

# THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

## Digital Marketing Strategies Adopted by Hotels in Abuja, Nigeria

**Dr. James Omatule Oborah**

Chief Lecturer, Department of Office Technology and Management,  
The Federal Polytechnic, Idah, Nigeria

### **Abstract:**

*Some hotels in Abuja have adopted digital marketing, but there is dearth of empirical evidence to show the strategies that are employed. The study explored the digital marketing strategies adopted by the hotels and investigated the influence of size on the adoption of digital marketing by the hotels. Through purposive sampling, a sample of 130 was drawn from hotels that adopt digital marketing as evidenced by their online presence through owning a website. Quantitative data was generated with online questionnaire. The questionnaire was piloted-tested on 18 sample of similar population and using Chronbach's alpha, a reliability coefficient of 0.86 was obtained. Google Forms was used for the preparation and distribution of the instrument and the data generated was analysed using distributive statistics and percentages. Chi-Square was used to test the hypotheses at 0.05 significance level. The findings show that the hotels adopted the use of social media and email marketing as digital marketing strategies to achieve the marketing goals. It was found out that there is significant difference in the adoption of digital marketing strategies based on size of the hotels. Based on the findings, it was recommended that the hotels should embark on digital marketing training for the staff, digital marketing educators should design affordable training programme for the hotel.*

**Keywords:** Digital marketing, digital marketing strategy, hospitality industry, internet marketing, social media marketing, marketing, search engine marketing

### **1. Introduction**

Digital marketing is an integral part of marketing. The principles that undergird marketing also applies to digital marketing. From the managerial perspective, marketing is defined (Kotler and Keller 2016) as 'an organisational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit organisation and its stakeholders' (p. 28). Similarly, The Chartered Institute of Marketing (CIM) (2016) holds the definition that states: 'marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably' (p. 6).

From the definitions (Kotler and Keller 2016; CIM 2016), the emphasis of managerial perspectives of marketing is on how to deliver value to customers and to achieve the organisational goal of making profits. Marketing activities are carried out to identify the potential customers and targeting the segments through the appropriate communication channels (Varadarajan 2010). The use of communication channels distinguishes digital marketing from marketing (traditional). Digital marketing complements the traditional marketing by taking advantage of technological devices to communicate online with the customers (Chaffey 2015). Digital marketing is an integral part of marketing but addresses the use of the Internet in marketing communication. The definition of digital marketing is still evolving and there is yet to be a universally known definition. Digital marketing as an integral part of marketing, which is used to promote product and services and reach customers by digital channels (Tasneen and Fatema 2015). Digital marketing has been conceived (Yasmin, Tasneen and Fatema 2015) to include Internet marketing in addition to the use of other channels that include mobile phones, social media marketing, search engine marketing and display advertising, among others. Furthermore, Chaffey (2015) observes that the definition of digital marketing evolved over time and is used interchangeably with Internet marketing and E-marketing and online marketing; though digital marketing is now largely adopted because of new developments that widened its scope. Chaffey (2015) states: 'digital marketing is any use of technology to achieve marketing objectives and has an external and internal perspectives' (p.331). The scope of digital marketing is more than the Internet. Therefore, digital marketing could be described as the use of technology in form of Internet, Intranet, and other digital channels to achieve marketing objectives of the organisation.

The hotel business in Nigeria constitutes a significant subsector of the hospitality industry that attracts customers nationally and internationally. Jovago (2015) argues that with the size of the Nigeria population, which is the largest in Africa, would continue to attract hospitality business nationally and internationally. Ibemere (2014) ascribes the growth of hospitality industry in Nigeria to the promulgation of National Tourism Policy whereby the Nigeria government allowed private participation in establishing hospitality business, citing a few examples of five stars that are privately owned. These include Sheraton, Hilton, Oriental Hotel and Eko Hotel and Suites and these are either multinationally or

indigenously owned hospitality establishments. Ajake (2015) asserts that the growth in the hospitality industry in Nigeria was occasioned by the influx of tourists from around the globe to the tourism destinations in Nigeria.

