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Integrating Online and Offline Travel Agents to Increase Revenue at Holiday Resort Lombok

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Abstract

Purpose: This study aims to analyze the integration strategy between online (OTA) and offline travel agents to increase occupancy and revenue at Holiday Resort Lombok through a technology-based distribution strategy and revenue management approach.

Research Method: This study used a qualitative approach with a case study design at Holiday Resort Lombok. Data was collected through interviews, operational observations, and internal document analysis, then analyzed thematically to identify the impact of online (OTA) and offline travel agent integration strategies on hotel performance.

Findings: The results show that the integration of online (OTA) and offline travel agents can increase hotel occupancy and revenue through more effective distribution management strategies. OTAs play a role in increasing visibility and bookings, while offline travel agents maintain the stability of the corporate and group series markets. However, challenges such as high OTA commissions and rate disparities remain a concern in hotel distribution management.

Implication: This study recommends strengthening the integration of distribution systems and balancing the roles of online (OTA) and offline travel agents to improve revenue management effectiveness, profitability, and enhance global competitiveness.

Keywords: online travel agent, offline travel agent, management strategy, revenue management, hotel industry.

INTRODUCTION

The development of digital technology has transformed the distribution structure in the tourism industry, particularly through the strengthening role of online travel agents (OTAs) as channels for marketing and selling accommodation. Buhalis & Law (2008) explain that advances in information technology are changing the way tourism companies distribute, market, and sell products to consumers.

These changes mean that hotels no longer rely solely on conventional sales relationships. Hotels need to understand potential guest search patterns, manage prices more quickly, and ensure synchronized room availability across various distribution channels. This development can also be understood through the concept of e-tourism. Buhalis & Jun (2011) define e-tourism as an ecosystem that connects service providers, intermediaries, and tourists through digital platforms.

In the hospitality context, this ecosystem makes distribution decisions more complex. Each channel serves not only as a sales medium but also as a source of market data that can be used to understand customer behavior. OTAs offer advantages in the form of global visibility, transaction efficiency, and real-time market access. Xiang *et al*. (2015) emphasized that travelers are increasingly relying on digital information for travel planning.

This implies that hotels need to be actively present in the digital space, while at the same time maintaining control over pricing and brand image. OTAs' advantages will yield optimal benefits when managed in conjunction with other channels, rather than being the sole distribution channel.

On the other hand, offline travel agents still have a strategic role, particularly in the corporate segment, meetings, incentives, conventions, and exhibitions (MICE), and group series based on long-term business relationships. Kracht & Wang (2010) emphasized that tourism distribution channels continue to evolve, but conventional intermediaries still play a specific role in the distribution chain.

This is crucial for Holiday Resort Lombok because the group and corporate markets tend to require negotiation, allotment certainty, and business relationships that cannot be fully replaced by individual digital bookings. Thus, online and offline channels need to be positioned as complementary channels.

Although research on OTAs has grown rapidly, studies specifically addressing the strategic integration of OTAs and offline travel agents into a single integrated distribution system are still limited, particularly for independent hotels in developing destinations like Lombok. Tussyadiah & Pesonen (2016) demonstrated that the use of digital platform-based accommodations can change tourist travel patterns. These findings help explain why tourist booking behavior is increasingly shifting to digital channels.

However, these changing travel patterns have not addressed managerial issues at the hotel level, particularly how management balances quick sales through OTAs and contract stability through traditional agents. Radojevic *et al*. (2017) emphasized that online reputation and consumer reviews influence hotel performance. This study is relevant for examining the power of digital channels in shaping market perceptions.

In practice, online reputation does help increase booking opportunities, but this influence needs to be balanced with a distribution strategy that maintains margins. Hotels must not only pursue visibility but also ensure that increased demand generates healthy revenue. Xiang *et al*. (2017) demonstrated that various online review platforms have different characteristics and analytical implications for hospitality. The different characteristics of these platforms require hotels to carefully analyze digital data before using it as the basis for distribution decisions.

Therefore, this study not only discusses the existence of OTAs as digital channels, but also positions the integration of OTAs and offline travel agents as a distribution strategy that requires system coordination, market segmentation, and price control. Therefore, this study positions the integration of OTAs and offline travel agents as a strategic issue, not simply a comparison between online and offline distribution channels. Based on this gap, this study aims to analyze the integration strategy between online travel agents (OTAs) and offline travel agents to increase hotel occupancy and revenue, using the Holiday Resort Lombok as a case study.

