

Digital Marketing Orientation on High Order hotel Performance Investigating

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ABSTRACT

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This research aims to evaluate the impact of digital marketing orientation (DMO) on hotel marketing performance enhancement. Based on data collected from a sample of 164 hotels in Bosnia and Herzegovina, Croatia, Serbia, and Montenegro, using the structural equation modeling (SEM), digital marketing has orientation on hotel marketing performance enhancement and digital marketing adoption has been tested. Digital marketing orientation's positive and significant impact on hotel marketing performance enhancement and digital marketing adoption has been confirmed. In contrast, a negative direct effect of digital marketing adoption on marketing performance enhancement was found. The main implication of this study is that before investing money in digital marketing tools and their application, the hotel management should develop a business culture emphasizing the strategic importance of digital marketing, carefully plan digital marketing activities and develop an adequate system of digital marketing analytics that will allow continuous optimization of digital marketing activities and increase marketing effectiveness and efficiency. This study extends the literature on digital marketing orientation. It provides answers to the question related to its impact on marketing performance enhancement and digital marketing adoption in the hotel industry. The first study, to the author's knowledge, tested the impact of digital marketing orientation on hotel marketing performance while simultaneously developing new and testing existing measurement instruments in a more complex model.

Keywords :- Market orientation, creativity, hotel performance, mediation, marketing program

I. INTRODUCTION

Digital marketing is an upgrade of the current marketing concept. We can define it as “achieving

marketing goals through the application of the Internet and other digital technologies in a business” (Mahmutović, 2021b). In this context, digital marketing is a kind of innovation that helps many

companies to gain a competitive advantage in the market. This is particularly the case in dynamic service sectors such as the tourism sector (Chen et al., 2009). Bolek and Papinska-Kacperek (2014) state that tourism is one of the largest and fastest growing European industry sectors. The Internet has significantly increased the opportunities and options available to consumers to travel and stay outside their usual environment. The World Tourism Organization (2008) emphasizes that “the purpose of digital marketing is to use the Internet and other forms of electronic communication to communicate with the target market in the most cost-effective way and to ensure joint work with partner organizations with which there is a common interest.” The tourism market is characterized by rapid change and global competition. In such an environment, companies need to innovate to improve services, increase the perceived value offered to customers, increase operations efficiency, and build a positive company image. The above can be achieved by better anticipating consumers’ needs and desires, strengthening their loyalty through various applications, expanding the consumer base while reducing unnecessary capacity, increasing efficiency and productivity (Labanauskaitė et al., 2020; Gyurácz-Németh et al., 2013). Digital channels and media have changed how we communicate and enable hotel companies to direct, personalized communication with customers at significantly lower costs by avoiding intermediaries. According to the HOTREC (2018) study in 2017 in Europe, 52% of hotel reservations were made through direct contact with guests, 28.9% directly from the hotel website. Consumer behavior has changed drastically in the tourism industry due to advances in the Internet and digital marketing. The tourism industry has realized the benefits and incorporated digital marketing and offline marketing, which is still in use (Sastri Pitana & Pitana, 2016). The impact of digital marketing on the tourism industry is pronounced mainly because consumers have easier access to

information related to offers and services (Kaur, 2017). Avinash, Harish Babu, and Megha (2016) point out that with the evolution of the Internet and Internet users’ expansion, users have become supplied with a vast amount of information in the virtual world. Better social status has affected the propensity to travel and tourism. Travelers are constantly looking for the latest information and news about tourist offers, and digital marketing has increased the availability of content and made it easy to search for it. The tourism industry and brands constantly conduct digital marketing activities providing many details to reach the customers and win them over. In order to achieve a competitive advantage in the tourism market, it is necessary for hotels to have a website and to promote their products and services through social networks and mobile applications, to use e-mail as a communication channel with business partners and guests, and to use all available information communication technologies (Bazazo et al., 2017).

