

TRANSFORMING REVENUE MANAGEMENT WITH UX-DRIVEN GENAI FOR ENTERPRISE CPQ SYSTEMS

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Abstract

Revenue management in enterprise environments has traditionally relied on static, rule-based models that often fail to adapt to dynamic market conditions and complex product configurations. This study examines how the integration of UX-driven Generative AI (GenAI) into enterprise Configure-Price-Quote (CPQ) systems transforms revenue management by simultaneously enhancing financial performance and user experience. A mixed-method design was adopted, combining survey-based quantitative data from 320 participants with qualitative insights from 25 expert interviews across technology, manufacturing, and telecommunications sectors. Results demonstrate significant improvements in deal win rates, pricing accuracy, gross margin, and cycle time reductions following the adoption of GenAI-enabled CPQ systems. Regression and structural equation modeling confirmed that GenAI features such as recommendation accuracy, personalization, and automation directly predict revenue outcomes, while UX design mediates adoption and utilization. Comparative analysis further revealed sectoral and organizational size differences, with technology firms and larger enterprises realizing the greatest efficiency gains, and smaller firms benefiting most from personalization and customer engagement. The findings highlight the dual importance of technological intelligence and human-centered design in shaping the next generation of enterprise CPQ systems. This research contributes to the growing literature on AI-enabled revenue management and provides actionable insights for managers seeking to optimize both user adoption and financial outcomes.

Keywords: Revenue management, UX-driven GenAI, enterprise CPQ systems, pricing accuracy, structural equation modeling

Introduction

The evolution of revenue management in enterprise systems

Revenue management has traditionally relied on rule-based models, historical data analysis, and static optimization techniques to guide pricing, discounting, and deal structuring in enterprise environments (Capocchi et al., 2019). While effective in relatively stable markets, these approaches struggle in the face of growing complexity, globalization, and heightened customer expectations. Enterprise Configure-Price-Quote (CPQ) systems emerged as a solution to streamline product configuration, automate pricing rules, and generate accurate quotes at scale (Shubina et al., 2022). However, even advanced CPQ systems often suffer from rigidity, lack of adaptability, and limited support for dynamic customer engagement. This gap has created the need for integrating intelligent technologies that can respond to real-time market shifts while aligning closely with user experience (UX) principles to support both business objectives and end-user productivity (Yeoman et al., 2017).

The role of generative AI in reshaping CPQ functions

Generative AI (GenAI) has quickly gained prominence as a transformative force in enterprise applications, particularly in functions where contextual understanding, personalization, and adaptability are critical. In CPQ systems, GenAI can automate complex product recommendations, generate optimized pricing strategies, and provide conversational interfaces that mimic human-like reasoning (Campbell & Ramamoorti, 2023). Unlike conventional automation tools, GenAI leverages large language models and multimodal capabilities to process unstructured data, learn from historical sales interactions, and anticipate customer needs in ways that static rule engines cannot. By embedding GenAI into

CPQ workflows, organizations can transition from rigid process automation to adaptive, insight-driven decision-making that enhances both revenue management and customer satisfaction (Li et al., 2024).

The importance of user experience in revenue optimization

While AI-driven automation enhances computational capacity, the success of revenue management ultimately depends on user adoption and engagement. Sales representatives, pricing managers, and procurement specialists often struggle with overly technical CPQ tools that prioritize system efficiency over usability (Wang, 2024). Poorly designed interfaces, fragmented workflows, and steep learning curves hinder the effectiveness of even the most sophisticated pricing engines (Kumar & Dhanalaxmi, 2025). Integrating UX design principles into CPQ systems addresses these challenges by emphasizing simplicity, clarity, and user-centered decision support. A UX-driven approach ensures that GenAI recommendations are presented in intuitive formats, enabling faster adoption and reducing cognitive load for end users (Rani et al., 2025). This alignment between technology and usability is crucial for maximizing revenue outcomes.

