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Research Article

The importance of business intelligence in the decision-making process in hospitality: A success story of the World Parity Monitor in the design of a sustainable distribution policy

La importancia del business intelligence en la toma de decisiones en hospitality: El caso del World Parity Monitor en el diseño de una política de distribución sostenible

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Abstract
Introduction: This article analyses the impact of business intelligence (BI) on strategic decision-making in hospitality through a case study of the World Parity Monitor (WPM), the first global observatory of parity pricing. The study explores how BI implementation enhances operational efficiency, supports a sustainable distribution policy, and consolidates data-informed decision-making in hotels. **Methodology:** A qualitative case design combined semi-structured interviews, documentary analysis, and direct observation. Thematic coding identified four categories in WPM use (operational automation, strategic efficiency, business value, and visualisation) complemented by a co-occurrence matrix to analyse interrelations. **Results:** Findings indicate that WPM reduces hotels' operational burden and enables sustainable distribution by promoting data transparency and price-parity control across channels. Co-occurrence analysis revealed a strong nexus between strategic efficiency and visualisation, underscoring visualisation's role in sense-making and prioritisation. **Conclusions:** The study concludes that BI systems not only facilitate data-driven decisions but also operate as levers that strengthen hotels' competitiveness in the digital environment.

Keywords: Business intelligence; hotel industry; hotel distribution; OTAs; metasearch; pricing strategy; marketing.

Resumen
Introducción: Este artículo analiza el impacto de la inteligencia empresarial (BI) en la toma de decisiones estratégicas en el sector hotelero a través de un estudio de caso del World Parity Monitor (WPM), el primer observatorio mundial de precios paritarios. El estudio explora cómo la implementación de la BI mejora la eficiencia operativa, respalda una política de distribución sostenible y consolida la toma de decisiones basada en datos en los hoteles. **Metodología:** Se utilizó un diseño de caso cualitativo que combinó entrevistas semiestructuradas, análisis documental y observación directa. La codificación temática identificó cuatro categorías en el uso del WPM (automatización operativa, eficiencia estratégica, valor empresarial y visualización), complementadas con una matriz de coocurrencia para analizar las interrelaciones. **Resultados:** Los resultados indican que el WPM reduce la carga operativa de los hoteles y permite una distribución sostenible al promover la transparencia de los datos y el control de la paridad de precios en todos los canales. El análisis de coocurrencia reveló un fuerte nexo entre la eficiencia estratégica y la visualización, lo que subraya el papel de la visualización en la interpretación y la priorización. **Conclusiones:** El estudio concluye que los sistemas de BI no solo facilitan la toma de decisiones basadas en datos, sino que también funcionan como palancas que refuerzan la competitividad de los hoteles en el entorno digital.

Palabras clave: Inteligencia de negocio; industria hotelera; distribución hotelera; OTAs; metabuscador; estrategia de precio; marketing.

1. Introduction

In recent decades, the business environment has undergone a profound transformation process driven by digitalisation (Carrillo et al., 2024). In this regard, several studies point out that the incorporation of technology into organisational processes in companies has redefined the way in which organisations operate and compete in the global market (Brynjolfsson & McAfee, 2017; Porter & Heppelmann, 2014).

More concretely, authors such as Ritter and Pedersen (2020), state that digitalisation has led companies to integrate advanced digital solutions into their business models in order to transform and optimise their operations (Verhoef et al., 2021), giving rise to a new paradigm in which efficient knowledge management and the analysis and interpretation of massive data have become essential strategic elements for innovation and competitive advantage (Ferreira et al., 2019; Martínez Garduño et al. 2023; Wang & Wang 2020).

As a consequence, organisations have started to develop solid technological infrastructures that allow them to effectively exploit the growing volume of existing information (Yonghong et al., 2023), so that digitalisation has not only involved the automation of processes, but also the extraction of knowledge from real-time data, evidencing the importance of predictive and business intelligence as drivers of organisational development (Xu et al., 2022).

In this context, business intelligence (BI) has come out as a core tool for strategic decision-making (Turban et al., 2018), enabling companies to transform large-scale data into relevant information (Dadkhah et al., 2019; Viteri & Murillo, 2021). Its application in various sectors such as healthcare, retail, tourism or education has been shown to improve operational efficiency, optimise management processes and generate competitive advantages (Haro et al., 2023; Isabel, 2022).

