Future Aspects of Digital Sustainability in Hotels: A Study on Digital Marketing Challenges with Proposed Solutions (Opportunities) during and Post COVID Era

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[Abstract] Information and communication technology (ICT) advancement has created a plethora of opportunities for several business sectors, especially the industries that include star-classified Indian and international hotels. However, several business areas lack the required support system (digital challenges) for such areas as lack of education, training, and the capacity for building up of local people. Hoteliers promoting hotel rooms mimic home-based rooms are almost gone; it is just not feasible to keep up due to rapid changes in technology. It was observed that a hotel's tech cycle is much speedier than its refurbishment cycle. This research study was conducted in order to discuss the top 16 digital marketing challenges and their best possible solutions in the international hotel industry. The study's objective was to explore the digital sustainability for star-classified Indian and internationally classified hotels in the COVID-19 pandemic. The study was qualitative and explorative in nature.

[Keywords] digital marketing, Indian and international hotels, covid-19, digital tools, challenges and solutions (opportunities)

Introduction

The hospitality industry is an umbrella term which includes travel and tour agencies, hotels, air transport, road transport, entertainment entities, clubs, lodging and accommodation services, including resorts, and food and beverages services. The hotels are a significant part of the hospitality industry. Hotels in India can be mainly categorized into unclassified hotels (covering more than 70% of available rooms) and according to the Ministry of Tourism (2021), the Hotel & Restaurant Approval and Classification Committee (HRACC), classifies hotels in India; classifications range between 1 star and 5 star deluxe levels (Heritage (Basic), Heritage (Grand), Heritage (Classic), Legacy Vintage (Basic), Legacy Vintage (Classic), and Legacy Vintage (Grand)) along with other category hotels, such as motels, guest houses, time share resorts, apartment hotels, tented accommodation, and bed and breakfast establishments. Furthermore, pandemic outbreaks pushed overall operations of the hotel industry to shut down and move to non-operating ones.

To catch up with the new normal situations, hotel owners considered digital technology as a driving factor to sustain and practice "contactless" processes as much as possible. Hotels responded quickly in terms of technology adoption, digital innovation, and sustainability. New business models emerged to integrate and provide competitive solutions by becoming more "greener" and "cognitively flexible." Smart management made check-ins, online transactions, room tours through virtual reality (VR), and even mobile-based keys optimized the hotel operations significantly.

Literature Review

Digital Sustainability during the Covid-19 Era in the Hospitality Industry

Digital transformation and digital skills, as a part of digital disruption, emerged, are still evolving and affected our lives in many ways. This digitalization has also impacted the hospitality industry by offering a contactless, seamless, and high-quality travel experience. Post COVID-19, health and safety is the top priority in hotel operations. The sanitation and hygiene of the guests have become the brand-deciding factor for guests and the key guest satisfaction aspect after services. The following are the areas of potential opportunities for the hotels: The "Connected Room Concept" for the hospitality industry is an application of IoT, in which guests are able to connect with a room's features, such as heating, air conditioning, and ventilation from their mobile app. They can even control the television channels and received hyper-personalized devices that might greet them by name. IoT has potential in depicting any unusual performance of devices in hotels. The predictive repair analysis could enhance performance by using IoT of crucial appliances. High-budget and luxurious hotels, such as Marriott, Wynn, and Best Western have already deployed voice-controlled customer services. The voice-controlled room assistance, for example, allows customers to book a table or spa services by simply talking with the device in their rooms.

Munjal and Singh (2021) said that in the advent of the COVID epidemic, digitalization and technology-driven tools are much needed by the Indian hospitality industry to embrace the trend and compete in the global guest experience. Kapoor and Kapoor (2021) conducted qualitative and explorative study to get insights of digital marketing tools in 5-star Indian hotels and found online platforms to be a popular tool to gain global reach, employee engagement, talent retention, and recognition.