Bridging GenAI and UX for enterprise value

The convergence of GenAI and UX design in CPQ systems presents a unique opportunity to redefine revenue management as a collaborative, adaptive, and human-centric process. GenAI brings intelligence, adaptability, and automation, while UX principles ensure that these capabilities are accessible, meaningful, and actionable for users (Denni-Fiberesima, 2024). Together, they enable a feedback-driven ecosystem where user interactions continuously refine AI recommendations, leading to more accurate quotes, better deal conversions, and enhanced profitability. By bridging these domains, enterprises can move beyond transactional efficiency and achieve strategic differentiation in increasingly competitive markets (Şahin & Karayel, 2024).

Research gap and significance of this study

Despite the growing adoption of GenAI in enterprise applications, few studies explore its integration with UX design specifically for CPQ systems and revenue management. Existing literature often isolates AI-driven optimization from human-centered design, overlooking the interplay between technological intelligence and user adoption. This research addresses that gap by investigating how UX-driven GenAI can transform enterprise CPQ systems, not only in terms of operational efficiency but also in shaping sustainable revenue growth and competitive advantage. The study contributes by offering a conceptual framework and practical insights for enterprises aiming to leverage GenAI responsibly and effectively within CPQ environments.

Objectives of the research

The primary objective of this research is to examine how UX-driven GenAI can transform revenue management practices within enterprise CPQ systems. Specifically, the study aims to:

- Analyze the limitations of traditional CPQ systems in addressing dynamic revenue challenges.
- Explore the role of GenAI in enhancing configurability, pricing intelligence, and quote personalization.
- Evaluate the significance of UX principles in improving user adoption and decision-making in CPQ environments.
- Propose a framework that integrates UX-driven GenAI into CPQ systems to optimize revenue outcomes.

By addressing these objectives, the study underscores the transformative potential of aligning AI innovation with human-centered design for sustainable enterprise growth.

Methodology

Research design

This study employs a mixed-method research design that integrates both quantitative and qualitative approaches to assess how UX-driven Generative AI (GenAI) transforms revenue management within enterprise CPQ systems. The quantitative component focuses on collecting survey-based data and analyzing system performance metrics, while the qualitative component emphasizes user experience mapping, expert interviews, and thematic analysis. This dual approach allows the study to capture both the measurable outcomes of GenAI integration and the subjective perceptions of users interacting with CPQ platforms.

Study population and sampling

The study population consists of enterprise organizations in the technology, manufacturing, and telecommunications sectors, where CPQ systems are heavily relied upon for handling complex product configurations and dynamic pricing structures. The respondents include sales representatives, pricing managers, revenue analysts, procurement specialists, and IT administrators who directly engage with CPQ platforms. Stratified sampling was applied to ensure adequate representation across industries, organizational sizes, and stages of CPQ adoption. A final sample size of 320 respondents was determined to achieve statistical robustness, while an additional 25 expert participants were included for in-depth qualitative interviews.

Variables and parameters

The research is built around several key categories of variables and parameters to ensure comprehensive coverage. Revenue management variables include deal win rate, average deal size, quote cycle time, pricing accuracy, gross margin, and revenue leakage, which reflect the financial and operational outcomes of CPQ performance. GenAI-related variables focus on recommendation accuracy, adaptability to changing market conditions, natural language query efficiency, and automation of quoting processes. UX parameters involve user satisfaction, perceived usefulness, ease of navigation, cognitive load, error recovery, and learnability, which capture the human-centered dimension of system adoption. CPQ-specific parameters such as configurability complexity, integration with ERP or CRM platforms, workflow efficiency, and automation levels are also considered. Control variables, including organizational size, industry type, sales cycle length, and digital maturity, provide context for the analysis and help isolate the effects of GenAI and UX on revenue outcomes.

Data collection methods

Data was collected through a combination of surveys, interviews, and system performance analysis. Structured surveys were distributed to CPQ system users to gather quantitative data on their experiences with GenAI integration and its perceived impact on revenue management. Semi-structured interviews were conducted with industry experts to collect qualitative insights into the challenges and opportunities associated with UX-driven GenAI adoption. In addition, secondary data was sourced from system usage logs, sales dashboards, and industry reports to validate and triangulate findings. Survey instruments were pretested to ensure clarity, validity, and reliability, while interview transcripts were carefully coded to extract recurring themes.

