



وزارة البحث العلمي والتعليم العالي
MINISTÈRE DE L'ENSEIGNEMENT SUPÉRIEUR ET DE
LA RECHERCHE SCIENTIFIQUE

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Faculty of economic sciences, commercial science, and sciences of gestion

Département of commercial sciences



Graduation Thesis for Master's degree

Field : Commercial science

specialization : Marketing, hospitality, and tourism.

The role of digital marketing in tourism

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Academic year: 2024 / 2025

Abstract

This thesis explores the transformative role of digital marketing in the tourism industry, analyzing how digital tools and strategies enhance destination promotion, customer engagement, and competitive advantage. As the tourism sector becomes increasingly reliant on digital platforms, this study investigates key components such as search engine optimization (SEO), social media marketing, influencer collaborations, and artificial intelligence (AI) in shaping traveler behavior and decision-making.

Through a combination of literature review, case studies, and data analysis, the research highlights how digital marketing enables tourism businesses to target global audiences, personalize experiences, and optimize return on investment (ROI). It examines successful campaigns by industry leaders (e.g., Airbnb, Visit Dubai, and TripAdvisor) and addresses challenges such as overtourism, fake reviews, and algorithm dependency.

Additionally, the study explores emerging trends, including metaverse tourism, voice search optimization, and sustainable digital branding, providing insights into the future of tourism marketing. By integrating SWOT analysis and expert interviews, this thesis offers actionable recommendations for tourism marketers to leverage digital tools effectively while maintaining authenticity and customer trust.

Key words: Marketing, Tourism, SEO, SWOT, Campaigns.

ملخص

تستكشف هذه الأطروحة الدور التحويلي للتسويق الرقمي في صناعة السياحة، من خلال تحليل كيفية تعزيز الأدوات والاستراتيجيات الرقمية للترويج للوجهات السياحية، وإشراك العملاء، والميزة التنافسية. ومع اعتماد القطاع السياحي بشكل متزايد على المنصات الرقمية، تبحث هذه الدراسة في مكونات رئيسية مثل تحسين محركات البحث (SEO) والتسويق عبر وسائل التواصل الاجتماعي، والتعاون مع المؤثرين، والذكاء الاصطناعي (AI) وتأثيرها على سلوك المسافرين واتخاذ قراراتهم.

من خلال الجمع بين مراجعة الأدبيات، ودراسات الحالة، وتحليل البيانات، تسلط البحث الضوء على كيف يمكن التسويق الرقمي شركات السياحة من استهداف الجماهير العالمية، وتخصيص التجارب، وتحسين العائد على الاستثمار (ROI). كما تدرس حملات ناجحة لقادة الصناعة (AirBnB، Visit Dubai، TripAdvisor) وتتناول تحديات مثل الاكتظاظ السياحي، والمراجعات المزيفة، والاعتماد على الخوارزميات.

بالإضافة إلى ذلك، تستكشف الدراسة الاتجاهات الناشئة، بما في ذلك السياحة في العالم الافتراضي (Meta-Verse)، وتحسين البحث الصوتي، والعلامة التجارية الرقمية المستدامة، مما يوفر رؤى حول مستقبل التسويق السياحي. ومن خلال دمج تحليل SWOT ومقابلات الخبراء، تقدم هذه الأطروحة توصيات عملية لمساعدة المسوقين السياحيين على الاستفادة الفعالة من الأدوات الرقمية، مع الحفاظ على المصداقية وثقة العملاء.

الكلمات المفتاحية: التسويق، السياحة، SEO، SWOT، الحملات.

Dedication

In the name of Allah, the Most Gracious, the Most Merciful,

First and foremost, all praise is to Allah, the Almighty, who blessed me with the strength, wisdom, and perseverance to complete this work.

To my beloved parents, whose prayers, sacrifices, and unconditional love have been my guiding light.

To my family, teachers, and friends—your support and encouragement carried me through every challenge.

May this achievement be a step toward goodness, and may Allah accept it as a sincere effort.

"And whatever good you do, Allah knows it."

— **Quran (2:197)**

Acknowledgments

Completing this thesis has been a challenging yet rewarding journey, and I am deeply grateful to all those who supported me along the way.

First and foremost, I would like to express my sincere gratitude to my **supervisor**, for their invaluable guidance, patience, and encouragement throughout this research. Their insightful feedback and expertise were instrumental in shaping this work.

I am also grateful to my **colleagues** at the university for their camaraderie, stimulating discussions, and assistance - both academically and personally.

A special thanks goes to my **family** for their unwavering love, understanding, and motivation, which kept me going even during the most demanding phases of this work.

To my **friends**, thank you for the laughter, distractions, and emotional support that helped me maintain balance throughout this process.

Lastly, I acknowledge the Organization that contributed to this research, as without their cooperation, this study would not have been possible.

This accomplishment would not have been the same without each of you.

Benabdi Hadj Oussama

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GENERAL INTRODUCTION

Travel and tourism have attracted humans' interest from the very inception of life. The insatiable desire to explore new places & hidden landscapes, discover unique cultures and reach the edges of the world, constitutes an inextricable part of the social nature of human beings since time immemorial. This endless craving for exploring more, lead tourism in one of the world's most promptly evolving industries. Clearly, the constantly automated travel services as well as the growing amount of information that any potential traveler can find via the internet, fueled this rapid growth of the tourism industry.

The Internet facilitates travelers by providing online booking systems, information concerning the accommodation, the local food, the weather forecast and much more for the chosen tourism destination not to mention that the internet even connects all travelers instantly, in order to exchange personal experiences. This new trend became very challenging for the tourism industry and obviously improved customer service. All travelers are seeking to increase the rate of return on their investment while all tourism providers upgrade continuously their skills in order to be able to respond to global standards and requirements.

Tourism is no longer just developing products. To the greatest degree, tourism must reflect the quality of human-centric services around the world where the satisfaction of the traveler is the number one goal. Thus, the fundamental obligation for each country must become the vertical and accurate integration of the various components of the tourism industry under a unique online-standardized trustworthy platform for the traveler's convenience as well as for the optimal tourism products' promotional worldwide. In the end, the necessity of the tourism market to globalize under a general framework of regulations, which in turn will be segmented and modeled for each country separately via the internet, will be fully perceivable during the analysis.

AIM AND OBJECTIVES

The aim of this research study is to state the types of academical and philosophical prospects and perspectives regarding tourism marketing as well as to present the alternative integrated marketing communications via the internet to influence the attitudes and the behavior of tourists for a tourism destination.

Specifically, several alternative research philosophies were examined as well as quantitative, qualitative and mixed methods were applied, in order to determine the most appropriate approach concerning the internet marketing communications mix and all of its individual elements.

The objective of this research study is to define tourism origins and classifications and identify the concept of integrated internet marketing communications. Furthermore, this research study presents the necessity of standardization in the tourism industry under the unambiguous beneficial cooperation between the private and the public sectors via an online integrated and standardized marketplace. It is for granted that the tourism industry is constantly expanding enclosing the providing services of the transport companies, the tour operators, the tourists' attractions, the local municipality and the government as well as the preferences and expectations of tourists. Governments and private companies serve both the residents and tourists. It is, therefore, important to study tourism from the perspective of the administration, as it has to combine the needs of the tourists with the needs of the local inhabitants, as well as in terms of marketing using the internet as the main tool, so that the tourism services and destinations are properly structured online and conforms to country regulations, in order to be promoted to the greatest extent with the optimal results.

Problematic

- What is the role of Digital marketing in tourism?

RESEARCH HYPOTHESES

General Hypothesis

Digital Marketing plays a huge role in promoting touristic destinations and tourism in general

Specific Hypotheses

1. The online integrated marketing communication methods provide a more accurate association between a tourism organization and its target market.
2. The Internet provides multiple benefits in the tourism industry constituting the driving force behind the economic growth of a country as well as the development of sustainable tourism.

METHODOLOGY

The research study was conducted using a qualitative in-depth research design for data collection and analysis by assessing available academic and scientific literature concerning tourism as well as marketing strategies. Additional relevant data were reviewed using a range of information sources such as numerous books, bibliographic databases, conference proceedings, tourism and marketing journals as well as publications not to mention internet search engines, in order to explore the tourism industry. To aid the searching technique, specific keywords were used with terms related to tourism, marketing, communication marketing mix, management, sustainability, economic growth, standardization, internet marketing and integrated online tourism, for the proper completion of the research. In addition, an online tourism marketplace developed in order to facilitate the

appliance of these marketing strategies in real-time. After the conduction of the test cases, all the results gathered, analyzed and are included in the specific research study.

The developed methodology may include business processes, always, with the intent and purpose of marketing in the tourism industry. The entire stratified implementation revealed the real picture of domestic tourism marketing, especially the weaknesses, as well as the areas of improvement. The significant contribution of the specific research study is the fact that the proposal is potentially adjustable on multiple and scalable tourism marketing strategies worldwide.

CHAPTER ONE: BASIC
CONCEPTS OF
TOURISM

SECTION ONE:

1.1.1. HISTORY OF TOURISM

The word "tourism" appears for the first time in the English Dictionary of Oxford in 1811, finding its roots etymologically in the Ancient Greek language by the word «τόρνος», which means lathe, while at the same time the tourism phenomenon was indissolubly linked to Ancient Greek leisure and activities.¹

Herodotus, 480 - 425 BC, who was a geographer and historian, is the first recorded traveler - tourist. During his tours, Herodotus paid great attention to the culture and traditions of the people and the places that he visited and according to modern concepts, he is classified as one of the "intelligent" tourists.²

In Ancient Greece, the free time declared the origin and class of the citizens who were free of forced labor, dealing with the social, moral and political issues of the state. Work was the main occupation of the people and leisure was synonymous with noble occupations, the result of political thinking that not only explained but also delimited what freedom was. In this way, the social stratification and the concept of leisure time determined the tourist practice, the spatial dimension of which is underlined by Socrates' reports.³

It should be stressed out that the concept of alternative tourism has its roots in antiquity.

A colossal paradigm is the Olympic Games that combined conveyance and accommodation, where travelers focused on local traditions. According to Herodotus (440 BC), another recorded type of alternative tourism is medical tourism. He recorded the balneotherapy as an incentive for escape, transportation, healing and recreation. At

¹ Rabotić. 2014.

² Herodotus, 440BC; Redfield. 1985.

³ Long. 2014.

that time, the first public building complexes are being designed and developed, which aimed at mass tourism, providing baths for healing therapies by combining the theater as well as museum and library halls to cultivate the spirit and preserve the history.⁴

As it is universally known, Ancient Greece is completely interwoven with the hospitality not to mention that Xenios Zeus represented the guardian of both hosts and guests. Hospitality had the force of law and the inhabitants of the cities, where religious, theatrical and cultural events as well as sporting activities conducted, hosted the guests. In this way, a great wave of people's mobility began, with the perpetual pursuit of the different modes of recreation per time periods. This mobility had contributed to the rapid expansion of culture as well as to the development of significant infrastructure for the mass hospitality of tourists. About 170 AD the need for explanatory manuals arose and Pausanias, being a historian and geologist, issued the first tourist guide entitled "Description of Greece".⁵

At the time when the Minoan civilization developed, the trade flourished and expanded to other continents. Thucydides, 460 – 400 BC, mentions that Minos was the oldest person in the tradition, who acquired a large fleet and became the master of the seas. The first basic axes of trade between Greece and Egypt were recorded and the peoples' interaction is depicted till today in pictorial testimonies at the palace of Knossos. The palace became a focal point of visiting for religious and professional purposes, resulting in the first appearance of the modern concept of "business trip".⁶

⁴ Redfield. 1985.

⁵ Pausanias. 170 AD.

⁶ Moyer. 2002.

