

SUMMARY

Of the scientific papers, that don't reproduce the papers offered for acquiring
 PhD degree of assoc. prof. Desislava Varadzhakova,
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№	Type of the publication, title; publisher; ISBN/ISSN; abstract
	I. MONOGRAPHS
1	<p>Varadzhakova, D., <i>Burel – Tourism development potential</i>, Publishers Avangard Prima, Sofia, 2019, pp. 150, ISBN 978-619-239-146-1</p> <p>The book discusses the tourism potential of historical-geographic region Burel. The monograph has three parts. At the first one a short review of the geographic location and the historical data about the region are made. A literature review in geographic, ethnological, genealogical and historical aspect is made. The villages at the region, the administrative partition and the trends in the dynamic of the population are described. The second part treats the natural and anthropologic tourism resources in the region of Burel. The third part focus on a SWOT analysis about the development of the tourism in the region.</p>
2	<p>Varadzhakova, D., <i>Revenue management in tourism</i>, publishers Avangard Prima, Sofia, 2015, pp. 182, ISBN 978-619-160-572-9</p> <p>The main goal of the book is to make a research on the theoretical, methodological and practical themes about the application of revenue management in tourism. The first chapter of the monograph focusses on the theoretical bases of revenue management. The emergence, common characteristics of the industries where the revenue management is applicable, its basic tools, etc. are discussed. The second chapter treats this type of management in air transport and the third chapter – in hospitality business. The fourth part focusses on the revenue management in the restaurant business and the fifth one discusses its application at the golf industry.</p>

3	<p>Penkova, D., <i>Organization of urban tourism</i>, publishers Avangard Prima, Sofia, 2009, pp. 174, ISBN 978-954-323-514-8</p> <p>The book is based on the PhD dissertation of the candidate. It has two chapters. The first one focusses on the theoretical topics about the optimization of the urban tourism organization. Literature review of urban tourism topic, its methods and the methodology and specifics of its organization are analyzed. At the second chapter, an analysis of the basic elements of urban tourism product, of its pricing, promotion, realization and organization by tour operators is made.</p>
II. COLLECTIVE MONOGRAPHS	
4	<p>Varadzhakova, D., M. Ribov, M. Vodenska, et al., <i>The recreation – way of use</i>, book chapter “Recreational potential of the hospitality”, publishers Avangard Prima, Sofia, 2018, pp. 407-432, ISBN 978-619-160-976-5</p> <p>The book chapter “Recreational potential of the hospitality” focusses on the importance of the recreational services at the hospitality industry. The needs of recreation of the guests, the main recreational activities which satisfy these needs during a stay in a place of accommodation, the different types of recreational hotels and the specific recreational zones there, are discussed. The new recreational forms and technologies in the hospitality are increasingly important for the competitiveness of the accommodation places. An analysis of the factors defining the recreational potential of the hospitality and the calculation of the recreational effect and the index of recreation give to the managers an option for optimizing the supply of recreational services.</p>
III. TEXTBOOKS	
5	<p>Varadzhakova, D., <i>Cultural and historical tourism</i>, publishers Avangard Prima, Sofia, 2016, pp. 146, ISBN 978-619-160-582-8</p> <p>The textbook is dedicated to the students learning “Tourism”. The theoretical base of the cultural and historical tourism – its essence and basic terms are discussed in the book. Students get acquainted with the legal norms for conservation of the cultural and historical values and the national and international organizations, that has attitude to the conservation of the world cultural heritage. The criteria and the indicators for assessment of the objects of the world heritage are discussed. The cultural and historical tourism in Bulgaria is analyzed. There is a chapter where the most popular objects of cultural and historical tourism in Bulgaria, classified by categories, are discussed.</p>