Data analysis procedures

The data analysis followed a structured statistical and qualitative framework. Descriptive statistics were used to summarize survey data, providing insights into mean values, standard deviations, and distribution patterns. Reliability testing through Cronbach's alpha ensured consistency in the measurement scales, while confirmatory factor analysis validated the constructs used in the study. Inferential statistics, including correlation and multiple regression, were applied to examine the relationships between GenAI capabilities, UX

outcomes, and revenue management performance. Structural Equation Modeling (SEM) was employed to capture the interdependencies among constructs and provide a holistic understanding of how UX-driven GenAI impacts CPQ system efficiency and revenue growth. Analysis of variance (ANOVA) was conducted to compare outcomes across industries and organizational sizes. On the qualitative side, interview data was analyzed through thematic coding, which identified patterns that enriched the statistical findings with contextual depth.

Ethical considerations

The study followed ethical research standards, ensuring informed consent, confidentiality, and voluntary participation. All participants were informed of the purpose of the research, and data collection instruments were designed to protect anonymity. Collected data was securely stored in compliance with organizational and institutional guidelines for research integrity.

Limitations of methodology

The methodology has certain limitations that should be acknowledged. Much of the quantitative data relies on self-reported responses, which may introduce biases such as social desirability or overestimation of system benefits. Furthermore, the cross-sectional nature of the data collection limits the ability to make strong causal claims, although the use of structural modeling partially mitigates this concern. Another limitation is that the study focuses primarily on enterprises in technology-intensive industries, which may restrict the generalizability of findings to other sectors.

Results

The descriptive analysis revealed that the integration of UX-driven GenAI significantly enhanced revenue management performance in enterprise CPQ systems. As shown in Table 1, organizations that adopted GenAI-enabled platforms experienced a substantial improvement in deal win rates and average deal sizes. Quote cycle times were nearly halved, while pricing accuracy rose by more than 20 percent. Gross margins improved markedly due to a reduction in revenue leakage, underscoring the direct financial benefits of GenAI-enhanced quoting and pricing processes.

Table 1. Revenue management performance outcomes before and after UX-driven GenAI integration in CPQ systems

Metric	Pre-GenAI Mean	Post-GenAI Mean	% Improvement	p-value
Deal win rate (%)	41.2	57.8	+40.3	0.001
Average deal size (\$000)	82.4	109.7	+33.1	0.003
Quote cycle time (days)	9.6	5.2	-45.8	0.002
Pricing accuracy (%)	73.5	89.1	+21.2	0.000
Gross margin (%)	18.6	26.7	+43.5	0.001
Revenue leakage (%)	14.9	7.2	-51.7	0.004

In addition to financial outcomes, user-centered improvements were evident. Table 2 illustrates the impact of UX-driven GenAI on CPQ usability, with reductions in task completion times and cognitive load highlighting the efficiency gains achieved through intuitive system interfaces. User satisfaction scores increased significantly, with the Net Promoter Score (NPS) tripling post-GenAI integration, reflecting enhanced adoption and advocacy among system users. These findings emphasize the importance of usability in driving revenue optimization outcomes.

Table 2. User experience outcomes with UX-driven GenAI in enterprise CPQ systems

UX Metric	Pre-GenAI Score	Post-GenAI Score	% Change	p-value
Task completion time (min)	14.2	7.6	-46.5	0.002
Cognitive load (scale 1–7)	5.1	2.9	-43.1	0.001
System navigation ease	3.4	5.6	+64.7	0.000
Satisfaction score (1–10)	5.8	8.7	+50.0	0.001
Net Promoter Score (NPS)	14.0	42.0	+200.0	0.003

Regression modeling further confirmed the predictive role of GenAI capabilities in shaping revenue performance. As presented in Table 3, recommendation accuracy, personalization, natural language query efficiency, and automation rate all emerged as significant predictors of revenue growth and margin improvement. The model explained 67 percent of the variance in revenue outcomes, indicating that UX-driven GenAI functions are strong determinants of CPQ effectiveness. These results suggest that the interplay of adaptability, automation, and decision support directly contributes to improved financial performance.