Furthermore, hospitality business is receiving a boost in Nigeria as the Internet has created an opportunity for its marketing activities to be conducted nationally and globally on 24 hours basis. The Internet Stats (2016) reports that Nigeria has 51% Internet penetration, which implies that about 97 million Nigerians have access to the Internet and the largest in Africa. However, Amoo (2016) observes that the Internet access is mostly by the millennials (those aged between 18 – 32) through mobiles and this segment of the population constitutes active labour force capable of providing market for the hospitality industry. Thus, a 'new market' is being created in addition to the global market for the hospitality industry using the Internet technology. Seth and Shervani (2014) observe that technology is a force that impact society and marketing. For instance, marketing is no longer done only by the traditional marketing practice of distribution of handbills and newsletters, radio, and television, but websites now constitute a technology for marketing communication (Seth and Shervani 2014; Loncaric and Radetic 2015). This is the foundation for the present digital marketing. Chaffey (2015) give a vivid definition of digital marketing as the application of technology to support marketing activities.

The Internet technology is a vital tool for digital marketing. Yannopoulos (2011) gives the importance of the Internet, stressing that it has changed virtually all dimensions of marketing such as marketing research, consumer behaviour, segmentation, relationship marketing, distribution, promotion, pricing and product management. Similarly, the Internet is critical to digital marketing as it provides tools such as the search engines (examples, Google, Bing and Yahoo) and social media platforms (Facebook, Twitter and Youtube) that enable information exchanges globally on 24 hourly basis. Lernardo (2014) observes that hotels that own websites achieve effective digital marketing because they can own their contents and if they are optimised through effective search engine marketing; optimal digital marketing could be achieved (Lernardo 2014 and Kivoswebmaters 2016). Thus, website is a tool for digital marketing and with effective digital marketing strategies such as search engine optimisation, social media and digital marketing analytics, hotels could gain effective digital marketing and profitability (Matikiti, Afolabi and Smith 2012; Qureshi 2014). The benefits of global presence and timelessness associated with digital marketing provided a strong motivation for adopting digital marketing by businesses, including hospitality industry all over the world (Musante, Bojanic and Zhang 2008).

Hotels are service-oriented requiring immense information for marketing to the potential customers. This might have accounted for why the hospitality industry started adopting marketing strategy (Ulhas 2007). From studies (Matikiti, Afolabi and Smith 2012), it was found out that the adoption of Internet marketing positively influences the profitability of hotels in South Africa and Nigeria because it offers the benefits of global presence, speed in communication 24 hourly and more cost-effective way of marketing. Presumably, hotels in Nigeria joined the rest of the world to adopt digital marketing for their products to leverage on its benefits. By 2010s, hotels in Nigeria have started building official websites to register their Internet presence and for the adoption of digital marketing, in addition to the services provided by Online Travelling agencies (OTAs) (Esien 2014).

With Internet presence by the Nigeria hotels, there is an indication that some form of digital marketing is being implemented as (Oyekunle 2009) observes that firms in Nigeria having websites are engaged in digital marketing. In addition, some empirical studies (Matikiti, Afolabi and Smith 2012) showed that hotels in Nigeria are making use of the Internet for marketing. This is to enhance customers' base and profitability. However, there is a dearth of empirical evidence on the extent to which Nigeria hotels implement digital marketing strategies to achieve marketing goals of customer acquisition and retention. The present study explored the extent Nigerian hotels are implementing digital marketing strategies by finding out about the search engine marketing, channels and digital marketing analytics that are adopted for marketing activities of the hotels.

## 2. Literature Review

Digital marketing is an evolving approach to marketing which has unique strategies not seen in the traditional marketing. These strategies are now shaping the way businesses are conducted in this ever-growing digital world. Solis (2020) is emphatic that there is digital transformation going on and that the future of marketing has little to do with marketing at least in the traditional sense, but strategies are implemented to get to know the peculiarity of the 'digital customers'. This is what digital marketing strategies attempt to address – to reach the digital customers. The so-called digital customers are persons (audience) that can interact, act, and transact across digital and social platform when and where it suits best and that could be reached through implementing digital strategies for the mutual benefits of the business and the customers (DeClerk 2015).

Generally, strategy is about crucial choices and decisions on a course of action. In marketing, and particularly, digital marketing, strategy permeates several aspects. Digital marketing strategy is needed for organisations to provide consistent direction for integrating digital marketing with marketing activities to achieve the business objectives (Chaffey et al. 2006). The different digital marketing strategy components are encapsulated by Chaffey et al. (2006) as follows:

'When reviewing options for Internet marketing strategy, it is also useful to keep in mind that Internet strategy involves much more than the narrow focus of a strategy to develop web site services. Although this is part of the Internet marketing strategy, marketers also examine broader issues of using the web, email and database strategically as communications and relationship-building tools must integrate with other marketing communications' (p. 154).

