



**AN ANALYSIS OF TRADITIONAL AND DIGITAL
MARKETING STRATEGIES OF HOSPITALITY
INDUSTRY IN THAILAND**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
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ABSTRACT

This study explored the success of traditional and digital marketing strategies in enhancing repurchase and retention in the hospitality industry of Thailand. With the digital shift, organizations struggle to implement both strategies for capturing and keeping the customers. Perceived usefulness, ease of use, customer experiences, customer relationship management, customer value management, trust propensity, perceived risk and social media marketing were examined as key factors. A qualitative approach was used to conduct focused interviews with 30 employees of mid scale, independently owned hotels, including marketing managers, CEOs and event managers. To explore the discrepancies between traditional and digital marketing in driving customer engagement, repurchase and retention, data were collected through face to face interviews and were analyzed thematically. Findings show that digital marketing is good at creating engagement and generating loyalty but traditional marketing is more effective with certain audiences, including the older or wealthier customers. Customer relationship management systems that are integrated and social media help build trust and retention, and a hybrid marketing strategy is effective in mobilizing fragmented customer segments. This study concludes that in the hospitality industry, an integrated marketing strategy will strengthen sales and public loyalty. This study also points future research to how both advanced technology and generational differences might affect marketing effectiveness.

Keywords: traditional marketing, digital marketing, customer relationship management, Thailand, hospitality industry, integrated marketing strategy.

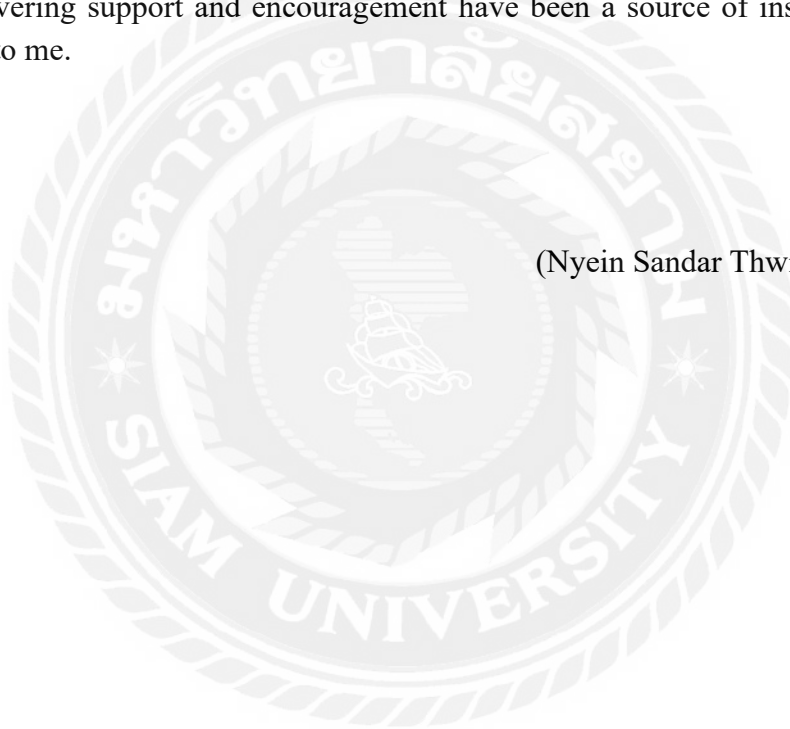
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(Nyein Sandar Thwin)



DECLARATION

I, Nyein Sandar Thwin, hereby declare that this Independent Study entitled “AN ANALYSIS OF TRADITIONAL AND DIGITAL MARKETING STRATEGIES OF HOSPITALITY INDUSTRY IN THAILAND” is the result of original work and has never been submitted to any academic institution for a degree.

(Nyein Sandar Thwin)



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Chapter 1 Introduction

1.1 Research Background

In the last few years Thailand has undergone rapid growth in both traditional and digital marketing channels due to the fast paced technological advancements and rising internet penetration. Many businesses across sectors have been looking for ways to interact with their target audience, enhance their brand visibility and sales. Especially the hospitality, retail and service industries have also experienced significant shifts in allocating their marketing budget to digital platforms since these platforms help to reach an audience that's more connected and more tech savvy (Statista, 2023; We Are Social & Hootsuite, 2023).

For years, traditional marketing strategies in Thailand, such as television, radio, print advertising and outdoor billboards, have been able to reach broad demographics. Historically, these channels have been the most popular channel in the marketing space that has enabled businesses to build brand credibility and mass market appeal (Kotler & Keller, 2016; Belch & Belch, 2020). But since then, due to the strength of digital platforms, be it social media, search engines or content marketing, the landscape has changed. Digital marketing is more personalized, data driven and more cost effective than traditional marketing, and is therefore attractive to businesses that want to get higher returns on investment (Chaffey & Smith, 2017; Statista, 2023).

Particularly notable is Thailand's digital transformation, with internet usage rates so high in Southeast Asia over 60 million internet users in 2023 (Internet World Stats, 2023). With the fast rise of e-commerce, mobile applications as well as social media platforms such as Facebook, Instagram, Line and TikTok, the way businesses begin thinking about marketing has experienced a redefinition. Businesses can precisely target potential customers, track engagement and measure sales impact in real time on digital channels (Huang & Benyoucef, 2013; Kaplan & Haenlein, 2010).

Therefore, businesses in Thailand are increasingly assessing the comparison between digital and traditional marketing strategies. It is important to know how each channel plays into helping the company generate revenue from customers through acquisition and retention (Rust et al., 2004; Parasuraman et al., 2005).

This analysis attempts to identify the success of both traditional and digital marketing strategies in enhancing repurchase in the Thai market, identifying the ways to improve marketing efforts to stay competitive in a changing environment. The analysis focuses on various factors, including:

- Consumer behavior: Consumers' behavior pattern can be analyzed to identify which channels are most effective for reaching target audiences (Kotler et al. 2019; Sheth 2020).
- Technological advancements: Examine the effects of technological progress on consumer desires and marketing strategies (Rogers, 2003; Davis, 1989).

- Cost-effectiveness: Compare the cost effectiveness of traditional and digital marketing methods (Chaffey & Ellis-Chadwick, 2019; Tiago & Veríssimo, 2014).

Through conducting a thorough analysis of these factors, this research offers important insights for companies in Thailand to make strategic decisions on the marketing strategies and to promote their sustainable sales growth.

1.2 Research Problems

Probably the biggest complication to overcome when comparing traditional versus digital marketing strategies is accurately measuring ROI. These traditional marketing strategies like television ads, billboards and print media typically have no fine details that can track their direct impact on the growth of sales (Belch & Belch, 2020; Kotler & Keller, 2016). However, digital marketing has more metrics (clicks, views, conversions) but these are harder to interpret in terms of sales growth and long term brand equity (Chaffey & Ellis-Chadwick, 2019; Tiago & Veríssimo, 2014). Because the two strategies use different metrics for effectiveness, it becomes difficult to compare the two.

Rapid changes in Thai consumer behavior are happening, especially due to the growing popularity of mobile internet and social media. Younger, tech savvy audiences can be difficult to reach through traditional channels, while older or rural audiences may not be reached through digital channels that are more common amongst younger and tech savvy people (We Are Social & Hootsuite, 2023; Internet World Stats, 2023). The discrepancy in this makes it difficult to determine which strategy is more effective across demographics, especially in a country with such a wide ranging age groups, income levels, and digital adoption rates (Sheth, 2020).

But technological change moves at a pace that makes it hard for businesses to keep up with what the latest digital marketing trends are. Social media algorithms change, new advertising tools are introduced, and consumer preferences for content formats (video, live streaming, interactive ads) evolve quickly (Kaplan & Haenlein, 2010; Huang & Benyoucef, 2013). Unlike traditional marketing methods, which are still relatively stable, are considered outdated, or less flexible. Determining which strategy leads to better sales growth in a rapidly changing environment becomes increasingly complex, when both approaches are analyzed.

The media landscape in Thailand is very fragmented with diversified channels and platforms, offline and online as they encompass all existing media – traditional and digital – through the range of channels that engage with different types of audiences. It is difficult for businesses to reach a target audience in one place. Furthermore, the efficiency of marketing campaigns may differ across platforms, and it's not clear if we can draw conclusions about the direct influence of traditional vs. digital marketing campaigns on total sales growth (Digital 2023 Thailand Report, Statista 2023).

Consequently, businesses need to understand these challenges to make data driven decisions about future marketing investments (Rust et al., 2004; Parasuraman et al.,

2005) and assess the impact of traditional and digital marketing on sales growth in Thailand.

1.3 Research Objectives

- To investigate the effectiveness of traditional and digital marketing at reaching different demographic segments in Thailand.
- To investigate the effect of technological development on the effectiveness of traditional and digital marketing strategies.
- To explore which mix of traditional and digital marketing channels produce the greatest sales growth in Thailand.
- To examine the influence of technological advancements on consumer behavior and preferences, particularly in response to digital marketing strategies.

1.4 Research Scope

In particular, this research focused on the hospitality industry in Thailand and for mid sized, independently owned hotels. Examining the effectiveness of traditional and digital marketing strategies in the context of the study primarily focused on how the marketing strategies can help drive a growth in sales by increasing room bookings, customer retention and brand visibility.

In this research, the time period under investigation was three years (2020 – 2023), which was a period following the recovery from the COVID-19 pandemic, where there have been major changes in consumer behavior and marketing dynamics in the hospitality industry in Thailand.

Through a focused study of a portion of the hospitality industry, the research endeavoured to offer specific recommendations on how hotel operators can improve their marketing strategies. It focused on a combination of traditional and digital marketing channels that maximizes return on investment (ROI) and best contributes to sales growth in a competitive and rapidly changing hospitality sector in Thailand.

1.5 Research Significance

The value of this research is in that it may help businesses in Thailand's fiercely competitive market, especially in the hospitality, retail and services, to gain meaningful insights that can aid in their strategies. The study analyzed the traditional and digital marketing strategies so that businesses can identify what strategies are more effective in increasing sales growth, customer acquisition and brand visibility.

Since digital platforms are finally growing rapidly and traditional media is still important, the findings can serve as a guidance for companies in allocating their marketing budgets in ways that would have the most impact as the market is so diverse and fast moving as in Thailand.

This study contributes to the understanding of how businesses can leverage both strategies in marketing efforts to become competitive in the digital marketplace.



Chapter 2 Literature Review

2.1 Theoretical Foundation

2.1.1 Technology Adoption Lifecycle (TALC) Theory

The concept of the Technology Adoption Lifecycle (TALC) helps to concise the concept of when a new technology is adopted by a market. This theory divides adopters into five categories: innovators, early adopters, early majority, late majority, laggards. Especially when business comes to digital marketing initiatives, they learn from the behavior of each group, and how they spread (or don't spread) new innovations, in every way.

The TALC in digital marketing provides marketers with an insight into the way different audiences react to the new tools, platforms and campaigns. For example, AR ads and AI powered chatbots are immediately available to people who are tech savvy, which are known as innovators and early adopters. These groups can serve as brand advocates, helping spread positive word-of-mouth, which is essential in launching new digital strategies (FourWeekMBA, 2024; MaRS Discovery District, 2024).

In contrast, early and late majority customers do not rush to get on the technology or platform until it has proven its value. These groups typically get targeted by digital marketing efforts who attempt to build trust through social proof, testimonials, or reviews to reassure these consumers that they aren't engaging with new technology but with something that's legit. Meanwhile, laggards are typically resistant to change and prefer traditional channels, which suggests the need for integrated marketing strategies that blend digital efforts with traditional methods to effectively reach all audience segments (MaRS Discovery District, 2024).

Geoffrey Moore's 'Crossing the Chasm' theory expands on the TALC theory; the transition from first adopters to first mainstream occurs with difficulty. This is important in digital marketing, because without it, you will not be able to reach mainstream success. For instance, companies often invest heavily in influencer marketing and early-access campaigns to entice the early majority of those who require more reassurance before adopting a new product or service (FourWeekMBA, 2024).

The TALC model is important to understand and optimize return on investment (ROI) on digital marketing. Early adopters create an initial momentum, but the real payoff is getting into the hands of early and late majority groups, who are a majority of the market. That means businesses can align their campaigns with the behaviors of these groups to make their marketing more effective. Additionally, brands can leverage data analytics tools to monitor adoption patterns and refine strategies in real-time, ensuring the right message reaches the right audience at the right time (FourWeekMBA, 2024).

Finally, the Technology Adoption Lifecycle presents useful ideas for businesses in Thailand's hospitality industry in which consumer preferences are diverse. By means of applying this framework, hotel operators can strategically combine traditional and

digital marketing channels to achieve the highest impact of campaigns to different demographic segments and to maximize sales outcomes both online and offline.

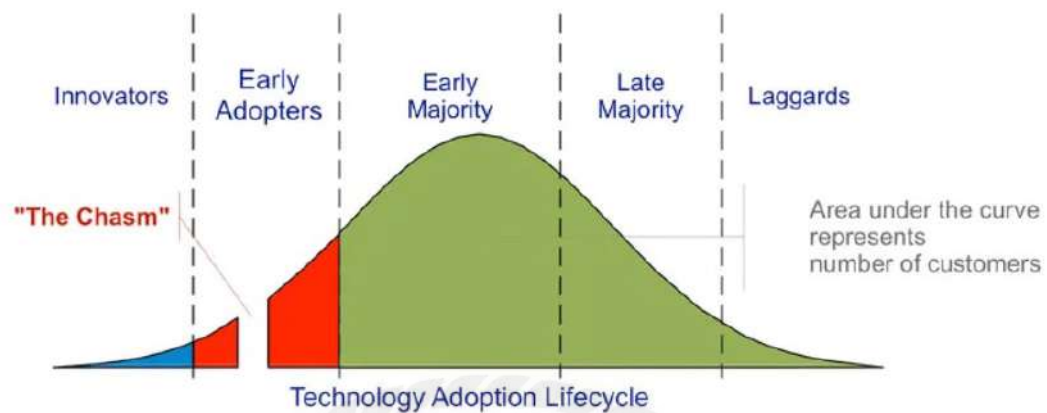


Figure 2.1 Technology Adoption Lifecycle

2.1.2 Repurchase and Retention

In the hospitality industry, repurchase intention and customer retention are key to achieve sustainable sales growth. Repurchase behavior means a customer's probability to rebook a hotel after a positive experience. Retention, on the other hand, is a broader strategy of retaining long term customers, reducing customer churn and loyalty.

