

UNIVERSITY OF LJUBLJANA  
SCHOOL OF ECONOMICS AND BUSINESS

MASTER'S THESIS

**AN ANALYSIS OF SOCIAL MEDIA MARKETING FOR LUXURY  
HOTEL CHAINS: THE CASE OF INTERCONTINENTAL  
LJUBLJANA**

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# TABLE OF CONTENTS

<b>INTRODUCTION .....</b>	<b>1</b>
<b>1   Luxury fundamentals .....</b>	<b>2</b>
1.1   Luxury hotel market.....	3
1.2   Consumers' motives for visiting luxury hotels .....	4
1.3   Impact of image on consumer's choice of luxury hotels.....	6
1.4   Importance of hotel selection attributes before and after outbreak of Covid-19 .....	6
<b>2   SOCIAL MEDIA MARKETING IN HOSPITALITY AND TOURISM .....</b>	<b>8</b>
2.1   Social media usage among consumers and companies .....	8
2.2   Social media marketing in hospitality and tourism .....	11
2.3   Psychological and social motives of consumer behavior on social media .....	12
2.3.1   Psychological factors .....	13
2.3.2   Social factors .....	14
2.4   Marketing characteristics in social media creative content.....	16
2.5   Social media trends .....	19
<b>3   OVERVIEW OF INTERNATIONAL HOTELS GROUP.....</b>	<b>22</b>
3.1   InterContinental Ljubljana.....	22
3.1.1   Analysis of social media marketing of InterContinental Ljubljana.....	23
3.2   Bullseye analysis.....	25
<b>4   COMPETITORS' SOCIAL MEDIA ANALYSIS .....</b>	<b>26</b>
4.1   The Ritz Paris .....	26
4.2   Four Seasons London at Park Lane .....	28
4.3   Shangri-La Dubai.....	30
<b>5   EMPIRICAL ANALYSIS OF CONSUMER PERCEPTION OF SOCIAL      MEDIA PRACTICES .....</b>	<b>31</b>
5.1   Purpose, research objectives, and decision problem .....	31
5.2   Methodology .....	34
5.3   Analysis of results .....	35

5.3.1	Sample description .....	35
5.3.2	Descriptive statistics.....	35
5.3.3	Testing the hypotheses .....	39
<b>5.4</b>	<b>Interpretation of findings.....</b>	<b>42</b>
<b>5.5</b>	<b>Limitations of the research .....</b>	<b>43</b>
<b>6</b>	<b>RECOMMENDATIONS FOR INTERCONTINENTAL LJUBLJANA .....</b>	<b>44</b>
	<b>CONCLUSION.....</b>	<b>48</b>
	<b>REFERENCE LIST .....</b>	<b>49</b>
	<b>APPENDICES .....</b>	<b>57</b>

## LIST OF FIGURES

Figure 1:	Customer motives for luxury brands. ....	5
Figure 2:	Most popular social networks worldwide in October 2021, ranked by number of active users (in millions). ....	9
Figure 3:	Strategic measures scheme. ....	11
Figure 4:	Psychological factors.....	13
Figure 5:	Bullseye analysis of luxury hotels' social media. ....	26
Figure 6:	Market research problems, market research questions, and hypotheses. ....	32
Figure 7:	The most popular social media platforms. ....	36
Figure 8:	Likelihood of celebrating special occasions at luxury hotels.....	39
Figure 9:	Employee photo strategy. ....	45
Figure 10:	Brunch Duck & Waffle London.....	46
Figure 11:	Shangri-La Dubai. ....	46
Figure 12:	Anniversary package. ....	47
Figure 13:	Proposal.....	48

## LIST OF TABLES

Table 1:	Use of social media among generations. ....	9
Table 2:	Customer engagement motives with luxury brands on social media. ....	15
Table 3:	Social media analysis of InterContinental Ljubljana. ....	24
Table 4:	The Ritz Carlton Paris. ....	27
Table 5:	The Four Seasons London at Park Lane. ....	29
Table 6:	Shangri-La Dubai.....	30
Table 7:	Demographic profile of respondents. ....	35
Table 8:	Travel blogs, travel influencers, and travel profiles followed by respondents. ...	37

Table 9: Likelihood of attending hotel events.....	39
Table 10: Hypotheses results.....	42

## LIST OF APPENDICES

Appendix 1: Povzetek (summary in Slovene language).....	1
Appendix 2: Questionnaire .....	2
Appendix 3: SPSS analysis.....	5
Appendix 4: Excel table .....	18

## LIST OF ABBREVIATIONS

**SM** – social media

**SMM** – social media marketing

**UGC** – user-generated content



## INTRODUCTION

Social media has transformed marketing and its use is still growing (Femenia-Serra, Gretzel & Alzua-Sorzabal, 2022). Cambridge Dictionary (2022a) defines social media (hereafter: SM) as forms of media that allow people to communicate and share information using the internet or mobile phones. Hence, social media marketing (hereafter: SMM) is defined as methods for advertising products, services, or brands using the internet, by attracting the interest of groups of people who discuss them, make suggestions about them, etc. online (Cambridge Dictionary, 2022b).

As we live in a technologically advanced world, it is necessary for companies to have a strong presence offline and online. The benefit of social media marketing for a company is that it engages consumers and helps them decide whether to purchase its goods or services. A marketing strategy also helps establish and sustain demand, relevance, reputation, and competition (Emeritus, 2022). Interestingly, luxury hotels and tourism as an industry in general turned heavily to social media marketing. For some companies, social media are a source of profit, while for others they positively contribute to their brand image (Femenia-Serra, Gretzel & Alzua-Sorzabal, 2022).

Just years ago, social media marketing played a minor role in promoting hotels, but today it is one of the most effective tools (Kim, Lee & Han, 2022). Marketing and social media contribute to business success in many ways, including driving purchase intent, electronic word-of-mouth, immediate guest feedback, brand loyalty, and strengthening customer relationships. This leads to improved brand performance, brand awareness on social media, long-term customer loyalty, engagement, and brand equity (Bazi, Filieri & Gorton, 2020). With this in mind, it is important for hoteliers to improve marketing communications for the business and leisure segment in order to outdo their competitors and attract tourists through social media (Garrido-Moreno, Garcia Morales & Martin-Rojas, 2021). It is crucial to constantly evolve marketing strategies and adapt to the market. Being up-to-date in the world of constant development is the key to surviving in today's market and being more efficient than the competition (Femenia-Serra, Gretzel & Alzua-Sorzabal, 2022). Therefore, it is important for luxury hotels to build their own communities on social media as they contribute to achieving their goals.

The purpose of this master's thesis is to analyze the role of social media marketing in consumer behavior when selecting luxury hotel chains. The main goal is to increase engagement on social media for InterContinental Ljubljana by studying the interaction between social media marketing and consumer behavior. I am interested in the importance of various attributes and motivations when selecting luxury hotels as well as how they are introduced through social media marketing. Secondly, the goal is to design social media strategy for InterContinental Ljubljana by analyzing social media marketing and good practices of luxury hotel chains.

The first chapter synthesizes the existing literature on the luxury hotel market, the basics of luxury itself, consumer motives for luxury goods, and the evolution of the attributes for hotel selection before and after Covid. The second chapter deals with consumer behavior in social networks and the specifics of social media marketing in the tourism and hospitality industry. The third chapter offers a structured analysis of the social media marketing of InterContinental's competitors. The fourth chapter provides some background for the empirical analysis by introducing the International Hotels Group. The fifth chapter covers the empirical study on the role of social media marketing in consumer behavior when selecting luxury hotel chains. Finally, the recommendations for InterContinental and conclusions are presented.

## **1 LUXURY FUNDAMENTALS**

The intention of luxury brands is to offer high-quality products and services that seem to be rare and unique, with a sense of authenticity and heritage. In this way, a luxury brand represents a high level of symbolic and sentimental value that influences emotional and hedonistic values through experience (Tynan, McKechnie & Chhuon, 2010). The luxury boom is a social phenomenon that began to develop just over ten years ago. It is the result of an increase in high-income groups as well as middle- and low-income earners. According to research, there are differences in luxury perception among generations. For example, the main luxury consumers are Generation X who have a more positive perception of luxury than younger consumers. However, young adults are a rapidly growing segment of consuming luxury brands and they are persistent followers of luxury brands on social media (Bazi, Filieri & Gorton, 2020).

At the same time, the online environment began to develop, and social networks in particular became more popular. As people often associate their success with their lifestyle, a person's lifestyle and the way they are perceived by others on social media became more and more important, which led to an increase in the demand for luxury goods. Not only luxury goods, but also the demand for luxury hotels increased rapidly and became available to almost every segment. As luxury consumption is associated with high status, privilege, and superiority, consumers believe that luxury brands convey happiness and a sense of accomplishment. This is closely related to consumers' pursuit of status and wealth (Tingting, Cho & Wong, 2022). The authors Bazi, Filieri and Gorton (2020) highlight the main characteristics that describe why a luxury brand is different from others. This is also true for luxury hotels. Elitism portrays the brand as desirable to elite consumers at a higher social level. Elite consumers are assumed to have high intellectual abilities, special skills, and travel experience. They are influential and are likely to be wealthy and powerful individuals (Cambridge Dictionary, 2022a). For a brand to be elite, it is assumed that only the elite can belong to it. Nevertheless, in the early years, managers of luxury brands were cautious about social media because if anyone can interact with their brands, there is a risk of losing the perception of exclusivity



associated with luxury. Despite this problem, luxury brands began to build a strong presence on social media (Bazi, Filieri & Gorton, 2020).

Furthermore, Ott (2021) examined that the foundations on which the concept of luxury is based change over time. Today, luxury is determined by three pillars: time, space, and freedom. The combination of these elements creates a luxurious experience (Follows, 2017; Ott, 2021):

1. The term “time” is a complex one. Buying expensive items has always fulfilled dreams. The study showed that in a hectic and invasive society, people increasingly value time, rare moments, and extraordinary experiences.
2. Architecture and luxury interior design are examples of how space can affect a person’s life by constantly speaking to them and providing a sense of great luxury and comfort. It is crucial that the space gives guests the impression that they are in the right place (Lavallee, 2014). Guest room size has become smaller as it has become less important. Hotels are focusing more on creating an unforgettable experience that is supported by the room decor and the small details that give meaning to luxury.
3. Freedom is not a given, and travel depends on it as well. Freedom to travel is key to creating a luxurious experience. Luxury also means having the freedom to do what you wish, at any time and in any place.

## **1.1 Luxury hotel market**

As per Mordor Intelligence (2022), the luxury hotel market was valued at \$174.9 billion in 2020. The market is predicted to grow to \$238.49 billion by 2028 (Fortune Business Insights, 2021). Hence, it is estimated that in the 2021–2026 period, it will record a 4% increase in the rate of return.

The demand for luxury hotels varies depending on the hotel’s predispositions. The demand is impacted by factors such as location, size of the property, on-site amenities, and standards. The luxury hotel market depends on rising disposable income, short business and weekend stays of up to three days, the expansion of low-cost airlines, and so on. In addition, events, concerts, and sports events also play an important role in shaping the demand (Mordor Intelligence, 2022).

In 2021, it was recorded that the North American region is expected to lead the market, followed by Europe. The business hotel category is currently leading and is predicted to do so in the future. Lastly, the chain segment is leading the luxury hotel market with the following major players: Hyatt, Marriot, Belmond, Hilton, and Accor (Fortune Business Insight, 2021).

The luxury hotel market is very heterogeneous from one market to another. For this reason, I will focus on the major integrated luxury hotel chains, specifically IHG Hotels, Hyatt

Hotels, Marriott International, Belmond Hotels, and Emaar Hospitality Group. Later, I will compare hotel chains on a global scale. According to Holmes (2022), China is the largest luxury market with 40–45% of global luxury goods sales, followed by the Americas with about 21–23% and Europe with 16–18%. Suite hotels are the largest product segment with a 40% share and the largest application is Food & Beverage, followed by spa and other hotel services (Novak, 2017).

Owning a luxury car or visiting a five-star hotel was long considered a privilege reserved only for the elite. Today, luxury brands are accessible to the general public on a worldwide scale. Therefore, luxury used to be closely associated with exclusivity, but today these terms have different meanings on different levels. The hotel sector, like many other sectors, jumped on the wagon of the luxury express train. Competitors, ownership structures, and business models are emerging in the luxury market. Namely, boutiques and luxury collections are becoming privately owned by individuals, families, or companies through various ownership and management strategies (Godfrey, 2022). As a result, the younger generation is gradually moving away from the idea that luxury is limited to the most expensive products on the market and turning toward a definition of unique and authentic experiences (Ott, 2021).

Godfrey (2022) highlights the company Horwath HTL (Hotel, Tourism, and Leisure Consulting), which defines that luxury hotels are based on high value and price. On the other hand, the author also approaches the definition of “ultra-luxury” as “back to basics”. This term emphasizes the authenticity of a hotel, the establishment of a genuine personal relationship between the guest and employees, the importance of service excellence and personalization, as well as the uniqueness and authenticity offered by unusual interior design, and the use of renowned artists. Thus, improving the luxury services offered by a hotel is likely to attract more guests, increasing competition amongst players for new customers as well as regulars. In addition, key players’ investment strategies, such as mergers and acquisitions, are aimed at expanding their brand portfolios and thus their market share and visibility (Fortune Business Insight, 2021). One of the great examples is the Six Senses hotels, resorts, and spas that were recently acquired by InterContinental Hotel Group (IHG Hotels & Resorts, 2019).

## **1.2 Consumers’ motives for visiting luxury hotels**

In order to understand why people are increasingly consuming luxury goods, destinations, and hotels, we must first understand the consumer needs that have evolved over the past decade. Studies show that consumers have developed certain needs, such as being unique, pleasing, and standing out (Godfrey, 2022).

Some researchers believe that materialism is one of the main drivers for the consumption of luxury goods. For example, Vigneron and Johnson (2004) classify consumer motivations for luxury goods as motivations to be conspicuous, unique, social, hedonic, and perfectionist.

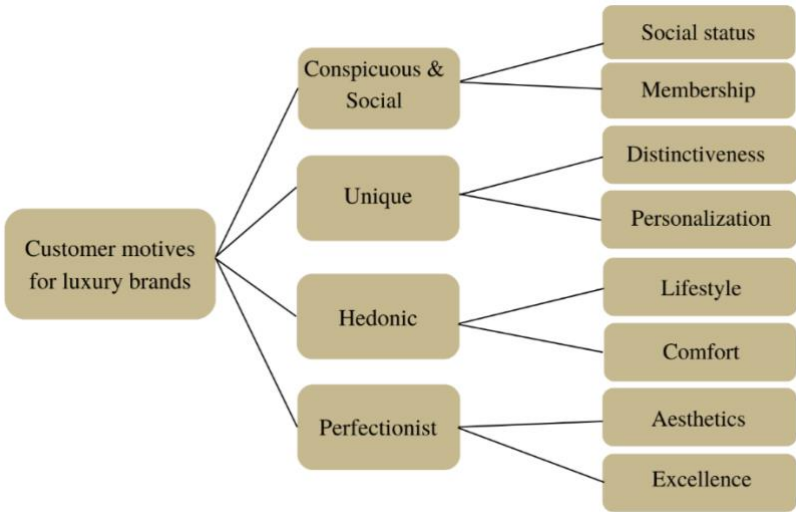
They label conspicuous and social consumers as highly materialistic, implying that this type of consumer is more likely to purchase luxury goods that reflect high social status. In addition, these consumers are more likely to choose brands that offer group memberships and loyalty cards (Hye Lee & Hwang, 2011).

Unique consumers perceive themselves as different from others and seek brands that are not accepted by the general public. This type of luxury consumer strives for the unavailability of products as it gives them a sense of uniqueness and difference. Luxury is associated with this type of consumer as not everyone can afford to be different, which is also due to the higher price (Wang, Wang, Peng & Wang, 2020). In order to stand out, these consumers are willing to buy luxury services, especially if they have a touch of uniqueness. Hence, if a luxury hotel is not accessible to every segment, this type of consumer will enjoy visiting it (Hye Lee & Hwang, 2011).

Holmqvist, Diaz Ruiz and Peñaloza (2021) found a positive relationship between hedonism and luxury. They show that people associate luxury with a hedonistic life to break their daily routine. Their focus is mainly on details such as amenities, artisan coffee, and other luxurious details that make consumers feel special and well-treated. In addition, the emotional pleasure from purchasing luxury products is related to hedonic types of consumers. Thus, consumption of luxury items and visiting luxury destinations, restaurants, and hotels provide hedonists with inner satisfaction and reward—enjoyment of life at the highest level (Hye Lee & Hwang, 2011).

On the other hand, perfectionists are consumers who strive to achieve the highest personal standards. This can be associated with buying luxury brands because there is a belief that a higher price guarantees a higher quality product (Vigneron & Johnson, 2004). Figure 1 below represents customer motives for luxury brands.

Figure 1: Customer motives for luxury brands



Sources: Holmqvist, Diaz Ruiz & Peñaloza (2021); Hye Lee & Hwang (2011).

