

# Yield Management (OM) Introduction (Revenue management)

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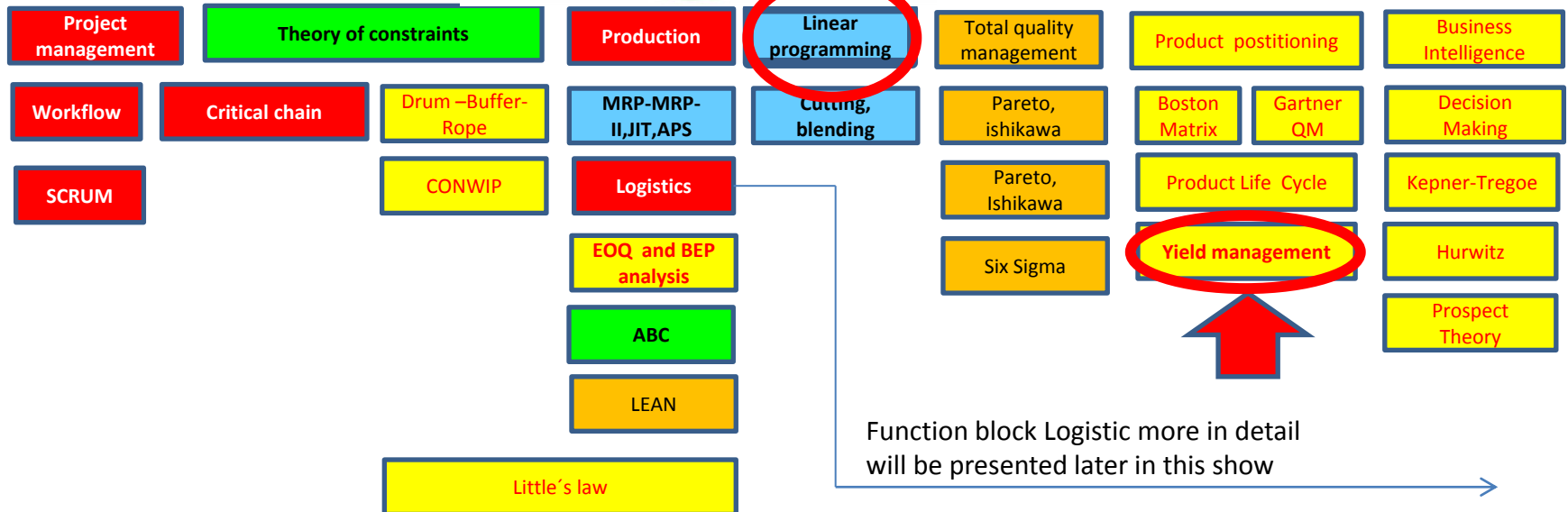
# Some OM methods

- Theory of Constraints
- Balanced Scorecard
- Project Management methods (Critical Chain, SCRUM,...)
- Material Requirement Planning and Just-in-Time
- CONWIP
- Six Sigma – quality management
- Boston, SWOT and Magic Quadrant Matrices
- Little ´s Law (relations between WIP, Throughput and Cycle time)
- **Linear programming (will be presented 2.5.2022)**
- **Yield Management (will be presented 2.5.2022)**
- Kepner-Tregoe (support of decision making)
- Decision Trees
- Drum-Buffer-Rope

# Another point of view



This will be modified in following **South African** project show (use of Balanced Score Card)



# Definice (CZ)

- **Yield management (YM)** je strategie využívající technik pro maximalizaci obsazení kapacit.
- **YM** je soubor technik, které s cílem dosáhnout maximálních výnosů kolektivně určují, kterou rezervaci přijmout, a kterou odmítnout
- Tato metoda byla původně vyvinuta pro leteckou dopravu, ale později byla aplikována také železničními společnostmi, organizátory okružních plaveb, touroperátory, reklamními agenturami, autopůjčovnami a hlavně v neposlední řadě hotely.
- **Cíle a důvody užívání YM**

Obecně řečeno, cílem Yield managementu je tedy stanovení optimální ceny, která bude vyhovovat podniku a zároveň zákazníkům, s ohledem na specifické podmínky dané organizace a segmentu trhu, ve kterém daný podnik působí.