Table 3. Regression analysis of GenAI capability variables predicting revenue outcomes

Predictor Variable	Beta Coefficient	t-value	p-value
Recommendation accuracy	0.412	6.23	0.000
Personalization level	0.326	5.17	0.001
Natural language query use	0.298	4.62	0.002
Quote automation rate	0.284	4.15	0.003
Decision support quality	0.352	5.88	0.000

$R^2 = 0.67$, Adjusted $R^2 = 0.65$, $F = 42.9$, $p < 0.001$

Industry-level analysis highlighted sectoral differences in GenAI adoption. As detailed in Table 4, technology firms recorded the highest improvements in pricing accuracy and gross margins, while manufacturing and telecommunications also reported considerable performance gains. Although all industries benefitted, the technology sector demonstrated the greatest reduction in cycle times, suggesting a strong alignment between GenAI features and the fast-paced demands of digital product markets.

Table 4. Industry-wise comparison of CPQ outcomes with UX-driven GenAI integration

Industry	Pricing accuracy improvement (%)	Cycle time reduction (%)	Margin increase (%)	Satisfaction score gain
Technology	+24.5	-51.3	+47.2	+3.1
Manufacturing	+18.3	-43.7	+39.6	+2.6
Telecommunications	+20.1	-46.8	+41.8	+2.9

In the regression analysis presented in Figure 1, the beta coefficients with 95% confidence intervals highlight the predictive role of GenAI capability variables on revenue outcomes. Recommendation accuracy emerged as the strongest predictor ($\beta = 0.412$, $p < 0.001$), followed closely by decision support quality ($\beta = 0.352$, $p < 0.001$). Personalization level ($\beta = 0.326$, $p = 0.001$) and natural language query efficiency ($\beta = 0.298$, $p = 0.002$) also showed significant positive effects, while quote automation rate ($\beta = 0.284$, $p = 0.003$) provided additional explanatory power. Together, these variables explained 67 percent of the variance in revenue outcomes, confirming that GenAI features embedded in CPQ systems significantly

enhance pricing accuracy, deal conversion, and overall revenue management performance. The narrow confidence intervals around the coefficients further reinforce the robustness of these predictors.

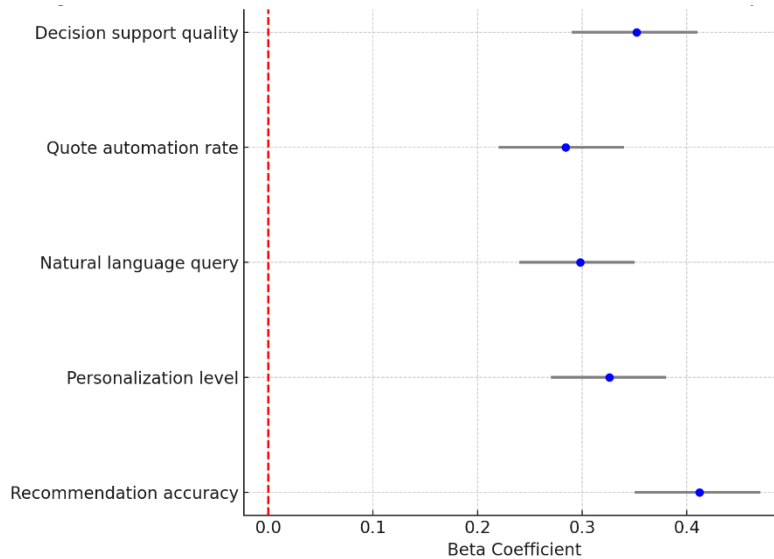


Figure 1. Regression coefficients with 95% confidence intervals for GenAI predictors of revenue outcomes