The marketing strategies are important in influencing repurchase intention. For instance, guest intent to revisit is positively associated with high service quality, positive customer satisfaction, and personalized post stay engagement. Studies show that to achieve or above service expectations, it will create loyalty and repeat bookings, which is very important for the mid-sized hotels that don't want to spend much to attract new customers over and over again. Research also supports that customer satisfaction also strongly influences loyalty behaviors, for instance to repurchase, enhanced with emotional connection and trust (Kotler & Keller (2009); Zeithaml & Bitner (2018)).

In a competitive market like Thailand's hospitality industry, retention strategy efforts like reward programs, direct communication and social media engagement have higher ROI than acquisition focused efforts. Stable revenue streams are provided by loyal customers who also generate word of mouth referrals for the hotel – all organic. Corporate marketing with integration of the online and offline channels is used to sustain customer interest as well as engagement for repeat business through various touch points.

Additionally, technology is available to hotels to use digital tools, like Customer Relationship Management (CRM) and targeted advertising, to bolster post stay communication and personalized offers. In the hospitality field, studies proceed to highlight the significance of constant engagement to keep clients glad and retain them, and that fulfilled visitors are bound to return and suggest others to the administration,

hence expanding deals development through natural channels (Majeed et al., 2022; Kotler et al., 2022).

This study looks into the combined effect of traditional and digital marketing efforts on dependent variables in order to deliver practical insights to independent owned hotels in Thailand. To balance these strategies well, hoteliers will be able to maximize repeat bookings, strengthen customer loyalty, and achieve long term profitability as consumers' evolving preferences demand.

2.1.3 Perceived Usefulness

Perceived usefulness helps to identify a specific marketing tool or platform that will assist the customer in making a decision or purchasing. This construct also works to shape how guests interact with both conventional and digital marketing channels within the hospitality industry. Digital marketing channels, such as online travel agencies (OTAs), mobile applications, and review platforms, provide real time hotel features information and easy comparison, which together increases perceived value of digital marketing channels. According to research, these digital platforms are more appealing to tech savvy consumers who are more likely to be willing to make this informed decision (Deng et al., 2019; Verhoef et al., 2021).

Customers that prefer tangible methods of communication, such as print advertisements and working with travel agencies might be attracted to old marketing strategies. But if those traditional methods don't reliably or meaningfully provide information in a timely way, they could slip down on the useful scale when contrasted with the instantaneous, personal product of digital tools. Research has demonstrated that marketing strategies that people perceive as valuable are associated strongly with higher customer satisfaction, which in turn leads to greater retention and repeat bookings (Kotler & Keller, 2016; Liu et al., 2020).

Overall, perceptions of usefulness help hospitality businesses tailor their strategies better to better meet the changing needs of the consumers. Optimizing traditional and digital marketing efforts aiming at increasing perceived usefulness of hotel products can thus increase customer satisfaction, retention and loyalty (Kim & Lee, 2018; Huang & Benyoucef, 2013).

2.1.4 Perceived Ease of Use

In the context of digital marketing, ease of use can be defined as the ease with which customers can navigate a hotel's website, make bookings and discover the relevant promotions on social media platforms. For example, research shows that if customers perceive digital marketing platforms as useful, but find them too complicated or cumbersome, their likelihood of engagement drops. Davis (1989) also highlighted that ease of use is a direct determinant of technology acceptance by the users, and that complexity may discourage the potential users from using the beneficial platforms (Morris & Dillon, 1997; Venkatesh et al., 2003).

User friendliness is also a priority for traditional marketing channels. Print advertisements for instance, they must convey essential information clearly without getting too much into the details. The clarity and simplicity of marketing messages has been found to have a big impact on consumer perception and engagement (Dahl et al., 2001). The higher the customer satisfaction and the more loyal customers, the easier it is to interact with a marketing message, the more likely the customers are to have a positive experience (Kim & Park, 2019; Voss & Zomerdijs, 2007). Consequently, marketing strategies that revolve around an easy product, service and experience to use are likely to drive better customer experience and retention in the Hospitality industry.

2.1.5 Perceived Customer Experiences

Customer experiences felt by customers when interacting with a business are what we call perceived customer experiences. This variable is extremely important in the hospitality industry because that variable directly impacts whether or not a guest will return to that same hotel. Research shows positive customer experiences, whether resulting from traditional or digital marketing efforts, lead to higher levels of satisfaction, stronger brand loyalty and higher repurchase intention (Lemon & Verhoef, 2016; Kwortnik & Thompson, 2009).

When it comes to digital marketing, the personalized marketing campaign to your individual needs, e.g. the ads you see in Facebook or Instagram can give a really positive experience for your guest, because they feel like you know who you are. Personalization is also found to form emotional connections with our customers thereby boosting their loyalty and satisfaction (Bleier & Eisenbeiss, 2015; Kumar et al., 2019). However, traditional marketing efforts are also able to affect customer experiences, especially when supplemented with personal touches like exclusive offers at a travel agency or well designed print that reinforces the hotel's brand identity (Bennett & Rundle-Thiele, 2005; Smith & Sparks, 2009).

In the hospitality sector it is important to create positive customer experiences and help to foster loyalty and encourage repeat business. The experiences that are generated from both traditional and digital marketing strategies should enhance these experiences as they are critical determinants of long term success and profitability (Verhoef et al., 2019; Maxham & Netemeyer, 2002).

2.1.6 Customer Relationship Management (CRM)

In the hospitality industry, Customer Relationship Management (CRM) systems are important tools for interaction with customers and increasing retention rates. With CRM, hotels can keep track of guest preferences, manage bookings, and provide personalized, and overall, better guest experience. With CRM systems, hotels can design more efficient marketing campaigns that suit their target audience better and consequently achieve higher customer retention and higher sales growth (Buttle, 2009; Payam & Fariba, 2019).

CRM in email marketing campaigns, loyalty programs and social media interactions can integrate into digital marketing, providing a consistent, seamless experience for customers, and effective marketing across all touchpoints. Studies show that using CRM to keep guests in the loop throughout their journey will strengthen the relationship with the guests and increase the rate at which they repurchase (Boulding et al., 2005; Homburg et al., 2009). Moreover, a properly implemented CRM strategy improves customer satisfaction while helping hotels use customer data to recognize trends and preferences to focus on more targeted marketing efforts that promote engagement and loyalty (Olsen et al., 2020; Sigala, 2018).

Effective use of the power of CRM allows hotels to improve customer service and engagement in addition to gaining a competitive edge in the fast evolving hospitality industry in the digital age, which in turn helps hotels realize profitability and achieve long term success.

2.1.7 Customer Value Management (CVM)

Customer Value Management (CVM) targets identifying and maximizing the value of each customer segment by offering segmented services and experience. In the hospitality industry, CVM helps hotels take care of high value customers by helping them give exclusive deals or personalized services to bring repeat business. In particular, it is precisely this strategic approach to foster customer loyalty, since it is known that personalized marketing also increases customer satisfaction and repurchase rates (Payne & Frow, 2005; Schmitt, 2009).

Value is provided to hotels by digital platforms, such as online travel agencies (OTAs) and loyalty apps, that provide hotels with data that help in implementing CVM strategies more efficiently. Through the analysis of these platforms, hotels can better understand their customers behavior and preferences and then design targeted promotions or special packages that correspond to the needs of various customer segments. Not only does this data driven approach increase repurchase rates, but it also increases overall customer satisfaction (Wang et al., 2017; Malthouse et al., 2013).

Investing in CVM allows hotels to boost the lifetime value of their customers, as a result of which their marketing spend will generate long term results. According to Reinartz and Kumar (2002), Kumar and Reinartz (2016), the effective management of customer relationships can result in an increase of loyalty, which is required for maintaining the competitive advantage in the hospitality industry. CVM is an important tool in helping hotels improve customer experiences, increase returns business, and ultimately contribute to profitability.

2.1.8 Trust Propensity

Customer trust is definitely a determinant of customer behaviour, specifically with online transactions. The term trust propensity refers to an individual's general willingness to rely on a business or service provider in case of some degree of uncertainty. Trust has a massive impact on the decision by customers to book a hotel

room in the hospitality industry using digital channels including online travel agencies (OTAs) or a hotel's website. Research shows that customers with higher trust propensity are more likely to interact with online services and make reservations (Gefen, 2000; McKnight et al., 2002), and could be used to personalize marketing efforts, to improve customer experiences, or to increase their willingness to try new products or services.

Branding, transparent pricing, and reliable service are the three main points of building trust for hotels and it's important that customers feel comfortable making reservations. According to studies, hotel reputation, as indicated by online reviews and ratings is influential to make a guest trust the hotel (Susskind & Chan, 2000; Xiang et al., 2015). Second, trust is also applied to the post purchase experience, customers expect high levels of service and fulfillment of any promises made in marketing materials. Because hotels that meet or exceed these expectations reinforce customer trust, which in turn creates greater customer loyalty and higher retention rates (Chaudhuri & Holbrook, 2001; Morgan & Hunt, 1994).

Finally, trust propensity should be fostered by hospitality businesses in order to improve customer satisfaction as well as to create long lasting relationships in an ever digital marketplace. Trust building strategies are therefore prioritized by hotels to enhance the quality of their overall service and increase repeat business, contributing to hotels long term success (Harrison-Walker, 2001; Wong & Chow, 2006).

2.1.9 Perceived Risk

The risk perceived by the customer of a certain purchase or transaction is called perceived risk. In the hospitality industry, perceived risk may involve uncertainty on the quality of hotel service, uncertainty on hidden fees, uncertainty on the booking process. Perceived risk research shows that customers may be discouraged from making reservations, especially in the online world when they cannot literally assess the service first (Cunningham, 1967; Stone & Grønhaug, 1993).

Digital marketing strategies can help nullify the perceived risk and also boost customers confidence in booking. For example, demonstrating that flexibility in cancellation policies alleviates concerns about uncertainty and quality (Zhang et al., 2011, Filieri & McLeay, 2014). Hotels can create an environment where potential guests will do their bookings through transparency and reliability.

With even less possibility of trust problems right off the bat, traditional marketing strategies can often also help to create a good, strong, recognizable brand identity that establishes that you're an established and trusted brand, thereby reducing perceived risk. It is known that a well established brand gives customers a feeling of security and trust which makes them more inclined to choose a hotel that is recognised and familiar rather than unknown brands (Aaker, 1991; Keller, 2001). Effectively reducing perceived risk can help hotels increase repurchase intentions and increase customer retention, which in turn will lead to sustained sales growth in a competitive industry (Duncan & Moriarty, 1998; Reynolds & Beatty, 1999).

2.1.10 Social Media Marketing

Social media marketing is an important aspect of the current and future hospitality marketing mix as it offers a direct channel of communication between the hotel and the consumer. Social media applications such as Facebook, Instagram, and Tik Tok are useful in displaying the hotels, advertising new deals and responding to guests. The literature review shows that the right use of social media can increase brand recognition and strengthen the relationship with the target audience (Brodie et al., 2013; Muntinga et al., 2011).

Social media also offers hotels a means of using the content created by users, including reviews and photos, which are very convincing and can help build trust among customers (Nielsen, 2012; Mazzarol et al., 2007). This organic content not only helps in increasing the credibility but also helps in community engagement so that the guests feel closer to the brand.

In addition, social media platforms enable advertisers to target their messages and hotels can target specific people according to their age, location, interest and so on. This kind of approach can greatly increase the perceived value of the hotel's products and services, and therefore increase the likelihood of return visits (Huang & Benyoucef, 2013; Taylor et al., 2017). It is therefore important for hotels to effectively engage the potential guests through social media to develop appropriate marketing strategies that will lead to increased sales revenue.

As a result, the present study underlines the importance of social media marketing for hotels that want to foster customer relationships, increase brand equity and, therefore, revenue in the highly competitive environment of the hospitality industry.

2.2 Conceptual Framework

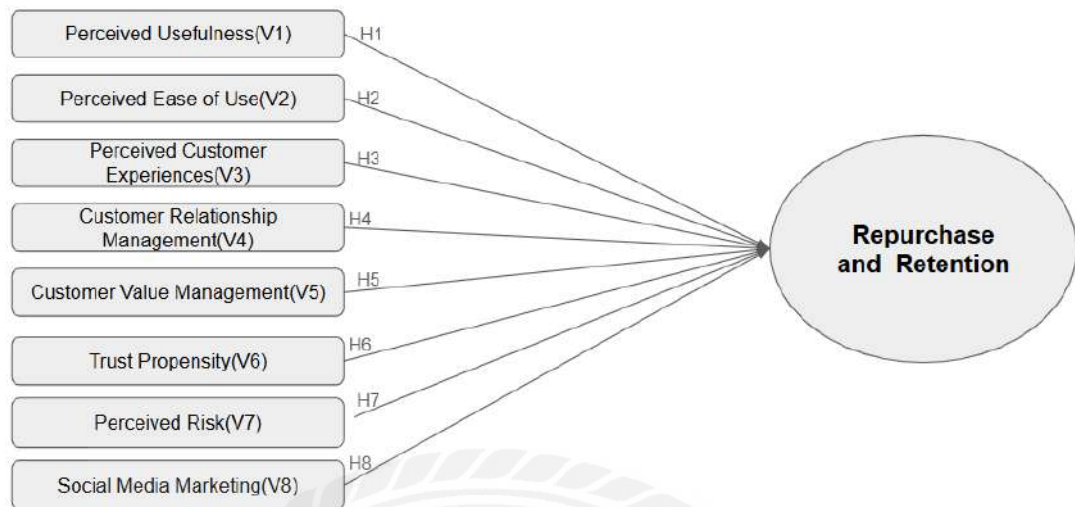


Figure 2.2 Conceptual Framework

2.3 Hypotheses

Based on the research framework the following hypotheses are proposed.

H1: Perceived Usefulness (V1) has a positive effect on Repurchase and Retention.

H2: Perceived Ease of Use (V2) has a positive effect on Repurchase and Retention.

H3: Perceived Customer Experiences (V3) have a positive effect on Repurchase and Retention.

H4: Customer Relationship Management (V4) has a positive effect on Repurchase and Retention.

H5: Customer Value Management (V5) has a positive effect on Repurchase and Retention.

H6: Trust Propensity (V6) has a positive effect on Repurchase and Retention.

H7: Perceived Risk (V7) has a negative effect on Repurchase and Retention.

H8: Social Media Marketing (V8) has a positive effect on Repurchase and Retention.

