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DIGITAL MARKETING OF HOTEL BUSINESS ENTITIES

Summary

Theoretical aspects of digital marketing of the subjects of the hotel business, which became the basis for strengthening the innovative development of the hospitality industry, were studied. Negative factors that hinder the development of digital technologies and their use by the subjects of the hospitality industry were identified. The main tools of digital marketing, which are grouped according to their belonging and source of application, are considered and characterized. Priority goals for the development of digital marketing are defined. The methodology of evaluating the effectiveness of digital tools, as well as analyzed the practical aspects of their use by the subjects of the hotel business in Ukraine. The algorithm of analysis of digital marketing of subjects of hotel business and models for assessing the effectiveness of their use of digital technologies are proposed. Formed a system of digital marketing management, which is the relationship between the classical functions of management and digital marketing tools of the subject of hotel business.

Introduction

The global coronavirus pandemic has made adjustments to marketing priorities. Traditional sales channels showed their inability to serve clients remotely, so digital platforms and CRM systems became relevant. Their active implementation demonstrated the transition of public relations in the era of business digitalization. At the same time, it is necessary to actualize the monitoring of the development of digital marketing technologies and to assess the possibility of their effective use by hospitality entities. It is also necessary to conduct a comprehensive study of the hospitality market to determine the

productivity of distribution channels, which improves communication between market participants: hotels, distributors (travel companies, marketplaces for booking and purchasing services) and the target audience.

Digital marketing is a very popular research topic in the academic and business information space. Thus, such scientists as Morris N. [11], Faisal A. [4], Gedik J. [5], Nozdreva R., Churakova A. [26] and others dealt with the issues of digitalization marketing strategies. As an element of effective communication, digital marketing is reflected in the works of Chomiak-Orsa I., Lizhik A. [3], Talikoti S. [15] and others. Regarding the disclosure of digitalization opportunities for hotels, the research is presented by Khmidashvili L. [9] – the characteristics of digital marketing technologies in the activities of hotels in Tbilisi, Makhmutovich K. [10] – research and verification of the measurement scale of digital marketing orientation in the hotel industry, Ting K. [16] – virtual reality technologies in hotel marketing management, Cherapanuk V., Yanchinda J., Sangkakom K. [2] – CRM success prerequisites for the hotel industry, etc. These sources of information are valuable for understanding the importance of digitalization of business processes in the hotel business as a future brand development strategy in the Ukrainian market.

Part 1. Theoretical support for the implementation of digital marketing in the activities of hotel businesses

Digital marketing has been an important focus for hotels for years because the process of finding lodging, booking and paying is often done online. That's why the best way to attract potential customers is to increase your online presence, which helps develop a digital marketing strategy.

Digital marketing is a general term for marketing products and services that uses digital channels to attract and retain customers. It is often equated with Internet marketing. However, digital marketing includes Internet marketing, but is not limited to it [27]. Therefore, it is important to analytically develop approaches to the definition of the concept of "digital marketing" in order to take into account all the potential opportunities and prospects for the implementation of marketing innovations in the activities of the subjects of hotel business. Thus, the term "digital marketing" has become a subject of research of many scientists (Table 1).

The development of the definition of "digital marketing" taking into account the identification of concepts allows the following areas of interpretation:

- it is marketing of products and services that uses digital technologies to attract potential and retain loyal customers, including digital channels for effective brand advertising;
- it is a set of targeting and interactive marketing that uses digital technologies and channels to attract and retain potential customers;
- it is a set of product promotion activities carried out by modern networking methods.