### **1.3 Impact of image on consumer's choice of luxury hotels**

Image has become an increasingly important concept in consumer behavior. This can be traced back to the 1950s when travel agencies introduced brochures and people read about destinations in newspapers. This is how postcards evolved, as people wanted to see what the destination looked like without actually being there. Therefore, the image is the most important concept in today's tourism marketing, as it attracts the consumer's attention (Yu, Seo & Hyun, 2021).

Scientists agree that the image of luxury influences the retention of existing guests and the attraction of new guests. Consumer perceptions of hotel services are based in part on the visuals they receive from the hotels. In this way, the perception of hotel services, and consequently a positive or negative value, is created (Yu, Seo & Hyun, 2021; Han, 2012; Kim, Lee & Han, 2022).

Thus, we can argue that the cognitive perception of consumers is becoming more and more important in marketing. In addition, hotels must develop appropriate strategies to attract the consumers' attention and create a positive experience simply by looking at their image.

Scientists claim that consumers form an idea about a hotel based on images, which are associated with memories and feelings. Hence, the consumers may estimate the importance of the hotel based on their emotional response (Pelsmacker, Tilburg & Holthof, 2018).

### **1.4 Importance of hotel selection attributes before and after outbreak of Covid-19**

The recent pandemic forced numerous companies to temporarily close and has led to changes in all organizational structures. Covid-19 negatively impacted the majority of the European market, causing a loss of 1 billion euros per month (Mordor Intelligence, 2022). As a result, Covid-19 was one of the biggest challenges for businesses in the last century. The hospitality industry is among the ones that were hit the hardest, facing a global collapse in demand as well as changes in average daily room rates and revenues (Bonfati, Vigolo & Yfantidou, 2021).

Characteristics are changing and consumers are looking for different value-added services than they were before the pandemic. As consumers' needs change, their choice of hotel categories also changes as they perceive safety as an important attribute. Due to constant change, companies are forced to face challenges and constantly adapt to the market. Various factors, such as recession, health, and economic uncertainty, have led people to change their travel needs (Bonfati, Vigolo & Yfantidou, 2021).

For consumers to continue traveling, they must believe that their hotel stay poses a low health risk and a low likelihood of contracting Covid-19 (Peco Torres, Polo Peña & Frías-Jamilena, 2021). For this reason, luxury hotels are more determined than ever to restore

customer confidence in the safety of their accommodations, knowing that today's consumers are primarily concerned with prevention. The most important factors in hotel selection relate to the key features of hotel products and services that lead consumers to choose one hotel over another (Gössling, Scott & Hall, 2020). That being said, Kim and Han (2022) stated that a high degree of loyalty is key to the success of a firm, and the actual experience is therefore of equal importance. This indicates that the hoteliers should understand how the consumers perceive the importance of the attributes when they select the hotel as well as how the consumers assess the performance of their stay.

Guest satisfaction plays an important role in any luxury hotel and is based on subjective evaluation. This means that guests evaluate the experience based on their personal expectations of the service provided by the luxury hotel. Hoteliers are aware that the importance of the satisfaction level perceived by customers brings additional benefits. It is one of the most important indicators of whether a guest will return to the hotel, recommend it to friends, and write positive reviews (Gelati & Gelati, 2019). For this reason, a lot of research is done to find out what the guests' needs and expectations are, how hoteliers can achieve guest satisfaction, and how a hotel can stand out from the competition in meeting guest needs.

One must be aware that people can value the same service completely differently. The segments and cultural differences are of great importance here. For example, Hsieh and Tsai (2009) found that cultural differences can lead to different perceptions of service quality.

Accordingly, Kim and Han (2022) concluded that different perceptions of the important hotel selection attributes depend on the cultural background.

Nevertheless, Gelati and Gelati (2019) stated the most important attributes, before the Covid-19 outbreak, were:

- hotel facilities (reception, parking, cleanliness, comfort, elevators, Wi-Fi connection, tranquility, restaurant and bar, sports and wellness, transportation service, upgrade, amenities, etc.),
- budget (cost of the room and other services offered, in comparison to customer perception of the hotel),
- service (professionalism, employees' attitude, competencies, punctuality, reliability, etc.),
- location, and
- overall satisfaction.
- Similarly, Wang, Wang, Peng and Wang (2020) found differences in hotel selection among different segments of travelers by researching online reviews. The results revealed that business travelers, couples, families, friends, and solo travelers perceive that location, room features, cleanliness, and value are the most important criteria.

Next, Yu, Seo and Hyun (2021) examined consumer perceptions of hotel hygiene attributes during the Covid-19 outbreak. The authors identified that hygiene turns out to be a very important luxury fundamental, especially after the Covid-19 outbreak. The guests are the first to notice the cleanliness of hotel rooms, personal hygiene of staff, and restaurant hygiene as fundamental aspects of a hotel's cleanliness attribute. This indicates the relevance of their first impression of the hotel and shapes guest satisfaction, perceived quality of hotel services, and trust. Due to this fact, they are more likely to choose a five-star hotel as it is perceived as following high standards. That is why it is important to develop a strong social media presence to increase awareness (Wang, Wang, Peng & Wang, 2020; Gelati & Gelati, 2019).

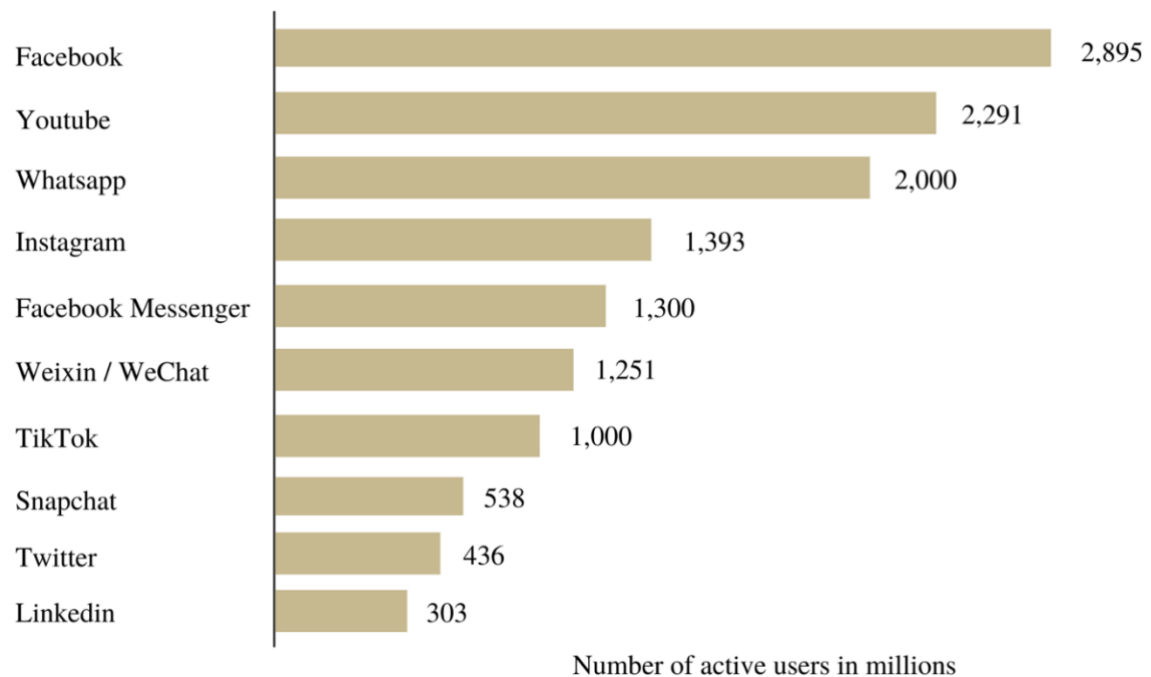
Hence, hotel selection attributes were reinvented during the coronavirus pandemic, and the key attributes that customers perceive as most important about hotel selection have changed. In addition, numerous studies have shown that the focus on the main business operations departments in hotels has increased due to Covid-19 (Yu, Seo & Hyun, 2021).

## **2 SOCIAL MEDIA MARKETING IN HOSPITALITY AND TOURISM**

### **2.1 Social media usage among consumers and companies**

In Figure 2 below, the most popular social networks are presented by Statista (2021). Facebook is the most popular social media platform and was the first platform to exceed one billion registered user accounts. Facebook, WhatsApp, Facebook Messenger, and Instagram are the dominant social media platforms. Each platform records more than one billion monthly active users. In October 2021, Facebook had more than 2.89 million monthly users. However, it is important for a business to figure out which platforms are right for its brand. Not all leading platforms are suitable for every business. TikTok and Snapchat, for example, are hardly used by luxury hotel chains. WhatsApp is a platform designed for conversation and sharing daily stories. Therefore, Facebook and Instagram are usually the leading platforms for corporate use.

Figure 2: Most popular social networks worldwide in October 2021, ranked by number of active users (in millions)



Source: Statista (2021).

According to Dollarhide and Drury (2021), 2.96 billion people are estimated to have used social media in 2020. Later, due to the lockdown, people spent more time on social media, leading to an increase in October 2021 when more than 4.5 billion people used social media for a variety of reasons. The main reason for businesses to use social media is to share practical information, ideas, and thoughts with the wider population.

Nowadays, social networks are used by all generations, including the elderly. It is important to understand the needs of the various generations. Using scientific and online articles by Bento, Martinez and Martinez (2018), Berezan, Krishen, Agarwal and Kachroo (2018), and Parry (2021), Table 1 was created to identify the generations on social networks:

Table 1: Use of social media among generations

Generation	Age	Percentage of population that uses social media	Motives for using social media	Suggestions for companies
Gen Z	18–24	66%	Prefer gamified platforms, e.g., Instagram, YouTube, TikTok, and Snapchat; 76% engage with brands and companies;	Improve awareness by creating polls, quizzes, etc.; Optimize profile;

Tables continues

*Table 2: Use of social media among generations (cont.)*

Generation	Age	Percentage of population that uses social media	Motives for using social media	Suggestions for companies
			78% learn about new brands; 64% want personalized experiences; 61% want companies to get to know them better based on their interests in posts; 58% use social media for customer service; 35% express their love for the brand.	Improve response time; Create inclusive content; Up to date with the latest trends; Partner with celebrities.
Millennials	25–39	72%	75% say that social media enables them to communicate with brands and companies; 60% for customer service by private message or reviews; 61% to communicate with friends and family; 51% use social media out of boredom; 47% for following news and trends.	Create a strong brand community; Create a customer service chatbot; Sustainability and brand value.
Generation X	40–59	52%	Prefer Facebook and YouTube; 56% learn about new products; Their trust is hard to earn; 37% for customer service; Ready to pay more for the brands they trust on social media.	Create educational content; Provide exceptional customer care.
Baby Boomers	60–76	40%	Slower to adapt to social media; They prefer Facebook; 73% to stay connected to friends and family; 53% out of boredom; Only 20% purchase directly from social media.	Tailor-made platform; Differentiate content.

*Sources: Bento, Martinez & Martinez (2018); Berezan, Krishen, Agarwal & Kachroo (2018); Parry (2021).*



Table 1 presents that people use social networks to connect with businesses and follow their posts. The largest percentage of Generation Z is on social media to learn about new brands and their offer. Many people use social networks for customer service, especially millennials. Further on, the generation that needs the most innovative content is Generation Z, which is also the second largest group of users of social networks, following millennials. Generation X, characterized by having the highest standards, is the most difficult generation to gain trust from. However, they are willing to pay more for the brand they love.

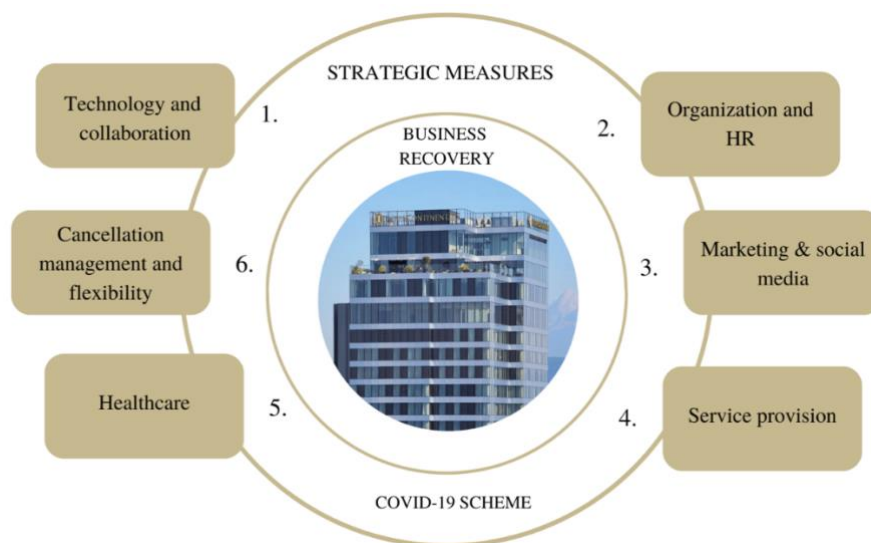
Baby boomers are the smallest audience on social media, with only 20% of this generation shopping directly online.

## 2.2 Social media marketing in hospitality and tourism

Hotel social media marketing is evolving at a rapid pace, especially in the pandemic and post-pandemic era (Femenia-Serra, Gretzel & Alzua-Sorzabal, 2022). The pandemic led to the development of social media marketing as it became the most cost-effective method to promote hotels (Garrido-Moreno, Garcia Morales & Martin-Rojas, 2021). Therefore, marketing and social media contribute to business success in many ways, including driving purchase intent, electronic word-of-mouth, immediate guest feedback, brand loyalty, and strengthening customer relationships. This leads to improved brand performance, brand awareness, long-term customer loyalty, and brand equity (Bazi, Filieri & Gorton, 2020).

Hence, the new scenario requires hotels to adapt to the new policies and circumstances. Among strategic measures, Garrido-Moreno, Garcia Morales and Martin-Rojas (2021) identified the main fields that need to be developed. Based on that, the strategic measures scheme for InterContinental Ljubljana was developed and is displayed in Figure 3.

*Figure 3: Strategic measures scheme*



*Source: Garrido-Moreno, Garcia Morales & Martin-Rojas (2021).*

There are six main strategic measures shown in Figure 2 above: technology and collaboration, cancellation management and flexibility, healthcare, organization and HR, marketing and social media, and service provision.

By developing innovative communication approaches, luxury hotels are building trust with their customers. They tend to inform customers about the protective measures the hotel is taking to ensure a safe environment (Hao, Xiao & Chon, 2021). In addition, targeting new segments and communicating with customers are two main strategies that seem to be successful. During the pandemic, it was also important to build a strong network with other players in the sector (such as tour operators, airlines, or local agencies) to develop joint marketing initiatives and share information that proved effective during the pandemic and developed cross-tourism communication (Garrido-Moreno, Garcia Morales & Martin-Rojas, 2021).

Furthermore, social media marketing is key to attracting customers on a global scale. Just years ago, social media played a minor role in promoting hotels, but today it is one of the most effective tools (Kim & Han, 2022). When it comes to marketing, most luxury hotel chains focus mainly on the business travel segment. This is because, despite the pandemic, this segment continues to travel mainly for their business commitments. However, many events and business trips were canceled due to the pandemic, resulting in the cancellation of many business trips. On the other hand, the pandemic has taken its toll on travelers and many are seeking time off from their daily routines and working from home. As a result, demand for vacations is on the rise again after a prolonged decline (Hotel Tech Report, 2022). With this in mind, it is important for hoteliers to improve their marketing communications for the business and leisure segment. In this way, hotel marketing is trying to outdo its competitors and attract tourists through social media. In conclusion, it is important to constantly evolve marketing strategies and adapt to the market. Being up-to-date in the world of constant development is the key to surviving in today's market and being more efficient than the competition (Femenia-Serra, Gretzel & Alzua-Sorzabal, 2022).

### **2.3 Psychological and social motives of consumer behavior on social media**

Nowadays, consumers are exposed to a wealth of information on social media. The purchase decision is influenced by many factors, both exogenous and endogenous (Cetină, Munthiu & Rădulescu, 2021). In order for companies to survive in the market, they need to know their consumers down to the smallest detail. This includes some of the most important questions that arise: what do consumers seek, what is their thinking process, what are their needs, how do they spend their free time, what is their main interest when traveling, and so on (Cetină, Munthiu & Rădulescu, 2021; Khan, 2022; Bennaciri, 2012). In addition, various authors analyzed the psychological and social factors that drive consumers to choose a luxury hotel through social media. Among the factors that play a key role in virtual consumer behavior, the most significant are psychological and social factors. This is because marketing

research shows that the web experience changes the mental processes that lead to an online purchase (Cetină, Munthiu & Rădulescu, 2021).

### 2.3.1 Psychological factors

Consumers are interested in different profiles on social networks depending on the environment they live in and their personal development. People decide whom to follow and what information to include based on their psychological background. Therefore, companies can act in such a way that users perceive their profiles on social media as an important part of their routine (Khan, 2022). It is important that the profile triggers positive feelings and powerful motives such as enthusiasm, adrenaline, serenity, and a sense of accomplishment. The esthetics of the social network also plays a major role here, as it is key to attracting user attention (Cetină, Munthiu & Rădulescu, 2021). Therefore, building trust is a crucial psychological factor for consumer behavior. Therefore, the company's profile must be transparent and credible in order to convince consumers to view and connect with its site (Jani & Han, 2014; Šerić & Gil-Saura, 2019).

