



European Institute of Innovation,
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**Title: The Role of Online Travel Agencies
(OTAs) in Shaping the Future of Tourism
Distribution Channels**

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ABSTRACT

Online Travel Agencies (OTAs) such as Booking.com, Expedia, and Airbnb have become powerful players in the modern tourism ecosystem, changing not only how people book travel but also how tourism businesses operate. Their growth is closely connected to the broader digital transformation of the travel sector, where travelers now expect instant access to information, transparent pricing, and user-generated reviews before making any decision (Buhalis & Amaranggana, 2015). Instead of relying on traditional travel agencies, most consumers now prefer digital platforms that let them research, compare, and book services independently, a shift supported by the increasing availability of mobile devices and high-speed internet worldwide (Xiang, Du, Ma & Fan, 2017).

One of the main reasons OTAs have gained such influence is their ability to simplify the travel planning process. From a consumer-behavior perspective, travelers tend to choose platforms that reduce uncertainty, minimize effort, and provide a sense of control over the booking experience (Kotler, Bowen & Makens, 2016). OTAs address these needs through features like price comparisons, personalized suggestions, verified reviews, and intuitive interfaces that help travelers feel confident in their decisions. These platforms also use algorithms and data analytics to tailor search results, further enhancing convenience and reducing the mental load of travel planning (Gretzel, 2011; Huang & Benyoucef, 2013).

For tourism suppliers, OTAs can be both a blessing and a challenge. On the positive side, they offer businesses especially small and medium-sized enterprises a chance to reach global audiences that would otherwise be difficult to access (Law, Leung & Buhalis, 2014). Exposure on major OTAs can significantly boost occupancy and improve visibility, especially in competitive markets. However, this increased reach comes at a cost. Commission fees, which can be substantial, reduce profit margins, and OTA policies often limit how freely suppliers can manage pricing or interact directly with customers (Inversini & Masiero, 2014). Many businesses also express concern about becoming overly dependent on platform rankings and algorithms, which can determine whether a property gets noticed or buried among thousands of listings (Zervas, Proserpio & Byers, 2017).

Traditional intermediaries like physical travel agencies and tour operators have also felt the impact of OTA expansion. As more travelers shift toward digital self-service options, these intermediaries are pushed to redefine their roles, often moving toward specialised, experience-based, or advisory services that emphasize personal expertise rather than simple transactions (Cheung & Lam, 2009). Meanwhile, OTAs continue to expand their influence by adding loyalty programs, bundled package options, mobile-friendly tools, and financial services, solidifying their place as complex, multi-sided platforms within global tourism value networks (Buhalis & Law, 2008). This ongoing evolution underscores the increasing pressure on all tourism stakeholders to adapt to a fast-paced, digitally driven marketplace.

Given this competitive landscape, it is essential for tourism businesses to build resilience and avoid relying too heavily on OTAs. Strategies such as strengthening direct booking channels, improving website functionality, using dynamic pricing tools, and investing in CRM systems can

help businesses retain more control over customer relationships (Sigala, 2018). Equally important is the development of a balanced, multi-channel distribution approach that mixes OTAs with direct sales, social-media engagement, and niche booking platforms. By diversifying their digital presence and continuously innovating, tourism businesses can maintain competitiveness and reduce their vulnerability to changes in OTA algorithmic systems and commission structures (Buhalis, 2020). While OTAs will undoubtedly remain dominant actors in global travel distribution, businesses that strategically adapt will be better positioned to thrive in this platform-driven environment.

INTRODUCTION

The transformation of tourism distribution channels represents one of the most profound shifts in the modern tourism landscape. Prior to the early 2000s, the majority of leisure travelers depended heavily on traditional travel agencies, brochures, and physical booking offices to arrange their travel. These channels, while effective for their time, were constrained by geographic reach, information availability, and limited price transparency. The emergence of Online Travel Agencies (OTAs) introduced a radical shift in both consumer expectations and business distribution strategies by digitizing the travel planning and purchasing process. Brands like Booking.com, Expedia, Agoda, Airbnb, and Trip.com now dominate global tourism flows, mediating billions of transactions annually.

The COVID-19 pandemic further accelerated digital adoption, compelling tourism businesses to engage more deeply with OTAs as a means of reaching dispersed markets during volatile recovery phases. In parallel, consumer behavior underwent a major transformation—preferences shifted towards convenience, flexible booking options, peer reviews, visual content, and digital-first interactions.

