

WHITE PAPER - 2024

Hotel Distribution Report 2024 Have Direct Bookings Reached a Peak?

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2023 The New Benchmark for Hotel Performance

How has online booking behaviour evolved since the pandemic?

In this instalment of D-EDGE's annual Hotel Distribution Report, we analyse five years of digital booking data, spanning from 2019 through 2023. Digital channels represent 60% of global distribution revenue for hotels on average, indicating a steadily increasing share over the period. This trend underscores the digital domain as a crucial growth lever for the hotel industry. Therefore, it is imperative for hoteliers to get more insights on these digital channels.

Our data set, drawn from almost 5,000 independent hotels and small hotel groups across Europe and Asia, presents a rare opportunity for independent hotels to compare performance to properties similar to their own. We identify key distribution trends and share strategies for improving performance and taking a bigger bite out of market share in 2024.

Our analysis of five years of data tells us that hotels haven't only recovered from the pandemic downturn; they have well surpassed pre-pandemic performance on several key levels. As the new distribution landscape takes shape, it appears that hoteliers can finally stop looking back to 2019 as the performance benchmark and return to year-over-year comparisons.

2023 set new standards: will 2024 live up to it?

Key Findings

- 1.** 2023 was a record year for hotel digital revenue, surpassing 2022 results, which were already exceptional.
- 2.** International travel volume has fully recovered in Europe but is still lagging in Asia.
- 3.** The average transaction price broke all records in Europe and Asia.
- 4.** The direct channel achieved record market share, ranking as the No. 1 digital channel in Asia and the No. 2 in Europe (behind Booking.com).
- 5.** Consumers are booking earlier to secure the best prices, with fewer last-minute reservations.

Note: All metrics in this report are measured in booking revenue, not volume, except where otherwise noted.

2023 Hotel Distribution Data: 12 Key Metrics

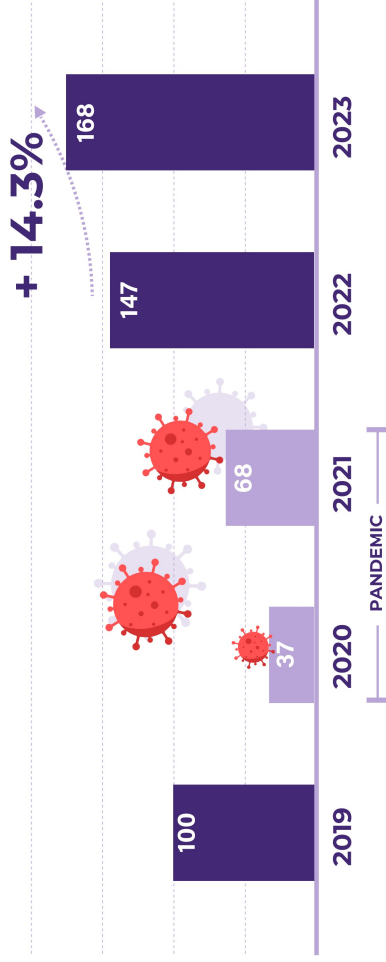
Revenue Insights

1. Digital Revenue: From Recovering to Record-breaking

The Digital Revenue Index (DRI) is a measure of total hotel revenue from all online booking channels combined, minus cancellations, relative to 2019.

In 2023, online revenue among hotels in the dataset achieved a new record in both Europe and Asia, driven by an uptick in bookings, and notably with a resurgence in international travel (refer to Page 17) and a substantial rise in the Average Daily Rate (ADR) (see Page 10).

Digital Revenue Index Europe

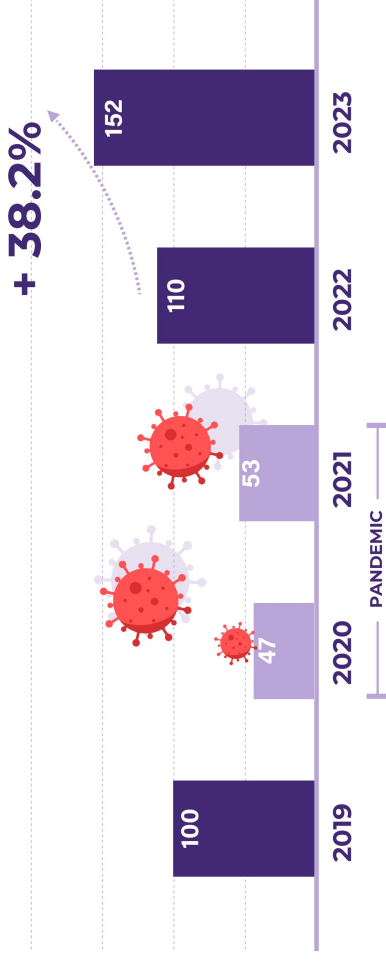


Evolution of the online booking revenues between 2019 (Index 100) and 2023

In Europe, hotels increased revenue by a formidable 68% relative to 2019. This represents an increase of 14.3% over 2022, which was already 47% above the 2019 index.

Growth was driven by a combination of strong travel demand and high Average Daily Rates (ADR). Despite business travel still lagging behind 2019 volume, hotels benefited from continued strong leisure demand and a rebound in group and international travel.

Digital Revenue Index Asia



Evolution of the online booking revenues between 2019 (Index 100) and 2023

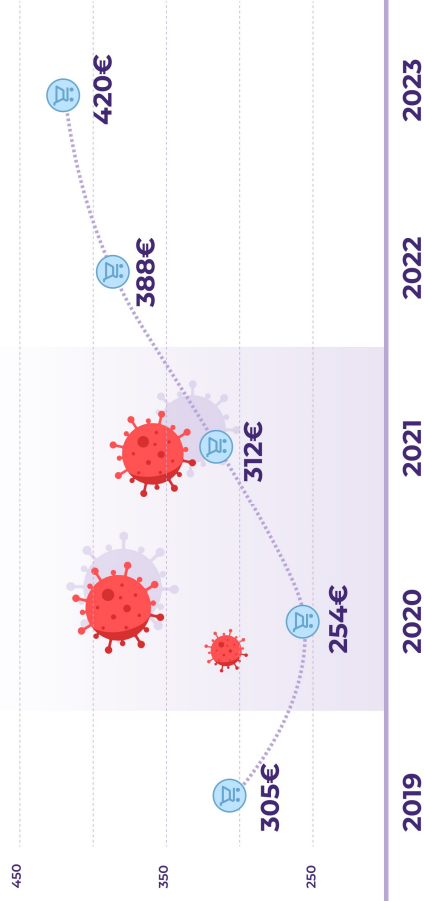
Despite a slower pace of recovery, **Asia showed remarkable growth in online revenue in 2023, exceeding the 2019 Digital Revenue Index by 52%.** This was an increase of 38.2% relative to 2022, which was already 10% above the 2019 index.

