

## **The Evolution of Tourism Distribution Channels**

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## **Abstract**

Tourism distribution channels are very vital in helping to bridge tourism suppliers with consumers in terms of information flow, reserve and delivery of services. These channels have over time developed because of developments in the traditional systems that were mediator-based and relied on travel agencies and tour operators to digital and intricate networks that encompass internet-based data that is on-line, mobile technology, and data-driven platforms. This has been fuelled by the growth of technology, shifts in the consumer behaviour and the rising competition within the global tourism and hospitality industries. This study will set out to discuss the development of the tourism distribution channels and how digital technologies have transformed the framework, operations and strategic value of the channels. The present analysis is based on the significant distribution channel such as Online Travel Agents, Global Distribution Systems, direct booking, and new digital channels such as social media and mobile applications. Specific focus is made on the increased role of personalization and data analytics in improving the efficiency of distribution and customer experience.

The research design adopted in this study was a qualitative study design that relied on a secondary research design. The recent peer-reviewed academic literature and credible industry reports published in 2021-2025 were used to gather data. The thematic approach to analysis was applied to determine the recurring patterns and main themes of digitalization, platform dominance, consumer-centric distribution, and strategic adaptation by tourism businesses. The results revealed a change in the distribution of tourism toward the hybrid and consumer-oriented model where digital intermediaries are predominant along with the direct booking channels. Online Travel Agents offer a wide range of market coverage as well as convenience, although in the quest to reestablish their control over pricing, branding, and customer relationships, tourism suppliers are turning to the direct distribution model more. The paper has concluded that successful tourism distribution in the digital age must be based on balanced multi-channel approaches, technological capacity and strategic alignment to guarantee sustainable competitiveness in the long term in a changing tourism marketplace

## 1. Introduction

Tourism distribution channels can be described as systems, intermediaries, and platforms on which tourism products and services, including accommodation, transport and tour packages, are available to consumers. These channels link tourism suppliers directly with end customers and may be broadly categorized as direct channel where suppliers market direct to the consumer and used in an indirect channel where the intermediaries include travel agencies, tour operators and online platforms. One of the fundamental parts of the tourism operation is effective distribution since it defines the market reach, pricing visibility, and access of the customers to the services provided by tourism (Buhalis and Moldavska, 2022). In the tourism and hospitality industry, distribution is a very important factor owing to the intangibility, perishability, and information-intensive nature of tourism products. Tourism services, unlike tangible products, cannot be stored or tried out prior to consumption and thus efficient information flow and trust-building is paramount. Proper distribution networks help tourism companies to make their operations more efficient to generate demand and provide comfort to customers (Law et al., 2022). Traditionally, the distribution of tourism was based on the intermediaries (especially travel agencies (brick and mortar) and tour operators). These actors played key roles like providing information, planning of itinerary and minimizing risks to the travelers. The intermediary dominance was further increased by the Global Distribution Systems (GDS) which helped airlines and agents to handle inventory and reservations effectively. But this type of structure tended to restrict the ability of suppliers and raise the cost of distribution in the form of commissions and fees (O'Connor & Murphy, 2021).

Digital technology that has emerged has completely changed the distribution of tourism. The prevalence of the internet, mobile devices and data-driven platforms has facilitated the rise of Online Travel Agents (OTAs), supplier-owned booking websites and social media channels as one of the prevalent distribution mechanisms. The technologies have transformed the consumer behavior, enhanced price transparency and enhanced competition throughout the tourism industry (Sigala, 2021). This report seeks to look at how tourism distribution channels have developed over the years as an intermediary based on digitally enabled and customized channels. The aims are to examine the key channels of distribution, evaluate the effect of digitalization, and examine how tourism companies have changed their channels of distribution. The report is divided into the literature review, methodology, findings, discussion and conclusion to give an in depth and systematic analysis of the issue.

## **2. Literature Review**

### **2.1 Concept of Tourism Distribution Channels**

Tourism distribution channels are referred to as systems, actors and mechanisms that make tourism products and services accessible to the consumers. Through these channels, the tourism suppliers (hotels, airlines and destination service providers) and the travelers are connected through the exchange of information, reservation, payments and service delivery. Tourism products are intangible, perishable and experiential unlike tangible goods, hence the need to have the efficient and reliable distribution structures. Subsequently, besides the mere sales transactions, the distribution of tourism spans into marketing communication, trust-building, and customer relationship management over several touchpoints. Tourism has greatly grown in terms of the number of distribution channels. Whereas in the early days, distribution was confined to the physical intermediary and physical interaction, in present times, it includes digital platforms, applications, and systems based on algorithms. The current tourism distribution environment is multi-channel where consumers communicate with the suppliers via websites, online travel agencies, social media, and mobile gadgets. It is an indication of the increased complexity of the tourism markets and the necessity of such integrated distribution approaches that could react to the constantly changing consumer expectations and technological development (Buhalis and Moldavska, 2022).

