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Digital Marketing Strategies for Tourism, Hospitality, and Airline Industries

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José Duarte Santos and Óscar Lima Silva



Digital Marketing Strategies for Tourism, Hospitality, and Airline Industries

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Table of Contents

Preface	xiii
----------------------	------

Chapter 1

The Digital Tourism Business: A Systematic Review of Essential Digital Marketing Strategies and Trends	1
--	---

Jose Ramon Saura, Rey Juan Carlos University, Spain

Ana Reyes-Menendez, Rey Juan Carlos University, Spain

Pedro Palos-Sanchez, University of Seville, Spain

Chapter 2

Traveler Decision Making in Online vs. Offline Buying Behavior: A Contrasting Perspective.....	23
--	----

Souvik Roy, IBS Hyderabad, India

Amar Raju G., IBS Hyderabad, India

Dennis Joseph, IBS Hyderabad, India

Chapter 3

The Role of Digital Marketing and Online Relationship Quality in Social Tourism: A Tourism for All Case Study	49
---	----

Gisela Maia Alves, ESIC Business and Marketing School, Portugal

Bruno Miguel Sousa, Polytechnic Institute of Cávado and Ave, Portugal

Ana Machado, IPAM Porto, Portugal

Chapter 4

Digital Marketing Strategies for Accessible Tourism.....	71
--	----

Fernando Florim De Lemos, Instituto Politécnico da Guarda, Portugal

Dina Vieira, Colégio Internato dos Carvalhos, Portugal

Tânia Pinho, Instituto Superior Politécnico Gaya, Portugal

Chapter 5	
Photographic Image, Credibility, and Consumption of Tourism in the Digital Era	93
<i>André Riani Costa Perinotto, Federal University of Piauí, Brazil</i>	
<i>Jakson Renner Rodrigues Soares, University of Santiago de Compostela, Spain</i>	
Chapter 6	
Mobile Technology Acceptance Among Turkish Travelers	111
<i>Hulisi Binbasioglu, Malatya Turgut Ozal University, Turkey</i>	
<i>Mevlut Turk, Inonu University, Turkey</i>	
Chapter 7	
Cloud Computing in Tourism	141
<i>Vipin Nadda, University of Sunderland in London, UK</i>	
<i>Harminster Singh Chaudhary, Leeds Metropolitan University, UK</i>	
<i>Ian Arnott, University of Sunderland in London, UK</i>	
Chapter 8	
Management and Implications of Daily Deal Promotions in the Hospitality Industry: Toward Their Holistic Understanding	156
<i>Katarzyna Barbara Minor, Cardiff Metropolitan University, UK</i>	
<i>Miha Bratec, University of Ljubljana, Slovenia</i>	
Chapter 9	
Analysis of the Vision and Mission Statements in the Websites: A Research on Five-Star Hotels in Istanbul, Ankara, and Izmir	179
<i>Muammer Bezirgan, Balikesir University, Turkey</i>	
Chapter 10	
Building the Friendly Airline Brand: Hospitable Cabin Crew for Digital Marketing Activities	197
<i>Hayat Ayar Senturk, Yildiz Technical University, Turkey</i>	
Compilation of References	221
About the Contributors	261
Index	266

Detailed Table of Contents

Preface	xiii
----------------------	------

Chapter 1

The Digital Tourism Business: A Systematic Review of Essential Digital Marketing Strategies and Trends	1
--	---

Jose Ramon Saura, Rey Juan Carlos University, Spain

Ana Reyes-Menendez, Rey Juan Carlos University, Spain

Pedro Palos-Sanchez, University of Seville, Spain

In recent years, the development of new technologies and, in particular, the internet has encouraged industries such as the tourism to adapt their business models to the new forms of marketing in the 21st century. Therefore, the objective of this research is to carry out a systematic literature review (SLR) on the main published research studies in the field of digital tourism business (DTB) with the aim of defining what are the essential digital marketing strategies and their trends for the years coming. The results of the research identify techniques such as SEO, SEM, ASO, Sentiment analysis, textual analysis, based-location social media networks, remarketing and programmatic advertising, social ads influencers marketing, and eWOM (internet word of mouth) as the main digital marketing techniques for digital tourism business. Likewise, the main trends for the tourism digital sector have been identified. The results of this research study can be used by practitioners to improve their digital marketing strategies within the digital tourism ecosystem.

Chapter 2

Traveler Decision Making in Online vs. Offline Buying Behavior: A Contrasting Perspective.....	23
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Souvik Roy, IBS Hyderabad, India

Amar Raju G., IBS Hyderabad, India

Dennis Joseph, IBS Hyderabad, India

The growing preference of consumers to search for information and make web purchases in travel and tourism context is forcing a number of enterprises to go online. Looking at the complexity that already lies in offline decision making, attracting

consumers online, understanding their psychology, and making them purchase is becoming a stringent job for the marketers. Though significant research work has been done in terms of adoption of website services for travel websites, a comparative understanding of the offline and online purchase decision-making process of the consumer and how that can be leveraged in making the consumer loyal through continuous usage of the website services still needs an in-depth understanding. In this chapter, the authors have tried to differentiate between online and offline behavior and proposed a model based on intention adoption and continuance framework which will surely provide insights to both the academicians and marketers/website developers in terms of improving the online buying behavior of consumers in travel and tourism context.

Chapter 3

The Role of Digital Marketing and Online Relationship Quality in Social Tourism: A Tourism for All Case Study	49
<i>Gisela Maia Alves, ESIC Business and Marketing School, Portugal</i>	
<i>Bruno Miguel Sousa, Polytechnic Institute of Cávado and Ave, Portugal</i>	
<i>Ana Machado, IPAM Porto, Portugal</i>	

The literature widely suggests that the digital media has greatly impacted the way a marketer reaches today’s consumer. The adaptive process enabled by the digital technologies creates value in new ways in new digital environments. Therefore, social tourism has been defined as the effects and phenomena that result from the participation in tourism and more specifically from the participation of low-income groups. The chapter focuses on accessible tourism and tourism for all. A case study will be present. This chapter will discuss the increasing phenomena of online relationship and digital marketing in specific social tourism contexts. Based on the literature review, the authors will develop a research propositions that connect the online relationship quality dimension developed by the relational marketing (i.e., online contexts) with the consequent e-satisfaction and word-of-mouth (eWOM). The authors also considered some implications for management, as well as give suggestions for future lines of research.

Chapter 4

Digital Marketing Strategies for Accessible Tourism.....	71
<i>Fernando Florim De Lemos, Instituto Politécnico da Guarda, Portugal</i>	
<i>Dina Vieira, Colégio Internato dos Carvalhos, Portugal</i>	
<i>Tânia Pinho, Instituto Superior Politécnico Gaya, Portugal</i>	

This chapter addresses the applications of digital marketing in the construct of communicational practices aimed at target audiences that have some physical, motor, psychological, or other disabilities, who require additional information or specialized advice to fully comprehend all elements involved, when planning/deciding to travel.

Throughout the text there are several references of the conceptual framework, as well as several examples of case studies that highlight some of the practices used in diversified contexts, using digital tools as privileged means of intervention in the different dimensions required to support the so-called accessible tourism.

Chapter 5

Photographic Image, Credibility, and Consumption of Tourism in the Digital Era93

André Riani Costa Perinotto, Federal University of Piauí, Brazil
Jakson Renner Rodrigues Soares, University of Santiago de Compostela, Spain

This chapter seeks to bring the communication field and tourism closer together. In this sense, the authors use photographic images and photography through authors from different areas. They believe that hospitality and tourism as a transdisciplinary field deserve a wide and transversal discussion. In addition, they seek with this work to discuss the mediatized society, with the instantaneity of the “digital world” in technological devices, within the context of tourism communication. Likewise, it seeks to promote a discussion about the importance of selecting the right tools in the strategy to promote the tourist photographic image with regard to the theme of marketing and communication, in the sense of reaching certain audiences (consumers, or not, of the tourist activity). Finally, it concludes that the use of new technologies by tourists during their stay may increase the credibility of the information disclosed because tourists, as well as consumers, have an important role in the production of information.

Chapter 6

Mobile Technology Acceptance Among Turkish Travelers 111

Hulisi Binbasioglu, Malatya Turgut Ozal University, Turkey
Mevlut Turk, Inonu University, Turkey

Mobile devices, such as smartphones, have influenced people’s lives more than any other technological invention in human history. Thanks to the ubiquitous nature and advantage of mobile technologies, mobile marketing has remarkable potential. A successful mobile marketing strategy is related to consumers’ acceptance and use of mobile technology. Understanding the factors that affect the consumers’ technology acceptance process is important in terms of developing an effective marketing strategy. As one of the rapidly growing industries around the world, tourism has always been in the frontline in terms of using the new technologies and used the advantages of the synergy generated by the technologies. In this study, which is designed based on the technology acceptance model (TAM), smartphone usage experience and the factors which affect the acceptance levels of travelers were investigated. In this study, it is aimed to determine mobile technology acceptance among Turkish travelers. Based on the results, a few managerial implications are drawn in this chapter.

Chapter 7

Cloud Computing in Tourism 141

Vipin Nadda, University of Sunderland in London, UK

Harminder Singh Chaudhary, Leeds Metropolitan University, UK

Ian Arnott, University of Sunderland in London, UK

With rapid growth and development in technology, cloud computing has become a dominant platform for small businesses as well as major enterprises. Cloud computing streamlines the overall delivery of services and resources, helps keeping the costs in control, and global business is set for a huge change in the way businesses are done. The substantial transformation over the past few years has evolved tourism industry towards Tourism 3.0, where the consumers can easily connect to travel websites and interact by sharing their experiences. This considerably influences the perceptions, expectations and decisions both the actual as well as and potential travelers. This provides sufficient reasons for the tourism industry players to adopt and adept themselves with the latest advancements in the information technology, and the adoption of cloud computing is key in this regard as it provides easy access to a web platform that offers more productive, efficient, and competitive services to promote tourism as a vehicle of sustainable development.

Chapter 8

Management and Implications of Daily Deal Promotions in the Hospitality

Industry: Toward Their Holistic Understanding 156

Katarzyna Barbara Minor, Cardiff Metropolitan University, UK

Miha Bratec, University of Ljubljana, Slovenia

Discounting, a common practice in the hotel industry, used in order to mitigate seasonal demand fluctuation, was especially prominent at the time of the most recent recession. This coupled with consumer saving trends gave rise to the phenomenon of daily deal or flash sale websites. These are often also referred to as social shopping or group buying marketplaces and combine attractive discount for customers who propagate their offer using their social media channels. Though daily deal websites represent an interesting and multi-faceted e-commerce phenomenon, their nature within hospitality inventory distribution landscape remains largely unknown, even more so, their implications, particularly for the hotel industry. This chapter sets to fill this gap by collecting and structuring the available knowledge about daily deal websites according to the following themes: motivators for their use, profitability-related issues, marketing implications, operational issues, impacts upon branding.

Chapter 9

Analysis of the Vision and Mission Statements in the Websites: A Research on Five-Star Hotels in Istanbul, Ankara, and Izmir	179
<i>Muammer Bezirgan, Balikesir University, Turkey</i>	

The purpose of the present study is to analyze the website-declared vision and mission statements of 149 five-star hotels in the largest cities of Turkey, Istanbul, Ankara, and Izmir, based on certain criteria. The outcomes of the research indicated that only 24% of the hotels had a mission statement and 21% had a vision statement. Hotels with the least number of statements were those in Istanbul (17%). It was determined that hotels provided highly limited information on the product/market area component in their mission statements (19%). Moreover, it was determined that although hotels fully reflected their basic ideology in vision statements, almost half of them (48%) failed to place an emphasis on the future in their statements.

Chapter 10

Building the Friendly Airline Brand: Hospitable Cabin Crew for Digital Marketing Activities	197
<i>Hayat Ayar Senturk, Yildiz Technical University, Turkey</i>	

Hospitality, the hosting behavior that brings convivial and personalized services with the ultimate aim to provide psychological comfort to guests, is a growing success criterion for service firms in today's new, experience-based economy, and thus has received considerable scientific attention in the service industries literatures. In this stream of research, most of the researchers have examined airline hospitality by taking the view pre-flight, in-flight, post-flight tangible and intangible service quality factors in an integrative manner. However, recent researches have pointed out that the airline industry has evolved in a direction where the intangible factor, such as hospitality of the cabin crew, stands out rather than its concrete functions such as "transport." In the light of this argument, the purpose of this study is, by examining various cases, to theoretically reveal the airline hospitality as a new and fresh perspective that need to be emphasized in digital marketing activities to create widespread impact on customer experiences.

Compilation of References	221
About the Contributors	261
Index.....	266

Preface

Nowadays, we can rarely find organizations which don't include the digital component in the marketing plan. However, digital marketing is often reduced to the communicational perspective or the use of the Internet, which does not allow to monetize the fullness of digital interaction with potential or current customers, obtaining a relationship of 360°.

Further, it's almost impossible to find a sector of activity where digital marketing is not present. Some sectors are more dynamic, others are more reactive, due to some stability, or accommodation, but digital marketing is more enhanced and demanding.

Demand in the tourism sector has been growing, simultaneously the offer has increased in quantity and quality. Therefore, marketing professionals have been using the digital component to leverage marketing efforts.

Transportation, especially airline companies, and accommodation organizations are among the top users of digital marketing techniques in communicating with their clients. Further, these two areas have strong involvement in tourism industry.

The massification of Internet access and the entry of smartphones in everyday life, provided a revolution in the way consumers interact with brands. The use of mobile devices can help tourist decision-making process and allows individuals to share information, in real time, which can influence potential customers

These factors are an excellent opportunity for digital marketing, which has evolved as result of the emergence of new technologies, new techniques, new concerns, such as, for example, content management.

This book aims to show how digital marketing can influence consumer relationship with organizations in the field of tourism, hospitality and civil aviation. So, it seeks to highlight the role of digital marketing at strategic, tactical and operational perspective. Also, along the book it can be found different tools and techniques applicable to the sectors under analysis.

So, this book is useful for marketing academics and their students (undergraduate/graduate programs), researchers, marketers specialized in digital marketing and managers who need to understand the potential of digital marketing in tourism, hospitality, and airline industries.

The ten chapters are organized according to the title, and each part, organized from general to specific, matching the three sectors developed in this book. Therefore, at first you will find information about tourism. The next chapters focus on hospitality. The last ones are about airline industries.

As there are several techniques that digital marketing uses to promote business, the different chapters develop different aspects in order to enrich readers' knowledge. Chapter 1, "The Digital Tourism Business: A Systematic Review of Essential Digital Marketing Strategies and Trends", covers a gap in the literature research, which is to identify, according to specialized research in digital tourism marketing, the best techniques of digital marketing for tourism and links its actual development to business models based on the tourism sector promoted through the Internet. The systematic analysis of results for digital tourism techniques in 15 articles provide strategies based on search marketing, digital methodologies, social media, content marketing and digital trends. The results of this research study can be used by marketers to improve their digital marketing strategies within the digital tourism ecosystem.

The buying process of tourist products is not linear, and demands both offline and online information gathering, which makes the process even more complex. On Chapter 2, "Traveler Decision Making in Online vs. Offline Buying Behavior: A Contrasting Perspective", the authors analyze the consumer decision making process in online environment and delineate a seven propositions model, based on intention adoption and continuance framework which provided insights to help marketers understand, not only, the consumers' online decision making process, but also the factors that could make them loyal in using online services in travel and tourism context.

Social responsibility is not exclusive of companies and organizations, but it can also comprise tourism. On Chapter 3, "The role of Digital Marketing and Innovation in Social Tourism: A Tourism-for-All Case Study", the case study concerns "tourism for all" and focuses on the way marketers reach not only the today's consumer, but, most importantly, low-income groups. This is because digital technologies have enabled the creation of new social phenomena, which comprises the idea of accessible tourism or tourism for all. The case study presented discusses the online relationship between digital marketing and specific social tourism contexts. The authors also consider some implications for management, besides giving suggestions for future lines of research.

The next chapter, "Digital Marketing Strategies for Accessible Tourism", is also about companies and governments' concern in providing accessible tourism. Three case studies are provided: "PANTOU – Promoting Accessible Tourism Around the World", "My web my way – make the web easier to use" and "Catalunya – Accessible Tourism". The authors emphasize the role of digital marketing in the development and consolidation of accessible tourism. Content has become the basis of digital marketing, including text, video or image.

Preface

Chapter 5, “Photographic Image, Credibility, and Consumption of Tourism in the Digital Era”, aims at bringing the communication field of tourism closer together. Therefore, photographic images and photography from different areas and authors are used. Hospitality and Tourism are seen as transdisciplinary branches that articulate the relationship between the mediatized society and the instantaneousness of the “digital world” in technological devices. This chapter also debates the selection of valuable tools to promote the tourist photographic image regarding marketing and communication, whether in terms of consumers or tourism professionals. In fact, no matter the source, photographs are an important medium of information, and new technologies favor it.

Chapter 6, “Mobile Technology Acceptance Among Turkish Travelers”, debates the way smartphones have changed the relationship between customers and companies. This has brought new challenges in terms of technology development, such as Apps, which have highly improved digital marketing. This chapter shows a quantitative study based on the Technology Acceptance Model (TAM), applied to Turkish travelers. One of the marketing strategies concerns the consumers’ acceptance and use of mobile technology. The study of all these circumstances implies the drawing up of some managerial improvements, which are portrayed on this chapter.

Since cloud computing is making inroads in other industries, and the rapid growth and development in technology, cloud computing has become a dominant platform for small businesses, as well as major enterprises. Although without any surprises, the tourism industry which employs 1 in 12 people in the world and generates 5% of the global GDP, has also seen the possible benefits of going on the cloud. These emerging technologies improve business efficiency and innovation through cloud-based solutions, including productivity and collaboration tools, instant messaging and e-mail, video conferencing and distance training solutions, customer relationship management, enterprise resource planning, and development and application platform tools. Although, the influences of the perceptions, expectations and decisions, to predict the trends of the potential travelers, has evolved in general the tourism industry towards to Tourism 3.0, where the consumers can easily connect to travel websites and interact by sharing their experiences, sharing also a lot of relevant and valuable data. This provides sufficient reasons for the tourism industry players to adopt and adept themselves with the latest advancements in the information technology and the adoption of cloud computing is key in this regard as it provides easy access to a web platform that offers more productive, efficient and competitive services to promote tourism as a vehicle of sustainable development. Chapter 7, “Cloud Computing in Tourism” addresses these aspects.

Chapter 8, “Management and Implications of Daily Deal Promotions in the Hospitality Industry: Toward Their Holistic Understanding”, debates the seasonal discounting practice, which was and is important in times of recession, together

with the daily deal or flash sale websites phenomena. However, much is yet to be known about their implications in terms of hotel industry, namely concerning the hospitality inventory. That is the purpose of this chapter: to collect and organize the available data, namely, motivators for their use, profitability-related issues, marketing implications, operational issues, impacts upon branding.


Strategic vision and mission statement are basic features of any strategic planning. Digital marketing aims at disseminating such details to develop a feeling of belonging among workers and also of proximity with the clients. Chapter 9, “Analysis of the Vision and Mission Statements in the Websites: A Research on Five-Star Hotels in Istanbul, Ankara, and Izmir”, considers the website-declared vision and mission statements of 149 five-star hotels in the largest cities of Turkey: Istanbul, Ankara and Izmir. The conclusion drawn was that hotels provided scarce information about product/market area in their mission statements. Moreover, it was determined that although hotels fully reflected their basic ideology in vision statements, almost half of them failed to place an emphasis on the future.

Chapter 10, “Building the Friendly Airline Brand: New Digital Ways for Cabin Crew Hospitality”, expands the idea that hosting behavior enhances convivial and personalized services, thus providing guests with mental comfort, which has become a growing criterion for any new, experience-based economy firm. Scientific research concerning airline hospitality has focused on pre-flight, in-flight, post-flight tangible and intangible service quality in an integrative manner. Recent researches have proven that the airline industry has consistently invested in the intangible factors, such as the cabin crew hospitality, instead of favoring concrete factors, such as “transport”. This chapter aims at showing that hospitality settles a new and fresh perspective that digital marketing must be aware of in order to create widespread impact on customers’ experiences.


Chapter 1

The Digital Tourism Business: A Systematic Review of Essential Digital Marketing Strategies and Trends


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ABSTRACT

In recent years, the development of new technologies and, in particular, the internet has encouraged industries such as the tourism to adapt their business models to the new forms of marketing in the 21st century. Therefore, the objective of this research is to carry out a systematic literature review (SLR) on the main published research studies in the field of digital tourism business (DTB) with the aim of defining what are the essential digital marketing strategies and their trends for the years coming. The results of the research identify techniques such as SEO, SEM, ASO, Sentiment analysis, textual analysis, based-location social media networks, remarketing and programmatic advertising, social ads influencers marketing, and eWOM (internet word of mouth) as the main digital marketing techniques for digital tourism business. Likewise, the main trends for the tourism digital sector have been identified. The results of this research study can be used by practitioners to improve their digital marketing strategies within the digital tourism ecosystem.

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INTRODUCTION

In recent years, the development of new technologies and, in particular, the Internet, has encouraged industries such as tourism to adapt their business models to the 21st century and to the new forms of marketing (Bennett et al., 2017). With the development of these new technologies, marketing has evolved towards a digital ecosystem in which products and services can be obtained 24 hours a day, 7 days a week, around the world (Sutherland et al., 2018).

Traditional marketing has evolved to consolidate certain digital marketing strategies that are operating with very high percentages of returns and that are driven by the time users spend using their mobile phones and computers (Palos-Sanchez et al., 2019).

This evolution of new technologies has caused users to change their behavior and habits spending more time connected to the Internet (Yousaf & Xiucheng, 2018). This fact represents an opportunity for companies and industries that can operate in these digital ecosystems, since different research indicates that users invest an average of 6 hours a day in front of digital screens (Fang et al., 2016)

In this sense, we must point out that certain industries such as the tourism industry have also joined this trend and have opted for business models based on the digital environment, which has led to an authentic revolution in the sector. This revolution has caused companies to focus their main marketing strategies on what is known as Digital Tourism Business (DTB). Basically, the DTB is defined as the businesses that are related to tourism and that their main sales channel is the Internet, and also, the strategies to boost their business models are based on digital marketing techniques (Hojeghan & Esfangareh, 2011).

The industry in which this research study is focused is the one related to tourism, a sector that is increasingly global and in which more tourists increase their investment. The tourism industry relies on sales through the Internet in terms of business such as the sale of airline tickets, or personalized travel packages, as well as last minute offers and low-cost travel organization (Nezakati et al., 2015; Palos-Sanchez & Saura, 2018).

The ease offered by the Internet to show information related to tourism has made many companies to choose digital marketing as the main digital marketing development strategy to achieve sales through the Internet (Sutherland et al., 2018).

Therefore, the objective of this research is to develop a Systematic Review of Literature (SRL) on the main published research in the field of DTB in order to define what are the essential strategies of digital marketing that should be develop the companies with tourist purposes that perform on the Internet (Li et al., 2018). This fact is important due mainly to the importance that the companies that perform on the Internet within the tourism sector develop their business models based on

digital strategies (Saura, Rodríguez & Reye-Menendez, 2019; Tavakoli et al., 2019). It is important to correctly choose the digital marketing tactics and strategies to be able to hit the users that follow a brand, and in this way, to be able to optimize the strategies in the digital environment (Senyo et al., 2019).

In addition, it is interesting to be able to understand what strategies are being researched by academics as this guide into the interest of the digital tourism industry on the best digital marketing strategies (Ukpabi et al., 2017). Therefore, this chapter covers a gap present in the literature research, which is to identify, according to specialized research in digital tourism marketing, the best techniques of digital marketing for tourism and link its concrete development to business models based on the tourism sector that are promoted through the Internet (Herráez et al., 2017; Reyes-Menendez et al., 2018).

To this end, this chapter is structured as follows, first an introduction section is presented, a subsequent literature review part, next, the methodology development is presented, specifically a systematic literature review, the analysis of the results of this review is the next part, which presents the main techniques identified as well as the trends, and finally discussion and conclusions are presented.

THE DIGITAL TOURISM BUSINESS ECOSYSTEM

Most regions of the world enjoyed solid growth in tourist arrivals from January to June 2018 (UNWTO, 2018). This increase was caused by a strong demand for outlets in the main markets around the world, underpinned by a rebound in the world economy and the development of new technologies that facilitates the planning and movement of tourists around the world (Bassano et al., 2019; Saura, Reyes-Menendez & Palos-Sanchez, 2018).

Consulting the UNWTO research (2018), by region, Europe, together with Asia and the Pacific occupy the first position, with an increase in arrivals of 7% each. Southern and Mediterranean Europe, as well as Southeast Asia, recorded the best results in these regions, both with 9% more international tourists.

The Middle East and Africa also obtained solid results, with an increase in arrivals of 5% and 4% respectively, according to the information, still partial, available on the destinations in these regions. In the Americas, growth was 3% throughout the semester, with South America (+ 7%) and North America (+ 5%) in front (UNWTO, 2018).

The United States remained the engine of much of the growth in the region and beyond. In terms of tourism demand, France, the United Kingdom and the Russian Federation all recorded double-digit increases in outbound spending from Europe (UNWTO, 2018).

India and the Republic of Korea led the growth in Asia and the Pacific, while the main global issuing market, China, reached an expenditure similar to that of the same period last year. Given this strong first semester, the growth outlook for 2019 remains positive in general terms (UNWTO, 2018).

In this context, in which tourism is increasing around the world, we can find that the use of mobile technologies and the Internet is also doing so. In this way, the direct integration of ICT in the tourism sector establishes a basis for the concept and development of Digital Tourism as a social agent.

The context of Digital Tourism and specifically in the case of the development of business models based on Digital Tourism uses increasingly innovative technologies to increase the daily habits of tourists while traveling. We can highlight, in addition, personalization as another important feature since it allows tourists to adapt the information provided and access what they feel is most appropriate in the destination in which they are located (Reyes-Menendez, Saura & Alvarez-Alonso, 2018; Ukpabi et al., 2017).

Therefore, we must highlight not only the increase in the use of mobile applications but also in the use of smartphones globally. Also, the evolution of the mobile market has increased exponentially around the world in the last decade, as well as the use of the Internet in the tourism sector.

This fact is interesting since this is the support that enables the operation of new Digital Tourism Businesses initiatives. In this sense, in an increasingly globalized world, if we look at data from the Global Mobile Market Report (2018) we can understand that the penetration of the Smartphones market around the world, considering the country, the population and the number of users that use them.

In this way, we can highlight that the number of applications downloaded by users who use smartphones over the past few years has increased in the tourism sector, a fact that highlights the increase in the interconnectivity of users to the internet and tourism in general (Saura, Reyes-Menendez & Palos-Sanchez, 2019).

Likewise, we must take into account that the total time dedicated to the digital world has grown 53% in the tourism sector, a percentage that has been driven mainly by the use of mobile tourism applications. Specifically, the use of mobile applications has increased by 111% in the period between 2015 and 2018 (Senyo et al., 2019). In addition, in 2018 there were 149.3 billion downloads of mobile applications to their connected devices and it is expected that it will rise to 352.9 billion in 2021 if we focus on tourism applications. Also, the use of mobile applications, in general, represents 60% of the total time users spend in the digital environment. It is interesting to note that each user spent on average 73.8 hours per month using mobile applications and the millennials, the generation between 18 and 34 years old, are the most used media applications with a total of 93.5 hours a month being the generation that defines the target audience of the future for Digital Tourism. Millennials are young people who

base their lives on technology, the use of technology is a habit and they carry out their activities through mobile applications or digital platforms and social networks (Del Vecchio et al., 2018; Saura & Bennett, 2019).

LITERATURE REVIEW

With the aim of identifying those researches that have been able to develop a similar methodological approach that the one proposed by the authors, we have selected different researches that carry out systematic reviews of literature to identify specific digital marketing techniques, either within the tourism sector or of other (Tavakoli et al., 2019).

In this way, an example of research is Saura, Palos-Sanchez and Cerdá (2017) in which the authors focus on finding Key Performance Indicators (KPIs) directly related to the measurement of digital marketing, in addition to the main strategies that make up this digital ecosystem of marketing strategies. Also, Reyes-Menéndez et al. (2018), develop a research in which they focus on finding the characteristics of the main mobile applications of tourism by developing a systematic review of literature. Saura, Palos-Sanchez and Correia (2019) also develop a research that aims to define the main techniques of digital marketing used in the electronic commerce ecosystem, developing a systematic review of literature to define these digital techniques.

In this sense and to identify those investigations that propose similar methodological approaches in Table 1, the authors and the descriptions of identified works can be read.

METHODOLOGY

Following the research study presented by Saura, Palos-Sanchez and Correia (2019) for the development of this research study, a systematic literature review has been carried out in which the main scientific databases have been consulted: Web of Sciences, Journal of Citation Report (JCR), SCOPUS as well as ScienceDirect, PubMed, PsycINFO and other databases of scientific category (Tavakoli et al., 2019).

Likewise, for the selection of the works that are the object of study in this research study, queries have been made in the indicated databases with Boolean operators including the terms AND or OR and vice versa, considering the keywords in the title and in the summary of the papers consulted “Digital Tourism” and “Digital Marketing for Tourism” as well as “Digital Tourism Strategies”.

Table 1. Similar studies

Authors	Description
Ukpabi et al. (2017)	It raises a review on research that focuses on the acceptance of new information services through the Internet in the digital sector.
Sutherland et al. (2018)	Research Review that raises the influence of the Internet in the new digital economy and its future influences in different industries. It raises a trend of research and development.
Saura et al. (2018)	It develops a research through a literature review to find key indicators related to mobile tourism applications.
Tavakoli et al. (2019)	They develop a systematic review of literature with the objective of identifying the influence of the development of websites of tourism companies and their influence on their Internet strategies.
Senyo et al. (2019)	Develops a literature review on the digital ecosystem of business, making a prospective in relation to the trends of research in the digital sector.

Source: authors.

The research works resulting from these consultations have been selected by number of citations and references, as well as by the position of the journal that publishes it in the indicated rankings, based on those indexed within the Business and Management and Tourism categories or directly related (Saura, Palos & Debasa, 2017).

The process of SRL will allow to identify a solid vision about the ecosystem of Digital Tourism from a global perspective attending to the main works, which have addressed this issue. Consequently, in order to carry out the methodological process, different queries were first made in databases that were then refined according to the objectives of the selected researches. Articles identified in databases with the terms “Digital Tourism” and “Digital Marketing for Tourism” as well as “Digital Tourism Strategies” have pass through the following process:

Step I: Items excluded after the analysis of titles and abstracts (n = 258)

Step II: Delete inappropriate terms

Step III: They were not conclusive

Step IV: Select potentially eligible items (n = 110)

Step V: Items excluded from the full article analysis (n = 102)

Step VI: Select the articles that did not match the search terms

Step VII: They were not related to the research criteria

Step VIII: Delete limited quality in the evaluation

Step IX: Delete articles without description and specification of the terms

Step X: Final Items included (n=15)

This process has a resulting selection of 15 papers within the characteristics indicated above - see Figure 1 - (Tavakoli et al., 2019). The process of systematic review of literature will allow to obtain a solid vision about the ecosystem of Digital Tourism and Digital Marketing for Tourism from an academic perspective attending to the main articles that have been selected.

SYSTEMATIC ANALYSIS OF RESULTS FOR DIGITAL TOURISM TECHNIQUES

The main researches identified as key to the development of the subject we are dealing with are shown in Table 2, in which the name of the authors is shown, the research study title, and the Journal name in which they have been published.

Figure 1. PRISMA 2009 Flow Diagram.

Source: authors.

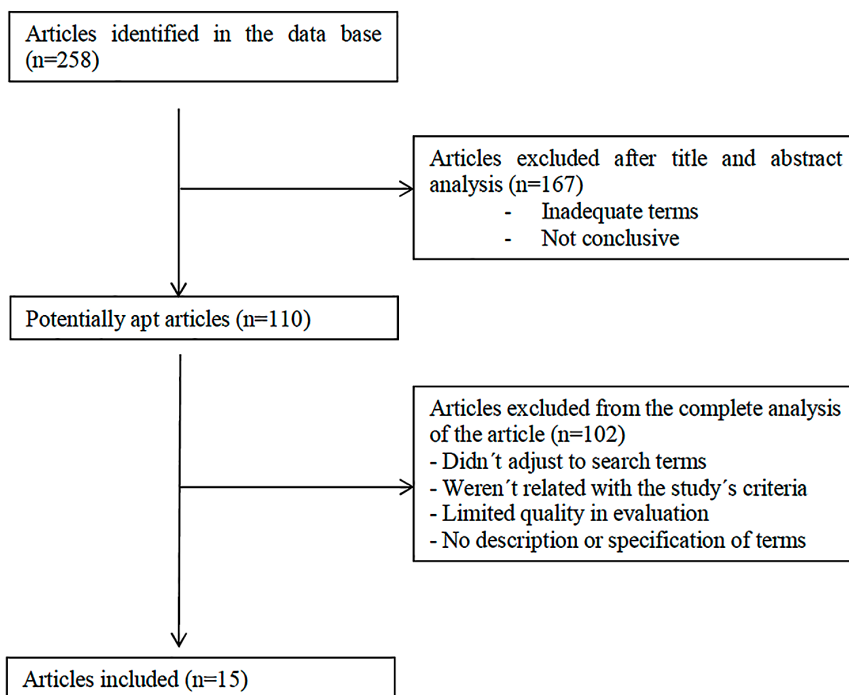


Table 2. Results of the systematic review of literature

Authors	Title	Journal
Hojeghan & Esfangareh (2011)	Digital economy and tourism impacts, influences and challenges	<i>Procedia-Social and Behavioral Sciences</i>
Nezakati et al. (2015)	Review of social media potential on knowledge sharing and collaboration in tourism industry	<i>Procedia-social and behavioral sciences</i>
Fang et al. (2016)	Analysis of the perceived value of online tourism reviews: Influence of readability and reviewer characteristics	<i>Tourism Management</i>
Dedeke (2017)	Creating sustainable tourism ventures in protected areas: An actor-network theory analysis	<i>Tourism management</i>
Li et al. (2018)	Big data in tourism research: A literature review	<i>Tourism Management</i>
Yousaf & Xiucheng (2018)	Halal culinary and tourism marketing strategies on government websites: A preliminary analysis	<i>Tourism Management</i>
Alam et al. (2018)	Assessing regional digital competence: Digital futures and strategic planning implications	<i>Journal of Rural Studies</i>
Del Vecchio et al. (2018)	Creating value from social big data: Implications for smart tourism destinations	<i>Information Processing and Management</i>
De Pelsmacker et al. (2018)	Digital marketing strategies, online reviews and hotel performance	<i>International Journal of Hospitality Management</i>
Saura et al. (2018)	It develops a research through a literature review to find key indicators related to mobile tourism applications.	<i>Journal of International Environment and Public Health</i>
Straker et al. (2018)	Engaging passengers across digital channels: An international study of 100 airports	<i>Journal of Hospitality and Tourism Management</i>
Bassano et al. (2019)	Storytelling about places: Tourism marketing in the digital age	<i>Cities</i>
Vyas (2019)	Evaluating state tourism websites using Search Engine Optimization tools	<i>Tourism Management</i>
Sousa et al. (2019)	Skills for disruptive digital business	<i>Journal of Business Research</i>
Giglio et al. (2019)	Using social media to identify tourism attractiveness in six Italian cities	<i>Tourism Management</i>

Source: authors

Main Digital Marketing Techniques for Digital Tourism

Strategies Based on Search Marketing

Search Engine Optimization (SEO)

SEO positioning is known as Search Engine Optimization and is a digital marketing strategy that was born to optimize the results in the ranking of search engines known as SERPs (Search Engine Pages Results).

It has been identified that the research focuses its attention on SEO on digital tourism, since users who are interested in making the purchase of a flights ticket or to obtain information about a tourist destination, perform searches on search engines such as Google or Yahoo! in order to find information (Palos-Sanchez et al., 2018).

The digital tourism businesses base their strategies on developing content that talks about the tourism sector, so once the users land on this content they can obtain high-quality and useful information about a destination. In this way, users can make the purchase on the same platform.

Therefore, it is a very effective positioning technique on the Internet, because if we talk about digital tourism, users usually look for information on search engines about destinations (Saura et al., 2018), and in this case, the alternative would be to search on specialized platforms such as TripAdvisor or Google Maps, in which the positioning is parallel to this technique (Tavakoli et al., 2019).

Therefore, businesses based on digital tourism develop SEO positioning strategies that consist of optimizing their titles and descriptions, as well as URLs of the pages of their websites by adding keywords. These keywords that are identified, are those that users will search on the search engine search for information about the tourist destinations, thus increasing the possibility that when a user searches for a keyword related to a tourist destination, this appears in the results of search as well as the website of the company that sells tourist destinations or any product related to tourism.

Search Engine Marketing (SEM)

The Search Engine Marketing (SEM) is the creation of sponsored ads (known as paid search results) in the search results of the main search engines such as Google, Bing or Yahoo (De Pelsmacker et al., 2018). In this case, this type of technique also includes displays and banners that persecute users with respect to their search history. In this sense, this digital marketing technique are activated when a user searches for a keyword that the advertiser has chosen as predefined (Saura, Palos-Sanchez & Grilo, 2019).

In this sense, the effectiveness of this type of advertising is high, since in the search results of the main search engines are displayed personalized ads for each type of search performed by users, and thus, can be personalized according to the user's interests.

In addition, from this type of advertising videos can be also configured that appear before viewing a video on platforms such as YouTube, understanding that potential travelers can enjoy content in dynamic images and video, thus increasing the chances that they can buy tourism products or services in companies that are dedicated to these purposes on the Internet.

Search Store Optimization (ASO)

The ASO is the positioning strategy that is carried out in the applications stores such as Google Play (Android) and App store (Apple). The ASO serves as App Store Optimization and is a technique that consists in optimizing the app information in the main application stores (Saura, Rodríguez & Reyes-Menendez, 2019). Then, when an user searches for an application, it is tried to appear as high as possible in the ranking of the search results. Many businesses develop their digital tourism strategies based on a website and blog and, in addition, on mobile applications.

Therefore, mobile applications are another channel and another way by which users can obtain information about tourism products and services. Companies carry out these strategies to increase the possibility of impacting their customers also through mobile applications on their mobile phones.

Strategies Based on Digital Methodologies

Sentiment Analysis (SA)

Sentiment analysis is a strategy that consists of collecting information from reviews and comments as well as opinions from tourists and travelers who visit a place or who request information through social networks.

In this sense, sentiment analysis strategies are centered on the analysis of positive, negative and neutral feelings with respect to the analyzed data set. This set of data can be a database extracted from platforms such as Booking, TripAdvisor or Google Maps, including also from hotel profiles and tourist destinations on Twitter.

In addition, it is also possible that datasets can be generated from a hashtag linked to a tourist destination. With the use of this type of strategy, companies are able to obtain information related to the feelings and positive or negative experiences that travelers have had during their stays in hotels, or during the time they have enjoyed their product or service (Saura, Palos-Sanchez & Grilo, 2019).

With this information, the directors and managers of hotels or tourist offices can make decisions regarding the mixed feelings around their main products and services, optimizing possible problems that may exist around their products and services.

Textual Analysis (TA)

Textual analysis is a technique that is being used for digital marketing. In this sense, the methodology and its development are carried out in the same way as sentiment analysis, that is, this technique applied to digital tourism and its main objective is to collect databases in which a textual analysis consisting of the identification of key factors related to a subject of study can be applied. Therefore, textual analysis is a qualitative analysis procedure in which various factors related to an event, a

company, or any other object of study are grouped into groups. The most common way to perform a textual analysis of selected terms is through the use of a software such as NVivo or Atlas. The main purpose of the textual analysis is to obtain an exploratory analysis based on data, obtaining results of a higher descriptive quality than would be possible without such software (Saura, Palos-Sanchez & Grilo, 2019).

In this case, key factors related to negative reviews that travelers have made about a hotel can be analyzed. With the development of this technique in the digital ecosystem, managers and executives of tourist companies can see what the problems are that users or travelers have detected in their tourist destinations and then try to solve them (Alam et al., 2018).

eWord of Mouth (eWOM)

As a result of wide range of communication channels facilitated by Web 2.0 traditional face to face word-of-mouth (WOM) is changing into Internet Word of Mouth (eWOM). Consumers face richer information environments than before and use online social platforms, including social networking sites, blogs, social shopping communities, and consumer review sites, to communicate opinions about products, services and exchange purchase experiences. e-WOM is the most important source of information when consumers are deciding to purchase hospitality and tourism services because consumers are more likely to rely on interpersonal communications in the service context due to the intangibility and experiential nature of services.

In addition, these strategies are also based on the increase of positive reviews so companies try to identify those positive comments regarding the product or service offered and transfer these interests to the managers so they can implement the feedback made by the users both, negative and positive, on digital tourism products (Fang et al., 2016; Saura, Palos-Sanchez & Correia, 2019).

Strategies Based on Social Media

Programmatic and Remarketing Advertising

Remarketing and programmatic advertising in the tourism sector are techniques that are specialized in pursuing users online with banners or creatives based on displays in which they offer tourism products and services.

This technique of digital marketing in the tourism sector consists of these displays pursuing users in their main profiles on social networks while the users are surfing the Internet. When a user visits a website, digital businesses install cookies in the users' browsers giving information about their interest to the tourism sector and about the specific products and services they have searched for (Reyes-Menendez, Saura & Martinez-Navalon, 2019).

In addition, if these users have used browsers such as Google Chrome, they install cookies with respect to the demographic data of these users based on their search history, therefore, when a user visits a web page, a personalized banner appears with the tourist destination. or with the product and tourist service. It is a strategy that is effective but sometimes generates rejection of users because they feel intimidated and worried about the privacy of their data when viewing such personalized advertising.

Social Ads (SADS)

Advertising on social media platforms within the tourism sector consists of the development of advertising strategies and creativities that will appear only on social networks such as Instagram, Facebook or Twitter. This strategy basically consists of the development of promoting strategies for tourist destinations and that can be images or videos. As the profile of users who travel is often present in social networks such as those mentioned above, companies in the digital environment comment on their advertising on these social networks to try to attract users and, sometimes retain them to increase the possibility of buying a product or a service more than once (Kim et al., 2019).

In this case it is true that advertising is less intrusive because sometimes it is hidden among the feed of its followers in social networks. Content marketing strategies generate content that is not commercial but that tells a story related to the tourist destination or the product or service offered.

Strategies Based on Content Marketing

Located-Based Social Networks

Social geolocation networks have become an important tool for digital marketing strategies in the tourism sector. These strategies consist in the creation of new public profiles in social networks specialized in the tourism sector. These pages can be perfectly located by the users who use their smartphones during their trips as well as to obtain information prior to their trips (Saura et al., 2018).

One of the social networks that has been consolidated in this tourism sector is Google Maps or Yelp, being social networks not exclusively in the tourism sector but which are used for these purposes by users since they use them while they travel.

In addition, users use these social networks to plan their trips based on the features of these applications. Also, users can write reviews and opinions about the products and services they have enjoyed in these ecosystems.

