

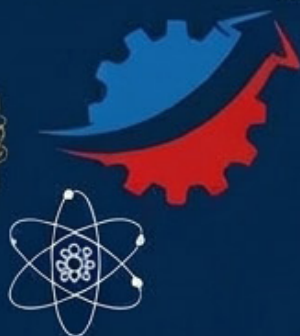
MUHANDISLIK

& IQTISODIYOT

*ijtimoiy-igʻtisodiy, innovatsion texnik,
fan va taʼlimga oid ilmiy-amaliy jurnal*

2026-YIL

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- 05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari
- 05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
- 05.01.03 – Informatikaning nazariy asoslari
- 05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
- 05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
- 05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
- 05.01.07 – Matematik modellash
- 05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
- 05.02.00 – Mashinasozlik va mashinashunoslik
- 05.02.08 – Yer usti majmualari va uchish apparatlari
- 05.03.02 – Metrologiya va metrologiya ta'minoti
- 05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
- 05.05.03 – Yorug'lik texnikasi. Maxsus yoritish texnologiyasi
- 05.05.05 – Issiqlik texnikasining nazariy asoslari
- 05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
- 05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
- 05.08.03 – Temir yo'l transportini ishlatish
- 05.08.06 – "G'ildirakli va gusenisali mashinalar va ularni ishlatish" (texnika fanlari)
- 05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
- 05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari
- 10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik
- 10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti
- 08.00.01 – Iqtisodiyot nazariyasi
- 08.00.02 – Makroiqtisodiyot
- 08.00.03 – Sanoat iqtisodiyoti
- 08.00.04 – Qishloq xo'jaligi iqtisodiyoti
- 08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti
- 08.00.06 – Ekonometrika va statistika
- 08.00.07 – Moliya, pul muomalasi va kredit
- 08.00.08 – Buxgalteriya hisobi, iqtisodiy tahlil va audit
- 08.00.09 – Jahon iqtisodiyoti
- 08.00.10 – Demografiya. Mehnat iqtisodiyoti
- 08.00.11 – Marketing
- 08.00.12 – Mintaqaviy iqtisodiyot
- 08.00.13 – Menejment
- 08.00.14 – Iqtisodiyotda axborot tizimlari va texnologiyalari
- 08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti
- 08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 – Turizm va mehmonxona faoliyati

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THE APPLICATION OF MARKETING STRATEGIES IN HOTELS AND BRAND POLICY: IMPLEMENTATION GAPS, CHANNEL DEPENDENCE AND THE NET VALUE OF BRAND AFFILIATION

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Abstract. Hotels in Uzbekistan face a choice of brand policy, between remaining independent, joining a consortium or soft brand, taking a franchise or signing a management contract, and a choice of which marketing tools to adopt. This article relates both choices to performance in a sample of 140 hotels in five cities, measuring volume (occupancy) and yield (an ADR index relative to hotels of the same city and class) separately and following the channel through which rooms are sold. Affiliated hotels apply far more of the marketing toolkit: 76 per cent use revenue management against 40 per cent of independents, 76 per cent run a loyalty programme against 19 per cent, and they score 61.9 against 34.5 on a marketing implementation index introduced here (Welch $t = 6.07$). They sell 35.8 per cent of room nights through online travel agencies against 59.5 per cent ($t = \text{minus } 12.89$). Affiliation does not raise occupancy as such: affiliated and independent hotels fill 54.5 and 53.9 per cent of rooms. It substitutes for intermediaries. Holding the OTA share fixed, affiliation is associated with 4.15 more points of occupancy ($t = 2.05$), and affiliation and loyalty programmes are associated with OTA shares 14.7 and 10.9 points lower. The yield premium of brands runs through the same channel: the ADR premium of managed hotels, 18.26 index points, falls to 3.69 once the OTA share is held fixed. Digital marketing is associated with occupancy on its own, but it is also associated with greater OTA dependence (0.41 points of OTA share per point of digital budget share), and its association with occupancy weakens by 29 per cent and loses significance with controls. The revenue-management association with ADR, 14.54 points on its own, falls by 44 per cent and loses significance once brand policy and channel enter. After OTA commissions and brand fees, the RevPAR premium of affiliated hotels falls from 19.9 to 14.4 per cent, and to 9.1 per cent if fees are half as large again as assumed. Among strategy types, hotels combining revenue management with restrained promotion outperform hotels that promote heavily.

