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Analysis Of The Relationship Between Room Sales Through Online Travel Agents (Otas) And Room Revenue At X Hotel

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Abstract

The hotel industry is facing changing reservation patterns due to the development of Online Travel Agents (OTAs), but the increase in room sales through OTAs has not always been followed by an increase in revenue. This study aims to analyze the relationship between room sales through OTAs and room revenue at X hotel for the period 2021–2025. The study used a qualitative approach with descriptive methods. Three informants were selected purposively: the Revenue Manager, Assistant Reservation Manager, and Area Revenue Analyst. Data were obtained through semi-structured interviews, observation, and documentation, then analyzed through data reduction, data presentation, drawing conclusions, and source triangulation. The results show that OTAs play a significant role in expanding the market and supporting room sales. The number of room nights increased from 5,570 room nights in 2024 to 7,083 room nights in 2025, but revenue decreased from Rp58,987,234,982 to Rp48,363,282,191. In conclusion, the relationship between OTA sales and room revenue is not always unidirectional because it is influenced by ADR, pricing strategy, promotions, OTA commissions, and revenue management.

Keywords : Average Daily Rate, Hotel Revenue, Online Travel Agent, Revenue Management, Room Sales

INTRODUCTION

The hotel industry in Bali plays a crucial role in supporting the tourism sector, which is a key driver of the regional economy. The accommodation sector contributes over 40% to Bali's Gross Regional Domestic Product (GRDP), dominated by star-rated hotels in the Seminyak and Nusa Dua areas (Alya & Vendra, 2024; Apriyanti & Hatmoko, 2024). This situation drives competition between hotels, requiring management to develop marketing and sales strategies aligned with market developments (Langi, 2024). In line with digital transformation, online travel agents (OTAs) have emerged as a distribution channel,

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transforming accommodation booking patterns. OTAs facilitate reservations for travelers while helping hotels expand their marketing reach and increase room sales opportunities (Rara et al., 2025).

The use of OTAs is increasingly important because hotels can distribute room products through various digital platforms, making information about prices, room availability, and facilities accessible to potential guests from various regions. The use of multiple platforms, such as Booking.com, Expedia, Agoda, Trip.com, and other OTAs, allows hotels to reach a wider range of market segments (Kharisma et al., 2020). Rara et al. (2025) show that OTAs are a key channel that can support hotel market reach and revenue performance, while Kharisma et al. (2020) demonstrate the role of OTAs in supporting room sales activities. In the context of X , Booking.com contributed approximately 47% of total OTA room nights in 2025, followed by Expedia at 34%, Trip.com at 10%, and Mr & Mrs Smith at 9%. Total room sales through OTAs that year reached 7,083 room nights.

The research problem is evident in the difference in development between the number of room nights sold through OTAs and the resulting room revenue. Data from X hotel shows that during the 2021–2025 period, the number of room nights sold through OTAs and room revenue fluctuated. From 2021 to 2023, increases in room nights tended to be followed by increases in revenue. However, this situation changed in 2024 and 2025. The number of room nights sold through OTAs increased from 5,570 room nights in 2024 to 7,083 room nights in 2025, or approximately 27.16%, while room revenue through OTAs actually decreased from Rp58,987,234,982 to Rp48,363,282,191, or approximately 18.01%. This phenomenon indicates that an increase in the number of rooms sold through OTAs does not necessarily result in an increase in room revenue.