Travel in Asia Pacific is highly dependent on China, the region's largest source of outbound travellers prior to the pandemic. After China finally lifted Covid-19 travel restrictions at the end of 2022, the rebound was slower than expected but gained momentum in the second half of the year. By all indications, travel recovery in Asia is still underway.

2. Average Transaction Price: A Steady Climb

Average transaction price (ATP) is the average amount guests pay per online reservation. A booking can include several nights and/or several rooms. For the sake of comparison, we measure it in euros here.

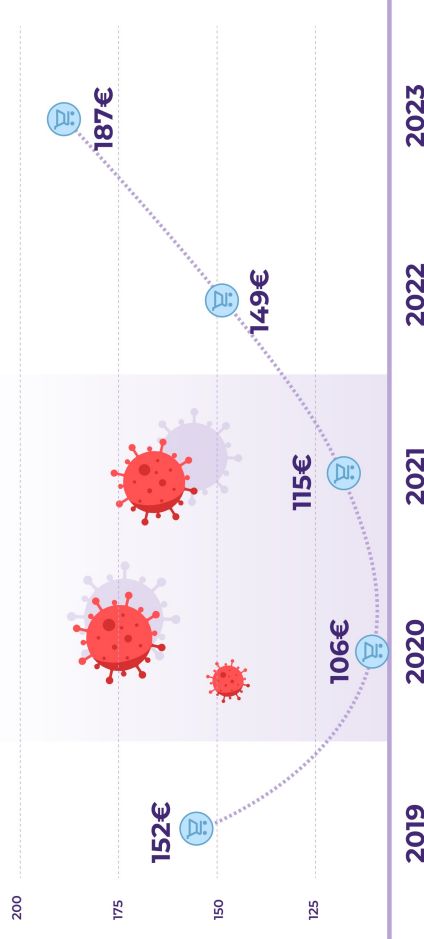
Average Transaction Price Europe



Evolution of the Average Transaction Price per online booking between 2019 and 2023

In Europe, we have seen remarkable growth in the Average Transaction Price since the pandemic low in 2020. In 2023, hotel guests paid 8.2% more per booking than in the previous year and 37.7% more than in 2019. While occupancy was relatively stagnant, growth was propelled by a combination of climbing rates and longer stays.

Average Transaction Price Asia

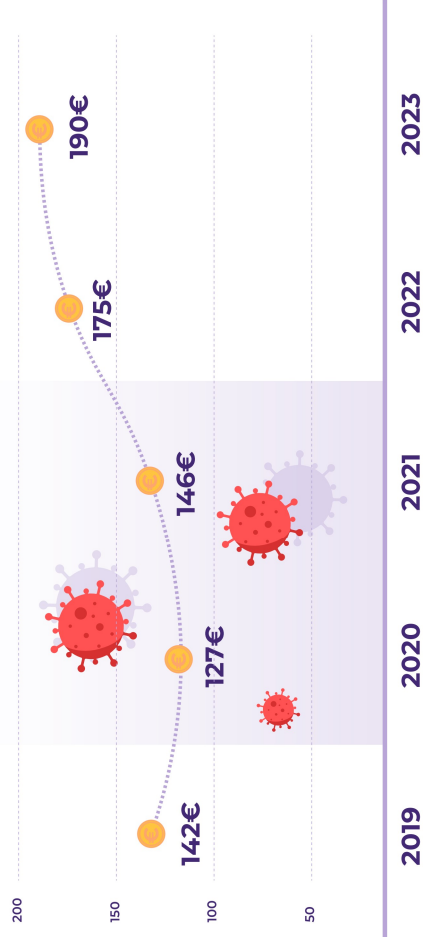


Evolution of the Average Transaction Price per online booking between 2019 and 2023

In Asia, growth in the Average Transaction Price between 2022 and 2023 was even stronger than in Europe. In 2023, hotel guests paid 23.0% more per booking than in 2019 and 25.5% more than in 2022. However, the story is still unfolding, as Asia catches up to other regions in terms of growth in demand, with strong potential for further increases in ADR in 2024.

3. Average Daily Rate: Strong Growth Tempered by Inflation

Average Daily Rate Europe

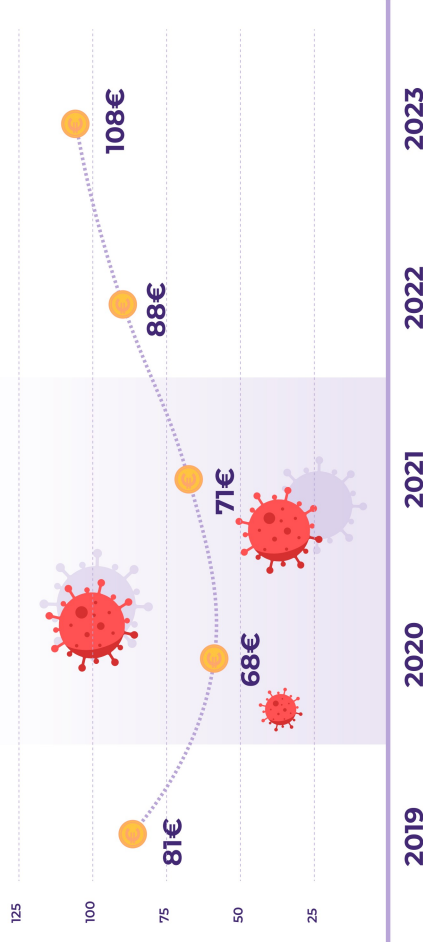


Evolution of the Average Daily Rate observed on the online bookings between 2019 and 2023

During the pandemic, strong leisure demand enabled hotels to push rates higher rather than engage in the price wars that often take place during a downturn or crisis. In 2023, despite demand softening, the growth trajectory continued, with hotels in Europe growing Average Daily Rate (ADR) by 8.6% over 2022 and by 33.8% over 2019.

Nevertheless, real rate growth was tempered by high inflation rates, and there is concern hotels have hit a price ceiling.