In the social structure of the Middle Ages, holidays and tourism, in general, were associated almost exclusively with religious reasons, from which the English word "holidays" (holy days) derived. The church adopted the ancient Greek tradition of hospitality and promoted its mentality in all of its actions, motivating people's movements between continents for religious and cultural expansion. At the same time, the Crusades created a sense of curiosity and exploration of the Middle East to the Western people. In Europe, the Baltic and the Mediterranean traders represented the category of tourists, where their professional status coexisted with their cultural cultivation and cultural interests. Essentially, in the given period, real business tourism had been established and important cultural centers, such as Granada, Seville and Cordoba were created, especially, after the contact with Muslim culture and the Arab invasion. At the end of the Middle Ages, a new spirit had begun to emerge around the tourism development, which was even more developed during the Renaissance period. The forms of tourism were enriched and the motives of tourists' movement were multiplied. Tours for purely educational purposes, primarily to the Paris University Centers, made their appearance for the first time.⁷

1.1.2. THE BEGINNING OF THE MODERN TOURISM

During the Renaissance, tourism consolidates the theoretical conception, the existence and the realization of the trip, mainly for leisure purposes. In just half a century, Europe creates state-of-the-art road and rail networks for that era. In the given period, there is a significant increase concerning the number of tourists, while the first tendencies of mass tourist movements are visible. In Europe, medium and low-end hotels are being built, which in the 1930s and 1940s will be the core for the development of mass tourism. After the end of the

⁷ Walton. 2005.

Second World War, the rapid growth of the means of transport and communications, the improvement of per capita income, the rise of the cultural level, the introduction of paid holidays and the development of social tourism have played a decisive role in shaping the current forms of tourism, which constantly are being enriched.⁸

1.1.3. DEFINITION OF TOURISM

Since the beginning of the 20th century, several attempts have been made to clarify the definition of tourism. Eventually, the definition that prevailed and became universally accepted by the United Nations Statistical Commission was the one given by the World Tourism Organization (WTO) in 1993 at the 27th session. According to WTO (2008) "Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes".

- By the term “usual environment”, WTO excludes the trips within the place of residence, work or education, where local and daily activities are carried out.
- By the 12-month timing, long-term migration is excluded.

⁸ Zuelow. 2015.

- The definition of WTO identifies five key features on tourism:

1. The movement of people and their stay in different destinations determine the concept of tourism and travel.
2. The key element in tourism is the entire experience of the journey combined with the accommodation, the transfer to the destination as well as the nutrition.
3. The journey takes place at a different destination than the usual place of residence, enabling the creation of optional local activities that designate different cultures and traditions.
4. The movement to the destination is short-term, within a few days, weeks and months, with the intention to return to the “usual environment”.

1.1.4. WORLD TOURISM ORGANIZATION (WTO)

At the first International Conference of National Tourism Organizations, held in London in 1946, it was decided to set up a Non-Governmental Organization in order to replace the International Union of Official Tourist Propaganda Organization, established in 1934. The first sector was founded in 1947 under the name International Union of Official Travel Organization (IUOTO). In 1970, the IUOTO General Assembly adopted the WTO mission statement. The process of mergers between tourism operators resulted in the establishment of the World Tourism Organization on 27 September 1970, which was the development of all the previous carriers in international tourism. In 2003 the WTO becomes a United Nations Special Service.

The United Nation World Tourism Organization is primarily responsible for the development, sustainability, viable and accessible tourism. Tourism, as a major driver of the growth of international economies, contributes the most to small and medium-sized economies. Through its actions organized worldwide, WTO strives to continuously

develop innovative and environmentally friendly guidelines, promoting tourism as a tool for all countries-members to achieve Sustainable Development Goals (SDGs). Moreover, WTO praises the economies that embrace the Code of Ethics of tourism, minimizing the negative impact of inappropriate ways of promoting and selling tourism products. It develops innovative technologies and rewards those countries that their education in the field of tourism delivers the most through modern forms of viable and sustainable development. Competitiveness, sustainability, poverty reduction, capacity building, partnerships are the main goals of achieving responsible, sustainable and globally accessible tourism.⁹

1.1.5. TYPES OF TOURISM

According to the World Travel Organization (1995), the most prevalent classification of tourism is its division into types, categories and forms. Specifically, the three core types of tourism according to the origin and the destination of visitors are distinguished as stated below, with distinctive features the external effects and impacts.

1. Domestic tourism is the tourism of resident visitors within the economic territory of the country of reference.
2. Inbound tourism is the tourism of non-resident visitors within the economic territory of the country of reference.
3. Outbound tourism is the tourism of resident visitors outside the economic territory of the country of reference.

⁹ UNWTO. 2019.

However, new categories in the tourism sector generated from combined groupings, as follows:

4. Internal tourism (domestic and inbound) is the tourism of visitors, both resident and non-resident, within the economic territory of the country of reference.
5. National tourism (domestic and outbound) is the tourism of resident visitors, within and outside the economic territory of the country of reference.
6. International tourism (inbound and outbound) is the tourism of nonresident and resident visitors, within and outside the economic territory of the country of reference.

1.1.6. DIFFERENCE BETWEEN TRAVEL AND TOURISM

Tourism, compared to travel, has a wider concept encapsulating much more than the travel alone, despite the fact that the words are conceptually synonymous.

Travel essentially includes all journeys that take place for any purpose, even for professional or educational, while tourism involves traveling and staying in a destination outside the usual residential environment, accompanied by activities and recreation.

The entire tourism encompasses some travels, yet, not all travels are tourism. For instance, people doing a business trip to a place other than their usual business premises may spend some of their time and visit tourist attractions. By this point of view, travelers are "potential" tourists and the tourism industry managers can turn these travelers into "actual" tourists by applying the right marketing.¹⁰

¹⁰ Laimer. 2010.

SECTION TWO:

1.2. THE TOURISM PRODUCT

1.2.1. DEFINITION OF THE TOURISM PRODUCT

The tourism product is defined as the total physical and psychological satisfaction that confers on tourists during their journey to the destination, up to and including return. It focuses, mainly, on services and facilities that are composed to meet the needs of every tourist. The tourism product can be identified as a complex product, that includes transfer, accommodation, nutrition, tourists' attractions and additional leisure activities aiming the pleasure of tourists, where each component can be provided by different suppliers of the tourism industry.¹¹

The tourism product can be examined in terms of the four A, which are the Attractions, the Accommodation, the Accessibility and the Amenities.

1.2.1.1. Attractions

Attractions constitute the key components of a tourism product, due to the fact that they motivate tourists to visit a specific place. It is a fact that the more popular a tourist attraction is, the more determinant will be in the final choice of the tourism destination. Mainly, popular tourist attractions are all the sites that are recognized as international heritage by the World Tourism Organization (WTO) and are distinguished in cultural, natural, and mixed type. The cultural heritage sites contain areas of archaeological interest, historical buildings and town sites, monuments and monumental works of sculpturing and painting. The natural heritage sites demonstrate exceptional biodiversity with unique flora and fauna as well as all-natural phenomena that are rare,

¹¹ Smith. 1994.

superlative with outstanding beauty. The mixed heritage sites include components of both natural and cultural significance.

Despite the fact that every tourist must visit the heritage monuments, there is fashion even in the tourism industry. Fashion affects preferences and demands for various attractions and amenities, which can play a key role in the final decision. Nevertheless, this is not considered a drawback but an opportunity for a tourism product to apply a cross-selling method by promoting heritage sites along with attractions that follow the current fashion trends.

Table 2: Attractions

<u>Culture</u>	sites and areas of archaeological interest, historical buildings, monuments, museums, political, educational and religious institutions
<u>Tradition</u>	national festivals, music, folklore, local customs, arts and handicrafts
<u>Nature</u>	national parks, wildlife, beach and mountain resorts, unique flora and fauna
<u>Entertainment</u>	events, sports, thematic parties, theatres, nightlife and cuisine
<u>Health</u>	health resorts or SPAs, thermal baths, mud therapy ¹²

➤ **Accessibility**

Attractions can be the driving force for choosing a tourism product, but accessibility does not desist to play an important role in the final choice. Accessibility is the means by which the tourist can reach the attraction as well as the key factor for the growth and development of

¹² Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2008). Tourism: Principles and practice (4th ed.). Pearson Education.

tourists' movements. If the place is not in great ease accessible, the attraction is degraded and loses the prestige, glory and value it would have in any other case.

At the same time, the distance factor, which is quite relevant to accessibility, also plays a role in the choice of the tourism destination. Long-distance tours' costs are more expensive than short-distance ones to the travel destination, determining the low or high arrivals to them. Specifically, Europe and North America are the main areas of generating and receiving international tourism, accounting for 70% and 20%, respectively. Therefore, accessibility and distance are key factors in the growth and development of tourists' movement.

➤ **Accommodation**

Accommodation plays a central role in the tourist experience, completing the attractions in tourism destinations. It is worth mentioning that the World Tourism Organization in tourism definition has stated that a traveler must stay at least one night on the tourism destination visited, to qualify as a tourist.

In fact, in some cases, accommodation constitutes itself a tourism product and becomes the primary incentive for the tourism destination choice. Specifically, a large number of tourists, especially the "Free Independent Travelers" - FIT, visit a particular destination only because there is a luxury hotel or resort with excellent services, facilities and cuisine. However, the variety and type of accommodation has a wide range and has undergone significant changes in recent years, mainly due to the requirements of tourists as well as the fashion trends that prevail at time periods.

It should be noted that up until the beginning of 2010 the largest hotels increased significantly their share of holiday trade compared to smaller or traditional, especially in metropolitan areas and popular

tourist spots. Nevertheless, as technology is developing at a very fast pace, an electronic registration, accommodation and rental platform developed in August 2008 attracting more and more hosts and guests all over the world, called Airbnb. In a decade, Airbnb conquered an extensive share of the accommodation industry worldwide by filling the gap between a private leaser and a tenant, hurting the hotel industry. While fashion trends tend to alter over the years, the stable presence in the tourism industry could be maintained and be adapted to the current conditions, by the implementation of powerful globally adjusted regulations and strong marketing strategies and promotions.

➤ **Amenities**

Amenities and facilities are mainly related to accommodation and constitute necessary assistance for the improved tourist experience. In recent years, hotels, especially resorts, have managed to create tourist centers that include and combine natural and humancentric amenities within their infrastructure, providing all-inclusive holiday packages.

1.2.2. FORMS OF TOURISM PRODUCT

According to professors Tureac and Anca (2008), tourism development begins with the investment decisions in the tourism sector, as well as the granting of special state incentives to individuals for the creation of private enterprises. As a rule, this obviously means that a country's tourism resources become accessible to international tourism, creating the ground for new investment incentives based on the degree of demand and supply. Theoretically, therefore, it is possible to develop all forms of tourism in each country. However, socio-economic and environmental factors generate significant limitations to such intentions and that is why some countries lag behind others in providing all forms of tourism to tourists.

The classification of the tourism product in forms is based on the incentives to better understand each of their particular characteristics so that they can be placed appropriately in the markets and attract as many targeted tourists as possible. There are various tourism products that are available to tourists today, whether traditional in nature like culture and pilgrimage or modern like adventure, conventions, conferences, health, medical, etc. The diagram below illustrates adequately the types of tourism and the forms of the tourism product.

1.2.3. CHARACTERISTICS OF TOURISM PRODUCT

According to Albayrak, Caber and Aksoy (2010) the tourism product is considered heterogeneous by its nature not to mention that economists classify tourism as a tertiary factor in the economy. It can be entitled as a tourism product, however, essentially it is a mix of tourism services that compose an integrated "product" each time. Tourism belongs to the mixed sector due to the fact that it represents a complex product that is a mixture of material goods, such as accommodation, vehicles, superstructures, sea, beaches as well as intangibles like the sun, the climate, etc. Such particularity generates a number of tourism product characteristics, as follows.