In the context of multichannel distribution, Buhalis & Licata (2002) emphasized that electronic intermediaries are changing the relationships between service providers, intermediaries, and consumers. This shift in relationships requires hotels to reimagine how they interact with distribution channels. Relationships with OTAs demand speed, rate transparency, and review management, while relationships with traditional agents require trust, negotiation, and ongoing collaboration.

Verhoef *et al*. (2015) added that multichannel management demands consistency in customer experience, price coordination, and information integration across channels. Therefore, integrating OTAs and offline travel agents is relevant to maintaining a balance between market expansion and managerial control. At this point, this research provides a more specific discussion of hybrid distribution strategies for independent hotels in developing destinations.

This research is expected to provide theoretical contributions to the development of integration-based multichannel distribution concepts, as well as practical contributions to the hotel industry in designing more adaptive, efficient, and sustainable distribution strategies in the digital era. The Rooms Performance Review data from 2019 to 2024 is attached as follows.

(Source: SM Report, Holiday Resort Lombok, 2019–2024)
Figure 1. Room Performance Overview Graph YTD, 2019–2024.

The "Room Performance Overview from 2019 to 2024" visualization illustrates the hotel's operational dynamics over the past six years through four key indicators: room occupancy rate, average room rate (ARR), total room revenue, and revenue contribution (%). These four metrics interact to provide a comprehensive picture of room productivity and efficiency.

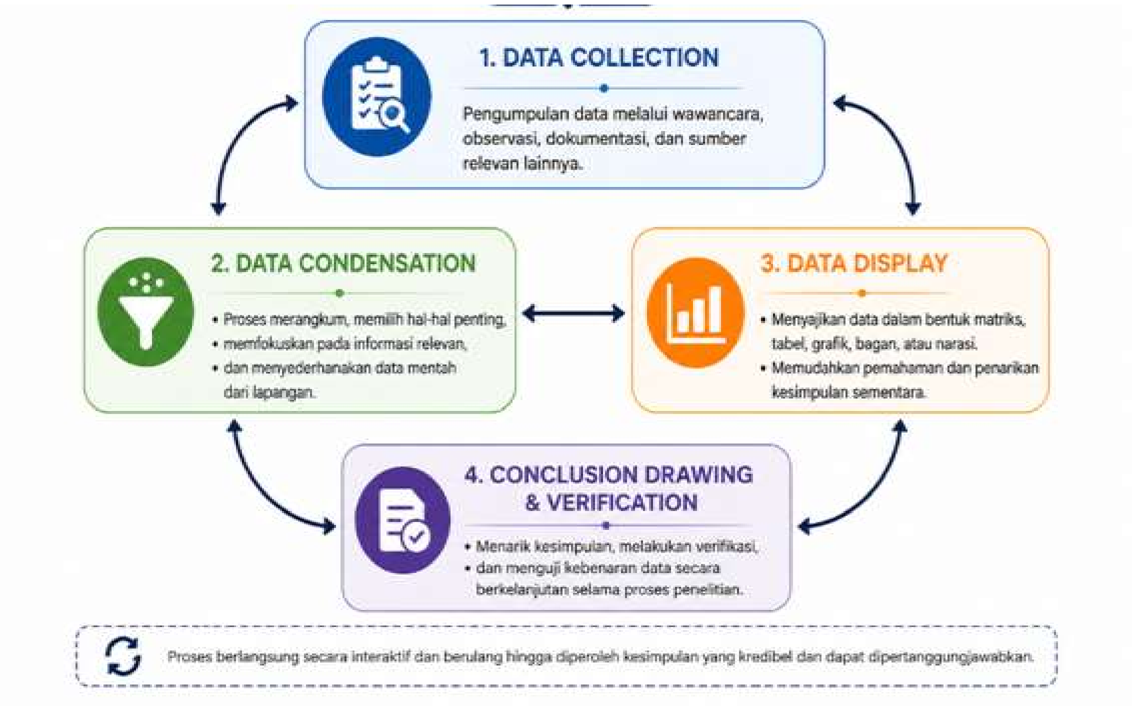
Hayes & Miller (2011) explain that revenue management links room capacity, pricing, demand, and purchase timing to generate optimal revenue. This framework is relevant for analyzing changes in Holiday Resort Lombok's performance because revenue growth is influenced not only by the number of rooms sold but also by the hotel's ability to manage pricing and market segments. During the pandemic (2020-2021), room revenue reached its lowest point, below IDR 8.5 billion, with occupancy rates and ARR significantly impacted. However, since 2022, the implementation of strategic recovery measures and data-driven operations has contributed to a fivefold increase in revenue, reaching over IDR 34.8 billion in 2024.

