



Article Title

Measuring hotel channel mix: A Dea-Bsc Model

Citation

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Abstract

The hotel industry has experienced changes brought on by growth, customer expectations, and the proliferation in the use of e-commerce and online distribution channels. Future hotel success depends on how effectively hotel revenue managers are able to manage different booking channels to maximize hotel revenue. A Data Envelopment Analysis–Balanced Scorecard (DEA-BSC) model to measure efficiency of distribution channel mix using BSC results is presented. DEA-BSC was used because DEA-BSC incorporates multiple metrics simultaneously while traditional business models typically focus on one performance measure such as profit. Inputs for the model include the five distribution channels of C-Res/Voice, GDS, Brand.com, OTAs, and property/relationship sales. Output is the consolidated BSC average. The model was tested and results presented, demonstrating support for the usefulness of the model.

Conclusion

From an academic perspective, while there has been research on various areas of revenue management, very few authors have conducted research on channel mix. The changing nature of the channels used for hotel bookings have made this topic challenging. The lack of data available to researchers due to their proprietary nature has also made research in this field difficult to undertake. The natural lead time between concluding research and seeing its timely distribution in publications, whether print or digital, also contributes to the lack of research on channel management and channel development.