This assignment critically analyzes the role of OTAs in shaping the future of tourism distribution channels. It addresses three central questions:

1. How have OTAs impacted traditional travel agencies and reshaped tourism distribution?
2. What are the key advantages and disadvantages for businesses and consumers?
3. How can tourism firms adapt their strategies to coexist with, compete against, or leverage OTAs more effectively?

LITERATURE REVIEW

1. Evolution of Tourism Distribution Channels

Tourism distribution channels have undergone significant transformation over the past three decades. Buhalis (2000) proposed one of the early comprehensive models highlighting the shift from traditional intermediaries toward digital-enabled systems. Prior to digitization, distribution primarily relied on retail travel agencies, wholesalers, and Global Distribution Systems (GDS) such as Amadeus and Sabre. These channels played a central role in connecting consumers to airlines, hotels, and tour operators through face-to-face interactions and printed catalogues. However, with the widespread adoption of the internet, these traditional structures became less efficient compared to emerging online platforms offering real-time availability and dynamic pricing (Law, Leung & Buhalis, 2019).

The emergence of Web 2.0 further intensified this shift by enabling user-generated content, interactive features, and enhanced personalization. This environment laid the foundation for OTAs to become dominant mediators in the travel value chain. According to Xiang, Magnini, and Fesenmaier (2015), the digital environment fundamentally redefined how travelers search for information, evaluate alternatives, and make purchase decisions. Today, OTAs support global inventory integration, dynamic bundling, and sophisticated filtering mechanisms that far surpass the capabilities of offline distribution channels.

2. Defining Online Travel Agencies (OTAs)

OTAs are web-based platforms that facilitate the booking of travel-related products such as hotels, flights, rental cars, and experiences. Expedia, Booking Holdings, Airbnb, and Trip.com Group are among the largest global players (Phocuswright, 2023). These platforms operate as intermediaries, connecting suppliers with consumers and generally earning revenue through commissions or merchant models.

Scholars highlight OTAs as disruptive intermediaries because they centralize pricing, availability, and customer reviews into accessible interfaces (Carroll & Siguaw, 2003). Moreover, their algorithmic display of options influences customer decision-making, redefining power dynamics between suppliers and intermediaries. With mobile applications, push notifications, and personalized recommendations, OTAs have become embedded within the broader digital travel ecosystem.

3. Impact of OTAs on Traditional Travel Agencies

The most widely documented outcome of OTA expansion is the gradual decline of brick-and-mortar travel agencies. Studies show that as OTAs gained popularity for self-service bookings, physical agencies experienced reduced demand for simple transactions such as flight and hotel reservations (Dolnicar & Laesser, 2007). Traditional agencies retain relevance primarily for complex itineraries, group travel, cruise vacations, and premium consulting services (Lohmann & Schmücker, 2009).

However, the impact is not purely substitutional. Some researchers argue that OTAs forced traditional agencies to reposition themselves strategically, emphasizing personalized service, experiential planning, and niche travel expertise (Arlt, 2016). Thus, OTAs have reshaped though not entirely eliminated the role of traditional intermediaries within tourism distribution.

4. Consumer Behavior Theories in the Context of OTAs

Understanding OTA influence requires grounding in consumer behavior theory. Several models provide insights into why travelers increasingly prefer online platforms:

4.1 Technology Acceptance Model (TAM)

The TAM framework, developed by Davis (1989), explains adoption based on:

- **Perceived usefulness** (e.g., convenience, real-time information)
- **Perceived ease of use** (e.g., intuitive interfaces)

OTAs excel in both attributes, facilitating customer adoption at scale.

4.2 Theory of Planned Behavior (TPB)

Ajzen's TPB suggests that attitudes, subjective norms, and perceived behavioral control shape intention. OTAs benefit from:

- Positive attitudes toward online booking
- Strong social influence through peer reviews
- High perceived control due to transparency and price comparison tools

4.3 Information Search and Decision-Making Models

Travelers engage in extensive online research to reduce uncertainty. User reviews, ratings, images, and price guarantees offered by OTAs serve as decision-support mechanisms that significantly reduce perceived risk (Vermeulen & Seegers, 2009). Digital word-of-mouth (eWOM) has emerged as a critical influence.