Table 1

**Scientific approaches to the interpretation
of the definition of "digital marketing"**

Source	Definition	General features
Oklander M., Romanenko O. [27]	Digital marketing is a type of marketing activity, which through digital channels, digital methods allows addresses to interact with target market segments in virtual and real environments.	communication via digital channels
Danko T., Skorobogatykh I. [21, c. 261]	Digital marketing is marketing that provides interaction with customers and business partners using digital information and communication technologies and electronic devices, in a broader sense (implementation of marketing activities using digital information and communication technologies).	provides interaction with customers and business partners using digital information and communication technologies
Yatsyuk D. [33]	Digital marketing is interactive marketing in terms of marketing communications, which involves the use of all possible forms of digital channels to promote the brand.	involves the use of all possible forms of digital channels to promote the brand
Marchuk O. [25]	Digital marketing is a comprehensive approach to promoting a company, its products in the digital environment and reaching consumers offline.	a comprehensive approach to promoting the company and its products
Dibchuk L. [22]	Digital marketing is a type of marketing activity that involves using various forms of digital channels to interact with consumers and other counterparties in the markets.	use various forms of digital channels for interaction
Kotler F., Armstrong G. [23]	Digital marketing is a form of direct marketing that connects consumers with merchants through interactive technologies such as email, websites, online forums, interactive television, mobile communications, etc.	interactive technologies
Wertheim K., Fenwick J. [20, c. 40]	Digital marketing is a new stage in the evolution of marketing, where most or all of a company's marketing will be done using targeted digital channels that allow marketers to have a constant two-way, personalized dialogue with each consumer.	targeted channels, two-way personalized dialogue, behavioral information
Smith P., Chaffy D. [13, c. 13–14]	Digital marketing is a way of thinking, a way of putting the customer at the center of all online activity; for example, let different groups of users to test your site in different browsers at different settings on different connections.	way of thinking, approach to clients

Due to the fact that interaction with customers and partners often takes place in the online environment, which forms promotion and sales channels, and on online platforms – the so-called marketplaces, digital hotel marketing is becoming an effective tool for competition in the online space. In addition, traditional technologies also attract the attention of the target audience: QR-codes on postcards, IoT (Internet of Things), interactive screens, POS-terminals and much more.

Thus, the development of these terms gives reason to define hotel digital marketing as a set of measures aimed at attracting potential and retaining regular hotel customers using digital technologies and tools both online and offline platforms in order to gain maximum benefit.

There are a large number of tools in digital marketing, which can be divided into 3 main groups [25]:

- 1) Paid resources: for which companies need to pay;
- 2) own resources: websites, pages in social networks, which the business owns and can manage;
- 3) earned resources: so-called earned media – free or acquired channels of communication.

As a checklist for hotel product development, digital marketing is based on the 7P marketing-mix model (Table 2).

So, as can be seen from the above, digital marketing plays an important role in stimulating sales and creating a positive reputation for the hotel. Here's a closer look at the tools of digital marketing (Figure 1).

Search engines make it easier for users to access a hotel's information page, as well as ensuring that the page's position in the search engine is checked and backlinks are audited. Therefore, hotel marketers should pay attention to the selection of keywords that will direct potential consumers to the hotel page. According to a Google study, search engines are divided into advertising and useful information [24]. Therefore, the website should be paid special attention to make it effective for online booking and sales, as 52% of hotel searchers statistically go from online platforms (OTA – Online travel agency) to the hotel website to clarify information and prices [1].

Geomaps are built-in search tools that help customers choose a hotel in the right location. Therefore, hotel marketing should use a search engine support site (such as Google Ads) to maximize the use of a resource that can not only inform about the route to the hotel and its contact information, but also redirect customers to the site for effective conversion actions.

Today, social media marketing is the most relevant tool for influencing the consumer. Economically active people who travel vary in their preferences regarding social networks. For example, Google analysts show that Facebook is a priority for foreigners and people over 30 years old, and Instagram – for young domestic tourists [24]. Therefore, the implementation of marketing strategies in social networks (SMM – Social Media Marketing) is carried out by means of the following types of marketing: Facebook Marketing; Instagram

Marketing; Pinterest Marketing; Twitter Marketing; LinkedIn Marketing; YouTube Marketing; TripAdvisor Marketing, etc.