➤ Perishable

Perishability is one of the most significant characteristics in the tourism industry. Every tourism product is consumed as it is produced and it cannot be repeated in the exact same way. Moreover, when the consumption of the tourism service begins, it cannot be stopped, interrupted or modified so that to be stored in a warehouse or an inventory for later. The opportunity for the tourism experience will be lost if not used at that time. For instance, once a tour bus begins a tour with some empty seats, the unused capacity cannot be sold afterward, hence the tourism company makes no profit on these seats. The exact

same issue, concerning perishability, applies also to airline companies, accommodation companies, excursion companies and more. Therefore, almost all companies that provide tourism products vend at the peak when they sell at busy times in order to make profits. However, perishability generates a huge problem in the tourism sector. Due to the incertitude in tourists' demands, most of the accommodation companies as well as travel agents tend to overbook the available lodgings and seats. Statistically, the overbooking consequences are more economical for the companies but not for the tourists.

➤ **Inconsistent**

Tourism products always differ and cannot be totally standardized due to various factors that interact throughout the tourism experience that derives during consumption. For instance, the same accommodation in the same week with the same weather can be perceived differently due to the mood of the personnel and alter the experience of the customer. Rational attributes like the price, the nights of stay, the view of the room and supplementary services can only be measured to a minor degree, due to the fact that the tourists' opinion is highly affected by uninfluenceable aspects such as the weather, the noise of the road, other customers, etc. The satisfaction of the tourist affects the psychological factor, which is the most significant adjudicator concerning the entire tourism experience with a great effect on the perception when receiving the tourism service.

➤ **Intangible**

Unlike a tangible product, the tourism product cannot have a real presence, while in parallel, it cannot be audited or inspected before its purchase. This makes it tricky for the tourist to evaluate the quality of service prior to consuming it since there are fewer attributes in comparison to a tangible product.

➤ **Non-transferable**

The tourism product hasn't any transfer of ownership of its enclosed services, which means that it can be bought for consumption, yet the ownership remains with the provider of the service. For example, when a tourist books an excursion, he purchases the right to be transferred to a predetermined destination at a predetermined fare, without owning the vehicle as well as the driver. The exact same feature is applied to accommodation, airline companies, cruise companies, sightseeing attractions, etc.

➤ **Inseparable**

Tourism products are inseparable from the point they are consumed as well as from the provider of the service. The tourism product cannot be shipped to the tourist's place of origin and consumed there. On the contrary, it requires the movement of the tourist from the place of permanent residence to the premises of the tourism service provider for its consumption. It must be stressed out that the consumers are actually involved in the production process since they are purchasing the tourism product at the exact same time it is produced and consumed, for instance during a wine tasting excursion or a bungee jumping activity. This localization indicates that the consumption is inseparable from production not to mention that the tourism service provider and the service itself are conjoined. Of course, this feature has the huge benefit of instant feedback for service improvement, in order to create the ultimate tourism experience.

➤ **Unstable on Demand**

Tourism demand is highly influenced by economic, environmental, political crises and other factors such as seasonal fluctuation. For example, in the case of terrorism, war or environmental pollution, the destination loses its demand directly. On the other side, there are certain

seasons that encounter greater demand than others. At these periods of time, there is a higher-pressure concerning tourism services to be provided at their best such as booking accommodation, transfers, tour guides, etc.

➤ **Inflexible**

Tourism products are inflexible, in terms of fluctuation, due to the fact that the capacity cannot be altered quickly enough in order to react to spontaneous fluctuations in demand. For instance, hotels cannot directly build new wards for weeks of excessive demand in order to serve the increased tourist flow and the same goes for restaurants. Transportation, namely airplanes and buses, could be considered a little more flexible in case of excessive demand where additional flights and bus services could be added, however, it could only be adjusted if there was sufficient availability.

➤ **Heterogeneous**

The tourism product relies heavily on the human factor and it is not classified as homogeneous due to the human involvement in the service provision, thus, it tends to vary in standards and quality over time. Tourism services tend to vary from one user experience to another because all individuals change over time and even the same individual may not perform the same every time. Unlike the tangible products where the customer will purchase specific features that determine the quality of the product, regardless of the interaction with the vendor, the perceived quality of the tourism product is indissociably linked to the approach of the staff to the tourists, embarking on with the information and booking process over the accommodation up to the journey back home. For instance, a tourist will remember a perfect vacation because of the food or the service, but simultaneously, the same tourist will remember the awful tour, which was included in the vacation package,

because of the rude tour guide. It is for granted that all travel agencies cannot provide the same quality of service and even the same travel agent may not perform uniformly in the morning and evening, meaning that tourism services couldn't be totally standardized. Thus, tourists evaluate the level and nature of the service as well as its quality, based on the complete tourism experience they received on the specific period of time.

Therefore, the marketing mix was extended and adapted to create the services marketing mix, also called the 7Ps or 8Ps or the extended marketing mix, in order to examine and standardize the nature and quality of services and grow economically in markets.

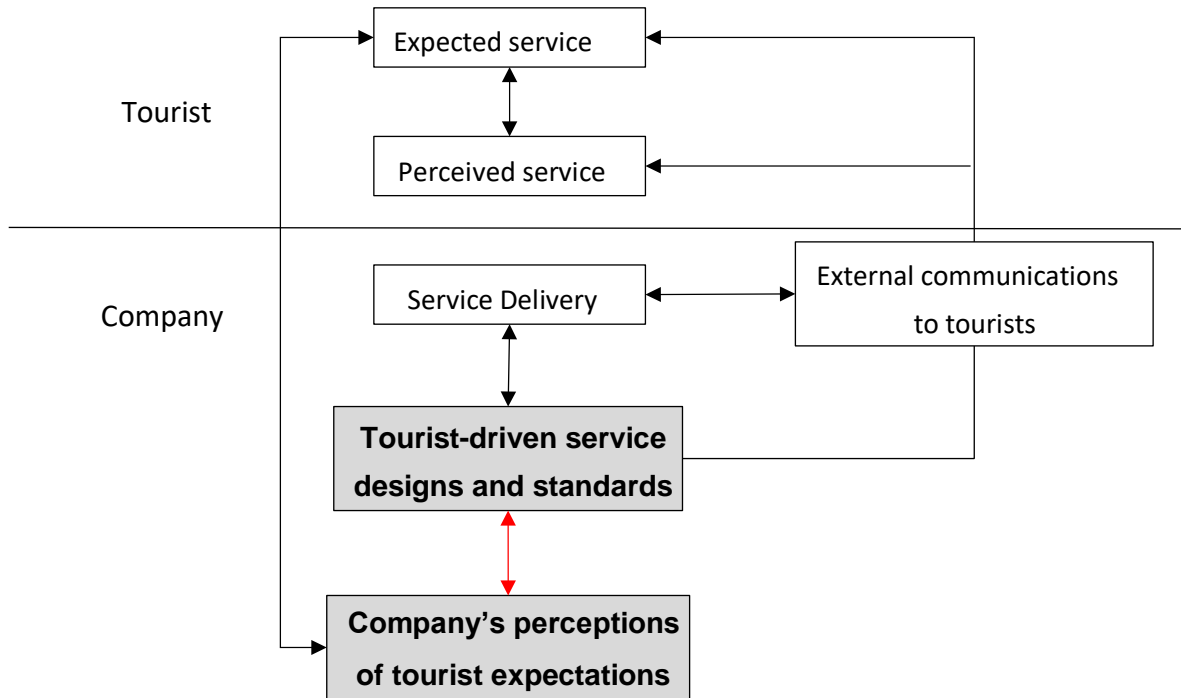
SECTION
THREE:

1.3. STANDARDIZATION IN TOURISM

Standardization gives firms' the opportunity to differentiate through quality, innovation, specialization and transparency. Service quality management is a fundamental strategy for gaining a competitive benefit in the tourism industry. Moreover, firms' orientation for the process and the traveler clearly affects consumers' satisfaction due to the fact that during the production process of tourism products and services, tourists are co-producers and promptly involved. Most of the tourism companies may have unambiguous vision and goals, however, they might apply wrong communication methods that are not so flexible to meet tourists' requirements.

Everything begins from the structure and the strategy where the outcome of the work process imprints the quality and the reliability of the tourism service. It is for granted that the perception of the tourism service differs between tourists based on the diversity of socio-cultural backgrounds, age, attitudes, characteristics and lifestyle. Thus, it is significant for the tourism companies to acknowledge tourists' perceptions of service quality in order to adjust all the marketing efforts to the highest level and ensure that consumers' expectations are met or exceeded. The outcome will be the awareness and the performance boost of quality throughout the value chain, especially to tourists' perspective, obtaining marketing competitiveness.

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Figure 1: Standandardization in tourism

The proper standardization of a tourism company can only be achieved by the correct match between strategy and structure which will vitally affect the internal performance and meet its tourists', workforce and financial stakeholders' requirements. According to Mintzberg and Waters (1990), there are eight types of strategies such as the planned (bureaucratic), the entrepreneurial (personal), the ideological, the umbrella, the process, the unconnected, the consensus and the imposed one.

However, Miller and Prescott (2001) report only three types of strategies based on performance such as the differentiation, cost

¹³ Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services Marketing: Integrating Customer Focus Across the Firm* (7th ed.). McGraw-Hill.

leadership and the focus (niche). Based on the characteristics of the tourism product in conjunction with the fact that the tourism industry rapidly alters and is fragile to the external impacts, the best strategy is the niche one. This strategy gives the firm the advantage to concentrate

Figure 4: Strategy



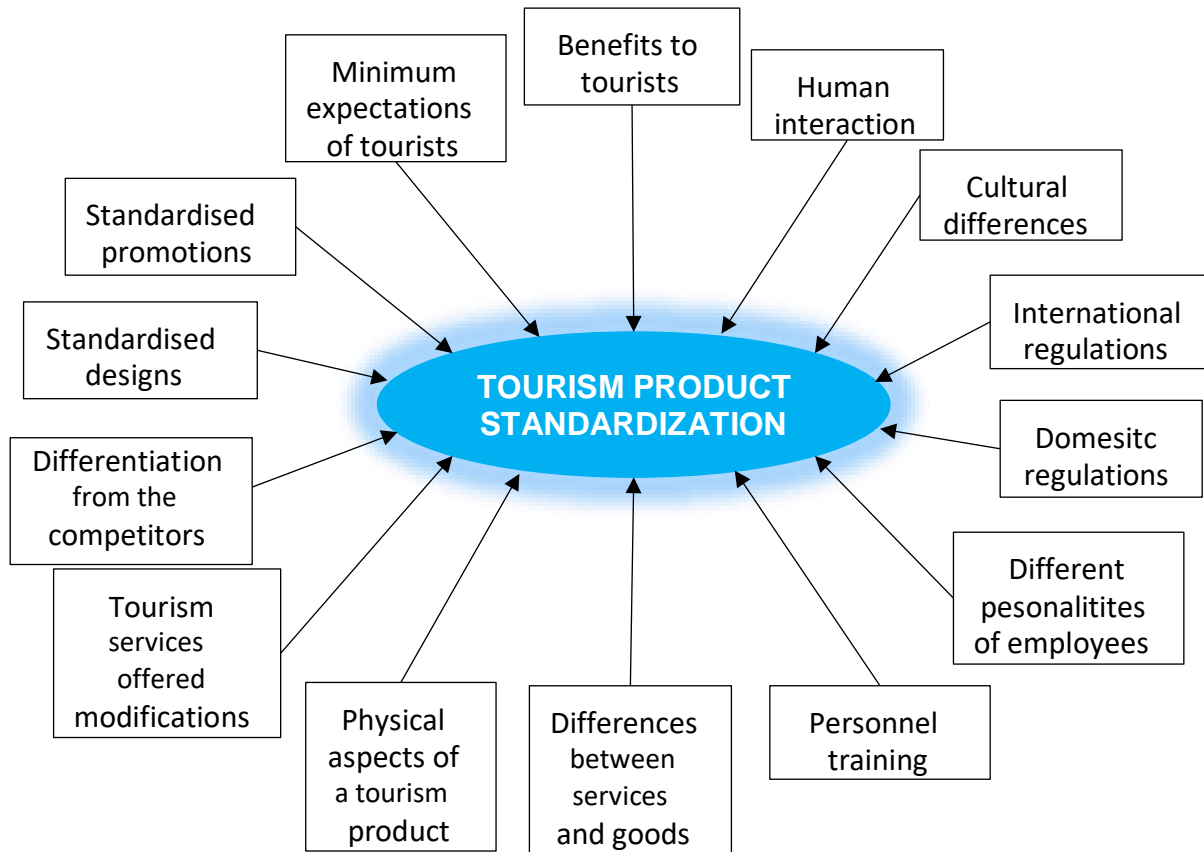
on the traveler itself, the tourism product and the geographic locale not to mention that it has the ability to react quickly in a flexible way on ¹⁴the demand's modifications.