Average Daily Rate Asia

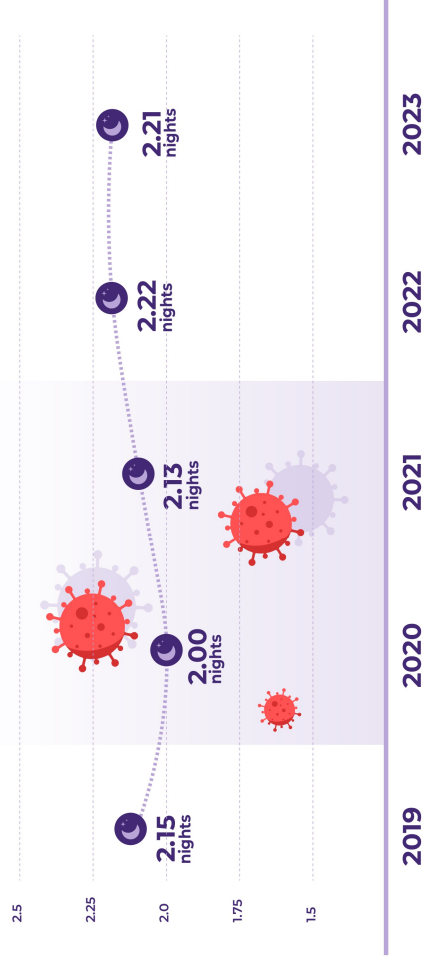


Evolution of the Average Daily Rate observed on the online bookings between 2019 and 2023

Hotels in Asia also experienced exceptionally strong rate growth in 2023, surpassing 2022 numbers by 22.7% and 2019 numbers by 33.3%. While high inflation has had a similarly negative impact on real rate growth, there is speculation that considerably more room exists for pricing increases in the region before a ceiling is hit.

4. Average Length of Stay: Normalising in Europe, Lagging in Asia

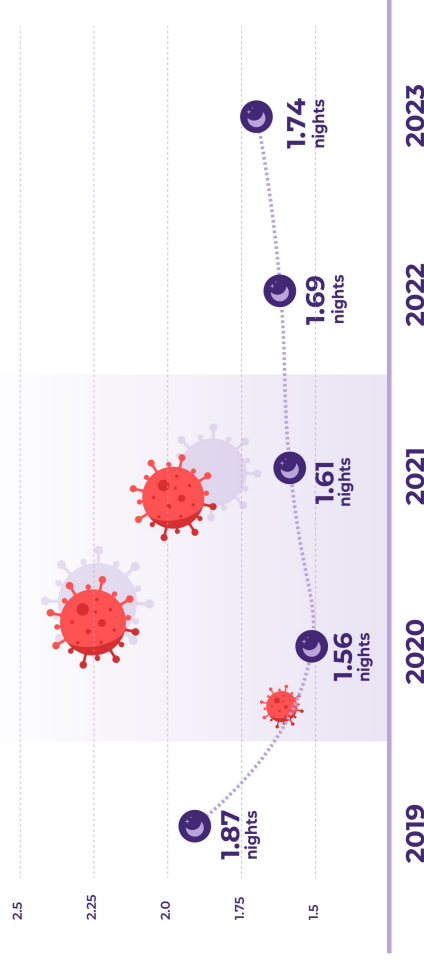
Length of Stay Europe



Evolution of the length of stay observed on online bookings between 2019 and 2023

In Europe, the Average Length Of Stay (ALOS) stabilised in 2023 at 2.21 days, on par with 2022 and slightly above 2019. Normalisation was driven in part by changes to the business mix, as international travellers typically stay longer than domestic travellers.

Length of Stay Asia



Evolution of the length of stay observed on online bookings between 2019 and 2023

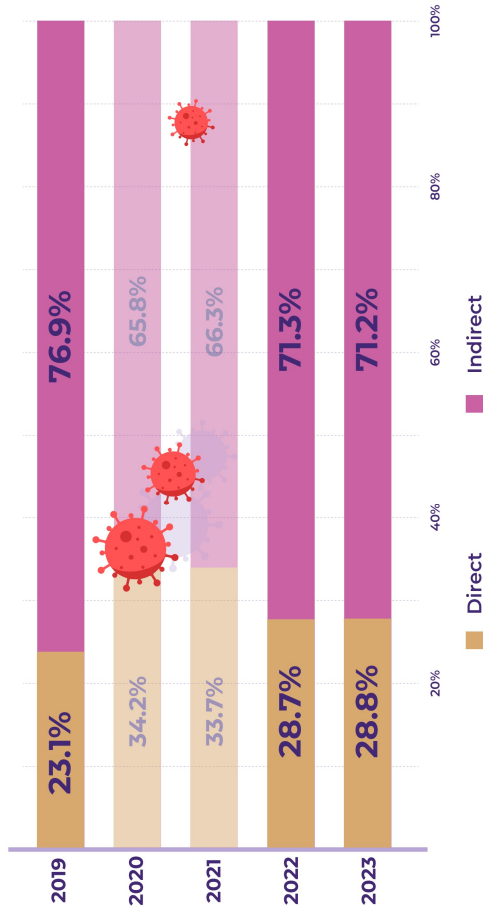
Despite showing a steady increase since 2022, the Average Length Of Stay in Asia has yet to recapture pre-pandemic numbers. At 1.74 days in 2023, it was 7.0% short of 2019. This is explained in part by the relatively slow recovery of international travel.

Distribution Mix

5. Share of Direct vs. Indirect: The Battle Heats Up

Here we compare the proportion of online revenue that hotels earn through direct bookings (i.e the hotel website; offline bookings such as telephone and email are not included) vs. indirect online bookings (OTAs, Tour Operators, and other third parties).

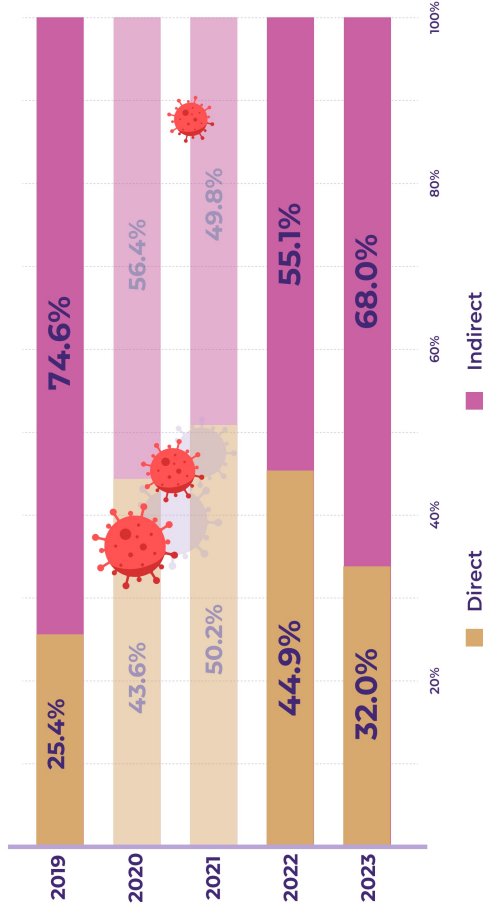
Direct vs. Indirect Europe



Evolution of the share of online distribution between direct channel and indirect channels

After a surge in direct bookings during the pandemic, hotels in Europe have managed to cling to some of the gains. In 2023, 28.8% of online revenue came through the hotel website, an increase of 5.7 percentage points from 2019. The remaining revenue, 71.2%, came from indirect channels.

