greater Cairo.

3.1 Data collection instrument

The questionnaire was designed to gather empirical data from the targeted sample. It is divided into nine parts covering the main constructs:

Food and beverage 4 items, forecasting, 9 items; distribution channels 4 items, updating limits, reservations, and sales 7 items, budgeting 2 items, pricing 13 items, analysis of Competition 8 items, evaluation 5 items, Profitability 16items. 10 obstacles 6 items.

3.2 Study Population and Sample

The sample frame of this stage of the study included 170 which represent the whole population of the study. The range of this study is restricted to five-

star hotels in Greater Cairo. According to the Egyptian Hotel Guide, 37th edition (2018- 2019), the number of five-star hotels in Greater Cairo is (34) hotels. To achieve the objectives of the study, the researcher distributed the questionnaire forms through the website, e-mail WhatsApp, to General Managers, Food and Beverage managers, sales and marketing managers, revenue managers, and executive chefs in the above-mentioned hotels. As

they are the concerned level to food and beverage revenue. The total distributed questionnaire was one hundred seventy questionnaires the number of returned and valid questionnaires for analysis is one hundred fifty with the response rate was (88.23%).

4. Results and discussion

4.1. Descriptive analysis

Table 1

Food and beverage yield management Practices (Culture)

Food and beverage yield management Practices (Culture)	Mean	Std. Deviation	N.
Food and Beverage management supports the implementation of Yield Management strategies.	4.37	.832	150
The revenue management team is up to date in Yield Management techniques.	4.26	.746	150
The Yield Management team took appropriate training to a better understanding of YM practices.	4.27	.785	150
The Food and Beverage management understand customers' perception of product value and product prices.	4.39	.750	150

Analysis of data showed that the total mean of the Food and beverage yield management Practices (Culture) was 4.33. This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that Culture affecting food and beverage yield management implementation. From above-mentioned data, it was also clear that the mean

value of 4.39 was the greatest one among the other values. This value was related to the point that the food and beverage management understand customers' perception of product value and product prices were suitable for implementing the yield management in the department. Also, it was noticed that the standard deviation (.778) is less than half of the mean (2.165).

Table 2

Food and beverage yield management Practices (Forecasting)

Food and beverage yield management Practices (Forecasting)	Mean	Std. Deviation	N
Historical data are taken into consideration on:(Type of customers)	4.29	0.630	150
Historical data are taken into consideration on (Gross operating profit)	4.27	0.766	150
Historical data are taken into consideration on (Type of menu item sold -Average menu item rate -Length of service duration.)	4.30	0.775	150
Rejecting reservations due to overbooking	3.71	1.109	150
Forecasts compare current to past reservation trends	4.13	0.932	150
Forecasts consider existing table reservations for a specific date.	4.07	0.880	150
The advance notice given for reservations by each market segment is known	4.07	0.808	150
Pick-up (an estimate of expected reservations based on experience and analysis periodically)	4.19	0.800	150
Future events are analyzed	4.38	0.702	150

Analysis of data in the table (2) showed that the total mean of the Food and beverage yield management Practices (forecasting) was 4.33. This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that forecasting affecting food and beverage yield management implementation.

It was also clear that the mean value 4.38 was the greatest one among the other values. This value was related to the point that Future events are analyzed The Food and Beverage management taking in consideration Future events to be analyzed to be suitable for implementing the yield management in the department.

It was noticed that the standard deviation (.822) is

less than the half of the mean (2, 08) it indicated that the data well distributed around the mean.

Table 3:

Food and beverage yield management Practices (Distribution channels)

Distribution channels	Mean	Std. Deviation	N
The position of the various distribution channels is analyzed.	4.34	0.654	150
The most cost-effective channels are selected.	4.25	0.813	150
Customers can reserve online through the hotel's website.	4.35	0.752	150
Competitive pressures from other hotels and different distribution channels are quickly responding.	4.51	0.663	150

Analysis of data in the above table showed that the total mean of the Food and beverage yield management Practices (Distribution channels) was 4.36. This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that Culture affecting food and beverage yield management implementation. it was also clear that

the mean value of 4.51 was the greatest one among the other values. This value was related to the point that Competitive pressures from other hotels and different distribution channels are quickly responding. Also, it was noticed that the standard deviation (.712) is less than half of the mean (2, 18) it indicated that the data well distributed around the mean.

Table 4

Food and beverage yield management Practices (Updating limits, reservations, and sales)

Updating limits, reservations, and sales	Mean	Std. Deviation	N
Updated information is on hand on the number of seats available.	4.46	0.662	150
Upselling and cross-selling are practiced	4.35	0.820	150
The restaurant overbooking. Well managed	4.20	0.819	150
Reservations are accepted or denied depending on: (Season-Reservation Volume-Service duration)	4.20	0.851	150
Rates are opened and closed depending on demand-side forecasts	4.28	0.844	150
Rates can be changed simultaneously in all channels	4.21	0.892	150
Lower rates cannot be found on other organizations' websites	4.05	1.019	150

Analysis of data in the above table showed that the total mean of the Food and beverage yield management Practices was 4.25. This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that Updating limits, reservations, and sales affecting food and beverage yield management implementation. it was also

clear that the mean value of 4.46 was the greatest one among the other values. This value was related to the point that Updated information is on hand on the number of seats available too important for Food and Beverage yield management. It was noticed that the standard deviation (.844) is less than half of the mean (2.13).