There are generally two channels of tourism, namely direct and indirect channels. Direct distribution happens when suppliers of tourism market services to consumers on their own platforms like official websites, mobile applications, or call centers. This will enable suppliers to retain control over the pricing, branding, and customer information and decrease commission prices. On the contrary, indirect distribution has intermediaries through which suppliers and consumers interact. These middlemen are the travel agencies, tour operators, wholesalers, online travel agents and the worldwide distribution systems. The indirect channels are especially useful when it comes to the access to the international markets and clients who do not know destinations or brands (Law et al., 2022). Intermediaries are essential in the tourism markets because there is less information asymmetry and transaction costs. They combine the services of a variety of suppliers, make complicated travel choices easier, and offer customers a guarantee of the standard procedures and reliable websites. The intermediaries also assist the suppliers in creating demand, handling of inventory as well as providing marketing exposure. The intermediaries still have a role to play in digitally advanced markets, particularly as they innovate

technologically and offer comparison tools and customer care, which implies that they have not gone away but have transformed (Kracht and Wang, 2021).

## **2.2 Traditional Tourism Distribution Channels**

The use of digital technologies has overtaken the use of physical intermediaries and hierarchical systems to control the distribution channels of traditional tourism. The travel agencies acted as the focal point between the consumer and the tourism suppliers and provided customized advice, itinerary preparation, ticketing and reservation services. They were particularly useful in long haul travel, group tours, and complex itineraries where professional knowledge and risk reduction were critical to the consumer. Another important element of the traditional distribution systems was tour operators. They have bundled common tourism packages consisting of transportation, accommodation, and activities into single items that are sold mainly by travel agencies. This model has allowed tour operators to enjoy economies of scale and negotiate good contracts with the suppliers. Mass tourism destinations were especially overpowering with packaged tourism products, which was one of the main factors in determining the trends of travel demand (Fernandez-Morales and Mayorga-Toledano, 2022).

The wholesalers were a part of the distribution chain through which they bought and resold tourism inventory in large amounts to tour operators or retail agents. This stratified system enabled suppliers to make prior reservations and make demand steady, and mediators increase geographical coverage. Nonetheless, the presence of multiple layers complicated business operations and decreased both transparency to consumers and suppliers. The traditional tourism distribution systems had several restrictions despite their efficiency. The very expensive commission charges lowered profitability of suppliers and lack of access to real time information limited choice in the hands of consumers. There was slow information update, no price transparency and poor inventory control. These restrictions were structural inefficiencies that predisposed the traditional systems to failure when digital substitutes emerged (O'Connor & Murphy, 2021).

## **2.3 Digital Transformation of Tourism Distribution**

The online transformation of tourism distribution is one of the greatest structural changes in the tourism industry. With the advent of the internet, it became possible to access information in real time, make reservations online, and expose the company and its products to the global market at a relatively low cost. The suppliers in the tourism sector became enabled to showcase their products to the final consumer, the traveler enjoyed more transparency, comparative systems and

user created content. This revolution has essentially changed the relationship of power in tourism distribution systems (Sigala, 2021).

Disintermediation involves early digitalization that pushed the suppliers past the intermediaries and encouraged the supplier to deal with consumers bypassing traditional agents using online platforms. The first companies to implement the direct booking systems were airlines and hotels, avoiding the usage of physical travel companies. Nonetheless, disintermediation was not full and not lasting. Digitalization did not lead to elimination of intermediaries, instead, it led to re-intermediation, where the new and technology-based middlemen emerged, providing value superior to the old ones by scale, data analysis, and friendly interfaces (Law et al., 2022). There is also a change in the consumer booking behavior which has changed with the digital transformation. Travelers are giving more preference to self-service platforms, immediate confirmation, flexibility of cancellation policy, and access to user reviews. Online ratings, social proof and price comparison tools have now become key ingredients in decision-making processes. These new behavior patterns have increased competition and compelled tourism companies to embrace the use of the omnichannel distribution approach that combines both online and offline touchpoints to fulfill the needs of various customers (Dolnicar et al., 2021).

