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The Impact Of Digital Marketing On Hospitality Industry Performance In Thailand During COVID-19: Eastern Economic Corridor

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Abstract

The impact of digital marketing on hospitality industry performance in the Eastern Economic Corridor (ECC), Thailand, during the COVID-19 pandemic. Thus, the research is mixed method and aimed to (1) analyze the influences of variables on digital marketing success that affect ECC hospitality industry efficiency and (2) create a digital marketing model that affects ECC hospitality industry efficiency. The sample included 420 hospitality entrepreneurs in Thailand's EEC. The findings of the investigation demonstrated that Firstly, qualitative study shows that the EEC hospitality business is ready to expand the digital market. Digital marketing paradigm, platform, and strategy encouraged data sharing. Business owners were delighted with the EEC's digital marketing channels' influence on the hospitality industry. Secondly, the quantitative research, the findings on the paths of information quality, system quality, and service quality were attitudes towards perceived usefulness and entrepreneurial satisfaction, then digital marketing strategy and perceived usefulness were attitudes towards entrepreneurial satisfaction, and entrepreneurial satisfaction was towards the hospitality industry's performance. Thirdly, the Chi-square value was 58.09 and the degrees of freedom (DF) were 54, as determined by the model analysis of the digital marketing causal association. Chi-square was 0.330, but relative Chi-square (CMIN/DF) was 1.074. GFI = 0.987; corrected GFI = 0.944. In addition, the Root mean square residual was 0.067 and the approximation error was 0.013. In addition, the CFI was 0.999 and the Tucker-Lewis index was 0.997. Overall, the normed fit index was 0.988. In conclusion, the information system development through digital marketing consisted of information quality, system quality, and service quality that integrated all sectors, including the government institution supporting the hotel industry in ECC. In order to achieve the highest efficiency in the hotel industry, OTA's dealers additionally generated trade information via effective digital marketing, in accordance with business owners' digital marketing strategic competence.

Keywords: Digital Marketing, Trad Information, Strategic Digital Marketing, Hospitality.

1. Introduction

Thailand is one of the world's best travel destinations. Particularly, Pattaya is regarded as the most spectacular tourist destination in Thailand, which generates a substantial amount of revenue for Thailand and is well-known worldwide. In addition, Pattaya is situated in the Eastern Economic Corridor (EEC), which aspires to develop a world-class economic zone in the highest-revenue tourism industry. Similarly, wealthy, medical, and wellness tourism have the potential to become the new growth engine driving Thailand's economy. Regarding core technology and innovation, the digital economy base system aims to enhance the hospitality industry's commercial competitiveness. In other words, the hotel business is driven by innovation, creativity, and technology. Therefore, entrepreneurs in the travel sector must adapt and evolve in reaction

to the industry's dynamics. The hotel business (Lankam, 2021) (hotels, resorts, and guesthouses) connected to the tourism industry accounts for the majority of the country's gross domestic product. In spite of this, the tourism and hotel industries were in a recession from 2020 to 2021 due to the impact of the Covid19 pandemic on international tourism. Importantly, because of the COVID-19 pandemic, the development of affluent, medical, and wellness tourism was severely hampered and needed to be recovered. In addition, the marketing analysis of the hotel industry sector revealed that it was based on the digital economy that was considered in the digital marketing plan and corresponded with the digital native consumer behavior. Therefore, the research of the primary digital marketing model for the hotel industry, which was essential as the model for the recovering hotel and tourism industries.

In addition, digital marketing is the primary factor driving the hotel industry based on the principles of the digital economy, namely consumer behavior, the online product category system, and the innovation of hybrid marketing including offline and online in each digital media or the digital marketing business platform. Consequently, the development of the concept of the digital business marketing platform is a response to the unpredictability of customer demand resulting from globalization's relationship to technology progress. In addition, entrepreneurs must develop the skills and competences of digital technology entrepreneurship in order to change and improve their competitiveness, particularly entrepreneurs in the wellness tourism industry. Consequently, relevant marketing data and technical application are crucial to this investigation. The influence of digital marketing on the performance of the hospitality industry in the ECC was designed as a model for the future development of other national industries.

