

The Project of Digital Marketing Strategy for Narothe Beach Bungalow Resort in Cambodia

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Introduction

Define the objectives and the application methods used in the Master's thesis.

I. Theoretical part

- Explore the theoretical background of digital marketing in service and consumer behavior in tourism.

II. Practical part

- Evaluate the current digital marketing strategy of Narothe Beach Bungalow Resort.
- Analyze the behavior of targeted customers of Narothe Beach Bungalow Resort.
- Develop digital marketing strategy for Narothe Beach Bungalow Resort.
- Elaborate on cost, risk and time analysis of the project.

Conclusion

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ABSTRACT

Naroth Beach Bungalow in Koh Rong, Cambodia is a newly-built resort yet the owners have a great mindset of entrepreneurs who realize the importance of digital marketing for their business. This study aims to study their current digital marketing strategies, find out how their targets use the digital platform during their consumer decision journey for online accommodation booking, and develop a new digital market strategy to help their business grow and prepare for future expansion.

Based on the literature review on digital marketing, I did a semi-structured interview with the resort's owner in order to analyze the current digital marketing and SWOT of the resort and I did the competitors' analysis using the secondary data. Based on the literature review on consumer behavior in the hotel industry and guests' data from Booking.com providing by the owners, I did the other semi-structured interview with four major targets including German, French, British and Spanish to create consumer personas and a customized consumer decision journey map. As a result, from all of my analyses, I recommend the resort to focus on OTAs, create a website with a blog, continue improving their social media, and create better contents in all their platform. Importantly, I built the strategies based on the McKinsey consumer decision journey.

Keywords: hotel industry, digital marketing, social media marketing, website with blogging, SEO, content marketing, online advertising, online travel agencies (OTAs), McKinsey consumer decision journey.

ABSTRAKT

Naroth Beach Bungalow v Koh Rong v Kambodži je nově vybudované letovisko, ale majitelé mají velké myšlenky podnikatelů, kteří si uvědomují důležitost digitálního marketingu pro své podnikání. Tato studie si klade za cíl studovat jejich současné strategie digitálního marketingu, zjistit, jak jejich cíle využívají digitální platformu během své spotřebitelské rozhodovací cesty pro online rezervaci ubytování, a vyvinout novou strategii digitálního trhu, která pomůže jejich podnikání růst a připravit se na budoucí expanzi.

Na základě literární rešerše o digitálním marketingu jsem provedl polostrukturovaný rozhovor s majitelem resortu, abych analyzoval současný digitální marketing a SWOT přepracování a pomocí sekundárních údajů jsem provedl analýzu konkurentů. Na základě literární rešerše o chování spotřebitelů v hotelnictví a údajích hostů z Booking.com, které poskytli majitelé, jsem provedl další polostrukturovaný rozhovor se čtyřmi hlavními cíli, včetně němčiny, francouzštiny, britštiny a španělštiny, za účelem vytvoření spotřebitelských osob a vlastní cestovní mapy pro rozhodnutí zákazníka. Výsledkem je, že ze všech mých analýz doporučuji resort, aby se zaměřil na OTA, vytvořil web s blogem, pokračoval ve zlepšování svých sociálních médií a vytvářel lepší obsah na celé své platformě. Důležité je, že jsem vytvořil strategii založenou na spotřebitelské rozhodovací cestě McKinsey.

Klíčová slova: hotelnictví, digitální marketing, marketing sociálních médií, web s blogem, SEO, marketing obsahu, online reklama, online cestovní kanceláře (OTA), McKinsey spotřebitelská rozhodovací cesta.

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INTRODUCTION

Cambodia is a small and developing country located in Southeast Asia. It has a border with Thailand, Vietnam, and Laos. It has coastline at the Gulf of Thailand in the Southeast. Besides the textile industry and agriculture industry, tourism is the other main industry in Cambodia. The number of visitors to Cambodia in 2019 was 6.61 million, 6.6% more than 2018; it was accounted for 12.1% of GDP in 2019 (Wein, 2020). Yet in 2020, it is expected to decline due to a Coronavirus outbreak. Between January and February 2020, the top European markets for Cambodia were U.K, France, and Germany, as the same as last year's same period even though there is a decline (MinistryofTourism, 2020).

Angkor Wat is the main destination of tourists coming to visit Cambodia; however, surprisingly, the coastal areas, especially the provincial town of Sihanoukville, recently become a hot place for tourists. During the first six months of 2019, international arrivals to Sihanoukville skyrocketed, and the bustling town received about 300,000 visitors, or a huge 357.5 percent y/y increase (WorldBank, 2019). Koh Rong island is located just off the coast of Sihanoukville around 40 Km; it also becomes a trend place for international visitors. It is called a paradise island by many visitors because of its white sandy beaches, warm crystal-clear ocean, and hot tropical climate.

Due to the demand, the number of accommodations keeps increasing; therefore, several kinds of accommodations such as hotels, hostels, bungalows, and guesthouses are available there. How do those businesses attract international visitors? Well, they realize the importance of digital platforms and engage in digital marketing. Many of them register in Google Hotel Ads, use OTAs such as Booking.com, Agoda.com, Airbnb, and Expedia and have social media accounts and websites.

Digital marketing is important for the hotel industry. There are three main reasons to invest in digital marketing. Firstly, because the world is revolved and the guests become more digitalized, businesses have to use digital platforms to reach their audiences from the beginning to the end of their decision-making journey. Secondly, digital marketing is cost-effective (Webfx, 2019). With less budget compared to traditional marketing, businesses can reach more potential customers. Lastly, it is measurable (MacDougall, 2018).

Naroth Beach Bungalow is a newly-built bungalow that was launched in March 2019. It is a small resort with a private beach; it offers 20 rooms which are categorized into 4 types. It is located far from the center so its targets are tourists who seek a quiet and relaxing time at a

beach rather than a wild and noisy environment. There are not many hotels and resorts in its area compared with the center yet some of their competitors are big resorts with varieties of choices. So, it is quite challenging for it to keep up with its competitors.

In this thesis, I aim to review the current digital marketing of Narothe Beach Bungalow as well as its competitors by having a semi-structured interview with the resort's owner and using the secondary data. Then, I study the behavior of European regarding online accommodation booking by having a semi-structured interview to create consumer personas and a customized consumer decision journey map. I focus only on four main nationalities including German, French, British, and Spanish. With information about the current digital marketing of Narothe Beach Bungalow, its competitors' analysis, and its consumer personas as well as its customized consumer decision journey map, I find the gap and develop the new digital marketing strategies that would help the business to grow more and prepare for the future expansion.

OBJECTIVES AND METHODS OF MASTER THESIS PROCESSING

Objectives of the Study

The main objective of this research is to develop a project of digital marketing for Narothe Beach Bungalow in order to increase bookings.

The sub-objectives are as following:

1. To examine current digital marketing of Narothe Beach Bungalow.
2. To examine digital marketing of Narothe Beach Bungalow's competitors.
3. To find how do consumers use digital platforms during their whole decision journey to consume an accommodation service.
4. To find the new digital marketing techniques that can be developed in order to increase bookings of the Narothe Beach Bungalow.

Research questions

The main research question is what are new digital marketing techniques can be developed in order to increase the booking of the Narothe Beach Bungalow?

The sub-research questions are as following:

1. What are current digital marketing of Narothe Beach Bungalow?
2. What are digital marketing used by its competitors?
3. How do consumers use digital platforms during their whole decision journey to consume an accommodation service?

Methodology

In this study, a mixed research design was used; I utilize both quantitative and qualitative research techniques. I use both primary data and secondary data to answer the research questions. I used the secondary data to give an overview of Koh Rong Island's characteristics, to describe the resort, and to do PESTEL analysis. Besides, I also utilized the secondary data to do competitors' analysis; woorank.com is a tool to measure the performance of competitors' websites.

The first semi-structured interview is a tool to gather information regarding the resort and its current digital marketing strategies. The interview with the resort owner occurred more than once until I got all the important information. In addition to the interview, the list of

request data related to the performance of social media and online travel agencies (OAT) would be sent to the resort owner.

The second semi-structured interview was to gather information from the targets to create consumer personas and a customized consumer decision journey.

There are also other tools. The organizational chart is to describe the structure of the resort. Google Keywords planner is to find key search words related to Koh Rong. 6Ms resource planning by Hanlon is to plan the resource of the project.

Organization of study

The final report was organized as followed:

1. Theoretical part

- Explore the theoretical background of digital marketing in service and consumer behavior in tourism

1. Practical part

- Evaluate the current digital marketing strategy of Naroath Beach Bungalow Resort
- Analyze the behavior of targeted customers of Naroath Beach Bungalow Resort
- Develop digital marketing strategy for Naroath Beach Bungalow Resort
- Elaborate on cost, risk and time analysis of the project

I. THEORY

1 DIGITAL MARKETING

1.1 Introduction to Digital Marketing

1.1.1 What is digital marketing?

According to (Chaffey & Chadwich, 2016), digital marketing is defined as using digital technology and media to achieve marketing objectives. The technologies include desktops, mobiles, tablets, and other digital platforms. While the media include paid, owned, and earned media. Paid media is the bought media that the companies pay for visitors, reach, or conversions through search or display ad networks. Owned media is the media owned by the companies. For example, their website, social media, blog, and mobile app. Earned media is the media generated by the public. It is a sharing of engaging content created via various kinds of partners such as publishers, bloggers, and other influencers including customer advocates. Due to (Stokes, 2013), digital marketing, fundamentally the same as traditional marketing, is to help to create and satisfy consumer demand; yet the difference is that digital marketing is done using technologies and the internet.