After the strategy follows the structure which is crucial for the prosperous trajectory of the organization. The proper structure establishes correct communication lines, the right cooperation between multiple sectors, accurate decisions and appropriate operational control. Based on Mintzberg and Waters (1990) there are six

¹⁴ Kotler, P., Bowen, J. T., Makens, J., & Baloglu, S. (2017). Marketing for Hospitality and Tourism (7th ed.). Pearson.

fundamental structures in which firms coordinate the internal and external processes such as the mutual adjustment, the direct supervision, the standardization of work processes, the standardization of process and outputs, the standardization of skills and the standardization of norms. Certainly, standardization of process and outputs is the most appropriate coordination mechanism for tourism companies because it specifies the results of the process with a great impact on tourist' satisfaction. For instance, a travel agency must provide exactly the same travel experience to tourists as it was described and promised initially and an accommodation supplier must create all rooms based on the same standards. It is a fact that the standardization of process and outputs can only be achieved with limited horizontal decentralization for process standardization as well as with limited vertical decentralization for the output standardization.

Figure 5: Tourism product standardization



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Obviously, internal standardization plays a crucial role in all the companies that compose the tourism industry, where the total quality service is about the internal performance that begins from the management decisions (management approach) and ends with the proper duty distribution in the workforce (service quality). In the tourism industry, absolute standardization is almost unachievable due to human involvement in the production and the delivery process of the

¹⁵ "Tourism: Principles and Practice" (6th ed.) – John Fletcher, Alan Fyall, David Gilbert & Stephen Wanhill

tourism product. Nevertheless, components of the tourism service especially some physical evidence such as uniforms, vouchers, etc., could be easily standardized to position the service on tourists' minds and influence consumers' purchasing behavior.

In the field of standardization, the government clearly has a prominent position with regard to its laws and measures implementation, by being a pure control mechanism. In this way, all companies in the tourism industry, except for their internal standardization, would follow specific standards and regulations set by the state body and collectively will standardize the tourism product-destination. Thus, any kind of illegalities would be eliminated and could claim a strong position as a travel destination worldwide.

DATA COLLECTION

Data collection is vital for all marketing strategies and constitutes the golden key for advanced performance. Due to its nature, data are necessary for the tourism industry, mainly, for the specialized segmentation, targeting and positioning of the tourism product because without them the marketing plan blindly targets its audience. Still, why is data collection so significant for the tourism industry?

Data give tourism companies the opportunity to build a database, analyze significant information, identify and verify issues and perceptions about the existing and potential tourists, for promotional and retargeting efforts leading to niche markets with loyal customers. In addition, measurable data assist the effectiveness of every business and marketing decision, defining whether goals were reached, by considering progress and capitalizing on opportunities.

In previous years, data collection was done manually resulting in a costly, time-consuming process with the possibility of human error. In the new technological era, data are collected digitally for scalability,

comparability, validity and reliability. Moreover, digital data collection is standardized, inexpensive, real-time, easy to analyze, more practical with fast results, protecting anonymity. Thanks to IoT (Internet of Things) data provide more specialized knowledge of tourists' needs, leading to efficient revenue streams with high-value tourists. Data can be collected online via website contact forms, digital surveys and contests, checkout/point-of-sale (POS) systems, social media monitoring, reviews and feedback, digital profiles, apps installations, GPS tracking and chatbots with exceptional attention to data privacy and security policies.

THE ROLE OF THE INTERNET IN TOURISM

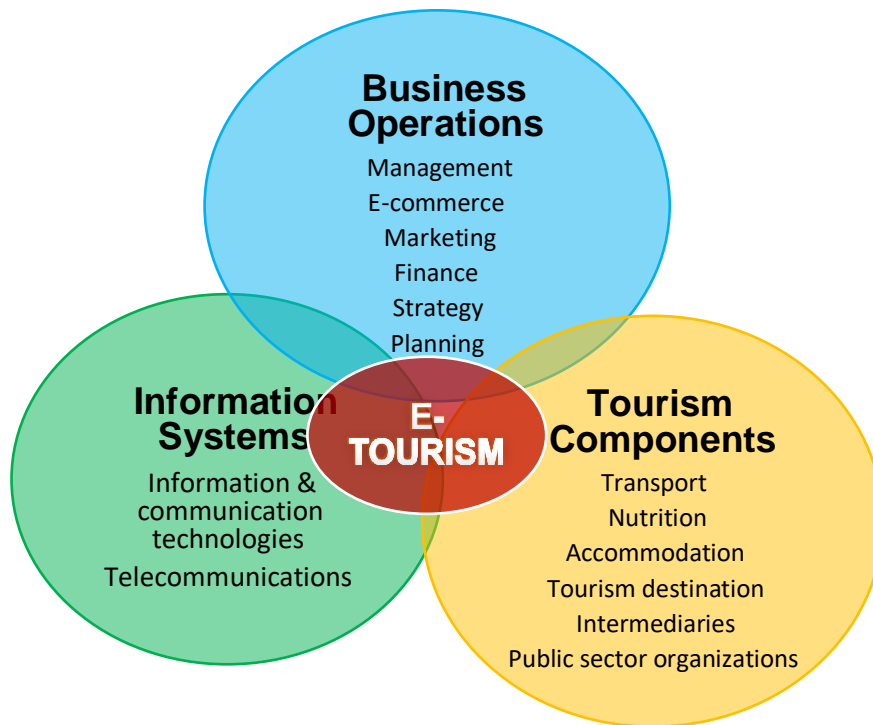
The tourism industry began to grow in the 1970s affected by the CRS (Computer Reservation System), the 1980s by the GDS (Global Distribution System) and in the mid1990s up to today by the Internet. The consistent increment of the internet users worldwide and the familiarization of tourists with the tools of the Internet, impose the modernization of tourism services online, in order to serve the needs of tourists as best and as directly as possible. The process of information and online booking is easy, fast and almost always inexpensive and often provides tourists special privileges over traditional bookings, such as lower prices.

This new business method is called e-tourism and constitutes the connection of information and communication technologies to the tourism industry. Specifically, information and communication technologies are the set of professional areas related to the study, design, development, implementation, maintenance, and management of computer information systems, particularly, with regard to computer software and hardware applications, with the aim of production, storage, management and transmission of information of any type.

In other words, e-tourism is essentially the digitization of the entire tourism industry and infrastructure for the presentation and promotion of tourism products, services and destinations. It could easily be imprinted as the tourism industry sector interconnection cloud, as shown in the figure below.

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Figure 7: E-Tourism



The first section deals with tourism companies' operations, including management, ecommerce, marketing, finance, strategy, and planning. The second section contains all the tourism businesses that compose the tourism industry including the following elements: transport, tourist destination, accommodation, nutrition, intermediaries and public sector organizations. Finally, the third area concerns

¹⁶ "Tourism Information Technology" (3rd ed.) – Pierre J. Benckendorff, Pauline J. Sheldon, Daniel R. Fesenmaier

information systems that include telecommunications as well as information and communication technologies.

E-TOURISM OBJECTIVES

E-tourism originates from a strong competitive advantage and raises the cubit for growth in the tourism industry. There are two types of objectives that can be achieved through e-tourism and are divided into quantitative and qualitative ones.

The quantities refer to the numerical indicators of the economic and social effects of tourism in the country, as shown below:

- ✓ The determination of percentage sales within a predetermined time limit.
- ✓ The anticipated increase in market share.
- ✓ The increment in the percentage of e-bookings.
- ✓ The improvement of the efficiency and sustainability index.

On the other hand, quality objectives include non-measurable results such as:

- The emergence of alternative forms of tourism, particular characteristics and comparative advantages of the tourism destination.
- The softening of the seasonality of demand through the growth of winter tourism with the further aim of removing the peak season.
- The degree of satisfaction of tourists with further improvement of the tourism services and products, offered by the value/price ratio.
- The delimitation of arrivals through the attraction of specific high-income market segments that bring more benefits to the tourism destination.

- The international online presentation and promotion advertising.
- The quality development and diversification of tourism products and services.

E-TOURISM BENEFITS

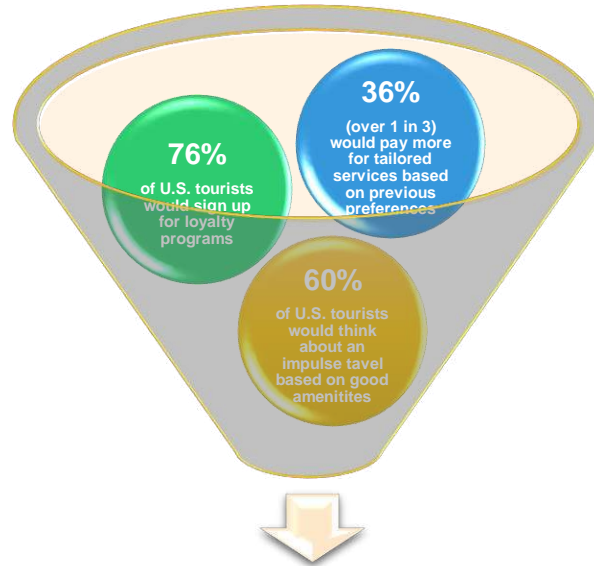
E-tourism provides a number of benefits that are becoming increasingly evident over the years to both tourists and tourism businesses.

Concerning tourists, the following benefits are observed:

- ❖ Access to a wealth of information.
- ❖ Quick and easy information on tourism products and services.
- ❖ Comparison of prices and additional services provided as well as the final decision of the proposal that is most advantageous to them.
- ❖ Personal opinion formulation via reviews, opinions and ratings of other tourists who have already visited the destination.
- ❖ Direct contact with instant response to any questions.
- ❖ 24-hour access to tourism business websites.
- ❖ Ease of payment in multiple ways such as credit and prepaid cards, bank transfer, etc.

Figure 8: E-Tourism Benefits

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The benefits of e-tourism for tourism businesses are the following:

- Ability to promote the image of the business internationally, easily and promptly.
- Information material distribution quickly and easily without geographical limitations.
- Business expansion with the usage of GDS, websites and online stores.
- Management of easy-to-use research methods for studying purchasing behavior and identifying consumer needs.

¹⁷ "Travel Loyalty Programs & Personalization Trends" – *Phocuswright, Skift, or Deloitte

- Services improvement through feedback from surveys, comments and reviews.
- Operating costs reduction due to the automation of many functions.
- Growth of customer database and market share.
- Easy collection of market opportunity information for the online audience segmentation and determination.
- The appliance of the benchmark method: monitoring of the best strategies chosen by competitors in the industry.