Table 5

Food and beverage yield management Practices (Pricing)

Food and beverage yield management Practices (Pricing)	Mean	Std. Deviation	N
Both the F&B manager sales and the revenue management departments are responsible for pricing	4.32	0.972	150
Differential pricing for F&B menu is in place	4.17	0.841	150
Diverse rates are applied to various market segments	4.12	0.897	150
Restrictive criteria or barriers are applied to the lowest rates	4.09	0.870	150
Package deals (restaurant seats plus other services) are offered	3.99	1.033	150
Seats are differentiated by installing facilities that entail no extra cost of any significance	4.16	1.017	150
Costs, demand, competition, and distribution channels are taken into consideration in pricing	4.43	0.806	150

Agreements with tour operators and corporate accounts contain provisions for varying rates	4.38	0.800	150
The BAR (best available rate) model is used	3.95	1.125	150
Pricing parity is in place in all distribution channels	3.83	1.032	150
Information on the highest/lowest rate applied is available	4.25	0.697	150
Discounts are subject to compliance with pre-established requirements	4.42	0.668	150
The effect of local events is taken into consideration when revising rates	4.47	0.692	150

Analysis of data showed that the total mean of the Food and beverage yield management Practices (pricing) was 4.33. This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that pricing affecting food and beverage yield management implementation. Also, it was clear that the mean value of 4.47 was the greatest

one among the other values. This value was related to the point that the effect of local events is taken into consideration when revising rates and this helping implementing the yield management in the department. From the above table noticed that the standard deviation (.881) is less than half of the mean (2.10) it indicated that the data well distributed around the mean.

Table 6

Food and beverage yield management Practices (Analysis of Competition)

Food and beverage yield management Practices (analysis of competition)	Mean	Std. Deviation	N
Competitors are identified	4.47	0.682	150
The hotel's position is determined	4.50	0.712	150
Competitive advantage (location, price, marketing strategies) held by competitors	4.47	0.652	150
Competitors' pricing strategies are analyzed with rate shopping and benchmarking tools	4.45	0.661	150
Market penetration index (MPI) well defined	4.23	0.772	150
The segments sourced from distribution channels	4.34	0.674	150
More than market segments are defined.	4.47	0.682	150
Each market segment's contribution to profit	4.47	0.682	150

Analysis of data showed that the total mean of the Food and beverage yield management Practices analysis of competition) was 4.42. This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that Analysis of

Competition affecting food and beverage yield management implementation.it was also clear that the mean value of 4.50 was the greatest one among the other values. This value was related to the point that the hotel's position is determined.

Table7

Food and beverage yield management Practices (Evaluation)

Evaluation	Mean	Std. Deviation	N
The profits resulting from applying YM are evaluated on the grounds of variables such as number of covers, average check, or Rev PASH	4.35	0.667	150
Results are reviewed daily	4.37	0.823	150
Real and budget figures are compared	4.50	0.792	150
Deviations are analyzed	4.43	0.847	150
Incentives are in place to encourage reservation	4.30	0.961	150

Analysis of data showed that the total mean of the Food and beverage yield management Practices (Evaluation) was 4.39 This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that (Evaluation) affecting food and

beverage yield management implementation. it was also clear that the mean value of 4.50 was the greatest one among the other values. This value was related to the point that Real and budget figures are compared. Also noticed that the standard deviation (.689) is less than half of the

mean (2.20) it indicated that the data well distributed around the mean.

Table 8

Food & Beverage yield management obstacles

Obstacles	Mean	Std. Deviation	N
Lack of understanding of yield management process by F&B managers	4.18	0.844	150
Shortage of professional F&B department staff.	4.05	1.022	150
Lack of integration between information and data system	4.11	0.952	150
Lack of integral yield management culture.	3.97	1.064	150
Lack of historical data in F&B department.	4.07	0.994	150
Lack of historical data in F&B department.	4.03	0.993	150

Analysis of data showed that the total mean of the Food and beverage yield management (obstacles) was 4.07 This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that (obstacles) affecting food and beverage yield management implementation. it was also clear that

the mean value of 4.18 was the greatest one among the other values. This value was related to the point that Real and budget figures are compared. Also noticed that the standard deviation (.840) is less than half of the mean (2.04) it indicated that the data well distributed around the mean.

