



Digital Markets Act:

Ensuring Compliance of Gatekeeper Platforms

Breakout Session

Digital Markets Act

Background

What is it about

- DMA regulates gatekeeper power of large digital companies

How we got here?

- Content-related sector-specific legislation
- Courts and legislation
- Increasing market power and concentrations/mergers/acquisitions

Where are we?

- Compliance stage
- New gatekeeper designations upcoming



Digital Markets Act

What is a gatekeeper? Broadly speaking

Market Capitalization

- EUR 75 billion in the last financial year

OR

Revenue

- 7,5 billion in each of the last three financial years

Number of business and end users

- 10 000 yearly active business users
- 45 million monthly active end users



Digital Markets Act

Why is it important for hospitality sector?



Booking.com



Agenda – Part I

Google Search

11:00 – 11:15 / Google Search - Welcome and setting the scene Markus Luthe, IHA CEO and Chair of the Distribution Working Group / Matej Zezlin, Public Affairs Manager, HOTREC (moderator)

11:15-12:00 / Presentations and discussion

- M. Javier Delgado Muerza, Managing Partner & CEO EMEA, Mirai
- Roland Schegg, Professor of Tourism at HES-SO Valais, Switzerland
- HOTREC member(s) (Members are invited to volunteer to share their experience)



Digital Markets Act – Google Search

What do we know?

- **Hotel websites pushed down the search order**
- **OTAs/metasearch given better visibility and position**
- **Decrease of clicks to direct websites**
- **Decrease of direct hotel websites visibility from organic search**
- **Decrease in revenue**



Digital Markets Act – Google Search

What changed?

- **A lot...**



Digital Markets Act – Google Search

Part 1

Google search results for "hotels in brussels". The search bar shows the query and filters for "All", "Images", "Lodging", "Places sites", "Videos", and "More". Below the search bar, there are filters for "Dates", "Guests", "Top-rated", "For tonight", "Budget", "5-star", "Deals", and "Luxury". The results show approximately 31,600,000 results in 0.53 seconds. A sponsored section titled "See hotels in brussels" lists five hotels: ibis budget Brussels (€90, 3.4★), ibis Brussels Centre Gare (€166, 4.0★), ibis Brussels Expo Atomium (€111, 3.7★), Novotel Brussels (€223, 4.1★), and Hilton Garden Inn Brussels (€204, 4.0★). Below this, a "Places sites" section lists three links: "Zoek hotels in Brussel - Booking.com", "De beste hotels in Brussel - Hotels.com", and "Hotels in Brussel| Vind en vergelijk geweldige ... - trivago". A "See more" button is at the bottom.

Part 2

Google search results for "Hotels | Brussels". The search bar shows the query and filters for "All", "Images", "Lodging", "Places sites", "Videos", and "More". Below the search bar, there are filters for "Dates", "Guests", "Top-rated", "For tonight", "Budget", "5-star", "Deals", and "Luxury". The results show approximately 31,600,000 results in 0.53 seconds. A sponsored section titled "Hotels | Brussels" lists three hotels: MEININGER Hotel Bruxelles City Center (from €85, 4.3★, 6.1K reviews), Best Western Royal Centre (from €155, 4.1★, 792 reviews), and Thon Hotel EU (from €198, 4.6★, 425 reviews). Below this, a "View 507 hotels" button is at the bottom.

Part 3

Booking.com search results for "De 10 beste hotels in Brussel, België". The search bar shows the query and filters for "All", "Images", "Lodging", "Places sites", "Videos", and "More". Below the search bar, there are filters for "Dates", "Guests", "Top-rated", "For tonight", "Budget", "5-star", "Deals", and "Luxury". The results show approximately 31,600,000 results in 0.53 seconds. A sponsored section titled "De 10 beste hotels in Brussel, België (Prijzen vanaf € 67)" lists ten hotels: The Hoxton, Brussels; Pillows City Hotel Brussels Centre; Hotel Made In Louise; L-Avenue; Résidence18; Hotels.com; trivago; and Tripadvisor. Below this, a "View 507 hotels" button is at the bottom.

Digital Markets Act – Google Search

Lodging

Places Sites

Google search results for "hotels in brussels" filtered by "Lodging". The search bar shows "hotels in brussels" and the "Lodging" filter is selected. Below the search bar, there are filters for "Dates", "Guests", "Top-rated", "For tonight", "Budget", "Deals", "Luxury", and "Free cancellation". The results are sponsored and show a list of hotels in Brussels for the dates 25-26 Apr. The hotels listed are:

Hotel Name	Price	Rating	Reviews
ibis budget Brussels ...	€90	3.4	(3,3K)
ibis Brussels Centre Gare...	€166	4.0	(3,4K)
ibis Brussels Expo Atomium	€111	3.7	(715)
Novotel Brussels ...	€223	4.1	(1,2K)
Hilton Garden Inn Brussels	€204	4.0	(1,4K)

Below the list is a map showing the location of the hotels in Brussels. The map includes landmarks like Grand-Place, Mont des Arts, and the Palais de Bruxelles. Below the map, there are more hotel listings:

- MEININGER Hotel Bruxelles City Center** from €85, 4.3 stars (6,1K), Vibrant hotel with a bar & a game room, Free Wi-Fi, Website.
- Best Western Royal Centre** from €155, 4.1 stars (792).

Google search results for "hotels in brussels" filtered by "Places sites". The search bar shows "hotels in brussels" and the "Places sites" filter is selected. Below the search bar, there are filters for "Dates", "Guests", "Top-rated", "For tonight", "Budget", "5-star", "Deals", and "Luxury". The results are sponsored and show a list of hotels in Brussels. The hotels listed are:

- Booking.com**: De 10 beste hotels in Brussel, België (Prijzen vanaf € 67). Brussel – 930 hotels en andere accommodaties · The Hoxton, Brussels · Pillows City Hotel Brussels Centre · Hotel Made In Louise · L-Avenue · Résidence18.
- Hotels.com**: De beste hotels in Brussel - Boek op Hotels.com. Meer verkennen · Hilton Brussels Grand Place · Résidence Midi 33 - Bruxelles Midi · Hotel Barseby by Warwick · Motel One Brussels · Novotel Brussels Centre Midi ...
- trivago**: Hotels in Brussel| Vind en vergelijk geweldige ... Vergelijk prijzen van 5513 hotels in Brussel, België. Vind miljoenen accommodatie-deals voor een geweldige prijs en bespaar met www.trivago.be.
- Tripadvisor**: DE 10 BESTE hotels in Brussel 2024 (met prijzen). Hotels die op dit moment populair zijn in Brussel - 1. Made In Louise - 2. Thon Hotel Bristol Stephanie - 3. Pillows City Hotel Brussels Centre - 4. Latroupe ...
- Kayak**: Brussel Hotels vanaf €32 per nacht - Zoek op ... Goedkoop hotel in Brussel? 2-sterrenhotels vanaf €32, 3 sterren vanaf €39 en 4 sterren en meer vanaf €101. Verblif bij Value Stay Brussels Expo Hotel vanaf ...