Talluri & Van Ryzin (2004) emphasize that revenue optimization requires decision-making based on capacity, demand, and pricing. This principle is evident in the increase in ARR from IDR 349,652 in 2021 to IDR 702,181 in 2024. Choi & Kimes (2002) explain that electronic distribution channels can influence hotel revenue management practices. In the context of Holiday Resort Lombok, the increase in room revenue contribution from 6-7% during the crisis to 29% in 2024 reflects successful management of pricing, distribution, and synergy across operational departments.

RESEARCH METHODS

This research uses a qualitative approach with a case study design at Holiday Resort Lombok to analyze the integration strategy between online travel agents (OTAs) and conventional travel agents in increasing hotel revenue. Creswell (2012) explains that a case study design is appropriate when researchers want to understand a phenomenon in depth within a specific context. Data collection was conducted through three main techniques: in-depth interviews with key informants, direct observation, and document analysis, which included distribution performance reports, reservation data, and internal systems such as the property management system (PMS). These three techniques were used to ensure that data was sourced not only from informants' statements but also from operational practices and hotel performance documents. Data analysis employed thematic analysis techniques based on an interactive model. Miles *et al*. (2014) explain that qualitative analysis includes data condensation, data presentation, and drawing and verifying conclusions.

The analysis process was carried out in stages, including reading interview data, comparing it with field observations, and then comparing it with internal hotel documents. To ensure data validity, this study employed triangulation of sources and methods to ensure more credible findings and not rely solely on a single type of data. Figure 2 shows the interactive model for qualitative data analysis as shown below.



(Source: Miles *et al*., 2014)
Figure 2. Interactive Model of Qualitative Data

This approach allows researchers to identify patterns, relationships, and strategic implications of distribution channel integration more comprehensively and based on empirical data.

FINDINGS

The Role of Online (OTA) and Offline Travel Agents

To answer the research questions, the results of this study indicate a significant shift in the revenue distribution structure of Holiday Resort Lombok, from the dominance of offline travel agents before the pandemic to the dominance of online travel agents (OTA) after the pandemic. This shift aligns with the digitalization trend in the tourism industry. Buhalis & Law (2008) explain that information technology is a major factor transforming tourism distribution and marketing.

In the case of Holiday Resort Lombok, this change is evident in the increasing role of online channels post-pandemic. Digital channels help hotels generate demand more quickly, especially from individual travelers who are accustomed to comparing prices and reviews before booking.

Nevertheless, the research findings confirm that conventional travel agents remain strategically relevant, particularly in maintaining stable demand through the corporate, MICE, and group series segments. This demonstrates that the relationship between OTAs and conventional agents is not substitutive, but rather complementary in supporting hotel distribution performance. Integrating the two channels has proven effective in expanding market reach while balancing demand characteristics. OTAs tend to dominate short-term and individual bookings, while offline travel agents contribute to more stable and planned demand.

Kimes (2011) emphasized that hotel revenue management requires managing demand based on booking timing, market segment, and room capacity. This principle is reflected in the need for hotels to differentiate the roles of each channel. OTAs can be directed to fill short-term demand and individual markets, while conventional agents can be directed to secure planned demand through corporate and group contracts.

However, the dominance of OTAs also has negative implications for hotel profitability. High commission costs, limited control over visibility due to platform algorithms, and the potential for inter-channel pricing conflicts (rate disparities) indicate a trade-off between increasing sales volume and profit margins. Choi & Kimes (2002) showed that electronic distribution channels can impact hotel revenue management practices, particularly in pricing and inventory control.

In an operational context, this pressure is evident when increased occupancy does not always translate directly to increased margins. Hotels need to consider commission costs, the risk of excessive discounts, and the impact of rate inconsistencies on guest perceptions. Noone *et al*. (2011) demonstrated that consumer decisions are influenced by pricing information, reviews, and perceived value presented on digital platforms. This means that digital channels function not only as a place for transactions but also as a space for shaping perceptions. When pricing and review information is not managed consistently, the advantage of OTA visibility can turn into a source of pressure for hotels.