IV. SCIENTIFIC ARTICLES	
6	<p>Varadzhakova, D., <i>Analysis of the hospitality industry in Veliko Tarnovo region (Bulgaria)</i>, Current directions of scientific research, Collection of scientific articles, Verlag SWG imex GmbH, Nuremberg, Germany, 2018, стр. 148-151, ISBN 978-3-9819288-8-2</p> <p>The main goal of the paper is to analyze the hospitality industry in Veliko Tarnovo region (Bulgaria). For this reason, a theoretical review of the legal acts regulating the processes of registration and categorization of the accommodation places in Bulgaria is made. Descriptive analysis of the hotels is used and an assessment of their activity according their economic indicators as count, occupancy, incomes, etc. is realized.</p>
7	<p>Varadzhakova, D., <i>Modern types of tourism: the case of Bulgaria</i>, Science journal „Economics and Finance“, 2018, Publishing house „BREEZE“, Montreal, Canada, 2018, pp. 192-195, ISBN 978-1-926711-32-9</p> <p>The main goal of the paper is to outline the modern types of tourism in the world and in Bulgaria particularly. The tourism sector forms an important part of the Bulgarian economy. Because of this the tourism trends and the changes in the customers preferences are objects of an analysis in the Bulgarian scientific literature. On the territory of the country there are various tourism resources, and this is prerequisite to offer many and alternative types of tourism.</p>
8	<p>Varadzhakova, D., <i>Analysis of the opportunities to increase the golf tourism revenue (the case of Bulgaria)</i>, International Journal „Knowledge“, Vol. 19, Skopje, 2017, стр. 105-110, Print ISSN 2545-4439, Online ISSN 1857-923X, Global Impact & Quality Factor (GIF) 1.322 (2016), http://globalimpactfactor.com/knowledge-international-journal/</p> <p>In the theoretical part of the paper is emphasized on the revenue management in golf tourism. It's very important for the golf courses to have convenient financial management. It helps for the optimization of the golf tourists' revenue. The golf courses must have well developed and planned policy to improve the use of the course, the incomes from membership, the green fees, the practice range fees, the golf lessons in the golf academies of the courses, the sales in the proshop, the food and beverages sales, the events that are not directly related to the golf, for example weddings, corporate events, etc. In the paper are given formulas for the main KPI's: REVPATT (Revenue per available tee time), number</p>

	<p>of players per tee time, ATTR (Average tee time rate), course utilization or expressed in percent, it is known as utilization rate, ADTTR (Average daily tee time rate), REVPUR (Revenue per utilized round), average time - AT, number of rounds per year, average members per course - AMC, AREVM (average revenue per membership). In the analytical part of the paper is elaborated SWOT analysis of the golf tourism in Bulgaria.</p>
9	<p>Varadzhakova, D., <i>Analysis of the tourist`s flows to Bulgaria from the neighboring emitting markets</i>, Journal of Contemporary Economic and Business Issues, Skopje, Vol.4 No.2, pp. 97 – 111, 2017, Print ISSN 1857 – 9094, Online ISSN 1857 – 9108</p> <p>The tourism industry is an important economic sector in the world economy. This is one of the most fast-growing industries in Bulgaria and the biggest contribution brings the inbound tourism from the neighboring countries. The main goal of the paper is to define the importance of the tourist flows from Romania, Turkey, Greece, North Macedonia and Serbia to Bulgaria, analyzing the fluctuations in the period of 2010 – 2016. Some recommendations for development of the tourism in the country and new tourism products are highlighted as a result of the analysis. The paper discusses the basic indicators of the travel industry as international arrivals from visitors of abroad, nights spent by foreigners in accommodation establishments, etc.</p>
10	<p>Varadzhakova, D., Theory of constrains application for tourism destinations management, Journal of socio-economic analysis, vol. 1/2017 (11), University publishing house “St. st. Cyril and Methodius”, Veliko Tarnovo, 2017, pp. 52-57, ISSN 1313-6909</p> <p>The main goal of the paper is to define the basic characteristic that positionate a tourist destination in the tourism market. Theory of constrains (TOC) and opportunity of its application in tourism destination management are examined. Conclusions on the burden of key indicators restricting the development of tourism destinations are made.</p>
11	<p>Penkova, D., <i>The concept of the process approach in sustainable management systems implementation in tourism</i>, Journal Izvestia, vol. 1/2015, publishers US- Varna, pp. 40-44, ISSN 1310-6376</p> <p>The article discusses the concept of the process approach, its nature and specific characteristics in its implementation at management systems in tourism. The criteria for accredited certification of tourism companies is analyzed. The methodology and the main steps in implementation of the</p>