Digital Markets Act – Google Search

Hotel “profile”

The screenshot shows a Google search for "hotels in brussels". At the top, there's a grid of five hotel cards: ibis budget Brussels... (€90), ibis Brussels Centre Gare... (€166), ibis Brussels Expo Atomium (€111), Novotel Brussels... (€223), and Hilton Garden Inn Brussels... (€204). Below this is a map of Brussels with various hotel locations marked. The main results list includes MEININGER Hotel Bruxelles City Center (from €85), Best Western Royal Centre (from €155), Thon Hotel EU (from €198), and Hotel NH Brussels Stephanie (from €154). On the right, a detailed profile for Best Western Royal Centre is shown, featuring a 4.1 star rating (792 reviews), a photo of the hotel lobby, and a price of €155. Below the profile, there are sections for "Prices" (Thu, Apr 25 – Fri, Apr 26 · 2 guests) and "Sponsored · Featured options" with a list of booking partners and their prices: Booking.com (€283), momondo.be (€304), Priceline (€283), Vio.com (€283), Best Western Royal Centre (€283), and Reserving.com (€155).

Digital Markets Act – Google Search

Part 4

K Kayak
<https://www.kayak.com> › Brussel › Translate this page

Brussel Hotels vanaf €32 per nacht - Zoek op ...
Goedkoop hotel in Brussel? 2-sterrenhotels vanaf €32, 3 sterren vanaf €39 en 4 sterren en meer vanaf €101. Verblijf bij Value Stay Brussels Expo Hotel vanaf ...

B. Booking.com
<https://www.booking.com> › brussels › Translate this page

Zoek hotels in Brussel Centrum
Vul je data in om de nieuwste prijzen en deals te zien voor hotels in Brussel · Verken Brussel Centrum · Hotel Chambord 3 sterren · Bedford Hotel & Congress Centre ...

E Expedia.be
<https://www.expedia.be> › Hotels › België › Vlaanderen

Tophotels in Brussel vanaf € 60
Hotel Hubert Grand Place · Thon Hotel Brussels City Centre · Steigenberger Icon Wiltcher's · Novotel Brussels City Centre · The President Brussels Hotel · pentahotel ...

Videos

Top 5 Best AFFORDABLE Hotels in BRUSSELS, Belgium
YouTube · Tip-top travel tips
27 Jun 2023

Best Hotels In Brussels - For Families, Couples, Work Trips ...
YouTube · TripHunter
09 Dec 2021

5 key moments in this video

Best Hotels In Brussels, Belgium - Top 5 Hotels In Brussels
YouTube · TripHunter
18 May 2018

5 key moments in this video

[View all](#) →

Part 5

A Agoda.com
<https://www.agoda.com> › city › br... › Translate this page

Hotels Brussels - goedkoop overnachten met ...
Agoda.com geeft tot 75% korting op hotels in Brussels, Belgium. Reserveer nu voor de laagste tarieven en beste aanbiedingen! Boek Nu Betaal Later!

T Thon Hotels
<https://www.thonhotels.com> › belgie › Translate this page

Hotels in Brussel
We hebben 4 hotels in het centrum van Brussel en 1 hotel vlak bij de luchthaven. Profiteer van de laagste prijs als u via onze website boekt.

Related searches

- Hotels in brussels city centre
- Hotels in **brussels, belgium near train station**
- Cheap hotels in brussels
- cheap** hotels in brussels **city centre**
- Best hotels in brussels
- best** hotels in brussels **city center**
- Luxury hotels in brussels
- brussels hotels **5-star**

Sponsored

Rocco Forte Hotels
<https://www.roccoforte-hotels.com>

Hotel Amigo in Brussels | Official Website | 5 Star Hotel
Discover the heart of **Brussels** from **Hotel Amigo's** unbeatable Grand-Place Location. Book...

Sponsored

nh-hotels.com
<https://www.nh-hotels.com> › brussels › great-offers

NH Hotels in Brussels | Incredible Hotel Deals
Book direct on the official site to get the best price guaranteed. Instant confirmation. Book...

Part 6

The Hotel Brussels
<https://www.thehotel-brussels.be> › ... › Translate this page

The Hotel Brussels: Luxehotel vlak bij de Louizalaan
Welkom op de officiële website van The Hotel Brussels! Een uitstekend luxehotel op een van de meest exclusieve locaties in Brussel, vlak bij de Louizalaan.

HotelsCombined
<https://www.hotelscombined.com> › ... › Brussels Hotels

1946 Cheap Brussels Hotel Deals, Belgium
3 stars · Bedford Hotel & Congress Centre · Good 7.9. Rue du Midi 135, Brussels, Belgium · Best Western City Centre · Good 7.2. Square Victoria Regina 9, Brussels, ...

NH Hotel Group
<https://www.nh-hotels.com> › hotels › Translate this page

9 Hotel(s) in Brussel, België
Als u een hotel zoekt dat goed bereikbaar is vanaf het vliegveld, is NH Brussels Airport misschien de beste keuze voor u. Dit hotel ligt op slechts 15 minuten ...

IHG
<https://www.ihg.com> › Home › Explore › Belgium

Top 12 Hotels in Brussels, Belgium by ...
View Brussels hotels available for your next trip. IHG offers great rates on 12 in Brussels with flexible cancellation fees. Whether you're traveling for ...

MEININGER Hotels
<https://www.meininger-hotels.com> › ... › Translate this page

Bruxelles City Center - Brussel
MEININGER Hotel Bruxelles City Center biedt overnachtingen aan in moderne kamers tegen betaalbare hostelprijzen en goede verbindingen met het centrum van ...
★★★★★ Rating: 4.5 · 8,447 votes · Price range: Goedkope moderne kamers in Brussel

The role of search and meta-search in the hotel reservation process: insights from empirical studies

Breakout session on Google Search / DMA

April 26, 2024, Budapest

Roland Schegg

Institute of Tourism, HES-SO Valais-Wallis, Switzerland
roland.schegg@hevs.ch

AGENDA

- **Booking trends among tourists (insights form empirical studies)**
- Trends among global distribution players (OTA)
- Metasearch in the European hotel industry (HOTREC survey)
- Conclusions

Study "Living and travelling in the digital age": Survey on the information and booking behaviour of travellers in Switzerland, Germany and France

Exploratory study from 2021/2022 based on an online **survey**.