Chapter 3 Research Methodology

3.1 Research Design

This study was engaged in a qualitative research design to explore the comparative effectiveness of traditional and digital marketing strategies in Thailand's hospitality industry. A qualitative approach was chosen because it allowed for an in-depth understanding of how marketing professionals perceive and implement these strategies to drive sales growth and customer retention. Data were collected through semi-structured interviews with 30 interviewees, including marketing managers, CEOs, event planners, and other professionals from mid-sized, independently owned hotels in Thailand. The purposive sampling method was used to ensure that participants had direct experience with both traditional and digital marketing, allowing for a rich and diverse set of insights.

To analyze the data, thematic analysis was applied to identify recurring patterns, themes, and insights from the interview responses. This method enabled the categorization of key variables such as customer engagement, perceived usefulness, trust, and brand visibility. Unlike quantitative research, which focuses on numerical measurement, this study emphasized interpreting participants' experiences, opinions, and strategic choices within the rapidly evolving hospitality market. The findings contribute a better understanding of how marketing professionals balance traditional and digital marketing strategies to optimize customer acquisition and retention in a competitive industry.

3.2 Population and Sample

3.2.1 Target Population

The target population of this study was marketing professionals in the hospitality industry in Thailand particularly mid-sized independently owned hotels. This population was chosen very carefully to be diverse and representative of Thailand, in terms of age, income level, digital engagement, and geography. The same went for individuals who have different levels of familiarity both in traditional and digital marketing approaches for the purpose of examining the broader impact of each approach on consumer preferences and purchasing behavior.

Such diversity ensured that the findings were specific to the hospitality industry in Thailand, and generalizable to other industries in similar contexts, providing important input to the marketing and hospitality fields.

3.2.2 Sample Size

This qualitative research deliberately selected a sample of 30 interviewees in order to find a balance between depth and diversity. This number ensured that the data collected gave a complete picture of the research question. This sample size captured a deep array of experiences and perspectives, making it a robust sample for comparative analysis of the impact of traditional and digital marketing strategies impacts on sales

growth of hospitality business in Thailand. By taking this approach this study not only added depth to individual responses, but also increased breadth across demographics, providing rich intel to the growing field of marketing strategy in the Thai context.

3.2.3 Sampling Method

This study used a purposive sampling method to select a diverse and representative group of individuals from Thailand's hospitality industry to provide in depth insights on the effectiveness of traditional and digital marketing strategies. By using this method, the sample included participants from mid-sized, independently owned hotels and covered variations in terms of demographic groups, marketing roles, and level of digital engagement. This approach focused on selecting valuable cases to gather detailed insights, contextually relevant data that helped understand how different marketing strategies affect sales growth, customer engagement and brand visibility in the ever changing Thai market.

3.2.4 Sample Screening

1. Do you work inside the hospitality industry in Thailand right now? Closer to our conference, we would like to know about you if you have any experience working in tourism? What was your role in the establishment (e.g., hotel, resorts, company, etc.)?

This question makes sure that participants are active in the hospitality sector and playing a role should be consistent with a study that centers on marketing strategies.

2. Have you ever directly been part of or watched traditional or digital marketing strategies at your current job? Please describe, briefly, your experience with each if so.

This question's intention is to confirm that the participants have adequate experience with both traditional and digital marketing so as to make insights to both strategies based on the impact.

3. How many rooms or staff do you have in your establishment?

This question helps to assure a sample that includes a good representation of the organizations by size, which can impact marketing dynamics, and effectiveness.

4. What would you say is the main type of customers of your business (domestic tourists, international tourists, or mixture of both)?

This question tells what kind of customers the participant is targeting, which determines how effective different marketing strategies are.

To ensure that selected participants can provide relevant, experience based and diverse insights into the impact of traditional and digital marketing strategies in Thailand's hospitality sector, these screening questions were chosen.

3.3 Interview Design

The eight in-depth interview questions were designed to yield a thorough understanding of the impact that traditional and digital marketing strategies have on sales growth, customer engagement and brand visibility within Thailand's hospitality industry. These are open ended questions that give detailed insights and experience.

1. What marketing strategies have your establishment used over the past few years? What is the balance between traditional and digital marketing? The second foundational question is. How does the participant view the types of marketing strategies utilized, and from there, how does each strategy impact the participant?

2. How has traditional marketing, like print ads, billboards or travel agency partnerships worked for you? This question asks about how effective you find these methods in reaching your target customers and brings into light traditional marketing; where participants can share their specific experiences and perceived effectiveness in the Thai market.

3. What digital marketing channels does your establishment use, i.e., social media, search engine marketing, or influencer partnerships? Have these methods been successful in getting customers engaged and selling? This question is about digital marketing experiences to figure out on what channels there were experiences, and what the outcomes were in terms of customer engagement and sales growth.

4. Are you able to distinguish whether traditional or digital marketing produces more distinct customer responses? Could you give examples of each, and how each has impacted customer interest or engagement? This question forces participants to think about consumer behavior and helps give insight in which strategies are most effective with which customer segments.

5. How do you know if your marketing strategy is successful? How do you measure marketing effectiveness, specifically what metrics or indicators do you focus on for traditional marketing and digital marketing endeavors? This question aims at the evaluation of marketing efficiency, being the definition of what measures are done to judge results in every field.

6. What are some of the main challenges you have experienced implementing traditional or digital marketing strategies? What are the challenges these pose to your marketing approach? Through this question, we identify potential impediments in both marketing arenas and any particular problems with hospitality in Thailand in particular.

7. How do technological advances (e.g., social media trends, mobile applications) influence your marketing strategies? What does this mean to the balance between

traditional and digital marketing? This question takes a look at how technology impacts, and can impact, marketing decisions compared to traditional methods.

8. What is your take on which marketing strategy has the greatest effect on sales growth and customer retention overall? Do you have any specific examples or success stories? In this, participants are asked to consider the total effect of each strategy, including the resulting practical outcomes and any illustrative successes.

Collectively, these questions provide a well rounded overview of traditional and digital marketing approaches, with the focus on participants' practical experiences and the distinctive effects of each strategy in Thai hospitality context.

3.4 Data Collection

In this research, the impacts of traditional and digital marketing strategies on sales growth and customer engagement of Thailand's hospitality industry were compared. Data collection was through in-depth interviews with professionals and decision makers in conducted independently owned mid-sized hotels. This was in line with the study's objective to record detailed narratives on how various marketing strategies affect consumer behavior, enhance brand visibility and ultimately sales.

The data collection started with selection and recruitment of the participants and great care was taken to ensure that the participants met the study requirements. Active employment in Thailand's hospitality industry and direct experience with both traditional and digital marketing methods were screening criteria. A wide range of experiences and insights were represented by participants selected from a diverse set of roles and establishments. The diversity was essential to uncovering patterns on how each marketing approach performs in different customer demographics and organizational contexts.

To analyze data in this manner, this study adopted a comprehensive and ethically sound approach to data collection, creating a rich, detailed, reliable data set to serve as the basis for further analysis.

3.5 Data Analysis

Thematic analysis was employed as the data analysis process, which was an approach for identifying, analysing and interpreting patterns within qualitative data. This way to approach this problem was through a systematic coding and categorizing of data to identify themes that highlighted the comparative influence of traditional and digital marketing strategies on sales growth and customer engagement. The analysis was iterative, with each reading of the interview transcripts to make sure that the themes identified were clearly responding to the participants.

This study aimed to explore how traditional and digital marketing strategies impact consumer behavior, brand visibility, and sales outcome within the hospitality sector of

Thailand. In addition, special attention was paid to the investigation of the underlying factors that may influence the relative effectiveness of each marketing approach, for instance, customer demographics and technological advancement. The analysis identified and examined key themes and provided a nuanced view on how each marketing strategy adds to the growth of business in today's dynamic market environment.



Chapter 4 Findings and Discussion

4.1 Demographic Characteristics of Interviewees

The interviewees of this study cover a wide set of professionals in the hospitality and tourism industry in Thailand, providing a rich set of data for analysis. Various organizational scales, roles and market focuses are represented in their backgrounds enabling a holistic understanding of marketing strategies.

The interviewees are CEOs, Marketing Directors, Event Managers, or Heads of IT or Revenue Management within their organizations. These roles guarantee strategic leadership and operational execution representation. This breadth of expertise helps to understand how marketing strategies are created, are rolled out and evaluated at different levels within the organizations.

The size of the organizations varies greatly. Boutique hotels and smaller independents with 50 to 150 rooms make up the middle, or mid-sized and independently owned, sector on one end. The niche or regional markets are catered by these properties. At the other end of the spectrum, large multinational chains such as Shangri-La and Marriott International manage properties with more than 800 rooms aimed at a global market. Additional representation comes from mid-sized chains such as ONYX Hospitality Group and The Erawan Group, which have both local and international markets. By its variety this provides a comprehensive view of the challenges and opportunities facing the hospitality industry.

The customer base also reflects Thailand's diverse tourism landscape:

Domestic Tourists: Mostly budget friendly properties and mid range hotels such as those under The Erawan Group, are targeted to local travellers, focusing on cost and regional marketing.

International Tourists: Accor One Living and Shangri-La upscale and luxury establishments target high net worth individuals, business travelers and international tourists from Asia, Europe and the U.S.

Hybrid Markets: There are also many participants who manage properties that serve both domestic and international travelers, giving them the luxury of working to market to two different groups of people.

The interviewees have marketing expertise in traditional and digital marketing. Long term brand recognition and targeting older demographics or regions with minimal or no digital access traditional channels such as print ads, billboards and travel agency partnerships are used. But digital marketing is on the rise, with participants investing heavily in social media campaigns, search engine optimization (SEO), influencer partnerships, and data driven marketing tools. Digital channels are known for being able to engage often young, tech savvy audiences and measure results, like increased bookings or customer engagement.

Finally, demographic characteristics of the interviewees and of their organizations provide a sound base for analysis of the impact of marketing strategies. With their different roles, different organization sizes, different customer bases and different

marketing experiences, they provide valuable insights into the interplay between traditional and digital marketing in Thailand's hospitality sector.

Table 4.1 List of Interviewees

o	Interviewee	Role	Age	Gender	Working Experience
	Dillip Rajakarier	CEO of Minor Hotels in Thailand	50–60 years	Male	25–35 years
	Tanya Siriwong	Head of Marketing	35–45 years	Female	15–25 years
	Somrudee Phongsawat	Director of Marketing	40–50 years	Female	15–25 years
	Juthamas Intaraprasert	Marketing Manager	30–40 years	Female	10–15 years
	Patchara Kanchanapong	Senior Marketing Executive,	25–35 years	Female	5–10 years
	Sukanya Rattanawan	Chief Marketing Officer	40–50 years	Female	15–25 years
	Phairoj Hanpiboon	Marketing Director	40–50 years	Male	15–25 years
	Almario Mungcal	Director of Commercial Marketing	40–50 years	Male	15–25 years
	Kit Sananwathananont	Marketing Lead	30–40 years	Male	10–15 years
0	Chanunya Boontosang	Event Manager	25–35 years	Female	5–10 years
1	Simora Iv	Event Manager	25–35 years	Female	5–10 years
2	Fleur Mercier	Destination Campaigns Manager	30–40 years	Female	10–15 years
3	Sakunnapat Manokanokpanich	Managing Director	40–50 years	Male	25–35 years

4	Pongpak Panyana	General Manager	35–45 years	Male	15–25 years
5	Kate Chaisiriroj	Mixed-Use Development and Operations	30–40 years	Female	10–15 years
6	Camil Yazbeck	Global Chief Development Officer	45–55 years	Male	25–35 years
7	Agnes Roquefort	Global Chief Development Officer	45–55 years	Female	25–35 years
8	Phiphat Khanonwet	Head of IT	35–45 years	Male	15–25 years
9	Bharath Satyavolu	Head of Revenue Management	40–50 years	Male	15–25 years
0	Harold Olaya Leon	Head of Operations	40–50 years	Male	15–25 years
1	Carlton Ervin	Global Development Officer	50–60 years	Male	25–35 years
2	Jim Scholefield	Global Chief Information & Digital Officer	50–60 years	Male	25–35 years
3	Olly	Travel Blogger	25–35 years	Male	5–10 years
4	Mac	Travel Blogger	25–35 years	Male	5–10 years
5	Kate	Travel Blogger	25–35 years	Female	5–10 years
6	Maddy	Travel Blogger	25–35 years	Female	5–10 years
7	Soumya	Travel Blogger	30–40 years	Female	10–15 years
8	Soorangura	CEO & Founder	50–60 years	Male	25–35 years
9	Leonard Johanness	Travel Blogger	30–40 years	Male	10–15 years
0	Sarvesh Regmi	Product Manager	30–40 years	Male	10–15 years



Table 4.2 Demographic Characteristics of Interviewees

Category	Summary
Total Interviewees	30
Roles	CEOs, Global Development Officers, Marketing Directors, Marketing Executives, Event Managers, Travel Bloggers, Product Managers
Organizational Types	Boutique hotels, mid-sized chains, large multinational hotel groups, travel agencies, and independent travel bloggers
Organization Sizes	Boutique (50–150 rooms), Mid-sized chains, Large multinational chains (>800 rooms)
Job Functions	Strategic Leadership (e.g., CEOs, Managing Directors), Marketing (e.g., Directors, Executives), Operations, IT, Revenue Management
Customer Base	Domestic tourists (budget-friendly, mid-range), International tourists (luxury/upscale), Hybrid markets
Regions of Operation	Thailand (major focus), Asia Pacific, global markets
Marketing Expertise	Traditional marketing (e.g., print ads, billboards, travel agencies), digital marketing (e.g., social media, influencer partnerships)
Interviewees Preferences	Urban/younger/tech-savvy (digital), Rural/older/not digitally inclined (traditional)
Specialized Roles	Travel bloggers with expertise in adventure, luxury, and budget travel markets
Key Challenges	Allocating resources effectively and adjusting strategies for different audience dynamics

4.2 Descriptive Analysis of Variables

This study examined the effect of traditional and digital marketing strategies on the variables identified in the conceptual framework. Perceived usefulness, perceived ease of use, perceived customer experiences, customer relationship management (CRM), customer value management (CVM), trust propensity, perceived risk, and social media marketing are the variables.

Responses from interviewees were analyzed to identify trends and patterns in how traditional and digital marketing strategies were affected by different factors. It analyzed how each variable contributes to customer engagement, organizational performance and responds to the ever changing needs of the hospitality and tourism industry in Thailand.