Influencers Marketing (IM)

Influencers have become a key element to launch advertising messages to a series of users that have heterogeneous characteristics. Users tend to follow influencers in specific industries. Therefore, companies in the digital sector base their strategies on identifying which are the influencers that can provide advertising services (Coates et al., 2019).

Subsequently, the company generates a content or an offer about a product or service and, through its profiles in social networks, the influencers publish the advertising message exclusively to the users who follow it. Sometimes, these strategies are generated with the aim of increasing interest in a new product or tourist service or even to massively increase the interest in an event that takes place in a specific tourist geolocation.

Strategies Based on Digital Trends

Augmented Reality (AR)

Augmented reality has been identified as one of the technologies that can change the future of the tourism sector in the digital environment. Using augmented reality tourists or travelers can interact with the monuments and places they visit through their mobile phones, which also makes possible a real interaction between the places visited by travelers and the travelers themselves (Tavakoli et al., 2019).

If we link the development of augmented reality to the increase in the use of mobile phones around the world and the percentages of increase in terms of tourism at the global level, augmented reality is consolidated as one of the future trends for the development of this industry in the digital environment (Palos-Sanchez & Saura, 2018).

Virtual Reality (VR)

Virtual reality is the creation of mobile applications that can interact between the real world and a digital world that is viewed on mobile phones, tablets or computers. In this case, VR is interesting as long as users can see parallel stories that happened in a tourist environment or imagining the reconstruction of a specific geographical area thanks to applications that develop these parallel realities.

Therefore, VR is also consolidated as a trend and therefore it can make the tourism sector move to new innovations and can redefine its strategies based on the offering of new products and services that are characterized by the use of this technology can interact between travelers and tourist destinations in the digital environment or even in the offline environment (DiVerdi et al., 2019).

360° Videos

Recording videos in 360° allows an authentic opportunity for the digital tourism sector. This technology can be watched through the Internet or through a screen, those are new perspectives that until now the users could not enjoy.

In this way, the users can see through the web pages or applications of the companies that promote their tourism products and services, by using augmented reality glasses, 360° recording videos, which allows them to interact in a pleasant and dynamic way with the tourism and thus increasing the possibilities for companies to be more creative and to offer experiences linked to their tourism products through the Internet. In addition, the application of this technology for the recording of open spaces that transmit the spirit of the tourist territories is a trend that provides new experiences for travelers.

Digital Neuromarketing (DN)

Neuromarketing is increasingly becoming a science that studies how the behavior of the human being is linked to the decisions made by his brain (Spence, 2019).

In this way, neuromarketing studies the human brain to try to anticipate the decisions it makes. If we apply this theory to the digital sector methodologies such as eye tracking can be developed, in which specialized software identifies where a user is looking at a specific screen. This technique therefore pursues to identify in detail where a user looks when enjoy a specific content in a website (Reyes-Menendez, Saura, & Palos-Sanchez, 2018).

These analysis actions are very important if it is considered that users visit websites globally every day. If this data is well analyzed, patterns can be found that help to improve the design of web pages about tourism or even improve the experiences that are offered through them as for example the improvement of the spaces destined to the experiences or the physical design of tourist gift shops or the improvement of the tourist offer in any type of channel or advertising support (Zeeuw et al., 2019).

Internet of Things (IoT)

The Internet of Things has established itself as a trend around the world. Increasingly, there are devices connected to the Internet that collect data daily. This data is stored so it can be structured by managers and can therefore develop conclusions based on their analysis.

The tourist environment is plenty of these connected devices and also are increasingly present in the tourism sector because they can help travelers find sites and places with tourist interest or even help them to find information.

One of the trends in the digital tourism environment is the offer of activities and excursions with this type of devices that add value to the tourism products offered through the Internet and are a key element for the development of strategies linked to DMB (Zeeuw et al., 2019).

Likewise, we should also pay attention to privacy concerns related to these devices as they are continuously tracking the information related to travelers. The challenge must be to implement these strategies in the digital tourism ecosystem without creating concerns for the privacy of users.

Business Intelligence (BI)

Business intelligence is a reality in terms of the collection and analysis of massive data that comes mainly from the Internet. BI is considered a trend within the tourism sector because, although the collection of data is a reality, the useful and cost-effective analysis of these data must still be defined to be more effective (Richards et al., 2019).

The BI is consolidated as a process to obtain real information but there are opportunities that have not yet been defined correctly to make decisions in the tourism sector. In addition, in recent years BI strategies have applied different methodological approaches based on data mining and machine-learning, both techniques from the evolution and development of artificial intelligence. The application of these new techniques for the analysis of BI data has led to the increase of measurement strategies to obtain greater profitability within the BI and the companies that apply these measurement models (Chen et al., 2012).

Hotel managers and tourism companies can use these strategies to increase the identification of key indicators related to the performance of their businesses.

Table 3. Summary of main digital marketing strategies for Digital Tourism

Based on Search Marketing		
<i>Search Engine Optimization (SEO)</i>	<i>Search Engine Marketing (SEM)</i>	<i>App Store Optimization (ASO)</i>
Based on Digital methodologies		
<i>Sentiment Analysis (SA)</i>	<i>Textual Analysis (TA)</i>	<i>Intern. Word of Mouth (eWOM)</i>
Based on Digital Social Media		
<i>Programmatic advertising and Remarketing</i>		<i>Social Ads (SAds)</i>
Based on Content Marketing		
<i>Located-based social networks</i>	<i>Influencers Marketing</i>	
Based on Digital Trends		
<i>Virtual Reality (VR)</i>	<i>Augmented Reality (AR)</i>	<i>360° videos</i>
<i>Digital Neuromarketing (DN)</i>	<i>Internet of Things (IoT)</i>	<i>Bussiness Intelligence (BI)</i>

Source: authors.

DISCUSSION

As a result of the development of this research, the main digital marketing techniques that should be used for business models based on digital tourism business have been defined.

In this sense we should emphasize that these strategies are Search Marketing, SEO and SEM as well as ASO in the app stores of the main platforms of applications such as Android (Google Play) and iOS (Apple).

In addition, we have identified techniques and strategies based on sentiment analysis in social networks specialized in tourism, development of strategies based on textual analysis of reviews, opinions and comments. Also, the creation of profiles and optimization of strategies in social geolocation networks that aim to the tourism sector, remarketing strategies and programmatic advertising, which pretend to build customer loyalty and capture it to make a specific purchase over time. Social Ads which consist in the development of strategies based on advertising on social networks, an advertising that is not intrusive but generates content related to the brand (Tavakoli et al., 2019).

Strategies based on the hiring of influencers that promote tourism destinations as well as products and services linked to tourism. Finally, strategies based on reviews in which eWOM tactics are raised.

In this way and based on these strategies that have been identified as a result of the systematic review of literature carried out, we can say that businesses based on Digital Tourism should follow these digital marketing strategies in order to be successful (Reyes-Menendez, Palos-Sanchez, Saura & Martin-Velicia, 2018).

These strategies are being studied in the academic field, as well as obtaining a real development by the professional industry. This fact has been demonstrated with the increase in the use of mobile applications within the tourism sector and also the use of mobile phones or the target audience that moves the most, such as millennials (Giglio, 2018).

Therefore, companies that want to develop digital strategies that have products or services related to tourism, should follow the techniques identified in the results of this research study so they should undoubtedly be the basis of their Internet strategies.

In addition, as a result of the research methodology results, future trends have been identified within the digital tourism marketing environment that may be key to the development of new strategies in this sector.

CONCLUSION

This research has developed an analysis of the digital tourism sector focusing on digital marketing strategies. In this sense, a methodological process has been followed to obtain a final sample of 15 research works that develop digital marketing strategies in the tourism sector.

These research studies have allowed us to conclude that the main digital marketing techniques that are developed in the tourism sector.

It is interesting that managers and directors of hotels and companies that develop their strategies in the digital environment and are linked to the tourism sector could follow the results of this research as they can become an opportunity to improve their digital marketing plans. In addition, as other managerial conclusions the CEOs and directors of hotels or businesses related to tourism can use the results of this research to plan their long-term technological strategies and thus adapt their marketing strategies to the current market that is in continuous movement.

In addition, managers can ask travelers their opinions regarding the techniques identified in this research and thus obtain a high-quality feedback that allows them to improve their business development.

The practical implications of this research are those linked to professional and real digital marketing strategies, which can be carried out in companies nowadays. Companies can identify the results of this research study and they can improve their strategies by understanding why users interact with them the way they do.

At the academic level, this research can be used to improve the analysis of the literature and obtain ideas about the interest of academics in this field of research, which will allow, among other things, to increase references and enrich the developed methodological processes.

The limitations of the research are those related to the number of researches consulted in the development of the systematic literature review, the continuous growth of the digital tourism sector, as well as the digital marketing itself.

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KEY TERMS AND DEFINITIONS

Business Intelligence: It is a data analysis strategy that aims to extract knowledge from large databases or big data to improve processes within the company.

Digital Marketing: Digital marketing is defined as the strategies that are carried out on the internet to promote and manage marketing strategies in digital ecosystems.

Digital Marketing Techniques: Digital marketing are the different actions that can be performed in Internet Marketing and that are specialized in specific areas of the internet such as social networks, search engines, online platforms, or mobile applications.

Digital Tourism: Digital tourism is the use of digital tools to prepare, organize, control and enjoy the travel experience when doing Tourism.

Digital Tourism Business: It is a business specializes in digital tourism that offers exclusive services and products for digital tourism such as online platforms, applications or connected devices.

Digital Trends: It is defined as the identification of new techniques and trends that use the digital ecosystem and the internet to carry out marketing promotions using new techniques and formats.

Search Engine Marketing: Search engine marketing or SEM is a digital marketing technique that aims to sponsor search results and other content under cost-per-click bid strategies.

Search Engine Optimization: Search engine optimization or SEO is a technique that aims to optimize technical indicators within web sites to increase the search engine pages results (SERPs) ranking on internet search engines.

Chapter 2

Traveler Decision Making in Online vs. Offline Buying Behavior: A Contrasting Perspective

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ABSTRACT

The growing preference of consumers to search for information and make web purchases in travel and tourism context is forcing a number of enterprises to go online. Looking at the complexity that already lies in offline decision making, attracting consumers online, understanding their psychology, and making them purchase is becoming a stringent job for the marketers. Though significant research work has been done in terms of adoption of website services for travel websites, a comparative understanding of the offline and online purchase decision-making process of the consumer and how that can be leveraged in making the consumer loyal through continuous usage of the website services still needs an in-depth understanding. In this chapter, the authors have tried to differentiate between online and offline behavior and proposed a model based on intention adoption and continuance framework which will surely provide insights to both the academicians and marketers/website developers in terms of improving the online buying behavior of consumers in travel and tourism context.

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INTRODUCTION

Understanding consumer behaviour has been a key area of concern for academicians for several decades, however decoding the nuances of consumer buying have over time become more and more complex especially with the growing emergence of online travel related services (Olsen & Connolly 2000). Although the steps in consumer decision making that persuades consumers in the offline world are applicable in the online platform also, still there are differences which needs to be highlighted in a specific manner. The change in the context and medium makes a huge psychological impact on the consumer behaviour making it more challenging for the marketer to understand the online consumer decision making process (Rayman-Bacchus & Molina, 2001). On one hand a consumer may walk into a store look at every option and may decide to buy online a concept called as show-rooming or vice versa a concept known as web-rooming, where a customer checks the products or services online but decides to make the purchase offline making it more complex for the marketers to formulate an integrated marketing mix strategy (Holm, 2006). However understanding this contrasting behaviour is critical for marketers as many companies are accessible to consumers through both offline and online mediums (Chatterjee, 2001).

Consumer purchase decision making procedures are made out of a few factors that impact buyer decision for specific items and services. Travellers may pick lodging, depending on its area, brand name, different offices, service quality, price, loyalty program, and quality evaluations by past visitors. Value delivery is an essential concept in retaining clients be it online or offline. Past research has discovered that value is directly connected with behavioural expectations in all kind of industries and travel & tourism is not an exception to it. In this way, it is vital for hoteliers to examine the key predecessors affecting the procurement goals in order to positively impact clients from the pre-buying stage itself. Arranging a trip includes a worldly, dynamic, progressive, and multistage unexpected choice process (Starkov, 2001). Information needs and information seeking strategies can be accepted to fluctuate for various stages in the decision making process (Li et al., 2013; Litvin et al., 2008). Likewise, travel arranging includes a huge number of factors for which decision choices should be made.

Advances in data innovation and the presentation of new techniques for correspondence have prompted progressively critical changes in consumer behaviour. These progressions have created a stir in organizations marketing strategies and business administration, particularly in the travel business. The Internet enables potential visitors to accumulate data about lodging pleasantries and facilities in a utilitarian nature since they can think about costs without reaching a hotels sales

representative or travel operator and set up their travel agendas while seating in front of a screen. As a result of high penetration of web-based business, effectively receiving a more successful internet business channel has turned into a huge issue for travel organizations.

Online business in hospitality and the travel industry has advanced in later a long time from the fundamental offers of less-complex items, for example, carrier tickets, lodging and auto rentals, to grasp more complex items including excursion bundles and travels. While the business condition for the travel business proceeds to be in motion, the quick multiplication of new items and services makes it always a troublesome for firms to get it what clients want and will pay for. Making things much additionally difficult, potential market contributions in the travel business have become progressively perplexing due in extensive measure to propels in data innovation that enable clients to look at and deliberately evaluate the relative expenses and advantages of various choices. Though recently travel enterprises have reacted to the open doors offered by online business by creating sites to take full preferred standpoint of the viable and inventive business employments of the internet but still it is in infancy stage with quite a bit of learning curve to attain competitive advantage in this continuously evolving business opportunities offered by information technology.

The internet and social media constantly “attacks” shoppers with a plethora of information regarding numerous developments in product and service offerings. There is presence of online word of mouth from fellow consumers whose opinions and suggestions through resources like online reviews and comments have gained much importance over time. Tweets, blogs/vlogs, comments, reviews etc. have become key factors of consideration for consumers before purchase. Over the years services offered by travel industry is moving towards self-service technologies especially, with the growth in third party websites and apps like TripAdvisor and Trivago, where travellers can accumulate all the information from company as well as fellow travellers which may aid in their travelling decisions (Filieri & McLeay, 2014). The amount of information also poses challenges for managers and consumers both. On one hand managers are constantly trying to influence travellers by finding better ways to manage the amount of information, whereas on the other hand, consumers are having trust and credibility issues related to message and message sources. Today online buying decisions involve thinking about concerns like privacy and security also (Park & Lee, 2009). Thus understanding the behaviour of tourists in itself has become a complicated task for the travel managers.

A close up assessment of literature in this area uncovers that the majority of the consumer behaviour theory has been applied to the study of online consumer behaviour in hospitality and tourism context but still there are significant differences between off line and online consumer behaviour especially when it comes to travel

bookings that require a distinguishing conceptualization (Song & Zahedi, 2001; Vijayasathy, 2001). Thus studying online consumer behavior and factors that affect the continuous usage of online services especially in travel context is need of the hour for marketers. Accordingly this study has been structured to 1) provide a systematic and exhaustive review of consumer behaviour in the context of online vs. offline based on the basic consumer decision making process and 2) also to propose a conceptual model for understanding the underlying driving components of continuous online usage behaviour of the consumer in travel and tourism context. The following section highlights the consumer decision making process in online environment followed by the proposed model describing the antecedents affecting the continuous online service usage behaviour of the customers in travel and tourism context.

BACKGROUND

Consumer Decision Making Process in Online Environment

It is not very easy to define tourism marketplace because it contains a combination of heterogeneous business services like transportation, accommodation restaurant and many more (Carlsen & Liburd, 2008). This is aggravated by the nonattendance of an important scientific classification in literature that can outline key qualities between travel items. Travel decision making in tourism has always remained a vastly researched area for a very long time period (Jeng & Fesenmaier, 2002; Sirakaya & Woodside, 2005) and with the advent of internet it has become much more intensified. Despite the fact that electronic commerce (web-based business) is in its outset, buying through the web is a standout amongst the most quickly developing types of shopping (Levy et al., 2012).

The internet is a substitute dissemination channel that can be perfect with existing channels (Rayman-Bacchus & Molina, 2001). The utilization of websites in hospitality associations goes past just elevating and pitching items to shoppers. The adoption of websites too gives the hospitality firms vital business openings and focused edges. Utilizing the internet as a reservation technique can profit the hospitality firms and likewise the clients by lessening costs and giving real life information to both parties. However online travel portals have not been that effective as expected for creating loyal customers (Hassan, 2013). Hence there is a need to understand consumer behaviour online and how it differs from the off-line mode to formulate strategies to increase customer loyalty in terms of the website usage and purchase intentions from the website in travel and tourism context. In the following

section the authors have explained the online decision making behaviour based on the consumer decision making process proposed by Kotler & Keller (2006), of the consumers and how it differs from the offline mode.

Need Recognition Stage

In the traditional sense need recognition occurs when a customer faces a gap in his/her actual state and desired state. Marketing plays a crucial role in bridging this gap as the consumer uses information provided by organizations through their marketing campaigns to move to a desired state. With the digitization of marketing practices the way consumer is presented with information and the way consumer uses the information to identify his/her need have changed over the years. Today consumers face a challenge in evaluating online information (Akhtar et al., 2019). (For example, we all receive push notification through emails or text messages for a holiday package with a list of suggested places like hotels and offers which can motivate the recipient to start the process of making a travel plan.

The delivery of promotional content, news, product or service related information to potential consumers has become very convenient for marketers. Now, the situation is that consumers are perplexed by too much information. Marketers need to find ways to provide important and crucial information to very specific target audience in order to take advantage of the digital environment. Using several data analytics tools marketers should try to predict the behaviour in this stage of decision making and accordingly proceed with the information for consumers. This is the stage where consumption of eWOM has not happened yet, so it is of vital importance to understand what happens before eWOM consumption, that is, what factors determine the extent to which consumers use eWOM (O'Rielly et al., 2018).

Information Search Stage

Traditionally in consumer behaviour when information search was discussed due importance was given to sources of information, which were categorised as internal and external. However the lines are not that simple when online information search is discussed. With the advent of Web 2.0, the reach and popularity of online sources of information search has rapidly increased over the past years. Traditional word of mouth (WOM) has been replaced by electronic word of mouth (eWOM) as resources like online reviews, tweets and social media posts generated by consumers as well as companies have gained prominence. Since information search process is one of the early stages where marketers can stimulate consumers decision making process, it becomes essential for academicians and practitioners to understand how hospitality consumers attain information through online and off-line information sources (Gursoy 2019).

Consumer driven messages are more effective in marketing than company driven messages. One such popular consumer generated message is online review, defined as “peer-generated product evaluations posted on company or third-party website” (Mudambi & Schuff, 2010). Online reviews have become one of the most popular sources for consumers to get product and service related information. Customers prefer online reviews, because these reviews are largely conveyed through feedback platforms and websites which are independent from official or corporate content (Forman et al., 2008).

Consumer generated platforms like personal social media pages or company fan pages are very popular among buyers as they are highly trusted. Third party websites are also a popular source of information for many consumers. Although company websites and company sponsored web pages have a lot of relevant product and service information, consumers still give priority to consumer generated information. Website administrators have devised several ways of providing cues to website visitors about the authenticity of information on their websites, which is discussed in the next section.

With the plethora of information available consumers are perplexed with the genuineness of the information that they use for purchase decisions, hence a huge challenge for marketers is now to assure consumers about the trustworthiness of the information. Ratings have also evolved over time; today consumers can view not only ratings for products and services but also ratings for reviews as well. Aggregate ratings, star ratings and numeric ratings are just a few forms of ratings which are available to potential buyers which aid to their purchase decisions. Moreover credibility cues are also assigned to the person who is posting the review, in order to provide potential buyers with information about authenticity of the reviewers. So, a traveller today would take all the above mentioned information cues to take a purchase decision.

Evaluation of Alternatives

Traditional offline shopping experiences have limitations, such as the amount of available product alternatives and the amount of information about varied products to compare alternatives. While online shopping has limitations, such as feel, or limited trial of products. Devices like smart phones enable consumers to experience best features of offline and online shopping environments at the same time.

In the travel and tourism context consumers are presented with vivid information about the travel arrangements which a company can make available to the consumer. Customers have become intelligent users and search online for the unbiased, honest information that will guide them while taking decisions (Baka, 2016). Consumer evaluate alternative after going through images of destinations, or hotels, or

testimonials of previous travellers. The decision to simply choose one option over the other has become very complicated in the digital age. For a marketing organization to increase the likelihood that their services for example travel products and brand, become a part of the consideration set for many consumers, they need to understand specific consumer benefits and what features are most significant to their decision-making process. The internet has made it easier for customers to do in-depth research compare and contrast, and they do not want to make a purchase without proper information.

Purchase Stage

During purchase, protection/security, payment systems, exchange capacities and speed of activity may influence satisfaction of the customers. Contrasted with the conventional economy, online customers are more definitely mindful of the requirement for protection/security (Culnan & Armstrong, 1999; Friedman et al., 2000; Grewal et al., 1998). Deficient foundation, absence of trust, and protection and security concerns frequently lead to lost deals (Grabner-Kraeuter, 2002; Yianakos, 2002). In addition, online customers are also known for low resistance (Chen & Chang, 2003). A webpage designer need to think not only about its appearance and usefulness, but also it's as stacking time (Weinberg & Pogrebisky, 2000). The importance of understanding the purchase of tourist products creates the need for thorough research on this topic (Pereira, 2016). Most tourism related decisions are of high involvement that require extensive decision-making because of the relatively high risk and monetary and non-monetary costs involved in these decisions (Bianchi 2016). A frequently referred to explanation behind internet shopping is comfort (Chen & Chang, 2003). Along these lines, to raise the client's level of satisfaction web designers has to enhance the website's exchange ability, plan a safe and advantageous payment mechanism instrument, and guarantee finishing of all web-based shopping activities and spare the client's task time.

Post-Purchase Assessment

Post-purchase assessment in an online setting is for the most part affected by two factors to be specific: the effectiveness of logistics/conveyance and client service quality/after sales service. The most well-known kinds of grumblings about Internet exchanges incorporate refund and exchange policies, return and exchange arrangements, faulty items, poor client service, out of stock items and deferral in conveyance (Brooker 2000; Chen & Chang, 2003; Stone 2000; Vogelstein & Holstein 1999). Shoppers need assistance with item choice (for example, estimate, shading, textures), gift services, contact data for sales agents, a FAQ area for quick

answers, data about the security of their exchanges, organization return, instalment and credit approaches. Data about delivery and dealing with costs, certifications, and articulations about item quality will enhance the store image in the eyes of customers. Buyers need cautious, consistent, helpful and auspicious correspondence crosswise over geographic barriers (Lohse & Spiller, 1998). In the online business order, not only is the utilization of merchandise isolated from generation, in this way making it important for products to be conveyed to purchasers before utilization, but there is also a deferral in the conveyance of products on account of the time hole between the request and physical transportation of the products to the shopper doorstep who may dwell far from the retailer.

FRAMEWORK FOR PROPOSED MODEL

Earlier research studies concentrated more on how consumers adopt and use technology to make purchase online. But over the time both the academicians and marketers have realized that in this current digital economy competitors are a click away, and intention and adoption of technology by the consumers will just ensure initial success. For long term sustenance and growth, they will require loyal customers and which will happen once the customers keeps on using the online services on a frequent basis. Hence research in customer continuance behaviour becomes crucial especially in online context. While most of the information technology models focussed on consumer behaviour in the form of intention to use and adoption like TAM by Davis (1989), TPB by Ajzen (1991), Fishbein's Attitudinal Model by Lilien et al (1995) very few addressed the issue of post purchase behaviour or technology continuance behaviour like, Expectance-Confirmation model by Oliver (1980) and IS continuance model by Bhattacharjee (2001). Existing studies on the determinants of online consumer behaviour can be separated into five major domain areas, including individual /consumer characteristics (Gefen, 2002; Kim & Lim, 2001) environmental influences (Khalifa & Limayen, 2003; Soh & Markus, 2002), product/service characteristics (Bobbitt & Dabholkar, 2001; Jarvenpaa & Todd, 1996), medium characteristics (Chau et al., 2000) and online merchant and intermediary characteristics (Lohse & Spiller, 1998). In this chapter the authors have adopted the integrative model of online consumer behaviour proposed by Cheung et al (2005) to explain the factors affecting the consumer online purchase intention, adoption (purchase) and continuance (repurchase) in the context of online travel bookings. This proposed framework will provide effective insights to both marketers as well as academicians in terms of continuous usage behaviour in online tourism and hospitality context.

Propositions Developed

Flow

“Flow” is the term used to describe the “holistic sensation that people feel when they act with total involvement” (Csikszentmihalyi, 1975). Across divergent disciplines, academicians have found the concept of an optimal state of experience notionally constructive and have used it to study a miscellaneous set of deeds from mountaineering and ocean cruising to contemplation and usual work process (Csikszentmihalyi & Csikszentmihalyi, 1988). In information literature, the concept of flow has derived considerable attention as it is related to “user satisfaction” (Baroudi & Orlikowski, 1988). Though client satisfaction has been considered the most suitable construct for estimating the amplexity of most customary data frameworks, flow appears to be a progressively fitting build for depicting and estimating the sort of interest and creativity improving conduct which is the objective of numerous information systems (Elam & Mead, 1990). Extending the applicability of flow in online environment, Hoffman & Novak (1996) defined flow as the state that happens during network navigation which is 1) portrayed by a consistent grouping of reactions encouraged by machine intuitiveness, (2) characteristically pleasant, (3) joined by lost reluctance, and (4) self-fortifying. Flow is a multidimensional construct that speaks to the client’s view of the medium as lively and exploratory (Bridges & Florsheim 2008; Hoffman & Novak, 2009; Koufaris, 2002). The Flow theory proposes that involvement in a lively, exploratory experience is self-spurring since it is pleasurable and empowers reiteration (Miller, 1973). People who interact all the more lively with a website will see the interaction more positively than the individuals who communicate less lively, and thusly they might be progressively spurred to take part in connections later on (Webster et al., 1993). Thus it is quite likely that websites/online services which depict high flow will be visited or used more regularly with purchase intentions (Berthon et al., 1996; Siekpe 2005). Considering the importance of flow in both online and offline environment the authors have used flow as a dependent variable construct in our proposed framework signifying those online travel and tourism websites/services which exhibit flow experience to the users will have greater chance of succeeding in terms of sustenance and growth through purchase intentions of loyal customers.

Literature shows that a compelling flow experience is positively associated with attitude toward website and firm (Mathwick & Rigdon, 2004). Cyr et al (2005) showed that customers who perceived flow during online shopping are likely to consider revisits to the website or purchasing from the website in the future. Hoffman and Novak (1996) posited that while surfing the internet, once an individual has a series of seamless interaction with the machine, enjoyment, loss of self-awareness and a heightened sense of the self will ensue, the more likely flow experience is to

ensue. Wu and Chang (2005) showed that flow is positively related to transaction intentions and in the context of travel communities defined flow as a temporarily unaware experience, where members of online travel communities engage in the travel web sites process with enjoyment and time distortion. People who experience flow on a travel related website is more likely to return to the website and may show purchase intentions. So we coherently argue that flow may positively affect purchase intention.

Proposition One: Online travel and tourism websites/services exhibiting flow experience to the customers/users has a greater chance of purchase intentions by the customers/users.

Information Quality

Information quality has been studied in the literature through several dimensions like relevance, accuracy, timeliness, comprehensiveness etc. Information quality in the context of e-WOM has been conceptualised differently in various studies; for instance, Cheung et al (2005) measured online review quality in terms of review completeness, timeliness, accuracy, and relevance, whereas Park and Gretzel (2007) considered credibility, objectivity, clarity, and logic. These scholars have primarily drawn from information systems research to select the information quality dimensions (Bailey & Pearson, 1983); however, consumers may assess the quality of information contained in websites differently than the employees of an organisation would assess the quality of the information contained in information management systems.

Informational influences are based on the receiver's judgement of the relevant content of a message and include elements such as information quality dimensions, whereas normative cues indicate the social pressure on individuals to conform to the opinions and expectations of others and include elements such as crowd opinions.

Proposition Two: Information quality positively affects flow in an online travel & tourism website/services.

Source Quality

Consumers today can access a vast majority of product or service related information in much smaller time span. Further, consumers have options of selecting the most credible information by going through multiple cues like ratings, votes and likes. Potential consumers can find marketer as well as consumer generated recommendations on several online websites, research has shown that consumer associate more trust and credibility to consumer generated WOM.

Extant researches reveal that credibility of the message source has the ability to affect and alter readers attitude, and that information provided by a person more credible produces higher believability and acceptance of the message (Cheung et al., 2005). Further, credibility of the source enhances several perceptions of consumers like usefulness of online WOM (Cheng & Ho, 2015), purchase intentions (Sparks & Browning, 2011), and message credibility (Wu & Wang, 2011). Source of a message can be attributed to a website or an expert who has provided the information. Consumers may prefer the information on a website as more credible and use the information in purchase decisions. Travel related websites have gained popularity over the years like Trivago and TripAdvisor. The online reviews and quality of reviewers generates credibility perceptions about the website. Literature has shown that consumer generated websites are trusted more as compared to company generated websites.

Marketers and website developers have to focus on increasing trustworthiness of their websites. Consumers should feel that the website and the informative content on the website meet high standards of credibility.

Proposition Three: Source Quality positively affects flow in an online travel and tourism website/services.

Internet Experience

Past research studies have identified online experience as a major determinant of online consumer buying behaviour (Beldona et al., 2003; Bellman et al., 1999; Ratchford et al., 2001). Results showed greater a user/consumer spends time online combined with the frequency of internet usage greater are the chances of that user to buy online (Beldona et al., 2003; Bellman et al., 1999; Weber & Roehl, 1999). Internet experience is related to the ability to process information effectively, which in turn is affected by several factors like education, intelligence, product experience, relevant knowledge, and message difficulty (MacInnis & Jaworski, 1989). Past studies have showed, that users with prior internet experience feels more comfortable to interact with technologically advanced websites with novel features as they can posit more control on those websites which come from the experience and time they have spent on the internet (Alwitt & Hamer, 2000; Hoffman & Novak, 1996). Hammond et al (1998), indicated that previous internet experience is an imperative moderator of users' attitudes towards the Web, although its influence is not linear. The heaviest users of web are enthusiasts for the medium who uses the medium for fun and entertainment mainly and not just for information search unlike the light users. As evident from the literature on flow concept that the more control a user has in operating a website the more he feels to be in flow state (Ghani, 1995) and

in the above case it is natural with more internet experience. Hence based on the above discussion the authors have proposed that more the internet experience one has the more he will experience flow in a website in online travel context

Proposition Four: The higher the internet experience one has the higher he will experience flow in an online travel & tourism website/services.

Convenience

One of the crucial benefits provided by the online marketers to the online consumer consumers is to shop while seating at the convenience of their home irrespective of the physical/regional barriers separating the consumer from the shop (Alba et al., 1997; Hofacker, 2001). Since consumer rarely visits the physical store prior to purchase (Newman & Staelin 1972), interactive shopping helps him/her to reduce the costs of pre-purchase product information while increasing the information search benefits by providing a wide array of product varieties at a small incremental cost (Bakos, 1991). These benefits occur particularly at a time when the consumer is under time pressure (Beatty & Smith 1987) making the convenience of interactive shopping more advantageous to the consumers. The convenience in online shopping increases search efficiency with the ability to shop at home. Convenience includes both when the consumer wants to shop and where he wants to shop. Consumers who perceive online shopping to be convenient are more likely to consider online platform as both useful and ease to use (Childers et al., 2001). Reductions in the frustration related to physical shopping makes the convenience of online shopping more enjoyable (Childers et al., 2001) leading to the experience of the state of flow. Hence based on the above discussion the authors have proposed that more the convenience one feels in using online services the higher he will experience state of flow.

Proposition Five: The more convenience one feels in using online travel and tourism website/services the higher he will experience state of flow.

Review Quality

Online reviews in travel context mainly includes review of core product that happens to be hotel room in majority of cases and the quality of service provided by the hoteliers to the consumers are the ancillary product. Product reviews do affect the consumer decision making a lot now-day (Hu et al., 2008). Online product reviews are considered effective as they are viewed as non-biased source of information by most of the consumers (Park & Gretzel, 2007). Provided the uncertainty that exists in the online environment in terms of product quality, it makes the creditability of

the online product reviews more crucial. In tourism and hospitality context earlier studies have investigated the role of online reviews in the decision making process for general trips (Xiang & Gretzel, 2010), hotels (Sparks & Browning, 2011), and restaurants (Racherla & Friske, 2012), as well as in estimating the market shares of travel products, such as hotels (Duverger, 2013; Ogut & Tas, 2012) and restaurants (Zhang et al., 2010). Effective product review has always found to be effective in creation of travel awareness, travel consideration and ultimately making online purchase (Chevalier & Mayzlin 2006; Vermeulen & Seegers, 2009; Ye et al., 2011; Zhang et al., 2010). Valuable data in a product review may help the clients to assess the characteristics of the service in order to fabricate trust in the source (Gupta & Harris, 2010). Probability to settle on better choices and experience satisfaction with the online travel platforms, information searchers experience various bits of helpful data that influence their choices. This infers that online travel sites with progressively helpful product reviews offer more prominent potential incentive to clients and add to building trust in their purchasing decisions (Liu & Park, 2015). Literature says that more control one feels through appropriate feedback on a product using an online service the more he feels to be in a state of flow as one of the antecedents to flow happens to be information about the product available in the website (Skadberg & Kimmel, 2004). Hence based on this the authors have proposed that higher the quality of product review available in an online website in travel and tourism context higher the state of flow one will experience in using that website.

Proposition Six: Higher the quality of product review available in online travel and tourism website/services higher the state of flow one will experience in using that website/services.

Brand Image

Keller (1993) defined brand image as perceptions about a brand as reflected by the brand associations held in consumer memory. The link to a brand will be stronger when that particular link is based on consumer's experiences/exposures to communications depending upon the strength of the brand association (Aaker, 1991). Brand image not only acts as a cue for evaluating product and service by the consumer before purchasing (Zeithmal, 1998) it also affects consumers subjective perceptions and consecutive behaviours (Ryu et al., 2008). Brand image helps to distinguish a particular product from similar other products (Anwar et al., 2011) as well as creating a positive attitude towards the brand and its attributes. Past research studies have explored the impact of brand image on consumer behaviour in the service sector (Aghekyan-Simonian et al., 2012; Ryu et al., 2008). Due to the intangible elements of the tourism and hospitality industry, some tangible cues, e.g., hotel

brand name and onsite amenities are important in influencing customers' behaviour. To build a strong brand, every travel enterprise should develop its own distinctive image specially in online context as consumers are more likely to purchase from established brand names rather than unknown ones because a good brand image not only improves a consumer's trust but it also reduces the risk of purchase online (Aghekyan-Simonian et al., 2012; Chen, 2010; Chiang & Jang, 2007). As already discussed in flow literature the greater the control and enjoyment one feels in using an online website /services the greater he will be in the state of flow which is quite usual in the above case. Through proficient brand image a user feels more confident in using an online service thus leading to the state of flow experience. Hence based on the above discussion the authors have proposed that the greater brand image of a travel and tourism enterprise in online website/service context the greater will be the user's state of flow experience.

Proposition Seven: The greater the brand image of a travel and tourism enterprise in online website/service context the greater will be the user's state of flow experience in that online website/service.

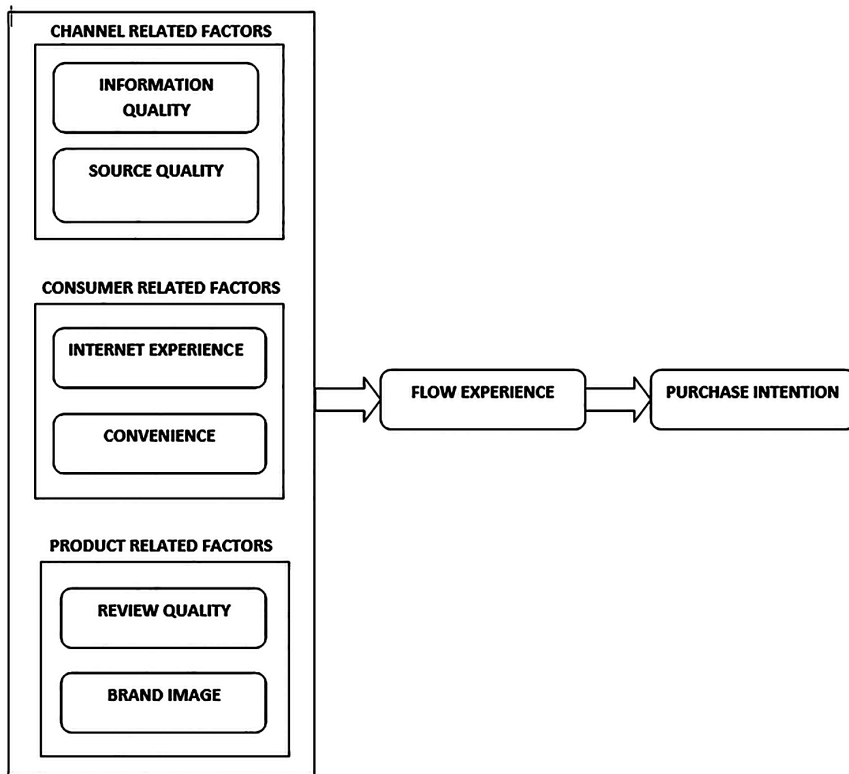
In the figure below we present the proposed model based on constructs characterized.

MANAGERIAL IMPLICATIONS

Marketers dealing with travellers should understand the changing need of travellers in the digital age. An understanding of the consumer decision making process in the online environment reveals the change in the traveller behaviour. Marketers would have to reach the consumer as and when they take various decisions regarding purchase of travel products. With focus on channel related, product related, and consumer related factors marketer may gain positive outcomes in the hospitality sector. There is a possibility of intervening and affecting consumer purchase decision in each and every stage of the decision making tool and with adoption of digital marketing techniques it has become easier as well as difficult for marketers to influence travellers. Today travellers are confident as well as scared of using online travel services for various reasons like elimination of middlemen, time convenience, ease to find information etc (on the positive side) while trust, skill set, privacy etc (on the negative side). Marketers not only needs to understand the online consumer decision making process of consumers that happens to be different from offline context but also the factors that could influence the continuous online services usage behaviour of the consumers. In the current time a website should be popular

Figure 1. Proposed Model

Source: Author



amongst travellers to influence their decisions and marketers and web developers should constantly strive to achieve this goal of becoming more credible and popular for potential travellers. This chapter totally supports the above argument by helping the marketers to understand not only the online decision making process of the consumers but also the factors that could make them loyal in using online services in travel and tourism context.

FUTURE RESEARCH DIRECTIONS

Coming to the future research avenues, firstly researchers may use empirical investigation to statistically test the significance of the proposed hypotheses in the chapter. Secondly, research framework to understand other antecedents and consequences of flow should be conducted to better assess the online consumer

behaviour. Lastly, antecedents like information quality and its sub dimensions like accuracy; relevance etc. could be studied in depth to enhance the understanding towards traveller's behaviour on travel communities and websites.

CONCLUSION

In this chapter the authors have tried to conduct a thorough analysis of online consumer behaviour and how it differs from offline mode in travel and tourism context. A research framework was proposed to highlight the existing gaps in the online literature in terms of consumer buying behaviour from travel portals. As research towards purchase/repurchase and continuous usage is fragmented in online context (considering the complexity of the process) this chapter additionally provides fruitful insights by proposing a conceptual model in respect to the continuance usage behaviour of the consumers apart from the exhaustive discussion about online consumer behaviour that justifies the main objective of this study. The antecedents proposed in the conceptual model are categorized into channel related, consumer related and product related factors which lead to in creating optimum flow experience in the online environment for the travel & tourism enterprise, and which in turn instigates the purchase intentions of the consumers. The authors have proposed flow as one of the crucial constructs for influencing the continuous usage/purchase intention behaviour of the consumers which is the most crucial input in terms of making an online travel portal effective in terms of developing loyal customers. This chapter will provide insights to both academicians as well as marketers/website developers in formulating strategies based on the framework proposed for understanding the online consumer behaviour and identifying the critical factors for creating a pleasant online environment in travel context.

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Traveler Decision Making in Online vs. Offline Buying Behavior

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KEY TERMS AND DEFINITIONS

Consumer Behavior: Consumer behavior is the study of individuals, groups, or organizations and all the actions associated with buying, use and disposal of goods and services, including the consumer's emotional, mental, and behavioral responses that revolve around these activities.

Consumer-Generated Content: Consumer-generated content (CGC), alternatively known as user-created content (UCC), is any form of content, such as images, videos, text and audio, that have been posted by users on the internet.

Electronic Word of Mouth (eWOM): Any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the internet.

Hospitality Sector: The hospitality industry is a broad category of fields within the service industry that includes lodging, food and drink service, event planning, theme parks, transportation, cruise line, traveling, and additional fields within the tourism industry.

Online Shopping: This is a form of electronic commerce which allows consumers to directly buy goods or services from a vendor over the internet from the seller's website or a third party website using a web browser.

Social Media: Websites and applications that enable users to create and share content or to participate in social networking.

Target Audience: A particular group or intended audience at whom a product or a service such as holiday package is aimed through company-related communication.

Tourism: Tourism is a complex set of industries including accommodation, recreation and entertainment, food and beverage services, and transportation services for business, leisure, or other purposes.

Web 2.0: The second stage of improvement of the internet, characterized mainly by the change from static web pages to dynamic or user-generated content and the growth of social media.

Chapter 3

The Role of Digital Marketing and Online Relationship Quality in Social Tourism: A Tourism for All Case Study

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ABSTRACT

The literature widely suggests that the digital media has greatly impacted the way a marketer reaches today's consumer. The adaptive process enabled by the digital technologies creates value in new ways in new digital environments. Therefore, social tourism has been defined as the effects and phenomena that result from the participation in tourism and more specifically from the participation of low-income groups. The chapter focuses on accessible tourism and tourism for all. A case study will be present. This chapter will discuss the increasing phenomena of online relationship and digital marketing in specific social tourism contexts. Based on the literature review, the authors will develop a research propositions that connect the online relationship quality dimension developed by the relational marketing (i.e., online contexts) with the consequent e-satisfaction and word-of-mouth (eWOM). The authors also considered some implications for management, as well as give suggestions for future lines of research.

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INTRODUCTION

Tourism is assumed as one of the major engines with more significant impact on the global development and growth of many economies. Year after year there has been an increase in competition in this sector, although this competition is established between tourism destinations (Becken & Simmons, 2002). Studies in tourism are increasing, although with different points of view and perspectives (Echtner & Jamal, 1997), for example on the planning of tourism destinations, local development, environmental impact, territorial brand management or even the loyalty of tourists (Backman & Crompton, 1991; Ferreira et al., 2018; Getz, 1986; Sousa & Ribeiro, 2018; Sousa & Vasconcelos, 2018). To Jafari and Aaser (1988), tourism as a study area has gained space, reflecting its increasing recognition in the academic community, an application of interdisciplinary concepts and methods. The field of tourism marketing is no exception and has faced increasing challenges caused by the diversity and demands of markets which call for new marketing approaches (Sousa & Vieira, 2018). New habits needs and trends in the global tourism creates more sophisticated consumers who systematically look for different and specific tourism experiences.