1.1.2 Benefits of digital marketing

The world is revolved; consumers become more digitalized. To succeed, businesses cannot entirely depend on offline marketing; both offline and online marketing are required at the same time. Digital marketing overpowers traditional marketing due to some reasons. Firstly, digital marketing is cost-effective (Webfx, 2019). With less budget, you can reach the same amount or more audience comparing spending on traditional media such as TV, print ads, or radio. Secondly, it is far easier and more effective to measure the success and effectiveness of a digital campaign (MacDougall, 2018). The companies can track their result accurately and effectively with less cost. Thirdly, using digital marketing enable the business to reach their potential customers rather randomly send message to all targets and hope of reaching people who are interested since digital marketing allows them to segment their target more accurate (Webfx, 2019). Fourthly, they can reach their customers since the very beginning of their buying journey (MacDougall, 2018). For example, a person each about how to eat during pregnancy then they expect that person or their family expect to have a baby so as a company sells baby products, the business can target that person. Fifthly, using digital marketing allow businesses to have flexible marketing since they can change whenever they want (Webfx, 2019). For instant, they can immediately change their PPP campaign, tweak

their social media ads, and update their content. Lastly, it improves businesses’ conversion rate since they can target more specific leads; it is obvious that when they focus on people who are likely to be interested in their product, they increase their chances to earn a conversion (Webfx, 2019).

1.2 Digital Strategy Models

Three digital strategy frameworks are introduced by (Hanlon, 2019):

Table 1: Digital Strategy Framework

Source: (Hanlon, 2019)

Stage	The social media framework	The acquisition, conversion, retention framework	McKinsey’s consumer decision journey
Pre-purchase	Awareness/consideration	Acquisition	Consideration/Evaluation
Purchase	Conversion	Conversion	Purchase
Post-purchase	Evangelism	Retention	Post-purchase

The strategies will be derived from each stage of each framework. For example, what should be the strategy to achieve awareness in the social media framework? They are many possible strategies due to nature of products and behavior of consumers.

After that, objectives to be achieved each strategy will be created following by tactics for each objective.

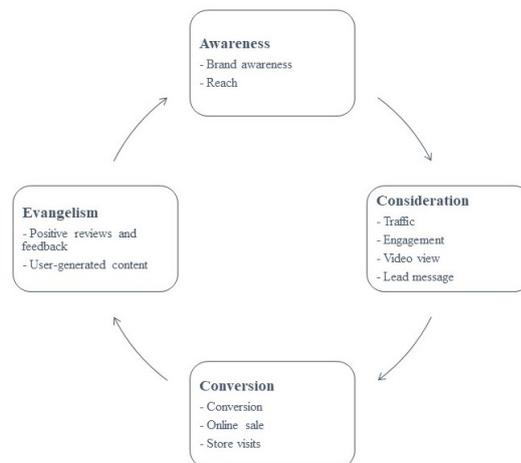


Figure 1: Social Media Framework

Source: (Hanlon, 2019)

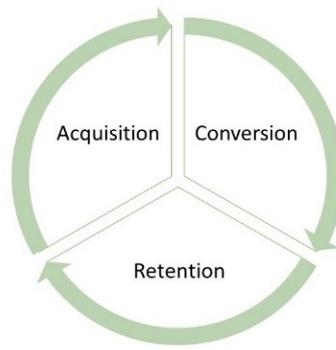


Figure 2: ACR Model

Source: (Hanlon, 2019)

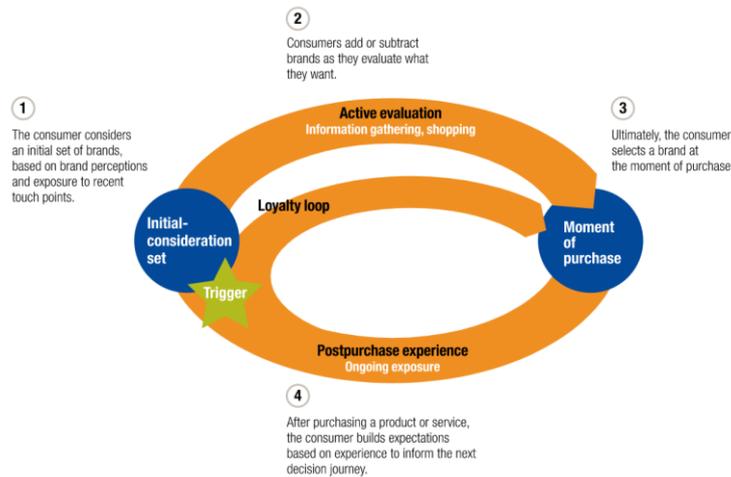


Figure 3: McKinsey Consumer Decision Journey

Sources: (McKinsey, 2009)

1.3 Types of Digital Marketing Tactics

1.3.1 Social Media Strategies

1.3.1.1 What is social media?

Social media is defined as websites and applications that enable people to share content quickly, efficiently, and in real-time (Hudson, 2019). According to (Ryan, 2014), social media involve the creation of new content; the sharing of and recommendation of existing content; rating and reviewing products, services, and brands; pursuing hobbies, interests, and passions; discussing the hot topics of the day; sharing experience and expertise, in fact, almost everything which can be shared and distributed via digital channels.

The ability to share photos, opinions, information, events, and more in real-time has changed the way we live as well as the way the business is done. Using social media as an integral part of the marketing strategy usually allow marketers to see measurable results (Hudson, 2019).

1.3.1.2 Types of Social Media

According to (Hanlon, 2019), by grouping social media based on their primary functions, there are four types of social media including blog/microblog, social network, picture sharing, and video sharing. Blog/microblog is a social media that primarily focuses on content sharing either long or short texts; for example, Twitter or blog. The social network focuses on maintaining relationships between users and companies; it maintains relationships with customers via customer engagement on their pages, for example, Facebook. Picture sharing is related to a platform to content in form of pictures; for example, Instagram or Pinterest. Video sharing is a platform to share videos; for instant, YouTube, or Dailymotion.

1.3.1.3 Why does a hostel need to be on social media?

There are so many reasons that a hotel should be on social media. Social media allows a hotel to build and maintain relationships with their customers through customer engagement such as like, comment, share, or message (Smith R. H., 2018). Moreover, with a constant update of their high-quality and relevant content on their social media pages, businesses can reach new potential customers; plus, the increase of users on social media from day-to-day partly ensure that they can reach their potential customers (Heaton, 2019). Furthermore, it helps guests during decision making and booking process since they will check social media for travel inspiration, check more detail or pictures of hotels as well as online reviews (Smith R. H., 2018). Last and importantly, being visual is very crucial in travel and hospitality industry since guests always want to feel what they can experience so a visual-based feed is vital in the travel industry to showcase these experiences; those pictures and videos that hotels post or are posted by their guests help other guests to make a decision (Smith R. H., 2018).

1.3.1.4 Social media advertising

Facebook

There are many ways that you can advertise your business by using Facebook. There are some important ads that you should know:

- Facebook Hotel Ads: They allow you to target and retarget your potential guests who visit your website therefore Facebook pixel needs to be installed on your website to link with your Facebook catalog. The codes are installed in all pages yet for travel ads, the extra codes also need to be added to different pages to track 4 events such as search, view content, initiate checkout, and purchase (Stokes, 2013).
- Facebook Ads: They are standard adverts that appear in the user's right-hand sidebar. They have no minimum spend and can be bought on either a cost per thousand impressions (CPM) or cost per click (CPC) basis. These adverts are served based on interests and demographic information (Stokes, 2013).
- Facebook Engagement Ads: They are similar to standard ads yet contain elements that allow fans to engage such as Like or Share buttons, video, an event, or a poll. It can be bought with CPM with a minimum spend (Stokes, 2013).
- Sponsored stories: They are posts that are created when someone engages with a specific element of your Facebook page then the posts appear in their connections' news feeds (Stokes, 2013).
- Promoted posts: You can promote your existing posts (Stokes, 2013).

Instagram

You actually can link your Facebook Ads with your Instagram Ads. However, there are other types of ads available for you to choose:

- Stories Ads: they are ads in Instagram stories feed; they can be photos or a few second videos with or without sound.
- Photo Ads: they are ads in form of photos that appear on audience feeds.
- Video Ads: they are ads in form of videos that appear on audience feeds.
- Carousel Ads: they are ads with a set of photos.
- Collection Ads: they are ads with a set of photos, videos, or mixed. You even add prices to your products.
- Ads in the explore: they are ads to reach people with the discovery mindset by extending your feed ads to audiences who are looking to expand their interests beyond the accounts they follow.

Targeting on Facebook and Instagram

To reach your core audience on Facebook and Instagram, there are five options for targeting your audience (Facebook, 2020).

- Location: it can be a country, a group of countries, continents, cities, or communities.
- Demographic: you can choose your audience based on age, gender, education, job title, and more.
- Behavior: you can target an audience based on consumer behaviors such as prior purchases and device usage.
- Connection: you can choose people who are connected to your Facebook pages and their friends.
- Interests: you can add the interests and hobbies of people you want your ad to reach.