Thus, digital marketing strategy involves the development of websites and other digital tools such as email and database that would serve the business goals relating to customer acquisition, engagement, conversion and retention. To achieve these objectives digital marketing activities such as search engine marketing (for acquisition) and email marketing (to retain the customers) are required (Chaffey et al. 2006).

Furthermore, Hall (2014) asserts that in defining digital marketing strategies, there are two dimensions – the digital marketing goal and digital marketing channel strategies. To define digital marketing strategies, the starting point is to set the goal, for example if the company intends to increase traffic, reach or retention of customers. When this is done, five digital channel strategies including search engine optimisation (SEO), pay per click (PPC), social, content and email are required (Hall 2014). Although these strategies are basic to any digital marketing strategy, control strategy involving digital marketing analytics and management dashboards (Chaffey and Smith 2013) are required to obtain feedback on the performance of the digital strategy. Therefore, the key elements of the digital marketing strategies include search engine marketing, search engine optimisation, pay per click, social media, email and digital marketing analytics.

Search engine marketing (SEM) is basic to any digital marketing strategy of any organisation. Potential customers search for products and services using search engines such as the Google, Bing and Yahoo, thereby making search engine marketing an important digital marketing channel for customer acquisition (Chaffey and Smith 2013). Search engine marketing ensures visibility of a brand in search engines to rank high through organic search, which involves the following techniques (Chaffey and Smith 2013):

- Ensure your sites are included in the indexes of the main search
- Complete key phrase analysis to identify phrases relevant to your market.
- Start a search engine optimisation initiative. This may involve restructuring your site to make it more accessible to search engines and including relevant key phrases in the body copy, title tag and other page elements.
- Maximise quality links from and to different sites – run a link-building campaign.
- Review the relevance of pay per click advertising and trusted feeds and be sure to devote sufficient resources to deliver return on investment (ROI) (p. 378).

From the techniques outlined, search engine marketing involves two important techniques - organic and promoted channels. Search engine optimisation and pay per click channels are used to achieve organic and promoted results respectively.

Search engine optimisation plays two important roles that include customer acquisition and retention. This is achieved through a well-designed website that is user-friendly and provides contents that are highly ranked on the search engines (Stokes 2013). Search engine optimisation provides company's position on the search engines through natural or organic listings (Chaffey and Smith 2013). Therefore, with SEO potential customers are acquired without engaging in a paid advertising campaign (ad campaign). Good SEO ensures natural listing in the search results (SERPs) by the search engines, and this is the important role of SEO strategy.

Pay per click is a revenue model in paid search marketing or promoted search. The alternative is pay per impression (CPM). Pay per click is the online version of conventional advertising, where the cost on an online ad is only incurred when the ad is clicked on and the visitor is directed to the advertiser's website, while for CPM, the cost is incurred on a number (per a thousand) of impressions displayed (Chaffey and Smith 2013).

Social media marketing strategy is important for creating awareness and reach to the potential customers and in building community of loyal customers. Hall (2014) lends credence to the importance of social media marketing strategy for playing important role of expanding customer reach. However, Charlesworth (2015) warns that the reliance on the use of social media strategy to achieve marketing objective could lead to third-party control on the digital marketing, which is not a sound business principle. To optimise the use of social media strategy and minimise the control by the third-party platform, organisations build websites that incorporate the commonly used social media platforms such as Facebook, Twitter, Instagram, Youtube and LinkedIn (Charlesworth 2015).

Email marketing comes under the purview of permission-based marketing because the consent of the recipient of the email is sought previously. Email marketing both delivers electronic sales message and a medium for marketing messages, useful for enhancing customer relationships and retention (Charlesworth 2015). In addition, Chaffey and Smith (2013) argue that email marketing is a tool for converting potential customers using the opt-in house list, which also has the following advantages:

- Relatively low cost of fulfilment. The physical costs of e-mail are substantially less than direct mail.
- Direct response medium encourages immediate action. E-mail marketing encourages click-through to a website where the offer can be redeemed immediately, this increases the likelihood of an immediate, impulsive response.
- Faster campaign deployment. Leads times for producing creative and the whole campaign life cycle tends to be shorter than traditional media.
- Ease of personalisation. It is easier and cheaper to personalise e-mail than real physical 'snail' mail.
- Options for testing. It is relatively easy and cost effective to test different e-mail creative and messaging.
- Integration. Through combining e-mail marketing with other direct media, which can be personalised such as direct mail, mobile messaging or web personalisation, campaign response can be increased with the message reinforced by different media (pp. 444).