Kaushal and Srivastava (2020) found that hygiene SOPs and optimism are the most prominent themes emerging from the COVID epidemic for Indian hospitality. Davahli, Karwowski, Sonmez, and Apostolopoulos (2020) performed a systematic review to investigate the current issues in the hospitality industry in the era of COVID-19 and found that most of the literature compared the public health crises in pre- and post-pandemic aspects and measured the impact of the COVID-19 pandemic on economic aspects.

Mohanty et. al. (2020) found mobile and web-based augmented reality as extremely advantageous post pandemic to create personalized, safe, innovative, and memorable experiences. Furthermore, ICT tools, such as VR and AR, can immensely impact the tourism tour, tourism education, food and beverages, and MICE (Meetings, Incentives, Conferences, and Exhibitions) by experiencing satisfaction through multisensory touchless, seamless, and effortless devices.

Sandeep et. al. (2020) studied socio-economic implications of COVID-19 in different sectors by a comprehensive literature analysis and real-life observations. IoT devices, such as mobile apps and sensors could be used to prepare future policies and strategic decision-making. Hotels are now evolving and connecting with IoT ("Connected Room" by Hilton and Marriott), Artificial Intelligence ("Connie" by Hilton Hotels), augmented reality (allowing photographs to be amplified/improved through filters and effects), virtual reality (VR tours by Indian Mumbai Hotels), recognition technology, fingerprint technology, retina scanning, Biometric Identifiers (Marriott, China), Cyber security measures to reduce cyber-attacks, ransomware attacks (Nexos by Igor).

Table 1
Digital Sustainability during Covid Era, initiatives by different Hotel Groups in India

Hotels	Initiatives
FabHotel	Sanitize Every two hours
	Posters for COVID-19 Norms
	Signs on the floor for Social Distancing
Hotel Chain Oyo	Regular Audit checks
IHCL (Vivanta, Ginger	Altered Designs of Lobbies
	Few Tables in Restaurants / Banquets
	Thermal Screening of Employees
Radisson Hotels	20-step protocol to enhance safety and hygiene

ITC	'We Assure' programme in collaboration with medical professionals and disinfection experts to address all facets of hotel operations.
The Hyatt Hotels	'Hygiene Managers'
Roseate Hotel	'Care by Roseate'
Hilton	Tie-up with 'Lysol', 'Dettol' and 'Mayo Clinic' to deliver "Hilton Clean stay"
Marriott	'Marriott Global Cleanliness and Council' for high standard of sanitization and cleanliness
IHG, Oberoi, MGM Resorts, Radisson, Hyatt and Marriott	Confidence Building program for employees

Opportunities and Scope of Digital Technology in Hotels

The World Travel and Tourism Council (WTTC) says that the hospitality industry will continue to grow with an estimation of US $ 528 and increase by almost 50 % by 2026. However, the Indian hotel industry took a dip of over 1.3 trillion rupees in revenue for the fiscal year 2020-21 due to the COVID-19 pandemic (FHRAI). However, post-COVID-19, due to rigorous promotion of religiousness in Hindu mythology and health and hygiene consciousness, spiritual and medical tourism is expected to flourish in India. The way of communication has been changed due to COVID-19, such as the style of interaction, greetings, and making services available to the guests.

Recently, in the year 2015, the Starwood Group's Aloft in Bengaluru was the first city in India to adopt a mobile, keyless check-in system through SPG Keyless Technology (Starwood Preferred Guest) App using RFID (radio- frequency identification) equipment. To get into the new normal and gain guest confidence, traditional hospitality SOP (Standards of procedures) are now being changed and are adding new tech-based tools, such as scannable QR codes for check-ins, payments, food menus, and invoice bills. Mobile apps have now eliminated the role of concierge in the lobby. In-app ordering of food items, booking, reservations, Chatbots, and live chats and pop-up boxes for queries and complaints, cloud-based IoT software for shopping, clubs, and coupons and virtual reality (VR) for checking out room type and amenities.