	<p>process approach are discussed. The main standards, applicable in the tourism activity are described. In conclusion the benefits of management systems application for sustainable tourism development are drawn. These benefits are educational, ecological, economic, social.</p>
12	<p>Penkova, D., Innovations in the travel companies as tool for overcoming the economic crisis, International online scientific journal "Science and Technology", volume 5, number 7, Social studies, 2015, сtp. 136-139, ISSN 1314-4111</p> <p>Subject of analysis of this paper are the types of innovations applied to financial stabilization of tour operators and travel agencies. In the article the implementation stages of innovative methods and tools, assessment of the innovative solutions, financing and marketing of innovations, use of the innovation networks and the role of foreign languages and cultural differences for the development of new tourism products are examined. Specific innovative solutions in compliances with the latest requirements of the travel market are suggested in the paper</p>
13	<p>Penkova, D., <i>Impacting the effect of the channel distribution mix on the revenue optimization in the hospitality</i>, Journal Infrastructure and communication, UNWE, publishers Avangard Prima, Sofia, 2014, ISSN 1314-0930</p> <p>Choosing the right mix of distribution channels is critical for the successful revenue management in hospitality. It is the basis for pricing and development of pricing strategy, while at the same time is a tool for the occurrence of new markets, advertising and PR-activities. The main purpose of the article is to highlight the importance of managing the distribution mix for successful application of revenue management. Choosing the right distribution channels affects net income in the hospitality /NREV/, as well as the gross profit from an available room /GOPPAR/. To achieve optimal values of these key indicators is necessary to improve the process of selecting an appropriate mix of distribution channels.</p>
14	<p>Penkova, D., <i>Analysis of the prices and dynamic pricing in the hospitality</i>, Academic journal "Management and education", vol. X (2), publishers "Prof. dr. Assen Zlatarov " University, Burgas, 2014, pp. 76-81, ISSN 13126121</p> <p>The dynamic pricing is one of the modern management methods in the hospitality and aviation industry. The goal of the paper is to determine</p>

	the types of the hotel prices, to describe the principles of the dynamic pricing, the strategies and methods of it implementing in the practice and factors affecting price formation.
V. SCIENTIFIC REPORTS	
15	<p>Varadzhakova, D., <i>Analysis of the cultural heritage tourism in Veliko Tarnovo region</i>, Proceedings of conference “Spatial development of the territories”, Publishers Belgorod State Scientific Research University, Belgorod, Russia, 2018, pp. 58-64, ISBN 978-5-6041984-6-9</p> <p>The paper makes review of the theoretical and legal aspects of the term cultural heritage and the agreements regulating this field in Bulgaria. It is discussed the significance of the accessibility, the visual aspects of the cultural sites and their origin. The criteria and the indicators for evaluation of cultural heritage sites are described. Based on the theoretical review is made an analysis of the potential of Veliko Tarnovo region as a destination for cultural heritage tourism. The geographic location, the good transport network and the rich cultural and historical heritage in the region are prerequisites for the development of tourist activities.</p>
16	<p>Varadzhakova, D., <i>The cultural sustainability of tourism destinations and the globalization processes in tourism</i>, Proceedings “Local identity and global tourism”, Black Sea tourism forum, publishers Slavena, Varna, 2017, pp. 179-189, ISBN 978-619-190-090-9</p> <p>The main goal of the paper is to analyze the impact of the different cultures over tourism destinations. Some models for measuring intercultural interactions are described. Tourism sustainability and globalization process are defined and the role of place authenticity for tourism destinations competitiveness is shown.</p>
17	<p>Varadzhakova, D., <i>Bulgaria as slow tourism destination: opportunities and perspectives</i>, Proceedings International Scientific Conference “Contemporary tourism– traditions and innovations, Sofia University “St. Kliment Ohridski”, Sofia, 2017, pp. 263-275, ISBN 978-954-07-4327-1</p> <p>Slow tourism is a relatively new concept gaining popularity in the last decade. The main purpose of this article is to analyze its potential and outline the trends of its development in Bulgaria. Thus, is an effort to clarify the concept of slow tourism, based on a literature review of published sources discussing its nature and principles. Resources of a</p>