From these advantages, email marketing is strategic because it is cost-effective in terms of ad spend and speed. It can provide satisfactory user experience because it can be personalised and integrated with the company's website. This implies that hotels irrespective of size and resources could make use of email marketing because it is cheap, easy to set up and contents based on individuals existing and prospective customers could be created, as well as the email to be integrated with the main website. Integrating the email with the main website is capable of drawing customers to the website, thereby increasing visitors' traffic that could lead to eventual conversion, for instance booking a reservation in the hotel concerned.

Analytics play important role in digital marketing strategy because it is a technique to control and measure the performance of digital marketing campaigns. For digital marketing to be effective, the strategies and activities need to be continuously refined and optimised, to determine the trend in performance to avoid the risks of negative return on investment and branding. This can be achieved by web analytics tools of which Google Analytics has become commonly used (Clifton 2008). Beasley (2013) describes web analytics to be varied and are used severally to automatically measure how users interact with the website, which is vital to measuring success of the performance of the website in terms of the visits, views and conversions received. The common and relatively free tools that are used for digital marketing include Google Analytics, Facebook Insights and Twitter Analytics, stressing that with these tools traffics and other visitors' behaviours can be measured to determine the performance of digital marketing in the organisation (Patel 2014). Therefore, digital marketing analytics are vital part of any digital marketing strategies to keep track of the performance.

### 3. Methodology

The population for study involved 130 digital marketing personnel from the 60 hotels in Abuja that own official websites which are registered in the Nigerian online Business Directory ([www.businesslist.com.ng](http://www.businesslist.com.ng)) as at March 2019. The sample was made on purposive technique as this allows for the selection of only staff of the hotels involved in digital marketing (the staff that work with the company websites or the social media). Abuja is a metropolitan city and has the state-of-the-art in digital marketing in Nigeria. The use of purposive sampling permits the researcher to consider only the characteristics that are important to the study and these are only the hotels with websites to show evidence of some form of digital marketing and the hotels from a metropolitan city. Thus, the purposive sampling enabled the researcher to exercise judgement on the sample that best fit the study and the findings could be generalised on the target population as it is postulated (Saunders, Lewis and Thornhill 2015) that whereas the probability sampling enables statistical generalisation, findings from non-probability samples could be generalised though not on statistical grounds and could answer research questions about 'what' and 'how'. The question being answered in the present study is 'what digital marketing strategies do the hotels adopt in marketing activities; hence the choice of a non-probability sampling is considered relevant to the study. The instrument for data collection was a self-constructed questionnaire using Google Form and administered online to the sample. Google Forms is one application that fit appropriately to online surveys. With Google Forms applications, varieties of question types and control of responses are now possible. Google form is a free Google application that is used for a variety of activities such as planning and managing events, collecting email address; for newsletters, class quizzes and surveys (Google, 2016). With Google forms, different question types could be constructed including short answer, multiple choice, checkbox, dropdowns and linear scales and any question could be made 'required' where responses must be given. When the survey is constructed using Google Forms, responses are collected automatically in either Individual responses or into forms (like Excel forms) in the Google Drive and analysis in percentages and charts are given (Google 2016).

For the present study, Google Forms was used to construct the question items which took the form of short answers where the short responses are required to be written down, multiple choice questions that required only one choice responses and the grid scale for Likert scales. In constructing the questionnaire, question items were made 'required' (with an asterisk shown by the items) to ensure that the respondents do not omit the questions, while responding to the questionnaire.

The questionnaire was pilot tested using a similar smaller sample made of 18 respondents drawn from Abuja but were excluded from the main study. Using Cronbach's alpha technique, the alpha calculated yielded 0.86. The data generated for the study was analysed using Statistical Packages for Social Sciences (SPSS). Descriptive statistics was employed for the analysis of data generated. Data was presented in tables and graphics where frequencies, percentages, mean and Chi-Square were presented and analysed accordingly.