1.1. Core characteristics and strategic implications of business intelligence in organisations

The term BI refers to a set of methodologies, technologies and processes designed to transform data into useful information for decision-making (Gartner, 2023; Nyanga et al., 2020; Shende & Panneerselvam, 2018). Similarly, Muñoz Hernández et al., (2016) point out that BI is the combination of practices, Abilities and technologies used by companies to collect and integrate information, apply business rules and ensure the visibility of information for a better understanding of it.

In this line, Guerrero and Rodas-Silva (2022) suggest that business intelligence solutions seek to transform organisations into analytical entities, providing specific skills for research through a set of tools and technologies used in the collection, unification, access and analysis of information on all or part of their operations, allowing them to anticipate market trends and respond strategically to their needs (Aristizábal, 2019).

In turn, authors such as Jiménez-Partearroyo et al., (2024), point out that, unlike approaches based on intuition, BI allows companies a structured analysis of data, favouring strategies based on objective and accurate information that guarantee the sustainable success of organisations by obtaining a deeper understanding of their operations.

1.2. Positioning and utility of business intelligence in hospitality

The digital transformation process has played a Core role in the evolution of tourism (Lechuga-Cardozo, 2022), facilitating the integration of various technologies that have significantly boosted the operational efficiency of tourism businesses (Verdezoto-Naveda, 2024; Velasteguí et al., 2020). In this sense, digitalisation has not only optimised service delivery, but also transformed consumption patterns (Gretzel, 2011) by influencing every stage of the tourist experience (Ahmad et al., 2023).

More specifically, digitalisation has meant for tourism the beginning of a new stage of development that has taken shape in the creation of smart destinations and cities, as well as in the modernisation of infrastructures such as airports, seaports and hotels, among others (Pranita, 2018).

It is important to highlight that this smart tourism is not only limited to the adoption of digital tools, by completely redefining the way travellers interact with their environment, adopting a dynamic and personalised approach that integrates real-time information, connectivity and data analysis (Mehraliyev et al., 2019). Thus, for example, smart destinations use technology to anticipate travellers' needs, facilitate resource management and improve the quality of services offered (Soares et al., 2022).

In this scenario, BI has become a key tool in the hospitality industry, enabling the analysis of large volumes of customer data, operations and market trends, leading to a better understanding of tourist behaviour and preferences and the implementation of more accurate and effective marketing strategies (Barrera-Narvaez et al., 2020; Law et al., 2014; Unifocus, 2025). Currently, one of the main uses of BI in hospitality is revenue management, where analytics systems allow forecasting demand and dynamically adjusting prices according to occupancy, seasonality and consumer behaviour (Daviau, 2025; Lighthouse, 2025).

In addition, BI systems play a crucial role in promoting sustainability within hotels. By analysing data on consumption, occupancy and guest preferences, hotels identify areas where it is possible to reduce energy expenditure and minimise waste, contributing to more sustainable practices (Menaouer et al., 2022; SiteMinder, 2024).

1.3. Business intelligence in the digital ecosystem of hotel distribution: OTAs and metasearch engines

Over the last two decades, digitalisation has given way to new models of intermediation in the distribution of goods and services in tourism (Schegg et al., 2013; Standing et al., 2014). Especially in the hotel sector, the Internet has radically transformed the booking cycle by facilitating the progressive emergence of a generation of online intermediaries (Flecha Barrio et al., 2017), which has forced establishments to adapt their commercial strategies to an increasingly technological environment (Nyathela-Sunday et al., 2024).

In this new scenario, hotels have experienced a notable decrease in bookings from traditional distribution channels such as travel agencies, tour operators, global distribution systems (GDS) or their own reservation centres (Fanjul et al., 2024). This situation is closely related to the growth of online distribution channels, especially online travel agencies (OTAs) and metasearch engines that have positioned themselves as key market intermediaries due to their ability to offer the customer an agile and personalised search, comparison and booking experience (Abd-Elmegeed, 2021; Băltescu, 2019).

As far as OTAs are concerned and despite all the benefits they offer to hotels in terms of visibility, access to a wider customer base (Sheng, 2024), increased brand recognised (Bigne et al., 2021), real-time availability management and effective tools for tourists to compare prices and services (Zhang et al., 2020), their commission-based business model may compromise the profitability of establishments if the cost of different distribution channels is not properly managed (HotelREZ, 2019; Vinod, 2024). Moreover, by acting as intermediaries, OTAs limit direct communication with the guest, which reduces opportunities for differentiation and hinders loyalty strategies (Revenue-Hub, 2023).