II. BACKGROUND AND HYPOTHESES DEVELOPMENT

This study adopts the approach by Narver and Slater (1990), who proposed three components of market orientation: customer orientation, competitor orientation, and cross-functional integration. The first component aims to understand the target customers in order to provide them with superior value; the second is based on the seller’s understanding of the strengths, weaknesses, and capabilities of current and potential competitors; and the third relies on communication and coordination, information sharing, and joint involvement to create superior value for clients. Amabile and Pratt (2016 p. 158) defined creativity as “the production of novel and useful ideas by an individual or small group of individuals working together.” Therefore, marketing program creativity is the extent to which the

marketing actions of a product (or service) are meaningful and novel for customers compared to common practices in the product category (Andrews & Smith, 1996). This definition emphasizes two important aspects of creative output: meaningfulness and novelty. Meaningfulness indicates an understanding of marketing activities that are appropriate and useful for customers. Novelty refers to how unique these activities are perceived as compared to those of competitors (Amabile & Pratt, 2016; Im & Workman, 2004). Hence, creative marketing programs make a significant difference for firms in terms of competition. The novelty of marketing programs is what draws the attention of customers and attracts them to the company's offers, but the meaningfulness (or usefulness) is what facilitates customers to remember the offer and to repeat their purchases often (Fischer, Malycha, & Schafmann, 2019; Green, 2016). The meaningfulness of marketing programs, which refers to the attributes and functions of marketing activities that hotel guests perceive as valuable and beneficial, should produce value for the target client (Heimonen & Kohtamäki, 2019; Sethi, Smith, & Park, 2001). An organization's innovation capability is expressed in its ability to introduce new physical products or services, processes, and innovative marketing approaches through the continuous acquisition of knowledge and transformation of ideas (Lawson & Samson, 2001; Yfantidou et al., 2019). Therefore, hotels with high innovative capacity can introduce more innovative marketing programs than their competitors. However, marketing programs can only be perceived as innovative if they are based on creative ideas. Accordingly, hotels can offer guests a higher value in terms of usefulness, and can attempt to match marketing activities to continually changing tastes and preferences (Lawson & Samson, 2001; Magadán & Rivas, 2018; Wang & Dass, 2017). In this case, the close relationship between creativity and innovation is visible, especially in the dimension of

meaningfulness of the activities that constitute marketing programs

2.2. Hypotheses development Customer-oriented organizations possess the cultural characteristics needed to offer unique and valuable products that respond to expressed and latent consumer needs (Agnihotri, Rapp, Andzulis, & Gabler, 2014; Sok & O'Cass, 2015). It is believed that the organizational processes related to customer orientation aid dynamic capabilities that foster creative and innovative behaviors (Blocker, Flint, Myers, & Slater, 2011). Im and Workman (2004) have shown that customer orientation positively affects marketing programs' creativity for product innovations in high-technology firms. Therefore, it is assumed that customer orientation in the hotel industry will also positively influence both dimensions of creative marketing — meaningfulness and novelty — and, in turn, that creativity will enhance a hotel's performance (Sigala & Chalkiti, 2015). According to Amabile and Pratt's (2016) creativity and innovation model, an organization that supports creativity could achieve better results than others. A positive relationship between creative marketing and financial performance has been established (Weinzimmer, Michel, & Franczak, 2011). Therefore, the following hypotheses are proposed: H1a: Customer orientation positively and indirectly affects a hotel's financial performance through the meaningfulness of marketing programs. H1b: Customer orientation positively and indirectly affects a hotel's financial performance through the novelty of marketing programs. Competitor orientation gives a hotel insights into its competitors, their strengths and weaknesses, and strategies and marketing programs (Zhou, Brown, Dev, & Agarwal, 2007), thus increasing its knowledge about its competitive environment. The hotel may use this understanding to create a superior marketing campaign that differentiates it from its competitors, and which will