The questionnaire responses were coded in numerical value to yield the ordinal data for use in the SPSS. The scale used has the following numerical values:

1	Never	- 1
	Rarely	- 2
	Sometimes	- 3
	Often	- 4
	Always	- 5
2.	Strongly Disagree	- 5
	Disagree	- 4
	Undecided	- 3
	Agree	- 2
	Strongly Agree	- 1

However, in some cases, negative statements were assigned numerical value in reversed order, with 5 and 1 represent the two dichotomies of strongly agree and disagree respectively.

As guides to reaching a decision, the items of strategies that corresponds with the 'mean' of 3.50 or more is regarded as high adoption, those between 1.50 and 3.49 are low adoption and the item statements less than the mean of 1.50 is regarded as no adoption. In testing the hypothesis, the level of confidence is 5% (0.05 probability). Therefore, the null hypothesis with a given data set, which receives the computed (Chi-Square ( $X^2$ )) that is equal or greater than the probability value ( $p \geq 0.05$ ) is rejected.

### 3.1. Research Questions

Three research questions were posed to guide the research, including:

1. What search engine marketing strategies are adopted by the hotels in Abuja?
2. What are the digital marketing channel strategies adopted by the hotels in Abuja?
3. What are digital marketing analytics adopted by the hotels in Abuja?

### 3.2. Hypothesis

1. The size of hospitality industry does not influence the adoption of digital marketing strategies

## 3. Results

The data was generated online through Google Forms and collect in Google Drive for a period of one month. The online questionnaire was administered on the sample of 130 subjects and 101 respondents submitted duly completed questionnaire and the data presented in tables and analysed as shown:

Digital Marketing Strategies Adopted	Frequencies					Mean	Findings
	Never	Rarely	Sometimes	Often	Always		
Search Engine Marketing Search Engine Optimisation (SEO)	46	5	13	21	16	2.56	Low Adoption
Pay Per Click (PPC)	46	3	7	15	30	2.80	Low Adoption
Pay Per Impression (CPM)	43	5	8	15	30	2.84	Low Adoption
Channel Strategies Email marketing	3	11	10	15	62	4.21	High Adoption
Social Media marketing	2	13	8	18	60	4.20	High Adoption
Digital marketing analytics Google Analytics	47	1	11	6	36	2.84	Low Adoption
Others	80	20	1	0	0	1.22	No Adoption

*Table 1: Digital Marketing Strategies Adopted by the Hospitality Industry*  
Source: Researcher (2019)

Table 1 presents data that answer the three research questions on the digital marketing strategies adopted by the hotels. The table shows the 'frequencies' and the 'mean' for the extent of the adoption on each strategy. The results show that only two digital marketing strategies were highly adopted - Email marketing with the calculated 'mean' of (4.21) and social media-marketing (4.20) showing that these strategies are highly adopted. The remaining four strategies (search engine optimisation, pay per click, pay per impressions and digital marketing analytics) fell under low adoption and there is no adoption for digital marketing analytics. The adoption of these strategies is important to achieve the digital marketing objectives with certain strategies fitting best in achieving the respective objectives. For instance, to achieve the objective of brand awareness, a combination of search engine marketing and social media is considered the fittest, while e-mail marketing and social media marketing could also fit in customer relationship management and community building (Chaffey 2015; Doherty 2013). This implies that with only two strategies highly adopted (social media marketing and email marketing), the hotels are unlikely to achieve the major digital marketing objectives relating to customer conversion (middle of funnel objective), which could best be achieved by strategies such as search engine marketing and pay per click and a combination of other strategies (Chaffey 2015; Doherty 2013).