The business travel segment is characterized by an emphasis on well-being, relaxation, and comfort. For this segment, it is important to find a sense of relaxation and a quiet environment on social networks. They also value the elegance and decor of the space, as this encourages them to be productive on the trip itself (Ye & Hu, 2020).

*Figure 4: Psychological factors*



*Source: Business Jargons (2022); Indeed (2022); Lumen (2022); Intuit (2022).*

There are four main psychological factors that play a major role in consumer behavior in a relation to Figure 4:

#### 1. Motivation

Motivation influences the internal needs of consumers. Motivation is derived from needs, of which each individual may have many: social needs, basic needs, safety needs, esteem needs, and self-actualization needs. Priority is given to basic and security needs, followed by esteem and self-actualization needs which are common when it comes to purchasing luxury brands. Determining consumer motivation is an effective tool that marketers need to master (Indeed, 2022).

## 2. Perception

Perception is a process in which the consumer gathers information and forms an idea or image. When a consumer sees an ad, promotion, or feedback on social media, they get an impression of the product. It is important to study consumer perceptions and find out what attracts them (Indeed, 2022).

## 3. Learning

People constantly evolve through learning. For example, we learn what is important to us when we buy something, what kind of purchase was pointless, etc. Through experience, consumers learn, but because of market opportunities, they will quickly replace the product. Marketing relies heavily on non-experiential learning, using tactics such as customer feedback, good practice studies, and blog reviews. Thus, new customers learn from the experiences and opinions of others (Lumen, 2022).

## 4. Attitudes and belief system

People have beliefs and attitudes about various things due in part to the upbringing and environment in which the consumer lives: food, family, politics, places, holidays, religion, brands, and so on. Beliefs and attitudes can be positive, negative, or neutral and are based on opinions or facts. It is generally easier to align marketing with existing attitudes than to try to change them (Intuit, 2022).

### 2.3.2 Social factors

The social environment also influences individuals' attitudes, perspectives, and behavior. An individual is shaped by a number of social factors when using social media. Social factors include society, family, work groups, virtual communities, social status, and other external factors that influence the individual's daily life (Cetină, Munthiu & Rădulescu, 2021). Therefore, the social media influence theory suggests that the individual's selection of a social media channel is also socially influenced by the opinions of coworkers (Huang & Chang, 2020).

Furthermore, customers who engage more with the brand will more likely feel a strong connection to it, which will create a positive experience for them (Khan, 2022). Hence, it is crucial for companies to find out what drives customers to engage with their brand on social media.

Holmqvist, Diaz Ruiz and Peñaloza (2021) emphasize that for customer engagement with luxury brands, a psychological approach to marketing strategy is required. They identified the main motives for buying luxury brands, such as conspicuous consumption, social comparison, and distinctiveness.

Bazi, Filieri and Gorton (2020) propose a model of the main factors that influence consumer behavior on social media. Table 2 shows six main macro-dimensions that explain customer engagement with brands on social media.

*Table 3: Customer engagement motives with luxury brands on social media*

Customer engagement with luxury brands on social media	Socio-psychological motives	Status signaling Self-congruency Enhancing and maintaining image
	Technology-related motives	Convenience Ease of use
	Brand-customer relationship	Brand ethereality Brand love
	Aesthetics motives	Design appeal
	Hedonic motives	Entertainment Well-being
	Perceived content relevancy	Celebrity endorsement Post quality Brand news
	Brand equity	Perceived brand quality

*Source: Bazi, Filieri & Gorton (2020); Holmqvist, Diaz Ruiz & Peñaloza (2021).*

First, socio-psychological motives play an important role, as consumers strive for status signaling, self-congruency, and enhancing their image (Bazi, Filieri & Gorton, 2020). Status signaling refers to individuals who are seeking status by engaging with luxury brands on social media (Tuominen, Rantala, Reinikainen, Luoma-aho & Wilska, 2022).

Second, technology-related motives are an important dimension. As Brown and McEnally (1992) note, convenience means a reduction in the amount of time and energy consumers spend learning about a product or service compared to the amount of time and energy spent on other social media offers. In this sense, convenience means saving time on social media by engaging with the luxury brand. Information is expected to be easily accessible to all customers at any time and place (Bazi, Filieri & Gorton, 2020). Therefore, ease of use refers to the technology acceptance model that defines the term as the extent to which a person expects the use of a particular platform to be free of emotional and behavioral effort. A social media platform should be easy to use, reflecting the company's efforts to be user-friendly (Chawla & Chodak, 2021).

The relationship between a brand and a customer plays a very important role in today's world because users want to feel that posts are designed specifically for them. Brand love is a term used to describe the level of emotional attachment to a brand that a customer feels (Chawla & Chodak, 2021; Tuominen, Rantala, Reinikainen, Luoma-aho & Wilska 2022). Studies have shown that customers who have a strong emotional connection to a brand also show higher engagement and trust (Šerić & Gil-Saura, 2019).

The fourth dimension is aesthetic value, reflected in design appeal. This refers to the appearance of a specific social media profile. It is very important that profiles reflect a design that is perceived as beautiful, gorgeous, pleasing, and eye-catching. In other words, profiles must be attractive and the eyes must rest when looking at it and take the user to another world (Bazi, Filieri & Gorton, 2020).

As already studied by Holmqvist, Diaz Ruiz and Peñaloza (2021), the hedonistic motive is based on escaping from the routine of everyday life. Similarly, Bazi, Filieri and Gorton (2020) examine that when we think of hedonism, we associate it with the state of the world: fun, excitement, relaxation, well-being, luxury, and pleasure. Users who strive for hedonistic profiles love posts that show exactly these concepts. Hence, entertainment shown on social media is an important factor as it influences the consumers' inspiration and desire for enjoyment.

Fifth, content relevancy refers to gathering information and minimizing the mass information provided to consumers. Important elements are images, videos, and text. Visual content plays the biggest role on social media because it attracts users the most. This leads to the realization that image and video material requires high image quality, as this reflects the quality of the profile (Bennaciri, 2012).

Lastly, brand equity is a crucial motive for consumers to engage with the brand. Brand equity is the value of a brand that must reflect the quality of a luxury good. This value must be represented in social media. Both the profile itself and the brand must be of high quality. The posts must be unique and the company must present its characteristics, which are different from others, in an appealing way. This promotes the attractiveness of the profile and greater engagement (Bazi, Filieri & Gorton, 2020; Šerić & Gil-Saura, 2019).

## **2.4 Marketing characteristics in social media creative content**

When companies realize that the product does not sell alone, a strong marketing strategy is required, especially in social media (Weber, 2022). Social media have to present companies in the best way possible. Thus, the content speaks for the company. Today, it is necessary to sell a product as a whole experience. Creative content is needed for this purpose, as it generates three times as many leads as traditional marketing and it reduces costs by 62% (Carmicheal, 2022). Furthermore, 61% of online purchases are the outcome of a customer reading a blog. In addition, companies that post regularly (up to 16 or more posts per month)

get 3.5 times more traffic or views on the profile than those that post fewer posts per month (Carmicheal, 2022).

Nowadays, social media has empowered consumers to evolve as active brand co-creators. Therefore, customers are known as active participants in the value creation of social media content. They participate in value creation by interacting and engaging with social media profiles, and they participate in the production of goods or services and post-consumption evaluation (Holmqvist, Diaz Ruiz & Peñaloza, 2021).

The most important elements of creative content that should be considered are:

1. Photography: consumers can only know the company if they can see it. This suggests that hotels should invest in professional photographs of their premises, staff, etc. (Yu, Seo & Hyun, 2021).
2. Graphic design: Through design, companies can create a positive atmosphere. The style of a company can be seen from the colors. Bright and vibrant colors, such as orange and red, and strong, bold shapes give the impression that the company is very dynamic, lively, and fresh. Cool colors, such as blue or soft purple, and gentle lines of the image convey elegance, serenity, and relaxation (Weber, 2022).
3. Videos: they are crucial for advertising as they accounted for 82% of all internet traffic in 2021. Clips provide a more vivid and accurate idea of the place (Moin, Hosany & O'Brien, 2020). No less than 50% of consumers try to find different videos about the destination. The videos should be short, 1 minute or less, preferably 30 seconds, which corresponds to today's fast-paced life (Cao, Qu, Liu & Hu, 2021).
4. Blog posts: they are very useful for increasing the number of customer contacts. A study of social media marketing showed that 70% of customers learn about new companies through various blog posts (Weber, 2022). It can increase the chances of a positive return on investment by 13 times. Moreover, posting at irregular times decreases the chance of positive performance by 15% (Vuleta, 2022). Thus, sharing travel experiences, positive feedback, posts, and stories can contribute to the development of the hotel experience (i.e., value in the experience or experiential value) (Lin, Chen & Filieri, 2017). Furthermore, Bazi, Filieri and Gorton (2020) emphasize that social media content with celebrities leads to better creativity, higher engagement, and motivation for luxury brands.

Next, four marketing characteristics were studied:

1. Textual content:

Information quality: consumers follow profiles to keep up with the latest trends, special offers and promotions, and news. They are also interested in local events and activities (Bazi, Filieri & Gorton, 2020). In addition, social media influencers have a great impact on attracting new customers. They are motivated to produce creative, informative, and engaging

content that makes consumers pay attention to luxury brands and develop positive attitudes toward them (Cheung, Leung, Aw & Koay, 2022).

**Readability:** the content should be easy to understand and written in simple language. To create readable content, organizations should use appropriate terminology, jargon, sentence order, spelling, and grammar checking (Ryu, Lehto, Gordon & Fu, 2018).

**Captivation:** an emotional connection is key for driving engagement. For best impact, writing should be in the first person, for example, “I,” “We,” “For you,” “For our guests,” etc. (Ryu, Lehto, Gordon & Fu, 2018). The textual content of social media forms communication that combines various linguistic elements that we interpret in the context of current circumstances. The pandemic created new requirements for relevant content in social networks, which must be reflected in publication texts (Weber, 2022).

**First-person narrator:** it is common to use a first-person narrator in the textual content of social media marketing communications, such as the personification of brands, customers, or employees. External narrators (e.g., destination, country, location, region) use third-person pronouns. On the other hand, for company-related posts, it is advisable to use first-person pronouns (e.g., we, our, us), as they play an active and internal role in the post’s story while acting as the narrator. In general, first-person narratives express a higher level of emotionality, closeness, and trust (Ryu, Lehto, Gordon & Fu, 2018).

**Translatability:** content in the local language and other languages is crucial for a company to show interest in the destination and its heritage. For this purpose, the company needs to know the customers and where they come from. By localizing the posts, the company will convince the customers and build trust (Weber, 2022).

**Consistency:** it is important to remain consistent. A company should have a key message. For example, “We are the only five-star hotel ...,” “Our rooms are the most comfortable and spacious ...” (Cheung, Leung, Aw & Koay, 2022).

2. **Design quality:** The purpose of design quality is to provide visual impressions that promote information processing. For example, research performed by Cheung, Leung, Aw and Koay (2022) shows that social media content with creative design features can create esthetic experiences that can satisfy the consumer’s need to purchase due to such increased emotional engagement on the social media platform. Posts that are prepared with personal effects and design can enhance the user experience and create positive emotions and connections between consumers and the company. The quality of a social media (SM) platform’s design can be improved by using short video clips and high-quality images and sounds.
3. **Creativity in using technology** to create content that is user-friendly, personalized, and interactive can increase the high popularity of SM. The main activity of customers on social media is sharing ideas, information, and knowledge about the product and thus co-creating value. In this way, the customer communicates the product or service and



contributes to creativity. One way is to use hashtags to create posts on social media. This is an important strategy for increasing the visibility and accessibility of the profile. Live streaming can be used to showcase current events, expertise, and podcasts, further strengthening consumer intent (Cheung, Leung, Aw & Koay, 2022). Furthermore, the quality of technology has a big impact on developing more interactive and faster communication between SM and the consumer.

4. The quality of technology has a big impact on developing more interactive and faster communication between SM and the consumer (Sokolova & Kefi, 2020). A study by Bazi, Filieri & Gorton (2020) identified several motivating factors for using SM, including the desire to improve cost efficiency, increase market orientation, improve collaboration, and increase market efficiency. B2C relationships, information sharing, dialogue and interaction, co-creation and innovation, community building, collective action, and reputation and legitimacy are the key benefits of active participation on SM. However, the actual success of using SM is determined by a number of factors, including the strategy chosen, the platforms used, and the quality of communication.

## **2.5 Social media trends**

Trends in social networks began to develop rapidly, especially after the pandemic, which further stimulated development.

SM researchers predict new SM trends that will be important to follow in the future:

### **1. Short videos**

Research shows that nearly 82% of people prefer live videos on the following SM platforms: Twitter, Facebook, YouTube, Instagram, and Tumblr (Ghosh, 2022). In addition, live chat is a terrific method to get your audience's attention and announce crucial news, especially when the visibility of businesses in people's feeds has been curtailed due to algorithm adjustments.

According to Mackenzie Bromley, the Director of Social Media at MMGY Global (Conley, 2021), consumers spend nearly 323 minutes per week watching video content on their smart devices. In addition, nearly 75% of Instagram users take action after viewing a video ad online.

### **2. Ephemeral content—story**

Social media users like to feel included in profile posts. The term “ephemeral material” refers to SM. Facebook and Instagram Stories are associated with this concept. The so-called stories are becoming increasingly popular and have a running time of 24 hours. Cision US Inc. (2021) confirms that 93% of brands surveyed gained a new customer because of a video on SM. More than half of video viewers will watch a video to the end if it is less than a minute long. The purpose of the stories posted by profiles is to be funny, interesting, creative, and hold people's attention. Brands like to experiment with the story feature on Facebook and Instagram to give their customers better insight. For this reason,

analysts advise companies to post a realistic picture of what is happening, as it authentically brings them closer to their audience (Ghosh, 2022).

### 3. Chatbot communication

When it comes to SM communication, companies should not waste time on general computer communication such as comment fields. Therefore, online chat is a good way of being responsive in the eyes of customers. Chatbots in 2022 and later are not there to waste people's time but to bring faster solutions to the table (Chen, 2022). Chatbots powered by artificial intelligence can accurately understand your questions and concerns and provide you with the best solutions in seconds (Ghosh, 2022).

### 4. AR and VR technology

Augmented reality (AR) and virtual reality (VR) are increasingly important trends in SM. Brands are trying to provide an exciting user experience through the virtual world. Many have adapted to shopping with AR because it is the only way users can try products before buying them. Through the Covid-19 pandemic, virtual travel and virtual room rentals developed. In this way, users got the feeling that tourism still existed. After the pandemic ended, hotels continued with virtual experiences. One of the reasons for this is also that the virtual image helps consumers make informed purchasing decisions before investing in anything. Platforms like Snapchat, Instagram, and Facebook allow users to try hundreds of different filters to create or share videos, including updating profile pictures with brand logos or different mascots.

### 5. Influencer marketing

It is highly recommended that luxury brands work with micro-influencers and niche bloggers so they can strive to be more inclusive and transparent. Even though the definition of a micro-influencer varies, one is often thought of as having a following of between 10,000 and 50,000 people. Take advantage of user-generated content by remaining connected to the accounts your audience finds interesting if you do not yet have the resources or a product to develop a full-fledged influencer marketing plan (Bazi, Filieri & Gorton, 2020). Luxury brands need to be careful when choosing influencers, as some of them work with fake followers (De Vierman, Cauberghe & Hudders, 2017). In exchange for a discount on a service or product, influencers cannot avoid posting their pictures with the product (Cheung, Leung, Aw & Koay, 2022). In this way, companies can promote and target their customers worldwide through long-form content, instructional videos, presentations, and photo stories. SM channels provide monetization opportunities for influencers as they work hard to leverage brands (Ghosh, 2022). Many SM platforms such as Facebook and YouTube have also introduced a paid subscription model for their followers. This way, they get exclusive content, which is a new trend in SM today.

### 6. User-generated content

User-generated content (hereafter: UGC) is the term used to describe a form of content created by users on SM. Thus, brands began using UGC to promote their products or services on SM. Companies must recognize an opportunity as such content offers many benefits. Firstly, they can reduce the marketing budget by combining branded content

with UGC. Secondly, it allows companies to increase engagement among costumers on SM. They are able to show costumers that they value their content and thereby put their costumers first.

#### 7. Social audio content

According to Hootsuite's Social Media Trends 2022 survey, 74% of companies plan to invest in audio-only content in the future. While audio is not new, its appearance on SM is. Radio, podcasts, and music playlists are all part of an audio strategy. A social audio strategy focuses on audio-only platforms (Basau, 2021).

Virtual events following the LinkedIn pandemic introduce a live audio platform similar to Clubhouse. The service is intended for virtual events, panel discussions, and marketing initiatives. The platform gives attendees the opportunity to actively participate in conversations, creating two-way communication (Ghosh, 2022). It is expected that this professional virtual platform will also develop a video imaging capability. The goal is to promote productive and useful discussions while developing an avenue for various relationships, B2B or B2C (Cohen, 2022).