Cost metrics

- Cost-per-click (CPC): the business only pays when their ad is clicked by the audience. Normally, it costs more than CPM since it is not easy to encourage people to take action and ad usually needs to be seen several times before a person clicks.
- Cost per 1,000 impressions (CPM): it is the cost of 1,000 times that ad is seen 1,000 times even though it is seen more than once by the same person.
- Cost per 1,000 reaches: it is the cost that 1,000 different people see an ad. It is costly than CPM since it is harder to reach different people than display the ad to the same person several times.

1.3.2 Online Travel Agencies (OTAs)

1.3.2.1 What is OTA?

OAT is a website or mobile application that enables travelers to search for or/and book travel services such as flights, hotels, car rentals, and activities. The traveler can make the booking directly with the online travel agency but the booking is confirmed by the service provider such as a hostel (Arnot, 2019). The examples of OTAs include Booking.com, Expedia.com, Priceline.com, Agoda.com, Hotel.com, and more.

According to (Macdonald, 2019), Booking.com is the best OTA in overall, Expedia.com is the best OTA for the package deals, TripAdvisor is the best OTA for review. Agoda.com is the best OAT in Asia and Lastminute.com is the best OTA in Europe. Moreover, according to (REVFINE, 2019), the most popular OTAs include Booking.com, Expedia.com, Hotels.com, Agoda.com, Priceline.com, HRS.com, Airbnb.com, Orbitz.com, Laterooms.com, TripAdvisor.com, Trip.com, and Travelocity.com.

1.3.2.2 Why is it important for hotels?

The OTA is important for hotels since it plays a role as a marketing and distribution channel (REVFINE, 2019). Furthermore, more people use OTAs to search for their hotels because OTA allows them easily to search for hotels, read reviews, and compare prices on the same website (REVFINE, 2019). The majority of travelers will discard the hotels with poor review scores; what they consider including nightly prices, review scores, hotel classes, the image of hotel and hostel brand respectively (Verot, 2019).

1.3.2.3 Booking.com

According to Booking.com website, they offer many programs for their partner to grow their business, those programs are:

- Genius program is an exclusive program that brings you closer to the most frequent bookers of Booking.com. When you join this program, your property will get a special Genius tag, ranking boost, and better visibility in search results on Booking.com. When you join this program, you need to at least offer a 10% discount on your least expensive and most popular room.
- Visibility Booster by Booking.com allows you to boost your visibility wherever and wherever you choose. You will need it when you want your property to be seen by bookers on certain high-demand dates, or during periods where you're experiencing low sales or high cancellations. Or maybe, your target is from a certain country only. You need to choose a new commission rate that you can pay.
- Preferred program is an exclusive program that gives greater visibility to the top 30% of partners of Booking.com. Preferred properties get greater visibility in the search results and receive a special 'thumbs-up' icon which acts as the Booking.com seal of approval. You need to pay a bit higher commission to join this program. The difference between Visibility Booster and Preferred program is that the former is for short time purpose for specific date and location while the latter is for longer-term improvement of visibility.
- Secret Deal: it is a way to attract last-minute or early bookers, or to fill rooms in low season. The deals are offered to specific groups of customers who have either created a profile on Booking.com, installed one of the apps, or have subscribed to newsletters.

- Getaway deal is the deal allows you to attract early bookings since customers who make accommodation booking between April and August can get a discount for they stay between June and August.
- Mobile Rate is a special discount that's only visible to guests who are using mobile devices. When you offer this discount, a special badge will appear next to your property in search results.

1.3.3 Website with blogging

1.3.3.1 Difference between a website and a blog

A blog is a website that presents the contents in the chronological listing; simply put, the most recent contents are shown first followed by the previously updated contents while a website can be anything on the internet presented in HTML/CSS or Java/JavaScript/Python/PHP, etc. (AN, 2018).

So the major difference between a blog and a website is how the posts are presented. In a blog, on the homepage, contents are chronologically shown while on a website homepage, it displays content from several sections of internal website pages (wpbeginner, 2019). Besides, normally, a simple website is static where the contents are organized in pages and are not updated frequently while a blog is dynamic and usually updated more frequently (wpbeginner, 2019). And, a blog can be a part of a website (AN, 2018).

1.3.3.2 Pro and Con of a Website

Owning an independent website can benefit hotels in some ways. A website can act as a source of information and the main communication channel where customers look for information about your hotel and contact you for inquiry (Profitroom, 2018). Moreover, it builds your brand image since a hotel with a website can give more detail about restaurants, events, special offers, attractions at the hotel, and in the area. Also, a website with successful search engine optimization will be present on google search which increases their chance to reach their target and get more booking (Importance of a Website for Hotels, 2018).

However, if a website lacks feature such as direct booking or checking for availability, is not optimized well for search engine and mobile, it might be not worth to spend much money on a website (Pride, 2018).

1.3.3.3 What makes a blog successful?

According to the model of a blog success by Angela Dobeles, Mario Steel, and Tony Copper, seven issues need to be addressed to create a successful blog, including corporate culture, content, context, channels, connectivity, co-creation and customers (Hanlon, 2019). They recommend that the blog content should reflex the corporate culture so that the same messages are delivered. The channels should be connected to the contents and the audiences. For example, the long content could be fit for a blog post or used for printed publication. The connectivity of a blog and the impact of blog content can be created via the links between bloggers and channels thus if the content is distrusted and seen by a trusted network then the content will be shared more amongst wider audiences. The content within the blogs should be co-created so it allows customers to engage with each other and with the company. Last, the content calendar is needed to address the problem of compulsorily constant updates of the content.

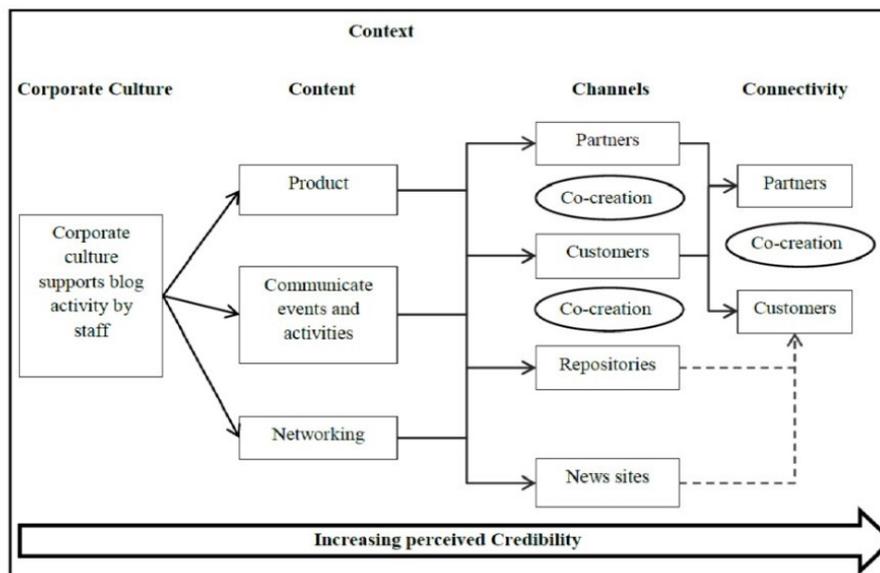


Figure 4: Model of blog success

Source: (Hanlon, 2019)

1.3.3.4 A Blog on a website

According to (SiteMinder, 2020), owning a blog on your website allows you to have stories to share that makes your hotels and the surrounding destination unique and interesting. Moreover, it also allows you to reach new audiences since a well-written blog is able to attract potential guests to your website by increasing your hotel’s ranking in search engines

(McGeorge, 2020). Furthermore, a blog is a good channel that supplements your content marketing strategy and creates opportunities for sharing (McGeorge, 2020). Yet, you need to update the blog frequently and you need to promote new posts on other channels. Thus, if you don't have time, it is waste to have a blog otherwise you need to have an intern.

1.3.4 Search Engine Optimization (SEO)

1.3.4.1 What is search engine?

A search engine is a website where users can search online content by entering the desire search keyword into the search field then the search engine looks through its indexes for relevant websites and shows them in the form of a list; the rank of the websites display in the search result is due to the internal evaluation algorithm of each search engine such as Google, Bing, and Yahoo (Searchmetrics, 2020).

1.3.4.2 What is SEO?

SEO is a process of adjusting your website in terms of both on-page and off-page elements so that your website can be ranked better by the search engine (Dodson, 2016). According to (Stokes, 2013), on-page optimization is succeeded by making adjustments to the HTML codes, contents, and website's structure so that it is easier for users to find. While off-page optimization is related to build links to the website as well as includes activities such as social media and digital PR.

1.3.4.3 Keywords Search

One of the big parts of on-page optimization is having the right keywords since keywords are the foundation of search (Dodson, 2016). When users enter keywords on a search engine, they use the words they think are relevant to the search for a certain topic, the search engine shows those pages which it believes are most relevant to the words the searcher used. It is important that your website uses the keywords that are likely to be used by the searchers so that your website can appear on a good rank (Stokes, 2013).

