

## Summary of the Case Study

Marketing has evolved over the past decades. It started with traditional marketing, which provided a source to advertise the product. Over the years, however, customers and technology have evolved. With the evolution of the Internet and e-commerce, marketing has widened to exploit those opportunities. Today, there are so many advertisements that it is difficult to appeal to customers and distinguish a brand from its competitors. Therefore, marketers are creating more immersive and creative marketing campaigns to again appeal to customers, investing more in the creation of the advertisement to make it stand out. To do so, marketers are using famous singers or actors to promote the product, using their voices, songs, or likenesses. Sometimes, the creativity lies in the editing of the advertisements, special cinematic effects, or the use of creative techniques or slogans in the ad. The ad that most stands out will be talked about by consumers, enhancing its dissemination.

The campaigns described above highlight how modern creative ability and technology make a connection with specific users. Marketing today has a much broader base of channels, each of which touches a different area of the marketing landscape, whether through social media, television, or YouTube. Optimizing these added channels and diverse marketing areas increases the competitive nature of marketing initiatives in general. No longer is it about nice graphics and clear messaging. Marketing must be more creative than that, speaking to the specific audience of a specific channel. A sense of authenticity must accompany each effort. Advertisements can no longer be aimed at a broad audience; they must target a specific one. The campaigns highlighted in this paper recognized and exploited this to achieve success. It is a new world in the marketing arena, and the continued pace of technological change ensure it will continue to develop. Companies that keep up and help the industry to innovate will be the most successful.

Digital marketing utilizes the Internet or electronic devices to achieve any marketing purposes. This includes, but is not limited to, social media, search engines, email, mobile devices, company websites, and much more. As you may imagine, this represents a huge part of today's world, as the Internet is where most people get their information. Therefore, it is more important now than ever for companies to have a strong online presence and to focus their efforts on digital marketing.

## Teaching Objectives

Digital marketing is an important tool for today's businesses, given the unprecedented rapid growth of e-commerce and social media, especially in the people-oriented service sectors such as hospitality

and tourism. Therefore, it is important to be highly knowledgeable about digital marketing campaigns. Through studying this case-study paper, students are expected to achieve the following learning outcomes:

- Gain a deeper understanding of digital marketing for hospitality and tourism professionals
- Design an effective digital marketing campaign for a company/brand
- Analyze the critical factors among the pros and cons of digital marketing campaigns

## Target Audience

This paper can be adopted to both undergraduates and master's students as a managerial business-case discussion under the hospitality and/or tourism curriculum. Given the fact that the topic of the case study is digital marketing, this paper could also be used in the business curriculum. Undergraduate-level teaching may focus on factual knowledge of the subject, while, in a graduate-level course, the instructor can extend the topic to include an in-depth examination of the strategic management of multiple departments in a hospitality/tourism entity, from the innovative implementation of creative digital marketing campaigns to improved market competitiveness and customer engagement.

## Teaching Approach and Strategies

Students are required to read the case-study paper, along with additional reading material in digital marketing tactics, social-media marketing, and user-generated content (UGC), before coming to the classroom. A class session should begin with a general discussion led by the instructor to familiarize the students with the topic and its background. Key terms should be written on the blackboard to highlight the important concepts from the reading to make students aware of the central points that they should address in later discussion.

When students are engaged, the instructor is advised to group them into several teams for small-group (5–7 people) discussions to deepen insights on the focal topic and the critical issues of the case-study paper. The small-group discussions should take about 10–15 minutes. Afterward, representatives from each group should share their core insights with the class.

Alternatively, the case-study paper could be used in an online course, with the students getting the case-study materials and related reading materials from the online learning platform. The students then conduct an empirical investigation by interviewing their peers on their opinions and thoughts about the cases discussed in the paper. Com-

binning the results of the interviews with their own critical analyses, the students then analyze the pros and cons of each case and summarize their analysis results in the form of an essay.

## Assessment

The teaching activities will be assessed by the following approaches:

- Analysis report: students can be instructed to write a report on the critical analysis of one of the cases presented in the case study paper by sharing their perspective views on the cases. The report must contain at least 300 words in their analysis report.
- Oral presentation: students explore other similar cases based on the cases described in the case study paper and students can present their findings in the class to share their perspectives.

## Analysis of Teaching Objectives

### *Social Media and Value Co-creation*

The concept of co-creation of value was first proposed and discussed further through numerous studies by Prahalad and Ramaswamy (Prahalad & Ramaswamy, 2004; Rihova et al., 2015). They defined value co-creation as the process where “the consumer and the firm are intimately involved in jointly creating value that is unique to the individual consumer and sustainable to the firm” (Prahalad & Ramaswamy, 2004: 9). Later, the emergence of web 2.0 facilitated the progress of co-creation practices in the industry (Aarikka-Stenroos & Jaakkola, 2012). Additionally, through the growing importance and global acceptance of the new medium of Social Networking Sites (SNSs), SNSs, such as Facebook and Google+, have increased the strength of value co-creation in cyber world (Chan & Guillet, 2011). Moreover, an increasing number of companies are practicing value co-creation strategies by establishing their Fan pages in SNSs (for example, Coca Cola, Apple, McDonald’s, etc.) or have established their own Social Networking Sites (for example., Starbucks’ My Starbucks Idea, Dell’s Ideastorm, Lego’s My Lego Network) where consumers are encouraged to give suggestions and comments to co-design, co-produce, co-innovate and co-distribute products and services. Empirical studies have demonstrated that value co-creation by utilizing social media could be one of the most effective marketing strategies that lead to enhanced purchase intention (Camilleri & Neuhofer, 2017), accelerated brand engagement (Gummerus et al., 2012; Hammedi et al., 2015), and positive word-of-mouth (Zhang et al., 2017), etc.

In this case study discussion, students should be able to apply the principle of value co-creation into digital marketing strategies by adopting various social networking platforms. Instructions should be given to raise questions regarding value co-creation theories and social media effects in enhancing eWOM in today’s hospitality and tourism practices. The discussion questions provided above should be asked to facilitate the student thinking process.

## *Digital Generation and User Generated Content*

Description of digital generation begins with the observation that most members grew up with the internet/digital devices; digital generations gained the knowledge of applying it into their lives, for example, communication. These digital natives are characterized as tech savvy. Connecting and communicating with others is a critical motivation for digital generation to adopt social media (Bolton, et al., 2013). Social media users aged between 20 and 33 years old are more likely than their older counterparts to prefer using social media to interact with peers, friends and family members. They prefer others’ opinions in social media than other information sources, and they feel themselves valued when providing feedback to the brands/companies (Chan & Guillet, 2011). Therefore, it is not unreasonable to assume that digital generation’s preferences and needs are different from previous generations (i.e. baby-boomers), especially in terms of their response to technology driven marketing strategies. For example, digital generation actively contributes, shares, searches for and consumes content – plus works and plays – on social media platforms (Bolton, et al., 2013). Given that digital generation has grown into the largest component of young population in most countries in their history (for instance, China, US, etc.) (Bolton, et al., 2013); their behavior might be a harbinger of how people behave in the future. Numerous researchers and companies (Bassiouni & Hackley, 2014; Birch & Parulava, 2017; Zhang et al., 2017) are frenetically investing in the investigation of various behavioral patterns of digital generation to facilitate the foreseeing activities of the future market.

In the class, students should be asked to consider the characteristics of digital generation consumers while criticizing the creative digital marketing tactics. Additionally, the case study is a good opportunity for students to learn how the user generated content is being utilized in engaging digital generation consumers throughout various digital marketing campaigns.

## Additional Readings

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