Participants:

- A total of **965 respondents**: 346 from Switzerland, 305 from Germany, and 314 from France.

Information sources for travel by age

	Less than 30	From 30 to 39	From 40 to 49	From 50 to 59	From 60 to 69	70 and more	Total
on the Internet	68.2%	69.3%	72.3%	72.8%	74.9%	75.2%	72.1%
Destination website	55.3%	54.6%	53.8%	51.9%	55.4%	56.0%	54.3%
From friends / family	48.5%	41.7%	42.8%	39.8%	34.9%	35.8%	40.5%
On booking portals (Booking, Tripadvisor, etc.)	40.2%	44.2%	37.0%	39.3%	37.7%	25.7%	38.0%
On social networks	55.3%	42.3%	30.6%	23.8%	9.7%	5.5%	27.9%
Magazine / travel guide	26.5%	25.8%	20.8%	23.8%	26.3%	27.5%	24.8%
Mobile app	32.6%	35.0%	28.3%	18.0%	21.1%	12.8%	24.7%
Tourist office (visit or phone)	14.4%	19.6%	22.0%	21.8%	29.7%	29.4%	22.8%
Travel agencies	25.0%	23.3%	18.5%	21.4%	18.9%	27.5%	21.9%
Brochures	14.4%	14.1%	14.5%	19.9%	31.4%	33.9%	20.9%
Tour operator catalogs	15.2%	13.5%	16.2%	18.9%	21.1%	35.8%	19.3%
Media reports	13.6%	12.3%	17.3%	20.4%	18.9%	16.5%	16.8%
Advertisements	11.4%	8.6%	8.7%	12.6%	9.1%	7.3%	9.8%
Visit of a trade fair / fair dedicated to travel	6.1%	1.8%	4.0%	6.8%	5.7%	7.3%	5.2%
No information taken	3.0%	1.8%	4.6%	6.3%	5.7%	5.5%	4.6%
Other	1.5%	0.6%	1.2%	1.0%	1.7%	4.6%	1.6%

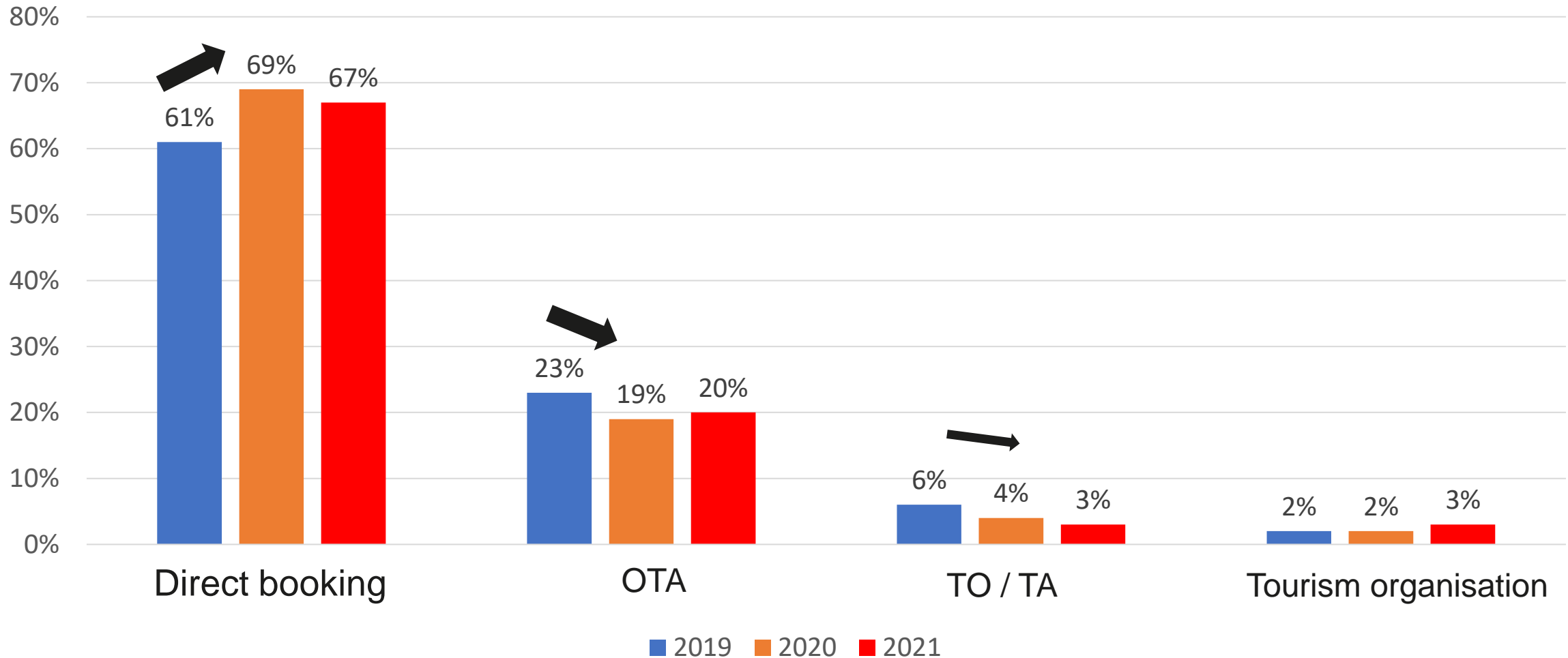
Imboden, Allemand & Schegg (2022): Vivre et voyager à l'ère du numérique. Rapport du projet de recherche «Vers une transition numérique inclusive dans le tourisme». HES-SO Valais-Wallis (April 2022)