1.3.4.4 Social search

Social search is referred to social content such as social media profiles, Facebook videos, Twitter messages, or YouTube videos that appear in search engine's search result pages (Stokes, 2013). Social information became more vital in search. How can a brand increase

its social search? Firstly, using your brand name when you name your social media accounts so when someone searches your name, your social media properties can appear at a better rank on the result pages (Stokes, 2013). Secondly, you have to make sure that your contents on the pages are socially sharable (Stokes, 2013). Thirdly, the content on social media should be optimized for a social search engine as well; for instance, insert keywords on the titles of videos on your YouTube or keywords hashtag for Instagram and Facebook (Stokes, 2013).

1.3.4.5 Mobile search

Due to the increase of search on a mobile device, it is crucial to optimize for mobile search. The mobile search input is somehow different from desktop search since the users not only type keywords but also search by voice, search by using images, or scan a barcode (Stokes, 2013). You can optimize some fundamental mobile search engine in the same ways as a desktop version.

1.3.5 Search Engine Advertising (SEA)

1.3.5.1 What is SEA?

According to (Stokes, 2013), a social engine advertising, also known as pay-per-click (PPC), is a method to advertise your products on search engine result pages where the payment by the advertiser is only made every time their advert is clicked. Google AdWords is currently the best contextual and geo-targeting worldwide yet there are also other geo-targeting search engines such as Bing ads, Facebook ads, LinkedIn ads, and YouTube video ads (Stokes, 2013).

The basic elements of a search ad are included head, one or two lines of advert copy, display of URL, and ads extension. The available ads extension are location extension, call extension, social extension, seller rating, site link, offer extension, and image extension. (Kingsnorth, 2016).

1.3.5.2 Targeting options

There are three major targeting options including keywords targeting, geo-targeting, and behavioral, and demographic targeting (Stokes, 2013). For the keywords targeting, there are several match types such as broad match, broad match modified, phrase match, exact match, and negative match (Kingsnorth, 2016). For geo-targeting, it is related to language and location selection of the search engine; for example, you want your ads to appear on English

search in Asia yet Spanish searches in Spain (Stokes, 2013). For the last type of targeting, it is likely to be used for re-targeting; for example, you want to re-target visitors who visit your website or social media but don not purchased your products (Stokes, 2013).

1.3.6 Content Marketing

1.3.6.1 What is content marketing?

The definition by (Stokes, 2013), “*Content marketing is a marketing technique of creating and distributing relevant and valuable content to attract, acquire, and engage a clearly defined and understood target audience – with the objective of driving profitable customer action.*” Simply put, you create your content to match your customer needs at whichever stage they are in the purchasing process.

The great content should be credible, shareable, useful, or fun, interesting, and relevant (Kingsnorth, 2016). The content can be in various such as website articles, news, case studies, white papers, blogs; videos, mobile apps, mobile contents, testimonials, e-books, infographics, images, online presentations, annual reports, research papers, or podcasts (Kingsnorth, 2016).

1.3.6.2 Why is content important?

Content marketing is a crucial component of digital marketing; email marketing, social media marketing, search optimization, video marketing, or mobile marketing need good content to succeed (Stokes, 2013). For instant, social media marketing also depends on sharing relevant and valuable content with social followers; good-quality content encourages fans to interact and share to spread the word about the company. Another example, the quality, frequency and value of content affect the SEO since the more content you have, the more pages the search engine has to index and even though more pages does not always give higher traffic, it gives your brand the chance to rank for more keywords (Smith K. , 2019).

Moreover, the creation of content shows that you are an expert in your industry while helping readers make a more educated purchasing decision by providing relevant and valuable knowledge (Smith K. , 2019). Last and most important, content marketing generates a lead. Businesses, especially new businesses, need new leads to generate revenues and to sustain the businesses so content marketing increases your visibility when the users are searching for the particular products on the search engine (Brenner, 2018).

1.3.7 Video marketing

1.3.7.1 Video content strategy

Video is the best tool for experiential marketing which allows viewers to experience something along with the onscreen actor and immerse themselves and consider how they would or act in that situation; web video, unlike TV commercials, can be filmed at the low cost and quality (Stokes, 2013). There several types of video content that we can choose including brand videos, how-to-videos, live videos, docuseries, unboxing videos, testimonial videos, and personalized messages (Barker, 2019).

1.3.7.2 Benefits of video marketing

Videos marketing is essential in many ways. Firstly, videos can increase a conversion rate since it can influence a buyer's behavior and persuade a visitor to convert into a lead or a lead into a customer (Dickey, 2017). Secondly, videos increase the search engine ranking since the search engine looks for the contents that engage the viewers and videos attract more visitors and increase the page-view time; therefore, if you put videos on YouTube as well as your website, your visibility and opportunities to show up in search is hugely rise (Dickey, 2017). Thirdly, videos encourage the social share; 92% of mobile video consumers share videos with others (Dickey, 2017). Fourthly, videos about you show your personality to your audience; a brand remains mysterious to the audience since there is no human interaction yet video can help to connect you and people by allowing the audience to hear and see you (Fitzpatrick, 2018). Lastly, it builds trust since videos connect you and your targets in a more personal way compared to other forms of content by allowing your audiences to get to know you more, to like you, and then to trust you (Fitzpatrick, 2018).

1.3.8 Email Marketing

1.3.8.1 What is email marketing?

According to (Stokes, 2013), email marketing is direct marketing that utilizes electronic messages to deliver commercial messages to the target. It is one of the effective customer relationship management tools providing a high return ROI if we use it properly. Email marketing should be used due to its advantages such as an extremely low cost because of a low-cost contact, highly targeting, customization on a mass scale, and completely measurable. However, email marketing also has many flaws such as difficulties to produce relevant and

regular content, more cost on an email software system to send more than 2000 email a month, technical knowledge, ability to collect the email address especially when a person has more than 2 emails, and safeguarding data issue.

1.3.8.2 How is it used for hostel marketing?

In the hotel business, emails can be used several times before and after the stay (TRIVAGO, 2017). They can be sent to confirm, and thank the guest right after their booking. By doing this you make your guest feel secure, and valuable even before their stay and it also reduces the cancellation rate. Before the upcoming stay, you should send a guest an email about some relevant and useful information such as hotel amenities, a guide to the area, a local weather forecast, a calendar for timely events, and some special offers for their upcoming stay if you have any. After their stay, another email should be sent to thank for their stay and also request for feedback as well as encourage them to write a review or a comment online.

2 CONSUMER BEHAVIOR IN SERVICE

2.1 Introduction to Consumer Behavior

The American Marketing Association defined consumer behavior as “*the dynamic interaction of affect and cognition, behavior, and the environment by which human beings conduct the exchange aspects of their lives*” (Peter & Olson, 2010). Consumer behavior is dynamic and involves interaction and exchanges. The thinking, feeling, and action of each consumer and society keep changing; marketers need to be innovative all the time since the old same strategies won't work all the time. Moreover, since consumer behavior associated with interaction among consumers' thinking, feeling, and action and the environment, marketers have to understand the product and brand value meant by consumers, the consumer journey, and factors affecting consumer behavior in shopping, purchase, and consumption. Lastly, to obtain products, buyers exchange money with it; marketers have a role to create exchange between buyers and sellers by constructing and implementing marketing strategies.

According to (Hawkins & Mothersbaugh, 2010), the field of consumer behavior is to study “*individuals, groups, or organizations and the processes they use to select, secure, use, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society*”.

Also, by (Solomon, 2009), he defined the field consumer behavior as the study of process engaged when individual or group choose, buy, or dispose of products, services, ideas, or experience to satisfy need and desire. A consumer is an actor in the marketplace so they make decisions by using different criteria to evaluate products or services due to their roles. Furthermore, just like (Peter & Olson, 2010), consumer behavior which is process involved exchanges in which two or more people or organizations give and get something of value (Solomon, 2009). In order to totally understand consumer behavior, it is crucial to look at the entire consumption process, which includes the issues that influence the consumer before, during, and after a purchase.

2.2 Characteristics of service

Service possesses 4 characteristics including intangibility, inseparability, variability, and perishability (Tsiotsou & Goldsmith, 2012). Service which is the acts, the deeds, and the performances can be experienced yet cannot be possessed. Unlike goods, it cannot be sampled, seen, touched, and felt before their consumption. Thus, service is considered intangible

(Hoffman, Bateson, & Wood, 2014). Service is inseparable since it is not separable from its producers. For example, the hotel's stay cannot be separated from its producer. Service is very variable since making standardization service is difficult (Tsiotsou & Goldsmith, 2012). For instance, two separate stays at a particular hotel are unlikely to be a replica of one another. Lastly, service cannot be stored like goods (Hoffman, Bateson, & Wood, 2014). Inventory is impossible for service. For example, hotels cannot create stocks of their rooms to supply them during the time of excess demand.

2.3 Consumer Decision Journey in Hostel Industry

Following the McKinsey's consumer decision journey, the consumer decision journey of a guest look like:

Stage 1: Initial consideration set: First, travelers search the most popular place to visit in a certain country or area. After determining the destination, travelers start to for their travel accommodation, and the most frequently used starting point would be a general search engine, such as Google and online travel agencies (OTAs) such as Booking.com, Airbnb, TripAdvisor and more (Uenlue, 2017).