be both meaningful and novel for customers. This logic is aligned with the creativity and innovation model (Amabile & Pratt, 2016), because expertise or factual knowledge about a topic is recognized as a determinant of creativity. Hence, competitor orientation may lead to the development of creative marketing programs in a hotel, which, in turn, are likely to boost the hotel's financial performance, as previously described. Therefore, it is proposed that: H2a: Competitor orientation positively and indirectly affects a hotel's financial performance through the meaningfulness of marketing programs. 6 H2b: Competitor orientation positively and indirectly affects a hotel's financial performance through the novelty of marketing programs. As stated before, cross-functional integration is based on communication, information sharing, and exchange of knowledge and ideas. It has been demonstrated that factors such as collaboration and coordination between groups and the open flow of ideas, which are elements of cross-functional integration, may stimulate creativity (Amabile & Pratt, 2016). Cross-functional integration simplifies the generation of novelty in functional areas (Hult & Ketchen, 2001; Kim, Im, & Slater, 2013) and influences the meaningfulness of creative output (Im & Workman, 2004). Again, creative marketing, in turn, is likely to lead to enhanced financial performance. Therefore, cross-functional integration of hotel departments should enhance creativity in both aspects — meaningfulness and novelty. Thus: H3a: Cross-functional integration positively and indirectly affects a hotel's financial performance through the meaningfulness of marketing programs.

III. THEORETICAL FRAMEWORK

The research model for this study is presented in Figure 1. It includes three constructs: digital marketing orientation (DMO), digital marketing

adoption (DMA), and marketing performance enhancement (MPE).

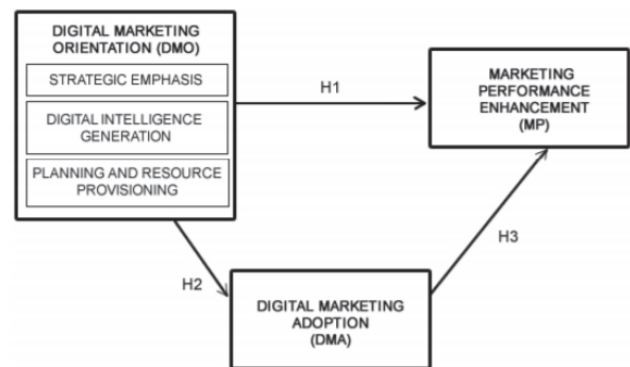


Figure 1: Research Model

Digital Marketing Orientation

The predecessor of the concept of digital marketing orientation is the concept of market orientation. If we view the marketing concept as a business philosophy, we can define market orientation as implementing a marketing concept. Hence, a market-oriented organization is one whose actions are consistent with the marketing concept, in which the pillars of the marketing concept: (1) target marketing, (2) satisfying explicit and latent customer needs, (3) integrated organizational focus on the customers, and (4) long-term profitability, are operationally manifest (Bell & Emory, 1971; Kotler, 2000). The first attempts to define and measure market orientation are found in the works of Kohli and Jaworski (1990), Narver and Slater (1990), Day (1994), and Deshpandé and Farley (1998). Kohli and Jaworski (1990) define market orientation through three processes: (1) intelligence generation, (2) intelligence dissemination, and (3) responsiveness. These three processes describe a marketing-oriented company's behavior, focused on customer satisfaction, which continuously collects information about customer needs and requirements, environment, and competition, shares this information within its departments, and takes the necessary action in

response to this information. As a result, marketing decisions are made on selecting target markets, positioning, and creating an overall offer (marketing mix) that will meet customers' existing and future needs while making a profit. Based on the concept of market orientation, digital marketing orientation represents "the level of an organization's orientation towards the use of the Internet and other digital technologies in the implementation of the marketing concept" (Mahmutović, 2018). In other words, it represents the level at which an organization is oriented, i.e., strategically committed to using the Internet and other digital technologies to determine the target markets' needs and requirements and deliver customer satisfaction more effectively and efficiently than competitors (Mahmutović, 2018). Shaltoni (2006) and Shaltoni and West (2010) made a pioneering endeavor in defining and measuring digital marketing orientation. They developed the first 12-item scale for measuring digital marketing orientation in b2b markets. Shaltoni & West (2010) observed a digital marketing orientation through two components: philosophical and behavioral. The philosophical component corresponds to the attitudinal perspective of market orientation (Narver & Slater, 1990). The behavioral component consists of an initiation and implementation phase. While the initiation phase corresponds to generating and disseminating marketing information (first and second marketing orientation phase), the implementation phase includes activities by which digital marketing is practically implemented (the third phase of marketing orientation). Mahmutović (2018) tested the service sector's mentioned scale on a sample of 311 real estate agencies. The factor analysis results did not confirm the behavioral component, only the philosophical one, which the author called "strategic e-marketing orientation."

