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Customer Experience and Digital Marketing in The Hotel Business

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The marketing communication is changing every day. Besides, customer satisfaction is measured in the hospitality industry by fulfilling their changeable needs and demands. The purpose of the thesis is to provide service guidelines to the hotel employees which helps to guide them through the training and getting the motivation to work further and in developing the quality service of the hotel. In addition, the thesis has provided the developing ideas in digital marketing of the hotel to upgrade the digital networks on a broader range and upsell the products and service to grow the profitability and maintaining the reliability of the hotel.

The research and theoretical background of the thesis is focused on customer experiences and digital marketing in the hospitality industry. This thesis shows the experiences of the customers at hotel which includes the theoretical background of qualitative customer service, an interaction between employees, customer satisfaction and socio-cultural influences in the entire hospitality industry. The thesis also comprises the research based on planning and development of the digital marketing that involves various ways of social media advertisement, search engine marketing, public relations and the different techniques of customer attraction to upsell the business.

The authors have conducted the interviews with both employees and customers, aiming to collect the detailed information about their experiences and current situation of the hotel. The authors are likely to recommend the owner of the hotel to focus importantly on the employee's motivation and hotel marketing through digital technology to empower a significant number of customers' commitment and satisfy them in full.

Keywords: digital marketing strategy, digital networks, marketing relationship, customer experience, employee guidelines, developing quality service.

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1 Introduction

The goal of the thesis is to research customer experiences and digital marketing in the hospitality industry. The thesis focus on the experiences of the customers at X hotel which includes the theoretical background of qualitative customer service, an interaction between employees, customer satisfaction and socio-cultural influences in the entire hospitality industry. In addition, the thesis also includes the research based on planning and development of the digital marketing that provides numerous means of social media advertisement, search engine marketing, public relations and the different techniques of customer attraction to upsell the business.

In the last few decades, the hospitality industry has grown hugely in the broader range around the world, and it has been more competitive as well. Nowadays, hotel industry can no longer compete only by satisfying their customers by providing a service and facilities available in the hotel but should deeply understand the changeable demand of the customers and focus on the high quality of services that meets the exact customer requirements and their satisfaction. In order to achieve a goal, the entire hotel department and the staff members including reception, housekeeping, restaurant service and facilities, marketing media need to be managed and develop according to the customers' perspective. On the other side, advanced digital marketing process of the hotel plays the vital role to attract the customers, and it is the key module of the profit achievement in the hospitality industry.

The X hotel is in Vantaa which is very close to Helsinki-Vantaa Airport. X hotel provides varieties of entertainment for its customer service. It has the international environment, spa facility, seasonal food service and best customer satisfaction. For business customers, the hotel offers high-quality break meeting service facilities, and for leisure customer, it provides a home environment that makes them feel comfortable and engages them within varieties of entertaining activities. The hotel has followed the digital and traditional marketing strategy to reach the customers. It has its own webpage where the customer can visit easily and make a booking and review the hotel's service and facilities. The hotel has an active digital marketing influence through different social media, such as Facebook, Instagram, email, a search engine to interact efficiently with the customers. Moreover, the hotel has also maintained traditional marketing, like an advertisement in newspapers, magazines, tv.ad, as it is also the part of marketing strategy to reach the customers. In this thesis, the researchers have two goals, employee guidelines and upselling the sales upgrading a digital marketing networks.

2 Customer experiences

Every guest experience is unique. Even though a room looks like same to everyone but the overall experience at the hotel will be different for each guest each time. The more intangible the service provided, the more likely each guest will define the experience in a dissimilar way. According to Robert, Michael & Cherrill. (2012, 10) customer experience is that: Guest experience= service product+ service setting+ service delivery system. These three components are very crucial in the hospitality industry to give excellent customer experience while staying at the hotel.

Customer interaction between different touch point both emotionally and functionally are giving experience to the customer. Customer experience is the key factor in the total service brand of the hotel. Hospitality industry more likely experience based service field. So, selling services is not the only option to show the offer. It is highly recommended to provide unforgettable experience for the hotel guests. The world is moving forward rapidly in this regard customer experience quality in the hotel industry needs to be researched. Customer experience are consisting of many things which can be observed through customer journey like service encounters, moment of truth, service delivery, after service delivery, multiple service interaction, multicultural service environment, word of mouth and customer satisfaction. Face to face contacts also provide experiences to the customer. (Shaw & Ilvens 2005, 13.)

From the observation methods, researchers have found customer experience as customers' inner response to the different contact through multiple touch points. Customer experience comes from the customer's involvement in different levels of interactions which might be rational, emotional, sensorial, physical and spiritual. It is theorized that subjective response from customer point of view to the direct or indirect encounter with the hotel's multiple service interaction. Moreover, it is the key consumer behavioural outcomes through customer service, service delivery, word of mouth, brand loyalty and customer satisfaction.

2.1 Customer segments

This is the process to know the customer very well based on their characteristics and divided them into groups. It helps the company a lot to establish a good customer relationships. For any business, no matter what kind of business is it customers are the heart of

the business model. To survive the business need profitable customers. A business organization can make profitable business only when they divided the customers into distinct segments with common needs, common behaviors or other attributes. By this way, an organization should take the conscious decision about its service for which segments customers and not to serve others segments customer. After taking the decision then the business model can be designed carefully for the specific customer needs. (Osterwalder & Pigneur 2010, 20.)

There are some key things we should take consideration while making the customers segmentations. Some of the segments have slightly different needs, demands, and problems. So, in this case, an organization can give the service from a slightly different value proposition. There is also some possibility to have a diversified customer then an organization may serve two separate customer segments with divergent needs and issues. Furthermore, many organizations serve multi types or interdependent customer segments like credit card company, and they need credit card holders as well as a large base of merchants who accept those credit card transfer. (Osterwalder & Pigneur 2010, 21.)

In the interview and observation process, there have been found three types of customers in the X hotel. The business customers usually stay in the hotel during the weekdays and the group customers generally on the weekend. Tourists or leisure customers are coming all the year-round based on their plan and feasibility.

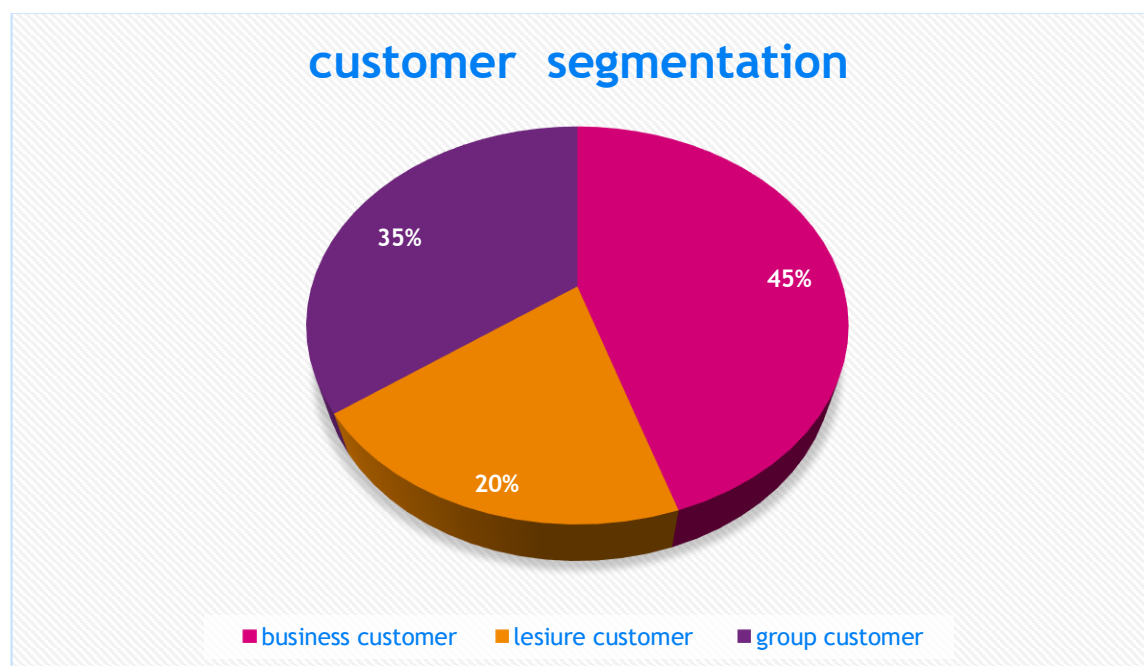


Figure 1: Reviews on customer segmentation of hotel X

Figure 1 is showing three types of customers mainly visit the hotel X for their different purpose. From the observation, it has been seen that business customers are reached in the highest 45 %, and group or family customers are slightly less than business customers around 35 %. On the other hand, 20% of leisure customers visit the hotel all the year around. Business customers have the highest occupancy rate during the weekdays whereas group and leisure customers are staying mainly in weekend, holidays and vacation time.