Furthermore, the effectiveness of a distribution strategy is determined not only by the number of channels, but also by the level of system integration and the quality of data management. The implementation of technologies such as channel managers, property management systems (PMS), and customer relationship management (CRM) has improved operational efficiency, but they are not yet fully optimized in supporting data-driven decision-making.

Buhalis & Volchek (2021) emphasize that big data analytics can assist marketing by mapping the contribution of various customer touchpoints. At the hotel level, this mapping can be used to determine which channels generate volume, which channels generate margins, and which segments have the greatest potential for retention. In this way, distribution data goes beyond sales reports to become the basis for revenue management strategies. These findings emphasize that a hybrid distribution model will only be effective if supported by comprehensive technology integration and consistent operational policies, particularly in pricing control (rate parity) and market segmentation.

O'Connor & Frew (2002) explain that electronic distribution systems must be understood as part of a hotel's business strategy, not simply as a reservation tool.

The integration of OTAs and conventional travel agents must be understood as a data-driven system oriented towards optimizing long-term value. Hotels evaluate not only the number of bookings but also the quality of revenue, customer acquisition costs, and demand stability. Overall, successful hotel distribution management depends not only on market reach but also on the ability to simultaneously balance sales volume, price control, and profitability.

Hayes & Miller (2011) place pricing and capacity management at the heart of revenue management in the hospitality industry. This framework helps explain why Holiday Resort Lombok's revenue growth needs to be interpreted in conjunction with changes in ARR, occupancy rates, and room revenue contribution. Good performance is demonstrated not only by room sales but also by the ability to sell at the right price and through the right channels.

Thus, these findings reinforce the urgency of a data-driven integration approach in hotel distribution management strategies in the digital age. This trend indicates the adaptation and integration of offline and online travel agent distribution channels, thereby expanding market penetration for both individual (FIT) and group (GIT) segments.

Perelygina *et al*. (2022) assert that configuring digital business models in the travel industry can increase flexibility and competitiveness through the combination of various distribution channels. The table data and room production for offline travel agents and online travel agents (OTAs) in 2019, 2023, and 2024 are as follows.

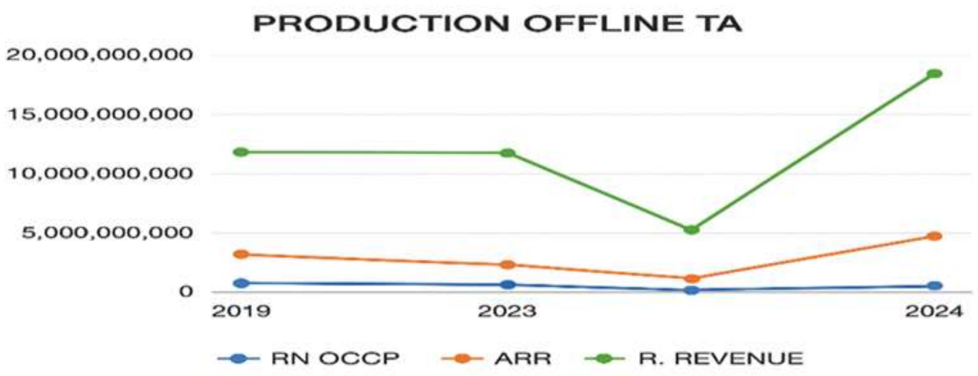
Table 1. Offline Travel Agent Revenue – Production in 2019, 2023 & 2024

PRODUCTION OFFLINE TA - YTD 2019				
NO	OFFLINE OF ACCOUNT	RN OCCP.	ARR	R. REVENUE
1	FLIGTH CENTER AUSTRALIA	9.841	787.965	7.754.362.000
2	BUFFALO BALI	7.634	605.777	4.624.500.730
3	QANTAS HOLIDAY	4.540	640.286	2.906.897.685
4	A & T HOLIDAY	1.076	629.164	676.980.000
5	BARATATOUR BALI	1.001	567.234	567.800.900
6	OTHERS	980	896.903	878.965.400
Sub Total YTD		25.072	694.380	17.409.506.715