2. Literature Review

With the development of business information systems in e-commerce, it is crucial that the marketing platform facilitate the growth of digital commerce. Based on DeLone and McLean's IS success model, (DeLone and McLean, 2004) demonstrated that the development model intended to measure the success of the information system for digital commerce via the marketing platform (DeLone and McLean, 2003). In addition, it was discovered that other aspects were associated, and this model was viewed as a research gap that could be filled by adjusting it to fit the information system competencies for digital commerce via the marketing platform.

The Information System for The Commerce via The Digital Marketing

Described online marketing (Bilgihan, A. & Bujisic, M., 2015) as the process of management that intended to make the hotel's products and services well-known and wanted via the internet, a modern fast media. Customers got information and accommodation reservations easily. Similarly, the internet proved an excellent way to give hotel information to target customers. (Juste, B., Palacios, L., and Redondo P., 2012) noted that website quality was a crucial online marketing performance component. The website requires high-quality graphics, easy access, fast processing, and simple payment. It's consistent with (Hila Ludin, I. H. b., & Cheng, b. L., 2014), who found the "blog" was related to the online marketing of the hotel business, noting the bloggers' expertise, knowledge, and in-depth recommendations during activities. Online Travel Agency (OTA) was appropriate for the hotel business because the hotels were well-known, according to (Galliers, Shin, Ryoo, J.-H., and Kim, 2012). Also, hotels were allowed to offer hotel rooms and buyers could see room pictures and other information, which influenced travelers to stay at the hotel.

The Information Quality, The System Quality, and The Service Quality

(DeLone and McLean, 2004) examined information quality components to evaluate digital media content affecting perceived usefulness and satisfaction since product presentation was to draw attention in products and services. Successful websites or online reservations require easy-to-understand, complete, and accurate information. The system's quality saved the target client money on digital marketing. It induced clients to adopt online buying channels based on perceived usefulness and marketing system satisfaction (DeLone and Mclean, 2004). The system's quality was its usability, availability, security, and response speed. Service quality is an element in developing digital marketing. It intended to notify consumers about the marketing information system's service quality. It was vital for utility and client pleasure. Also, marketing service quality lacked client expectations. Reliability, responsiveness, and customisation were service qualities (DeLone and McLean, 2004).

Perceived Usefulness

Proposed perceived usefulness (Davis, 1989) as the model for technology acceptance. (Similarly, Seddon and Kiew, 1996) identified system quality and information quality as the most important determinants of perceived usefulness. In addition, (Rai et al., 2002) added an additional aspect, the Seddon model that established perceived usefulness in relation to satisfaction. Specifically, the predicted factor in the relevant information system was perceived utility. It was also the process of boosting perceived quality via the digital platform company that increased the hotel industry's work efficiency, customer contentment, and performance.

The Digital Marketing Strategy

Digital marketing integrates tools and technology to help corporate operations, according to (Michaelidou, Siamagka, and Christodoulides, 2011). Digital marketing was the key to entrepreneurial happiness with marketing information, which drove business profit. Building a business-customer relationship is congruent with marketing goals and technology advancement. (Day, 2011) also noted that adding the customer perspective to marketing material was in accordance with digital marketing performance. The literature research found that the hotel industry's digital marketing approach focuses on modern marketing communication, marketing content generation, online marketing influencers, and online reputation management.

The Entrepreneurial Satisfaction

Entrepreneurial satisfaction affects strategic digital marketing, trade information systems via digital marketing, digital marketing channel expectations for each industry, and marketing information systems (Bilgihan, A., & Bujisic , M., 2015). The performance of the digital marketing channel was crucial for entrepreneurial satisfaction via digital marketing information and strategic digital marketing because the information indicated the competitive situation with the high-competency entrepreneur via the information system and strategic digital marketing. Digital marketing and information marketing employed in the entrepreneur's perceived usefulness technique altered the industry's marketing management experience. It's a critical indicator of the company's present and future performance.