#### 8. Facebook Creator Studio

Facebook Creator Studio is an ideal place for SM marketing. It allows you to create, manage, and monetize business content. Therefore, Facebook recently announced the launch of a new feature for Creator Studio. This service offers the ability to preview stories and edit the content before posting it (Ghosh, 2022). Furthermore, clips that highlight stories video uploads are a valuable addition. On the other hand, with the option offered by Facebook, you can add a highlighted video to your story and increase the number of views of the entire video (Meta for Business, 2022).

#### 9. Twitter event calendar

For marketers, the success of online marketing depends on when you start publishing. Therefore, you need to plan your campaigns at least a month in advance. However, with the uncertain factors that have surfaced in recent years, especially Covid-19 and others, planning promotions in advance has become even more difficult than ever (Chen, 2022). Twitter released its calendar of events for 2022 and is updating it constantly. The planner was designed to help you keep track of all the important dates and events. Hence, the calendar helped marketers develop an effective marketing strategy for 2022 (Bruce, 2022).

#### 10. TikTok trend is emerging

The TikTok trend is increasing as it recorded around 1 billion monthly active users worldwide in 2021 (Statista, 2021). According to the research, Gen Z travelers spend 61 minutes on average per day on the app which is nearly 50% more than on Facebook and Instagram. On the other hand, around 23% of Gen X travelers have active accounts on TikTok. The platform is crucial as it is becoming one of the biggest social networks among all generations.

#### 11. Instagram Reels

Instagram launched Reels in 2020, available in 50 countries. A study shows that companies and advertising agencies hire PR professionals and media campaigners to

create Instagram Reels, which are nowadays used as a marketing tool (Menon, 2022). It enables consumers to create short entertaining videos on Instagram. The videos have a time limit of 15 to 60 seconds with various effects and sound options. Similar to its competitor TikTok, the aim is to reach consumers globally as videos go viral depending on their creativity.

### **3 OVERVIEW OF INTERNATIONAL HOTELS GROUP**

IHG Hotels & Resorts is a British global hospitality firm based in Denham, Buckinghamshire, England, and is traded on the London Stock Exchange (London Stock Exchange, 2022). Therefore, InterContinental Hotels Group Plc owns and operates the hotels. The company's hotel brands include InterContinental, Crowne Plaza, Hotel Indigo, Holiday Inn, Holiday Inn Express, Staybridge Suites, Candlewood Suites, EVEN Hotels, IHG Rewards Club, and HUALUXE Hotels and Resorts (IHG Hotels & Resorts, 2022). The central largest functions, the Americas, Europe, Asia, Middle East and Africa, and Greater China, are its five main segments. The central segment includes costs for global functions such as technology, sales and marketing, finance, human resources, and corporate services (Forbes, 2022).

The hotel group is one of the world's largest hotel corporations, employing almost 350,000 people in over 100 countries to provide True Hospitality for Good (IHG Hotels & Resorts, 2022). It has over 5,991 hotels and 880,327 rooms globally. Below, we will delve deeper into InterContinental Ljubljana, a luxury hotel. The analysis of social networks and listed special promotions will be described in detail.

#### **3.1 InterContinental Ljubljana**

The hotel was build in 2017 by InterContinental Hotels Group (IHG), one of the world's leading hotel companies, and the investor Delta Holding, partnered up to build InterContinental® Ljubljana in the centre of the Slovenian capital. What distinguishes the hotel from others is the soaring glass facade that sets the tone for a spectacular stay. The hotel is primarily intended for business travelers. Located in the center of the city, close to the airport, and with rooms equipped for a working environment, it attracts business travelers. On the other hand, the hotel also gives a warm welcome to leisure tourists and families with pets.

The marketing strategy is based on luxury products that must be presented in the user-friendly way through various channels. The most accessible channels for digital marketing are social networks, which enable global recognition. Products are also marketed on-site, such as posters, elevator promotions, and brochures. All marketing guidelines and standards are proposed by the Integrated Marketing at IHG Hotels & Resorts, on a regular basis.

The main hotel outlets are:

- Room & Suites: 165 in total, the rooms are spacious, elegant, and modern;
- Bloom Lounge: a calm ambient space next to the reception, where guests may grab a coffee, have a meeting, or relax;
- B-Restaurant & Bar: Michelin Plate restaurant has a panoramic view and is the highest restaurant in the capital;
- Serenity Wellness & Spa: indoor pool on the 18<sup>th</sup> floor with a panoramic view;
- Club InterContinental: a hotel within a hotel, dedicated to IHG members, with separate reception and working place with drinks and snacks throughout the day;
- MICE: the hotel has 6 meeting rooms, two of which can be joined to create a single large space. Three meeting rooms are on the 19<sup>th</sup> floor, while floor –2 has three more.
- The interior design of the hotel gives guests a sense of elegance due to its embellishments. It is adorned with earth tones, with various marble accents. It is known for its view baths and large rooms with beds that make you feel like you are sleeping on a cloud. It has a Michelin Plate restaurant on the 20<sup>th</sup> floor, as well as a B-Bar that serves a variety of gins and creative cocktails.

### 3.1.1 Analysis of social media marketing of InterContinental Ljubljana

With the analysis of InterContinental Ljubljana, I would like to improve the current results of its social media platforms. According to Sides (2022), the main goals of social media marketing for the company are:

- Increasing brand awareness: visibility among all generations on individual platforms;
- Managing brand reputation: social media is the main tool to build trust in the brand and increase loyalty. The company's social media profile reflects the brand image;
- Increasing traffic: By providing interesting content, companies can increase the number of visitors;
- Improving community engagement: social media allows companies to increase interaction with audiences;
- Boosting public relations: we can accelerate posts to expand the reach;
- Customer service: social media has also become a great customer service tool. The goal is to reduce wait times, establish a support channel, and improve customer statistics.

InterContinental Ljubljana uses three leading platforms for its social media marketing: Facebook, Instagram, and LinkedIn. It has the most followers on Facebook and the fewest on LinkedIn. The hotel publishes similar content on Facebook as it does on Instagram, with the addition of content about the destination, news on the website, achievements, and certificates of employees. The hotel is most active on the Instagram platform. There, it posts pictures and offers rooms and suites, showing comfort and luxury to consumers. The next most popular posts are from the bar and restaurant offer, where the hotel posts specialties, cocktails, and breakfasts. In recent years, the hotel has been posting professional and edited

photos. Several times it also posted photos of guests, which shows its authenticity and affection for guests. Posts rarely include people or visible faces. Exceptions are photos of employees, chefs, and service staff. Next, the hotel uses highlights where short stories are collected in an album and are visible all the time. Through the albums, the profile shows users its creativity with stories, on-site events, and promotions. The hotel chose the following themes: B-Restaurant, Valentine's Day, Rooftop, At the Hotel, Spa & Gym, Rooms, and Conferences.

LinkedIn is a platform where the hotel announces its achievements, participation in events, certifications, career opportunities, and developments in the hotel offer. The LinkedIn profile records the highest average number of comments per post in comparison to other social media.

Lastly, InterContinental Ljubljana does not find Twitter an important platform for its marketing strategy.

*Table 4: Social media analysis of InterContinental Ljubljana*

SM platform: January 2021 – April 2022	Followers or likes (in thousands)	Average likes per photo	Average comments per photo	Average likes per video	Average comments per video	Average posts per month
Facebook:	7.01	17.00	1.00	15.00	0.00	6.21
Instagram:	3.20	67.00	1.00	49.00	1.00	4.86
LinkedIn:	914.00	28.00	2.00	/	/	1.00
TikTok	/	/	/	/	/	/

*Source: own work.*

In relation to Table 3, we can point out that social media content includes (see also Appendix 3):

- cocktails and food;
- rooms and suites;
- latest news and updates about the hotel offer;
- direct website links;
- information about the destination;
- hotel achievements;
- promoting destination;
- certificates of excellence;
- charity;
- employment and career opportunities;
- employee recognition;
- pioneering TikTok in the hotel industry in Slovenia (TikTok was created in May 2022).

Special promotions are:

- Valentine's Day;
- happy hours;
- Ladies' Night;
- Mothers' Day;
- New Year's Eve.

According to the analysis from Table 4, Instagram and Facebook are platforms where comments under posts and photos are declining. This is probably related to the fact that people are increasingly leaving comments on short stories rather than posts. Subsequently, posts featuring employees and reposts from guests receive the most likes, as people highly value authenticity and sincerity. Since the posts are viewed by people who are connected to the people on the posts, it allows the company to reach a larger audience and increase engagement.

Furthermore, the feed is dominated by photos and rarely videos. Videos account for 5% of all content created.

LinkedIn results indicate a successful response, as people like to see posts about social responsibility, destination promotion, event attendance, and hotel progress. LinkedIn is an increasingly popular platform for networking and reputation building. The hotel publishes an average of 1 post per month on LinkedIn, depending on current events.

### **3.2 Bullseye analysis**

To better understand the competitive environment, we will use the bullseye analysis to compare and describe luxury hotels that have a strong social media presence. The bullseye scheme consists of three rings, each representing a different level of competitiveness on Instagram, since it was listed as the second most popular platform (Sharma, 2022). The proximity to the center is proportional to the level of competitiveness compared to InterContinental Ljubljana. In the first ring, there are social media accounts that have less than 10,000 followers on Instagram. In the second ring, there are social media accounts that have more than 10,000 and fewer than 100,000 followers. And lastly, the third ring, where social media accounts reach above 100,000 followers.

In the following analysis, InterContinental Ljubljana will be compared to a major player in social media marketing. Figure 5 below presents all the competitors that meet the important criteria (followers, content, likes, special offers, hotel outlets, promotions, engagement).

Figure 5: Bullseye analysis of luxury hotels' social media



Source: own work.

Bullseye analysis from Figure 5:

1. Primary competitors: The most similar to InterContinental Ljubljana, in terms of social media audience, are InterContinental Malta, InterContinental Dubai, and Hyatt Regency Belgrade. However, they are relatively close when it comes to followers, location, hotel offer, promotions, and content.
2. Close competitors: In this category, there are four actors: Four Seasons London at Park Lane, Hilton Rijeka Costabella Resort, Armani Hotel Milano, and Shangri-La Dubai. The biggest distinction between these hotels and InterContinental Ljubljana is the number of followers, average posts per month, and likes and comments per post.
3. Alternative competitors: In the last ring of the bullseye, we have the strongest social media accounts, meaning they carry a great reputation for creative content. The Ritz Paris, Ritz London, and Bulgari hotels are unique accounts that express elegance, prestige, and a wide range of hotel offers. The Ritz is a classic hotel while Bulgari is the site of ultimate luxury and clean content.

## 4 COMPETITORS' SOCIAL MEDIA ANALYSIS

### 4.1 The Ritz Paris

In the city's first arrondissement, The Ritz Paris is a hotel with a view of the Place Vendôme. The Ritz Paris is one of the world's most opulent hotels and a member of the Leading Hotels of the World marketing alliance.



The main hotel outlets are:

- Room & Suites: 159 in total, many of its suites have the names of renowned hotel visitors, like Coco Chanel, Windsor, F. Scott Fitzgerald, Charlie Chaplin, etc.;
- Bar Hemingway honors author Ernest Hemingway is an intimate 25-seat bar dedicated to exclusive members only;
- Bar Vendome: a bar with red velvet banquettes that offers breakfast, lunch, dinner, and teatime;
- Salon Proust: a bar with an intimate and serene atmosphere that offers classic French teatime;
- Ritz Bar: offers a wide range of zodiac-themed cocktails;
- A taste of the Ritz Paris: special ritual – a brunch in the hotel’s Sunday salon;
- Ritz Club & Spa: spa treatments, David Mallett hair salon, pool & fitness, private pool;
- MICE: the hotel offers eight venues appropriate for various events, such as family gatherings, small meetings, and private events: a meeting room with a terrace, the Grand Jardin for unique events covered in magnolia and white flowers, and a salon for gastronomic private meetings.

*Table 5: The Ritz Carlton Paris*

SM platform: January 2021 – April 2022	Followers or likes (in thousands)	Average likes per photo	Average comments per photo	Average likes per video	Average comments per video	Average posts per month
Facebook:	125.76	738.66	24.44	421.60	19.50	5.43
Instagram:	397.00	11.42	82.11	5.71	111.80	15.50
LinkedIn:	36.49	446.22	9.65	/	/	1.77
TikTok:	/	/	/	/	/	/

*Source: own work.*

In relation to Table 4 above, we can point out the following (see also Appendix 3):

- the most posts and likes were recorded in December (17 in total);
- currently, they have filmed 5 reels
- Their social media content includes:
  - festive season’s greetings;
  - newest offers;
  - announcements;
  - Bar Vendome;
  - food and beverage (signature “cake shake”);
  - rooms and suites;
  - flowers and the Grand Jardin garden;
  - romance in Grand Jardin;
  - cocktails;

- pastry;
- interior;
- terrace and private spots;
- articles (hotels-food-travel.com);
- conferences;
- collaborations;
- career opportunities;
- opening announcements.

Special promotions are:

- Grand Brunch every Sunday;
- Valentine’s Day 3-course gourmet menu;
- Teatime at Salon Proust;
- Poetic Ritz Paris X Marin Montagut collection.

## **4.2 Four Seasons London at Park Lane**

The Four Seasons Hotel London at Park Lane (2022) flawlessly combines award-winning interior design with the high notes and details of the city. It is surrounded by the greenery of the capital and the most coveted shopping high streets. The hotel has bright rooms with views of Hyde Park, a spa on the 18<sup>th</sup> floor, and a restaurant on a distinctive outdoor patio. The hotel is in the city center, so guests can take a stroll to visit well-known London landmarks.

The main hotel outlets are:

- Rooms & Suites: the focus of the suites are private terraces, which are also suitable for small meetings. The suites are surrounded by beautiful gardens, after which they are also named;
- Amaranto Restaurant: the bright and open space offers modern, delicious food. It is separated by the Captain’s Table private dining area, which offers an intimate dining experience. On the other hand, the terrace is also a perfect spot for an *al fresco* dining experience.
- Amaranto Bar: a perfect spot for one of the most well-known British traditions, afternoon tea.
- Amaranto Bar: Ivan Arena, the bar manager, allows you to rediscover London with his drink menu. You can take a special tour of London while learning about the intriguing tastes and fascinating histories of some of our favorite must-see attractions, inspired by nearby Hyde Park.

*Table 6: The Four Seasons London at Park Lane*

SM platform: January 2021 – April 2022	Followers or likes (in thousands)	Average likes per photo	Average comments per photo	Average likes per video	Average comments per video	Average posts per month
Facebook:	20.76	292.72	1.54	126.45	0.00	17.00
Instagram:	68.30	274.73	9.80	279.97	10.03	21.10
LinkedIn:	/	/	/	/	/	/
TikTok:	/	/	/	/	/	/

*Source: own work.*

In relation to Table 5, we would also like to point out the following (see also Appendix 3):

- the posts are collages of photos, which make appealing visuals;
- an outstanding post with 3,052 likes was a post about collaboration with an organic cosmetics company;
- they started posting videos in June 2021;
- in October 2021, one post reached 5,271 likes, winning the Condé Nast Traveler’s Readers Choice Awards 2021 in the London hotels category.

Their social media content includes:

- newest offers;
- London must-see attractions;
- Wimbledon pop-up;
- partnerships;
- fitness challenge;
- November is the month of promoting the festive season;
- pastry;
- Hyde park views;
- Amaranto Bar.

Special promotions are:

- promoting events in London such as shows and yoga in Hyde park;
- Sunday brunch;
- Oyster Meister UK partnership to bring guests complimentary oysters;
- Wimbledon pop-up serving refreshing iced teas;
- Queen Jubilee teatime;
- Easter chocolate eggs coloring with pastry chef;
- discover your local masterdish: personalize your drink;
- Valentine’s Day pampering at the spa;
- Dom Perignon stand.

### 4.3 Shangri-La Dubai

The main hotel outlets are:

- Rooms & Suites: 302 spacious rooms and suites plus 126 apartments;
- 7 restaurants & bars;
- The View from Level 42: Panoramic rooftop views of the Burj Khalifa. The Horizon Club and Presidential Suite guests have exclusive access to the views of the city from level 42;
- MICE: the hotel has eight meeting rooms on level 2 and four meeting rooms on level 9. The hotel is also known for extraordinary weddings which they name Love Above the Horizon.

*Table 7: Shangri-La Dubai*

SM platform: January 2021 – April 2022	Followers or likes (in thousands)	Average likes per photo	Average comments per photo	Average likes per video	Average comments per video	Average posts per month
Facebook: Intercontinental Ljubljana	69.48	23.99	0.29	4138.63	29.88	15.93
Instagram:	103.00	757.50	4.41	1097.80	18.80	17.93
LinkedIn:	825.00	/	/	/	/	/
TikTok	/	/	/	/	/	/

*Source: own work.*

In relation to Table 6, we would also like to point out the following (see also Appendix 3):

- videos with the most likes (only three videos with outstanding likes which increased the average) are Private Breakfast at Level 42, Balloons and View from the 42<sup>nd</sup> Floor, and Romantic Candles.

Their social media content includes:

- season's greetings;
- their Instagram lately consists of reels;
- reposting photos from guests;
- pool photos;
- drinks at the bar.