This issue is important because room revenue is not only related to the number of rooms sold but is also influenced by room rates, occupancy rates, distribution strategies, and revenue management. Room revenue is a crucial component of hotel performance because it is directly related to room sales activity (Pradnya & Suryawan, 2025; Udayana, 2025). Furthermore, the use of OTAs has consequences for revenue because there is a commission of 15–20% per transaction that can reduce hotel profit margins (Wijaya, 2025). Changes in the Average Daily Rate (ADR), pricing strategies, promotional programs, and OTA commissions can also cause an increase in booking volume that is not always followed by an increase in revenue in the same pattern (Hidayat et al., 2024). Therefore, the relationship between the number of room sales through OTAs and room revenue needs to be examined more specifically based on the conditions that occur in the hotel. Previous research has discussed the use of OTAs in relation to room sales, occupancy rates, Revenue per Available Room (RevPAR), and hotel revenue. Somba et al. (2025) showed that hotel collaboration with OTAs plays a role in increasing room sales

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by expanding market reach and increasing visibility. Kharisma et al. (2020) demonstrated the contribution of OTAs to RevPAR, while Putri and Hendrajaya (2024) discussed the role of OTAs in increasing room bookings to achieve revenue targets. Rara et al. (2025) examined the influence of OTA distribution channels on RevPAR, and Khairunnisa et al. (2025) discussed marketing strategies through OTAs in increasing room occupancy. Thus, the difference between these studies lies in the focus of the analysis of the relationship between the number of room sales through OTAs and room revenue, based on the phenomenon of increased room sales without an increase in room revenue.

This study aims to analyze the relationship between room sales through Online Travel Agents (OTAs) and room revenue at X Hotel during the period 2021–2025. This research is important to provide an understanding of the relationship between the number of room sales through OTAs and room revenue based on sales data, revenue, and information from parties involved in OTA management and Revenue Management. Academically, this study complements previous research that has focused more on the influence of OTAs on occupancy, room sales, RevPAR, and hotel revenue by focusing on the relationship between room sales through OTAs and room revenue at X hotel. Practically, the research results can be used as evaluation material in managing room sales and distribution through OTAs so that increasing the number of sales can provide an optimal contribution to room revenue.

METHOD

This study uses a qualitative approach with descriptive methods to analyze the relationship between room sales through Online Travel Agents (OTA) and room revenue at The Legian Seminyak Hotel, Bali. The object of the study is the relationship between room sales through OTA and room revenue, with the research location at X hotel. The study was conducted from October 2025 to August 2026. The data used consists of qualitative data in the form of interviews with parties related to OTA management and room revenue, as well as quantitative data in the form of the number of room sales through OTA and room revenue for the period 2021–2025 as supporting data for the analysis. Data sources consist of primary data obtained through interviews and secondary data in the form of room sales reports through OTA and room revenue reports obtained from internal hotel documents (Sofwatillah et al., 2024).

Data collection was conducted using semi-structured interviews, observations, and documentation studies. Interviews were used to obtain information regarding hotel collaboration with OTAs, room sales developments, Revenue Management strategies, factors influencing room revenue, and the relationship between OTA room sales and room revenue (Sugiyono, 2021). Observations were conducted in the Revenue Department to understand the OTA reservation management process, room revenue,

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and Revenue Management activities. Documentation studies were conducted on OTA room sales reports, room revenue reports for the 2021–2025 period, and other supporting documents (Maruf et al., 2025). Data analysis was conducted qualitatively through the stages of data reduction, data presentation, and drawing conclusions. Data reduction was carried out by selecting and grouping data according to the research focus. The presentation was done in the form of descriptive descriptions supported by tables and documentation. While conclusions were drawn based on the results of interviews, observations, and documentation and verified throughout the research process (Sugiyono, 2021).

This study involved three informants selected using purposive sampling based on their duties, responsibilities, and direct involvement in managing room sales through OTAs and room revenue at X hotel. These informants consisted of the Revenue Manager as the key informant, the Assistant Reservation Manager as the primary informant, and the Area Revenue Analyst as the supporting informant. The Revenue Manager was selected because he was responsible for Revenue Management strategies, room pricing, distribution channel management, and achieving hotel revenue targets. The Assistant Reservation Manager was selected because he was responsible for the reservation process through various distribution channels, including OTAs, while the Area Revenue Analyst was selected because he analyzed room sales data, room revenue, ADR, and evaluated distribution channel performance.