Keywords: hotel marketing strategy, brand policy, franchising, management contracts, revenue management, online travel agencies, distribution channels, Uzbekistan

INTRODUCTION

The marketing of a hotel involves two decisions of different kinds. One is a decision about brand policy: whether the hotel trades under its own name or under the name of a group, and on what terms. The other is a set of decisions about marketing practice: whether the hotel sets prices with a revenue management system, keeps a customer database, runs a loyalty programme, and how it divides its marketing budget between digital and other channels. The two are linked, because brand affiliation usually comes with a package of practices, systems and distribution.

For hotel owners in Uzbekistan, where most hotels are independent and international and regional brands are entering, the questions are practical. Does affiliation bring more guests, higher rates, or both? Which marketing practices are associated with performance, and do they matter independently of the brand? And how much of any brand advantage survives the fees that affiliation costs?

This article answers these questions with data on 140 hotels in Tashkent, Samarkand, Bukhara, Khiva and Fergana. Three constructs organise the analysis. The first is the marketing implementation index, introduced here as a summary of how much of the standard marketing toolkit a hotel applies. The second separates volume, measured by occupancy, from yield, measured by an ADR index relative to hotels of the same city and class, and follows the distribution channel, measured by the share of room nights sold through online travel agencies (OTAs). The third, the net brand premium, is the RevPAR advantage of affiliated hotels after OTA

commissions and brand fees.

Three expectations were formed in advance. The first was that brand affiliation would raise occupancy. The second was that digital marketing would raise occupancy. The third was that revenue management would raise the average daily rate. The first is rejected in its simple form: affiliation does not raise occupancy but changes the channels through which it is achieved. The second holds on its own but is not robust to controls, and digital marketing is associated with greater dependence on intermediaries. The third holds on its own but not independently of brand policy and channel.

LITERATURE REVIEW

Marketing strategy in hospitality combines the general marketing mix with features specific to a perishable, capacity-constrained service. Kotler, Bowen, Makens and Baloglu [1] describe how hotels segment markets, position their offer and manage product, price, distribution and promotion, with distribution and pricing given unusual weight because an unsold room night cannot be stored. At the level of the firm, Miles, Snow, Meyer and Coleman [2] distinguished four strategic types: prospectors, which seek new markets and innovate; defenders, which protect a stable domain through efficiency; analysers, which combine the two; and reactors, which lack a consistent strategy.

Brand policy has been examined through the lens of brand equity. Keller [3] defined customer-based brand equity as the differential effect of brand knowledge on consumer response to the marketing of the brand. In hotels, O'Neill and Mattila [6] documented the proliferation of brands within major groups, and O'Neill and Carlback [4] compared the performance of branded and independent hotels in Sweden over a full economic cycle and asked whether brands matter for performance. The economics of franchise contracts, including the fees owners pay in exchange for brand, systems and distribution, are set out by Blair and Lafontaine [5]. Hollenbeck [12] found that the revenue premium of chain affiliation declined as online reviews spread, because reviews give independent hotels a way to signal quality that previously only brands could provide.

The distribution channel has become central to hotel marketing since the rise of online intermediaries. Carroll and Siguaw [7] traced the evolution of electronic distribution and its consequences for the balance of power between hotels and intermediaries. Anderson [8] found that listing on an OTA raised reservations through a hotel's own channels, the billboard effect, so that intermediaries can complement direct sales as well as replace them. Stangl, Inversini and Schegg [9] examined the dependence of hotels on online intermediaries and the distribution channel portfolios they choose in three countries.

Revenue management, the practice of varying prices and availability with demand, was set out for capacity-constrained service firms by Kimes [10], and Kimes and Wirtz [11] examined how customers perceive the fairness of the rate fences it relies on. Its adoption is often part of the system package that brands provide.

Two points follow for the present study. First, brand affiliation, marketing practice and distribution are bundled, so their associations with performance need to be separated rather than measured one at a time. Second, the value of affiliation to an owner is net of the fees it costs and the commissions it saves, which studies of gross performance do not show. The effective number of channels used below is the reciprocal of a Herfindahl index, following Adelman [13].