Foris, Crihalmean, and Panoiu (2020) provide sustainable practices and technologies in hotels with reference to new technologies in a four-star Alpin hotel in Romania. The authors performed a set of assessment criteria for a hotel, covering AI, smart room, robots, technology, staff attitudes, product designs, and environmentally friendly practices. The study concluded that for today's Generation Z cohort, hoteliers must rethink, relaunch, and reshape services and products. For sustainability of hotels, energy management, waste management, water management, and implementing "green concepts" along with "smart hotels" would lead to eco-friendly establishments, where trust, loyalty, and safety will be the key source of guest satisfaction.

Table 2
Pre-Covid and Post Covid Operational Difference (highlighting the difference in handling operations pre and post COVID in the hospitality Industry)

Pre-Covid Operations (Tangible/In-person)	Post-Covid Operations (Intangible/ Going Touchless)
Hotels	
Front Office Reservations Registrations Booking/Lodging	Online App Booking, App-based Check-Ins and Check-out, Chatbots and Live Conversations for 24* 7 swift answers (local language, voice and content bots), Concierge-like roles for greeting guests, cleaning & handling luggage
Room Services In-Room Services	Voice Controlled Devices for heating and lighting within the rooms (e.g., Amazon Echo), Electronic key

	cards
Back Office Rack Systems, Whitney Slips, Master Folio	Cloud Migration and Communication Apps, Big Data, Predictive Analytics for getting attitude and behavior of guests
Food & Beverages Order-Takers/Waiters	In paper Compendiums, In-Apps Ordering of F & B, Disposable Cutlery
Security and Safe Plastic/Manual Keys Locker	Immunity Passport. Air Purifiers, Touchless payments, Cloud-based IoT Software for passwords and passcodes
Restaurants	
Food & Beverages Order-takers/Waiters	Restaurant Menus into Scannable QR Codes, In-Apps Ordering, Location-based services
Payments Debit/Credit/Cash	Contactless payment with tap and pay

Methodology

The objective of this study was to explore present digital sustainability and discuss the top 16 digital marketing challenges and to figure out their best possible solutions in context with classified Indian/ International hotels. To underpin the situation, journal articles and blogs related to COVID-19, and digital marketing tools were analyzed. This study was qualitative and explorative in nature.

Conclusion

We analyzed 16 top Challenges and proposed solutions that can be adopted by Indian/ International Hotels/Hotel Group.

Key Challenges	Adopted from	Proposed Solutions (From Available Literature)
Online trust/Security & Privacy/Dissemination of authentic information/Risk of Hacking strategies	Kapoor & Kapoor (2021), Madriz & Tejedor (2020), Suleimen et al. (2020), Bhojaraja & Muniraju (2018), Josh & Alkonda (2018), Niharika & Satinder (2015), Kansakar, Munir & Shabani (2018), Matura, (2018) Bostanshirin (2014), Avcikurt, Giritioglu & Sahin (2011)	-Maintenance of consistency and credibility in digital posts (Madriz & Tejedor ,2020) -Creating Awareness & transparency and Reassuring customers of genuine and truthful interactions (Suleiman, Muhammad, Yahaya , Adamu & Sabo,2020) -Decentralizing computing platform (Kansakar, Munir & Shabani, 2018) -Adopting full proof security measure & sound policy to control data (Niharika & Satinder, 2015) -Ongoing long efforts to establish trust factor (Bostanshirin, 2014) -Effective usage of internet as communication & marketing channel (Avcikurt, Giritlioglu & Sahin, 2011)
Customer engagement/CRM	Munjal & Singh (2021), Kumar, Syed & Singh (2020), Parvisi (2021), Bhojaraja & Muniraju (2018), Loncarjc &	-Allocation of dedicated staff for engagement especially on social media, earliest revert (Kumar, Syed & Singh,2020) -Taking 3rd party support if required (Cheuk, Atang, Chiun & Ramayah 2018)

