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Title: Judgmental adjustments in revenue management : exploring the impact of user overrides on the accuracy of system-generated occupancy forecasts at multiple forecasting horizons
Issue Date: 2019-11-12
Propositions relating to the dissertation Judgmental Adjustments in Revenue Management by Larissa Alekseevna Koupriouchina

1. Different forecast accuracy measures applied to the same data generate conflicting results and under certain conditions lead to opposite conclusions about forecasting accuracy (*this dissertation*).

2. The level of data aggregation as well as the choice of the accuracy measure are important considerations when evaluating hotel forecasting performance (*this dissertation*).

3. Time plays an important role in forecasting (*this dissertation*).

4. Larger judgmental adjustments are associated with larger improvements to the forecasting accuracy (*this dissertation*).

5. The so-called “symmetric forecast accuracy measures” lack symmetry under certain conditions.

6. Procedures to monitor user overriding activities and override effectiveness may help to improve not only forecasting, but also other areas of hotel revenue management, including pricing and overbooking decisions.

7. Due to the complex and proprietary nature of RMS algorithms, revenue managers tend to correct occupancy forecasts without a complete understanding of how these forecasts were generated.

8. Multilevel regression modelling applied to large hotel forecasting datasets from different hotels using various RMS providers is needed to improve our understanding of revenue management forecasting.

9. Successful revenue management requires alignment of people, processes and technology.

10. Revenue management should go beyond revenue and profit optimization by incorporating ethics, fairness and the triple bottom line (People, Planet, Profit).

11. Not every decision can be made by a computer.