4.2.1 Perceived Usefulness

This is the perceived usefulness of the marketing channel to the customers and businesses that would want to use it, in achieving specific goals (increased engagement, increased sales, etc.). Interviewees across the board agreed that digital marketing is more useful than traditional approaches because it allows for measurable results and real time feedback. For instance, Minor Hotels and Shangri-La respondents spoke on how platforms like social media and Google Ads allow direct bookings, therefore making the customer journey much easier. Furthermore, analytics and tracking tools can be used to gain more insight about the effectiveness of a campaign and then quickly refine the strategy. Even though traditional marketing is still important for building brand awareness and credibility, it loses its usefulness because there is no immediacy or personalization, which is not what is necessary in today's digital age.

4.2.2 Perceived Ease of Use

An interview result which came out of the interviews was that the perceived ease of use of digital platforms was a significant advantage. Interviewees highlighted how digital marketing tools including user friendly website, mobile application and social media interfaces make the customer experience easier. A couple of interviewees said that intuitive booking systems and easy navigation in digital platforms led to more customer satisfaction. Additionally, unlike traditional digital marketing channels, which are uncomplicated but do not offer the interactive elements of digital platforms, they might not offer users a seamless user experience.

4.2.3 Perceived Customer Experiences

A recurring theme within the interviews was that of personalized marketing delivered through digital platforms. It was noted that campaigns based on individual customer preferences, for example, targeted advertisements or personalized email campaigns, significantly increase customer experiences. Absolute Hotel Services interviewees explained that social media engagement leads to emotional connection to customers and ultimately loyalty and repeat business. However, traditional marketing was acknowledged as an essential means of establishing a broad, consistent brand image, but was less capable of providing personalized experiences to individual customers.

4.2.4 Customer Relationship Management (CRM)

Integration of CRM tools into digital marketing strategies was found to be a major factor in success. According to Minor Hotels and ONYX Hospitality Group, interviewees feel that by using CRM, it helps them to manage the customer data effectively, track customer's preferences and provide offers that are relevant to the customers. These are systems that allow businesses to keep customers through meaningful and relevant interactions. Unlike CRM integrated strategies, traditional marketing does not have data driven precision and thus is less effective for building long term relationships with customers.

4.2.5 Customer Value Management (CVM)

Another variable where digital platforms stood out was customer value management. While digital channels were found to be easier to implement and track than physical channels, many interviewees stated that loyalty programs, exclusive online deals, and promotions targeted at specific customer groups were easier to implement and track through digital channels. Digital campaigns allowed respondents to take advantage of data analytics from campaigns to learn more about the customer behavior in order to do targeted promotions. But Accor One Living interviewees also pointed out that traditional marketing still has value in reaching high net worth customers or exclusive clients through partnerships and luxury focused campaigns.

4.2.6 Trust Propensity

Both traditional and digital marketing strategies focused on building trust. In particular, digital strategy tools, such as user generated content, influencer partnerships, and online reviews are extremely effective to build trust with tech savvy audiences. The interviewees explained how these things help to reassure customers by showing real experiences and testimonials. But traditional marketing was more effective for creating long term trust and credibility with older, or less digitally inclined audiences, leveraging on well established media such as print ads and partnerships with popular travel agencies.

4.2.7 Perceived Risk

In mitigating perceived risk, digital marketing strategies excelled by providing in-depth information including reviews, ratings and flexible booking policies, which were highly valued by customers. Rather frequently, interviewees cited the availability of readily available, transparent and comprehensive information online as a key factor in removing hesitation and convincing people to make a booking. Although traditional marketing is still trusted for its credibility, it proved less effective at addressing customers' immediate concerns or providing real time assurances.

4.2.8 Social Media Marketing

In the hospitality industry, social media marketing was universally regarded as a game changer. It was lauded by interviewees for its capacity to instill strong engagement, drive brand visibility and bookings. Specific mentions were made for platforms like Instagram and Facebook, as they are said to have visual storytelling properties, and hotels could demonstrate possessions and encounters in a tempting way. Repeatedly, the interviewees mentioned influencer partnerships as a way to attract younger and international audiences, with several mentioning campaigns that led to big increases in bookings.

4.2.9 Comparative Insight

A traditional and digital marketing strategy analysis was conducted to determine the different impacts on various key variables within the hospitality industry. Marketing through old traditions such as print advertisement, billboards, and the partnership with travel agencies were believed to be effective on the credibility and trust of the brands, especially in reaching over 50 aged and luxury travelers. However, traditional methods have been often viewed as less responsive, less adaptable and afforded fewer chances for direct interaction and personalization.

Digital marketing strategies such as, social media campaigns, search engine marketing (SEM), and influencer collaborations were seen to be very effective in the category of customer engagement, decision making, and loyalty building. The digitally influenced world provided more accurate targeting as well as meticulous real time data. Businesses were able to strategize their marketing strategy according to the customer's preferences and behaviours. These strategies were successful in attracting younger, tech-savvy audiences as well as international tourists. But digital marketing too had its challenges: the pressure of having to create content constantly, and the risk of saturation in a crowded online space.

Traditional marketing still has a big part to play in establishing long term brand recognition and trust, particularly with certain customer segments, but digital marketing has been found to be more adaptable, measurable and customer centric. A hybrid approach of the traditional and digital methods turned out to be the most successful way to go in the hospitality industry, combining the strengths of both of them in order to create one holistic and impactful marketing campaign.

4.2.10 Statistical Summary

Out of the 30 interviewees interviewed:

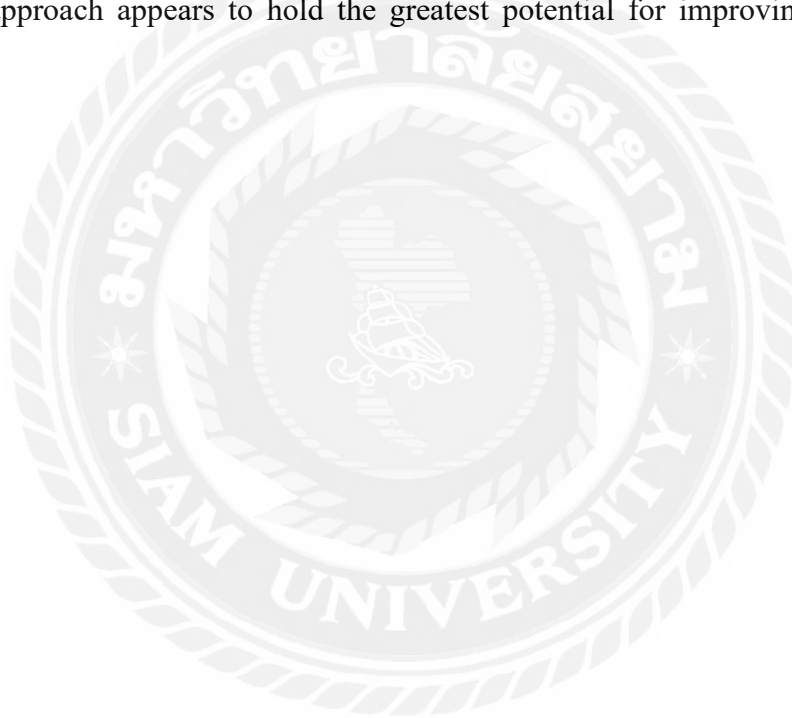
- For reaching target audiences, 10 interviewees noted digital marketing to be significantly more effective, while 3 respondents preferred traditional marketing because of its credibility and long term brand building.
- Ease of use and adaptability of digital platforms were stressed by 12 interviewees, while 2 interviewees identified digital platform management as a challenge.

- 11 interviewees stated that personalized campaigns on digital platforms had a huge impact on customer experience, while 4 said that traditional marketing had an impact in building trust among older customers.

- Customer relationship management (CRM) tools were seen by 9 interviewees as an essential part of digital marketing strategies to encourage loyalty, while 6 interviewees saw limited integration of CRM in traditional methods as a disadvantage.

- Out of 8 interviewees, digital marketing was preferred for reducing perceived risks via customer reviews and real time feedback, while traditional marketing was preferred (5) for its reliability with high value clientele.

The results highlight the growing importance of digital marketing tactics in generating engagement, personalization, and data driven decision making. But the responses also show that traditional methods still have their place for certain demographic groups and brand positioning requirements. In the hospitality industry, a combined approach appears to hold the greatest potential for improving marketing outcomes.



4.3 Inferential Analysis

Inferential analysis allows us to conclude from the responses of the interviews on the broader implications of traditional and digital marketing strategies in the hospitality industry. We infer the impact of these strategies on customer engagement, brand credibility and organizational outcomes by examining the patterns and relationships within the data and contextualizing these in relation to Thailand's tourism and hospitality sector.

The analysis shows that digital marketing provides better customer engagement, flexibility and the ability to deliver personalized experiences compared to traditional marketing. It is clear that tools like social media, search engine marketing and CRM systems are key to reaching younger, tech savvy audiences and delivering against key metrics. The result of this finding is that companies operating in highly competitive and fast paced industries like hospitality must place a higher emphasis on digital marketing as a way of keeping up with the times and meeting the ever changing expectations of their customers.

Less dominant, but still crucial to foster long term trust and brand credibility, especially among the older demography and high value buyers is traditional marketing. This implies that organisations targeting these segments have not yet passed the relevance of traditional methods like print advertisements and partnerships with travel agencies. The inferential results indicate that digital strategies may be complementary to traditional marketing in satisfying particular customer needs.

The data also show that perceived usefulness and ease of use are major determinants of the effectiveness of marketing strategies. With user friendly interfaces and real time feedback mechanisms, digital platforms are more likely to improve customer experiences and lower perceived risks. In high stakes decisions like luxury bookings, trust and reliability, which are often linked with traditional marketing, still matter.

Finally, the inferential analysis illustrates the importance of integrated marketing strategy information from both standard and digital strategies. Businesses that are able to combine these methods well can strike a balance between innovation and credibility and therefore attract a wide range of customer groups. These insights help broaden the marketplace knowledge of the effectiveness of marketing strategies in the hospitality sector and provide useful recommendations for augmenting customer satisfaction and firm performance.

Table 4.4 Summary of Finding on Variables

Key Variables	Findings
Perceived Usefulness	Interviewee No- 1, 2, 3, 4, 5, 6, 7, 15, 16, 17, 18: They highlight the efficiency and productivity benefits.
Perceived Ease Of Use	Interviewee No- 1, 2, 3, 4, 5, 6, 7, 23: They indicate the system is intuitive and user-friendly.
Perceived Customer Experience	Interviewee No- 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 21, 24, 25, 26, 27, 30: They highlight their focus on enhanced satisfaction and seamless interactions.
Customer Relationship Management	Interviewee No- 1, 2, 3, 4, 5, 6, 7, 21, 23, 24, 25, 26, 27, 28, 29: They highlight improvements in managing client relationships.
Customer Value Management	Interviewee No- 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19, 21, 22, 26, 27, 28, 30: They highlight maximizing customer lifetime value.
Trust Propensity	Interviewee No- 1, 2, 3, 4, 5, 6, 7, 8, 127, 28, 30: They mention positive attitudes toward trusting the system.
Perceived Risk	Interviewee No- 4, 6, 8, 13, 15, 17, 20, 22: Their concerns raised about security and data protection.
Social Media Marketing	Interviewee No- 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 22, 23, 24, 25: They mention emphasis on loyalty programs, repeat customers, and retention strategies.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study addresses the effectiveness of traditional and digital marketing strategies in achieving sales growth at mid-sized independently owned hotels in Thailand's hospitality industry. The research explored how these marketing approaches affect key variables (perceived usefulness, ease of use, customer experiences, customer relationship management, trust propensity, customer value management, perceived risk and social media marketing) through qualitative interviews with 30 professionals working in different roles. The results show a clear move towards digital marketing as the most important source of engagement and sales growth. For attracting younger, tech savvy customers and bringing in international tourists, platforms such as social media, Search Engine Marketing (SEM), and influencer collaboration works wonderfully. Digital marketing is a strong suit in that it is adaptable and able to provide real time feedback, as well as precise targeting, which means it is a good way to increase direct bookings and improve the customer experience.

On the other side of the spectrum, traditional marketing still has its place, however, especially with regards to building brand trust and credibility with older demographics and high net worth clients. Print ads, working with travel agencies, and billboards still have the benefit of making a brand name stick over time, but they aren't nearly as effective at producing quick, quantifiable results.

In the end, the study proves that digital and traditional marketing approaches must be combined to achieve the best results. With the right balance of innovation and credibility, Thailand's hospitality sector businesses can maximize appeal over a range of customer segments and on this basis achieve sustainable sales growth.

5.1.1 Demographic Factors

Interviewees of this study have a good demographic profile, which gives a good understanding of the different backgrounds that affect perceptions and experiences with traditional and digital marketing strategies in Thailand's hospitality industry. The sample of 30 professionals from multiple roles provided a broad understanding of marketing effectiveness in different organizational contexts.

Only a slight predominance of females was found reflecting the broader composition of Thailand's hospitality and marketing sectors that were drawn from. Interviewees were aged from their late 20s to mid-50s, with a concentration in their 30s and 40s, comprising a mix of early career, mid career and senior professionals. Perspectives from both emerging marketers and seasoned decision makers were offered in this range.

Marketing executives and event managers, directors and C level executives alike had job roles, bringing in a holistic view of strategic and operational planning in marketing to the table. Working in all these roles provided the ability to receive a

plethora of insights into methods utilized by marketing strategies, as to how marketing strategies are planned, executed and measured at different levels within an organization.

Years of experience also ranged from fewer than five years to more than two decades, so there was a nice mix of fresh and seasoned perspectives. The diversity allowed the research to capture trends in the marketing preferences and effectiveness as the experience level evolved.

The scope of organisational scale ranged from boutique hotels and middle sized establishments all the way to large multinationals, which reflected the impact that marketing strategies based on business size had. The customer base also differed: some organizations catered to domestic tourists, some to international tourists, and many to a hybrid market. The range of customer demographics showed that marketing strategies are required to be adjusted according to the target audience.

Representing such a diverse demographic characteristic, the findings are then enriched by how the traditional and digital marketing strategies are perceived differently across different roles, experience levels, and customer segments. The implication is that a balanced, adaptive marketing approach is needed to accommodate the diverse needs of a dynamic and heterogeneous hospitality market in Thailand.

