Hotel revenue management in Tijuana: applied evidence from the urban core

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Abstract. Revenue management has evolved from a pricing technique into an integrated strategic approach that combines pricing, demand forecasting, digital distribution, technological capabilities, and customer relationship management to maximize hotel profitability. This transformation is particularly relevant in border cities such as Tijuana, where hotel demand is shaped by medical tourism, business travel, and cross-border mobility. The objective of this study was to analyze the strategic factors influencing revenue optimization in hotels located in downtown Tijuana and to develop an operational framework aligned with the characteristics of the local hospitality market. An applied, descriptive-analytical, and non-experimental research design was employed, based on the systematization of a capstone project complemented by a review of recent literature on revenue management, digital distribution, online reputation, and hospitality management. The analysis was organized around five strategic dimensions: dynamic pricing, technological integration, distribution channels, online reputation, and demand segmentation. The findings indicate that hotel profitability depends on the coordinated management of these dimensions rather than on isolated pricing decisions. Hotels adopting integrated revenue management practices demonstrated greater capacity to optimize distribution channels, strengthen direct bookings, improve responsiveness to market demand, and enhance perceived customer value through digital reputation management. The study contributes an integrated analytical framework for revenue management in urban border hotels, providing a practical decision-making model that supports commercial strategy, operational efficiency, and long-term competitiveness in destinations characterized by heterogeneous demand and dynamic market conditions.

Keywords: Revenue management; hospitality management; hotel competitiveness; digital distribution; online reputation; border tourism.

1 Introduction

Revenue management has evolved from a practice primarily focused on updating room rates into an integrated decision-making system aimed at maximizing the economic value of available capacity. This transformation requires the coordinated management of variables such as pricing, demand forecasting, inventory availability, distribution channels, market segmentation, online reputation, and the profitability generated by each reservation. Consequently, contemporary revenue management

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extends beyond adjusting prices in response to occupancy levels; it involves interpreting demand patterns, anticipating market fluctuations, and evaluating the cost and profitability associated with each distribution channel ([1] & [2]).

This approach is particularly relevant in the urban hospitality industry, where hotel rooms represent a perishable inventory that cannot be stored or recovered once the service date has passed. An unsold room represents a permanently lost revenue opportunity, whereas a room sold at an insufficient rate or through a high-cost intermediary may increase occupancy without necessarily improving profitability. Therefore, revenue management requires strategic decisions regarding which market segments to target, what rates to offer, which booking restrictions to establish, through which channels inventory should be distributed, and when specific reservations should be accepted or restricted. These decisions must consider not only the volume of demand but also its quality, booking pace, length of stay, cancellation probability, price sensitivity, and contribution to overall profit margins ([3] & [4]).

Although the classical literature defined revenue management as selling the right product to the right customer at the right time and at the right price ([5] & [6]), this perspective has progressively evolved. Contemporary approaches recognize that revenue optimization depends on the integration of historical and real-time data, technological systems, demand forecasting, market segmentation, and organizational coordination. From this perspective, pricing is no longer an isolated managerial decision but rather the outcome of an analytical process that combines commercial, operational, and financial information. Recent studies have further emphasized the transition toward total revenue management models, in which profitability is assessed through the combined contribution of guestrooms, distribution channels, ancillary services, and customer relationships ([3] & [7]).

In the case of Tijuana, this dynamic becomes considerably more complex due to its condition as a border city and the diversity of demand flows that characterize its hospitality market. Unlike many urban destinations, hotel demand is not driven exclusively by leisure tourism or seasonal travel but also by medical tourism, business travel, cross-border mobility, short-term stays, commercial activities, and family-related travel. Each of these market segments exhibits distinct purchasing behaviors regarding booking windows, length of stay, willingness to pay, use of digital booking channels, and sensitivity to economic or territorial changes [8].

Moreover, Tijuana's proximity to the United States introduces additional sources of uncertainty, including exchange rate fluctuations, border crossing times, mobility restrictions, variations in binational economic activity, and travelers' perceptions of safety. These factors can rapidly alter booking patterns and require hotels to maintain a continuous capacity for monitoring market conditions and responding strategically. Under these circumstances, homogeneous pricing policies or rigid commercial strategies may limit a property's ability to capture the differential value generated by each market segment [2].

From an empirical perspective, the capstone project underlying this study identified three major conditions affecting revenue management in hotels located in downtown Tijuana: intense price competition, a high dependence on Online Travel Agencies (OTAs), and limitations in the strategic use of data for decision-making [8]. Competition based primarily on price tends to generate recurring discounts, thereby reducing hotels' ability to protect their Average Daily Rate (ADR). At the same time, although OTAs provide greater market visibility and access to broader customer segments, excessive dependence on these intermediaries increases acquisition costs and reduces hotels' control over direct customer relationships.

Furthermore, limitations in data integration and analysis hinder the effective monitoring of critical performance indicators such as booking windows, pickup pace, cancellation behavior, channel contribution, and segment performance. When this information is analyzed in a fragmented or reactive manner, managerial decisions are more likely to rely on intuition or short-term occupancy levels rather than on long-term profitability objectives. This finding is consistent with the observations of [2], who argue that hybrid and highly dynamic tourism markets require more sophisticated revenue management approaches capable of integrating technology, market segmentation, data analytics, and commercial coordination.

Accordingly, the hotel industry in Tijuana requires a revenue management perspective specifically adapted to the characteristics of an urban border destination. Such an approach should recognize the heterogeneity of demand, reduce dependence on reactive pricing decisions, strengthen control over distribution channels, and develop analytical capabilities that enable available information to be translated into timely commercial actions. Under this perspective, hotel competitiveness depends not only on selling more rooms but also on building a profitable combination of market segments, pricing strategies, distribution channels, and service experiences.