# Definice (CZ) a specifika

Mezi hlavní kritéria k úspěšnému provozování tohoto druhu managementu patří:

- relativně vysoký podíl fixních nákladů na celkových nákladech firmy
- produkt musí být ve své podstatě pomíjivým
- poptávka musí být rozumně předvídatelná
- musí být možné provést segmentaci trhu
- produkt je prodáván předem

# Yield Management (YM)-definition

- YM seeks to maximize yield or profit from **time-sensitive products and services**.
- Used in industries with flexible and expensive capacities, perishable products and uncertain demand. It is part of **revenue management**.
- **Type of problems :**
  - overbooking (airlines, hotel industry,..)
  - partitioning demand into fare classes
  - single order quantities

**YIELD** : to produce or furnish (payment, profit, or interest): a trust fund that yields ten percent interest annually; That investment will yield a handsome return.

# Yield Management (YM)-definition

- Simply put, the purpose of Yield Management is to achieve **maximum revenue/profit**.
- To do this, a yield management strategy needs to be both **reflective** and **forward-looking**. That is, yield managers should attain a clear yet detailed understanding of what has happened before, and what is happening now.
- The most efficient way to do this is to draw from historical data to predict what may then happen in the future. So, the process of effective **yield management** involves understanding, anticipating and reacting to consumer behavior (to ultimately maximize revenue!).

# Single Order Quantity

The single order is concerned with the planning and control of inventory items that are either purchased only once during a time period or for only one production run. The familiar inventory models (EOQ, EOI, and EPQ) do not readily apply to the single order because (1) demand is not a continuous event (2) the demand level may change drastically from time period to time period, or (3) the product's market life may be very short due to obsolescence or perishability. The single order quantity problem is frequently referred to in the literature as the Christmas tree problem or **the newsboy problem.**

**Newsboy problem – see next slide**



# Newsboy problem

Often managers have to make decisions about **inventory level** over a very limited period, This is the case, for example with seasonal goods such as Christmas cards that should satisfy all demand in December, but any cards left in January have almost no value. These single-period decision models are phrased as the **Newsboy Problem**. For a newsboy who sells papers on a street corner, the demand is uncertain, and the newsboy must decide how many papers to buy from his supplier.

If he buys too many newspapers he is left with unsold papers that have no value at the end of the day.

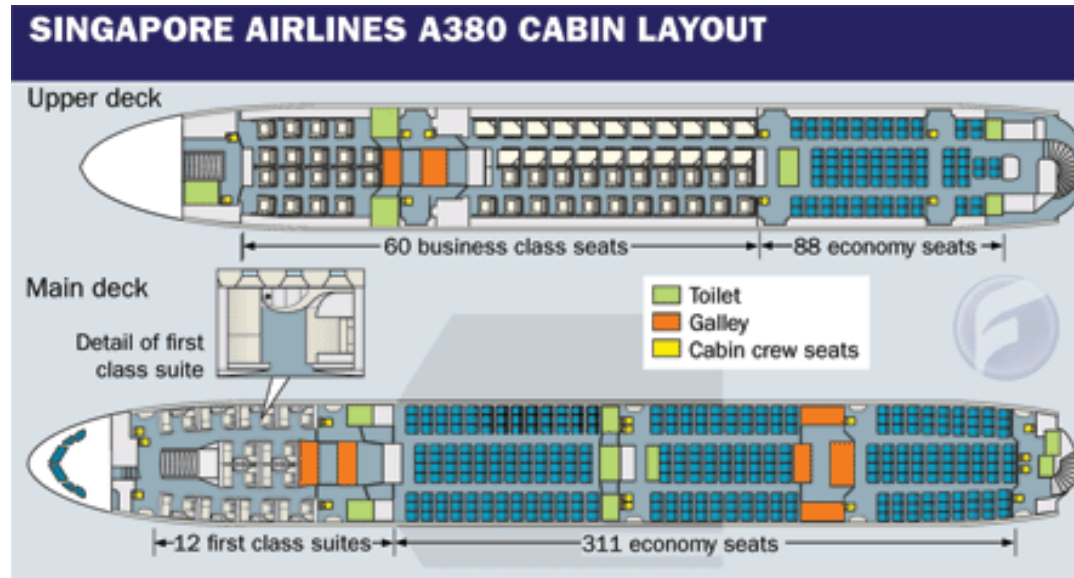
If he buys too few newspapers he has lost the opportunity of making a higher profit.