Stag 2: Active evaluation: After getting some options, travelers will compare or research to remove some options or add some options (Uenlue, 2017). They may read reviews on OTAs, getting a recommendation from family or friends who used the service, looking at images and videos on social media, or looking at hotel websites and social media pages and interacting with the content (Photoslurp, 2016).

Stag 3: Moment of purchase: After choosing the best option, travelers can book accommodation in various ways such as hotel website, OTAs, search engines such as Google Hotel Ads, search engines on review pages such as TripAdvisor or Kayak or review pages which direct to OTAs or hotel website (Uenlue, 2017). This phrase also includes the moment that travelers use the service. During their experience, they might post their opinion or images on social media which is a good opportunity that you can encourage them to share more content about your hotels (Photoslurp, 2016). It is very important that customers meet their expectation during their stay since it determines whether positive or negative reviews are given and the handling of complaints is vital and should be regarded as an important touchpoint within the customer journey (Hanh, 2018)

Stage 4: Post-purchase: After staying, customers might review or rate hostels on hostels' websites, review pages, or OTAs (Photoslurp, 2016). It is very essential that your hotels get a positive and high rating from customers.

2.4 Customer Persona

A customer persona is a semi-fractional character that represents key traits of a large segment of your audience based on the data that you've gathered from user research and web analytics. (UserTesting, 2019). It provides insight into what your customers are thinking and doing as they try to weight their potential choices that can solve their problem.

Why is a customer person important? There are some reasons. Firstly, you can understand your customer in a deep sense of what they need and how they solve a problem (UserTesting, 2019). Secondly, you can prioritize which project, campaigns, and initiatives to invest time and resources in (UserTesting, 2019). Lastly, you can get attract better quality lead since you can design better marketing strategies to attract potential customers rather than random audiences (Khudeira, n.d.).

In the customer persona, it includes information such as age, gender, marital status, current address, goals of a customer, challenges of a customer, motivation to take action, where they search for a solution, websites they visit, social media that they use (Marra, 2018).

2.5 Digital Consumer Journey Map

A consumer journey map is a visual that allows you to outline the story of consumers' experience from the beginning until the end of their consumption journey from the point of view of a client (Instapage, 2020). To customize a customer journey map, firstly, you need to create a consumer persona. Secondly, you need to figure out the stages that your customer goes through to come into contact with your brand. Thirdly, you have to understand customers' goals; what our customers are trying to achieve at each customer stage. Fourthly, you have to identify the touchpoints which are interactions the customer has with your brand at each customer stage on specific webpages or ads. Fifthly, you should know how long each stage will be last. Lastly, it is also important to consider the emotion of customers in each stage (Instapage, 2020).

II. ANALYSIS

3 OVERVIEW OF KOH RONG IN CAMBODIA

3.1 Geography

Koh Rong, also known as Koh Touch, is located just off the coast of Sihanoukville around 40 Km, Cambodia. It is called island paradise by many visitors because of its white sandy beaches, warm crystal-clear ocean waters, and a hot tropical climate. It is the second-largest island of Cambodia with an area of approximately 78 Km². 43km of Koh Rong's 61Km coastline are beaches and there are over 23 individual beaches that vary in length and color.

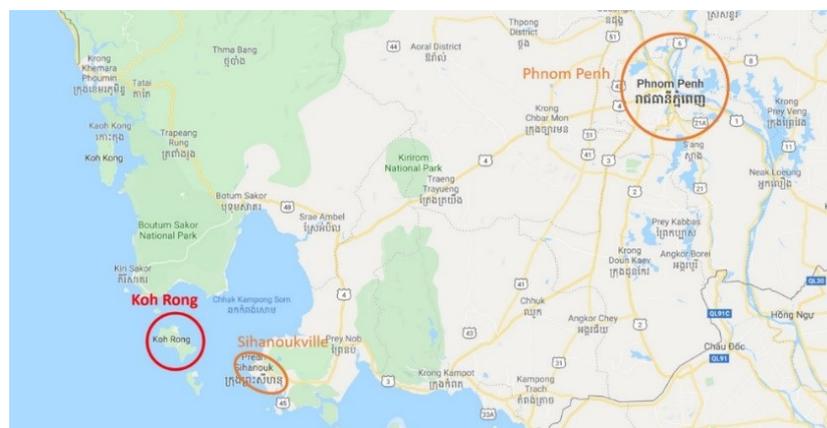


Figure 5: Map of Koh Rong

Source: (Google Map, 2020)

3.2 How to get there from Sihanoukville?

According to (VisitKohRong, n.d.), there are two types of transportation including fast ferry and slow boat. The fast ferry takes 40 to 90 minutes from Sihanouk Ville to Koh Rong and there are 5 major providers which are – Speed Ferry Cambodia, Island Speed Boat Cambodia, Buva Sea, Angkor Speed Ferry, and GTVC. While slow boat takes 90 to 150 minutes, it is not recommended because it is not a professional run.

All services leave from the Ochheuteal or Serendipity pier in Sihanoukville and all of them stop at the main tourist beach which is Koh Touch yet some might stops at more stops. Here are some detail (Reveves, n.d.):

- Speed Ferry Cambodia: it uses 125-seat catamarans which leave from Serendipity Pier to Koh Tui Village. They sail 3 times daily and an open return ticket costs about US\$21.

- Buva Sea Ferry: it uses 50-seat speed ferries which leave from Serendipity Pier and sails to Koh Tui, Long Set Beach, Sok San Beach, and other piers around Koh Rong. There are 7 daily sailings and a ticket is from about US\$22.
- GTVC: it leaves from Serendipity Pier to Koh Tui; a hotel pick-up service for guests staying in Sihanoukville is available. They set sail 4 times per day and a ticket is around US\$13.
- Island Speed Ferry Cambodia: it has two boats which are a brand new 150-seater, with air conditioning, and an older one without climate control; it leaves from Serendipity Pier to Koh Tui; pick-up service is available. They sail 3 times per day with a return ticket costing about US\$22.
- The slow boats: it leaves from Serendipity Pier to Koh Tui. They sail once per day and it costs only US\$5.

If you are at Koh Touch beach and want to go to another beach on Koh Rong, you can take a long-tail boat (Reveves, n.d.):

- Koh Tui Beach to Sok San Beach: US\$5-20 per person
- Koh Tui Beach to Long Set Beach: from US\$15 per person
- Koh Tui Beach to Lonely Beach: from US\$60

3.3 Accommodations in Koh Rong

According to Booking.com, you can find several types of accommodation including hotels, resorts, guesthouses, lodges, hostels, homestays, camps, luxury tents, and more. Many accommodations are below US\$50 (around 1230 CZK) per night. Luxury hotels and private beaches are also available for those who love a luxurious lifestyle. Most of the accommodations are around either 3Km or 5 km from the center. But there are also some accommodations that you can reach by land from the center so you need to take boats. Therefore, it is very important to know where you want to live and how you want to get there since you might end up choosing a place that hard to reach.

4 OVERVIEW OF NATROTH BUNGALOW RESORT

4.1 Naroth Beach Bungalow profile

Naroth Beach Bungalow is a family resort which is located in Prek Svay Village, Koh Roh Commune, Koh Roh Island, Cambodia. Naroth Beach Bungalow is located on the beachfront in Koh Rong Island, a 3-minute walk from Sok San Port. It opened in March 2019.

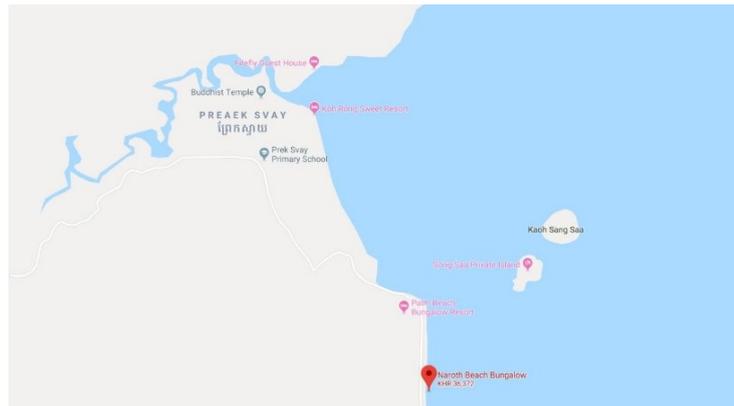


Figure 6: NBB's Map

Source: (Google Map, 2020)

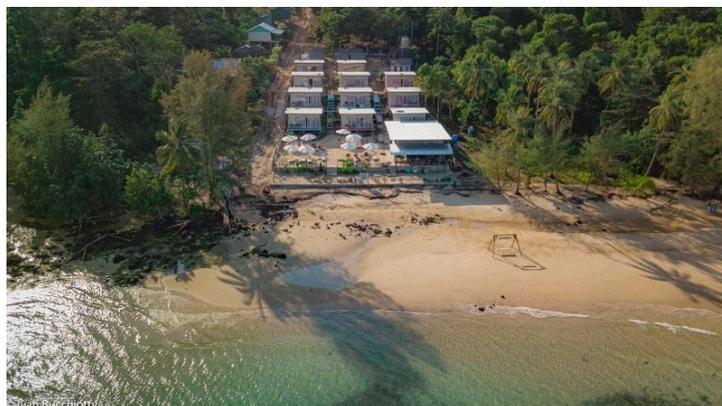


Figure 7: NBB View from Above

Source: (Booking.com, 2020)

4.2 Services

- **Accommodation:** There are 4 types of rooms provided; they include King-bed bungalow with beach front (2 units), king-bed bungalow with sea view (2 units), twin-bed bungalow with sea view (6 units) and cottage (10 units)
- **Prices range:**

- King-bed bungalow with beach front: US\$30 – US\$45
- King-bed bungalow with sea view: US\$45 – US\$60
- Twin-bed bungalow with sea view: US\$45 – US\$60
- Cottage: US\$15 – US\$30
- **Restaurant/Bar:** Khmer and western food, fruit, wine/champion, coffee
- **Activities:** Walking tour (additional charge), badminton equipment, tennis equipment, snorkeling, tennis court, and board game/puzzle
- **Outdoor:** BBQ facilities, beachfront, sun deck, terrace, and beach umbrella
- **Health & wellness facilities:** bathhouse
- **Other:** Free Wi-Fi, Free private parking, electric vehicle charging station, laundry, fax and photocopying
- **Languages spoken:** Khmer and English

4.3 Organizational Structure

The organizational structure of the resort is quite simple. The owner is the manager who is responsible for every single activity. The marketer is the owner's husband -- basically, he is also the owner -- who helps to manage marketing activities from the distance. He manages OTAs account and social media accounts. The owner also helps to post and respond to message, feedback, and comment on OTAs and social media.