The digital transformation of the tourism industry has significantly intensified these dynamics by reshaping how hospitality organizations compete, interact with customers, and generate commercial value. According to [9], digitalization has redefined tourism competitiveness by shifting market visibility from traditional promotional channels toward digital platforms, online travel agencies (OTAs), metasearch engines, and online reputation ecosystems. Consequently, competitive advantage is no longer determined exclusively by the physical characteristics or location of a hotel but increasingly by its digital presence, the effectiveness of its distribution strategy, and its ability to respond rapidly to changes in customer behavior. Recent studies further argue that digital transformation has converted data into a strategic organizational resource, enabling hotels to improve demand forecasting, personalize commercial strategies, and optimize pricing decisions through real-time information processing ([10] & [11]).

In this context, digital distribution has evolved beyond a simple reservation mechanism to become a strategic component of hotel competitiveness. As reported by [12], consumers' purchasing decisions are increasingly influenced by user-generated content, search engine algorithms, and platform visibility, positioning digital

reputation as a critical determinant of booking conversion. Simultaneously, hotels must manage an increasingly complex distribution ecosystem in which direct booking channels, OTAs, metasearch platforms, and brand websites coexist and compete. Consequently, effective distribution management requires balancing market visibility with acquisition costs, channel profitability, and long-term customer relationships. As digital ecosystems continue to evolve, commercial performance depends not only on attracting demand but also on directing reservations toward the most profitable distribution channels [11].

Despite these advances, many medium-sized urban hotels continue to operate under a reactive management approach. Pricing decisions are frequently adjusted only after occupancy declines, promotional campaigns are implemented without systematic demand forecasting, and commercial decisions often rely on fragmented information rather than integrated analytical processes. As noted by [3], contemporary revenue management requires the integration of information systems, process automation, and a total revenue management perspective that extends beyond occupancy optimization. Consequently, limited analytical capabilities may negatively affect key performance indicators such as Average Daily Rate (ADR), Revenue per Available Room (RevPAR), distribution channel efficiency, and long-term profitability. Furthermore, recent evidence suggests that hotels exhibiting higher levels of analytical maturity are better positioned to anticipate demand fluctuations, optimize commercial decisions, and improve organizational resilience under highly dynamic market conditions [1].

At the same time, growing empirical evidence confirms that online reputation has become one of the most influential determinants of consumer decision-making in the hospitality industry. According to [13], online reviews significantly affect both purchase intention and customers' perceived value, making digital reputation particularly relevant in destinations where trust, service quality, and perceived safety influence travel decisions. Positive customer evaluations not only improve booking conversion rates but also strengthen price acceptance, reduce customer uncertainty, and enhance brand credibility ([11] & [14]). Conversely, negative online reviews may diminish perceived value and increase customers' price sensitivity, even when service quality remains unchanged. In destinations such as downtown Tijuana, where multiple accommodation alternatives compete within a highly digitalized environment, neglecting online reputation implies relinquishing part of the booking decision process to external factors beyond managerial control. Therefore, reputation management should be considered an integral component of revenue management rather than an independent marketing activity ([10] & [1]).

In this context, the principal contribution of the present research extends beyond identifying the strategic components associated with hotel revenue optimization. Rather than examining pricing, technology, distribution, online reputation, and demand segmentation as independent managerial practices, this study integrates these elements into a unified analytical model, designated the Integrated Revenue Management Framework for Urban Border Hotels. The framework conceptualizes revenue management as a multidimensional organizational capability in which dynamic pricing, technology integration, distribution channel management, online

reputation, and demand segmentation operate as interdependent strategic dimensions that collectively influence commercial decision-making, revenue generation, and long-term competitiveness.

The proposed framework responds to the growing need for integrative approaches capable of addressing the increasing complexity of contemporary hospitality markets. Previous research has demonstrated the strategic importance of individual dimensions such as pricing optimization [3], technological transformation [7], digital distribution [12], and online reputation [13]. However, these factors have generally been examined separately, providing only a partial understanding of hotel revenue management. By integrating these dimensions into a single conceptual structure, the proposed framework contributes to explaining how their interaction generates greater organizational value than the isolated implementation of individual commercial practices. This systemic perspective is consistent with recent studies emphasizing that sustainable competitive advantage increasingly depends on the integration of organizational capabilities rather than on the optimization of isolated functional activities ([1] & [10]).

Accordingly, the proposed framework represents both a theoretical and a managerial contribution to the revenue management literature. From a theoretical perspective, it extends the traditional conception of revenue management from a pricing-oriented technique to a multidimensional strategic management capability that coordinates commercial, technological, and operational decisions. From a managerial perspective, it offers a practical decision-making framework that can assist hotel managers in prioritizing strategic actions, improving operational coordination, strengthening analytical capabilities, and increasing profitability in medium-sized urban hotels operating under highly dynamic market conditions. Although developed from evidence obtained in downtown Tijuana, the framework is conceptually transferable to other urban border destinations characterized by heterogeneous demand, digital distribution, and intense competitive pressure ([1] & [14]).

Based on this analytical perspective, the objective of this research was to analyze the strategic factors explaining revenue optimization in hotels located in downtown Tijuana and to integrate these findings into a strategic framework aligned with the commercial characteristics of urban border hospitality markets. Specifically, the study addresses the following research question: Which strategic dimensions should be coordinated to enable revenue management to generate sustainable improvements in hotel profitability within urban border destinations? Consistent with this objective, the interpretative hypothesis proposes that sustainable revenue optimization does not depend on a single managerial practice but rather on the coordinated interaction among dynamic pricing strategies, technological capabilities, distribution channel management, online reputation, demand segmentation, and the analytical capabilities of the commercial team. Consequently, improvements in hotel competitiveness emerge from the systemic integration of these dimensions rather than from their isolated implementation.