On the other hand, it should be noted that the pricing strategies adopted by some OTAs often violate the principles of rate parity, offering lower prices than those available in the hotel's direct channel (Gazzoli et al., 2008), forcing establishments to constantly monitor their inventory and the prices offered in online channels to protect both their profitability and brand positioning (123Compare.me, 2025) (see Table 1).

Table 1.

Advantages and disadvantages of online intermediation of hotel booking

Advantages	Disadvantages
Access to a wider customer base	High intermediation commissions
Increased visibility and brand recognised	Limited customer communication
Reduced marketing costs	Infringement of price parity
Simplification of processes	Difficulty in implementing loyalty policies

Source: Adapted from Nyathela-Sunday et al. (2024).

Currently, the price disparity generated by OTAs represents a major challenge for tourism establishments, given that, from the consumer's perspective, price remains the main reason for booking through these platforms, as it is perceived as the medium that offers the lowest rates (Melis & Piga, 2017).

In relation to metasearch engines, the strategic position that these platforms have acquired within the digital ecosystem in hospitality in recent years stands out (Litvin, 2018), as they allow users to compare prices among multiple distribution channels in real time (Aeknarajindawat, 2019; Vilalta, 2019). However, their operation directly makes visible the existing price disparity between OTAs and direct channels, which intensifies the pressure on hotels to maintain price consistency across all their outlets.

In this sense, authors such as Muresherwa et al., 2022 point out that this exposure of price differences not only affects the customer's perception of fairness, but can also compromise conversion in the direct channel and reinforce the hotel's dependence on intermediaries. As a consequence, maintaining price parity in metasearch becomes not only a commercial objective, but also a core strategy to preserve brand positioning and profitability of the proprietary channel. In this context, technology and in particular BI tools become an ally for hotels. Their ability to detect disparities in real time allows hotels to adjust their pricing strategy, regain control over their distribution and improve their margins.

Based on the above, it could be said that BI solutions have established themselves as a differential value for tourist accommodations, positioning themselves as key tools both in daily operations and in the definition of the guest experience, also allowing efficient and transparent decision-making that helps to improve the allocation of resources, define pricing strategies and increase customer satisfaction (Acuña et. al., 2019), increasingly recognised as essential to maintain competitiveness and ensure the sustainable development of tourism in general and hotels in particular (Bermeo et al., 2020), in a complex environment influenced by various factors, such as fluctuating traveller preferences, the new distribution scenario, seasonal variations and economic conditions, among others (Yumisaca et al., 2019).

On another note, it is necessary to highlight that, although the use of BI seems to be widespread in tourism establishments, especially in large hotel groups, empirical studies remain scarce (Montaudon-Tomas et al., 2020).

Likewise, there is evidence of limited scientific production in the study of price parity and the strategy deployed in recent years by OTAs and metasearch engines in relation to the direct channel, with focusing existing research on the guest's perspective and the analysis of guest behaviour (Chubchuwong, 2022).

With this in mind, the objective of this research paper is to analyse the impact of BI solutions on the decision-making process in tourism establishments and, more specifically, on the definition of their pricing strategy, by visualising relevant data collected from different sources in a single dashboard, facilitating interpretation and analysis, minimising human error, optimising the time of manual extraction and allowing hotels to make informed decisions that contribute to the implementation of more sustainable distribution policies.

In addition, this objective allows for the following specific objectives:

1. To identify and analyse the benefits of integrating a BI system in a tourism establishment.

2. To establish the relationship between the integration of a BI system in hotels and the strategic decision-making process.

3. To determine the effectiveness of a BI system in the design of a sustainable distribution policy in hotels.

2. Methodology

2.1. Research design

This study employs a qualitative research design approach, based on the case study methodology. This approach allows for an in-depth analysis of specific situations considered successful within a given context, exploring processes, dynamics and meanings that cannot be reduced to numerical data, facilitating a deeper understanding of the phenomena studied (Creswell & Poth, 2018).

Additionally, through this methodology, the key factors that have contributed to the success of the selected case are examined, identifying the strategies and practices implemented, developing a frame of reference that can serve as a guide for other organisations in similar contexts (Flyvbjerg 2006; Stake, 2010).

More concretely, the aim of the case study is to understand a phenomenon and/or explore issues where knowledge is limited, with the aim of augmenting existing theory and leading the researcher to further stages of the search for knowledge (DeVaney, et al., 2018). In this regard, authors such as Smith (2018) highlight the strengths of the case study and conclude that they are data-rich research, involving diverse sources of evidence.

Case study methodology is a widely accepted tool in qualitative research. Its application facilitates a detailed understanding of the dynamics and particularities of each situation analysed, making it an essential approach for the analysis of specific scenarios in different disciplines (Yin, 2018).