5.1.2 Traditional vs. Digital Marketing Strategies Affecting Repurchase and Retention in Hospitality Industry

This study explores how traditional and digital marketing strategies impact repurchase and retention in Thailand's hospitality industry by examining the key variables which include perceived usefulness, perceived ease of use, customer experiences, customer relationship management (CRM), customer value management (CVM), trust propensity, perceived risk, and social media marketing.

Perceived Usefulness: This is more practical because it provides real time feedback and measurable results, which can drive repurchase and retention through personalized offers, direct engagement and seamless booking process. Brand awareness and credibility are achieved through traditional marketing, but they lack the immediacy and personalization of the digital channels, and therefore they perform less well in driving repeat business.

Perceived Ease of Use: Intuitive and easy to use booking system and personalized interfaces of the digital platforms increase customer satisfaction and positively influence repurchase behavior. On the other hand, traditional marketing channels such as print ads, brochures and catalogues have fewer interactions and therefore, have less ability to impact repeat purchase.

Perceived Customer Experiences: Personalized digital campaigns that fit customer preferences greatly improve customers' experience and increase loyalty and repeat visits. However, traditional marketing is more consistent in brand messaging but less flexible in delivering tailored experiences and remains important for older and high net worth clientele.

Customer Relationship Management (CRM): CRM is an important factor for customer loyalty, as digital marketing is intertwined with CRM systems which allow

hotels to collect and analyse customer data, provide targeted offers and maintain long term relationships. This data driven precision is not available to traditional marketing, which is thus an ineffective tool for nurturing ongoing customer relationships.

Customer Value Management (CVM): With the online platforms, promotion and loyalty programs are easily implemented which can be tracked online and offer greater customer satisfaction and loyalty. For high value clientele, traditional marketing is still relevant as exclusive partnerships and luxury branding efforts.

Trust Propensity: Digital marketing constructs trust in a different way than traditional marketing: digital marketing utilizes user generated content, online reviews, and influencer partnerships to appeal to tech savvy consumers, while traditional marketing appeals to older customers through established media channels that reinforce long term brand reputation.

Perceived Risk: The perceived risk is mitigated by digital marketing by providing transparency, flexible booking policies, online reviews, and real time customer support. Traditional marketing creates credibility through media that already exist, but it does not have the instantaneousness of digital channels to answer customer questions.

Social Media Marketing: Hotels have successfully used social media platforms to share user generated content and promote loyalty programs in order to promote brand engagement and repeat business. Digital marketing on platforms such as Facebook, Instagram, and TikTok creates direct connection; thus offers the greatest potential for retaining the younger and international audiences.

The findings overall reveal that digital marketing is more effective in encouraging repurchase and retention via personalized, user friendly and data driven solutions. Yet, brand credibility and some customer segments, such as older and high net worth clients, still find value in traditional marketing. Given Thailand's fast moving hospitality market, the need for a hybrid approach that combines the best of traditional marketing and digital marketing is essential for maximizing sales growth and customer loyalty.

5.2 Recommendation

Based on the findings of this study, the following key recommendations can help improve repurchase and retention rates in Thailand's hospitality industry, ultimately driving sales growth:

First of all, the findings show that digital marketing strategies, particularly to the personally tailored campaigns, play a vital role in boosting the customer experiences by promoting the consumer loyalty and the repeat bookings. Hotels are encouraged to spend on data analytics and Customer Relationship Management (CRM) systems to take advantage of customer preferences and purchase histories to deliver personalized offers to customers (Boulding et al., 2005; Kumar & Reinartz, 2016). Personalization such as curate stay packages, loyalty rewards and send follow-up communication together creates emotional bonds and increases the retention rates (Bleier & Eisenbeiss, 2015; Majeed et al., 2022).

Second, engaging younger and international customers is identified as a key resource to use with such things as Facebook, Instagram, and TikTok. Hotels should leverage their social media presence by posting user generated content on a regular basis, working with influencers and driving loyalty programs (Muntinga et al., 2011; Brodie et al., 2013). Influencer partnerships offer credibility as well as increased brand reach, and make it easier to attract new customers and to bring them back for repeat visits (Huang & Benyoucef, 2013; Taylor et al., 2017).

Third, online customer experience is user friendly and it leads to customer satisfaction and repeated bookings. Websites and mobile applications of hotels should be intuitive, fast, easy to navigate, have a simplified booking process and clear promotional messages (Davis, 1989; Venkatesh et al., 2003). It also adds mobile payment options and chat support to better serve customers, operates to mitigate booking friction and subsequently, improves conversion rates (Kim & Park, 2019; Voss & Zomerdijk, 2007).

Furthermore, the study highlighted that lowering perceived risk (especially in digital transactions) is essential, hotels should provide flexible booking policies, well defined cancellation terms and clear review of customers to assure potential guests (2014; Filieri & McLeay, 2014). There can be price transparency in pricing, terms and post booking support that can solve customer's concern and will help raise customer's trust that will eventually help to raise customer's retention (Aaker, 1991; Duncan & Moriarty, 1998).

In addition, while digital marketing is more effective in driving measurable engagement, traditional marketing is still very important for building brand trust and credibility, especially for older and high net worth clients. Capture of a broader demographic, to be done by a hybrid approach which marries traditional media (media like print ads and travel agency partnerships) with digital channels, while achieving consistency and the recall of the brand across the various segments (Chaudhuri and Holbrook, 2001; Morgan and Hunt, 1994).

Finally, there is scope for creating segment based loyalty programs for international frequent travelers or domestic travelers for repeat bookings. Customer

Value Management (CVM) can be employed to provide exclusive benefits, personalized rewards and incentives to deepen customer relationships and in turn to encourage long term loyalty (Reinartz & Kumar, 2002; Wang et al., 2017). And loyalty programs – escalating rewards along the lines of frequency or spending – present, for example, an opportunity to incentivize repeat stays.

The integration of these recommendations will help hotels in the hospitality industry of Thailand develop repurchase and retention strategies that will drive sustainable sales growth. A customer centric, technology driven, hybrid marketing approach is a key to competitiveness in an evolving market with tech savvy travelers as well as traditional customer segments.

5.3 Further Research

Future research in the marketing strategies for Thailand's hospitality industry may include extending the scope of variables influencing customer repurchase and retention beyond those considered in this study. For example, as the role of sustainability initiatives and corporate social responsibility (CSR) is becoming more and more important for consumption decision making researchers could study how these factors influence customer loyalty.

Furthermore, future studies must examine the generational difference influence when applying traditional and digital marketing strategies. Generation Z and millennials may behave very differently than older generations when it comes to engagement, trust and a response to different marketing channels and understanding these differences could give valuable information to target marketing.

Researchers may also consider external factors including economic fluctuations, natural disaster and pandemic in influencing marketing strategy effectiveness and customer retention in the hospitality industry. The results of these studies would help businesses build more resilient marketing strategies that could adjust to sudden market changes.

Future research could also take advantage of a cross industry comparison to see if the hospitality sector findings apply to other industries such as retail, healthcare or tourism. Taking this broader view, we may discover industry specific subtleties or universal rules of thumb that apply to increasing the effectiveness of marketing in disparate industries.

Future studies should consider integrating psychological and behavioral sciences in order to understand better customer motivations and emotional response to marketing stimuli. With theories from psychology, researchers can uncover deeper insights as to how emotional triggers affect brand loyalty, trust and long term retention.

Finally, future research may consider the applicability of hybrid marketing models comprising both traditional, digital and experiential marketing activities. Such models could be studied to show how they affect customer satisfaction, engagement, and loyalty, especially in high touch service environments where personal interaction is still important.

These are areas for further study that should help to further develop an understanding of marketing dynamics and how businesses in the hospitality industry, and beyond, are able to adapt their strategies to changing customer expectations and market conditions.



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Appendix

General Questions

1. Working Experience

- 5–10 years
- 10–15 years
- 15–25 years
- 25–35 years
- >35 years

2. Age

- 25–35 years
- 30–40 years
- 35–45 years
- 40–50 years
- 45–55 years
- 50–60 years
- 65+

3. Gender

- Male
- Female

In-Depth Questions

1. Do you work inside the hospitality industry in Thailand right now? Closer to our conference, we would like to know about you if you have any experience working in tourism? What was your role in the establishment (e.g., hotel, resorts, company, etc.)?

2. Have you ever directly been part of or watched traditional or digital marketing strategies at your current job? Please describe, briefly, your experience with each if so.

3. How many rooms or staff do you have in your establishment?

4. What would you say is the main type of customers of your business (domestic tourists, international tourists, or mixture of both)?

5. What marketing strategies have your establishment used over the past few years? What is the balance between traditional and digital marketing?

6. How has traditional marketing, like print ads, billboards or travel agency partnerships worked for you?

7. What digital marketing channels does your establishment use, i.e., social media, search engine marketing, or influencer partnerships? Have these methods been successful in getting customers engaged and selling?

8. Are you able to distinguish whether traditional or digital marketing produces more distinct customer responses? Could you give examples of each, and how each has impacted customer interest or engagement?

9. How do you know if your marketing strategy is successful? How do you measure marketing effectiveness, specifically what metrics or indicators do you focus on for traditional marketing and digital marketing endeavors?

10. What are some of the main challenges you have experienced implementing traditional or digital marketing strategies? What are the challenges these pose to your marketing approach?

11. How do technological advances (e.g., social media trends, mobile applications) influence your marketing strategies? What does this mean to the balance between traditional and digital marketing?

12. What is your take on which marketing strategy has the greatest effect on sales growth and customer retention overall? Do you have any specific examples or success stories?

In-depth Interview Transcription Summary

Interviewee 1: Dillip Rajakarier, CEO of Minor Hotels in Thailand

1. Employment: I'm the CEO of Minor Hotels in Thailand and we have hotels and resorts.

2. Marketing Experience: I lead traditional and digital marketing strategies, and have spent the last year working on digital transformation.

3. Establishment Size: More than 75 properties in Thailand from 150 to 300 rooms per property.

4. Customer Base: Domestic and international tourists, with more and more being global.

5. Marketing Strategies: Moved away from traditional (print ads, partnerships) to a mix with digital (social media, SEO, influencers).

6. Traditional Marketing: A great way to get brand visibility but not as much as it used to be.

7. Digital Marketing: You can focus on social media, influencer partnerships and search engine marketing. With a high success rate in driving direct bookings.

8. Customer Response: Younger customers engage better with digital marketing.

9. Measuring Success: Return on Advertising Spend (ROAS), website traffic and conversion rates are the metrics.

10. Challenges: Keeping balance between budget, market shifts and the consistent branding.

11. Tech Role: Shaping strategy comes down to social media trends and data analytics.

12. Most Impactful Strategy: The most growth is driven by digital marketing, particularly through influencer campaigns.

Interviewee 2: Tanya Siritwong, Head of Marketing, Unicorn Hospitality

1. Employment: I am the Head of Marketing at Unicorn Hospitality, a group that oversees boutique and mid range hotels in Thailand.

2. Marketing Experience: I actively manage traditional (print, partnerships) and digital marketing (social media, influencer campaigns).

3. Establishment Size: We have about 10 boutiques with 50-150 rooms under our oversight.

4. Customer Base: International tourists, mostly, and growing domestic tourists.

5. Marketing Strategies: We use a blend of traditional ads and are very strong in our digital focus, especially in social media and influencer marketing.

6. Traditional Marketing: Brand awareness is effective but is less engaging than digital.

7. Digital Marketing: We use Instagram, Facebook and work with travel influencers who have been very successful at driving bookings.

8. Customer Response: Younger travelers give quicker engagement and better feedback on digital marketing.

9. Measuring Success: We see the traffic to the website, social media engagement and booking conversions.

10. Challenges: The biggest challenge is keeping up with digital trends and trying to split the budget between the channels.

11. Tech Role: Our digital strategy is all about social media trends and mobile apps.

12. Most Impactful Strategy: Influencer marketing has been very effective in targeting international tourists particularly.

Interviewee 3: Somrudee Phongsawat - Director of Marketing, U Hotels & Resorts

1. Employment: I am yes, the Director of Marketing at U Hotels & Resorts, a chain of mid range hotels famed for personalised services.

2. Marketing Experience: I oversee traditional and digital marketing efforts, and position the brand and engage with guests.

3. Establishment Size: We run about 30 properties, which are generally in the 80 to 200 room per hotel range.

4. Customer Base: International tourists primarily, and a few domestic travelers, especially during local holidays.

5. Marketing Strategies: For one, we leverage a mix of traditional channels such as travel agency partnership, and digital channels such as social media, email marketing.

6. Traditional Marketing: Effective for corporate clients and older travelers, still, the impact is declining overall versus digital.

7. Digital Marketing: Social media, content marketing, and partnerships with travel influencers have been successful in driving bookings, so we focus on these three.

8. Customer Response: And digital campaigns give faster, more direct responses from younger audiences.

9. Measuring Success: With social media engagement, website traffic and direct booking rates all functioning as key metrics.

10. Challenges: The key challenge is to preserve digital trends and match the changes in customer habits.

11. Tech Role: Our marketing is mobile apps and social media, it helps us stay connected to our guests.

12. Most Impactful Strategy: The most effective of the digital marketing media have been social media to increase brand awareness and drive sales. For example, an Instagram campaign from last year increased bookings by 15%.

Interviewee 4: Juthamas Intaraprasert - Marketing Manager, The Erawan Group

1. Employment: I am the Marketing Manager at The Erawan Group and I handle marketing for our chain of budget and midrange hotels (including Hop Inn).

2. Marketing Experience: I work traditional marketing (local print ads, partner with travel agents) and digital strategies (online ads, social media, email marketing).

3. Establishment Size: At the moment we are working with over 30 properties in Thailand, with each hotel having between 100 and 150 rooms.

4. Customer Base: We are mostly domestic tourists but also cater to international tourists who want budget friendly rooms.

5. Marketing Strategies: We advertise with a mix of traditional advertising (flyers and billboards) and digital marketing (Google Ads, Facebook and Instagram campaigns).

6. Traditional Marketing: Digital is more measurable and despite print ads and partnerships with travel agencies still being useful for reaching local tourists, the web is more effective.

7. Digital Marketing: On Facebook and Instagram we use it to interact with customers, and Google Ads for the bookings. They have been very successful at increasing awareness and direct bookings through these digital efforts.

8. Customer Response: The younger, more tech savvy customers respond quicker to digital marketing, especially via social media.

9. Measuring Success: Metrics such as social media engagement, website visit and conversion rates from digital ads are tracked by us.

10. Challenges: Being surrounded by so many people in digital space and trying to compete with them. It can also be hard to balance digital and traditional marketing.