Special promotions are:

- SEVEN Paintings: 3D Immersive Dining;
- anniversary at level 42;
- private breakfast at level 42:

- charity Make-A-Wish Come True: Shangri-La is supporting Make-A-Wish UAE to help grant life-changing wishes for children. By booking your stay, USD 5 will be donated to the foundation;
- signature afternoon tea;
- Summer Spa-cation: enjoy a relaxing treatment at Chi, The Spa followed by a 3-course poolside lunch;
- dining experiences: Hoi An Experiences, Shang Palace Experiences, Themed Nights at Dunes Café, Floating Breakfast at Ikandy Ultralounge;
- an Instagrammable escape: capture every Shangri-La moment with a picture-perfect stay. The stay includes a one-night stay for up to two guests in the exclusive Instagrammable Room, a complimentary Polaroid camera to use in the room;
- sunrise yoga at level 42.

## **5 EMPIRICAL ANALYSIS OF CONSUMER PERCEPTION OF SOCIAL MEDIA PRACTICES**

### **5.1 Purpose, research objectives, and decision problem**

The main research question is as follows: How to increase luxury hotel social media engagement of consumers in comparison to the competition? Based on the main research question, the purpose of the empirical study is to empirically analyze the role of social media marketing in consumer behavior when selecting luxury hotel chains. By doing so, I intend to provide guidelines on how to increase consumer engagement. Findings from the existing literature indicate that social networks and corporate content play a major role in marketing (Bazi, Filieri & Gorton, 2020). In order to find answers to the main question, I want to determine consumer perceptions of luxury hotels and determine the importance of social media for consumer behavior. The aim is to study the motives of Slovenian SM users and their preferences when it comes to travel habits. Based on the results, a marketing strategy will be suggested for InterContinental Ljubljana.

In Figure 6 below, questions from the survey are indicated, along with the corresponding hypotheses.

Figure 6: Market research problems, market research questions, and hypotheses

	MARKET RESEARCH QUESTIONS	HYPOTHESES	SOURCE	HOW TO TEST?
Determining consumer perception on luxury hotels.	<ul style="list-style-type: none"> <li>- Which luxury hotel offer do people find the most important?</li> <li>- Which holidays do people celebrate in luxury hotels and restaurants?</li> </ul>	<p><b>Hypothesis 1:</b> Consumers whose motive for luxury brands is lifestyle, find the restaurant and bar offer the most important when staying in a luxury hotel.</p> <p><b>Hypothesis 2:</b> More than 50% of all consumers are extremely likely to celebrate Valentine's Day in a luxury hotel.</p>	<p><b>H1</b> - Holmqvist et al. 2021; Tingting et al., 2022</p> <p><b>H2</b> - Cheung et al., 2022; Mordor Intelligence, 2022</p>	<p><b>H1</b> - Survey: Q6 &amp; Q8 <b>Test:</b> Chi-square</p> <p><b>H2</b> - Survey: Q14 <b>Test:</b> Descriptive statistics</p>
Determining the importance of social media on consumer behavior.	<ul style="list-style-type: none"> <li>- Which social platform is the most popular among the younger generation?</li> <li>- Do people value the opinions of travel bloggers and influencers on social media?</li> <li>- What catches people's attention the most on social media?</li> </ul>	<p><b>Hypothesis 3a:</b> Instagram is the most popular social media platform.</p> <p><b>Hypothesis 3b:</b> Instagram is the most used social media platform among Generation Z.</p> <p><b>Hypothesis 4:</b> Social media users follow at least 10 travel-related profiles, blogs, or influencers.</p> <p><b>Hypothesis 5:</b> Short videos catch consumers' attention on social media the most.</p>	<p><b>H3ab</b> - Bento et al. 2018; Berezan 2018; Parry, 2021</p> <p><b>H4</b> - Bazi et al., 2020; Cheung et al., 2022; De Vierman et al., 2017; Ghosh, 2022.</p> <p><b>H5</b> - Cao et al, 2021; Moin et al., 2020; Ghosh, 2022;</p>	<p><b>H3ab</b> - Survey: Q2 &amp; Q5 <b>Test:</b> Chi-square</p> <p><b>H4</b> - Survey: Q12 <b>Test:</b> Descriptive statistics</p> <p><b>H5</b> - Survey: Q11 <b>Test:</b> Descriptive statistics</p>

Source: own work.

H1: Consumers whose motive for luxury brands is lifestyle, find the restaurant and bar offer the most important when staying in a luxury hotel.

Luxury lifestyle plays an important role as the demand for a luxurious lifestyle also stimulates the demand for luxury hotels and restaurants. Tingting, Cho and Wong (2022) pointed out in their research that luxury consumption is associated with high status, privilege, and superiority, and consumers believe that luxury brands provide happiness and a sense of fulfillment. Similarly, Holmqvist, Diaz Ruiz and Peñaloza (2021) found a relationship between hedonism and luxury consumption. In conclusion, consuming luxury goods and

visiting luxury destinations, restaurants, and hotels provide hedonists with inner satisfaction and reward, namely enjoyment of life at the highest level.

Goal 1: The goal is to focus on and expand the Restaurant & Bar offer.

H2: More than 50% of all consumers are extremely likely to celebrate Valentine's Day in a luxury hotel.

Consumers follow luxury hotel profiles to keep up with the latest trends, special offers and promotions, and news. They are also interested in local events and activities (Bazi, Filieri & Gorton, 2020). In addition, events, concerts, and sports matches also play an important role in the demand for luxury hotels (Mordor Intelligence, 2022). That is why it is important to be up to date with the event calendar for a specific destination and increase the demand through holiday offers and events (Bazi, Filieri & Gorton, 2020).

Goal 2: The goal is to focus on special occasions that people like to celebrate and introduce new offers to the market.

H3a: Instagram is the most popular social media platform.

H3b: Instagram is the most used social media platform among Generation Z.

As previously studied, Gen Z and millennials are the most frequent users of social networks, regardless of their social status. For these generations, it is important to keep up with the latest trends, as this type of consumer strives for constant innovation (Parry, 2021). When it comes to social media, creativity and trend-following play the biggest role (Berezan, Krishen, Agarwal & Kachroo 2018).

Goal 3: The goal is to focus on the most popular social media platform, create interesting content, and understand Gen Z's travel habits.

H4: Social media users follow at least 10 travel-related profiles, blogs, or influencers.

Social media influencers have a great impact on attracting new customers. They are motivated to produce creative, informative, and engaging content that makes consumers pay attention to luxury brands and develop positive attitudes toward them (Cheung, Leung, Aw & Koay, 2022).

Furthermore, Bazi, Filieri and Gorton (2020) emphasize that social media content with celebrities leads to better creativity, higher engagement, and motivation for consuming/buying luxury brands.

As previously studied, it is highly recommended that luxury brands work with micro-influencers and niche bloggers so they can strive to be more inclusive and transparent (De Vierman, Cauberghe & Hudders, 2017). Influencers promote products or services, as they

cannot avoid posting their pictures in exchange for a complimentary stay (Cheung, Leung, Aw & Koay, 2022). In this way, companies can promote and target their customers worldwide through long-form content, instructional videos, presentations, and photo stories (Ghosh, 2022).

Goal 4: The goal is to recognize partnerships and collaborations that will contribute to consumer engagement and brand image on social media.

H5: Short videos catch consumers' attention on social media the most.

Videos are crucial for advertising as they accounted for 82% of all internet traffic in 2021. In addition, research shows that nearly 82% of people prefer live videos on SM platforms: Twitter, Facebook, YouTube, Instagram, and Tumblr (Ghosh, 2022). Clips provide a more vivid and accurate idea of the place (Moin, Hosany & O'Brien, 2020). No less than 50% of consumers try to find different videos about the destination. The videos should be short, 1 minute or less, preferably 30 seconds, which corresponds to today's fast-paced life (Cao, Qu, Liu & Hu, 2021).

Goal 5: The goal is to use new marketing techniques and follow the latest digital marketing trends which will increase engagement on social media.

## **5.2 Methodology**

To collect primary data, an online 1KA survey was conducted between March and August 2022. The survey was shared on social networks, groups, and via email to gather respondents and was not limited to a specific segment. However, all the respondents are active on social media. The main goal is to study consumers' marketing preferences (with a special focus on social media marketing) when it comes to their decision-making process. The results help us understand the evolution of consumer needs and motivational factors in the Slovenian market, which is later combined with the findings from scientific research. Based on the survey, one is able to identify the importance of social media marketing for consumers choosing luxury five-star hotels.

The first part of the survey consists of demographic questions adapted from Cao, Qu, Liu and Hu (2021). The purpose is to gather information about a respondent's age, gender, and employment status, which will help us understand the differences among generations and their social media presence. The second part is structured to determine consumer perception of luxury hotels. The third part consists of questions that will help determine the impact of SM on consumer behavior.

In order to determine consumer perception of luxury hotels, the nominal scale questions were used, where variables are simply labeled with no specific order. This accounts for demographic questions, questions where respondents need to choose which hotel outlet they



find the most important, which social media platform they use the most, and which special events would they like to attend at a luxury hotel. The scales were adapted from the Mordor Intelligence (2022) model. An interval scale was used to measure how many travel-related accounts consumers follow on social media. The scale was adapted from Bazi, Filieri and Gorton (2020), where authors measured how many times per day consumers use social media.

On the other hand, ordinal scale questions help us determine the agreement level and frequency. The agreement type of answers range from “1 – Strongly disagree” to “5 – Strongly agree” (Likert type) in order to determine how strongly people follow the opinions of travel bloggers and influencers on SM. The scale was adopted from Tingting, Cho and Wong (2022) who originally measured how likely consumers are to purchase specific luxury brands on a seven-point Likert scale. Furthermore, Cheung, Leung, Aw and Koay (2022) constructs measured on a seven-point Likert scale were used in order to determine design preferences and determine information quality of social media.

In order to obtain comprehensive feedback from the participants regarding who they follow on social media, the questionnaire consisted of one open-ended question. After reviewing, responses were divided into two—travel bloggers and influencers. The open-ended question was adopted from Hye and Hwang (2021) who aimed to find out the most common definition of luxury restaurants by dividing results into categories.

## 5.3 Analysis of results

### 5.3.1 Sample description

The frequency metric shows that 114 respondents successfully completed the survey ( $n = 114$ ). 13 respondents partially completed it and are consequently not included in the total sample. The total number of units in the database is 290, as some only opened the link. For further analysis, a sample of 114 respondents was used. The first three questions were about demographics. Demographic results are presented in Table 7. The survey was answered mostly by women, 74% of all 114 respondents, and 26% of men. The majority of the respondents were millennials, aged between 25 and 39 years. Further on, as we can see, 75% of respondents who completed the survey travel for leisure, while only 4% travel for business.

*Table 8: Demographic profile of respondents*

Number of respondents	Gender (%)	Age (%)	Travel purpose (%)	Active on social media (%)
114 relevant	Female (74%)	18–24 (20%)	Leisure (75%)	Once per day (7%)
	Male (26%)	25–39 (46%)	Business (4%)	2–5 times per day (23%)

*Tables continues*

Table 7: Demographic profile of respondents (cont.)

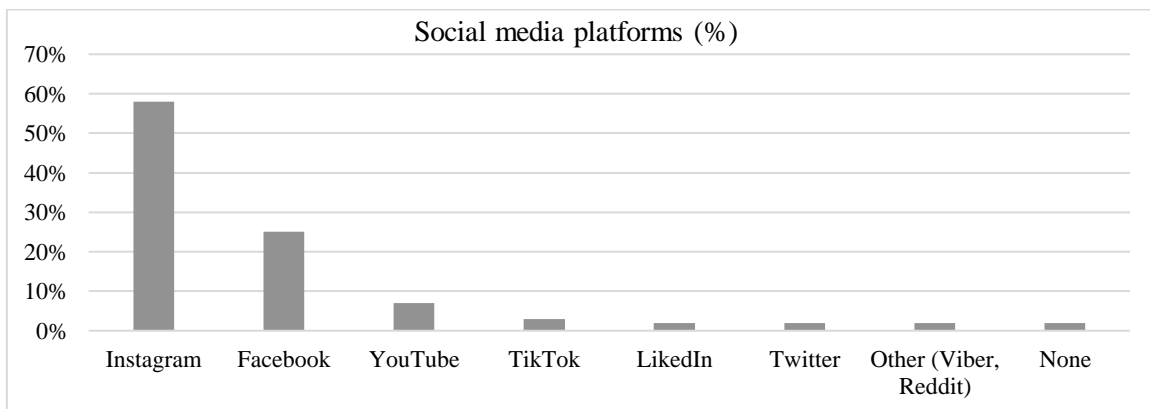
Number of respondents	Gender (%)	Age (%)	Travel purpose (%)	Active on social media (%)
		40–59 (31%)	Visiting friends & family (7%)	10+ times per day (40%)
		60–100 (2%)	Business + Leisure (13%)	I do not check social media (2%)

Source: own work.

### 5.3.2 Descriptive statistics

After completing the demographic section, the respondents were then asked a set of questions related to social media and visiting hotels. In question 5, I asked which social media platform respondents use the most. As seen in Figure 7 below, 58% of all respondents chose Instagram as the most popular platform that they use. Next, about a quarter (25%) said they most commonly use Facebook, while other platforms were selected by 7% or less of the respondents.

Figure 7: The most popular social media platforms



Source: own work.

In question 6, I asked the respondents why they perceive luxury brands as important and they could select several answers. The results show that the most important aspect is excellent service and quality, as 37% selected this answer. The second most important factor is lifestyle (29%), and the third is comfort (28%).

Question 7 was intended to collect data about where respondents look for information about hotel outlets (several answers were possible). The majority (78%) of the respondents chose accommodation platforms such as Tripadvisor and Booking.com as the most important source when seeking information about luxury hotels. Second, 36% of respondents seek information from family and friends, and third, directly on the hotel website (31%).

Question 8 captured which hotel offer is the most important for a respondent when staying in a hotel ( $SD = 1.2$  which means that the data is relevant to the mean  $AM = 3.3$ ). Rooms & Suites turned out to be the most important offer as 71% of respondents chose this answer. The second most important outlet is Wellness, Gym & Spa (16%), and the third is Restaurant & Bar (13%).

Further on, question 9 probed into the number of travel-related profiles, blogs, or influencers that the respondents follow on social media. The majority (76%) of the respondents follow 0–9 influencers and 12% of respondents follow 10–29 influencers.

Question 10 was an open-form question asking which travel profiles respondents follow. Table 8 breaks down three categories: travel blogs, travel influencers, and travel profiles. Respondents listed some Slovenian and international accounts that they follow on social media. In total, 58 respondents answered the open-form question. However, 43 answers were relevant, as 5 respondents answered with “none” and 10 answers were not suitable as the names were incorrect. The highest number of respondents stated that they follow travel profiles (24), then travel influencers (14) and lastly travel blogs (5).

*Table 9: Travel blogs, travel influencers, and travel profiles followed by respondents*

<b>Travel blogs</b>	<b>Travel influencers</b>	<b>Travel profiles</b>
Sonček	Katarina Benček (2x)	Travelgram
Gypsea lust blog	Kristjan Iličič	On the road
Airbnb	Bit Sever (2x)	Airbnb
Izlet na dlani	Marie and Jake	Ritz Carlton hotel
Altitude activities	Tomaz Gorec	Your passport
	Kara and Nate	Beautiful destinations
	Hajdi 1	Luxury world traveler
	Lara Lipnik	Destination chaser
	Lara Kamnik	Po svetu (2x)
	Eva Flerin	I feel slovenia
	Iva Jeremic	IC Ljubljana
	Maja Malnar	Pejt z nama
		Do you travel
		Soca valley
		I feel Slo (2x)
		Gypsea lust
		Beautiful hotels (2x)
		We just travel
		Visit Kranj
		Sem pa tja
		Pubity earth

*Source: own work.*

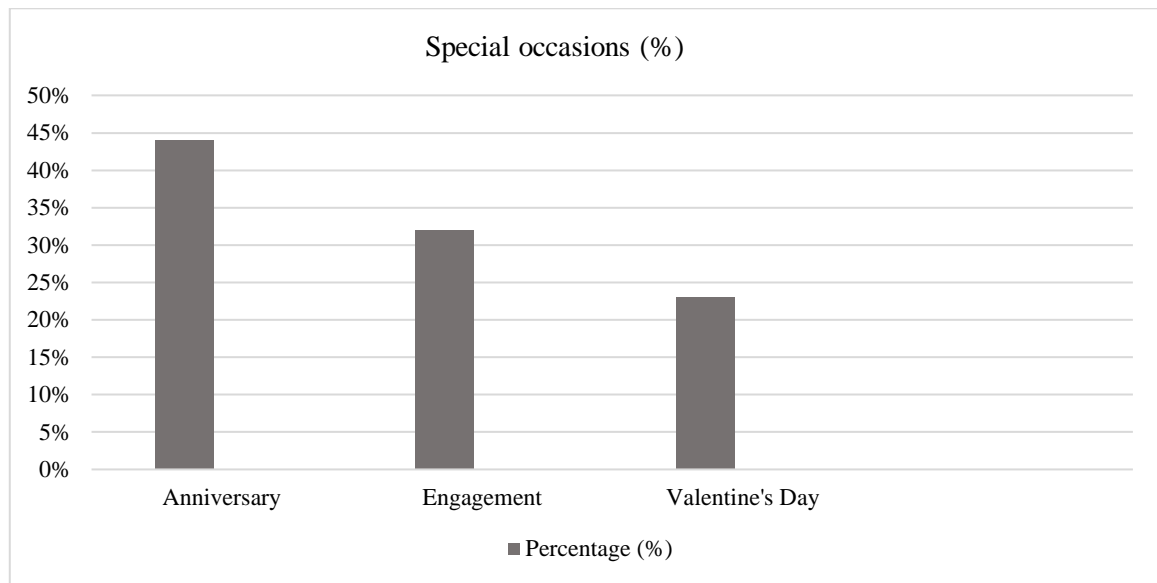
Question 11 with three possible answers (photos, short videos, blog posts) was about which content the respondents find the most interesting to see on social media with respect to travel. The analysis of the results revealed that no matter the trends, respondents still favor appealing photos on social media over other types of imagery, as 63% chose this answer. Short videos were second (21%) and blog posts came last (12%).