2.2. Case selection

To achieve the stated objectives, this research analyses the success case of the World Parity Monitor (WPM), the first global observatory of price parity in the hospitality sector, designed by the technology company 123Compare.me.

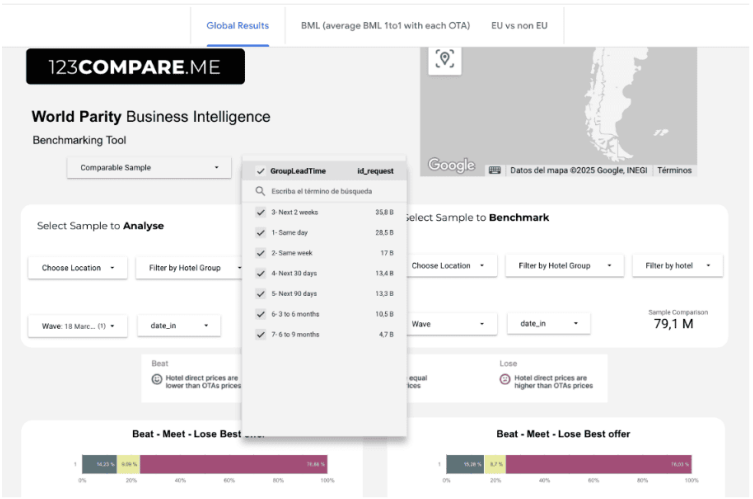
The WPM determines the state of price parity in the different market intermediaries; OTAs and metasearch engines, with respect to the official price of 3, 4 and 5 star hotels. Its purpose is to give hoteliers price control over the integrity of their prices in distribution, taking into account the importance that the price variable has acquired in the departments of revenue management and marketing.

For data management and analysis, the WPM uses Looker Studio, a BI platform that allows for the visualisation, interpretation and transformation of data into strategic information for decision-making: the data is collected in Looker Studio by means of continuous tracking of the Google meta-search engine, with more than 6 million price comparisons per month, distributed among the main world destinations based on real demand and according to the following variables (see Figure 1):

1. Online intermediation platforms (OTAs).
2. Category of hotel establishment.
3. Devices: mobile and desktop.
4. Anticipation of the reservation.
5. Length of stay.
6. Segmentation: type of bookings: family, couple and individual.
7. Location: 61 main tourist destinations in the world.

Figure 1.

Example of a World Parity Monitor query on the evolution of parity in March 2025 based on advance booking

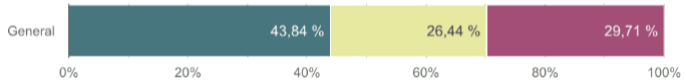


Source: World Parity Monitor (2025).

The WPM's information analysis technique is based on the BML metric: BEAT, MEET, AND LOSE. Specifically, the BML metric is a Key Performance Indicator used to compare the prices published on the different online intermediation platforms with respect to the direct price published on the hotel's official website[2] (see Figure 2).

Figure 2.

BML average (March 2025)



Source: World Parity Monitor (2025).

2.3. Data collection

The data collection phase was carried out using a qualitative approach, supported by a methodological design based on the triangulation of techniques within the qualitative paradigm itself. In this regard, authors such as Flick (2015) point out that the triangulation of methods within the qualitative approach allows contrasting and enriching the data from different perspectives and sources, increasing the depth and credibility of the analysis. The techniques applied are described below:

1. *Semi-structured interviews.* A total of five interviews were conducted with professionals linked to 123Compare.me, including members of the management team, product managers and BI technical specialists. Participants were selected on the basis of two core criteria: a) Active participation in the design, implementation and evolution of the WPM; b) Direct access to usage metrics, customer impact and post-adoption results. The interviews allowed us to explore both the technological aspects and the strategic decisions associated with the development of the WPM. The professionals who took part in the research have the following profiles (see Table 2).

Table 2.

Profiles of the professionals who took part in the research

Code	Profile of the professional
E1	Chief Revenue Officer
E2	Sales Manager
E3	Business Development
E4	Full Stack Developer
E5	Data Analyst Science

Source: Own elaboration (2025).

2. *Documentary review.* Internal documents and public materials related to the solution were analysed, including technical reports, scientific articles and company information content. This review was key to contextualise the WPM within the digital ecosystem of the hospitality sector.

[2] BEAT: Direct price lower than intermediated price | MEET: Direct price equal to intermediated price (+/-5%) | LOSE: Direct price higher than intermediated price.

