A PROJECT REPORT ON

SOCIAL MEDIA AND HOSPITALITY REPUTATION MANAGEMENT

"THE NEW CHALLENGES FOR HOTEL MANAGERS TO PROVIDE AND MAINTAIN A HIGH STANDARD OF SERVICE IN THE NEW SOCIAL MEDIA WORLD"

POST GRADUATE DIPLOMA IN INFORMATION TECHNOLOGY

A project report submitted to the MIT School of Distance Education, Pune in partial fulfilment of the requirements for the Post Graduate Diploma in Information Technology

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MIT SCHOOL OF DISTANCE EDUCATION

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EXEMPT CERTIFICATE

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The Director,

MIT School of Distance Education, Pune.

Respected Sir,

This is to request you to kindly exempt me from submitting the certificate for Project Work due to the reason mentioned below:

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Regards,

Student Sign: - Vijay Chandrashekhar Reddy

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DECLARATION

I hereby declare that this project report entitled *"The new challenges for Hotel Managers to provide and Maintain a high standard of service in the new social media world"* bonafide record of the project work carried out by me during the academic year 2020-2022, in fulfillment of the requirements for the award of "Post Graduate Diploma in Information Technology" of MIT School of Distance Education.

This work has not been undertaken or submitted elsewhere in connection with any other academic course.

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ACKNOWLEDGEMENTS

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ABSTRACT

The hospitality sector is booming, and its clientele is becoming increasingly diverse. Hotel managers must, therefore, act decisively and assuredly in all matters pertaining to the hotel's daily operations. In order to stay ahead of the competition, it is critical for managers to make use of all available resources, tools, and strategies. Hotels and brands can both benefit from a deeper understanding of how managers in the hospitality sector view the role of social media in fostering customer loyalty and brand advocacy. This study aims to (1) learn about managers' perspectives on social media; (2) learn about the factors (such as external and internal factors, as well as perceived usefulness, perceived ease of use, and attitude) that influence actual social media use; and (3) learn about the most influential change-driving factors, as well as the most pressing challenges and returns on investment, affecting actual social media use in hotels. A survey was created and sent out by electronic mail in order to get feedback from hotel management. Email survey and prescriptive analysis to examine the survey results. The study is qualitative, analyzing the respondents' responses to the open-ended survey, which has been utilized to determine the results. The results showed that the kind of hotel was the best predictor of actual use, and had a significant impact on both attitudes and use.

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CHAPTER ONE:

INTRODUCTION

In recent times, when discussing the marketing strategy plan for hotels, social media is regarded as a crucial and valuable tool. Social media could be a central instrument for sharing thoughts, information, perspectives, and media with an organization and its members on their relationships and connections. The adoption of social media has altered how businesses interact with their customers. Electronic word-of-mouth reviews are altering among the majority of travelers. Social networks, blogs and vlogs, visitor comments, and website evaluations are examples of online resources. With 2.19 billion Facebook users, 815 million Instagram users, 500 million tweets sent daily, 5 billion videos viewed daily on YouTube, and quite 70 million consumer reviews on Booking.com and 988 million consumer reviews on TripAdvisor, the use of social media by consumers has increased exponentially. (Research Department of Statista). Despite these staggering numbers, several hotels have not yet invested sufficient resources to comprehend how and why they must utilize social media. (ref. Fig 1 DataReportal Updated).

Fig 1. World's Most-Used Social Platforms
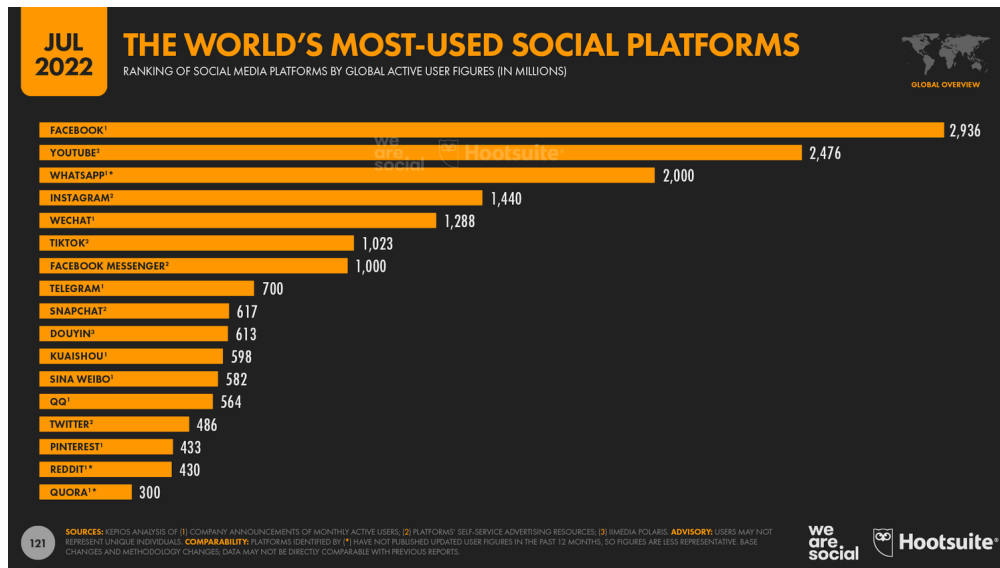
Worlds' Most-used Social Media Platforms July 2022 Dataportal

Numerous researches (Davis, Bagozzi, & Warshaw, 1992; Lin & Lu, 2011b; Venkatesh, Thong, & Xu, 2012) have found that both internal and external motives influence the behavioral intention about data technology. Moreover, attitudes help define a person's behavior toward a circumstance or object (Pickens,2005). To fully comprehend the motivations behind actual social media usage, it is necessary to assess internal and external aspects in addition to attitude.

According to Kristin Gallucci, *"Social technology both connects and isolates us. It influences everything, from our most fundamental social interactions to the way we work, learn, and experience the world"*. Social media should serve as an aid to actual relationships, not a factor in their demise.

Users of the Internet are increasing daily. Today, online information is extremely sensitive to the Tourism and Hospitality industries. Customers may easily search for their holiday destination, negotiate costs, compare and locate rivals, read and evaluate reviews and (good or bad) comments, and maintain contact with all organizations involved in tourism and hospitality. *"Knowledge acquisition, social-psychological, and hedonic"* are the three most advantageous characteristics for online travel community *users (Chung 2008).*

"When input is mostly anonymous, as it is with many social platforms, participants are more likely to have a polarized, stance, opinion or critique. The trend toward social networking offers an unprecedented opportunity for hospitality firms to gain a competitive edge by analyzing submitted feedback, considering alternatives, and implementing improvements" *(*Kasavana,2008)

This study seeks to investigate managers' attitudes toward social media usage. This study investigates which internal and external factors influence hotel managers' opinions and perceptions of the utility, ease of usage, and return on investment. The second objective of this study is to determine which variable influences attitudes and real social media use the most. The most pressing difficulties affecting actual social media use, variables that drive change in hotels, and social media return on investment will be studied to provide hotel managers with insight. According to the idea of reasoned action (Fishbein, 1979), one's attitude toward an object, one's

intention to use it, and one's actual usage of it are all directly influenced by one's beliefs about the thing, such as its usefulness and ease of use. When it comes to changing people's actions, external (non-cognitive) variables have only two channels: simplicity of use and usefulness (Karahanna & Straub 1999).

It is common practice for the hotel's general manager to consult with the directors of sales, administration, and marketing before deciding on any major changes to the hotel's overall strategy. There may be a lack of foresight in how to use social media to provide the hotel an edge if the relevant employees do not view social media as a vital or valuable tool in their professional and personal lives (Diga & Kelleher, 2009). The research relies heavily on the study of attitudes and perceptions, as they are the driving factors behind actual social media use. Consumer behavior on SNS has been studied extensively, with numerous studies covering a wide range of subjects (see, for example, Chu & Kim (2011), DeAndrea (2012), Hudson & Thal (2013), Kwok & Yu (2012), and many more).

This study intends to investigate how managers feel about using social media in addition to managers' attitudes toward such use.

Few studies were located that examined the function of the person responsible for this online presence, or how the active online representation inside the property originated (Kwok & Yu, 2013; Lin & Lu, 2011) or the benefits of having an active position as a business on such platforms (McCarthy, Stock & Verma, 2010; Anderson, 2012; Culnan, McHugh, & Zubillaga, 2010). According to Line and Runyan's 2011 review of the research on the subject of hospitality marketing, despite the proliferation of such Web 2.0 phenomena, studies on its potential use in marketing have been mostly overlooked. As stated by Zaglia, Waiguny, Abfalter, and Müller (2015), a company's online reputation can either help or hurt its success. An increase of only one point in a hotel's average consumer rating on a scale of 1 to 5 increases the likelihood that potential consumers will book that hotel by 13.5%, demonstrating the direct impact of strategic management of online reputation on a hotel's bottom line (Anderson, 2012). The hotel's decision makers are accountable for sustaining a positioning advantages that contributes to the hotel's

sustainability (Buhalis & Mamalakis, 2015). Their hotel's success may be jeopardized if they fail to recognize the importance of managing their internet reputation in the modern digital era (Cohen & Chapman, 2015).

Motives and Barriers to Managers' Adoption of Social Networking Tools:

Since hotel managers typically employ an authoritarian leadership style, and since studies show that the hospitality industry struggles to implement innovation (Baum & Ingram, 1998), it's clear that there's room for improvement (Lamelas & Filipe, 2011; Tracey & Hinkin, 1994). There may be little change at a hotel whose management is led by a small group of people who aren't asked for or given much input.

Organizational and Environmental Factors:

Managing their social media presence and online reputation is a new responsibility for hotel chains and independent hotel establishments. Although many hotel chains provide their properties with guidelines on how to effectively manage their brand reputation, it is typically up to the hotel's general manager, particularly at franchised properties, to make the call on whether or not these recommendations are followed. The implementation of a social media management system may be viewed with skepticism if the hotel's general manager is unaware of the significance of digital marketing or the channels or methods used in this management process. These worries may arise from a lack of familiarity with the topic, a lack of resources to hire or staff training to handle social media management, or a lack of understanding of how to optimize social media management among other essential hotel operations like marketing, financing, and sales (Law & Jogaratnam, 2005). Sixty-two percent of currently participating businesses see increasing social media use in the future; yet, a startling fifty percent are worried about the potential legal concerns (private information protection, labor law, or copyright issues) arising from such involvement (Scholz, M., & Zajko, 2014). Hotels must now effectively manage their web presence in response to the widespread adoption of technology and the internet across the service sector. Advantage, recurring business, and good online word of mouth can all benefit

from hotels keeping in touch with their customers before, during, and after their stays (Leung, van Hoof, & Buhalis, 2013).

The hotel industry is very process-oriented (Assaf, Barros, & Josiassen, 2010). Effectiveness frequently calls for mechanical routines and rote procedures (Øgaarda, Marnburga, & Larsena, 2007). Hotels need to be adaptable in light of the shift in the way vacationers take in information, since this newer, more non-traditional approach of blogs and online brand management does not fit neatly into the tried-and-true methods of streamlined operations (Yohannes, 2015). Companies' online reputations rely heavily on digital media and social media platforms (Madden & Smith, 2010). It doesn't take long for a brand's performance to be affected by the messages spread over social networking sites and other internet platforms (Woodcock & Green, 2010). Any adopted method, procedure, or item that is seen as novel by the user is considered an innovation (Fichman, 1992). Human resource management, staff development, empowerment, and devotion to service are more important to German hotel owners than innovation, according to a survey conducted in 2005 (Ottenbacher & Gnoth). While these hotel owners recognize the need of tailoring innovations to specific demographics and delivering exceptional customer service, they report that cutting-edge technological capabilities are not a top priority when creating new services. These extraneous elements have a greater impact on managers' perspectives, which in turn affects their effective use of social media.

Demographic and Profession-Related Context Factors:

The labor force as a whole is getting older as a result of shifting demographics and cultural norms (Sharit & Czaja, 1994). According to studies, workers' efficiency with computerized systems and equipment might be affected by employees' ages (Sharit & Czaja, 1994). Given that data demonstrates that basic physiological processes deteriorate with age, older workers are less able to comprehend complex technology practices, it is reasonable to expect that an older manager may have more trouble than a younger manager responding to innovation and, by extension, social media activities within a hotel (e.g., Birren, Woods & Williams, 1980; Botwinick, 2013; Rodin, 2014). In addition, studies show that older workers are less flexible and

more prone to stick to tried-and-true methods of doing their jobs (e.g., Sharit & Czaja, 1994). Standard personnel trends in the hospitality business show that general managers have more years of experience than line staff (Bharwani & Butt, 2012). Age is directly proportional to the length of time one has worked in the hotels (Riley, 2014). Thus, it is expected that a more seasoned professional will have a more negative impression of the accessibility and utility of social media than their less seasoned counterparts. Those born between the early 1980s and the early 2000s are considered "millennials," and they have a distinct advantage in terms of adaptability because of their upbringing in a technologically advanced environment (Kilian, Hennigs, & Langner, 2012). Students born in the 1980s and 1990s are known as "digital natives" since they are accustomed to using various forms of electronic media from an (Prensky & Berry, 2001). The concept of the "*digital native*" depicts the transition between generations in which one's identity is shaped by one's familiarity with technology. These people's early exposure to computers and the internet gives them a leg up when it comes to using modern tools. Digital native immigrants (Joy, 2012) are (presumed elder generation) individuals who did not grow up with technology and are thus slower to absorb concepts and technological progress. Especially in the United States, a gap exists (Bow & Wohn, 2015; Prensky & Berry, 2001).

Some innovations cannot be implemented as a "black-box" alternative and instead place a large knowledge cost on those who would like to embrace them. While the focus of classical diffusion is on the factors that influence a potential adopter's propensity to adopt, in situations with significant knowledge barriers, the problem of whether or not an adopter can adopt may be more telling (Fichman, 1992). Based on their findings, Cohen and Levinthal (1990) proposed that an organization's absorptive capacity—its ability to detect the worth of new information, digest it, and apply it productively—is the determining factor in its inventive capability. Those who are more likely to be early adopters of new technologies can be distinguished from the rest by factors like their university degree (Jackson, Mun, & Park, 2013; Lam & Shankar, 2014; Rogers, 1983).

Those with greater education might have had more chances to use and enjoy technology than those with less (Bennett & Maton, 2010).