11. Tech Role: Targeting a younger audience and keeping engagement high is important and social media trends and mobile apps are important for it.

12. Most Impactful Strategy: The biggest impact on bookings is digital marketing, especially on Facebook ads and Google Ads. Over the past year we've seen significant growth in bookings from these channels.

Interviewee 5: Patchara Kanchanapong, Senior Marketing Executive, Grande Asset Hotels and Property

1. Employment: Indeed, I am the Senior Marketing Executive for Grande Asset Hotels and Properties, concertized with duty to promote and manage marketing activities for our properties such as The Westin Grande Sukhumvit.

2. Marketing Experience: I manage both traditional marketing (print, billboards, direct mail) and digital marketing (social media, content creation, email marketing).

3. Establishment Size: We have a line of hotels we manage, with around 350 rooms in The Westin Grande Sukhumvit.

4. Customer Base: The main customers of our company are international tourists, namely business travelers, tourists from Europe, the U.S. and other Asian countries.

5. Marketing Strategies: To reach a global audience we combine the use of traditional methods (billboards, magazine ads) and a heavy focus on digital marketing (social media, online ads, content marketing).

6. Traditional Marketing: Even if traditional billboards and travel agency partnerships bring value, the real money is going online.

7. Digital Marketing: In particular, digital marketing over Facebook, Instagram and Google Ads have played an important role in talking to our international customers and moving them through the booking funnel.

8. Customer Response: We can get much faster and more measurable response, especially from younger customers and international markets with digital marketing.

9. Measuring Success: To measure success we focus on tracking website traffic, social media engagement, and conversion rates from digital campaigns.

10. Challenges: Keeping track of digital trends and adapting to new platforms is hard, particularly when you are trying to balance traditional and digital marketing strategies.

11. Tech Role: We are also heavily reliant on mobile apps, social media trends, and data analytics to help us build our marketing strategies to reach a younger, more tech savvy audience.

12. Most Impactful Strategy: However, the most impactful part of digital marketing has, and still is, social media & online advertising to drive direct bookings and brand visibility. These channels have experienced a great deal of customer engagement and bookings.

Interviewee 6: Sukanya Rattanawan, Chief Marketing Officer, Absolute Hotel Services

1. Employment: I am the Chief Marketing Officer at Absolute Hotel Services, handling marketing for our brands in our portfolio as well as U Hotels & Resorts.

2. Marketing Experience: I run both traditional marketing (print, billboards, and travel agency partnerships) and digital marketing (social media, online campaigns, and SEO).

3. Establishment Size: We currently run around 15 properties in Thailand, and each hotel is usually 100 rooms to 250 rooms.

4. Customer Base: We serve both domestic and international tourists, with a concentration of value seeking travelers from Asia and Europe.

5. Marketing Strategies: To reach a bigger pool of potential attendees we use a mix of the old school (travel magazines and billboards) and new school (social media, Google Ads and email campaigns) marketing.

6. Traditional Marketing: In the local market, traditional marketing methods are still good for brand awareness. It is however less direct than digital marketing.

7. Digital Marketing: Social media platforms like Instagram and Facebook, as well as Google Ads have been very successful in engaging customers, and driving direct bookings.

8. Customer Response: Traditional marketing builds brand recognition over time and works well for that, while digital marketing receives quicker responses, especially from younger, tech savvy travelers.

9. Measuring Success: Our KPIs for success are website traffic, social media engagement, conversion rates, and return on ad spend (ROAS).

10. Challenges: One of the biggest challenges is keeping up with digital marketing trends and maintaining that balance between digital and traditional efforts. How we allocate resources is also subjected to budget constraints.

11. Tech Role: We focus on social media trends, mobile apps and data analytics when it comes to our marketing strategies, because we have to be relevant to a younger audience.

12. Most Impactful Strategy: The biggest impact in driving bookings has come from digital marketing particularly social media and targeted online ads. Influencer partnerships and targeted ads on Facebook and Instagram have

been really good for us — we've seen great results in campaigns that include those.



Interviewee 7: Phairoj Hanpiboon, Marketing Director at S Hotels & Resorts (SHR)

1. Employment: I'm the Marketing Director at S Hotels & Resorts, a luxury resort and boutique hotel brand in Thailand including SAii and Hard Rock Hotels.

2. Marketing Experience: I run traditional marketing (print, billboards, and travel agency partnerships) as well as digital marketing (social media, content marketing, online marketing campaigns).

3. Establishment Size: SHR runs a portfolio of properties in Thailand and abroad, most of which have 100 to 500 rooms depending on the location.

4. Customer Base: The main customers of our hotels are international tourists, primarily from Europe, Middle East and Asia, and some domestic customers looking for high end resorts.

5. Marketing Strategies: To draw international tourists, we make use of traditional advertising in travel magazines and local print media along with a strong digital presence by way of social media and targeting international tourists through ads.

6. Traditional Marketing: Traditional marketing has worked for brand recognition in local markets and to reach older travelers or those who want premium experience. And digital marketing is becoming more and more influential.

7. Digital Marketing: Our strategy relies heavily on digital marketing, and in particular with social media (Facebook, Instagram) and digital ads. These have helped increase engagement and increase bookings.

8. Customer Response: Younger audiences and international tourists are more active online, and so respond faster to digital marketing.

9. Measuring Success: We measure success through key metrics, social media engagement, website traffic, conversion rates and return on paid digital campaigns.

10. Challenges: The biggest challenge is to keep the balance of traditional marketing and digital, since digital channels are evolving very fast. Moreover, targeted ads should always reach the right customer segment.

11. Tech Role: Our marketing approach is heavily influenced by social media trends, influencer partnerships and data analytics allowing us to better target and connect with potential guests.

12. Most Impactful Strategy: The most influential part when it comes to increase in brand visibility and saleability is digital marketing, especially social media and influencer collaborations. Bookings in the luxury resort segment, for instance, have been pushed up by campaigns on platforms such as Instagram.

Interviewee 8: Almario Mungcal, Director of Commercial Marketing at Shangri-La Hotel, Bangkok

1. Employment: As a Director of Commercial Marketing, I lead the direction of all marketing strategies and activities for Shangri-La Hotel in Bangkok.

2. Marketing Experience: I run both traditional marketing channels (print, direct mail, travel agent partnerships) as well as digital marketing (social media, SEO, online advertising).

3. Establishment Size: A large luxury hotel (with over 800 rooms), situated along the Chao Phraya River, is Shangri-La Bangkok.

4. Customer Base: The majority of our customers are international tourists, particularly high net worth individuals and business travelers from Europe, the U.S. and Asia.

5. Marketing Strategies: We have high end print ads in luxury magazines, partnerships with exclusive travel agents, as well as digital marketing on Instagram, Facebook and Google Ads targeting the leisure and business segments.

6. Traditional Marketing: While traditional marketing is useful for high end branding and targeting a more mature customer, digital marketing is becoming more and more important in order to track ROI and reach out to a wider audience.

7. Digital Marketing: Our strategy is built on digital marketing, using social media to promote our luxury offerings, influencer collaborations to extend our reach and targeted digital ads to drive direct bookings.

8. Customer Response: With younger and international tourists being more online active, the quick response and direct engagement opportunities that digital marketing offers is definitely appealing.

9. Measuring Success: We track everything from social media engagements to website traffic, booking conversion rates and ROI from digital advertising campaigns.

10. Challenges: The biggest challenge is finding the right balance between traditional luxury branding and modern tech driven digital marketing. One, adapting to constant changes in digital trends and habits of consumers is also challenging.

11. Tech Role: Marketing is very much driven by social media, and influencer marketing and data analytics also have a huge part to play in it.

12. Most Impactful Strategy: The most impactful has been digital marketing specifically with social media campaigns and influencer partnerships. One example that springs to mind is the influencer collaboration that went viral and showed our riverside dining room and our spa services.

Interviewee 9: Kit Sananwathananont, Marketing Lead, G.M. Tour & Travel Co., Ltd.

1. Employment: I am the Marketing Lead of G.M. Tour & Travel Co., Ltd. and manage both tour operations and marketing strategies in hospitality Thailand.

2. Marketing Experience: I run the traditional marketing (brochures, travel agency partnerships) as well as the digital marketing strategies (social media, online ads, and content marketing).

3. Establishment Size: The size of our company is moderate, with 50-100 employees. We deal with tour packages for mid range hotels and resorts in Thailand.

4. Customer Base: Domestic and regional tourists from neighboring countries such as Malaysia, Singapore, and China are our main customers, who are seeking curated travel experiences.

5. Marketing Strategies: To attract younger travelers, we use a mix of traditional print marketing such as brochures and travel guides as well as digital efforts like social media promotions, SEO and influence marketing.

6. Traditional Marketing: To cater to the older client and those that are on offline platforms, traditional channels like partnerships with local travel agencies and print ads in travel magazines work.

7. Digital Marketing: We focus on Facebook and Instagram ads, travel blogs and influencer collaborations in our digital marketing. These channels have been successful in bringing younger customers in and selling packages.

8. Customer Response: Digital channels are seeing faster engagement for us, especially with tech savvy travelers, while traditional marketing works with established clients who prefer personalized service.

9. Measuring Success: We monitor social media engagement, website visits and conversion rates resulting from digital and traditional campaign activity and direct enquiries.

10. Challenges: Our main challenge is balancing our budget between traditional and digital marketing, and adapting quickly to the changes in travel trends, customer preferences.

11. Tech Role: We use social media trends and online booking platforms that help us reach customers better.

12. Most Impactful Strategy: In particular, Digital marketing has had the biggest effect, including through a highly targeted Facebook ad spend and influencer partnerships. Take, for example, the fact that we partnered with a well known travel vlogger and within just one month our tour bookings went up 20%.

Interviewee 10: Chanunya Boontosang, Event Manager, Asia Concierge Travel Services Co., Ltd.

1. Employment: That's right, I am the Event Manager at Asia Concierge Travel Services, planning and marketing events related to travel.

2. Marketing Experience: I do promotions for events using traditional means (brochures, partnerships) as well as digital (social media, online ads).

3. Establishment Size: We are a small to medium company with about 30 employees.

4. Customer Base: Group travelers and event participants, mostly international tourists.

5. Marketing Strategies: We combine event partnerships, social media campaigns and influencer marketing.

6. Traditional Marketing: Local partnerships end effective for customers of older age but less engaging than digital.

7. Digital Marketing: Social media (Instagram, Facebook) and collaborations with travel bloggers are things we use a lot for.

8. Customer Response: When it comes to last minute bookings, digital gets quicker responses.

9. Measuring Success: Metrics like social media engagement, event attendance, and feedback surveys are what we use.

10. Challenges: Adjusting to new digital trends, and trying to figure out how to manage budget allocation between online and offline efforts.

11. Tech Role: Event promotions and reaching younger travelers requires social media.

12. Most Impactful Strategy: The most engagement and bookings for our events come from social media marketing and influencer partnerships.

Interviewee 11: Simora Iv, Event Manager, Asia Concierge Travel Services Co., Ltd.

1. Employment: I am the Event Manager at Asia Concierge Travel Services, where I plan and market travel events.

2. Marketing Experience: I do traditional marketing (flyers, partnerships) and digital marketing (social media ads, content marketing).

3. Establishment Size: We are a company of about 30 staff, with expertise in travel and event services.

4. Customer Base: International clients mostly, group travelers and corporate events.

5. Marketing Strategies: We mix traditional advertising, social media and influencer partnerships.

6. Traditional Marketing: Great for reaching established clients and for older audiences but not very interactive.

7. Digital Marketing: Promoting events and reaching new clients is key, and social media (particularly Instagram and Facebook) is a huge part of that.

8. Customer Response: Younger, tech savvy travelers tend to respond quicker and with more directness to digital marketing.

9. Measuring Success: Event attendance, social media engagement and feedback are how success is measured.

10. Challenges: Keeping up with digital trends and budgeting for campaigns that actually work.

11. Tech Role: Marketing and client engagement are very essential for social media and online booking tools.

12. Most Impactful Strategy: Digital campaigns and influencer collaborations have been the most effective at getting people to attend the event and to inquire about its clients.

Interviewee 12: Fleur Mercier, Destination Campaigns Manager Asia Concierge Travel Services Co., Ltd.

1. Employment: I'm the Destination Campaigns Manager for Asia Concierge Travel Services, a position in which I manage promotional campaigns for our travel destinations.

2. Marketing Experience: I create both traditional (print ads, travel agent promotions) and digital marketing strategies (social media, email campaigns).

3. Establishment Size: With around 30–40 staff we are a mid-sized travel service company.

4. Customer Base: We have a mix of customers, international tourists and corporate clients who are seeking unique travel experiences.

5. Marketing Strategies: A mixture of targeted online ads, social media content, and collaborations with local travel partners is what we use.

6. Traditional Marketing: It works for building long term relationships with travel agencies and older clients, but not so much for immediate responses.

7. Digital Marketing: Instagram and Facebook are essential for destinations to spread the word via social media, and to engage younger audiences.

8. Customer Response: Digital marketing gives faster responses especially from clients looking to try out new destinations.

9. Measuring Success: We measure engagement metrics, website traffic and booking rates from both traditional and digital campaigns.

10. Challenges: It is hard to keep up with rapid digital trends and reach new and repeat clients effectively.

11. Tech Role: Our campaigns are largely influenced by social media trends and digital analytics; using this data we can create content that our customers are interested in.

12. Most Impactful Strategy: The most impactful for us have been influencer partnerships and social media campaigns with higher collaboration and more inquiries for our featured destinations.

Interviewee 13: Sakunnapat Manokanokpanich, Managing Director, Asia Plus Travel Agency

1. Employment: I am the Managing Director of Asia Plus Travel Agency and do operations and marketing.

2. Marketing Experience: I manage both traditional (travel fairs, brochures) and digital marketing (social media, Google Ads).
3. Establishment Size: We are a medium size travel agency with about 50 employees.
4. Customer Base: We are mainly our international tourists from Europe and Asia and domestic tourists who desire customized tour packages.
5. Marketing Strategies: Digital campaigns, social media content and partnerships with travel agencies and hotels are what we use.
6. Traditional Marketing: For reaching older clients, while building trust, traditional methods such as travel fairs, brochures, etc. are still useful.
7. Digital Marketing: Younger travelers are attracted to us and our booking platform through social media (Facebook, Instagram) and Google search ads.
8. Customer Response: Traditional marketing builds credibility, and digital channels get faster, more interactive responses.
9. Measuring Success: Our metric of success is online engagement, website traffic, and booking conversions.
10. Challenges: The biggest challenge is to remain competitive in the digital world and to adapt to travel trends and customer behavior changes.
11. Tech Role: Targeting our offerings to specific customer segments and personalizing them are crucial to us and we rely heavily on social media and data analytics for that.
12. Most Impactful Strategy: It must be said that digital marketing, namely the targeted ads and influencers collaborations have proved the most effective in growing bookings and customer engagement.