2.2 Value proposition

From the customer point of view, they always want the reasonable price and good quality of products according to their need and expectation. For this reason, the value proposition canvas helps to tackle the core challenges of every business. Creating the compelling products and services what is customer want to buy. It is a kind of aggregation, or bundle, of benefits which can be offered to the customer. In addition, there is some value proposition which is new innovative and stands for some new and disruptive proposal. (Osterwalder & Pigneur 2010, 22.)

Value proposition discloses the value for a customer. It is a promised of value to be delivered, communicated and acknowledged. Similarly, it is a profound belief in the customer angle that how value will be produced and acquired. Moreover, there is some value proposition pleased an entirely new set of customer who didn't perceive previously. Furthermore, the performance of service and improving quality of products has traditionally been a general way to create value. The more important concept is that to be customization and customer co-creation. (Osterwalder & Pigneur 2010, 23.)

Through the observation in the X hotel, researchers have seen they are promised to give unique service to their customer. They have brought variety to their facilities. They have many promotional offers for the customers. Its website has effortless access, and the customer can book the hotel directly rather than different channel. For leisure customer, they will have excellent shopping facilities as a big shopping mall is attached to the hotel. From the survey, it is proven that hotel is using social media channel to increase its network with the customer. For the customer with kids, there is a spa facility to enjoy and relax.

2.3 Customer relationship management

The customer relationship management is an approach to customer and company. It is more widely known that a company must clarify its interaction with the customer. It represents practices, strategies, and technologies to manage as well as analyze customer behavior and total data throughout the customer lifecycle. The company must have a specific goal when building up the relation with different segment customer. We might reach different target customer across the various channels including a company's website, telephone, email, live chat, social media, and marketing materials. (Osterwalder & Pigneur 2010, 28.)

The relationship between customer and company it might distinguish in several categories which are coexisting with a customer segment. A relationship starts with human interaction. During the process of communication between customer and company at that time if the customer gets assistance and good value, then the customer will act as a real customer. This type of connection may happen on site at the point of sale by using the cell phone or email or other means of communication. Another essential factor is co-creation to buildup most profound relationship between customer and company. Co-creation is an emerging model, and many companies engage customers to assist with the design of new and innovative products. (Osterwalder & Pigneur 2010, 29.)

According to the interview with service manager, the author has found management of the hotel is using modern technology to keep in touch with their customers. In the hotel, customer relationship depends on real data concerning about hotel offers and giving new information. They are interacting with customers and offering services using information technology in a flexible way. The hotel is using opera system for booking and other technological issues. This system enables the staffs to follow-up the data of the customers. Moreover, after check-out of a customer the front office management always send an email and ask for feedback to keep in personal touch. Contacting with the customer after their leaving is a moto of the hotel to make long-term customer relationship.

2.4 Developing service management skill

Skills are measurable in the condition of different dimensions of ability, and every people has different points on each dimension. Skills vary from person to person some can be more skillful than others. However, a good number of managers will have an existing level of skill. In an organization, we expect that managers being able to perform in the situation

of actions. The success in the business has enabled us to extend move toward to a wide range of management skills. (David & Cockburn 1990, 41.)

In any field of business need a people who have a wide range of interpersonal skills. Interpersonal skills are such kind of powers which is used everyday life like when communicate and interact with other people no matter even it individually or in groups. Those managers who have worked on developing strong interpersonal skills are usually more successful in their professional also it leads success and benefit to them in their personal life. (David & Cockburn 1990, 43.)

Every right to the high company they often seek to hire a person with strong interpersonal skills. Usually, the company expects people who will work well in a team and be capable of communicating, efficiently manage with his team, colleagues, customer, and clients. Some development is essential like confidence to learn, improving self-competencies, comfort and enhancing work performance. (David & Cockburn 1990, 44.)

To manage the service successfully, it is essential to be committed to ensuring customer satisfaction. From the observation, it has been found that communication skills are playing an important role to manage hotel properly. The management of the hotel is working on it. Some employees have excellent interpersonal skills, leadership quality, well organized, teamwork spirit, well enough computer and digital marketing knowledge and enthusiasm characteristics. The duty manager is always looking and checking that everything needs to be clean before guest coming into the establishment. Hotel also arranged many meetings and training to develop management skills variously.

3 Customer service

In customer service, it is needed to establish and understand the customer basic needs and desires of the offer. The provider also needs to develop the customer service offer. Developing a sound professional model for service which is appropriate for the hotel and customers and that is resilient as well as flexible where the service provider can start service. At the same time, the provider needs to ensure that provider has reliable process and technology. Similarly, the provider should have culture including ideas and innovation to give and create excellent customer service. (Kendall 2010, 50.)

Services are sometimes meaning as immaterial whereas many services include as touchable elements. In service field, there is no concrete definition for it, but there is some emerging

consensus definition. A function is a thing where the product is delivering to the customer in an active mode or process. It is disclosed much more relationship between the staff-customer interaction, customer contact, service encounter and moment of truth. To understand the real explanation of the literature, it is more useful to reflect two perspectives on service, first of all, service provider and their operation's point of view and on the other hand service receiver from the customer point of view. (Johnston and Kong 2011, 5.)

Almost every day we are speaking about service. It is merely a word but has a numerous meaning. In general, we think service is like an intangible part of a transaction relationship which creates value between a provider association and its customer, client as well as guest. A customer is the most significant guest in the hospitality business; This business is entirely depending on the customer. The customer is free from everything. Servants are working for the customers. They are the purpose of it. They are no stranger in the business. They are the most crucial part of it. A service provider is not doing them any favour by serving them. Moreover, they are doing a favour by giving the service provider a chance to do so.

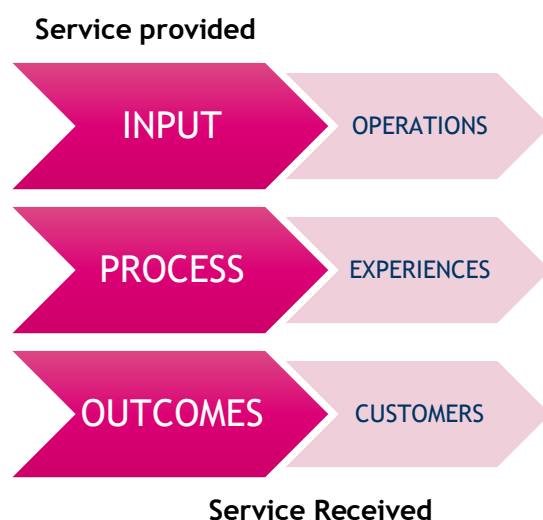


Figure 2: Service action between Provider and Customer

In the figure 2, the operation uses all its input resources for example information, technologies, marketing technology, labour, materials as well as customer, for making a design, generate and endorse the service organized for the customer. According to operation's perspective, services are those activities which are arranged and approved by service provider authority where the customer give input as well as partially involved with the process automatically. For this reason, service is called co-created or co-produced by its customer.

From the customers interview and observing the interaction between staff and customers, the researchers have found much positive feedback rather than negative. There are three different customers interview questions, and the customers were Finnish and foreigners. The questions were more likely based on customer satisfaction, an opinion of customer and digital influences to communicate with the hotel. The questions are in Appendix 1. Some of the questions were very easy, and some of them bit tough to answer precisely. During the process of the interview, the author has observed the hotel very carefully and seen the interaction with the customer. It is clear that many customers they know about the hotel and its offer and unique services. They are satisfied with the front desk and food offered by the breakfast restaurant as well as room cleanliness. Customers of the weekend and holiday time they suggested that to give better service in the breakfast like as to make sure available clean tables, food, and dishes should add more waiter/waitresses to accelerate the service fast. From the Finnish customer point of view, they want service language must be in Finnish with them so if the waiter or waitresses doesn't have the sufficient skill in Finnish then the customer become quite unhappy. Giving pay attention to the customer satisfaction the management of the hotel always listened to customer's advice and complained. They tried to solve customer complain providing apology without reason. The hotel is more conscious of keeping their customer happy by motivating their staffs.