Subjective factors:

There is a positive correlation between how adopters feel about the attributes of an innovation and how widely it is used (Andreassen & Streukens, 2013; Arts, Frambach, & Bijmolt, 2011; Davis, Bagozzi & Warshaw, 1989; Huff & Munro 1989). Researchers Amiel and Sargent (2004) looked at the correlation between personality traits and the reasons people use the internet, and they found that those with high levels of anxiety (low emotional stability) used the internet to gain a sense of "belonging" and knowledge, while extraverts used the internet more for practical purposes. Devaraj, Easley, and Crant's (2008) results demonstrated a moderating effect for personality on the link between technological usefulness and intention to use, while McElroy, Hendrickson, Townsend, and DeMarie's (2007) research found that personality was a far reliable measure of online use than cognitive reasoning. Emotions, both happy and negative, can be prompted by technology. Though both positive and negative sentiments about technological advancements may coexist, their feel and experience will various tasks across individuals. Accordingly, individuals can be placed on a made-up continuum of technological beliefs with a strongly positive endpoint and a very negative endpoint. A person's location on this scale is also likely to be correlated with his or her propensity to adopt a new technology (or "technology readiness") (Parasuraman, 2000). When gauging a person's perspective on technology, it's crucial to consider not just their outward appearance but also their inner motivations and values. The technology readiness index (TRI), established by Parasuraman (2000), considers the relationship between a person's individual characteristics (internal factors) and predisposition toward technology. Optimism, originality, unease, and insecurity are the attributes evaluated by this model. Positive emotions (optimism and inventiveness) move people toward new technology, but negative emotions (awkwardness and mistrust) may prevent them from doing so. Optimism, as defined by TRI studies, involves viewing technology favorably and holding the belief that one's life will improve as a result of having greater command over it and greater freedom to adapt to changing circumstances. Individuals that are very innovative often adopt new technologies before anyone else. Pain signals a desire for regulation and an awareness of being overpowered. As a conclusion, we may say that insecurity is the result of a lack of trust in technology due to

concerns over privacy and safety (Parasuraman & Colby, 2015; Walczuch, Lemmink, & Streukens, 2007). Individuals are more likely to adopt new high-tech products and services when their affinity with a particular group is high. Individuals who have high TRI levels are optimistic and inventive. They are at ease with and skeptical of technological claims. People with lower TRI tend to be more judgmental, need help more frequently, and resist change when it comes to technology (Dutta & Mia, 2011; Walczuch, Lemmink, & Streukens, 2007; Wook, Yusof & Nazri, 2014).

Readiness to Use and Value Perceived

According to the technology acceptance model, two of the most important factors in whether or not an individual will adopt and regularly use a new piece of IT are the technology's perceived usefulness and ease of use (Davis, 1993). The acceptance of technology agrees with the principle of rational choice in positing that users' beliefs rather than objective criteria like usefulness or ease of use drive their attitudes toward adopting a new system. The way people feel about using the system influences their plans to eventually do so. The final step is that planned system utilization will result from the intended behavior (Moon & Kim, 2001). A user's perception of a system's ease of use is the extent to which they anticipate minimal cognitive load (Davis, 1989; Hess, McNab & Basoglu, 2014). It has been proven that both perceived ease of use and perceived usefulness affect people's intent to utilize a product or service (Davis, 1989; Martins, Oliveira, & Popovi, 2014).

Several studies have found that an employee's opinion of a technology's utility plays a pivotal role in determining whether or not they would embrace its implementation in the workplace (Davis, 1989; Taylor & Todd, 1995). When people have greater experience with information technology, Szajana (1996) found that the utility of IT was a direct predictor of both intention to use and actual usage behavior. Szajana (1996) demonstrates that the perceived ease of being used has little bearing on actual use unless the user thinks the innovation to be beneficial. Moon and Kim (2001) validated that users' perceptions of internet-based systems were affected by their perceptions of the systems' ease of use and usefulness, but they found that users' perceptions of

the systems' ease of use had a more profound effect on individuals' attitudes than users' perceptions of the systems' usefulness. Personal innovativeness in information technology (PIIT) has been shown to have an effect on behavioral intention, and Jackson, Mun, and Park (2013) explain why factors like perceived ease of use, adaptability, and result demonstrability are unimportant in this regard. However, factors like utility, image, subjective norm, and sense of control over one's actions are crucial (Jackson et al., 2013). Therefore, the purpose of this research is to determine whether or whether participants' perceptions of the platforms' usability or utility have a greater impact on their attitudes regarding social media usage.

Return on investment through social media.

Managers' perspectives on social media could be influenced by organizational and financial considerations. Additionally, one's disposition may be influenced by their estimation of the product's utility and how simple it is to use. In any case, focusing just on those elements of the hotel's operational system would be a mistake. A manager's or hotel owner's worst worry may also be their biggest opportunity. Many academics (e.g. Alston, 2009; Avectra, 2012; Hoffman & Fodor, 2010) are trying to determine the best way to calculate the return on investment (ROI) of social media marketing for businesses, but many professionals in the hotel industry believe that if hotels could better connect with their current and potential guests, it would improve the guest experience and the hotels' bottom line (McKay, 2010; Montague, 2013). In today's world, businesses can't ignore the impact that social media has had on their relationships with clients and customers. Online product reviews have given the hospitality business a form of digital word of mouth that is believed to be incredibly significant because of the honest feedback, also known as user produced content, that they provide to other potential clients (Chu & Kim, 2011). Research conducted in 2008 by Cheong and Morrison confirmed that the vast majority of online users place more faith in user-generated material than they do in commercial advertising.

According to research conducted by Nielsen in 2013, 84% of customers put more stock in personal recommendations from friends and family than they do in advertisements. As a result, 68% of buyers believe internet reviews as much as they did 7% before, six years ago (Nielsen,

2013). For this reason, hotels should invest in online reputation management to make sure that only positive, factual information about their establishment is accessible to potential customers. Since there are numerous variables that affect social media return on investment, "it depends" is a common response to the question "What's the ROI of X, Y, and Z?" (Lee, 2014, p. 1). This is especially true for content, which has replaced traditional advertising as the primary means by which businesses communicate with their target demographic (Safran, 2014). Marketers understand that in theory, social media should be an effective tool for generating continuous, beneficial word of mouth (Kumar & Mirchandani, 2012).

Important Obstacles and Factors Influencing Actual Social Media Usage:

According to research conducted in 2011 by Hanna, Rohm, and Crittenden, businesses and organizations are more interested in implementing marketing campaigns on social media in an effort to connect with consumers where they 'dwell,' in cyberspace. However, many businesses struggle because, despite knowing they should be social media active, they lack a solid grasp on how to do so, as well as on the key performance indicators (KPIs) they should be monitoring and how to do so. Even when businesses create their own digital strategy, it's common for individual social media sites like YouTube, Facebook, and Instagram to be viewed as independent components rather than interconnected parts of a whole. According to the research "Social media in travel: Mayhem, myths, mobile & money" by PhoCusWright, the top three social media concerns in the hotel business include the following: The top three challenges facing hoteliers today are: (1) keeping up with evolving social platforms; (2) determining the ROI of planned social activities; and (3) assessing the impact/reach of advertising and brand marketing via social media (Hotel News Now, 2014).

The protection of private data has become increasingly important since the advent of the internet. Academics, CEOs, and regular folks are all starting to worry about the security of their personal data on social media (Osatuyi, 2015). The term "information privacy" refers to "individuals' desire in regulating, or at least considerably influencing, the processing of data about themselves" (Clarke, 1999). According to Hoffman, Novak, and Peralta (1999), consumers'

privacy expectations change depending on the medium. Consumers give little thought to privacy when consuming traditional media but want it when consuming electronic media, and they want to do so under their own terms (Hoffman et al., 1999). Having more people feel comfortable sharing personal information online is a direct result of enhanced privacy protections. Hotel owners and management are understandably concerned about their guests' privacy in light of the fact that security is a key consideration for many vacationers (Feickert, 2006). Hotels are always adapting to new technologies and innovations in order to remain competitive and retain guests. The hotels that are able to adjust to new circumstances quickly are the ones that tend to survive and even grow. A hotel's operating plan may need to be reevaluated for a number of reasons. Because of this, the study's primary objective is to identify the most significant barriers to guests' real adoption of social media while staying at hotels.

Purpose of Research

In order to address the basic issue and acquire a detailed understanding of why managing an online reputation is crucial to a hotel's performance, it is critical to analyze how decision makers respond and adapt to this brand-new marketing initiative. The internet image of a hotel is crucial to its success in the rapidly expanding hospitality business, and without adequate management, a hotel might suffer (Conner, 2014). This can raise major concern among hotel general managers regarding the impact of social media on their property's reputation and, at the very least, their financial line. Research results indicate comprehensively the tactical importance of social networking for tourism related businesses (Leung et al., 2013). Recently, a growing number of hotels have been utilizing digital platforms (e.g., Facebook fan sites, Instagram business pages, Paid Internship) to increase brand appeal and enhance customer relationship management. Additionally, business model transformations are developing in other industries. This can have either a favorable or negative impact on the hotel's standing in the industry. Social media management is becoming increasingly popular and time- and cost-intensive. The utilization of media platforms has altered the interaction between businesses and customers. Electronic word-of-mouth review services such as TripAdvisor and Yelp are assisting travelers in making trip preferences (McCarthy, Stock, & Verma, 2010). To reach these customers before, throughout,

and upon their hotel stay, active internet engagement is required (Leung & Bai 2013). Some hotel executives have yet to grasp the power of social media and its role in digital marketing and online social marketing (Lin & Lu, 2011a). Others are unaware that they should consider their internet reputations (Conner, 2014). This misconception may drive hotel managers to delay establishing proactive online representation, which can in reality harm a company's online reputation (Conner, 2014) and limit message reach and market share loss to competitiveness (Starkov & Safer, 2014).

The precise objectives of this study are to investigate the following research questions:

- *What elements have the greatest impact on managers' perceptions, beliefs, and perceptions regarding social media usage within their organization?*

- *How do demographic and contextual factors (such as age, education, work experience, hotel chain, and management ownership) influence the views and opinions of managers on social media?*

- *How does the organisation's usage of social media differ depending on the variables that drive change, the difficulties encountered, and the most crucial returns on investment (ROI)?*

To better implement or enhance the importance of social media marketing within reasonable means at each property, it is helpful to understand how managers in the hospitality industry acknowledge and use social media. This can be useful information for hoteliers, other hospitality industry managers and department heads, and current or upcoming hotel managers with an interest in digital social marketing. While it may be difficult to sustain a competitive advantage, hotels can work to create advantages through the development of resources and capabilities.

Social media and new technologies are playing a key role towards the growth in the hospitality industry (Deloitte, 2010). Therefore, social media and online reputation should be part of a hotel or management company's strategic plan. The research findings of this study are expected to provide hotel management companies with useful information. First, by successfully utilizing all possible methods and means to successfully reach their target audience, hotels can increase their

competitive edge. Secondly, there is a possibility that there are hotels or hotel management companies that do not have a qualified or interested employee who would be willing and able to take on the task of social media management at their property. This research could spark interest with general managers at those properties and it could prompt them to prioritize training or group discussion within their hotel. The hotel's social media accounts serve as its very own direct line to the guests. Hospitality businesses must use social media into their marketing strategies and make sure they are appropriately handled and measured.

Objectives

According to the research questions posed in the previous section, the primary objective of this research is:

- *To analyse the attitude of hotel managers and their strategy based on the different social networks.*

We have set the following secondary objectives:

- *To explore factors' (e.g., external, internal, perceived usefulness, perceived ease of use, and attitude) effects on actual social media use; and*

- *To investigate the most influential factors that drive change, as well as the most pressing challenges and returns on investment, influencing actual social media use in hotels.*

- *To analyse the different strategies of the hotel managers towards to the variety of social media networks.*

CHAPTER TWO:

LITERATURE REVIEW

The term "social media" encompasses a wide range of Internet-based platforms that encourage user-to-user communication and collaboration, from content production and dissemination to customer service and beyond (Hansen, Shneiderman & Smith, 2011).

Kaplan & Haenlein's (2010, p. 61) definition of SM as "a set of Internet-based apps that builds

Table 1-Types of Social Media Tools

Social Media tool	Description	Examples
Tagging	Social bookmarking sites that enable users to share, organize and search bookmarks of web resources	Delicious, Diigo
Discussion forums	Online discussion sites where users can share information and opinions, in the form of posted messages	Google groups, Yahool Groups, Yahoo! Answers
News feed	Data format used for providing users with frequently updated content	RSS
Microblogging	Web platforms where users can send and read very short messages, usually restricted by the number of characters (e.g., Twitter allows 140 characters per message)	Twitter, Tumblr, Buzz
Blogging	Special form of web page publication, consisting on a series of text messages or "posts" displayed in reverse chronological order	LiveJournal, Blogger, Wordpress, Travelblog
Instant messaging	Specific systems that enable synchronous conversations between two or more users	MSN Messenger, Google Talk
Photo-sharing	Online platforms where users can store and share digital photographs	Flickr, Picasa, Instagram, Pinterest
Video-sharing	Online platforms designed to allow individuals to freely upload and share video content	Youtube, Vimeo, Vine
Social Networking sites	Online platforms on which users can find and add friends and contacts, send messages to them, and update personal profiles. Social networking services allow people to share information with their self-identified friends or followers	Facebook, MySpace, Tagged, Google+, BlackPlanet, Tuenti, Hi5, LinkedIn, Xing
Review sites	Websites where users can post reviews and comments about businesses, products, or services	(Tourism) Trip Advisor, Lonely Planet, Booking.com

Source: Self-elaborated from Hansen et al. (2011), Munar & Jacobsen (2014), IAB Spain (2014).

on the ideological and technological foundations of Web 2.0 and that enable the creation and exchange of User Generated Content" is widely regarded as a working definition of the term. Facebook messenger, blogs, weblogs, social media platforms,

wikis, photo and video content sharing, review websites, tagging, and news feed are just a few examples of the many forms of social media available today (Hansen et al., 2011; Berthon et al., 2012; Munar & Jacobsen, 2014). (refer Table 1).

According to Escobar-Rodrguez and Carvajal-Trujillo (2013), social media platforms are among the best ways for hotels to connect with and serve their guests.

The data was collected from more than 23,000 international diners and vacationers in a study conducted by Ipsos MORI. According to the data, 63 percent of those who took the survey indicated they were more inclined to reserve a hotel room or eat at a restaurant whose owner reacted to most reviews. More than three-quarters 77 percent TripAdvisor users say they are much more likely to reserve a property when the owner leaves customized comments to reviews. More than half of respondents who said they don't put much stock in internet reviews still book when they see that the management has responded to guest feedback. Sixty-seven percent of those who took the survey said they agree that it helps to learn why a business has made an apology or other response to a guest's complaint.