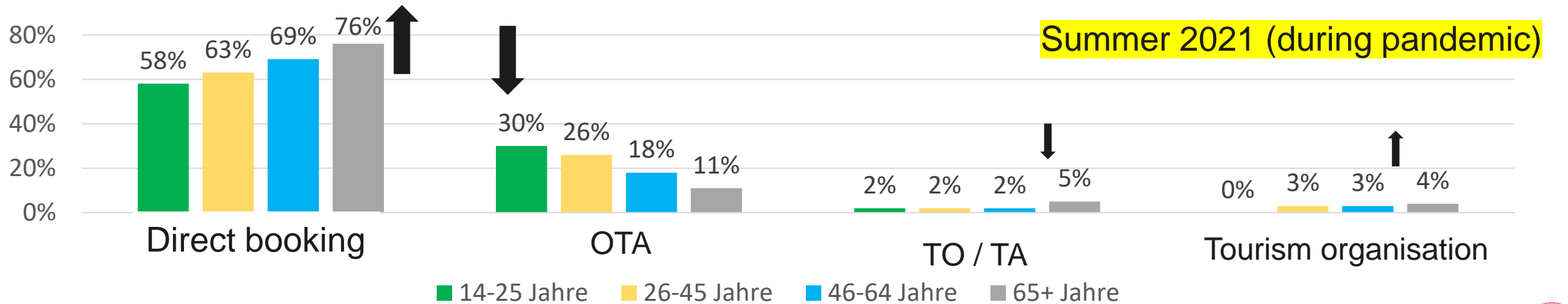
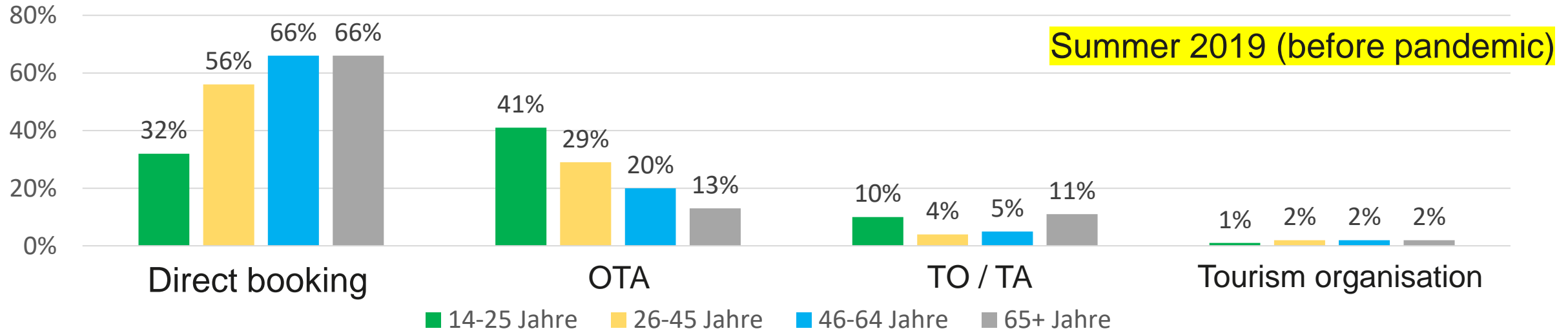
Usual booking channel for accomodation by age

	Less than 30	From 30 to 39	From 40 to 49	From 50 to 59	From 60 to 69	70 and more
Directly from the accommodation	<u>25.0%</u>	<u>22.1%</u>	33.5%	35.1%	39.8%	<u>49.5%</u>
via an internet reservation portal (Booking, Expedia, AirBnB, etc.)	<u>57.6%</u>	<u>57.7%</u>	42.8%	43.4%	<u>37.4%</u>	<u>24.8%</u>
Travel agency / tour operator	<u>7.6%</u>	11.0%	16.8%	12.2%	13.5%	17.4%
Tourist Office	2.3%	<u>4.9%</u>	0.6%	0.5%	2.3%	2.8%
Reservation made by a relative	<u>6.8%</u>	3.7%	2.3%	2.9%	2.9%	4.6%
Other	0.8%	<u>0.6%</u>	4.0%	<u>5.9%</u>	4.1%	0.9%

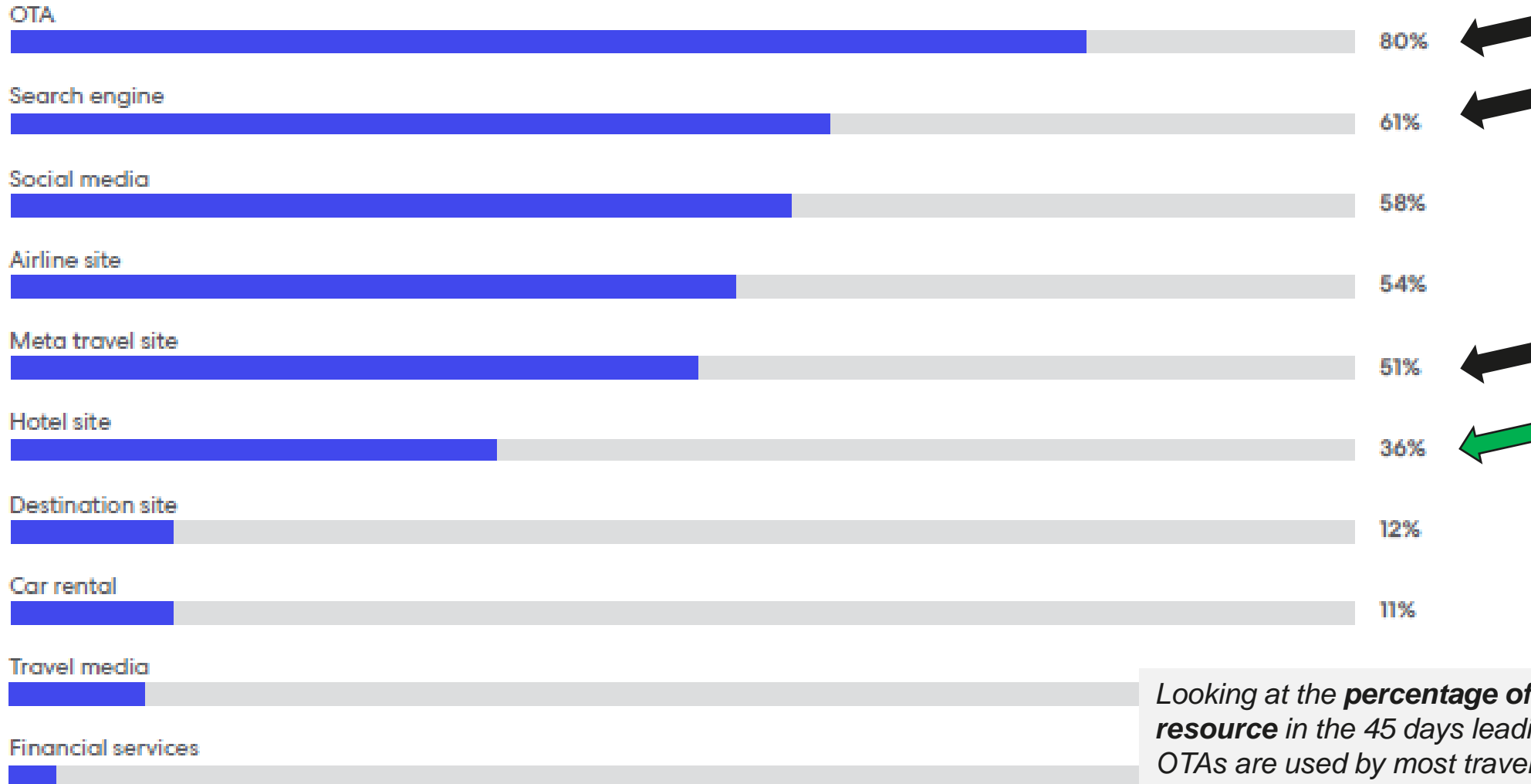
Guest survey Austria: Booking channels for hotels in the summer seasons 2019 - 2021