Direct vs. Indirect Asia

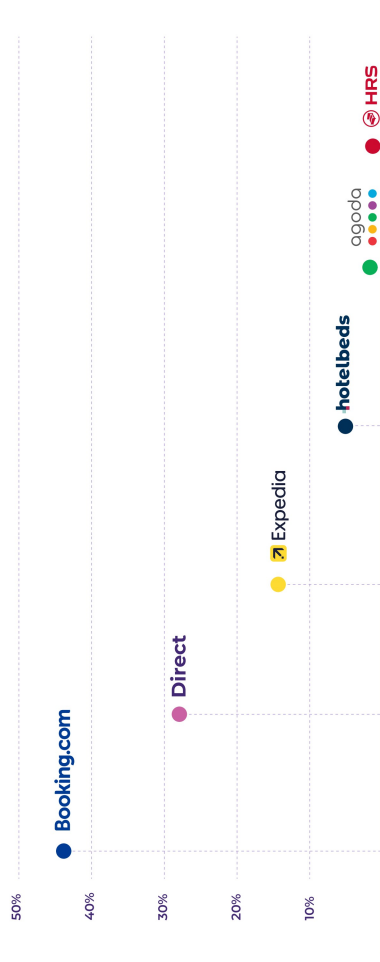


Evolution of the share of online distribution between direct channel and indirect channels

In 2021, hotels in Asia experienced a sharp increase in direct revenue, reaching an unprecedented 50/50 split with indirect revenue. Since then, however, the balance has swung back in favour of OTAs. Nevertheless, direct bookings accounted for 32% of online revenue in 2023, an increase of 7.0 percentage points from 2019. Will hotels in Asia be able to hold on to the gains in 2024 as travel patterns normalise?

6. Channel Share: Booking.com Dominates in Europe; Asia Is More Fragmented

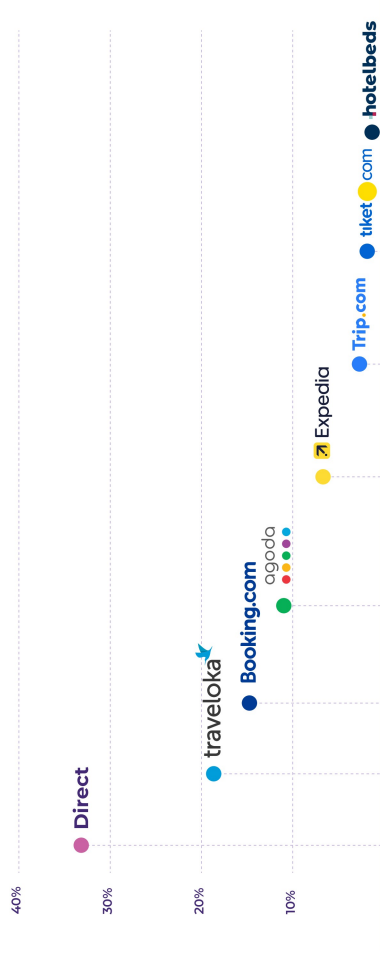
Channel Share Europe



Breakdown of online bookings revenue per key players in 2023

Breaking down market share by online distribution channel, we see that Booking.com continued to dominate the space in Europe last year, generating 43% of online revenue for hotels. However, distribution appears to be slowly re-diversifying, with Booking.com having lost some ground to other OTAs in 2023. The **second highest proportion of revenue came from direct bookings, at 29%**, followed by Expedia at 13% which clawed back one percentage point in market share compared to 2022.

Channel Share Asia

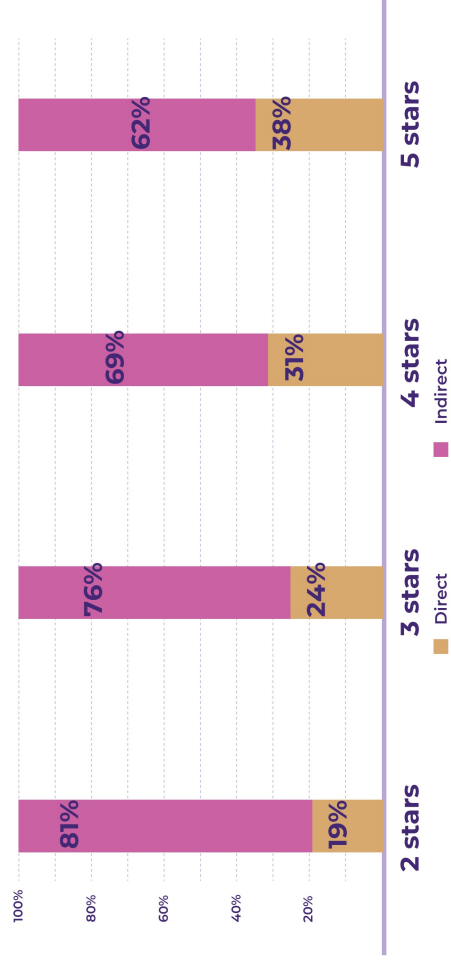


Breakdown of online bookings revenue per key players in 2023

Meanwhile, in Asia, the distribution landscape is more fragmented. **Direct bookings commanded the highest share of online revenue, at 32%**. In second place came Traveloka, at 19% (due in part to a relatively high proportion of hotels in Southeast Asia in the data set). Placing third and fourth in the rankings were Booking.com (15%) and Agoda (11%).