The research began with determining the object and focus of the study, namely the relationship between OTA room sales and room revenue at X hotel. Next, the researcher collected data through semi-structured interviews with three informants, conducted observations of OTA and Revenue Management activities, and collected documents in the form of room sales and room revenue reports for the 2021–2025 period. The obtained data were then reduced and grouped based on the research theme, presented in descriptive form supported by tables and documentation, and then analyzed to draw conclusions. Data validity was tested through source triangulation by comparing information from the Revenue Manager, Assistant Reservation Manager, and Area Revenue Analyst, then comparing it with documentation from the Revenue Department to ensure consistency and increase data credibility (Sugiyono, 2021).

RESULTS AND DISCUSSION

The Role of Online Travel Agents in the Room Sales Process at X Hotel

Based on interviews with the Revenue Manager, Assistant Reservation Manager, and Area Revenue Analyst, it was discovered that Online Travel Agents (OTAs) play a crucial role in the room sales process at X hotel. OTAs serve as distribution channels that help expand market reach to both domestic and international guests, increase sales

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opportunities, and support hotel brand recognition. Furthermore, OTAs facilitate access to information about rooms, amenities, prices, and reviews for potential guests, making the reservation process more effective and efficient.

OTAs also serve as data sources that help hotels understand market demand trends, booking patterns, and the performance of each distribution channel. This information can be used as evaluation material in determining room sales strategies. Thus, interview results indicate that OTAs play a role not only in generating reservations but also in supporting marketing activities, expanding the market, and providing information for developing sales strategies. This role is a crucial foundation for understanding the relationship between room sales through OTAs and room revenue at X hotel.

*Online Travel Agent*as a Room Distribution Channel at X Hotel

Based on interviews with the Revenue Manager, Assistant Reservation Manager, and Area Revenue Analyst, it was discovered that X hotel collaborates with several international Online Travel Agents (OTAs), namely Expedia, Booking.com, Mr. & Mrs. Smith, and Trip.com. The selection of these OTAs is tailored to the hotel's target market, especially international tourists, with each platform having a different market segment. Trip.com, for example, is used to reach the Chinese market, while Mr. & Mrs. Smith serves specific segments such as the British market.

Interviews also revealed that the hotel does not have direct partnerships with local OTAs like Traveloka and Tiket.com, while its partnership with Agoda has been temporarily suspended. Therefore, X hotel selectively chooses OTAs as distribution partners, considering market reach, guest suitability, and the hotel's room sales strategy.

The Development of Online Travel Agent Usage in 2021–2025

Table 1. Development of the Number of Room Sales Through Online Travel Agents (OTAs) 2021–2025

Year	Number of Sales Through OTA (R/N)
2021	1,331
2022	7,180
2023	7,453
2024	5,570
2025	7,083

Source: Revenue Department X hotel, 2026.

Based on Table 1, the number of room nights sold through OTAs fluctuated between 2021 and 2025. Sales were recorded at 1,331 room nights in 2021, increasing to 7,180 in 2022 and 7,453 in 2023, then declining to 5,570 in 2024 and then increasing

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again to 7,083 room nights in 2025. Interviews with Revenue Managers, Assistant Reservation Managers, and Area Revenue Analysts indicate that the low OTA usage in 2021 was related to the impact of the COVID-19 pandemic, while the increase in 2022 and 2023 occurred in line with the recovery of the tourism sector. The decrease in 2024 was then followed by an increase in 2025.

Overall, all three informants stated that while OTA usage fluctuates, its utilization shows positive growth and remains a key distribution channel for X hotel. This indicates that OTAs are increasingly being utilized as a room booking channel as market demand recovers.

Development of Room Sales through Online Travel Agents 2021–2025

Based on interviews with Revenue Managers, Assistant Reservation Managers, and Area Revenue Analysts, supported by data from the Revenue Department, it was found that the number of room sales through Online Travel Agents (OTAs) fluctuated between 2021 and 2025. OTA room sales were low in 2021 due to the COVID-19 pandemic, then increased in 2022 and 2023 as the tourism sector recovered. A decline occurred in 2024 before rebounding in 2025. Despite the fluctuations, overall, the number of room sales through OTAs showed positive growth following the tourism recovery.