	country that could develop this kind of tourism are analyzed and some implications for the potential of Bulgaria as a slow tourism destination are concluded.
18	<p>Varadzhakova, D., V. Statev, I. Markov, <i>Threats to ecotourism in Bulgaria</i>, Proceedings of the jubilee scientific session “Tourism, innovations, strategies”, publishers FLAT, Burgas, 2017, pp. 277-281, ISBN 978-619-7125-34-4</p> <p>The report has the aim to highlight the safety of tourists when visiting eco sites in Bulgaria. The object of this report is the natural phenomenon Stone wedding, whereas the subject is the potential threat to tourists from getting serious injuries from dogs without supervision.</p>
19	<p>Varadzhakova, D., <i>Digital reality in tourism industry</i>, Proceedings International Scientific and Practical Conference “Development of the Bulgarian and European Economies – challenges and opportunities”, University of Veliko Tarnovo, 2017, pp. 243-247, ISSN 2603-4093</p> <p>Internet and the new technologies are part of the everyday life of the humans. The development of the digital reality becomes part of the business and not only of the entertainment. The main goal of the present paper is to outline the role of digital reality in the tourism industry. To achieve this, the terms virtual, augmented and mixed reality are defined, their relevance and applicability for the tourism sector are discussed.</p>
20	<p>Varadzhakova, D., V. Statev, <i>The Millennials: between creative and slow tourism</i>, Proceedings International Scientific and Practical Conference “Development of the Bulgarian and European Economies – challenges and opportunities”, University of Veliko Tarnovo 2017, pp. 248-251, ISSN 2603-4093</p> <p>The Millennials are very important cohort for the business. They are a digital generation and their habits of purchase, booking, etc. are very different than the generations before them. As clients, they are a challenge for all marketing and sales experts, including in the tourism industry. The main goal of the present paper is to define the tourism types the Millennials are looking for. Based on their typical characteristics, travel preferences and life style the creative and slow tourism as more convenient to this target group are analyzed.</p>

21	<p>Varadzhakova, D., <i>Safety and security impacts on tourism flows' determination</i>, Proceedings of annual university scientific conference, publishing house National Military University "Vasil Levski", Veliko Tarnovo, 2017, pp. 385-395, ISSN 2367-7481</p> <p>The aim of the paper is to focus on the impact of the crisis situations on the intensity of the tourism flows. It concentrates on the economic effect of safety and security on the travel industry and the determination of the tourists' preferences to visit a specific destination perceived as safe.</p>
22	<p>Varadzhakova, D., <i>Tourism 4.0 – technological transformation and digitalization</i>, Proceedings of XXV symposium "Quality, competitiveness, sustainable development" – "The challenges of the new technological transformation", Sofia, BKONK, UNWE, 2017, pp. 184-193, ISBN 978-619-160-956-7</p> <p>The essence and the main characteristics of industry 4.0, respectively the trends in tourism 4.0 and the increasing significance of tourism technologies are discussed in the paper. The main levels of technological transformation development in tourism and the indexes for measurement of the level of use of tourism technologies are highlighted. The digital transformation in its main directions – consumer, management and product, are discussed.</p>
23	<p>Penkova, D., <i>Analysis of the geotourism in Bulgaria</i>, Proceedings of the scientific-practical conference "Development of the Bulgarian Economy – challenges and opportunities", publishers „I&B“, Veliko Tarnovo, 2015, ISBN 978-954-9689-99-0</p> <p>The main goal of the report is to analyze the geotourism in Bulgaria, on the basis of the theoretical formulation and to make general guidelines for its development in the country. The basic point to elaborate a strategy for development of geotourism is defined as well as its characteristics and main principles are described. Based on the best world practices conclusions are made.</p>
24	<p>Penkova, D., <i>Risk management modeling at implementation of the revenue management in the tourism industry</i>, Proceedings of the international scientific-practical conference "European practices and national reflections in the planning", Academy of economics "D. A. Tsenov", Svishtov, 2015, pp. 205-210, ISBN 978-954-23-1079-2</p>

	<p>The main goal of the paper is to analyze the possible risks at application of revenue management in the two basic areas of the tourism industry – hospitality and travel air transport. In the article revenue and risk managements are defined. Types of models at application of tourism risk management and the processes of decision making in the revenue management are analyzed. In conclusion the author suggests strategies to minimize the risks in the tourism activities.</p>
25	<p>Penkova, D., <i>Analysis of revenue management last trends in tourism and transport</i>, Proceedings from national scientific conference “Perspectives and challenges in the modern management”, publishers UNWE, Sofia, 2015, pp. 192-201, ISBN 978-954-644-828-6</p> <p>This report gives an overview of the origin and nature of the revenue management. The main and specific areas of its application are described. The factors that determine its functions are exhibited. An analysis of the key indicators used for revenue management have been made. The latest trends in its application in tourism and transport are outlined. Finally, are drawn conclusions about the conflicts, the future and the significance of the revenue management to maximize revenue.</p>
26	<p>Penkova, D., <i>Opportunities for application of Kanban and Scrum tools in the hospitality operation management</i>, Proceedings of scientific conference with international participation “Horizons in the development of the human resources and the knowledge”, BFU, Burgas, 2015, pp. 216-221, ISBN 978-619-7126-10-5</p> <p>The main goal of this paper is to analyze the opportunities for application in the hospitality operation management of Kanban and Scrum innovation management methods used principally in the IT industry. The paper describes specific characteristics of the hospitality operation management. The terms Kanban and Scrum are defined as well. In the conclusion the author makes a comparative analysis between both approaches and the opportunities for their application in the field of tourism services are discussed.</p>
27	<p>Penkova, D., <i>Tourism online marketing and remarketing</i>, Proceedings of scientific conference with international participation “Horizons in the development of the human resources and the knowledge”, BFU, Burgas, 2015, pp. 138-142, ISBN 978-619-7126-10-5</p> <p>The object of research in this work is the application of remarketing at online marketing in hospitality, tour operators and travel agencies. The</p>