RESEARCH METHODOLOGY

3.1 Sample

The sample covers 140 hotels in five cities: Tashkent (56), Samarkand (27), Bukhara (26), Khiva (12) and Fergana (19). By class, 29 are two-star, 48 three-star, 40 four-star and 23 five-star. By brand policy, 94 are independent, 14 belong to a consortium or soft brand, 13 operate under a franchise and 19 under a management contract; the 46 in the last three groups are referred to as affiliated. Hotels are anonymised.

3.2 Marketing practice

Four practices are recorded: use of a revenue management system, use of a customer relationship management system, operation of a loyalty programme (the hotel's own or a brand programme), and the share of the marketing budget spent on digital channels. The marketing implementation index is the average of the three practices, each scored 0 or 1, and the digital share rescaled to the range 0 to 1, multiplied by 100. Marketing spending as a share of revenue is also recorded. For the Miles and Snow typology, types are operationalised from observed practice rather than self-reported: prospectors combine a digital budget share above 55 per cent with marketing spending above 4 per cent of revenue; defenders use revenue management with a digital share of 55 per cent or less; analysers meet one of the prospector conditions; and reactors meet none.



3.3 Channel and performance

The channel mix is the share of room nights sold through OTAs, the leading OTA separately, tour operators and direct channels, including the brand's central reservations and website. The effective number of channels is the reciprocal of the Herfindahl index of these four shares [13]. Occupancy is the share of available room nights sold. The ADR index is the hotel's average daily rate relative to the mean of hotels in the same city and class group (two and three stars, four and five stars), times 100. The RevPAR index is the ADR index times occupancy divided by 100.

3.4 Estimation

Occupancy is regressed on the digital budget share (O1), then with affiliation (O2), the OTA share (O3), and revenue management, stars, the logarithm of rooms and city (O4). The ADR index is regressed on revenue management (A1), then with brand policy type (A2), the OTA share (A3), and CRM, loyalty, digital share and size (A4). The change in the coefficients of the practice of interest shows whether its association with performance survives the practices and channels bundled with it. The OTA share is regressed on affiliation, loyalty, digital share and stars. With about 130 degrees of freedom the critical value at five per cent is 1.979.

3.5 Net brand premium

The net RevPAR index deducts OTA commission, assumed at 17 per cent of OTA room revenue, and brand fees, assumed at 4 per cent of room revenue for consortia and soft brands, 9 per cent for franchises and 10 per cent for management contracts, which are within the ranges typically reported for these arrangements. Because the fee assumptions matter, the net premium is also reported at half and one and a half times these fees.

3.6 Limitations

The design is cross-sectional and cannot show whether affiliation or practices cause performance or whether better-performing hotels attract brands and adopt practices. The ADR index controls for city and class but not for location within the city. Fees are assumed rather than observed. And the strategy typology is operationalised from practice rather than from managers' descriptions of their intentions.

ANALYSIS AND DISCUSSION OF RESULTS

4.1 Implementation gaps

Table 1. Marketing practice, channel and performance by brand policy

Brand policy	n	Revenue management, %	CRM, %	Loyalty programme, %	Digital share of budget, %	Marketing spend, % of revenue	OTA share, %	Direct share, %	Occupancy, %	ADR index	Implementation index
Independent	94	40	33	19	46.5	3.6	59.5	24.1	53.9	94.2	34.5
Consortium or soft brand	14	86	64	86	48.1	3.9	35.3	48.5	55.9	107.3	70.8
Franchise	13	77	54	77	40.6	3.5	34.7	48.6	51.0	111.4	61.5
Management contract	19	68	42	68	45.0	4.1	36.8	45.8	55.9	115.4	55.7
All affiliated	46	76	52	76	44.7	3.9	35.8	47.4	54.5	111.8	61.9
All hotels	140	52	39	38	45.9	3.7	51.7	31.8	54.1	100.0	43.5

Source: authors' calculations.

Affiliated hotels apply much more of the marketing toolkit. They are almost twice as likely to use revenue management, more likely to use CRM, and four times as likely to run a loyalty programme; their implementation index is 61.9 against 34.5 (Welch $t = 6.07$). The widest gap is in loyalty programmes, which for most affiliated hotels come with the brand. Affiliated hotels do not spend more on marketing as a share of revenue, 3.9 against 3.6 per cent, nor do they put more of it into digital channels, 44.7 against 46.5 per cent. The difference lies in systems and programmes, not in budgets.