2 Research Method

2.1 Research Design

The study employed an applied, non-experimental, cross-sectional, and descriptive-analytical research design. This approach was considered appropriate because the study did not seek to establish strict causal relationships, but rather to identify, organize, and interpret the strategic factors associated with revenue optimization in the real operating context of urban hotels [15]. The research was developed through the systematic analysis of an unpublished capstone project focused on revenue management strategies in hotels located in downtown Tijuana [8], complemented by a documentary review of specialized literature on hotel revenue management, digital distribution, technological integration, online reputation, and tourism competitiveness. Applied research is particularly appropriate when the objective is to generate practical solutions that can be transferred to organizational decision-making contexts [16].

The unit of analysis was not an individual hotel or employee, but the set of strategic and operational processes associated with revenue management in medium-sized urban hotels. These processes included pricing decisions, demand analysis, technological support, distribution channel management, online reputation management, customer segmentation, and internal coordination. This delimitation allowed the study to preserve the confidentiality of the participating establishments while maintaining the analytical value of the commercial practices documented in the original project.

2.2 Selection of Information

The documentary corpus was composed of two principal sources. The first source was the capstone project, from which the sections related to diagnosis, pricing strategies, technological adoption, distribution channels, market segmentation, commercial results, and operational recommendations were selected [12]. The second source consisted of recent academic publications included in the literature review and directly related to the strategic dimensions examined in the study. Documentary analysis provides a systematic procedure for identifying, selecting, evaluating, and synthesizing documentary evidence while preserving methodological transparency [17].

The information was selected according to the following inclusion criteria: (a) direct relevance to hotel revenue management; (b) explicit consideration of pricing, technology, distribution, online reputation, demand segmentation, or organizational capabilities; (c) applicability to hotel management or tourism competitiveness; and (d) sufficient conceptual or empirical detail to support the interpretation of the capstone findings. Documents were excluded when they addressed tourism without a clear relationship to revenue optimization, focused exclusively on technical system specifications without managerial implications, or presented recommendations that could not reasonably be adapted to medium-sized urban hotels. The establishment of

explicit inclusion and exclusion criteria contributes to methodological rigor by reducing selection bias and improving the transparency and reproducibility of documentary research [18].

This selection process was intended to maintain consistency between the research objective, the documentary evidence, and the analytical dimensions. It also reduced the inclusion of information that, although related to tourism or hospitality, did not contribute directly to explaining the optimization of hotel income.

2.3 **Analytical Protocol and Coding Procedure**

The analysis followed a structured thematic coding protocol. First, the capstone project was reviewed to identify recurrent statements, operational problems, commercial practices, performance indicators, and managerial recommendations associated with hotel profitability. Relevant text segments were extracted and organized in an analytical matrix. Thematic coding facilitates the identification of recurring patterns and the systematic organization of qualitative evidence into analytically meaningful categories [19].

Second, an initial coding scheme was developed using both deductive and inductive criteria. The deductive component was derived from the contemporary literature that conceptualizes revenue management as a multidimensional system involving pricing, technology, distribution, and consumer behavior ([3] & [7]). The inductive component emerged from the operational evidence contained in the capstone project, particularly references to booking windows, customer profiles, cancellation patterns, direct reservations, online reviews, internal coordination, and competitive monitoring. The coding process resulted in five central analytical dimensions:

1. Dynamic pricing.
2. Technology integration.
3. Distribution channel management.
4. Online reputation.
5. Demand segmentation.

Organizational analytical capabilities and internal coordination were treated as transversal conditions because they influence the implementation of all five dimensions. Each coded segment was classified according to its central evidence, associated indicator, expected effect on revenue, and potential managerial action. The use of triangulation enhances the credibility of qualitative findings by integrating multiple theoretical perspectives and documentary sources during the analytical process [20]. This procedure formed the basis of the analytical matrix presented in (see Table 1).

Table 1. Analytical Matrix for the Strategic Assessment of Revenue Management.

Criterion	Dynamic Pricing	Technology Integration	Online Reputation	Distribution Channel Management
Core Evidence	Rate adjustments based on demand, seasonality, and booking window.	Integration of PMS, reporting systems, and pickup monitoring.	Online reviews and ratings influence customer trust and perceived value.	The balance between OTA and direct bookings affects revenue quality and profit margins.
Associated Indicator	Average Daily Rate (ADR) and Revenue per Available Room (RevPAR).	Responsiveness, data consistency, and decision-making speed.	Review ratings, response rate, and recurring customer feedback.	Share of direct bookings and distribution channel acquisition costs.
Recommended Action	Develop pricing rules by market segment, booking window, and rate restrictions.	Implement a weekly performance dashboard and establish regular data review routines.	Respond to reviews systematically, address operational issues, and align service delivery with the value proposition.	Strengthen direct booking channels while maintaining rate parity and consistent booking conditions across distribution channels.

Note. Prepared by the authors based on the systematization of the capstone project and its comparison with specialized literature.

2.4 **Analytical Indicators**

The interpretation incorporated indicators commonly used in hotel revenue management, including Average Daily Rate (ADR), Revenue per Available Room (RevPAR), occupancy, booking pace or pickup, cancellation behavior, booking window, proportion of direct reservations, channel acquisition cost, and online reputation indicators. These measures were not used to conduct a new statistical analysis; instead, they functioned as analytical criteria for organizing and interpreting the commercial implications identified in the documentary evidence.

The inclusion of multiple indicators avoided evaluating hotel performance exclusively through occupancy. In accordance with the total revenue management perspective, the analysis considered that higher occupancy does not necessarily imply greater profitability when reservations are obtained through high-cost intermediaries or excessive discounts [21]. Consequently, the analytical protocol examined the capacity of each strategic dimension to contribute to four outcomes: profitable demand acquisition, rate protection, reduction of intermediation costs, and improvement of the guest's commercial experience.