3. *Direct observation and functional analysis*. The research team carried out a detailed monitoring of the tool's operation in its real environment. This analysis made it possible to identify in real time the dynamics of data collection, the variables considered in the parity analysis and the visual structure of the dashboard.

2.4. Stages of the analysis plan

The data analysis was carried out following the thematic coding procedure proposed by Braun and Clarke (2006), which allowed for the identification of recurrent patterns and significant relationships around the use of the World Parity Monitor. The stages followed were as follows:

1. *Familiarisation with the data*. Interviews were transcribed in full and the documents analysed, as well as annotations derived from the use of the tool, were repeatedly examined to gain an overview of the phenomenon.

2. *Initial coding*. Significant fragments of discourse were identified and conceptual labels were assigned to key aspects of the case study (see Table 3).

Table 3.

Advantages and disadvantages of online intermediation of hotel bookings

Initial coding
Integration with external sources of information
Automation of data collection
Data visualisation
Monitoring of OTAs and metasearch engines
BML metrics
Price parity evolution and improvement
Improved revenue management
Impact on direct conversion
Reduced dependency on OTAs
Control and optimisation of the intermediated channel
Time savings in operational analysis
Ability to personalise

Source: Own elaboration (2025).

3. *Identification of themes.* The codes were grouped into broader thematic categories that allowed the findings to be articulated in a coherent manner (see Table 4).

Table 4.

Initial thematic coding

Themes	Initial codes
Operational automation	Integration, data collection, time saving.
Strategic efficiency	Optimisation of the intermediary channel and evolution, improvement of price parity and design of a sustainable distribution policy.
Commercial value	Direct channel conversion and reduction of dependence on OTAs.
Analytical customisation	Data visualisation and application of filters and personalisation.

Source: Own elaboration (2025).

4. *Definition and final formulation of the themes*. The themes were conceptually defined and assigned representative labels (see Table 5).

Table 5.

Definition of final themes

Themes	Initial codes
Operational automation	Automated collection and analysis processes that reduce operational burden.
Strategic efficiency	Use of WPM to support sustainable pricing and distribution policies.
Business value	Impact of BI on improving direct conversion.
Visualisation	Ability to adapt the tool to different levels of analysis.

Source: Own elaboration (2025).

5. *Results and conclusions*. Detailed description of the research results.

3. Results

The following are the results obtained, organised according to the four main themes identified in the analysis: operational automation, strategic efficiency, commercial value and visualisation.

3.1. Operational automation

The results show that automation in data collection represents one of the main advantages of WPM. The results show that the reduction of operational burden in hotel management is one of the main values associated with the parity monitor (see Tables 6 and 7).

Table 6.

Quotes from interviews - Operational Automation

Quotes from professionals	Code
"WPM collects more than 6 million comparisons per month automatically. If a hotel establishment had to do this manually, it would need at least a team of 6 people."	E1
"Having the data directly integrated into Looker Studio saves hotels many hours of reporting and dashboarding."	E4
"Not only does it automate data collection, it offers the possibility to filter data according to the needs of the moment."	E5
"The shops have gained in accuracy and speed in detecting which intermediaries are the most aggressive in the market."	E4
"Automation has been key to reducing errors in parity reporting."	
"Before, a lot of time was spent manually collecting price developments in OTAs, now everything is centralised."	E1
"It allows us to analyse the evolution of price parity on a monthly basis, something that previously required a lot of operational burden."	E5
"The system detects the evolution of disparity without the need to check intermediary by intermediary."	E2
"It eliminates duplication in data collection."	E5

Source: Own elaboration (2025).

Table 7.

Researchers' observations - Operational Automation

Date	Detailed observation	Research team notes
18/01/2025	The WPM dashboard is accessed and it is verified that the data is updated monthly for the study of the parity evolution.	The monthly update ensures an accurate view of the parity status.
07/02/2025	Access to the tool is direct, without the need for additional intermediaries.	The operational burden on the end user is reduced.
10/02/2025	Integration with Looker Studio is enabled without manual configuration by the user.	Automation facilitates the adoption of the tool.
15/02/2025	Data is generated from applied filters.	The margin of human error in reporting is reduced.
18/01/2025	The WPM dashboard is accessed and it is verified that the data is updated monthly for the study of the parity evolution.	The monthly update ensures an accurate view of the parity status.

Source: Own elaboration (2025).