5. Advantages of OTAs for Consumers

Academic literature consistently identifies multiple consumer-side benefits:

- **Price transparency:** OTAs aggregate prices across multiple providers, improving price comparison (Kang et al., 2015).
- **Convenience:** Bookings can be made anytime via mobile apps.
- **Comprehensive information:** Access to reviews, photos, maps, and cancellation policies.
- **Bundling options:** Dynamic packaging enables flight-hotel combinations at discounted rates.

These factors contribute to strong consumer trust and high repeat usage.

6. Advantages of OTAs for Tourism Businesses

From a supplier perspective, OTAs offer:

- **Global visibility** essential for smaller hotels and emerging destinations.
- **Access to new markets**, especially international travelers.
- **Demand generation during low seasons** through targeted promotions.
- **Technological support** such as channel management tools.

Studies show that hotels using OTAs often experience increased occupancy, although the financial impact depends on commission levels (Guo, Ling, & Yang, 2017).

7. Criticisms and Challenges of OTA Dominance

Academic critiques highlight the following challenges:

- a. **High Commission Fees:** Many hotels pay between 15%–25% commission (Huang et al., 2020), reducing profit margins.
- b. **Algorithmic Bias and Platform Power:** OTAs control ranking algorithms, which influence consumer visibility of suppliers (Zhang et al., 2021). Paid visibility boosts can create inequalities.
- c. **Over-Dependence:** Heavy reliance on OTAs can weaken a business's direct booking capabilities.
- d. **Parity Clauses:** Rate parity agreements restrict hotels from offering lower prices on their own websites, a long-debated issue leading to regulatory scrutiny in Europe.
- e. **Data Ownership:** OTAs withhold customer data, limiting hotels' ability to build relationships or conduct personalized marketing.

8. Post-Pandemic Digital Transformation

The COVID-19 pandemic accelerated digital adoption, altering distribution dynamics. OTAs responded by:

- Introducing flexible cancellation policies
- Highlighting safety and hygiene information
- Promoting domestic travel
- Integrating artificial intelligence for personalization

Digital transformation literature emphasizes that platforms that adapt quickly to crises gain long-term competitive advantage (Gretzel et al., 2020). As travel recovered, OTAs regained substantial market power due to pent-up demand and traveler preference for digital convenience.

9. Emerging Trends in OTA Distribution

Recent literature identifies several future-shaping trends:

- **Mobile-first travel consumption**
- **Personalization through AI and machine learning**
- **Integration of experiences and activities (e.g., Airbnb Experiences, GetYourGuide)**
- **Expansion into super apps in Asia (e.g., Trip.com, Grab, GoTo)**
- **Sustainability labeling and eco-certification filters**
- **Influencer-driven travel discovery** integrated into OTA search flows

These developments reinforce the notion that OTAs are evolving beyond booking systems into holistic travel ecosystems.

METHODOLOGY

1. Research Design

This assignment adopts a qualitative, desk-based research design consistent with academic approaches used in tourism studies. Because the objective is to analyze the evolving role of Online Travel Agencies (OTAs) in shaping tourism distribution channels, qualitative methods allow for:

- in-depth conceptual exploration,
- synthesis of existing literature,
- integration of case studies, and
- critical interpretation of industry trends.

A qualitative interpretivist approach is appropriate because the study seeks to understand the meanings, behaviors, and motivations influencing both travelers and tourism businesses in the context of digital distribution (Jennings, 2010). Rather than testing hypotheses, the goal is to interpret existing knowledge and develop strategic insights.

2. Data Sources

The study employs **secondary data**, including:

- peer-reviewed journal articles from tourism and hospitality fields,
- industry reports from Phocuswright, Skift, Statista, and UNWTO,
- annual financial reports from Expedia Group, Booking Holdings, and Airbnb,
- government tourism statistics, and
- online scholarly books and conference papers.

These sources provide a comprehensive foundation for analyzing OTA dynamics.

3. Data Collection Strategy

Data was collected through systematic searches in academic databases such as Google Scholar, Scopus, ScienceDirect, and Taylor & Francis Online. Keywords included:

- “online travel agencies”,
- “tourism distribution channels”,
- “digital transformation travel industry”,
- “consumer behavior tourism”,
- “Booking.com case study”,
- “OTA commission hotel industry”.

Industry reports were selected based on recency (2020–2024) to ensure relevance to post-pandemic developments.