2.5 Validation and Analytical Consistency

The findings were validated through conceptual triangulation. The strategic patterns identified in the capstone project were contrasted with literature on hotel revenue management, technological transformation, digital distribution, tourism competitiveness, and online reputation. Triangulation was used to determine whether the identified categories were theoretically consistent, whether they reflected contemporary developments in the field, and whether their managerial interpretation was supported by more than one conceptual perspective [21].

Analytical consistency was strengthened through an iterative review process. The categories were examined repeatedly to verify that each coded element corresponded to the definition of its assigned dimension and that conceptually similar evidence was grouped under the same criterion. The analytical matrix served as an audit trail by documenting the relationship among the evidence identified, the associated performance indicator, its expected commercial effect, and the proposed managerial action.

Because the study was based on aggregated and confidential information, traditional statistical reliability measures were not applicable. Therefore, reliability was addressed in terms of methodological transparency, coding consistency, traceability of analytical decisions, and coherence between the documentary evidence and the proposed framework. This approach is consistent with applied tourism research, in which practical relevance and analytical transferability may be prioritized over statistical generalization [22]. Transparency in coding decisions and the maintenance of an analytical audit trail are recognized strategies for enhancing the trustworthiness and dependability of qualitative research [23].

2.6 Managerial Feasibility and Transferability

A managerial feasibility criterion was incorporated to ensure that the proposed actions could be implemented by medium-sized urban hotels. Recommendations were retained only when they could reasonably be operationalized through organizational structures commonly found in these establishments and without requiring inaccessible technological platforms or oversized specialized teams.

This criterion resulted in the prioritization of scalable practices, including weekly performance reviews, systematic monitoring of ADR and RevPAR, analysis of pickup and cancellations, differentiated commercial rules by segment, coordination among sales, reception, marketing, and operations, active online reputation management, and progressive strengthening of direct booking channels.

The purpose of this criterion was not to claim statistical generalization to all hotels, but to support analytical transferability. Accordingly, the proposed framework may be adapted to other urban, border, medical-tourism, or business destinations that share characteristics such as heterogeneous demand, strong digital intermediation, limited organizational resources, and sensitivity to online reputation. Transferability is

strengthened when sufficient contextual information is provided, allowing future researchers and practitioners to evaluate the applicability of the proposed framework in comparable organizational settings [24].

2.7 Methodological Limitations

The methodological design presents several limitations. First, the study is based on the systematization of a capstone project and does not report disaggregated financial or operational microdata for each hotel due to confidentiality considerations. Second, the cross-sectional design does not allow changes in ADR, RevPAR, demand composition, or channel profitability to be observed over time. Third, differences in technological systems and commercial practices among hotels restrict the standardization of the findings.

Nevertheless, the method provides a transparent and replicable procedure for selecting documentary evidence, coding strategic dimensions, contrasting findings with specialized literature, and translating the results into an operational framework. Future studies may strengthen the proposed model through longitudinal data, comparisons among hotel properties, interviews with managers, inter-coder validation, and statistical evaluation of the relationships among the five dimensions and hotel profitability.

Providing an explicit analytical protocol contributes to methodological transparency and facilitates the replication or adaptation of the study in similar organizational contexts [25].

3 Results

The documentary analysis indicates that hotel profitability in downtown Tijuana is closely associated with the strategic alignment among pricing, demand segmentation, and distribution channels. The evidence systematized from the capstone project showed that the application of uniform pricing strategies limits hotels' ability to respond effectively to fluctuations in market demand, particularly when booking windows, travel purpose, and customer price sensitivity are not considered [8]. In contrast, pricing differentiation based on these commercial criteria revealed opportunities to protect the Average Daily Rate (ADR), improve Revenue per Available Room (RevPAR), and reduce the indiscriminate use of price discounts. These findings suggest that revenue optimization depends not solely on the published room rate but on the degree to which pricing strategies are aligned with the characteristics of each market segment and the acquisition costs associated with different distribution channels. This interpretation is consistent with the total revenue management perspective proposed by [3].

Furthermore, the analysis identified technological integration as a critical factor supporting more timely and consistent commercial decision-making. The documentary evidence showed that the coordinated use of information generated

through Property Management Systems (PMS), pickup reports, and competitive market monitoring facilitates the early identification of changes in demand patterns, cancellation behavior, and booking performance. Access to these data enables hotels to replace decisions based primarily on short-term occupancy levels or managerial intuition with more systematic evaluations of commercial performance indicators. Nevertheless, the findings also demonstrate that the mere availability of technological resources does not automatically improve revenue management performance. Their contribution depends on the establishment of regular analytical routines, shared interpretation criteria, and effective coordination among commercial and operational departments. In this regard, the findings are consistent with [2], who recognize data analytics and process automation as essential components in the evolution of contemporary revenue management, while emphasizing that their effectiveness ultimately depends on the organization's capability to transform information into operational decisions.

The documentary evidence analyzed in the capstone project indicates that hotel profitability in downtown Tijuana is primarily associated with the strategic alignment among pricing decisions, demand segmentation, and distribution channel management. The analytical matrix revealed that uniform pricing strategies provide limited flexibility to respond to heterogeneous demand conditions, particularly when booking windows, travel purpose, and customer price sensitivity are not incorporated into commercial decision-making [8]. In contrast, pricing structures differentiated according to these demand characteristics provide greater opportunities to protect the Average Daily Rate (ADR), improve Revenue per Available Room (RevPAR), and optimize the economic contribution of individual market segments. These findings suggest that revenue optimization depends not solely on the published room rate but on the strategic coordination of pricing policies with market demand and channel management, consistent with the total revenue management perspective proposed by [3]. This finding is also supported by recent studies indicating that adaptive pricing strategies integrated with demand forecasting improve both commercial performance and long-term profitability by enabling hotels to respond more effectively to changing market conditions ([26] & [27]).