Similarly, question 12 addressed the respondents' interest in different types of content on social media (photos, short videos, blog posts). For each type of content, an example was provided for better illustration. Using a 4-point Likert scale (1 – Not at all interesting, 4 – Very interesting), the results show that 47% believe photos are the most interesting to see (AM = 3.3; SD = 0.80), 29% opted for short videos (AM = 2.8; SD = 0.90), and 12% for blog posts (AM = 2.3; SD = 0.90).

In question 13, I asked the respondents how strongly they agree with three statements about the following opinions of travel bloggers and influencers on social media. The level of agreement was measured using a 5-point Likert scale: “1 – Strongly disagree”, “2 – Disagree”, “3 – Neutral”, “4 – Agree”, and “5 – Strongly agree”. It was shown that 36% of respondents agree or strongly agree with the statement: “I find it important that the hotel has a strong social media presence” (AM = 3.4; SD = 0.92). Similarly, 37% of respondents agree or strongly agree that they choose the hotel based on the reviews on social media (AM = 3.4; SD = 1.05). Lastly, 16% of respondents strongly disagree that they follow the opinion of influencers and travel bloggers, while 27% disagree and 43% are neutral (AM = 2.6; SD = 0.94).

Question 14 was about how likely the respondents would celebrate various special occasions in a hotel or restaurant (Figure 8). For this purpose, a 4-point scale was used providing the answers “1 – Not likely at all”, “2 – Somewhat likely”, “3 – Neutral”, and “4 – Extremely likely”. 44% of the respondents would extremely likely celebrate their anniversary in a luxury hotel (AM = 3.0; SD = 1.06). Next, an engagement is the second most likely celebrated occasion in a luxury hotel, as 32% of the respondents would extremely likely celebrate it in such a hotel (AM = 2.7; SD = 1.16), and Valentine's Day would be extremely likely celebrated by 23% of the sample (AM = 2.7; SD = 1.09). On the other hand, Easter Sunday and Christmas Eve are not likely to be celebrated in luxury hotels as evidenced by 77% of the respondents who chose the answer “1”.

*Figure 8: Likelihood of celebrating special occasions at luxury hotels*



*Source: own work.*

Lastly, question 15 asked how likely were the respondents to attend different hotel events (Table 9). The same scale as in question 14 was used. The analysis shows that the respondents would most likely attend brunch in luxury hotels, as 41% of respondents agreed and the mean score was 3.0 (SD = 1.02). The second most favoured event to visit in a hotel was cuisine day, where 38% of the respondents would extremely likely attend this event (AM = 2.7; SD = 1.19). The third is jazz night, as 26% of respondents would extremely likely attend this event at a luxury hotel (AM = 2.4; SD = 1.15).

*Table 10: Likelihood of attending hotel events*

Occasion / Scale	Not likely at all	Somewhat likely	Neutral	Extremely likely	Mean	Std. deviation
Brunch	9%	27%	23%	41%	3.0	1.02
Cuisine day	22%	21%	19%	38%	2.7	1.19
Jazz night	28%	29%	17%	26%	2.4	1.15
Ladies' night	37%	20%	19%	24%	2.3	1.20
Happy hour	25%	27%	25%	24%	2.5	1.11
Afternoon teatime	45%	24%	23%	8%	1.9	1.01

*Source: own work.*

### 5.3.3 Testing the hypotheses

To further test the hypotheses, I used the collected answers to my questions. The analysis was carried out in the statistical data analysis program SPSS.

H1: Consumers whose motive for luxury brands is lifestyle, find the restaurant and bar offer the most important when staying in a luxury hotel.

To test hypothesis 1, a chi-square test was used in Table 1 (see Appendix 3). I used data from questions 6 (why respondents perceive luxury brands as important) and 8 (which hotel offer they find the most important). Since this hypothesis refers only to those who believe that luxury brands are important because of lifestyle, a subset of the total sample was considered. The number of respondents who selected “Lifestyle” in question 6 is 33. In this sub-sample, 24 respondents selected “Rooms & Suites”, 6 selected “Wellness, Gym & Spa”, 3 respondents chose “Restaurant & Bar”, while no one selected “Meetings & Events”. Using the chi-square goodness of fit test for the subsample in Table 2 (see Appendix 3), I tested the following:

Null hypothesis (H0): The population follows the specified distribution.

Alternative hypothesis (Ha): The population does not follow the specified distribution.

From Table 2, it is clear that there are statistically significant differences, since  $p < 0.05$ . The number of people who chose a single answer does not match the expected values. Hence, people are not equally likely to choose each answer and the null hypothesis is rejected. The most commonly selected answer was “Rooms & Suites” and not “Restaurant & Bar”. Thus, hypothesis 1 cannot be supported.

H2: More than 50% of all consumers are extremely likely to celebrate Valentine’s Day in a luxury hotel.

To test hypothesis 2, answers to question 14 were analyzed, with the entire sample of 114 respondents. Based on the prevalence, we can assume that 28.9% would extremely likely celebrate Valentine’s Day in a luxury hotel. From the results in Table 3 (see Appendix 3), the null hypothesis is rejected as less than 50% of all respondents would extremely likely celebrate Valentine’s Day in a luxury hotel.

Next, the chi-square goodness of fit test was conducted in Table 4 (see Appendix 3) to see if there is an equal probability that the participants chose individual answers for each event (1 – Not likely at all, 2 – Somewhat likely, 3 – Neutral, 4 – Extremely likely). Based on the test, I cannot claim that there is a significant difference between the distributions, hence I cannot support H2.

H3a: Instagram is the most popular social media platform.

H3b: Instagram is the most used social media platform among Generation Z.

In order to test H3a, I used the statistical chi-square goodness of fit test in Table 5 (see Appendix 3) to test the assumed equal probability that people will choose all answers. It is shown that there are statistically significant differences ( $p < 0.05$ ), i.e., not all social

networks are chosen by the participants to the same extent. As we can see, most people chose Instagram. Hence, H3a is supported.

Further on, to test hypothesis 3b, responses to question 5 were reanalyzed, but this time only for the subgroup of Generation Z representatives. From Table 8 and Table 9 (see Appendix 3), we can see that 22 individuals fit into this group. The most popular social network for Generation Z (the age group between 18 and 24) is Instagram (18 people), while YouTube was selected by 3 individuals, and Twitter by one. Given the small sample size ( $n = 22$ ), I did not conduct any statistical tests but based on the prevalence of Instagram, I can assume it is the most used social media platform among Generation Z. This provides support for H3b.

H4: Social media users follow at least 10 travel-related profiles, blogs, or influencers.

Hypothesis 4 states that social media users follow more than 10 travel-related profiles, blogs, or influencers. To test this hypothesis, the chi-square goodness of fit test was used.

For the purpose of testing, I made a new variable by creating only 2 categories from the previous categories (Table 11 in Appendix 3). The first category includes those who follow 0–9 influencers ( $n = 95$ ) and the second category those who follow 10–29 and 30–49 influencers ( $n = 18$ ). The chi-square goodness of fit test showed that there are statistically significant differences ( $p < 0.05$ ), which means that people are not equally likely to choose one or the other answer—those who follow less than 10 influencers are more prevalent. Hence, I cannot support H4.

H5: Short videos catch consumers' attention on social media the most.

To test hypothesis 5, I analyzed answers to question 12: “To what extent do you find the content below interesting to see?” I intended to use a paired samples *t*-test, but before doing so, it is necessary to check whether all the variables are distributed normally (to use the ordinary *t*-test; if the distribution is not normal, the parametric alternative should be used).

Table 14 shows the results of testing the normality of the distribution using the Kolmogorov-Smirnov test (see Appendix 3). Since all three variables have values of  $p < 0.05$ , this means that they are not normally distributed.

Since the variables are not normally distributed, I used a non-parametric alternative, namely the Wilcoxon test. Since in all three cases  $p < 0.05$ , it means that there are statistically significant differences between different pairs: video–photo, blog–video, and blog–photo (see Appendix 3). Given that photos—not short videos—are perceived as the most interesting, hypothesis 5 is not supported.

## 5.4 Interpretation of findings

Table 10 below provides an overview of all tested hypotheses. Interpretation of the findings is presented below:

*Table 11: Hypotheses results*

	Hypothesis	Results
H1	Consumers whose motive for luxury brands is lifestyle, find the restaurant and bar offer the most important when staying in a luxury hotel.	Not supported
H2	More than 50% of all consumers are extremely likely to celebrate Valentine's Day in a luxury hotel.	Not supported
H3a	Instagram is the most popular social media platform.	Supported
H3b	Gen Z most used social media platform is Instagram.	Supported
H4	Social media users follow at least 10 travel-related profiles, blogs, or influencers.	Not supported
H5	Short videos catch consumers' attention on social media the most.	Not supported

*Source: own work.*

Hypothesis 1 was not supported, which means that Slovenian tourists do not see a strong enough association between a luxurious lifestyle and choosing the most important outlet in a hotel, i.e., Restaurants, but seem to appreciate Rooms & Suites more. However, this does not mean that they do not see a connection between luxury and fancy restaurants. Holmquist (2021) also found a positive relationship between hedonism and luxury consumption. A possible reason that people in Slovenia do not find a connection between luxury and fancy restaurants could be that, due to the average income, they reach an above-average standard and the food is not that expensive (Slovenian Tourist Board, 2020).

Next, hypothesis 2 was also not supported, meaning Valentine's Day is not the occasion most likely to be celebrated in a luxury hotel. The most likely occasion is an anniversary, followed by an engagement. One of the possible reasons is that Valentine's Day is a movement of consumerism and not everyone celebrates it on a bigger scale, many people just purchase a gift for their significant other (Dressember, 2021). Similarly, from the competitor analysis in Chapter 4 (Table 5 and Table 6), we can see that Shangri-La and Four Seasons London at Park Lane have special offers for romantic celebrations. Their promotions related to romantic occasions also record the most likes.

Further on, hypothesis 3a is accepted, as Instagram appears to be the most popular social media platform. On the other hand, data from Statista (2019) shows that Facebook is the most popular social media platform and was the first platform to exceed one billion registered user accounts. Generally speaking, Facebook, WhatsApp, Facebook Messenger, and Instagram are the dominant social media platforms.



In addition, hypothesis 3b is accepted, as the social media platform used the most by Gen Z is Instagram. This finding is also supported by Bento, Martinez and Martinez (2018), Berezan, Krishen, Agarwal and Kachroo (2018), and Parry (2021), which we can see from Table 1. Some of the most used social media platforms by this generation are also YouTube, TikTok, and Snapchat.

I found no empirical support for hypothesis 4 which proposed that social media users follow at least 10 travel-related profiles, blogs, or influencers. My empirical data shows that 83% of respondents follow from 0 to 9 profiles that are related to travel, tourism, or influencers. A possible reason that people follow up to 9 related profiles is that they do not spend all of their time on social media only to follow travel-related profiles. However, many authors (e.g., Cheung, Leung, Aw & Koay, 2022; Bazi, Filieri & Gorton, 2020; De Vierman, Cauberghe & Hudders, 2017; Ghosh, 2022) still demonstrate that social media influencers have a great impact on attracting new customers. Also, it is highly recommended that luxury brands work with micro-influencers and niche bloggers in order to be more inclusive and transparent (Tingting, Cho & Wong, 2022).

Lastly, hypothesis 5 about short videos catching consumers' attention the most was also not supported. Based on my study, photos are the most interesting to see on social media travel profiles. One of the possible reasons is that photos maintain to have an appealing quality that not even videos have. Another possible reason is that they are less time-consuming (Cao, Qu, Liu & Hu, 2021). Cheung, Leung, Aw and Koay (2022) believe that social media content with creative design features can create esthetic experiences that can satisfy the consumer's need to purchase due to increased emotional engagement on the social media platform. On the other hand, Moin, Hosany and O'Brien (2020) claim that videos are crucial for advertising as they accounted for 82% of all internet traffic in 2021. Clips provide a more vivid and accurate idea of the place. No less than 50% of consumers try to find different videos about the destination.

## **5.5 Limitations of the research**

This research has several limitations. The first and one of the most important ones is the convenience sample, which makes it impossible to generalize the results to the population. I would also like to point out the difference between the number of men and women surveyed. Of all the respondents, approximately 74% were women. The subsample of men is quite small ( $n = 33$ ), so it would be better from a research perspective if the proportional difference between the male and female respondents were smaller, which would probably result in different outcomes in some cases, such as the opinion on romantic occasions organized by hotels.

Another limitation was that the survey was mainly completed by the population traveling for leisure (75%), while the segment traveling for business purposes presented only 4% of respondents, even though InterContinental Ljubljana primarily targets the business segment.

However, this is less relevant when it comes to social media. It is not necessary to distinguish between the purposes of travel, since social media is accessible to everyone, regardless of their profile and economic status. For this reason, despite InterContinental Ljubljana being a 5-star hotel, I did not include the economic status in my research. I wanted to find out what the whole population wants in general, since every passerby has access to the hotel's bar and restaurant. Nevertheless, a company has to operate in line with its standards and the profiles of its customers. The last limitation would be the nationality of the respondents, as the survey was conducted among Slovenian tourists. Due to that, we only got an insight into the needs of Slovenian tourists.

## **6 RECOMMENDATIONS FOR INTERCONTINENTAL LJUBLJANA**

The social media strategy for InterContinental Ljubljana is proposed based on the findings above. The strategy focuses on social media platforms Instagram, Facebook, TikTok, and LinkedIn. Some elements of the strategy were already introduced in May 2022, after the analysis had been completed. The outcome and further strategy are presented:

The following strategy for InterContinental Ljubljana is based on key theoretical and empirical findings. It is especially important to point out that promotions can bring the company recognition on social media as well as profit. In further recommendations, I formulated a strategy that will help the hotel introduce innovations and thus achieve greater customer engagement on social networks.

### **1. Luxury in a photo**

When it comes to luxury hotels, companies have to pay attention to every detail, lighting, image size, and standards. However, that does not mean we cannot approach our followers in an authentic way. As photos were selected as the most interesting content, according to my empirical study, I recommend posting photos that have a story, for example, announcing a collaboration with one of the local businesses. An example would be the collaboration with the local flower shop Emporia and the cosmetics company Byredo which complies with the hotel policy and beliefs: sustainability and environmental responsibility. Another visual strategy is to include the employees and their achievements. This method was used recently on InterContinental Ljubljana's Instagram profile, as seen in Figure 7. The picture representing the chefs of B-Restaurant with a Michelin plate received 147 likes. Another example could be a photo of the General Manager on World Smile Day, October 7<sup>th</sup>, addressing the public in the post description. Another idea is to use a photo of a chef and a recommendation on "what to eat at a Michelin plate restaurant", or a glimpse at his behind-the-menu secrets. The receptionists and the porter also play a major role, as they are the first point of contact for the guest upon arrival. The images should be warm, with a wide smile, in their natural environment.

*Figure 9: Employee photo strategy*



*Source: InterContinental Hotel Ljubljana (2022).*

## 2. Sunday brunch high above the city

It was empirically demonstrated that brunches in Slovenia are quite popular (41% of all respondents in my study would be extremely likely to have brunches in luxury hotels). Therefore, I suggest offering brunch at B-Restaurant on Sundays. InterContinental Ljubljana differs from other brunch providers as it offers a view over the entire city on the 20<sup>th</sup> floor. One of the similar brunch spots is Duck & Waffle in London, England, seen in Figure 10 below.

*Figure 10: Brunch Duck & Waffle London*



*Source: Time Out England Limited (2022).*

### 3. Collaborations with influencers: “Instagrammable Suite”

Social media is populated by influencers from all industries. Care must be taken when selecting influencers, as it is important to choose those who will properly represent the luxury hotel (Cheung, Leung, Aw & Koay, 2022). In order to maintain demand from influencers, it is also necessary to set a discounted rate for the most prestigious rooms in the city, since the rooms must not lose their brand identity to influencers. I recommend implementing an “Instagrammable Suite” package and promoting it on social media. The room would be available to influencers whose profile matches the company. However, the package should be created with a discounted room rate per night for two persons, and not complimentary. Influencers themselves need to have a sense of the importance of shooting at InterContinental Ljubljana. If every influencer had the opportunity to shoot at a luxurious hotel, the prestige of the hotel would be lost. I recommend creating a package and promoting the most luxurious room which would be available to reputable influencers.