4. Data Analysis Method

A thematic analysis approach was applied. Articles and reports were coded according to emerging themes:

- consumer behavior transformation,
- power dynamics between suppliers and OTAs,
- technological innovations in distribution,
- advantages and disadvantages of OTAs,
- post-pandemic recovery strategies.

Themes were then synthesized to derive key insights presented in the findings and discussion sections.

5. Limitations

The study acknowledges several limitations:

- Reliance on secondary data means no primary traveler or supplier surveys were conducted.
- Some industry reports contain commercial biases, especially those sponsored by OTA companies.
- The post-COVID tourism landscape is still evolving, so certain projections may shift in coming years.

FINDINGS

1. OTAs Have Become Central Gatekeepers in Tourism Distribution

Across all reviewed literature and reports, one finding is consistent: OTAs have become indispensable intermediaries in global tourism distribution. Booking Holdings and Expedia Group alone control a substantial share of global online hotel bookings. Their platforms mediate access to millions of accommodation providers, experiences, and transport options.

The findings suggest a concentration of market power within a small number of players, creating platform dependency among suppliers.

2. Travelers Prefer OTAs for Convenience, Price Comparison, and Transparency

Data consistently shows that travelers view OTAs as:

- fast,
- user-friendly,
- informative.

Consumers value the ability to compare multiple hotels or flights within seconds, read verified reviews, and access flexible cancellation policies. Mobile adoption has amplified this trend, with more than 60% of bookings in regions like Asia-Pacific occurring on smartphones (Trip.com Group Report, 2023).

3. Hotels Benefit from Visibility but Struggle with High Commissions

Independent hotels, in particular, benefit from increased exposure via OTAs. However, the financial strain from commissions often 15–25% remains a persistent challenge. Rate-parity clauses, although increasingly regulated, continue to create tension. Hotels regularly express frustration at their inability to compete with OTAs on their own pricing.

4. Consumer Behavior Is Increasingly Influenced by Digital Signals

User-generated reviews, rating scores, badges like “Genius Level 2” (Booking.com), or “Superhost” (Airbnb) strongly influence booking decisions. Consumers rely on social proof to reduce uncertainty. Visual content (photos, videos, virtual tours) further enhances perception of value and credibility.

5. OTAs Innovated Rapidly During and After COVID-19

The findings show that OTAs responded to the pandemic with:

- flexible cancellation features,
- reduced or waived fees,
- increased domestic travel options,
- stronger hygiene and safety labeling,
- and the promotion of alternative accommodations.

These agility-driven innovations helped OTAs regain momentum faster than many suppliers.

6. Traditional Travel Agencies Are Not Eliminated but Repositioned

While OTAs outcompete traditional agencies for simple bookings, brick-and-mortar agencies remain relevant for:

- multi-country itineraries,
- cruise packages,
- luxury travel,
- and corporate travel management.

This shows that the distribution environment now operates on a hybrid model.

7. New Trends Are Emerging: Super Apps, AI, and Experiences

Platforms like Trip.com, Grab, and WeChat integrate travel booking, dining, payments, and transport. AI-driven personalization increasingly shapes search results and recommendations. Additionally, travelers now book experiences (GetYourGuide, Airbnb Experiences) alongside accommodations, making OTAs more holistic travel ecosystems.

DISCUSSION

1. OTAs as Digital Disruptors and Strategic Partners

The findings clearly reflect a dual identity: OTAs are both disruptors and essential partners. From a business perspective, OTAs challenge supplier autonomy but simultaneously deliver large volumes of international traffic. This duality mirrors Christensen's (1997) "disruptive innovation" concept. OTAs weakened traditional distribution through superior technology while creating new value networks.

Hotels depend on OTAs to fill rooms, especially during off-peak seasons. Yet this dependence places OTAs in a dominant position, enabling them to set commercial terms unfavorable to suppliers. For instance, visibility algorithms prioritize hotels that accept higher commission rates or participate in loyalty programs, shaping market outcomes.

2. Consumer Behavior Favors Digital Convenience

The analysis demonstrates that modern travelers display behavior aligned with:

- the Technology Acceptance Model (TAM),
- the Theory of Planned Behavior (TPB), and
- digital information search theory.

Perceived convenience, price transparency, peer reviews, and mobile accessibility strongly influence traveler intention. OTAs have optimized their platforms based on these behavioral drivers, reinforcing their competitive advantage.