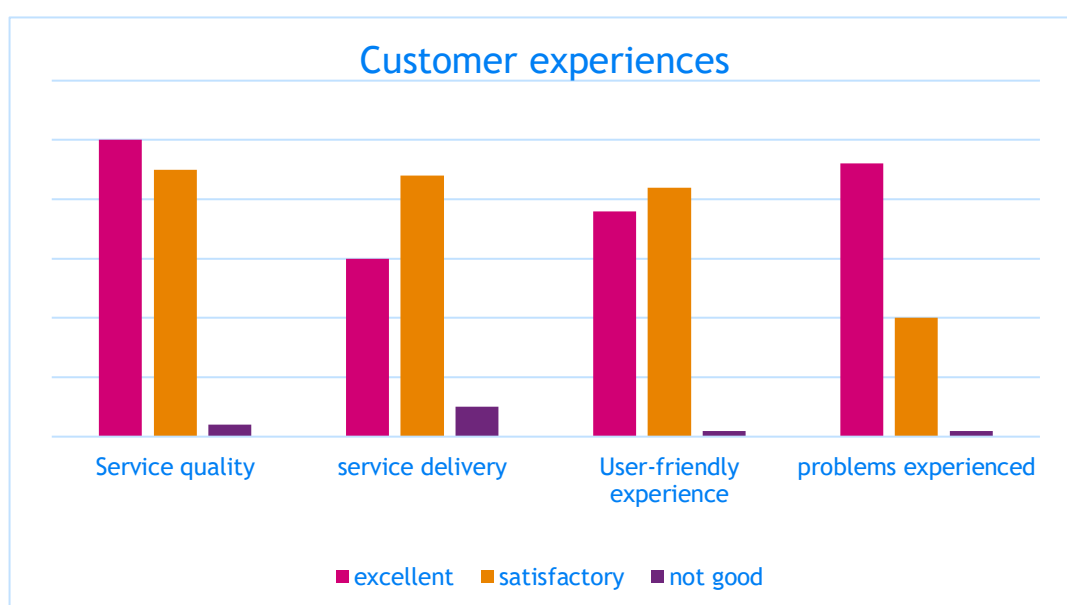


Figure 3: Customer experiences at hotel X, 2017

In the figure 3, customer experiences describe in different feature excellent, satisfactory and not reasonable based on service quality, service delivery, user-friendly experience as

well as a problem experienced. In general, maximum of the customers have experienced excellent service quality and difficulties experienced but in service delivery and user-friendly old issues customers suffered more or less worthy and satisfactory. Very few of the customers experienced not useful mainly in service delivery context.

3.1 Customer Satisfaction

From the customer perspective when service received value has been created for the customer, their understanding, feeling and the result of the service as well as the advantages they derive from it. It is a kind of method or action where the customer gets experience through their understanding of the service system. In this journey, they meet a series of touch points and them able to know how those things make their feel and emotion. These are varying from customer to customer as the experience is perceived absolutely a personal point of view which is remained only in the customer mind. In this regard, if the same service has been given two or more people than the experience will not come same from the customer. (Johnston and Kong 2011, 5.)

The main things are happiness, sadness, shame, anger, fear, love and surprise, these kinds of feelings may vary from discomfort to depression, ease to ecstatic, warm to intimate. The advantages customers are receiving from using the service and experiencing which includes their understanding of their profitability refer to what services have been provided and what experience they gained from it. There is another outcome from the viewpoint of customer's which might be their careful or insensible evaluation towards the service provided. Apparently, the value of the service what customer received from the service provider either satisfactory or dissatisfactory. These analyse may good, bad, indifferent, intention to rebook or not, to recommends to others about the service or not, giving positive feedback or not, intention to complain or not. These kinds of objective either result in action or not. (Johnston and Kong 2011, 5.)

While observing the hotel environment, customers are the primary target or objective what we are going to do, and they depend on us, and we very much depend on them. A customer is the source of motivation and service people or company should, let them go away. A customer is the first requirement of any business. In the field of hospitality management, no one can run the business or service without a customer. In the service, field customer has different roles, and among these roles, one of the most crucial tasks is to bring positive reputation and reasonable profit. From the service field point of view, satisfied guests

who come to stay in a hotel a lot are apparently more easy to keep as the best customer with less investing effort than to the new customer.

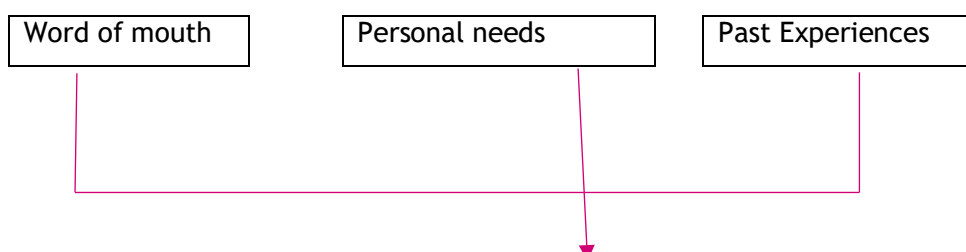
3.2 Service product

Service product is also called service package or service mix. The hotel is a part of the hospitality industry which is an umbrella term for a broad variety of service industries including, but not limited to, hotels, restaurants. Hotel is often referred to as a "Home away from home." If we consider meaning of hotel in the dictionary, a hotel is a building where we pay to have a room to sleep in and where we can eat meals or a hotel is an establishment that provides paid lodging on a short-term basis. (Wikipedia 2017.)

The authors have interview with the hotel employee and through the observation found that in X hotel, tourist stops being the traveller and become a guest as well as business customer to come in the hotel from different countries. Moreover, a Family customer was also happening in the hotel to spend their different holidays with their children and relatives. The hotel usually offers a full range of accommodations and services, which may include suites, free dining, banquet facilities, lounges and entertainment facilities. It is considered as an industry whose primary aim is also to make profits for the hoteliers, though this may change at times. Hence a hotel should provide food, beverage and lodging to travellers on payment and has in turn the right to refuse if the traveller is drunk, not follow the rule of hotels or not pay the service fee.

3.3 Service delivery process and quality

This is the last part of customer experience in the hotel business. The services produced by the service delivery system are not tangible memories of experiences that exist only in customer memory. Every kind of service methods which is related to service delivery system is essential. The server interacting with guests can make differences like how customers feel about the value and quality of the experience. (Robert et al. 2012, 11.)



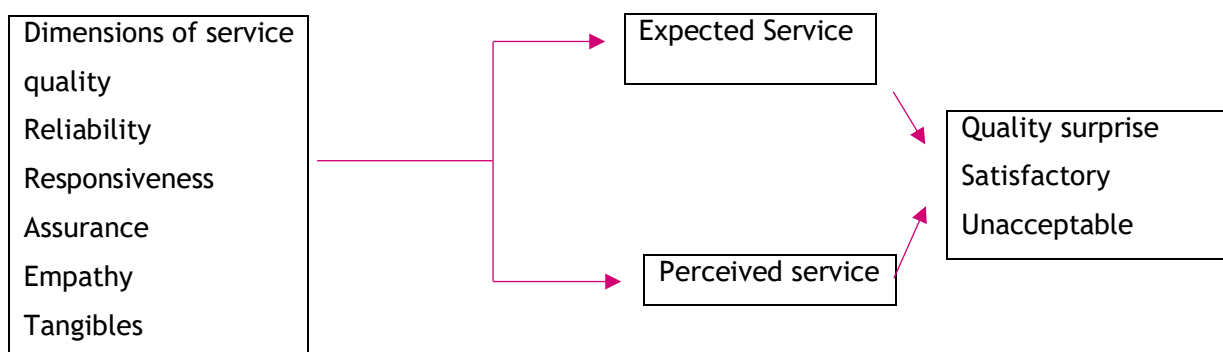


Table 1: Perceived service quality (Fitzsimmons 2006, 128)

In the table 1, it shows perceived service quality based on delivery of service according to the customer expectations. The service quality is measured while supplying the service process. In the table as we can see when the perceived service meet or exceed the customer expectations then customers are happy and satisfied with the quality of service. On the other hand, if perceived service cannot meet the customer expectations then the service quality is measured unacceptable. Customers need and demands are calculated word of mouth, personal needs and experience. On the left-side of the table mentioned five dimension of the customer perceived service quality.

After analysing the literature review the authors have gone through the practical observation to the service quality and delivery interaction in between customers and employees. Employees make the difference in both how angry the guests are when the service went wrong. On the other hand, how happy the guests when everything went right. Employees are the first phase who interact with customer and authors have seen they are motivated giving excellent service with smiling face. Even this is most challenging to manage full of quality while delivery the service as well as maintaining nice attitude, friendliness, proper concern ensuring the success both the value and quality of the total guest's experience but things going more likely customer expectations.

3.4 Moment of truth and service encounter

The word moment of truth is a critical part of the service process, and it is more important than other regions. In general, time and place where the server can get the opportunity to show the guest service quality on behalf of the hotel. On the other hand, service encounter

is the period that means where the service provider and the guests interact. The interaction between guest and the front desk server at the hotel usually somehow longer. (Robert et al. 2012, 14.)

These people are a receptionist, manager, reservationist, front desk manager, a house-keeper who cleaned the room, Maintenance person who was responsible for electricity and other electric equipment at the hotel, executive staffs were responsible for higher level management activities to ensure the profitability and efficiency of the hotel. So, to get the customer check in to the room, it took dozens of people behind this action. For these reason management team of the hotel should be hired. Trained, paid and managed those kinds of staffs. (Robert et al. 2012, 152.)

Service setting is one of the critical components of guest experience to give real feelings to the customer. In this regard, Hotel lobby is decorated according to varies facilities like waiting area, small coffee bar, internet browsing area, etc. The service setting design keeps the customer focused on where the hotel makes its profit. Moreover, food service setting related to designing inside the restaurant, putting background music, table and menu designing are essential to make memories to the guest. (Robert et al. 2012, 10.)