7. Direct Market Share: OTA Dependency Varies Broadly by Hotel Category

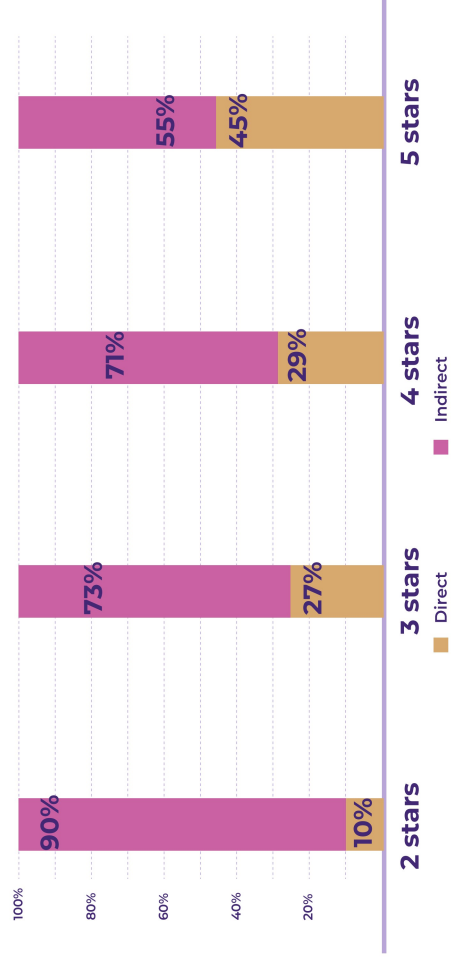
Weight of Direct in online revenues Europe



The share of Direct booking revenues per hotel category in 2023

Here we see large variances in the share of direct revenue by hotel category. With 38% of revenue generated through the direct channel in 2023, 5-star hotels in Europe demonstrated the benefits of strong brand awareness, guest loyalty, and generous marketing budgets. At the other end of the spectrum were 2-star hotels; without such advantages, they generated only 18% of online revenue from the direct channel.

Weight of Direct in online revenues Asia



The share of Direct booking revenues per hotel category in 2023

In Asia, the gaps among hotel categories were even more pronounced, with 5-star hotels receiving an impressive 56% of online revenue through direct bookings last year. By comparison, in the 2-star category third-party channels accounted for the vast majority of revenue (90%).

Booking Behaviour

8. Booking Revenue by Origin: International Travel Bounces Back

Here we look at the breakdown of revenue relative to booking origin i.e. where the bookings originate from. It's interesting to observe how shifts between domestic and international travel in recent years have affected both booking revenue and the distribution mix.

Part of Online revenues generated by the International Travellers Europe



Evolution of the part of the online booking revenues generated by the International Travellers

The pandemic disrupted traditional travel patterns, with travel restrictions and safety concerns acting as barriers to international trips while domestic leisure travel soared. In 2023, patterns returned to normal levels in Europe, with international travel accounting for 69% of online booking revenue.

Part of Online revenues generated by the International Travellers Asia

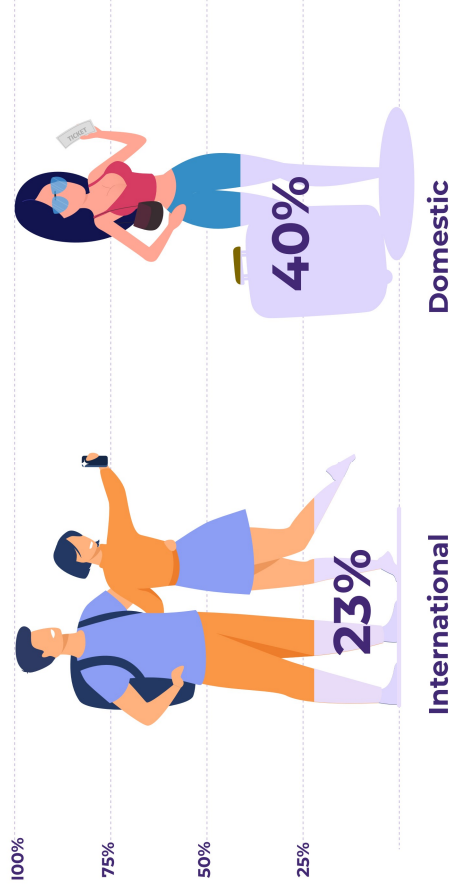


Evolution of the part of the online booking revenues generated by the International Travellers

In Asia, where pandemic travel restrictions were stricter than in other regions, international travel plummeted to 18% of online booking revenue in 2021 while domestic travel surged to 81%. Restrictions also remained in place longer in Asia. International travel began to bounce back in 2022 and gained further momentum in 2023, but it still remained 7.0 percentage points below 2019 levels.

9. Global Direct Revenue by Origin: International Travellers Show a Strong Preference for OTAs

Share of direct per guest origin



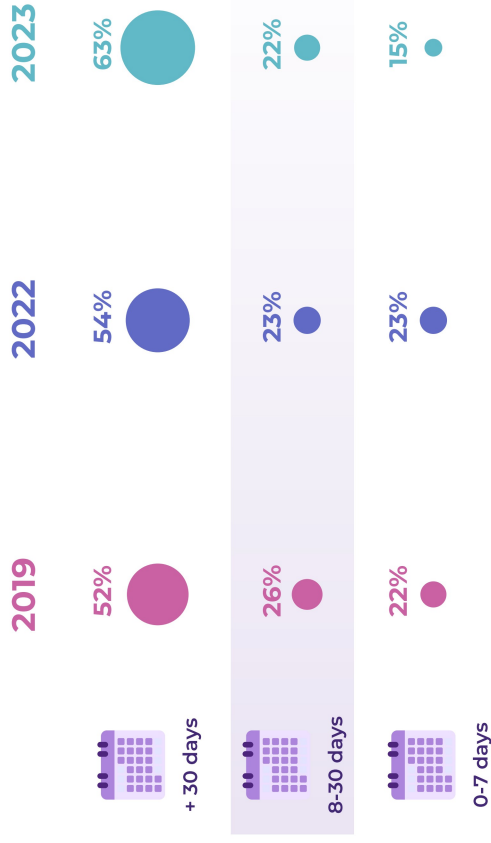
Looking at Europe and Asia combined, we find significant differences in booking behaviour by origin. **Whereas 40% of revenue from domestic travellers was booked through hotel websites, the direct channel represented only 23% of revenue from international travellers.**

The lesson here is that international travellers show a strong preference for booking on platforms they know and trust. In 2024, as international travel picks up, hotels will be challenged to find ways to convince more of these travellers to book through their websites.