# Prices and demand

- **Prices can be determined by:**
  - Service
  - Group of services
  - Market (consumer type or geographical area) or
  - A combination of the above
- **And the demand side is characterized with:**
  - Variability of demand
  - Variability of value

# Overbooking (hotels, airlines,..)



7 % out of 311 = 22  
 311-31 = 280  
 311-22 = 289  
 289+31 = 320  
 320-311 = 9->31-22

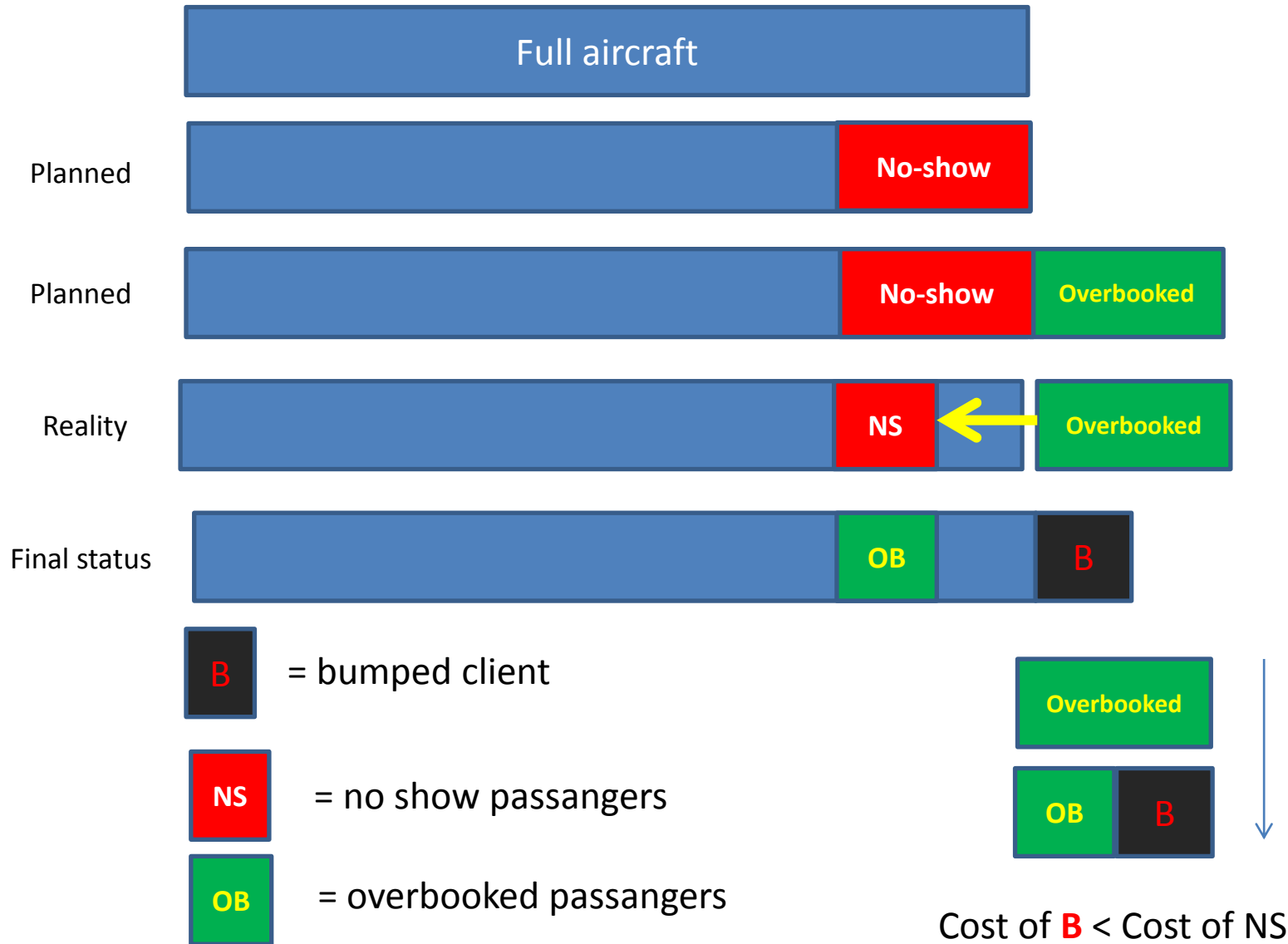
10%-30 % of **no-show** (traveler reserved ticket, but cancel it at the last minute)  
 Airline companies **overbook** their capacities. The **no-show** ratio is sometimes lower than overbooking ratio, so „bumped“ client will be compensated by providing the free of charge service at another time or place. They are so called „**offloaded**“ to other routes.