The three informants also explained that OTAs significantly contribute to room sales because they are able to reach a wider market and generate reservations from various guest segments. The Assistant Reservation Manager stated that OTAs can contribute approximately 30% of room bookings, making them the second-largest distribution channel after direct bookings. However, the hotel maintains a balance between OTA sales and direct bookings to ensure that increased sales contribute optimally to room revenue. Therefore, OTAs became a crucial distribution channel supporting room sales at X Hotel during the research period.

Factors Affecting Room Sales through Online Travel Agents

Based on interviews with the Revenue Manager, Assistant Reservation Manager, and Area Revenue Analyst, it was discovered that changes in the number of room sales through Online Travel Agents (OTAs) at X Hotel were influenced by various internal and external factors. Internal factors include hotel distribution strategies, price competitiveness, hotel visibility on OTA platforms, and the performance of each platform. Meanwhile, external factors include market demand conditions, holiday seasons, economic conditions, geopolitical situations, market characteristics, and OTA membership programs.

According to the three informants, these factors are interrelated in influencing the number of room bookings. Sales increases can occur when market demand increases,

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prices are competitive, hotel visibility is good, and the holiday season and OTA membership programs are supported. Conversely, sales can decline due to the off-season, economic or geopolitical conditions, and the limited reach of OTAs in certain markets. Therefore, changes in room sales through OTAs are influenced not only by the hotel's internal strategy but also by market conditions and external factors that influence demand.

Relationship between Room Sales through Online Travel Agents and Room Revenue

Table 2. Room Revenue Derived from Bookings through *Online Travel Agent* 2021–2025

Year	Room Revenue (Rp)
2021	4,176,727,922
2022	41,980,173,290
2023	56,437,925,661
2024	58,987,234,982
2025	48,363,282,191

Source: Revenue Department X Hotel, 2026.

Based on Table 2 and interviews with the Revenue Manager, Assistant Reservation Manager, and Area Revenue Analyst, room revenue from OTA bookings fluctuated between 2021 and 2025. Revenue increased in 2022, 2023, and 2024 as the tourism sector recovered, but decreased to IDR 48,363,282,191 in 2025, despite an increase in room sales through OTAs compared to 2024. This indicates that an increase in the number of rooms sold through OTAs is not always accompanied by an increase in room revenue.

Interview results indicate that room revenue is not solely determined by the number of bookings, but is also influenced by the Average Daily Rate (ADR), pricing strategy, OTA promotional programs, and OTA commissions. In 2024 and 2025, the composition of booked room types remained relatively unchanged and therefore was not a major factor in revenue differences. Promotional programs can increase the number of bookings, but lower the average sales value per room, while OTA commissions reduce hotel revenue. Therefore, the relationship between OTA room sales and room revenue is not always unidirectional. While increasing sales volumes does contribute to sales activity, the amount of revenue remains influenced by pricing strategy, ADR, promotions, commissions, and hotel sales policies.

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Hotel Strategies in Optimizing Room Sales through Online Travel Agents and Room Revenue

Based on interviews with the Revenue Manager, Assistant Reservation Manager, and Area Revenue Analyst, it was discovered that X Hotel implemented a strategy to optimize room sales through Online Travel Agents (OTAs) while maintaining their contribution to room revenue. This strategy includes evaluating the performance of each OTA, adjusting prices based on market conditions, managing room availability, implementing measurable promotional programs, and improving coordination between the Reservation and Revenue teams. The hotel also monitors the Average Daily Rate (ADR), the number of bookings, the effectiveness of promotions, and the contribution of each OTA to revenue.