Table 2

The 7P model of the digital marketing mix of a hotel product

Model 7P	Component of the model	General features of manifestation
Product	Hotel product	<ul style="list-style-type: none"> - brand symbolism (name, logo, corporate identity); - product functionality (range of services, product package, necessary and unique features); - quality of services and maintenance; - quality level of feedback.
Price	Price	<ul style="list-style-type: none"> - pricing strategies; - pricing for different sales channels; - package pricing; - seasonal and special discounts, etc.
Place	Geolocation	<p>indicates the type and model of distribution of the hotel product:</p> <ul style="list-style-type: none"> - direct, indirect, marketplaces
Promotion	Promotion	<ul style="list-style-type: none"> - advertising, point-of-sale promotion; - search engine optimization (SEO); - PR-technologies; - direct marketing, etc.
People	People	<ul style="list-style-type: none"> - hotel staff and brand ambassadors; - loyal customers (opinion leaders) – generate important sales volume for the hotel and increase its reputation capital.
Process	Process	Quality of the hotel product and marketing relations covering B2B and B2C business processes to create the most favorable and comfortable conditions for the end consumer of hotel services.
Physical evidence	Physical environment of consumption	<p>Pyramid of online and offline hotel needs:</p> <ul style="list-style-type: none"> - quality of material and technical base of the hotel, - technologies and tools of digital marketing

As for such a tool as content marketing, an effective tool in this case is the hotel’s blog, in which there is communication with potential customers through prompt and high-quality feedback. As additional tools can be used informational messages in different formats (text, video, graphic 3D content), messenger channels, etc.

Messenger marketing works with mobile and email tools. Today mobile apps and chatbots are actively implemented along with the traditional mailing of hotel offers to regular customers. Gamification as a trend in messenger marketing creates a product of quality interaction between hotel and customer based on trust and loyalty system: installing a mobile app is already a manifestation of customer advantage, and won bonuses can stimulate the customer to visit the hotel.

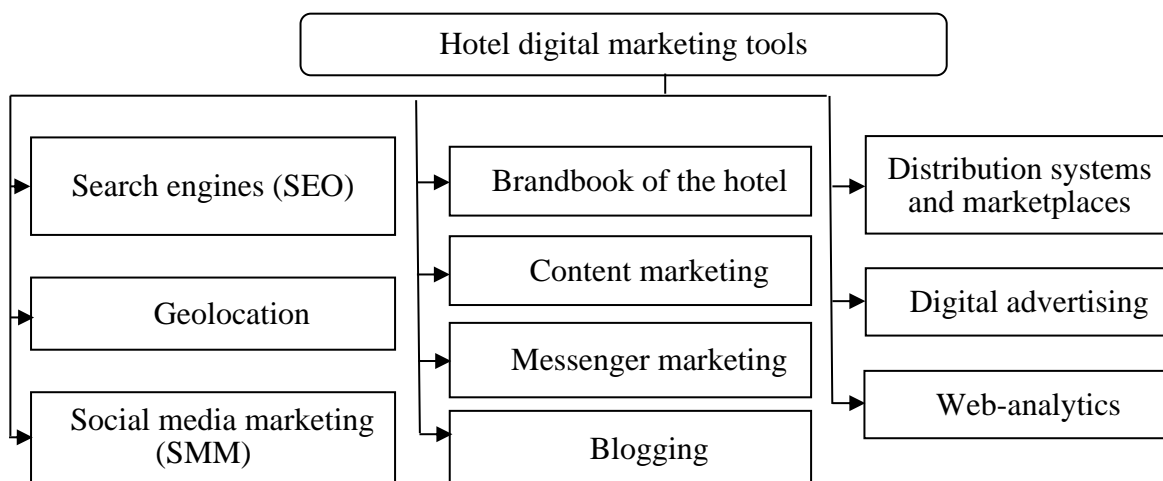


Figure 1. Hotel digital marketing tools

Source: compiled by the authors: [17; 22–23; 29; 32]

Today, digital advertising has also undergone a trend transformation, as it has directed the target audience to the online space with a fluctuating fixation. Media, teaser, and targeting ads generate leads – the potential target audience for a hotel that has provided their contacts for feedback.