10. Lead Time: Travellers Are Booking Further Ahead

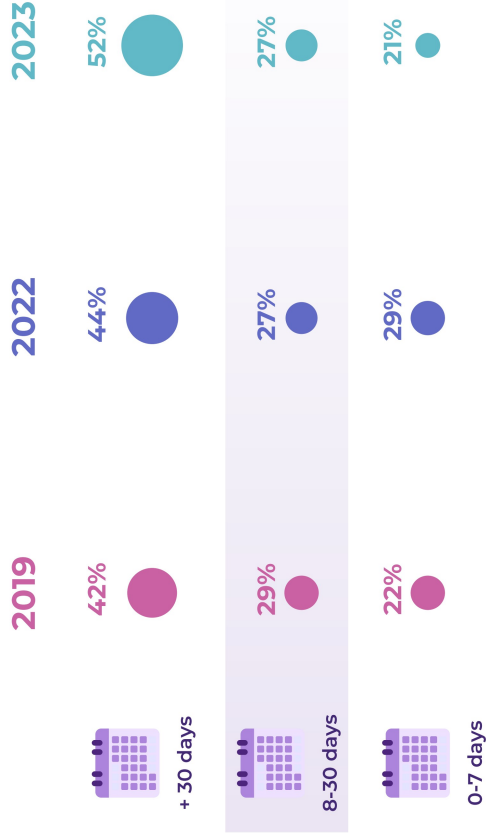
Lead Time Europe



Breakdown of the online bookings by booking window

In Europe, we have seen a steady increase in lead time, or booking window, over the past five years. In 2023, long-lead bookings (reservations booked more than 30 days in advance of arrival) accounted for 63% of revenue, an increase of 21.2% over 2019. At the same time, revenue from last-minute bookings (0 to 7 days) fell by 28.6% compared to 2019.

Lead Time Asia



Breakdown of the online bookings by booking window

In Asia, we observe a similar pattern. In 2023, revenue from long-lead bookings exceeded 2019 numbers by 19.0%, although the proportion was significantly lower than in Europe. Revenue from medium-lead bookings (8 – 30 days) returned to 2019 levels, whereas last-minute bookings fell by 28.6%.

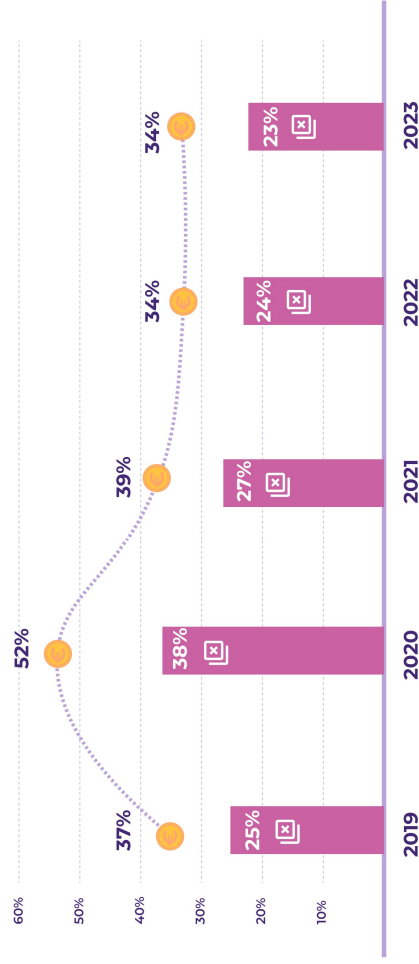
2023 HOTEL DISTRIBUTION DATA: 12 KEY METRICS

The trend toward longer lead times reflects the continued recovery of international travel as well as steady increases in ADR. Travellers have been conditioned to book further in advance to secure better rates. This is good news for hoteliers, providing more time for revenue strategy and operational planning. The challenge for 2024 will be to uphold the trend.

11. Cancellation Rate: Back to 2019 Levels but Still High

During the pandemic, hotels were at the mercy of travellers who demanded flexible cancellation policies or refused to book. Today, strong demand has enabled hotels to regain more control over booking terms. This is particularly true of direct bookings, which give hotels more flexibility to offer non-refundable rates and to collect automatic prepayments through the booking engine with **payment solutions such as D-EDGE Pay**.

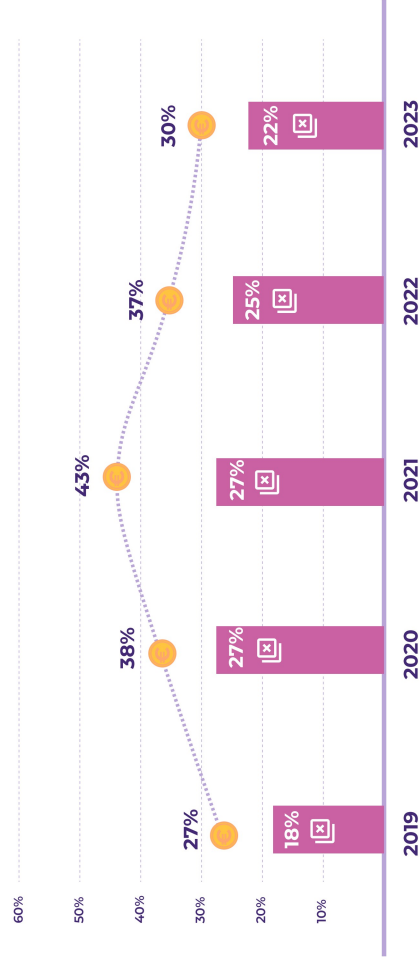
Cancellation Rate Europe



Evolution of the cancellation rate of online bookings in Value and in Volume

After soaring to 38% of bookings in 2020, cancellation rates normalised to 23% in 2023. Nevertheless, they remain concerningly high. Frequent cancellations make forecasting and revenue management particularly challenging for hoteliers. Here we see that the proportion of revenue cancelled is significantly higher than the proportion of bookings cancelled, with 34% of revenue cancelled in 2023.

Cancellation Rate Asia



Evolution of the cancellation rate of online bookings in Value and in Volume

As in Europe, cancellation rates spiked in Asia during the pandemic and then normalised in 2023. While cancellations are generally lower in Asia than in Europe, they still represent a significant portion of online bookings and revenue, with almost one quarter of booked revenue cancelled last year.

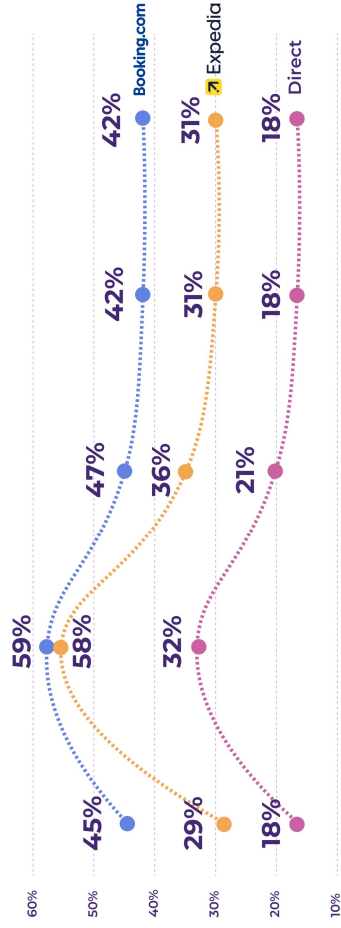
2023 HOTEL DISTRIBUTION DATA: 12 KEY METRICS

Over the past two years, hotels have been tightening up policies and reconditioning travellers to expect more restrictive booking terms. Yet a significant proportion of travellers still prefers to have the flexibility to cancel without penalty, a lingering effect of the pandemic era.