Interviews revealed that hotels are not only focused on increasing the number of rooms sold but also on the quality of the revenue generated. The Revenue Manager emphasized the importance of balancing OTA sales with revenue targets, while the Assistant Reservation Manager explained that hotels maintain competitive prices, provide equal inclusion for OTA and direct booking guests, and implement special programs for certain OTAs. Internal coordination is also conducted to ensure that OTA rates, availability, and terms and conditions are always aligned with the Revenue strategy.

Meanwhile, the Area Revenue Analyst emphasizes regular monitoring and evaluation of booking volume, ADR, promotional effectiveness, and revenue contribution for each OTA. These evaluation results are used as the basis for determining distribution strategies, pricing adjustments, and promotional programs for the following period. Therefore, X Hotel strategy is not only aimed at increasing room sales through OTAs but also at ensuring that these increases contribute optimally to room revenue.

Source Triangulation Results

Table 3. Results of Research Source Triangulation

No	Discussion Topics	Key Informant	Key Informant	Supporting Informant	Data Interpretation
1	The role of Online Travel Agents (OTA) in the room sales process	OTAs are the main distribution channel that expands the market and increases room sales opportunities.	OTAs simplify the guest reservation process through various digital platforms.	OTAs contribute to room sales based on the performance analysis of each platform.	The three informants provided mutually reinforcing information that OTAs play a crucial role as distribution

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					channels and room sales at X Hotel. This information also aligns with the hotel's documentation.
2	OTA as a room distribution channel	OTAs are part of the hotel room distribution strategy.	OTA reservations are made in accordance with Revenue Department policies.	Each OTA is evaluated based on its sales performance.	The information obtained shows that OTAs are utilized as distribution channels that are strategically managed by hotels so that they are able to support room sales.
3	OTA usage development in 2021–2025	OTA usage increased following the tourism recovery.	The number of reservations increases following market demand.	Data shows an increasing trend of OTA usage after the pandemic.	Information from the three informants is consistent and supported by documentation data on OTA usage for the 2021–2025 period.
4	Factors influencing room sales through OTAs	Influenced by market demand, pricing strategy, and distribution.	Influenced by seasons, market characteristics, and OTA promotions.	Influenced by OTA performance, market conditions, and OTA membership programs.	The three informants explained different factors according to their respective tasks, but all the information complemented

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					each other and showed that room sales through OTAs were influenced by both internal and external factors.
5	The relationship between room sales through OTAs and room revenue	Room sales do not always increase revenue because they are influenced by ADR and pricing strategy.	Revenue is influenced by OTA promotions and room rates.	Revenue is influenced by ADR, OTA commissions, and pricing strategies.	Information from the three informants shows that the relationship between room sales through OTAs and room revenue is not linear because it is influenced by various factors other than the number of rooms sold.
6	Hotel strategies in optimizing room sales through OTAs and room revenue	Conduct OTA evaluations, pricing strategies, and revenue management.	Coordinate reservation operations and availability updates.	Monitoring ADR, OTA performance, and revenue contribution.	The three informants mutually confirmed that optimizing room sales through OTAs is done through revenue management strategies, OTA performance evaluation, price adjustments, and continuous ADR monitoring

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					so that increased room sales are also followed by increased room revenue.

Source: Research Data, 2026.

Based on Table 3, the results of interviews with key informants, primary informants, and supporting informants indicate a consistency of information on each research topic. Although informants provided information based on different tasks and responsibilities, all statements complemented each other and showed no fundamental differences.

The interview results were also compared with documentation from X Hotel Revenue Department, including room sales reports through OTAs and room revenue reports through OTAs for the 2021–2025 period. The comparison revealed consistency between the information from the three informants and the documentation. Thus, source triangulation demonstrates that the research data is valid and credible, and is suitable for use as a basis for analyzing the relationship between room sales through Online Travel Agents (OTAs) and room revenue at X Hotel.

DISCUSSION

Discussion on the Use of Online Travel Agents (OTA) at X Hotel

Based on research findings, Online Travel Agents (OTAs) play a crucial role as a room distribution channel at X Hotel. Interviews with the Revenue Manager, Assistant Reservation Manager, and Area Revenue Analyst revealed that OTAs not only serve as a sales channel for rooms but also help expand market reach, increase hotel visibility, facilitate reservations, and support increased bookings, particularly from travelers searching for and booking accommodation online.