According to Fabrizio Orlando, senior manager, Industry Relations at TripAdvisor, "these poll results clearly illustrate the necessity of monitoring online reviews." According to the article, "If an owner replies to a review, whether that review is positive or negative, it makes a substantial difference to a traveler's image of a property, and can have huge effects on increased room bookings and table reservations." (Source: prnewswire.com)

TripAdvisor (NASDAQ:TRIP), the world's largest travel platform*, helps nearly 460 million travelers each month** make every trip their best trip. Travelers across the globe use the TripAdvisor site and app to browse more than 830 million reviews and opinions of 8.6 million accommodations, restaurants, experiences, airlines and cruises. Whether planning or on a trip, travelers turn to TripAdvisor to compare low prices on hotels, flights and cruises, book popular tours and attractions, as well as reserve tables at great restaurants. TripAdvisor, the ultimate travel companion, is available in 49 markets and 28 languages. (*Source: Jumpshot for TripAdvisor sites, worldwide, June 2019) (**Source: TripAdvisor internal log files, average monthly unique visitors Q3 2019.)

The proliferation of social media platforms like Facebook and Twitter has had far-reaching effects on the tourism sector as a whole. By connecting with guests on Facebook, hotels may learn more about them, have more meaningful interactions, and impart more useful information (Hsu, 2012). Also, review sites like Trip Advisor are becoming increasingly important in this industry, with the earlier rumored to have an impact on much more over US$10 billion in annual internet travel sales (Ye, Law, Gu & Chen, 2011).

There is an abundance of positive outcomes that can result from hotels actively managing their web reputation. Almost all consumers (97% according to BIAKelsey, 2010) look for details about a company online, and the majority (85%) use online reviews to create opinions about the company (Anderson, 2014). Social networking sites, such as Facebook and Twitter, now occupy more of consumers' daily time online (37 minutes) than email does (Adler, 2014). 70% of shoppers are convinced that online reviews are reliable (Neilsen, 2013). Hotels who take the time to publicly react to reviews, even when it is negative, enjoy an average 0.1-star rise in their TripAdvisor evaluations after they begin commenting (Proserpio & Zervas, 2014). Moreover, if a property is able to enhance its average user score by one star (for example, from 2.5 to 3.5 on a 5 scale), the hotel might increase the daily fee by 8% without a significant impact on its overall reservations. One definition of "online reputation management" is "the method of overseeing one's online identity in order to affect how others perceive one in the marketplace" (Horster & Gottschalk, 2012). Setting up, keeping up, monitoring, and fixing the public's perception of an organization all fall under this category (Jones & Thevenot, 2010). Hotels can educate from the bad comments left on sites like TripAdvisor, and show their appreciation for the positive feedback left by customers, who can give both favourable and unfavourable recommendations for other possible guests. A hotel's ability to actively manage its internet reputation demonstrates to both existing and potential visitors that they value feedback from those guests. Guests can be reached before to making a reservation decision, and the hotel can follow up with them afterward to encourage future visits.

The hotel's reputation and bottom line could take a hit if they don't keep up with their internet image, which could cost them guests if they lose business because of unfavorable comments (Conner, 2014). Hoteliers and general managers, in today's increasingly competitive market, need every advantage they can get. Successful social media methods can be used within a company by first gaining an awareness of present attitudes, views, and pressing concerns. This chapter begins with a brief history of social media and its impact on the hospitality sector. The research then investigates managers' perspectives on social media by analyzing their external concerns (using the fear management and technology acceptance models, respectively) and their internal factors (using the technology ready index). Finally, this chapter provides context for the various ways in which social media ROI is currently calculated, including return on perception, return on involvement, and chance for brand promotion, all of which can influence how people view the technology's value.

The Hotel Industry and Social Media

Social Media use has become a wonderful opportunity for hotels nowadays, necessitating a new method of conducting business (Smith & Zook, 2011). In order to formulate effective strategies for maximizing this new channel's potential, it is crucial for hotels to comprehend how it operates (Garn-Muoz & Pérez-Amaral, 2011). In order to shed light on the subject, the present study adds to the limited research on Social Media acceptance in the hotel industry by reviewing the most widely used tools and focusing on the principal benefits and obstacles associated with their implementation.

The term "Web 2.0" refers to a period of time in the evolution of the World Wide Web that saw a shift from a predominance of static web pages to a proliferation of dynamic pages and user-created information (Lo, McKercher, Lo, Cheung, & Law, 2011). A new type of customer, the artistic consumer, and the rise of social media go hand in hand with these shifts (Page & Pitt, 2011). Unlike in the past, when consumers were mostly impacted by what they heard from firms and marketers, today's consumers are heavily influenced by the opinions of their friends and

family members before making a purchase (Hinz et al., 2014; Ma et al., 2014; Palmer & Ponsonby, 2002).

As a result, today's managers shouldn't discount the importance of their personal networks. The people with whom a hotel maintains contact may very well be the source of future business opportunities. With the innovation of Web 2.0, consumers began interacting and developing relationships with brands online before and after a purchase. In an industry round table discussion, Verma, Stock, and McCarthy (2012) said "...the most powerful promotional tool is word of mouth from a friend, and social media are an extension of this network" (p.183).

Managers' reactions to social media's influence and their willingness to make structural changes to their companies to aid in reputation management online remain mostly uncharted. Social networking sites and social media platform are often used interchangeably but have distinct meanings for different people. It is important to distinguish between the two for the sake of this research, and professionals in the field do concur that there are distinct distinctions between them. While social media users can interact with one other through comments and likes, the content shared on these platforms ultimately belongs to the host. Social media may be viewed as a tactic, and sites for social networking as resources, by some. It's all about interaction and two-way communication between people and companies on social media. As an illustration of how hotels can profit from digital marketing, Noone et al. (2011) found that the hotel's revenue management teams can use social media to (a) comprehend consumer's willingness to pay, thereby maximizing pricing model; (b) utilize consumer content to control add-ons like brunch, and special package options; (c) establish and target emails and texts to direct consumers to specific reservation distribution platforms; (d) maintain positive search engine optimisation (SEO) strategies.

Social networking provides an entirely new platform for building or destroying industries. According to a Facebook shareholder meeting in 2022, there are presently over 60 million active business pages (Brand Watch). In 2021, there are over 200 million business profiles on Instagram globally (Wordstream). YouTube is the most popular social platform among B2B decision-

makers for research reasons, with 50.9% of users (globemediainsight.com). Through technology, hotels can grow their reputations, but they can also destroy them. The experiences and affiliations of the people can enhance the judgment process of hotel guest/consumers.

According to Law and Jogaratnam (2005), Information Technology has the potential to radically alter the character of hospitality and tourism offerings, operations, and competition. As a result, businesses in the sector that have not yet mastered the necessary IT systems may experience difficulties to effectively steer their information-heavy operations and remain competitive. Hotel prices around the world are anticipated to rise even more rapidly than this, by 13% by 2022 and another 10% in 2023 (Tourism Review News). Still, the rising demand for tourism and accompanying increases in hotel prices will represent a shift for consumers and prompt a re-evaluation of the diversity of hotel options available to the guests. Moreover, keeping this expansion in mind has made it essential for hotels to distinguish themselves from the competition through constant analysis of their marketing strategies and differentiation from the competition (Hehir, 1999).

When a customer's demands are consistently addressed by a business, store, product, or brand, that customer is more likely to stick with that business, store, product, or brand than switch to another (Litvin, Goldsmith, & Pan 2008). From the 1990s onward, the hospitality industry began to evaluate the potential benefits of adopting new technology not just in regards to productivity, but additionally in terms of intangibles like customer service and satisfaction and as an incentive to build partnerships inside and between businesses (Siguaw & Enz, 1999). Hotels have adapted by providing guests with secret codes that may be used on their websites and social media pages. The secret codes can be redeemed upon check-in for perks like a room upgrade or a bottle of wine on the house. Because of social media, people can learn more about the mundane details of others' lives (Murthy, 2012). This contributes directly to the refinement of companies' social media tactics. Hotels may encourage their guests to think about and practice public speaking, private conversation, public performance, and audience observation (Sas, Dix, Hart, & Su, 2009). The social media division at hotels keeps a close eye on what people are saying about the chain online.

Fig 2. Annual spend on Online Travel and Tourism services

Overview of Global Online Spend in 2021 January 2022 Datareportal

Fig 3. Traditional determinants of choice
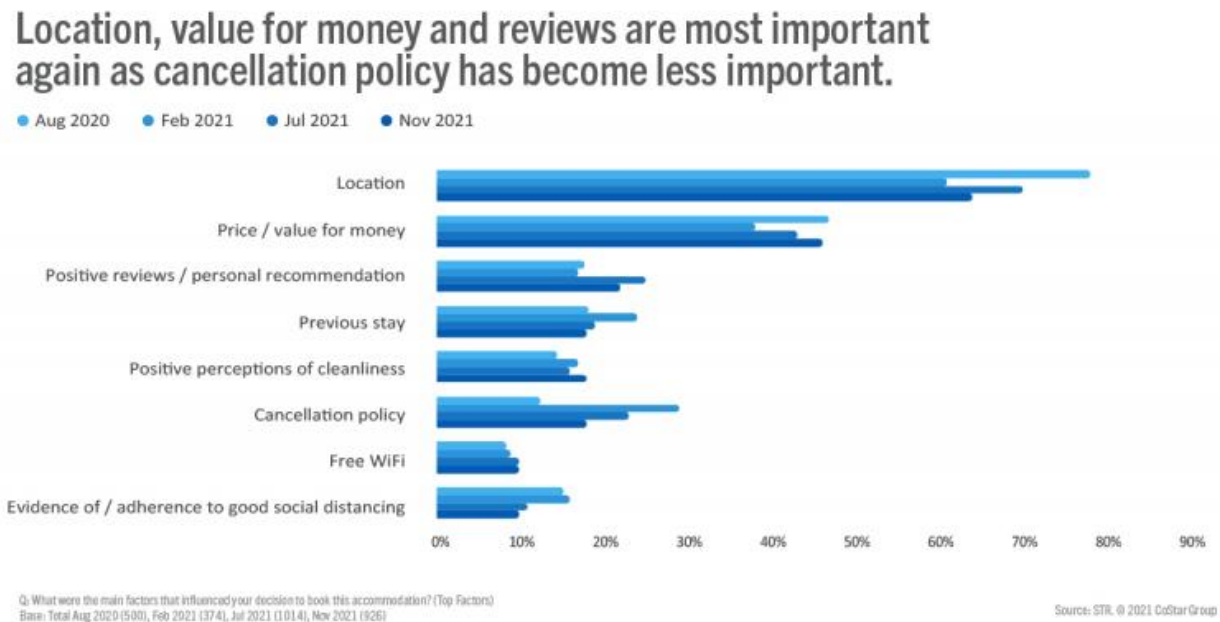
Source: STR

Thanks to Twitter, that they have been able to interact with guests, and when they learned that a guest was ill, they sent soup, tea, and a get well card up to the room (Bessette, 2014).

Social Media's Effect on Hotel Operations

Organizations can be viewed as discrete groups with their own perspectives and memory of the market and customers. From this approach, managers must encourage and assist the generation of knowledge, rather than directly regulate and measure it (Gjelsvik, 2002). The primary sustainability result of this is that hotel can construct their image rather than letting it construct them. Social media can directly reflect the growth of an organization.

In this year's research, there is also some encouraging news for travel brands. Online travel income remains significantly smaller than it was in 2019, nevertheless consumer spending has consistently climbed over the past year. According to Statista's Mobility Market Outlook, global online flight spending increased by $ 11 billion (+6.8 %) in 2021, resulting in an overall of USD $173 billion. However, the value of internet hotel bookings has expanded even more rapidly, with global sales up 45 percent compared to the previous year. In 2021, the world spent $142 billion on internet hotel bookings, representing a $44 billion increase in annual revenue compared to 2020. (Fig.2 DataReportal)

In recent waves, the significance of recommendations and reviews has grown. More over 20% of those who had recently booked a place to stay cited them as a significant factor in their decision. In the meantime, the significance of cancellation policies continues to fall (18% in November 2021 compared to 23% in July 2021 and 29% in February 2021) (Source: STR, Fig 3).

Here is where an outwardly focused, comprehensive customer relationship management approach can really help a hotel stand out from the crowd. According to a study conducted in 2006 by the Hospitality Sales and Marketing Association International, many resorts view customer relationship management as nothing more than on-site customer care, and the same resorts view their marketing tools as entirely distinct from CRM. When hotels use customer relationship management software to track customers' activities and preferences, they may build

meaningful relationships with those guests. However, for this to be accomplished effectively, there must be coordinated effort among all parts of the business to develop an effective plan (Green, 2006).

The retail, information technology, and finance sectors are just some of the businesses that have made the shift from customer relationship management (CRM) to customer experience management (CEM) (Green, 2006). This approach has not yet been widely adopted by the hospitality sector. When customers are satisfied in a more timely and thorough manner than with rivals, performance improves (Osborne & Ballantyne, 2012). It is the opinion of many academics that marketers must shift their focus to the consumer ever more heavily (e.g., Osborne & Ballantyne, 2012; Shah, Rust, Parasuraman, Staelin, & Day, 2006). Gradually the use of technology is gaining momentum in the hospitality industry. Several businesses in the hospitality industry have had to modify their service delivery methods because of the ever-evolving demands of their customers. With a history of resisting change and the recent explosion of Web 2.0, the research will aim to determine whether or not hotels have started to flex their approaches to thinking and acting in order to adapt to this shift, with a focus on the perspectives of hotel management about social media. While frontline workers are in a prime position to notice shifts in client demand and offer suggestions for enhancing the service distribution process as a result (Raub, 2008), they are not always encouraged to do so (Bolino, 1999). Hotels rely heavily on their general managers, who are typically employed by hotel management companies and thus act as agents of the hotel's owner and/or proprietor (Hodari & Sturman, 2014). General managers are entrusted with extensive discretion in the fields of human resources, marketing, and strategy (Hodari & Sturman, 2014). Therefore, the general manager has a say in the most, if not all, of the decisions made in these areas. Hotels often have a Facebook brand page and other social media communities like Twitter and Pinterest, but they rarely have a social media plan in place and rarely update their networks (Virginia Phelan, Chen & Haney, 2013). Further, Law and Jogaratnam (2005) argued that info has the potential to alter the character of hospitality and tourism products, procedures, organizations, and competitive forces, and that businesses in the

sector that have not yet mastered the appropriate information technology systems will struggle to effectively steer their information-heavy operations and remain competitive.