*Figure 11: Shangri-La Dubai*



*Source: Shangri-La Dubai (2022).*

4. Romantic promotions and packages: anniversary on the 20<sup>th</sup> floor

As anniversaries are the most popular occasion to celebrate in luxury hotels (selected by 44% of all respondents in my study), I suggest creating an anniversary promotion for couples, high above the city. The package could include a weekend stay with breakfast, dinner for two persons accompanied by wine or sparkling wine, and pampering at the Serenity Spa.

*Figure 12: Anniversary package*



*Source: Shangri-La Dubai (2022).*

As seen in Figure 12, I recommend creating a visually appealing promotion of the 20<sup>th</sup> floor with a view over Ljubljana and promoting it on social media.

“Will you marry me on the 20<sup>th</sup> floor?”

Next, as engagements are the second most preferred occasion to celebrate in luxury hotels, I recommend focusing on such romantic events. Therefore, I suggest that InterContinental Ljubljana design a package where people could book a private terrace for an engagement. That would help promote the 20<sup>th</sup> floor on social media. As seen in Figure 13, I suggest collaborating with a professional photographer and including the “proposal offer”, as couples may choose to capture their special moment. This would also be beneficial for the company’s social media.



*Figure 13: Proposal*



*Source: Les Entremetteuses Paris (2022).*

## **CONCLUSION**

The strategy for InterContinental Ljubljana was created based on several scientific sources and empirical findings. Based on scientific articles, we found the background of the luxury market, as well as the meaning of luxury in the hotel industry and branding. The findings showed that there is an increasing demand, which is conditioned by the psychology of consumers.

We studied consumer motives for visiting luxury hotels. We found that consumers have four key motives that are conditioned by the consumer's needs. Furthermore, we studied the impact of luxury image on consumer decisions and found that it is necessary to create strategies that attract the users' attention, since there is a lot of competition on social networks. Also, the response depends on the emotional response of the users.

We then focused on social media marketing and found that Facebook is still the most popular platform with the most active users, followed by YouTube, WhatsApp, and Instagram. A growing platform in recent years is TikTok and to a lesser extent LinkedIn. We looked at the use of social media among generations and found that the most active users are millennials (ages 25–39). Hotel social media marketing is evolving at a rapid pace, so it is necessary to improve marketing communications for the business and leisure segment and to constantly monitor new trends. We examined customer engagement with luxury brands on social media and found that socio-psychological motives play a big role, as consumers strive for status signaling and actual-self congruency.

The most important elements of creative content are photography, graphic design, videos, and blog posts. Design quality also plays an important role, as it contributes to engagement on social networks. Hotels should be aware of and develop trends such as short Instagram stories, chatbot communication, influencer marketing, audio content, Facebook Creator Studio, TikTok videos, and Instagram reels. On the other hand, based on the survey, we found that despite the trends, the respondents chose photography as the most interesting content on social networks. That is why a luxury photo strategy is crucial for increasing engagement. For InterContinental Ljubljana it is suggested to include employees in the photos, as it records increased engagement.

The analysis of social media competitors showed that luxury hotels often offer brunch, and the questionnaire results also showed that people would like to have brunch at luxury hotels. Sunday brunch high above the city is recommended for InterContinental Ljubljana, which would attract also the locals. Next, romantic occasions are popular with competitors, such as Valentine's Day and anniversaries. Similarly, the questionnaire analysis showed that anniversaries are extremely likely to be celebrated in luxury hotels. It is recommended that the hotel create a promotion for anniversaries and Valentine's Day high above the city.

Competitor analysis also showed that collaborations increase the reach of photos. That is why collaborations with travel influencers, brands, and local suppliers would be a successful strategy for InterContinental Ljubljana as well. We can conclude that InterContinental Ljubljana's social network strategy should be improving the offer and creating new promotions that will increase engagement on social networks.

All in all, we found that it is necessary to be creative and to follow the consumer's needs. If following recommendations, the designed strategies will not only increase engagement but also contribute to the brand's reputation, potentially attract new guests, and retain current guests who would like to see new offers and unique social media content of this luxury hotel on the Slovenian market.

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## **APPENDICES**





## **APPENDIX 1: POVZETEK (SUMMARY IN SLOVENE LANGUAGE)**

Strategija za hotel InterContinental Ljubljana je namenjena oddelku marketinga. Marketing socialnih omrežij lahko poveča promet in prodajo, prepoznavnost znamke, skupnost sledilcev, povezovanje z uporabniki in ustvarjanje novih poslovnih možnosti, ter nudenje uporabniške podpore gostom. Marketinška strategija je nastala na podlagi več znanstvenih virov in empiričnih spoznanj. Namen magistrske naloge je pridobiti vpogled v socialna omrežja luksuznih hotelov in prepoznati potrebe uporabnikov ter njihove motive za sledenje tovrstnim profilom na socialnih omrežjih. Cilj strategije je povečati vključenost uporabnikov na socialnih omrežjih hotela InterContinental Ljubljana.

Prvi del magistrske naloge, ki se navezuje na analizo znanstvenih člankov, podrobno opisuje ozadje luksuznega trga ter pomen luksuza v hotelirstvu. Predstavljeni so ključni motivi potrošnikov in motivacijski dejavniki za obisk luksuznih hotelov. Nato smo se osredotočili na trženje družbenih medijev in njihov pomen za posamezno generacijo. Znotraj vsake generacije so podrobno opisane tudi potrebe ter pričakovanja različnih starostnih skupin do družbenih medijev. Ker je pomembno, da je podjetje agilno in pripravljeno na hitro reagiranje na spremembe, so v nadaljevanju opisani najnovejši trendi na socialnih omrežjih, različne oblike tržnega komuniciranja in tehnike za izboljšanje vsebine. Ena izmed oblik je trženje s pomočjo spletnih vplivnežev, ki je v naslednjem poglavju širše opisano in se navezuje na potovanja ter obisk luksuznih hotelov. V nadaljevanju so predstavljeni socialno-psihološki motivi, ki imajo veliko vlogo, še posebej pri potrošnikovem signaliziranju socialnega statusa in izboljšanju potrošnikove podobe skozi socialna omrežja in luksuznih znamk. Poglavje se razvije v smeri psihologije vedenja potrošnika na socialnih omrežjih.

Drugi del magistrske naloge je namenjen analizi ključnih konkurentov hotela InterContinental Ljubljana na področju socialnih omrežij luksuznih hotelov.

Tretji del zajema analizo empirične raziskave. Zasnovan je bil spletni vprašalnik, namenjen vsem starostnim skupinam in ekonomskim statusom. Glavno raziskovalno vprašanje anketnega vprašalnika je: Kako povečati vključenost potrošnikov na družbenih medijih luksuznih hotelov v primerjavi s konkurenco? Na podlagi glavnega raziskovalnega vprašanja je narejena empirična analiza trženja družbenih medijev in vedenja potrošnikov v primeru izbire luksuznih hotelskih verig, ki omogoča vpogled v trenutne potrebe potrošnikov in navade na socialnih omrežjih na slovenskem trgu.

## APPENDIX 2: QUESTIONNAIRE

Q1: Please indicate your gender

- a) M
- b) F

Q2: Please indicate your age:

- a) 18–24
- b) 25–39
- c) 40–59
- d) 60 and above

Q3: What is your travel purpose in most cases?

- a) Leisure
- b) Business
- c) Visiting friends & family
- d) Business + Leisure

Q4: How many times per day do you usually check social media?

- a) Once per day
- b) 2–5 times per day
- c) 5–10 times per day
- d) 10 + times per day
- e) I do not check social media

Q5: Which social media platform do you use the most?

- a) Instagram
- b) Facebook
- c) LinkedIn
- d) Twitter
- e) TikTok
- f) YouTube
- g) Other (viber, reddit)
- h) None

Q6: Why do you perceive luxury brands important? (Several answers possible)

- a) Social status
- b) Membership benefits (brand's loyalty or rewards programs)
- c) Lifestyle
- d) Comfort
- e) Personalization
- f) Excellence service and quality
- g) I do not think that luxury brands are important

Q7: Where do you seek for information about hotel outlets: (several answers are possible)

- a) Hotel website
- b) Hotel social media
- c) Direct hotel reservation contact
- d) Accommodation platforms (tripadvisor, booking.com,airbnb, etc.)
- e) Travel blogs
- f) Recommendation of family and friends

Q8: Which hotel offer do you find the most important when staying in a hotel?

- a) Wellness, Gym & Spa
- b) Restaurant & Bar
- c) Meetings & Events
- d) Rooms & Suites

Q9: How many travel related profiles, blogs or influencers do you follow on social media?

- a) 0-9
- b) 10-29
- c) 30-49
- d) 50-100
- e) More than 100

Q10:

Which profiles related to tourism do you follow on social media?

---

Q11: Which content do you find the most interesting to see on social media?

Q12: To what extent do you find the content below interesting to see ? Where

- 1- not at all interesting
- 2- slightly interesting
- 3- moderately interesting
- 4- very interesting

- a) Photography (inserted)
- b) Short-Videos (Please watch on the link: <https://www.youtube.com/watch?v=ixyem-4JQYo>)
- c) Blog posts (inserted)

Q13: How strongly do you agree with the statements:

- 1- Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly agree

1. I find it important that the hotel has a strong social media presence
2. I choose the hotel based on the reviews on social media
3. I strongly follow the opinion of influencers and travel bloggers that I follow

Q14: How likely would you celebrate the following special occasions in a hotel or restaurant?

- 1- Not likely at all
  - 2- Somewhat likely
  - 3- Neutral
  - 4- Extremely likely
- a) New Year's
  - b) Easter Sunday
  - c) Christmas Eve
  - d) Valentine's Day
  - e) International Women's day
  - f) Mother's Day & Father's Day
  - g) Birthday
  - h) Anniversary
  - i) Engagement
  - j) I would not celebrate any of the stated special occasions in a hotel or restaurant.

Q15: How likely would you attend the following hotel events?

- 1- Not likely at all
  - 2- Somewhat likely
  - 3- Neutral
  - 4- Extremely likely
- a) Afternoon tea time
  - b) Jazz nights
  - c) Ladies' night
  - d) Happy hour
  - e) Cuisine day (Sushi, Italian, Asian, etc.)
  - f) Brunch

## APPENDIX 3: SPSS ANALYSIS

**H1:**

H0: Consumers whose motive for luxury brands is lifestyle, find restaurant and bar offer the most important when staying in a hotel.

H1: Consumers whose motive for luxury brands is lifestyle, don't find restaurant and bar offer the most important when staying in a hotel.

Q6: Why do you perceive luxury brands important?

Q8: Which hotel offer do you find the most important when staying in a hotel?

*Table 1: Chi-square test*

### Q6c \* Q8 Crosstabulation

			Q8				Total
			wellness, spa	restaurant, bar	meetings, events	rooms, suites	
Q6c	0	Count	11	11	1	58	81
		Expected Count	12,1	9,9	,7	58,3	81,0
		% within Q6c	13,6%	13,6%	1,2%	71,6%	100,0%
		% within Q8	64,7%	78,6%	100,0%	70,7%	71,1%
		% of Total	9,6%	9,6%	0,9%	50,9%	71,1%
	yes	Count	6	3	0	24	33
		Expected Count	4,9	4,1	,3	23,7	33,0
		% within Q6c	18,2%	9,1%	0,0%	72,7%	100,0%
		% within Q8	35,3%	21,4%	0,0%	29,3%	28,9%
		% of Total	5,3%	2,6%	0,0%	21,1%	28,9%
Total		Count	17	14	1	82	114
		Expected Count	17,0	14,0	1,0	82,0	114,0
		% within Q6c	14,9%	12,3%	0,9%	71,9%	100,0%
		% within Q8	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	14,9%	12,3%	0,9%	71,9%	100,0%

*Source: own work.*

*Table 2: Chi-square test sub-sample (n=33)*

	Observed N	Expected N	Residual
wellness, spa	6	11,0	-5,0
restaurant, bar	3	11,0	-8,0
rooms, suites	24	11,0	13,0
Total	33		

*Tables continues*

Table 2: Chi-square test sub-sample (n=33) (cont)

	Q8
Chi-Square	23,455 <sup>a</sup>
df	2
Asymp. Sig.	,000

Source: own work.

## H2:

H0: More than 50% of all consumers would extremely likely celebrate Valentine's day in a luxury hotel.

H1: Less than 50% of all consumers would extremely likely celebrate Valentine's day in a luxury hotel.

Q14: How likely would you celebrate the following special occasions in a hotel or restaurant? Please rate the likelihood from 1 to 4, where 1 is »very unlikely« and 4 is »extremely likely«.

Table 3: Chi-Square test

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,129 <sup>a</sup>	3	,770
Likelihood Ratio	1,416	3	,702
N of Valid Cases	114		

a. 4 cells (50,0%) have expected count less than 5. The minimum expected count is ,29.

Source: own work.

Table 4: Descriptive statistics

## Valentine's Day

### Q14d

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	19	16,7	17,1	17,1
	2	33	28,9	29,7	46,8
	3	26	22,8	23,4	70,3
	4	33	28,9	29,7	100,0
	Total	111	97,4	100,0	
Missing	99	3	2,6		
Total		114	100,0		

## Anniversary

### Q14h

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	10,5	10,8	10,8
	2	29	25,4	26,1	36,9
	3	22	19,3	19,8	56,8
	4	48	42,1	43,2	100,0
	Total	111	97,4	100,0	
Missing	99	3	2,6		
Total		114	100,0		

Source: own work.

Table 5: Chi-Square test

Test Statistics									
	NY	Easter	Christmas	Valentines	Women	Mother_father	Birthday	Anniversary	Engagement
Chi-Square	27,212 <sup>a</sup>	160,820 <sup>b</sup>	168,071 <sup>c</sup>	4,856 <sup>b</sup>	50,890 <sup>d</sup>	87,455 <sup>e</sup>	4,211 <sup>d</sup>	24,964 <sup>b</sup>	3,183 <sup>d</sup>
df	3	3	3	3	3	3	3	3	3
Asymp. Sig.	,000	,000	,000	,183	,000	,000	,240	,000	,364

- a. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 28,3.  
b. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 27,8.  
c. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 28,0.  
d. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 27,3.  
e. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 27,5.

### H3a

H0: Instagram is the most popular social media platform.

H1: Instagram is not the most popular social media platform.

Table 6: Descriptive statistics

### Q5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Instagram	66	57,9	57,9	57,9
	FB	30	26,3	26,3	84,2
	Linkedin	2	1,8	1,8	86,0
	Twitter	2	1,8	1,8	87,7
	Tiktok	2	1,8	1,8	89,5
	YT	8	7,0	7,0	96,5
	ostalo	2	1,8	1,8	98,2
	nič	2	1,8	1,8	100,0
	Total	114	100,0	100,0	

Source: own work.

Q5: Which social media platform do you use the most?

Table 7: Descriptive statistics

Q5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Instagram	66	57,9	57,9	57,9
	FB	30	26,3	26,3	84,2
	Linkedin	2	1,8	1,8	86,0
	Twitter	2	1,8	1,8	87,7
	Tiktok	2	1,8	1,8	89,5
	YT	8	7,0	7,0	96,5
	ostalo	2	1,8	1,8	98,2
	nič	2	1,8	1,8	100,0
	Total	114	100,0	100,0	

Source: own work.

**H3b:**

H0: Gen Z most used social media platform is Instagram.

H1: Gen Z most used social media platform is not Instagram.

Q5: Which social media platform do you use the most?

Table 8: Chi-square test

			Q2				Total
			18-24	25-39	40-59	60-100	
Q5	Instagram	Count	18	40	8	0	66
		Expected Count	12,7	30,7	20,8	1,7	66,0
		% within Q5	27,3%	60,6%	12,1%	0,0%	100,0%
		% within Q2	81,8%	75,5%	22,2%	0,0%	57,9%
		% of Total	15,8%	35,1%	7,0%	0,0%	57,9%
	FB	Count	0	7	21	2	30
		Expected Count	5,8	13,9	9,5	,8	30,0
		% within Q5	0,0%	23,3%	70,0%	6,7%	100,0%
		% within Q2	0,0%	13,2%	58,3%	66,7%	26,3%
		% of Total	0,0%	6,1%	18,4%	1,8%	26,3%
	Linkedin	Count	0	0	2	0	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	0,0%	0,0%	100,0%	0,0%	100,0%
		% within Q2	0,0%	0,0%	5,6%	0,0%	1,8%
		% of Total	0,0%	0,0%	1,8%	0,0%	1,8%

Tables continues



Table 8: Chi-square test (cont.)