Guest survey Austria: Booking channels for hotels in the summer season 2019 – 2021 by age of guests



Expedia Study - The Path To Purchase: Resources used leading up to a travel purchase

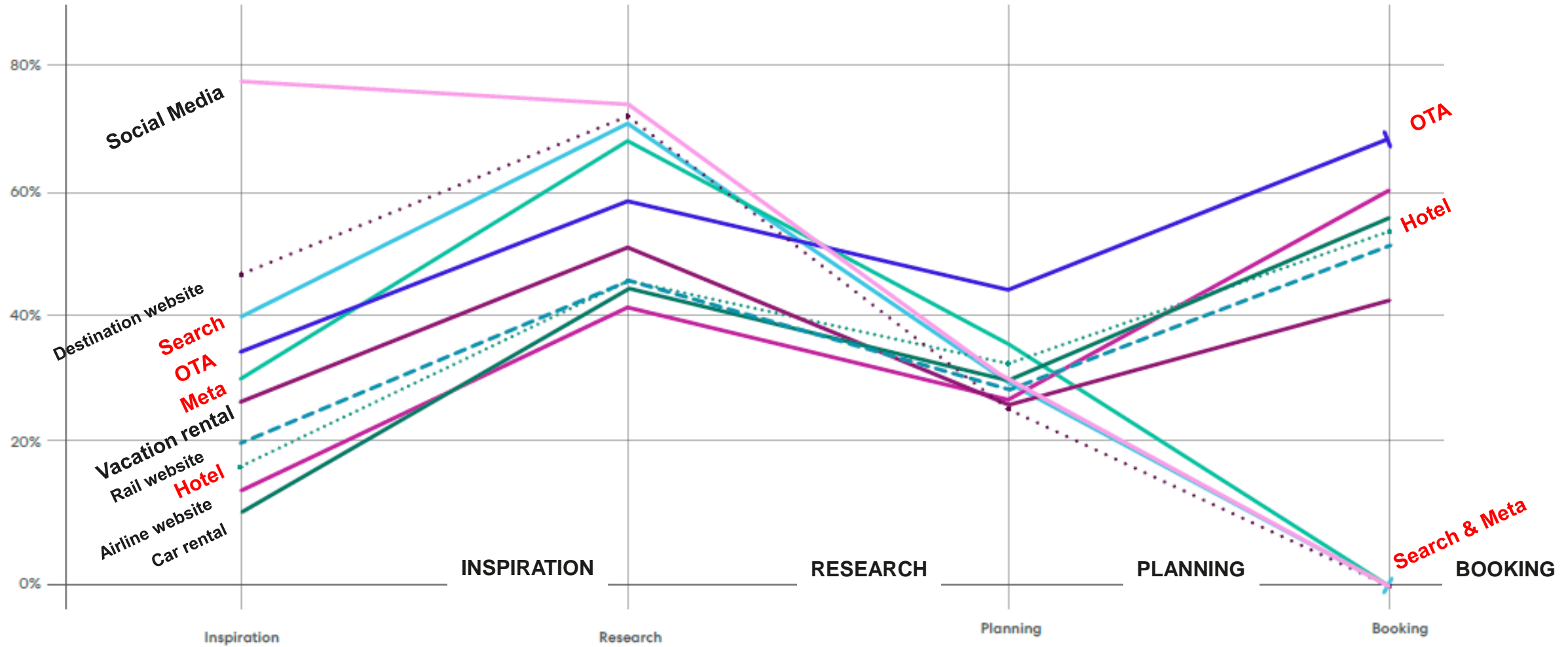


Looking at the **percentage of travelers that use each resource** in the 45 days leading up to their purchase, OTAs are used by most travelers.

Expedia Groupe 2023. This consumer survey was conducted by Luth Research between March 24-April 19, 2023, among 5,713 participants 18 years and older in seven markets: Australia, Canada, France, Japan, Mexico, and the U.K. and U.S. who booked online travel within the last six months.



Expedia Study - The Path To Purchase: Resources used throughout travel path to purchase



Expedia Groupe 2023. This consumer survey was conducted by Luth Research between March 24-April 19, 2023, among 5,713 participants 18 years and older in seven markets: Australia, Canada, France, Japan, Mexico, and the U.K. and U.S. who booked online travel within the last six months.