Interviewee 14: Pongpak Panyana, General Manager, Asia Plus Travel Agency

1. Employment: I work as the General Manager of Asia Plus Travel Agency responsible both for business operations and marketing activities.
2. Marketing Experience: I handle a bit of both traditional marketing (travel fairs, partnerships) and digital marketing (social media ads, online promotions).
3. Establishment Size: We are a mid sized agency with around 50 staff.
4. Customer Base: We have both international tourists from Asia and Europe and domestic travelers searching for curated tour packages.
5. Marketing Strategies: We concentrate on digital campaigns, social media marketing and hotel and airline partners.
6. Traditional Marketing: Brand exposure and attracting older, repeat clients still works best using traditional methods such as travel fairs.
7. Digital Marketing: In the younger audiences, we use Facebook, Instagram, and Google Ads to get the online reservations.
8. Customer Response: Traditional methods build trust and loyalty, whereas digital marketing gives faster engagement and is the preferred choice of tech savvy customers.

9. Measuring Success: We measure website traffic, social media metrics and booking conversions to determine the performance of a campaign.

10. Challenges: Key challenges: adapting fast travel trends and budget allocation between digital and traditional efforts.

11. Tech Role: With social media and digital analytics we can target specific customer groups and fine tune our marketing strategies.

12. Most Impactful Strategy: Of all digital marketing, the most important for increasing customer engagement and driving sales is through social media and targeted ads, especially for special promotions and new travel packages.

Interviewee 15: Kate Chaisiroj, Mixed-Use Development and Operations, Accor One Living, Asia Pacific

1. Employment: I work on mixed use development projects and operations for Accor One Living on hospitality and residential properties in Asia Pacific.

2. Marketing Experience: I work as a one man marketing team to lead initiatives in traditional media & digital campaigns for both hotel services and branded residences.

3. Establishment Size: We manage several projects, from mid scale developments to large scale operations, including hotels and residential properties.

4. Customer Base: Our target audience is a mix of high net worth international investors, property owners and hotel guests, all looking for a lifestyle and luxury experience.

5. Marketing Strategies: We are leveraging digital marketing, brand partnerships and traditional print ads in lifestyle magazines in order to position our properties as premium.

6. Traditional Marketing: Traditional marketing is great in building prestige and credibility of your brand, especially when launching a new luxury real estate or hotel.

7. Digital Marketing: Showcasing properties and connecting to potential buyers and guests is important and digital with social media, search engine marketing and content creation.

8. Customer Response: With younger and affluent audiences, digital marketing lets you reach them easily and get a more immediate response than traditional marketing.

9. Measuring Success: Metrics like lead generation, sales conversion rates, social media engagement and property occupancy rates are what we measure success by.

10. Challenges: A key challenge is to balance the brand's luxury image with digital trends and ensure message consistency across a global portfolio of markets.

11. Tech Role: Social media and virtual tours are crucial technology partners to showcase our properties and give our customers virtual, immersive experiences.

12. Most Impactful Strategy: The most effective digital marketing channel has been high quality content and influencer partnerships in driving both bookings and sales of our branded residences.

Interviewee 16: Camil Yazbeck, Global Chief Development Officer, Accor One Living, Asia Pacific

1. Employment: I am the Global Chief Development Officer for Accor One Living and responsible for overseeing hospitality and branded residential projects across Asia Pacific.

2. Marketing Experience: I oversee the development and marketing strategies of our mixed use projects, using a hybrid of traditional real estate marketing with digital engagement.

3. Establishment Size: Our portfolio spans boutique projects through to large scale luxury complexes and we manage a diverse portfolio of hotels and residential developments.

4. Customer Base: We are focused on high net worth individuals, international investors, and guests who want premium lifestyle experiences.

5. Marketing Strategies: To build our brand and show off our projects, we use strategic partnerships, high end print media, digital advertising, and content marketing.

6. Traditional Marketing: Establishing credibility, and attracting rich clientele is achieved through traditional methods such as print ads and tie ins with luxury brands.

7. Digital Marketing: Social media campaigns, influencer partnerships and targeted online ads all play important parts in reaching a global audience, using digital marketing.

8. Customer Response: Engagement and conversion are faster and higher in the digital channels compared to the older ones primarily among younger investors and tech-savvy guests.

9. Measuring Success: On these KPI scores such as lead generation, sales conversions, social media engagement, and occupancy rates.

10. Challenges: Aligning our global brand messaging across markets that differ greatly from each other, and adapting to local trends and preferences is one major challenge.

11. Tech Role: Virtual reality tours and data analytics are key in our ability to market properties and our marketing strategies.

12. Most Impactful Strategy: The most effective way to drive customer interest and sales for our branded residential projects has been high quality visual content like virtual tours and influencer features, as well as digital marketing.

Interviewee 17: Agnes Roquefort, Global Chief Development Officer, Accor One Living, Asia Pacific

1. Employment: I'm the Global Chief Development Officer for Accor One Living and yes, I oversee development projects for Asia Pacific.

2. Marketing Experience: As the marketing strategy lead for our mixed use properties, I use a blend of traditional and digital channels to speak to our investors, and our luxury clientele.

3. Establishment Size: We have a large portfolio of work, including large scale hotel developments and branded residential projects all over the region.

4. Customer Base: We concentrate on high net worth individuals, luxury travelers and international investors looking for premium lifestyle experiences.

5. Marketing Strategies: To highlight our projects and engage potential clients we use strategic partnerships, luxury brand collaborations and digital content marketing.

6. Traditional Marketing: Building trust and credibility comes from print ads in luxury publications and partnering with established real estate partners.

7. Digital Marketing: Social media, influencer marketing and virtual property tours are key elements of our digital campaigns that help us reach a global audience and show our properties.

8. Customer Response: As avenues shift towards digital channels, it is surprising that it does not generate rapid responses from individuals in the younger generation, more inclined to tech, and prefer virtual experiences and online engagement.

9. Measuring Success: Our metrics for success include lead generation, sales performance, occupancy rates and digital engagement metrics.

10. Challenges: The biggest challenge is to maintain consistent brand messaging while incorporating our strategies to the local market nuances and quick changing digital trends.

11. Tech Role: Immersion experiences like virtual tours, and data driven marketing enable greater customer experience and greater access to information for decision making.

12. Most Impactful Strategy: The most impactful has been digital marketing, through social media and high quality visual content which have generated a lot of interest and sales for our branded residences and hotel offerings.

Interviewee 18: Phiphat Khanonwet, Head of Information Technology, ONXY hospitality Group

1. Employment: Looking at what I do, yes I am currently (within hospitality) leading my team in IT operations and managing digital transformation efforts for ONYX Hospitality Group.

2. Marketing Experience: IT is my thing, but I work hand in hand with marketing teams on the digital strategy, helping with CRM, analytics and online campaigns.

3. Establishment Size: The ONYX Hospitality Group operates a number of properties around the region – boutique hotels, larger resorts.

4. Customer Base: We serve a wide range of customers such as domestic and international travellers and we are seeing an increasing number of tech savvy younger people.

5. Marketing Strategies: I help make digital marketing possible with advanced IT solutions supporting campaigns and online services in a smooth way.

6. Traditional Marketing: This is managed by marketing teams, although IT is involved to improve tracking and integrate with the data.

7. Digital Marketing: I make sure my team has robust infrastructure set up for all online campaigns, from social media to email marketing, to web optimization for a global audience.

8. Customer Response: We support digital marketing with data analytics and automation to provide real time engagement and personalized customer experiences.

9. Measuring Success: Using advanced analytics tools we measure success through strategic metrics such as engagement, booking conversions, etc., and the feedback of our customers.

10. Challenges: Main challenges are to digitize old legacy systems and keep up with the latest cybersecurity security threats.

11. Tech Role: Marketing can't be done without technology, as it offers the means to make data driven decisions, personalize content and scale digital campaigns.

12. Most Impactful Strategy: Digital transformation has played the most important role in customer engagement and revenue growth in enabling personalized marketing campaigns and improving user experience through technology.

Interviewee 19: Bharath Satyavolu, Head of Revenue Management, ONXY hospitality Group

1. Employment: I actually oversee revenue management for all ONYX Hospitality Group properties, managing the optimization of pricing and the maximization of revenue.

2. Marketing Experience: As a marketer, I also work with pricing strategies and promotions, but in collaboration with marketing, to meet revenue goals.

3. Establishment Size: ONYX owns and manages a broad portfolio of hotels and resorts in many different geographies.

4. Customer Base: We serve both domestic and international leisure and corporate customers.

5. Marketing Strategies: We work with marketing to create promotional offers, loyalty programs and campaigns to target key customer segments.

6. Traditional Marketing: It is a great tool for long term relationships but our strategies have moved to the more dynamic and data driven digital world.

7. Digital Marketing: With dynamic pricing tools and targeted campaigns on digital platforms, we can personalize our offers to real time market conditions and customer preferences.

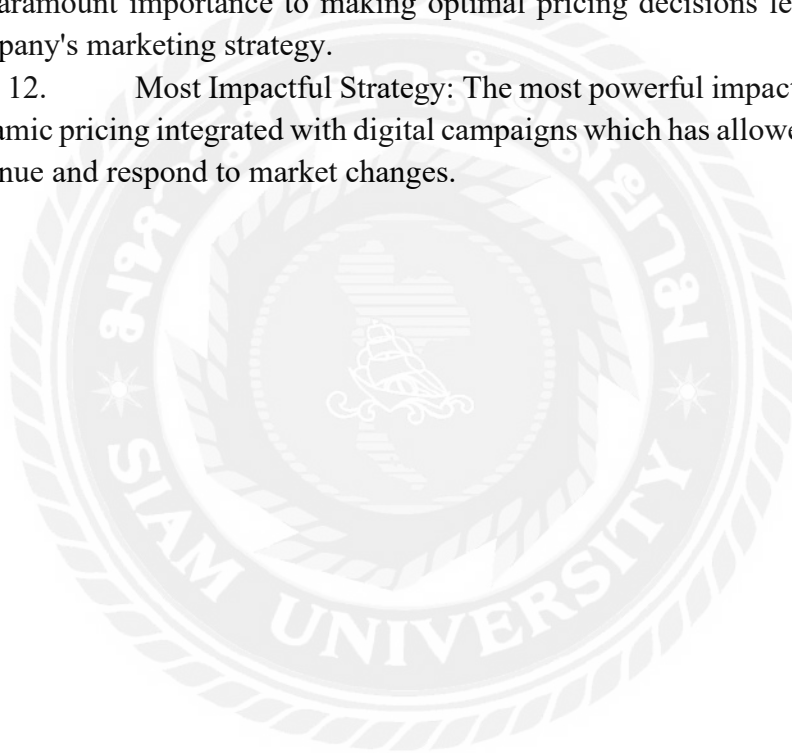
8. Customer Response: With digital marketing, you get to engage customers faster and send them more personalized offers than in traditional channels.

9. Measuring Success: Metrics like RevPAR (Revenue Per Available Room), ADR (Average Daily Rate), conversion rates from marketing campaigns are what we measure success by.

10. Challenges: The biggest challenges are forecasting demand variation and keeping marketing and revenue management together.

11. Tech Role: Revenue management is still an evolving subject matter, sophisticated revenue management systems and predictive analytics are of paramount importance to making optimal pricing decisions leveraging the company's marketing strategy.

12. Most Impactful Strategy: The most powerful impact has been on dynamic pricing integrated with digital campaigns which has allowed us to drive revenue and respond to market changes.



Interviewee 20: Harold Olaya Leon, Head of Operations, ONXY hospitality Group

1. Employment: That's right, I oversee how operations are run on ONYX Hospitality Group properties to make sure there's efficiency and service quality.

2. Marketing Experience: My role is operational but I work with marketing teams to tie guest experience initiatives to promotional campaigns.

3. Establishment Size: We've got a lot of different hotels and resorts, boutique properties, all the way up to multi location type brands.

4. Customer Base: We have a wide range of customers, from families, to business travelers, to international tourists.

5. Marketing Strategies: We support marketing by being operationally ready for promotions, loyalty programs and campaigns focused on the guest.

6. Traditional Marketing: However, it is effective for corporate partnerships and regional campaigns, and needs operational support to be executed properly.

7. Digital Marketing: We use guest engagement and feedback collection, which are often a focus of digital campaigns to enhance our operational strategies.

8. Customer Response: Digital marketing gives us quicker customer response which helps us to adapt our operations to customer demand.

9. Measuring Success: Operationally we measure success through occupancy rates, guest satisfaction scores and service feedback associated with marketing campaigns.

10. Challenges: The biggest challenge is ensuring consistent service quality, while being able to handle demand surges caused by marketing efforts.

11. Tech Role: It is through technology that marketing and operations can seamlessly integrate; guest apps and digital booking systems are key.

12. Most Impactful Strategy: The most impactful is coordinated digital marketing campaigns in lock step with operational readiness, leading to both guest satisfaction and repeat business.

Interviewee 21: Carlton Ervin, Marriott International, Global Development Officer

1. Employment: I lead global development efforts as Marriott International's expansion and partnerships in the hospitality space.

2. Marketing Experience: Branding and positioning of new properties is my role in relation to marketing and it must be in line with market trends.

3. Establishment Size: Marriott International runs thousands of properties in luxury to mid scale hotels around the world.

4. Customer Base: We serve a wide variety of customers from luxury travelers, business professionals to families.

5. Marketing Strategies: We combine strategic branding, loyalty programs and digital campaigns for regional and global markets.

6. Traditional Marketing: Brand positioning and partnerships still require the traditional channels, especially in emerging markets.

7. Digital Marketing: Targeted social media efforts and use of online travel platforms, are critical and often a main driver of bookings and enhancing customer engagement.

8. Customer Response: Traditional methods build long term brand recognition, while digital channels tend to elicit faster responses and allow for more personalization.

9. Measuring Success: RevPAR, digital engagement rates and market share growth in the regions are success metrics.

10. Challenges: The key challenges include balancing global strategies with local market nuances and how to keep overall brand consistency across many different regions.