CHAPTER TWO:
INTRODUCTION INTO
DIGITAL MARKETING

SECTION ONE:

2.1.1. MARKETING

Marketing is the systematic process of identifying, anticipating, and satisfying customer needs profitably.¹⁸

It encompasses:

- **Creating value:** Through products, services, or experiences.
- **Exchange relationships:** Between businesses, consumers, and society.
- **Strategic communication:** Branding, advertising, and promotions.

2.1.1.1. The Marketing Mix (4 Ps)

1. **Product:** Tangible goods or intangible services (e.g., iPhone's ecosystem).
2. **Price:** Pricing strategies (premium, penetration, freemium).
3. **Place:** Distribution channels (e.g., Amazon's omnichannel logistics).
4. **Promotion:** Integrated campaigns (e.g., Coca-Cola's "Share a Coke").

2.1.2. DIGITAL MARKETING

Digital marketing refers to all marketing efforts that leverage electronic devices or the internet to promote products, services, or brands. Unlike traditional marketing (TV, print, radio), digital marketing enables **real-time engagement, precise targeting, and measurable ROI.**

¹⁸ CIM. 2023.

2.1.2.1. Key Characteristics:

- **Global Reach:** A small business can compete with multinational brands (e.g., Shopify stores selling worldwide).
- **Cost-Effectiveness:** Lower entry barriers than TV ads (e.g., Facebook Ads start at \$1/day).
- **Data-Driven Decisions:** Tools like Google Analytics track user behavior.

2.1.2.2. Evolution of Digital Marketing

- **1990s:** Basic websites and email marketing.
- **2000s:** Rise of Google Ads and SEO.
- **2010s:** Social media dominance (Facebook, Instagram).
- **2020s:** AI-driven automation (chatbots, predictive analytics).

2.1.2.3. Case Study:

Amazon's Growth: From an online bookstore to a data-driven e-commerce giant using personalized recommendations (35% of sales come from AI suggestions).

2.1.3. Core Digital Marketing Channels

2.1.3.1. Search Engine Optimization (SEO)

- **Definition:** Optimizing websites to rank higher on Google (e.g., Airbnb's SEO strategy drives 90% of its traffic).
- **Key Techniques:**
 - **On-Page SEO:** Keyword optimization (e.g., "best running shoes 2024").

- **Off-Page SEO:** Backlinks from authoritative sites (e.g., Forbes linking to your blog).
- **Technical SEO:** Site speed, mobile-friendliness (Google’s Core Web Vitals).

Stat: 75% of users never scroll past the first page of search results (HubSpot, 2023).

2.1.3.2. Pay-Per-Click (PPC) Advertising

- **Google Ads:** Bid on keywords (e.g., "luxury hotels in Paris").
- **Social Media Ads:** Facebook, Instagram, LinkedIn (e.g., Dior’s targeted influencer collaborations).
- **Programmatic Advertising:** AI-driven ad placements (e.g., real-time bidding on display ads).

2.1.3.3. Social Media Marketing

Table 1: Social Media Marketing Examples

<u>Platform</u>	<u>Best For</u>	<u>Example</u>
Facebook	Community building	Starbucks’ user-generated content campaigns
Instagram	Visual storytelling	Nike’s athlete-driven Reels
TikTok	Viral trends	Duolingo’s humorous skits
LinkedIn	B2B lead generation	HubSpot’s educational posts ¹⁹

¹⁹ Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing (7th ed.). Pearson Education.

2.1.3.4. Email Marketing

- **Segmentation:** Sending personalized offers (e.g., Spotify's "Discover Weekly").
- **Automation:** Welcome series, cart abandonment emails (e.g., Amazon's 24-hour follow-ups).

Stat: Email marketing delivers 42ROIforevery42ROIforevery1 spent.²⁰

2.1.3.5. Content Marketing

- **Blogs:** Backlinko's SEO guides.
- **Video:** Red Bull's extreme sports documentaries.
- **Podcasts:** "Masters of Scale" by LinkedIn co-founder Reid Hoffman.

2.1.4. Digital Marketing Technologies

2.1.4.1. Marketing Automation Tools

- **HubSpot:** All-in-one CRM for lead nurturing.
- **Mailchimp:** Email campaign automation.
- **Hootsuite:** Social media scheduling.

2.1.4.2. AI in Digital Marketing

- **Chatbots:** Sephora's virtual beauty advisor.
- **Predictive Analytics:** Netflix's "Top Picks for You."
- **Programmatic Advertising:** AI bidding for ad space in milliseconds.

²⁰ DMA. 2023.

Quote:

"AI will handle 95% of customer interactions by 2025." – Servion Global Solutions.

2.1.4.3. Voice & Visual Search

- **Voice Search:** 50% of U.S. users use voice assistants (e.g., "Hey Google, find hotels near me").
- **Pinterest Lens:** Image-based product searches (e.g., snapping a photo of shoes to find retailers).

2.1.5. Measuring Digital Marketing Success

Key Performance Indicators (KPIs)

Table 2: Key Performance Indicators

<u>Metric</u>	<u>Purpose</u>	<u>Tool Example</u>
Click-Through Rate (CTR)	Ad engagement	Google Ads
Conversion Rate	Sales per visitor	Shopify Analytics
Customer Lifetime Value (CLV)	Long-term profitability	CRM systems ²¹

A/B Testing

- **Example:** Booking.com runs 1,000+ A/B tests yearly to optimize UX.

Attribution Models

- **Last-Click:** Credits the final touchpoint (e.g., Google Ad).
- **Multi-Touch:** Tracks all interactions (e.g., social media → email → purchase).

²¹ **Ryan, D. (2016).** Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (4th ed.). Kogan Page.

2.1.6. Challenges & Future Trends

2.1.6.1. Privacy Regulations

- **GDPR (EU), CCPA (California):** Restrictions on data tracking.
- **Cookie Deprecation:** Google's 2024 phase-out of third-party cookies.

2.1.6.2. Future Trends

1. **Metaverse Marketing:** Virtual showrooms (e.g., Gucci's Roblox store).
2. **Blockchain for Ads:** Transparent ad spending (e.g., Brave browser's tokenized ads).
3. **Hyper-Personalization:** AI-generated dynamic content (e.g., Coca-Cola's "Create Real Magic" campaign).

Stat: 80% of marketers say personalization boosts sales.²²

²² Accenture. 2023.

SECTION TWO:

2.2. TOURISM MARKETING

Marketing is the customer-oriented management operation that organizes and manipulates all those commercial activities involved, in evaluating and converting consumers' purchasing power into effective demand, accomplishing in parallel customer satisfaction. According to Kotler (1997), marketing is defined as “a social process by which individuals and groups obtain what they need and want through creating, offering and freely exchanging products and services of value with others”. Tourism marketing has fundamentally different approaches to all management functions, including marketing, due to the fact that the traveler purchases a series of services, while, very little concrete value remains until the travel completion. In essence, tourism marketing must give prominence to the value of the travel memories, make all information easily accessible, persuade travelers that they invest in good value for money and convince the potential tourists that all provided services will be as described and expected.

2.2.1. MARKETING MIX IN TOURISM

Marketing concepts had been initially developed in the framework of tangible products, where firms had to mix the ingredients in order to expand their marketing objectives and interact with the target market and its needs. However, the marketing mix in tourism examines all the positive facets of a service that a tourism organization has to address in order to meet travelers' expectations.

The main aspects of the marketing concepts in tourism are:

- ❖ the creation of the demand through various means
- ❖ the tourist orientation by generating sufficient services

- ❖ the integrated marketing with the contribution of other company's departments, for instance, finance, research and development
- ❖ the profitable sales volume through tourist satisfaction aiming in sustainability

2.2.1.1. 8 Ps OF MARKETING MIX

Marketing mix in the travel and tourism sector applies all the above marketing concepts including the entire range of components needed to accomplish profitable exchanges of services between the two parties, which are the firm and the tourist. These components, also known as the 8Ps, are classified as the main elements of a firm's services marketing plan as follows. The main key to success is to start always with the customer and end with the customer’s satisfaction.

Figure 1: 8 Ps of Marketing Mix

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²³ Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed.). Pearson Education.

2.2.1.1.1. Product: What the company has to offer

The product is the collection of services that have features and benefits including the planning, availability, appearance, safety, warranties as well as experiences, being directly proportional to the quality of the service. Customary features and benefits in tourism marketing highlight the standard features and benefits such as the amenities of a hotel room, the convenient transfer of travelers, and more, aiming to the tourists' needs satisfaction. Since the tourism product is intangible, the only way the potential travelers can learn more about it is via an attractive website, where they can easily complete its purchase. The more branded a tourism product is, the more reliable the choice will be for the potential tourist to buy.

2.2.1.1.2. Price: What consumer will pay

The price has to conform to the tourism product and is defined by three key factors:

- Operating costs: The operating costs of each tourism product include both fixed and variable costs. For instance, the fixed costs of a tour package remain the same independently of the sales enclosing the wages and insurance of the tour leader and the bus driver, as well as the gas and the equipment expenses. The variable costs of a tour package encapsulate the nutrition, the accommodation, the entry fees, the tourists' insurance as well as the promotional and events expenses.
- Profit Margins: The profit margins of the tourism product can be determined and escalate based on the competition's offers evaluation, thus preserving always a competitive advantage.

- Commissions of Intermediaries: The tourism product combines more than one services, thus, commissions are a key factor for the promotion, distribution and vending of the tourism product among the intermediaries such as travel agents, wholesalers, outbound tour operators or online travel agents.

Professional tourism marketing can either be supplemented with additional special features, such as the free Internet, free breakfast or with discounts on ancillary amenities, for instance, spa therapies, etc. The most common pricing policies that can be applied to the tourism product are the following:

- ❖ Discount Pricing: percentage or cash discounts to tempt travelers to buy more tourism products, such as on the attendance of an additional number of people.
- ❖ Value-Based Pricing: price based on the perception of the value, not the seller's cost.
- ❖ Variable Pricing: price based on the variations of the tourism product.
- ❖ Loss Leader Pricing: the tourism service is sold lower than the actual price in order to settle the loss by massive purchases.
- ❖ Promotional Pricing: the promotional campaigns invest to advertise the free of charge product which can only be earned by purchasing the combined selling product, thus increasing its sale.
- ❖ Market Skimming Pricing: charging a high price for a newly released product and lower the price when the demand falls.

- ❖ Market Penetration Pricing: low initial price in order to enter the market and expand the tourism product in order to win a large market share.
- ❖ Seasonal Pricing: price escalate based on seasonal demand
- ❖ Last-Minute Pricing: discount to fill the gaps

2.2.1.1.3. Place: Where the travel experience is granted

The place refers to the actual location where the traveler receives the entire tourism service and experience. The destination is the most powerful component of the tourism product because it can attract the traveler in order to proceed with its actual purchase. Specifically, the accessibility, the nutrition, the facilities, the activities, the supplements, the aesthetical value, the auxiliary services, the amenities and the skilled workforce that a tourism destination provides can be the incentive to convert a potential consumer to a real one.

2.2.1.1.4. Promotion: How the firm sells its tourism products

Promotion, actually, is the creation of a specific image of the tourism product in the minds of tourists. The intention of the promotion is to inform the target customers about the tourism product's existence, communicating the content information as well as its cost and positioning it on the target market. There are several efficient ways of promoting a tourism product.

- ❖ Advertising the products through public commercials on television, radio stations, newspapers.
- ❖ Distributing promotional material such as brochures, notebooks, pens, USB sticks, diaries, purses, advertising magnets, keychains, etc.