PRODUCTION OFFLINE TA - YTD 2023				
NO	OFFLINE OF ACCOUNT	RN OCCP.	ARR	R. REVENUE
1	DOMESTIC ASIA TOUR	6.123	608.291	3.724.567.500
2	PERTAMINA JAKARTA	970	598.748	580.786.000
3	ASEAN TRAIL TOURS	756	592.457	447.897.800
4	DESTINATION ASIA	612	661.063	404.570.568
5	KEMENAG	502	651.190	326.897.600
6	OTHERS	150	149.667	22.450.000
Sub Total YTD		9.113	604.320	5.507.169.468

PRODUCTION OFFLINE TA - YTD 2024				
NO	OFFLINE OF ACCOUNT	RN OCCP.	ARR	R. REVENUE
1	DOMESTIC ASIA TOUR	11.595	641.206	7.434.786.500
2	PERTAMINA JAKARTA	6.895	752.218	5.186.540.300
3	ASEAN TRAIL BALI	4.670	668.909	3.123.804.371
4	DISCOVA BALI	3.076	627.081	1.928.900.400
5	HAPPY TRAIL BALI	350	667.000	233.450.000
6	OTHERS	4.309	531.948	2.292.162.832
Sub Total YTD		30.895	653.816	20.199.644.403

(Source: SM Report – Offline TA, Holiday Resort Lombok Th. 2019, 2023 & 2024)



(Source: SM Report, Holiday Resort Lombok, 2019, 2023 & 2024)
Figure 3. Travel Agent Offline Room Sales Graph – YTD 2019, 2023 & 2024

The table and graph data for Online Room Sales (OTA) YTD 2019, 2023, and 2024 are as follows.

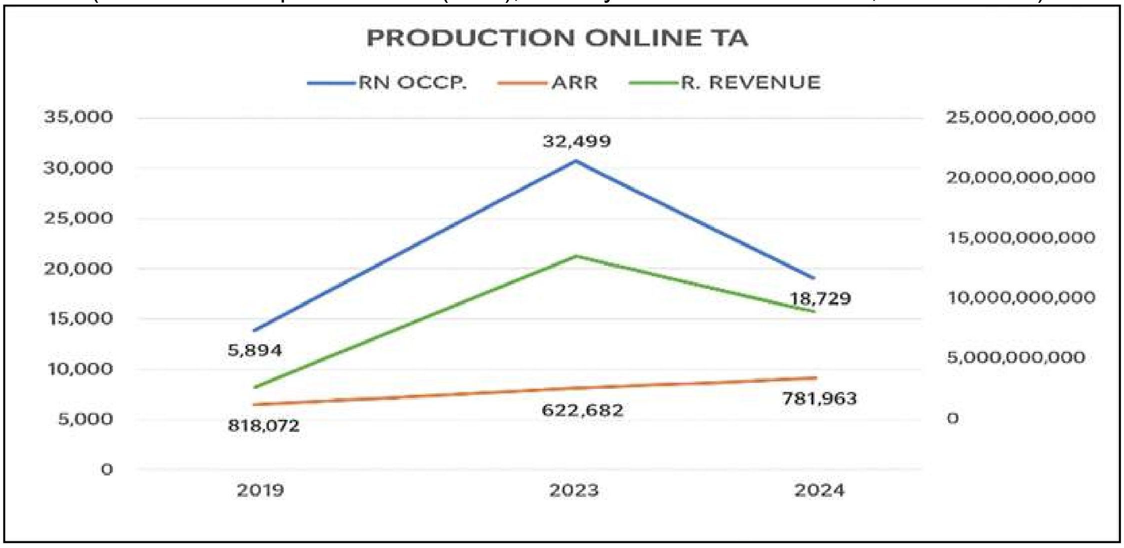
Table 2. Revenue – Online Room Sales (OTA) 2019, 2023 & 2024

PRODUCTION ONLINE TA - YTD 2019				
NO	OFFLINE OF ACCOUNT	RN OCCP.	ARR	R. REVENUE
1	AGODA.COM	2.450	879.331	2.154.362.000
2	BOOKING.COM	1.134	829.235	940.352.000
3	EXPEDIA.COM	957	873.020	835.480.000
4	TRAVELOKA	697	728.753	507.941.145
5	HOTELBED	576	635.036	365.780.700
6	OTHERS	80	222.505	17.800.400
Sub Total YTD		5.894	818.072	4.821.716.245