The difference in performance lies in yield, not volume. Affiliated hotels have an ADR index of 111.8 against 94.2 ($t = 3.05$) and occupancy of 54.5 against 53.9 per cent ($t = 0.45$).

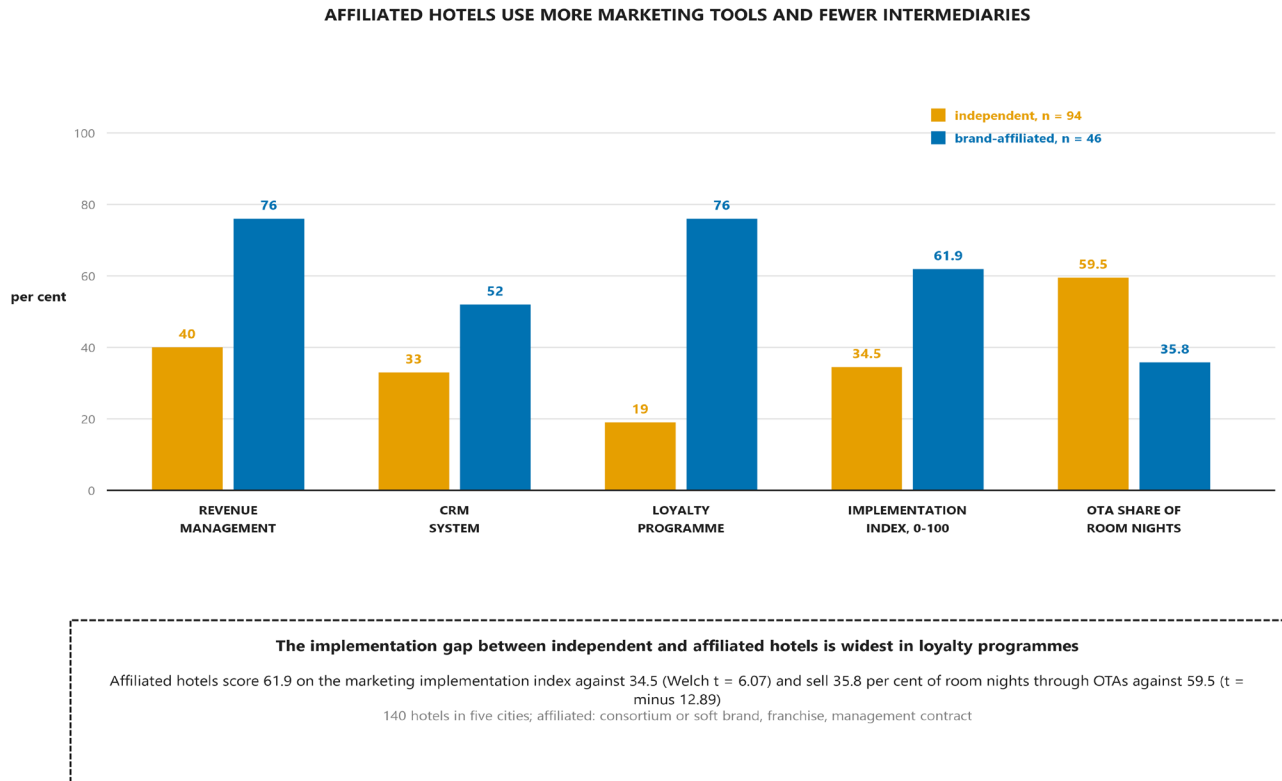


Figure 1. Marketing practice and OTA dependence of independent and affiliated hotels.

4.2 Channel dependence

Table 2. Channel structure

Measure	Independent	Affiliated
OTA share of room nights, %	59.5	35.8
Leading OTA share of room nights, %	41.4	24.9
Direct share of room nights, %	24.1	47.4
OTA commission, % of room revenue	10.1	6.1
Channel HHI	0.315	0.351
Effective number of channels	3.18	2.85

Source: authors' calculations. Channels: leading OTA, other OTAs, tour operators, direct.

Independent hotels depend on intermediaries. They sell 59.5 per cent of room nights through OTAs, and 79 of the 94 sell more than half; the leading OTA alone accounts for 41.4 per cent of their room nights, about 70 per cent of their OTA business. At a 17 per cent commission this costs them 10.1 per cent of room revenue, against 6.1 per cent for affiliated hotels.