Oracle published a white paper in 2011 that researched the correlation between social media and customer loyalty. According to them, ignoring social media won't make the networks disappear, but it could cause businesses to lose clients. In a market with numerous hotel options, consumers will swiftly move on to the next available option if they are unable to promptly discover answers to their questions (Oracle, 2011). Compared to traditional media, social media does a better job of keeping its audience engaged and excited. There are the expected levels of management in the hotel industry. General managers or directors supervise department heads, who manage front-line workers inside their respective organizations (Torres & Kline, 2013). Organizational structure and the chain of command resulting from it look somewhat like this (Subramanian & Ramanathan, 2012). There would not be much this study could tell us about hotel management and ownership if it did not focus on senior decision makers.

Impact of Barriers on Social Media's Adoption in the Hotel Industry

The health of the local economy and the natural environment are crucial to the hotel business. Structures with clearly defined roles for all employees are important, but they may not be sufficient to ensure the organization's success on their own. Despite the fact that hotels are empowering their front-line workers to implement best practices in customer service, some decisions, such as those involving staffing or essential marketing initiatives, may still be handled at the management (when dealing with complex ownership situation). Successfully implementing a marketing plan into action can be challenging since it requires the input of many different people. Therefore, it is imperative that top-level managers identify the activities central to the strategy's success and create an infrastructure to support them (Olson et al, 2005).

The extent to which a manager is influenced by their ownership and hotel background depends on factors such as their level of involvement in day-to-day operations, the number and variety of hotels they have managed, their familiarity with competing hotel brands and management firms, and so on. Many tasks for hotels are accomplished by their owners while they are not physically

present at the hotel. Given that you are unable to be physically there, it is the general manager's obligation to monitor all aspects of property management. If the owner is neglecting any vital procedures or methods that could increase the property's profitability, the general manager has an obligation to inform them. It's possible that a hotel's lack of a recognizable brand will lessen the impact of its efforts to control its internet reputation.

The Influence of external factors:

It is up to the hotel's owner(s), or based on a mutual choice with the hotel owner(s), to explore how social networking management can be included into the everyday operations of the hotel if adopting an online reputation strategy plan compromises budget or personal resources. Managers in charge of a building cannot accomplish anything if its owners don't agree or don't see the significance. This is merely one way in which the hotel's ownership and administration can get in the way of a brand-new hire, a revamped training program, or an innovative advertising campaign. There is widespread agreement amongst professionals in the hospitality industry that hoteliers play an important role in the sector, with many arguing that owners play a decisive role in the industry and implementing various techniques to enhance the profitability of their properties (Xiao et al., 2012).

Throughout the everyday operations of a hotel, efficiency is a common goal, whether it be in the cleaning of guest rooms, the processing of guests, the resetting of banquet spaces, etc (Anderson et al., 2000; Wang et al., 2006).

As the preferred methods of contact between businesses and their customers evolve, so must the structure of those businesses to keep up. Even with these kinds of standard practices in place, it may still be necessary to innovate and alter in order to keep up with the ever-evolving market and rising competition. General managers may feel threatened by these alterations, which may slow their adoption of novel methods like managing social media platforms. In order to provide clients with the kind of individualized service that has become more important in today's hotel industry, staff members must be given the freedom to think creatively and independently. Success in the hotel industry will depend in large part on the staff's capacity to maximize

productivity even as they introduce novel elements of personalization. Since both internal and external social media activity can have a significant impact on a company's reputation, maintaining a positive social media presence is essential.

Studies reveal that American hotel workers are highly motivated and optimistic about their jobs (Gjelsvik, 2002; Karatepe, 2013; Ross, 1991; Zacarelli, 1985), however Gjelsvik (2002) showed that this desire fades after long service at the same hotel because of a lack of new challenges and training. In addition to Human resource, social media can also be used for revenue management, sales, and marketing. Considering this, it can provide a fresh training chance for those workers, boosting their enthusiasm.

Knowledge and knowledge generation were not as central to traditional approaches to organizational development as were structures, responsibilities, and power positions (Hall, 1980). As social media and other online communities have demonstrated, however, there are many more moving parts to an organization's growth than was previously thought. The hospitality business is currently inundated with data (Law et al., 2013; Siguaw & Enz, 1999). As a result, in order to boost productivity and provide better service to guests, hotel management is employing a wide range of technological solutions for managing hospitality data.

The hospitality sector heavily depends on information technology to boost the efficiency and effectiveness of staff, which in turn boosts the level of service provided to guests. A wide variety of online services are utilized to reserve hotel rooms and plan trips, proving that social media is just one aspect of technology in the hospitality industry.

Whenever there is a clear organizational structure in place, workers feel more in control, whereas those working in a less mechanized environment may struggle to know what to do. Therefore, in order to contribute to the organizational form positively, employees require rules and regulations, managerial expectations (or flexibility), functional freedoms, and managerial support to carry out their duties successfully.

According to the findings of Worsfold's 1989 study, managers' responsiveness to, acceptance of, and implementation of innovation may be inadequate in the hospitality business. It has been said by Øgaard et al. (2007) that further study is required to fully comprehend the functions of managers in the hotel sector. Although the results of these research cannot be used to draw firm conclusions about the hospitality sector, they do add credibility to the concept that workers there genuinely care exclusively about the sector's prosperity. Incorporating new management ideas is significantly aided by staff members who possess extensive expertise.

The manager's degree of education and maturity may affect the opinion of social media's ease of use and usefulness due to their familiarity with the platform, the level of social media education, their daily influence of social media in one's personal lives, and the number of online contacts they have (Porter & Donthu, 2006).

Given that social media can help hotel staff provide better guest services (Law & Jogaratnam, 2005) and that technological advancements can give hotels a significant advantage (Siguaw & Enz, 1999), it stands to reason that hotel managers and owners who have not yet integrated social media into one's operational strategy may be restricting growth and innovation. The hotel's manager is free to choose whether or not to use certain procedures and novel applications.

Even if the hotel manager is enthusiastic about the new social media technique, it is unlikely to be implemented if the hotel owner is not on board with it (Kotey & Meredith 1997). Potential adopters, like hotel owners, can be pushed over the edge to try something new thanks to the activities of their trusted coworkers, or in this particular situation, management (Rogers, 1983).

The most important notion behind an individual's attitude toward the action of adopting a new technology in the workplace is their judgments about the usefulness of the technology, according to a significant body of research (e.g., Davis, 1989; Davis et al., 1989). To be more precise, whether or not they believe that employing the technology will improve one's efficiency at work (Davis, 1989). Therefore, it is crucial to understand how different generations of workers place different emphasis on various aspects of technology use (Venkatesh et al., 2003). Since it has been shown that younger workers are more concerned with job-related outcomes and task

achievement, a negative correlation between age and performance expectancy of use and perceived benefits is to be expected. Complex stimuli, such as cutting-edge technology, can be challenging for the elderly to comprehend, according to research (Plude & Hoyer, 1985). The perspective of younger workers on adopting new technology was determined to be more important than that of older workers by Venkatesh et al., (2003). Younger workers, those in their twenties and thirties, were linked by the study's authors with this discovery because of the greater likelihood that they would have been introduced to technology at an early age. It seems to be possible that the elder survey respondents were not even introduced to new tech until after either from high school or university in 2003, when the study was conducted. Therefore, there was a lack of exposure to and practice with technological concepts before entering the profession. It is intended that the survey question, "How strongly do you feel that you do not feel secure conducting business with a site that can only be accessed online?" will confirm that older workers in that study were better at ease using non-technical techniques to accomplish a work-related job. Finally, they discovered that although barriers like knowledge of the technology did effect attitude, the perceived user satisfaction utility were significantly more impacted.

The assumption here is that people who have completed more academic training will have a more positive impression of social media's usability and value.

The Influence of internal factors:

In the opinion of some scholars, new information technology will not be widely adopted if human element barriers are ignored (e.g. Hasan, 2003; Ross et al., 1996). Job relevance and the ability to prove results (or ROI) are two potential roadblocks (Venkatesh & Davis, 2000).

Managers' attitudes toward information technology have a direct impact on whether or not hotels adopt and use IT (Lam, Cho & Qu, 2007). Parasuraman (2000) established the Technology Readiness Index (TRI) to assess a person's level of technological preparedness based on their attitudes toward four factors: drivers, optimism, innovativeness, and inhibitors, insecurity, and inconvenience (Aboelmaged, 2014). Both optimism and creativity are desirable traits since they indicate maturation in these areas of management. Feelings of helplessness and unease are

negative reactions to technology and the sensation of being out of one's depth. The more an individual's prevalence of a trait, the more snugly they will fit into one of the groups and be influenced to adopt cutting-edge technological practices (Walczuch, Lemmink & Streukens, 2007). Because this study is concerned with social media use in the workplace, we argue that the technological readiness index is a more appropriate model for predicting individuals' attitudes and views about social media than alternative models comparable to the big five personality traits (Barrick & Mount, 1991). In contrast to the introverted nature of the big five personality factors, the technological readiness index provides a comprehensive assessment of a person's characteristics without being overly complex.

Effortless Usability:

An individual's level of assurance (or self-efficacy) in their ability to use technology has a direct impact on how simple they find it to learn and implement. An individual's level of self-efficacy has been linked to how open they are to adopting new technologies (Compeau & Higgins, 1995). People's mindsets and views on social media are affected by their levels of self-efficacy with respect to using these platforms (Bradley & McDonald, 2012). On the other hand, a negative outlook is formed when a person is uneasy or nervous about their social media use.

Value Added and Investment Return Estimated for Hotel Operations:

Researchers examining bloggers' plans to utilize the online public communications tool "Social Media Release" (Steyn et al., 2010) subbed "effectiveness" for "usefulness" to gauge bloggers' estimations of the instrument's likelihood of success.

Raising expectations for performance is a major contributor to how valuable something is seen to be. If consumers believe the system would boost their productivity, they are more likely to intend to use it. A poll of more than 540 blue collar employees' attitudes on the potential use of a web-based learning management system revealed that respondents' expectations of the system's utility directly predicted their own intentions to make use of it (Caliser et al, 2014). It was hypothesized that workers in that sector would be more receptive to utilize the web-based learning

management system if they believed the knowledge and services offered by the system would enhance their productivity on the job. How companies communicate with their clients has evolved with the rise of social media.

Businesses in the travel and tourism sector have not been immune to the influence of Web 2.0; many have established profiles on social networking sites and recognize the value of customer feedback when it comes to improving their products and services. However, management teams may have trouble explaining the need for managing an online reputation due to financial constraints and established organizational structure unless a demonstrable ROI can be defined. Social media has become an integral part of our daily lives over the past few years due to its widespread availability, diverse content, and ease of use. Web 2.0 refers to this movement away from traditionally designed websites and toward ones that emphasize user participation and the sharing of content. How can a hotel attract the average social network user to book a stay there, and how can it keep that user happy after they've checked out (McKay, 2010)? Paying close attention to particulars might be the distinction between a potential referral and an actual one from a satisfied customer (McKay, 2010).

Input offered should be used for both business growth and brand development. Through their ability to search for, process, and share information, smartphones have been shown to mediate not only the behavioral but also the psychological aspects of the touristic experience. This is because they allow the tourist to discover fresh travel opportunities, become more familiar with the destination, and engage in 'social' activities like sharing photos and stories at any time (Tussyadiah & Fasenmaier, 2009). One can also use this method to generate ideas for a hotel's name.

Using a marketing lens, this research hopes to stimulate thoughtful debate and a fresh look at what is meant by "return on investment" for the hospitality industry. In this case, return of investment (ROI) refers to measures of brand awareness, customer loyalty, and advocacy. Brand advocates are created when customers have a positive experience, get invested in the brand, and actively promote it to others.

Individual's perspective on using:

It was postulated that user motivation was the primary factor in whether or not people adopted new technologies (Morris & Venkatesh, 2000; Taylor & Todd, 1995). An individual's perspective on the benefits and drawbacks of adopting a new technology product or social media is what is meant by "attitude toward the activity" in this context. The technology acceptance model has been expanded upon over the years, and is now one of the most-cited ideas in the field of user adoption of technology.

In order to increase productivity, businesses regularly embrace and apply cutting-edge technological solutions. Adopting and implementing such technology are often the purview of a hotel's general manager. Therefore, hotel managers who recognize the operational benefits of information technology in their hotel might exert (unseen) pressures on operational workers to effectively use information technology (Karatepe, 2013; Lam, Cho, & Qu, 2007).

The purpose of this research is to gain a more nuanced understanding of hotel managers' attitudes about social media implementation by exploring both the favourable and unfavourable factors that may influence their opinions.

Limitations and Factors that Drive Change

Hoteliers that ignore social media at their peril. Wilson (2009) cites five main concerns of management concerning the use of social media: (a) perceived change in employee efficiency; (b) privacy breaches from company employees spreading rumours freely in an uncontrolled system; (c) malware and fake websites by cyber criminals; (d) accessibility unintentionally offered to the domain controllers by poorly enforced and outdated experiences towards authentications; and (e) degrade to a company's reputation.

Participation in social media is crucial for marketing and communication purposes, but it also has the potential to go wrong if handled poorly (Coombs & Holladay, 2012; Kietzmann et al., 2012). But perhaps, a social media strategy can be developed to help employees stay within specified boundaries and understand the repercussions of their actions. A hotel's reputation is

crucial in the hospitality industry, since word-of-mouth can be its only source of business. When something bad happens, a company can use social media as a springboard to expand their offerings and make amends with its customers. While social media has offered up a new route for distribution and a wealth of data for market researchers, McCarthy et al. (2010) argue that it has also brought about some negative consequences. The other side of the coin is that social media has altered the way that tourists, and especially those on vacation, choose where to stay (McCarthy et al., 2010). General managers worry about the impact of social media on their hotel's image since they are unaware of the medium's full reach. In an interview with Adweek, Randall Rothenberg, Chief operating officer of the Interactive Advertising Bureau, said, "The proliferation of social media and the myriad of tools it spawned have fundamentally altered how consumers encounter and interact with companies online" (IAB, 2009). This holds truer than ever before in the realm of mobile devices.