The Industry Performance

(Horst, Theleff, J., R., & Perez-Lare, F.J., 2019) showed that the hotel industry's business performance was the consequence of methodical procedures targeted at achieving the industry's business objective. Worthiness was the main reason for digital marketing based on the information system and strategic digital marketing. Also, it was the fundamental process to construct recognized usefulness and entrepreneurial pleasure according to the hotel industry's performance marketing: marketing capability, technology, and integration.

Literature analysis found that the hotel industry's trade information system lacked

digital marketing methods. It built a digital marketing channel into OTA (Online Travel Agency) in the hotel industry via the platform business, boosting industry competitiveness.

3. Research Methodology

3.1 Quantitative Approach

3.1.1 Participant and Sampling of the Study
This study included 1,464 Eastern Thailand hotel entrepreneurs. 78 from Chachoengsao, 1,046 from Chonburi, 340 from Rayong (Tourism Authority of Thailand, 2022). The sample size, 306, was determined by (Krejcie and Morgan, 1970). On the basis of (Schumacker & Lomax, 1996) and (Hair, Anderson, Tatham & Black, 1998). (Similarly, Hair et al., 2006) said the sample size was 10-20 per variable. For sample size, the researcher used the study's 21 variables. This study used a sample size of 420 for one in twenty samples. To get the sample size, Multi-Stage Sampling was utilized to examine probability sampling. In other words, the researcher utilized stratified and simple random sampling in this investigation. Employing these methodologies, 420 hotel entrepreneurs from 22 in Chachoengsao, 300 in Chonburi, and 98 in Rayong were sampled. Before doing the study, the researcher reviewed these approaches to avoid bias.

3.1.2 Questionnaire Development
The researcher synthesized seven observable and latent factors to create the questionnaire for this investigation. The questionnaire was approved and validated by a panel of specialists, and the Index of Item Objective Congruence (IOC) scored 0.92 (from 0.6 to 1), which is a very strong reliability index. Both observable and latent Cronbach Alpha were.875. To collect empirical data, questionnaires were sent by email and phone. 90% of questionnaires were returned. The researcher checked the surveys' completeness. The researcher also entered statistical data into
3.3 Conceptual Framework
code. Data processing, cleansing, or scrubbing (Hair, J., Black, B., Babin, B., Anderson, & Tatham, 2006) was as follows: 1) Missing data investigation 2) Investigating z-score 3.0 outliers 3) Examining histogram normality 4) Test homoscedasticity using Levent, and 5) Test linearity. Also, the 420 data sets were already analyzed.

3.1.3 Statical Treatment
The researcher used descriptive, inferential, and structural equation modeling to evaluate and interpret the results (SEM). First, descriptive statistics were used to summarize data from the seven latent variables. Second, inferential statistics was used for quantitative analysis and evaluation. The data model fit was assessed using Maximum Likelihood (ML) to estimate direct and indirect influence weights.

3.2 Qualitative Approach

3.2.1 Participant and Sampling of the Study
According to a qualitative study methodology, nine entrepreneurs from the hotel business in Thailand's eastern region were selected by purposive sampling. They were hotel managers in the Eastern Economic Corridor, digital marketing specialist groups from the Eastern Economic tourist organization, and former hotel guests reserving hotel rooms through the digital marketing channel.

3.2.2 In-depth Interview and Focus Group Development
In this qualitative study involving the phenomenon, in-depth interviews and focus groups were done using qualitative research methods. Using the field note from the in-depth interview, the structured interview may be subdivided into seven aspects: information quality, service quality, system quality, strategic digital marketing, perceived utility, entrepreneurial satisfaction, and the efficiency of the hotel sector. In addition, the researcher transcribed the interview data in conjunction with the thematic analysis.