Therefore, and according to Hassan and Rahimi (2016), tourism is the world's largest industry that continuously contributing global economy. The economic and market structures of countries across the world are diverse that necessitates technology application to cater growing demands of both consumers and businesses. Technology application in tourism is said as linked with Information and Communication Technology (ICT). ICT has been continuously contributing business activities including tourism. The extended roles and capacities of digital marketing are also diverging traditional means of technology adoption in tourism. ICT has witnessed a sharp rise of up gradation over the last few decades where, innovations in digital marketing have contributed largely (Hassan & Rahimi, 2016). For instance, social media platforms allow potential travellers to collect a wide variety of multimedia information from different sources and use the experiences shared by others in order to prepare and sometimes enrich their own tourism-related experience. Social media are changing the way society consumes and contributes to the creation of information. Technology now allows individuals to easily contribute their thoughts, opinions and creations to the Internet. This has radically altered the way in which information is created and disseminated (Buhalis & Law, 2008; Gretzel et al., 2000; Hays et al., 2013; Senecal & Nantel, 2004; Xiang & Gretzel, 2010).

In this context, social tourism has been defined as the effects and phenomena that result from the participation in tourism and more specifically from the participation of low-income groups. This participation is made possible or is facilitated by initiatives of a well-defined social nature. Also, tourism for all refers to the goal to include as

many people as possible into tourism and leisure. The main current target markets for a social tourism policy are young people, families, senior citizens and people with a disability. These existing social tourism policies have often been shown to have substantial economic benefits. The youth tourism market has received particular attention in a growing number of countries: specific strategies have been developed to better inform this target group of the different options that are available for travel or to develop destinations as particularly attractive for the youth market (Bélanger & Jolin, 2011). According to Figueiredo et al. (2012), tourism is considered not only as a basic human right and should be accessible to all, as recognized by many governments and supra-national organizations, but also as a tool to promote social inclusion. Darcy, Cameron, and Pegg (2011) noted that accessible tourism enables people with disabilities to independently participate in travel activities using a variety of barrier-free travel products, services, and amenities. According to Scheyvens and Biddulph (2018), when the inclusiveness of tourism is discussed it is often in terms of its accessibility for tourists who are differently abled. The concept has been variously defined in order to pay more or less attention to issues of physical ability, cognitive ability and issues relating to age (Darcy, 2006; Darcy & Dickson, 2009). While accessibility is generally the key term in this literature, inclusive approaches and inclusive attitudes are identified as key to providing accessibility (Darcy & Pegg, 2011; Yau, McKercher, & Packer, 2004). In a context of increasing concern about equal opportunities for all, fight against discrimination, promotion of the fundamental rights of individuals with special needs and their inclusion in all social life domains, including leisure and tourism, the tourism industry needs to adapt its offerings, making them accessible to all (Ozturk et al., 2008)

The present chapter aims to present and analyse a Portuguese case study in specific context of social tourism and tourism for all. Since 2006, the brand, ACCESSIBLE PORTUGAL, has grown to become the institution for the promotion of Accessible Tourism for All in Portugal. Its current legal format, considered to be the most appropriate for its aims, this private, non-profit Association is an entity that qualifies tourism supply and demand for all segments of the market according to their distinctive characteristics. Accessible Portugal promotes the development of areas that are gearing up to welcome a diversity of clients / tourists from a growing market, improving the quality of the lives of residents who also have a diversity of needs that must be satisfied. In specific, TUR4all is the App for Accessible Tourism in the Iberian Peninsula. It provides information about accessible accommodation, restaurants, bars, monuments, museums, cultural centres, wine tourism, beaches, leisure activities, tourism offices, city tours in short, accessible destinations and experiences. The application enables people with special needs to plan their trips, with access to objective and accurate information about the level of accessibility of tourism resources. TUR4all has been designed so that users can customise their

search criteria according to their specific needs. This chapter focuses on accessible tourism and tourism for all. A case study will be presented and discussed. The authors also consider some implications for management, as well as give suggestions for future lines of research.

BACKGROUND

Digital Marketing and Online Relationship Quality

It has been nearly a quarter century since the commercial use of the Internet and the World Wide Web. During this time the business landscape has changed at a frenetic pace. Large multinational corporations such as Google, Facebook, Amazon, Alibaba, eBay and Uber (Kannan, 2017). There is general agreement that digital media have greatly impacted the way a marketer reaches today's consumer (Freitas & Santos, 2009; Santos, 2006). Digital media refer to electronic media that disseminate information in digital formats. This includes any media available via computers, mobile phones, smart phones, or other digital devices such as digital outdoor signs. The Internet is a prominent venue of digital marketing (Smith, 2011).

According to Kannan (2017), the adaptive process enabled by the digital technologies creates value in new ways in new digital environments. Institutions enabled by digital technologies build foundational capabilities to create such value jointly for their customers and for themselves. Processes enabled by digital technologies create value through new customer experiences and through interactions among customers. From a consumer's perspective, the use of information communication technologies offers a number of benefits, including efficiency, convenience, richer and participative information, a broader selection of products, competitive pricing, cost reduction, and product diversity (Bayo-Moriones & Lera-Lopez, 2007; Tiago & Verissimo, 2014).

Nowadays, information and communication technologies have evolved, which has led to a sale of products and services through websites, thus allowing companies to obtain a competitive advantage over the market in which they operate. This is because online evolution has provided ever more active interactions and communications between the consumer and the business, as well as reducing the complexity of transactions and increasing the possibility of customization and customisation of products and services (Asgari Hamid, Asgari & Mousavipour, 2012). Which is why the number of companies in the online context has increased, which has raised questions about the quality of the loyalty relationship between the online customer and the company (Walsh, Hennig-Thurau, Sassenber & Bornemann, 2009). The online relationship quality is an integrative and multidimensional concept, such

as relationship quality in an offline context (Asgari et al., 2012; Brun et al., 2014) transpose the concept of relationship quality in the offline context for the online context, approaching it in the same way. However, they contradict the perspective of Vieira et al. (2008) regarding the definition of determinants of this term, considering, then, that these, in online context, only go through the function of communication, the transactional function and the relational function.

The communication function concerns the interaction between an online company and its customers. This role plays a prominent role in this context, since, with the evolution of information and communication technologies, companies have more opportunities to interact with their clients (Asgari et al., 2012). Regarding the transactional function, Asgari et al. (2012), identify as key factors the quality of the related service as content available on the website, the accessibility, safety and design of the website and, finally, the complexity of the purchase. In turn, the relational function encompasses online services and personalized websites (Asgari et al., 2012). Thus, although online and offline relationships are quite distinct, due to the physical distance and the different media used, the various principles of relationship marketing and, in a particular quality relationship can and should be transposed from the offline context to online (Ching & Ellis, 2006).

Dimensions of Online Relationship Quality

As in relationship quality in offline context, in online context the concept is also composed of several dimensions (Asgari, et al., 2012; Rafiq et al., 2013). However, Asgari, et al. (2012) consider that the dimensions in an online environment differ from the offline context, being composed only by e-satisfaction and e-trust. On the other hand, Walsh et al. (2009), Rafiq et al. (2013), Aggarwal and Bhardwaj (2016) and Vize, Coughlan, Kenedy and Ellis-Chadwick (2016) consider that the dimensions of relationship quality coincide in both online and offline environments, ie, encompass e-trust, e-commitment and e-satisfaction. However, Walsh et al. (2009) argue that what distinguishes them is their relevance and their impact, since the interactions between the client and the employee are distinct in the two environments (Machado, 2018). Thus, in this research, the dimensions studied will be e-trust, e-commitment and e-satisfaction.

E-Trust

As regards e-trust, Shankar, Smith and Rangaswamy (2003) argue that this dimension of relationship quality is particularly relevant in the online context as clients increasingly rely on the Internet for information and shopping and, as such, there is scope to increase their loyalty in this regard. According to Bart, et al. (2005),

trust in an offline context differs from trust in online context, since the latter has as its purpose the website, the Internet and/or technology. The authors consider that the interaction between a client and a website is similar to their interaction with a physical store, and they develop their perceptions of trust based on their interaction with the website. Thus, the e-trust encompasses a set of client perceptions in relation to their expectations regarding the website. Mukherjee and Nath (2007) agree with Bart et al. (2005), because they also consider that the concept of trust is different when applied in both environments and point out several aspects that justify this difference, namely, the absence of human contact; the physical distance between the actors (consumer and seller) and, consequently, between the consumer and the product. For Shiu et al. (2016), this dimension is more relevant in an online than offline environment, since consumers perceive more risks inherent to this type of trade and associate them with the lack of physical contact with the product (s), either with the store itself. The e-trust is then described as the level of trust and conviction that an online customer possesses during the online shopping process (Ribbink, Riel, Liljander & Streukens, 2004).

E-Commitment

With regard to e-commitment, Brun et al. (2016) consider that this concept has not been so highly valued in the online context as it is offline. However, Chung and Shin (2010) argue for the importance of their application in both environments and consider that their research should not be overlooked. For Ching and Ellis (2006), this is a very relevant dimension in the online environment, because consumers in this context are less likely to be loyal to the company / brand, this is due to the high anonymity and physical and social distance between involved in the buying process. And, therefore, the strong sense of commitment is key to developing and maintaining an online relationship (Brun et al., 2016).

E-Satisfaction

Satisfaction is an important dimension in both offline and online contexts (Brun et al, 2016). Evanschitzky, Iyer, Hesse and Ahlert (2004) and Szymanski and Hise (2000) consider that e-satisfaction occurs when clients compare the online service experience with offline service providers. According to McKinney et al. (2002) and Sanchez-Franco (2009), since there is no physical proximity in an online context, this dimension is often associated with a particular website and its characteristics from the point of view of the consumer (Machado, 2018).

In terms of their impact, Shankar, Smith and Rangaswamy (2003) argue that satisfaction has a greater impact on relationship quality when applied in an online

context compared to its application in the offline environment. This difference is due to the discrepancy of resources available between both customers, that is, online customers, when satisfied, have the greater capacity / availability to demonstrate, compared to offline customers, due to the tools they have and the reduced efforts required (Shankar et al., 2003).

Background of Online Relationship Quality

Brun, Rajaobelina and Ricard (2016) argue that there are several factors that promote online relationship quality and that these are divided into relational characteristics and characteristics of the website. Relational characteristics correspond to factors that come from the offline context, but which coincide and influence the online context (Ching & Ellis, 2006). In turn, the characteristics of the website are composed of variables derived exclusively from the online environment (Chung & Shin, 2010). Thus, with respect to relational characteristics, Brun et al. (2016) concluded that the factors that precede and promote online relationship quality involve communication, conflict, and the perceived benefits of the relationship. And with regard to the characteristics of the website, Brun et al. (2016) have identified convenience, website design, information quality, ease of use, and security / privacy as the most relevant factors for online relationship quality. The factors presented above are explained below.

- **Communication:** It supports the interaction between the consumer and the company and is a decisive factor in the performance of the businesses (Miles et al., 1990; Vieira et al., 2008).
- **Conflict:** It is characterized by the frequency, intensity and duration of disagreement or disagreement between actors (Anderson & Narus, 1990).
- **Perceived Benefits of Relationship:** They represent the added value generated by a relation (Chou & Chen, 2018; Mukherjee & Nath, 2007). These results can be attributed to the performance of the product (Morgan & Hunt, 1994) or by the relationship itself (Hennig-Thurau et al., 2000).

Website Features

- **Convenience:** It allows consumers to reach businesses and their products and services when and how they want (Chung & Shin, 2010).
- **Website Design:** It provides the company's first impression to the consumer and should therefore make their online experience more enjoyable (Chung & Shin, 2010).

- **Quality of Information:** It concerns the authenticity and relevance of the information available on the website (Mukherjee & Nath, 2007).
- **Ease of Use:** It allows consumers to navigate the website simply and clearly, providing a pleasant online experience (Chouk & Perrien, 2004).
- **Security / Privacy:** It concerns the protection of data provided by consumers and the clarification of how the company collects and handles consumer information (Kalyanam & McIntyre, 2002). It is an essential factor in online trust building (Mukherjee & Nath, 2007).

According to the model applied by Brun et al. (2016), the characteristics of the website are more relevant for the development of long-term relationships, in online context, compared to the relational characteristics; this is due to the lack of physical contact and to the fact that the online experience of the consumer depends heavily on the website (McKinney, Yoon & Zahedi, 2002). However, all factors, whether they are part of the website's feature set or relational characteristics, influence the dimensions of relationship quality (Brun et al., 2016). Next, the impact that each factor has on trust, satisfaction and commitment is presented in an online context.

However, although all antecedents influence the dimensions of online relationship quality, they have different strengths in terms of impact on the overall concept. According to Brun et al. (2016), ease of use, website design and security / privacy are the factors that have the greatest global impact on online relationship quality; perceived benefits, conflict, convenience, and communication are the ones that least impact the concept as a whole.

SOCIAL TOURISM

The benefits of tourism can be wide ranging, extending to benefits to the economy, social life for people living in destinations as well as personal benefits to tourists. These personal benefits have been found to include: rest and recuperation from work; provision of new experiences leading to a broadening of horizons and the opportunity for learning and intercultural communication; promotion of peace and understanding; personal and social development; visiting friends and relatives; religious pilgrimage and health; and, subjective wellbeing (McCabe, 2009). In this context, social tourism for low-income groups forms part of social policy in several countries of mainland Europe, but little research evidence of its benefits exists (Minnaert, Maitland & Miller, 2009). According to Hunzicker (1951), in first definition of social tourism, describes social tourism as “the relationships and phenomena in the field of tourism resulting from participation in travel by economically weak or otherwise disadvantaged elements

in society” (Hunzicker, 1951, p. 1). In 1957, Hunzicker added a comment regarding the nature of social tourism provision, defining the concept as “a particular type of tourism characterised by the participation of people with a low income, providing them with special services, recognised as such” (Hunzicker, 1957, p. 12). These two early definitions highlight the complexity of the concept of social tourism, as they allow for four different interpretations (Minnaert et al., 2011). Each of these four interpretations is apparent in social tourism schemes, according to Minnaert et al. (2011) in Europe today:

- Social tourism is tourism that specifically encourages the participation in tourism activities of people who are economically weak or otherwise disadvantaged. Social tourism initiatives in this category aim to offer tourism experiences that are already accessible to a majority of people to groups who are excluded from them, usually for financial or health reasons;
- Social tourism is tourism that encourages participation in tourism by all, including people who are economically or otherwise disadvantaged. In this category, social tourism initiatives aim to encourage tourism participation for many or most members of the society – for example, through subsidised schemes such as holiday vouchers. Such initiatives see assistance to participate in tourism as a universal benefit, but with particular benefit to the economically least well off;
- Social tourism is tourism that is specifically designed for people who are economically or otherwise disadvantaged. These social tourism initiatives offer a product that is specifically adapted for social tourism users, for example, through the selection of specialist accommodation or the provision of support services.

Social tourism is tourism that provides economic opportunities via travel and tourism for people who are economically weak or otherwise disadvantaged. In this interpretation, social tourism initiatives are mainly focused on providing economic benefits for the host community. In this context, social tourism has been defined as the effects and phenomena that result from the participation in tourism and more specifically from the participation of low-income groups. This participation is made possible or is facilitated by initiatives of a well-defined social nature. Also, tourism for all refers to the goal to include as many people as possible into tourism and leisure. The main current target markets for a social tourism policy are young people, families, senior citizens and people with a disability. These existing social tourism policies have often been shown to have substantial economic benefits. The youth tourism market has received particular attention in a growing number of

countries: specific strategies have been developed to better inform this target group of the different options that are available for travel or to develop destinations as particularly attractive for the youth market (Bélanger & Jolin, 2011).

According to McCabe (2009), tourism can be linked to personal and social growth (Krippendorf, 1987) but there is very little evidence connecting consumption of tourism to social policy initiatives, despite some literature on leisure participation (Tomlinson, 1986). Barriers to participation have been identified however the potential impacts of participation, or lack of it, on education, work, religion and social structures including the health and social care agendas is limited (Corlyon & La Placa, 2006; McCabe, 2009), and to an understanding of how tourism non-participation can be linked to concepts of relative deprivation or social exclusion (Agarwal & Brunt, 2006). There is little detailed research examining non-participation and social exclusion within tourism despite some important contributions on the constraints to travel (Fleischer & Pizam, 2002) and recent analysis of social exclusion in host populations of tourist-receiving geographical regions, namely English seaside resorts (Agarwal & Brunt 2006). A significant amount of research has also focused on the barriers and/or experiences of people with disabilities (Burnett & Baker, 2001) linking the impacts of barriers for policy on social inclusion (Shaw, Veitch & Coles, 2005). However there is a lack of connected research across different excluded sections of society (McCabe, 2009).

Against the above, the present chapter focuses on online relationship and social tourism contexts. Based on the literature review, the authors present a research propositions that connect the online relationship quality dimension developed by the relational marketing (i.e. online contexts) with the consequent e-satisfaction and word-of-mouth (e-wom).

A TOURISM FOR ALL: CASE STUDY

While recognizing Portugal's unexplored tourist potential and considering the emergent need in enabling the universal accessibility in tourist services, it is eminent to consider the fundamental importance of a feature that distinguishes us as a nation - the know how in welcoming others. The concept of hospitality assumes the ability and the competences related to customer service, relationship management and the interaction between the hosting community and the tourists who try to enjoy the experiences offered by the tourist destination (Mendonça, 2017).

According Tur4all (2019), since 2006, the brand, ACCESSIBLE PORTUGAL, has grown to become the institution for the promotion of Accessible Tourism for All in Portugal. In its current legal format, considered to be the most appropriate for its aims, this private, non-profit Association is an entity that qualifies tourism

supply and demand for all segments of the market according to their distinctive characteristics. Accessible Portugal promotes the development of areas that are gearing up to welcome a diversity of clients / tourists from a growing market, improving the quality of the lives of residents who also have a diversity of needs that must be satisfied. The promotion of Accessible Tourism from this perspective has been major success. The aging world population, particularly that of major tourist source markets, together with their growing and consolidated desire to travel, naturally require tourist destinations to gear themselves up in an endeavour to respond to the respective challenges. These challenges refer to the quality and safety that clients, increasingly more demanding and more aware of their rights, attach great importance to (Tur4all, 2019). Fundación Vodafone Portugal is a self-funded, non-profit entity whose aim is to contribute to the development of the Information Society, fight the digital divide and disseminate mobile communication technologies. All projects are important because they provide technical innovation for the development of Society, but some stand out for their scope and significance and for the way in which they help to build a more sustainable and fair future. Fundación Vodafone Portugal signed a Protocol agreement with Accessible Portugal to finance the customisation of the TUR4all project in Portugal, through which both a Web Platform and Mobile App (available for iOS and Android) were developed to provide information about accessible tourism resources in Portugal (Tur4all, 2019).

Tourism is a strategic undertaking for Portugal, being its greatest economic activity in regional development, in the extent to which a multiplicity of departments and agents all work together as part of a network. According to Tur4all (2019), the “2027 Tourism Strategy – Think in the Future, Act in the Present” envisages the setting out of a strategic benchmark for the next 10 years, taking into consideration various changes and perspectives as well as opportunities and challenges arising from them. Thanks to Portugal’s location, potential areas of growth are identified, such as a gateway to Europe, its mild climate, abundant sunlight and daylight, a diversity of historical and cultural heritage, the art of giving visitors a “Bem Receber” (Warm Welcome), the diversity of available tourism resources, etc. These factors, together with identified opportunities such as the sustained growth of Tourism between now and 2030, the reputation of “Portugal” as a destination, the growing demand for healthy pastimes as well as health and wellness products, will bring a whole series of opportunities to the ACCESSIBLE PORTUGAL project.

Almost 80 million EU citizens have some level of disability. Because of “population ageing”, this situation is expected to increase to 120 million between now and 2020. Accessibility is a prerequisite for these people to be able to effectively participate and play an active role in society.

It is within this framework that ACCESSIBLE PORTUGAL plans to develop the project which is summarised below.

- Development of a Platform and a mobile App (available for both Android and iOS), to provide and disseminate information about accessible Tourism Resources in Portugal, which will help to capture new segments of Demand, improve the tourism experience for people with special needs, in addition to promoting Portugal as a Tourism Destination that knows how to give its visitors a “Warm Welcome”.
- It is an information tool (non-evaluative), with all the objectivity that this entails. It aims to act as a dynamic interaction between supply and demand through Social Networks to promote the tourism resources of destinations and their respective accessibility.
- It is based on an already existing Platform that is currently being upgraded in Spain. Its developer, PREDIF (the Spanish Representative Platform for People with Physical Disabilities,) boasts more than twenty years of expertise in this field.
- The partnership that exists with PREDIF allows ACCESSIBLE PORTUGAL to benefit from a proven structure and methodology, in a continual state of improvement, with an international framework and scope, as well as a content production system with translations available in 7 languages, creating synergies, reducing costs and expediting both development and deployment.

ONLINE RELATIONSHIP AND SOCIAL TOURISM: RESEARCH PROPOSITIONS

This chapter discusses the increasing phenomena of online relationship and digital marketing in specific social tourism contexts. Based on the literature review, we develop research propositions that connect the online relationship quality dimension developed by the relational marketing (i.e. online contexts) with the consequent e-satisfaction and word-of-mouth (e-wom).

Preliminary research was conducted in order to develop the research instrument. Details of the preliminary research are given below. After the collection of the preliminary data, empirical data would be collected through fieldwork (i.e. Tur4all Portuguese case study). Several studies in marketing and tourism contexts have discussed the association relationship marketing to the site and consumer purchasing behaviour, including the study of satisfaction, loyalty or quality of service (Heung, Kucukusta & Song, 2010). An extensive review of the current literature reveals that no integrated theoretical framework for the holistic study of the digital marketing and social tourism exists. The proposed research model not only has implications for future research, but also provides useful information for practitioners in the social tourism. Several studies have shown that more brand commitment and brand trust

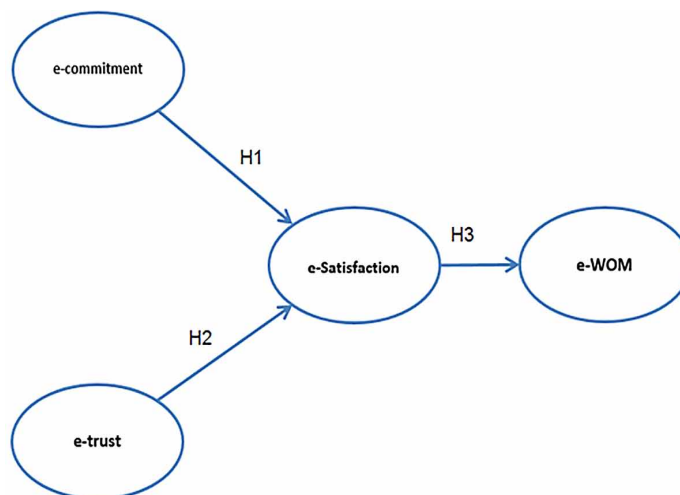
leads to more positive satisfaction behaviour (Amine, 1998; Belaid & Behi, 2011). According to Bloemer and Kasper (1995) commitment is the necessary condition of loyalty. The investigations into the brand's engagement relationship have found that commitment plays a central role in predicting brand loyalty. Other studies postulate that more commitment leads to positive loyalty behavior (Amine, 1998). The correlation between trust, commitment, online relationship and satisfaction is also a well-studied area, being supported by the literature (Lin & Wang, 2006). These results are particularly evident in tourism contexts (e.g. social tourism), as the example of the importance of satisfaction in revisiting or recommendation family or friends (Bigné et al., 2005; Prayag, 2008).

Based on this discussion, we propose that, in a context of social tourism, in specific the "tourism for all Portuguese case study", the increase in trust, online relationship quality and commitment facilitates the development of behavioural satisfaction and WOM. Hence, we propose H1: e-commitment has a positive effect on e-satisfaction of social tourism; H2: e-trust has a positive effect on e-satisfaction of social tourism; H3: e-Satisfaction has a positive effect on e-WOM in social tourism contexts.

FUTURE RESEARCH DIRECTIONS

This study is a preliminary and exploratory research based on a quantitative approach. The conclusions are based on the researchers' perception derived from the Portuguese case study. With the insights from this study it is expected that future

*Figure 1. Online relationship and behavioural intentions in social tourism.
Source: authors.*



work can contribute to the development of empirical studies to address the developed propositions. In specific it is expected that future research explores the relationship between online relationship quality, e-trust, e-commitment, e-satisfaction and e-wom (e.g. Tur4all in Portugal). For example, studies may look at a deeper understanding of the phenomenon in several social tourism contexts. It is important to reveal the individual decision that cause satisfaction and/or dissatisfaction and shed light on the most determinant and critical attributes in explaining the overall social tourist experience, in the specific the case of digital marketing contexts. Studies could further develop a questionnaire to be applied to internet consumers in Portugal to capture a cross-sectional view of the relationships among the constructs gauging their impact.

CONCLUSION

As we can conclude from the proposed conceptual model, the quality of the relationship is composed of e-commitment, e-trust and e-satisfaction (Aggarwal & Bhardwaj, 2016; Rafiq et al., 2013; Vize et al., 2016; Walsh et al., 2009). In that this has a positive impact on e-wom in the context of social tourism. It is noticed that in social tourism is taken into account the quality of the relationship which in turn if it has good repercussions in the domain of the word in online context. Therefore it is advisable for tour operators to bet on the online context in order to create a good relationship (relationship quality) in order to trigger a good e-wom. We can thus affirm that in the social context tourism one of the good indicators among the users to evaluate the tourism is the e-wom. Building a positive relationship quality will be one of the best marketing strategies so that the users themselves are satisfied and therefore recommend the service of the tour operator with whom they have a good relationship.

It is therefore recommended that tour operators engage more in online relationships with their users in order to increase their turnover, by way of the recommendation of the users themselves.

The literature widely suggests that the digital media have greatly impacted the way a marketer reaches today's consumer. The adaptive process enabled by the digital technologies creates value in new ways in new digital environments. Institutions enabled by digital technologies build foundational capabilities to create such value jointly for their customers and for themselves. Therefore, social tourism has been defined as the effects and phenomena that result from the participation in tourism and more specifically from the participation of low-income groups. This participation is made possible or is facilitated by initiatives of a well-defined social nature. Also, tourism for all refers to the goal to include as many people as possible into tourism and leisure. Whereas the communication function concerns the interaction between

an online company and its customers. This role plays a prominent role in this context, since, with the evolution of information and communication technologies, companies have more opportunities to interact with their clients. In view of the foregoing, the present chapter focused on accessible tourism and tourism for all. A case study was presented and discussed. This chapter discussed the increasing phenomena of online relationship and digital marketing in specific social tourism contexts. Based on the literature review, we developed research propositions that connect the online relationship quality dimension developed by the relational marketing (i.e. online contexts) with the consequent e-satisfaction and e-word-of-mouth (e-wom). The authors also considered some implications for management, as well as give suggestions for future lines of research (e.g. empirical study).

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KEY TERMS AND DEFINITIONS

Digital Marketing: Is the marketing of products or services using digital technologies, mainly on the internet, but also including mobile phones, display advertising, and any other digital medium.

E-Satisfaction: The contentment of a consumer with respect to his or her prior purchasing experiences with a given retail-oriented website.

E-WOM: Is any positive or negative statement made by potential, actual or a former customer which is available to a multitude of people via the internet.

Online Relationship: Is an integrative and multidimensional concept, such as relationship quality in an offline context.

Social Tourism: Is tourism that provides economic opportunities via travel and tourism for people who are economically weak or otherwise disadvantaged.

Chapter 4

Digital Marketing Strategies for Accessible Tourism

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ABSTRACT

This chapter addresses the applications of digital marketing in the construct of communicational practices aimed at target audiences that have some physical, motor, psychological, or other disabilities, who require additional information or specialized advice to fully comprehend all elements involved, when planning/deciding to travel. Throughout the text there are several references of the conceptual framework, as well as several examples of case studies that highlight some of the practices used in diversified contexts, using digital tools as privileged means of intervention in the different dimensions required to support the so-called accessible tourism.

INTRODUCTION

Tourism is an activity sector that boosts economic growth and generates high levels of employability. As a dynamic industry that is constantly looking for new supply frameworks and market segments, innovating, differentiating and modernizing itself, it requires a constant technological upgrading as well as new digital ways to effectively reach the different and potential markets.

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One of the key components of this sector is the customer, his expectations, needs and requirements. In an information-based society, the customer is also evolving, originating new trends, such as the demand for comfortable and safe travel, diversity and service complementarity, and a dynamic and innovative response to all segments. It is currently expected that the destinations enhance the tourists' experiences, inevitably increasing the business opportunities of the sector. However, destinations must be committed to the theme and work diligently on their image, positioning themselves through good practices, shaping their image as a responsible destination, sustainable and accessible to all.

Nowadays social thought can no longer be dissociated from economic thought. As such, an accessible, ethical and responsible destination is also a more competitive destination. Additionally, accessible tourism is increasingly aiming for the provision of a quality service, responding to higher standards of demand, requiring more sophisticated marketing strategies and resources.

In this context, this chapter aims to provide the reader with an increased knowledge of this growing segment in terms of demand and supply in the tourism sector, referring to the best practices existing at international and national level with a focus on the importance of marketing strategies, as well as highlighting the boost that digital marketing can give in this scope. Several case studies are presented in the chapter to demonstrate just how effective (or not) digital marketing can be for the accessible tourism. The cases represent examples that have been applied to accessible tourism and should be viewed as an incentive to search for other practices and applications around the world, and that deserve to be analyzed in order to understand the impact of the application of digital marketing strategies.

The knowledge brought forth by this chapter aims to be a working tool for teachers, students, employers and other stakeholders, both in the educational system and in the productive and institutional system, by aggregating pertinent and useful information. Furthermore, it also intends to identify strategies and the best way to implement them to respond to the needs of a market characterized by its own idiosyncrasies, but in full growth in terms of people flows and, fundamentally, in terms of economic / financial flows.

BACKGROUND

In the current globalizing world, incessant technological development involves a new approach to tourism, rendering it essential to create an online presence. Consequently, digital marketing has been transforming the strategic position of organizations in the tourism industry by changing their efficiency, differentiation, operational costs and response time, and also stimulating radical changes in the way they operate and

distribute products. While on the one hand this form of marketing benefits customers by allowing them to have more information at their disposal, in a simpler and more economical way, on the other hand, it also allowed, for example, organizations to reduce costs, bureaucracy and paperwork associated with the product marketing.

The development of technology and the evolution of marketing are inexorably linked, and the existing match involves creating mutual benefits. As technologies emerge, evolution and innovation occur in the marketing processes, and as new concepts of marketing emerge, they lead to more advanced and different forms of communication; it is within this context that digital marketing is created and is continually being recreated. As Kingsnorth (2016, p. 290) pointed out “one of the key benefits of including social in your digital strategy is therefore clearly the volume of users, but equally important is the ability that the main platforms provide to target advertising by sophisticated demographic factors such as age, location and even interests”.

As referred by Baltes (2015, p. 111) “many companies are interested in the increase the use of the content marketing tool in their marketing policy, as they notice the limitations of the traditional marketing communication strategy, as well as the huge opportunities brought by digital marketing”.

In an increasingly competitive and global society in which everything digital is gaining ground, the proliferation of systems directed to the use of preferential communication tools by the tourism industry allows the creation of new opportunities for the different actors, simplifying and streamlining many of the inherent procedures in its activity.

The tourism industry, in its various aspects, should keep in mind that the new consumer profile, associated with digital marketing, makes purchasing decisions based on personal selection processes in often customized buying environments where interaction in the buying process is often with a machine, from which it compares characteristics, information, prices, and which may even be “in” different shopping places as many browser windows are opened, and frequently using immediate forms of payment. To innovate, to anticipate trends in demand, to surprise and satisfy customer expectations, needs and desires are fundamental steps in tourism, and digital marketing can be “a great foundation in this process” (Ferreirinha, 2017, p. 19).

At the same time, tourism is recognized as an activity sector capable of promoting sustainable economic development processes, stimulating the competitive growth of productive clusters, promoting social cohesion, creating qualified employment and preserving resources, essential factors for today’s societies.

In fact, the tourism industry has established itself as a growing sector with a major impact on the economic and social life of the countries and is therefore considered an economic lever of special relevance.

Admittedly, the development of tourism activity marks and accompanies the evolution of social phenomena and it is perceived as an activity with a long history: “the phenomenon of tourism is related to travel, a visit to a place different from that of people’s residence. Thus, in historical terms, it began when man ceased to be sedentary and began to travel, mainly motivated by the need to trade with other people” (Ignarra, 2003, p. 2).

Since tourism is an activity with a maze-like and complex nature, as it is a multidisciplinary activity, and therefore, its study is intricate, lacking an analysis that encompasses multiple angles, includes several influences and, given the implications that it has in the various society dimensions, instigates a multidisciplinary research, focusing on the different perspectives that contribute to the whole comprehension of tourism (Jafari & Graburn, 1991).

Beaver (2002, p. 285) considers the supply and demand perspective in the conceptualization of Tourism, when he refers to this sector as “(...) the activities of people during travel and stay in places outside their usual environment, for a consecutive period of no more than one year and for leisure, business and other reasons, together with the organizations and persons facilitating this activity, including the services that enable and support these activities and the providers of those services, both public and private, and do so either directly or through intermediaries”.

Thus, the tourism sector has assumed the need to adapt to the requirements of the demand and its target audiences, since “those who do not adapt or who do not anticipate changes do not have a place in tourism” (Cunha, 2003, p. 94). It is understood, then, that this adaptation must be closely linked to issues of sustainability and social responsibility, since society is increasingly sensitive to changes framed in these trends, which in turn influence the tourism industry (Butler & Pearce, 1995) and to foster the great potential associated with accessible tourism.

In this context, Devile, Garcia and Carvalho (2010, p. 2) approach accessible tourism as “(...) tourists with incapacities, including those who, due to the environment in which they are inserted, suffer a limitation in their relational capacity and have special needs during travel, accommodation and other tourist services. They are, specifically, individuals with physical, sensory and intellectual disabilities or others who are in medical circumstances requiring special care, such as the elderly and others in need of temporary assistance”.

Hence, it is understood that “a tourist with an incapacity is a person who moves voluntarily and temporarily out of his / her habitual environment, whether in his / her own country or abroad, for a reason other than to exercise a profession for a period of time equal to or greater than twenty-four hours” (Devile, 2009, p. 40). Moreover, for Devile (2009, p. 40), the incapacitated tourist “is distinguished from the tourist without incapacity, due to being unable to carry out certain tasks autonomously and without assistance during his trip, for various reasons”.

Despite being a relatively recent area of study there are already some attempts in the literature to define Accessible / Inclusive Tourism. In addition, it should be clarified that there are numerous denominations for this type of tourism. Authors Buhalis and Darcy (2010) advance with different terminologies, such as:

- Disability tourism;
- Easy access tourism;
- Barrier-free tourism;
- Inclusive tourism;
- Universal tourism;
- Accessible tourism.

In this subject, Teles (2009) mentions that the concept of accessibility and mobility for all, because it involves concepts of design, landscape, aesthetics, and even functionality of objects, equipment or spaces, possibly has in its genesis overly subjective inputs, contributing to the understanding of the specificities and complexity of this segment.

From the above it can be seen that tourism activity should be devoted to offering services and products that can be enjoyed by all, regardless of the inabilities / difficulties that each consumer may present in different contexts related to the sector (e.g. accommodation, transport, visits to monuments, among many others).

THE EVOLUTION OF ACCESSIBLE TOURISM

Tourism is turning towards new supply frameworks, innovating, qualifying, differentiating and modernizing itself. It is indeed a cross-cutting sector that must reinvent itself, adapting itself to the preferences and demands of the modern world, responding to the trends of the growing and diverse demand, seeking to enhance the experiences of every tourist, and inevitably, increasing the business opportunities of the sector.

Considering the “tourist gaze” as a perspective constructed through the differences between what the tourist is, and what the tourist would like to be or have (Urry, 2002), it is questioned how a blind person perceives the landscape of a destiny, considering that “through the senses, man is able to relate to the material world (...) from observation” (Sousa, 2007, p. 111). Moreover, it is “scientifically proven that the senses of human beings ... as sensory receivers of environmental messages and sending of synapses are also transmitters of emotional experiences” (Kanashiro, 2003, p. 156).

It is soon understood that “the five senses allow us to perceive volumes, textures, temperatures, odors, colors, sounds and tastes, and vision is the form we most use to interpret the landscape” (Sousa, 2007, p. 104), and therefore a blind person may resort to other sensory elements.

As such, it is important to briefly review the relevance of the classification, especially the dimensions relating to environmental and personal factors. If, on the one hand, the classification of environmental factors addresses issues such as the description of the “world in which people with different levels of functionality must live and act” and include “products and technologies, natural and built environment, support and relationships, attitudes, and services, systems, and public policies” (WHO & The World Bank, 2011, p. 5); personal factors focus on issues such as “motivation and self-esteem, which can influence how much a person participates in life in society” (WHO & The World Bank, 2011, p. 5).

All these types of limitation are translated by type of incapacity. Devile (2009, p. 40) contributes to the understanding and distinction of temporary incapacity (for example, to use crutches due to a broken foot) and permanent (example: to use a wheelchair due to paralysis). Also according to this author “permanent incapacity is characterized by the definitive condition of labor, social or human capacity limitations, and temporary capacity being a brief condition that makes it impossible to perform certain tasks”.

Therefore, and although they may be related in some way, the concepts of “incapacity” and “disability” present different notions. In a broader dimension, incapacity is defined “by the relationship of the individual to his or her social environment, the more noticeable the more barriers this environment places the person with incapacity” (Devile, 2009, p. 40). On the other hand, disability is seen as “an anomaly or a change in the structures or functions of the organism” (Devile, 2009, p. 40).

Nubila and Buchalla (2008, p. 330) also understand incapacity as “a more comprehensive term, indicating the negative aspects of the interaction between an individual (with a certain health condition) and their contextual factors environmental or personal), that is, something that involves a dynamic relationship”.

For Darcy, Cameron and Pegg (2010, p. 516), “incapacity is a multidimensional construct, in which each dimension has its own needs. The multidimensional construction consists of: mobility, hearing, vision, learning, mental health, sensitivity and long-term health conditions”.

In addition, accessible tourism can be extended to temporary difficulties, since its concept is broader and includes those who are temporarily affected by an accident, parents carrying baby carts or pushchairs, travelers with heavy luggage, families with children or the elderly.

Consequently, multi-deficiency, described as “the set of two or more physical, psychic or sensorial impairments or incapacities” appears in the market (Contreras & Valencia, 1997, p. 378). However, for Nunes (2001, p. 16) it is “more than the mere combination or association of incapacities, constituting a very heterogeneous group, although presenting specific / particular characteristics”.

Although several authors attempt to define incapacity, it is considered important to pay attention to the interest and motivation to travel. For Gonzalez and Alonso, (2004, p. 27) “the degree of incapacity has no influence when traveling”. The same authors consider that the incapacity can raise “the fears ... confronted with the possibility of facing the difficulties”, as it is the case of the barriers not adapted to the concept of universal design, a concept to be addressed throughout the present study.

However, Pérez and Velasco (2017, p. 25) consider that more than a niche market, accessible Tourism should be viewed as an opportunity to “(...) enjoy tourism, by people with disabilities, aiming for the fight against inequalities and exclusion”.

More focused on the tourism supply perspective, Peixoto and Neumann (2009, p. 147) consider that accessible Tourism should channel efforts to promote “(...) travel and destinations, products and appropriate tourist information for all those who have special needs in terms of accessibility, their families and friends, without any sector or group being discriminated against, and should be an accessible reality in accommodation, transportation, in physical terms, but also in terms of access to activities, information and communication”. In fact, the authors value a differentiating, accessible, inclusive and extended offer for the public that comes as a companion for travelers with reduced mobility. In addition, the definition reflects the need to qualify the offer in all subsectors involved in the tourism sector.

In this perspective, Darcy and Buhalis (2011, p. 10) consider that “Accessible Tourism is a form of tourism that involves processes of collaboration between the various stakeholders, which, through the offering of products, services and environments based on Universal Design, allow people with special needs in terms of accessibility - both in their [physical] mobility, vision, hearing dimension and their cognitive dimension, to play an independent, equitable and dignified role”.

After analyzing and scrutinizing the different perspectives of several authors regarding the definition of Accessible Tourism, it is important to consider the tourist with reduced mobility. The literature shows the complexity of the customer with reduced mobility. More than a matter of motivation, it is perceived that “ people may have the same disability but not the same level of functioning” (Eichhorn, Miller, Michopoulou & Buhalis, 2007, p. 18), inevitably increasing the level of demand. In this parameter, we understand the position of Fontes, Ambrose and Broeders (2012), when they argue that it is a market range and not a segment, due to its heterogeneity within the group.

These tourism clients have benefited from the awareness of the agents of the sector, as well as the development of actions and concepts related to accessibility.

More than serving the fringe of people with reduced mobility, the creation of accessibilities sensitive to Universal Design, benefit the whole society, since “the intention of the concept of universal design is to simplify the lives of all” (Darcy, Cameron & Pegg, 2010, p. 529).

Therefore, the concept of accessible tourism has evolved, no longer serving only to accommodate or integrate people with disabilities, into a concept that integrates the adaptation, comfort and quality of tourism services for all.

It can thus be observed that the promotion of accessibility is an imperative of today’s society. However, although most European countries present great potential, this may not be sufficiently satisfactory in promoting destinations accessible to all. The participation of society in this issue is of paramount importance when complemented with legal intent.

Once the minimum criteria for the accessibility of the tourist services chain have been identified, it is important to understand that all of them must relate in a coherent and responsible manner, allowing all “processes necessary for the transformation into an accessible destination ... in progressive manner” (Montes & Aragall, 2009, p. 143).

This market is so vast that it can encompass people with some kind of physical, psychological or sensory limitation, even a traveler with heavy luggage, as well as the senior tourism segment, which is a clear growing market, since aging population in developed societies is clearly an opportunity: first, through associated income resulting from equal opportunities and access to employment; and second, by the technological and scientific development that recovers the autonomy of seniors with reduced mobility and the increase of average life expectancy.

This target audience presents a multiplicity of challenges. We constantly see changes in the market, changes in paradigms that represent the capacity for renewal, fruit of innovation and differentiation of tourist destinations. One of these challenges is to offer quality, sustainability and competitiveness in a market that undoubtedly needs to be regarded as a serious commitment: accessible tourism for all.

In fact, the most obvious are architectural and urban barriers, but many others, such as psychological, digital information and communication barriers, discourage disabled people. There are still several websites with accessibility barriers that make them difficult or impossible for some people to use.

In this context and bearing in mind that Todor (2016, p. 52) considers that “digital marketing is a blanket term for the targeted, measurable, and interactive marketing of goods or services using digital technologies in order to reach and convert leads into customers and preserve them. The main objective is to promote brands, shape preference and boost sales through several digital marketing techniques. Alternative

terms for digital marketing are often: ‘online marketing’, ‘internet marketing’ or ‘web marketing’. The fundamental concept in digital marketing is based on the inbound marketing approach or what it is called customer centric approach”, it is necessary to analyze the links that can be established between this field of marketing and the idiosyncrasies associated with accessible tourism.