12. Cancellation Rates by Channel: 40%+ of Booking.com Revenue Is Cancelled

Cancellation Rates by Channel Europe

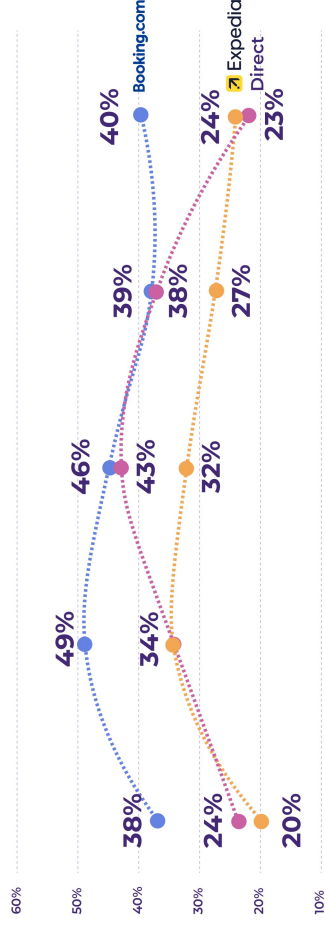


2019 2020 2021 2022 2023

Evolution of the Percentage of Online Bookings (Measured in Revenue) That Are Cancelled

In Europe, the top distribution channels returned to pre-pandemic cancellation patterns in 2023. Despite lower cancellation rates relative to the pre-pandemic high in 2020, Booking.com still accounted for 42% of cancelled revenue in 2023. By comparison, only 18% of revenue from direct bookings was cancelled—yet another reason for hotels to prioritise direct bookings.

Cancellation Rates by Channel Asia



2019 2020 2021 2022 2023

Evolution of the Percentage of Online Bookings (Measured in Revenue) That Are Cancelled

In Asia, we observe a similar pattern to Europe, with the highest cancellation rate coming from Booking.com at 40%, followed by Expedia at 24%. Although cancellations are generally lower in Asia than in Europe, the proportion of cancelled revenue from direct bookings was 5 percentage points higher in Asia, at 23%.

2024 Outlook Global Hotel Performance

Looking ahead, in 2024 the global hotel industry is poised to continue the momentum it has built over the past several years, although at a considerably lower growth rate. So far, the year has started out on solid footing, with international tourism forecast to grow by 2% over 2019, according to UN Tourism. Yet performance will vary significantly by region¹.

As the world's most visited region, Europe is expected to lead the recovery in inbound travel. However, overall growth may be held back by a stagnant economy, with Germany and the UK in recession, as well as lower interregional travel and reduced demand from the U.S. and China, two of the region's top long-haul markets². Meanwhile, close to 350 new hotels and 50,000 rooms are slated to open in Europe this year, which will increase supply at a faster rate than in previous few years³.

In Asia, there remains significant room for recovery, but the pace of growth will hinge in large part on China, where the economy has been struggling. However, a surge in Chinese travellers within the region during the Lunar New Year break in February was a welcome relief for hotels and may signal the beginning of a robust revival in travel⁴. Meanwhile, Japan, another key source of travellers in the region, slipped into recession in late 2023, losing its ranking as the world's third largest economy to Germany.

1. UN Tourism. **International Tourism to Reach Pre-Pandemic Levels in 2024**. January 2024.
2. European Travel Commission. **Long-haul Travel Barometer 1/2024**. January 2024.
3. Lodging Econometrics. **Upper Upscale Projects in Europe's Hotel Construction Pipeline Reach Record-Highs at Q4**. February 2024.
4. Reuters. **China Tourists Flock to Southeast Asia as Overseas Travel Bounces Back**. February 2024.

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Economic and geopolitical headwinds continue to pose significant challenges to the sustained recovery of international tourism and confidence levels. Persisting inflation, high interest rates, volatile oil prices and disruptions to trade can continue to impact transport and accommodation costs in 2024... Against this backdrop, tourists are expected to increasingly seek value for money and travel closer to home.

”

UN Tourism¹.

1. UN Tourism. **International Tourism to Reach Pre-Pandemic Levels in 2024**. January 2024.

2024 Hotel Distribution & Marketing Strategies

In an evolving distribution landscape, hoteliers can no longer rely on burgeoning demand to bolster performance. They must adopt new strategies to capture greater market share and higher profitability. Here we share insights from the marketing experts at D-EDGE Hospitality Solutions.

1. Increase Share of Direct Bookings

As the most profitable distribution channel for hotels, direct bookings must continue to be a top priority for hotel marketers and revenue managers. Some properties are performing exceptionally well, while others have increased their dependency on OTA business. In any scenario, there is always room for improvement.

Where does your property stand today? On average, 29% of online revenue comes through hotel websites, according to our data. Yet for hotels that run effective digital advertising campaigns, the proportion rises to 36% or much higher—the equivalent of a 20% boost in direct revenue.¹

While OTAs are an important source of exposure and bookings, hotels can reduce dependency by taking measures to ensure that OTA guests book directly on future stays. Today, many CRM solutions tailored for hotels automate guest data management. These systems, like **LoungeUp** or **D-EDGE Guest Management**, streamline customer profile creation and updates using booking information. They help hotels retain guests by sending post-stay emails with special offers for direct bookings on future stays.

1. D-EDGE. **Hotel Distribution: The Real Cost of Direct Bookings at the Dawn of AI.** February 2024.

Will DMA impact direct bookings?

In addition, the implementation of the Digital Markets Act (DMA) is already having rather worrying consequences in Europe. The new law from the European Commission is intended to make the digital world more equitable and to break the hegemony of major players like Google, yet it may very well have the opposite effect. Google is in the process of profoundly modifying its search results pages, and already, our D-EDGE Agency experts are seeing a major drop in organic traffic for some hotels. Google results pages now appear to be giving even higher visibility to OTAs like Booking.com.

While the effects of these changes are still uncertain, **the preliminary results suggest that hotels will need to invest even more resources in paid advertising to enhance their positioning and continue to generate qualified traffic to their website.**

Furthermore, hotels will have to be more vigilant and proactive in marketing activities to defend their share of direct reservations and avoid becoming even more dependent on OTAs.