These findings align with those of Setiawan & Lina (2020), who stated that OTAs are digital distribution platforms that act as intermediaries between hotels and consumers in marketing and online room bookings. Hermawan et al. (2021) also explained that OTAs help expand market reach and increase occupancy opportunities through digital distribution. A similar situation was found at X Hotel, where OTAs are able to reach both domestic and international markets and serve as one of the hotel's primary distribution channels.

OTA usage has also changed in response to the tourism industry. Based on interviews and documentation, OTA usage declined in 2021 due to the COVID-19 pandemic, then increased again as tourism recovered from 2022 to 2025. This finding supports research by Putri & Hendrajaya (2024) and Somba et al. (2025), which showed

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that OTA utilization can expand market access and increase room sales opportunities through ease of reservation and marketing reach. At X Hotel, evaluating the performance of each OTA is part of the distribution strategy to ensure each channel optimally contributes to room sales and supports room revenue.

Thus, the use of OTAs at X Hotel is consistent with its function as a digital distribution channel. OTAs are used to increase visibility, expand the market, facilitate reservations, and support room sales. Despite fluctuations due to changing tourism conditions, OTA use has shown positive growth following the recovery of the tourism sector and has become a crucial part of the hotel's distribution strategy to optimize room sales and revenue.

Discussion of Factors Influencing Room Sales through Online Travel Agents (OTAs)

Based on research results, changes in the number of room sales through Online Travel Agents (OTAs) at X Hotel are influenced by interrelated internal and external factors. Internal factors include distribution strategy, pricing, price competitiveness, inventory management, and hotel visibility on OTA platforms. Meanwhile, external factors include market demand conditions, holiday seasons, economic conditions, geopolitical situations, traveler characteristics, and OTA membership programs. Setiawan & Lina (2020) explain that OTAs are able to expand market reach and improve potential guests' access to information and the reservation process. This condition is evident at X Hotel, especially when increased market demand following tourism recovery drives an increase in room sales through OTAs in 2022–2025.

Distribution and pricing strategies are crucial for influencing room sales. Hotels adjust prices based on demand conditions and evaluate the performance of each OTA to determine an appropriate distribution strategy. This finding aligns with Hermawan et al. (2021), who stated that the success of OTA utilization is also influenced by distribution management, room rates, and inventory availability. Furthermore, economic conditions, geopolitics, holiday seasons, and market characteristics also influence traveler booking behavior. This finding aligns with Putri & Hendrajaya (2024) who stated that OTA effectiveness is influenced by market conditions, consumer behavior, and hotel marketing strategies. OTA membership programs also contribute to increased reservations through benefits such as extra discounts that encourage customers to book through OTAs.

Overall, changes in OTA room sales are the result of the interaction of various internal and external factors, not a single factor. Therefore, continuous evaluation of market conditions, distribution strategies, pricing, inventory, and OTA performance is necessary to ensure that the use of digital distribution channels can optimally impact room sales at X Hotel.

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Discussion of the Relationship between Room Sales through Online Travel Agents (OTA) and Room Revenue

Based on the research results, the relationship between the number of room sales through Online Travel Agents (OTAs) and room revenue at X Hotel does not always show a unidirectional relationship. Increasing the number of room sales through OTAs can increase revenue opportunities, but the amount of revenue is not solely determined by the number of rooms sold. Other factors such as the Average Daily Rate (ADR), pricing strategy, OTA promotional programs, and OTA commissions also influence room revenue. This was seen in 2025, when room sales through OTAs increased from 5,570 to 7,083 room nights, but room revenue actually decreased from IDR 58,987,234,982 to IDR 48,363,282,191. This condition indicates that an increase in sales volume does not necessarily follow an increase in revenue.