	Radetic, (2015), Cheuk, Atang, Chiun & Ramayah,2018, Kow, 2021), Mahendru (2015), Leite & Azevedo (2017); Maha (2015)	-Direct advertisement, usage of perpetual ads (Bhojaraja & Muniraju,2018) -Usage of metrics and track software - Integration of commercial review sites and hotel's website (Pelsmacker, Tilburg & Holthof , 2018) -Adopt digital marketing(DM) (Cheuk, Atang , Chiun & Ramayah,2018) -Suitable investments in digital marketing including SM (Mahendru,2015); -Kick start e-mail marketing, A/B testing, grow contact lists (Kow, 2021)
Need of Continuous Learning and Development/Lack of Digital literacy amongst manpower/Retaining talents/Poor sensitization//Limited Human Resource	Kumar, Syed & Singh (2020), Linchipin (2021), Khmiadash vili (2019), Leite & Azevedo (2017), Niharika & Satinder (2015), Bhatnagar (2018), Salem, El Said & Nabil (2013), Loncarjc & Radetic, (2015), Matura (2018), Como (2019)	-Empowering people by providing latest digital training (Pisolkar, Chaudhary, Sharma & Kararia ,2020), -Top management support to train operational and sales staffs (Kumar, Syed & Singh,2020), -Promotion of learning atmosphere (Niharika & Satinder,2015); -Maintaining positive attitude about usage of ICT (Lončarić & Radetić,2015); -Devise techniques to retain staffs, create awareness & Automation of tasks (Linchpin, 2021)
Lack of digital Infrastructure/ Limitation of Internet Access & usage/Lack of tourism stakeholder's integration	Munjal & Singh (2021), Pisolkar et. al. (2020), Arohunsoro, Ojo & Shittu (2020), Bhojaraja & Muniraju (2018), Joshi & Alkonda (2018), Avcikurt, Giritioglu & Sahin (2011), Matura (2018), Pisolkar et. al. (2020), Mkwizu (2019),	-Countries (in post-COVID times) to position their nation as major tourism hub (Munjal & Singh, 2021); -Countries must explore DM opportunities (Mkwizu, 2019) -Decision making authority focus on e-infrastructure & internet connectivity enhancement -Development of sustainable model & action plan for integration of Government, locals, academicians, consultants, tourism bodies, & hotel owners (Pisolkar, Chaudhary, Sharma & Kararia, 2020) -Increased commitment & investment in DM technologies (Matura, 2018) -Innovation that works on limited Internet accessibility(Bhojaraja & Muniraju, 2018)
Digital tools' Lack of quality	Munjal & Singh (2021), Pisolkar et. al. (2020), Arohunsoro, Ojo & Shittu (2020)), Pisolkar et. al. (2020), Kaur (2017), Pica9(2020), Loncarjc & Radetic, (2015), Leite & Azevedo (2017),	-By "Digital push" for e-marketing & embracement of technology with human touch (Munjal & Singh, 2021); -Integration of e-marketing tools (Pisolkar, Chaudhary, Sharma & Kararia, 2020); -Easily accessible information (Arohunsoro , Ojo and Shittu, 2020); -Concise content, USPs clearly visible, all offerings listed down, usage of high-resolution

