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Revenue Leakage in Hotel Distribution Channels: The Role of Commission Schemes at Swiss-Belinn Kemayoran

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Abstract: This study aims to analyze Revenue Leakage arising from distribution channel mismatches and differences in commission schemes in room bookings at Swiss-Belinn Kemayoran Hotel. The study employs a mixed-method approach with a sequential explanatory design, combining quantitative and qualitative analyses based on reservation data, commission reports, and in-depth interviews with relevant informants during the January–December 2025 period. The findings indicate that room reservations were generated through 14 distribution channels, with 63.65% concentrated in four major channels: Government, Traveloka, Corporate, and Agoda. Commission schemes across the channels were categorized into three groups: zero commission, 15% commission, and 18% commission. The Welch ANOVA results indicate statistically significant differences in net revenue across distribution channels (Sig. = 0.000). Total Revenue Leakage attributable to commission costs during the study period amounted to IDR 2,106,701,384, equivalent to 7.93% of total gross revenue, with Traveloka and Agoda representing the largest contributors. Based on these findings, the study proposes five control strategies: channel mix optimization, commission renegotiation, strengthening direct bookings, digitalization of data reconciliation, and enhanced interdepartmental coordination to minimize Revenue Leakage and improve hotel profitability.

Keyword: Revenue Leakage, Channel Distribution, Commission Scheme, Net Revenue, Hotel.

INTRODUCTION

The hospitality industry is one of the sectors that continues to grow alongside the expansion of tourism, increasing mobility, and digital transformation in marketing and room distribution processes. In Indonesia, this development is reflected in the increase in the number of other accommodation establishments, from 27,607 units in 2021 to 34,703 units in 2025, representing an increase of approximately 22% over five years (Badan Pusat Statistik, 2025). This growth has simultaneously intensified competition among hospitality businesses in attracting room demand and encouraged hotels to utilize various distribution channels, including Online Travel Agents (OTAs), direct bookings, corporate accounts, and other third-party providers. Digital transformation has expanded hotels' market reach; however, it has also increased the complexity of distribution channel management, as each channel has distinct characteristics, cost structures, and partnership mechanisms (Buhalis & Leung, 2022; Ibrahim et al., 2022).

From a revenue management perspective, hotel performance is determined not only by the ability to increase room sales volume but also by the ability to optimize the revenue actually retained after accounting for distribution costs. Hotel revenue management needs to consider decisions regarding pricing, capacity, demand, and distribution channels to optimize revenue sustainably (Guillet & Mohammed, 2021; Kimes, 2021). Pons et al. (2025) also emphasize the importance of a data-driven approach in developing revenue management strategies, ensuring that revenue management decisions are not solely oriented toward increasing sales but also toward the effectiveness and quality of the revenue generated. Accordingly, distribution channel performance needs to be evaluated based on net revenue rather than solely on the number of reservations or gross revenue. In this study, net revenue is defined as gross revenue after deducting distribution costs, which are operationally measured through commission costs, while Revenue Leakage refers to the difference between gross revenue and net revenue arising from commission costs associated with each distribution channel.

OTAs play an important role in expanding hotels' access to markets and improving sales performance. Jolene (2023) found that OTAs can contribute to increased revenue and hotel distribution strategies, although their use may also increase hotels' dependence on digital platforms. O'Connor et al. (2025) demonstrate that hotel participation in OTAs can increase occupancy, Revenue per Available Room (RevPAR), and profitability; however, OTA commission costs may reduce profitability, particularly for economy hotels. This condition illustrates the dilemma associated with OTA management: on the one hand, OTAs contribute to generating sales volume and expanding market reach; on the other hand, the commissions imposed by these platforms may reduce hotels' net revenue. Therefore, the effectiveness of a distribution channel cannot be assessed solely based on its contribution to reservations and gross revenue but must also take into account the distribution costs associated with the channel.

This issue becomes increasingly relevant when hotels utilize multiple distribution channels with different commission schemes. Differences in distribution costs can create a gap between the gross revenue generated and the net revenue retained by the hotel. The perspective of economic leakage suggests that leakage may occur when some of the economic benefits generated cannot be optimally retained by businesses due to ineffective distribution structures and mechanisms (Chaitanya & Swain, 2024). In the context of the hospitality industry, this concept can be used to understand how distribution costs and inappropriate channel management may reduce the quality of hotel revenue. Therefore, channel mix management, commission structures, and net revenue constitute important components in controlling potential Revenue Leakage.