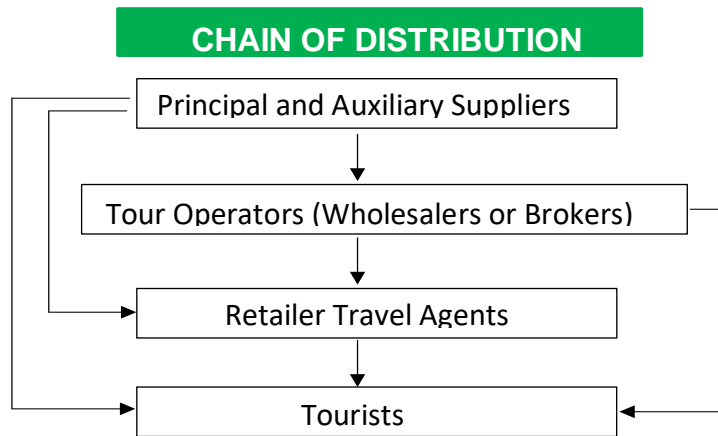
- ❖ Setting Points of Sale (POS) such as souvenir shops, hotels, malls, public transportation stations, etc.
- ❖ Promoting tourism products in global fairs, or via sponsorships, or through affiliate alliances or via endowments to socially weaker human groups.
- ❖ Providing the tourism product as an incentive to companies that need to strengthen colleagues' relationships.
- ❖ Promoting tourism products with their attractive attributes on the website of the tourism firm with the ability of instant purchases.
- ❖ Advertising tourism services via social media, such as Facebook, Instagram, Pinterest, etc.
- ❖ Distributing tourism products via online travel aggregators such as Booking, Trivago, Expedia, Tripadvisor, etc.
- ❖ Promoting tourism products via campaigns such as Google Display Network, Cost Per Viewable Ad Impressions, Cost Per Click, Cost Per View, Cost Per Minus, Email, SMS & MMS marketing.
- ❖ Advertising tourism products with the mouth-to-mouth technique via tourism business or individual intermediaries.

2.2.1.1.5. People: The hidden strength

The tourism product is a collection of services thus, the people who interact in the entire process play a crucial role. These people are the suppliers of tourism services, such as airline companies, cruise companies, accommodation providers, etc., the tour operators who combine these services based on market demands and the travel agencies who distribute tourism products to tourists. Tour operators must provide high-level services in order for the intermediaries to sell more easily and repeatedly the products to their customers, affecting the firm’s position in the marketplace.

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Figure 2: Chain of Distribution



2.2.1.1.6. Planning: The entire process of tourism experience

Planning constitutes a key service component of the tourism experience because tourists expect that the experience will be equivalent to what they purchased. The firm must develop a well-tailored detailing process in executing the tourism service properly. The planning could be applied to all business processing such as the sales

²⁴ Page, S. J. (2019). Tourism Management (6th ed.). Routledge.

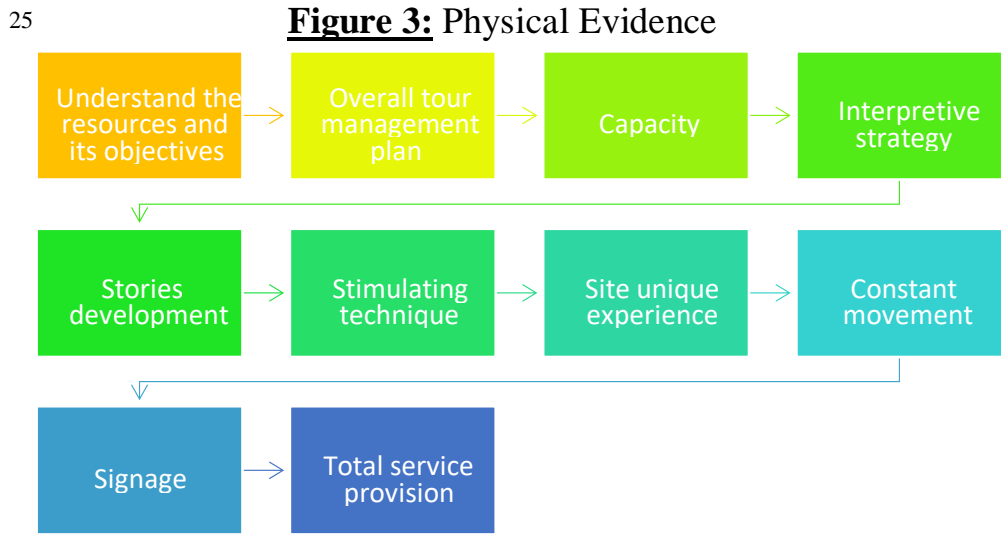
funnel, the pay and distribution system, ensuring the effectiveness of the provided service.

2.2.1.1.7. Programming: Assistance to customers

Programming, also known as service marketing, is a practice that adds value to the standard tourism product/service via the choice of exclusive preferences facility. Specifically, tourists can purchase a tourism product that matches their interests, distinguishing it from competitors, thus, attracting additional consumers.

2.2.1.1.8. Physical Evidence

Physical evidence refers to the way firms' tourism products as well as the brands are perceived in the market. In terms of physical evidence, price, quality and facilities combined with the destination are the most significant factors that influence and determine tourists' perception. In terms of psychological evidence, visual merchandising has given great weight in emotions in order to excite tourists' senses by directly influencing the buying decision. The tourism industry invests a lot in



²⁵ Moscardo, G. (1996). "Mindful Visitors: Heritage and Tourism." *Annals of Tourism Research*, 23(2), 376-397

professional photographers in order to capture and reflect the most magical experiences via images and promote them visually to tourists, motivating them to live these experiences once in a lifetime.

2.2.2. MARKETING STRATEGY

Market research is the key element for an effective marketing strategy in the tourism industry, due to the fact that it provides base information related to supply and demand of the tourism product, leading in decisions about its objectives and policies. It is essential for all tourism companies to find answers to the following questions before building the firm's marketing strategy in order to map the company's direction and create a fundamental, valuable and actionable tool and achieve sustainable competitive advantage.

- ❖ Who are the potential tourists and where do they come from or live?
- ❖ What are their travel preferences and interests?
- ❖ What do they purchase and where do they stay, when traveling?
- ❖ What means of transportation do they use?
- ❖ What are their entertainment preferences, likes and dislikes?
- ❖ What are the competition trends?
- ❖ What type of marketing programs must be applied?

Along with all the above data, the marketing strategy must always develop a detailed analysis focusing also on the 3C elements which are the Customers, the Corporation and the Competition. Bose (2008) suggest qualitative and quantitative analytical techniques which vary

based on the nature of the marketing problem, the availability of the data, the objective of the firm, the constraints and the opportunities.

2.2.2.1. Marketing objective

The marketing objective for Tourism is to grow the incoming tourists, thus, increase the tourism industry's annual contribution to the economy. In the specific marketing strategy, the public and private sectors have to cooperate by extending the tourism season beyond the summer season, achieving long-term sustainability.

2.2.2.2. Constraints and opportunities

In general, the most significant constraints in the tourism industry are the travel distance, the access and the cost of the travel in association with the tourists' origin location not to mention the reduction of capacity in peak season. Despite these constraints, there are opportunities open to Tourism.

The strategic planning is usually generated with the examination of the factors that constitute the internal, the external, the micro as well as the macro environment and significantly influence the quality of strategic decision-making.

2.2.2.3. PESTLE analysis for tourism industry

The external environment, which is divided into two types –the Micro and Macro Environment- can be more powerful than the internal one. Specifically, any alteration, especially in the Macro environment, can create threats with aspects in the entire tourism industry and as a range of powerful forces, can affect also the dynamic of microenvironment as a chain reaction. These threats could be economic instability, environmental change, political turmoil and more factors that affect tourists' attitudes and decisions. Therefore, PESTLE (Political, Economic, Social, Technological, Legal, Environmental)

analysis is always applied before the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis with its goal to identify, measure and assess the tourism market in-depth, from the consumption to the service development process, to guarantee the proper functionality in all aspects for long-term brand reputation.

2.2.2.4. Political factors

After the beginning of the financial crisis, the political scenery during the period 2009-2019 turned out sorely unstable. During this decade, a national referendum and five parliamentary elections were held, resulting in the replacement of seven prime ministers and seven governments. This political turmoil, coupled with incidents of corruption, has led the country to mistrust the political system and the partner-countries to lose their confidence. The landscape oozes a sense of political unreliability concerning the government policy, the trade and foreign trade policy, the tax policy, the fiscal policy and the labor law. It is for granted that political instability hurts the revenues of the country, the funding or subsidies as well as the support for specific industries, such as the tourism industry and the trade agreements.

2.2.2.5. Economic factors

In 2009, a huge appearing of spending deficits and increased government debt, thus, losing reliability on investors as well as citizens and leading to a deep economic crisis. During the period 2008-2013, more than 26% of the Crude Domestic Product of the country vanished. Moreover, it maintains the highest unemployment rate in Europe reaching almost 20%. The tourism industry has not been directly affected by the financial crisis because the financial influx into the sector is mainly held with money outside the country. However, tourism industry suppliers have been directly affected by the 24% VAT rise and consequently the price increase in their services. The worst

impacts of the economic crisis in the tourism industry are the inflation, the exchange rates, the seasonality, the tourists' nonconfidence and their purchasing power.

2.2.2.6. Social factors

Exactly as economic trends, also, the social trends shape the tourism industry in terms of tourists' preferences, as social influencers and role models can affect the demand for tourism products. For instance, with the rise of Airbnb, all hotels have suffered a major financial blow in recent years.

2.2.2.7. Technological factors

Despite the financial crisis, it maintains a well-developed technological infrastructure, including plenty of cell towers to reliable networks. This technological infrastructure facilitates the demand for the tourism industry constituting an enabler. All sectors of the tourism industry rely on the Internet for their business activities, from the airline firms to accommodation companies, which are making use of the Information Technology infrastructure in order to serve their tourists better. However, a lot of travel agencies and tour operators have not yet been aware of the powerful role of the Internet in the tourism industry. In the 21st century, technology is the main key to imprint the travel experience easier and promptly to a larger purchasing target audience.

2.2.2.8. Legal factors

The regulatory environment in the tourism industry is complex and is inextricably linked to the legislative framework. There are transnational agreements for the movement of tourists, travel legislation is fully resilient, generating massive inflows of illegal

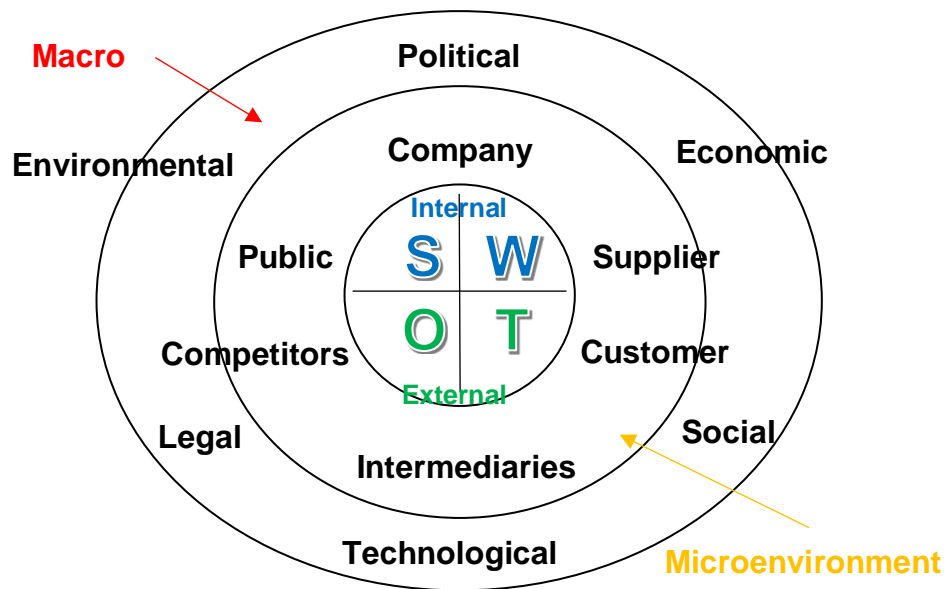
immigrants to the country affecting the safety as well as economic, political and social stability.