Web analytics is one of the most important elements of comprehensive statistical information about hotel website activity. Most hotels use Google Analytics, Google Page Speed, Wordstat to analyze their online resources.

Blogging is a modern social media marketing tool. Bloggers are opinion leaders who always raise pressing social or professional issues and reflect social trends in their publications. Their authority among their community has an undeniable influence on motivation, prompting them to take certain actions: to visit, buy, use a service or, on the contrary, to ignore the advertising of certain companies, to boycott events, activities. Increasingly, leading retail chains, well-known brands, including those in the hospitality industry, are cooperating with bloggers, inviting them to use a service, buy a product, visit an establishment and comment on their impressions and feelings about the service.

The above makes it possible to formulate provisions on the benefits of digital marketing in the hospitality industry [9; 16; 25; 28]:

1. Digital marketing offers the opportunity to reach online and offline consumers who use mobile gadgets. In this way, a hotel brand can reach a wider audience beyond the Internet.

2. The prospect of collecting clear and detailed data. Almost all user actions in the online environment are recorded by analytical systems. This makes it possible to formulate accurate conclusions about the effectiveness of the various communication channels, as well as to characterize the hotel's customer.

3. Flexible approach – digital marketing creates the prerequisites for attracting offline audiences to the online market, for creating an offer for the

client in different digital communication formats and channels (website, distribution platform, social media, mobile applications, etc.).

Part 2. Methodological principles of digital marketing formation

The effectiveness of digital marketing of a hotel business entity directly depends on how the marketing management system works, what tasks and at what level it solves them. In this case, marketing analytics plays a significant role, and marketing functions integrated into the hotel development strategy determine the feasibility of using digital business transformations.

It should be noted that the functions of digital marketing management are similar to those of marketing management in general, but have certain features. The introduction of digital technology in the context of the viral pandemic, has promoted the use of new communication technologies in communicating with customers and expanding marketing channels for hotel products. Traditional management approaches are closely intertwined with digitalization. The correlation of management functions and digital marketing tools is shown in Table 3.

Table 3

The relationship between classical management functions and digital marketing tools of the hotel

Functions	Tools
Analysis	Big Data, artificial intelligence, analytics of integrated information systems, analytics of metasearch systems, Geomaps, etc.
Planning	Big Data, CRM, web-personalization, mobile applications, social media, etc.
Organization	Content marketing, SEO, SMM, marketing automation, contextual advertising, banner advertising, mobile marketing, behavioral messenger and social media marketing, digital technologies for booking services and payments, etc.
Motivation	Content marketing, SMM, behavioral messenger and social media marketing, web personalization, loyalty programs
Control	Big Data, marketing automation (digitalization), including CRM, optimization of conversion rate / improvement of site performance

Source: compiled by [5; 8; 13–14; 18; 20; 30]

So, digital marketing analysis is a review of the hotel brand position on all digital channels. In such an analysis, the hotel market is studied, competitors are investigated and the hotel’s digital marketing potential is evaluated [33]. In this case analytical applications such as Wordstat, Google Trends, Google Analytics and others are used [6–7]. The study of competitors is carried out with the help of services-analyzers, such as SimilarWeb, SERanking, Semrush, Plerdy, Sessioncam and many others [6; 7; 12].

In terms of planning, the object of the study is a digital marketing plan – a document formalizing the details of digital marketing campaigns or

promotions, digital innovation technologies. It specifies the following [29]: goals of development of the subject of hotel business on the basis of digitalization; strategies and tactics to achieve the goals at the digital level; digital channels to be used; action plans and development of digital technology and digital innovation; investment and budget for the implementation of digitalization goals, improving digital marketing activities; terms and a roadmap of digitalization (digital innovation).

With the help of such planning, the subject of hotel business can improve the technique and marketing technologies, as well as digital means of their implementation; form logical strategic sessions on digital platforms and Internet/mobile resources [26].

The organization of digital marketing, in turn, means the implementation of digital marketing activities in all business processes of the subject of hotel business. In other words, digital marketing dynamically transforms the functioning of a business, including the organizational structure, corporate culture, and personnel management system [14], requiring appropriate digital management competencies.