These findings align with those of Dharsana et al. (2024), who demonstrated that room occupancy rate and ADR are related to Revenue per Occupied Room (RevPOR), and Dwiyanti et al. (2024), who explained that revenue is influenced not only by sales volume but also by the transaction value of each sale. In this study, changes in room type composition in 2024 and 2025 were relatively insignificant and therefore not a major factor in the revenue decline. The decline was more related to changes in ADR, pricing strategies, promotional programs, and OTA commissions.

The research findings are also in line with Somba et al. (2025) who emphasized the importance of distribution strategies to ensure increased sales through OTAs contribute optimally to revenue, and Kharisma et al. (2020) who demonstrated that utilizing OTAs can support hotel revenue performance. However, findings at X Hotel indicate that increasing the number of reservations does not automatically increase revenue because it is influenced by Revenue Management policies, particularly in managing rates, promotions, and distribution channels. Thus, the relationship between OTA room sales and room revenue is dynamic, so OTA success is measured not only by the number of rooms sold but also by the hotel's ability to manage the revenue generated from each reservation.

Discussion of Hotel Strategies in Optimizing Room Sales and Revenue through Online Travel Agents (OTAs)

Based on the research results, X Hotel implemented various strategies to optimize room sales through Online Travel Agents (OTAs) while maintaining their contribution to room revenue. These strategies include evaluating the performance of each OTA, adjusting prices based on market conditions, managing availability, implementing measurable promotional programs, and coordinating between the Reservation and Revenue teams. The hotel also monitors the Average Daily Rate (ADR), number of

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bookings, promotional effectiveness, and each OTA's contribution to revenue as a basis for decision-making. These findings align with Hermawan et al. (2021), who stated that the success of OTA utilization is influenced by distribution management, room rates, and inventory availability.

Pricing strategy is a crucial aspect in maintaining a balance between sales volume and revenue targets. Hotels regularly evaluate prices and promotions to ensure that increasing reservations consistently generate optimal revenue. This is supported by Kharisma et al. (2020), who explain that utilizing OTAs can boost revenue performance when accompanied by appropriate distribution and pricing strategies. Furthermore, coordination between the Reservation and Revenue teams ensures that rates, availability, and terms and conditions for each OTA align with established strategies.

Monitoring OTA performance also serves as the basis for determining distribution strategies, price adjustments, and promotional programs for the following period. Evaluations were conducted on the number of bookings, conversion rates, ADR, promotional effectiveness, and revenue contribution of each OTA. These findings align with Somba et al. (2025), who emphasized the importance of continuous distribution strategy evaluation. Therefore, X Hotel strategy is not only oriented towards increasing the number of rooms sold but also on optimizing revenue quality through the integration of digital distribution strategies and revenue management.

CONCLUSION

Based on the research results, Online Travel Agents (OTAs) play a crucial role as a room distribution channel at X Hotel, expanding market reach, increasing hotel visibility, facilitating reservations, and supporting room sales. The number of room sales through OTAs fluctuated between 2021 and 2025, with a decline in 2021 due to the COVID-19 pandemic and a rebound following the recovery of tourism. However, the relationship between OTA room sales and room revenue is not always unidirectional. In 2025, sales increased from 5,570 to 7,083 room nights, while revenue decreased from IDR 58,987,234,982 to IDR 48,363,282,191. This situation indicates that revenue is not only determined by sales volume, but also by ADR, pricing strategy, promotions, OTA commissions, and distribution management.

This study has limitations due to its qualitative approach with three informants and documentation data from 2021–2025. It also does not specifically analyze the influence of external factors such as economic conditions, policies, and tourism development on revenue changes. Future research is recommended to use a longer observation period, involve more informants, and combine qualitative and quantitative approaches to analyze the relationship between OTA sales, ADR, promotions, commissions, and revenue in greater depth. Practically, X Hotel can use the results of the OTA performance evaluation

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as a basis for price adjustments, availability management, promotion control, and ADR monitoring so that increased reservation volume can provide a more optimal contribution to room revenue.

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