## **2.4 Role of Online Travel Agents (OTAs)**

Online Travel Agents (OTAs) have become the powerful players of the contemporary tourism distribution systems. Through their online platforms, e.g. Expedia, Booking.com, and Airbnb, tourism and travel products are bundled, and the end users are offered a wide range of options, clear pricing and user-generated reviews. These characteristics have a strong impact on consumer purchase and reservation behavior. OTAs mainly work based on commission-based revenue, which means that the supplier will be charged a percentage of every confirmed booking. Although this model gives the suppliers an opportunity to tap into the global demand with no significant marketing expenditure, the high commission rates may reduce the profit margins. Consequently, suppliers are experiencing strategic trade-offs between visibility and cost efficiency. OTAs also have a strong impact on pricing policies, availability, and ranking policies, and they influence the competition processes on tourism markets (O'Connor and Murphy, 2021).

As a consumer, it is convenient, trusted, and efficient to book the products, and the comparison tools provide a centralized system for comparison and booking. In the case of the suppliers, they offer market access and demand generation, especially to the small and independent suppliers who do not have a strong brand recognition. Nevertheless, the overreliance on OTAs may

diminish the supplier bargaining power and reduce the ability to control customer relations, which makes platform dependency a long-term concern (Buhalis and Sinarta, 2022).

## **2.5 Global Distribution Systems (GDS)**

Global Distribution Systems (GDS) are one of the oldest digital tourism distribution innovations and are still especially important in the airline and corporate travel sectors. Amadeus, Sabre and Travelport are major systems that offer centralized systems that link airlines, hotels, car rental companies and travel agencies. GDS systems allow real-time inventory control, standardization of reservation and worldwide connectiveness. They are reliable and have the capability of integration, which makes them crucial in complex itineraries and business trips. Even though their place in the sphere of leisure travel has dropped as the OTAs and direct booking solutions in the market have grown, GDS continues to be a cornerstone of corporate travel distribution and airline ticketing systems (Ivanov and Webster, 2021).

In a bid to remain relevant, GDS providers have kept up with the times by incorporating them into OTAs, airline direct distribution schemes, and application programming interfaces (APIs). This allows GDS to not only survive but also thrive in the contemporary digital ecosystems instead of being pushed out altogether (Buhalis and Moldavska, 2022).

## **2.6 Direct Booking Channels**

The direct booking channels have become strategic because the tourism suppliers want more control in the pricing, branding, and customer information. The websites and mobile applications owned by suppliers to facilitate personalized communication and loyalty-based incentives allow hotels and airlines to minimize the cost of commissions and reduce the increase in expenses. The channels also facilitate customer relationship management over the long term and brand differentiation (Li et al., 2021). The loyalty programs are important in enhancing direct distribution by motivating customers to make repeat bookings by offering them rewards, special offers, as well as personalized pricing plans. The suppliers are also resorting to the best-rate guarantee and other package advantages to move the demand off-the-middlemen. The emergence of mobile first booking behavior has further made the role of direct digital channels even more vital especially in the last minute travel and short stay travel segments (Martínez-Navarro & Martínez-López, 2023).

## **2.7 Emerging Channels in Tourism Distribution**

New tourism distribution channels are not limited to the conventional booking platforms but are also encompassed in social media, mobile ecosystems, and personalization technologies that are

based on data. Social media platforms are expanding their impact on inspiration, evaluation, and purchase decisions in travel, as they are incorporating visual content, peer reviews, and links to book in one digital environment (Almeida-Santana and Moreno-Gil, 2022). The mobile applications provide real-time interaction in the form of location-based services, notification, and smooth management of transactions. The other useful distribution mechanisms have become influencer marketing, which uses trust and social credibility to influence consumer behavior. The latest development in the field of tourism distribution is artificial intelligence and data analytics that allow providing dynamic pricing, personal recommendations, and predictive demand management. They make the distribution more efficient and redefine competitive advantage in the tourism markets with the help of these technologies (Sigala, 2021).