Concentration measured across channels gives the opposite picture: independents have slightly more effective channels, 3.18 against 2.85, because affiliated hotels concentrate on direct sales through the brand. Dependence, in other words, is not a matter of how many channels a hotel uses but of whether the largest is one it controls. The relevant measure for independents is the share of the leading OTA, and on that measure a single intermediary carries more than two fifths of their business.

Table 3. Correlates of OTA share

Variable	Coefficient	t
Affiliated	-14.68	-7.93
Loyalty programme	-10.92	-6.33



Digital share of budget	0.406	7.02
Stars	-2.90	-3.91
R ²	0.725	

Source: authors' calculations. n = 140.

Affiliation and loyalty programmes are each associated with substantially lower OTA dependence, 14.7 and 10.9 points respectively. Digital marketing goes the other way: each point of digital budget share is associated with 0.41 points more OTA share. Much of what hotels spend on digital marketing appears to support their visibility on intermediary platforms, which is consistent with the billboard effect [8] but also means that digital marketing deepens rather than reduces dependence.

4.3 Volume: occupancy

Table 4. Nested specifications for occupancy

Specification	Digital share	Affiliated	OTA share	Revenue management	Stars	Adjusted R ²
O1	0.172 (3.33)					0.068
O2	0.175 (3.36)	0.94 (0.70)				0.064
O3	0.134 (2.35)	3.55 (1.77)	0.113 (1.73)			0.078
O4	0.123 (1.91)	4.15 (2.05)	0.143 (2.03)	-0.74 (-0.49)	1.46 (1.71)	0.101

Source: authors' calculations. t statistics in parentheses. O4 also includes the logarithm of rooms and city. n = 140.

The first expectation is rejected in its simple form. On its own, affiliation adds 0.94 points of occupancy, with a t statistic of 0.70. Once the OTA share is held fixed, the affiliation coefficient rises to 3.55 and, with controls, to 4.15 (t = 2.05). The two results together say that affiliated hotels fill as many rooms as independents while selling far fewer through OTAs; compared with an independent at the same OTA share, an affiliated hotel fills about four points more. The brand substitutes for the intermediary.

The second expectation holds on its own but is not robust. Each ten points of digital budget share are associated with 1.72 points of occupancy in O1. The coefficient falls by 29 per cent to 0.123 in O4 and drops just below significance (t = 1.91). Part of the association runs through the OTA share: the implied indirect path, through greater OTA use, is 0.58 points of occupancy per ten points of digital share, against 1.23 points directly.

Occupancy is poorly explained in all specifications, with an adjusted R² of 0.10 at most. Marketing practice and brand policy account for little of the variation in how full hotels are, most of which lies in factors the data do not record, such as location within the city and the timing of group business.