PRODUCTION ONLINE TA - YTD 2023				
NO	OFFLINE OF ACCOUNT	RN OCCP.	ARR	R. REVENUE
1	BOOKING.COM	11.879	664.262	7.890.768.546
2	EXPEDIA.COM	8.012	604.677	4.844.670.000
3	AGODA	6.750	605.743	4.088.765.586
4	TRAVELOKA.COM	5.570	579.351	3.226.987.000
5	BOOKING BUTTOM.COM	120	673.217	80.786.000
6	OTHERS	168	622.444	104.570.568
Sub Total YTD		32.499	622.682	20.236.547.700

PRODUCTION ONLINE TA - YTD 2024				
NO	OFFLINE OF ACCOUNT	RN OCCP.	ARR	R. REVENUE
1	BOOKING.COM	9.679	804.915	7.790.768.546
2	AGODA.COM	3.012	844.844	2.544.670.000
3	EXPEDIA.COM	3.250	756.212	2.457.689.986
4	TRAVELOKA.COM	2.370	665.395	1.576.987.000
5	BOOKING BUTTOM.COM	250	683.144	170.786.000
6	OTHERS	168	621.931	104.484.465
Sub Total YTD		18.729	781.963	14.645.385.997

(Source: SM Report – Online (OTA), Holiday Resort Lombok 2019, 2023 & 2024)



(Source: SM Report, Holiday Resort Lombok)
Figure 4. Chart of Online Travel Agent (OTA) Room Sales – 2019, 2023 & 2024

Tables 1 and 2 show that integration between offline and online travel agents (OTA) provides competitive advantages through diversification of distribution channels, management strategies, and increased stability of hotel revenue. Perelygina *et al*. (2022) emphasized that configuring digital business models in the travel industry can strengthen company flexibility when various channels are managed in a complementary manner.

The graphical data in Figures 2 and 3 illustrate that, after experiencing a decline in 2023 due to weak market conditions, all key indicators of room occupancy, average room rate, and room revenue experienced a sharp increase in 2024. This reflects the effectiveness of data-driven management strategies in adjusting prices, increasing capacity, and strengthening service value. Choi & Kimes (2002) explain that electronic distribution channels can influence hotel revenue management practices through pricing and inventory management.

In the context of the research findings, the increase in room occupancy, ARR, and room revenue indicators demonstrates that distribution strategy cannot be separated from pricing decisions. Channels generating high volumes still need to be assessed in terms of costs and net revenue contribution.

Overall, these results demonstrate that an adaptive and efficient approach can accelerate the recovery process and increase global competitiveness by implementing an integrated model of online travel agents (OTAs) and offline travel agents to increase revenue at Holiday Resort Lombok.

The Challenge of Online Dependence (OTAs)

Interview results indicate that the high reliance on online (OTA) platforms creates a paradoxical situation in the distribution management of Holiday Resort Lombok. On the one hand, online (OTA) platforms significantly increase brand visibility and booking volume, but on the other hand, they put pressure on profitability and managerial control. One major challenge is the high online OTA commission fees, which range from 30% to 37%, directly reducing profit margins despite increased sales volume. Furthermore, hotel visibility is heavily influenced by OTA online platform algorithms, including customer ratings and review systems, which are beyond the direct control of hotel management.

Leung *et al*. (2013) show that social media is a crucial part of tourism marketing because it influences how travelers seek information and shape perceptions. Therefore, digital reputation is not only related to promotion but also becomes part of distribution governance. Hotel management needs to monitor reviews, ratings, and the consistency of information to ensure that the visibility gained from OTA platforms continues to support the hotel's price position. Radojevic *et al*. (2017) confirm that online ratings and reviews can influence hotel performance.

These findings align with real-world conditions, as consumer decisions are not solely driven by the lowest rates. Trust in a hotel's reputation, the quality of reviews, and the consistency of information all influence whether potential guests choose to make a booking. Another crucial issue is the issue of inter-channel pricing, which can lead to price inconsistencies in the market, undermine consumer confidence, and trigger internal competition between distribution channels. O'Connor (2003) explains that electronic hotel distribution has consequences for pricing control and relationships with intermediaries.

This consequence is evident in the issue of rate parity. When prices across channels are inconsistent, hotels risk losing consumer trust and weakening their bargaining position with distribution partners. These findings indicate that dependence on online OTAs impacts not only financial aspects but also strategic and operational ones. Therefore, an integrated distribution management strategy is needed to reduce reliance on a single channel and maintain a balance between sales volume and hotel profitability.