### **3. Methodology**

This research paper will use a qualitative research design that relates to analysis of secondary data to investigate the development of tourism distribution channels. The reason why a qualitative approach should be used is that the study will focus on observing patterns, concepts, and changes in the structure of tourism distribution and not on the testing of hypotheses or quantifying causal relationships. This topic is especially appropriate to conduct secondary research, since tourism distribution is widely covered in the academic literature and industry reports, and it is possible to conduct a complete synthesis of the available knowledge without specific data collection (Snyder, 2021). The research papers used as sources of data to refer to in this study will be mostly peer-reviewed academic journal articles and reliable industry and institutional reports on the topic of tourism distribution, digital transformation, and travel technology. The sources related to the academic materials were chosen through such reputable journals as *Tourism Management*, *Journal of Travel Research*, *International Journal of Hospitality Management* and *Tourism Management Perspectives*. Moreover, the sources were incorporated comprising industry reports and policy reports by organizations like UN World Tourism Organization (UNWTO), OECD, and other nationally recognized organizations to present practical and industry-related insights (UNWTO, 2022).

The relevance and quality of data were achieved by ensuring application of clear inclusion criteria. The stories of studies published after 2021 and up to 2025 have been included, which means that the analysis describes the current trends in the field of digital tourism distribution. The entire set of chosen sources was to be open or accessible or free access through the search options like Google Scholar to maintain transparency and verifiability. Moreover, the sources needed to

specifically target tourism distribution channels, online intermediaries, online travel agencies, or tourism markets changing due to technology. Articles that were not related to the tourism and hospitality industry or did not have a specific emphasis on distribution were excluded (Law et al., 2022). The thematic analysis approach that was used analyzed the data and is suitable in qualitative secondary research. Thematic analysis is the process that identifies, classifies and decodes recurrent patterns and themes in multiple sources. In this research, the systematic review and coded text of the relevant texts were performed to determine major themes which included traditional intermediaries, digital transformation, online travel agents, online direct booking strategies, and emerging technologies. These themes were subsequently contrasted and condensed to come up with an organized knowledge regarding how tourism distribution chains have changed, with time (Braun and Clarke, 2021). This enables flexibility and at the same time ensures a rigor of analytical work and transparency.

Despite the advantages, there are several limitations of secondary qualitative research. The data used in the study is based on previous literature, which can be biased in the publication process or those views of certain regions or market segment. Also, secondary data do not offer the ability to exercise direct control over data quality, research design or situations which may limit the level of analysis. There is also the limitation of the capture of real-time managerial views or consumer experiences due to the lack of primary data. However, with high-quality, recent, and peer-reviewed materials, these drawbacks will be reduced, and the approach can still be used to fulfill the goals of the research (Snyder, 2021).

## **4. Findings**

This part provides the main conclusions based on the thematic analysis of the latest academic literature and industry reports on tourism distribution channels. What is being brought out in the findings is the obvious structural change in distribution, marketing and consumption of tourism products, which is a general trend in technology and behavior within the tourism and hospitality industries.

### **4.1 Shift from Agent-Centric to Consumer-Centric Distribution**

A consumer-centric distribution approach, which replaces the agent-centric model, is one of the biggest discoveries. In the past, travel agencies and tour operators monopolized the information, pricing and reservation. But digital technologies have also enabled the consumers as they have direct access to real-time information, reviews, and booking tools. Customers are currently attentively searching, comparing and tailoring tourism products to suit individual preference

instead of just using the middleman. This has redefined consumers as key decision-makers in the distribution system compelling tourism organizations to redesign distribution to focus on customer convenience, transparency, and autonomy (Dolnicar et al., 2021).

#### **4.2 Dominance of OTAs and Hybrid Distribution Models**

The results affirm the existing domination of the Online Travel Agents (OTAs) in the modern tourism distribution environment. Booking.com, Expedia, and Airbnb are all a mighty force of middle agents by consolidating massive amounts of tourism products and providing suppliers with a worldwide presence. Instead of completely substituting the traditional channels, OTAs have led to the formation of the hybrid forms of distribution where suppliers are utilizing OTAs, direct booking platforms, and the traditional intermediaries at the same time. The hybrid models enable tourism companies to trade off market coverage and cost containment, but also complicate operations and augment reliance on digital platforms (Buhalis and Sinarta, 2022).

#### **4.3 Increased Importance of Mobile and Social Distribution Channels**

The other major discovery is the increased significance of the mobile and social media in tourism distribution. The mobile devices are now considered as a main tool in travel-related searches, bookings, and managing on-trip, especially when it comes to last-minute and short-haul travel. The mobile applications facilitate the availability of easy transactions, services based on location, and communication in real time, which are eminent aspects of the contemporary distribution strategies. Simultaneously, the role of social media in the tourism distribution in terms of destination awareness, travel motivation, and purchase intentions is growing due to the visual content and the opinions posted by other users. These platforms have zeroed the marketing and distribution boundary where users can now access the same digital platform and perception to be inspired and booked (Almeida-Santana and Moreno-Gil, 2022).