Table 9

The profitability

Profitability	Mean	Std. Deviation	N
Improve average of tables' capacity.	4.20	0.835	150
Increase average of chairs turn over.	4.21	0.729	150
Better demand on all food menu items.	4.28	0.752	150
Enhance average of guest satisfaction.	4.51	0.702	150
Increase expenses control.	4.52	0.610	150
Maximize food and beverage sales.	4.59	0.656	150
Maximizing profits by using information about buying behaviour and sales to create pricing and inventory controls.	4.44	0.650	150
Ameliorate food and beverage average check.	4.43	0.649	150
Focusing on big market segment to maximize F&B sales	4.53	0.599	150
Focusing on the best pricing strategy and to set the optimal service rate in order to maximize revenues	4.47	0.620	150
Enable to choose the most profitable customers through forecasting of demand and a deep study of consumer behaviour,	4.47	0.682	150
Explicit recognition of variable costs and price optimization.	4.32	0.771	150
Improve the F&B department image and reputation.	4.35	0.714	150
Improve F&B staff flexibility and motivation.	4.47	0.610	150
Speed of future up decision- making processes.	4.55	0.608	150
ability to control rates is dependent on correct predictions the patterns of demand	4.45	0.619	150

Analysis of data showed that the total mean of the Food and beverage yield management (profitability) was 4.42 This value was limited between two values {strongly agree (5) and agree (4)} and it was nearer to the value (agree). This indicated that (profitability) affecting food and beverage yield management implementation. it was also clear that the mean value of 4.59 was the greatest one among the other values. This value was related to the point that Real and budget

figures are compared. Also noticed that the standard deviation (.675) is less than half of the mean (2.21) it indicated that the data well distributed around the mean.

4.2 Testing the first hypothesis:

The first hypothesis is: There is a statistically significant relation between yield management practices in the F&B department and profitability.

Table10

Model summary of the first hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.499	.471	.34528

a Predictors: (Constant), evaluation mean, Culture, budgeting, updating, distribution, competition, pricing, forecasting. Using regression analysis to measure the relation between yield management practices in the food and beverages department, and profitability revealed that the independent variable explains (0.499) of the variance in the dependent variable due to (R square value = 49.9%).

Table 11

ANOVA analysis of the first hypothesis.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	16.752	8	2.094	17.564	.000 ^b
1 Residual	16.810	141	.119		
Total	33.562	149			

b. Dependent Variable: profitability

Predictors: (Constant), evaluation mean, Culture, budgeting, updating, distribution, competition, pricing, forecasting. According to the above

analysis, it was clear that the ANOVA test revealed the value of (F) was (17.564) and (p<0.05) referring to a significant effect of the independent variable on the dependent one.

Table12) Coefficient of the study hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.173	0.296		3.956	0.000
H1. Distribution	-.013	0.089	-.014	-.150	0.881
H2. Updating sales	.075	0.078	.084	0.958	0.340
H3. Pricing	.281	0.094	.294	2.973	0.003
H4. Budgeting	-.041	0.058	-.053	-.700	0.485
H5. Competition analysis	0.294	0.082	0.324	3.561	0.001
H6. Forecasting	0.082	0.096	0.087	0.861	0.391
H7. Culture	0.000	0.057	0.000	-.003	0.997
H8. Evaluation	0.080	0.055	0.107	1.439	0.152

Dependent Variable: profitability

Furthermore, the two variables of yield management practices in the F & B department, in five-star hotels have a great influence on profitability. It is found that pricing significantly affects profitability (b= .281, and p<0.05). As a result, H3 is supported. Also, competition significantly affects profitability (b=0.294, and p<0.05). Thus, H3 is also supported. and the alternative hypothesis was accepted, and the null hypothesis was rejected. On the contrary, as shown in the previous table, the other (six) variables of yield management practices in the F & B department, in five-star hotels don't significantly affect profitability. Accordingly, H1, H2, H4, H6, H7&H8 are not proven. And the alternative hypothesis was rejected, and the null hypothesis was accepted.

The effect of implementing yield management in the food and beverage department on the profitability of the department was investigated, it is found that pricing significantly affects profitability. Also, competition significantly affects profitability. On the contrary, the other (six) variables of yield management practices in the F & B department, in five-star hotels don't significantly affect profitability.

5.1 Recommendations to hotel management

- Human resource department should recruit and hire the best enthusiast, reliable and talented candidates for F&B department with a continuous and ambitious training plan for them in revenue management and offering them a motivation plan
- The hotel management should work in using highly advanced information technology

5. Conclusion and recommendations

system, by providing infrastructure like a modern pc system, updated software programs such as (IDeaS) for effective pricing, (advanced reservation) and forecasting programs, and an integrated (CRM) customer relationship management system to be available.

5.2. Recommendations to food and beverage managers

- Set menu management as a top priority to maximize your department revenue by organizing your menu based on profit and popularity (menu engineering), add the profitable dishes to the golden triangle, keep your menu lean and implement menu rotation.
- Use a mobile service table and open your restaurant 7 days a week if there a market
- Keep customers engaged digitally through marketing channels
- Use booking management properly through the new generation of software to manage demand and supply.

5.3. Recommendations to Revenue Managers

- The revenue manager must create and develop effective pricing strategies in line with the market mechanism and work on targeting different market segments to achieve the largest possible revenues to enhance the department's profit.
- The hotel revenue manager has to give accurate data about the market, expectations, expected reservations, and the prices of the competitors of the Food & Beverage manager to help him to perform a distinctive performance to manage the department's revenue and increase revenue and maximize profits.

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