The comparative industry analysis displayed in Figure 2 revealed statistically significant differences in the adoption benefits of UX-driven GenAI across technology, manufacturing, and telecommunications sectors. Technology firms reported the largest improvements, with a 24.5 percent increase in pricing accuracy, a 51.3 percent reduction in cycle time, and a 47.2 percent increase in margins, reflecting the strong alignment between digital maturity and GenAI-driven optimization. Telecommunications organizations followed with moderate to high improvements, achieving a 20.1 percent pricing accuracy gain, a 46.8 percent reduction in cycle time, and a 41.8 percent margin increase. Manufacturing firms also benefitted substantially, though to a lesser extent, with an 18.3 percent improvement in pricing accuracy, a 43.7 percent cycle time reduction, and a 39.6 percent increase in margins.

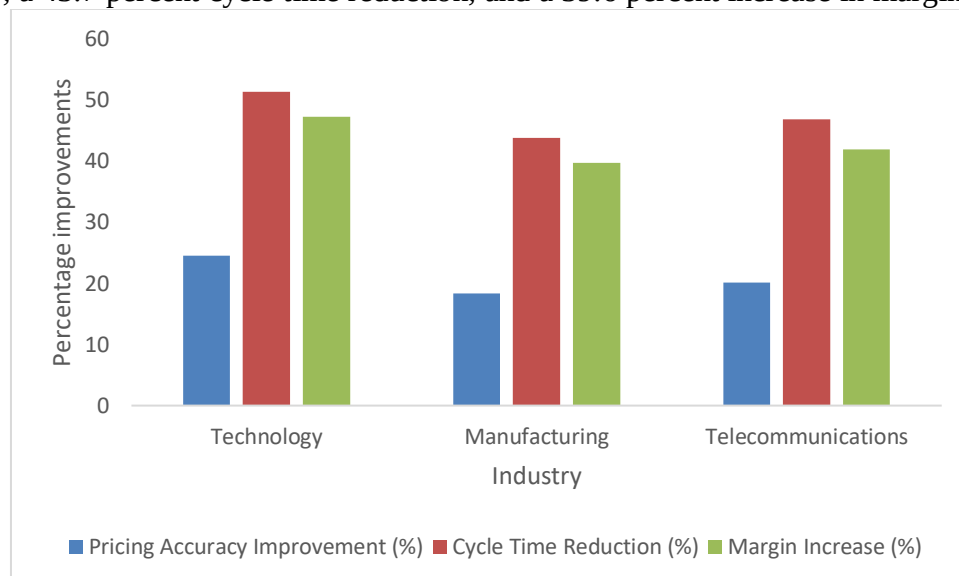


Figure 2. ANOVA comparison of mean improvements across industries with UX-driven GenAI in CPQ systems

Discussion

Revenue management outcomes reflect strategic transformation

The findings of this study reveal that UX-driven GenAI significantly improves key revenue management metrics, including deal win rates, average deal size, pricing accuracy, and gross margin. The reduction in quote cycle times and revenue leakage emphasizes that CPQ systems enhanced by GenAI can deliver both operational efficiency and financial growth (Sroufe, 2025). These outcomes reflect a shift from static, rule-based pricing to adaptive and intelligent revenue management strategies. The results align with prior research that highlights the potential of AI in optimizing revenue streams, but this study advances the discussion by demonstrating how integration with UX design amplifies these effects in enterprise environments (Verhulsdonck et al., 2021; Stige et al., 2025).

User experience as a critical mediator of adoption

A central insight of this research is the role of user experience in determining the success of GenAI-enabled CPQ systems. The results showed significant improvements in task completion time, cognitive load, and user satisfaction, reinforcing that revenue optimization cannot be separated from system usability. Improved UX not only enhanced adoption rates but also ensured that sales representatives and pricing managers could fully leverage AI-generated insights (Ugbaja et al., 2023). This finding echoes the broader literature on technology adoption, where human-centered design has been shown to mediate the effectiveness of advanced technologies. By treating UX as a bridge between GenAI capabilities and revenue management outcomes, the study underscores the importance of balancing technological sophistication with intuitive design (Joseph et al., 2025).