There is a person who is responsible for cleaning and arranging the rooms. There are two cooks. Lastly, the maintenance man is responsible to take care of electricity matter as well as operate the boat.

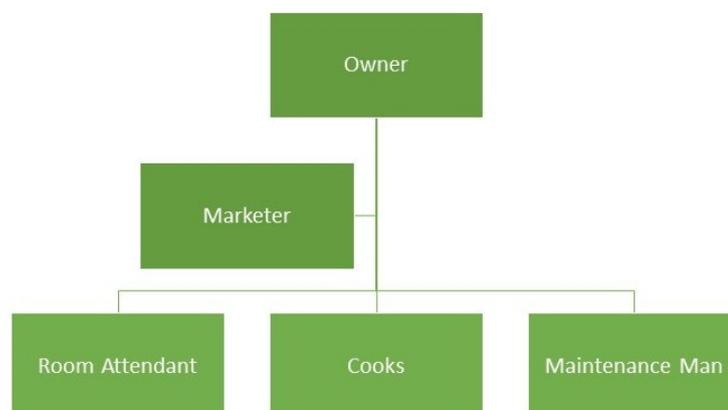


Figure 8: NBB's Organization Structure

Source: (Resort Owner, 2020)

5 SITUATION ANALYSIS

5.1 PESTEL Analysis

Political Factors

Cambodia is under one man, Prime Minister Hun Sen, ruling for more than 20 years. The young generation is seeking for democratic society; with a surprise result in the 2013 election result when the opposite party was able to get the huge amount of vote, the government tried to please people with a promise of changing ideology to democracy yet such as democracy society never happen (Dunst, 2019). The human right is still a big problem in Cambodia; in 2017, a famous independent newspaper is closed by the government with an accusation of tax invasion (Dunst, 2019).

The land problem between local villagers and investors is still going on in Koh Rong due to the fact that many villagers own the land with the official land title even though they have been living there for a long time; the majority of Cambodian doesn't understand about property right (Khouth, 2019). The land dispute happened often in Cambodia in the developing area. In early 2020, there is a protest in front of the Ministry of Land Management in Phnom Penh to urge direct intervention by the Ministry in long-running land disputes; those land disputes happen in several provinces such as Koh Kong, Kompong Speu, Preah Vihea, and Oddar Meanchey (Finney, 2020).

According to transparent international, Cambodia corruption is high. It is ranked 160/180 worldwide in 2019 yet the rank is improved compared to 2018 which was 161/180. Recently, the government has put some effort to reduce corruption; prime minister Hun Sen shown that finally, he acknowledges that corruption and weak institutions are the key threats to political stability (Hutt, 2019).

In short, the operation of the business in Cambodia is quite challenging. The owner needs to be so careful and have good a connection with government officers in their area.

Economic Factors

According to the World Bank report, Cambodia's economic growth keeps being around 7 percent per year since 2011 and it will continue to do pretty well in the future due to strong good performance for garment, construction, and tourism industry (WorldBank, 2019).

The inflation in Cambodia fell from 1.6 in 2018 to 1.4 in 2019 due to the easing of food and petroleum prices as well as the high level of dollarization in Cambodia, a strong U.S. dollar (WorldBank, 2019). Also, the exchange Riel-U.S. dollar exchange rate stable as a result of conducting prudent market operations by the central bank (WorldBank, 2019). The exchange rate is between 4,000 riels to 4,200 riels per US dollar.

There are reform and modernization in a term of taxation for both business and individual. Before, the business could easily do tax invasion yet it is almost impossible anymore especially for small businesses (WorldBank, 2019). E-tax services have been introduced and the capacity of tax and customs officials has also been strengthened.

Tourism is one of the main industries in Cambodia. Angkor Wat is the main destination of tourists coming to visit Cambodia; however, surprisingly, the coastal area, especially the provincial town of Sihanoukville becomes a hot place for tourists. During the first six months of 2019, international arrivals to Sihanoukville skyrocketed, and the bustling town received about 300,000 visitors, or a huge 357.5 percent y/y increase (WorldBank, 2019).

Moreover, the repeat visits by foreign tourists to Cambodia increase slightly, rising from 16.2 percent in 2013 to 21.3 percent in 2018. And, the length of stay has also not improved much, 5.4 days in 2013 to 6.4 days in 2018 (WorldBank, 2019).

In general, infrastructure in Koh Rong is poor yet the improvement is coming rapidly (BeyondReality, 2019). The airport for domestic and international flights are expected to contracture by Royal Group. As well as, transportation service, water treatment plants, and electricity will be soon developed by Royal Group.

To summarize, Cambodia highly depends on the tourism sector and Koh Rong is one of the hot destinations for local and international visitors. Even though the facility and infrastructure in Koh Rong are not so well-developed yet, we expect that it will be improved a lot in the future.

Social Factors

Despite the growth of the tourism industry in Cambodia, there is a lack of experienced, talented staff (B2BCambodia, n.d.). It becomes challenges for business owners because it is not only about remuneration, it's also about selection, training, and development. The majority of employees in tourism in Cambodia are female yet they are hired for lower-skilled jobs with lower wages while men mostly get jobs in managerial positions (ADB, 2017).

Recently, the government tries to increase entrepreneurship among youth (Chy, 2017). Ministry of education and support always show support to all activities that focus on spreading about entrepreneurship. Young Entrepreneur Association of Cambodia is a non-profit organization who spread ideology through workshops and competition which allow potential people to show their idea and learn from each other (Chy, 2017). Another big entrepreneurship program is the cooperation between Impact Hub Phnom Penh and Smart Axiata which is one of the biggest telecom companies in Cambodia; with help of mentors, the young people compete to get money and implement it (KhmerTimes, 2018).

As a developing country, we usually lack the human resource. In tourism, more specialized people are needed.

Technology Factors

The hotel owners knowledge the importance of owning accounts in online travel agencies such as Booking.com, Agoda.com, or expedia.com if they want to attract more customers especially foreign tourists (B2BCambodia, n.d.). They also know the importance of good reviews on websites such as TripAdvisor which is important during accommodation planning; moreover more Cambodia people also start to read those websites (B2BCambodia, n.d.).

Social media such as Facebook and other social networking site become important for hotel owner's channels to reach out to their target and it is also the best source where their earned media occurs when customers post their photos or tags a tourism venue or service (B2BCambodia, n.d.).

Credit card is not national wide accepted; tourists can only use a credit card in upscale hotels, shops, restaurants, and some mid-range places in the capital city and major tourism provinces such as Siem Reap and Sihanoukville and the casinos in Poipet; while small and typical stores in previously mentioned places and all stores outside those previously mentioned places only accepted cash (Tourismcambodia, n.d.). Moreover, Visa, MasterCard (MC) and JCB cards are the most widely accepted credit cards in Cambodia. Yet, you may need to pay the fee in order to pay by credit card between 2% to 4%.

On top of that, ATMs with international access are available in Phnom Penh, Siem Reap, Sihanoukville, Kampot, and Battambang. Tourists can withdraw currency in US dollar or

Riel. While instant cash transfer is available at MoneyGram or Western Union while ordinary money transfer can be done at all major banks such as ABA Bank, ACLEDA Bank, or J Trust (previously known as ANZ Royal Bank) (Tourismcambodia, n.d.).

To sum up, there is a big change in technological usage. OTAs become known by business owners; the property owner also knows the importance of e-payment.

Environmental Factors

In Cambodia, there are only two seasons including Southwest monsoon season, raining season, between May to October and Northeast monsoon, dry season, between November to April (Smith P. , n.d.). In April, the temperature is quite high when the temperature can raise up to 40 degrees. And the best months to visit Cambodia are December and January when there is no rain and the temperature is cooler than other months (Smith P. , n.d.).