## Example:

**311** economy seats, estimation of 10 % **no-show**-> **31** places would be lost (only 280 seats occupied).  
 If overbooked by 10 % (**31** more tickets offered) and **no-show ratio on reality** is only **7** %->only **22** clients cancelled - > 311-22=289 seats occupied ->289 + **31**=320->320-311=**9** clients have to be „bumped“ (or 31-22=9) and provided by free air tickets, which is better than the loss of not sold 31 places.

**You have to calculate loss of 31 places -22 sold tickets =amount which must cover expenses for 9 bumped clients**

# Ovebooking<->No-show



# Overbooking - claims

- Do not settle! Instead get up to €600 +hotel +meals +expenses +new ticket in **business class** !!



Delta Air Lines has increased the amounts passengers can be offered to give up their seats to up to almost US\$10,000 in extreme cases — something passengers can take advantage of if they act in collusion (secret deal).

# Single order quantities

- Newspapers
- Magazines
- Florists
- Bakeries
- Fresh fishes



# Single order quantities



- **N** = number of items that can be sold (co může být prodáno-odhad)
- **X** = number of items ordered (počet objednaného zboží)
- **C<sub>0</sub>** = Cost of **overestimating** demand (rest of the flowers faded and are not sold) – náklad způsobený přehnaným odhadem
- **C<sub>u</sub>** = Cost of **underestimating** demand (customers like to buy more and you do not have enough of roses) - náklad ušlého zisku díky podceněnému odhadu poptávky – objednáme méně, aby nám náhodou něco nezbylo.
- **C<sub>u</sub> >= C<sub>0</sub>**
- **P(N < X)** = probability of **overestimating** demand or no-show – objednáno více
- **P(X <= N)** = probability of **underestimating** demand or no-show - objednáno méně



$$P(X \leq N) * C_u \geq P(N < X) * C_0$$

$$P(X \leq N) + P(N < X) = 1 \rightarrow P(X \leq N) = 1 - P(N < X)$$

$$(1 - P(N < X)) * C_u \geq P(N < X) * C_0 \rightarrow \text{OPTIMUM PROBABILITY}$$

$$P(N < X) \leq \frac{C_u}{C_u + C_0}$$

Final formula for over estimating demand

$$(1-p) * C_u \geq p C_0$$

$$C_u + p C_u \geq p C_0$$

$$C_u \geq p (C_u + C_0)$$

# Example 1 ->Single Order Quantity (hotel industry)

Manager Simon Stein of the **Best Western** in Las Vegas is tired of customers who make reservation and do not show up. Rooms rent is **100 USD** a night and cost **25 USD** to maintain per day. Overflow („bumped“) customers can be sent to **Motel 7** for **70 USD** a night. Simon’s records of no-show over past six months are given below. Should Best Western start overbooking? If so, how many rooms should be overbooked?