Online (OTA) and Offline Travel Agent Integration Model

Research results show that online OTAs and offline travel agents are two key pillars in determining hotel occupancy performance and revenue. Online travel agents (OTAs) excel in global market access, transaction efficiency, and short-term bookings. Kracht & Wang (2010) explain that tourism distribution channels continue to evolve, but traditional business relationships and intermediaries still play a specific role in the distribution chain.

At Holiday Resort Lombok, this role is evident in the corporate, MICE, and group series segments, which require room block certainty, intensive communication, and long-term price negotiations. This characteristic differs from OTAs, which are more responsive to individual and short-term demand.

Integrating the two channels has proven effective in expanding market reach while balancing demand characteristics. At Holiday Resort Lombok, this integration is achieved through rate synchronization using a channel manager, customer data integration through customer relationship management (CRM), and the use of an analytical dashboard to evaluate distribution performance. Law *et al*. (2014) emphasize that information technology plays a role in the hospitality industry on both the supplier and customer side.

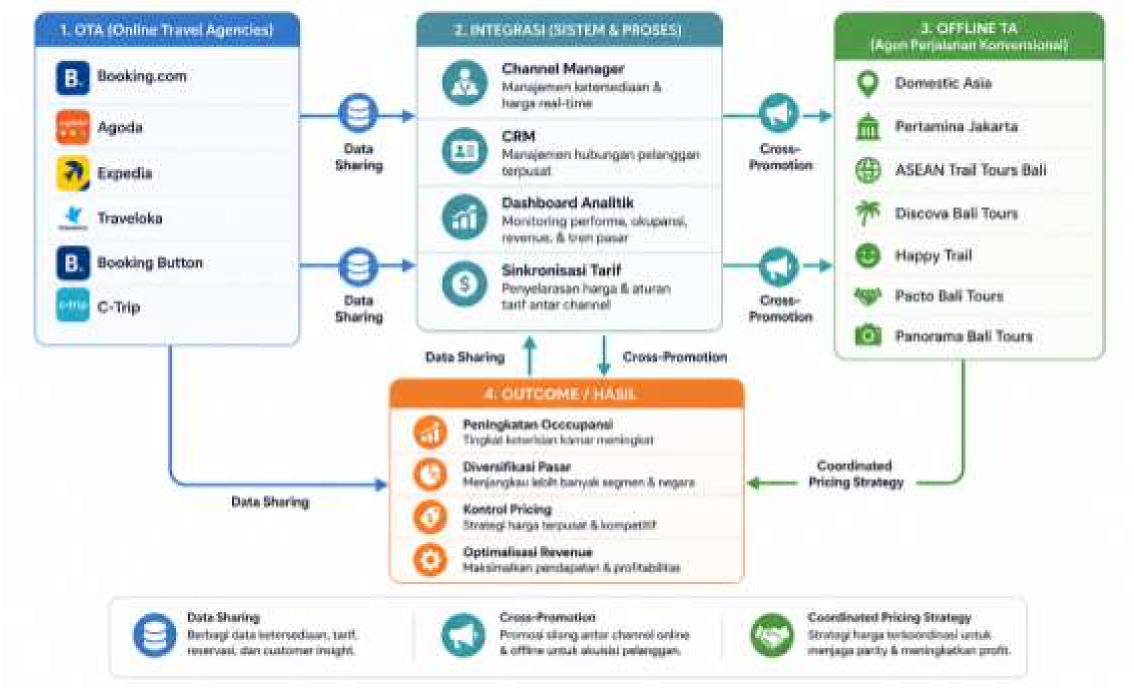
For hotels, technology is not enough to simply open up sales channels. Systems such as a PMS, channel manager, CRM, and analytical dashboard must be interconnected to provide a unified view of pricing, room availability, customer profiles, and channel performance. This integration model encompasses three main approaches. First, technology integration is necessary to ensure data synchronization and operational efficiency. Law *et al*. (2022) emphasize that smart hospitality requires a connection between technology, data, and services to enable more accurate managerial decisions.

Second, market segmentation and pricing need to be differentiated according to channel characteristics. Talluri & Van Ryzin (2004) emphasize the importance of demand- and capacity-based revenue optimization. With this approach, OTAs can focus on individual markets, short-term bookings, and periods when hotels need to accelerate occupancy. Conversely, offline travel agents are more appropriately targeted at group and corporate segments, which provide longer-term demand certainty.