This research goals to identify the digital marketing model affecting the efficiency of the hospitality business in the Eastern Economic Corridor (ECC) countries or localities. Digital marketing includes literature evaluations and conceptual framework. Information system for commerce comprises of information quality, system quality, and service quality, according to (DeLone and McLean, 2004). Perceived utility (Seddon and Kiew, 1996), digital marketing strategy (Michaelidou, Siamagka, and Christodoulides, 2011), entrepreneurial satisfaction (Bilgihan and Bujisic, 2015), and hospitality industry performance are also important in digital marketing (Horst, Theleff, J., R., & Lare, P., F.J. ,2019).

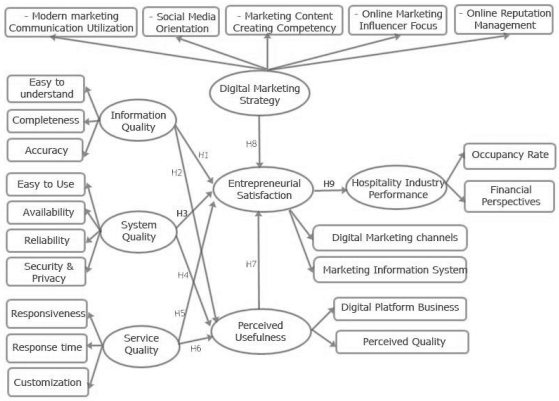

Figure 1 Conceptual Framework

4. Results

In this study, it was determined that the most influential aspects on the success of seven digital marketing campaigns were as follows: 1) Hotel industry marketing performance was high ($\overline{x}$ = 4.11), 2) Entrepreneurial satisfaction was high ($\overline{x}$ = 3.62), 3) Strategic digital marketing was high ($\overline{x}$ = 3.57), 4) Perceived usefulness was high ($\overline{x}$ = 3.54), 5) Service quality was high ($\overline{x}$ = 3.52), 6) Information quality was high ($\overline{x}$ = 3.51), and 7) System quality was moderate ($\overline{x}$ = 3.43).

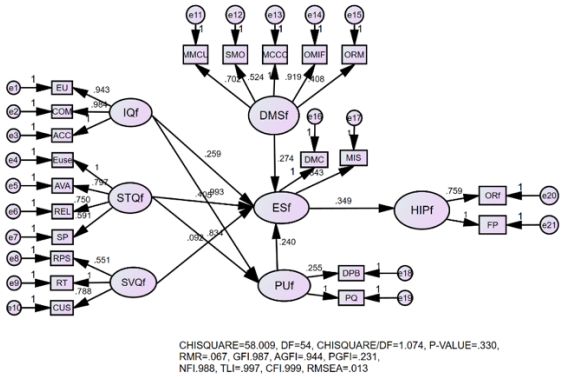

Figure 2 The Structural Equation Modeling

Table 1 Evaluating the Data-Model Fit

Evaluating the Data-Model Fit	Sign	Criteria Reference	Result	Interpretation
Chi-square Probability Level	CMIN-p	p > 0.05	0.330	Pass
Relative Chi-square	CMIN/df	< 2.00	1.074	Pass
Goodness of Fit Index	GFI	> 0.90	0.987	Pass
Root Mean Square Error of Approx.	RMSEA	< 0.05	0.013	Pass
Root Mean Square Residual	RMR	< 0.08	0.067	Pass
Adjusted Goodness of Fit Index	AGFI	> 0.90	0.944	Pass
Normed Fit Index	NFI	> 0.90	0.988	Pass
Tucker-Lewis Index	TLI	> 0.95	0.997	Pass
Comparative Fit Index	CFI	> 0.90	0.999	Pass

Figures 2 and Table 1 showed the improved model's accuracy to see if it illustrated the factor. The empirical model and prototype model discovered 8 pathways based on evaluation criteria. It found Chi-square to be 58.009 and DF to be 54. Relative Chi-square (CMIN/DF) was 1.074 and Chi-square probability was 0.330. Adjusted goodness of fit index was 0.944. The root mean square residual was 0.067 and the approximation error was 0.013. The CFI was 0.999 and the Tucker-Lewis index was 0.997. The normed fit index is 0.988. Also, the conceptual framework model was correct enough to be accepted. The researcher also used the regression coefficient and normalized regression weights to assess each element.