A customer's experience can be reviewed with just a few taps on the smartphone. Nielsen found that nearly half of all smartphone owners (47%) use their devices to access social networking sites on a daily basis (2014) (Fig.4 DataReportal)

Fig 4. Time Spent with Social Media Apps
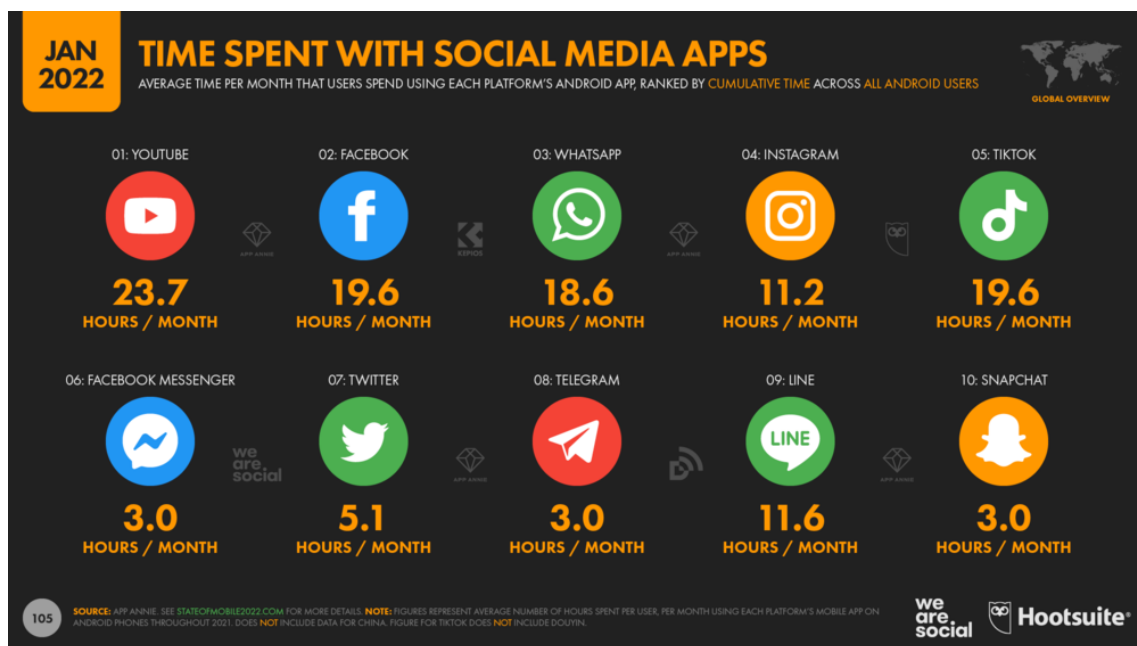
Time spent with Social Media Platforms January 2022 DataReportal

Social media can be accessed in a variety of ways, but the most common are through mobile apps and desktop web browsers. About two-thirds of consumers use social networking apps on their mobile devices, while more than half prefer desktop web browsers. The most popular ways to browse social media are through mobile apps and desktop web browsers, respectively, because these are the two platforms most commonly used by consumers. Of course, when one isn't in use, the other is being put to good use.

The widespread availability of smartphones has made mobile app use the norm. Chipperfield remarked, "We're tethered to our phones." While commuting, riding the train to work, taking a lunch break, or even just coming into a meeting, "it's simple to browse social media very rapidly."(See Fig.5 <u>The Manifest</u>)

Fig. 5 How People Access Social Media
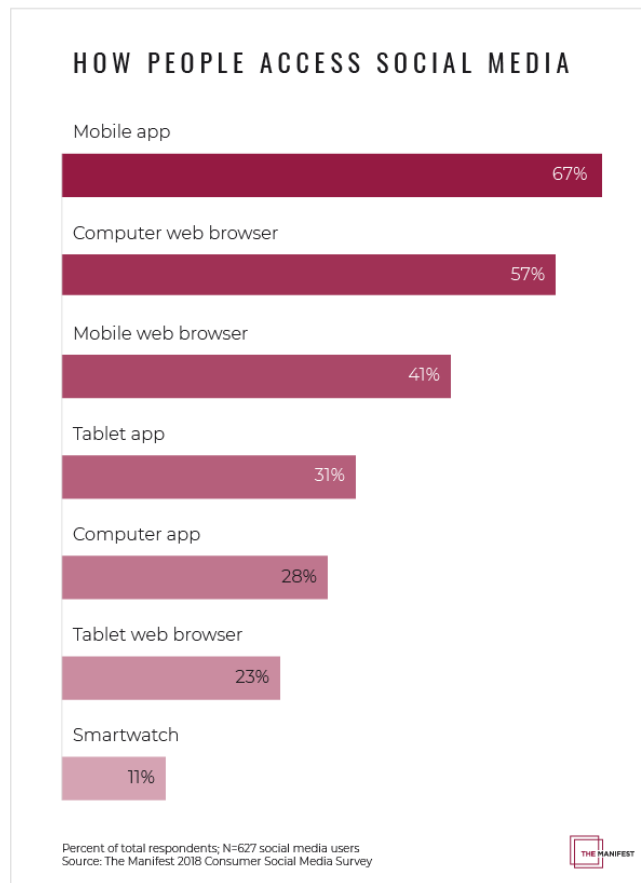
Source: The Manifest

CHAPTER THREE:

RESEARCH METHOD

This section will outline the goals of the study, the Regulation of Internal Control of MIT School of Distance Education, Pune, provide details about the data collection procedure, and outline the steps taken to create the survey. The survey methodology, data gathering, and data analysis steps will also be covered.

Sample and Procedure

This research used a convenience qualitative research method to collect data. Everyone who filled out the questionnaire is responsible for running either a chain or an independent hotel. The survey was administered via email on 09th of August 2022. Individuals with a wide variety of titles, from department heads to general managers, were surveyed (e.g., General managers, food and beverage manager, events, sales, hospitality and Tourism students). A wide range of respondent positions existed, which varied with the structure of the responding company. This research analyzed both chain hotels and franchises, as well as those that did not belong to any one hotel chain.

The current findings of the study participants were contacted in advance and given information about the research's goals and methods. Participation in the study was entirely optional, and participants were requested for their permission before participating. There was a requirement that at least one hotel manager from each property take part in the survey. An open-ended questionnaire was sent to the participants' email. "Email surveys are a method of data collection used to gather information using questionnaires or surveys that are sent via email to a target audience. They are a simple and direct way to gather feedback from your customers" (Email Survey Guide by Delighted by Qualtrics). One week before the research's due date, participants were prompted via email to complete the questionnaire.

Design

The questionnaire was comprised of 15 questions in two sections: section one contained six questions regarding demographics, hotel details, and managers' professional experiences (Gregory, 2006 & Kimes, 2010). Years of relevant work experience, age, and education were all requested as part of the background information. To determine who owns, manages, franchises, or operates the hotel, we inquired into its structure.

In the second section, participants were asked to provide details about the organization's present usage, impact of blogs and nature of the comments received, manager's perception, enough available resources, beliefs and attitudes regarding social media within the organization, return on investment (ROI), roadblocks, and change drivers. The average time it took for participants to finish the questionnaire was 25-30 minutes.

Collection of the Data

An email survey was sent to the participants. Porter, S. (2008) defines an email survey is one that sends the survey instrument (e.g. questionnaire) to a respondent via email and most often samples respondents via email. These surveys are simple and direct way to gather feedback from your customers or in this case the participants.

Analyzing the Data

The following procedures were used to analyze the data. At first, the individuals' demographic and professional histories were summed together using a description analysis. Second, prescriptive analysis method conducted to collect the insights. Mix all the insights gained from the other data analysis types, and you have prescriptive analysis. Sometimes, an issue can't be solved solely with one analysis type, and instead requires multiple insights (Kelley, 2022).

CHAPTER FOUR

RESULTS

This study was designed to investigate hotel manager's attitudes toward social media and how internal and external variables, perceived usefulness, perceived ease of use, social media return on investment, and attitude affect actual social media use. All of the variables and actual use were surveyed through email surveys (Appendix B). The researcher sent approximately 27 emails. 11 questionnaires were returned (10 via email, and 1 via audio), with a average success rate of 44%.

Demographic Characteristic of the participants

Utilizing standard deviation and probability distributions, the characteristics of the participants were analyzed. The results are presented in Table 2. The majority of participants who completed the age question were 36-40 that is 27% (n=3) followed by 31-35 18% (n=2) and 46-50 18% (n=2). From the 11 participants who completed the gender question were male (100%) because there was no response at all from the female participants. In terms of work experience in hotel industry, the respondents awith most experience (n=1) is 9% and the oldest participant who oversees one or more property for the day to day management. The second most experience participants are 27% that is 6-10 years (n=3) and 11-15 years (n=3) that oversees the day to day management duties of (at least) one property or an outlet. Given that the participants who fell into this category have first-hand experience with marketing both with and without social media, their comments will yield the most reliable results for the study. Out of the 11 reponsdents who answered, 55% (n=6) graduated with Master's degree as their highest education level, 27% (n=3) graduated with Bachelor's degree and only 2 gained the Associate's degree. A total of 8 hotels includes (n=6) 55% were renowned chain hotels, 18% (n=2) were independent and 27% (n=3) includes high end restaurant outlets. (Refer to the Table 2)

	Charateristic	Frequency	Percentage
	Table-2. Demographic Characteristics of the participants		
Age Group	20-25	1	9%
	26-30	1	9%
	31-35	2	18%
	36-40	3	27%
	41-45	0	0%
	46-50	2	18%
	51-55	1	9%
	56 and Older	1	9%
Gender	Female	0	0%
	Male	11	100%
Job Profile	Owner/General Manager	2	18%
	Directors	2	18%
	Managers	2	18%
	Assistant Managers	2	18%
	Students	2	18%
	Others*	1	9%
Work experience in the Hotel	0-5	2	18%
	6-10	3	27%
	11-15	3	27%

	Charateristic	Frequency	Percentage
	16-20	2	18%
	21 and up	1	9%
Educational Level	Business college	0	0%
	Associate' Degree	2	18%
	Bachelor's Degree	3	27%
	Master's Degree	6	55%
Type of Hotel	Chain Hotels	6	55%
	Independent	2	18%
	Others**	3	27%

Table-2. Demographic Characteristics of the participants

Note. Other= related to hospitality industry (n=2), Others**= High-end restaurants*

Comparison of the participants responses

Insight can be gained from analyzing the second section of the questionnaire, which focuses on the manager's perceptions of the benefits and drawbacks of social media in the hospitality business.

- **Presence of social media blog:**

> *"The hospitality industry is going through dramatic changes with the accelerated digitalization, social media marketing for hotels is key to increasing visibility, boosting direct bookings, and improving brand awareness. With more and more guests interacting with social media on a regular basis and getting inspiration for their next trip, it has become an integral part of any marketing strategy to engage and connect. People are making travel decisions based on what they see online.*

Guest understand visual content better and 83% of millennials get their travel ideas from social media."

"Social Media blogs are helpful to a certain level for travelers, providing information on the reputation of the place and its service offering. As a personal review, I believe in blogs and always go through them before selecting a hotel and hotel managers should be well aware of these such blog sites for the goodwill of the hotel."

"Social media blog impact is creating the perception of hotel managers, hotel managers should be aware of these blog sites for the sake of the hotel's reputation. That social media can give benefit like interaction with audience, will be more competitive with the managers that are not use that social media, since now social media era also give big impact in reputation and perception, so be aware and pay attention on it."

"Social Media Plays a vital role for Revenue generation and Positioning of the hotel"

"While it is true that certain blogs have a relative influence on the decisions taken by the different managers of a hotel, I believe that in general, this influence is not very great. In Spain, blogs such as TecnoHotel or Hosteltur have a lot of influence among professionals in the hotel sector, but at the customer level, they do not have much impact. And at the end of the day, the actions of hotel professionals are geared towards improving the customer experience, maximising revenue and minimising costs, and this type of information in specialised blogs helps the latter two but has much less influence on guests' decisions when it comes to choosing hotels."

"Now a days as everything in a digital mode as our industry concern the whole way of concept has changed vitally to run the business to bring the guest from

arrival experience to wholesome of services provided from begin to end and again to come back greetings. Competition has rose because of digitalization and facilities experience. Social media blogs is a valuable element of hotel marketing toolkit, establishes the brand in the mind of travelers and generates more revenue for any property. Promotions of our restaurants to new deals to offers expanded and having plenty of choices in a one property.collect guest information and send them regarding new promos and discount to increase the brand value and reputation and easy to access in day to day business."

"Yes, I think social media has changed a lot about how things are presented, sold, and perceived. If not about the managers but the hotel and its services are most definitely checked by not only the younger generation but also the older ones."

"Any social media blog in a hotel will have a tremendous impact on how a hotel manager runs or manages their hotel. To the extent that they will have a daily involvement in checking all comments as well as ensuring a swift and efficient follow up of all comments. But it is not only the daily management of all social media blogs but there is also their involvement in ensuring an optimal, excellent and professional service and product quality which eventually has an impact both negatively or positively on all comments on all social media blogs."

"Social media permits hotel managers to get immediate and direct feedback from their clients, so they can understand their needs and wants better. If someone was at your hotel, good or bad, that experience already counts much more than everything on your website because it gives people a fresh sense of how versus a polished sense of what."

Comparing the responses, it can be concluded that the majority of respondents agree with the significance of social media marketing for the hotel business. The hotel manager's views on social media support the needs and desires of guests.

- **Social media influence (Feedbacks):**

"Both positive and negative comments have a great impact on the perception of potential guests, which makes the interest shown by all managers very relevant.

These comments can be found on general social networks such as Twitter, Facebook or Instagram, and also on pages that are much more focused on evaluating the user experience of different hotels and restaurants in different ways.

While the reach of generalist networks seems extremely important, as it transfers one's own experience to the network of contacts or friends of a guest (eMOW), the comments posted on pages such as TripAdvisor, Booking or Google reach the public that is actively looking for places to stay, which makes it at least for me the most important source in the hotel's decision-making process.

In short, we consider these positive and negative comments as the main source for the improvement of the hotel guest experience."

"Arguing in the social media is indeed everyone's right, freedom of expression, especially in Indonesia, but currently there is a defamation law, or even entering into verbal harassment, we as users must also be careful in making comments. Regardless, every comment will certainly affect a person's judgment of his reputation, or I can say the power of netizens."

"It makes and breaks the hotel reputation and its revenue generation."

"As a perception of the hotel manager there is always a positive and negative sides of social media as a growing number of networking social media applications hotels they are dependent upon and start believing 3rd parties run those applications and run from their side its all about rankings, ratings and competitions among cities countries about services and offers it could be anything for eg. tripadvisors, Sevenrooms are applications which are easy to use and give

proper information and the data records are in a collective manner.Hotel managers they get the proper and collective information and research why the issue or a complaint raised so they can access and solve those issues with their teammates.Good ratings always give us a positive remark as well negative ratings which will affect the brand value of the hotel as its visible by every single person but as a improvement as six sigma is concern they can solve it and call the guest and give them some discounts or offers as companies they don't wanted to loose the guests plays a vital role in a daily operations."