THE DIMENSIONS OF DIGITAL MARKETING IN ACCESSIBLE TOURISM

The Tourism sector has been witnessing numerous and constant changes. In the current tourism market, it is perceived that consumers/tourists tend to see their consumption habits in constant change. One of the inducing effects of these changes is the constant technological evolution that allows the consumers to have a differentiated access in information gathering, as well as the use of digital marketing tools/instruments, that allow to powerfully promote the dissemination of products/services, brands, conquering new markets and strengthening the so-called traditional markets. We are therefore witnessing the development of the social network phenomenon, which allows the sharing of information, photographs, ideas, opinions and evaluations, obliging operators in the sector to redefine strategies, models and practices aiming for different target markets.

Altınay, Saner, Bahçelerli and Altınay (2016) consider “Web accessibility is not only dependant on accessible content but also on the accessibility of Web browser and other user interfaces. Software tools also have an important role in web accessibility”. Digital marketing enables to expand the market, to promote products (goods and services), and it helps the companies to develop a better segmentation. In addition, it is possible to offer previously unknown destinations, and it makes the destinations accessible.

As such, accessible tourism should also be a concern of the economic agents of the sector, who must evaluate that tourism for all is a business opportunity and a competitive advantage.

Considering the fact that tourism is a very important social asset and should be available to all (only the European Union has 80 million people who currently have some type of disability), it is of all interest to evaluate and follow this indicator.

The emergence of projects such as Tur4all Portugal and PANTOU - Promoting Accessible Tourism Around the World (Figure 1) that seek to respond to the needs of the market but also to the rights of the people providing objective and updated information on the real conditions of accessibility of the tourist supply, are increasingly more important.

Figure 1. Case study 1: PANTOU – Promoting Accessible Tourism Around the World & Tur4all Portugal

Source: <https://pantou.org> and <https://www.tur4all.pt>

These two websites present identical objectives and functionalities, with a different geographic scope of the contents / information provided. The PANTOU is a website that presents the directory of accessible tourism services, covering the entire tourism and travel value chain.

The website was created in 2017 by the European Commission and its main focus was on European businesses and on destinations and service providers offering Europe-inbound tours. Since April 2017 the Pantou Directory is open to accessible tourism suppliers from around the world. |

Tur4All is a Web Platform of *Accessible Tourist Resources for All* that provides several information on how to make Portugal an accessible destination for all; information on accessible tourism resources, while also seeking to promote accessible tourism and increase the number of tourists.

These projects develop consultancy and technical support in accessibility, marketing, publications, mobile applications, as well as other initiatives such as training plans, support in the organization of trips, among others.

The design of these initiatives associated with the application and use of digital tools make it easier for tourists with any kind of access needs to find what they are looking for when planning a visit; promotes accessible tourism suppliers, showing places to go and things to do - in safety and with convenience and comfort; enables suppliers and destinations to find new partners and build networks of accessible services, for the benefit of visitors, local businesses and communities.

It is increasingly perceived that economic sectors, such as tourism, are influenced by new information and communication technologies. As a dynamic sector, and functioning as an open system, Tourism is combined with the changes required by the new environment of the Internet, namely digital marketing allied with social networks, contributing to an increasing importance of using tools such as Electronic Word-of-Mouth (eWOM) and social networks.

For Tham, Croy and Mair (2013) there are three combinations of factors that influence the image of the tourist destination, of organic nature (life experience in general), induced (provided by destination) and real (in situ experience), with the most influential and credible being of a real nature and the least influential of the induced nature.

In addition, digital marketing provides analytical tools and software to monitor the evolution of inputs and outputs, and all of these tools can offer a flexible and custom tourism services. In this sense, the only assumption is to consider that the supply of products and services can be researched and acquired through the virtual world, consequently, from anywhere in the world.

Internet tools and social media are fundamental instruments to connect consumer and tourism destination because they have been considered an excellent source of information (Del Vecchio, Mele, Ndou & Secundo, 2018).

In this parametric, organic word of mouth (WOM), which is a highly influential and credible tool in the choice of tourist destinations, due to its source and information content, has been extended to the digital medium through electronic WOM (eWOM) (Tham et al., 2013). The exponential growth of social media and its impact on the choice of tourist destinations is thus perceived. Accordingly, tourism industry players such as hotels, restaurants and tourism marketing companies are embracing social media as one of the means of interaction with their target market (Tham et al., 2013).

The study “Community crosstalk: an exploratory analysis of destination and festival eWOM on Twitter” (Williams, Inversini, & Buhalis, 2015) is an excellent case of interaction through social media. The authors conclude that, in the case study, the tweets published by the organizers have a large impact on social networks, as, after a quantitative analysis it was concluded that there was a large number of followers. Thus, the structural characteristics of eWOM among the communities of interest generated by investors when an event is being produced were verified, and it was concluded that, although there is a somewhat dispersed form of propagation, the overwhelming majority support with their tweet.

In this case, the use of eWOM appears as a developing tool, especially used by event organizers, in an attempt to segment the market, attracting the interest of the communities that “like” the theme of the event.

Digital marketing has a significant influence on the decision of visitor choosing the tourism destination (Almeida-Santana & Moreno-Gil, 2017). And the consumers are more likely to share promotional messages if they perceive that purchases will occur soon, and it is more effective among strong E-WOM ties (Choi, Seo & Yoon, 2017).

Hence, using technology makes life easier, especially for disabled people, and “Social media tools facilitate accessibility to send out information, people through networks and encourage disabled people to have their say on their personal and professional development” (Altinay, Saner, Bahçelerli, & Altinay, 2016), and shows how technology overcomes the different barriers faced by people with disabilities.

Another application is observed in the study “Using Twitter Data for Cruise Tourism Marketing and Research” (Park et al., 2016) which demonstrates that the analysis of the information contained in social networks is an important method for the cruise market. The main theory upheld by the study is that its authors consider that the analysis of existing information on Twitter can be used to better perceive the tourism market, allowing companies to adapt their marketing strategies, in order to obtain better results. From the outset, the case study allows to identify the main destinations sought in this type of trips. In addition, a subgroup analysis was conducted and it was uncovered that those who had more connections with other users were celebrities, resulting in a higher visibility of their tweets about cruises, which were seen by millions of people. Thus, tourism companies may use celebrities’ social networking as a very effective way of promoting their products (Park et al., 2016).

Obviously, these destiny promotion methods raise questions about the credibility and reliability of these new forms of marketing because, although they are in exponential growth (Tham, Croy & Mair, 2013), social media is an effective way to promote the most popular target areas on the platforms, especially if the number of followers of published information is taken into account.

On both the demand and supply sides, social networks play a significant role in the tourist destination, as they allow interaction with visitors. The visitors expect an interactive communication including empathy and emotions on the messages. Social media can help destinations, supporting and motivating an interactive communication (Kiráľová & Pavlíčka, 2015).

In keeping with Viren, Vogt, Kline, Rummel and Tsao (2015) the concept of social media was first proposed in the 1950s by Barnes (1954), who limited the concept to connected actors in order to consolidate and to establish “bonds” and relationships between different people, in person or not, according to their interests. Also according to Viren et al. (2015), the first social networks platform specialized in tourism was born in 1896, in Detroit, Michigan, USA, among hotel managers in the city, with the aim of promoting the region. With the development of Electronic Media, eWOM is spreading at a dizzying pace, reaching increasing popularity (Buhalis & Law, 2008). Along these lines, it is perceived that companies and organizations of the tourism sector resort to digital marketing tools, adopting social media as one of the means of interaction with their target market. As a result of technological advances, society has been experimenting with a wide range of innovations that have contributed to its attitude in the face of consumption. These changes promoted at the level of digital marketing refer mainly to the development of new applications supported by mobile devices, greater access to Wi-Fi during the trip, placing the Internet in a state of “omnipresence”, the emergence of a diversity of online distribution channels, thus contributing to consumer adherence to the contributions of eWOM tools (Bronner & Hoog, 2016). Often, a tourist’s strong connection to social media can create an immediate connection between the tourist destination and the potential target audience by publishing a simple photograph in a particular tourist territory (Dinhopl & Gretzel, 2016). In this perspective, together with the publication of the photographs, the tourist becomes the ‘narrator’ of his own experience, describing the attributes of the tourist destination. (Dinhopl & Gretzel, 2016). The immediate nature of this type of sharing, is quite evident, thanks to the development of portable devices that allow the direct upload of the photographic record, enabling other followers of social networks to have immediate access to these states. Comparing with the projections for the future of eTourism, Buhalis and Licata (2002) indicate that the tourist distribution will present an emerging market based on online intermediaries, and on Internet booking platforms.

In this context, and taking into account Devile (2009, p. 41), which states that “accessible tourism must be thought of and worked within the framework of the tourist destination’s supply (...), whenever possible, and gradually make spaces, buildings, equipment, services, attractions, animations and events, thus broadening the potential demand of the destinations that are thus positioned”, the tourism industry, fruit of globalization and the development of new technologies, shared by the ‘actors’ responsible for the sustained development of the sector (Brás, Costa & Buhalis, 2010) should position itself in such a way that its offer is available and accessible to all potential clients, regardless of the permanent or punctual disabilities that they present.

The availability of information on tourist experiences allows the optimization of results in the decision-making process, and adds value to business models (Del Vecchio et al., 2018). Websites and social media can provide a lot of information.

A result of the increased use of information and communication technologies by the tourism industry, was the creation of new opportunities for the different players and operators in this system, simplifying and streamlining many of the procedures inherent in their activity.

Regardless of the degree of disability, consumers seek to be increasingly informed and are, in most cases, fervent advocates of new technologies. In this sense, there has been a need to adapt websites and search engines to make them accessible to people with different types and degrees of limitations.

Websites like (Figure 2) can be presented as an example of platforms that provide accessibility help, allowing computer users to make the most use of digital services regardless of their disability.

It is estimated that about half of Internet operations, especially in e-commerce, translate into research, access to information and purchase of tourism products “(Machado & Almeida, 2010, p. 13), as such, the value of this kind of tool, to potential disabled consumers, depends on its accessibility.

Buhalis cited in Poon (1988) explains that the rapid development of both tourism supply and demand has made ICT a key partner in this industry, in the role of distribution, tourism coordination and, crucially, digital marketing.

Through digital marketing, tourism destination could change the traditional concept of promotion and marketing because tourists could share their experience (Fatanti & Suyadnya, 2015). In addition to social networks, digital platforms are also important for the tourist destination. And mobile applications may increase the shared data, but the information is limited (Williams, Inversini, Ferdinand & Buhalis, 2017).

Considering this, the growing trend of mobile devices usage by the tourist industry is not negligible. Indeed, the growing need for quality and rapidly available tourism information has led the tourism industry to become a leader in the development of

Figure 2. Case study 2: My web my way – Making the web easier to use

Source: <http://www.bbc.co.uk/accessibility>

This site provides advice and help to maximize resources and technologies available to use a computer in topics such as accessibility.

It also includes guides and information booklets that feature a variety of accessibility technologies available on a computer, allowing your users to make the most of the Internet, regardless of their ability or inability to view information.

This page allows the digital marketing associated with the tourist information pages to be accessible and understandable to all, allowing to increase exponentially the number of views, consultations, contacts, requests for information, reservations of services, among others.

This page was developed and maintained through a partnership between BBC Online and AbilityNet, one of the UK's leading computing and disability institutions.

applications and use of mobile devices to access / compare / evaluate information, as well as the purchase / reservation of products and/or services through the Internet. Obviously, this context implies necessarily that the dimensions of digital marketing are maximized and exploited in order to reach as many consumers as possible, so that forms and / or strategies that facilitate and allow access also to clients included in the so-called accessible tourism.

The initiative “Tourism for All in Catalonia” promoted by the Catalan Tourist Board can be a good example from this trend (Figure 3). According to the *Agència Catalana de Turisme*, accessible tourism has become one of its main strategic lines and today Catalonia is a reference destination for accessible tourism in Spain, with more than 1,100 tourist resources providing facilities for people with disabilities, reduced mobility or special needs.

Undoubtedly, the availability and the access to information condition the consumers' choice decision to a specific destination or product. According to Buhalis and Licata (2002), tourism distribution will present an emerging market based on online intermediaries, and on Internet booking platforms. In fact, there has been recognition by society that these new technologies are the active suppliers of tools and platforms necessary for information dissemination, innovation and competitiveness among tourist destinations (DelChiappa, Baggio & Rodolfo, 2015).

The technological development in Tourism has created business opportunities that have been used by companies specialized in services such as E-procurement, informatics and information technology, advertising and design. However, it should be noted that in order to achieve sustainable development, the key factor is the agreement between production/distribution processes, which maximizes natural and cultural attractions for the benefit of every type of consumers.

Digital Marketing Strategies for Accessible Tourism

Figure 3. Case study 3: Catalunya – Accessible Tourism

Source: <http://turismeperatohom.catalunya.com/ca>

The Tourism Agency of Catalonia started to promote accessible tourism in Catalonia in 2007 by developing the initiative "Tourism for All in Catalonia", with the goal to improve accessibility to its facilities, services and resources for individuals with some form of disability or reduced mobility.

Within the scope of the various strategies outlined, it created a specific website that provides information on accessibility, aiming to promote the most accessible tourist destinations in Catalonia based on the following premises:

- The destination covers the whole process of the tourism experience.
- The destination goes beyond an isolated tourism facility, resource or service.
- Based on the accessible nature of its cultural or natural resources or leisure facilities, the destination has a range of tourism facilities and services that are accessible for all.

The idea underlying this initiative is based on the fundamental principle that accessibility in the tourism sector should be a factor in the evaluation of the quality of tourism products, ensuring the full satisfaction of all consumers, thus ensuring greater attractiveness and competitiveness to the destination.

In this case digital marketing is used to facilitate the access, use and enjoyment of the services, divulging the level of accessibility of the tourist offers in a destination.

According to Buhalis and Law (2008) tourists who use the Internet as a tool for knowledge of tourism offers tend to spend more in the destination area compared to those who consult other sources of information. Therefore, the quality and availability of this information should be based on the development of technologies, usability and the way consumers use it in search of clarifications, options, preferences, setbacks, among others, although the digital marketing applied to the destinations has some limitations, like a local destination preserving its own identity, or destinations that don't appreciate new technologies.

According Hua, Ramayah, Ping and Jun-Hwa (2017) if social media is perceived as a risk, travelers tended to avoid using the networking sites to select tourism destinations. Nevertheless, the authors found a positive relationship between electronic word-of-mouth [e-WOM] and attitude. So, trust must be a goal to achieve.

In general, it is assumed that digital marketing is a fundamental resource to respond to the design of the delineation of all types of tourist demand, which cannot, undoubtedly, be dissociated from the one that contemplates the profile of the accessible tourism consumers, as well as from the current market trends, where technologies are a key success factor.

CONCLUSION

The literature, statistics, and trends clearly show that the market for the disabled / aging population is increasingly large, has significant purchasing power and an interest in spending on tourism / leisure products / services.

Digital Marketing must be present in websites, tools, and technologies designed and developed to allow people with disabilities to use them. These tools facilitate disabled people interaction with the Web without barriers. It is essential for Web marketing to become accessible, in order to provide equal access and opportunity to people with diverse abilities.

In this context there is, objectively, the perception that tourism has to move towards new approaches, allowing the development of an industry aware of new concerns, namely social, where accessible tourism is contemplated. A fundamental requirement of this market is the accessibility in terms of built environment, however, of increasingly more importance, is the information and the means of communication used to reach the target public.

As with all tourists, disabled people can share, through social media, their experiences, including the problems they encountered in their destination. Similarly, they can also recommend certain specialized tourism suppliers, who are able to satisfy the needs of a disabled tourist.

Hence the need to produce specialized information for the consumers of accessible tourism, on the accessibility of specific contexts of supply, so that they can be involved in the travel process, always considering that the greater the degree of disability, the more detailed will have to be the information available. Digital accessible design improves overall tourist experience and satisfaction, in a variety of situations, across different devices. Accessibility can enhance the tourist experience, drive innovation, and extend market reach.

It is expected that the definition of a system designed to efficiently communicate the different operations carried out by the tourism sector in order to integrate and distribute relevant content in an accessible manner is fundamental to allow the rendering of personalized and customized services to vicissitudes of each incapacity of potential target audiences.

At the same time, digital technology allows significant improvements in the media, overcoming traditional restrictions as geography, language, time zones, among others, reaching much wider and more global audiences. However, this communication can also be directed, with extraordinary precision, to very specific niche segments, taking advantage of the benefits of digital marketing to improve several specific components associated with accessible tourism.

To promote interaction between users and the Internet, digital marketing has to be made accessible to people with disabilities taking into account not only the contents presented, but also the way they are presented (e.g. texts, images, sounds, etc.); the use of the assistive technology (for example screen readers, switches, etc.); the profile of developers, designers, who may have certain disabilities themselves and with their experience can identify / create mechanisms closer to the real needs; create online database for accessible trips, which could increase the visibility of products / services and increase turnover.

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KEY TERMS AND DEFINITIONS

Accessible Tourism: Concept that integrates the adaptation, comfort and quality of tourism services and products for all (seniors, tourists with physical or social limitations, and can be extended to people with temporary difficulties or without disabilities/incapacities).

Assistive Technology: Products, equipment, and systems that include assistive, adaptive, and rehabilitative devices used to increase, maintain, or improve the functional capabilities of persons with disabilities.

Digital Marketing: Strategy developed and implemented by companies using the Internet as a marketing tool with the aim to expand markets, to promote products (goods and services), and assisting in the development of a better segmentation of consumer market.

Disability: A physical or mental condition (or a combination of both) that impairs a person's movements, senses or activities, restricting their ordinary activity.

Electronic Word-of-Mouth (e-WOM): The word-of-mouth that consumers self-expressed, positively or negatively, to other consumers in the internet.

Incapacity: The inability of an individual to do something because of a medical condition. The incapacity can be permanent (definitive condition of labor, social, or human capacity limitations) or temporary (temporary incapacity that makes it impossible to perform certain tasks).

Universal Design: Is the design and composition of a barrier-free environment so that it can be used by all people regardless of their age, physical limitations and disabilities, in the most independent, usual and natural design possible.

Usability: It's a term that refers to the ease of access and/or use of software or website, allowing users to achieve specified goals, with effectiveness, efficiency and satisfaction.

Web Accessibility: Websites, tools and technologies conceived and developed in an inclusive way, aiming to ensure that all users have equal access to information and functionality by eliminating any barriers that prevent interaction or access to websites by people with disabilities.

Chapter 5

Photographic Image, Credibility, and Consumption of Tourism in the Digital Era

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ABSTRACT

This chapter seeks to bring the communication field and tourism closer together. In this sense, the authors use photographic images and photography through authors from different areas. They believe that hospitality and tourism as a transdisciplinary field deserve a wide and transversal discussion. In addition, they seek with this work to discuss the mediatised society, with the instantaneity of the “digital world” in technological devices, within the context of tourism communication. Likewise, it seeks to promote a discussion about the importance of selecting the right tools in the strategy to promote the tourist photographic image with regard to the theme of marketing and communication, in the sense of reaching certain audiences (consumers, or not, of the tourist activity). Finally, it concludes that the use of new technologies by tourists during their stay may increase the credibility of the information disclosed because tourists, as well as consumers, have an important role in the production of information.

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INTRODUCTION

Tourism as an activity tends to be an intangible service and the photographic image acts in this necessary sensitization, not always directly, sometimes in films, novels and etc. Always with the photographic image as background to disseminate, inform, disseminate and sometimes attract people to the mediated landscapes in photographic images in different media. At this point, convergence with authors such as Perinotto (2013), Flusser (2009), Sontag (2004) and others will provide a debate for readers to take advantage of and understand the important dynamics of tourism communication.

Throughout the chapter, we aim to bring the communication field of tourism closer together, using the theory of photographic images and photography, through authors from different areas. The theoretical discussion on this importance of the Communication for Tourism must be posed and debated (to understand even the relationship in which marketing is present in this relationship), such as communication, tourism and photography (imagery). With regard to this theme, which is somewhat broad to be debated, we seek to reflect on authors who bring subjects that cross between Communication and Tourism, tourism and images, tourism and photography, to give a general basis on the intricacies of the research foundation, which revolve around these three axes.

Thus, some of these authors have been referenced, whether they are read in books or in academic / scientific journals, such as Perinotto (2013), Urry (1996) and Albernaz (2009). In addition to theme as Photography (history and philosophy) and photographic images. In this item of references, one thing draws attention, there was a concern in providing a brief report to the reader about photography and its importance in communication. However, in order for the discussion of photography not to be limited only to technique and history, it was necessary to deepen the epistemology and philosophy behind photography and the photographic image. We use the following authors: Aumont (1993), Barthes (1984), Benjamin (1994, 2006), Flusser (2009), Lopes (1998) and Sontag (2004).

There was some concern considering that the tourist consumer travels more and more independently of the intermediation. It informs itself and contracts services through the internet, and that any topic raises a greater interest through the visualization of photographic images and comments of the web pages, one can affirm that the internet has increased the requirement for more intense and special experiences (Sousa, 2015). Tourism as an activity tends to be an intangible service and the photographic image can be considered as an attempt to make this service tangible. The sources of tourist information are responsible for presenting the destination and therefore may influence their attractiveness.

Thus, discussing the relationship sources of information, photographic image and communication in tourism would be something more than necessary in the times that run. However, before entering this discussion, it is necessary to highlight the importance of the internet in tourism promotion, as the use of social networks by society increasingly affects tourism, promotion of destinations, products and services (Sousa, 2015).

The rise of the internet in the field of tourism produces a transformation in the tools used in the supply of destinations. It increases its attractiveness and increases the power of competitiveness of tourism destinations and companies. Likewise, the promotion uses photographic images as a background to disseminate, inform, disseminate and sometimes attract people to mediated landscapes in photographic images.

As for the theoretical level, we seek with this work to debate about the mediatized society, with the instantaneousness of the “digital world” in technological apparatuses, within the context of Tourism Communication. Also, to promote a discussion about the importance of selecting the right tools in the strategy to promote the tourist photographic image. Finally, concluding that the use of new technologies by tourists during their stay may increase the credibility of the information disclosed. For the person, besides consumer, has an important role in the production of information.

ADDRESSING THE THEME IN QUESTION: PHOTOGRAPHY, IMAGE AND CREDIBILITY

The tourist’s look is socially constructed by the media, which, to a certain degree, guides him even in the election of the places to be photographed. Also, in the real plane, the tourist seeks to live the expectations that the imaginary has provided. Thus, the search for expressive and adequate photographic images for a tourist destination is not exhausted by the act of photographing multiple eventual themes. It is necessary to check some relevant aspects that influence, or will influence, the image of the destination. It should be noted that this work has aspects related to photographic images, photographs in different media and, above all, the circulation of these images in these media, which indirectly can help to develop (or to understand the development) the image of a destination, as well as fostering the field of scientific research related to Communication, Tourism and the image of tourist destinations.

The vocation of destiny (sun and beach, mountains, health, culture, commerce, business, events, gastronomy, sport, ecotourism...) is attached and coupled with the natural, artificial, cultural and social attractions that they have in tourist destinations. It must be directly related to the image of the tourist destination in order to be able to develop a tourism according to the local reality, as well as correspond with the expectations and needs of the tourists.

Through the approaches used in communication, it is usually possible to distinguish two important aspects of the image. Through the approaches used in communication, it is usually possible to distinguish two important aspects of the image, that is, they are all images that the mind produces from lived experiences, messages received and assimilated as well as through the understanding of the world. The second aspect refers to the image that supports communication. It is concretely and effectively constituted by means of photography, television and cinema (Bigné; Aulet; Simó, 2000).

We believe it is important to develop an image of the tourist destination based on photographs that represent in its complexity the aspects of the locality (landscapes, climate, natural, cultural, gastronomic, artistic and folkloric, as well as the history, customs and behaviors of the population). In order for the tourist to prove or not the authenticity of the landscape and the photographic image presented to him previously. Thus, we note that photographs can generate or discourage demand in the sense that tourists will decide to visit a destination depending on the photographic image that this tourist destination has. Thus, the photographs indicate a conjugate of yearnings and perceptions of a possible trip to a desired destination. In fact, even though we focus on the work of tourist photographic images, the power of photography is not limited to this style. Violent photographs or portraying certain situations of human misery may even be aesthetically beautiful, but it does not mean that they will generate attraction to the destination, since the past emotions are not the ones that the individual expects to live during his tourist experience.

The image is formed by the set of all impressions received by consumers on the destination. And it is the affective and sentimental value that will denote attraction or repulsion and can serve as reference in the act of decision of election of the tourist destiny to be traveled. Therefore, the importance of studying different media and different images circulating in these media. The development of tourism activity is based on images and tries to emphasize certain details that draw the attention of the public. We must then be aware that they are selected and well thought out. Therefore, having some knowledge about the place is essential. It is through the photographs, made available in the different media, that the tourist is raising his expectations of travel, to the point of wanting to know what he sees.

The photographic records, according to Santos Júnior and Santos (2007), have different functions that may be appropriate in tourism, they are: market segmentation (photo-tourism); educational element (tourists and local population); as artistic manifestation of the local photographers; marketing mechanism (trade mark); field research material; historical record and planning and management tool. Faced with this, Tourism is a field of study that requires a material collection to raise historical and even geographic data, to build a plan of action with the power to generate a relevant tourism movement. According to Falco (2011), the media is able to schedule

the places to be taken into account as they tour by families on vacation, by couples on honeymoon, by children, seniors etc. This creates a kind of *tourist cartography*, which will designate attractive locations in the most diverse tourist segments.

With regard to photographs printed in tourist media material, we can criticize its misuse by the marketing in the quest to facilitate the tourist demand for a certain place. Much was manipulated through photographic images and landscapes that leaflet producers wanted and which often did not fit the local reality. Often, the image that is passed in the leaflet, is the image that the producers choose from their products offered. An interesting question, given the fact that one of our observables is the media leaflet.

With the technological advances and their consequent popularization, it was allowed that a greater part of consumers had access to the techniques of manipulation of images, through the cameras and computer software. In tourism, literature shows that the individual has become a prosumer, both consuming and producing information related to his travels. Therefore, a tourist destination besides attracting the tourist for its own information distributed on the web, can have it ratified by its user. Thus, the information present in social networks will have a greater credibility because it is the tourist himself who confirms the accuracy of the presented by the destination, and at the same time uploads his data in blogs or social networks exercising this role of prosumer (Soares, Gabriel & Sánchez-Fernández, 2017).

In view of this, the present civilization of the image contradicts what Urry (1996) stated “the camera does not lie”, because the camera as an instrument is different from what we believe to be an image. For this reason, the photographic image representation requires great care when it is carried in postcards, folders, reports in newspapers, magazines and on Internet sites, so as not to exceed the limits of what is “real”.

As we discussed the themes of the photographs, an interesting passage in the text of Sontag (2004, p. 41) portraits about the embellishment of photography: “to photograph is to attach importance. Probably there is no theme that cannot be embellished; moreover, there is no way to suppress the tendency inherent in all the photos to confer value on their themes”. In addition, it refers to the view on how the camera can interfere in the look, because the photographic image that it produces is only a corner of material reality that the eye does not see. A clear example would be the aerial photographs, also discussed in this book in a specific chapter.

In this way, the photographs have a significant influence on the perception of a tourist destination. This is why, sometimes, the analysis and understanding of some fundamental aspects that make up the structure and composition of a photograph, significant and of quality, such as: themes, colors, lighting, people and tourist equipment, that are eventually photographed. Here it is important to note that, although it is important to present different perspectives on photography (its

importance, its uses, its history and the various reflections on it), in these aspects of the photographic images our greatest interest was on the circulation of these photographic images in the different medias studied.

Generally, the themes related to the tourist activity cover the natural landscapes of the tourist destinations, containing wonderful beaches, paradisiac islands, valleys and streams as the main theme of the photographic images. This is easily noticeable in most of the promotional materials produced, both by public companies and by private companies in the tourism sector and also by individuals in their travels. However, the photographic image of a tourist destination should not only be developed through these natural resources, but also through photographs of hotels, restaurants, information centers, roads and streets, public markets, among other places that make up tourism equipment and the existing infrastructure in the destinations. These choices of themes, with more tangible characteristics, seek to reduce the insecurity that tourists have when choosing a travel destination. With this, they would have a better and more adequate perception of the quality existing in the products and services, as well as the existence of basic infrastructure and support existing in the tourist destination.

Thus, the camera and the expansion of tourism are simultaneous in temporal terms. With the premise that today's imaging devices are producers of an experience that attracts visitors in an indispensable way in the device and image relationship. In such a way that the device is what would constitute the media, making the image the place of an experience that would pave the way for a dialogue with other media. In this circumstance, the photograph opens to the multiple, producing crossings and associating a context of virtualities. The conception that the photographic image can function as an interconnection, a border that allows diverse exchanges and crossings between the images, seemed to us quite interesting to think about the way photography integrates the scenario of the communication and tourism relationship. However, it is also necessary to emphasize that it does not always correspond to reality. Then, more than necessary it becomes also to consider the theme of the authenticity of the projected image. Treating not only photographs, but also representations of the photographed and spread in numerous media, something that we will deal with later.

TOURISM AND PHOTOGRAPHY: MORE THAN AN INTIMATE RELATIONSHIP

The photographic image presents great value when used as a differential in the promotion of destinations and it is known that it can be one of the main marketing tools of tourist destinations. When creating the visual image of a place, it is important to highlight the characteristics that will make that product unique in the eyes of the

customer. Therefore, presenting differentiating aspects of the destination will form a unique image in the head of the potential tourist, thus allowing advantages in the competitive market. We are talking that in an increasingly competitive market, such as the tourist, a distinctive image and special qualities highlighted in the media will be more relevant to attract the individual's gaze, and consequently, the intention to make a visit to the destination. Advertising in magazines, agency folders, postcards, television and Internet dissemination, outdoor use, among other media, many images are used to arouse the interest of individuals in knowing a tourist attraction. This same exposure occurs with the tourist sites that have become known to many people through the numerous means of dissemination and promotion. In this sense, the images in photographs are characterized as a tool of great significance, since they can be seen in several supports (different medias) and by a large number of people at the same time.

The application of photography to tourism has brought a visible world of landscapes, cultures and places closer together. The photographs used as a register of localities and events, or even as a tourist marketing resource, now occupy a substantial space in tourism activities. The realistic appeal they contain makes it easy to decode or read them. In addition, the automatic way in which the photographs are made contributes significantly to the speed of its production. Thus, the photographs can be simulated a reality. In tourist photography it is more favorable to express a notion of information, actuality and similarity in the visual story. These elements, at an instrumental level, make up a photographic work, in which the fundamental role of photography is recommended as useful for tourism information. Tourism is an activity that presupposes displacements. In order for such displacements to occur, it is necessary to create mechanisms that encourage the consumer (tourist) to escape from their usual place and take refuge in a place that has awakened him, interest in knowing him. Thus, tourism is one of the activities that uses the most image to promote and attract tourists, because the tourist, before buying a place to enjoy their vacation, for example, "buy" an image, with a dream or a desire.

The image of a place when portrayed in the different media can show the landscape and the culture of a locality, causing people to be transported to the places being shown. This is because the image, as an expression of the imaginary awakened in the individual, is one of the main elements of destination marketing. In view of this, when selling an image of a particular place, one should not only think of pleasing the customer, in order to make the purchase come true, but also to provide a quality product that will really satisfy the tourist, because the destinations should not only seek the visit, it would be more interesting to keep the visitor loyal and to become a participant in the marketing strategies of the destination.

The client can define which place to visit, by the photograph, focusing on elements characteristic of the place and facilitating its election, since this already comes with a

visual image previously created in its imaginary, before the perceptions and previous experiences lived throughout its decision for traveling. That is, if the tourist, when presented to a script, or place, that privileges the cultural, it will seek to find a place that has as its main activity elements that include the cultural diversity of the place and what it will provide as a new and enriching, with regard to experiences that involve social, cultural, as well as emotional.

Then we can observe the value that the image adds to a given place, because they often become more important than the projected object itself. Regarding the value that the created image of a certain locality exerts on the tourist, one can not stop thinking about how they arrive at the customer, and how important is the communication role in the dissemination of these tourist destinations. For it is through communication that the product to be sold becomes known.

However, according to Parasio and Ferreira (2010, p. 3), “Communication actions are relevant both to build a good image of medium places in terms of tourist attractions, and to (by default or negative actions) to bury this potential of some municipalities”. In this sense, one must think about how to use them correctly so that the sale and the commercialization of the image positively reach their objectives.

On the use of the image as a tourist marketing mechanism, Albernaz (2009, p. 7) comments that “to be commercialized, a tourist destination needs to be projected by means of images that provoke in the potential tourists the consumption behavior of that destination and the attractions, services and experiences that it can offer”. We can give the following example of the use of photographs: a tourist visiting the beaches of the coast of Piauí or Ceará in Brazil, when recognizing in this landscape, a vision or a remarkable landscape, tends to capture it by means of technical means with the “apparatus” and later to post it in the digital medium of the Internet, so that his “followers” or virtual friends, can see his adventure and where he has gone. However, after this has been done, the photograph posted on the network can be circulated over the Internet, or even reused in other media (such as a folder, for example) and reused. Some tourist agency that found interesting that photo can use it to publicize the tourist location, considering it interesting to be transparent and attract the attention of potential future visitors.

Likewise, Soares and Gabriel (2018) affirm that tourists can be used as providers of images and imagery. And they can increase the credibility of the image produced by the means controlled by the tourist destination. The authors comment that tourists before traveling request information from relatives or friends, as well as individuals who have previously been in the place. In the same way, they found that these recommendations have more weight in decision making than information passed through tourist brochures consulted; advertising seen in mass media (press, radio, television); tourist guides or articles, magazines, news and reports to those who were exposed before the trip. Also, Gabriel (2016) points out that one of the problems

often faced by destinations is difficulty controlling the information disclosed about the place, because when there are many sources of information available, different and contrasting images can be generated.

Discoveries of the image models (Cardoso, Dias, Araújo & Marques, 2019) influence the destination image and the tourist experience. The results also corroborate imaging models from previous destinations, according to which the destination image is subject to the influence of stimuli from various sources, including personal experience at destination. In fact demonstrating the importance of studying the credibility of the tourist experience in the choices of potential “tourism consumers”.

Well, going back a bit, in tourism the photography is produced to communicate, inform and document a visitation. It understands the instant that the photo producer includes and, to a certain extent, overrides your work artifact, in which case your subject. Therefore, he dominates and employs photography to highlight, with certainty, aspects and situations of a landscape, a culture or historical heritage. It is important to stress that although they are here classified differently in different terms – landscape, culture, historical heritage, events – they are examples of photographic (or photographable). In general, photography allows the appreciation of simple (everyday) subjects or more complex ones to be approached.

Throughout the processes of creation of folders, posters, postcards, tourism portals, personalized websites, invitations, banners, photographic shows, publications, among others, photographic procedures are important tools for tourism success. In conceptualizing tourism photography and its role in tourism, we can point out that it shows, reveals, exhibits, documents, records, archives. It gives knowledge and helps to give reliability to the visualization related to tourism. The use of a photograph in tourism is conditioned by its “tourist value” (attractiveness, attractiveness, motivation), plastic, informative and functional, which are used to transmit useful information in conjunction with the associated text.

Photography can be made, in tourism, of choices, selections, issues: the angle of the theme to cover, what to frame, what to cut in a two-dimensional plane. The choices are made, also, according to the occasion that the theme represents in terms of tourist information value. In other words, the designation of a defined landscape, a certain cultural event, the dissemination and revitalization of a theme park, the historical heritage of a locality are selected themes due to their informative and plastic relevance for a particular tourist, group, agency or companies. In turn, a tourist photograph asks for information, visual credibility, importance, proximity, human interest, rarity, plasticity and its objectivity. Every tourist wants to know about news. He wants to know, visit what he still does not know.

The advancement of technology has provided greater communication between people through mainly television and the Internet. This mediatization makes it possible, prior to the trip to the chosen destination, prior knowledge about the place.

Thus, through the imagery generated by the photographs, the tourist will already have feelings related to the destination, whether positive or negative, but will always be awakened from the knowledge prior to the trip.

Currently, a digital tool has stood out in relation to the images in the Internet, and that can be used to attract tourists/consumers, that would be the street view tool of Google Earth. It also allows you to see the images before the tourist goes to places that you might want to know when traveling. In tourism, photography precedes knowing accurately the interest of the tourist's eye, the circumstances of publicity and visibility of photography, the strategies at play. Although it seems, the reading of the photographic image is not immediate. It results from a process in which not only the mediations that are in the supply of the eye, which produces the photographic image, but also those present in the sphere of the eye of the recipient.

In the previous paragraphs, we seek to construct a way of reflecting on the relationship of photography with tourism, or even tourist practices with the use of the photographic image and on how we can use this for our analyzes of the circulation of the photographic image and the importance of photography to communicate what is tourist and what can attract the tourist/consumer.

A relationship is being created with the photographic device's own image: we see more and more photographic images on canvas, whether they are produced by us, whether in contact with different current or historical media flows that were also gathered and whose access is increasingly available, such as the Google search facility images. The materiality of the printed photo, an object that was connected to a memory saver, is somehow in decline (though this function will be upgraded to these new regimes). Proximity and size relationships are also regulated by the possible presentation forms, as well as the batch of photos we see and the time it takes to penetrate each one. Agglomerated in these files, photographs are available to us when passing a key.

Thus the subjectivity of consumers/tourists is affected by new memory statutes that acquire the visibility of photographs experimented by computers and quickly superimposed on others that happen, while the experiences are also shared in the form of photographs. Personal knowledge merges with the others, constituting an environment consumed as a flow, beyond the notions of event and event.

After seeing more about how we think and how we build our thinking about photography, then we will have three sequences of photography relations with the media we studied on the Internet. Next, we will deal with the history, concepts and relations of photography with this means of dissemination.

PHOTOGRAPHY, INTERNET AND IMAGE CONSUMPTION

In tourism, the Internet has been a fundamental platform for the rapid expansion of information services, commercial applications, promotion, dissemination and e-commerce. According to O'Connor (2001), information is a fundamentally important factor in tourism, since without it the sector would not function. The tourist before leaving for a trip needs information so that he can plan and make a choice. The Internet confers as a new means of communication, of mutual influence and social arrangement (Castells, 2001). Thus, arriving at three basic meanings, who knows interaction is the key word of this original communicational procedure; therefore, it is in this essential consideration that the Internet acts in the disposition of society.

In this context, and in the conceptualizations demanded by Castells (1997) and Maldonado (2002) reflects on how "the media at the beginning of the 21st century present an increasingly intense interconnection between them according to a relevant historical characteristic since the twentieth century (radio/TV, photography/cinema). In this way, how the different sites of content sharing (social networks, for example) are formed by means of the concept of Web 2.0. Aside from the stimulus in designing current content developers (here the images fit), one of the implications of this artifice for the photo is the sharing of these visual records. We highlight as examples: Facebook, Instagram, Multiply, as well as blogs, flogs that, in this case, attract the Web 2.0 user to participate and share the photographic images produced with different Internet users.

Let's see, Fakeye and Crompton (1991) consider that the individual creates the image of a destination even without having visited or sought information about it. In addition, they claim that the first image of fate forms in the mind of the individual through exposure to images transmitted by the media or in conversations with friends, for example. And this guy will only get other sources of information (probably promotional) when there is the desire to make the trip. At that moment, the sources of information that are introduced play an important role in the decision for tourist consumption. What if friends are an active part of these media, in this case, social networks?

Well, in view of the increase in the use of the Internet, including as a means of publicizing and, consequently, promoting tourism in certain destinations, the use of the Internet is a decisive factor for decision making when choosing a tourist destination. In this way, the use of web tools such as social networks to promote a certain place is also very important. Of course, the individual using Social Networking Sites produces their own information and shares that of others, performing social exchanges and mutual or reactive interactions. The knowledge about virtual communities allows us to discuss the properties that the analogies posed by photography will have when it comes to appear in the digital/virtual space. According to Sodr  (2002, p.21), the

archetypes of the Internet, mainly through the mechanisms of interaction, register a “tendency towards ‘virtualization’ or tele realization of human relations, present in the articulation of multiple institutional functioning and certain individual conduct with communication technologies”. Immersed in the technical environment, relational and communicational processes between social actors start to take place from time flows (non-linear) and spaces that are no longer linked to the idea of co-presence. The media technologies, in turn, are no longer observed as technical supports for the realization of communication and are observed as media properly, being essential for the realization of certain social relations. With this, the difference between the relations that happen face-to-face and the relations mediated by media technologies seems to be increasingly tenuous.

In view of this, Castells (2001) states that “the Internet is an instrument that develops, but does not change behaviors; on the contrary, behaviors take hold of the Internet, amplify and potentialize themselves from what are”. Thus, we believe that the Internet is a constitutional element to support any tourism project, as the communication possibilities of this “social” network reach an extremely high number of users. The current tourist/consumer wants and seeks individualized tourism products, since he himself feels a distinct/singular subject in the worldwide network of computers. In addition, Baloglu and McCleary (1999) treat the sources of information as symbolic stimuli generated from the promotional efforts of a destination through the media and social stimuli, are those generated by the recommendations of friends and family. In their studies, Gartner (1993) proposed a continuum of information sources of the tourist destination based on cost-effectiveness, credibility and marketing penetration in information. In addition, the author proposes in the study some types of agents (autonomous, organic and induced) that act in their formation, emitting different types of image. In this continuum, the author divides the sources of information into: autonomous, organic unsolicited, requested organic, visit to the destination and induced.

Also, Moesch (2002) relates tourism, communication and culture, emphasizing that before being an economic phenomenon, tourism is a social experience that involves people who move in time and space in search of pleasure and fun that not only meet to their immediate physical needs, but also to their imaginary. In this sense, visual communication plays a fundamental role in the development of tourism. For Castells (1997), the communication system generates real virtuality, in which the concrete, material and symbolic existences of people are submerged in a scenario of virtual images, in fantasy worlds, in which appearances are not only on the screen, but transformed in the experience itself, in the experience to be “lived”. Communication technologies enable a new space of visitation, witnessing, visual experimentation without the need for real physical and temporal transfer.

There is much talk in social media today, whether in events, articles, various publications, that is, even in everyday life. We believe that social media will continue to grow (both in the interaction of people and in the number of users) and some national and international surveys begin to point them as platforms for the research and planning of trips, influencing some decision making of many consumers. It is interesting to note that social networks have always existed and “word of mouth” has always been important to propagate positive and negative aspects of a particular product or brand. The difference today is that technology has allowed these networks to grow rapidly, enabling the interaction of thousands of people. The virtual “word of mouth” happens to reach a larger group of virtual friends, fans and followers, in a few minutes and without geographical limits. Faced with this, tourist destinations are strongly impacted, because credibility comes from the opinions of friends and family, who have experienced the same experiences and difficulties, and this user’s opinion of social networks is exposed to all of the network, including their photographic images posted.

Intensified its capacity of reproducibility (by the digital condition of production, circulation and reception), the photographic image can integrate radically to the complex processes of mediatization. It is an amplifier of these same conditions of mediatization of the world, that is, the interpenetration of images constitutes the same status of the contemporary image (Kuhn Júnior, 2009). For example, photography imported “pictorial procedures,” and these acquired “stylistic traits” from photography. Then, they will also be taken to the computer graphics, generating the infographics.