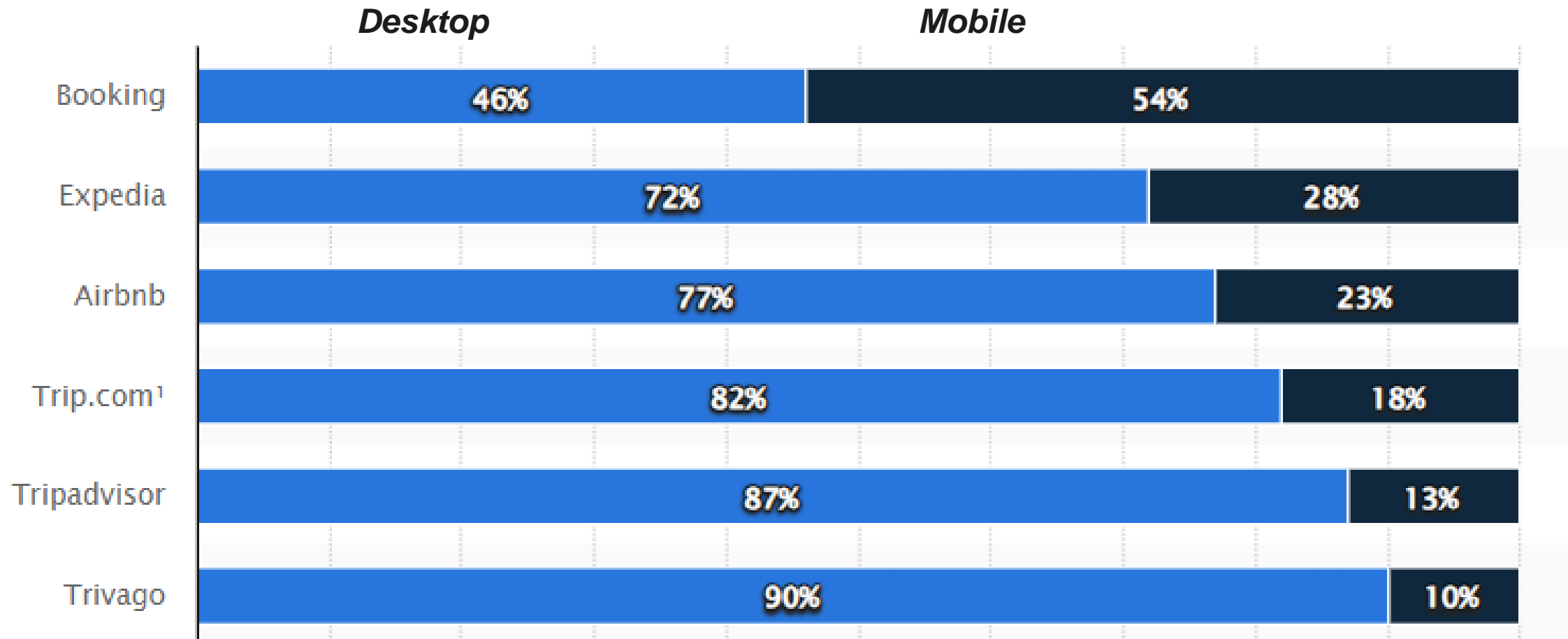


AGENDA

- Booking trends among tourists (insights form empirical studies)
- Trends among global distribution players (OTA)
- Metasearch in the European hotel industry (HOTREC survey)
- Conclusions

Strong trend towards bookings via mobile devices

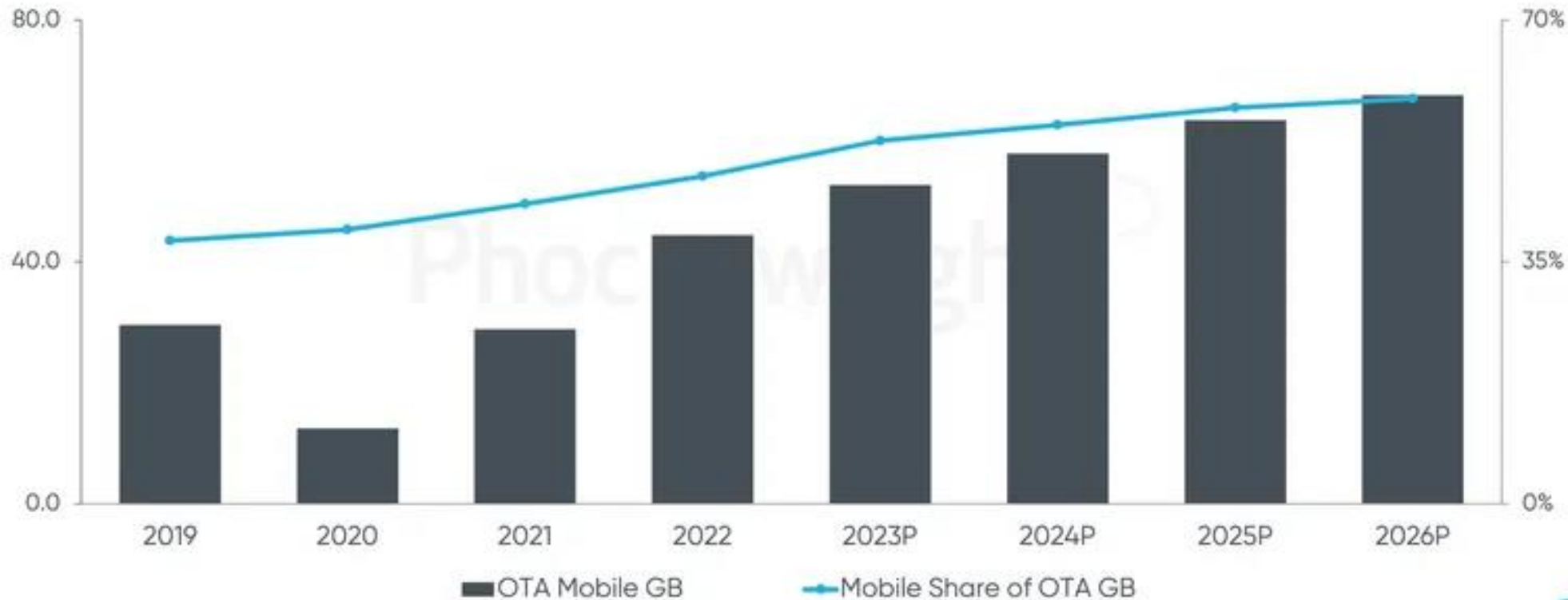
Estimated desktop vs. mobile revenue share of leading online travel agencies (OTAs) worldwide in 2022



<https://www.statista.com/statistics/1372230/revenue-share-by-device-leading-online-travel-agencies-worldwide/>

Strong trend towards bookings via mobile devices

Mobile Gross Bookings (US\$B) and Share (%) of Total OTA Gross Bookings, 2019-2026



Note: 2023-2026 projected.
Source: Phocuswright's U.S. Online Travel Agency Market Report 2022-2026
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Phocuswright
Powering great decisions.

2024: 50% of all OTA bookings via mobile in the USA

Marketing Spend of global Players (for Google and co)



Financial figures from **Expedia Group**, **Booking Holdings**, **Airbnb** and **Trip.com Group** – four of the largest online travel agencies in the world – show the companies spent a record amount of money to promote their brands and attract customers in 2023, as pent-up demand from the pandemic is still driving spending.