The findings also identify technological integration as a key organizational capability supporting hotel revenue management. The documentary evidence indicates that the systematic use of information generated through Property Management Systems (PMS), pickup reports, and competitive market intelligence enhances the monitoring of booking pace, demand fluctuations, cancellation patterns, and commercial performance indicators. Such information provides a more comprehensive basis for evaluating market conditions and planning pricing and distribution strategies. However, the analysis further demonstrates that technological resources alone do not guarantee improvements in revenue performance. Their effectiveness depends on the establishment of regular analytical routines, consistent interpretation of performance indicators, and coordination among commercial, operational, and marketing functions. Therefore, the results reinforce the proposition that the organizational value of technology lies not only in information availability but also in the capability to transform analytical evidence into timely managerial decisions, in agreement with the

evolution of revenue management described by [2]. This perspective is consistent with recent hospitality research emphasizing that organizational learning, business intelligence, and data-driven decision-making capabilities have become fundamental drivers of competitive advantage in digitally transformed hotel organizations ([28] & [29]).

The analysis also identified technological integration as a critical organizational capability supporting hotel revenue management. The documentary evidence indicates that the systematic use of information generated through Property Management Systems (PMS), pickup reports, and competitive market monitoring strengthens the capacity to identify demand fluctuations, booking patterns, cancellation behavior, and changes in market conditions. These information sources provide a more robust basis for evaluating commercial performance and adjusting pricing and distribution strategies in a timely manner. However, the findings also demonstrate that the availability of technological resources alone does not guarantee improvements in revenue performance. Their effectiveness depends on the establishment of regular analytical routines, standardized interpretation of key performance indicators, and coordination among commercial, operational, and marketing functions. These findings are consistent with [2], who identify data analytics and automation as essential components in the evolution of contemporary revenue management. Recent hospitality research similarly recognizes that the strategic value of digital technologies depends primarily on an organization's analytical maturity and its ability to convert operational data into timely managerial decisions ([30], [31], & [11]).

Demand segmentation also emerged as a fundamental component of the proposed revenue management framework. The documentary evidence revealed that the hotel market in downtown Tijuana is characterized by heterogeneous demand, integrating segments such as medical tourism, business travel, and short-stay visitors, each exhibiting distinct booking behaviors, lengths of stay, and willingness to pay. These characteristics require differentiated commercial strategies rather than uniform pricing policies. The analytical matrix developed in this study indicates that recognizing these differences improves the alignment between pricing decisions and customer profiles, thereby creating opportunities to enhance revenue performance while reducing unnecessary discounting. As noted by [4], effective segmentation enables organizations to capture greater customer value by tailoring their commercial strategies to specific demand characteristics. Likewise, recent studies emphasize that demand segmentation has evolved from a marketing tool into a strategic capability that supports revenue optimization through more accurate forecasting and personalized pricing decisions ([32] & [33]).

Another significant finding concerns the role of online reputation in commercial conversion and rate protection. The documentary evidence indicates that digital reputation constitutes a strategic organizational asset influencing customers' evaluation of hotel value before the purchasing decision is made. Consistent with [21], online reviews affect not only purchase intention but also perceived service quality and customers' willingness to accept higher room rates. The analytical evidence further suggests that maintaining consistency between the hotel's digital promise and

the actual guest experience contributes to reducing dependence on price-based competition by reinforcing perceived value and customer confidence. Consequently, online reputation should not be viewed as an isolated marketing activity but rather as an integral component of revenue management that directly influences commercial performance, customer acquisition, and pricing effectiveness. This perspective is reinforced by recent research demonstrating that reputation management has become a strategic resource for sustaining competitive advantage in digitally connected hospitality markets ([34] & [35]).

Regarding distribution channel management, the findings indicate that not all occupied rooms generate the same economic value. The documentary evidence demonstrates that reservations originating from high-acquisition-cost intermediaries, particularly Online Travel Agencies (OTAs), may increase occupancy levels without necessarily improving overall profitability. The analytical matrix developed in this study highlights that the economic contribution of each reservation depends not only on room revenue but also on distribution costs, commission structures, and the hotel's capacity to strengthen direct booking channels. Consequently, channel management emerges as a financial decision rather than solely a marketing or visibility strategy. This finding is consistent with the total revenue management perspective proposed by [3], which emphasizes the importance of maximizing the profitability of all commercial activities rather than focusing exclusively on occupancy. Recent studies similarly argue that optimizing channel mix enables hotels to improve profit margins, enhance customer relationships, and reduce dependence on digital intermediaries ([36] & [37]).

From an organizational perspective, the documentary evidence indicates that the effective implementation of revenue management depends on the institutionalization of analytical routines and internal organizational capabilities. The analytical matrix identified that systematic monitoring of key performance indicators—including ADR, RevPAR, booking pace, cancellation rates, channel contribution, and demand behavior—provides a structured basis for commercial decision-making. Likewise, the evidence highlights the importance of coordination among sales, operations, reception, and marketing functions to ensure that pricing, inventory allocation, and distribution strategies respond consistently to market conditions. These findings are consistent with [7] who emphasizes that advanced revenue management models require not only technological resources but also trained human capital, organizational alignment, and a culture of data-driven decision-making. Recent research further recognizes organizational learning and cross-functional integration as critical capabilities for sustaining competitive performance in digitally transformed hospitality organizations ([38] & [39]).