No-Show	Probability
0	0,15
1	0,25
2	0,30
3	0,30

Solution :  $C_0 = 70 \text{ USD}$  - cost of overestimating demand

$C_u = 100 \text{ USD} - 25 \text{ USD} = 75 \text{ USD}$  - cost of underestimating demand

$$P(N < X) \leq \frac{C_u}{C_u + C_0} = \frac{75}{(75+70)} = 75/145 = \mathbf{0,517}$$

No-Show	Probability	P(N<X)
0	0,15	0,00
1	0,25	0,15
2	0,30	0,40
3	0,30	0,70



Probabilities are cumulating and choice in  $0,40 > 0,517$   
 Optimal probability of no-show falls between  $0,40$  and  $0,70$ . So if we take less or equal to  $0,517$ , so next lower value is  $0,40$ . **So two rooms have to be overbooked !!!**

$0,15+0,25=0,40$  and  $0,40+0,30=0,70...$



# Example 2 ->Single Order Quantity- Airlines

## Příklad pro domácí studium

- FlyUS** Airlines is unhappy with the number of empty seats (same with hotel rooms) on its NY-Miami flights. To remedy the problem, the airline is offering a special discounted rate of **89** USD instead of standard fare **169** USD, but only for 7-days advance purchases and for a limited number of seats per flight. The aircraft flown from **NY** to **Miami** holds max **100** passengers. Last month's distribution of full-fare passengers is shown below. How many seats **FlyUS** reserve for full-fare passengers ?

Aircraft capacity			<b>100</b>	
Full fare	No-Show	Frequency	Probability	P(N<X)
50	50	15	0,15	0,00
55	45	20	0,20	0,15
<b>60</b>	<b>40</b>	<b>35</b>	<b>0,35</b>	<b>0,35</b>
65	35	20	0,20	0,55
70	30	10	0,10	0,65

$$C_u = 169 - 89 = 80, C_o = 89$$

$$P(N < X) \leq C_u / (C_u + C_o) = 80 / 169 = 0,473$$

**So 60 full-fare passengers have to be reserved**

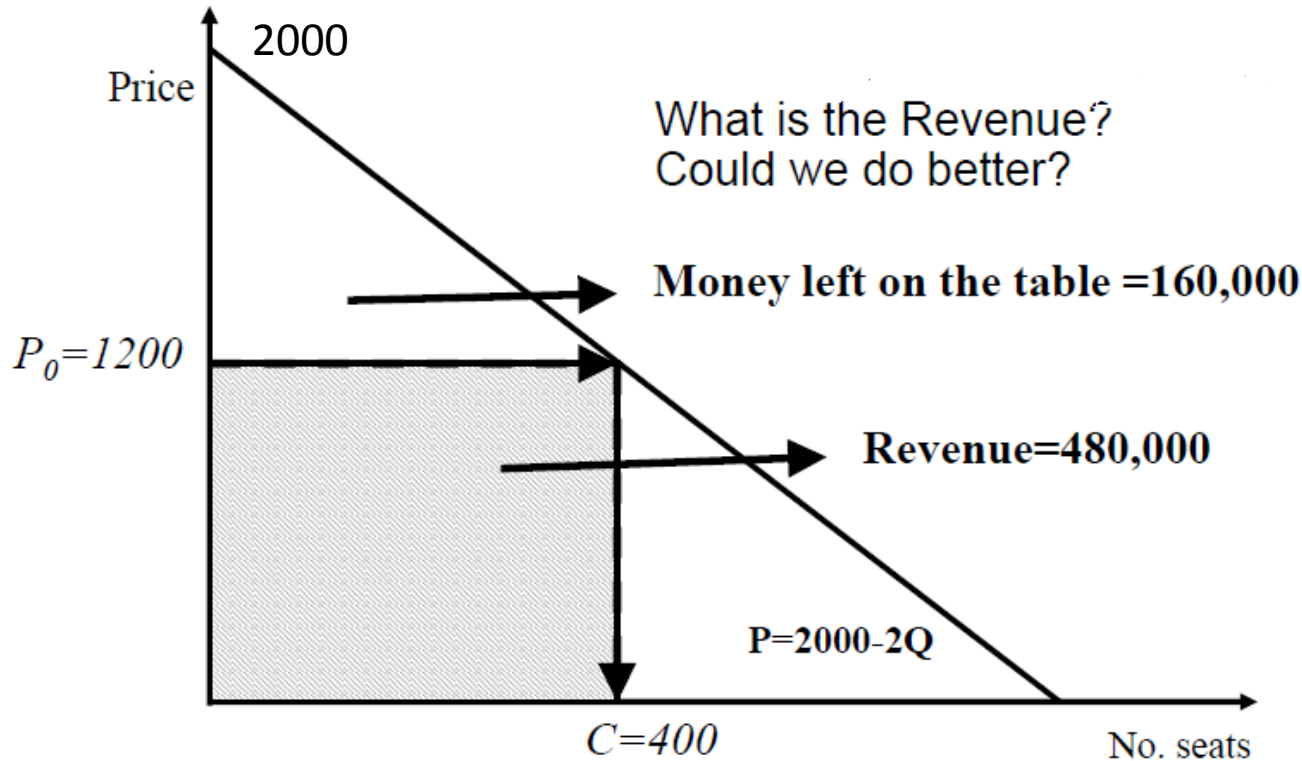
$$50 + 50 = 55 + 45 = 60 + 40 = 65 + 35 \dots$$