	<p>nature and specific characteristics of different remarketing types and stages of its implementation are clarified as well. Finally, efficiency of most popular remarketing techniques is analyzed.</p>
28	<p>Penkova, D., <i>The role of the touroperators and travel agencies for sustainable tourism development</i>, Scientific papers, vol. V, Proceedings of jubilee scientific conference with international participation “Science and education – traditions and future”, publishing house "PKR print", Kardzhali, 2014, pp. 239-243, ISSN 1314-3425</p> <p>The main goal of this paper is to analyze the role of the tour operators and tourist agencies for development of the sustainable tourism. Content of the term “sustainable tourism” is clarified. The report classifies the indicators evaluating the activities of travel agencies, tour operators and tourist destinations. The paper describes the standards that must satisfy travel agents to hold certificates for offering tourism products that not affect negatively the environment, lifestyle and traditions of the local population.</p>
29	<p>Penkova, D., <i>Analysis of the trends in the tourism management development</i>, Proceedings from the scientific-practical conference “The human capital – methodology, dimensions and practices”, NBU, 2014, pp. 410-418, ISBN 978-954- 535-853-1</p> <p>The report aims to identify the opportunities for application of the newest management forms in the tourism. Object of the analysis is the theoretical basis of the radical management and the process of its implementation in the travel industry. The existing differences between the traditional and the new forms of management are examined, the generation Y as part of the human resources in the travel companies and the generation Z as prospect clients, the Stoos Network and the challenges in clients’ needs satisfaction in terms of hyper competition have been considered, as well.</p>
30	<p>Penkova, D., <i>Revenue management application at tourism e-commerce</i>, Proceedings of the XI international scientific conference “The intelligent specialization of Bulgaria”, MVBU, Sofia, 2014, pp. 853-867, ISBN 978-954-9432-64-0 (CD)</p> <p>The general goal of this report is to outline the new revenue management aspects in the hotels, functionality, spa and golf areas, restaurants. The paper analyzes the new hotel marketing tools at e-commerce and the integration of the revenue management in the on-line marketing plan.</p>

31	<p>Penkova, D., <i>Revenue management – a tool to increase the efficiency of air transport</i>, Proceedings of international scientific conference “Globalization, regionalization and safety”, UNWE, 2014, pp. 239-243, ISBN 978-954-644-564-3</p> <p>The main goals of the paper are dedicated to the analysis of the opportunities to increase the efficiency of passenger air transport, definition of the reasons for change in the trade policy of airlines; description of the main methods for revenue increase and costs decrease. The essence, the genesis, the development and the main definitions of yield management are discussed, through an analysis of the conditions and the prerequisites of its application in the air industry. The specific characteristics of the trade policy of the standard and low-cost airlines, its pricing policy and the applicable restrictions in pricing, are analyzed. The main yield management indicators in air transport are mathematically expressed. In conclusion the two main aspects of yield management influence, respectively on airlines efficiency and on customer behavior, are highlighted.</p>
32	<p>Penkova, D., <i>Analysis of the innovation models as an instrument for the competitiveness improvement of the tourism companies</i>, Proceedings of the jubilee international scientific-practical conference “The business – the positive power of the society”, 2014, publishers NBU, pp. 572-578, ISBN 9789545358081</p> <p>This report aims to outline the basic innovative areas for enhancing the competitiveness of the key players in the tourism industry – hotels, tour operators and travel agencies. An analysis of the theoretical and methodological aspects and the nature of innovation in tourism output are the main factors that influence the implementation of innovative business models. In conclusion specific recommendations for implementation of innovative activities of the business units of the Bulgarian tourism market are drawn.</p>
33	<p>Penkova, D., <i>Application of revenue management on the pricing in the hospitality</i>, Scientific conference “RU&US13”, Ruse University and The Union of scientists in Bulgaria, Scientific papers, vol. 52, Ruse, 2013, pp.232-236, ISSN 1311-3321</p> <p>The aim of the paper is to focus the attention on the pricing as an element of the revenue management to optimize the profits and to attract maximum clients in a hotel. The dynamic pricing permits the adequate application of the revenue management and the achievement of optimal ratio price - occupancy in the hospitality.</p>