3.2. Strategic efficiency

The use of the WPM has enabled hotels to monitor the evolution of parity on a schedule and to make informed strategic decisions for the design of a sustainable distribution policy. The tool has become a key support for revenue management departments, helping to optimise pricing policy and reduce dependence on the intermediary channel (see Tables 8 and 9).

Table 8.

Quotes from interviews - Strategic efficiency

Quotes from professionals	Code
"With WPM, price deviations are detected in certain OTAs that directly affect conversion in the direct channel."	E1
"The WPM provides the hotelier with systematised and segmented data by destination and category."	E5
"The WPM data allows a negotiation of conditions with some intermediaries that systematically breach parity, by providing objective arguments."	E3
"The visualisation of the BML metric allows us to know at a glance where the price of the hotel is in relation to the price offered by the OTAs."	E5
"WPM data identifies behavioural patterns by channel."	E5
"Changes in pricing policy are based on concrete evidence."	E5

Source: Own elaboration (2025).

Table 9.

Researchers' observations - Strategic Efficiency

Date	Detailed observation	Research team notes
28/01/2025	The dashboard shows the evolution of segment parity.	The tool allows to compare changes in strategy and measure impact.
10/02/2025	The dashboard integrates filters by city, category and channel.	It allows tactical actions by geographic area.
18/02/2025	Users modify their distribution strategy based on the dashboard data.	The usefulness of the system as a strategic support is confirmed.

Source: Own elaboration (2025).

3.3. Business value

One of the most striking effects of the use of the WPM is its impact on direct channel conversion. By ensuring competitive and consistent pricing, the dependence on OTAs is reduced and the positioning of the hotels' official website is improved (see Table 10 and 11).

Table 10.

Quotes from interviews - Business valu

Quotes from professionals	Code
"By starting to better control parity, the competitiveness of the establishments is increased."	E1
"It's a very powerful selling point. We show our customers the WPM data to demonstrate how they can improve their margins by controlling the source of disparities".	E2
"We have seen that when the official website offers a better price, conversion improves immediately."	E3
"It has enabled hotels to reduce distribution costs, as it reduces reliance on online intermediaries."	E2
"Parity monitoring translates into a tangible advantage in customer communication."	E2
"When there are disparities, the hotel risks losing bookings; WPM offers visibility to react."	E2
"The visual support of WPM is also useful in our commercial introductions for selling our solutions."	E2

Source: Own elaboration (2025).

Table 11.

Researchers' observations - Business value

Date	Detailed observation	Research team notes
04/02/2025	Correlation between parity improvement and increase in direct channel conversion.	Internal validation with hotel data shows positive trend.
11/02/2025	In customer demo, WPM is used to argue loyalty campaign.	Commercial use reinforces its strategic impact.
16/02/2025	The commercial team uses WPM as a competitive advantage over other tools.	It is perceived as a clear differential value in commercial introductions.

Source: Own elaboration (2025).

3.4. Visualisation

The Ability of the WPM to represent data in a clear and segmented way was another of the most highly valued aspects. The visualisation in Looker Studio, together with the possibility of applying filters by destination, category or device, facilitates a quick and actionable reading of the information (see Tables 12 and 13).

Table 12.

Quotes from interviews - Visualisation

Quotes from professionals	Code
"The dashboard is clear and easy to interpret, even for non-technical profiles."	E4
"The filters are very useful: you can see in seconds which OTA is being most aggressive."	E3
"The per-device view is key. A lot of parity problems only occur on mobile."	E2
"It's a dashboard that doesn't require a learning curve. That makes it much easier to adopt."	E4
"The design is intuitive."	E4
"You can apply filters by destination, channel and device, which gives a much broader view."	E5
"The visual clarity helps to identify where to adjust without having to do deep analysis."	E4
"The BML metrics are visually powerful, understandable even to those without technical training."	E5
"The combination of colour and hierarchical structure makes training unnecessary."	E1
"The visual design encourages the autonomy of the operational teams."	E2
"Thanks to the WPM, coordination between marketing and revenue is optimised."	E2
"The visualisation of data has reduced analysis time."	E5

Source: Own elaboration (2025).

Table 13.

Researchers' observations - Visualisation

Date	Detailed observation	Research team notes
07/02/2025	Access to filters by destination, category, channel, device and date.	Segmentation by device shows revealing data on mobile.
12/02/2025	Visual design allows quick reading of key metrics.	The use of colours facilitates immediate action.
14/02/2025	Users actively interact with graphics.	Interaction suggests intuitive understanding of the dashboard.
18/02/2025	Users prioritise specific OTAs thanks to the results.	Strategic focus on the most problematic channels is detected.