2.2.2.9. Environmental factors

A state member of the European Union, signed international agreements on environmental conservation, investing in sustainability and focusing on ecotourism. Following the international expectations, environmental concerns apply to air pollution, waste and ozone layer damage. Most of the accommodation businesses adopted a recycling policy and tour operators generated ecotourism travels. It is for granted that environmental and ecological factors have a major impact on the tourism industry because the most cleaner the cities are.

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Figure 4: SWOT



²⁶ Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed.). Pearson Education.

2.2.3. TARGET MARKETING PROCESS

After years of analyzing the different and unique preferences, needs, interests and consuming behavior, marketing has distanced itself from mass marketing and embraced target marketing as the number one tool that leads to the creation of niche markets by establishing the value for more targeted clients. According to Kotler and Armstrong (2017), target marketing is a customer-driven marketing strategy and provides all the essential information to develop the appropriate relationships with the correct customers through market segmentation, targeting and positioning, also known as STP analysis.

2.2.3.1. MARKET SEGMENTATION

Market segmentation aims to acknowledge distinct homogeneous groups of tourists with common needs, desires, preferences, characteristics and travel behavior increasing the efficiency and effectiveness of the strategic marketing planning process. Hammonds (2001) mentions Michael Porter's phrase, "You can't be all things to all people" explaining that segmenting the market provides the opportunity of developing specialized travels for specific groups of tourists, thereby acquiring a competitive advantage in the tourism industry. A meaningful example in the segmentation of tourism could be the fact that extreme sports excursions cannot be sold to the elderly as well as family vacation packages cannot be vended to people without family obligations.

The benefits of market segmentation in the tourism industry are the following:

- Greatly facilitation for both the state and the tourism organizations concerning the development and the specialization of marketing policies and strategies.
- Easier and comparatively better labeling of tourism market opportunities for tourism product sales across different geographical segments.
- Implementation of niche marketing strategies and tactics to approach the different segments of the tourism market.
- Specialized overall programming and planning with regard to the essential differentiation of the tourism products in the unalike segments of the tourism market.
- Simplified performance evaluation of the tourism market segmentation, by the sellers and buyers of the tourism products.
- Easier identification of the obstacles or difficulties encountered by the tourism industry.

The strategy of market segmentation in tourism is to classify the present and the potential market based on specific characteristics and afterward adjust the pricing, supply and promotion to the target markets, achieving the highest ROI (Return Of Investment). The most usual characteristics of segmenting tourists' markets are depicted below:

Table 3: Market Segmentation²⁷

Demographics	Geographic
Age	World region
Gender	Country
Ethnic Background	Country region
Family life cycle	City
Psychographic	Physical Climate
Lifestyle	Socioeconomic
Personality	Income
Activities	Education
Interests	Occupation
Opinions	Benefits
Behavioral	Consumer needs
Frequency of purchase	Product features desired
Loyalty of consumers	

The tourism market is usually segmented in terms of demographics, geographic, psychographic and socioeconomic criteria. For instance, targeting a group of people in the age between 40 to 60 years old, with an annual income over 200.000€ living in the

Segmentation based on the following criteria:

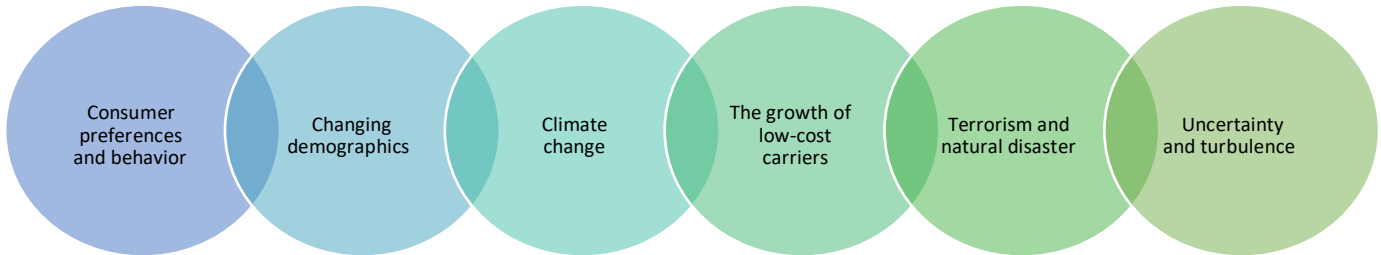
- ❖ Place of origin of tourists-target.
- ❖ Interests for new destinations & different cultures.
- ❖ Purpose of travel, such as vacations, sightseeing, cruise, history, etc.
- ❖ Economic status and spending tendencies.

²⁷ Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed.). Pearson Education.

- ❖ Accommodation preferences like traditional houses, luxury hotels, villas, etc.

Figure 5: Criteria

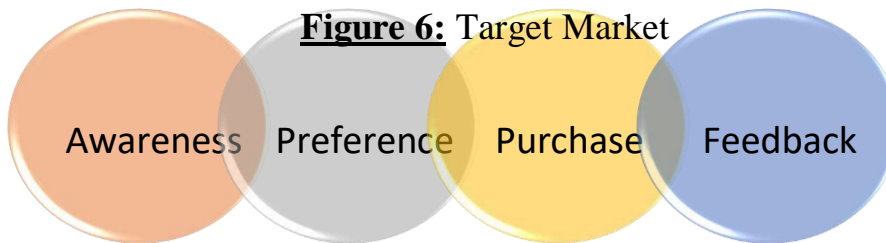
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2.2.4. TARGET MARKET

²⁹Target marketing is the next step of segmentation where a communication strategy is developed in order to help actual and potential tourists in making a proper decision. Various features of each segment must be evaluated such as the market size (number of tourists), the growth (sales and anticipated revenues), attractiveness (competitors, suppliers) in order to gain the know-how better and serve most profitably each segment. Consequently, the target audience defines the promotional campaign on what to say, how to say, when to say, where to say and who will say. Once the target is determined, four main pillars define the decision on the purpose and promotional activity, as imprinted below.

Figure 6: Target Market



²⁸ **Figure 5:** Middleton, V. T. C., Fyall, A., Morgan, M., & Ranchhod, A. (2009). *Marketing in Travel and Tourism* (4th ed.). Routledge.

²⁹ **Figure 6:** Kotler, P., Bowen, J. T., & Makens, J. C. (2017). *Marketing for Hospitality and Tourism* (7th ed.). Pearson.

Awareness: Tourists-target might be totally unaware of the tourism services, destinations, tours and trips that can be offered. The target market must be totally knowledgeable in order tourism suppliers to conquer all actual and potential tourists.

Preference: Some targeted tourists might be aware of the tourism destination, but don't feel so likely to be favored. The communication process must imprint the values gained of the specific tourism service and present its uniqueness by promising the actual propitious advantages of choosing it.

Purchase: Some tourists-target might be convinced about the travel experience but they need some action to proceed to the purchase. Sales, promotional offers and other interactive actions will persuade them much easier to buy the travel service.

Feedback: Data are the most significant elements in every marketing plan. Through feedback, the firm can learn about the tourists' attitudes toward the service and the company, which facilitates targeted alterations on the promotional plan or the actual service itself. For instance, feedback could be the overall experience of the trip, the behavior of the workforce, if the experience was "value for money" and much more pitched information.

2.2.5. POSITIONING

The final step of STP concerning the market decisions on its value proposition to the targeted audience is positioning. In the tourism industry, positioning is a strategy whose main goal is to influence tourists' perception and occupy a unique and outstanding competitive position in their minds, compared to competitors' relative services. At this step, a complete image of the travel experience is created, enhancing the attractiveness of a tourism destination, delivering unique value and motivating the tourist to move from knowledge to purchase.

Based on Trout and Ries (2001), positioning is not what firms do for the service but how they serve its communication method to cut through the clutter and invade into tourists' minds.

The tourism industry is spreading its tentacles in many areas and can be tailored based on attributes like personal benefits, psychological elevation, category, price, quality, facilities and destination. For instance, a tourism package could establish its position in the perception of the buying prospect if a celebrity first made use of it or if there was an actual benefit after its purchase. Specifically, Mykonos is a dream destination island for all people worldwide because a lot of celebrities or members of royal families have already visited. This is a motive itself for people who are searching for social recognition.

Moreover, a timeless loyalty card accompanied by the purchase of a package could be imprinted in the memory of tourists, knowing that they can always have preferential prices at all affiliated tourist shops.

Last but not least, if each tourist had the ability to create a customized holiday package, name it upon his desire and be marketed under its designated name, the brand not only could easily establish a permanent position in tourists' mind but it could also be promoted via mouth-to-mouth and become viral.

It must be noted that market segments alter in relation to the composition, the size, the preferences, the purchase behavior and the competition. Depending on the situation, the positioning might readjust, enlarge or reshape the overall marketing strategy plan.

SECTION
THREE:

2.3. RELATION BETWEEN DIGITAL MARKETING & TOURISM

2.3.1. Impact of Digital Marketing on Sustainable Tourism Development

All IEs collectively recognize digital marketing as pivotal for tourism growth, attributing its transformative impact to the emergence of hotel facilities, development in mountainous areas, and increased attention to specific regions. IE 1 emphasizes the inconceivability of tourism without digital marketing in today's landscape, IE 5 emphasizes the role of digital marketing in distinguishing businesses in a competitive market, underscoring its significance for economic development³⁰. "Today, tourism without the presence of digital marketing is unimaginable. The emergence of hotel facilities and the continual development of these regions are largely attributed to the influence of digital marketing. Digital marketing significantly impacts approximately 80% of tourism development". Moreover, Participant IE 2 stated: "Presently, tourism's evolution is inseparable from digital marketing. Digital marketing significantly influences economic, cultural, and social aspects by facilitating real-time information transfer." This is further supported by Participant IE 5, who emphasized: "Businesses embracing digital marketing strategies achieve greater success and distinguish themselves in the competitive market. Digital marketing significantly influences economic, cultural, and social aspects by reshaping our perception of the environment, events, and business strategies".

In addition to its economic impact, the IEs emphasized digital marketing's potential role in promoting sustainable tourism by raising awareness of eco-friendly travel options and directing tourists to lesser-

³⁰ Interview transcript. 2024.

known or environmentally sensitive destinations. This can help reduce the pressure on over-visited areas while encouraging balanced growth in rural and developing regions. “Digital marketing holds tremendous potential for promoting sustainable tourism by highlighting eco-friendly travel options and steering tourists toward lesser-known destinations. By doing so, we can ease the burden on overcrowded areas while simultaneously fostering tourism growth in rural and environmentally sensitive regions, ensuring more balanced and sustainable development across the country”.

2.3.2. Digital Marketing and Collaboration

The role of digital marketing in attracting investments and fostering collaboration among stakeholders was unanimously recognized by the IEs. IE 4 stresses its vital role in attracting investments that are necessary for tourism development, while IE 2 underscores its ability to enhance cooperation between companies and customers, ultimately driving economic growth. Similarly, IE 3 highlights how digital marketing substantially reduces waiting times for service or information, facilitating seamless interactions between stakeholders. “Digital marketing plays a vital role in attracting investments and partnerships necessary for sustainable tourism development and has substantially enhanced collaboration between companies engaged in tourism activities”. “Digitization demonstrates our country’s seriousness, attracting foreign partners and investments. It enhances cooperation between companies and customers, benefiting all involved in this scope of activity”. “Digital marketing assumes a pivotal role in attracting both local and international investments. It substantially reduces waiting times for service or information by allowing online reservations, research, and exploration of various destinations”. “Collaboration between public and private stakeholders, facilitated by digital platforms, is key to sustainable tourism. National policies should

promote partnerships by funding training programs and public–private marketing initiatives, ensuring that all businesses benefit”.