When migrating to the Internet, the photos became more and more linked to the current one, in a firm update of images made by the users. Once the way of relating to photography has changed, whether it is actively posting images on the Internet and interacting with others, whether it is just commenting on photos of friends and family or even other people who have just posted photographic images on the Internet, we must consider, in implication of this, consequences in the constitution of the identity memory (of life and of trips) of these individuals. The memory he came to have of these images is no longer the one that was produced when the family or friends gathered to look at the travel albums. Nowadays, it undergoes a constant exercise of reordering and reinterpretation. It starts from the moment in which the images are produced (often with objectives already traced). It goes through the moment it is published on the Internet (and receives titles, subtitles, notes, etc.) and will continue to be reverberated at every moment with each new comment and/or interference from the receiving public (from family, friends, virtual friends and until unknown).

CONCLUSION

About the media in tourism, or in the service sector, we remember the power of the image that enchants and provides the development of this activity through the media. Where there is a process of cultural and social exchange between people who move and temporarily relate outside their space in search of new experiences and knowledge. For the purpose of transmitting, passing on the message of someone or somewhere, communication next to the image reproduces the representations of ideas and impressions that each person has in relation to an object in a previously experienced perception.

The specificities of the receiver in the digital environment provoke a reconfiguration of the traditional ideas about it. "Production and reception are approximated by the networked computing interface. The actors can get confused in their activities. Consumption is not mute and neither the production, on the part of the receiver, secondary and / or only symbolic" (Chemello, 2009, p. 79). Martín-Barbero (2006) sees that the Internet proposes the "relocation" of knowledge that passes from institutions to individuals. This would modify both the cognitive and the instrumental status of the conditions of knowledge, interfering in the dynamics of relations.

With the democratization of the Internet, where tourists make available to the world their travel photographs, the mediatization of photography occurred due to the circulation of these photographic images in digital media. The mediated editions that can occur in the different micro-media of the Internet, make or choose the themes to be placed in these media. There are also affectations of tourists' photos on the tourists themselves. So, personal photos, now, are public photos on the Internet (especially on social networking sites: Facebook, Instagram, Multiply, etc.). It is interesting to note that in this moment there are convergences of means (in the current processes of circulation and remediation, so is the interaction, affecting producers and recipients).

In the relationship tourist and company, consumer and seller, tourist and tourist, company and company, the Internet enters like a new communication tool, mainly after the appearance of the smartphones and tablets. In this way, the photographs are often posted in the sense that the photographic images taken at a given time are not lost in time. Gifted with a given meaning for its author, in given place, and so on.

It is evident the implication of the media and the new technologies on the tourist sector. More specifically, the possibilities arising from the use of the Internet by this sector, which have changed relations between consumers and producers in the tourism sector. With these new technologies, the decision-making process for purchasing products and packages is faster, making the planning of the trip and the decision of where to travel can be made through media. The great difficulty that arises in this environment is precisely that of "finding what one wants", both for

the lack of photographic images of some attractions and for the great amount of information circulating on the Internet, which traditional “seekers” do not always can accurately account for it. Or even by the difficulty of finding accurate photographic images of some localities.

With regard to what we expect for future work and contributions, it is necessary to broaden the discussions that involve the issue of travel motivation. In fact, it is difficult to assess the nature of contemporary tourism without regard to the fact that such activity is built, reinforced and insatiably in our imagination by the media and the media. The “advantage” of having all of this information or even the world in the house at the touch, simply stimulates the search for new experiences and satisfactions, contrary to what many may think.

The choice and the realization of a journey, the practice of traveling, must therefore be understood as the consolidation of a previously architected perception, reinforced and efficiently amplified by an entire media structure, especially and primarily the photographic image.

Finally, the Internet is one of the most consulted sources of information by the potential tourist. Likewise, we understand that it has more and more weight in the creation of desire and maintenance of the image of destiny, since the subject travels more and more accompanied by the new technologies: smartphones, tablets or portable computers. Therefore, in order to increase the credibility of what is disseminated on the Internet, stakeholders should be able to make satisfied visitors interact more on the Internet by sharing photographic images, videos and texts as they would be more reliable than the promotional material edited by the destination.

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KEY TERMS AND DEFINITIONS

Authenticity: Legitimacy; condition or character of authentic. It is also the quality of what is true; truthfulness; manifestation of sincerity or naturalness.

Credibility: Attribute, quality, characteristic of who or what is believable; reliability; that can be believed, believed.

Media: We consider media in three types: mass media, niche media, and micromedia. The first one concerns broadcasting productions (open TV, newspapers and magazines that have large distribution and circulation, AM and FM radios), niche ones correspond to narrowcasting (such as pay-TV channels, for example).

Photography: We can reflect that photography can be considered a technique that not only revolutionized the way to produce still image, but also represented the embryo of the so-called moving image, as it served as the basis/inspiration for the development of cinema and, a few years later, of television for example.

Social Media: Social media are websites that allow the creation and sharing of information and content by people and people, in which consumers are both the producer and consumer of information. More and more users are using social media as a way to expand their contacts, expose their ideas and relate to individuals from different regions and different locales.


Social Network: We think it is a social structure composed of people or organizations, connected by one or several types of relationships, which share common values and goals. One of the fundamental characteristics in the definition of networks is its openness, allowing horizontal and non-hierarchical relationships among the participants.

Tourism Communication: Tourism depends heavily on communication, either to communicate the attraction, or to communicate between companies, among other factors. In technological and media terms, tourism communication takes place in various forms, either by printed media, television, radio, Internet, among others. By varying the media and the technological devices, the localities / attractions can be communicated to the different visitors/tourists.

Chapter 6

Mobile Technology Acceptance Among Turkish Travelers

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ABSTRACT

Mobile devices, such as smartphones, have influenced people's lives more than any other technological invention in human history. Thanks to the ubiquitous nature and advantage of mobile technologies, mobile marketing has remarkable potential. A successful mobile marketing strategy is related to consumers' acceptance and use of mobile technology. Understanding the factors that affect the consumers' technology acceptance process is important in terms of developing an effective marketing strategy. As one of the rapidly growing industries around the world, tourism has always been in the frontline in terms of using the new technologies and used the advantages of the synergy generated by the technologies. In this study, which is designed based on the technology acceptance model (TAM), smartphone usage experience and the factors which affect the acceptance levels of travelers were investigated. In this study, it is aimed to determine mobile technology acceptance among Turkish travelers. Based on the results, a few managerial implications are drawn in this chapter.

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INTRODUCTION

Nothing remains the same in the twentieth century since a new technology becomes out-of-date in a very short time. Nowadays, the most important technological devices which change people's lifestyle are computers, internet, and mobile devices. Mobile devices, such as smartphones, have influenced people's lives more than any other technological invention in human history (Thakur & Srivastava, 2014). There are approximately five billion unique mobile phone users, which constitutes 67% of the total population in the world (Wearesocial, 2019). In Turkey, there are also almost 80 million mobile subscribers (BTK, 2019). Additionally, worldwide smartphone sales are nearly 1.6 billion units in 2018, an increase by 1.2% each year (Gartner, 2019). These numbers show that mobile technology (e.g. call, SMS, Apps, internet) has its potential also in marketing activities businesses.

Smartphones are the most popular personal technological devices that mankind will ever hold (Krum, 2010). There are many characteristics of mobile devices that help this unique form: portability, personalization, location-specificity, wireless feature and contextual information (Bauer et al., 2005; Buhalis & Foerste, 2014; Shankar & Balasubramanian, 2009; Smutkupt et al., 2010; Varnali et al., 2011; Wang et al., 2014). The spread of these characteristics and services has significantly increased the demand for mobile technology in developed and developing countries (Scaglione et al., 2015).

As in the early days of e-commerce, companies had to design a website for successful e-commerce (Venkatesh et al., 2003b); now tourism businesses should use a mobile application and/or mobile-based website for successful m-commerce to gain an advantage in a competition. The mobility of travelers is a certain topic for understanding what businesses can recommend them in terms of tourism services (Baggio, 2017). As one of the rapidly growing industries around the world, tourism has always been in the frontline in terms of using the new technologies and used the advantages of the synergy generated by the technologies. Thanks to this technology, tourism is now the symbol of a new "mobility nexus" that travelers increasingly use mobile devices on their trips (Molz & Paris, 2015). Also with its technologically supported network, mobile technology provides a "travel network" which helps travelers to plan their trips, find information about their trips and share their experiences during and after the trip (Baggio & Scaglione, 2017).

There is naturally a huge gap between the research about information technology and mobile technology. But with the rapid growth of mobile technology, it seems that research about mobile technology will also deepen and increase. Many types of research in tourism are concerned with the application, experiences, technology, social media, design, development of mobile technology (Brown & Chalmers, 2003; Buhalis & Foerste, 2014; Gavalas et al., 2014; Tan et al., 2017; Tussyadiah, 2015;

Zhang et al., 2017). However, there is limited research on the traveler's acceptance of mobile technology. So, the current study is likely to fill the gap in mobile technology acceptance in the field of tourism research.

The research motivation of the study is to investigate the factors that affect the acceptance of mobile technology usage among travelers. In this respect, the aim of this study is to develop a comprehensive conceptual framework that empirically examines and explains the factors that affect travelers' acceptance of mobile technology in the tourism industry. More specifically, the study allows to determine whether the factors of perceived usefulness, perceived ease of use, attitude and behavioral intention were correlated between the level of smartphone experience and between the factors themselves. Current cultural differences can affect the ability of multinational tourism and hospitality businesses to adapt and use mobile technology (Straub et al., 1997). With an understanding of the cultural differences of the tourists, tourism businesses gain an advantage in serving appropriate mobile marketing activities (Harris et al., 2005). There is a need to test the mobile technology acceptance model in different cultural environments such as Turkey. Because it is the first study to investigate mobile technology acceptance among Turkish travelers, it is thought that this study will contribute to the literature. The results of the study can also provide practical and managerial implications for tourism managers and mobile technology practitioners.

BACKGROUND

The Importance of Mobile Technology in Tourism Industry

Mobile technology usage in the tourism industry is very important for both tourism practitioners and tourists. As a new era of information technology, mobile technology is crucial for the tourism industry such as accommodation, food & beverage and travel. Today, additionally, the use of this technology has a significant effect on smart tourism (Dorcic, 2019) which is an ecosystem formed with different stakeholders using different technologies (e.g. internet and mobile communication) to collect considerable amount of data in tourism destinations (Arenas et al., 2019; Gretzel et al., 2015). Mobile technology has created opportunities for tourism businesses to compete with other firms (Saarijärvi et al., 2014), and has enriched relationships between tourism businesses and users (Budd & Vorley, 2013).

In addition, mobile technology helps consumers to reach the information whenever and wherever they want. While the travelers need to find an information search such as transportation, direction or accommodation during their trip, they will ask to get this service immediately. Travelers need to get personalized and current

information soon because they find themselves in unfamiliar places during their trips. Information is the vital factor for travelers to minimize the risks because of the nature of touristic services during all stages of travel (Buhalis & Foerste, 2014; Steinbauer & Werthner, 2007). So, tourism businesses should be at the right time and right place to reach the consumers and learn the channel where the travelers get this information. In this situation, mobile devices can be used as a digital guide (Wang & Xiang, 2012). Thus, mobile devices become new and important technological tools forming an interaction between businesses and travelers, and between travelers themselves (Nunes & Mayer, 2014).

People who are more informed and more skilled thanks to mobile devices are better masters of their travel experience (Dal Fiore et al., 2014). The touristic experience is associated with the behavioral and psychological dimensions by sharing the activities via smartphones any time during the trip (Tussyadiah & Fesenmaier, 2009; Wang et al., 2012). According to a report (Adobe, 2014), the travelers' major activities associated with travel services via mobile devices include maps or directions (87%), research travel destinations (81%), check reviews (75%), compare travel prices (71%), check itinerary (61%), flight check-in (51%), book travel (45%) and change itinerary (33%). And these mobile services especially mobile booking, ticketing, and check-in contribute to the increase in total revenues of tourism companies as well (Morosan, 2015). Mobile devices make trips easier than ever for travelers. If travelers accept to use mobile technology easier, they can have a better travel experience.

Technology Acceptance Model (TAM)

A successful mobile marketing strategy is related to consumers' acceptance and use of mobile technology. Otherwise, a huge budget the companies spend will be wasted, if they don't notice the importance of ease of use and usefulness of this technology (Venkatesh & Davis, 1996). There are three most common theories in explaining the acceptance of the technologies. These are the "Theory of Reasoned Action" (TRA), "Theory of Planned Behavior" (TPB) and "Technology Acceptance Model" (TAM).

The Fishbein and Ajzen's (1975) TRA is a leading theory which studies the connection between the belief and behavior in social psychology. According to the TRA, a person's adopting or refusing the technology is determined by his/her attitude and subjective norm. Also, a person's attitude is determined by his/her belief and evaluations and the subjective norm is determined by his/her normative beliefs and motivation to comply.

The Ajzen's (1991) TPB is an extended version of the TRA. TPB points out that intention affects behavior. Unlike TRA, according to TPB, a person's intention is determined by not only his/her attitude and subjective norm factors but also perceived behavioral control factor. Also, factors are linked among themselves.

Finally, the Davis' (1986) TAM is an adaptation of TRA especially fitted for modelling the user acceptance of new technologies (Davis et al., 1989). TAM describes a person's attitude towards using a new technology by two key factors: perceived ease of use and perceived usefulness. Davis' (1986, p. 26) defines the factor of perceived usefulness as "the degree to which an individual believes that using a particular system would enhance his/her job performance", and the factor of perceived ease of use as "the degree to which an individual believes that using a particular system would be free of physical and mental effort". The TAM, which tastes the predictors of acceptance of new technology, has been based on so many consumer research related to technology. And some other theories have been integrated with TAM. In all of these theories, TAM is considered the most common and most adopted theory to describe a person's level of acceptance of new technology (Lee et al., 2003). Then, Davis et al. (1989) added a factor, behavioral intention, which is determined by an individual's attitude and perceived usefulness, and the crucial aim of this TAM is to provide the external variables on attitudes and intentions. Apart from these, TAM has been changed a few times until now. Venkatesh and Davis (2000) introduced the Technology Acceptance Model 2 (TAM2), Venkatesh et al. (2003a) performed the Unified Theory of Acceptance and Use of Technology (UTAUT) model and lastly, Venkatesh and Bala (2008) introduced the Technology Acceptance Model 3 (TAM3).

A great number of studies have extended the TAM till now. The studies specifically about mobile technology are from a wide range of following topics: mobile advertisement (Izquierdo-Yusta et al., 2015; Muk & Chung, 2015; Yang, 2007), mobile viral marketing (Yang & Zhou, 2011), mobile commerce (Liébana-Cabanillas et al., 2017; Wu & Wang, 2005;), mobile coupons (Im & Ha, 2012; Jayasingh & Eze, 2009), mobile television (Choi & Totten, 2012; Wong et al., 2014), mobile music (Sim et al., 2014), mobile game (Liu & Li, 2011; Park et al., 2014), mobile payment (Chauhan, 2015; Slade et al., 2014) and mobile banking (Gu et al., 2009; Luarn & Lin, 2005).

As is shown in Table 1, however, not too many of the TAM (and its related theories) studies have been conducted for mobile technology in the tourism industry, despite the increased studies using TAM for mobile technology.

Table 1. Previous studies related to TAM for mobile technology in tourism

Authors	Theory/Model	Context	Construct
Park et al. (2007)	UTAUT	Chinese consumers' technology acceptance during their trips	Gender, Education, Usage experience, Performance expectancy, Effort expectancy, Social influence, Facilitating conditions, Attitude to use, Intention to use
Kim et al. (2008a)	TAM	Travelers' acceptance of mobile technology during their trips	Technology experience, Trip experience, Perceived usefulness, Perceived ease of use, Attitudes, Intention to use
Kim et al. (2008b)	TAM	Users' acceptance of hotel front office systems	Information quality, System quality, Service quality, Perceived usefulness, Perceived ease of use, Perceived value, Attitudes towards use, Actual use
Kim et al. (2009)	TAM	Customers' acceptance of airline B2C e-commerce websites	Subjective norms, E-trust, Perceived usefulness, Perceived ease of use Attitudes towards use, Intention to reuse
Oh et al. (2009)	UTAUT	Travelers' intent to use mobile technologies	Previous ICT usage, Previous trip experience, Performance expectancy, Effort expectancy, Behavioral intention
Lee & Mills (2010)	ACSM	Tourist satisfaction with mobile experience technology	Technology experience, Perceived value of m-technology, Perception towards m-technology, Satisfaction towards m-technology, Intention to use m-technology
Peres et al. (2011)	TAM	Tourists' intention to use mobile electronic tourist guides	Knowledge, Perceived usefulness, Attitude, Intention
Bader et al. (2012)	UTAUT	Users' acceptance of mobile services in domestic tourism	Cost, Gender, Type of journey, Connection to services, Age, Mobile devices, Speed of connection, Perceived usefulness, Perceived ease of use, Self-efficacy, Social influence, Behavioral intention to use, Mobile tourism services usage
Bouwman et al. (2012)	TAM and Diffusion of Innovation	Use of mobile travel services	Personal innovativeness, Mobility context, Physical setting, Social setting, Perceived usefulness, Perceived ease of use Use of mobile travel services

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Table 1. Continued

Authors	Theory/Model	Context	Construct
Morosan (2012)	TAM	Guests' perceptions of biometric systems in hotels	Perceived innovativeness, Perceived usefulness, Perceived ease of use, Attitude, Intentions
San Martín & Herrero, 2012	UTAUT	Adoption of new information technologies by the users of rural tourism services	Innovativeness, Performance expectancy, Effort expectancy, Social influence, Facilitating conditions, Online purchase intention
Chen & Chang (2013)	UTAUT	User acceptance of near field communication mobile phone service	Gender, age, and experience, Performance expectancy, Effort expectancy, Social influence, Anxiety, Attitude toward the use of technology, Facilitating conditions, Behavioral intention
Yang et al., (2013)	TAM	Tourists' adoption of mobile travel booking	Perceived enjoyment, Cost, Mobility, Perceived usefulness, Perceived ease of use, Behavioral intention to use
Escobar-Rodríguez & Carvajal-Trujillo (2014)	UTAUT	Online purchasing tickets for low-cost carriers	Habit, Innovativeness, Trust, Information quality, Perceived security, Perceived privacy, Performance expectancy, Effort expectancy, Social influence, Facilitating conditions, Hedonic motivation, Price-saving orientation, Behavioral intention, Use behavior
Yılmaz (2014)	TAM	The effect of the hotel's websites' features on customers' information searching for accommodation	Information on accommodation, Information on destination, Interactivity, Navigability, Perceived usefulness, Perceived ease of use, Intention to use
Lai (2015)	UTAUT	Travelers' technological acceptance of an app-based mobile tour guide	Informativeness, Entertainment, Performance expectancy, Effort expectancy, Social influence, Facilitating conditions, Behavioral intention

continues on following page

Table 1. Continued

Authors	Theory/Model	Context	Construct
Chang et al. (2016)	Decomposed TPB	Chinese patients' intention to use the Taiwan Medical Travel (TMT) App	Attitude, Perceived usefulness, Perceived ease of use, Social influence, Electronic word of mouth, Mobile self-efficacy, App involvement, Perceived behavioral control, TMT App usage intention
Fong et al. (2017)	UTAUT	Predicting intention to reuse mobile apps for making hotel reservations	Performance expectancy, Effort expectancy, Social influence, Facilitating conditions, Perceived risk, Internal control, Control by powerful others, Chance control, Intention to reuse
Kang et al. (2018)	TAM	Understanding museum visitor satisfaction and revisit intentions through mobile guide system	Age, Perceived usefulness, Perceived ease of use, Perceived enjoyment, Perceived interactivity, Satisfaction toward mobile guide system, Satisfaction toward museum experience, Revisit intention
Okumus et al., (2018)	UTAUT	Examining the adoption of smartphone diet applications by restaurant customers.	Performance expectancy, Effort expectancy, Social influence, Facilitating conditions, Personal innovativeness
Paulo et al. (2018)	UTAUT2 and Task Technology Fit	Understanding mobile augmented reality adoption in tourism	Performance expectancy, Effort expectancy, Social influence, Facilitating conditions, Hedonic motivation, Price value, Habit, Behavioral intention, Use behavior and Task characteristics, Technology characteristics, Task technology fit
Tan & Ooui (2018)	UTAUT	Investigating on the motivation of consumer's behavioral intention to purchase tourism products using m-devices	Gender, Age, Effort expectancy, Facilitating conditions, Mobile perceived compatibility, perceived critical mass, Performance expectancy, Perceived Enjoyment, Personal Innovativeness in information technology, Perceived risk, Social influence, Wireless trust.
Tan et al. (2018)	Mobile Technology Acceptance Model	Consumers' intention to adopt mobile social media advertising in receiving tourism-related advertisements.	Experience of using mobile social media sites, Frequency of browsing tourism-related advertisements, Frequency of receiving tourism-related advertisements, Mobile self-efficacy, Technology self-efficacy, Mobile usefulness, Mobile ease of use, Behavioral intention, Interactivity

Source: authors.

Research Hypothesis

In this study, TAM was used to explain the predictors of travelers' mobile technology acceptance. This has been the most frequently used model for mobile commerce researches (Yeh, 2014). TAM takes advantage in design and application of the model with its particular, understandable and generalizable features (Taylor & Todd, 1995).

This study proposed that a person's smartphone technology experience, perceived usefulness, perceived ease of use, attitude and behavioral intention are the key predictors to use mobile technology during their travel.

Smartphone Usage Experience

Technology usage experience may positively affect the actual system use (DeLone, 1988). Users develop their attitudes towards the system use with prolonged usage of technological devices (Adams et al., 1992). Additionally, according to Bauer et al. (2005, p. 182) "the success of a new marketing instrument depends largely on its acceptance by consumers". The first step of consumer purchase decision processes is mobile technology adaptation (Shankar & Balasubramanian, 2009). Also, the important factor in this stage is the acceptance of this technology by consumers. Helpman & Rangel (1999) emphasize that one of the key determinants for adjusting to new technology is the level of general skills required to operate the new technology. Prior studies have emphasized the importance of mobile technologies in tourist experience (Neuhofer et al., 2014). Mobile devices especially smartphones make an important contribution to tourism marketing activities. Tourism has a big advantage for businesses and consumers thanks to mobile technology. This new technology trend makes usage of smartphones effective on the purchase intentions of users (Ozuem & Mulloo, 2018). The intention to use mobile devices in travel activities will be also quite high, in the future (González-Reverté et al., 2018). Because tourism is one of the industries that give an opportunity for innovative new technologies, it is studied in the current chapter. On the other hand, Kim et al. (2008a) pointed that their study examined general mobile devices, and they offered for future studies to define the types of mobile devices for a better understanding. Since the generalizability of mobile devices may fail to supply meaningful information on effecting perceived usefulness and perceived ease of use, there is a need for devices to explore separately. So, smartphones are specifically examined as an external variable in this study.

Perceived Usefulness

Perceived usefulness is the degree to which a person believes that using a particular system would enhance his or her job performance (Davis, 1989). Mobile technology

can be useful if it supplies with user's needs at any time and place (Mallat et al., 2009) and if it increases his or her performance about the usage (Davis et al., 1989). In the frame of the tourism industry, perceived usefulness may be defined as a traveler's perception of smartphone's usefulness, well-quality, productivity, and effectiveness during his/her trip. During a trip, the functional purpose provided by the mobile devices such as convenience, effectiveness and productivity can be more important than hedonic features of mobile devices such as interactivity and ease of use (Kim et al., 2008a).

Perceived Ease of Use

Perceived ease of use refers to the extent to which a person believes that using a particular system would be free of effort (Davis, 1989). People who are familiar with mobile technology is more likely to use it for the respect of convenience (Kim et al., 2008a). New devices designed to use by people should be easy to operate. With regard to this determinant, people anticipate that this technology will be free of effort (Davis et al., 1989). In the context of the tourism industry, perceived ease of use may be defined as a traveler's perception of smartphone's easiness, clarity, and understandability during his/her trip.

Attitude

Attitude has a very important place in the decision-making process of purchase of consumers. Learning the attitudes of consumers makes tourism businesses' work easier. Predictors of perceived usefulness and ease of use affect users' attitudes towards mobile technology (Morosan, 2012). It is commonly known that perceived usefulness, and perceived ease of use of a technological device enhance the attitude of use of it. In other words, attitudes define behavioral intention to use mobile technology (Joo & Sang, 2013). Users may develop negative attitudes toward mobile technology because of their difficulties and useless (Adams et al., 1992). Attitude may be about the travelers' choice, finding interesting, and liking to use mobile technology during their trips in the context of tourism.

Behavioral Intention

Behavioral intention is determined by attitudes. It is a very important determinant as travelers' future mobile using behavior (Oh et al., 2009). Perceived usefulness, perceived ease of use, and attitude may lead to the usage of mobile technology (Kim et al., 2008a; Lu et al., 2003). It is defined as a traveler's willingness and recommendations to use mobile technology. There is a link between behavioral

intentions of travelers towards technology adoption and their level of addiction towards mobile devices (Li et al., 2006). Furthermore, travelers' behavioral intention is not only to use mobile technology but also to share their travel experiences, feelings and stories through mobile devices (Tan, 2017). That causes mobile technology usage enhancement.

Thus, the following hypotheses, describing correlations among variables, were developed and tested in the present study:

- H₁:** There is a statistically significant correlation between travelers' smartphone experience and perceived usefulness.
- H₂:** There is a statistically significant correlation between travelers' smartphone experience and perceived ease of use.
- H₃:** There is a statistically significant correlation between perceived ease of use and perceived usefulness.
- H₄:** There is a statistically significant correlation between perceived ease of use, perceived usefulness, and travelers' attitude.
- H₅:** There is a statistically significant correlation between travelers' attitude and their behavioral intention.

METHOD

Design

This study was designed based on a baseline survey model. The first phase of the study aimed to determine the mobile technology acceptance among Turkish travelers. During the development of the data collection tool, three studies using Davis' (1986) Technology Acceptance Model (TAM) were examined. Based on these measures an item-pool was created. These three studies are Kim et al.'s (2008a) "A model of traveler acceptance of mobile technology", Lee and Mills' (2010) "Exploring tourist satisfaction with mobile experience technology" and Yang et al.'s (2013) "Predicting tourists' decisions to adopt mobile travel booking". The second phase intended to discover the acceptance of mobile technology predictors including perceived ease of use, perceived usefulness, attitude and behavioral intention, and smartphone usage experience.

Sample and Data Collection

The survey was conducted between the 1st and the 7th of September 2015 in seven 5-star hotels in Istanbul, Turkey. There were 87 five-star hotels in Istanbul according

to statistics by Istanbul Provincial Directorate of Culture and Tourism (2015). Hereafter, the seven hotels were selected randomly to collect data, and a simple random sampling method was applied to the volunteered customers of selected hotels. Seven trained researchers visited these hotels branded and located in different districts of Istanbul. The survey was comprised of questions focusing on Turkish travelers' responses on (a) demographic information, (b) smartphone usage experiences, and (c) the constructs that directly influenced behavioral intention to use mobile technology. The 28 items based on a 5-point Likert scale (1 for 'strongly disagree' to 5 for 'strongly agree') were applied to 700 respondents. After eliminating the incomplete or unqualified forms, 664 forms were analyzed in the study. Table 2 summarizes the respondent characteristics.

Table 2. Summary of respondent characteristics

	Frequency	Percentage
Gender		
Male	399	60.10
Female	265	39.90
Age group (years)		
18-25	70	10.55
26-33	139	20.90
34-41	249	37.50
42-49	124	18.70
≥ 50	82	12.35
Education		
Secondary school graduate level and below	188	28.30
Bachelor graduate level	408	61.45
Postgraduate graduate level	68	10.25
Occupation*		
Professionals	299	44.0
Armed forces occupations	10	1.5
Managers	73	11.1
Technicians and associate professionals	78	12.2
Clerical support workers	39	5.9
Services and sales workers	114	17.5
Craft and related trades workers	7	1.1
Elementary occupations	44	6.7

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Table 2. Continued

	Frequency	Percentage
Monthly income (USD\$)		
≤ 1.000	197	29.70
1.001-1.700	215	32.40
1.701-2.400	137	20.60
≥ 2.401	115	17.30
Purpose of the visit		
Holiday	364	54.80
Business	180	27.10
Family	120	18.10
Type of travelers' mobile devices**		
Smartphone	644	96.99
Featured phone	458	68.98
Tablet	360	54.22
Laptop	514	77.41
How long using smartphones (n=644)		
≤ 2 years	58	9.00
3-4 years	138	21.40
5-6 years	347	53.90
7-8 years	101	15.70

* The occupation is grouped according to ISCO-08 (International Standard Classification of Occupations)

** Since more than one choice can be picked, the sum is higher than 100%.

Source: authors.

Research Instrument

The data was collected using the studies of Kim et al. (2008a) (16 items under 4 factors), Lee & Mills (2010) (16 items under 5 factors) and Yang et al. (2013) (21 items under 6 factors). These items were examined and new items were added to the item pool. After exposing the items to an expert panel and piloting the scale, 28 items were finally generated. Following the translation-back translation studies, the validity and reliability analysis of the Turkish version of the scale was tested with the data set obtained from the study. The results of the analysis are presented in Table 3.

In this study, the scale included 28 items under four factors (Perceived Usefulness, Perceived Ease of Use, Attitude to Use and Behavioral Intention). Cronbach's alpha, coefficient of variation, Mean and Standard Deviation (SD) results for each factor was showed in Table 3.

Table 3. Results of confirmatory factor analysis

Item No:		Mean	SD	Factor Loadings	Reference
“Perceived Usefulness” Factor <i>Cronbach’s alpha=0.91; coefficient of variation=0.1053; Mean=4.56; SD=0.48</i>					
1	Mobile devices enhance the quality of my trips	4.53	0.59	0.82	(Lee & Mills, 2010)
2	Using mobile devices increase my trip productivity	4.51	0.63	0.80	(Kim <i>et al.</i> , 2008a)
3	Using mobile devices enhance the effectiveness on my travels	4.58	0.56	0.81	(Lee & Mills, 2010)
4	Mobile devices enable me to have more convenient travels	4.57	0.57	0.80	(Lee & Mills, 2010)
5	Mobile devices make information retrieval of travel services easier	4.60	0.55	0.75	(Yang <i>et al.</i> , 2013)
6	Mobile devices enable me to accomplish booking more quickly	4.58	0.56	0.72	(Yang <i>et al.</i> , 2013)
“Perceived Ease of Use” Factor <i>Cronbach’s alpha=0.93; coefficient of variation=0,1038; Mean=4.43; SD=0.46</i>					
7	I have the knowledge necessary to use a mobile device while I am travelling	4.46	0.55	0.75	(Lee & Mills, 2010)
8	Using mobile devices during my travel fits into my travel style	4.44	0.57	0.75	(Lee & Mills, 2010)
9	It is easy for me to become skillful at using mobile devices	4.45	0.57	0.77	(Kim <i>et al.</i> , 2008a)
10	Learning to operate mobile devices would be easy for me	4.43	0.58	0.79	(Kim <i>et al.</i> , 2008a)
11	I find that the use of mobile devices is easy to use	4.39	0.58	0.77	(Kim <i>et al.</i> , 2008a)
12	Mobile technology can’t be trusted because there are many technical problems*	4.41	0.58	0.79	(Lee & Mills, 2010)
13	I do not use mobile devices because of its costs*	4.45	0.57	0.83	(Yang <i>et al.</i> , 2013)
14	Using mobile devices on my travels suffers me*	4.45	0.57	0.83	Authors
15	I can easily access the information I want by using mobile devices on my travels.	4.39	0.56	0.74	Authors
“Attitude to Use” Factor <i>Cronbach’s alpha=0.92; coefficient of variation=0,1106; Mean=4.52; SD=0.50</i>					
16	I can’t rely on mobile technology for communication on my travels*	4.49	0.60	0.78	(Lee & Mills, 2010)
17	Using mobile devices on my trips is a good idea	4.48	0.60	0.84	(Kim <i>et al.</i> , 2008a)
18	I find using mobile devices on my travels is enjoyable	4.52	0.59	0.83	(Yang <i>et al.</i> , 2013)

continues on following page

Table 3. Continued

Item No:		Mean	SD	Factor Loadings	Reference
19	Using mobile devices on my travels provide me with a lot of enjoyment	4.55	0.59	0.76	(Yang <i>et al.</i> , 2013)
20	I predict I would use mobile devices for my “future travels”	4.55	0.59	0.75	(Lee & Mills, 2010)
21	Mobile devices can provide different travel product or services based on different places and times	4.54	0.60	0.73	(Yang <i>et al.</i> , 2013)
“Behavioral Intention” Factor <i>Cronbach’s alpha=0.95; coefficient of variation=0,1834; Mean=4.09; SD=0.75</i>					
22	Tourism businesses that use marketing activities via mobile devices (SMS, Apps, QR code, etc.) attract more attention	4.10	0.85	0.82	Authors
23	My interest in tourism businesses using mobile marketing activities increases	4.14	0.78	0.84	Authors
24	While evaluating alternatives between businesses before travelling, it is essential to include businesses that use mobile marketing activities	4.10	0.86	0.86	Authors
25	I prefer tourism businesses that use mobile marketing activities on my travels	4.07	0.84	0.87	Authors
26	My loyalty (re-prefer) in tourism businesses using mobile marketing activities increases	4.08	0.85	0.87	Authors
27	I will recommend my family or friends to use mobile devices in the future	4.07	0.83	0.86	(Yang <i>et al.</i> , 2013)
28	I can easily remember the tourism businesses that use mobile marketing activities	4.09	0.85	0.88	Authors

*Reverse coded items

**KMO= 0.93; Bartlett Test of Sphericity= 16196.300; p=.000; internal consistency reliability= 0.94

Source: authors.

Data Analysis

Before the data was analyzed, the data were tested for normality and homogeneity, then correlation analysis and multiple linear regression analysis were performed to determine whether the factors were correlated between the level of smartphone experience and between the factors themselves.

RESULTS

The results of the analysis were presented below with the order of Hypothesis. The correlations analysis results are showed in Table 4.

Because correlation would be increased in strength, both Pearson and Spearman-Brown correlation analysis were conducted in Table 4. As seen in the table, there is a statistically significant, moderate and positive correlation between travelers' smartphone experience level and perceived usefulness. Accordingly, it can be said that as the number of travelers using smartphones increases, the perceived usefulness of mobile devices also increases. The H₁ hypothesis is accepted.

There is a statistically significant, low and positive correlation between travelers' smartphone experience and perceived ease of use. It can be said that while the number of travelers using smartphones increases, the perceived ease of use to mobile devices also increases. The H₂ hypothesis is accepted.

There is a statistically significant, moderate and positive correlation between travelers' perceived ease of use and perceived usefulness. Accordingly, it can be said that as the travelers' perceived ease of use to mobile devices increases, the perceived usefulness of mobile devices also increases. The H₃ hypothesis is accepted.

Table 4. Results of correlations analysis

		Smartphone Usage Experience	Perceived Usefulness	Perceived Ease of Use	Attitude	Behavioral Intention
Pearson Correlation	Smartphone usage experience		0.334	0.192	0.298	0.311
	Perceived usefulness	0.334		0.339	0.561	0.348
	Perceived ease of use	0.192	0.339		0.387	0.383
	Attitude	0.298	0.561	0.387		0.355
	Behavioral intention	0.311	0.348	0.383	0.355	
Spearman Correlation	Smartphone usage experience		0.331	0.207	0.305	0.252
	Perceived usefulness	0.331		0.314	0.560	0.336
	Perceived ease of use	0.207	0.314		0.355	0.421
	Attitude	0.305	0.560	0.355		0.235
	Behavioral intention	0.252	0.336	0.421	0.235	

Sig. (2-tailed) (p)= 0.000; $\alpha=0.05$

Source: authors.

Mobile Technology Acceptance Among Turkish Travelers

Table 5. Multiple linear regression analysis results of attitude on perceived usefulness and perceived ease of use

	B	SE	β	t	p	Partial
Constant	1.14	0.18		6.27	0.00	
Perceived usefulness	0.50	0.03	0.48	14.64	0.00	0.49
Perceived ease of use	0.24	0.03	0.22	6.72	0.00	0.25

Notes:

a. Dependent variable: Attitude

b. $R^2=0.35$; $F=184.49$; $p=0.00$

c. B=Unstandardized regression co-efficient, SE=Std. Error, β =Standardized co-efficient, t=t value, p=Significance.

Source: authors.

As seen in Table 5, there is a statistically significant, positive correlation between travelers' perceived ease of use-perceived usefulness and attitude. Thus, it can be said that as the travelers' perceived ease of use and perceived usefulness to mobile devices increases, the attitude to use the mobile devices also increases. The H_4 hypothesis is accepted.

As seen in Table 4, there is a statistically significant, moderate and positive correlation between travelers' attitude to use and their behavioral intention to mobile devices. Accordingly, it can be said that as the travelers' attitude to use to mobile devices increases, the behavioral intention to mobile devices also increases. The H_5 hypothesis is accepted.

DISCUSSION

This study aimed to determine the mobile technology acceptance levels among Turkish travelers. The results revealed that there is a statistically significant correlation between travelers' smartphone experiences level and not only their perceived usefulness but also perceived ease of use to mobile devices on their travel. According to this result, as travelers use smartphones more, they find these smartphones more useful and easy on their travel. Especially smartphone users have a more positive perception to use mobile devices on their trips. So, it can be easier for tourism businesses to influence them with mobile marketing activities. In similar studies, there is no result indicating any association between smartphone experience and the same factors. The mobile devices are evaluated in a single way in these studies. However, in a study of mobile devices in general, it was noted that there was a positive correlation between perceived usefulness, perceived ease of use, attitude and intention, and mobile devices experience (Kim et al., 2008a). In another study, it was revealed that

there was a positive correlation between perceived value and intention to use mobile devices (Lee & Mills, 2010). Also, Oh et al. (2009) found a positive correlation between prior mobile device experience and intention to use them.

There is a statistically positive and significant correlation between perceived ease of use and perceived usefulness. It can be said with this result that as people can use smartphones easily on their travels, they find these mobile devices more useful. Besides, Yang et al. (2013), Bader et al. (2012) and Bouwman et al. (2012) revealed that the travelers' perceived ease of use has a positive effect on the perceived usefulness.

There is a statistically positive and significant relationship between perceived usefulness - perceived ease of use and travelers' attitudes towards using mobile devices. Acting from this result, if the travelers find mobile devices more easily and useful, their attitude towards using them increases more. Usefulness and easiness influence attitude. Kim et al. (2008a) stated that a positive and significant correlation between perceived usefulness and attitudes to the use of mobile technology. Park et al. (2007) found a positive and significant correlation between travelers' performance expectations for mobile technology and attitudes towards this technology. Kim et al. (2008a) stated that there was a positive and significant correlation between the perceived ease of use and the attitude to the use of mobile technology.

There is a statistically positive and significant correlation between travelers' attitudes towards using mobile technology and their behavioral intentions. It can be said that the behavioral intentions of those who exhibit attitudes towards using mobile devices on their travels are increasing their purchasing services through this technology. That is the more travelers whose attitudes towards using mobile devices on their trips, the more they intend to behave on mobile devices. Kim et al. (2008a) and Park et al. (2007) concluded that the correlation between attitudes and behavioral intention to use mobile technology were both positive and significant. Lee and Mills (2010) indicated that attitudes affect tourists' buying behavior.

FUTURE RESEARCH DIRECTIONS

This study may contribute by holding a projection to tourism businesses that intend to implement mobile marketing strategies. There are some limitations to this study. First, the study is limited to domestic customers staying in five-star hotels in Istanbul between the 1st and the 7th of September 2015. The application of the survey in other major metropolises may be useful for deepening the subject. There should be more comprehensive models covering more explicable variables. The current analysis should be extended by using more general methods such as multi-logistic

regression, structural equation modelling. Additionally, factors may be correlated with different variables (i.e. trip type, gender, travel companions) for future research. Since the study examined smartphones as a variable, the other specific types of mobile devices such as laptops, tablets and wearable devices, mobile phones, wireless can be used to explain the acceptance. Also, the factors other than perceived ease of use, perceived usefulness, attitude and behavioral intention can be used for mobile technology acceptance.

CONCLUSION

The communication tools have changed many times since communication via pigeon. A technological device may be meaningful if it is used by people. So, users should accept this technology before they use it. In this study, it is aimed to determine mobile technology acceptance among Turkish travelers. Because it is the first study to investigate mobile technology acceptance among Turkish travelers, it is thought that this study will contribute to the literature.

Based on the results above, the following implications can be drawn:

- Tourism businesses can gain an advantage by providing an easy and useful service for travelers in mobile marketing activities.
- It may be beneficial for tourism businesses to know what mobile tools their target groups use.
- It can be advantageous for tourism businesses in mobile advertising not only sending SMS but also carrying out many activities especially mobile apps.
- Tourism businesses' marketing activities may be more effective if they reach their target group using mobile devices and find the skillful staff at mobile marketing activities.
- Tourism marketers should apply several useful activities to support tourists in making real-time decisions on the go.
- The messages presented to the consumers in mobile marketing activities and the design and usage of mobile websites and apps should be easily understood.
- Marketers are strongly encouraged to enhance their technology along with service quality.
- Today, mobile devices can make people's lives easier by providing great convenience and benefits when travelling. Consumers who use mobile devices can reach the information wherever and whenever they want on their travels. However, tourism businesses could collect the location information from travelers and make suggestions and recommendations for them.

- Consumers have the opportunity to evaluate many different options offered by different tourism businesses at anytime and anywhere.
- Consumers who use mobile devices on their trips can allocate more time to themselves.

Because mobile device users have become increasingly important, many companies should pay attention to the needs and preferences of this group. The present study raises the awareness of tourism industry marketers concerning the importance of acceptance of mobile technology and its factors such as usefulness, ease of use, attitude and behavioral intention. The results of this study have urgent and inevitable managerial implications, considering that mobile technology represents a unique and great opportunity for the tourism industry. Tourism and hospitality businesses should consider how to develop mobile applications that enhance the tourist experience.

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KEY TERMS AND DEFINITIONS

Attitude: It is one of the positive and negative psychological factors of a person affecting the consumer purchase decision process.

Behavioral Intention: It is referred to as measuring the strength of a consumer's intent to perform an action plan to buy and consume.

Mobile Marketing: Mobile marketing is a form of marketing via mobile technology.

Mobile Technology: Mobile technology, a form of technology that enables people to use it anywhere and anytime is mostly used in cellular communication and other related areas.

Mobile Technology Acceptance Among Turkish Travelers

Perceived Ease of Use: It is the degree to which a person believes that a special technology that he or she is using will not make physical and mental efforts.

Perceived Usefulness: It refers to the degree to which people expect the benefits of technology and to believe that the performance of their work will increase by using this technology.

Technology Acceptance: It is the adaptation process and a system that is claimed to be due to different variables by the user of new technology.