11. Tech Role: Advanced analytics for site selection, digital tools to improve customer engagement and enhance operational efficiency are all driven by technology that fuels growth.

12. Most Impactful Strategy: The biggest impact has been digital marketing with loyalty program integration that has helped building strong customer retention and driving repeat business globally.

Interviewee 22: Jim Scholefield, Global Chief Information and Digital Officer, Global Development Officer

1. Employment: So yes, I lead Marriott's global digital and information systems and lead technology innovation across the organization.

2. Marketing Experience: I support marketing by providing digital tools and platforms that improve the way customers engage and personalize marketing efforts.

3. Establishment Size: With over 8,500 properties around the world managed by Marriott International, across several brands and tiers, that means plenty of people are accessing their wireless networks.

4. Customer Base: From luxury travelers and business professionals to leisure tourists and loyalty program members, our customers are numerous.

5. Marketing Strategies: With advanced digital platforms such as personalized email campaigns, mobile apps and social media engagement, we enable marketing strategies.

6. Traditional Marketing: Although brand awareness is still carried out by traditional methods such as print and TV ads, Marriott's brand awareness is largely an integrated digital approach.

7. Digital Marketing: Targeted online campaigns, mobile first strategies and utilizing Marriott Bonvoy for personalized promotion are all part of digital efforts.

8. Customer Response: With digital campaigns, we can achieve faster and more measurable customer responses, and refine our strategies in real time.

9. Measuring Success: This success is measured through data driven metrics such as online engagement rates, app usage, direct bookings and customer retention.

10. Challenges: Some of the key challenges include keeping data secure, integrating systems across global properties and adapting quickly to the fast changing digital trends.

11. Tech Role: Our strategy is centered around technology, from AI powered recommendations to mobile check ins that are seamless, to improve marketing effectiveness and customer experience.

12. Most Impactful Strategy: The most impactful in driving customer loyalty and increasing direct bookings has been a fully integrated digital ecosystem, especially using our loyalty program and mobile platforms.

Interviewee 23: Olly, Travel blogger , We Seek Travel- Adventure Travel Blog

1. Employment: Indeed, I run We Seek Travel, a blog about adventure travel, personal experiences and travel tips to a global audience.

2. Marketing Experience: All marketing for the blog is done by me, and that includes content creation, SEO, and collaborations with travel brands.

3. Establishment Size: It's a solo-run blog, but I work with brands, tour operators, and accommodations.

4. Customer Base: My target audience is those who love adventure, budget travellers, and those who want to leave the beaten path.

5. Marketing Strategies: My strategies are all based around content marketing, SEO, social media engagement and brand partnerships.

6. Traditional Marketing: I occasionally work with print media or tourism boards to feature blog content, but digital is the priority.

7. Digital Marketing: My main tools for reaching and engaging my audience are social media platforms like Instagram and Pinterest, email newsletters and blog SEO.

8. Customer Response: Engagement and feedback is instant from digital channels through the like, the share, the comment.

9. Measuring Success: Website traffic, social media engagement, click through rates, and affiliate conversions are tracked to look at success.

10. Challenges: The challenge is staying ahead of ever changing algorithms on platforms like Google and Instagram and continuing to engage your audience.

11. Tech Role: Given that technology, particularly the use of analytics tools and social media platforms, is important to better understand audience behaviour and content optimization, it is highly unlikely that this industry will avoid the impact of technological progress.

12. Most Impactful Strategy: The most effective has been SEO-driven blog content paired with social media visuals that engage, which has driven organic traffic and built long term audience trust.

Interviewee 24: Mac, Travel blogger , worldnomac.com

1. Employment: The fact is that I run Worldnomac.com, a travel blog dedicated to global adventures, personal experiences and travel tips for other travelers.

2. Marketing Experience: I run all marketing efforts of the blog, from content creation and partnerships to audience engagement.

3. Establishment Size: I work with travel brands, tourism boards, and hospitality businesses, but it's a personal travel blog.

4. Customer Base: I write for adventure seekers, budget travelers and people planning unique travel experiences around the world.

5. Marketing Strategies: I use a lot of content marketing, SEO, social media and collaborations with brands and destinations to reach my audience.

6. Traditional Marketing: I don't do a lot of traditional marketing, but I have partnerships with magazines or print media occasionally.

7. Digital Marketing: I mainly use social media platforms, blog SEO, email newsletter and YouTube content to engage and grow my audience.

8. Customer Response: Because likes, comments, and shares are immediate feedback from digital channels, I am able to refine my strategies.

9. Measuring Success: I judge success by the amount of traffic, bounce rates on the website, social media growth, affiliate earnings and audience interaction.

10. Challenges: The key challenges? Consistently creating engaging content that keeps up with ever changing algorithms in a saturated travel blogging space.

11. Tech Role: Technology takes the front seat: tools like analytics, editing software or social platforms facilitate work on content and work with the audience.

12. Most Impactful Strategy: The most impactful for growing my audience and building long term relationships with readers and brands has been high quality SEO focused blog posts with engaging visuals on social channels.

Interviewee 25: Kate, Travel blogger , Adventurous Kate

1. Employment: I'm a full time travel blogger and entrepreneur at Adventurous Kate, where I write about solo female travel and encourage people to go explore the world.

2. Marketing Experience: For my blog, I manage the entire marketing aspect — from SEO and content strategy, to partnerships with travel brands and tourism boards.

3. Establishment Size: I work with a number of international brands and tourism organizations, but it's an independent blog.

4. Customer Base: Most of my audience consists of solo female travelers, adventure lovers and people who are looking for travel inspiration and tips.

5. Marketing Strategies: I make blog content that is SEO optimized, I interact with readers on social media, and I build relationships with brands.

6. Traditional Marketing: I don't do much traditional marketing but I've worked with print pubs and travel expos on occasion.

7. Digital Marketing: The key for me is digital strategies Instagram, Pinterest, email newsletters, and affiliate marketing are the main ways I get my audience engaged.

8. Customer Response: Interactions on social media and blogs enable me to personally interact with readers and receive feedback and insights into what they like.

9. Measuring Success: Website traffic, affiliate conversions, social media growth, and reader engagement are all metrics which help me measure my success.

10. Challenges: Content has to be fresh, algorithms have to be adapted to, and the competition in a crowded blogging space doesn't stop.

11. Tech Role: Running my blog efficiently and keeping my audience engaged requires technology, everything from analytics tools to a content management system.

12. Most Impactful Strategy: The most successful way to grow my audience and earn trust has been by creating high quality, relatable content and sharing it strategically via digital platforms.

Interviewee 26: Maddy, Travel blogger , Maddy's Avenue

1. Employment: But yes, I'm a full time travel blogger, running Maddy's Avenue, a cultural travel, food experience and sustainable tourism blog.

2. Marketing Experience: I manage all aspects of marketing, from SEO to social media, and tourism boards, to travel brands.

3. Establishment Size: I work with international travel companies and hospitality brands, but it's an independent blog.

4. Customer Base: I write for the culturally curious traveler, foodie, or anyone looking for unique, sustainable travel experiences.

5. Marketing Strategies: My main strategies include content marketing by publishing SEO optimized blog posts, visual storytelling on social media, and branding collaborations.

6. Traditional Marketing: I don't use traditional methods but I've had features in print media and magazines as a result of partnerships.

7. Digital Marketing: I reach and engage readers through social media platforms, email newsletters, and blog SEO.

8. Customer Response: Through comments and messages, digital channels give me quick feedback and enable me to talk directly to readers.

9. Measuring Success: How well you do is based on website traffic, social media engagement, affiliate earnings, and audience growth.

10. Challenges: The challenges are to stay consistent with high quality content, navigating changing algorithms and staying engaged.

11. Tech Role: From creating and optimizing content, to engaging with my audience, to tracking analytics for improvement, technology makes it all happen.
12. Most Impactful Strategy: The most meaningful connections I've made with readers and brands have been through SEO focused blog content combined with engaging visuals and stories on Instagram.

Interviewee 27: Soumya, Travel blogger , Stories By Soumya

1. Employment: I do run Stories by Soumya, a travel blog focussed on cultural heritage, history and sustainable travel experiences.
2. Marketing Experience: I handle all marketing for the blog – SEO, social media engagement, and working with brands and tourism boards.
3. Establishment Size: I'm an independent blogger, but I partner with travel and hospitality brands to talk to the world.
4. Customer Base: I write for culturally curious travelers, history enthusiasts, and people looking for sustainable travel ideas.
5. Marketing Strategies: My focus is on content marketing, SEO driven articles and visually engaging social media campaigns.
6. Traditional Marketing: While I've occasionally written for print publications or been involved in offline travel events, my day job is digital.
7. Digital Marketing: I use Instagram, Pinterest and SEO on my blog to connect with readers, and build long term audience relationships.
8. Customer Response: Comments, shares, and messages provide direct feedback on what to adjust in content, through digital channels.
9. Measuring Success: Website traffic, affiliate earnings, social media growth and the depth of audience engagement are what measures success.
10. Challenges: SEO trends are a challenge to keep up with, creating consistent high quality content is hard, and standing out in a competitive blogging space is tough.
11. Tech Role: Analytics, content creation and connecting with readers across multiple platforms are made possible by technology.
12. Most Impactful Strategy: My most impactful and successful tools in building a loyal, engaged audience and meaningful brand partnerships have been SEO-optimized content and storytelling on Instagram.

Interviewee 28: Mr.Soorangura, Ceo & Founder, NS Travel and Tours

1. Employment: I do lead NS Travel and Tours, a mid range travel and tour agency in Thailand.
2. Marketing Experience: In my role, I oversee the entire marketing strategy for our services — partnerships and campaign development included.
3. Establishment Size: NS Travel and Tours is run by a medium sized team that serves a variety of domestic and international travel services.
4. Customer Base: Families, solo travelers and groups are our prime customers, a combination of domestic and international tourists.

5. Marketing Strategies: We are no strangers to the traditional market methods; we also have a good mix of traditional marketing like travel fairs, brochures and digital strategies which includes online ads as well as social media campaigns.

6. Traditional Marketing: Building credibility & attracting customers, travel expos and collaborations with airlines and hotels seems to be knocking it out of the park.

7. Digital Marketing: At the moment, we actively use Facebook, Instagram, and Google Ads to reach out to the audience and promote our packages.

8. Customer Response: Traditional channels build trust and long term relationships, but digital channels provide quick response and immediate feedback.

9. Measuring Success: Metrics such as booking rates, customer inquiries, social media engagement and ROI from marketing campaigns, are how we measure success.

10. Challenges: Keeping up with changing customer behaviour, dealing with seasonality and ensuring consistency across different channels, both traditional and digital, are all challenges.

11. Tech Role: We have been able to reduce operations, target the right customers with precision and analyze campaign effectiveness with technology.

12. Most Impactful Strategy: The combination of a great targeted digital advertising platform and personalized travel services has been the most powerful in generating bookings and retaining customers.

Interviewee 29: Leonard Johanness, Travel blogger , Tanzania Turaco Adventure Safaris

1. Employment: I run Tanzania Turaco Adventure Safaris, a travel blog that is about safari adventures, cultural experiences and sustainable tourism in Tanzania.

2. Marketing Experience: I look after the blog's marketing strategy, and I create content, do SEO, social media engagement and collaborate with local tour operators and travel brands.

3. Establishment Size: It's a small blog, but I work with different tourism businesses in Tanzania.

4. Customer Base: I write for adventure travelers, wildlife enthusiasts, and people who want to know more about African safaris and eco tourism.

5. Marketing Strategies: I market content, use SEO, affiliate marketing and social media to reach potential travellers and get them to book safaris through trusted partners.

6. Traditional Marketing: I don't focus on traditional methods as much, but I sometimes write for travel magazines or work with local tourism boards to get the word out.

7. Digital Marketing: For visual storytelling, I focus on Instagram, Facebook and Pinterest, and for attracting travellers to Tanzania researching safaris, I focus on blog SEO.

8. Customer Response: Digital marketing also gives me the benefit of instant interaction through comments, likes and direct messages, which I can use to tailor my content to the audience's tastes.

9. Measuring Success: Website traffic, social media engagement, affiliate sales and customer feedback on safari bookings determine success.

10. Challenges: Some of the biggest challenges include staying consistent with high quality content, adapting to the changes of the algorithm on social media, and standing out in the very competitive travel blog space.

11. Tech Role: Content creation, audience engagement and tracking the success of my digital campaigns through analytics tools all relies on technology.

12. Most Impactful Strategy: The most successful strategy to date has been the combination of SEO driven blog posts with equally jaw dropping visuals on social media to attract readers and turn them into safari clients.

Interviewee 30: Sarvesh Regmi, Product and travel package manager, GetYourGuide Travel & Tours

1. Employment: I'm a Product and Travel Package Manager at GetYourGuide, managing the development of travel experiences and tours for our customers, yes.

2. Marketing Experience: As a curator I curate travel packages and build partnerships with local operators. I don't work directly with marketing, but I work with the marketing team to make sure that the packages are presented appropriately.

3. Establishment Size: Thousands of travel experiences and tours in major cities and destinations worldwide: GetYourGuide operates globally.

4. Customer Base: We service a broad base of customers, from leisure tourists to adventure travelers to families looking for guided tours and local experiences.

5. Marketing Strategies: Using a mixture of paid digital ads, email marketing and organic SEO we drive traffic and convert users into customers. We emphasize unique local experiences.

6. Traditional Marketing: We don't focus as much on traditional marketing, but we sometimes work with travel magazines, travel agencies, and do referral marketing.

7. Digital Marketing: Additionally, we prime these prospects on digital channels such as social media ads, influencer collaborations, email marketing campaigns, and utilizing extensive SEO to capture the tours' search traffic.

8. Customer Response: With digital marketing, we receive instant feedback: click through rates, customer reviews, social media engagement, etc. which gives us the ability to quickly assess and optimize our campaigns.

9. Measuring Success: KPIs include bookings, conversion rates, customer satisfaction ratings and ROI from digital campaigns.

10. Challenges: The challenge is to create diverse, high quality experiences, at an acceptable cost of digital marketing. Moreover, it is not easy to adapt to the fast changing digital marketing trends.

11. Tech Role: Tracking performance, optimizing our user experience on our platform and using data analytics to fine tune our marketing strategies, all of which are crucial to our success, rely on technology.

12. Most Impactful Strategy: A mix of SEO optimizing for organic search and retargeted digital ads and collaborations with influencers have been our most effective strategy in driving bookings for unique travel experiences.