Overall, the findings indicate that revenue optimization emerges from the coordinated interaction of five strategic dimensions: effective demand segmentation, differentiated pricing strategies, technology integration, active online reputation management, and the strengthening of direct distribution channels. Rather than functioning independently, these dimensions reinforce one another by improving commercial responsiveness, supporting analytical decision-making, and increasing the

organization's ability to adapt to heterogeneous market conditions. The analytical evidence further suggests that the absence or weak implementation of any one of these dimensions reduces the effectiveness of the proposed framework, highlighting the systemic nature of contemporary revenue management. This interpretation is consistent with the multidimensional perspective described by [2] and supports the conceptual structure of the Integrated Revenue Management Framework for Urban Border Hotels developed in this study.

The analysis also identified booking window management as a critical component of revenue optimization. The documentary evidence indicates that identical room rates may generate substantially different economic outcomes depending on the booking lead time and the distribution channel through which the reservation is made. The analytical matrix revealed that the systematic monitoring of pickup reports, booking pace, reservation lead time, and cancellation patterns provides valuable information for protecting inventory availability, anticipating demand fluctuations, and reducing unnecessary discounting practices. Consequently, booking window analysis contributes not only to pricing decisions but also to inventory control and channel optimization. These findings reinforce the relevance of predictive analytics in hotel revenue management and are consistent with recent hospitality research emphasizing the strategic value of demand forecasting and booking behavior analysis for improving commercial performance ([4], [40] & [41]).

Finally, the documentary evidence synthesized throughout the analytical process indicates that hotel revenue management in downtown Tijuana operates as an integrated organizational system in which commercial, technological, and operational dimensions interact continuously to support decision-making. Rather than functioning as independent managerial practices, the analytical matrix demonstrates that pricing strategies, technology integration, demand segmentation, online reputation, distribution channel management, and booking window analysis are mutually reinforcing components whose coordinated implementation strengthens commercial performance. The consistency of these analytical patterns across the documentary evidence supports the practical applicability of the proposed framework and provides a structured basis for understanding revenue management within the context of medium-sized urban hotels. Consequently, the findings support the conceptualization of revenue management as a multidimensional managerial capability that integrates market intelligence, operational information, and commercial strategy to improve organizational responsiveness in complex hospitality environments such as the hotel market of downtown Tijuana (see Table 2). This integrated perspective is consistent with recent studies recognizing revenue management as a dynamic organizational capability that contributes to value creation through the coordinated management of commercial resources and analytical decision-making processes ([42] & [28]).

Table 2. Strategic Transformation Toward Integrated Revenue Management.

Strategic Dimension	Reactive Approach	Strategic Revenue Management Approach	Expected Business Outcome
Dynamic Pricing	Uniform pricing and last-minute discounts.	Segment-based pricing, booking-window management, and pricing restrictions.	Stronger Average Daily Rate (ADR) protection and improved Revenue per Available Room (RevPAR).
Distribution Channel Management	High dependence on Online Travel Agencies (OTAs).	Balanced channel mix with strengthened direct booking strategy.	Improved profit margins and lower distribution costs.
Technology Integration	Isolated reports and sporadic data analysis.	Weekly performance dashboard, pickup monitoring, and systematic data analysis.	Faster response to market demand and more informed decision-making.
Online Reputation Management	Passive management of online reviews.	Continuous review monitoring, systematic responses, and alignment between the hotel promise and the guest experience.	Higher booking conversion, stronger customer trust, and greater perceived value.
Organizational Coordination	Intuitive decision-making and disconnected functional areas.	Coordinated decision-making among sales, front office, marketing, and operations supported by analytical routines.	Greater commercial consistency, improved organizational responsiveness, and reduced operational improvisation.

Note. Prepared by the authors based on the analytical synthesis of the capstone project and its comparison with the specialized literature.

Building upon the analytical framework presented in Table 2, the findings were translated into a practical implementation roadmap designed to facilitate the adoption of integrated revenue management practices in medium-sized urban hotels. While Table 2 summarizes the strategic dimensions identified through the documentary analysis, Table 3 organizes them into a sequential implementation process to support managerial decision-making. This roadmap transforms the conceptual framework into an operational guide by identifying implementation priorities, recommended managerial actions, and the expected organizational outcomes associated with each stage of the revenue management process.

Table 3 demonstrates that the implementation of the proposed Integrated Revenue Management Framework for Urban Border Hotels should be understood as a progressive organizational process rather than as the isolated adoption of technological tools or pricing techniques. The implementation roadmap illustrates that effective revenue management begins with the systematic assessment of commercial performance through key indicators such as ADR, RevPAR, booking pace, cancellation rates, and channel contribution. These diagnostic activities provide the analytical foundation for subsequent pricing decisions and demand management strategies.

The roadmap further indicates that organizational value is generated through the gradual integration of commercial, technological, and operational capabilities. During the intermediate stages, pricing policies, demand segmentation, and distribution channel management become increasingly coordinated, allowing hotels to reduce reactive decision-making and strengthen strategic planning. Finally, the advanced implementation stage emphasizes analytical maturity, continuous performance monitoring, predictive analytics, and organizational learning as critical drivers of sustainable competitiveness. Consequently, Table 3 operationalizes the conceptual model proposed in this study by providing hotel managers with a structured sequence of strategic actions that facilitate the practical application of integrated revenue management in highly dynamic urban hospitality markets.

Table 3. Suggested Operational Roadmap for Implementing Revenue Management in Medium-Sized Urban Hotels.

Implementation Phase	Strategic Priority	Key Actions	Expected Outcomes
0–30 days	Diagnostic Assessment	Organize baseline performance indicators (ADR, RevPAR, occupancy, pickup, booking pace, cancellations, distribution channel mix, and online review trends).	Initial visibility of commercial performance and evidence-based decision-making.
31–90 days	Commercial Strategy Development	Define pricing rules according to demand segments, booking windows, and rate restrictions. Establish a weekly revenue management review process.	Improved pricing discipline, reduced reactive discounting, and stronger demand forecasting.
91–180 days	Operational Integration	Coordinate sales, front office, marketing, and operations. Strengthen direct booking strategies and align online reputation management with commercial objectives.	Greater organizational coordination, improved customer experience, and higher contribution margins.
More than 180 days	Analytical Maturity	Implement performance dashboards, selective automation, predictive analytics, continuous staff training, and periodic evaluation of revenue management performance.	Higher organizational analytical capability, improved long-term profitability, and sustainable competitive advantage.