In the process of motivation to improve digital marketing, a dual value orientation is created: for the staff (motivation of digital competence) and for consumers (empowerment of effective communication and increased loyalty). Thus, management establishes and evaluates employee motivations, including digital motivation, and makes decisions to maximize their satisfaction; develops mentoring programs to unleash professional momentum [19].

Regarding control in digital marketing is the process of monitoring the implementation of digital marketing plans and adjusting actions, it should be noted that it involves measuring, evaluating and monitoring digital marketing technology parameters, including such things as: total traffic; traffic sources (organic search, direct visitors, referrals, social media); average length of stay; bounce rate; conversions, etc.

Based on the above range of investigated aspects of digital marketing, there is a need to identify models for analysis, which are presented in Table 4.

Thus, the presented research methods cover aspects of the analysis of the external environment as a field for planning perspectives and the internal environment that determines the ability of the subject of hotel business to digital transformation or improvement of business processes.

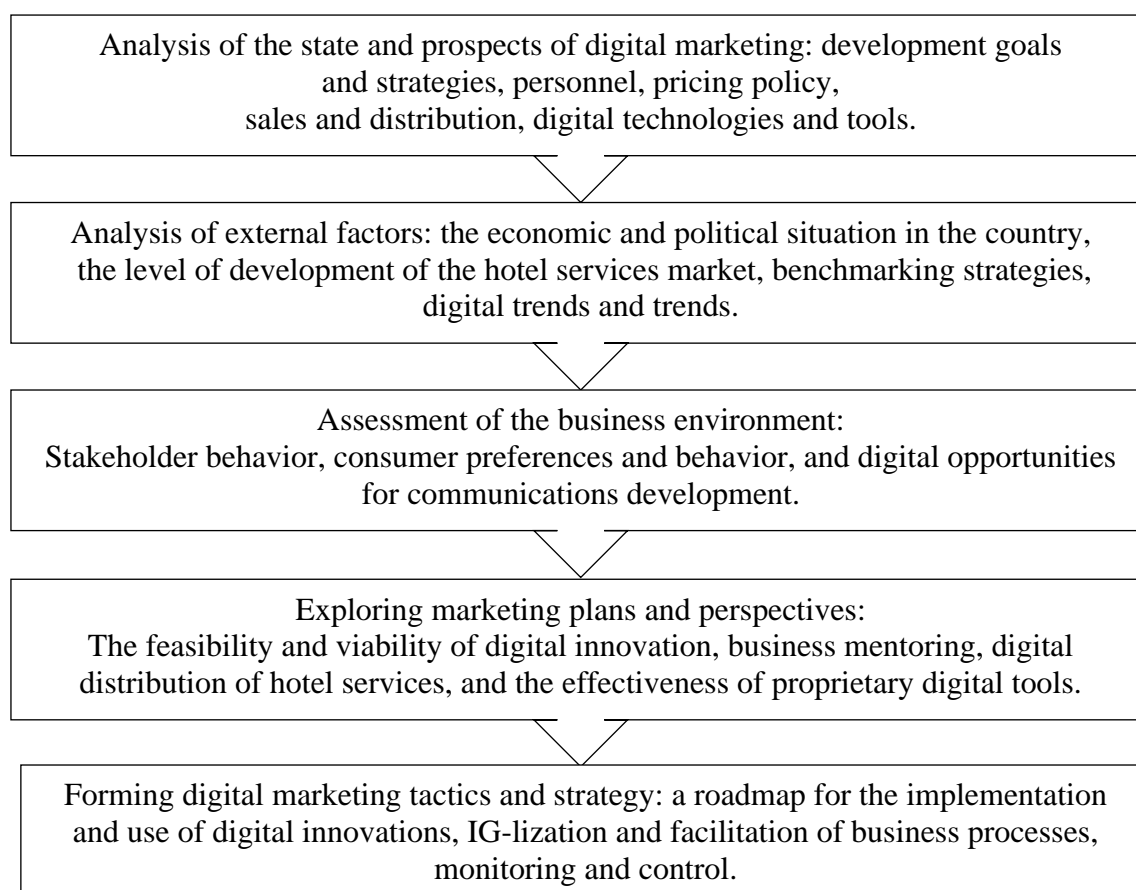
The content of the marketing process is a defining component of the management process. The estimation of marketing efficiency is quite a difficult task, because it is not always possible to determine the quantitative effect obtained as a result of marketing activities. However, there are many approaches to solving this problem. The methodology of digital marketing analysis is based on the following effectometrics algorithm (Figure 2).