This phenomenon was identified at Swiss-Belinn Kemayoran Hotel, which utilizes 14 distribution channels for room sales. Based on internal data for the January–December 2025 period, the hotel recorded 33,960 room reservations with gross revenue of IDR 26,566,885,858. Reservation contributions remained concentrated in four major channels, namely Government, Traveloka, Corporate, and Agoda, which collectively accounted for 63.65% of total reservations. At the same time, the commission schemes applied differed across channels, consisting of zero commission at 0%, a 15% commission for OTAs, and an 18% commission for wholesalers. These differences resulted in a gap between the gross revenue generated and the net revenue retained by the hotel. Total Revenue Leakage attributable to commission costs during the study period amounted to IDR 2,106,701,384, equivalent to 7.93% of total gross revenue, with Traveloka and Agoda being the largest contributors.

These findings indicate that a high volume of reservations through a particular channel does not necessarily reflect optimal revenue quality for the hotel. Traveloka, for example, was one of the channels with a high contribution in terms of both reservation volume and gross revenue; however, its 15% commission resulted in a revenue reduction of IDR 529,997,887.

Agoda also experienced a reduction of IDR 492,130,980 due to commission costs. Thus, the magnitude of Revenue Leakage is not solely associated with the commission rate but results from the interaction between transaction volume and the commission costs imposed by each channel. This condition reinforces the importance of evaluating distribution channel effectiveness based on the net revenue generated rather than solely on the number of reservations or gross revenue.

Although previous studies have discussed the contribution of OTAs to hotel revenue, the importance of revenue management, digital distribution transformation, and the concept of economic leakage, there remains a research gap that has not been extensively examined empirically. Previous studies have tended to focus on the benefits of OTAs for hotel performance (Jolene, 2023; O'Connor et al., 2025), data-driven revenue management strategies (Pons et al., 2025), and distribution channel management from a broader perspective (Buhalis & Leung, 2022; Ibrahim et al., 2022). Meanwhile, Chaitanya and Swain (2024) position economic leakage as an issue that requires further empirical investigation.

Based on this literature, empirical research that specifically integrates distribution channel structures, differences in commission schemes, differences in net revenue, quantitative measurement of Revenue Leakage, and the formulation of control strategies within the context of hotels in Indonesia remains limited. This gap is particularly relevant for hotels with diverse channel mixes, as decisions regarding distribution channels are not only related to their ability to generate reservations but also to the costs incurred to acquire those reservations.

The uniqueness of this study lies in the integration of quantitative and qualitative analyses to examine Revenue Leakage more comprehensively. Unlike studies that primarily assess the contribution of OTAs to occupancy, RevPAR, or profitability, this study links distribution channel concentration and differences in commission schemes with net revenue and measures the extent of Revenue Leakage occurring at the hotel level. Quantitative analysis is employed to compare net revenue across channels using descriptive statistics, Welch ANOVA, and the Games-Howell post hoc test, while the qualitative approach is used to understand distribution management conditions and formulate strategies for controlling Revenue Leakage. This approach enables the study not only to identify the magnitude of revenue loss but also to explain its implications for hotel channel mix management and distribution strategies.

Based on the background, state of the art, and research gap described above, this study aims to: (1) analyze the characteristics and contribution of distribution channels in room bookings at Swiss-Belinn Kemayoran Hotel; (2) identify differences in commission schemes across channels; (3) analyze differences in net revenue across distribution channels; (4) measure the extent of Revenue Leakage arising from commission costs; and (5) formulate Revenue Leakage control strategies that can be implemented by the hotel. These objectives are intended to address the main issue of how differences in distribution channel structures and commission schemes affect hotel revenue quality and which strategies can be employed to minimize revenue leakage.

METHOD

The study employs a mixed-method approach with a sequential explanatory design, consisting of two main stages: quantitative analysis as the initial stage and qualitative analysis as the subsequent stage to provide a more in-depth explanation of the quantitative findings (Creswell & Creswell, 2023). This approach was selected because the study aims not only to measure differences in net revenue and the magnitude of Revenue Leakage across distribution channels but also to understand distribution channel management conditions and formulate Revenue Leakage control strategies at Swiss-Belinn Kemayoran Hotel.

The study was conducted at Swiss-Belinn Kemayoran Hotel, Central Jakarta, with operational data observed during January–December 2025. The unit of analysis was room bookings based on the distribution channel used by the hotel. Quantitative data were obtained from room reservation data and hotel commission reports during the study period, while qualitative data were collected through in-depth interviews and observations of room distribution management processes. Based on internal hotel data, there were 33,960 reservations originating from 14 distribution channels. These data were used to identify the contribution of each channel, commission schemes, gross revenue, net revenue, and Revenue Leakage.