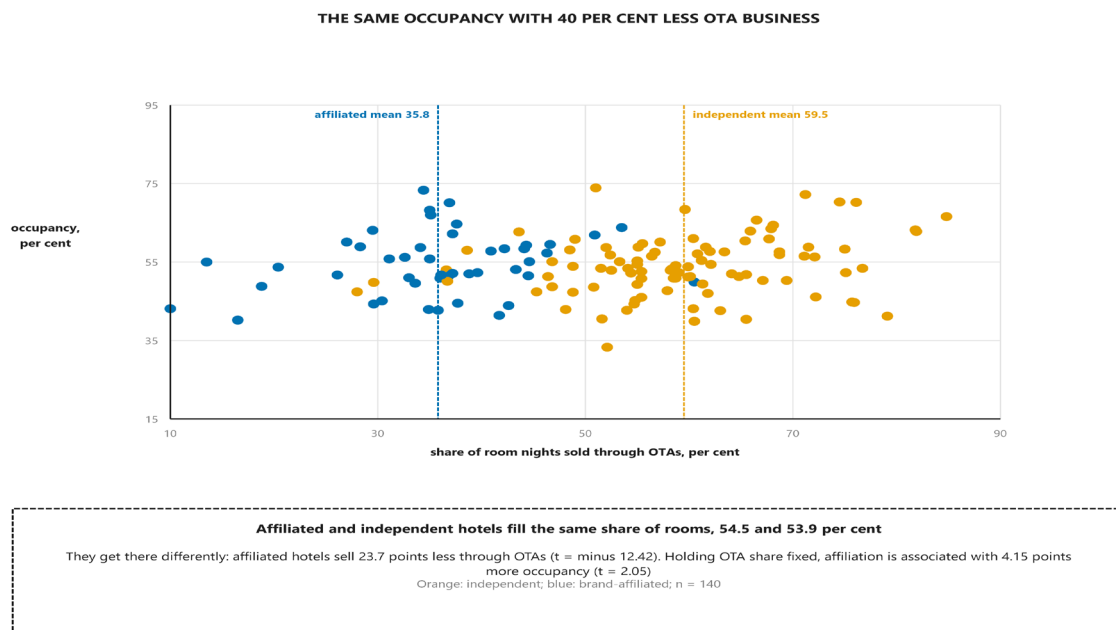


Figure 2. OTA share and occupancy by brand policy. Affiliated hotels reach the same occupancy with much less OTA

business.

4.4 Yield: the ADR index

Table 5. Nested specifications for the ADR index

Specification	Revenue management	Consortium or soft brand	Franchise	Management contract	OTA share	Adjusted R ²
A1	14.54 (2.67)					0.042
A2	10.58 (1.84)	8.32 (0.88)	13.27 (1.37)	18.26 (2.23)		0.063
A3	8.80 (1.55)	-6.99 (-0.64)	-2.57 (-0.23)	3.69 (0.38)	-0.666 (-2.64)	0.103
A4	8.09 (1.25)	-7.74 (-0.69)	-4.53 (-0.40)	2.90 (0.29)	-0.381 (-1.17)	0.116

Source: authors' calculations. t statistics in parentheses. A4 also includes CRM (3.02, t = 0.52), loyalty (7.47, t = 1.01), digital share and the logarithm of rooms. Base: independent. n = 140.

The third expectation holds on its own but not independently. Hotels using revenue management have an ADR index 14.54 points higher (t = 2.67). When brand policy enters, the coefficient falls to 10.58 and loses significance, and with channel and the other practices it is 8.09 (t = 1.25), 44 per cent below its value in A1. Revenue management is bundled with brands: much of its apparent association with rates belongs to affiliation.

The brand premium in rates itself runs through the channel. In A2 hotels under management contracts have an ADR index 18.26 points higher than independents (t = 2.23). When the OTA share enters in A3, the premium falls to 3.69 and loses significance, while each point of OTA share is associated with 0.67 index points lower rates (t = minus 2.64). In A4, where loyalty programmes, which are closely tied to both affiliation and channel, also enter, the OTA coefficient itself loses significance; the channel and loyalty block carries the association jointly. The pattern is consistent with rates being held down by intermediary dependence, through rate parity, discounting and the price transparency of OTA listings, and with brands raising rates by reducing that dependence.

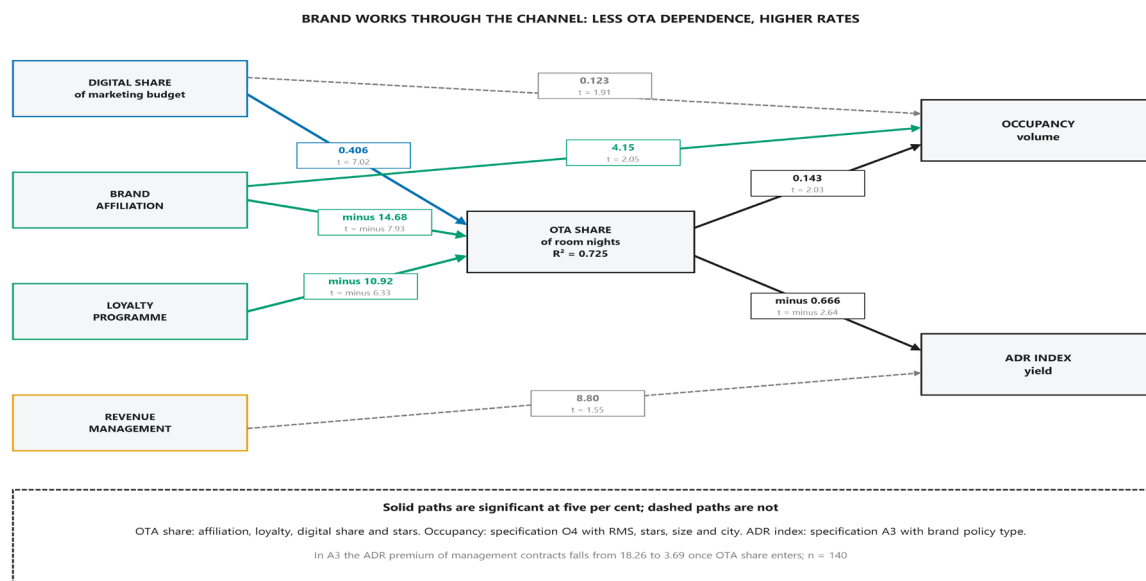


Figure 3. Path structure. Affiliation and loyalty reduce OTA dependence, digital marketing increases it; OTA share is associated with higher occupancy and lower rates.