There are many problems including marine pollution, overfishing, sedimentation and coastal development putting threat to ecosystems especially mangrove, coral reef, and some marine species (OpenDevelopment, 2016). In 2016, the first official Marine Protected Area (MPA) was approved by the Ministry of Agriculture, Forests and Fisheries (MAFF) covers 405 km² around the islands of Koh Rong and Koh Rong Sanloem. The MFMA ensures support to community fisheries patrols to fight illegal fishing and also provides assistance and funds to protect biodiversity and resources within the zone (OpenDevelopment, 2016).

In short, environmental problems and economic development are trade-offs. However, the government is also trying to take care of it.

Legal Factors

Cambodia doesn't have any comprehensive personal data protection; privacy and data protection are under the Constitution of the Kingdom of Cambodia 2010, the Civil Code of Cambodia 2007, and the Criminal Code of the Kingdom of Cambodia 2009 (Cohen, Mol, & Pichrotanak, Cambodia - Data Protection Overview, 2019).

In order to comply with WTO, Cambodia has passed some laws and the regulatory framework to protect intellectual property rights (CDC, 2017). It is included the law on marks: trade names and acts of unfair competition in 2002, the law on the copyright and related right in 2002, law on patents: utility model certificate, and industry design in 2003 and law on breeder rights and plant variety in 2008.

In November 2019, the Cambodian government enacted the Law on Electronic Commerce (E-commerce Law) and the Law on Consumer Protection (Consumer Protection Law). The E-commerce Law generally applies to all commercial and civil acts, documents, and transactions executed via an electronic system and allows the Cambodian government to issue further regulations to limit the law's scope in the future (Cohen & Pichrotanak, Cambodia Enacts a New E-commerce Law and a Consumer Protection Law, 2019). While consumer protection law applies to any person who conducts any trading activities with consumers in Cambodia, regardless of whether the trading activities are for profit and it applies to the sale of goods, services, and real rights over the immovable property (Cohen & Pichrotanak, Cambodia Enacts a New E-commerce Law and a Consumer Protection Law, 2019).

To sum up, regulation in Cambodia is quite loosed so it is hard for business owners to expand their business without getting a lot of legal problems to solve.

5.2 Current Digital Marketing Strategies

The proposition of the resort: The clean, affordable, and environmental-friendly bungalow where international guests can relax in a quiet environment.

The main target: European regardless of gender, and age.

Social media strategies:

- Facebook: their Facebook page is very active since they believe it is the best channel to communicate with their target. They have spent to boost 50% of their post.
- Most of the promoted posts were aimed to be seen by more audiences in general; it is to raise awareness about the resort and also get more followers.
- Instagram: they are not so active on Instagram compared to Facebook. They encourage customers to post pictures and tag their resort name. And, they just convert their Instagram page into a business page around April 2020.

Online Travel Agencies:

- They have registered themselves on OTAs such as Booking.com, Agoda.com, and Airbnb.com.
- They also have a presence on TripAdvisor and planetofhotels.com which contain a booking link directing to Booking.com, and Google Hotel Ads which directs to Booking.com.

- Their Google Hotel Ads is managed by Booking.com.
- Among all the OTAs, the resort focuses on Booking.com the most. Their Facebook page contains a book button that directs to Booking.com. Moreover, they also put a lot of effort to get many reviews and excellent ratings to increase their ranking on Booking.com.
- In Booking.com, their latest promotion is Getaway deal with a 15% discount on some accommodation for those who book between March 10 and August 31 for stays from June to August 2020.
- Usually, their discounts are between 15% to 50% for Booking.com.
- They usually promote early bookings in their OTAs therefore they have an attractive cancellation policy for guests.
- In Booking.com, they don't require their guests to use the credit card for booking.
- In Airbnb, they offer only two rooms and are likely to target people who want to find a long stay a week or more since they have a discount for people who book for a week or more. With less expensive cost, the rooms are usually booked.

Video Marketing:

- They owed one professional video using a drone to capture then view of the resort from above.
- Except for the one above, all videos were taken by themselves and posted on their Facebook and Instagram pages.
- Most of the videos on FB have been promoted to reach more audiences.

What they have not done:

- They do not have a website or a blog.
- They have never paid for search engine advertising.
- They have never paid for display advertising.
- They have never had ads other social media besides promoted posts in FB.

Media Summary

Table 2: NBB Media Summary

Source: (Author, 2020)

Owned Media	FB Page and IG Page
Paid Media	Promoted FB posts, OTAs and Google Hotel Ads
Earned Media	Guest review on FB & OTAs, guest posts on FB & IG

5.3 Digital Marketing Analytics

5.3.1 Facebook

Facebook Page

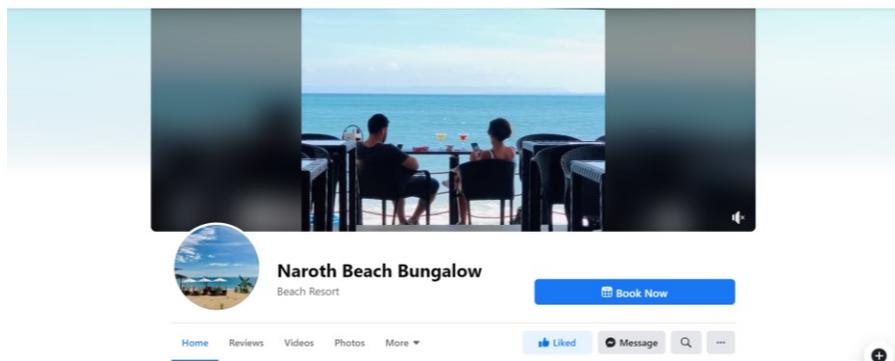


Figure 9: NBB Facebook Page

Source: (FB, 2020)

The Facebook page is organized quite well. The page provides important information such as address, email and phone number. The page has call-on-action buttons such as Book Now, Send Message and Ask. The profile picture and a cover photo are in the proper size yet Facebook profile photo is different from Instagram. The page has turned on recommendation which allow customers to recommend and review about the resort on the resort’s Facebook page. The another problem of their Facebook is that it is not mentioned their Instagram. they should add section “Follow Us on Instagram” on the menu.

On Facebook search, there are no any associated pages with the name of resort “Naroth Beach”. So, it is not easy that other pages can be mistaken as their pages and people can easily find them on Facebook by just search their name. When I search the resort on google

search engine, their Facebook page pops up in the bottom of the 1st page result. However, there is no meta tag that describes the page and no review rating shown as well.

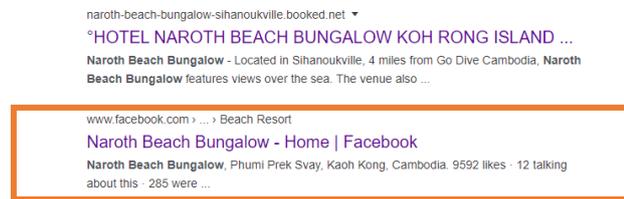


Figure 10: NBB Social Search Appearance

Source: (Google, 2020)

Social Listening

There are only 13 reviews so far. All of the reviews are so positive. The customers like how the resort is clean and comfortable, the resort is quite so it is good for relaxing, the beach is clean, and the owner and staffs are friendly and helpful.

Content Analytics

- Types of contents: There are either videos or photos. They lived and update their story few times.
- Contents: View of the resort, guest events, guest activities, guest review, rating of booking.com, random food photo from the resort, and guests' photos.
- Communication messages: The Naroth Beach Bungalow is a place where guests can relax and enjoy their vacation. It is a place that guests can trust and have a high expectation since their guests have shown their satisfaction by giving good ratings and reviews on Booking.com.
- Number of Posts Per Week: 2-3 posts per week

Audience Analysis

According to figure 11, their Facebook page follower are 9,838.



Figure 11: NBB FB Page’s Total Page Followers

Source: (FB, 2020)

According to figure 12, their page followers keep growing quite well.



Figure 12: NBB FB Page’s follower growth rate

Source: (FB, 2020)

According to figure 13, their page is followed 44% by women and 56% by men. Moreover, most of followers are Cambodian which are accounted for almost 90%. There are also followers from Ukraine, Macedonia, and other. Majority of followers age between 18 – 34 years old. Moreover, the majority of followers use English.

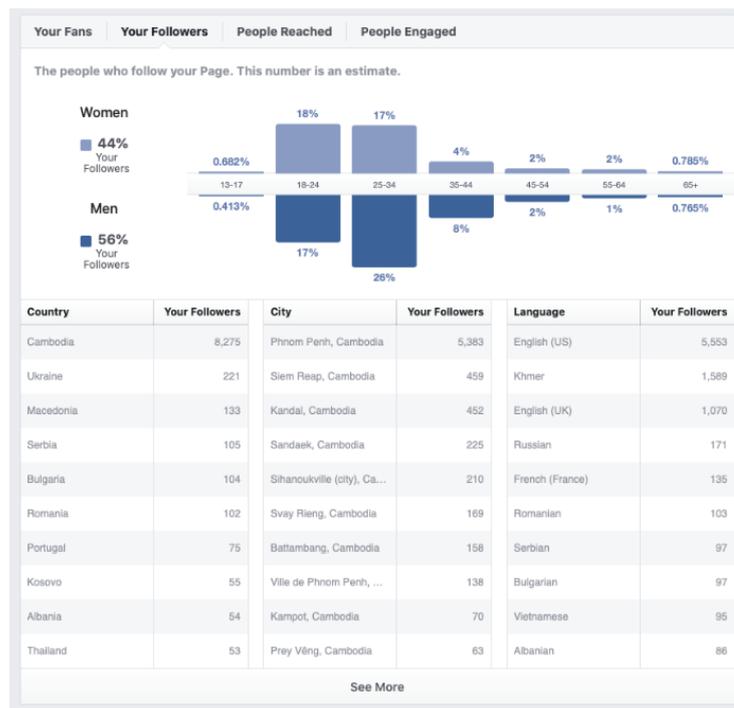


Figure 13: NBB FB Page’s followers profile

Source: (FB, 2020)

According to figure 14, both promoted and non-promoted posts were mainly reached to audiences in Indonesia, Burundi, Algerian, India, Bangladesh, and Cambodia. The majority of audience use English, French, and Indonesian. Moreover, 70% of them are men and age between 18 to 34 years old.