Data were collected through documentation, interviews, and observation. Documentation was used to obtain reservation data and commission reports as the basis for quantitative analysis. In-depth interviews were conducted with informants involved in managing the hotel's distribution channels to obtain information regarding distribution mechanisms, the implementation of commission schemes, and Revenue Leakage controls. Observation was used to understand the management and monitoring processes of distribution channels in practice. The use of multiple data collection techniques enabled quantitative and qualitative information to complement one another in explaining the research phenomenon.

Quantitative analysis was conducted in several stages. The first stage involved descriptive statistics to describe reservation contributions and net revenue for each distribution channel. Subsequently, variance homogeneity was tested using Levene's Test. When the variances among groups were not homogeneous, differences in mean net revenue were analyzed using Welch ANOVA, followed by the Games-Howell post hoc test. All statistical tests were conducted at a 5% significance level ($\alpha = 0.05$).

Revenue Leakage was calculated based on commission costs arising from the use of distribution channels. In this study, net revenue was operationalized as gross revenue after deducting commission costs, while Revenue Leakage represents the difference between gross revenue and net revenue attributable to commission costs. These calculations were used to determine the value and percentage of Revenue Leakage for each channel as well as total Revenue Leakage during the study period.

At the qualitative stage, interview and observation findings were analyzed to explain factors associated with the occurrence of Revenue Leakage and the conditions of distribution channel management. The findings were then integrated with the quantitative results to formulate Revenue Leakage control strategies. Thus, the sequential explanatory design enables quantitative findings concerning differences in net revenue and Revenue Leakage to be further explained through qualitative findings, resulting in a more comprehensive understanding of distribution problems and their control strategies.

RESULTS AND DISCUSSION

The results show that Swiss-Belinn Kemayoran Hotel used 14 distribution channels for room sales during January–December 2025. Although the hotel utilized a relatively diverse range of distribution channels, reservation volume remained concentrated in four major channels, namely Government, Traveloka, Corporate, and Agoda, which collectively accounted for 63.65% of total reservations. This condition indicates that several channels played dominant roles in generating room reservations, while other channels contributed relatively smaller shares.

Table 1. Distribution of Room Reservations by Distribution Channel

No.	Channel	Booking Frequency	Percentage (%)
1	Government	7,268	21.40
2	Traveloka	5,118	15.07
3	Corporate	4,735	13.94
4	Agoda	4,496	13.24
5	Direct Booking	2,967	8.74
6	Expedia	2,092	6.16
7	Tiket.com	2,023	5.96
8	Booking.com	1,462	4.31

9	TBO	1,048	3.09
10	MG Jarvis	769	2.26
11	Travel Agent	750	2.21
12	DOTW	561	1.65
13	Hotusa	554	1.63
14	Wholesale	117	0.34
TOTAL		**33,960**	**100.00**

The differences in distribution channel characteristics are also reflected in the commission schemes applied. Five channels, namely Direct Booking, Corporate, Government, Travel Agent, and Wholesale, were not subject to commissions or used a zero-commission scheme of 0%. Meanwhile, OTA channels generally incurred a 15% commission, while wholesaler channels incurred an 18% commission. These differences in commission schemes resulted in different distribution costs and ultimately affected the amount of revenue retained by the hotel. Therefore, the performance of a distribution channel should not be assessed solely based on reservation volume and gross revenue but should also consider net revenue after distribution costs have been deducted.

Table 2. Distribution Channels by Commission Scheme.

Commission Category	Channel	Jumlah Channel	Persentase (%)
0% (Zero-commission)	Direct Booking, Corporate, Government, Travel Agent, Wholesale	5	35.70
15% (OTA)	Traveloka, Agoda, Tiket.com, Booking.com, Expedia	5	35.70
18% (Wholesaler)	DOTW, Hotusa, TBO, MG Jarvis	4	28.60
	TOTAL	**14**	**100**

Analysis of net revenue indicates variations in net revenue across distribution channels. Government had the highest average weekly net revenue at IDR 120,866,533.63, whereas Wholesale had the lowest average at IDR 1,409,083.88. These differences indicate that each channel makes a different contribution to hotel revenue and that the value of a channel is determined not only by its presence in the distribution mix but also by the amount of revenue it is able to retain after distribution costs are taken into account.