2.3.3. Challenges and Disparities

Challenges and disparities in access to digital marketing resources emerged as pertinent concerns raised by the IEs. They identified disparities between enterprises operating in developing and developed countries regarding access to resources for digital marketing activities. IE 1 emphasizes the swift transformations witnessed in the industry, particularly during the pandemic, while IE 5 highlights the absence of a national tourism agency, hampering promotional efforts compared to neighboring countries. “The landscape of competition within the tourism industry has rapidly transformed. There exists a significant disparity between enterprises operating in developing countries and those in developed countries regarding access to resources for digital marketing activities”. “The absence of a national tourism agency hampers our promotional efforts compared to our neighbors who prioritize digitization. Imbalances exist depending on location and development conditions”. “The industry underwent swift transformations during the pandemic. Larger businesses wield power in the market, potentially overshadowing smaller enterprises”. “To bridge the gap between large and small tourism enterprises, national policies must include targeted financial assistance and technical support for small-medium enterprises (SMEs). Investing in digital marketing literacy and infrastructure in rural areas is essential for sustainable growth.

2.3.4. Risks and Negative Impacts

The IEs expressed apprehension about over-reliance on digital marketing, citing potential risks such as disadvantaging smaller enterprises and creating imbalances within the industry. IE1

underscores the risk associated with larger enterprises benefiting more from state support, potentially overshadowing smaller players. Meanwhile, IE 3 and IE 5 both draw attention to the importance of substantial state investments in infrastructure to mitigate associated risks and ensure sustainable tourism development. “Over-reliance on digital marketing, while advantageous for larger enterprises, can disadvantage smaller and medium-sized ones”. “A lack of substantial state investments in infrastructure like roads, electricity, and water supply poses a risk for sustainable tourism development”. “Without adequate support from the government in improving roads, electricity, and water supply, smaller businesses may struggle to compete effectively and provide a seamless experience for tourists”. “Ensuring that smaller enterprises can compete with larger companies requires government intervention through strategic investment in infrastructure and marketing support. Policies promoting equitable access to resources will enable sustainable tourism development and balanced growth”.

The synthesis of insights from the tourism IE underscores the indispensable role of digital marketing in Kosovo’s tourism industry. While acknowledging its transformative potential, concerns regarding disparities in access, potential risks, and the challenges posed by over-reliance highlight the need for equitable support mechanisms and strategic approaches to foster balanced growth and collaboration within the sector.

CHAPTER THREE: **DJELTI TOUR**

SECTION ONE:

3.1. The utilization of social media and Google Ads and campaigns djelti tours uses:

3.1.1. Ultra-accurate targeting

Demographics: Djelti Tours can target certain age groups, genders, and income levels that align with their ideal clients.

Interests: They can target people who have an interest in traveling, particular destinations (Algeria, North Africa, etc.), outdoor activities, culture, etc.

Behaviors: They can focus on people who recently conducted vacation searches, visited price comparison websites, or shown interest in last-minute vacation offers.

3.1.2. Visually engaging content creation

Quality images: Images of beautiful landscapes, luxurious hotels, and action-packed activities can induce users to click.

Short and impactful videos: Short and impactful videos of places, experiences offered, and good customer testimonials can deliver improved engagement.

Interactive stories: Social media stories create a sense of urgency and force users to book immediately.

3.1.3. Targeted advertising

Personalized ads: Personalized advertisements can be done based on the user's location, search queries, and interests.

Special deals and discounts: Coupon codes, newsletter subscriber deals, and packages can be offered to encourage bookings.

3.1.4. Tracking and optimization

Analysis of data: Djelti Tours can track clicks, conversions, and return on investment (ROI) for each campaign to assess their effectiveness.

A/B testing: By testing variations of different ads, they can ascertain what performs better and thus optimize them accordingly.

Retargeting: Previous visitors of the Djelti Tours site can be retargeted with relevant ads to encourage them to complete their booking.

3.1.5. Integration with other channels

Email marketing: Data that is collected with advertisement campaigns can be used in order to induce targeted email campaigns.

Partnership with influencers: Partnerships with travel influencers are able to engage a greater number of active visitors.

3.1.5.1. Examples of specific campaigns:

Awareness campaign: Marketing the tourist destinations of Algeria to the global market.

Campaign aimed at selling one destination: Advertising the features of a certain part of Algeria (Sahara, Mediterranean shore, etc.).

Last-minute campaign: Offer last-minute deals to occupy available seats on individual flights or stays.

SECTION TWO:

3.2. Methods to analyze the user's behavior:

User behavior analysis is a significant area for any business, and Djelti Tours is no exception. As a travel company, understanding how users interact with their online properties allows them to streamline the user experience, personalize offerings, and make marketing more effective.

3.2.1. Some of the methods through which an agency such as Djelti Tours can analyze user behavior:

3.2.1.1. Web analytics tools

Google Analytics: This is the primary tool for measuring website traffic, identifying the most viewed pages, tracking customer journeys, and analyzing traffic sources.

Other analysis tools: More specialized features for more detailed analyses can be offered by tools like Adobe Analytics, Matomo, or Mixpanel.

3.2.1.2. Social networks

Social media insights: Each platform (Facebook, Instagram, etc.) offers its own analytics tools for tracking engagement, reach, clicks, and other important metrics.

Third-party tools: Third-party tools like Hootsuite or Sprout Social allow you to manage multiple social media accounts and get consolidated reports.

3.2.1.3. Reservation data

CRM: A customer relationship management (CRM) system allows you to track interactions with customers, from the research stage to booking and post-purchase follow-up.

Transactional data: Trends can be spotted and offers can be personalized by analyzing booking data (popular destinations, types of accommodations, travel dates, etc.).

3.2.1.4. Surveys and polls

Online surveys: Questionnaires can be sent to the customers in order to gain feedback about the travel experience, preferences, and expectations.

Discussion groups: Online or offline discussion groups can facilitate more qualitative exchanges with customers.

3.2.1.5. Heatmaps and session recordings

Heatmaps: These are visual representations that allow you to view the most clicked areas on a webpage, helping you learn what is capturing users' attention.

Session recordings: Record how users interact with a website using tools like Hotjar, providing a more complete view of their journey.

3.2.1.6. The usage of these analyses:

Personalization: Tailor offers and communications based on each customer's preferences and behavior.

Website and application optimization: Improve the user experience by identifying friction points and simplifying the customer journey.

Marketing optimization: Engage the right audiences, create more effective campaigns, and measure the return on investment (ROI) of marketing efforts.

SECTION
THREE:

3.3. SEO implemented to promote tourists destination:

Search engine optimisation (SEO) maximisation is a core part of any travel company, including Djelti Tours. By optimising their websites for search engines, they can improve their website ranking and attract more potential customers.

3.3.1. Some of the SEO that Djelti Tours can implement to promote tourist places or hotels that they offer includes:

3.3.1.1. Targeted keyword research

Keywords associated: They influence the terms and expressions internet visitors input to seek out specific places, accommodations, or activities within Algeria.

Local keywords: They aim local keywords at based on where they are (Mostaganem, Oran, Yellel, etc.) in order to find a regional and local crowd.

Long-tail keywords: They utilize longer and more explanatory terms in order to appeal to more explicit and less competitive searches.

3.3.1.2. Content optimization

Optimized titles and meta-descriptions: They insert targeted keywords in titles and meta-descriptions of all pages to improve search results ranking.

Quality and relevant content: They create rich and informative content (hotel descriptions, blog posts, travel guides) to answer the questions of internet users and encourage them to book.

Natural keyword placement: They organically place keywords in the text without over-optimization.

3.3.1.3. Website structure

Clear structure: They structure their website in a logical manner to make it easy for users and search engines to navigate.

Optimized URLs: They employ clear and concise URLs with relevant keywords.

Responsive design: They make sure that their website is mobile-friendly, as increasingly more searches are being done on smartphones or tablets.

3.3.1.4. Technical optimization:

Speed of loading: They optimize the loading speed of their website to improve user experience and search engine results.

HTML Tags: They use HTML tags (title tags, image alt tags, etc.) to help search engines understand what each webpage is providing.

Sitemap: They create a sitemap to help search engines index all their pages on the website.

3.3.1.5. Incoming links (backlinks)

Partnerships: They make partnerships with other websites of tourism so that they can receive quality inbound links.

Social media: They publish their content on social media so that they can form natural links.

Guest posts: They write guest posts on other industry blogs so that they can receive backlinks.

SECTION FOUR:

3.4. Organizational Chart Type of a Travel Agency

1. General Management

- Chief Executive Officer (CEO).
- Deputy Director.

2. Commercial & Reservations Department

- Commercial Manager.
- Travel advisors.
- Reservation agents.

3. Marketing & Communication Department

- Marketing Manager.
- Digital communication officer (social media, website).
- Graphic Designer / Community Manager

4. Logistics & Operations Department

- Logistics Manager.
- Travel coordinators.
- Drivers / Tour guides (in case the agency offers tours).

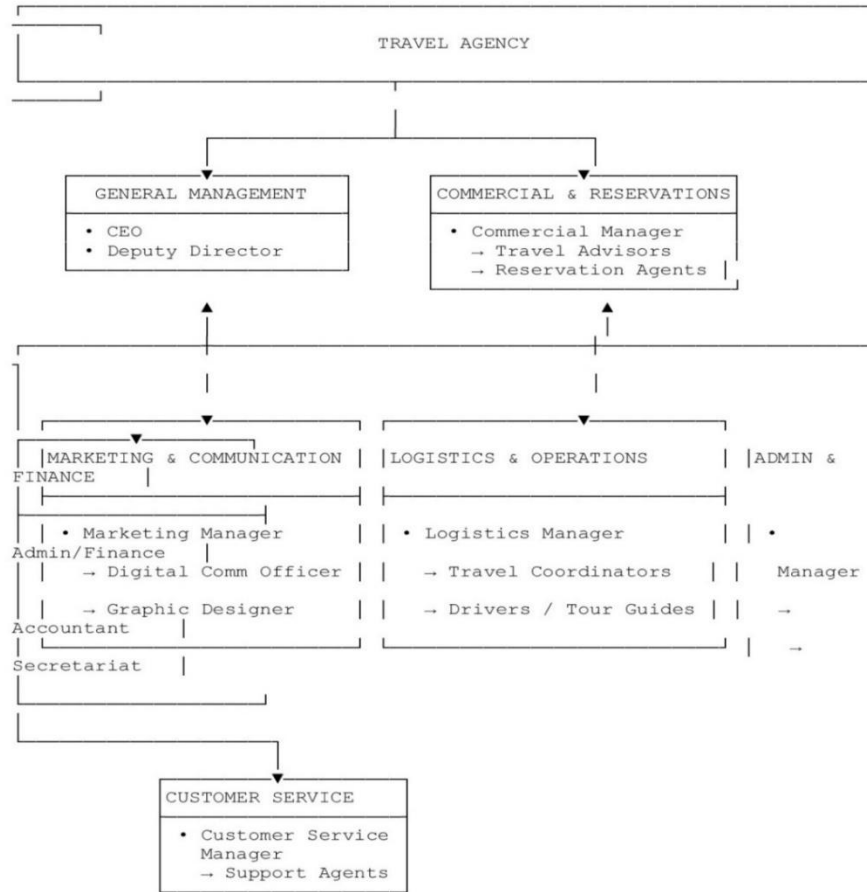
5. Administrative & Financial Department

- Administrative and Financial Manager.
- Accountant.
- Secretariat.

6. Customer Service & Customer Relations

- Customer Service Manager.
- Customer service and support agents.

Figure 10: Travel Agency



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