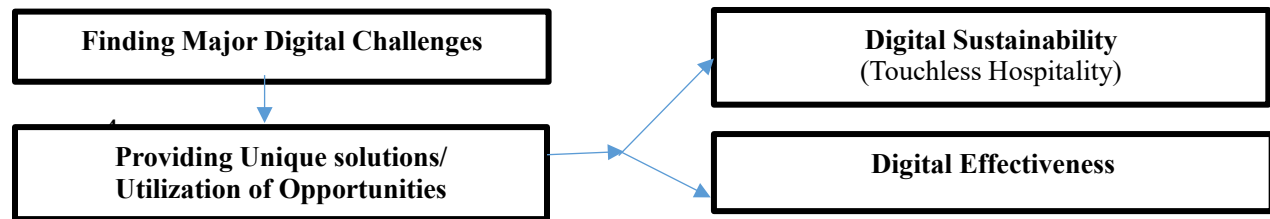|		
		pics/videos, must follow formatting guidelines (Kaur,2017); -Multi-presence on digital tools not advisable, viability check is important (Leite & Azevedo, 2017)
Selection of right Digital Strategy post COVID epidemic/ Successfully navigating COVID/Losing ground in Search engine results pages/Staying ahead in e-marketing trends/Leveraging right digital strategy/Increase in International travel	Munjal & Singh (2021), Pisolkar et al, (2020), Linchpin (2021), Kapoor & Kapoor (2021), Kow (2021), Mastrogiacomo (2020), Como (2019), Themyou&me (n.d)	-Implementing innovation & high-end technologies (Linchpin, 2021); -Campaign vaccinated past/potential guests , Usage of new features such as 'travel guides' on Instagram, 'travel insights' in google (Parvisi, 2021); -Revisiting goals with Internal stakeholders, auditing of past performances/technology used and determine correct budget with an appropriate formula, follow flexible policies on booking/cancellation, enhanced CRM with more loyalty programs, monitor new booking behaviors and create new revenue streams Mastrogiacomo (2020); -Efforts of Personalization (Pica9, 2020)
Need for Integration of e-marketing tools/Smart technologies/Problems of integrity between traditional and online marketing	Kapoor & Kapoor (2021), Suleiman et al. (2020), Christopher (2020), Singh & Rathore (2018), Leite & Azevedo (2017), Niharika & Satinder (2015), Kashyap (2014), Bostanshirin (2014)	-Treat digital marketing as enabler not replacer (Kapoor & Kapoor, 2021); -Optimum utilization of e-marketing tools as per hotels' marketing mix (Singh & Rathore, 2018); -High graded hotels must use advanced digital devices, adopt cloud services such as big data analysis (Kashyap, 2014); -Usage of new digital marketing channels like Virtual Reality, Augmented Reality, 360° videos, User generated content, Chatbots (Pica9, 2020); -Better allocation of Marketing budget (Kapoor & Kapoor, 2021)
Ease of user navigation/User friendly apps. / Centrally accepted payment methods/ Mobile friendly booking system	Munjal & Singh (2021), Kow (2021), Kumar, Syed & Singh (2020), Arohunsoro, Ojo & Shittu (2020), Kaur (2017), Mahendru (2015), Themyou&me (n.d)	-Embrace 'Mobile friendly' marketing approach Themyou&me (n.d); -Prioritize Mobile phone's content and speed(Kow, 2021) -Conduct data analytics, measuring cost-benefit aspects, ROI, and capability of teams (Munjal & Singh, 202); -Integration of digital marketing tools (Kumar, Syed & Singh, 2020) ; -Adoption of convenience booking system as per customer's preferred time and place (Arohunsoro , Ojo & Shittu,2020) ; -Convenient payment options (Kaur, 2017) ; - -Usage of central system to manage media (Themyou&me, n.d); -Internet based safe & secure payment system (Avcikurt, Giritlioglu & Sahin, 2011)