#### **4.4 Supplier Focus on Direct Booking Channels**

The analysis also reveals a strategic shift among tourism suppliers toward strengthening direct booking channels. Hotels, airlines, and other service providers increasingly prioritize their own websites and mobile applications to reduce dependency on intermediaries and commission costs. Direct channels enable suppliers to maintain greater control over pricing, brand communication, and customer data. Many suppliers actively promote direct bookings through incentives such as best-rate guarantees, exclusive offers, and loyalty rewards. This focus on direct distribution reflects a broader industry effort to regain bargaining power and build long-term customer relationships in an increasingly platform-dominated market (O'Connor & Murphy, 2021).

#### **4.5 Personalization as a Competitive Advantage**

Customization proves to be a very important competitive edge in modern tourism distribution networks. Such integration of data analytics and artificial intelligence enables becoming able to offer content, recommendations, and pricing to individual consumer preferences by tourism businesses and their digital intermediaries. Customized distribution leads to better customer satisfaction in terms of less effort and perceived relevance. Individualized interface, dynamic pricing, and predictive suggestions are emerging to be used by OTAs and direct booking platforms in a very competitive market to distinguish themselves. Its results indicate that personalization is no longer the addition to the distribution efficiency and customer loyalty, but the strategy they must follow to achieve it (Sigala, 2021).

#### **4.6 Summary of Key Findings**

All in all, the results indicate that the distribution of tourism has grown into a new and technology-based ecosystem leading to consumer empowerment, platform dominance, mobile integration, and data-driven personalization. The traditional mediators have not been eliminated but they have transformed under the influence of digital innovation, and the suppliers remain to renegotiate their role in the hybrid distribution models. These conclusions form the basis of the further discussion, that is the critical analysis of the implication of these changes on the tourism business and future sustainability of tourism distribution channels (Law et al., 2022).

### **5. Discussion**

Findings have been discussed in this section in relation to the available literature and the implications that they hold to the tourism businesses, and the overall distribution ecosystem are discussed. It also explores strategic dilemma of traditional intermediaries, incessant conflict on Online Travel Agents (OTAs) and direct distribution, and viability of digital platforms in the long run.

#### **5.1 Comparison with Existing Literature**

The results are well congruent with the current literature on tourism distribution, which has continued to highlight a structural transformation in terms of consumer-based and digitally mediated systems. According to previous research, availability of real-time information, peer reviews and self-service technologies has enabled the traveler and decreased reliance on physical intermediaries. This trend of the prevalence of OTAs and hybrid distribution models is, in turn, confirmed by previous studies that disintermediation has occurred partially and temporarily,

and it has been replaced by re-intermediation with technologically advanced platforms instead of the total elimination of channels (Law et al., 2022). The growing topicality of personalization also reflects the recent research that presents data-based distribution as one of the characteristics of the modern tourism market (Sigala, 2021).

## **5.2 Implications for Tourism Businesses**

In the case of tourism businesses, distribution channels are changing and this presents opportunities and challenges when performing business activities. Digital channels enable suppliers to access markets in developed countries effectively and move dynamically to the changing demand. Increased transparency, however, enables price competition and narrows margin especially to those accommodation providers in a destination which has a high competition. Businesses should thus invest in digital capabilities, revenue management system, and customer analytics to keep up with competition. As it is indicated in the literature, companies that can combine the use of distribution, marketing, and customer relationship management are more likely to be in a better position to create value in digitally saturated markets (Buhalis and Sinarta, 2022).

## **5.3 Strategic Challenges for Traditional Intermediaries**

The old intermediaries, especially the brick and mortar travel agencies and tour operators, have a serious strategic challenge of getting oriented in the digital world of domination. The traditional value proposition of consumers has been undermined by their decreased dependence on face-to-face consultation and package deals. The existing literature observes that the intermediaries that cannot specialize, provide a consultancy service, or focus on a niche market run the risk of being marginalized. Nonetheless, studies also show that the middleman can be still useful by focusing on more complex travel segments, like luxury travel, corporate travel, or experiential travel where individualized expertise and risk management is highly valued (Kracht and Wang, 2021).