	Never	Rarely	Sometimes	Often	Always				
<b>1. Search Engine Optimisation (SEO)</b>									
1 – 199	43	5	11	2	0	61	8	112.50	Reject
200 – 399	3	0	1	4	14	22			
400 and more	0	0	1	15	2	18			
<b>2. Pay Per Click</b>									
1 – 199	43	3	6	3	6	61	8	61.11	Reject
200 – 399	3	0	1	4	14	22			
400 and more	0	0	0	8	10	18			
<b>3. Pay Per Impressions</b>									
1 – 199	38	4	7	6	6	61	8	44.98	Reject
200 – 399	3	0	1	3	15	22			
400 and more	2	1	0	6	9	18			
<b>4. Email Marketing</b>									
1 – 199	3	11	10	11	26	61	8	26.16	Reject
200 – 399	0	0	0	3	19	22			
400 and more	0	0	0	1	17	18			
<b>5. Social Media Marketing</b>									
1 – 199	2	12	7	13	27	61	8	17.04	Reject
200 – 399	0	1	1	2	18	22			
400 and more	0	0	0	3	15	18			
<b>6. Digital Marketing Analytics</b>									
1 – 199	44	1	6	3	7	61	8	49.39	Reject
200 – 399	3	0	2	2	15	22			
400 and more	0	0	3	1	14	18			

Table 2: Influence of Size on the Performance of Digital Marketing Strategies

Source: Researcher (2019)

The data in table 2 is generated and presented to test the hypothesis at 0.05 level of significance and the degree of freedom of 8 with Chi-Square ( $X^2$ ) statistics. The  $X^2$  was calculated for each of the digital marketing strategies implemented by the hotels and compared with the critical value of  $X^2$  (15.51) and following the decision rule to reject the hypothesis if the computed  $X^2$  is greater or equal to the table (critical) value. The results presented in the table show that the  $X^2$  computed for each of the strategies is greater than the critical value of  $X^2$ . Therefore, the hypothesis is rejected regarding the digital marketing strategies of search engine optimization with  $X^2$  of 112.50, pay per click (61.11), pay per impressions (44.98) and email marketing (26.16). Social media marketing received  $X^2$  of 17.01 and digital marketing analytics recorded 49.39. The findings are consistent with the findings of some related studies. Maditinous, Chaatzoudes and Saigiannidies (2014) found that the size of the firm was a significant factor that influenced the implementation of e-marketing among various companies operating in Greece and offered explanation that the larger firms have more resources and can easily achieve economies of scale and scope. Similarly, the larger hotels (room facilities) tend to have more resources in terms of finance and facilities than the smaller ones, as has been supported by the findings of this study that the larger hotels tend to highly adopt digital marketing strategies than the smaller hotels in relation to the room capacity.

#### 4. Conclusions

This study sought to explore the extent of adoption of digital marketing strategies by the hotels in Abuja and it was found that social media and email marketing were highly performed as digital marketing strategies by the hotels. It was further found that size of the hotel is a significant factor that influenced the adoption of digital marketing strategies – the bigger hotels in terms of the room capacity, highly adopted more digital marketing strategies than the smaller hotels.

#### 5. Recommendations

- Hotels in Abuja should outsource digital marketing relating to search engine optimisation and digital marketing analytics to digital marketing agencies who are adequately trained to handle these aspects of digital marketing. This is to avoid huge expenditure on wholly adopting in-house resourcing for digital marketing team and to ensure effective management of the limited financial resources at their disposal.
- Management of hotels in Nigeria should finance participations at affordable digital marketing training and professional courses.
- Digital marketing educators should design affordable digital marketing training programmes and professional courses to enhance digital marketing skills for the hospitality industry in Nigeria.