Note. Prepared by the authors based on the systematization of the capstone project and its comparison with specialized literature.

4 Discussion.

The findings confirm that revenue management should be understood as a multidimensional organizational capability rather than as an isolated pricing tool. The

documentary evidence analyzed indicates that hotel profitability depends on the coordinated interaction among commercial decisions, technological capabilities, and organizational processes, which is consistent with the conceptual evolution of the field reported in the hospitality literature. While the earliest approaches primarily conceptualized revenue management as a pricing mechanism designed to maximize revenue from perishable inventory ([5] & [6]), subsequent studies expanded this perspective by incorporating data analytics, demand forecasting, market segmentation, digital distribution, and organizational coordination into integrated management models ([3] & [7]). In this regard, the findings support the transition from a pricing-centered perspective toward a systemic approach focused on organizational value creation.

One of the principal contributions of this study is demonstrating that the effectiveness of revenue management depends on the integration of multiple organizational capabilities. Although previous studies have examined variables such as dynamic pricing, technological adoption, online reputation, and electronic distribution independently, the findings indicate that these dimensions generate greater organizational value when they are coordinated within a unified strategic framework. This interpretation is consistent with the dynamic capability's perspective, which argues that sustainable competitive advantage emerges not from isolated organizational resources but from an organization's ability to integrate, coordinate, and continuously reconfigure them in response to changing market conditions [42]. Consequently, the proposed Integrated Revenue Management Framework for Urban Border Hotels extends the traditional understanding of revenue management by conceptualizing it as a strategic organizational capability rather than exclusively as a pricing technique.

Regarding technology integration, the findings demonstrate that information systems represent a necessary but insufficient condition for improving commercial performance. The documentary evidence indicates that the strategic value of Property Management Systems (PMS), pickup reports, and competitive intelligence arises not from the technology itself but from their systematic incorporation into organizational decision-making processes. This interpretation complements the observations of [2], who identify automation and data analytics as essential components in the evolution of contemporary revenue management, by demonstrating that technology generates organizational value only when accompanied by analytical routines, managerial discipline, and cross-functional coordination. Similar conclusions have recently been reported by Köseoglu et al. [30], who identify analytical maturity as one of the principal determinants of competitive performance in hospitality organizations undergoing digital transformation.

Demand segmentation also emerged as a strategic component of the proposed framework. The findings indicate that the hotel market in downtown Tijuana is characterized by heterogeneous demand resulting from the coexistence of medical tourism, business travel, and cross-border mobility. Such diversity reduces the effectiveness of standardized pricing strategies and reinforces the importance of adapting commercial decisions to the behavioral characteristics of each customer

segment. This evidence extends the arguments presented by [4], suggesting that demand segmentation contributes not only to improving forecasting accuracy but also to protecting room rates, optimizing inventory allocation, and maximizing the profitability of individual market segments. Recent hospitality research similarly recognizes market segmentation as a strategic capability that enables more precise forecasting and personalized commercial strategies in increasingly competitive environments [32].

The discussion also highlights the strategic role of online reputation within contemporary revenue management systems. Consistent with [21], online reviews significantly influence customers' purchase intentions and perceptions of service value. However, the findings further indicate that digital reputation indirectly supports pricing strategies by strengthening customer confidence and reducing dependence on price-based competition. Hotels that consistently align their digital promise with the actual guest experience are better positioned to maintain perceived value without relying excessively on discounts. This observation reinforces the argument that online reputation should be integrated into revenue management systems rather than managed as an isolated marketing activity. Similar conclusions have been reported by Filieri et al. [35], who identify digital reputation as a strategic organizational resource capable of enhancing customer trust, commercial differentiation, and long-term competitiveness.

Regarding distribution channel management, the findings demonstrate that occupancy alone provides an incomplete measure of commercial performance. The documentary evidence indicates that profitability also depends on the acquisition cost associated with each reservation and the balance achieved between direct and intermediary distribution channels. This observation is consistent with the total revenue management perspective proposed by [3], which emphasizes the simultaneous evaluation of occupancy, revenue quality, channel profitability, and overall commercial efficiency. Recent studies similarly argue that strengthening direct booking channels contributes not only to higher profit margins but also to stronger customer relationships and greater organizational control over pricing strategies [37].

From an organizational perspective, the findings indicate that effective revenue management requires formal coordination among sales, front office, operations, and marketing functions. The documentary evidence suggests that the systematic monitoring of indicators such as ADR, RevPAR, pickup, cancellation rates, booking pace, and channel contribution provides a more structured basis for commercial decision-making. Consequently, revenue management should not be regarded as an isolated commercial activity but rather as an organization-wide capability requiring shared analytical routines and coordinated decision-making processes. This interpretation is consistent with [7], who argues that successful digital transformation depends on organizational alignment, qualified human capital, and the institutionalization of data-driven management practices.

Despite these contributions, the study presents limitations inherent to its applied research design. First, the empirical evidence is reported in an aggregated and

strategic manner because the operational and commercial information derived from the capstone project contains confidential data that could compromise the competitive position of the participating hotels. Consequently, the study emphasizes the identification of analytical patterns rather than the presentation of disaggregated operational databases or property-specific performance indicators. Second, differences in technological infrastructure, organizational practices, and revenue management maturity among hotels limit the standardization of the findings across all hospitality organizations. Therefore, the proposed framework should be interpreted as an analytically transferable model rather than as a statistically generalizable representation of the entire hotel sector. This interpretation is consistent with [22], who argues that applied tourism research prioritizes practical usefulness, contextual relevance, and managerial applicability over statistical generalization.