Table 4

**Models for assessing the effectiveness of digital technology
by subjects of the hotel business**

Evaluation model	Purpose
1. SNV- analysis	Analysis of strengths, neutrals and weaknesses of the subject of hotel business.
2. VMOST- analysis	Analysis of internal environment: vision, mission, goals, strategy, tactics.
3. Five forces by Porter	Monitoring and analysis of competition in the hospitality industry.
4. Method PDS	Identification of problems faced by the consumer in the consumption of the hotel product.
5. Ansoff Matrix	Selection and description of possible strategies for the behavior of the hotel business in the market.

Source: compiled by [8; 13; 18; 21–242; 33]



**Figure 2. Algorithm of analysis of digital marketing
of the subject of hotel business**

Source: compiled by the authors [9–11; 16; 18; 21; 26; 31–33]

Currently, there is an information group of methods to assess the effectiveness of digital marketing, which involves the use of such programs as «Marketing Expert», «Clientele», «FinExpert-marketing», «BESTmarketing», «Strategy», «Galaxy-Marketing», «Kasatka», «Olympus Marketing» [1; 28]. Most of these software products allow to perform basic marketing tasks (market and product analysis, sales forecast and analysis, planning of marketing activities and analysis of its effectiveness) and support typical methods used in this (portfolio analysis, GAP-analysis, SWOT-analysis, the method of 4Ps).

The study of sources [1–33] allowed a classification of methods for assessing the effectiveness of digital marketing. Based on the developed scientific sources, the work proposes to use the system of the following indicators [28; 30–31]: hotel market share in the local hotel market; sales growth rate; ADR (Average Daily Rate) by direct and indirect sales channels; website conversion (brandbook); average length of stay on the website; bounce rate; profitability of sales by direct and indirect distribution channels; profitability level of hotel product; visual results based on Data Mining and Graph Mining – forecasting of sales and financial market indicators using neural networks.

To form an effective mechanism of digital marketing of the subject of hotel business, it is advisable to conduct research on the proposed methodology, which will form a proper understanding of the potential for effective communication with consumers and stakeholders at the current level of technological innovation and trends.

Part 3. Prospective areas of digital marketing management of the subjects of the hotel business

The development of digital marketing of the subject of hotel business as a system should include four main areas:

- development of a database to identify consumer qualities;
- analysis of specific signals from the consumer;
- program monitoring;
- calculation of commercial effect.

Accordingly, the structure of digital marketing management of the subject of hotel business will look as follows (Figure 3).

However, the implementation of a digital innovation strategy should include the following sequence of measures:

1. A clear definition of digital technologies that can be implemented based on information provided by various agencies.
2. Monitor and clearly define the cybersecurity of commercial relationships.
3. Defining priorities in the application of digital innovations.
4. Mentoring employees in the process of implementing digital innovations.
5. Planning activities for the implementation of digital marketing of the hotel, taking into account the updated approaches.