			Q2				Total
			18-24	25-39	40-59	60-100	
Q5	Twitter	Count	1	1	0	0	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	50,0%	50,0%	0,0%	0,0%	100,0%
		% within Q2	4,5%	1,9%	0,0%	0,0%	1,8%
		% of Total	0,9%	0,9%	0,0%	0,0%	1,8%
	Tiktok	Count	0	2	0	0	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	0,0%	100,0%	0,0%	0,0%	100,0%
		% within Q2	0,0%	3,8%	0,0%	0,0%	1,8%
		% of Total	0,0%	1,8%	0,0%	0,0%	1,8%
	YT	Count	3	2	3	0	8
		Expected Count	1,5	3,7	2,5	,2	8,0
		% within Q5	37,5%	25,0%	37,5%	0,0%	100,0%
		% within Q2	13,6%	3,8%	8,3%	0,0%	7,0%
		% of Total	2,6%	1,8%	2,6%	0,0%	7,0%
	ostalo	Count	0	1	1	0	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	0,0%	50,0%	50,0%	0,0%	100,0%
		% within Q2	0,0%	1,9%	2,8%	0,0%	1,8%
		% of Total	0,0%	0,9%	0,9%	0,0%	1,8%
	nič	Count	0	0	1	1	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	0,0%	0,0%	50,0%	50,0%	100,0%
		% within Q2	0,0%	0,0%	2,8%	33,3%	1,8%
		% of Total	0,0%	0,0%	0,9%	0,9%	1,8%
Total		Count	22	53	36	3	114
		Expected Count	22,0	53,0	36,0	3,0	114,0
		% within Q5	19,3%	46,5%	31,6%	2,6%	100,0%
		% within Q2	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	19,3%	46,5%	31,6%	2,6%	100,0%

Source: own work.

Table 9: Chi-square goodness to fit

	Observed N	Expected N	Residual
Instagram	66	14,3	51,8
FB	30	14,3	15,8
Linkedin	2	14,3	-12,3
Twitter	2	14,3	-12,3

Tables continues

Table 9: Chi-square goodness to fit (cont.)

	Observed N	Expected N	Residual
Tiktok	2	14,3	-12,3
YT	8	14,3	-6,3
ostalo	2	14,3	-12,3
nič	2	14,3	-12,3
Total	114		

	Q5
Chi-Square	260,737 <sup>a</sup>
df	7
Asymp. Sig.	,000

Source: own work.

#### H4:

H0: Social media users follow more than 10 travel related profiles, blogs or influencers.

H1: Social media users follow less than 10 travel related profiles, blogs or influencers.

Q9: How many travel related profiles, blogs or influencers do you follow on social media?

Table 10: Descriptive statistics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	1	,9	,9	,9
	0-9	95	83,3	83,3	84,2
	10-29	14	12,3	12,3	96,5
	30-49	4	3,5	3,5	100,0
	Total	114	100,0	100,0	

Source: own work.

Table 11: Chi-square goodness to fit

		Observed N	Expected N	Residual
1,00		95	56,5	38,5
2,00		18	56,5	-38,5
Total		113		

	influencer_1
Chi-Square	52,469 <sup>a</sup>
df	1
Asymp. Sig.	,000

Source: own work.

**H5:**

H0: Short-videos catch consumer's attention the most on social media.

H1: Short-videos don't catch consumer's attention the most on social media.

Q11: Which content do you find the most interesting to see on social media?

*Table 12: Descriptive statistics*

<b>Q11</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	photo	69	60,5	62,2	62,2
	short video	27	23,7	24,3	86,5
	blog post	15	13,2	13,5	100,0
	Total	111	97,4	100,0	
Missing	99	3	2,6		
Total		114	100,0		

*Source: own work.*

*Table 13: Chi-square goodness to fit*

	Observed N	Expected N	Residual
photo	69	37,0	32,0
short video	27	37,0	-10,0
blog post	15	37,0	-22,0
Total	111		

	Q11
Chi-Square	43,459 <sup>a</sup>
df	2
Asymp. Sig.	,000

*Source: own work.*

*Table 14: One-Sample Kolmogorov-Smirnov Test*

**One-Sample Kolmogorov-Smirnov Test**

		Q12a	Q12b	Q12c
N		112	114	114
Normal Parameters <sup>a,b</sup>	Mean	3,27	2,80	2,33
	Std. Deviation	,805	,904	,899
Most Extreme Differences	Absolute	,283	,202	,267
	Positive	,182	,197	,267
	Negative	-,283	-,202	-,189
Test Statistic		,283	,202	,267
Asymp. Sig. (2-tailed)		,000 <sup>c</sup>	,000 <sup>c</sup>	,000 <sup>c</sup>

*Source: own work.*

Table 15: Crosstabulation

**Q6c \* Q8 Crosstabulation**

			Q8				Total
			wellness, spa	restaurant, bar	meetings, events	rooms, suites	
Q6c	0	Count	11	11	1	58	81
		Expected Count	12,1	9,9	,7	58,3	81,0
		% within Q6c	13,6%	13,6%	1,2%	71,6%	100,0%
		% within Q8	64,7%	78,6%	100,0%	70,7%	71,1%
		% of Total	9,6%	9,6%	0,9%	50,9%	71,1%
	yes	Count	6	3	0	24	33
		Expected Count	4,9	4,1	,3	23,7	33,0
		% within Q6c	18,2%	9,1%	0,0%	72,7%	100,0%
		% within Q8	35,3%	21,4%	0,0%	29,3%	28,9%
		% of Total	5,3%	2,6%	0,0%	21,1%	28,9%
Total		Count	17	14	1	82	114
		Expected Count	17,0	14,0	1,0	82,0	114,0
		% within Q6c	14,9%	12,3%	0,9%	71,9%	100,0%
		% within Q8	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	14,9%	12,3%	0,9%	71,9%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,129 <sup>a</sup>	3	,770
Likelihood Ratio	1,416	3	,702
N of Valid Cases	114		

a. 4 cells (50,0%) have expected count less than 5. The minimum expected count is ,29.

**Q14a**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	45	39,5	39,8	39,8
	2	36	31,6	31,9	71,7
	3	24	21,1	21,2	92,9
	4	8	7,0	7,1	100,0
	Total	113	99,1	100,0	
Missing	99	1	,9		
Total		114	100,0		

**Q14b**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	85	74,6	76,6	76,6
	2	14	12,3	12,6	89,2
	3	11	9,6	9,9	99,1
	4	1	,9	,9	100,0
	Total	111	97,4	100,0	
Missing	99	3	2,6		
Total		114	100,0		

**Q14c**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	87	76,3	77,7	77,7
	2	13	11,4	11,6	89,3
	3	10	8,8	8,9	98,2
	4	2	1,8	1,8	100,0
	Total	112	98,2	100,0	
Missing	99	2	1,8		
Total		114	100,0		

**Q14d**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	19	16,7	17,1	17,1
	2	33	28,9	29,7	46,8
	3	26	22,8	23,4	70,3
	4	33	28,9	29,7	100,0
	Total	111	97,4	100,0	
Missing	99	3	2,6		
Total		114	100,0		

**Q14e**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	56	49,1	51,4	51,4
	2	23	20,2	21,1	72,5
	3	26	22,8	23,9	96,3
	4	4	3,5	3,7	100,0
	Total	109	95,6	100,0	
Missing	99	5	4,4		
Total		114	100,0		

**Q14f**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	68	59,6	61,8	61,8
	2	19	16,7	17,3	79,1
	3	21	18,4	19,1	98,2
	4	2	1,8	1,8	100,0
	Total	110	96,5	100,0	
Missing	99	4	3,5		
Total		114	100,0		

**Q14g**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	19,3	20,2	20,2
	2	34	29,8	31,2	51,4
	3	31	27,2	28,4	79,8
	4	22	19,3	20,2	100,0
	Total	109	95,6	100,0	
Missing	99	5	4,4		
Total		114	100,0		

**Q14h**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	10,5	10,8	10,8
	2	29	25,4	26,1	36,9
	3	22	19,3	19,8	56,8
	4	48	42,1	43,2	100,0
	Total	111	97,4	100,0	
Missing	99	3	2,6		
Total		114	100,0		

**Q14i**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	22,8	23,9	23,9
	2	21	18,4	19,3	43,1
	3	28	24,6	25,7	68,8
	4	34	29,8	31,2	100,0
	Total	109	95,6	100,0	
Missing	99	5	4,4		
Total		114	100,0		

# Q5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Instagram	66	57,9	57,9	57,9
	FB	30	26,3	26,3	84,2
	Linkedin	2	1,8	1,8	86,0
	Twitter	2	1,8	1,8	87,7
	Tiktok	2	1,8	1,8	89,5
	YT	8	7,0	7,0	96,5
	ostalo	2	1,8	1,8	98,2
	nič	2	1,8	1,8	100,0
	Total	114	100,0	100,0	

			Q2				Total
			18-24	25-39	40-59	60-100	
Q5	Instagram	Count	18	40	8	0	66
		Expected Count	12,7	30,7	20,8	1,7	66,0
		% within Q5	27,3%	60,6%	12,1%	0,0%	100,0%
		% within Q2	81,8%	75,5%	22,2%	0,0%	57,9%
		% of Total	15,8%	35,1%	7,0%	0,0%	57,9%
	FB	Count	0	7	21	2	30
		Expected Count	5,8	13,9	9,5	,8	30,0
		% within Q5	0,0%	23,3%	70,0%	6,7%	100,0%
		% within Q2	0,0%	13,2%	58,3%	66,7%	26,3%
		% of Total	0,0%	6,1%	18,4%	1,8%	26,3%
	Linkedin	Count	0	0	2	0	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	0,0%	0,0%	100,0%	0,0%	100,0%
		% within Q2	0,0%	0,0%	5,6%	0,0%	1,8%
		% of Total	0,0%	0,0%	1,8%	0,0%	1,8%
	Twitter	Count	1	1	0	0	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	50,0%	50,0%	0,0%	0,0%	100,0%
		% within Q2	4,5%	1,9%	0,0%	0,0%	1,8%
		% of Total	0,9%	0,9%	0,0%	0,0%	1,8%
	Tiktok	Count	0	2	0	0	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	0,0%	100,0%	0,0%	0,0%	100,0%
		% within Q2	0,0%	3,8%	0,0%	0,0%	1,8%
		% of Total	0,0%	1,8%	0,0%	0,0%	1,8%
	YT	Count	3	2	3	0	8
		Expected Count	1,5	3,7	2,5	,2	8,0
		% within Q5	37,5%	25,0%	37,5%	0,0%	100,0%
		% within Q2	13,6%	3,8%	8,3%	0,0%	7,0%

Tables continues

			Q2				Total
			18-24	25-39	40-59	60-100	
		% of Total	2,6%	1,8%	2,6%	0,0%	7,0%
	ostalo	Count	0	1	1	0	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	0,0%	50,0%	50,0%	0,0%	100,0%
		% within Q2	0,0%	1,9%	2,8%	0,0%	1,8%
		% of Total	0,0%	0,9%	0,9%	0,0%	1,8%
	nič	Count	0	0	1	1	2
		Expected Count	,4	,9	,6	,1	2,0
		% within Q5	0,0%	0,0%	50,0%	50,0%	100,0%
		% within Q2	0,0%	0,0%	2,8%	33,3%	1,8%
		% of Total	0,0%	0,0%	0,9%	0,9%	1,8%
Total		Count	22	53	36	3	114
		Expected Count	22,0	53,0	36,0	3,0	114,0
		% within Q5	19,3%	46,5%	31,6%	2,6%	100,0%
		% within Q2	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	19,3%	46,5%	31,6%	2,6%	100,0%

#### Q7a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	1	,9	,9	,9
	0	78	68,4	68,4	69,3
	1	35	30,7	30,7	100,0
	Total	114	100,0	100,0	

#### Q7b

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	1	,9	,9	,9
	0	91	79,8	79,8	80,7
	1	22	19,3	19,3	100,0
	Total	114	100,0	100,0	

#### Q7c

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	1	,9	,9	,9
	0	94	82,5	82,5	83,3
	1	19	16,7	16,7	100,0
	Total	114	100,0	100,0	



**Q7d**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	1	,9	,9	,9
	0	22	19,3	19,3	20,2
	1	91	79,8	79,8	100,0
	Total	114	100,0	100,0	

**Q7e**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	1	,9	,9	,9
	0	87	76,3	76,3	77,2
	1	26	22,8	22,8	100,0
	Total	114	100,0	100,0	

**Q7f**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	1	,9	,9	,9
	0	73	64,0	64,0	64,9
	1	40	35,1	35,1	100,0
	Total	114	100,0	100,0	

**Q9**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	1	,9	,9	,9
	0-9	95	83,3	83,3	84,2
	10-29	14	12,3	12,3	96,5
	30-49	4	3,5	3,5	100,0
	Total	114	100,0	100,0	

**Q11**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	photo	69	60,5	62,2	62,2
	short video	27	23,7	24,3	86,5
	blog post	15	13,2	13,5	100,0
	Total	111	97,4	100,0	
Missing	99	3	2,6		
Total		114	100,0		

*Source: own work.*

## APPENDIX 4: EXCEL TABLE

Table 16: InterContinental Ljubljana

<b>Facebook</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	1162	41	52	0	87
Total	83	83	4	4	14
Average	14	0,49	13	0	6,21
apr.22	7				
mar.22	8				
feb.22	6				
jan.22	8				
dec.21	8				
nov.21	5				
okt.21	3				
sep.21	5				
avg.21	6				
jul.21	7				
jun.21	5				
maj.21	5				
apr.21	6				
mar.21	4				
Sum	83				
<b>Instagram</b>					
	Average likes per photo	Average comments per photo	Average likes per video	Average comments per video	Average posts per month
Sum	4069	82	171	4	68
Total	64	64	4	4	14
Average	63,58	1,28	42,75	1	4,86
apr.22	3				
mar.22	3				
feb.22	3				
jan.22	7				
dec.21	6				
nov.21	6				
okt.21	6				
sep.21	4				

Tables continues

Table 16: InterContinental Ljubljana (cont.)

<b>Instagram</b>					
	Average likes per photo	Average comments per photo	Average likes per video	Average comments per video	Average posts per month
avg.21	2				
jul.21	2				
jun.21	4				
maj.21	6				
apr.21	3				
mar.21	5				
<b>Linkedin</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	28	2	/	/	/
Total			/	/	/
Average	28	2	/	/	/

Source: own work.

Table 17: The Ritz Carlton Paris

<b>Facebook</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	52.445,00	1.735,00	2.108,00	98	76
Total	71	71	5	5	14
Average	738,66	24,44	421,60	19,6	5,43
Average posts per month					
apr.22	2				
mar.22	5				
feb.22	4				
jan.22	4				
dec.21	14				
nov.21	9				
okt.21	4				
sep.21	2				
avg.21	1				
jul.21	2				
jun.21	6				

Tables continues

Table 17: The Ritz Carlton Paris (cont)

<b>Facebook</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
maj.21	6				
apr.21	3				
mar.21	2				
feb.21	3				
jan.21	4				
<b>Instagram</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	2432,24	17489	28560,00	559	217
Total	212	213	5	5	14
Average	11,42	82,11	5712,00	111,8	15,50
<b>Average posts per month</b>					
apr.22	4				
mar.22	5				
feb.22	7				
jan.22	6				
dec.21	17				
nov.21	10				
okt.21	7				
sep.21	8				
avg.21	9				
jul.21	8				
jun.21	13				
maj.21	23				
apr.21	12				
mar.21	29				
feb.21	25				
jan.21	29				
<b>Linkedin</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	10263,00	222,00	/	/	23
Total	23	23	/	/	13
Average	446,22	9,65	/	/	1,77

Source: own work.

Table 18: Four Seasons London at Park Lane

<b>Instagram</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	72255	2577	9519	341	297
Total	263	263	34	34	14
Average	274,73	9,80	279,97	10,03	21,21
<b>Average posts per month</b>					
apr.22	15				
mar.22	18				
feb.22	19				
jan.22	19				
dec.21	17				
nov.21	18				
okt.21	17				
sep.21	17				
avg.21	19				
jul.21	16				
jun.21	16				
maj.21	19				
apr.21	10				
mar.21	14				
feb.21	17				
jan.21	12				
<b>Facebook</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	63814	336	2529	0	238
Total	218	218	20	0	14
Average	292,72	1,54	126,45	0	17,00
<b>Average posts per month</b>					
apr.22	16				
mar.22	21				
feb.22	19				
jan.22	15				
dec.21	13				
nov.21	11				
okt.21	14				
sep.21	8				

Tables continues

Table 18: Four Seasons London at Park Lane (cont.)

Facebook					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
avg.21	9				
jul.21	15				
jun.21	18				
maj.21	15				
apr.21	8				
mar.21	14				
feb.21	10				
jan.21	12				
sum	218				

Source: own work.

Table 9: Shangri-La Dubai

Facebook					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	4318	52	176671	1285	223
Total	180	180	43	43	14
Average	23,99	0,29	4.108,63	29,88	15,93
Average posts per month					
apr.22	14				
mar.22	14				
feb.22	7				
jan.22	6				
dec.21	9				
nov.21	6				
okt.21	1				
sep.21	6				
avg.21	2				
jul.21	23				
jun.21	12				
maj.21	28				
apr.21	8				
mar.21	14				

Tables continues

Table 9: Shangri-La Dubai (cont.)

<b>Facebook</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
feb.21	17				
jan.21	17				
Sum	184				
<b>Instagram</b>					
	Average likes per photo	Average comments per photo	average likes per video	Average comments per video	Average posts per month
Sum	152258	887	54890	940	251
Total	201	201	50	50	14
Average	757,5	4,41	1097,8	18,8	17,93

Source: own work.