From a managerial perspective, the findings also provide important implications for tourism MSMEs operating in highly competitive urban destinations. The documentary evidence suggests that improving profitability does not necessarily require competing through lower prices. Instead, commercial performance is strengthened when hotels clearly define their target market, align pricing strategies with customer segments, optimize their distribution channel mix, and institutionalize analytical decision-making processes. Under this perspective, pricing should be understood as the outcome of an integrated commercial strategy rather than as a reactive response to short-term occupancy fluctuations. For medium-sized hospitality businesses with limited resources, this strategic orientation may contribute to improving organizational coordination, strengthening direct customer relationships, reducing excessive dependence on digital intermediaries, and generating sustainable competitive advantages over time ([42] & [37]).

Finally, the principal contribution of this research lies in the development of the Integrated Revenue Management Framework for Urban Border Hotels, which integrates five strategic dimensions—demand segmentation, dynamic pricing, technology integration, distribution channel management, and online reputation—into a unified analytical framework for hotel revenue optimization. Unlike previous studies that have generally examined these dimensions independently, the proposed framework demonstrates that organizational value emerges from their continuous interaction rather than from the isolated optimization of individual commercial practices. Consequently, the framework contributes both theoretically and managerially by providing an integrated perspective for understanding revenue management in complex urban hospitality markets and by offering a practical decision-making model that can be adapted to other border destinations characterized by heterogeneous demand, digital distribution, and intense competitive pressure.

5 Conclusions

This study demonstrates that revenue optimization in medium-sized urban hotels cannot be achieved through isolated pricing decisions or sporadic discount strategies. Instead, sustainable commercial performance depends on the coordinated management of pricing, demand segmentation, technology integration, distribution channels, online

reputation, and organizational analytical capabilities. The documentary evidence obtained from hotels located in downtown Tijuana indicates that revenue management should be understood as a strategic management system rather than as a pricing technique alone. Consequently, hotel profitability emerges from the continuous interaction among commercial, technological, and operational decisions, enabling organizations to respond more effectively to heterogeneous demand conditions while improving long-term competitiveness.

The findings further reveal that dynamic pricing strategies become significantly more effective when combined with systematic demand segmentation, booking-window analysis, and proactive distribution channel management. Likewise, the study confirms that technological resources such as Property Management Systems (PMS), pickup reports, and competitive intelligence generate organizational value only when supported by analytical routines and coordinated decision-making processes. Similarly, online reputation was identified as a strategic organizational asset capable of strengthening customer confidence, protecting room rates, and reducing excessive dependence on price-based competition. Collectively, these findings reinforce the multidimensional nature of contemporary revenue management and demonstrate that commercial performance depends on the alignment of complementary organizational capabilities rather than on isolated managerial practices.

The principal scientific contribution of this research is the development of the Integrated Revenue Management Framework for Urban Border Hotels, which integrates five interdependent strategic dimensions: dynamic pricing, technology integration, distribution channel management, online reputation, and demand segmentation. Unlike previous studies that have generally examined these variables independently, the proposed framework conceptualizes revenue management as an integrated organizational capability that coordinates commercial, technological, and operational processes within a single strategic model. This contribution extends the theoretical understanding of revenue management while providing an analytical framework specifically designed for medium-sized urban hotels operating in highly dynamic border destinations.

From a managerial perspective, the proposed framework offers a practical roadmap for improving commercial performance without requiring immediate investments in highly sophisticated technological systems. Hotels can progressively strengthen their analytical maturity by institutionalizing routine performance reviews, monitoring key indicators such as ADR, RevPAR, booking pace, cancellation behavior, and channel contribution, while simultaneously reinforcing direct booking strategies, improving coordination among commercial and operational departments, and integrating online reputation management into revenue management practices. These actions provide a realistic implementation pathway for tourism MSMEs seeking to improve profitability through evidence-based decision-making rather than through reactive pricing policies.

The study also presents limitations that should be considered when interpreting its findings. Because the research is based on the systematization of an applied capstone project, operational information was analyzed in an aggregated manner to preserve the

confidentiality of participating hotels. In addition, differences in organizational structures, technological maturity, and commercial practices among the analyzed establishments limit the statistical generalization of the proposed framework. Nevertheless, the analytical protocol, systematic coding process, and triangulation with specialized literature provide methodological rigor and support the transferability of the framework to comparable hospitality contexts.

Finally, future research should evaluate the proposed framework through longitudinal studies capable of examining changes in ADR, RevPAR, profitability, and customer behavior over time. Comparative analyses involving different border destinations, medical tourism hubs, and urban hospitality markets would also contribute to assessing its external validity. Furthermore, future investigations may incorporate artificial intelligence, predictive analytics, machine learning, and real-time decision-support systems to examine how emerging digital technologies enhance integrated revenue management and organizational competitiveness. These research directions will contribute to refining the Integrated Revenue Management Framework for Urban Border Hotels and expanding its applicability across increasingly digitalized hospitality environments.

A particularly useful managerial implication for hotels in downtown Tijuana is that revenue management should be institutionalized as a weekly practice rather than an occasional reaction. Commercial management should review demand signals, segment performance, cancellations, distribution channels, and online reputation on a regular and predictable basis. When these discussions are postponed until occupancy begins to decline, the organization's room for maneuver becomes limited, and responses tend to be reactive and defensive. By contrast, maintaining a consistent review cycle enables the hotel to anticipate which dates should be protected, when promotional incentives should be introduced, which market segments should be prioritized, and which commercial commitments can be sustained without compromising profitability.

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