34	<p>Penkova, D., <i>Comparative analyses of best practices for responsible tourism /the case of Costa Rica and Bulgaria/</i>, Proceedings of international scientific conference “Responsible tourism 2020”, vol. I, Publishers Nauka i iekonomika, UE - Varna, 2013, pp. 307-313, ISBN 978-954-21-0665-4</p> <p>The aim of the paper is to compare and to analyze the certification program for tourism companies in Costa Rica /CST/ and the EOS code, which is promoted in Bulgaria by ABTTA. Both systems are developed to stimulate the tourism companies to develop sustainable tourism in several directions as environment, cultural heritage, biodiversity, social environment, quality of live, economic prosperity of the residents. The definitions of sustainable tourism and the principles for sustainability in tourism are described. The Bulgarian initiatives, related to the sustainable and responsible tourism, for example the project EDEN and the National strategy for sustainable development of tourism 2009 – 2013 are discussed. In conclusion could be said that Bulgaria needs policy for stimulation of sustainable tourism development with the participation of the business and campaign for popularization of the values of the responsible tourism among the tourists.</p>
35	<p>Penkova, D., Via Diagonalis as resource for the development of the cultural tourism in Bulgaria and Serbia, Сб. доклади International science conference "Cultural corridor Via Diagonalis - Cultural tourism without boundaries", изд. Гей Либрис, София, 2013, стр. 274-277, ISBN 978-954- 300-128-6</p> <p>The main objective of this report is to analyze the state of the tourist flow between Serbia and Bulgaria for cultural tourism, and the prospects for its development. There are located the major routes of the Roman road Via Diagonalis during the centuries and the landmarks that are on it at the territory of modern Serbia and Bulgaria. Described are the routes offered by Bulgarian and Serbian tour operators and travel agencies and the possibilities for integrating of new tourist places into them. It’s carried out a classification of types of tourism practiced as wine, cultural, historical, gastronomic tourism, etc. and analysis of tourists on various parameters - groups and individuals, the type of transport - private or organized. An analysis of advertising and participation of both countries in tourism fairs and forums in order to promote a destination for cultural tourism it’s made as well.</p>

36	<p>Penkova, D., <i>Planning of the revenue management process in hospitality</i>, Proceedings of international scientific conference “Challenges to tourism in XXI century”, UNWE, Sofia, 2012, pp. 385-391, ISSN 1314-7226</p> <p>The general goal of the paper is to describe the main steps of the revenue management process, because the development of this approach in the hospitality industry is very strong in the recent years. There are mentioned the key performance indicators and techniques for elaborating competitive strategies for revenue increasing.</p>
37	<p>Peenkova, D., <i>Yield management in hospitality</i>, Proceedings of jubilee scientific conference “Traditions and continuity”, vol. IV, Plovdiv University “Paisii Hilendarski” – branch “Lyuben Karavelov” Kardzhali, 2012, publisher Faber, pp. 83-94, ISBN 978- 954-400-653-2</p> <p>The aim of the paper is to discuss the yield management as a relatively new method for revenue management. Its emergence, essence and characteristics of the sectors where it is applicable, are described. The methodology of yield management in the hospitality regarding the inventory management, control of the extension of stay, control on the ratio price – capacity, control on discounting on rack rates and the quantity of group reservations are discussed. The key performance indicators in hospitality related to occupancy, gross profit, net incomes and incomes per client are described.</p>
38	<p>Penkova, D., <i>Revenue management in the hospitality</i>, Proceedings of the jubilee scientific conference with international participation “Challenges to tourism in XXI century”, UNWE 2011, publishers Avangard Prima, pp. 157-164, ISBN 978-954-323-906-1</p> <p>The paper has the aim to concentrate the attention to a technique called revenue or yield management, which is very helpful, nowadays, to the hotel industry in looking to find the best ratio between occupancy percentage and average daily rates of the rooms at hotels. In this context the KPI’s used at the hotel industry are explained. The effects – positive and negative, that the practicing of revenue management in hotel industry has on the companies on one hand and on the clients on other, are mentioned. This technique gives to the hotel managers the opportunity to optimize the revenues, on the basis of right pricing and prediction of the demand, using the newest technologies as PMS, CRS, etc.</p>