Source: Own elaboration (2025).

3.5. Thematic co-occurrence analysis

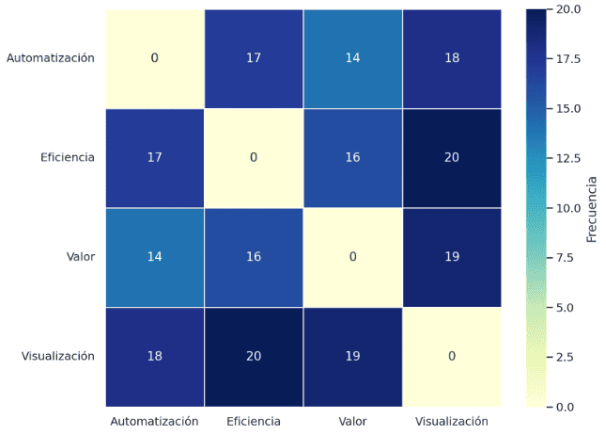
To complement the qualitative approach of the study, a co-occurrence study was carried out between the four main themes identified: operational automation, strategic efficiency, commercial value and visualisation. The aim was to observe how these dimensions relate to each other within the corpus of interviews and observations. This technique, widely used in qualitative thematic research, identifies the frequency with which two categories appear together in the same unit of analysis, helping to reveal latent relationships and patterns of interdependence between themes (Miles et al., 2014).

On the other hand, and although this article presents only a representative selection of quotations and observations organised by thematic categories, the analysis of co-occurrences was carried out on an extended set of 68 units of analysis (34 quotations and 34 complete observations). These were cross-curricularly coded, taking into account the fragments that referred to more than one of the dimensions analysed, without being limited to the category in which they were originally placed. Cross-curricular coding made it possible to identify the simultaneous presence of multiple dimensions within the same unit, which made it possible to construct a matrix of co-occurrences that was more faithful to the complexity of the participants' discourse.

From the binary matrix constructed, the frequencies of thematic co-occurrence were calculated. Each row represents a unit of analysis in which one or more themes can appear simultaneously. The result is visualised in the form of a co-occurrence matrix (see Figure 3).
The data reflect a significant relationship structure between the categories. The highest frequency of co-occurrence is observed between strategic efficiency and visualisation (20 cases), followed by the relationship between business value and visualisation (19 cases). The connection between operational automation and visualisation (18 cases) and between strategic efficiency and business value (16 cases) also stand out.

Figure 3.

Thematic co-occurrence matrix (citations and observations)



Source: Own elaboration (2025).

The results obtained allow the following conclusions to be drawn:

- The highest number of co-occurrences is observed between “Strategic efficiency" and “Business value”, suggesting a strong link between Ability to adjust prices and direct impact on direct channel performance.

- A high relationship is also detected between “Operational automation” and “Visualisation”, especially in the fragments where the benefits derived from ease of use and operational time savings are highlighted.

- “Strategic efficiency” acts as a central node, significantly linked to all other categories, which reinforces its role as a cross-curricular axis of the analysis.

In addition, this visual approach allows validating the proposed categories and demonstrating that the effects of WPM are not presented in isolation, but respond to a structure of relationships between functionalities, impact and strategic perception.

4. Discussion

The results of the study confirm that the World Parity Monitor (WPM) has a direct impact on the daily operations of hotels and on the design of a more sustainable distribution policy by facilitating data-driven strategic decisions aimed at controlling the pricing strategy of the various intermediaries.

Based on the analysis of interviews and observations, four key dimensions were identified that provide a more concrete understanding of the role of WPM in hotel management. These dimensions are: operational automation, strategic efficiency, business value and visualisation. In addition, it was found that these dimensions do not act in isolation, but interrelate and form a structured vision of the use of the parity monitor as a tool to optimise processes and reduce dependence on the intermediary channel.

Within this framework, strategic efficiency stands out as the most cross-curricular dimension, as it is present in most of the units analysed and connects directly with the other categories. From the comments gathered in the interviews and observations, it is detected that the use of the WPM allows hoteliers to identify behavioural patterns in intermediaries, which contributes to improving the distribution strategy, optimising the decision-making process and strengthening their negotiation capacity. This result is in line with Turban et al. (2018) and Wang and Wang (2020) on the value of BI systems as a support for data-driven decision making, and with the proposal of Jiménez-Partearroyo et al. (2024), who conceive them as a key infrastructure for operational governance in hotel environments.