IV. RESEARCH DESIGN

Empirical research was carried on a sample of 164 hotels in Bosnia and Herzegovina, Croatia, Serbia, and Montenegro in the period July – October 2020. Data collection was done through an online survey using the LimeSurvey application. An invitation to participate in the survey was sent by e-mail, via the MailChimp web application, to the entire hotel population in the listed four countries. The research model shown in Figure 1 shows three constructs: digital marketing orientation (DMO), digital marketing adoption (DMA), and marketing performance enhancement (MP). All three constructs are latent variables measured through the scales. The 15-item scale developed by Mahmutović (2021) was used to measure digital marketing orientation. The digital marketing adoption was measured by a 12-item scale adapted from El-Gohary (2012) and Mahmutović (2018). The marketing performance enhancement was measured with a 7-item scale adapted from earlier studies (Eid & Trueman, 2004; El-Gohary et al., 2008a; El-Gohary et al., 2008b, Eid & El-Gohary, 2013; Mahmutović, 2018). Statistical analysis of the data was performed using IBM SPSS Statistics 26 while testing the hypothetical causal relationship between constructs within the model was performed using IBM Amos 23. Nonresponse bias test was performed before testing the reliability and validity of the measurement model. Finally, composite factor scores were calculated for the constructs and used as single-point indicators for path analysis.

The invitation to participate in the research was sent by e-mail to the entire population of 1412 categorized hotels in Bosnia and Herzegovina, the Republic of Croatia, Serbia, and Montenegro. Their names and web addresses were collected from official government registers and e-mail addresses from their websites. After excluding incomplete answers, 164 fully completed questionnaires were processed, representing a response rate of 12.6% of the total population. The sample profile is shown in Table 1.

V. DATA ANALYSIS AND DISCUSSION OF RESULTS

Before testing the validity and reliability of the measurement model, a “nonresponse bias” test using the extrapolation method of success waves (Armstrong & Owerton, 1997) was performed. For all scale items, Levene’s Test was non-significant ($p > .05$), suggesting that early and late respondents’ variances are approximately equal, which confirms the absence of non-response bias in this study. The adequacy of the data for factorization was confirmed by Bartlett’s test of sphericity which is significant at the probability of .0001, and by Kaiser-MayerOlkin (KMO) value of .902 (Pett et al., 2003). As Nunnally and Bernstein (1994) suggested, the normality of the data distribution was confirmed as a prerequisite for applying the maximum likelihood method (ML) for factor extraction. Using the ML method with Promax rotation, exploratory factor analysis resulted in five factors, as expected. To estimate the number of factors to retain, the scree test was used as suggested by Pet et al. (2003). Three first-order factors (Strategic Emphasis - SE, Digital Intelligence Generation - DIG, Planning and Resource Provisioning - PRP) represent digital marketing orientation as a second-order factor. The fourth factor represents digital marketing adoption (DMA), and the fifth factor represents the enhancement of marketing performance (MP). All items within the scale for measuring digital marketing orientation except the variable DIG1 were retained in the measurement model. Out of seven items within the scale for measuring marketing performance enhancement, three were retained, and from twelve items within the digital marketing adoption scale, five were retained. A list of scales used for measuring constructs in a model is presented in Appendix 1. All variables load their corresponding factors with more than 0.5 and all other factors with less than 0.35 (Hair et al., 2010). The obtained factor solution shows convergent validity of scales (variables load their factor on average with more than 0.7) and discriminant validity (no problematic cross-loads in

the pattern matrix, and no correlations above 0.7 in correlation matrix of extracted factors).