Table 2 Standardized Regression Weights with the empirical model

Variable	Estimate Unstandardized	Estimate Standardized	R^2	S.E.	C.R.	p-value
ESf ¥ IQf	0.259	0.273	0.745	0.091	2.855	0.004***
PUf ¥ IQf	0.993	0.930	1.456	0.067	14.780	***
ESf ¥ STQf	0.405	0.419	0.745	0.091	4.454	***
PUf ¥ STQf	0.834	0.769	1.456	0.081	10.233	***
ESf ¥ SVQf	0.092	0.121	0.745	0.034	2.692	0.007***
ESf ¥ PUf	0.240	0.270	0.745	0.103	2.337	0.019***
ESf ¥ DMSf	0.274	0.311	0.745	0.053	5.223	***
HIPf ¥ ESf	0.349	0.328	0.047	0.078	4.454	***

Table 3 The direct influence, the indirect influence, and the total of the influence

Independent Variable (Predictor variable)	Dependent Variable								
	Entrepreneurial Satisfaction			Perceived Usefulness			Hospitality Industry Performance		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
Information Quality	0.259***	0.239	0.498	0.993***		0.993		0.714	0.174
System Quality	0.405***	0.200	0.605	0.834***		0.834		0.211	0.211
Service Quality	0.092***		0.092					0.032	0.032
Digital Marketing Strategy	0.274***		0.274					0.096	0.096
Perceived Usefulness	0.240***		0.240					0.084	0.084
Entrepreneurial Satisfaction							0.349**		0.349

R^2	0.745	1.456	0.047

In accordance shows in Table 2 and 3 with all eight pathways, the p-value or statistically significant difference was discovered to exist according to the results. In accordance with seven paths, there was a statistically significant difference at the level of 0.000, however only one path revealed a statistically significant difference at the level of 0.01. According to the examination of structural causal relationships using the regression coefficient and the correlation coefficient, there were eight differences that were statistically significant. It was discovered that the regression coefficients of each structural equation were accounted for in the structural causal relationship that was revised for the parsimonious model. It was as follows: The correlation between information quality and entrepreneurial happiness has a regression coefficient of 0.259. 2) The correlation between information quality and perceived usefulness was 0.993, according to the regression coefficient. The correlation between system quality and entrepreneurial satisfaction has a regression coefficient of 0.405%. The regression coefficient for the relationship between system quality and perceived usefulness was 0.834%. 5) The service quality-entrepreneurial satisfaction relationship showed a regression coefficient of 0.092. 6) The regression coefficient between perceived usefulness and entrepreneurial happiness was 0.240. The regression coefficient for the path of strategic digital marketing towards entrepreneurial satisfaction was 0.274, and the regression coefficient for the path of entrepreneurial satisfaction towards the labor efficiency of the hospitality sector performance was 0.349. With the exception of the sixth hypothesis, therefore, the outcomes of the hypothesis testing were compatible with the research hypothesis.

5. Discussion

According to the findings, the prototype model of digital marketing development for the hotel industry in the EEC aimed to boost innovation and potential into a new growth engine as follows:

1) According to structural causal link analysis, eight routes supported the research hypothesis. Information, system, and service quality directly influenced entrepreneurial satisfaction in the Eastern Economic Corridor hotel business (EEC). It showed the ability to produce information via digital marketing and the commercial information system's competence. This finding agrees with (Chen, J., Yen, D., Pornpriphet, W., & Widjaja, A., 2015), who said digital marketing drives e-commerce. Moreover, commercial innovation via the information system boosted sales (Gefen, D, Karahanna, E and Straub, D., 2003).