According to the theoretical analysis based on interview and observation at the restaurant there is a series of interactions between guest and server, even more, more extended encounter. There is also the possibility to make things right at the moment of truth if any fault happened. Moreover, it is apparently wiser to handle the guests correctly at the moment of truth than to fix and explain the error or occurrence. Each guest may have few moments of truth during her or his stay at the hotel and among of these some moments will remain forever which make a relationship with the hotel. In this regard, every moment needs to be confident and well organized.

In the hotel service, staffs are implementing the entire action of service. There are so many layers of service staffs to accomplish one task for the guest. For example: when a guest checks into a hotel maximum of the time things go according to expectations. After getting all the experience without any incident if the question comes like "how was the employees of that hotel?" and the answer might be excellent. This answer overlooks the large number of people who were hired, trained and coordinated to accomplish the guest expectations.

3.5 Multicultural interaction

Culture has an enormous impact on workplace how people communicate with one another. Communication is the most critical work activity, especially in modern, service-oriented, group-based organizations and mainly in the service field. In the year of 1960, many countries of the world passed equal opportunities legislation because of pressure and fairness concerns come from minority groups. For this reason, it became against the law to discriminate in employment against people on the grounds of their ethnicity or gender. (Guirdham 2005, 6.)

Nowadays, the world become very close to our hand so globalization is very important for marketing and production, plus the increasing diversity of domestic work force, only few organizations or individuals at work can afford to overlook cultural discriminations. In Europe, there is a concern about diversity with equal opportunity each and everybody from different cultures or different countries. (Guirdham 2005, 12).

Through the observation of multicultural working atmosphere and interviewing with foreign and native employees at X hotel it is challenging to maintain equality. There are other factors that challenge people who are trying to work melodiously with others of a different background. People from different parts of the world have a different frame of reference, and they display emotions differently and display different behaviors. The word diversity also has a significant impact in the X hotel as well as working environment. It covers a wide range of dimensions such as nationality, ethnicity, age, gender, and abilities. At work place diversity aid hotel in identifying new intention about marketing from which to develop new employees and enlarge sales efforts.

In the hotel, one of the most valuable investment is human capital. Management of diversity can establish diversity as an important component of the hotel strategy and resources. they must ensure that their workplace is equitable and inclusive. They should establish a business strategy for managing a diverse workplace. They can remove barriers and allowing equal access to employment and promotion for all job applicants and employees. They need to encourage diverse workforce to create a positive, innovative and productive work environment. they can encourage them for personal growth and professional development also empowering all employees to reach and contribute to the full potential. The author has found during his research and observation period that hotel management are eager to maintain an equal atmosphere for different diverse personnel.

Culture and subculture opened by identifying a range of business and organizational issues that have been revealed to be affected by culture. There are many important societal

groups who do not exhibit the predominating characteristics of cultures those of shared values and that is why must be regarded as subculture. (Guirdham 2005, 75.)

It is one of the most important task to control cultural impact at work premises. It has been considered in terms of its effects on managerial attitudes, the perceived nature of effectiveness, criteria of performance, task versus relationship orientation, employment relationship, procedural and distributive justice, work roles and norms, manager and subordinate relationship, group work, management style and organizational cultures. (Guirdham 2005, 75.)

In cultural communication, obviously, it is not only limited for men. Women also belongs to that criteria. It is a very strong human tool for survival. on the other hand, it is a breakable phenomenon. Culture calculates what is acceptable or unacceptable, important or unimportant, wrong or right, unworkable or workable. Culture encloses all explicit or tacit, all learned and shared, beliefs, norms, knowledge, assumptions, values, attitudes, behavior, dress as well as language. In a larger culture or in a country there is a group of people who have something in common is called subculture for example religious belief or festival. (Guirdham 2005, 85).

The authors of this thesis have found cultural influences while conducting interview and observation. There are many employees comes from different cultures and every employee has very good respect on other culture. They are enthusiastic to know others norms and customs which is highly positive attitude among the employees. Besides these, authors have observed that different types of cultural guests are coming to stay at hotel during the leisure time. They have different outlook, different style, believe, dress and behavior. overall, the X hotel has working culture and communication that no matter what culture you have and you are the most important for us as we do respect and value you in every aspect of moment. Every employee is motivating to ponder working culture among of them to give wide range of excellent customer service.

4 Digital Marketing

Digital marketing is an advertisement program for any product and services organized to understand a marketplace and to meet the customer satisfaction. The process of planning for product promotion, advertisement, advancement, and sales is advanced marketing management. Management in marketing is very demanding and active planning factor for any business organization to boost up their strategies. Advance marketing is the way of

creating a technical plan to research a marketplace and to know the customer portfolio which helps to raise a suitable approach for the company to attract the customers and fulfil their desire. Efficient management of marketing is a successful road to achieve a goal in the hospitality industry. It plans, organizes and accomplishes the marketing action from the business and creates a new idea and innovation for better success. Digital marketing plays a vital role in the hotel industry to know the potential customers and promotes the company value. Eventually, the implementation of the technical marketing process is highly essential effort for the hospitality business in current competitive market society. The success of a business depends on how the organization can organize marketing importance in customer's eyes and how their marketing strategy meets the customer's needs and can grow the customer value in a market. (Kotler et al. 2009, 2-4.)

From the hotel manager email interview and hotel website research, the authors got to know that the hotel X has its website which is very easy access to make a reservation or booking a room in a hotel. The site has detailed information about the hotel from which a customer can easily access through. The hotel area has a wireless Wi-Fi network available for their guests free of charge. The hotel has implemented the digital marketing approach through various digital channels like the search engine, Facebook, Instagram, YouTube to reach out to the customers. The digital circuits of hotel marketing are day-to-day updated to comfort their customers in finding a hotel and to attract them with various offers and facilities.

4.1 Marketing relationship with customers

The mutual communication between the customer and the marketing obtains the opportunities of customer's interaction, cooperation, value creation and sustainable development of delivering value and its addition. A strategic market plan focuses on the better market value and transforms customers' tastes into a company strategy design and helps to manage an effective strategy plan that meets customer requirements. Marketing management links up the connection between customers and company. A business company provides products and services to their customers by analysing their behaviour and changeable demand. The commercial activity of the business and consumer behaviour is unique and has variable taste. Therefore, to know the customers beforehand to reach towards them is important. In this way, advanced marketing technology is an important solution and helps companies to understand their consumer behaviour and their needs. The marketing tool is an environment to build up the customers and the confidence of the business. It helps to grow the product consumption and meets the company's highest sales standard. When the company

knows the needs of customers and reinforces it, it promotes business activities. A customer-focused marketing model can result high in consumer value creation and develop sustainability. In general, the business marketing model and their customer relationship is the key factors for the company's income and maintain its security. (Kotler et al. 2009, 84-87.)

By managing email interview with the hotel manager, authors have collected the data that the X hotel has succeeded to build up a healthy relationship to the date with their customer through the efficient marketing plans. According to the initial observation and interview, the author has found that the hotel's marketing relationship with their customer is more focused on the better market value creation and helps to get to know the changing taste of customer demands. One of the authors who is employed in the hotel also explained that the hotel is always in touch with their once visited customer to keep the relationship alive, providing the upcoming updates & offers and welcome them again.

4.2 Digital marketing strategy

The strategic planning in digital marketing acquires the abilities of interaction between customers, cooperation, value creation, value delivery and sustainable value addition. A successful business marketing strategy focuses on their customer value and efficiently acts to meet customer demands. An efficient marketing plan can only sustain the business strategy for long-term. In fact, every small business start-ups apply these marketing strategies to get succeed. But there are also different levels of a big business organization; corporate, section, business unit and product level. Corporate level draws a tactical marketing plan and guides all the management levels. It decides the functions and resources quantity utilize and invest in the other specific management levels in a company. All the different levels have their functions. They make a plan to use the funds they receive from a responsible level. They set up a specific marketing plan to achieve their targets and for the sustainable business strategy. Therefore, a digital marketing strategy is a standard set for every business purposes whether an organization is small or large. A marketing plan shows a right direction of implementing the effort for every successful business organization. Digital marketing strategy needs to be emphasized on the better market value and changing the taste of customers which helps a business to plan and manage a suitable approach that could meet the customer demands. (Kotler et al. 2009, 84-87.)

The model of digital marketing strategy delivers a framework that presents a valid structure that confirms the presence of all critical activities of tactical development and operation. The author has followed a SOSTAC planning of digital marketing strategy to structure design for X hotel. SOSTAC stands for situation analysis, objective, strategy, tactics, action, and control. (Chaffey & Chandwick 2012, 190-200.)

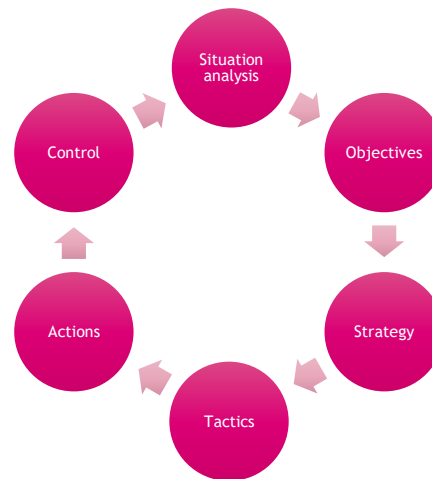


Figure 4: SOSTAC digital marketing planning framework

In figure 4, situation analysis means “where are we now?”. It includes goal performance, customer insights, SWOT, brand perception, internal capabilities, and resources. Objectives mean “where do we want to be?”. It includes 5s objectives that are sell, serves, sizzle, speaks and save. (Chaffey & Chandwick 2012, 199.)