Table 1: Sample Profile

COUNTRY	Bosnia	Croatia	Montenegro	Serbia	Total	% Total
number of hotels	44	56	28	36	164	100.0
HOTEL TYPE						
part of the hotel group	5	9	3	4	21	12.8
independent	39	47	25	32	143	87.2
HOTEL CATEGORIZATION						
2*	0	1	0	2	3	1.8
3*	12	12	13	13	50	30.5
4*	27	39	14	21	101	61.6
5*	2	4	1	0	7	4.3
Not categorized	3	0	0	0	3	1.8
HOTEL SIZE						
No of rooms						
0-24	19	14	14	17	64	39.0
25-99	21	26	8	13	68	41.5
100-299	2	12	5	5	24	14.6
> 299	2	4	1	1	8	4.9
No of employees						
1- 10	18	14	13	9	54	32.9
11 - 20	14	13	5	11	43	26.2
21 - 30	3	7	3	3	16	9.8
31 - 40	3	5	3	7	18	11.0
41 - 50	3	1	1	1	6	3.7
> 50	3	16	2	5	26	15.9
GENDER OF THE RESPONDENT						
male	15	22	10	17	64	39.0
female	25	31	15	18	89	54.3
NN	4	3	3	1	11	6.7
POSITION OF THE RESPONDENT						
board member	5	3	6	2	16	9.8
general manager	15	26	9	21	71	43.3
marketing manager	4	7	3	3	17	10.4
sales manager	7	17	3	5	32	19.5
a person in charge of DM	0	2	1	1	4	2.4
reception manager	10	0	3	4	17	10.4

Table 2: Results of exploratory factor analysis

Item code	Factor				
	PRP	SE	DMA	DIG	MP
PRP6	.843				
PRP5	.822				
PRP3	.805				
PRP1	.798				
PRP4	.758				
PRP2	.644				
SE1		.936			
SE4		.877			
SE2		.681			
SE5		.621			
SE3		.536			
DMA1			.931		
DMA2			.799		
DMA3			.788		
DMA5			.622		
DMA7			.614		
DIG4				.828	
DIG2				.793	
DIG3				.528	
MP4					.922
MP3					.752
MP6					.501

Extraction Method: Maximum Likelihood.
Rotation Method: Promax with Kaiser Normalization.

In addition to the exploratory factor analysis, a confirmatory factor analysis was performed to assess the fit of the measurement model. Obtained model with five first-order factors and one second-order

factor corresponds to the empirical data. All indexes of goodness of fit ($X^2 = 363.430$, $df = 193$, $X^2/df = 1.883$, $CFI = .932$, $TLI = .919$, $IFI = .933$, $RMSEA = .07$, $SRMR = .07$) indicates good model fit.

Path analysis confirmed the positive direct effect (.801) of digital marketing orientation on improving marketing performance and the positive direct effect (.934) on digital marketing adoption. A negative direct effect (-.663) of digital marketing adoption on enhancing marketing performance was found. This negative effect is somehow expected, and it is in line with previous studies in other industries conducted by Mahmutović (2018), Eid & El-Gohary (2013), and Avlonitis and Karayanni (2000), which is that the use of digital marketing tools alone does not automatically guarantee improving marketing performance.

VI. CONCLUSION

The path analysis confirmed the hypothesis H1 and H2, that the digital marketing orientation (DMO) of the hotel has a significant positive impact on the marketing performance enhancement (MP) and its digital marketing adoption (DMA). However, the third hypothesis was not confirmed because digital marketing adoption's negative direct effect on enhancing marketing performance was found. The theoretical (academic) implications of the research are reflected in the fact that the scale for measuring digital marketing orientation (DMO) in hotels developed by Mahmutović (2021) was tested in a more robust model that included two additional constructs: digital marketing adoption and marketing performance enhancement. Through factor analysis, all initial variables within the DMO scale were retained in the model, except for the DIG1 variable ("We have clearly defined parameters (metrics) for measuring the performance of our website"). The scales for measuring marketing performance enhancement and digital marketing adoption have

been developed and validated, using the scale items from previous studies in different industries.

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