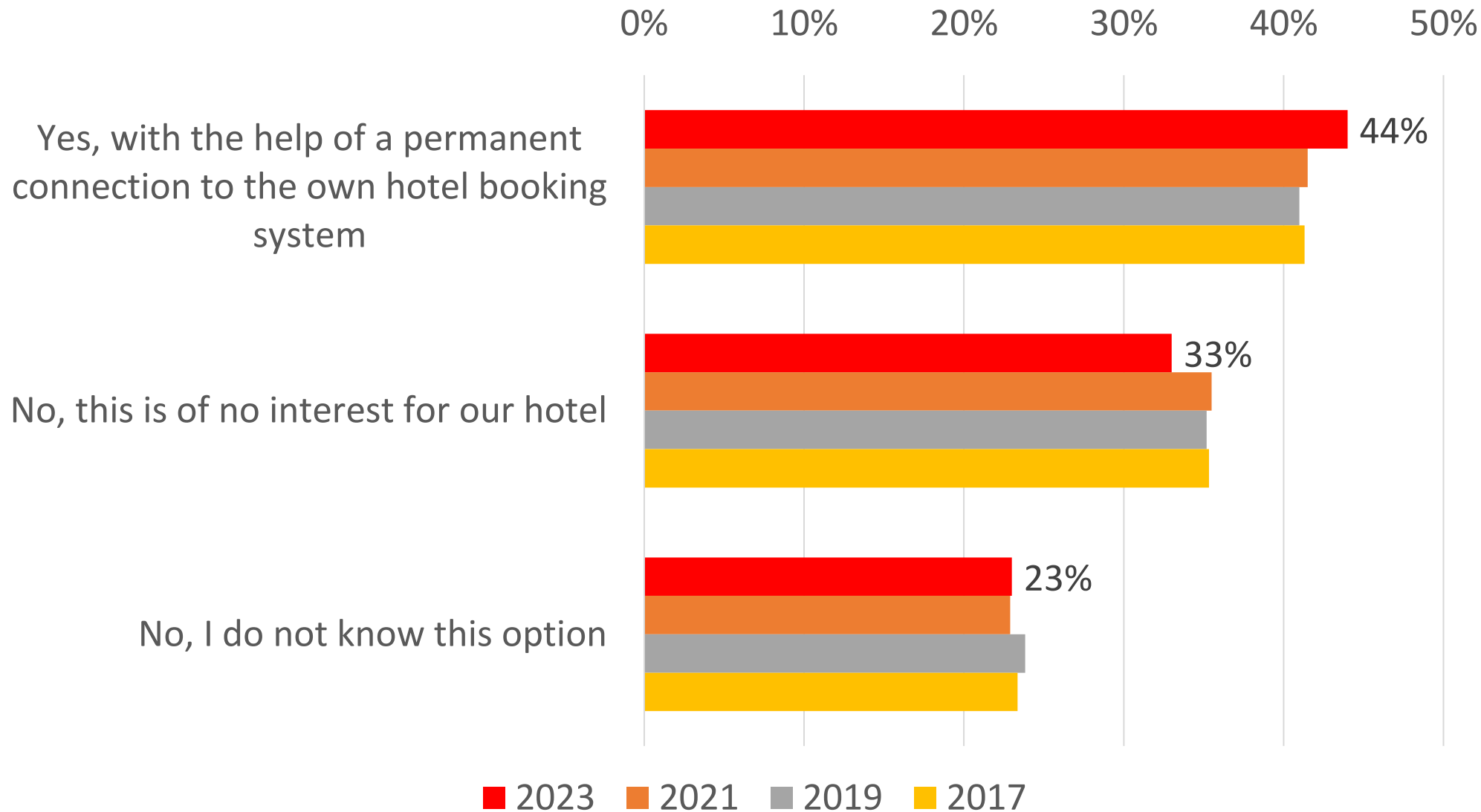
Collectively these four brands spent a staggering **\$16.8 billion** on sales and marketing last year (reported by Booking Holdings as just marketing), up 20% from just more than **\$14 billion in 2022**.

The two companies account for the majority of the spend among the four brands analyzed, with **Expedia Group doing out \$6.9 billion in 2023 for sales and marketing** (which includes commissions paid to B2B partners) and **Booking Holdings spending a bit less, \$6.8 billion**, for its marketing efforts.

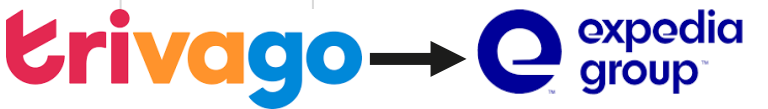
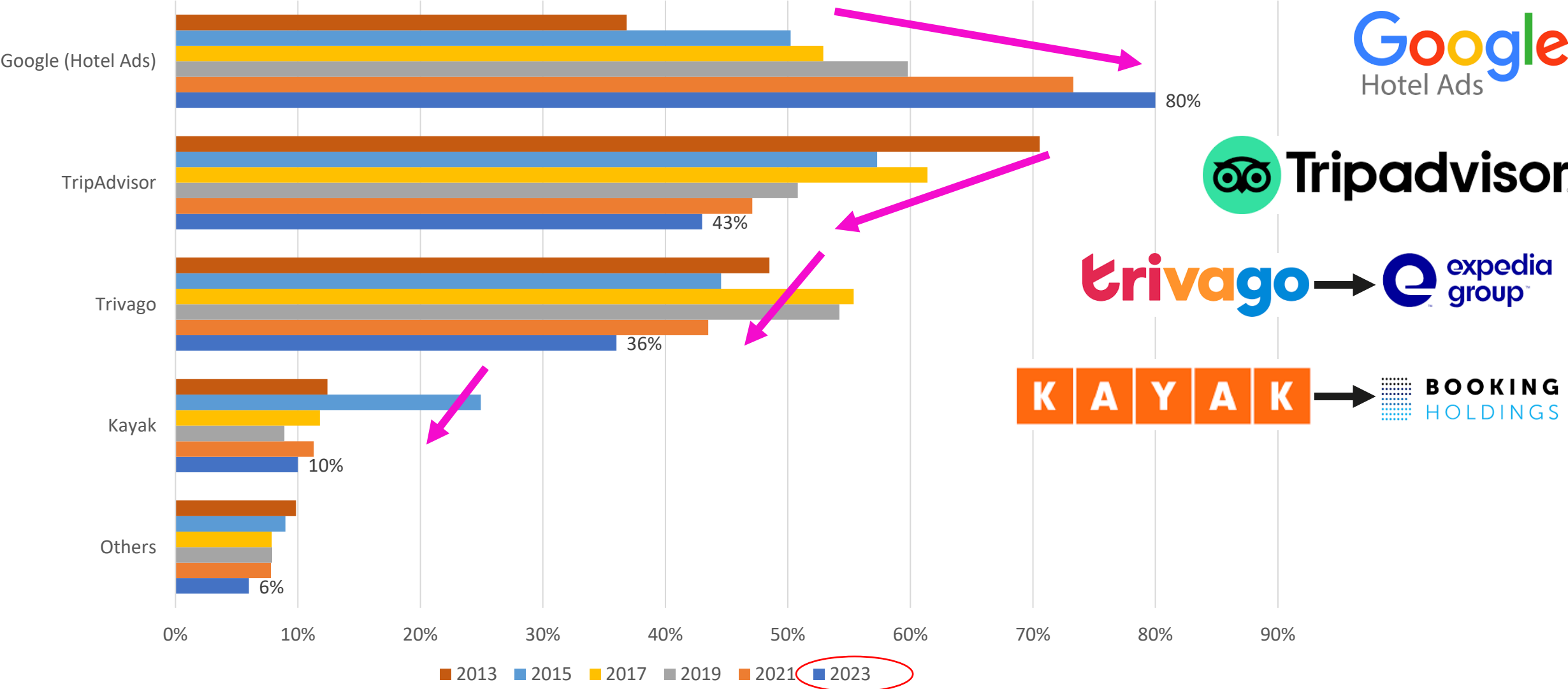
AGENDA

- Booking trends among tourists (insights from empirical studies)
- Innovations among global distribution players (OTA)
- **Metasearch in the European hotel industry (HOTREC survey)**
- Conclusions

Are your rates and availabilities accessible with a direct interface with a meta-search engine?