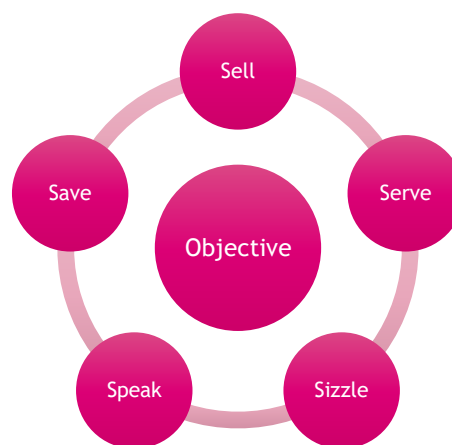


Figure 5: 5s of digital marketing strategy

In figure 5, Sell means customer acquisition, serve is customer satisfaction targets, sizzle defines site stickiness and visit duration, speak means some engaged customers and save means quantified efficiency gains. (Chaffey & Chandwick 2012, 199.)

From figure 4, strategy means “how do we get there?”. It includes segmentation, targeting & positioning, online value proposition, sequence, integration and digital tools. Tactics mean “how exactly do we get there?”. It includes E-marketing mix, details of contact strategy and E-campaign initiative schedule. Actions mean “who does what and when?”. It includes the details of tactics that are responsibilities & structure, internal resources & skills, and external agencies. The control means “how do we monitor performance?”. It includes 5s+web analytics-KPIs, usability testing, customer satisfaction survey, site visitor profiling, a frequency of reporting, process of reporting and actions. (Chaffey & Chandwick 2012, 199.)

4.3 Digital network in marketing

The application of the digital tools in combination with traditional communication between industry and customers to accomplish marketing goals of the company is known as digital marketing (Chaffey & Chandwick 2012, 10). It is the advance means of advertisement to present the consumers with the information materials they demand through the different digital tools. Ultimately, the digital marketing and traditional marketing has no massive difference in the industry. However, the way of networking and delivering the information to the consumers are more advanced in digital marketing. For instance, the hotel applies the digital technologies such as; internet, vlogs, website, email, different social media like Facebook, Instagram, snapchat, etc. order to convey an information data and reaching customers efficiently. In a way, the hotel needs to understand the advance way of digital networks to achieve the marketing objectives and to drive the business forward efficiently. (Miller 2012, 6.)

A hotel can promote its products and services by reaching the customers quickly through the internet marketing. The internet has an excessive impact on online marketing. A company can implement the internet marketing in various ways, that belongs to the dominant information channel as a promotional and communication networks. It improves the geographical reach, notifies customers and encourages business, and more functionally it promotes the products and services of the company globally. The internet marketing via ad-

vance web pages a hotel can communicate with the customers 24 hours; it helps to represent its products and services, history of the company, business philosophy, job opportunities and other relevant information to internet visitors. (Kotler et al. 2009, 120.)

In the present context, people are more used to in communicating through email. It is more reliable and fast communication method for both consumers and suppliers. Customers are mostly relevant to email to the company with whom they already have a relationship. Consumers can also receive information and news, particularly of the company through the email subscription. A hotel can create a good public relation and can interact personally with the customers through email. However, the hotel is also responsible for knowing the consumer's point of email communication and avoid unnecessary writing. There are few advanced methods of email marketing that needs to be followed by the specific management of the hotel i.e. authentic writing and precise identification, specific subject, clear company background and accurate content and information. (Kotler et al. 2009, 129.)

Today, social networks are one of the most influential channels for digital marketing technology. It has great impact on web communications with large scale of public. Social media has created different tools; Facebook, Instagram, YouTube, Blog, Twitter, etc. Where people can share experiences, ideas, opportunities, links, videos, news, audios and photos with different other social media users. Social media has several ways to create sufficient network connectivity for marketing and advertising users. The number of social media on the Internet has changed the importance of integrating the social media channel into the digital market strategy for the hotel industry. Social media marketing has helped to connect people effectively and improve communication with the hotel and their customers. The marketing strategy of society is beneficial and keeps the company up-to-date with sustainability. It has become a strong platform for a successful business. (Heinze et al. 2017, 190.)

4.4 Search engine marketing

Search engine marketing is a way to reach customers and, of course, identify the business. The number of Internet users is higher, and most consumers are found entering through different search engines; Google, Siri, Safari, Bing, Yahoo, etc. People are usually looking for something new through search engines. A keyword that match a customer's search query may appear in search engines, depending on how the company has raised their web for

search on the internet. Search engine marketing is the most important thing in the hotel industry, as it leads to the development of many new business offer on the website.

(Miller 2012, 123-125.)

A search result that happens naturally while typing a keyword that matches any related search by the customers through the search engine is called search engine optimization. The search engine shows the outcomes depending on the sites that they feel the most excellent match with the specific request of the consumers. The hotel business who has the correct structure of the content and design of their website, a searcher can find those sites on the top based on their search. To rise on the top search for the users, it is important to develop the ranking position on search engines. The company can establish a high ranking in a search engine is by optimizing the website which is also called SEO. (Miller 2012, 125-126.)

By the observation process, authors found that the hotel X also used paid ads through Google's search engine. It has paid for advertising through Google's search engine marketing, where X hotel would appear as an ad group. The hotel has created an AdWords account to launch an ad on a Google search engine that receives a Google ad and Google search networks.

4.5 Benefits of digital marketing implementation

The importance of digital marketing and way of its application is very productive effort in the hospitality industry competitive market. Any successful business company is the result of their advance and potential marketing capacity. Several factors affect the successful business, such as; economic matters, action, financial accounts, management and many other obligations. A business marketing strategy cannot be organized entirely without knowing a marketplace well. An organization needs to understand their customer desires and identify the suitable quality and quantity of product and services to satisfy their customer. There are plenty of industries involved in hospitality field throughout the world being successful by implementing a digital marketing strategy. In fact, customers taste are changeable, and demands can increase, so their lifestyle. In this case, a business marketing research needs to understand the variable application of their customers and the market environment. (Kotler et al. 2009, 4-6.)

Advance marketing is the core concept of knowing their customers and their needs as well as making a right decision to meet customer satisfaction. Some company follows a misstep

by choosing marketing management as an excess advertisement and trying to sell their products and services. They don't apply a research method to know the taste of their customers and could not meet up their desires. It leads to the loss and customer choose the other company as per their demands. A successful business company focus on their customer demands and research a market thoroughly and choose a right decision before launching their products and services in a market. To understand the customer value, market trends and the implementation of the different marketing mix are the primary factors to achieve a marketing strategy goals. The only straight advertisement and stable products don't always fulfil the customer satisfaction. Therefore, a business needs to follow the digital way of marketing research according to the customer demands. (Kotler et al. 2009, 17-20.)

4.6 The scope of digital marketing

Hotel marketing is an important factor in communication and meeting a customer satisfaction and social needs. Marketing is the safest way to grow profit and maintain reliability between consumers and businesses. Digital technology of marketing helps the company to determine market value and focus on the core needs of its customers. The company can use marketing as an effective tool to establish their brand and show the value in the marketplace. Marketing research is a real difference between buyers and markets that helps to create marketing design according to the customer needs. For hotel business, digital marketing has the high value to create a better scope for the development and success growth. The owner launches the company by looking at its vision of products and services on the market. But without research and marketing analysis, he cannot see the scope of his business idea. An advance marketing analysing plan is always crucial factor in business start-ups to know the customers' needs select value of target market. There is a practical advantage for hotel business by creating dynamic marketing plan for business development. (Kotler et al. 2009, 6-8.)

4.7 Understanding market value

Marketing is not just about advertising any product or service, but exploring and understanding market is a key factor in marketing strategy. Starting a business begins with a good market environment knowledge. Understanding the market has many factors such as services, products, people, events and experiences, places and ideas. The function is a good deal offered to customers in all hospitality industry. For example, in a hotel company,

a consumer uses both product and a service. Hence, the service is a key factor for the hotel to learn how to get it back to serve the customers. Understanding customers and choosing the right market is the major function that helps company to set marketing goals. Understanding the market offers many ideas and create a wide range of research areas that can be seen in consumer behaviour and changing requirements. (Kotler et al. 2009, 8-11.)

5 Qualitative research method

Qualitative research is a practical approach to collect data through a social and natural study which includes the interaction between people and their behaviour, thoughts, opinion, and feelings. The different qualitative implementation provides the detailed information to understand the individual experiences and their perceptions. The approaches that are used in the thesis are qualitative methods which are an interview with customers and employee, observation of the hotel, benchmarking between the hotels and SWOT analysis of digital marketing strategy. (Hennink, Hutter & Bailey 2011, 9.)