Third, promotional integration is carried out through inter-channel coordination and bundling management strategies to strengthen market reach. Verhoef *et al*. (2015) explain that a multi-channel strategy must maintain continuity of customer experience so that each channel supports, rather than competes with, each other. These findings indicate that an integrated distribution management strategy can reduce the risk of dependence on a single channel and increase hotel revenue stability. Xiang & Gretzel (2010) show that digital visibility is influenced by the search and social media ecosystems, so hotels need to actively manage digital channels.

These research findings also reinforce the view that technology integration and market segmentation are key factors in creating a sustainable distribution system. Law *et al*. (2022) emphasize the importance of smart hospitality in connecting technology, data, and services. This integration needs to be translated into daily operational decisions, such as allotment synchronization, rate parity monitoring, OTA commission evaluation, and selecting promotional packages that align with market characteristics. Without such management, technology becomes merely an administrative tool and does not fully support revenue strategies.

The integration model between online OTAs and offline travel agents serves not only as a distribution strategy but also as a data-driven management system that supports revenue optimization and increases global competitiveness. Integration model between online (OTA) and offline travel agents, as shown below.



(Source: Holiday Resort Lombok)
Figure 5. Integration Model of Online (OTA) and Offline Travel Agents

The integration model between online (OTA) and offline travel agents reflects a multi-channel distribution strategy that combines digital and traditional strengths to optimize occupancy, revenue, and price control. Online travel agents (OTAs) excel in global visibility and short-term booking absorption. Law *et al*. (2015) explain that information technology strengthens hotels' ability to reach markets and process transactions quickly. However, transaction speed needs to be balanced with long-term relationship management. In the integration model, OTAs function to expand market reach, while traditional agents help maintain more targeted demand.

This integration is supported by systems such as channel managers, CRMs, and analytics dashboards that enable data synchronization, cross-promotion, and price coordination between channels. O'Connor & Frew (2002) add that electronic distribution should be positioned as part of a hotel's business strategy. With this position, distribution decisions should not be judged solely on the number of incoming reservations. Hotels need to assess the impact of each channel on net revenue, commission costs, demand stability, and customer retention opportunities. Thus, this strategy can increase market diversification and maximize revenue sustainably. Verhoef *et al*. (2015) demonstrate that effective multi-channel management requires maintaining coordination across customer touchpoints.

Integration of online travel agents (OTAs) and offline travel agents is achieved through system synchronization (PMS and channel managers), the implementation of rate parity, dynamic pricing strategies, and data-driven market segmentation and management strategies. This approach allows for revenue optimization while effectively maintaining distribution balance. In the increasingly complex landscape of digital marketing, hotels need to develop adaptive distribution strategies that are not reliant on a single channel and able to adapt to changing consumer behavior. This approach reinforces the need for integration between digital visibility, traditional business relationships, and data-driven revenue control.

CONCLUSION

This study concludes that the integration of online (OTA) and offline travel agents plays a complementary role in improving occupancy performance and revenue at Holiday Resort Lombok. OTAs contribute to expanding market reach, accelerating the booking process, and increasing hotel visibility, while offline travel agents maintain demand stability through the corporate, MICE, and group segments.

The effectiveness of a hybrid distribution model depends heavily on the hotel's ability to integrate technology, maintain pricing control, and manage customer data. Without optimal integration, reliance on OTAs can put pressure on profitability, particularly through commission costs, inter-channel price competition, and reduced managerial control.

The practical implication of these findings is the need to strengthen a more integrated distribution system. PMS, channel managers, RMS, CRM, and analytical dashboards need to be integrated to enable management to understand the performance of each channel, assess net revenue contribution, and determine pricing strategies more accurately. From a strategic management perspective, hotels need to implement clearer market segmentation. OTAs can focus on individual markets, short-term bookings, and low-season periods, while offline travel agents can be directed to strengthen the corporate market, group contracts, and long-term partnerships that provide demand stability.

Theoretically, this study confirms that data-driven integration of online and offline travel agent distribution is a crucial factor in optimizing hotel revenue management. These findings broaden our understanding of hybrid distribution, particularly for independent hotels in emerging tourism destinations, which must balance the need for digital visibility with profitability control.

This study also demonstrates that revenue growth is determined not only by the number of distribution channels, but also by the hotel's ability to consistently manage the relationships between them. Therefore, integration strategies need to be continuously evaluated to remain relevant to changing traveler behavior, market dynamics, and developments in hotel distribution technology.

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