4.5 The net brand premium

Table 6. Gross and net RevPAR index by brand policy

Brand policy	Gross RevPAR index	After OTA commission and brand fees	Retained, %
Independent	51.0	45.9	90.0
Consortium or soft brand	59.7	53.7	90.0
Franchise	56.8	48.4	85.1
Management contract	65.1	54.5	83.7



Source: authors' calculations. Assumptions in Section 3.5.

Affiliated hotels earn a gross RevPAR index 19.9 per cent higher than independents ($t = 2.68$). After OTA commission and brand fees the premium is 14.4 per cent ($t = 2.01$). Affiliation saves an average of four points of room revenue in commission, but franchise and management fees of nine and ten points take back more than that saving, so that franchised and managed hotels retain 85.1 and 83.7 per cent of gross RevPAR against 90.0 per cent for independents. Consortia and soft brands, with lower fees and a similar reduction in OTA dependence, retain as much as independents while earning more.

The net premium depends on the fees. At half the assumed fees it is 19.7 per cent; at one and a half times, 9.1 per cent. Broken down by policy type, with stars, size and city controlled, none of the three types has a significant gross or net premium on its own (management contracts gross 8.77, $t = 1.72$; net 3.55, $t = 0.79$), because each group is small. The combined affiliated premium is significant; the premium of each form of affiliation is not established.

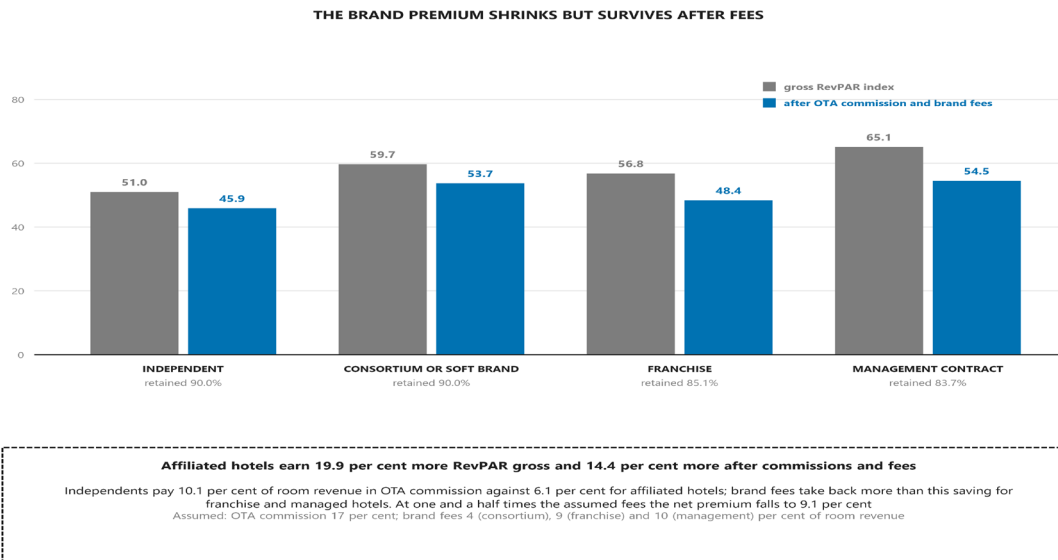


Figure 4. Gross and net RevPAR index by brand policy. The brand premium shrinks after fees but survives at the assumed levels.

4.6 Strategy types

Table 7. Miles and Snow strategy types

Type	n	Occupancy, %	ADR index	OTA share, %	RevPAR index
Prospector	15	55.7	96.7	60.8	54.1
Analyser	17	55.8	94.1	56.9	52.6
Defender	56	54.2	110.8	42.8	60.4
Reactor	52	53.0	91.2	56.9	48.4

Source: authors' calculations. Types operationalised from practice (Section 3.2).