# Děkuji za pozornost

(další 4 snímky jsou určeny pro kurz MPH-AOPR)



# Demand curve – extra service



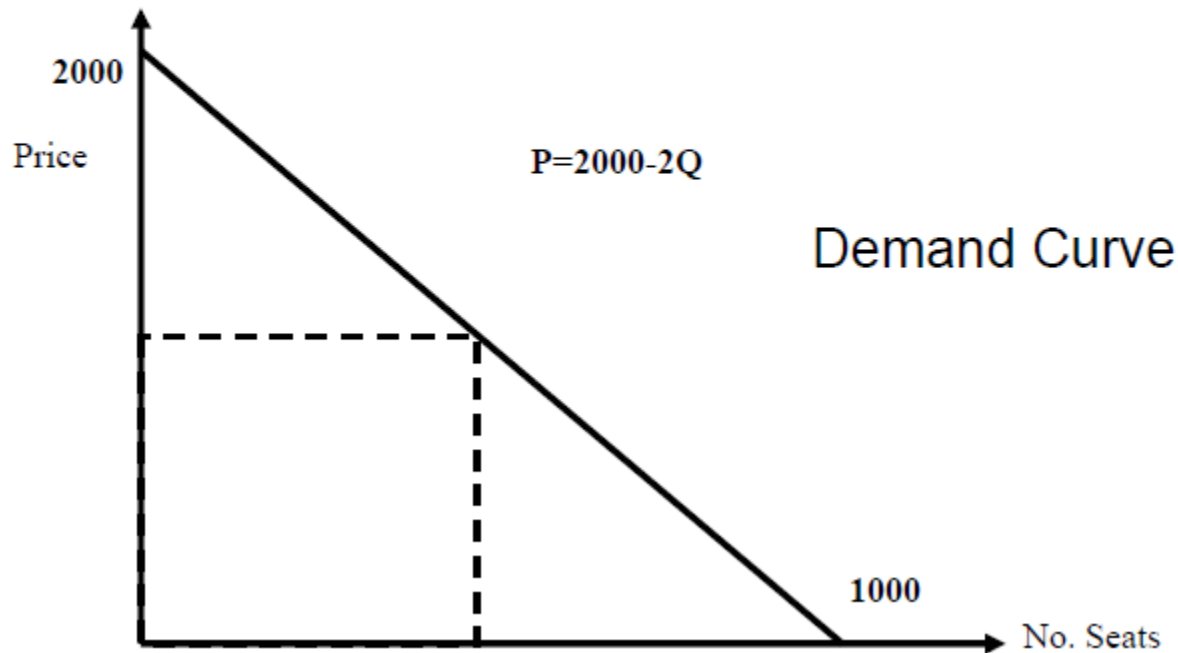
$$P=2000-2*400=2000-800=1200, \text{ REV}=1200*400=480000$$

Max seats =400 see next slide.