Table 3. Descriptive Statistics of Net Revenue by Distribution Channel

Code	Distribution Channel	N	Mean Net Revenue (IDR)	Std. Deviation (Rp)	Minimum (Rp)	Maximum (Rp)
1	Direct Booking	52	50,952,571.16	19,406,813.03	22,188,100.33	103,201,999.89
2	Corporate	52	65,743,113.66	58,511,264.70	0.00	350,481,999.45
3	Government	52	120,866,533.63	117,208,640.09	0.00	466,537,499.01
4	Travel Agent	52	11,027,208.32	17,707,860.25	0.00	82,433,997.91
5	Wholesale	52	1,409,083.88	3,992,519.03	0.00	25,321,999.12
6	Traveloka	52	57,756,179.98	26,581,484.26	5,133,227.35	130,276,409.40
7	Agoda	52	53,629,658.09	24,649,747.48	3,205,207.20	122,848,182.05
8	Tiket.com	52	23,300,146.76	14,844,070.35	5,559,772.65	75,721,863.25
9	Booking.com	52	20,573,542.26	15,865,623.90	2,167,500.00	68,852,085.90
10	Expedia	52	27,464,324.16	14,823,777.60	4,412,270.95	64,136,356.45
11	DOTW	52	7,861,405.40	9,309,531.57	0.00	59,967,941.52
12	Hotusa	52	6,717,594.77	11,695,714.01	0.00	50,124,363.86
13	TBO	52	13,617,375.86	13,576,383.06	0.00	51,771,818.48
14	MG Jarvis	52	9,469,425.00	8,328,641.37	443,545.38	36,687,917.66
Total		**728**	**33,599,154.50**	**49,401,170.61**	**0.00**	**466,537,499.01**

Before testing differences in mean net revenue, variance homogeneity was tested using Levene's Test. The results showed a significance value of 0.000, which is lower than 0.05, indicating that the variances in net revenue across distribution channels were not homogeneous.

Table 4. Test of Homogeneity of Variances

Tests of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.[a]
Based on Mean	56,580	13	714	0,000
Based on Median	43,904	13	714	0,000
Based on Median and with adjusted df	43,904	13	124,980	0,000
Based on trimmed mean	51,207	13	714	0,000

Therefore, differences in means were tested using Welch ANOVA, which is appropriate when variances across groups are not homogeneous. The Welch ANOVA results showed a Welch F value of 77.611 with a significance value of 0.000. These results indicate statistically significant differences in mean net revenue across distribution channels.

Table 5. Welch ANOVA Results for Differences in Net Revenue Across Distribution Channels

Robust Tests of Equality of Means				
NetRevenue				
	Statistic[b]	df1	df2	Sig.[a]
Welch	77,611	13	269,736	0,000000
a. Confidence Interval: 95%				
b. Asymptotically F distributed.				

The Games-Howell post hoc test showed that differences in net revenue did not occur uniformly across all channel pairs. Of the 91 channel pairs tested, the majority showed significant differences. Government consistently showed significant differences with almost all other channels, except Corporate. Meanwhile, Direct Booking, Corporate, Traveloka, and Agoda did not show significant differences in several pairwise comparisons. These findings indicate that differences in net revenue across distribution channels need to be understood based on the characteristics of each channel and cannot be sufficiently explained by comparing mean values alone.

Table 6.Summary of Games-Howell Post Hoc Results

Distribution Channel	Significantly Different From
Direct Booking	Government, Travel Agent, Wholesale, Tiket.com, Booking.com, Expedia, DOTW, Hotusa, TBO, MG Jarvis
Corporate	Travel Agent, Wholesale, Tiket.com, Booking.com, Expedia, DOTW, Hotusa, TBO, MG Jarvis
Government	Direct Booking, Travel Agent, Wholesale, Traveloka, Agoda, Tiket.com, Booking.com, Expedia, DOTW, Hotusa, TBO, MG Jarvis
Travel Agent	Direct Booking, Corporate, Government, Wholesale, Traveloka, Agoda, Tiket.com, Expedia
Wholesale	Direct Booking, Corporate, Government, Travel Agent, Traveloka, Agoda, Tiket.com, Booking.com, Expedia, DOTW, TBO, MG Jarvis