Defenders, hotels that use revenue management and keep promotion restrained, have the highest RevPAR index, 60.4, and it is significantly above that of reactors, 48.4 ($t = 3.18$). Prospectors, hotels that promote heavily through digital channels, do not differ significantly from reactors ($t = 0.82$) or from defenders ($t = \text{minus } 0.89$). Their promotion buys slightly more occupancy but through OTAs, at 60.8 per cent the highest share of any type, and at lower rates. In this market, pricing discipline is associated with better performance than promotional intensity.

4.7 A bounded illustration

For a typical independent hotel, with the median OTA share of 58.9 per cent, consider moving ten points of room nights from OTAs to direct channels, a change well within the observed range of 28.0 to 84.8 per cent among independents. On the estimates of O4, occupancy would fall by 1.4 points, from 53.9 to 52.5 per cent. If rates did not change, gross RevPAR would fall by 2.7 per cent and net RevPAR, after commission, by 0.8 per cent: the commission saving almost offsets the lost volume. If rates responded as in A4, rising by 3.8

index points, gross RevPAR would rise by 1.3 per cent and net RevPAR by 3.2 per cent. The rate response is not significant in A4, so the defensible range for the net effect is a small loss to a small gain. Reducing OTA dependence pays only if it is accompanied by the pricing power that affiliated hotels show.

4.8 Discussion

Three conclusions follow.

First, brand affiliation in this market works mainly through distribution. Affiliated hotels do not fill more rooms; they fill them through channels they control, and they charge more. The brand's value to the owner lies in replacing the OTA as the source of guests and in the pricing power that follows, consistent with the argument that intermediaries shift bargaining power away from hotels [7, 9].

Second, marketing practices are bundled with brands. Revenue management and loyalty programmes are much more common among affiliated hotels, and once affiliation and channel are held fixed their separate associations with rates are not significant. Independent hotels that adopt these practices cannot expect the rate premium of a brand from the practices alone. Digital marketing, the practice most available to independents, is associated with deeper OTA dependence.

Third, the value of affiliation depends on its cost. The gross premium of about a fifth falls to about a seventh after fees, and to under a tenth at higher fees. Consortia and soft brands, which reduce OTA dependence at lower cost, retain as much of their revenue as independents while earning more, which makes them a natural first step for independent hotels in Uzbekistan.

CONCLUSIONS AND RECOMMENDATIONS

This article related brand policy and marketing practice to performance in 140 hotels in five cities in Uzbekistan.

Affiliated hotels apply much more of the marketing toolkit, with an implementation index of 61.9 against 34.5, and sell 35.8 per cent of room nights through OTAs against 59.5. Affiliation is not associated with higher occupancy as such but with the same occupancy achieved through fewer intermediaries, and with higher rates; the rate premium of managed hotels falls from 18.26 to 3.69 index points once the OTA share is held fixed. Digital marketing is associated with greater OTA dependence, and the associations of digital marketing with occupancy and of revenue management with rates are not robust to controls. After commissions and fees the RevPAR premium of affiliation falls from 19.9 to 14.4 per cent. Hotels that combine revenue management with restrained promotion outperform heavy promoters.

Four recommendations follow, each limited to what the evidence supports.

First, independent hotels should judge brand offers by their effect on channel mix and by their fees, not by promised occupancy. The evidence associates affiliation with a shift from OTAs to direct sales and with higher rates, not with fuller hotels, and the net gain depends heavily on the fee level.

Second, independents should consider consortia and soft brands as an intermediate step. These arrangements are associated with a reduction in OTA dependence similar to that of franchises and management contracts, at lower fees, and in this sample their members retain as large a share of gross revenue as independents.

Third, independents should invest in direct-booking capability and loyalty before increasing digital promotion. Loyalty programmes are associated with OTA shares about eleven points lower, whereas digital promotion is associated with higher OTA shares. A digital budget that mainly supports OTA listings buys visibility at the cost of commission.

Fourth, hotels should treat revenue management as part of a pricing strategy, not as a stand-alone tool. On its own it is associated with higher rates, but not once brand and channel are held fixed; pricing discipline, as the performance of defenders suggests, matters more than the system itself.

The natural extension is a panel following hotels through changes in brand policy, which would show whether conversion to a brand reduces OTA dependence and raises rates within the same hotel, the causal question this cross section cannot answer.

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