Moreover, younger travelers Millennials and Gen Z show even stronger digital preferences, signaling that OTA adoption will continue to rise over the next decade.

3. Post-Pandemic Shifts Strengthened OTA Influence

During COVID-19, OTAs leveraged technological agility to implement flexible booking systems and dynamic local-travel promotions. Traditional agencies lacked such speed. Consequently, OTAs regained power more quickly in the recovery period, attracting travelers seeking reliable, cancellable reservations.

This agility highlights the structural advantage of digital platforms during crises.

4. Challenges for Suppliers: Margin Pressure and Data Loss

Hotels and tourism businesses face two critical vulnerabilities:

1. Financial pressure from commissions
2. Loss of customer data and direct relationships

Without guest email addresses, behavioral data, or loyalty profiles, hotels struggle to conduct personalized marketing. This weakens long-term customer retention and deepens dependence on OTAs.

5. Transforming Power Dynamics Through Technology

Technological trends such as AI-driven personalization, mobile-first design, and super-app ecosystems consolidate OTA dominance. Suppliers face increasing difficulty in competing unless they heavily invest in digital tools.

However, some hotels are countering OTA dominance through:

- direct booking incentives,
- membership programs,
- channel management automation,
- and improved website UX.

These strategies reflect the resource-based view (RBV), where competitive advantage arises from internal capabilities rather than external distribution partners.

6. Hybrid Distribution as the Future Model

The discussion indicates that neither OTAs nor direct channels can function in isolation. Instead, a hybrid distribution environment combining:

- OTA visibility,
- direct booking growth,
- mobile optimization, and
- data-driven personalization

is emerging as the future of tourism distribution.

CONCLUSION

The evolution of tourism distribution channels over the past two decades has been significantly shaped by the rise of Online Travel Agencies (OTAs). From their early stages as simple online booking tools to their current status as global travel ecosystems, OTAs have redefined how consumers search for, evaluate, and purchase travel products. The analysis presented in this assignment highlights the multifaceted impact of OTAs on both the supply and demand sides of the tourism industry.

Consumers value OTAs for the convenience, transparency, and variety they provide. Travelers benefit from user-generated reviews, real-time pricing, mobile booking options, and flexible cancellation policies attributes that align closely with established consumer behavior theories such as the Technology Acceptance Model and the Theory of Planned Behavior. These factors collectively drive strong adoption and repeat usage across different traveler segments.

For tourism businesses, especially smaller and independent hotels, OTAs serve as powerful platforms for visibility and market access. They enable suppliers to reach global audiences that would otherwise be inaccessible through traditional distribution channels. However, the relationship between suppliers and OTAs is complex and often characterized by tension. High commission fees, restrictive rate-parity clauses, and lack of access to customer data create long-term vulnerabilities for tourism businesses. The findings show that while OTAs provide significant revenue opportunities, they also weaken direct customer relationships and reduce supplier autonomy.

The COVID-19 pandemic played a pivotal role in accelerating digital adoption and strengthening OTA dominance. As travel restrictions fluctuated, OTAs adapted rapidly by offering flexible booking conditions, hygiene transparency, and domestic travel promotions. Their agility underscored the competitive advantage of digital platforms in responding to crises, reinforcing their role as essential intermediaries.

Looking forward, several emerging trends are likely to shape the future of OTAs and tourism distribution. Mobile-first booking behavior, artificial intelligence-driven personalization, the rise of experience-based platforms, and the expansion of super apps are transforming how travelers

interact with travel content. These innovations suggest that OTAs will continue expanding beyond accommodation and flights into more holistic travel ecosystems.

Nevertheless, the future of distribution is not a zero-sum competition. Instead, a hybrid model that combines OTA partnerships with strong direct booking strategies offers the most sustainable path for tourism businesses. Hotels and tourism operators must invest in improved digital capabilities, personalized marketing, and loyalty programs to strengthen their position within this hybrid environment. By doing so, they can balance the benefits of OTA exposure with the long-term value of direct customer relationships.

In conclusion, OTAs play an indispensable yet complex role in shaping the future of tourism distribution. Their technological innovation, market power, and consumer-focused platforms have transformed the tourism landscape irreversibly. Tourism businesses must continue adapting to changing market dynamics through strategic digital transformation, selective OTA engagement, and continuous innovation. Only through a balanced, forward-thinking approach can the industry navigate the challenges and opportunities posed by OTAs in the post-pandemic era.

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