If you have a permanent connection, with which meta-search engine do you link up?



Online Travel

How Travel Metasearch Lost Its Mojo

Dennis Schaal, Skift

April 1st, 2024 at 5:06 PM EDT

The Google Factors and Other Reasons for Metasearch Struggles

In an email exchange, Wells Fargo Managing Director Brian Fitzgerald told Skift that heightened competition from Google Hotels and Flights, which attract users at the beginning of their travel searches, is a major factor weighing on Tripadvisor and Trivago.

Fitzgerald sees other issues, too.

Hotels have been able to attract more direct traffic through their loyalty programs: Many offer lower rates on their websites to loyalty program members than on metasearch sites such as Google, Tripadvisor, Kayak and Trivago.

Online travel agencies such as Booking.com and Expedia have their own loyalty programs, and have at times begun offering stiff discounts to attract their own direct traffic. This hurt metasearch platforms even if online travel agencies owned them.

AGENDA

- Booking trends among tourists (insights form empirical studies)
- Innovations among global distribution players (OTA)
- Metasearch in the European hotel industry (survey)
- **Conclusions**

Booking channels of the future are ...

- the booking channels of the past -> no revolution but evolution
- the booking channels of the younger generations -> **generation shift**
- **Direct channels** remain important, especially in accommodation
- **Mobile bookings** (via app) will soon dominate the booking landscape (drivers: new generations / loyalty programmes -> e.g. Genius from Booking)
- **Meta-Search**: still less than half of hotels use this option. Google has become the **dominant player** in this area erasing other players

Merci



**Questions &
Discussion**

Contact Roland Schegg

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University: www.hevs.ch

Tourism Observatory: www.tourobs.ch

Bachelor of Science HES-SO in Tourismus in German, French and English



Backup slides

Rapid adoption of innovations: “AI-Powered Travel Planning - Booking.com’s Novel Approach”

Booking.com

AI Trip Planner



Aim:

enhance the user experience
during trip planning



Integration:

incorporates OpenAI's
ChatGPT API



Flexible User Queries:

handle general and specific
travel-related queries

Machine Learning (ML) in the Frontend of Booking.com since more than a decade

10,000,000,000 predictions per day

300+ live ML models

AI is being applied in more and more processes and products - Impacting **all** departments at Booking.com

400 AI and data scientists at Booking!

Machine Learning (ML) in the Frontend of Booking.com

Machine Translated by Google

The screenshot shows the Booking.com interface for Amsterdam. Red boxes and arrows highlight several ML-related features:

- Settings of the Website:** Currency (€) and user options (List your property, Register, Sign in).
- Products:** Navigation tabs for Accommodation, Flights, Car rental, and Airport taxis.
- NLP/Topic modeling:** A text box listing "3 reasons to visit: Van Gogh Museum, Coffee Shops, Red Light District".
- Metrics:** A "74% reserved" gauge chart and a table of reservation percentages for different date ranges.
- Automatic Detection of popular hotels:** A "Bestseller" badge on the Hotel Casa Amsterdam listing.
- Image recognition g/selection:** A "Popular filters" section with budget and filter options.
- Ranking:** A vertical arrow on the right side of the hotel listings.

Settings of the Website

Products

Personalized Element

NLP/Topic modeling

Metrics

recommendations

Automatic Detection of popular hotels

Ranking

Image recognition g/selection



The increased use of advanced AI features by Google, OTAs, and Meta-Search Engines

The **use of AI offers significant competitive advantages** to big players in the hospitality industry, particularly in the following areas:

- **Predictive Analytics for Pricing:** AI allows large players to analyze extensive data sets to predict market demand and adjust pricing strategies in real-time, maximizing revenue potential.
- **Personalized Customer Experiences:** Big players use AI to personalize the booking experience, recommending hotels, destinations, and services based on the customer's previous behavior, preferences, and other available data, leading to higher conversion rates
- **Efficient Distribution Channel Management:** AI helps optimize how rooms are allocated across various channels, determining the most profitable mix of direct and third-party bookings, which might be challenging for hotels to manage without similar technology.
- **Advanced Market Insights:** Through AI, large players gain deep insights into market trends, customer satisfaction, and competitive dynamics, allowing them to make strategic decisions and adapt quickly to market changes
- **Enhanced Operational Efficiency:** AI can automate routine tasks, like customer service inquiries through chatbots, or manage reservations and cancellations, saving on labor costs and increasing efficiency, which is particularly beneficial for larger organizations with vast operations

- Hotels are concerned about **potential negative impacts on their visibility in Google search results** due to the changes being made in compliance with the DMA
- The feared increase in visibility for OTAs and metasearch engines could result in an **increased reliance on these platforms by hotels** to gain visibility and bookings -> increase the costs associated with commissions, impacting the overall profitability for hotels.
- Hotels will need to **adapt to these changes by potentially investing more in their direct marketing (loyalty programs) and SEO** efforts to maintain visibility in search results.
Additionally, hotels could focus on **differentiating their offerings, providing unique and value-added experiences** that can be directly communicated to potential customers, thereby encouraging direct bookings.

Agenda

Booking.com

12:00 – 12:10 / Booking.com - Setting the scene

Markus Luthe, IHA CEO and Chair of the Distribution Working Group/ Matej Zezlin, Public Affairs Manager, HOTREC

Intervention by Andrea Collart, Partner, Forward Global and Umberto Gambini, Partner, Forward Global

12:10-12:30 / Discussion



Digital Markets Act - Booking

Background

History:

- Over a decade long struggle of European hoteliers
- Courts and legislation

What happened?

- Booking unsuccessfully lobbied against the scope of the DMA

Where are we?

- Close to designation – Mid May 2024
- Ensuring compliance and “getting it right”



Digital Markets Act - Booking

Key issues

- **Ban on all price parity clauses**
 - Hotels should be allowed to offer better prices on their direct distribution channels
- **Ban on self-preferencing**
 - Listing should include a link to the direct website of the hotel
- **Better access to data generated by listing**
 - Access to data such as email address and phone number
 - Other types of data? Hotels chains
- **Allow access to national courts**
 - Hotels should be able to complain about ALL infringements in front of national courts
- **Do not force hotels to opt in for payment services**
 - Hotel should not be forced to use Booking's payment services and should offer alternatives