2) Only one path contradicted the research hypothesis based on perceived usefulness. Service excellence led to utility. However, the incomplete online distribution agency's representative hampered the digital business platform's service quality (OTA). The digital business's service quality was a disadvantage (Fang, Y.-H., Chiu, C.-M.., & Wang, E. T., 2011). OTA helped the hotel business expand its market via its website or app. It's compatible with qualitative research that attempts to grow EEC platform company (EEC).

3) (Horst, S.-O., Järventie-Thesleff, R., & Perez-Latre, F. J., 2019) argued that strategic digital marketing has a favorable direct influence on entrepreneurial happiness via the digital marketing model. Strategic digital marketing integration built content marketing, viral marketing, Online PR, mobile app marketing, and social media marketing. (Kim, C., Galliers, R. D., Shin, N., Ryoo, J.-H., & Kim, J., 2012) found that the quality, convenience, fast processing, and simple payment mechanism were vital to internet marketing on the website. According to (Molla and Licker, 2001), the key of strategic digital marketing was search engine optimization

(SEO) to introduce online marketing communication.

4) The causal model affecting work performance in the hotel industry in Eastern Economic Corridor (EEC) demonstrated the success of the digital market's information system for commerce on entrepreneurial satisfaction (Brown, I., & Jayakody, R., 2009). (Gehrels, S., Wienen, N., & Mendes, J., 2016) said digital marketing's integrated marketing mix strategy generates client value. This sort of marketing is distinct since the entrepreneur wanted to develop value and meet client needs in each area.

5) For the development of digital marketing channels in the hotel industry in Eastern Economic Corridor (EEC), it aimed to promote model-based decision making, maximum digital marketing efficiency, and digitalization and connectivity (EEC). In addition, company operations were divided into business units to promote and grow the vertical and horizon commercial networks, as indicated by (Neti, S., 2011). (Rai, S. S. Lang, and R. B., 2002). As a result, the hotel industry implemented concurrently to respond to consumer needs in accordance with economies of scope in Eastern Economic Corridor (EEC).

6) Eastern Economic Corridor's hotel industry has undergone a digital change (EEC). Competitive edge is crucial (Taiminen, H. M., & Karjaluoto , H., Rather , 2015). Digital transformation has been a top priority, not only to build the technological infrastructure but also to include the complete information digital marketing in accordance with strategic marketing. Digital revolution enhanced the hotel industry's potential in Eastern Economic Corridor (EEC) by building value perception towards satisfaction.

The EEC hotel industry's digital marketing development model was equally successful (DeLone and Mclean, 2003). The factor was tied to the system quality model's success model. The achievement evaluation system quality (Seddon & Kiew, 1996; Seddon, 1997) was in line with B2C e-commerce (Brown & Jayakody, 2009) as well.

6. Conclusion

This research aims to investigate the influences of variables on digital marketing success based on the digital marketing approach, one of the prominent theories illustrating digital marketing, the digital marketing strategy development process, the digital marketing strategy with marketing communication, the concept of the digital marketing channel on an online travel agency platform, and the concept of developing a digital marketing success model. Based on the business's digital platform of consumer behavior, the electronic transaction system, trade innovation via integrated online and offline marketing channels, and all digital marketing platforms, our findings indicate that digital marketing is a significant variable for promoting the hotel industry.

In conclusion, the expansion of digital marketing tries to meet consumers' unpredictable needs, which is vital for globalization due to the link between technology and innovation. Entrepreneurs, especially in health tourism, must strengthen their digital technology skills to accept and drive competition. The appropriate use of marketing information technology shows the value of this study's knowledge integration and digital marketing approaches. Modern technology and innovation of wealthy, medical, and wellness tourism are vital for adopting causal effects as a guideline in hotel entrepreneur business strategies and government policy to boost hotel industry competitiveness. Additionally, it is the model to which all other industrial groupings in Thailand should aspire.

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