The author has conducted the interview method with the employee, aiming to collect the detailed information about their experiences and current situation of the hotel. The interview is one of the significant qualitative research that helps the author to know the full status of the hotel from the employee and customer point of view.

5.1 Interview

The purpose of this interview to understand the employee motivation, satisfaction, feeling, action, behaviour, interpretation as well as marketing strategy, technology, social media and so on. This interview will give us an overview of the landscape of qualitative interviewing. To define the interview usually refer to face to face, verbal exchange, in which one person, the interviewer, tries to provoke information discloses of opinion. Comparably, some interview researchers could think that to take others interview for the purpose of research and development is easy and straightforward to do, as it employs a set of tactics that everybody can be master by virtue and capable of asking or making questions as well as recording answers. (Brinkman, 2013, 4.)

In the process of interview, the researcher was having frustrating experienced with a numerous number of interviews but ending up with a massive amount of data. There are four typical steps for research design in interview studies: preparation, interviewing, analysis,

and reporting. Besides, usually, researcher face a common problem concerning about massive number of data that how they can reduce or condense the findings from an interview. There are some ways of writing up the results: inductive, deductive as well as abductive strategies. (Brinkman, 2013, 7.)

The authors have conducted interviews with hotel manager, service manager, employees and customers of the X hotel. One of the author is working in the same hotel, which made easy to manage a suitable time to discuss and do the interview with service manager and hotel manager. The interview took few days due to their busy schedule, and they have returned the answer to interview through email. Customers and employees interview have been taken face to face. After the interview researchers got the data for further analysis. The interview has been taken during the month of January and February 2018. The interview with the service manager and employees are semi-structured, and the customers and hotel manager interview were structured which included consecutively 18, 12 and 14 questions. Managers interview have taken through email and the customers interview were face to face. The service manager received the interview questions on Saturday, 04.11.2017 and the hotel manager received the interview questions on Saturday, 27.01.2018. The researchers received their final answers consecutively on 12.11.2017 and 07.02.2018. During the whole February employees and customers interview has been done. Customers interview was two categories, Finnish customers, and foreign customers. For the Finnish customer questions were in Finnish while all the other questions were in English.

5.2 Observation

Observation is one of the research methods and used for qualitative research. So, observation is the way to collect data for evaluation. It has a basic overview of when to observe and how it would be planned and conducted. Observations are one of the very common ways to collect qualitative data, and it is highly demanding methods. The main aim of the observation is to gather data about customers by watching their behaviour and interaction with the services providing by the hotel. Observation can be done in two ways one of them be informed to the customers that they are being observed and another is that no one knows they are being observed (Taylor 1996.)

In this research methods, researchers do covert observation where customers behave naturally as they don't know they are observing. The authors directly observed customers' interactions, meeting, dealings, ordering, attitudes and so on. Seeing the overall environment in the service area, the researchers can get the full range of understanding about

customer's feelings and emotion towards their satisfaction. Observation is one of the critical methods which can be functioned also if the respondents are disagreed to provide data by interviews and other means. This an advantageous method where don't need to rely on customer's willingness to provide information.

The researchers planned to get the answer for the questions they made through observing in the hotel in different department like front desk, restaurant, meetings and events as well as housekeeping. Researchers focused on customer experience collecting data and information by recording sheets and checklist, field notes and appropriate timing. The observation plan had been implemented during the first week of February 2018.

One of the authors of this theses has done his internship at the X hotel. While conducting his practical training the writer had the chance to observe both the employees and customers of the hotel during their interaction. By actual communication with customers, it is easy to understand how customers think is it positive or negative impression from a customer point of view. Usually, front desk employee asked customers about their experience while they are checking out and the answer is most likely excellent. The feedback sometimes they mentioned many things went wrong with them such as room was not cleaned very well, restaurant service was not outstanding, shower was leaking, air conditioning was not functioning well and so on. In this case, they are apparently unhappy with this situation and considering this issue the front desk management of the hotel gave them some compensation gift depending on how dissatisfied the customers. This is the way to make them happy and satisfied and informing them they will be given best quality services next time. Moreover, according to customer feedback, everyone complains are documented for the maintenance so that things to be repaired immediately.

5.3 Benchmarking

Benchmarking is a continuous, systematic process for evaluating the products, services, and work of organizations that are recognized as representing best practices for the purpose of organizational improvement (Spendolini, 1992). It is a systematic procedure of comparative measurement with the objective to achieve continuous improvement. The enormous success of benchmarking in recent years is probably related to its inherent characteristics of being a knowledge-sharing and motivational process. It helps to encourage managers and the employees to think regarding performance measures and practices to

increase profitability. Currently, benchmarking has efficiently been used within a hospitality industry to improve the quality management and process by the identification of the recognized standard and related actions required. (Wöber 2002, 1-2.)

X hotel

X hotel is located in the vicinity of the entertainment centre and Jumbo shopping centre near Helsinki-Vantaa airport. The hotel has a relaxing break to the business travellers work day as well as action and entertainment to the leisure customers. The hotel has a varied selection of entertainment centre and water park, including its care and well-being sections, wellness services, cinemas and extensive world of restaurants. The hotel also has a relaxed restaurant, called Amarillo which is known for its tasty food as well as banquet flamingo which can be available on a reservation basis. Besides, the hotel's conference and festive premises offer fantastic facilities for meetings and events. The hotel has its own websites which is very easy access to make a reservation or booking a room in hotel. The site has detailed information about the hotel from which a customer can easily access through. The hotel area has a wireless Wi-Fi network available for their guests free of charge. The hotel has implemented the digital marketing approach through various digital channels like a search engine, Facebook, Instagram, YouTube to reach out to the customers. The digital circuits of hotel marketing are day-to-day updated to ease their customers to find a hotel and pull them with numerous deals and facilities. (Break Sokos Hotel Flamingo 2018.)

The authors have visited the X hotel and conducted face to face interview with few customers and service manager of the hotel to collect the data for benchmarking. One of the author has been working in a hotel for few years which made us very easy to access and observe the hotel from each aspect. Besides, authors have also reached out to the operational manager through email interview to gather more information about the hotel. We found every person working in a hotel including the service manager and executive manager are very comfortable and happy to support our research. Interviewing staff members and guests of the hotel, as well as observations, form very near gave us clear and realistic information by which we decided to benchmark the hotel through SWOT analysis.

<p>Strength</p> <ul style="list-style-type: none"> Multicultural diversity Easy access (close to airport) Service quality and efficiency Warm welcoming and openness of employees Customer feedbacks Good reputation in the market Professionalism Enough space for meeting rooms and communal areas Design and technology High number of return customers 	<p>Weakness</p> <ul style="list-style-type: none"> Public transport Sauna facility not available Language barriers for employees Limited funds
<p>Opportunity</p> <ul style="list-style-type: none"> Shopping mall nearby Spa facility Enlarging a hotel space Digital implementation of technology 	<p>Threats</p> <ul style="list-style-type: none"> New competitors Competition on price point Unskilled manpower Economic crisis affects tourism

Table 2: Swot analysis of X hotel

The authors have collected a data for swot analysis of X hotel during the process of benchmarking. One author who has been working in the hotel has provided a basic information as well as the face to face interview with service manager of the hotel has provided the additional data information while doing a swot analysis of the hotel X. The data that has been gathered for swot analysis made authors more easy to benchmark the hotel. The table 2 explains the strength, weakness, opportunity and threats of the X hotel. Since the hotel lies near to the Helsinki-Vantaa international airport, it has a huge strengths and opportunity. A multicultural diversity of staffs working in a hotel is one of the biggest strength for the hotel which has a good reputation in a hospitality market. Besides, easy access from the airport, professionalism and openness of the staff member provides warm welcoming and quality service to the customers, customers feedback is high in priority which

makes the customers to return in the same hotel. The hotel has a several opportunities of modern design and technologies, enough space for meeting rooms and communal areas, spa facility and connected shopping mall.

However, every hotel business in the market has its weakness and threats in which the X hotel has few numbers of those. The weakness of the hotel is public transport where only buses and private vehicles are access through, sauna facility which is famous in Finland is not available, language barriers for employees to move forward and the funds are limited to improve the hotel environment. In addition, new competitors, competition on price point, unskilled manpower and economic crisis that affects tourism industry can be the threats for the hotel.