"Social media permits hotel managers to get immediate and direct feedback from their clients, so we they understand better their needs and wants. It is also the better chance at reaching the ideal client.

If someone was at your hotel, good or bad, that experience already counts much more than everything on your website because it gives people a fresh sense of how versus a polished sense of what."

"To a large extent."

"All comments both negative and positive will have a strong impact on how good or successful a hotel manager is on a daily basis. A hotel manager would need to follow up on both negative and positive comments. For example, positive comments not only need to be shared with all the staff, but it is highly recommendable that a hotel manager personally thanks any particular staff for their involvement leading to a positive comment and vice versa any negative comments will need follow up in areas such as training staff to improve in certain areas or changing any policy or operational procedure to improve standards and service."

"The more time spent on social media can lead to cyber bullying, social anxiety, depression, and exposure to content that is not age appropriate."

"These comments on social media give a rating to the particular brand of hotel, if the negative comments are not improved, the rating will go down which will definitely affect the number of bookings for hotels. The comments on social media should be addressed by the hotel team and provide more customer satisfaction."

In light of the foregoing comments, it appears that the majority of participants agree and put more weight to the feedback (good or negative) obtained from guests regarding their property and products in order to enhance the guest's experience.

- **Sufficient resources and staying up to date:**

    "As I have mentioned, for us the online reputation of the hotel has the highest priority. For this reason, we, have a guest services team, who in addition to attending to all requests from guests staying and about to stay at the hotel, manage each of the comments that appear on the main platforms."

    "It is true that we also have a platform that works by aggregating all the information received about our hotel on pages such as Google, TripAdvisor, Booking andy others, and we try to respond to 95% of the comments, whether they are negative, positive or even neutral.

    We always start with the very negative ones to which we give the highest priority, then the negative ones, then the positive ones and finally the neutral ones. It is true that, due to the wide variety of platforms, we may miss some comments, but we have the support of the marketing team that also monitors these comments both in general social networks and in the written press, whether digital or physical."

    "As working in a property media and communication now a days run by some other department they always up to date the promos discounts packages offers etc.It has a direct or indirect communication with Media department or marketing and sales they updated new versions of things and productivity by the help of the managers and as a look over manager will check all the resources and proper

mining and time then the things will pass from the top managements.its again depend on the scale of any hotel how big it is.Small hotels most of the things run by the managers as they are multitasker so they have to manage the time or its go above as work is concern.”

“At The Westin La Quinta, the Marketing department is dedicated to the general communication of the resort and the management of social media platforms. Is also supported by the established brand guide to consistently communicate the brand promise and strength brand recognition.”

"Outsourced to a third party company to manage.”

“Absolutely yes, every hotel should have 1-2 person in team to handle the social media exposure and reputation, even there is should be guest voice meeting every once a week to pay attention on every single social media messages, although there is automatic response but it will be different with human response.”

“A hotelier can't update much information daily but one can always hire a team of young gen to keep up with the jones.”

“Yes, but this kind the facilities are available only in five star hotel groups, not individual hotels. I believe hotel managers should assign a 2–3-person team to handle social media reputation, be the professionals for digital marketing, and timely monitor of these post and messages. Managers should assign the task equally among the team. Although it is observed that managers are burdened with work that causes improper handling of social media accounts.”

“Usually not. Ideally a hotel should have a dedicated person to manage all social media blogs but this all depends on the financial situation of a hotel which allows for a dedicated person or not. If you have a dedicated person you still need someone to manage the 2 days off of that dedicated person.”

"Normally the staff member who manages social media will come from the Marketing department, if a hotel has one. I only say this as the Marketing department needs to always ensure that the content of all blogs, stories, photos, websites, etc. is up to date and current which in turn is correlated to the follow up of all comments."

"When is a big company everything is centralized, so resources are OK. For a single independent hotel I can imagine that this job is shared with some other responsibilities such as Sales or PPRR."

Six out of eleven respondents indicated that a department, team, or a few specialized individuals are responsible for maintaining social media presence. The majority of chain hotels and refurbished brands are centralized and adhere to the month or week calendar in order to remain current, however in independent establishments the duties are distributed among the departments. This indicates that it also largely depends on the type of hotel.

- **Relevant information and engagement:**

  "This is a good question and is key to the success of any social media blog. For me the key is not the volume of content, but the quality and relevance of the content shown on any social media blog."

  "A good example of ensuring you keep your customers interested and engaged on any of your social media is that you upload regularly any events, funny stories, celebrities arriving, etc., etc. For instance, on a resort and on Instagram you need to regularly upload stories of current events and as such you have a good chance your customers will get engaged and interested which can lead to a booking. It is no good uploading something that happened a week ago; it needs to very topical, meaningful and very current."

  "Everything is about content, you need to keep uploading interesting content in your blogs, social media, etc in order to keep people updated of what you are

offering. Depending of what type of hotel you manage, you can have that content (boutique hotel or relevant restaurant or services), but if you are small hotel is more difficult to create content."

"The marketing team and especially the community manager are in charge of updating our own social networks with news, promotions and in general with the information that we believe the guest or future guest may want to stay with our brand and our hotel in their minds."

"We are present on all platforms, from Tik-tok to Facebook, of course Instagram and Twitter. The content differs quite a lot, as we target our campaigns to very different audiences."

"New concepts is necessary now a days as this industry is growing day to day digitalization,Marketing,social media like Facebook,wassup,Instagram Wechat and many more are there to advertise anything Amazon ,flipcart like selling marketing strategy is the new concept for doing shopping in a easy way.As hotel growing cocern there are lots of brands in our market competition is a vast.As what we provide or doing differently from others new promos of food and beverage plays a vital role to any company it should be advertise bby the social media day by day sending messages to your repeat guest and remember the often after they visited your property.Surprise birthdays, anniverseries special events to remember them by the help of social media.Free vouchers and coupons also help the to repeatedly come and visit our barnds."

"Our marketing team has corporate brand tools and guides to create content on a regular basis. i.e Monthly calendar of Marketing activations, which enhances the pillars of the Westin brand with specific activities through the different departments of the hotel (golf, F&B, Spa Front Office)."

"We follow a calendar for Social Media post.

Yes, there is a team that always survey the market trend or issued that related, if the team are not following the trend, I Guess it will be one big mistake, since now days every things in screen."

"Instagram and Snapchat applications are used to lot to promote new products."

"Yes, but only hotel chain group's not individual hotels have much more content, because individuals are not aware of advantages and disadvantages of social media. Examples as There are various platforms provided by the social media networks such as Facebook, LinkedIn, YouTube and Twitter to the marketing of products and services for the hospitality industry. Social network offers media technologies that can facilitate online functionality and monitoring perspectives wherein the data gathered can be used to develop their services for customer satisfaction. The hospitality industry can market themselves in social media and networking. Hospitality industry can use social media to engage customers and clients in dialogue and recognize their needs. Through these networking sites, hospitality industry can interact with consumers before, during, and after the vacation experience."

"Although there are some guidelines and content available which include traditional marketing on social media such as Facebook, and Instagram accounts. People generally ignore this marketing message. Now the managers have to think out of the box and use pull factors to attract customers and keep their interest in the same brand."

For this question respondents share similar understanding of the kind of content that keep guests interested in the brand and coming back for more; nevertheless, there are some rules that must be adhered to in order to keep the hotel true to its stated goals.

- **Manager's responsibility:**

"Yes, a person responsible for social media must be aware of all policies and procedures, brand standards as well as operational and financial objectives of a hotel."

"Usually, this person does not have enough empowerment to align, change or improve any policies and procedures, brand standards as well as operational and financial objectives of a hotel therefore a direct line of contact with a Hotel Manager or even a Hotel Director i.e. Director of Food and Beverage is required to ensure a change or improvement of service or product quality."

"Yes, Hotel chains like NH hotels, Marriott, and other 4–5-star hotels have a responsible person for expanding the social network, which is done via partnership programs. The tie-up with other smaller companies, and focusing on MICE can be great tools to achieve the hotel´s objective."

"The Marketing Manager is part of the key members of the organization due to the importance of the marketing strategy in the Westin brand promise and communication. It is an active part in every Quality or strategy meeting."

"According to my knowledge, A social media manager should know the planning, developing, implementing and managing strategies for social media accounts of a Hotel Business. Their competence determines how effectively the business will be able to portray its brand value online. Social media managers establish an organization's online presence and brand value by promoting the company and its products or services through the use of videos, photos, info-graphics or text posts on social media platforms. The managers must be aware of the hotels ethics of the business and apply following methods in social media as;- Planning and developing social media campaigns. Crafting compelling content or getting it developed. Posting content across social media accounts. Engaging with customers on different channels. Analyzing running campaigns. Being on top of the latest social media trends."

Nowadays most people are quite aware of social media platforms, still, some basic ideas and pointers can always be shared.

An Annual calendar is discussed for the same at the start of the year with the expectation

Not only the person responsible have to be aware but also work in order to create those targets, is essential that the person is involved.

Yes, every hotel has their SOP, value and purposes of objectives that will help them reach the target.

"Working in Atlantis The Palm Dubai Social networking sites are taken and seeing by other department. As a manager play a vital role in an operation and a burden to work employees satisfaction and guest needs as we are working in this industry this all are our major concerns social networking are always over looking by the managers in every department as feedbacks negative or positive need to answer by the managers on duty.Again its depend upon brand to brand and how big is the hotel or the company is its all depend upto that.Small hotel managers plays a vital role everywhere inside or outside of work like purchasing to media advertisement etc."

In conclusion, it is vital to designate a committed individual responsible for social networking who is knowledgeable of and aligned with the hotel's goals; nevertheless, in certain hotels, the choice is not limited with one individual, but rather, a group of individuals and/or higher authorities. This demonstrates that chain hotel decisions are ultimately made at the corporate level.

- **Utilisation of social media:**

    "Instagram: the most visited social media platform for everyday use and it is influential discovery platform especially in the initial phase of buyer's purchasing

jorney. Visual easthetic, use of hashtag. Facebook to publicize, develop and share events at the hotel. Local groups and facebook ads. Twitter considered to be a customer service and guest experience platform as against engagement and the best platform for vital communications on crisis management strategy. LinkedIn: to grow hotel network. HR to develop and circulate interesting content for professionals."

"With regards the volume of content it is crucial to keep the customer engaged i.e. if you bore them with huge volumes of content they will simply disengage and go elsewhere. I would say not too much and not too little but a good way of finding out could be by conducting a survey with a friendly group of customers. At the end of the day for me it is a question of relevant content rather than volume of content.

Many hotels are both under and over connected so you need to find a happy medium. What social media platforms you should use depends on the demographics of your hotel guests. Other channels to keep your guests engaged with your hotel can be in the form of newsletters, professional website, advertising, editorials and many other marketing activities."

"That depends upon the customer segment the hotel is targeting, if the target niche is youth, then, Instagram and TikTok marketing is appropriate platforms and there should not be an abundance of email, notification, and post. Once in a week or during festivals and events are the best time to connect with customers."

"Social media helps you maintain relationships by making it easy to reach family and friends who live far; it closes the gap created by the distance. You may have not seen someone for a few years but newsfeed updates keep you in the loop of what is happening in their lives. The following may encourage others to be more responsible citizens: tag other peers when posting about constructive and positive posts. Create groups aimed at empowering other youth. Always share valuable information that can be helpful to hotel customers."

"Like I answered in question 4 you have to upload interesting content but not being repetitive, so your content have to be different of your competitors. It is not essential to use all social media platforms, it will depend on the target of clients you want to achieve."

"Hotel uses Facebook and Instagram. One post every day with different post of different areas."

"Depends on the property and its vision about how to get the market share."

"For this term it depends on hotel market and target or segmentation, better to maximize on 2-3 social media platforms with wider target or that will give domino effect that will connect to customer."

"Yes, Social media are plays a vital role but again hotels need to see their cost as its expensive and done by 3rd parties or need extra employs to work on it.As paying extra cost variables which are all our expenses so need to be careful about how it will be more effective.But as electronics communication is hike from last decade it is essential to having a social media platform as easy to access and let the people coustomer know what new is happening in a property.To keep them upto date so they cannot mis anything as they are regular visitor to your brand. Loyal member should always be overrated and company keep them as a platinum or gold member so is highly recommended to keep updated.Hotels need to over Connected as brand value they need to advertise as soon some new product is on the way."

The foregoing responses from the participants indicate that showcasing the property's existence on every available social media site is unnecessary. How content is displayed on social media is what really matters. As little as one post per day from a different department or activity can be enough to keep a frequent guest engaged and informed about what's going on at the hotel.

- **Impact at workplace:**

"Show details of what you do with guests, explain your achievements, make your clients participants of your hotel policy and make that they will make comments of what you are showing (positive comments)."

"The most important factors for me would be:

The rankings you achieve on certain sites such as Tripadvisor, etc. Customer comments and reactions on all social media blogs. The relentless search for excellent service and product quality. Level of staff satisfaction."

"The factors that influence the most are the ones with direct and instant feedback (positive or negative):

In the individual effect, media information about new norms may persuade individuals to accept them. In the social effect, the information creates common knowledge of a norm and enhances social coordination as individuals more readily accept the information if they believe others have also accepted it."

"The management by the previous managers is the major factor, a manager should identify the gaps or weak points and work on it. The handling of the online reviews and comments and identifying their sectors and improvising it. Majorly, customer service, food, and cleanliness are the major work areas."

"As a manager social media plays a vital role in our organization. More revenue and principals towards work ethics is highly recommended by the help of social media to know positive and negative comments from our customers.As well as to generate higher revenue and profit with the help of resources.Highly repetitive guest to followup with this media a general practices.Social media help us to grow in our organization with highly effective manner to know about the market on a daily basis. Dependency is grown more with this media platforms as grown day by day to achieve our targets and goal."

"Managers will always look into work and results rather than just social media updates."

"As we known society or each individual is a major figure in life. So that people's perspectives will be different depending on their respective views. This perspective of society is usually based on the social perspective of government institutions, mass media that reflect cultural values and by studying the interaction of individuals with each other. Age, culture, cognitive ability is the factors that influence those perceptions."

"Current Scenario, Competition Post and Revenue generation."

The reviews, comments, and feedback of guests were the most influential variables on managers' perceptions, beliefs, and attitudes towards social media usage in the workplace. The current situation, the level of competition, and the need to generate cash are all reliant on social media marketing. Managers' perspectives, opinions, and attitudes in the workplace can be influenced by a number of factors, including age, job profile, experience level, hotel type, etc.