Chapter 7

Cloud Computing in Tourism

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ABSTRACT

With rapid growth and development in technology, cloud computing has become a dominant platform for small businesses as well as major enterprises. Cloud computing streamlines the overall delivery of services and resources, helps keeping the costs in control, and global business is set for a huge change in the way businesses are done. The substantial transformation over the past few years has evolved tourism industry towards Tourism 3.0, where the consumers can easily connect to travel websites and interact by sharing their experiences. This considerably influences the perceptions, expectations and decisions both the actual as well as and potential travelers. This provides sufficient reasons for the tourism industry players to adopt and adept themselves with the latest advancements in the information technology, and the adoption of cloud computing is key in this regard as it provides easy access to a web platform that offers more productive, efficient, and competitive services to promote tourism as a vehicle of sustainable development.

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INTRODUCTION

With rapid growth and development in technology, we find that cloud computing has become a dominant platform for small businesses as well as major enterprises. Cloud computing streamlines the overall delivery of services and resources, helps keeping the costs in control and significantly reduces the deployment complexities. Cloud is taking over all areas of business and technology from marketing, sales, computing, e-commerce, tourism, hospitality and technology corporates. Global business is set for a huge change in the way businesses are done and organizations operate, with cloud computing integration.

The substantial transformation over the past few years has evolved tourism industry towards Tourism 3.0, where the consumers can easily connect to travel websites and interact by sharing their experiences. This considerably influences the perceptions, expectations and decisions both the actual as well as and potential travellers. This provides sufficient reasons for the tourism industry players to adopt and adept themselves with the latest advancements in the information technology and., the adoption of cloud computing is key in this regard as it provides easy access to a web platform that offers more productive, efficient and competitive services to promote tourism as a vehicle of sustainable development.

Since cloud computing is making inroads in other industries, there is hardly any surprise that tourism industry which employs 1 in 12 people in the world and generates 5% of the global GDP, has also seen the possible benefits of going on the cloud to develop tourism across the world by helping them apply these emerging technologies to improve business efficiency and innovation through cloud-based solutions, including productivity and collaboration tools, instant messaging and e-mail, video conferencing and distance training solutions, customer relationship management, enterprise resource planning, and development and application platform tools etc.

This chapter provides an overview of Cloud computing and its role in tourism sector.

CLOUD COMPUTING

“Cloud computing is a model for enabling, convenient, on-demand network access to a shared pool of configurable computing resources (e.g. networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction. This cloud model promotes availability and is composed of five essential characteristics, three service models, and four deployment models.” Also, “Gartner defines cloud computing (hereafter

referred to as “cloud”) as a style of computing where massively scalable IT-related functions and information are provided as a service across the Internet, potentially to multiple external customers, where the consumers of the services need only care about what the service does for them, not how it is implemented.

Cloud is not an architecture, a platform, a tool, an Infrastructure, a Web site or a vendor. It is a style of computing. Much architecture can be used to support its implementation and use. For example, it is possible to use cloud in private enterprises to build private clouds, but there is only one public cloud based on the Internet (Bento & Bento, 2011). Senyo, Effah and Addae (2016) and Senyo, Addae and Boateng (2018) define cloud computing as “the delivery of IT Infrastructure and applications as a service demand to individuals and organisations via Internet platforms”. Subsequently highlighting that it is more than information service from the view put forward by Gartner (date insert). The differences among those who have put forward definitions stem from the fact that it is hard to integrate the large number of features and characterising it from one single perspective (Elazhary, 2019). Elazhary (2019) puts forward that Cloud Computing must be considered in having a number of subset of features a shared view of that Buya, Yeo, Venugopal, Broberg and Brandic (2009) consider of a provision of virtualised computers and linked within the paradigm of the Internet.

Cloud Computing hence is an Internet based computing where virtually shared machines provide software, infrastructure, platform, resources and hosting to customers on pay-as-you-use basis. This provides users and customers an opportunity to dedicate their focus on their core business and not on the administration of various facilities. Cloud computing customers do not own the base infrastructure but this is rented from the cloud service provider who further takes care of the administration and maintenance of end to end sources. And additionally providing an optimum capacity management. One of the most popular technologies in cloud computing systems that provides an on-demand network-based access to subscribers for the metered usage of an easily accessible and secure collection of remotely available information technology (IT) enabled resources and capabilities including network, servers, storage, applications and services (Armburst et al., 2009).

Further, Cloud Computing is used as a way to increase the capacity or add capabilities dynamically without investing in new infrastructure, training new personnel, or licensing new software (Sharma, Al-Badi, Govindaluri & Al-Kharusi, 2016). This computing paradigm seeks to deliver computing services similar to utility services such as water and gas (Buyya et al., 2009; Sharma et al, 2016). Furthermore Cloud Computing provides limitless flexibility, better reliability and security which enables new trends in industry and the organisations within this to customise their services and also data of a higher availability without much worry (AMD, 2011).

CLOUD COMPUTING IN TOURISM

Tourism has become one of the fastest growing economic sectors over the last number of years (Tesyła & Ponomarev, 2016) needless to say as an industry it needs to keep abreast and in tune with the latest technologies. It was estimated via the United Nation World Tourism Organisation (2016) the number of tourist's arrivals and using the world wide web to book holidays has increased by 4.6% (or by 52 million people) for the year of 2015. At the same time, the significant development of information technologies, especially via the cloud, introduces a new paradigm -smartness to all spheres of human life (Buhalis & Amaranggna, 2014).

From a tourism perspective the combination with cloud computing, human cooperation and Internet-of-thing technologies, can improve the effectiveness of tourism resources management throughout the destination and provide what can be called "smart tourism destination" (Buhalis & Amaranggna, 2014; Gretzel, Werthner, Koo & Lamsfus, 2015; Tesyła & Ponomarev, 2016). Furthermore, it also enables tourism organisations to use the cloud as a key resource as a management system that interface's holding large amounts of data with wide scope providing a geographic information service (Wang, Luo, Lin, Zhang, Wang & Luo, 2016). This enables businesses to interact with their consumers in a two-way process enable B2C by having the cloud.

Coming with the cloud age, more and more services are published every day (Zhou, Fang & Chen, 2012). Some of these are developed for end-users as web-based software, such as remote notebooks. Others are deployed as web services that interact with requesters agents, such as weather forecast services (webservice, 2012) and also translation web services (Zhou et al., 2012). Cloud computing also helps to address one of the weaknesses in the use of mobile systems creating greater accessibility to tourism destination management and also engaging B2C at a finger touch anywhere. The Cloud allows the delegation of some processing and storage tasks for tourism organisations that previously were held by other platforms with limited capability (Guerrero-Contreras, Rodríguez-Domínguez, Balderas-Díaz & Garrido, 2015). Therefore, it allows the tourist to gain access to a greater level of information that is held in the cloud.

Cloud computing builds on the established trends which have already given the IT platforms a new shape, over the years. But with cloud computing, we get additional advantages of cost benefits, faster deployment, high efficiency, lesser complexity, minor administration requirements and efficient capacity management and this all prove to be a boon to today's IT industry, with everyone looking for these advantages in business and service delivery. What must be remembered that tourists are unique in that their activities are highly constrained by space-time budget (Zhou, Xu & Kimmons, 2015). Therefore, gleaning information about a distant place before

travelling becomes an important task (Zhou et al., 2015) and because of this type of technologies they can take a virtual visit gaining the information. Also, they can experience elements of the destination through the virtual visit.

Virtualization adds on to the hardware flexibility and makes software deployments and redeployments easier and more efficient, without actually being connected to a specific physical server. It makes the data center more dynamic in which resources can be deployed and assessed more effectively. This effectiveness further has a positive effect and ensures optimum use of storage and network resources in meeting the technical and business demands in a cost effective way. As the application deployment becomes independent of server deployment factors, applications become more scalable. Virtual machines have become common and widespread units of deployment and result in minimal administration complexity among service providers and developers, at the same time adding the advantages of scalability and more flexibility. This is coupled that through the cloud platform management, the hardware resources can be integrated by using this approach so that they can virtualised to deploy the function server template production, start, stop, delete and recover resources, real-time monitoring of the entire computer platform performance and log reports and other functions (Wang, Luo, Lin, Zhang, Wang & Luo, 2018).

WEB 3.0 IN TOURISM

In the era of the Web 3.0 this task is not daunting because many tourism websites such as homeandabroad.com and tripadvisor.com, to name a few, provide information about popular places (Zhou et al., 2015) allowing consumers substantial information. The substantial transformation over the past few years has evolved tourism industry towards Tourism 3.0, where the consumers can easily connect to travel websites and interact by sharing their experiences. This considerably influences the perceptions, expectations and decisions both the actual as well as and potential travellers. This provides sufficient reasons for the tourism industry players to adopt and adept themselves with the latest advancements in the information technology and., the adoption of cloud computing is key in this regard as it provides easy access to a web platform that offers more productive, efficient and competitive services to promote tourism as a vehicle of sustainable development.

With the computation paradigm shifting from single machine to cloud computing, the impact of effective and efficient data management becomes imperative. Because there are many forms of cloud computing that must be adjusted to the unique demands of tasks and customers, several successful cloud resource management architectures have made huge inroads (Zhou et al., 2015) in the tourism industry more recently. Since cloud computing is making inroads in other industries, there is hardly any surprise

that tourism industry which employs 1 in 12 people in the world and generates 5% of the global GDP, has also seen the possible benefits of going on the cloud to develop tourism across the world by helping them apply these emerging technologies to improve business efficiency and innovation through cloud-based solutions, including productivity and collaboration tools, instant messaging and e-mail, video conferencing and distance training solutions, customer relationship management, enterprise resource planning, and development and application platform tools etc (Hinze & Voisard, 2003).

More and more travel itineraries are nowadays being booked through websites and online advertising carried through various search engines and social media portals thus adding extra value to the products and services at a very affordable cost. The same model has been followed by England-based Thomas Cook Group plc which is one of the world's leading leisure travel groups with sales of £8.9 billion (\$13.7 billion) and 22.5 million customers, and is already using cloud computing through its service provider Accenture which will design and implement an infrastructure that integrates the company's separate European IT structures into a single group organization drawing on public and private cloud technologies to help transform its IT operations, processes, methods and systems to provide a platform for the efficient growth of the business. Its service provider has partnered with Cisco and Lufthansa Systems where Cisco will provide network infrastructure while Lufthansa Systems will be involved with IaaS (Infrastructure as a Service) components.

Infrastructure as a Service (IaaS) is the delivery of computer hardware which might include servers, networking equipment, storage media, and data center space, as a service. It may also consist of the delivery of operating systems and virtualization technology equipment so as to manage the resources. IaaS customer rents the facilities from the cloud provider rather than buying, installing and maintaining on their own within their own data center. And the cloud feature which plays a dominant role this way is pay-as-you-use model. And it provides a lot of flexibility to the customer for demanding and negotiating the facilities as per their very requirement which saves a lot of cost and wastage of resources, which in itself is a huge benefit. Another feature which plays a major role in the success of IaaS is scalability, so the applications and resources can be scaled up and down based on the need and environment being used, this gives customer a lot of room for making their operational decisions and hence keeping costs within control.

With the distinguished features it has, the customer and provider can negotiate and decide on the service levels. Service Level is an agreement between both the parties which they agree on for the availability and demand of resources and services. For example, if the provider assures that services on the provided facilities and resources will be available for 99 percent of the time, the contractual agreements can be signed based on such factors. Considering an industry wide trend, we find that organisations with research based projects find IaaS as most suitable service

model. So cloud computing providers can offer the testing infrastructure for the scientific and medical researchers which is beneficial for such organisations, who do not otherwise deal with computer and networking infrastructure, this not being their core business area. Similarly other organisations can benefit by renting a certain kind of hardware or infrastructure for which they assess that they can save on costs as well as expertise.

IaaS model changes the way developers deploy their applications. Instead of spending time with their own data centers or managed hosting companies, they can just select one of the IaaS provider, get a virtual server running in few minutes and pay only for the resources they use. From a technology viewpoint the IaaS type of cloud offerings have been the most successful.

Infrastructure as a Service providers use the virtualization feature of cloud computing provides virtual servers containing one or more CPUs, running several types of operating systems and a wide list and choice of software stack. In addition to this, IaaS provides storage facilities and networking facilities as well, which are the key components of an infrastructure. IaaS offerings can be distinguished by the availability of the cost benefit ratio to be experienced by customer end applications when transitioned to the cloud. The most relevant features would be physical location of data centers, types of user interfaces, consoles and APIs to access the system, hardware capacity design, choice of virtualization platform and operating system types and different billing methods.

Since Cloud computing changes IT into a service, its products can be used throughout the entire distribution chain in tourism industry from the tourists, travel agents, tour operators' airlines, catering companies and all other suppliers. The flexibility aspect enables the companies to purchase services on Internet as and when they need service time and no longer required to purchase equipment like traditional organisational settings. It can help Information Centre Staff to calculate ROI easily. Using cloud computing service, customers no longer need to invest large sums of money for equipment investment and consider equipment depreciation, and hence no longer need to worry about the potential investment risks involved. They only need to pay rent fees monthly or annually. And there will be benefits with that pay-month (Keun et al., 2007).

The on-demand, self-service, pay-by-use nature of cloud computing is also on the base of established trends. The on-demand feature of cloud computing helps to maintain the performance and capacity aspects of service-level objectives. The self-service feature of cloud computing also allows user-base to create flexible environments that are extendable. And the pay-by-use feature of cloud computing may take the form of equipment leases that ensures a minimum level of service from a cloud provider. Another significance of the self-service, pay-by-use model is that applications tend to have composable nature by assembling and configuring

appliances and open-source software as much as they are programmed. Applications and architectures will be more advantageous towards achieving the benefits of cloud computing when they can be reused or redeployed to be able to make use of standard components and features. Similarly, application components should be considered to be composable by configuring them with the features to make them consumable easily. This does need a simple, easy functions and well-documented APIs. Building bulky, immovable applications is now a thing of the past as the library of existing tools that can be used directly or tailored for a specific use becomes ever larger.

The fluctuating nature of tourism business makes it highly challenging to manage the resources. The providers in the tourism distribution chain need to scale up resources during peak season and scale down resources during lean seasons which are further influenced by the location and culture of the destination as well. It is not financially viable to purchase infrastructure and manage it equally all days. The cloud based infrastructure enables them to conveniently and effectively manage highly scalable resources while paying only for hours used.

MOBILE COMPUTING IN TOURISM

Mobile computing is another area of cloud computing that must be discussed in particular in its advantageous use in tourism. Although the word *mobile* typically refers to smartphones, it's applicable to all programmable, portable, and wireless and conveniently held devices, but not limited to tablets, pads, smartwatches and laptops (Elzahray, 2019). With regards to them being used in tourism the advantages of such devices is that they can be used anywhere at any time. It is also predicted that 2025, each human being will own an average of six mobile devices summing up to 50 billion more devices (Bhullar, Mancilla, Nijjar & Teixeira, 2014).

Mobiles and especially smartphones have applications that allow ease of accessibility making cloud computing so much easier enabling a great deal of resourcing. Such applications have been and are being used for mobile tourism (m-tourism) such as the location-aware iTravel (Yang & Hwang, 2013) application which provides information relevant to each tourists location by allowing peer to peer (P2P) exchange of ratings of tourists places among tourists mobiles in close proximity (Elzahary, 2019).

The new application and the numerous emerging computing paradigms which have mobile cloud computing (MCC), cloudlet computing, mobile clouds, mobile IoT computing, IoT cloud computing, the Web of Things (WoT), the Semantic WoT (SWoT), the Wisdom WoT (W2T), opportunistic sensing, participatory sensing, mobile crowdsensing, and mobile crowdsourcing enable m-tourism to reach a wider audience greater than ever before.

SMART TRAVEL PLANNER APPLICATION

From tourist's perspective, the Android-based phones are providing smart travel planner application accessed through mobile devices hosted on cloud infrastructure for the travellers all over the world. The smart mobile travel planner applications tend to provide a dynamic view of the locations, e.g. ranking of hotels or places, feedback on a point of interest and integrated with popular social networks so that the tourists can have easy access to the actual feedback from the previous users.

The electronic tourist guide system (Trip@Cloud) as mobile cloud computing application provides easy access to the cloudy information in a seamless manner and this information needs not to be over the user's mobile device, but will be downloaded to user's device according to the current location and the Internet status connection. Therefore the partitioning is done for the data to be sent to the mobile device. Also, it can help to reserve hotels or book a cab and provide location based services though such applications are still emerging to be widely adopted.

Further, cloud computing services also helps the tourism enterprises to stay ahead of their competitors by providing high quality quick, efficient, and reliable services through handling huge traffic. It not only provides platform for the tourists to easily search volumes of data but also provide efficient data management solutions to the tour operators to design standard as well as tailor made tour packages including all the flight bookings, local transportation, accommodation reservation and catering etc.

Like others, online security is one of the important consideration for travel business also due the fact that the latest trend in tourism is about booking the services with credit and debit cards which involve the transfer of sensitive information thus need to be processed through secured gateways which need to be monitored and updated on a regular basis and cloud based service provide highly secured networks specially engineered and maintained to offer a robust network that is simple to use, efficient, reliable, and highly secure.

Thus a cloud-based service not provide the travel and tourism enterprises with the flexibility to create highly intuitive software solutions but that too at affordable prices where the website visitors can access various applications and book related services from anywhere using any mobile device or PC thus clearly implying that the businesses that embrace the cloud will stay ahead of the competition.

In m-tourism for example, Mitchell, Rashid, Dawood and Alkhalidi (2013) proposed a Hajj management system in which every pilgrim is provided with a RFID tag identification system. RFID readers placed in strategic locations are used for tracking pilgrims interacting with the tags and sending the information to a centralised server (Elazhary, 2019).

Nitti, Pillion, Gusto and Azorti (2015) proposed cloud based architecture for sustainable m-tourism in smart cities. The architecture is formed of four layers. The

lowest layer is the physical layer, which is followed by a virtualisation layer, this was so that ideally, every IoT device in the physical layer has a virtual counterpart. The following layer is the service layer which is responsible for servicing the upper most application layer. Sensors are then placed at the entrance of each POI to estimate queue waiting time. Each tourist specifies the desired POI's through a smartphone application, and the system responds by solving an optimisation problem to determine the best order of POI's in the visit and the right transportation, based on real transportation data, so that each POIs is visited only once and in the shortest time (Cormen, Leiserson, Rivest & Stein, 2009).

SMART TOURISM DESTINATION

There have also been scenarios describing the interaction of computing units in a cloud based system to provide support for a tourist smart destination (Teslya & Ponomarev, 2016). The smart destination is formed by software services and local community members in a human cloud. Tesyla and Ponomarev (2016) put forward two types of actors to be overviewed in accordance to the human-computer cloud conception used for smart tourism destination support; human and software based computing units. Human units present all people resources that are involved in content creation. These can be further divided into two categories (Tesyla & Ponomarev, 2016).

1. *Contributor* is a content manager that belong to the local community. The content includes geotags, objects, descriptions and photos of objects, and discussions about visited destinations. Contributors are often volunteers that are working with geographical information and create new content, edit and moderate existing content. Tourists also may contributors while they provide reviews while they provide reviews, photos and discussion.
2. *Tourist* is a consumer of smart tourism destinations. The tourist sends a request about a destination and receives response with found solutions to help tourist in decision making. Solution can include recommendation about interesting places and objects in the location, extend context information, transportation recommendations, etc. Tourists can leave feedback about destination. In addition, cloud provides communication platform where tourist may discuss visited or viewed destinations with other tourists of with contributors.

The above discussion clearly highlight through their discussion is that the cloud is allowing SMART Tourism destination management through the accessibility with the cloud. It must be also acknowledged that tourists with this type of technologies

can create also create travel stories of their own using the cloud which can be shared on new media platforms such (Zhou et al., 2015) Instagram, Pinterest, as many others. Giving that tourists have the opportunity to post most of their stories from mobile applications, it is expected to surpass the web application (Kurdi & Alnashwan, 2017) where there is a decline. Most importantly, “travel” is the seventh most downloaded app category on Apple app store in 2016 (Apple, 2016). What is becoming clearly prevalent today that many mobile applications help travellers in deciding their destinations and selecting places to visit in these destinations by showing customers’ reviews, visitors’ ratings, blog posts or friends’ recommendations. However, there is still a need for mobile applications that provide more options allowing for more customisable tour plans (Kurdi & Alnashwan, 2017).

CONCLUSION

Practically, every business organization does recognize the value of Web-based interfaces to their applications, whether they are made available and processable to customers over the public Internet, or whether they are in-house systems that need to be made accessible only to the authorized employees, partners, suppliers, and consultants. The advantage of Internet-based service delivery, of course, is the availability of the applications with broader options, from anywhere and anytime, for customers, end users or in-house employees. While at the same time, organisations, realise the need and ability for secure communications as well, which is achieved by using thorough mechanisms like, Secure Socket Layer (SSL) encryption along with strong authentication, bootstrapping trust in a cloud computing environment demands wise considerations and parameters of the differences between enterprise computing and cloud computing. When goes with a proper approach and a well architected and laid out plan, Internet service delivery is in fact more flexible and secure for all businesses in small to large enterprises. Hence, it still is building on the already established trends but in a more robust and advanced ways and ensuring wider availability and security with additional features of cloud computing. In today’s world, availability of high end applications from almost anywhere without the breakdown of services is the most vital factor for every business provide security is also well-built in the features to ensure data security.

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KEY TERMS AND DEFINITIONS

Cloud Computing: A model for enabling, convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction.

Infrastructure as a Service (IaaS): Is the delivery of computer hardware which might include servers, networking equipment, storage media, and data center space, as a service.

Tourism: Is the phenomenon of movement of people from place of origin to some other destination for leisure, enjoyment, relaxation purpose, involves temporary stay and spend money there which has been earned at the place of origin and come back to original destination.

Cloud Computing in Tourism

Virtualization: Virtualization adds on to the hardware flexibility and makes software deployments and redeployments easier and more efficient, without actually being connected to a specific physical server.

Web 2.0: It is the second stage of development of the Internet, characterized especially by the change from static web pages to dynamic or user-generated content and the growth of social media.

Web 3.0: Is the creation of high-quality content and services produced by gifted individuals using Web 2.0 technology as an enabling platform.

Chapter 8

Management and Implications of Daily Deal Promotions in the Hospitality Industry: Toward Their Holistic Understanding

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ABSTRACT

Discounting, a common practice in the hotel industry, used in order to mitigate seasonal demand fluctuation, was especially prominent at the time of the most recent recession. This coupled with consumer saving trends gave rise to the phenomenon of daily deal or flash sale websites. These are often also referred to as social shopping or group buying marketplaces and combine attractive discount for customers who propagate their offer using their social media channels. Though daily deal websites represent an interesting and multi-faceted e-commerce phenomenon, their nature within hospitality inventory distribution landscape remains largely unknown, even more so, their implications, particularly for the hotel industry. This chapter sets to fill this gap by collecting and structuring the available knowledge about daily deal websites according to the following themes: motivators for their use, profitability-related issues, marketing implications, operational issues, impacts upon branding.

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INTRODUCTION

The hospitality industry is characterised by highly perishable products and services, making operations particularly vulnerable to sudden changes of demands. Unsold hotel bedrooms and restaurant seats are a profit foregone, thus, unable to be recouped. The demand for hospitality services is closely linked to tourism and this makes the industry particularly sensitive to seasonal changes in demand. The most simple thing that hotels do, in order to mitigate the seasonal downturn, is discounting as a part of their dynamic pricing strategy. Discounting was especially prominent at the time of the most recent recession and this coupled with consumer saving trends gave rise to the phenomenon of daily deal or flash sale websites. These are often also referred to as social shopping or group buying marketplaces and combine attractive discount for customers who propagate their offer using their social media channels. Though daily deal websites represent an interesting and multi-faceted e-commerce phenomenon, their nature within hospitality inventory distribution landscape (Berezina et al., 2016) remains largely unknown, even more, so their implications, particularly for the hotel industry. This chapter sets to fill this gap by collecting and structuring the available knowledge about daily deal websites, whilst paying particular attention to motivators behind daily deal use, profitability-related issues, marketing implications, operational issues, and impacts of the websites upon hospitality branding.

We start the chapter by describing the characteristics of the hotel industry that are relevant for an in-depth understanding of daily deal websites, their functioning as well as defining them and their typologies. The latter part of the chapter is sectioned into two distinct parts- first one looking at factors that need to be taken into consideration prior the use of a daily deal website, such as motivators and profit; second one considering the consequences of the engagement, to include operations, branding and marketing implications. The chapter concludes with a future outlook on daily deal websites strategic management and indicating the areas in which they should further be explored. Therefore, the chapter can be viewed as a rounded collection of available knowledge about the daily deal websites and characteristics of their use in the hotel industry, including different aspects and purposefully omitting any disciplinary boundaries that hinder the progress of holistic understanding of daily deals in the current academic discourse.

THE NATURE OF HOSPITALITY BUSINESSES

The hospitality industry is highly seasonal with businesses often experiencing changes in demand depending upon the time of the year (winter-summer), week (weekday-weekend), or day (lunch- dinner). Fluctuations in demand due to seasonality typically

have more severe effects on businesses located in rural or coastal, far-off locations, as city locations have the potential to draw visitors with a number of different attractions. Hospitality product by its nature is perishable, thus, the operators need to find ways to adjust supply and demand in the goal of sustaining revenue during the low season, and safeguard against profit foregone.

Equally, the price that hospitality products and services command vary greatly, with businesses often operating dynamic and variable pricing strategies. This means that the product and service can be offered at a different price point to customers from different target markets. Differential pricing strategy is often advised as a tactic to secure the highest possible yield (Mattila & Choi, 2006).

Hospitality products and services are highly perishable, experimental, intangible and high risk, i.e. these are goods and services where the quality is hard to evaluate before the purchase and can only be judged through consumption, such as hotel stays and restaurant meals. Therefore, the customers may have difficulty assessing what they are paying for in advance of the purchase. Service companies sell promises of service delivery where the service is unverifiable to the customers' prior consumption, thus, the customer must believe and trust that the company will fulfil the promise (Gan & Zhao, 2012; Lee & Lee, 2010; Nelson, 1974; Setó-Pamies, 2012).

In line with discounting and differential pricing is a common practice, with hospitality businesses being no strangers to actively participate in price promotions. These are the most common types of sales promotion, and they usually include price discounts and coupons (Yang, Zhang & Mattila, 2015), which stimulate the customer demand by reducing purchase uncertainty with an increased perception of value for money, due to the advertised monetary savings (Chandon, Wansink & Laurent, 2000). Most common types of price promotions used across different online platforms are last-minute deals, online auctions, opaque selling options, or the currently growing platform loyalty discounts such as Booking.com's Genius programme. Yet, the landscape of price promotions in hospitality has significantly changed in the last decade due to the increase of the typical discount size (Carlson & Kukar-Kinney, 2018). Daily deal websites are considered main drivers behind this change.

DAILY DEAL WEBSITES

As indicated above, discounting is not all new tactic used to address the changes in demand, it, in fact is, a common and widespread practice in hospitality that has been confirmed as economically effective (Semrad, 2010). Daily deal websites are a form of B2C commerce, which specialise in distributing heavily discounted products and services. They rose to prominence among the appearance of phenomena called "social

shopping” and became a viable business model in the late 2000s, at the height of Global Economic Crisis. Their success was based upon a relatively simple concept of bringing together businesses who needed cash flow, with cash-strapped customers, who despite lowered spending power and economic uncertainty still wanted to enjoy, amongst others, hospitality services. The websites rely heavily upon social media, such as Facebook likes, recommendations and sharing, and daily ‘push’ emails, which act as means of disseminating information about deal available. Successful dissemination of information leads to subscribers growth, which in turn leads to the website being more attractive to a business as it exposes it to wide audiences of potential customers (Arabashi, 2010).

Although, vast majority of websites offer a variety of goods and services, almost every one offers some kind of hospitality or tourism product, and indeed some specialise in those. Daily deals are particularly suited for hospitality businesses who can benefit from out of season sales, filling in empty bedrooms and restaurant seats, thus, offering a boost in sales. At the same time, due to large subscribers list, the websites offer brand exposure to those potential customers. The websites charge commission per sale ranging from 15 to 30% and typically do not charge for featuring of an offer, thus, even if the deal would not reach high sales level the businesses still have an opportunity of exposing their brand to a substantial amount of potential customers. In other words, the daily deal providers seem to provide low-risk advertising: if no sales were to be generated, the business would not have incurred any commission costs. Yet, a relatively unknown business can gain exposure, benefit from a boost in out of season sales, sell highly perishable products otherwise left unsold and at the same time expose the brand to a number of potential yet otherwise unreachable customers.

A single deal can be considered an online form of price promotion and is typically featured for 3–4 days, occasionally longer, with the first day being featured as a ‘deal of the day’ and being subsequently moved down from the front page of the website for the following days of the feature. A new offer is introduced to the main page of the website on a daily basis (Lo et al., 2014; Sigala, 2013; Subramanian, 2012). Although initially, the general perception was that the websites are used mainly as a one-off promotions, more increasingly especially the niche daily deal websites who also tend to feature the deals a bit longer - from FACTORS CONSIDERED PRIOR ENGAGEMENT 7 to 14 days, are becoming a permanent feature of hospitality distribution channels (Berezina et al., 2016; Minor, 2017; Tomat et al., 2019). The businesses utilise an array of different websites, from local to global either targeted niche website, e.g. Secret Escapes, to more generic ones, e.g. Groupon, as well as a variation in use from sporadic to permanent.

FACTORS CONSIDERED PRIOR ENGAGEMENT WITH DAILY DEAL WEBSITES

Motivators for Daily Deal Use

The motivators to partake in a daily deal promotion differ according to the business needs, and a business may have more than one motivator behind their decision (Minor, 2017). The most common motivators, such as capacity management, marketing and customer acquisition, revenue and cash flow, and employment, are discussed in the following section.

Capacity Management

One of the main struggles of the industry is seasonality, thus, capacity management and offsetting seasonality are not surprising motivators, however, one that can aid in the alleviation of problems associated with highly perishable products. At a first glance capacity management may be considered to be synonymous with customer acquisition, however, whilst customer acquisition is concerned with value and long term relationships with customers; capacity management during low season is based on volume, i.e. attracting any customers to the business to cover the fixed cost of running operations. This distinction is particularly important when considering the use of daily deals due to the ability of the websites to attract high volumes of customers, who typically are not brand loyal, thus, unlikely to be developed into a repeat customer. It is often underlined that daily deal websites are highly successful in bringing in volumes of customers, meaning that the websites offer a viable option of seasonal capacity management for operators who look to contribute to the covering of the relatively high fixed costs that are one of the key economic characteristics of the hotel industry.

Marketing and Customer Acquisition

Attracting new market segments and exposing the brand to vast numbers of potential customers is a strong motivation for hospitality businesses, particularly those struggling with exposure, or operating on tight or low marketing budgets. As noted previously, unless sales are generated, the business typically does not incur cost, but can gain exposure to new and potential customers who signed up to receive offers. Often the deals are promoted on the basis of localised deals, thus, have the potential to create foot traffic due to the promotion.

Daily deals have been known to produce customers who are significantly more likely to spread the knowledge about discounts and their experiences with businesses. Thus, for businesses who have relatively low online presence, e.g. new or small businesses with low amount of reviews, daily deals offer an option to address this issue. Accommodation operators, for example, which have a small number of reviews can be facing credibility issues (Viglia et al., 2016). Therefore, an increase in reviews caused by a company's engagement with daily deal websites may be seen as a major benefit. Customer reviews provide a way to update knowledge and beliefs about the product or service for the customers. They help them to verify the trustworthiness of the merchant and confirm the quality of the product in a situation where a customer lacks information regarding the product or service they are purchasing (Lee & Lee, 2012), or are a novice user who may otherwise hesitate to purchase if only seller-generated information was available (Chen & Xie, 2008). In both of those cases, the motivator in terms of marketing would not be immediate but would be deferred, but also hard to evaluate. Moreover, as pointed out by Byers et al. (2011, 2012) the reviews posted by daily deal users tend to be lower than the ones of their peers, suggesting that either the businesses were not prepared for the promotions, acted discriminatory towards the daily deal customers as compared to the full paying ones, or customers were unmatched in relation to the expectations and service to be provided by the businesses.

Revenue and Cash Flow

One of the major motivators to engage with daily deal websites is their ability to create instant revenues before the product is consumed. As the payment is typically made upfront by the customers and the service is redeemed later, promotions are attractive to businesses, especially ones who may be struggling with cash flow during the long off season periods. For new businesses, this seems to be a particularly viable option as not only revenue is generated but also their web exposure is boosted. For older, more established businesses a move to engage with daily deal websites may seem more desperate, as often the companies would prefer to choose an alternative, more profitable, forms of income generation.

It is safe to say that daily deal websites certainly rank among the e-distribution channels with the highest distribution cost involved when summing up the required discount in order to qualify for being featured and the commission charged for each transaction by the daily deal websites. Revenue-wise they represent a very peculiar distribution channel that needs to be monitored and used based on historical occupancy data and advanced demand forecast in order to yield positive result in terms of profitability, yet the evidence shows that hotel managers rarely approach it in this strategic way, but rather seem to act experimentally (Bratec et al., 2017). Yet,

if used properly and based on revenue-management analytics, daily deal websites offer possibilities to support hoteliers in pursuing various revenue managerial techniques such as early-booking advance selling, last-minute selling, strict target market segmentation and price discrimination, as well as the possibility to push via discounting specific types of rooms and meal plans that do usually not sell well. Understanding the possibilities and different ways in which daily deal websites can be used, can significantly contribute to the timely collection of the much needed revenue streams that hotels can utilise and thus improve and balance their cash-flow situation.

Employment

One of the factors influencing the employment within the industry is the seasonality of hospitality businesses and the resulting casualisation of the workforce. Traditionally employment distribution, outside large urban areas or winter destinations, is negatively correlated with autumn and winter months, and tends to head towards recovery in spring time, reflecting occupancy demand between on and off season. Thus, creating a demand for low-season would create an environment that would offset the negative impacts of seasonality in employment patterns. Daily deal websites create extremely busy environments for the businesses, where the staff otherwise laid off for the low season, remains in employment. For businesses who look for a consistent team, want to offset turnover and retain skills within their organisations daily deals create those opportunities, by creating a need for the staff to be employed and offering the possibility for the hotel keep some of the otherwise seasonal staff employed.

Profitability Issues

Whilst the hospitality industry is no stranger to discounting to stimulate the demand, daily deal promotions come with a number of issues relating to profitability. This section discusses commission and discount, hidden costs, and upselling in the context of daily deals.

Commission and Discount

As previously noted hospitality industry is no stranger to discounting, equally commission payment to third-party organisations, such as Online Travel Agents (OTA), are common practice. Yet, daily deals come with unprecedented danger to the businesses as they work on the basis of combining the two. Similarly to OTAs, the daily deal channels work on the basis of commission, ranging from originally 20 – 50% and ultimately with economic recovery 15 - 30%, but offer heavily discounted

Management and Implications of Daily Deal Promotions in the Hospitality Industry

Table 1. Example of potential of daily deals to generate gross profit.

	Regular Business		Daily Deal 1		Daily Deal 2		Daily Deal 3		Daily Deal 4	
Discount %	N/A		25%		25%		50%		50%	
Sale Price	£ 30		£ 22.5		£ 22.5		£ 15		£ 15	
Commission %	N/A		20%		50%		20%		50%	
Commission amount	N/A		£ 4.5		£ 11.5		£ 3		£ 7.5	
Food cost of Sale *	£ 6	£ 12	£ 6	£ 12	£ 6	£ 12	£ 6	£ 12	£ 6	£ 12
Gross Profit	£ 24	£ 18	£ 12	£ 6	£ 5	-£ 1	£ 6	£ 0	£ 1.5	-£ 4.5

Source: adapted from Minor, 2017, p. 45.

*Food cost of sale at 20% and 40% respectively

hospitality product when compared to the regular market price, known to occasionally (especially in the early Groupon days) be as high as 90%. Whilst inventory (e.g. bedrooms, tables, tickets) that is offered is limited in numbers available, limited in time availability, it still nonetheless makes it difficult to achieve profit. Majority of the businesses tend to pay 15% to 20% commission though a fifth pay over 40%, this coupled with 30 – 50% discount may mean that the offer will not have means to be profitable. This may be particularly evident in the restaurant sector of the industry, as illustrated in table 1 example, where gross profit of variations of daily deals have been contrasted against potential gross profits achieved on a full price basis.

The gross profit method of pricing products is the most commonly used in food and beverage products (Burgess, 2010; Harris, 2011), therefore is used method here to illustrate the example. Assuming the cost of the food in a restaurant varies between 20% and 40% and initial sale price of Table D’Hotel menu is £30 per person, the food cost of sale would vary between £6 and £12 per serving. When same food offering is set against potential commission payments and discount the restaurant may achieve a gross profit of £12, but equally and crucially may experience a loss of £4.5 per deal sold.

What is also important to note, is that even though gross profit is the most common method used within food and beverage operations, the method itself can be misleading when considering profit as it only uses the cost of raw materials to calculate the profit. In other words, it ignores all other costs (such as wages, linen, etc.) which need to be covered by the gross profit generated. Thus, as illustrated daily deals do have the potential to generate gross profit, but considering heightened values of customers may not be enough to cover variable costs incurred during the promotional period.

Hidden Costs

The increased auxiliary spend is not always known to the businesses prior the promotion is run, thus, often these are referred to as hidden costs, which affects the overall profitability of the deal. Increased staff cost is often quoted as one of the main reasons for diminished profitability of a deal. This causes the profit margin to shrink when the cost of sales is coupled with commission and discount. Considering that hospitality industry is characterised by employers who try to minimise the cost of labour, resulting in employees being perceived as commodities that are to be controlled and constrained (Head & Lucas, 2004), it is not surprising that this approach is often utilised during a daily deal promotion. However, this approach can be dangerous, as may compromise service quality during the promotional period and may affect the ability of staff to upsell.

Other costs associated with daily deal usage, which are not typically considered by the businesses, are VAT and credit card charges. VAT on commission payments is often passed on as a cost to the business and this charge is not often explained upfront. Similarly, credit card payments costs are often passed onto the businesses. Whilst it is understandable that daily deal websites are for profit companies, their practices, due to the economies of scale, are not always fair or clear to the businesses, especially who lack resources, knowledge to understand the implications. It is worth noting that the businesses who engage with these websites are typically small and medium businesses with limited skills and resources often desperate for businesses, thus, these costs are easily omitted in calculations of potential profit.

Upselling

Whilst achievement of profit on the deal alone may be problematic, it could be achieved or boosted if the businesses upsell other products and services. Upselling is extra spend beyond the value of the offer, which can increase the revenue generated per customer. The sales can relate to both food and beverage and non-food and beverage related services and can happen prior and during the guests stay. The levels of upselling achieved differ according to the discount website channel used, as each website targets different customer bases with different spending habits. With generally generic, non-specialist websites achieving a lower level of upsells when compared to niche ones. Often in practice though the upselling part is unfortunately overlooked by the hoteliers, who while allocating time and resources to craft an attractive package to be sold via daily deal websites, neglect to strategically think in advance with what actions they will try to upsell their services once guests arrive to their destination.

CONSEQUENCES OF DAILY DEAL ENGAGEMENT

Operations Management

Operations of a hospitality outlet typically can be divided into four stages: pre-arrival, arrival, stay, and departure. Since daily deal websites are often considered to be promotional and marketing outlets, those stages can be extended by marketing and evaluation and the following sections will outline operations required within each of the stages. The stages discussed correspond to aspects of five stages of the marketing cycle (Medlik & Ingram, 2000) and the four stages of the guests' cycle (Tewari, 2009).

Marketing Stage

The first 'marketing' stage relates to the planning process of the daily deal promotion, where a number of factors need to be considered. This includes the goals that the promotion is to achieve, choice of the daily deal outlet, terms and conditions as well as inclusions.

The goals of the promotions relate to the previously discussed motivators for running a daily deal promotion. Decisions need to be made with regards to the factors that the company is to achieve in order for it to be successful. Thus, should the goal of the promotion be revenue generation, the decision need to be made with regards which channels are likely to yield the highest number of offers sold. In this case, the most likely decision regarding distribution channel would be a generic website, which enjoys a large number of subscribers. Equally, should the goal of the promotion be marketing, repeat custom or improvement of the atmosphere in the low season the chosen channel should be focused on providing customers who are interested in a specific type of hospitality offering. This means that niche websites may be of a better fit.

Commission negotiations form a key stage within this process. As previously outlined the discount coupled with the commission are one of the main influencing factors upon the profitability of the deals. It is a common misconception that the commission is non-negotiable. Typically, the rate of commission will depend upon the level of exposure required, other offers featured in the same time-frame and who instigated the offer (the website or the business). The websites may offer a number of varied products depending on how long the offer is featured as the main offer, and the placement on the listings. Lee and Lee (2012) noted that side offers featured away from main deal of the day, can attract commissions as low as 10%, although a majority of the accommodation provided pay between 15 and 25%. Equally commissions as high as 50% were also reported to be charged. Additional considerations are VAT and credit card charges, liability for which should be negotiated at this stage.

Consideration should be given to the staff levels that will be required during the promotional period due to increased demand additional employees may be required to be recruited, thus, contributing to the running cost of the offer. Therefore, the forecasted profits should be calculated to account for this potential cost; relation to recruitment, training as well as operational cost.

Terms and conditions of the offer must be outlined at this stage, particularly to outline the availability of the offer and inclusions. The former is important especially if the offer is set out to offset seasonality or boost custom within certain parts of the week or day. The latter must allow for upselling to happen. The offers often include some meal options, but allow for upselling higher priced options, or extra courses. The general consensus is that the offer should not include alcoholic beverages as these tend to be popular and not difficult offering to upsell. Others include room upgrades or core dates sold at an additional pre-determined price.

Pre-Arrival Stage

The second 'pre-arrival' stage should be focused upon the process of staff and resources preparation and bedroom availability management. This is a crucial stage, particularly for the front office, who will experience and deal with a high volume of phone calls and other related communications and operations. Typically, in order to process one booking from a daily deal website, which operates a voucher-based system, the front office receives 3 phone calls, on top of other 'regular' day to day communications. This has the potential to create a stressful working environment for the employees where they are unable to upsell effectively, thus, affecting deal profitability (Minor, 2017). Furthermore, the front office will need to establish an easy and effective system for collation of information upon which the payments for the offers will be claimed by the organisation. Considering that the profits tend to be shallow, it is at most importance that every voucher redeemed is claimed back and all upselling opportunities are maximised. Thus, equipping the employees with additional resources, to include increased staff and ready-to-go systems, is important. Furthermore, calculations of break-even point should be made to set a minimum and a maximum number of daily deals booking per day.

Staff training relating to the information required, the additional systems and deal management needs to happen prior to the deal being live on the website. Once the deal is available to be booked, the front office will experience spikes in the communication making the employees unable to train. Furthermore, to ensure the most efficient and profitable upselling the employees must be trained on the scope and requirements of the upselling that is to happen. Clear guidelines and communications will ensure that the promotion will be profitable. An example of

this might be informing the staff on the procedures relating to upgrades of bedrooms, when those can be made on complimentary or chargeable basis; use of ‘do not move’ feature, and communications with other departments regarding other special requests.