Traveloka	Government, Travel Agent, Wholesale, Tiket.com, Booking.com, Expedia, DOTW, Hotusa, TBO, MG Jarvis
Agoda	Government, Travel Agent, Wholesale, Tiket.com, Booking.com, Expedia, DOTW, Hotusa, TBO, MG Jarvis
Tiket.com	Direct Booking, Corporate, Government, Travel Agent, Wholesale, Traveloka, Agoda, DOTW, Hotusa, TBO, MG Jarvis
Booking.com	Direct Booking, Corporate, Government, Wholesale, Traveloka, Agoda, DOTW, Hotusa, MG Jarvis
Expedia	Direct Booking, Corporate, Government, Travel Agent, Wholesale, Traveloka, Agoda, DOTW, Hotusa, TBO, MG Jarvis
DOTW	Direct Booking, Corporate, Government, Wholesale, Traveloka, Agoda, Tiket.com, Booking.com, Expedia
Hotusa	Direct Booking, Corporate, Government, Traveloka, Agoda, Tiket.com, Booking.com, Expedia
TBO	Direct Booking, Corporate, Government, Wholesale, Traveloka, Agoda, Tiket.com, Expedia
MG Jarvis	Direct Booking, Corporate, Government, Wholesale, Traveloka, Agoda, Tiket.com, Booking.com, Expedia

The main finding of the study is reflected in the measurement of Revenue Leakage arising from commission costs. During the study period, total gross revenue from all distribution channels reached IDR 26,566,885,858. After deducting commission costs of IDR 2,106,701,384, the net revenue received by the hotel amounted to IDR 24,460,184,475. Thus, commission costs generated total Revenue Leakage of IDR 2,106,701,384, equivalent to approximately 7.93% of total gross revenue.

Table 6.Revenue Leakage by Distribution Channel

Channel	Gross Revenue (IDR)	Commission Cost (IDR)	Net Revenue (IDR)	Contribution to Revenue Leakage (%)
Direct Booking	2,649,533,700	0	2,649,533,700	0
Corporate	3,418,641,911	0	3,418,641,911	0
Government	6,285,059,749	0	6,285,059,749	0
Travel Agent	573,414,833	0	573,414,833	0
Wholesale	73,272,362	0	73,272,362	0
Traveloka	3,533,319,246	529,997,887	3,003,321,359	25
Agoda	3,280,873,201	492,130,980	2,788,742,221	23
Tiket.com	1,425,420,743	213,813,111	1,211,607,632	10
Booking.com	1,258,616,703	188,792,505	1,069,824,198	9
Expedia	1,680,170,419	252,025,563	1,428,144,856	12
DOTW	498,528,147	89,735,066	408,793,081	4
Hotusa	425,993,815	76,678,887	349,314,928	4
TBO	863,540,908	155,437,363	708,103,545	7
MG Jarvis	600,500,122	108,090,022	492,410,100	5
TOTAL	**26,566,885,858**	**2,106,701,384**	**24,460,184,475**	**100**

The magnitude of Revenue Leakage differed across channels. Traveloka was the largest contributor, with IDR 529,997,887 or 25% of total Revenue Leakage, followed by Agoda at IDR 492,130,980 or 23%. Collectively, Traveloka and Agoda accounted for 48% of total Revenue Leakage. Meanwhile, Hotusa and DOTW made the smallest contributions, each accounting for 4%. These findings indicate that channels with the same commission rate do not necessarily generate the same amount of Revenue Leakage.

This finding demonstrates that the magnitude of Revenue Leakage is determined not only by the commission percentage but also by transaction volume and the revenue generated by each channel. Although wholesalers had the highest commission rate at 18%, they were not the largest contributor to nominal Revenue Leakage. In contrast, Traveloka and Agoda, both in the 15% commission group, generated the largest Revenue Leakage because they had higher revenue contributions and transaction volumes. Therefore, evaluating distribution channel efficiency based solely on commission percentages may provide an incomplete picture.

These findings indicate that the evaluation of distribution channel performance needs to shift from a gross revenue orientation toward a net revenue orientation. A channel may generate high reservation volume and gross revenue, but the revenue actually retained by the hotel may be significantly reduced by commission costs. Therefore, channel effectiveness should be evaluated by considering the relationship among reservation volume, gross revenue, commission costs, and net revenue. This approach provides a more comprehensive basis for identifying channels that make an optimal contribution to hotel revenue quality.

The quantitative findings subsequently served as the basis for exploring Revenue Leakage control strategies. The qualitative stage was conducted through interviews with the E-Commerce Officer, General Manager, Reservation Agent, and Income Audit, supported by observation and documentation. The data collection process resulted in five main strategies: optimization of the distribution channel mix (channel mix), renegotiation of commission schemes with high-volume OTAs, strengthening direct booking strategies, digitalization of data reconciliation systems accompanied by the development of Standard Operating Procedures (SOPs), and strengthening interdepartmental coordination.