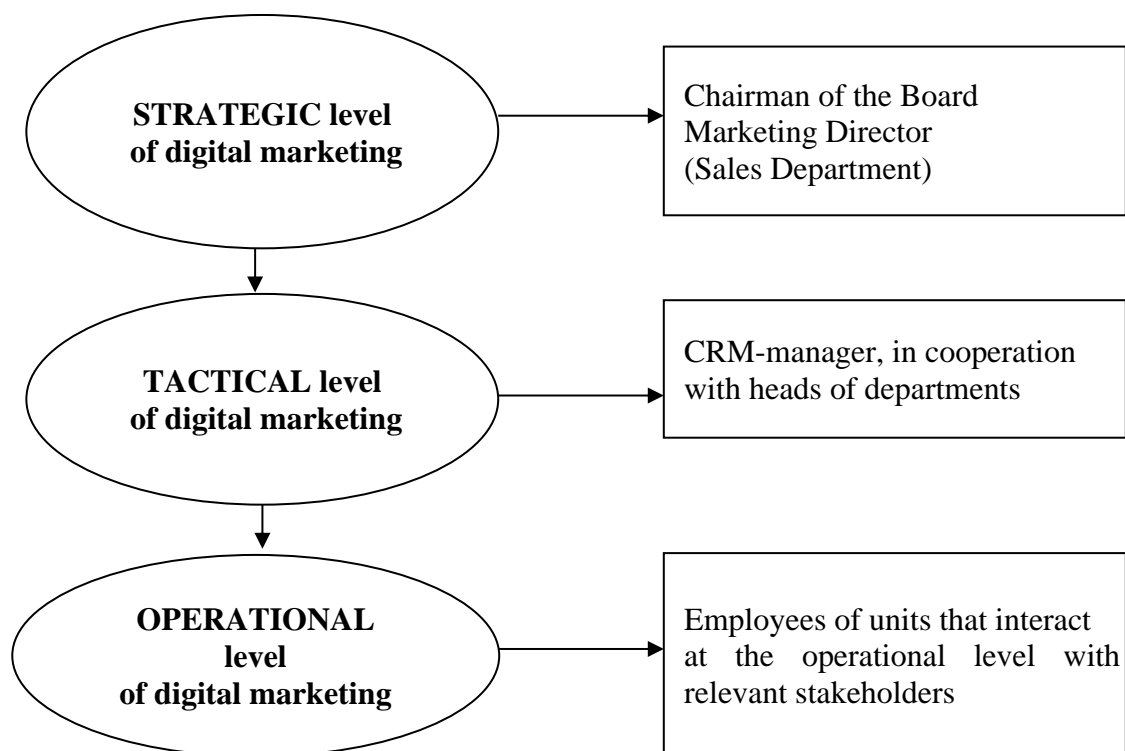


Figure 3. Proposed organizational structure of digital marketing of the subject of hotel business

Source: compiled by the authors

When prioritizing the application of digital innovation, attention should be paid to the development of a management plan and the implementation of intentions. It should be borne in mind that the priority subjects of digital marketing have a significant impact on the hotel, in particular on the basis of feedback (reviews and their processing). Accordingly, the following allocation of priorities for analyzing the effectiveness of hotel digital marketing approaches is proposed:

- I. Consumers;
- II. Distributors;
- III. Suppliers (representatives of large, small and medium-sized businesses, communal enterprises);
- IV. Employees;
- V. Founders;
- VI. Market analysts, media;
- VII. Public organizations and local community (including authorities).

Based on these subjects, the following digital technologies are proposed for which digital marketing approaches are selected (Table 5).

The strategic sessions will be planned as an IG-lization of the action plan – a framework for the implementation of digital marketing relationships (Table 6).

Table 5

Suggested digital technologies in the hotel marketing system

Subjects of digital marketing	Digital technologies
Consumers	Website (brandbook), geomap, search targeting services, social networks, chatbots, mobile applications, digital payments, loyalty programs.
Hotel staff	
Suppliers	Big data, CRM/BPM, web personalization, mobile applications, social networks, etc., trading platforms, digital payments.
Distributors	Marketplaces and OTA modules integrated into the site, digital calculations, artificial intelligence.
Founders (owners)	Big Data, marketing automation (digitalization) including CRM, conversion optimization / site performance improvement.
Market analysts, media	Big Data, artificial intelligence, integrated information systems analytics, metasearch analytics, geomaps, etc.
Public organizations and local community (including authorities)	
Creditors	