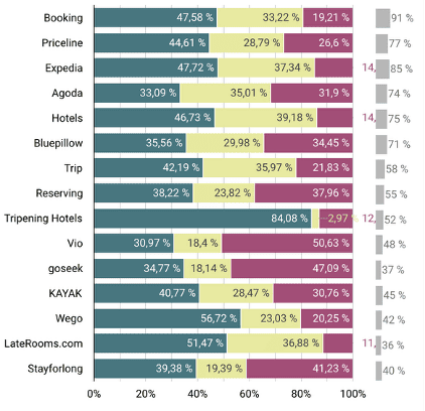
Operational automation, on the other hand, was unanimously valued for its impact on reducing errors and simplifying tasks. In addition, operational automation stands out for its close relationship with visualisation, transforming automatically obtained data into clear and useful information for decision making. This is in line with Garg et al. (2024), who emphasise that the true potential of BI lies not only in automation, but also in its ability to visually represent information and facilitate decisions at different levels of the organisation.

Core, visualisation also plays a core strategic role by allowing the construction of solid arguments from data, thus strengthening the hotel's position in its relationship with distribution channels. This strategic dimension had already been identified by Muñoz Hernández et al. (2016), who highlight the importance of connecting data analysis with the business goals of organisations. The results of the present study reinforce this perspective, demonstrating that effective visualisation is key to strengthening the positioning of the hotel vis-à-vis the different intermediaries.

In turn, it is noted that the commercial value of the WPM lies in its ability to detect aggressive behaviour by OTAs, as well as to recognised trends (see Figure 4) and to analyse the evolution of prices both in intermediaries and in the establishment itself (see Figure 5).

Figure 4.

BML 15 most aggressive intermediaries in the market (March 2025)



Source: World Parity Report (2025).

Figure 5.

Analysis of the evolution of direct prices according to anticipation of the reservation

Source: World Parity Report (2025).

Finally, the co-occurrence analysis supports these results, highlighting in particular the significant relationship between strategic efficiency and the other dimensions, especially visualisation. The connection between operational automation and visualisation also stands out, confirming that BI effectiveness depends on both technical ability and interpretive clarity. Taken together, these findings show that WPM is more than a monitoring tool; it is an essential piece of the hotel distribution ecosystem by facilitating automation, effective visualisation of information, informed decision making and strategic communication of value.

Beyond its internal functionality, the use of WPM also enables a move towards more sustainable distribution, understood as the hotel's ability to regain control over its own channels. This approach does not refer to environmental or communicational sustainability, but to operational sustainability, in line with Verhoef et al. (2021) and more recently developed by Garanti and Berjozkina (2025), who argue that the autonomous and intelligent use of digital tools is key to maintaining competitiveness vis-à-vis intermediaries.

This approach aligns with the overall objective of the research, which sought to understand how BI contributes to more autonomous, transparent and sustainable distribution from an operational perspective.

5. Conclusions

This study demonstrates the value of BI as a driver of transformation in hotel management by providing tools that enable the conversion of complex data into informed strategic decisions. Through the qualitative analysis of the World Parity Monitor case, it has been shown that BI solutions not only optimise daily operations, but also reinforce the autonomy of hotels in relation to online intermediation channels.

In relation to the first objective, focused on identifying and analysing the benefits of integrating a BI system in tourism establishments, the findings show that process automation, error reduction and time optimisation contribute decisively to improving the operational efficiency of hotels.

Regarding the second objective, linked to establishing the relationship between BI integration and the strategic decision-making process, the study concludes that the Ability to visualise and segment data allows revenue and marketing managers to design more effective distribution strategies, based on objective evidence and easily communicated in internal and external environments.

With regard to the third objective, aimed at assessing the effectiveness of BI in the design of sustainable distribution policies, it is confirmed that systematic access to comparative and up-to-date information strengthens the direct channel, improves fare consistency and reduces dependence on OTAs. In this sense, BI is a key infrastructure to promote fairer, more controllable and sustainable distribution models in the long term.

Although the study is framed in a single case and under a qualitative methodology, its results provide a solid basis for future lines of research. These could address comparative or quantitative designs that broaden the understanding of the impact of BI in different types of accommodation and geographical contexts, as well as explore other functional areas beyond distribution.

Taken together, this research helps to reinforce the positioning of BI as a strategic element in hospitality. Its application not only improves the operational and commercial performance of hotels, but also introduces a management logic based on transparency, operational sustainability and data-driven decision making. All this has relevant implications for business practice, technological innovation and the advancement of academic knowledge in the field of tourism management.

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