## 6. References

- i. Ajake, A., O., (2015). Assessing the impacts of hospitality industry in Enugu city, Nigeria. *American Journal of Tourism Management*, 4(3). [online]. Available from: <http://article.sapub.org/10.5923.j.tourism.20150403.01.html> [Accessed 30 July 2016].
- ii. Amoo, T., (2016). *Nigeria's millennials hooked on TheNETng*. [online]. Available from: <http://thenet.ng/2016/05/nigerias-millennials-hooked-on-thenetng/> [Accessed 20 September 2016].
- iii. Beasley, M., ed., (2013). *Practical Web Analytics for User Experience*. Boston: Morgan Kaufmann.
- iv. Chaffey, D. and SMITH, P. R., (2013). *Emarketing Excellence*. 4<sup>th</sup> ed. Amsterdam: Routledge.
- v. Chaffey, D., (2015). *Definition of emarketing vs Internet marketing vs digital marketing*. [online]. Available from: <http://www.smartinsights.com/digital-marketing-strategy/online-marketing-mix/definitions-of-emarketing-vs-internet-vs-digital-marketing/> [Accessed 26 April 2016].
- vii. Chaffey, D., et al., (2006). *Internet marketing: strategy, implementation and practice*. Harlow: Pearson Education.
- viii. Charlesworth, A., (2015). *An Introduction to social media marketing*. New York, NY: Routledge.
- ix. Clifton, B., (2008). *Advanced Web Metrics with Google Analytics*. 3<sup>rd</sup> ed. Canada: Wiley Publishing, Inc.
- x. Declerck, J. P., (2015). *Why we are all digital customers*. [online]. Available from: <http://www.socialmediatoday.com/social-business/2015-04-19/why-we-are-all-digital-customers> [Accessed 30 June 2016].
- xi. Dlodlo, N., and dhrup, M., (2013). Drivers of e-marketing adoption among small and medium enterprises (SMEs) and variations with age of business owners. *Medeterranean Journal of Social Sciences*. [online]. Available from: <http://www.mcser.org/journal/index.php/mjss/article/view/1576> [Accessed 1 May 2016]
- xii. Doherty, J., (2013). *Building your marketing funnel with Google analytics*. [online]. Available from: <https://moz.com/blog/building-your-marketing-funnel-with-google-analytics> [Accessed 30 July 2016].
- xiii. Essien, M., (2014). *Technology can boost Nigeria's tourism potentials*. *Daily Trust*. [online]. Available from <http://www.dailytrust.com.ng/weekly/index.php/magazine-cover/17172-technology-can-boost-nigeria-s-tourism-potentials-mark-essien> [Accessed 24 April 2016]
- xiv. Google, (2006). *Get answer fast*. [online]. Available from: <https://www.google.co.uk/forms/about/> [Accessed 30 August 2016].
- xv. Hall, H., (2014). *How do you define your digital marketing strategy? Econsultancy*. [online]. Available from <https://econsultancy.com/blog/64748-how-do-you-define-your-digital-marketing-strategy/> [Accessed 2 May 2016].
- xvi. Ibemere, E., (2014). *Hospitality business boosts Nigeria's economy*. [online]. Available from: <http://www.mynewswatchtimesng.com/hospitality-business-boosts-nigerias-economy/> [Accessed 26 April 2016]
- xvii. Jovago, (2015). *Why Nigeria's hotel flourishing hospitality industry is sustainable*. [online]. Available from: <https://travel.jumia.com/blog/ng/why-nigerias-flourishing-hospitality-industry-is-sustainable-370> [Accessed 17 July 2016].
- xviii. Kivoswebmasters, (2016). *Why does hotels need hotel websites?* [online]. Available from: <http://www.kivoswebmasters.com/hotel.php>. [Accessed 20 July 2016].
- xix. Kotler, P. T. and keller, K. L., (2012). *Marketing Management*. 14<sup>th</sup> ed. Harlow: Pearson Books.
- xx. Leonardo, (2014). *5 Reasons why every hotel should have its own website*. [online]. Available from: <http://blog.leonardo.com/5-reasons-why-every-hotel-should-have-its-own-website/> [Accessed 2 July 2016].
- xxi. Loncaric, D. and Raderic, N., (2015). The implementation of e-marketing in the hotel industry: the case of Istria County. *Journal of the Polytechnic of Rijaka*, 3(1). [online]. Available From: [http://hrcak.srce.hr/index.php?show=clanak&id\\_clanak\\_jezik=206058&lang=en](http://hrcak.srce.hr/index.php?show=clanak&id_clanak_jezik=206058&lang=en) [Accessed 2 May 2016]
- xxii. Maditinos, D., Chatzoudes, D. and Sarigiannides, L., (2014). Factors affecting e-business successful implementation. *International Journal of Commerce and Management*, 24(4), pp. 300 – 320.
- xxiii. Matikiti, R., Afolabi, B. and Smith, W., (2012). Empirical evidence on the usage of Internet marketing in the hospitality sector in an emerging economy and its relationship to profitability. *International Journal of Social Sciences and Humanities*, 4(1). [online]. Available from: [https://www.researchgate.net/publication/280633048\\_An\\_empirical\\_evidence\\_on\\_the\\_usage\\_of\\_internet\\_marketing\\_in\\_the\\_hospitality\\_sector\\_inn\\_an\\_emerging\\_economy\\_and\\_its\\_relationship\\_to\\_profitability](https://www.researchgate.net/publication/280633048_An_empirical_evidence_on_the_usage_of_internet_marketing_in_the_hospitality_sector_inn_an_emerging_economy_and_its_relationship_to_profitability) [Access 26 April 2016].
- xxiv. Musante, M.D., Bojanic, D.C. and Jian (Jane) Zhang, (2009). An evaluation of hotel website attribute utilization and effectiveness by hotel class. *Journal of Vacation Marketing*, 15(3), pp. 203-215.
- xxv. Oyekunle, R. A., (2009). *Differences in websites: current state of Nigeria firms*. [online]. Available from: <http://unilorin.edu.ng/publications/oyekunle/Differences20inwebsites20The20current%20state%20of%20Nigerian%20firms.pdf> [Accessed 22 April 2016]
- xxvi. Patel, D., (2014). *How can I integrate Twitter analytics with Google analytics? I have looked at Hootsuite and a couple of other services. But I was wondering if there is another way of pulling in 'Twitter analytics into Google analytics'*. [online]. Available from: <https://www.quora.com/How-can-I-integrate-Twitter-Analytics-with-Google-Analytics-I-have-looked-at-Hootsuite-and-a-couple-of-other-services-But-I-was-wondering-if-there-is-another-way-of-pulling-in-Twitter-Analytics-data-into-Google-Analytics> [Accessed 30 June 2016].