Source: compiled by the authors

Table 6

An example of a digital marketing actualization scheme

Subjects of digital marketing	Events	Units responsible for implementation	Deadline for implementation
1	2	3	4
Consumers	<ul style="list-style-type: none"> - website optimization, implementation of artificial intelligence and a mobile application; - consumer preference research and focus groups (quarterly); - publishing news in chatbots and the mobile app; - conducting quarterly promotions for hotel customers; - feedback evaluation, processing feedback daily. 	Marketing Department (with outsourcing), Reception and Accommodation Department, Commercial Department	quarterly
Distributors	<ul style="list-style-type: none"> - actualization of relations; - preparation and distribution of commercial offers on various types of hotel products; - development and presentation of new bonus system; - holding meetings with permanent and potential partners. 	Reception and Accommodation Department, Marketing Department, Commercial Department	quarterly

(Continuation of Table 6)

1	2	3	4
Suppliers	<ul style="list-style-type: none">- actualization of relations;- implementation of digital settlements;- cooperation on marketplaces, etc.	Supply Department, Marketing Department, Commercial Department	quarterly
Personnel	<ul style="list-style-type: none">- planning and conducting training sessions;- Improving the system of evaluation, rewards and penalties.	HR department, Finance Department	quarterly
Founders and participants	<ul style="list-style-type: none">- preparation and distribution of a quarterly report on the implementation of the financial and economic plan, an action plan for future periods with an indication of ways to address problematic issues.	Commercial Department, Finance Department	quarterly
Media	<ul style="list-style-type: none">- preparation and distribution of information about the hotel "Ramada Encore Kyiv" in social networks;- participation in events;- blogging, publishing news on the website.	Marketing Department	monthly
Public organizations and local community (including authorities)	<ul style="list-style-type: none">- establishing cooperation through groups in social networks;- participation in thematic events;- publication of company news on the website.	Marketing Department	monthly

Source: compiled by the authors

An important step, however, is the evaluation of results for the implementation of tactical and operational tasks of digital marketing. A prerequisite for the successful implementation of a hotel's digital IG- lization is the development and presentation of new working conditions for employees and the work requirements of a particular employee, taking into account the chosen strategy. They play a crucial role in the system "performance analysis – performance evaluation". The best option is the use of HR-mentoring methodology – a form of differentiated communication, based on the diagnosis of the object (client) and including the processes of counseling, supervision, competence, psychological support of the recipient, in order to motivate the potential [19].

Conclusions

The importance of digital technology for the hotel business is that the potential client decides for himself when, where and how to search for accommodation options in a particular location. Often the customer search

tools do not always coincide with the priorities of a hotel's advertising campaign. In addition, optimal for some hotels channels of promotion and sales offers for other hotels can be unprofitable and ineffective. Therefore, in today's reality, it is very important to identify the tools of digital hotel marketing, assess the effectiveness and prospects for their implementation and use, because technical and technological breakthroughs are dynamic and impulsive – so today it is necessary to keep the focus on all innovative manifestations.

As the research has shown, today a potential customer finds information about the hotel using the channel that is convenient for the customer. Therefore, the adaptation of the sales channel (in particular, the website) should be for any gadget and contain all elements to simplify browsing and booking and payment options. On the other hand, social media and blogs have become relevant, which need to be monitored for brand safety and with which brand ambassadors need to work. Own pages need to be constantly updated with useful and quality content to keep consumers' attention.

Thus, digital tools demonstrate their progressiveness and perspective in the formation of sustainable and long-lasting partnerships. The selection and layout of digital tools is an important element of a hotel's marketing strategy, which allows, in addition to the basic options, to study the target audience and form useful and competitive offers for it.

The implementation of all possible digital marketing tools in the hotel industry should include the following practical steps: identifying digital marketing groups and digital innovations, monitoring, updating and clearly defining the effectiveness of their use, setting priorities in collaboration with digital marketing actors, planning and IG-lization of measures for the implementation of digital marketing with innovations, evaluation of the results of the tactical and operational tasks of digital marketing.

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