Channel mix optimization is directed toward enabling the hotel to evaluate each channel based on its contribution to net revenue rather than solely on the number of reservations. Commission scheme renegotiation is particularly relevant for channels with high Revenue Leakage contributions, such as Traveloka and Agoda. Strengthening direct bookings can serve as an alternative for increasing the proportion of reservations that are not subject to OTA commissions. Meanwhile, digitalization of reconciliation and the development of SOPs can strengthen the monitoring of reservation, commission, and net revenue data. Coordination among E-Commerce, Revenue, Reservation, and Finance is also necessary to ensure that decisions related to distribution channels consider both commercial and financial aspects.

Overall, the findings indicate that Revenue Leakage at Swiss-Belinn Kemayoran Hotel is not solely caused by high commission rates but results from the interaction among distribution channel concentration, transaction volume, and commission structures. Therefore, distribution channel management needs to be oriented toward net revenue and distribution costs rather than merely the number of reservations or gross revenue. These findings provide a basis for hotel management to determine which channels should be retained, optimized, renegotiated, or strategically developed to improve revenue quality and reduce suboptimal distribution costs.

CONCLUSION

Conclusion

This study demonstrates that distribution channel management has implications for the quality of revenue at Swiss-Belinn Kemayoran Hotel. Of the 14 distribution channels used during January–December 2025, 63.65% of reservations were concentrated in Government, Traveloka, Corporate, and Agoda. Differences in commission schemes across channels resulted in differences in distribution costs that affected the hotel’s net revenue.

The results indicate statistically significant differences in net revenue across distribution channels, with a Welch ANOVA value of 77.611 and a significance value of 0.000. Total Revenue Leakage resulting from commission costs amounted to IDR 2,106,701,384, equivalent to 7.93% of total gross revenue. Traveloka and Agoda were the two channels with the largest contributions to Revenue Leakage, accounting for 25% and 23%, respectively. These findings demonstrate that the magnitude of Revenue Leakage is influenced not only by commission rates but also by transaction volume and the amount of revenue generated by each channel.

Based on the findings, Revenue Leakage control should focus on optimizing the channel mix, renegotiating commission schemes with high-volume OTAs, strengthening direct bookings, digitalizing data reconciliation and developing SOPs, and improving interdepartmental coordination. Accordingly, distribution channel management should be oriented toward net revenue and distribution cost efficiency rather than merely increasing reservation volume and gross revenue.

Limitations

This study has several limitations. First, the study uses internal data from Swiss-Belinn Kemayoran Hotel for the January–December 2025 period; therefore, the findings represent the distribution conditions and characteristics of the hotel during that period.

Second, the measurement of Revenue Leakage in this study focuses on revenue reductions attributable to distribution channel commission costs and does not include other distribution cost components that may affect net revenue.

Third, the study focuses on a single hotel as the research object; therefore, the findings cannot be directly generalized to hotels with different characteristics, market structures, and distribution policies.

Recommendations

Based on the findings, the management of Swiss-Belinn Kemayoran Hotel is advised to periodically evaluate distribution channels using net revenue as one of the key indicators, in addition to reservation volume and gross revenue. Such evaluations can be used to identify channels with high Revenue Leakage contributions and determine channel mix management priorities.

The hotel is also advised to renegotiate commission schemes with OTAs that have high transaction volumes and significant Revenue Leakage contributions, particularly Traveloka and Agoda. At the same time, strengthening direct booking strategies can be undertaken to increase the contribution of channels with lower distribution costs. In addition, the digitalization of data reconciliation processes and the implementation of integrated SOPs across E-Commerce, Revenue, Reservation, and Finance should be strengthened so that discrepancies in reservation, commission, and revenue data can be identified more quickly.

For future research, the study can be expanded by using a longer observation period and involving multiple hotels with different characteristics. Future studies may also incorporate other distribution cost components and consider profitability indicators so that the analysis of distribution channel efficiency and Revenue Leakage can be conducted more comprehensively.

Author Contributions

Jasinta Nur Komar (First Author): responsible for research conceptualization, data collection, data processing and analysis, interpretation of research findings, preparation of the initial manuscript, and article revision.

Rosalia Nansih Widhiastuti (Second Author): contributed to the formulation and development of the research design, provided supervision and methodological guidance, evaluated the analysis and discussion, and provided input during the preparation and revision of the article.

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