## **5.4 Balancing OTAs and Direct Distribution**

One of the main problems, which the findings raise as well as the literature, is the strategic balance between the participation in the OTA and direct distribution. OTAs like Booking.com and Expedia offer unmatched visibility and demand generation, especially to small and independent suppliers. Nonetheless, commission rates are high, and the ownership of customer data generates dependencies in the long run. According to scholars, a good strategy is balancing between the presence of OTA to reach the market and at the same time fortifying direct channels

via loyalty schemes, special offers, and personal communication (O'Connor & Murphy, 2021). Such a moderate position allows the suppliers to avoid dependence on the platforms and ensure the security of the revenues.

### **5.5 Long-Term Sustainability of Digital Platforms**

Sustainability of digital tourism platforms would be determined by how they manage to strike a balance between the interests of various stakeholders such as consumers, suppliers and the regulating bodies. Platforms enjoy the benefits of network effects and scale, but in recent years, much more scrutiny has been directed at issues to do with fairness of commissions, control over data and market concentration, which have led to increased regulatory attention in most jurisdictions. It has been proposed in literature that platforms which do not adjust transparent pricing frameworks or fair treatment of suppliers can encounter reputational and regulatory threats. Moreover, the use of algorithms in personalization creates ethical issues concerning the privacy of information and algorithm biases which may affect the trust of consumers in the long-term (Ivanov and Webster, 2021). In terms of sustainability, digital platforms which invest in responsible data usage, partnering with suppliers, and creating long-term value are more possibly to be legitimate and competitive. Recent studies note that platform governance, interoperability, and alignment with sustainable tourism goals are the main aspects that define the future distribution systems (UNWTO, 2022).

### **5.6 Synthesis of the Discussion**

In general, the discussion can confirm that the distribution of tourism is in the digital mature stage where the dominance of platforms, hybrid channel approaches, and increased competition are observed. Even though the digitalization has boosted efficiency and consumer power, it has increased strategy complexity among the tourism businesses and intermediaries. It is also reflected in the literature that success in such an environment is founded on adaptive distribution strategies, technological capability and strategic balance instead of dependent on one channel. These insights will make it possible to arrive at a conclusion on the future of the field of tourism distribution evolution and its managerial implications.

## **6. Conclusion**

This report has been able to discuss the development of the tourism distribution channels in which due to advances in technology, consumer behavior and market structures, the nature of distribution of tourism products and services has changed. The analysis shows a distinct change

in the previous, intermediary-controlled systems of distribution to the more flexible, digitally facilitated, and consumer-based ones. Though the role of travel agencies, tour operators, and wholesalers was dominant in the past, modern tourism distribution is gaining momentum towards the use of online services, mobile technologies, and data-driven decision-making.

The discussion reveals that Online Travel Agents have taken the center stage in the contemporary distribution patterns and have been providing their consumers with a wide market coverage, price visibility, and convenience. Nevertheless, their individuality has not led to extinction of other channels. Rather, the tourism distribution has become more of a hybrid ecosystem where the suppliers depend on several channels, such as OTAs, direct booking platforms, and in some cases, traditional intermediaries. This increased significance of mobile and social channel goes further to explain how distribution has not only become broader than traditional booking channels but also more inspirational, evaluation and real-time in a single online platform.

Distribution of tourism has followed various distinct phases in terms of evolutionary factors. Firstly, distribution used to be very dependent on physical intermediaries and personal communication. This was then succeeded by digital disruption led by the internet that brought about direct supplier-consumer relationships and less information asymmetry. The stage is marked with re-intermediation, with the use of technologically progressive platforms and data-driven systems taking the center stage in facilitating supply and demand. This trend in evolution demonstrates the adaptability of tourism distribution, which is formed not only through innovation but also by the total replacement of current channels.

The results are also significant to the managers. Tourism companies must assume integrated and balanced distribution approaches that cannot be inconsistent with the operational goals and the expectations of the customers. Single channel dependence can make the channel susceptible whereas channel diversification can make the channel more resilient and competitive. Managers must make an investment in digital capabilities, customer relationship management and channel coordination to provide similar quality of services through platforms. To traditional intermediaries, long-term viability must rely on differentiation based on specific expertise, personalized services, and niche orientation of the market.

In the future, it can be predicted that tourism distribution channels will be much more personalized, computerized, and interconnected. Developments in technology will further streamline the way in which tourism products are packaged and dispatched, and the increasing issues about data management, transparency, and dependency on a platform could impact the future distribution

approach. In the long run, the sustainability of tourism distribution systems will be determined by their capacity to create a balance in innovation, equity and long-term value creation in a more complex global tourism context.

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