• **Demographic and contextual differences:**

"Social media use may differentially vary across age groups, in part, due to distinct life experiences with technology. Specifically, younger adults grew up with digital technologies (digital natives), whereas older adults were introduced to digital technology later in life and have less confidence in the use of social networks."

"Definitely. For instance, a younger manager with good social media skills may be more involved in social media blogs compared to an older manager. At the end of the day we are all different in the way we manage our hotels. Some are just more successful than others due to their involvement, intuition, creativity and commitment to the task of achieving their goals."

"Of course, millennials managers are different of baby boomers managers, we have grown with different education and progress have affected some of us more than the others."

"Yes, the demographic and contextual background affects the manager's perceptions. The professionally trained and experienced staff are always a plus point. The hotel managers should timely schedule the meeting and training for their team, providing the knowledge in the latest trending management software, soft skills, etc."

"It depends person to person and hotel to hotel and chain group of hotels, everyone should have their own methods to hire a manager to do all social media work, but as per my experience the hotel manager must be qualified and experienced having a following qualities:- There are mainly five key responsibilities every Hospitality Manager should expect to administer: Managing budgets, customer service, supervising maintenance, coordinating departmental tasks, and overseeing food and beverage."

"Yes there are, every background are affecting those perception."

"All the factor works as the same is instrument for Facebook and Insta Ads"

"Yes, as growing numbers in our daily lifestyle social media has a different aspect towards each and every individual as we talk about education, experience, urbanization demographics has a different mindsets among person to person location and how to operate the wholesome business is depent upon person level of thinking and education and where they are working."

According to the participants' answers to the preceding question, younger managers spend a relatively significant amount of time engaging in social media, in comparison to their senior or older counterparts. Baby boomer managers can gain a better technical and strategic

understanding of the modern hotel industry from the perspective of their guests through the use of social media marketing, which in turn can help them create additional prospects for their firm.

• **Return on investments (ROI)***:*

> *"The main challenges is to identify effective investments in marketing campaigns and their measurable performance. Increase in followers, direct hotel or events bookings and customer interactions."*

> *"Factors that drive changes: Level of rankings on sites such as Tripadvisor i.e. the importance of being No 1 in your area, Negative comments, Lower occupancy or not achieving your financial goals, Poor staff satisfaction levels*

> *Challenges: Few resources i.e. financial and human resources, finding qualified resources to manage your social media blogs*

> *ROI's: Annual GOP levels."*

> *"When your "likes" are extended to different sectors or demand. It's not how many "likes" you have but that the ones you are having are related to the type of*

> *guests you want to achieve. It's important your ROI will measure but special IT tools existing for that purpose and may will have a cost…"*

> *"Estimate how much time you spend on social media.*

> *Establish concrete social goals that serve as a springboard for the company's larger mission.*

> *Follow KPIs that help you get closer to your goals..*

> *Generate a return-on-investment report that demonstrates the results of your social media efforts."*

"Measuring social media ROI (return on investment) is a critical part of any social media manager's job. It allows you to better understand the effectiveness of your work, demonstrate value to the organisation and refine your strategy over time to improve returns as you learn.

Reputation management: Social media may cause a risk to a company's reputation by creating negative publicity. Legal issues may perhaps arise if a company gives an inappropriate comment about another company on a social media platform for instance. The main negative impact of social media on business comes from the risk of bad reviews turning away the interest of potential consumers for your products. Many studies state that reviews on popular social media websites like Facebook or Twitter are taken with the same seriousness as the recommendation of a friend."

"Times, engagement, market target, market trend, creativity are the most factors will drive the KPI or ROI."

"Still, the golden rule in any product is it has to be the experience that is best in its category, or it might be a price to product or exquisiteness/uniqueness. Something that as a customer you would want always to go for that trust factor and keep it maintained."

"An international hotel chain provides the hotel performance data and the online review data. A leading social media firm for the hospitality industry collected the online review data, which the hotel company purchased the result indicate the overall ratings are the most salient predictor of hotel performance, followed by response to negative comments. The common challenges involved with social media is hacking and a threat to security and privacy. Measuring social media ROI is a critical part of any social media managers job.It allows us to better understand the effectiveness of our work, demonstrate value to the organisation and refine our strategy over time to improve returns from sales.We get the return

of investment from our social media activities and expenses its create value divided by the investment we made to achieve those actions."

This research's findings on the elements that drive change, the difficulties of implementing social media strategies, and the benefits of doing so offer novel insight into the flexibility and utility of these tools. Any company's top priorities should be raising awareness of its brand in the marketplace. To what extent, where, and with what returns or outcomes the investment is made, etc. Building trust and sticking to a consistent approach are two key elements in achieving success with the change. Key performance indicators (KPIs) and return on investment (ROI) such as brand promotion, return on engagement, and return on impression are crucial in any business, but are especially important in the hospitality industry, where word of mouth is one of the best options for promoting a product from the guest's perspective and experience.

Final Results

The suggested study's first portion aimed to see if managers differed from one another in terms of their demographics and other personal details. The outcome of this section was that majority of managers have differ from one another and has mix insights for this study.

Part two of this research subject concerned identifying the influences on the dependent variables (readiness to use, usefulness, return on investment (ROI), difficulties, attitudes, and adoption) and were all found to have a strong correlation with one another. It was found that managers' opinions of their own effectiveness varied significantly with their job titles. Participant responses indicate that a hotel employee's position may affect their view of social media's importance.

Managers with 6-10 years of experience (n=3) and 11-15 years of experience (n=3) had a different view of ease of use than managers with 0-5 years of experience (n=2) and 16-20 years of experience (n=2), and these differences were statistically significant. On top of that, managers with 21 years of experience (n=1) or perhaps more were shown to be distinct from those with 6-10 (n=3) as well as 11-15 (n=3) years of experience.

This concludes that one's attitude was the most important factor in determining how often a certain behaviour will be employed. Hotel classification was determined to be the most significant factor in determining actual social media usage.

According to research conducted by GlobalWebIndex, "keeping up with current events and news is the primary reason people all over the world utilise social media.

However, using social media to "fill up spare time" and "discover hilarious and entertaining stuff" are the second and third most common reasons given for participating. But users are also increasingly utilising social media to research the items and services they intend to purchase.

Users across the globe are increasingly turning to social media platforms like Facebook Instagram and Twitter for brand-related content, ranking only behind search engines in terms of volume. (Fig.6,7 & 8 DataReportal)

Fig. 6 Daily Time Spent Using Social Media from the year 2013-2021
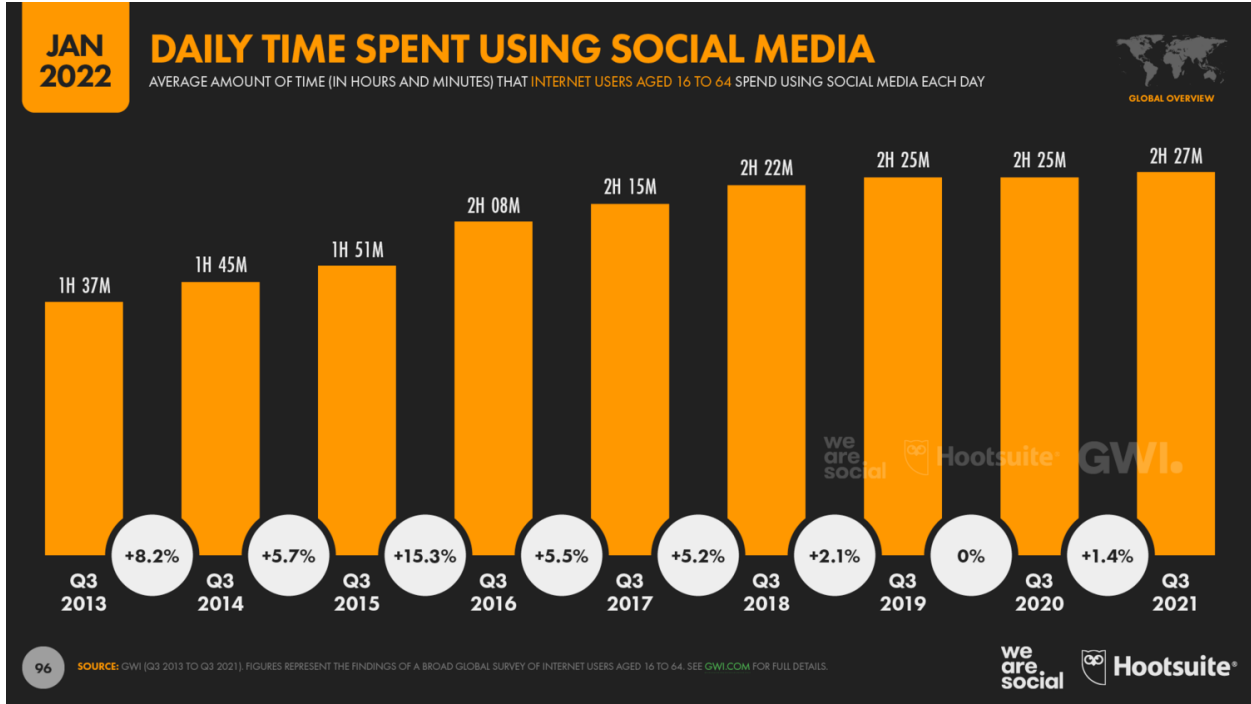
Change in daily time spent using social media January 2022 DataReportal

Fig. 7 Daily Time Spent using Social Media
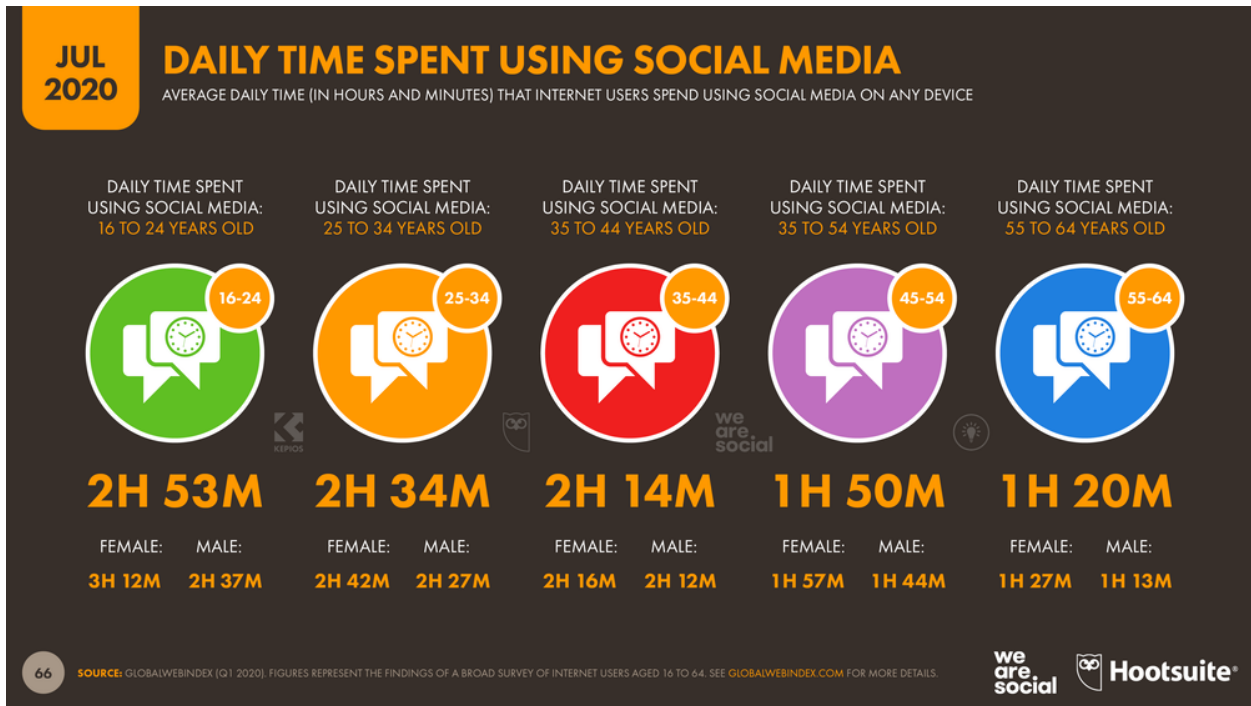
Time spend on social media each day by age group July 2020 DataReportal

Fig. 8 Use of Social Media for Brand Research

Use of social network to research brands July 2020 DataReportal

CHAPTER FIVE

DISCUSSION AND CONCLUSION

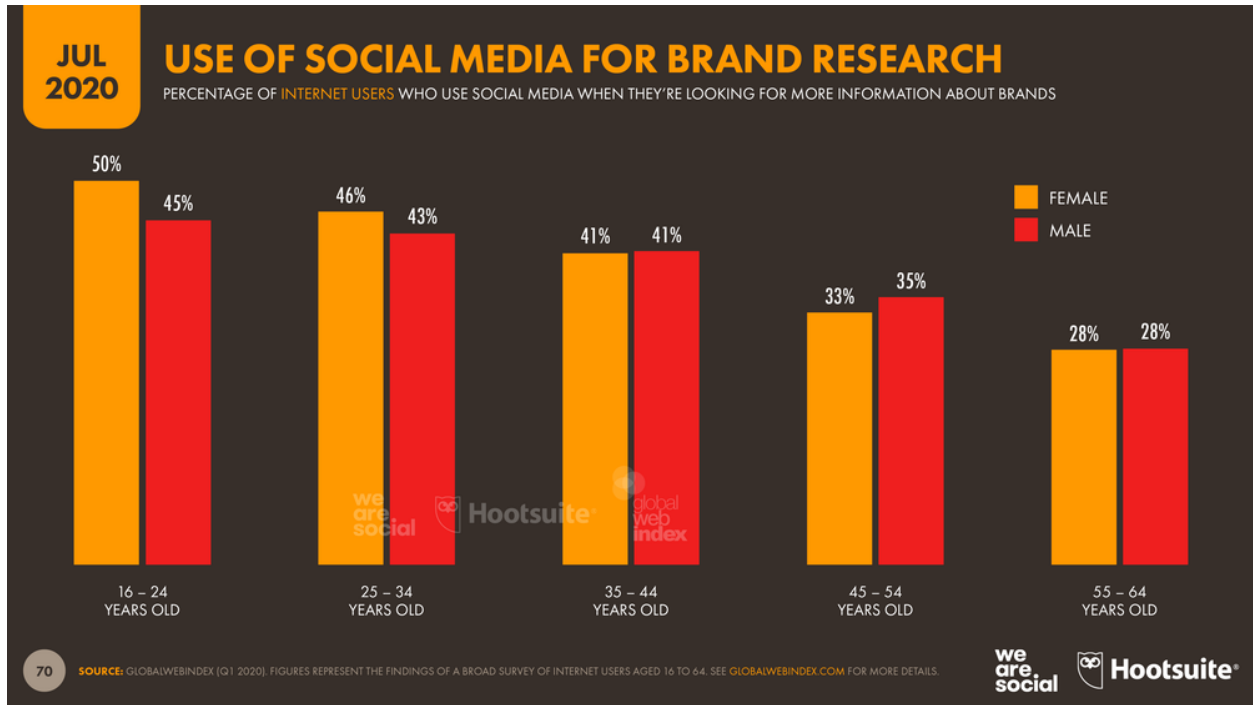The primary purpose of this research was to explore the current perspectives of hotel managers on social media. The study also aimed to identify the most important obstacles and driving forces influencing genuine social media beliefs and utilisation in the hotel business. The attitudes of managers may be influenced by a number of circumstances (e.g., internal or external variables). Important findings have been established about the factors that influence the way hotel managers feel about social media platforms.