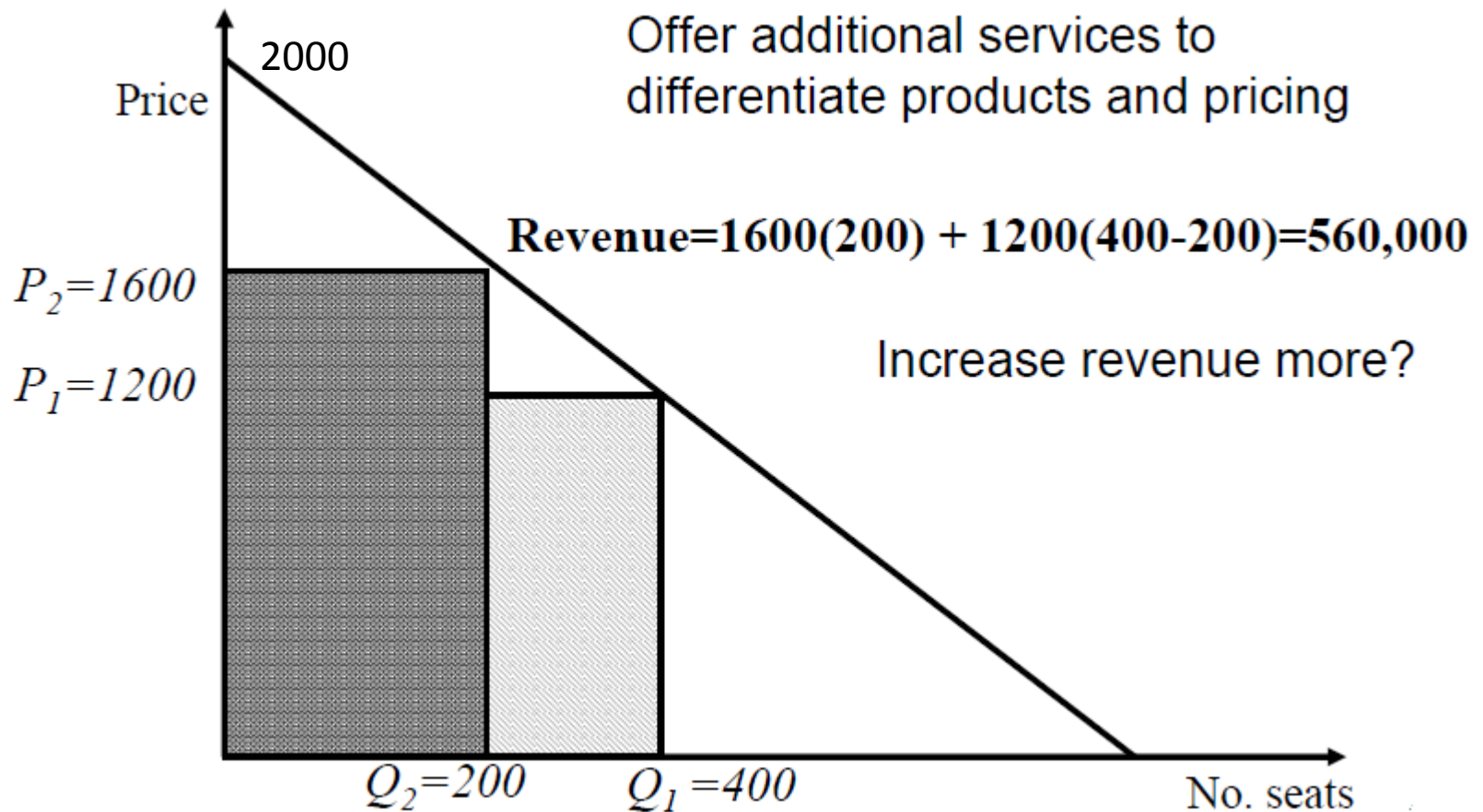
[https://www.utdallas.edu/~metin/FuJen/Folios/scpricing\\_s.pdf](https://www.utdallas.edu/~metin/FuJen/Folios/scpricing_s.pdf)

# Demand curve – extra service

- Segmentation by extra service
  - ◆ A cruise ship with  $C=400$  identical cabins
  - ◆ What is the price to maximize revenue?



# Demand curve – extra service



# Demand curve – extra service