Lack of face-to-face contact (Human touch)/ Impersonal (Uncaring)service/Growing client's desire for personalized service	Linchpin (2021), Kapoor & Kapoor (2021), Suleiman et. al. (2020), Niharika & Satinder (2015), Bostanshirin (2014), Salem, El-Said & Nabil (2013)	-Adoption of effective CRM practices (Suleiman, Muhammad, Yahaya, Adamu & Sabo, 2020) balanced virtually and personally (Bostanshirin, 2014); -Designing of high quality and personalized e-content Salem, El-Said & Nabil,2013); - -Digital engagement (Parvisi,2021); - -Adoption of new technologies such as VR, AI, AR (Revfine, n.d)
Lack of validated Digital marketing effectiveness Scales for measuring different constructs/Display Ad results/Brand awareness/Tracking & measuring performance/Measuring Right KPI's for success	Parvisi (2021), Mastrogiacomo (2021), Kumar, Syed & Singh (2020), Dwivedi et. al. (2020), Leite & Azevedo (2017), Themyou&me (n.d)	-Hotel must devise own digital marketing effectiveness measurement model (Kumar, Syed & Singh, 2020), (Dwivedi et al., 2020) -Multi-presence of digital tools not important, viability assessment more important (Leite & Azevedo, 2017); -Tracking results for all e-marketing efforts is a must (Salem, El-Said & Nabil, 2013); -Adopt tool that measures various parameters (Themyou&me, n.d); -Measuring KPI's for customer's each stage of purchasing journey (Mastrogiacomo,2020); -Measuring Brand display Ad result through 'Brand lift study' Parvisi (2021)
Lack of finance/Limited marketing budgets/ Large digital investments without concern/Owner's lack of will/Lack of management's support	Munjal & Singh (2021), Pica9(2020), Bhatnagar (2018), Leite & Azevedo (2017), Loncarjc & Radetic (2015), Salem, El Said & Nabil (2013)	-Viability assessment of digital marketing tools, multi-presence not essential (Leite & Azevedo, 2017); -Raising awareness about the benefits of digital marketing (Lončarić & Radetić, 2015); Owners must encourage development of comprehensive e-business plan as per customers' need (Salem, El-Said & Nabil, 2013); -Devising Cooperative (Co-op) marketing plans, involving local affiliates (Pica9, 2020); - -Encouraging employees to take marketing ownership (Como,2019)
Need for Innovation/Data management of guests/Adoption of new digital marketing trends	Munjal & Singh (2021), Kanskar, Munir & Shabani (2018), Kashyap (2014), Revenue hub (n.d), Revfine (n.d)	-Implementation of innovative practices and newer high-end technologies (Christopher, 2020); Linchpin (2021); -User of new features of social media apps (e.g., Travel insights: Google, Travel guides: Instagram, etc) (Parvisi,2021); -Embracing new age technologies like cloud PMS, Mobile Hotel PMS (Bhatnagar, 2018), - -Using cloud Apps. Like Big data analysis (Kashyap, 2014) VR, AI, AR and focusing on data analysis (Revfine, n.d); -Usage of software tools (Como,2019);

		-Incorporation of AI/new technologies (Kapoor & Kapoor, 2021) as per guest taxonomy (Revenuehub, n.d)
Higher Competition/Remaining competitive in Airbnb era	Kapoor & Kapoor (2021), Linchpin (2021), Bhojraja & Muniragu (2018), Joshi & Alkonda (2018). Matura (2018)	-Releasing global advertisements (Bhojaraja & Muniraju, 2018); -By adopting latest e-marketing trends Revfine (n.d), -Proper allocation of marketing budget (Kapoor & Kapoor, 2021); -Focusing on exclusivity (Joshi & Alkonda , 2018); -Increase in commitment & Investment in digital marketing technologies (Matura, 2018)
Rising/Managing Customer expectations/Changing customer preferences	Christopher (2020), Pisolkar et. al. (2020), Pica9(2020), Niharika & Satinder (2015), Kashyap (2014)	-Knowing and treating customers well (Niharika & Satinder,2015), By conducting big data analysis to understand consumer behavior (Kashyap, 2014); -Enhancing CRM with more loyalty programs, keeping track on buyer's booking behavior (Mastrogiacomo, 2020); -Greater social media presence & doing data analytics (Revenuehub, n.d); -Embracing mobile friendly approach (Themyou&me, n.d); Customer engagement (Maha, 2015)
Catching direct clients/Increased influence from OTAs/Analysing travel demand	Linchpin (2021), Parvisi(2021), Pica9(2020), Como(2019), Revenuehub(n.d)	-Offering best direct rate, usage of software tools (like Cybba or Triptease), joining a Rewards program, market previous OTA guests with unique offers (Como,2019); - -Creating an effective content, prioritizing what to showcase and customer engagement (Themyou&me, n.d); -Own booking campaigns and personalization efforts (Pica9 ,2020)
Reputation Management/Negative eWOM/ Responsiveness/Instant revert to guest reviews	Linchpin (2021), Pelsmacker, Tilburg & Holthof (2018), Matura (2018), Kansakar, Munir & Shabani (2018)	-Digitalization of interaction between Hospitality service provider (HSP) and the guest (Kansakar, Munir & Shabani, 2018); -Answering guest reviews within 24 hours, metrics and track software usage, integration of digital marketing tools (Pelsmacker, Tilburg & Holthof, 2018); -Maintaining flexibility to customer requirements (Lončarić & Radetić, 2015); -Providing expected amenities/devices that support web-based features (Kashyap, 2014)