Y hotel

The Y hotel is in Helsinki sits perched on the harbour's edge, next to the Gulf of Finland situated in the Ruoholahti business district and next to Jatkasaari district. The hotel delivers a comfort approaches to a variety of transport options to explore the Finnish capital. It has a frequent connection of tram, buses and the central railway station that has a direct link to the airport is just two kilometres away from the hotel. A customer can also take advantage of on-site parking at the hotel for less charge in case of car rental. The Y hotel is also a little piece of Helsinki itself. The hotel has a bistro and bar with local specialties, a modern 24/7 gym facility and a community lobby which are next to the beautiful sea and harbour. Visitors can make their visit in Helsinki more convenient with services like express check-out, laundry services and grab & run breakfast for early morning departures. The hotel has its website which is very accessible to reach through to the customers. Customers can easily access their needs and requirements through the web page of the hotel. The Y hotel has implemented very user-friendly modern technology channels to reach their customers and to provide them comfortable and easy access. The hotel has a free Wi-Fi internet service to its guests and has a brilliant mobile application that offers pre-arrival information and in-hotel offers. One mobile touch application of the hotel provides every information that the guests need to know. (Radisson Blue Seaside 2018.)

While benchmarking the Y hotel, the authors have utilized the internet sources to gather the information data. Besides, one of the authors also had past working experience in the hotel which also help to get to know more information about the hotel. So, through the internet information and one of the author's past work experiences, the authors have done the SWOT analysis of the hotel.

<p>Strength</p> <ul style="list-style-type: none"> Easy location from the Helsinki centre Convenient public transportation connection Convenient on-site car parking service Bedroom amenities Seaside and natural view Blue internet app Express laundry and check-out service 	<p>Weakness</p> <ul style="list-style-type: none"> High-cost rates
<p>Opportunities</p> <ul style="list-style-type: none"> Engaging domestic and international travellers Quick access to internet technology User-friendly websites Grab and run breakfast for early morning departures 24/7 gym and saunas facilities One touch service 	<p>Threats</p> <ul style="list-style-type: none"> Many competitors Unstable global environment

Table 3: Swot analysis, Y hotel

The table 3 shows the swot analysis data of the Y hotel which lies to the centre of the capital city, Helsinki. The authors have collected the data for swot analysis of the hotel while doing a benchmarking through the internet sources and interviewing a past experienced employee who had worked for over two years. In comparison to the hotel X, the hotel Y has few weakness and threats whereas strengths and opportunities are quite in similar amount. The hotel Y has the convenient transport access from airport and the Helsinki centre which is biggest strength of the hotel. It has on-site free parking service, bedroom amenities, seaside and natural view from the hotel, own internet application and express laundry & check-out service as a strength. The hotel has an opportunity of engaging domestic and international travellers, quick access to internet technology, user-friendly websites, grab and run breakfast early morning departure service, 24/7 gym and sauna

facilities and one touch service that helps customer to easily access throughout the hotel services. Besides, the hotel has very high cost-rates services that decrease the middle-class customers' attraction which is the biggest weakness for the hotel. And the threats of the hotel are many competitors near around and unstable global environment of the hotel.

6 Developing ideas and result analysis

Nothing can bring a business greater rewards than doing a marketing in a right way. In a hospitality industry, it is extreme necessary to market its product and services to make consumers aware of the business. The products and services are valueless even it has a high quality unless the marketplace doesn't understand what exactly it is, why is that going to be valuable to the consumers and why they should buy the particular products and services. However, a digital marketing implementation with a good marketing plan approaches can be the crucial success to the hotel business. A great digital marketing approaches will grab a people's attention, attract more consumers, add more sales and profits to the business. (Jay & Sealey 2012, 2.)

In today's world, a digital marketing approach is the key to every successful business, so for the X hotel. The hotel X has been operating in a competitive market where customers are increasing highly demandable every day. To attract a large number of customers and to make a business successful with higher profitability and upselling their products and services, a hotel needs a personalized tactic that will provide all essential bloodthirsty advantages. To achieve it, the digital marketing plan approaches is the crucial success for the hotel business. The hotel can make a massive sale and add more profitability in the industry quickly through the implementation and continuous approach to digital marketing plans. The digital marketing process also helps the company to ensure the sustainable growth, healthiness and ultimate market control.

From the customer satisfaction research result, service guideline or manual for employees provides a meaningful way to give the best experience to the customers. The relationship between employer and employee also has significant influence to keep continue outstanding service to the customer. For example, hotel's working rules, terms, and conditions, expectations, benefits for the employee. Moreover, it is good to give a general overview of the hotel working method before starting employment. These guidelines include employee training, service, developing service quality.

6.1 Upgrading digital channels of marketing in hotel

The digital technology of marketing is an excellent tool for market communication and has been spectacular for finding answers to the questions. The different means of digital technology like internet, social media, blogs and websites helps to reach near to the customers and sees what they need and understand real leakage of the gaps within the consumers (Jay & Sealey 2012, 44). Digital channels are the tracks of making the interaction between the organizations and its consumers and have played an enormous role in the digital revolution through the delivery of new communication facilities and 24/7 online connectivity (Edelman 2010). Brandit and Henning (2002) state that digital trends in society have allowed individuals to access data and information worldwide, communicate without boundaries of time or place and make multiple transactions in real time.

The use of digital technologies has empowered the whole different forms of customer communications. Customers can involve and allocate their matter through the social networks conveniently. By engaging actively within digital networks, customer can freely state their opinions, contribute project concepts, report problems or request for help, allowing themselves to express and publish positive and negative experiences with or without the permission of the company (Kietzmann et al., 2011). Issues such as product quality, lack of availability, poor service, and high prices are now transparent and instantly broadcasted by the customer (Nunes and Cespedes, 2003), often impacting a company's reputation, resulting in a loss of customers and income. However, these new digital channels combined with increasing levels of digital literacy also allow embedding customers as co-designers and co-producers into commercial value chains. (Straker et al. 2015, 111).

To achieve a success in the digital curve market, hotel X should understand how digital networks work and if they have the capability to achieve their goals. Although digital marketing of the hotel is limited, it has made an important contribution to the expansion of products and services. Digital networks are an integral part of fast and efficient communications with customers, upgrades and promotes in the costs of hotel value and sales. The initiative approaches that is crucially necessary for the hotel is improving a digital marketing channel of the hotel which is the right source of investment that will allow the hotel to attract more customers by providing the changeable demands of the consumers. The hotel has the great future by upgrading its digital networks overcoming through the limited areas because of its perfect location very near to the Helsinki-Vantaa airport and not so far from the capital city as well.

6.2 Profitability and reliability of the hotel

In the hospitality industry, none of the business is thriving without cost-effectiveness and reliability of the company. The primary goal of any business is to gain the profit and maintain the credibility of its own. In this thesis, the author has done the case study of X hotel, struggled to know how far the hotel is successful to grow the profit and maintain the reliability of its customers. After conducting the researchers and few interviews with the employee and customers in the hotel, the author found out the hotel needs to be focused moreover on enlarging its limited connection with travel agencies.

The X hotel will be able to inverse the trends in global hospitality market, and it will help to make the profitable growth in a considerable quantity, by creating a secure connection between the travel agencies and hotel from the target countries that enables customers in a significant amount and upgrade the sales of the hotel. At the same time, the hotel can grab an opportunity to upsell its products and services by providing a value offer and tour packages. For instance, one of the travel agency in China that has the interrelationship with the flamingo hotel can build a bridge between the hotel and customers visiting Finland from China. Similarly, the hotel can be capable of upselling its products and services if the hotel will enlarge its limited sources around the different corners of the world. On the other hand, building reliability of the hotel is paramount to attract the customers again and create an easy connection during their stay. The qualified workforce, easy access to service and facilities, safe and secure security, digital relationships, are the key factors to maintain the hotel reliability.

6.3 Employee training and motivation

The training guidelines will assist the employees more efficiently than as general instructions. Cognitive training can be arranged so that employee can make the work environment-friendly, flexible, easy access for each other, introduced between colleagues and hotel management, knowing diversity, get to know cultural influence from the different point of view. If employees are identified the relationship between customers and the employer that would be beneficial both way. Customers will have the great experience, and the hotel becomes more profitable and popular among the customer.

In the hotel, there are different types of employees such as on-call, temporary, part-time, full time. All sorts of employees need to be trained and motivated to know their responsibility and their benefit. In case of on-call employees they are not entitling to have holiday

and insurance from the hotel, but they must be oriented with hotel operation nice and firmly. Similarly, temporary employment refers a specific date of termination, in this case, an employee might be misled. They need more motivation and reward opportunity and exclusive benefits from the hotel so that they might be inspired to give better service to get excellent customer experience.

In addition, employees who are working permanently they must be trained to understand customers need and demand. To get excellent outcome from them need to give them empowerment. In this way, they will have right to solve any kinds of the problem themselves in the first phase of the situation. It will save time and make the customer journey very smooth and pleasant. According to customer segments, it has been shown that every guest is individual and he or she has different choices and expectations and has diverse backgrounds. These categories should be taken into consideration to understand the customers very carefully.

For all the employees, it is good to know that communication or interaction with the guests is the critical issue in the service environment. First, the employee should be trained in verbal communication as well as dialogical words such as saying sorry, thanks and please, etc. secondly, non-verbal communication which means a lot to get excellent customer experience or satisfaction. 90% impact comes from the non-verbal communication to the customer experience. So, employees could open their body language while they interact with verbally. They need to know how to manage customer expectations from different perceptions for the repeat and first-time customers.