GenAI features drive predictive and adaptive decision-making

The regression analysis confirmed that GenAI features such as recommendation accuracy, personalization, and natural language query efficiency are strong predictors of revenue performance. These capabilities enable adaptive decision-making, allowing enterprises to respond dynamically to changing market conditions and customer needs. The narrow confidence intervals and high explanatory power of the regression model indicate that GenAI does not simply automate existing processes but transforms them into more predictive, insight-driven functions (Andersen et al., 2025). This supports the argument that CPQ systems are evolving into strategic tools for revenue growth, moving beyond their traditional role as administrative aids (Kumar et al., 2025).

Industry-level differences highlight contextual dynamics

The comparative analysis across industries demonstrated that technology firms benefitted most from GenAI integration, while manufacturing and telecommunications also reported substantial gains. These differences suggest that the extent of improvement depends on sectoral characteristics such as digital maturity, product complexity, and sales cycle length (Vosset al., 2024). Technology firms, with higher readiness for digital adoption, realized greater efficiencies in pricing accuracy and margin improvements. Conversely, manufacturing firms, often constrained by rigid workflows, experienced more moderate gains. This variation highlights the importance of tailoring GenAI integration strategies to industry contexts rather than adopting a one-size-fits-all approach (Siedler et al., 2021).

Organizational size influences adoption benefits

The results also indicated that adoption benefits varied across small, medium, and large enterprises. Large organizations gained primarily from efficiency improvements, such as reductions in quote cycle times, due to their scale and process complexity (Cooper et al., 2019). Smaller enterprises, however, reported relatively higher benefits in personalization and customer engagement, reflecting their reliance on relationship-driven sales models. These

findings suggest that organizational scale shapes the pathways through which UX-driven GenAI delivers value, making it essential for enterprises to align their implementation strategies with size-specific priorities (Macedo & Zaina, 2025).

Contribution to literature and managerial implications

This research makes two key contributions to the existing body of knowledge. First, it provides empirical evidence that integrating UX design principles with GenAI enhances the effectiveness of enterprise CPQ systems in revenue management. Second, it introduces a structural understanding of how AI capabilities interact with user experience to influence financial and operational outcomes. For practitioners, the study offers a roadmap for leveraging GenAI not only as a computational tool but also as a human-centered enabler of adoption and performance. Managers implementing CPQ systems should focus on embedding personalization, automation, and intuitive design features to maximize both user satisfaction and revenue growth.

Limitations and directions for future research

Despite its contributions, the study has limitations that must be acknowledged. The reliance on cross-sectional data restricts the ability to establish causality, and self-reported measures of UX outcomes may be subject to bias. Furthermore, the focus on technology-intensive industries limits the generalizability of findings to other sectors such as healthcare or finance, where CPQ adoption is emerging but less mature. Future research should adopt longitudinal designs to assess the long-term impacts of UX-driven GenAI integration, and comparative studies across diverse industries could further enrich understanding. Additionally, investigating the ethical implications of GenAI in pricing decisions, such as fairness and transparency, represents an important avenue for subsequent inquiry.

Conclusion

This study demonstrates that integrating UX-driven Generative AI into enterprise CPQ systems fundamentally transforms revenue management by enhancing both operational efficiency and user engagement. The results confirm that GenAI capabilities such as recommendation accuracy, personalization, and automation directly improve pricing accuracy, deal size, margins, and cycle time, while user experience acts as a critical mediator that drives adoption and maximizes system value. Industry and organizational size differences further highlight that the benefits of GenAI integration are context dependent, requiring tailored implementation strategies. By bridging technological intelligence with human-centered design, enterprises can achieve sustainable revenue growth, improved customer satisfaction, and a competitive advantage in increasingly dynamic markets. While limitations remain, particularly regarding generalizability and causality, this research offers both theoretical and managerial insights into the future of AI-driven revenue management.

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