Similarly, once the customers arrive at the hotel the employees in departments other than the front office will not have an opportunity to recruit and train their staff. This stage, therefore, should include in-depth planning relating to staff and training needs. Hotel housekeeping, in particular, tends to be understaffed within the promotional period, thus, efforts should be made to mitigate the possibility of problems with recruitment and training during the busy promotional period.

Arrival and Stay Stage

The third ‘arrival and stay’ stage considers aspects affecting service and service quality. From the moment the guests come to the business the emphasis must be to treat all guests equally. This aspect is of particular importance as often the guests fear that they will be treated differently by the staff. The negative social impressions relate not only to how the guests fear they will be perceived by the staff but also by other guests, thus, confidential treatment is likely to improve impressions relating to service quality (Boon, 2013; Cox, 2012; Kimes & Dholakia, 2011). Minor’s (2017) research suggests that the daily deal customers are willing to accept certain service failures as a ‘trade-off’ for a substantially reduced price. However, this never extends to failures relating to cleanliness and housekeeping. This is of particular significance within a hotel environment, as it has been reported that promotional periods adversely affect housekeeping staff mental and physical wellbeing and lead to work-family conflicts leading to staff unwell or unable to provide high- quality service (Minor & Ritchie, 2019). Thus, it is important to underline the importance of the support provided to that department in relation to staff and resources.

This stage involves further upselling within the front office and restaurant. The front office is the constant point of call of the customers, thus, the upselling opportunities are ample; the food and beverage employees have only limited opportunity to upsell during meal times. This is most effective if done seamlessly, in line with service. Forceful upselling can antagonise customers who will be less willing to spend (Dholakia, 2010, 2011; Sigala, 2013). There needs to be an understanding of the reasons to purchase a deal in relation to possible upselling opportunities. Upselling should be successful if the customers purchase a deal for hedonistic reasons, i.e. a pleasurable experience. In this instance, extra items purchased to support that experience. However, if a customer buys a deal for utilitarian reasons, i.e. to save money (e.g. discounted accommodation in a destination area) they will be less likely to purchase upsells as they do not support their motivations.

Departure Stage

The fourth 'departure' stage relates to the final aspects of the management of the daily deal service encounter, where the staff can engage with promotional activities. It is advised to actively encourage daily deal customers to leave reviews and provide facilities to do so at the reception desk while checking out. Offers of putting on marketing lists for direct marketing should also be extended here.

Evaluation Stage

The fifth and final 'evaluation' stage concentrates on those issues which are necessary to consider with regards to the overall success of the promotion and decision making with regards repeat promotions. This involves calculation of short- and long-term benefits, direct profitability and staff feedback. Long term and short-term benefits can relate to loyalty, exposure, future booking as a direct effect of the marketing via a daily deal website. When considering profit total of the costs related to the deals must be considered, inclusive of fixed, variable, direct cost of the deals and profit deferred. Staff feedback should be taken into account with regards to operational difficulties and equally aspects of the promotion that worked well.

Marketing Implications

One of the main decisions that managers need to make is which outlet to choose for the daily deal and how often this type of promotion should be utilised. We attempt to discuss these promotions through a prism of the implications of the involvement for hospitality marketing. The following section will therefore cover daily deal outlet choice, frequency of use and promotion strategies perceptions.

Niche vs. Mainstream Daily Deal Websites

While the majority of the literature tends to overlook the two main distinct forms of daily deal websites, i.e. the general and the niche ones. This distinction made by Budler et al. (2019) who point out that the niche daily deal website operate under a completely different business model to the generalist ones; with the former primarily operating on the real-time-availability model and the latter operate coupon-based system that requires direct bookings. Additionally, the niche websites offer different value proposition towards the hotels as well as their customers when compared to general websites. Budler et al. (2019) further claim that the niche websites share more business model elements with OTAs than with the generic websites of Groupon type. Industry data shows that it is the niche segment that is still growing, while

generic one seems to have reached its phase of maturation (Bratec, 2018). Just as an example, the British daily deal website Secret Escapes said it has seen year-over-year revenue growth of 260%, counts 47 million subscribers, and now operates in 13 European markets (TTG Media, 2016).

Regarding the business model differences, the niche websites' main promise is affordable luxury stays, meaning they focus on exclusivity and value for money. On the other hand, generic websites tend to attract customers with unbeatable prices and are, thus, stricter in enforcing steeper discounts and basic room types to participating hotels. This naturally has consequences for the marketing of the promotions already discussed in the sections dedicated to brand exposure, brand erosion and value perception. While hospitality businesses tend to notice better customer fit and less damage to the brand when using niche websites, the negative marketing implications are mainly connected to the use of generic websites. However, due to economic consideration the managers are not always able to follow this distinguishing strategy. In other words, whilst the managers associated their brand- image with certain types of websites they were not always able to reach the volumes of customers desired or necessary in order to achieve profit. Therefore, sometimes the decision is taken with a compromise, based upon which channels produced the most sales whilst at the same time would damage the brand the least (Minor, 2017).

Occasional vs. Permanent use of Daily Deal Websites

Another debatable issue is the question about how often should the businesses use daily deal websites. A data analytic observation conducted by Tomat et al. (2019) showed that the majority of hotels in the Mediterranean appeared on one of the global daily deal websites 2 to 4 times in the first half of the year - the period corresponding to the main booking window of Europeans for their summer holidays. Yet, there are some hotels that could be referred to as "daily deal junkies" as appear 16 or more times on daily deals in just six months. While the studies in this regard are lacking, overuse of daily deal websites might be considered risky due to a potential of price erosion, as further discussed in section 'impacts upon brand and market segments'. On the other hand, we believe that occasional boost of visibility prior to the main season will also stimulate the demand for the property as more customers will become aware of its existence and more familiar with it.

"Luxe for Less" vs. "Irresistible Deal" Formulation of Offers

Last of the marketing related implication is the decision on how the hotel wants to be perceived. Does it offer a good value for exclusive services, or a "mega convenient" deal including substantial extras, free meals and spa vouchers. Generally, the deals

with plenty of inclusions will sell faster, but will also increase the risk of being perceived as a tourist trap. While customers love some inclusions and upgrades, the hotels should carefully plan their packages in order to be able to gain some revenue from upsell and in order not to attract the “penny-pinching clientele” only drawn to the hotel because of numerous inclusions and cheap price. Generally, the irresistible deals are usually available across generic daily deal websites but can also be spotted on the niche ones. We believe the main guidance here needs to be a clear idea of the hotel management about what they want to achieve with deals and how to manage their brand perception and image.

From a customer perspective, the choice of the daily deal website is aligned with the perceived website and offer quality as well as their needs. Therefore, the composition of the offer and of imagery is as important, as the choice of niche or generic daily deal website as the outlet. Good quality images and offer that is aimed at and aligned with the target audience of the daily deal website creates an environment of increased trust. This is particularly important for two reasons. First, if the establishment has a low online presence, making the claims of quality hard to verify, trust and previous experience of purchasing via a daily deal website acts as a facilitator of the trust towards a hospitality outlet and increases chances of a purchase. As noted by Lee and Lee (2012) daily deals mostly trade in goods and services involving lower information availability, i.e. localised services, with a relatively low online presence on review websites, which make it harder for a potential customer to find genuine information. Second, customers often feel uncertain about the promotions, especially if the price discounts are too high. Since the price is often an indicator of quality, too much discount may signal inferior quality. This suggests that in order for the promotions to increase trust they need to focus on value and inclusions rather than price alone.

Conversely, the focus on value might be misleading in itself. Considering that it is often the upsells that bring profit to daily deals, the value created through the inclusions must allow for extra spend to be generated. This means creating an offer with terms and conditions that work for the benefit of the businesses, yet, imply added value. Examples of these are: the inclusion of a standard room with the intention of trying to upsell upgraded room at an extra charge; letting a weekend date at an extra charge to the agreed offer; inclusion of food offering but not beverage; providing an allowance of set amount of towards the meal, where the allowance would cover a two but not a three course meal; and putting supplementary charges onto higher cost food items.

Impacts Upon the Brand and Market Segments

Branding and attracting the right market segments are core aspects for hospitality businesses. The following section outlines implication of daily deal engagement on price and value, brand-image, and loyalty.

Price and Value

There is a number of concerns associated with daily deals and their impact upon price and price perceptions. Long term or frequent use of daily deal websites may cause some businesses to erode their price points. Some businesses may find it hard to separate from the discounts offered due to the relative security of generated sales. However, if a business offering is constantly advertised as at a 'promotional price' over time it becomes a de facto price, with the customers not willing to pay the full price. The price is often a clue to customers with regards to quality of goods and services, therefore, the reference price and willingness to pay may change over a period of time. This often leads to the daily deal customers anticipating the deals and choosing to book through a daily deal outlet, rather than directly with a business.

The pricing problem is more compounded for higher-end establishments, where price discounts may damage the exclusive image of the hospitality outlet. Importantly, since customers who are attracted to higher-end establishment are less price sensitive, price-reduction is unlikely to lead to a high increase in satisfaction. On the contrary, pointed out by Yang et al. (2016) discounted product and services may attract less affluent customers and luxury outlets risked changing the composition of their guest mix. This is particularly important in the light of customer match, where the customers service satisfaction is created on the basis of association and dis-associations with a specific social group using a hospitality outlet (Gustafsson et al., 2006; Nam et al., 2011).

The concept of value is also closely associated with price aspects when considering daily deal websites. Minor's (2017) research highlighted that daily deal customers often separated the perceptions of 'good' price and 'good' value; often the customers perform extensive research relating to both. Whilst the price may be attractive, what creates the value are the inclusions, reputation and original reference price, coupled with images, facilities offered and impressions of built environment. Therefore, from the perspective of attracting market segments and offsetting negative price associations, the suggestion is to create a unique daily deal package offering that will reflect value and will not duplicate regular offering of the hospitality outlet.

Brand-Image

One of the dangers associated with daily deal usage is brand image and brand associations. This is particularly evident when considering the issue of value, where the perceptions of who provides the good value is shifted from the hospitality outlet towards the website, resulting in repeat purchases from the website, not from a business who actually created the value.

The brand can also be affected when considering the choice of daily deal outlet. Since the customers may formulate quality assumptions on the basis of other products featured alongside the hotels' offering, featuring an offer on a generic website may result in negative brand-image. In other words when a hotel's offering is compared and featured amongst like-for-like products, it is less likely the brand is going to be negatively affected. However this seems to be a tactic valid for mid-market properties, higher-end establishments typically consider discounting in general as a brand damaging marketing strategy.

Another issue to be considered in line with a brand is the frequency of the offers. If a product or service offered is considered by the customers to be scarce it would appear more attractive (Heo, 2016), therefore, by providing offers on multiple websites and on multiple occasions, the businesses risk damaging the exclusive perception of their offering. This is particularly important considering that different daily deal websites tend to appeal to different demographic of customers. Thus, featuring offers on a number of discount outlets without considerations of their markets can lead to changes in customer mix compositions and devaluation of the brand.

Loyalty

Loyalty, i.e. repeat patronage of a hospitality outlet, ideally on commission and discount-free basis, is an important issue when considered in light of the issues discussed; since it is a major motivator for daily deal engagement, the implications of return custom or lack of it will determine long-term success of a daily deal promotion. Yet, whilst the deals are successful in attracting new customers to the businesses, they are less successful in bringing in loyal and return customers. The customers who are attracted to a business via a daily deal tend to be up to 80% new customers, even if the businesses were to run repeat promotions (Dholakia, 2012). Conversely, whilst the promotions do attract new customers, are not brand loyal; in other words, daily deal customer is brand loyal to the website and not to the hospitality outlet, purchasing every time a new hospitality product with facilitation of the website. Thus, on one hand, daily deal customers are said to be price-conditioned but are not quality driven (People 1st, 2013), therefore, their return will depend on a constant supply of a low price. On the other hand, as discussed, daily deal purchases are

not only focused upon the price, but also on the value. What makes them different from the traditional hedonistic customer is they build up loyalty toward the booking medium, which they use to experience new hospitality product every time they are going away. The customers who go away using a daily deal for utilitarian reasons are only likely to come back to a business if they have a particular need to be in the area and availability of an offer at the same time. This is problematic to the businesses who often judge the success of a promotion on the basis of the ability to convert new customer into a repeat one; meaning that in terms of long term profitability daily deal would be judged by deferred lifetime spent. Often the businesses put together promotions on the basis of break even or even a loss, counting on the long term, repeat spent, which in reality does not happen.

Another issue arising from the use of daily deal websites is a potential of cannibalisation of the customer base, which refers to the percentage of already existing and frequent customers purchasing the deal (Kimes & Dholakia, 2011). Although, businesses who set out to run a daily deal due to financial problems or to offset seasonality might not be immediately concerned about cannibalisation; however long term it may have adverse effects on full price purchases, leading to, previously discussed, price erosion. Kumar and Rajan (2012) who indicated that the business profits are affected by cannibalisation only short-term. Long-term financial implications should be measured alongside financial benefits from new, repeat customer acquisition to determine whether the deal was financially successful or not. Therefore, the issue of cannibalisation must be considered in line with the planned goals of the promotion.

CONCLUSION

Within this chapter, we managed to explore major issues and outline main aspects that need to be accounted for when considering daily deal websites as hospitality distribution medium. We outlined available knowledge and understanding of the daily deal websites from a holistic, multi-stakeholder perspective, whilst at the same time set the scene within disciplines that can multi-dimensionally explain the websites' role, value and potential issues connected to their use within the hospitality industry. Whilst the research and knowledge pool relating to the use of daily deal websites is growing, we note many areas that still need to be researched in order for academics and practitioners to be able to fully understand the daily deal phenomenon. Surprisingly, the extant research dealing with daily deal websites so far managed to overlook a number of the following issues, which are particularly important within the operations and strategies of the tourism and hospitality businesses:

- An analysis of profitability of daily deal offers, as research from other fields shows mixed results;
- The evaluation of daily deal websites efficiency as distribution channel;
- The potential spill over effects that daily deal offers produce on other distribution channels;
- The processes of daily deal adoption by the hotel managers;
- Daily deal impacts on front office, food and beverage and housekeeping staff wellbeing and workload;
- The profile of hotels using daily deal websites;
- The analysis of best performing offers daily deal offers.

Ultimately, we also need to point out that the daily deal websites are constantly evolving and even though they were described as a “recessionary phenomena” (Starkov, 2009), they seem to have established themselves as a legitimate entity in hotel inventory distribution mix, continually attracting both businesses and customers. Whilst it will be interesting to observe how the daily deal websites will develop in the future and whether the niche websites will continue their growth, the chapter achieved most comprehensive list of good practice support and advice based upon the current knowledge and in line with industry practices.

Even in current, much improved economic circumstances, the economic future globally is uncertain. Daily deal websites are therefore likely to adjust and upgrade their business models to better account for customer personalisation and in this way remain attractive as a distribution partner for hotels, as indicated by Budler et al. (2019). We believe that the strategies employed by the hospitality industry in relation to these distribution channels may need to be altered in the future, to offer more possibilities of profit to the businesses. However, those decisions will need to be approached and treated in an informed and strategic way, in order to yield the desired results, in areas such as: sales-, marketing-, branding-, revenue -, or purely profitability - wise oriented. Therefore, this chapter can be a good start for academics and practitioners to begin to gain a clearer picture regarding strength, weaknesses and how to use daily deal websites in an informed and strategic way.

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KEY TERMS AND DEFINITIONS

Brand Reputation: A concept related to trust or distrust in a company, formulated on subjective perceptions of the company by a customer.

Commission: The amount of money liable for a provision of service; can be fixed or based on a percentage of sale price.

Daily Deals: For-profit website platforms that connect businesses wishing to feature discounted offers of their goods and services, with customers who are looking for these type of sales; they propagate their offer via the social media and email marketing.

Discount: The amount off by which the price is reduced; can be expressed in a form of a percentage or nominal value.

Distribution Channels: Third party intermediaries and own outlets serving as paths by which the hotel reaches its customers; they together form a part of a distribution mix of hotel services.

Price Promotions: Temporary lowering of a price of goods or service, designed to stimulate sales.

Profitability: The degree to which a business generates financial gains, once all financial obligations are met.

Chapter 9

Analysis of the Vision and Mission Statements in the Websites: A Research on Five–Star Hotels in Istanbul, Ankara, and Izmir

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ABSTRACT

The purpose of the present study is to analyze the website-declared vision and mission statements of 149 five-star hotels in the largest cities of Turkey, Istanbul, Ankara, and Izmir, based on certain criteria. The outcomes of the research indicated that only 24% of the hotels had a mission statement and 21% had a vision statement. Hotels with the least number of statements were those in Istanbul (17%). It was determined that hotels provided highly limited information on the product/market area component in their mission statements (19%). Moreover, it was determined that although hotels fully reflected their basic ideology in vision statements, almost half of them (48%) failed to place an emphasis on the future in their statements.

INTRODUCTION

Over years, Turkey presented a highly rapid development in the tourism industry. Turkey was ranked 17th in the world with 13.2 million tourists in 2002, and this figure increased to 39.8 million tourists and Turkey was ranked 6th in 2014. Based on the The United Nations World Tourism Organization (UNWTO) data, Turkey had 37.6

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million foreign tourists in 2017 and was ranked 8th among the world countries that attracted the highest number of international tourists (UNWTO, 2008). The reports of the World Tourism Organization indicate that the development and growth of the tourism in the world and in Turkey continues to increase rapidly and world tourism will become the emerging industry of the future during the beginning of the new century. The significance of accommodation establishments cannot be ignored during the development of tourism. Therefore, accommodation establishments should take strategic management into consideration, in order to adapt themselves to changes in the existing conditions in the tourism industry (Tokgöz, 2012).

Number of accommodation establishments in Turkey is increasing rapidly. According to data from the Ministry of Culture and Tourism of Turkey, in Turkey in the last five years, 27% of the total number of hotels, the number of luxury 5-star accommodation businesses serving the tourism market increased by 23%. This rapid increase has led to an increase in competition among accommodation companies. The strategic management practices of accommodation companies have become compulsory due to the increasing competition environment. In order for the accommodation businesses to carry out the strategic management process in a healthy manner, they must understand the mission and vision concepts and formulate the declarations they will prepare correctly. However, an effective strategy can be developed with such vision and mission statements.

Mission and vision statements are the most commonly used management procedures utilized by managers worldwide (Bart, 1996). There exist more than one reasons to the fact that mission and vision statements are often preferred as a management technique. The first reason is that the mission and vision statements explain simple yet organizational questions (i.e. why do we exist? what is our goal? what do we intend to achieve?). The other function of mission and vision statements is providing a framework or boundary for the formation of the organizational strategy (Thompson & Strickland, 1992). Moreover, these two concepts play an important role in resource allocation decisions that are considered critical for an organization (Ireland & Hitt, 1992).

Research on vision and mission has been made mostly for industrial enterprises (Acuner & Genç, 2008; Ay & Koca, 2012; Doğan, 2000; Eryılmaz & Eryılmaz, 2016; Karabulut, 2007). The studies focusing on the mission and vision statements in tourism industry generally targeted airline companies (Castro & Lohmann, 2014; Kemp & Dwyer, 2003; Orhan et al., 2014), and only a limited number of studies investigated the mission and vision statements of accommodation establishments (Oruç & Zengin, 2015; Şentürk, 2012; Yurtseven, 2003; Yüzbaşıoğlu et al., 2016).

In this study, it is aimed to eliminate the gap in studies related to vision and mission. For this purpose, one of Turkey's largest city; The vision and mission statements on the websites of five star hotels selected according to various criteria were analyzed in Istanbul, Ankara and Izmir. The websites of 149 five-star hotels

in Istanbul, Ankara and Izmir were examined within the scope of the present study. The websites of five-star hotels, of which 99 were in Istanbul, 26 in Ankara and 24 in Izmir, were accessed and the vision and mission statements on these websites were analyzed through content analysis method with respect to the criteria framework determined within the scope of the research aim.

BACKGROUND

Mission Statement and the Conceptual Framework

Mission Statement; an organization's working area, operational activities and responsibilities to the groups it serves, is a comprehensive statement of business philosophy and values (Ülgen & Mirze, 2007). A mission statement is usually intended to roughly project the future course of an organization. Organizational purposes are globally stated in a mission statement and it is possible to consider a mission statement as an expression of the *raison d'être* of an organization. An organization's purpose, products and services, markets, philosophy and basic technology are described within a good mission statement (Kemp & Dwyer, 2003). A mission statement delineates the future direction of an organization generally. It is the most general statement of organizational goals and is the direct expression of the expected. A sufficient job description also defines the purpose, products and services, markets, philosophy, and basic technology of an organization. Each enterprise has a *raison d'être* and objective. Although there exist enterprises that conduct the same business in the same industry, their identities, value judgments, business practices, strategic goals and objectives present differences. Hence, for a particular enterprise, a mission statement facilitates the disclosure of values, provides a unique identity and distinguishes that enterprise from the similar enterprises (Koçel, 2003). A mission statement formed by an enterprise is considered an instrument that discloses the distinctive character of that enterprise, through an agreed-upon approach of the managers. Therefore, a mission statement with a simple yet powerful language explains the purpose, general direction, business character, attitude, values and professional disposition of an enterprise. A mission statement that is defined helps establish the sub-goals and strategies for achieving the main objective within all sections of that enterprise (Ireland & Hirc, 1992). According to the study conducted by Bart (1997), unrealistic expressions were determined as the primary reason for the failure of mission statements. Furthermore, mission statements might not be acknowledged by all interested parties. Another reason is related to the adequacy of the contents of the mission statements. It is essential that the content of mission statements should satisfy all interest groups.

There are several studies in literature that focuses on the use and analysis of the mission statements in the tourism industry. Law and Breznik (2018) studied the key values within the mission statements of airline companies through content analysis. The six content dimensions, “service”, “customers”, “concern for stakeholders”, “concern for strategy”, “competitive advantage” and “development” were identified in the mission statements of the airline companies. Kemp and Dwyer (2003) examined the mission statements of 50 airline companies through content analysis. The analysis in the study of Kemp and Dwyer focused on determining the compatibility level of mission statements of airline companies with the widely accepted “ideal” views of a mission statement. Yüzbaşıoğlu, Doğan and Çevik (2016) studied the components present in the mission statements of the hotel chains running business in Turkey. Based on the findings from that study, it was concluded that the most commonly included components in the mission statements of these hotels were: guests, products/ services and business growth, development and profitability. Yüzbaşıoğlu et al. (2016) investigated the type of mission statements (global mission or organizational mission) of the four randomly selected international hotel chains in Turkey (Hilton Worldwide, Swissotel, Crown Plaza and Club Med) through an operational approach. Based on the results of this study, the mission statements of the Hilton Worldwide, Swissotel and Crown Plaza hotel establishments were found to be “organizational mission” and the Club Med was found to have a “global mission”.

Components that Constitute a Mission Statement

There is no consensus on what components a mission statement should contain. For instance, Bart (2007) stated that the components a mission statement should include were goals, values, special service provision, customer satisfaction, power distinction, desired position, general level of the enterprise, objectives, competition strategy, definition of the technology used. Ireland and Hirc (1992) indicated that a mission statement should be motivating and inspiring and components such as goals, objectives, products, markets and organizational philosophy should be included in a mission statement. According to Campbell and Yeung (1991), the mission should be composed of four components, namely, goals, strategy, behavior standards and values. Pearce (1982) denoted that the mission statements should include components such as target customers and markets, certain products and services, geographical location, basic technologies, growth and profitability for business continuity, the basic elements of the organizational philosophy and the anticipated image of the enterprise from the society’s point of view. According to Piercy and Morgan (1994:5), four basic areas were determined in developing a mission statement. These are the definitions related to the expressions regarding the organizational philosophy, determination of the product-market area, determination of the basic values of the

organization and definition of the critical success factors in the market. Klemm et al. (1991) grouped the mission statements of enterprises in England. The results of the study indicated that the missions of the enterprises were grouped as long term goals of the enterprise (1), strategic objectives that generally delineate the direction and the performance of the enterprise (2), objectives determined for a given time period (3), job description that will outline the commercial and industrial geographic spread activities of the enterprise (4) (Klemm et al., 1991).

Vision Statement and the Conceptual Framework

Vision is a novel concept that is being used in business since 1990s. The fact that the concept is fairly new renders a generally accepted definition difficult. Although there exist assorted different interpretations, Thornbery (1997, p. 28) defines this concept simply as “a portrait of the future or a future look”. To Gill (2002) vision is the desired form of the future that would be used to manage diverse endeavors. Moreover, vision requires to be fervent, moral and meaningful. According to Ülgen and Mirze (2007) who evaluated the concept of vision from a wider perspective, vision is a reference and milestone for the senior management of a business that plans change and reorganization. Vision motivates people by holding them together, directing them to the future and acts as a road map (Ülgen & Mirze, 2007). Although there is no consensus on the definition of the vision concept in literature, the common ground for vision definition is established around the fact that the concept is related to the future. In their explanation of the vision concept, Dalay et al. (2002) clearly emphasized future as the common ground of the definitions. The authors defined the vision concept as the perspective regarding the desired future condition of an organization. A strong vision of an enterprise facilitates the prediction of future incidents that are likely to happen, preparedness for innovation and change, ensures courage to prepare for the future, creates an anticipation for the future demands of the employees and contributes to employee responsibility (Yalçın, 2005).

There are various studies on the use of vision in tourism industry in Lithuania. Oruç and Zengin (2015) evaluated the vision and mission statements of 577 five-star accommodation establishments in terms of customer-centeredness. Their findings indicated that these enterprises used customer-centeredness as an important criterion in their vision statements and attached significance and value to the customer. Castro and Lohmann (2014) examined the vision statements of 91 airports in the world through content analysis. The study primarily analyzed the content of vision statements, including the presence of the tourism element. Second, airports were classified based on various characteristics such as geographical location, passenger traffic and management model and the effects of these characteristics on vision statements were examined. Orhan et al. (2014) examined the viewpoints of the

employees on the vision and mission statements of their companies. The study conducted by Orhan et al. (2014) concluded that high school or lower level-trained employees in Turkey's TAV airports considered that the mission and vision statements were adequate, while those with graduate degrees argued that the statements were insufficient.

Components that Constitute a Vision Statement

A well-comprehended vision is composed of the combination of two basic elements. These are the core ideology and designated future. The core ideology elucidates what an enterprise is working for and the reasons for its existence. The designated future, on the other hand, includes the desired position, achievements, changes that are expected to make a difference and progress in the future (Collins & Porras, 1996). Given the abstract nature of the concept of vision, the components used to create vision also include abstract expressions. Akgemci and Güleş (2009: 14) stated that components such as being idealistic, original, distinctive, appealing, being short and memorable, being future descriptive and being inspiring should be generally included in a vision statement. Nanus (1992) states that vision statements should be composed of short and concise expressions that emphasize the future-oriented nature and appropriateness with the historical and cultural background of the enterprise and should reflect the values of the organization, set the standards of excellence, explain the purpose of the organization, express enthusiasm and inspiration and express the uniqueness of the organization. According to Kontrabutra (2008) several common characteristics that a vision statement should have are: conciseness, clarity, future orientation, stability, challenge, abstractness, and desirability or the ability to inspire.

According to Clayton (1997) a vision statement is:

- **Powerful:** The power of the vision results from the tension between what is expected to happen in the future and what is happening now.
- **Purposeful:** Vision alone does not have meaning, it should be linked to the core values and objectives.
- **Self-Determinative:** Vision is not relative.
- **Tangible:** It presents a specific and sharp direction, giving an image of the desired future.
- **Multidirectional:** it includes idealistic aspects of materiality as in wealth, individuality as in honesty and supports individual and social development.
- **Sentimental:** Emotions should be considered a driving force in order to accomplish the vision.

METHODOLOGY

The main objective of the present study is to determine the types of mission and vision statements of the five-star accommodation establishments operating in Istanbul, Ankara and Izmir, in Turkey and to investigate these mission and vision statements within the scope of certain criteria through content analysis.

The universe of the study is composed of five-star accommodation establishments operating in Istanbul, Ankara and Izmir, in Turkey. The cities of Istanbul, Ankara and Izmir were selected for the present study based on the fact that these cities are the most populated ones in Turkey. Based on the data of the Ministry of Culture and Tourism, Turkey, there exist 149 five-star accommodation establishments that operate in Istanbul, Ankara and Izmir. The websites of all 149 five-star accommodation establishments operating in the three cities were accessed during the course of the present study. The explicitly declared mission and vision statements on the websites for the accommodation establishments were analyzed through a content analysis method. The purpose of this study is to describe the mission and vision statements in the web pages. For this reason, content analysis, which is one of the qualitative research methods, was conducted in the research. Content analysis, which is one of the qualitative research methods, is a systematic, unbiased and numerical analysis in order to measure the variables in a text. The limitation of this research is that the data includes the range of 1-31 December 2018. In this study, the data obtained from the websites of the hotels of the study reveal the activities of the hotels at a certain time interval. After the evaluation of the study, the web site data of the hotels may be updated. In the future studies, due to the dynamic nature of the hotel websites and the fact that they are constantly changing, these changes can be monitored and comparisons can be made in certain periods.

Primarily, the data analysis focused on the examination whether vision and mission statements of the accommodation establishments existed on the websites. The model, developed by Piercy and Morgan (1994), which is used to determine the types of missions, was employed with the intent to determine the types of missions of the accommodation establishments announced in the websites. This authors determined four main domains in the development of a mission statement. These are the expressions related to organizational philosophy, determination of product-market area, definition of basic values of the organization, definition of critical success factors in the market. The fundamental question essential to the organizational philosophy was determined as “why does this organization need to exist?” The main question essential to the product-market area was “where to compete, or what is the activity field of the organization?” The question that underscores the fundamental values of the organization was “what the individuals in the organization should be specialized on and how are they expected to act?” The main question focusing on

the critical success factors was “what should the specialization entail in order to achieve success in this market or industry?”.

The establishments with a vision statement on their websites were evaluated in terms of 6 criteria: originality, memorability, attractiveness, being future-oriented, organizational philosophy and image. The criteria of originality, memorability, attractiveness and being future-oriented were adopted from the study of Akgemci and Güleş (2009) and the criteria of organizational philosophy and image were inspired by the study of Nanus (1992). Originality vision criteria is related to a distinct organizational attachment, attractiveness is to attract the attention of individuals in and out of the organization, memorability is related to being concise and comprehensible, being future-oriented is related to the future successes and descriptiveness regarding the ideal conditions, organizational philosophy is related to the values taken into account by the organization and image is considered as the reflection of the visible condition.

RESULTS

The findings of the study were presented in two sections. In the first section, the analysis results related to the mission statements were presented and in the second section, the results related to the vision statements were presented.

The websites of 149 five-star accommodation establishments in Istanbul, Ankara and İzmir were examined and the numerical and percentage values regarding the accessible mission statements were presented in Table 1. Only 17% of the investigated 99 accommodation establishments in Istanbul provided a mission statement on their website. 83% of the 99 accommodation establishments in Istanbul did not have a mission statement on their website. It was identified that only 10 of the 26 accommodation establishments in Ankara provided a mission statement on their

Table 1. The presence of mission statements on the accommodation establishment websites

Cities	Number(n)		Percentage (%)	
	Present	Absent	Present	Absent
İstanbul	17	82	17%	83%
Ankara	10	16	38%	62%
İzmir	9	15	37%	63%
Total	36	113	24%	76%

Source: authors

Analysis of the Vision and Mission Statements in the Websites

websites and 16 establishments did not include any mission statement related information on their websites. The percentage of accommodation establishments in Ankara with a mission statement on their websites is 38% and without a mission statement is 62%. It was found that 9 of the 24 accommodation establishments (37%) in Izmir provided a mission statement on their websites and 15 (63%) did not include clearly stated mission on their websites. In conclusion, it was determined that only 24% of the 149 five-star hotels in Istanbul, Ankara and Izmir provided a mission statement in their websites and 76% did not provide any mission statements.

Subsequently a content analysis was conducted for the accommodation establishments with a mission statement on their websites. The content analysis was focused on the exploration of the expressions in the mission statements such as (1) product/market area, (2) values of the organization, (3) critical success and (4) organizational philosophy. The results of the content analysis for the mission statements were presented in Table 2.

As a result of the content analysis of the mission statements of the five-star hotels operating in Istanbul, it was observed that all mission statements (100%) included the organizational philosophy. Critical success factors were included in 16 different mission statements (94%), 47% of the mission statements were based on the values of the organization and 24% were based on the product/market area.

The content analysis conducted on the mission statements of the accommodation establishments in Ankara indicated that critical success factors was the most frequently component in the website-declared mission statements (80%), 60% of the hotels included information on organizational philosophy and 40% on the values of the organization in their mission statements, whereas only 10% included information on product/market area.

As a result of the analysis of mission statements accessed from the websites of the five-star hotels operating in Izmir, it was determined that, unlike the hotels in Ankara, the highest rating component was the organizational philosophy (89%).

Table 2. Evaluation of the mission statements

Cities	Mission Components (%)			
	Product/Market Area	Values of the Organization	Critical Success Factors	Organizational Philosophy
İstanbul	24%	47%	94%	100%
Ankara	10%	40%	80%	60%
İzmir	22%	33%	78%	89%
Total	19%	53%	86%	86%

Source: authors

Analysis of the Vision and Mission Statements in the Websites

The component of organizational philosophy was followed respectively by the components of critical success factors (78%), value of the organization (33%) and product/market area (22%).

The examination of the mission statements for the 149 five-star accommodation establishments operating in Istanbul, Ankara and Izmir indicated that critical success factors and operational philosophy were included in the 86% of the statements. The value of the organization was expressed in 53% of the statements and product/market area was expressed in 19%.

The biggest shortcoming in the mission statements of the hotels operating in the three provinces is the fact that the enterprises cannot reveal the product and market area clearly. Businesses who cannot determine the boundaries of the market can make mistakes in future strategies. This is because the mission of the enterprise is guiding during the creation of business strategies. If the market definition and limits defined in the mission statement are not determined correctly, the strategies targeted in the strategies will not be accurate.

Table 3 presents a general evaluation of the frequency of use for the components included in the mission statements.

The above-presented tables indicated that the components of critical success factors and organizational philosophy were the most frequently used components, with 86%. Values of the organization component was included by 53% and the product/market area component was included by 19%.

In the mission statements, the statements that indicate the role of the business in the society and the image that it wants to reflect (business philosophy), indicate the moves that lead to success (critical success factors) and where it is demonstrated that the interests of the stakeholders are observed (business values) are included, less mission statement.

The mission statements highly encompassed the expressions such as the organizational philosophy, which identifies the role of establishment in the society and the image it reflects, critical success factors, which defines the efforts that lead to

Table 3. The frequency of use for the mission components

Frequently Used Expressions	Product/Market Area	Values of the Organization	Critical Success Factors	Organizational Philosophy
1.			x	x
2.		x		
3.	x			

Source: authors

Analysis of the Vision and Mission Statements in the Websites

Table 4. The presence of vision statements on the accommodation establishment websites

Cities	Number (n)		Percentage (%)	
	Present	Absent	Present	Absent
İstanbul	13	86	13%	87%
Ankara	8	18	31%	69%
İzmir	10	14	42%	58%
Total	31	118	21%	79%

Source: authors

success, values of the organization, which demonstrates the interest of stakeholders and scarcely included the expressions related to the geographical areas in the product and service provision.

The present study established that 13% of the websites of the five-star hotels operating in Istanbul had a vision statement in their websites (86%) of the establishments did not have a vision statement, 31% of the five-star hotels in Ankara had a vision statement and 69% did not. Only 42% of the 24 five-star hotels in Izmir had a vision statement and 58% did not. A general evaluation based on three cities indicated that 21% of the 149 five-star accommodation establishments had a vision statement and 79% did not.

Subsequently, the vision statements were examined with respect to the components of originality, memorability, attractiveness, being future-oriented, organizational philosophy and image and were analyzed for including the abovementioned components. Table 5 presents the data regarding the analysis results.

Table 5. Evaluation of the vision statements

Cities	Mission Components (%)					
	Originality	Attractiveness	Memorability	Being Future-Oriented	Organizational Philosophy	Image
İstanbul	100%	8%	8%	77%	100%	85%
Ankara	100%	13%	25%	25%	100%	62%
İzmir	100%	20%	20%	70%	100%	50%
Total	100%	13%	16%	52%	100%	74%

Source: authors

The analysis results demonstrated that all accommodation establishments functioning in Istanbul included expressions regarding the originality and organizational philosophy components (100%). The image component was provided in 85% of the vision statements of the hotels, being future-oriented was mentioned in 77%, and memorability and attractiveness were included only in 8% of the vision statements. The vision statements of the hotels in Ankara included the originality and organizational philosophy components by a 100% in their vision statements. The hotels in Ankara included the image component in their vision statements by 62%, memorability and being future-oriented by 25% and attractiveness by 13%. Similar to the hotels in Istanbul and Ankara, the vision statements of all five-star accommodation establishments operating in Izmir included information about the originality and organizational philosophy components. The component of being future-oriented was included in the vision statements by 70%, image component by 50% and the components of memorability and attractiveness were included by 20%. A general evaluation based on the cities of Istanbul, Ankara and Izmir demonstrated that all 31 five-star hotels with a vision statement on their websites had information related to originality and organizational philosophy components. The image component was mentioned by 74%, being-future oriented by 52%, memorability by 16% and the attractiveness component was included by 13%.

In general, the most common deficiencies in the vision declarations are that the vision statements are not attractive and memorable. The benefits of a well-formed vision include guiding the employees and managers of the organization and creating a motivating impact on employees. Visions should be attractive to guide employees and motivate them. The same is true for other stakeholders (customers, suppliers, etc.). In addition, the statements of vision examined often consist of very long sentences. This situation prevents the creation of a memorable and clear vision. Consideration should be given to having short, concise and simple expressions in order to make visions memorable. Complex and long vision statements will not show employees a clear picture of where they are going.

Table 6 presents the frequency of components utilized in the vision statements of the five-star accommodation establishments in Istanbul, Ankara and Izmir.

The most frequently used components in the accessible and different vision statements of the five-star accommodation establishments were originality and organizational philosophy. The image component is the second frequently used component, followed by the components of being future-oriented, memorability and attractiveness, respectively.

Analysis of the Vision and Mission Statements in the Websites

Table 6. The frequency of use for the vision components

Frequently Used Expressions	Originality	Attractiveness	Memorability	Being Future-Oriented	Organizational Philosophy	Image
1.	x				x	
2.						x
3.				x		
4.			x			
5.		x				

Source: authors

DISCUSSION AND CONCLUSION

The aim of the present study is to analyze the website-declared vision and mission statements of the five-star hotels in the largest cities of Turkey, Istanbul, Ankara and Izmir, based on certain criteria.

One of the most noticeable outcomes of the study is that very few five-star hotels included mission and vision statements in their websites. Only 24% of the hotels in these three cities had a mission statement and 21% had a vision statement on their websites. The outcomes of the present study indicated that the five-star hotels in the three most-populated cities of Turkey, ranked 8th among the world countries that attracted the highest number of international tourists in 2017 and increased tourist figures by 21% in 2018, did not attach sufficient significance to strategic management. Erdoğan (2012) stated that development of an effective strategy was only possible through constituting the mission and vision statements and through their dissemination to the stakeholders. Given the current digital era in the world, accommodation establishments become responsible for including mission and vision statements on their websites. Hence, managers, shareholders and stakeholders become capable of recognizing the precincts of the establishment and receive information on their business activities. Another remarkable outcome regarding the existence of mission and vision statement on websites was that hotels in Istanbul had a lower rate of statement (17%), when compared to the hotels in Ankara (38%) and Izmir (37%). It is a thought-provoking outcome that a metropolitan city such as Istanbul, which is the second most visited destination in Turkey, with a total of 7,823,925 tourists in 2017 following Antalya, attaches less significance to the strategic management of the five-star hotels in comparison to the other two cities.

Subsequent to the outcomes of the present study, the mission statements of the hotels were investigated based on four different criteria, product/market area, values of the organization, critical success factors and organizational philosophy. It was

observed that organizational philosophy (86%) and critical success factors (86%) were frequently included by the hotels. Such outcome indicated that the hotels in the three cities had powerful information regarding their reasons of existence and their field of expertise in the mission statements. In literature, the reason of existence and the field of expertise were expressed as the two significant components of a mission statement (Bart, 2007; Ülgen & Mirze, 2007). Therefore, it is possible to state that the hotels in three cities prepared mission statements that are compatible with the conceptual definition of a mission statement. Moreover, the hotels in the three cities (24%, 10%, 22%) and in the overall (19%), the product/market area component, which included the question “where to compete, or what is the activity field of the organization?”, was rarely addressed. Similarly, in literature, Yurtseven (2003) studied the mission statements of 50 hotels and concluded that the mission statements of the hotels commonly addressed expressions regarding products/services, organizational philosophy, customers and employees. Yüzbaşıoğlu, Doğan and Çevik (2016) stated that the most commonly included components in the mission statements of these hotels were guests, products/services and business growth, development and profitability. Different from other studies in literature, the present study investigated the frequency of use for four components. The frequency of use for the components was determined as critical success factors, organizational philosophy, values of the organization and product/market area, respectively.

In the present study, the vision statements were examined based on six components, originality, memorability, attractiveness, being future-oriented, organizational philosophy and image. The studied vision statements indicated that all included the components of originality (100%) and organizational philosophy (100%). Although 21% of the hotel’s vision statements were accessible online, it is possible to assert that these statements were unique to hotels and reflected their philosophy. No expression addressing the component, being future-oriented, was found in nearly half of the studied vision statements, hence this component was considered one of the most significant issues regarding a vision statement. Collins and Porras (1996) stated that a well-comprehended vision should consist of two main components: the core ideology and the designated future. Although the vision statements of the hotels operating in three cities fully reflected the core ideology, they were insufficient in reflecting the designated future. In terms of the emphasis on the designated future, hotels in Ankara were quite behind the hotels in Istanbul and Izmir. Finally, the vision statements of the hotels in the three cities included limited components related to attractiveness and memorability. A consideration observed through the analysis of the vision statements is that the statements were commonly composed of large number of sentences and some of them were partly presented as a statement in paragraphs. Therefore, only a few of the studied vision statements were attention-grabbing and memorable. Such outcome indicates that the vision declarations used

in practice did not exactly correspond to the theoretical framework. In literature, it is frequently emphasized that the vision statements should be concise, memorable and attention-grabbing (Kontrabutra, 2008; Nanus, 1992; Akgemci and Güleş, 2009).

The results of the present research undoubtedly reveal certain information and presumptions regarding the future studies in the research area. A global point of view and/or a comparative analysis of the concepts of mission and vision is essential for accommodation establishments. Investigating the mission and vision development processed in accommodation establishments and tourism enterprises and examining the importance of mission and vision concepts in terms of strategic management processes have the potential to meet significant requirements in this field.

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KEY TERMS AND DEFINITIONS

Competitive Strategy: A set of strategic decisions that determine how a company would enter the market and compete with its competitors.

Digital Marketing: It is the marketing process conducted by a corporation in digital media.

Mission Statement: It is the document that contains the reason d’être of a business, principles and common values to achieve its vision.

Service Industry: It is the industry that includes corporations that earn their revenues by offering intangible products and services.