Management of the hotel could explain to the employees that to make the things right is very important in every time for the guests. Similarly, offering them amiable and lovely personalized experience like their preferences as much as possible from the hotel point of view so that they can come back for many times. In this regard, the employee could keep an information data system to know his or her customer preferences more clearly and delivery the right service to make the customer happy and smile. Moreover, when coming different types of group customers from different part of the world employee should acknowledge their need, expectations, behaviour, background, and diversity to give the proper service to them and make an Impression to come and visit again in their travel.

Front desk service employees should be informed about the hotel reputation and to keep continue with reputation need to provide exceptional services with consistently. Staff might make a pre-call to the guests who are coming first time as it is not as simple as

repeat guests to make satisfying. This type of action will give better chance to know why the customers staying at the hotel as well as customers can know more in details about the hotel in advance.

6.4 Developing quality service

From the research employees, training and motivations are highly considered to improve the quality of services. Employees are the first face to meet with the customer and training develop the employee's professional skills to deal the customers with the better way. According to researchers working environment has also great influences to provide better services. In this regard, proper understanding and communication in between different department will enhance the quality service. It has been proved that the employee's performances have a numerous effect on the service quality. For example, if one employee is behaving badly with his service it affects another employee too to his service quality performance anyway. So, each employee must develop their well-being skills to improve overall service delivery performance.

In addition, employee's problem and other family issues should be left outside of the work field or at home as it is vital to concentrate work quality during the working hour. It might be affecting to develop quality service either good or bad. Besides this, an authority of the hotel can provide reward and extra free night offer with dinner coupon for the excellent service as well as other benefits. In this way, employees will be motivated, and they will think they are valued for their service. On the other hand, the hotel will gain its goal and be keeping quality service all the year round. Last but not the least, the authority of the hotel could give more information to the employees like the standards at the hotel, how to provide excellent surprise service to retention for the guests, some example from previous employees who have done excellent service from the customer feedback.

7 Conclusion

The theses was done for the X hotel and started with the planning of customer satisfaction, employee's guidelines through customer experience and multiply the selling using a different channel of digital marketing technology. To accomplish this research the authors firstly written theoretical part from various sources and articles after that authors went through the empirical part. After reading many sources, it was understood that to gain perfect customer experience need positive customer service and satisfaction. In the hotel business,

customer service and satisfaction are the key factors to establish customer retention and experience. On the other hand, digital marketing is one of the key success factors for the hotel. The website of the hotel giving the obvious feature of the hotel to the viewer and it is a communication hub with other sources. Social media also play a crucial role to establish hotel brand identity, lucrative offer, unique value proposition and its promises to the customers.

Following the research objectives, a qualitative method was conducted in various ways with the cooperation of hotel management such as interview, benchmarking and observation. In the interview, there were some questionnaires where respondents were different customers of the hotel. The inquiries were all about customer service and digital marketing. After observing, interviewing and benchmarking all the information have been analyzed. From the feedback of customers, most of the customers were very satisfied with the service in front desk while checking in and check out, breakfast, housekeeping, online booking system and they got hotel information clearly through digital channel too.

Moreover, employees were motivated and happy with the cooperation of hotel management. They were inclined to give fully of effort if they were valued, trained and empowered. In breakfast maximum of the customers said the breakfast was excellent but very few of the customers were said good and suggested to add some more extra food and maintain the quality of food as well as staff's attention and responsibility to the customers. In this regard, there is some room for development in the breakfast service. In addition, housekeeping service is also maintaining a reasonable level, but it could be improved and not let it go down at any cost.

The findings of this research advice that the management of the X Hotel should be more proactive to maintain a good customer experience and retention. Management could provide something unique and surprising for the customers. Customer satisfaction would be the priority in any circumstances. For this reason, it is essential to hire professional staffs and providing them training and information digital marketing too. Employees should be motivated by their insight and outright. Giving them extra facilities to feel stress less and happy so that they will provide an excellent service to the customer according to customer expectations which will lead to spreading the word about unique customer experience to the customer's family and friends. In summary, the management of the X hotel should be known the fact that a person who receives lousy customer service will tell 10 of his friends, on the other hand, the same number of customers even experience excellent service but the only one will spread the word of fantastic service.

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Figures

Figure 1: Customer segmentation of X hotel

Figure 2: Customer experiences of X hotel, 2017

Figure 3: Service action between provider and customer

Figure 4: SOSTAC digital marketing planning framework

Figure 5: 5s of digital marketing strategy

Tables

Table 1: Perceived service quality

Table 2: Swot analysis, X hotel

Table 3: Swot analysis, Y hotel

Appendices

Customer interview: Business customer (3)/ leisure customer (3)/ group customer (1)

Name	Age	Purpose of visit	Where and how long

1. How satisfied are you with the hotel service quality?

2. How do you rate your last experience with us?

3. If you could change just one thing about our service, what would it be?

4. Which other options did you consider before choosing our services?

5. Are you satisfied with the product and services of the hotel? (value proposition)

6. What do you think about the communication and interaction of the hotel and Customer?

7. How likely would you recommend our service to a friend or colleague?

8. Is it easy to access to get the hotel webpage?

--

9. How did you hear about the hotel? Which social media?

--

10. How reliable is the social media for the booking?

--

11. How do you like to find the hotel by digital marketing or traditional marketing?

--

12. How effective did you find the social media communication to know about the hotel?

--

13. How much would you like to rate about hotel digital marketing technology?

--

14. what else would you like us to know about the hotel performance?

--

Hotel manager interview (online interview)

What do you think about current marketing situation of the hotel? Traditional/ digital?

--

What is the current social media effort in the hotel?

--

What is the marketing channel of the hotel?

--

What do marketing channel you think are most relevant to the hotel? How do you use each channel differently?

--

What tools does the hotel use to manage marketing channels?

--

What marketing strategy does the hotel have been using to measures the success of the social campaign?

--

Tell us about a successful social campaign that the hotel has been running at the moment?

--

How does the hotel use social media as a marketing tool for customer service? Is it effective?

--

How do you handle if there is a crisis on one of the social media channel?

--

What makes a piece of social media content successful?

--

What kind of social media experiment would you like to run in the hotel future?

--

What do you think about digital marketing strategy approach in your hotel?

--

Questions for hotel employee (service manager)

Name	Email address	Profession	Role

Company background- X hotel

Short description about the hotel

Opening and closing time of the hotel	What kind of facilities do you have in the hotel	Number of employees	A capacity of the hotel	What kind of customer usually visit the hotel? How many/day	Which day is super busy or no busy

What are the employee's major expectations in hotel?

What are the customer's major expectations in hotel?

What have you been doing to speed up on hotel operations?

How have you saved time and reduce the cost of your hotel?

How have you introduced to a new policy or technology hotel within your staffs?

How do you oversee the training of hotel staffs?

How do you inspire loyalty and trust in your staffs?

How have you been collaborating with your staffs to improve the service of your hotel?
--

--

How do your hotel handle staffs report and occupancy report?

--

How do you handle when you receive negative feedback from a staff's member?

--

How do you handle check-in of group customer at the same time?

--

What promotional event has been offered by the hotel for employees/customers?

--

How do your hotel handle guests complain?

--

Describe a time you have turned negative situation with a guest into a positive situation?

--

In what ways, have you worked with your staffs to go the extra miles to deliver great customer service?

--

What do the major challenges do you think that customer/employees mostly face in the hotel?

--

Have you ever been a guest at your hotel? What advice would you like to give to improve the hotel more in future?

--

What are the changes do you find today than five years back in the hospitality industry? Concerning customer service and digital marketing technology.

--

Haastatteluasiat asiakkaalle:

Yritysassiakas / vapaa-ajan asiakas / konsernin asiakas

Nimi	Ikä	Vierailun syy	Missä ja kuinka kauan

1. Kuinka todennäköisesti aiot suositella palveluksemme kavereillesi tai kollegoillesi?

--

2. Kuinka arvioit viime kokemuksesi kanssamme?

--

3. Jos voisit vaihtaa vain yhden asian palveluksessamme mitä se olisi?

--

4. Mitä muita vaihtoehtoja harkitsit ennen kuin valitsit palveluksemme?

--

5. Oletko tyytyväinen hotellin tuotteista ja palveluksista?

--

6. Mitä mieltä olet hotellin ja asiakkaisen välisestä kommunikaatiosta sekä vuorovaikutuksesta?

--

7. Kuinka tyytyväinen olet hotellin palvelun laadusta?

--

8. Onko helppoa päästä hotellin nettisivulle?

--

9. Miten sait kuulla hotellistamme? Minkä netti sivun kautta?

--

10. Kuinka luotettavia ovat netti sivun kautta tehdyt varaukset?

--

11. Miten haluaisit löytää hotellistamme digitaalisen markkinoinnin tai perinteisen markkinoinnin avulla?

--

12. Kuinka tehokasta oli löytää sosiaalisen median kautta hotellistamme?

--

13. Miten arvioit hotellin digitaalista markkinointi teknologiaa?

--

14. Mitä muuta haluat meidän tietävän?

--