Proposed Model

Digital Sustainability Model (During/Post COVID era) for Indian/International Hotel/Hotel Group

Digital Sustainability Model

Finding Major Digital Challenges		Digital Sustainability (Touchless Hospitality)
Providing Unique solutions/ Utilization of Opportunities		Digital Effectiveness

Recommendations

The following proposed actions should be taken by Indian and International hotels to counter digital marketing challenges during/post COVID-19 eras.

For maintaining "online trust*"* and maintaining "safety and security*"* of data mainly at guest-facing terminals and POS, full proof of security of customer's data must be ensured. Consistency and credibility in digital communication must be maintained.

"Customer engagement*"* must be effectively followed, especially through adequately investing in and optimizing social media (SM) tools, ideally by hiring hotels' own dedicated team/staffs or third party support (if required) with proper measurement of SM tools' effectiveness. All guest/potential queries must be resolved at the earliest, ideally within 24 hours, even by using software packages.

Management must empower hotel staffs (especially of sales, marketing, and operational departments) through training and development in digital marketing, automating tasks where required, creating awareness among staffs, promote inter and intra-departmental communication, and ensure retention of top-skilled digitally trained staffs.

The government must ensure execution of a "sustainable digital plan*"* (SDP), focusing on developing e-infrastructure and internet connectivity. The decision-making authority must promote apps that work on limited connectivity.

The hotel must use digital tools as per their strength and requirements. Multi-presence is not important, but viability checks are crucial. They should not use all tools, but "integration of digital tools" (IDT) is strongly recommended with a central point for information sharing/updating.

Hotels must devise their own "digital marketing effectiveness measurement" (DMEM) model to measure various parameters. During/post COVID-19 pandemic phases, hotels must adopt a strict COVID protocol.

Their strategies may include offering more "loyalty plans," using the latest social media features, remarketing/retargeting the customers, closely monitor booking behaviors and international travels, create new revenue streams, adopt flexible booking/cancellation options, focus on "personalization marketing."

They must execute" direct booking campaigns," offer best rates, and counter OTAs by reducing the dependency level.

Hotels must optimally utilize/integrate e-marketing, along with traditional marketing tools and devise their exclusive plan based on hotels' marketing mix, suitably allocate budgets. The high-grade hotels must specially use the latest, innovative e-marketing tools, such as AI, VR, AR, 360° videos, User generated content, vlogs, chatbots, big data analysis, etc. They must quickly embrace the latest technological changes with a "human touch."

Hotels must use a "mobile friendly marketing approach*"* (MFMA) ensuring crisp content, easier and safer e-payment options.

All hotels must adopt efficient e-CRM practices balancing virtual and personal connect, focusing on personalized e-content to ensure an effective "*digital engagement."*

Adopting aggressive e-marketing strategies sometimes bounce back to hotels with annoyed customers. A very crisp content with clearly visible USPs, listed offerings, combined high resolution pics/videos with formatting guidelines, and variance in length of the content (as per usage).

Close monitoring of anti-brand activists (doppelgangers), bloggers and opinion leaders must be ensured for an ideal "reputation management."

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