Service Marketing Mix Elements: When service providers implement marketing principles, they often organize their marketing plans around the marketing mix. Marketing mix; product, location, price and publicity. When it comes to service marketing, these elements are not enough. Therefore, three more items are added to the service marketing mix. These items include; human-personnel, physical facilities and process management.

Strategic Management: It is a set of decisions to take inter-functional decisions that would allow the business to reach its goals, to conduct applications and to assess the outcomes.

Vision Statement: It is the document that indicates the goals that the business plans to achieve as a result of its activities.

World Tourism Organization: The United Nations World Tourism Organization is the organization responsible to promote sustainable and universally accessible tourism and to support the economic development of member countries.

Chapter 10

Building the Friendly Airline Brand: Hospitable Cabin Crew for Digital Marketing Activities

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ABSTRACT

Hospitality, the hosting behavior that brings convivial and personalized services with the ultimate aim to provide psychological comfort to guests, is a growing success criterion for service firms in today's new, experience-based economy, and thus has received considerable scientific attention in the service industries literatures. In this stream of research, most of the researchers have examined airline hospitality by taking the view pre-flight, in-flight, post-flight tangible and intangible service quality factors in an integrative manner. However, recent researches have pointed out that the airline industry has evolved in a direction where the intangible factor, such as hospitality of the cabin crew, stands out rather than its concrete functions such as "transport." In the light of this argument, the purpose of this study is, by examining various cases, to theoretically reveal the airline hospitality as a new and fresh perspective that need to be emphasized in digital marketing activities to create widespread impact on customer experiences.

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INTRODUCTION

Let's think about the moments that we were happy in a city, restaurant or hotel. Is it important that the service is presented correctly and fully, or is it important how we feel when the service is being offered? Some people do not like rainy weather. Why? Wet hair and clothes, muddy boots, cold, chills... But others like it very much! A cup of hot coffee, favourite book, fireplace and raindrops on window... Then we need to ask the question again! Is it important that the service is presented correctly and fully, or is it important how we feel when the service is being offered?

The global business environment is no longer regarded as a service economy but is called the "experience economy" by Pine and Gilmore (1999). The concept of experience economy asserts that businesses must organize unforgettable moments for their guests and that the experience itself has become the product. Lashley et al. (2005) presented a study on the unforgettable service experience, which revealed emotional aspects that were more powerful than the quality of concrete features in creating unforgettable experiences. The unforgettable service experience is the quality of the interaction between employees (host) and customers (guest), which significantly contributes to the development of emotional value. Guest satisfaction increases with the quality of the emotions rising from these experiences.

Since the economy is moving rapidly from the service economy to the economy of experience, the service organizations have focused on how they deliver their services to their guests rather than that they have delivered to their guests. For instance, airline companies build their competitiveness on "creating an unforgettable travel experience by providing an unparalleled comfort and convenience to their guests in all of their flight experiences". In this respect, in order to reinvent the consumer experiences and enhance interactions with customers, digital marketing has become vital for the airline industry. Digital marketing literature indicates that there are several digital marketing strategies adopted by airlines such as e-mail marketing (Experian, 2014; Ryan & Jones, 2009), social media marketing (Punel & Ermagun, 2018; Seo & Park, 2018), website marketing (Powell, 2011) etc. In particular, past studies have aimed to explore the impact of digital marketing tools on consumer perceptions and behaviours (e.g. Wang & Tang, 2003). While these studies contribute to the literature by identifying or investigating the effectiveness of digital marketing tools, how those tools influence the consumer experiences has generally not been investigated in airline industry context. Hereby, the authors suggest that airline hospitality as an intangible factor should be highlighted to increase the effectiveness of digital marketing tools.

Hospitality, the hosting behaviour that cares convivial and personalized services with the ultimate aim to provide psychological comfort to guests (Nameghi & Ariffin, 2013), is a growing success criterion for service firms in today's new, experience-

based economy (Ariffin et al., 2011) and thus has received considerable scientific attention in the service industries literatures (Kim et al., 2018; McIntosh & Harris, 2018). In this vein, researchers have investigated how (1) personal and hotel factors influence customers' expectations of hotel hospitality (Ariffin & Maghzi, 2012), (2) hospitable health care environment influence patient safety (Stichler, 2007), (3) practices of hospitality among service staff and the "host" community, particularly extraordinary gastronomic experiences or food-services cafes, influence tourists' perceptions of a destination and their destination experience (Kivela & Crofts, 2006). In addition, researchers in the airlines service literature have recently focused on airline service quality, which play a fundamental role in passengers' perceptions and future behavioural intentions, such as whether to flying in an airline again, recommendations, and satisfaction judgments (Park et al., 2004) and airline image and passengers' loyalty (Geraldine & David, 2013). In this stream of research, most of the researchers have examined airline hospitality by taking the view pre-flight, in-flight, post-flight tangible and intangible service quality factors in an integrative manner (Lim & Tkaczynski, 2017; Nejati et al., 2009). However, recent researches have pointed out that the airline industry has evolved in a direction where the intangible factor, such as hospitality of the cabin crew, stands out rather than its concrete functions such as "transport" (J. D. Power Inc, 2015). The researches note that it is necessary to fulfil the excellence of the service and make it the primary purpose in the organization, in order to embody the perfect hospitality. This means that "hospitality-centered service excellence" is beyond the service quality. In this sense, many airlines realize that they are not a product company, and that hospitality-centred good service are a cornerstone to differentiate themselves from other airlines (Ariffin & Maghzi, 2012).

A full-service airline company means an airline company that focuses on a broad range of services, including pre-flight, in-flight and post-flight services, spanning different service classes. In a sense, there is a very intense interaction between the cabin crew and passengers in full-service airline companies. In this regard, airline hospitality is defined in terms of the performance of the cabin crew in full-service airways. In fact, passengers evaluate airline companies based on their satisfaction level during flight. What passengers expect from their airlines today is that they become "friendly airlines" (Nameghi & Ariffin, 2013). Therefore, airline companies should focus on developing digital marketing activities, such as social media, online advertising that emphasize the friendly airline phenomenon through hospitable cabin crew.

To address the problems and gaps indicated above, the purpose of this study is, by examining various cases, to reveal the airline hospitality as a new and fresh perspective that need to be emphasized in digital marketing activities to create widespread impact on customer experiences. This chapter provides an up-to-date,

detailed and systematic information flow to relevant literature. Accordingly, this chapter's contribution to the literature is threefold. First, this study contributes to the understanding of the importance of both experience-based economy and hospitality-centred in service excellence for service organizations. Second, the concept of airline hospitality is examined. Finally, this study shows the dimensions of the hospitable cabin crew that contributor to building friendly airline brand, consistent with Nameghi and Ariffin (2013)' study. Within this framework, the study is planned to include the following topics:

- The Experience Economy as a New Source of Value
- Hospitality and Commercial Hospitality
- Airlines: A Transportation or Hospitality Business?
- How to create the hospitable cabin crew and friendly airline brand? (dimensions of airline hospitality)

THE EXPERIENCE ECONOMY AS A NEW SOURCE OF VALUE

In a world that is becoming progressive discontinuous to the point that the present is no longer the best predictor of the future (Merritt & DeGraff, 1996), firms cannot only act based on their commodities (fungible), goods (tangible), services (intangible), but they should also sell experience (memorable offerings). In this sense, 21st-century brands need a new insight that will bring a fresh perspective to engage individual customers in a way that creates a memorable event by using services as the stage, and goods as props (Pine & Gilmore, 2011). In this respect, marketing scholars and brand managers begin to pay attention to experience economy as an emerging research area that has the potential to provide a range of novel and influent insights into the structuring and maintenance of customer relationships, as experience economy provides a sound point to offer a different way of satisfaction in contrast to economic offerings.

Customers tend to pursue more multisensory experience-based hedonic consumption than utilitarian consumption (Addis & Holbrook, 2001). Pine and Gilmore (1999, 2011), in their studies on experience economy theory, maintain that the hedonic value of tangible and intangible products or services as subjectively perceived by customers may lead to a rise in industry income. They particularly highlight that the experience economy should be distinguished from the agrarian, industrial and service economy, because while prior economic offerings – commodities, goods, and services – are external to the buyer, experiences are inherently personal, existing only in the mind of an individual who has been engaged on an emotional, physical, intellectual, or even spiritual level. In this vein, researchers suggest that the experience

Building the Friendly Airline Brand

economy is based on the four experiential realms: entertainment (i.e. desire to enjoy), educational (i.e. desire to learn), escapist (i.e. desire to go and do something), and esthetical (i.e. desire to be in a specific place) experiences. Entertainment experiences are generated when i) customers participate more passively than actively and ii) their attention is fully occupied with (absorption) the event (e.g. watching a theatre performance, attending a concert etc.). Educational experiences are produced when customers i) involve more active participation, and ii) fully concentrate (absorption) on the action (e.g. doing yoga, taking a cookery lesson etc.). Escapist experiences ensure when i) customers' participation actively influences the performance and ii) their state is physically or virtually a part of what is being experienced (e.g. acting in a play, playing in an orchestra). Esthetic experiences occur when customers i) play a passive role as observers and ii) feel physically or virtually a part of what is being experienced (e.g. visiting museum, watching documentary).

Memorable Experience Design Principles

Experience, as goods and services, have to meet a customer need and demand; they have to work; and they have to be deliverable. However, it should be also noted that while goods and services result from an iterative process of research, design, and development, experiences derive from an iterative process of *exploration, scripting, and staging*. These are capabilities that aspiring experience merchants will need to master. In that case, experience design is as much a business art as product design and process design (Pine & Gilmore, 1998). Ok, what is the experience design principles? Pine and Gilmore (1998) have identified five key experience design principles that are already apparent from the practices of and results obtained by companies that have advanced into the experience economy.

Theme the experience. This principle refers to a brand's concise and compelling thematic imagination that canalize all the design components and staged events of the experience toward a united story line that wholly fascinates the customer. Here, customers instantly know what to expect when they contact with the brand. For example, Disney's core promise, i.e. what makes it most desirable as well as how it differentiates itself from others, has not changed since Walt Disney introduced the first theme park in 1955. The purpose of Disney Parks and Resorts is to make magical experiences come alive and to create happiness through magical experiences. In this vein, Disney has always promoted customer engagement with an emphasis on meeting a visitor's needs at a time and in a manner preferred by the visitor. For instance, Disney have used listening posts to evaluate the customer experience and define which areas need to be enhanced upon. Listening posts allow Disney to understand the expectations, needs and wants of visitors. It is also crucial to state that critical element was not magic, but the magic of technology. Disney has

focused on innovation in entertainment. In this case, it's been a focus on innovative technology and a maximum utilization of this technology to enhance the customer experience (Disney Institute Blog, 2018).

Harmonize impressions with positive cues. This principle refers to brand experience that renders with indelible impressions to customers. Here, to create the desired impressions, brands must introduce consistent and supportive cues that affirm the nature of the experience to the customer. For example, Starbucks is one of the world's most popular coffee shop chain brands because Starbucks presents a distinctive ambiance and experience with positive cues. First, Starbucks serves coffee lovers who share a special language when placing their orders and who want a sense of community with their coffees. For this reason, Starbucks stores are more like living rooms than retail shops where customers feel invited to take a little time to sit down and enjoy the music as customers talk with friends or just quietly relax. Also, Starbucks delivers coffees mixed in with a touch of identity, a sense of community, and a feeling of connectedness. Next, like most successful innovations, Starbucks cultivated a genuine and powerful emotional bond with its customers. Furthermore, at Starbucks, every barista understands that they work for the customers, not the bosses. New baristas learn this when they receive their pocket-sized pamphlets, known as the *Green Apron Book*, which summarizes the five core "ways of being" that are the foundation for personalizing and positive relationships with customers: be welcoming, be genuine, be knowledgeable, be considerate, and be involved. As a result, Starbucks customers are buying more than coffee; they're buying an experience with positive cues (Collins, 2018).

Eliminate negative cues. This principle refers to elimination of anything that diminishes, contradicts, or distracts from the brand's theme. Here, it is highlighted that providing the entirety of the customer experience requires more than the layering on of positive cues. In Muscat Airport, for instance, Turkish Airlines' ad gave the negative impression to passengers. Since airplane flew straight into the ground, this ad has made feel like nose dive. On the other hand, the flip side of the escalator has the same image in reverse, so the aircraft is climbing rather than crashing. After serious criticism of popular bloggers, the ad was taken down after two days (Khoury, 2010).

Mix in memorabilia. This principle refers to the preference of a product/service primarily for the memories it conveys. Particularly, when service business like airlines, banks, and grocery stores offer themed experiences layered with positive cues and devoid of negative cues, their customers will want and pay for memorabilia

Building the Friendly Airline Brand

to commemorate their experiences. For example, Nusret Gokce, the Turkish celebrity butcher and restaurateur who calls himself Salt Bae, debuted the first Nusr-Et in Istanbul in 2010. Next, he expanded his Turkish steakhouse to the Bodrum, Marmaris and then U.S. cities, such as Miami, New York... What makes it most memorabilia as well as how it differentiates itself from others, Nusr-Et is not only a steakhouse, it is also considered the place as dinner theatre. *New York Times* critic Pete Wells says: "Mr. Gokce has only one move, but he performs it with total confidence, and as anybody who's ever been on a dance floor knows, that's enough". And, he considers the restaurant for what it represents: "In its perfect circularity, its pure subordination of lived experience to mediated experience, Nusr-Et may be New York's first true 21st-century restaurant". Additionally, Eater NY senior critic Robert Sietsema says: "If you are intent on judging New York's new branch of Nusr-Et only as a steakhouse, you'll probably be disappointed. If, on the other hand, you appraise the place as dinner theater, you will find it satisfying" (Wells, 2018).

Engage all five senses. This principle refers to that sensory stimulants that accompany an experience should support and develop the theme of the brand. Engaging the senses to deliver products is referred to as sensory marketing. It means that marketing that influences consumers' perception of brands by using multi-sensory experiences to establish positive emotional connections with them. For example, Abercrombie-Fitch (A&F), an international American company, implements a fascinating sensorial strategy. A model with beautiful body invites people to the store, but beforehand, he promotes young women to take a photo with him. As it is understood, women can touch attractively posing well-built man, and that fact at the very beginning of their visit to A&F influences their sense of touch. The music is played loud sound in the store, thus difficult to talk, eventually, people need to focus on shopping. Also, the most common words people hear in A&F are "hello", "welcome to A&F", "see you soon" or "it looks great on you", uttered by sales people. That's how A&F directs its customers' senses of hearing and relatively sight. There is a buzz in the store, the lights are slightly dimmed and illuminate only i) the main products, ii) places where frequently local beauties can be found, iii) walls with fabulous pictures of attractive fellows and iv) cash points. Besides, each product is packaged in distinguished paper bags, with the image of a man in briefs with beautifully sculpted abdominal muscles. Entering A&F stores, perfume fragrance spray even hits people, not to say 'reject'. After few minutes spend in A&F temple people can easily get used to it. Stores offer sweets signed A&F logo. There by, A&F complete in terms of the use of human senses (Mediafeed, 2012).

NEW PHENOMENON IN THE SUCCESS OF DIGITAL MARKETING ACTIVITIES

General Overview of Hospitality

The terminology that scholars use to define hospitality is messy. Scholars, such as Hepple et al. (1990) have defined the concept of hospitality in modern sense as a process i) offered with the host to the guest who has fallen away from home, ii) involving the personal communication and emotional interaction iii) blending tangible and intangible factors, iii) providing security, psychological safety and physiological comfort of the guest. Lashley (2008) have also described three domains of hospitality. At domestic/private domain, first, hospitality is to satisfy the individuals’ psychological and physical needs in a more private setting such as at their homes. This domain is very crucial because it is the benchmark individuals utilize to appraise the level of hospitality presented by the service providers in the commercial context. Next, hospitality at social domain is defined as welcoming to guests provided by non-commercial organizations, primarily religious and governmental institutions. This phenomenon is consistent with Derrida (1999) that argue absolute or true hospitality requires the hosts to permit their guests to act and respond as they like. Herein, no obligation is imposed in true hospitality for the guests to reciprocate. Even, what makes hospitality culture of society most desirable as well as how it differentiates itself from others is unconditional of hospitable behaviours. Finally, commercial setting of hospitality is meals, beverages, lodging and entertainment provided to guests for profit by service providers (e.g. hotel, restaurant, café etc.). Truly hospitable behaviours are a critical aspect of commercial hospitality. Table 1 shows a list of words that scholars use to refer to the meaning of hospitality.

Table 1. List of Words related with the concept of hospitality

Scholars	Words Related With Hospitality
Ariffin and Maghzi (2012) Brotherton and Wood (2008) Blain and Lashley (2014)	Care, Comfort, Desire to place, Feel important/ special, Helpful, Understanding needs, Welcoming, Respectful
Brotherton (2005) Tasci and Semrad (2016)	Attention, Friendly, Generous, Pleasure/happy, Open, Polite, Warmth
Hemmington (2007) Telfer (2000)	Safety, Security, Entertainment, Courteous, Comfort

Source: (Pijls, Groen, Galetzka and Pruyn, 2017)

The Commercial Aspect of Hospitality

Academic research on hospitality has begun to increase since the end of 1995 (e.g. King, 1995). However, the examination of the concept of hospitality especially in the commercial context is quite new and several key issues remain unclear. For example; the definition of hospitality concept in commercial context, its content, its process, and how to transform it into a commercial value are among the popular topics that are seeking for an answer in this day. If a company wants to create a commercial value with a sense of hospitality, firstly it must produce answers to these questions.

Commercial hospitality is inevitably far from naturalness. However, traditional hospitality can be learned and practised in the commercial field. If guest experiences will be experiences worth remembering, and at the end, friendship will be established, the hospitality behaviour in the commercial setting must reflect the traditional hospitality behaviours. In fact, the quality of hospitality shown helps increase the level of customers satisfaction with basic service delivery. Therefore, hospitality is one of the complementary services that are embracing the basic services (Cetin & Balık, 2014; Nameghi & Ariffin, 2013).

Hospitality is a distinguishing philosophy across the organization which is developed to increase the excellence of service that can be applied in various sectors. Specifically, the concept of experience economy asserts that businesses have to organize unforgettable moments for their guests and that the experience itself has become the product. Lashley et al. (2005) presented a study on the unforgettable service experience, which revealed emotional aspects that were more powerful than the quality of concrete features (tangible aspects) in creating memorable experiences. The unforgettable service experience is the quality of the interaction between employees and guests, which significantly contributes to the development of emotional value. Guest satisfaction increases with the quality of the emotions rising from these experiences. From this perspective, if the mission of a service organization is to create unforgettable experiences, hospitality behaviours should be an obligation. Hospitality is one of the developer services that can greatly contribute to the high quality of relations (Nameghi & Ariffin, 2013).

As part of the service industries, hospitality is most often associated with the health, hotel, tourism and restaurant industry and other related services. For health service, the hospitality is to ensure the psychological and emotional well-being of patients. Therefore, even if the guests are fully satisfied with functional needs without satisfactory hospitable behaviours, sometimes they can't be satisfied with the overall service quality (Kelly et al., 2016). In the context of hotel services, Ariffin and Maghzi (2012) have operationalized the underlying dimensions of hospitality. The researchers suggested that hotel hospitality could be explained by personalization, warm welcoming, special relationship, straight from the heart and

comfort dimensions. The mutual and long-term relationship between the guests and the hotel is becoming increasingly important because of the positive correlation between the guests' overall satisfaction levels and their intention to visit the same hotel again. In particular, the quality of hospitality increases the possibility of word of mouth and the possibility of being preferred again. For restaurants and tourist accommodation, perceived commercial hospitable behaviours must have 5 characteristics: interpersonal interaction, psychological connection, openness to different cultures, sensation satisfaction, and perceived value (Teng, 2011).

The Relationship Between Digital Marketing and Commercial Hospitality

Digital marketing, an adaptive, digital technology-based marketing by which firms use to acquire customers and build customer preferences, promote brands, retain customers and increase sales (Kannan & Li, 2017), is a growing influential and quick way in the service industry (De Pelsmacker et al., 2018) and thus has received considerable scientific and practical attention in the hospitality framework. Digital marketing allows brands to use the best of both worlds which is digital and marketing (Durai & King, 2015). Accordingly, service firms, especially airline service firms, prefer the digital marketing channels to create greater interaction with customers and to visualize the desirable image in their hearts and minds (Keskin et al., 2016). More specifically, digital marketing channels present a new level of collaborations of airline functions that connect people and technology to provide excellent customer experience. A recent marketing push from Hawaiian Airlines, for instance, provides a resounding “yes.” At the start of 2018, the airline and its agency, Cole & Weber, ran a campaign in partnership with Mediacom that turned the typical use cases of video and search advertising upside down. Google Search ads helped get the airline's name in front of people and follow-up YouTube video ads drove them to make incremental purchases (Fliegelman, 2018).

In particular, the airline companies carry out digital advertisements that highlight the hospitable features to develop a host-guest interactional relationship with their highly dispersed customers. Since hospitality is both a cognitive and emotional process that requires the host and the guest to develop a mutual positive relationship, it is important that the airline companies offer this sensitive but important characteristic of the company as low-cost but quicker and simultaneous. Hence, highlighting hospitable features in digital advertisements offers present companies less costs and the opportunity to offer faster communication and an effective emotional relationship. British Airways, for example, released a for 6-7 minutes long brief film called “*fuelled by love*” in the digital media to attract the Indian market. This film describes a heartfelt tale of a young UK hostess traveling to India for the first

Building the Friendly Airline Brand

time. During the flight, the hostess offers a personalized service to an elderly Indian woman. The old woman invites her to own home for these acts. The special bond between the hostess and this woman affects both the feelings of the old woman's towards British airlines and the hostess's towards India (the more she discovers, the more she falls in love with). This short film is viewed on YouTube only 6.1 million times. Clearly, the film themed hospitable behaviours is a victory for British Airways to attract the Indian market emotionally (see <https://www.youtube.com/watch?v=ZFb01yTR9bA>).

BUILDING THE FRIENDLY-AIRLINE BRAND

“Our customers deserve to feel at home as soon as they board our plane. This depends on our world-famous cabin crew. With a true personal touch and a distinctly British style, we can provide passengers with an unforgettable flight experience, thus strengthening our friendly airline brand.”

British Airways expresses the expectations of the cabin crew candidates on the website in this way. So, firstly the definition of the concept of friendly-brand should be made.

Friendly-Brand is that a brand produces human-centered outcomes. Brands should aim to make people feel both good (emotionally) and right (meaningfully). It should be noted, however, that brands are able to create these feelings not only through their products, but also by paying close attention to customers and the outside world (Holtaway, 2014). Friendly-brand phenomenon is not a matter of brands' great ads or big budgets. It is about the adoption of the culture of human friendly in all its aspects. In this chapter's framework, the concept of friendly-airline brand is discussed in the perspective of hospitality. In the previous titles, experience economy and hospitality concepts are mentioned. In this section, airline hospitality and hospitable cabin crew phenomena are explained, and the capabilities and dimensions of the hospitable cabin crew are presented through a detailed and systematic literature review.

General Overview of Airline Hospitality

Since the economy is moving rapidly from the service economy to the economy of experience, the service organizations have focused on how they deliver their services to their guests rather than what they have delivered to their guests. In the light of this argument, the airline industry has evolved in a direction where hospitality and good service are more prominent than the transport function. In this regard, many airlines realize that they are not a commodity company, and that hospitality and good

service are a cornerstone to differentiate themselves from other airlines (J. D. Power Inc, 2015). They build their competitiveness on “creating an unforgettable travel experience by providing an unparalleled comfort and convenience to their guests in all of their flight experiences”. For example, Aeroflot is one of the oldest airlines of Russia from the period of the Soviet Union. Because it was a monopoly, firm didn't care for his image, became famous as having the world's most unpleasant, serious attitude and being the airline behaving the worst. The aircraft were not maintained. Pilots who are consuming too much fuel was punished, and the Money-giving passengers could fly in the cockpit. A plane crashed as a result of the pilot's son turning off the autopilot while playing with the indicators, 75 people were killed. Sitting in the middle of the triple seat was to be pressed from the front to the back, from the right to the left. The service was not cared. When a passenger who travels from Moscow to Siberia on a nine-hour flight, asks for mineral water on his return, the hostess said, “unfortunately, we are only giving the mineral water when we are coming from Moscow”. The company had to enter into a process of change when this bad image cause lost of millions of dollars in the market economy. Company management gave a “smile” message to the cabin crew and changed clothes of hostesses which were like military uniforms. It even decided to offer its passengers a choice of menus. Because psychologists argued that the attitudes and uniforms (in terms of color and style) of cabin crews created a strong reaction(disgust) to the passengers. In 2013, the aeroflot cabin crew uniform was named the most stylish cabin crew uniform in Europe in a survey organized by the global travel research site Skyskanner.

In the context of airline services, hospitality is the quality of hosting behaviours that focuses on pleased and personalized services with the aim of ensuring the psychological comfort of passengers (Mohamed & Ziano, 2017; Nameghi & Ariffin, 2013). Meanwhile, airline hospitality is defined in the context of cabin crew performance. Hospitable behaviours are about how welcoming the cabin crew behaves as host. Hospitality in airline services, especially during the flight is very important. Because passengers have relatively more free time during the flight, the hospitable behaviours that the passengers will see during the flight become more meaningful. More clearly, the hospitality refers to the quality of the host behaviour where the cabin crews provide the psychological comfort of the passengers and offer pleasant and personalized services during the in-flight (Mohamed & Ziano, 2017).

Today, passengers evaluate airline companies based on their satisfaction level during flight. What passengers expect from their airlines is that they become “friendly airlines”. The duration of travel is a resource that allows a wide range of activities and passengers expect to spend this time enjoying quality and hospitable behaviour. The high-quality hospitality behaviours offered by a service provider increase the satisfaction of the basic service offerings, while at the same time helping to establish

Building the Friendly Airline Brand

a strong bond between the host (airline) and the guests (passengers). Because it is relatively difficult for high quality hospitality to be imitated by rival firms. It is the level of exceptional hospitality that creates unforgettable experiences for guests and helps guests to be guest again in the future (the airline is preferred again). Passengers are more forgiving against the disruptions that occur in the operational performances of highly hospitable airlines. More importantly, hospitable service increase loyalty and loyal passengers become brand advocates and contribute to increasing return on investment. When the airline provides a good service, passengers generally behave less critically when there is a departure or arrival delay (Okabe, 2017).

According to the report prepared by the market research company J. D. Power Inc (2015), airline companies that focus on creating a happy and pleasant customer experience are rewarded with higher customer satisfaction and loyalty. Excellent experiences create emotional results for the customer, promotes loyalty, increases advocacy, improve the lifetime consumer experience and increases income and profit. However, bad experiences have a negative impact on the outcomes (J. D. Power Inc, 2015).

Hospitable Cabin Crew

In fact, it is an important problem that in which way airline firms should emphasize more in terms of hospitality. Because it is very crucial to be remembered with an accurate perception and to be accredited in the eyes of a typical passenger traveling from anywhere in the world. Passengers await performance in accordance with customer expectations in all areas, from cabin crew's ways of operate to flight safety, from catering to check-in. In other words, the flight experience includes many elements. For example, the type of travel, the comfort of the passenger, the other passengers on the plane... Indeed, a full-service airline company means an airline company that focuses on a broad range of services, including pre-flight, in-flight and post-flight services, spanning different service classes. Therefore, many factors can affect the perception of hospitality before, during and after the flight. However, according to the relevant studies, passengers evaluate the hospitality in four important dimensions. These are employees, product, transaction, and reliability. The most important dimension in the Chen (2008) study was determined as employees. In this study, authors consider it appropriate to regard the "employee" dimension in terms of cabin crew, consistent with the literature (Nameghi & Ariffin, 2013; Okabe, 2016). Because passengers, whether long or short-term, have the most relatively free time during the flight. In a sense, there is a very intense interaction between the cabin crew and passengers in full-service airline companies. As a matter of fact, when the digital advertisements of global airline companies are examined, it is seen that hospitable behaviours of cabin crew are featured. Also, global airline companies

specially highlight the phenomenon of hospitality as the characteristics of the cabin crew. For example, although Thai Smile Airways is a sub-brand, it is known for its sympathetic and friendly cabin crew. Furthermore, when the websites of global airline companies are examined, it is understood that the behaviour expected from cabin crew candidates are based on hospitality. British Airways, for instance, underlines the fact that when the cabin crew uniform is worn, he/she is now an ambassador of the British Airways brand and that his/her priorities are to ensure customer safety and to make the passengers feel special. It is also emphasized that the cabin crew should be friendly, cheerful and helpful.

As a critical element of the success and sustainability of the airline company, passengers take into account the hospitality of the cabin crew during their flight, namely the hospitality quality of the cabin crew. There are many people in the kitchen, but cabin crew's role is more important than all! Because cabin crew is the face of the company facing the customer. All employees cook together, but cabin crew is the ones who offered that dish to the customer on behalf of airline company and cabin crew has taken responsibility for the brand. In other words, a flight experience that is not satisfied, that is to say, the inhospitableness of the cabin crew causes the passenger to not think about that airline for the next flight and even to choose a different airline without much difficulty (Okabe, 2016). A true hospitable behaviour will be revealed with the desire to make guests happy with sincere and pure emotions. True hospitable acts do not include acts to be made to deliberately affect the guests and acts with financial reward expectations. Hospitality is not just to helping guests, congratulating and smiling. In hospitality, the warmth of the smile and the greeting, and the goodwill efforts shown to help the guests are more important. Therefore, in companies such as airlines, where hospitality is at the forefront, cabin crews should look for ways to create surprising critical moments for their guests and at the same time ensure their safety and security while serving (Pijls et al., 2017).

Skills of Hospitable Cabin Crew

As human contact service personnel, cabin crew is known as providers of emotional labor. Emotional labor is the way in which employees manage their emotions while interacting with customers to provide good service and it is the labor they show for this management. The cabin crew has not only physical duties while dealing with passengers, but also emotional tasks. Passengers have common expectations about appropriate emotional responses. These expectations reveal emotion rules or norms indicating the intensity, duration, purpose and diversity of emotions to be experienced. Emotional labor may involve increasing or suppressing emotions to change emotional

Building the Friendly Airline Brand

expression. For example, it is taught that the cabin crew should always smile and show a nice humour, while fear or anger should never be shown. The cabin crew must use a variety of strategies to regulate their emotions while communicating with passengers. These strategies must meet the emotional impression requirements of the organization (Okabe, 2016): (i) deep acting and (ii) surface acting.

Deep acting is working on inner feeling to appear authentic to customers. In order to look sincere for passengers, it is necessary to modify the inner feelings of the cabin crew as well as their looks (Rafaeli & Sutton, 1987). Modifying feelings through reappraisal or self-talk is called the goodwill type of emotional labour; because it shows that employees have good intentions towards the organization. When the cabin crew doesn't feel a natural smile, deep behaviour becomes the first way to suppress that no-smile. Where the cabin crew can use the practice of distracting the emotions (bring to mind the events that can portray the necessary emotions) that can allow them to change their inner feelings to comply with the rules of emotional behaviour. As a result, the smile of the cabin crew may come true for passengers, and so deep acting can also be called faking good faith (Gross, 2002).

Surface acting involves changing the emotion expressions of the cabin crew without altering their inner emotions. Surface acting is, in fact, like an actor, to act like you're experiencing these feelings. This behaviour is desired by the organization even if it creates a conflict of emotions. Because even though the cabin crew may feel different feelings than the emotions they show, the passengers want to see the emotions they expect from them (Okabe, 2016).

Dimensions of Hospitable Cabin Crew

Courtesy

Hospitality for passenger's means being met by their kindness and warmth. When contacted, they expect flight personnel to maintain eye contact with natural smiling faces (Johanson & Woods, 2008). Passengers' expectations within the scope of courtesy the cabin crew (Nameghi & Ariffin, 2013):

- Kindly communicate with passengers;
- Communicating with passengers in a respectful way;
- Always keep eye contact with passengers throughout the conversation;
- Always portray a natural smile;
- Make the best effort to respond quickly to passengers' demands;
- Make the best effort to give personal attention to passengers.

Appreciating

Appreciating expresses the willingness of passengers to fly with the airline company. The cabin crew must sincerely thank the passengers for being on this aircraft, have a friendly goodbye with them and invite them to fly again in the near future (Barsky & Nash, 2002). Expectations of passengers within the scope of appreciate the cabin crew (Nameghi & Ariffin, 2013):

- Sincerely thank for the flight;
- Invite passengers to fly with this airline again in the future;
- Offer a warm welcome to all passengers;
- Produce the necessary solutions when passengers experience any problems;
- Sincerely say goodbye to all passengers.

Socializing

Socializing means communicating with passengers. The socialization of the cabin crew is the most important interactive service demanded by the passengers. In addition to formal speeches, the cabin crew is expected to make small talks and spend time with passengers (Gilbert & Wong, 2003). Expectations of passengers within the scope of socialization the cabin crew (Nameghi & Ariffin, 2013):

- Make an effort to spare time for passengers;
- Make an effort to connect with passengers with small talks;
- Offer small surprises that fulfil the needs of passengers;
- Want to provide all kinds of assistance to passengers;
- Make every effort to ensure that all passengers enjoy their meals.

Comfort

The hospitality is enhanced service. The higher the level of comfort perceived by passengers, the more hospitable the service is seen. Comfort is the airline service that focuses on material elements, but the comfort mentioned here is to ensure that the passengers are physically and emotionally feel relaxed during the flight. The cabin crew must make every effort to ensure that passengers can enjoy a good rest or sleep on the airplane (O'Connell & Williams, 2005). Expectations of passengers within the scope of comfort the cabin crew (Nameghi & Ariffin, 2013):

Building the Friendly Airline Brand

- Make every effort to ensure that passengers can rest and sleep well;
- Make every effort to ensure the suitability of the temperature for each passenger during the flight;
- Make every effort to ensure that passengers are comfortable in their seats.

DISCUSSION AND RECOMMENDATIONS

This study offers a contribution to the airline industry literature by demonstrating the experience economy, airline hospitality and hospitable cabin crew concepts and their importance, and presenting a framework about friendly-airline brand that should be highlighted in digital marketing activities to create widespread impact on customer experiences. In particular, as digital marketing has an incredible influence to acquire customer and build customer preferences, promote brands, retain customers and increase sales (Kannan & Li, 2017), this study adds new insight to the digital marketing activities and offers emphasizing the airline hospitality through hospitable cabin crew in these activities.

Until recently, most of the existing research into hospitality was carried out in the social and private setting. However, in recent years, the concept of hospitality has been comprehended as suitable to the commercial context. Although previous studies have described the importance of hospitality in the commercial context, these studies however focused mostly on the antecedents and consequences of hospitality in the context of airlines (e.g. Mohamed & Zainol, 2017), hotels (e.g. Ariffin et al., 2015), restaurants (e.g. Kucukergin & Dedeoglu, 2014), and cultural heritage tourism (e.g. Mansour & Ariffin, 2016). Additionally, while there are numbers of studies on customer service experience in the context of airline services (e.g. Chang & Yeh 2002; Nameghi & Ariffin 2013; Pakdil & Aydin 2007), almost none particularly mentions how airline companies build friendly airline brand through airline hospitality. It is the most crucial issue. Thus, this book chapter contributes to the existing knowledge in hospitality and airline services by presenting the importance of cabin crew who is presenting appropriate behaviour and manner of treatment towards their passengers.

Based on the results of the current study, several practical implications can be presented. First, the airline companies and researchers for services should pay more attention to the quality of hosting behaviours provided by cabin crew and in in-flight environments to enhance overall customer satisfaction and improve the customer experience. Second, airline companies should have a digital marketing strategy that

provides for perception of friendly-airline brand to passengers. Next, this study shows how the emotions of cabin crew are regulated in the context of airline hospitality. This argument is consistent with Okabe (2016)' research. So, airline companies should use managerial measures to encourage cabin crew to employ emotional labour as a way to maximize hospitable behaviours while working. Finally, based on Nameghi and Ariffin (2013)'s studies, authors indicate that the concept of airline hospitality from perspective of cabin crew' performance could be effectively explained using courtesy, appreciation, socialising, and comfort dimensions. Thus, airline companies must apply ways to offer these underlying dimensions.

FUTURE RESEARCH DIRECTIONS

Our study has some limitations that offer opportunities for further research. First, since airline service literature misses the empirical examination of the relationship between the airline hospitality and consumer experience, in particular, the friendly-airline brand concept warrants an empirical and experimental investigation. Second, this research only showed the hospitality in airline service context. The concept of hospitality can be explored in the future in different context. Finally, the phenomenon of airline hospitality is addressed only through the cabin crew perspective. It is important that future studies take into account elements such as the type of trip, the comfort of the passengers and the experience as traveler.

CONCLUSION

Research in the area of hospitality in service industry has undoubtedly grown in recent years. Hospitality is part of memorable customer experience, and airline hospitality is a valid contributor to the friendly-airline brand. However, precisely how airline hospitality can be enhanced and the effects of cabin crew performance on passengers' experience are aspects that are still missing and should be added to the literature. In this book chapter, authors contribute to the understanding of the importance of both experience-based economy and hospitality-centred in service excellence for service organizations. Second, the concept of airline hospitality is examined. Finally, authors show the dimensions of the hospitable cabin crew that contributor to building friendly airline brand.

The essence of digital marketing is to reach vast audiences more easily, quickly and effectively. Brands need to take care to ensure that the image they want to create is reflected in a correct and understandable way while capturing these opportunities. Therefore, in an intense competition environment, it is important that

the airline companies differ from each other as a friendly airline brand. This book chapter proposes to emphasize airline hospitality, especially hospitable cabin crew phenomenon as an important contributor to the friendly airline brand in its digital marketing activities. Activities of global airline companies are shown via examples.

In digital marketing activities, airline brands should emphasize the personalized service delivery culture of the cabin crew. The concept of hospitable cabin crew, where cheerfulness, helpfulness, high comfort and personalized high quality relations with passengers are highlighted, should be placed in the minds of the passengers. In this way, the efforts to create a friendly airline brand should be reinforced by strengthening emotional ties between the brand and passengers.

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KEY TERMS AND DEFINITIONS

Airline Hospitality: To create an unforgettable travel experience by providing an unparalleled comfort and convenience to their guests in all of their flight experiences.

Digital Marketing: Digital technology-based marketing by which brands use to create greater interaction with customers and to visualize the desirable image in their hearts and minds.

Experience Economy: Commercialization of customer experiences.

Friendly Airline Brand: Airline firms that provide with an unforgettable flight experience to passengers through hospitable cabin crew.

Friendly Brands: Brands that produce both emotional and cognitive positive outcomes for their customers.

Hospitable Cabin Crew: Cabin crews that provide the psychological comfort of the passengers and offer pleasant and personalized services during the in-flight, namely, the hospitality quality of the cabin crew.

Hospitality: Holistic approach that cares pleased and personalized services to provide psychological comfort to guests.

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Index

A

accessible tourism 49, 51-52, 58-59, 63,
71-72, 74-80, 83-86, 91, 196
airline hospitality 197-200, 207-208, 213-
215, 220
Assistive Technology 87, 91

B

behavioral intention 113, 115, 119-123,
127-130, 139
Brand Reputation 178
Business Intelligence 15, 22

C

cloud computing 141-149, 151, 154
commission 159, 161-165, 172, 178
Competitive Strategy 196
Consumer behavior 26, 47
Consumer-generated content 47
Consumption of Tourism 58, 93
credibility 25, 28, 32-33, 82, 93, 95, 97,
100-101, 104-105, 107, 110, 161

D

daily deals 157, 159-163, 166, 169-171,
178
digital marketing 1-3, 5-12, 16-17, 22, 36,
49-50, 52, 60, 62-63, 70-73, 78-87,
91, 196-199, 204, 206, 213-215, 220
digital marketing activities 197, 199, 204,
213, 215

digital marketing techniques 1-2, 5, 8, 16-
17, 22, 36, 78
digital media 49, 52, 62, 106, 196, 206
digital tourism 1-11, 14-17, 22
Digital Tourism Business 1-3, 16, 22
Digital Trends 13, 22
dimensions 32, 38, 53, 56, 71, 74, 76, 79,
84, 114, 182, 200, 205-207, 209, 211,
214
discounting 156-158, 162, 172
distribution channels 82, 159, 174, 178

E

e-commerce 83, 103, 112, 142, 156-157
e-satisfaction 49, 53-54, 58, 60-63, 70
eTourism 82
experience economy 198, 200-201, 205,
207, 213, 220

F

friendly-airline 207, 213-214
friendly airline brand 197, 200, 207, 213-
215, 220
Friendly Brands 220

H

hospitable cabin crew 197, 199-200, 207,
209-211, 213-215, 220
hospitality 11, 25-27, 30, 35-36, 47, 58,
93, 113, 130, 142, 156-160, 162-165,
168-174, 197-200, 204-215, 220
Hospitality Sector 36, 47

Index

hotel management 170

I

incapacity 74, 76-77, 86, 91

information and communication technologies 52-53, 63, 80, 83

Infrastructure as a Service (IaaS) 146, 154

M

marketing 1-3, 5-13, 16-17, 22, 24, 27-29, 36, 49-50, 52-53, 58, 60, 62-63, 70-73, 78-87, 91, 93-94, 96-100, 104, 111-115, 119, 127-128, 139, 142, 156-157, 160-161, 165, 168-169, 172, 178, 196-200, 203-204, 206, 213-215, 220

mission statement 179, 181-182, 185-188, 191-192, 196

mobile marketing 111, 113-114, 127-128, 139

mobile technology 111-115, 119-122, 127-130, 139

O

online relationship 49, 52-56, 58, 60-63, 70

online shopping 28, 31, 34, 47, 54

P

PANTOU 79-80

perceived ease of use 113, 115, 119-121, 123, 126-129, 140

perceived usefulness 113, 115, 119-121, 123, 126-129, 140

photography 93-99, 101-103, 105-106, 110

Price Promotions 158, 178

profitability 15, 161-162, 164-166, 168, 173-174, 178, 182, 192

S

Search Engine Marketing 9, 22

Search Engine Optimization 8, 22

service industry 47, 196, 206, 214

Service Marketing Mix Elements 196

social media 1, 11-12, 25, 27-28, 48, 50, 80-83, 85-86, 105, 110, 112, 146, 155-157, 159, 178, 198-199

Social Network 79, 110

social shopping 11, 156-158

social tourism 49-51, 56-58, 60-63, 70

strategic management 157, 180, 191, 193, 196

systematic review 1-2, 5, 7, 16

T

target audience 4, 16, 27, 48, 78, 82, 170

technology acceptance 111, 113-115, 119, 121, 127, 129-130, 140

Technology Acceptance Model (TAM) 111, 114, 121

tourism 1-17, 22-26, 28-31, 35-38, 47-52, 56-63, 70-86, 91, 93-99, 101-104, 106-107, 110-115, 119-120, 122, 127-128, 130, 141-142, 144-150, 154, 157, 159, 173, 179-180, 182-183, 185, 193, 196, 205, 213

tourism communication 93-95, 110

tourism marketing 3, 16, 50, 81, 119

Tur4all 51, 58-60, 62, 79-80

U

Universal Design 77-78, 91

V

vision statement 179, 183-184, 186, 189-192, 196

W

Web 2.0 11, 27, 48, 103, 155

Web 3.0 145, 155

Web Accessibility 79, 92

World Tourism Organization 179-180, 196