2. Mind Your Website

Despite being the most cost-efficient distribution channel for hotels, hotel websites are often poorly designed, neglected, and underutilised. To increase site traffic and conversion rates, we recommend the following best practices:

- **Think mobile-first.** With mobile traffic representing 70 to 80% of total website traffic for hotels, it's essential to design websites primarily for mobile devices—while also ensuring they are desktop compatible.
- **Improve the user experience.** Ensure website navigation is easy and intuitive, pages load quickly, and the booking engine is simple and efficient with detailed room information.
- **Invest in content and SEO.** Improve visibility on search engines with quality, optimised content, including blog posts, travel guides, and local information.
- **Keep your website up to date.** Rebuild it every three years at a minimum and refresh it regularly with rich, exclusive content and high-quality, recent photos and videos. And don't forget to remove stale content such as Covid policies .

3. Maintain Consistent Pricing Strategies

Travellers will be more price sensitive in 2024, meaning they will shop around more than ever. **A best rate guarantee on your website assures them they will receive the best deal by booking directly.**

Moreover, hotels that offer an exclusive direct rate have significantly lower distribution costs than hotels that don't.¹

To appeal to a broad range of travellers, offer a choice of rate plans and booking terms, including flexible and semi-flexible rates, as well as advanced purchase rates to reduce cancellations. To drive incremental revenue, provide opportunities for guests to upsell their room and purchase ancillary services at time of booking, prior to arrival, and during their stay.

1. D-EDGE. **Hotel Distribution: The Real Cost of Direct Bookings at the Dawn of AI.** February 2024.

4. Invest in Digital Ads

Another important driver of direct bookings is online advertising, which helps protect hotel brands and divert traffic from OTAs. A comprehensive strategy encompasses a combination of display, search, and metasearch advertising. **The good news is the cost of ad-driven direct bookings declined from 8.1% in 2019 to 7.1% in 2023.**¹

1. D-EDGE. **Hotel Distribution: The Real Cost of Direct Bookings at the Dawn of AI.** February 2024.

5. Activate Google's Free Booking Links

In 2023, metasearch ads generated 39.2% of ad-driven direct revenue for D-EDGE clients, an increase of 69% over 2019. Google was the dominant player, accounting for 61% of revenue.

Hotels can increase direct bookings and reduce advertising costs by activating Google's Free Booking Links (FBL). A D-EDGE study found that, on average, 34% of hotel metasearch revenue came from FBL in 2022—at no cost to hotels.¹

However, bear in mind that there is no guarantee that this “free” Google service will continue. Implementation of the Digital Markets Act (DMA) - see page 28 - could have consequences too on this service in 2024.

1. D-EDGE. [Google's Free Booking Links: The Secret Weapon for Hotels in the Battle for Direct Bookings](#). January 2023.

6. Get Ready for a Cookie-less World

Historically, hotels have relied on cookies to track consumers across the web and display targeted ads based on browsing history. This year, Google is the latest tech giant to phase out third-party cookies to help safeguard consumer privacy.

To improve campaign performance, hotels must get better at collecting data directly from guests and using it to understand guest behaviour and personalise messaging—while also complying with privacy laws and best practices. The challenge is made easier with direct booking initiatives, loyalty programs, guest satisfaction surveys, and social media engagement—activities that also help strengthen guest relationships.

7. Use AI to Boost Digital Campaigns

In a post-cookie world, artificial intelligence can help hotels increase efficiency and ROI in ad spends. Two key products, Google Performance Max (Pmax) and Meta's Advantage+ Shopping Campaigns (ASC+), leverage AI to optimise ad campaigns and target new audiences. These tools can help independent hotels compete with OTAs more effectively and increase conversions in ways that were previously prohibitively expensive and complex.

8. Diversify Your Distribution Mix

Direct bookings may be more profitable, but OTAs and other third-party platforms remain vital channels for reaching travellers, generating 71% of online revenue on average. In 2024, hotels can expand their reach by broadening their channel mix. This means expanding beyond Booking.com and Expedia to listing on niche and regional OTAs like Airbnb, Trip.com, and HRS, the GDS, and wholesalers such as Hotelbeds.

9. Invest in Best-of-class Technology

To stay competitive, hotels need to combine essential distribution solutions like a CRS, internet booking engine, and channel manager with newer technology that helps bring marketing to the next level.

This includes:

- Improving the guest experience with mobile check-in, virtual room keys, and in-room virtual assistants.
- Cultivating guest relationships with a CRM system, guest loyalty software, and upselling solutions.
- Aggregating and analysing important data with business intelligence tools.
- Tracking results, controlling costs, and improving ROI with performance measurement tools.

10. Partner with the Experts

With rapid technological developments like the arrival of AI, the end of third-party cookies, and the rollout of the Digital Markets Act in Europe, marketing has become more complex than ever—a profession now reserved for experts.

As such, more hotels are turning to agencies that specialise in hospitality marketing and technology for help with strategy, advertising campaigns, SEO, content creation, and social marketing. With the right partner, hotels can have the confidence they are optimising performance and growing market share under any market conditions.

Methodology

- The total data set is 4,874 properties, including 4,443 properties in Europe (France, Italy, Portugal, Spain, UK, Czech Republic, Hungaria, Poland) and 441 properties in Asia (Indonesia, Taiwan, Thailand, Malaysia and Vietnam).
- The data set comprises independent hotels and small to medium-sized hotel groups.
- Data was drawn from D-EDGE's Central Reservation System (CRS) using a **constant sample** of D-EDGE hotel clients over the five-year period from January 1, 2019, through December 31, 2023.
- Bookings were made through more than 200 online channels, including hotel booking engines, online travel agencies, wholesalers, tour operators, consolidators, and tourist office websites. Offline bookings by telephone, email, walk-ins, etc. are not included.

Discover D-EDGE

D-EDGE is a SaaS company offering leading-edge cloud-based e-commerce solutions to more than 17,000 hotels in over 150 countries.

Combining technical excellence with digital marketing expertise, D-EDGE brings a holistic hospitality technology infrastructure under one roof. The integrated range of solutions covers all stages of hotel distribution which encompasses Central Reservation System, Guest Management, Data Intelligence, Connectivity Hub, Digital Media, and Website Creation.

With a team of 500 experts located in over 25 countries, D-EDGE provides localised support, services, and tools. With its global network of 550+ partners, D-EDGE's ever-expanding ecosystem is a positive place to do business and grow. Find out more at: <https://www.d-edge.com/>



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Whatever your situation, our experts are here to identify your needs and find the perfect combination of solutions for your hotel or hotel chain.

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