- xxvii. Qureshi, S., (2014). *What digital marketing tool to use and when*. [online]. Available from: [http://www.huffingtonpost.com/sajeel-qureshi/what-digital-marketing-to\\_b\\_5530675.html](http://www.huffingtonpost.com/sajeel-qureshi/what-digital-marketing-to_b_5530675.html) Accessed 2 May 2016].
- xxviii. Saunders, M., Lewis, P. and Thornhill, A., (2015). *Research methods for business students*. 6th ed. Harlow, England: Pearson
- xxix. Seth, J. N. and Shervani, T. A., (2014). *Impact of technology on marketing: the past and the present*. [online]. Available from: <https://www.researchgate.net/publication/238771531> [Accessed 20 April 2016].
- xxx. Solis, B. (2020). The rise of digital Darwinism and the real-world business drivers for digital transformation. [Online]. Available from: <https://www.briansolis.com/2020/08/the-rise-of-digital-darwinism-and-the-real-world-business-drivers-for-digital-transformation/>
- xxxi. Stokes, R., (2013). *Emarketing: Essential guide in marketing in a digital world*. [online]. Available from: [https://www.redandyellow.co.za/wp-content/uploads/emarketing\\_textbook\\_download.pdf](https://www.redandyellow.co.za/wp-content/uploads/emarketing_textbook_download.pdf) [Access 24 April 2016].
- xxxii. The Chartered Institute of Marketing, (2016). *Who we are and our vision for marketing*. [online]. Available from: <http://www.cim.co.uk/more/getin2marketing/what-is-marketing/> [Accessed 24 April 2016].
- xxxiii. Ulhas, J., (2007). *Adoption and non-adoption: profiling Internet usage among tourists to New Zealand*. [online]. Available from: <http://researchcommons.waikato.ac.nz/handle/10289/2620> [Accessed 22 April 2016].
- xxxiv. Varadarajan, R., (2010). Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises. *Journal of the Academic Marketing Science*. [online]. Available from: <http://link.springer.com/article/10.1007/s11747-009-0176-7#page-1> [Accessed 22 April 2016].
- xxxv. Worldometers, (2016). *Countries in the world by population (2016)*. [online]. Available from: <http://www.worldometers.info/world-population/population-by-country/> [Accessed 3 July 2016].
- xxxvi. Yannopoulos, P., (2011). Impact of the Internet on marketing strategy formulation. *International Journal of Business and Social Sciences*. [online]. Available from: <http://connection.ebscohost.com/c/articles/66726527/impact-internet-marketing-strategy-formulation> [Accessed 24 April 2016].
- xxxvii. Yasnin, A., Tasneem, S., and Fatema, K. (2015). Effectiveness of digital marketing in the challenging age: an empirical study. *International Journal of Management and Administration*, 1(5). [online]. Available from: <http://researchleap.com/wp-content/uploads/2015/04/6.-Effectiveness-of-Digital-Marketing-in-the-Challenging-Age-An-Empirical-Study1.pdf> [Accessed 26 April 2016].