The first research topic investigated what factors, both internal and external, influence managers' ease with social media. Managers' opinions toward the actual adoption of social media are influenced in one way or another by their own personal belief, tendency, perception, and corporate mindset/concern regarding social media. Since most managers have been unable to quantify the return on investment (ROI) of digital platforms, they are understandably skeptical of its effectiveness in improving worker output.

Common responses from participants included: *"When your "likes" are extended to different sectors or demand. It's not how many "likes" you have but that the ones you are having are related to the type of guests you want to achieve;" "The main challenges is to identify effective investments in marketing campaigns and their measurable performance;" and "In the end it is about generating impact, but the tool will require more time than the sale finally gives you;" and "Direct profitability is difficult to get from this channel. For me, the true ROI is richness in terms of feedback that can give you the customer, which is what will allow you to develop the product and implement various strategies that will have a real ROI. But to seek a direct ROI on a customer's view, it seems a bit risky."* According to the findings of Chan and Guillet (2011), it is still unclear whether or not social media can generate sufficient financial returns to warrant the investment of time and money. Some hotel managers were also reluctant to use these channels because of concerns for their privacy, while others voiced concerns that the hotel could lose focus on its primary mission if it relied too heavily on technological aids: *"but I think a hotel*

does not have to be announcing events all day, and I believe that the hotel need to keep privacy". Finally, some executives have pointed out that problems with execution often include a strategic component: *"I think you have to define first the strategy: what you want to do with social networking, what is your intention: branding, customer service, use it as a sales channel."*

Analysing the Influence of Various Factors on Managers' Attitudes Towards Social Media

As a result of the research, a few of the overall sample were included to identify which had the greatest influence on managers' perceptions, beliefs, and attitudes regarding social media. Firstly, external problems and concerns were found to be the second highest predictor of social media return on investment (ROI), behind the hotel's kind (branded vs. independently owned). It's not surprising that franchised hotel find a big impact on ROI from social media given the substantial brand support, training, and resources offered to them. Furthermore, a standalone establishment may place a higher value on returns on investment (ROIs) due to the added effort required to find and acquire necessary resources. This has a significant impact on the ROI in both scenarios.

Secondly, the overall, usefulness was shown to be most reliably predicted by return on investment (ROI). In a corporate context, return on investment (ROI) directly indicates usefulness. In order to maintain a better resources and high profit margin, hotels implement efficiency-based rules and procedures.

Third, is the success, popularity, and customer loyalty of a hotel are dependent on the managerial team's ability to make calculated decisions. When managers see results from their social media efforts, they get more enthusiastic about using it.

Critical Obstacles and Forces That Encourage Transformation

Three categories, including operations, organizations, and finances, were used to categorize the most severe problems encountered in real-world social media implementation. The hospitality business relies significantly on client recommendations due to the lack of a viable alternative to the traditional "try before you buy" model (Mathur & Mathur, 2015). Hotel industry invests a lot of money in improving and upgrading their properties and the reason for this is the effective

online reviews of the social media users. These expenditures for the upgrading and improvement shows that the hotel industry is willing to adapt the social media to increase the guest satisfaction ratio.

The significance of managing their online reputation on hotels' marketing strategy can be better understood by examining the three return on investment categories established by this study. These insights have managerial implications for hotels, providing managers a practical benchmark for assessing the challenges their specific establishment confronts in the context of online reputation management. As previously explained, tourist and future hotel guests utilize online social media networks and online review sites. Considering how a hotel manager's response to a negative online review can impact a possible future guest's perception of the hotel, it is unavoidable that guests are indeed discussing digitally about a hotel, regardless of whether the hotel is paying attention or not.

Return on Investment

In his article (Svec, 2019), mentions that the managers need to know the return on investment (ROI) of every business decision they make. This provides the data the management need to assess the platform's efficiency and the value added by previous strategies. Hotel owners and managers today have probably witnessed personally how crucial content has become in the hotel industry's promotional efforts. Sponsored Instagram posts often feature recommendations from influencers about their go-to hotels. Columnists for magazines frequently discuss extravagant vacations. To compete for bookings online, hotels are also creating their own articles, advertisements, blogs, and other forms of content. Content without metrics to measure its effectiveness is money down the drain and marketing efforts that do not get enough results.

Potential buyers are openly discussing the companies they adore and despise, as well as the reasons behind their opinions (Alston, 2009; Wallace, Buil, & de Chernatony, 2014). Consumers benefit economically when they choose one brand over another. It's no wonder that increasing brand or property loyalty yields such a high rate of return for hotel managers, given the importance of doing so in any successful business plan (Kandampully, Zhang, & Bilgihan,

2015). Having devoted customers is invaluable since it not only helps a company's bottom line but also turns regular customers into advocates for the product.

Brand promotion, return on engagement and return on impressions are the three categories of return on Investment. The intention of digital media marketing is to boost brand recognition and customer engagement with a firm through online discussion (Csutoras, 2008; Erdomuşa & içekb, 2012). Most businesses cannot thrive without their customers, and the best way to gain their trust and loyalty is to turn them into passionate company ambassadors. Most respondents believe that keeping tabs on customer trends, maintaining a social media presence, and fostering brand loyalty are the three most essential ROIs for businesses. Pink Shell Resorts, which has made trend-watching a priority, noticed the phenomenal growth of the photo-sharing website Flickr in 2010, and collaborated with experts in online marketing to use the site to boost resort brand recognition and website traffic. Pink Shell Resorts witnessed a 1,000% increase in photo views on the homepage after first month of the advertising, as well as an increase in hotel booking bookings and an increased $5,000 in total sales (HSMAI).

Brand Promotion:

In the contemporary global marketplace, it is generally accepted that a successful marketing mix effort will result in customer value generation (Osborne & Ballantyne, 2012). In the digital age of today, it is easier to convert joint creators into brand ambassadors. Joint creators feel acknowledged and valued when their perspectives and requirements are acknowledged online, resulting in a more enthusiastic contributor to the production of favorable digital word of mouth. When customers go to their virtual communities for purchasing selections guidance, these influencers are invaluable (van Doorn, et al., 2010). Hoteliers now have more ways than ever to hear out their guests because to the proliferation of social media techniques. This can help them better understand their guests' tastes and requirements.

Engagement Return:

A modern customer expects to be able to get answers to their queries whenever they have them. They are heavy users of tablets and smartphones in addition to traditional desktop computers, and they place a premium on the ability to tailor their experiences. They require prompt access to information that allows them to locate and acquire an appropriate product or service.

There are four steps in the consumer decision process: research, analysis, acquisition, and engagement. Essentially, social media embraces any platform that encourages customer and viewer participation online. This engagement is the groundwork upon which an industry can develop its standing. The use of "storytelling" to describe a company's brand messaging is widespread in the marketing world. This includes traditional and digital forms of promotion. With the power of social media and two-way communications, businesses have had to develop a new approach to marketing that enhances brand loyalty and engagement.

Impression Return:

This factor significantly affects how we interact with others. Visitors' and potential guests' first impressions of a hotel can be cultivated and sustained through a hotel's social media presence. The influence of hotel reviews on the industry can no longer be denied. Customers like businesses who are open and honest with them online.

Consumers' frequent digital use is increasing in tandem with the growth of social media. Personal recommendation is an effective marketing strategy. Simply making contact with target audiences can be considered advertising if there is no desire to encourage interaction. A hotel that wants to remain competitive must engage with its target audience by taking part in online conversations, so raising brand recognition, expanding its network, and strengthening its existing guest connections (Ribarsky, Wang, & Dou, 2014). Hotels can now expand their marketing efforts beyond traditional print media. Stories published on social media are grounded on truth, as opposed to how the industry would like to be portrayed.

Consequences of Management

The outcomes of this research provide important insight into the perceptions of social media among hotel managers. The findings can be helpful for both hotel management and owners in terms of future planning, especially when multiple departments' perspectives are taken into account. In addition, the results of this research can help managers overcome challenges and mobilise internal motivations to keep their online reputation management strategies competitive.

It was noticed that managers' shyness about their personal technological readiness is quite high. This could be because of selective social networking channels, because of difficulties that were surveyed, or because of a general unease with technology and social media. This finding highlights the need for managerial training, as a more informed staff could help reduce levels of unease. The participant's level of comfort with a specified digital device directly correlates to their level of familiarity to how it actually works.

Hotel departments need to collaborate toward a common goal in order to develop a competitive strategy that will be effective. This research concluded that FOMs and digital marketers had a significantly different opinion on the value of social media compared to other occupations. All of a hotel's services can benefit from integrating social media. Closing this knowledge gap requires communicating the far-reaching impact of social media and its return on investment (ROI) on all facets of hotel operations.

This study found that participants with more experience in the hospitality industry, such as those with 20 or more years of experience, had a different opinion on how difficult it was to use social media compared to those with less than 10 years of experience. Age groups also differed in their assessments of a product's usability. Different age groups, in particular those between 30 and 35 and 50 and older, had different perceptions of the social media platform's ease of use.

Researchers found that return on investment (ROI) was the most important factor in how people felt about the usefulness, ease of use, and overall perspective of social media. The hotel owner or general manager must keep this in mind as they implement a marketing advantage involving

different heads of various departments. This research found that the three most important metrics for calculating the ROI of modern social media are return on impression, engagement, and opportunity of brand promotion. With the help of modern return on investment (ROI), hotels are able to market to their customers in a way that not only brings in new guests but also inspires existing customers to become brand advocates, resulting in favorable word of mouth.

Limitation of Research

Not only did the researchers interview hotel managers, but also students majoring in hospitality management to gauge their thoughts on the topic. There are various restrictions to this study that should be taken into account despite the fact that it helped shed light on the elements that affect real use and on the present obstacles of utilizing social media in hotel operations.

First, there is a dearth of previous studies on the topic of media platforms use in hospitality industry, making it difficult to contrast the significance and probable implications of the findings with those of other studies. Second, there was a fuzziness in the significance for practicality and ROI because of the inevitable overlap between age and years of expertise in the business. Third, the response rate was rather low at 11 total responses, therefore the results cannot be generalized. Fourth, while the email survey had the benefit of being able to reach a large audience and participants were free to finish the questionnaire at their own pace, the minimal response rates and few incomplete responses may have a negative impact on the quality of the survey results. Finally, research questions about effective social media use attitude need to be redesigned, and this can only be done with more literature and study. Despite these restrictions, the overall results offer new insights into the perspectives of hotel managers on social media. This research is unique in that it found that managers at different levels of hotels had widely different perceptions of the platform's impact, and that the job title of hotel manager was the best predictor of actual use.

Research in Future

As this study examined managers' attitudes about social media, the limited sample size made it impossible to make generalizable results. As continuing research is crucial to the hospitality industry's growth and competitiveness, the study should be replicated and shared with a wider demographic to increase response rates. Actual social media use in hotels should be measured not only by channel but also by activity and frequency.

To fully understand current managers' attitudes regarding social media, it's suggested to include interviews. Some managers may have bad attitudes regarding social media. The study found a significant difference between job titles and social media usefulness. To further comprehend these findings, investigate if and how social media influences a person's daily tasks and obligations. Inquire if and how they use social media or online review sites for work.

APPENDICES

APPENDIX A

DOCUMENT OF WRITTEN CONSENT FOR THE PARTICIPANTS

APPENDIX A

Document of written consent for the participant

Good Afternoon,

I am Vijay Chandrashekhar Reddy, a student with a Post Graduate Diploma in Information Technology at MIT School of Distance Education, Pune. I am conducting a survey on the Social Media and Hospitality Management Reputation, needed for my project report "The new challenges for hotel managers to provide and maintain a high standard of service in the new social media world". Could you please set aside several minutes in order to participate in my research and request you to allow me to schedule an Audio/Video (recorded) interview (optional) for the questionnaire, that I am sending you in the attachment. It will mean a lot for my thesis, which I believe would be incomplete without the questionnaire.

Please feel free to add any additional remarks and suggestions to my survey, or if you have trouble answering certain questions. Although the Questionnaire is anonymous, at your request I will include your answers as a reference and give a special acknowledgement to your Organization.

Thank you very much in advance for your co-operation.

APPENDIX B

QUESTIONNAIRE FOR THE RESEARCH

APPENDIX B

Questionnaire for the research

THE NEW CHALLENGES FOR HOTEL MANAGERS TO PROVIDE AND MAINTAIN A
HIGH STANDARD OF SERVICE IN THE NEW SOCIAL MEDIA WORLD

Demographic questions

1. Age
2. Gender
3. Job Profile
4. Seniority in the hotel
5. Level of education
6. Type of hotel

Interview questions

7. To what extent does the inclusion of a social media blog impact the perception of hotel managers?

8. To what extent does the nature of the comments (positive or negative) within a social media impact the perception of the hotel manager?

9. Do the hotel/hotel managers have enough resources (people, time and procedures) to keep up to date with social media messages, status, posts etc.?

10. Describe in detail if there is enough relevant content available to keep people interested in following the hotel on different social media platforms? Tell me about this.

11. Is the person/manager responsible for social networking aware of hotel objectives and will he be able to align them? What do you think?

12. How much is enough for the hotel and also how much is enough for the customers? Is the hotel "over-connected"? Is it essential to use all the social media platforms? What other channels should you use for the same objective?

13. Which are the factors that mostly influence manager's perception, beliefs and attitudes regarding social media within the organisation?

14. Are there significant differences in managers' perceptions, beliefs and attitudes toward social media based on their demographics and contextual background (i.e age, level of education, work experience, type of hotel and management ownership?

15. What are the factors that drive changes, what are the challenges and what are the most important returns on investment (ROI) that affect social media use within the organisation?

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