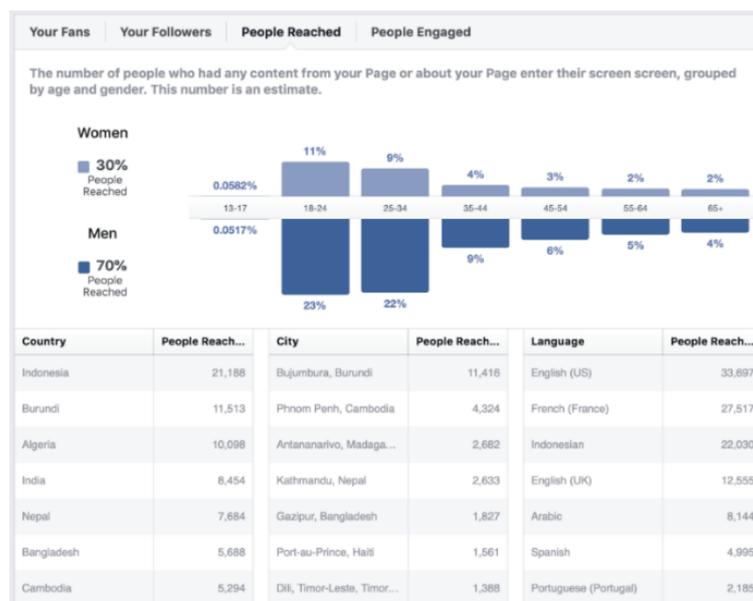


Figure 14: NBB FB Page’s People who are reached

Source: (FB, 2020)

Engagement Analysis

According to figure 15, the engagement is pretty low and 72% of them are male age between 18 to 34 years old.

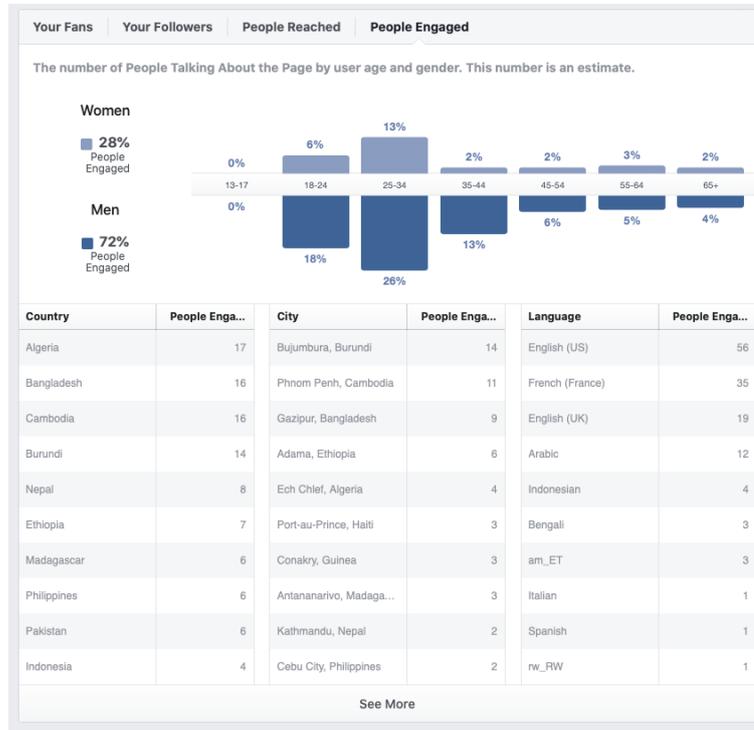


Figure 15: NBB FB Page’s People who engaged

Source: (FB, 2020)

According to figure 16, in average, the engagement rate per post with boost is under 10% without boost. And, the highest engagement rate of promoted post is 32%.

Date	Post Content	Reactions	Views	Engagement Rate	Action
02/01/2020 1:40 PM	Relax/Inner-Peace/Enjoy/Life	👍👎👏	32.8K	0.235%	View Promotion
01/30/2020 3:20 PM	Check out our good vibe, unique custom and	👍👎👏	253.4K	0.391%	View Promotion
01/24/2020 11:18 AM	Happy Chinese New Year 🧧🧧🧧🧧	👍👎👏	560	5%	Boost Post
01/17/2020 5:29 PM	Most favorite spaghetti 🍝 #carbonara #narothbeach	👍👎👏	958	8%	Boost Post
01/14/2020 9:51 PM	An Official 2020 Award-Winner from Booking.com.	👍👎👏	13.8K	32%	View Promotion
01/04/2020 1:55 PM	Happy New Year 2020 from Naroth Beach	👍👎👏	37.1K	3%	View Promotion
01/04/2020 1:28 PM	Happy New Year 2020 🎉	👍👎👏	873	12%	Boost Post
01/01/2020 11:28 AM	Merry Christmas at Naroth Beach Bungalow 🎄	👍👎👏	1.5K	4%	Boost Post
12/25/2019 8:46 PM	Merry Christmas at Naroth Beach Bungalow 🎄	👍👎👏	222.4K	12%	View Promotion

Figure 16: NBB FB Engagement by posts

Source: (FB, 2020)

According to figure 17, their fans seems to be online every day. More fans are online between 8 pm to 3 am.

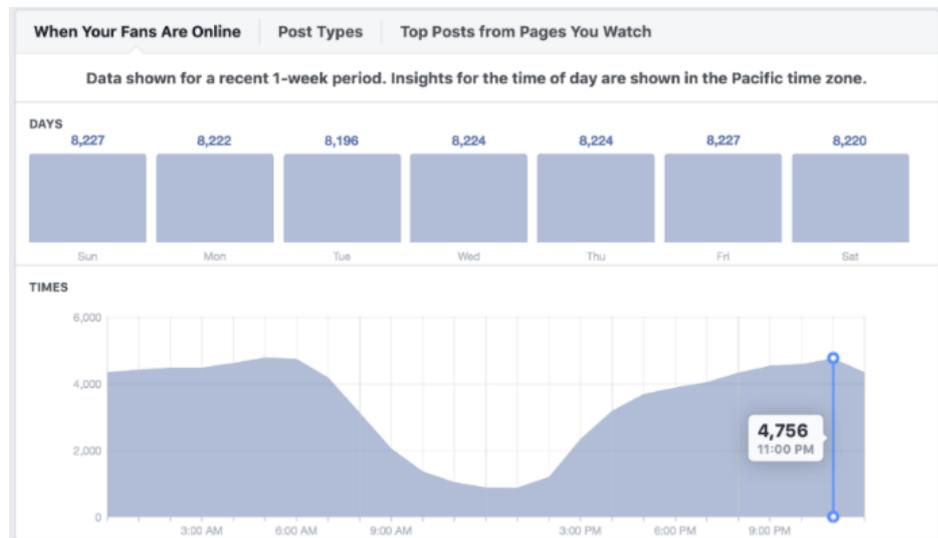


Figure 17: NBB FB Page’s Fan Online Time Information

Source: (FB, 2020)

5.3.2 Instagram

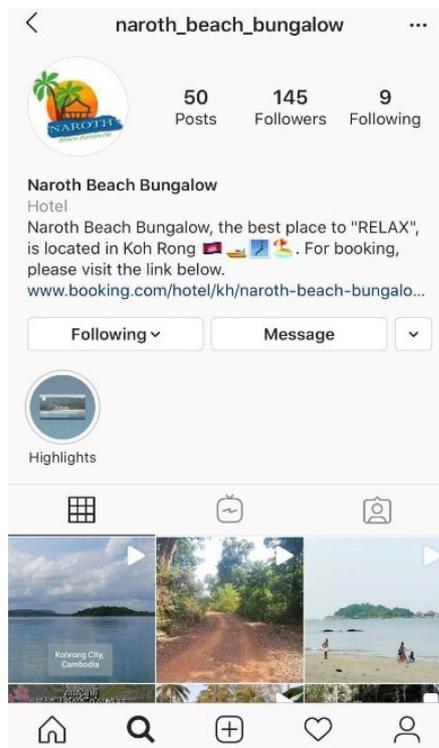


Figure 18: NBB IG Page

Source: (IG, 2020)

- Description: Short and precise
- Booking link: yes, you can find it in the description.
- Number of followers: 145
- Number of Post: 50
- Content of post: the same posts from FB are used.
- Hashtag: the most common used are #narothisbeach, #kohrong, #cambodiaisland
- The location: it is properly added.
- Number of mentions: around 80

5.3.3 Booking.Com

Profile

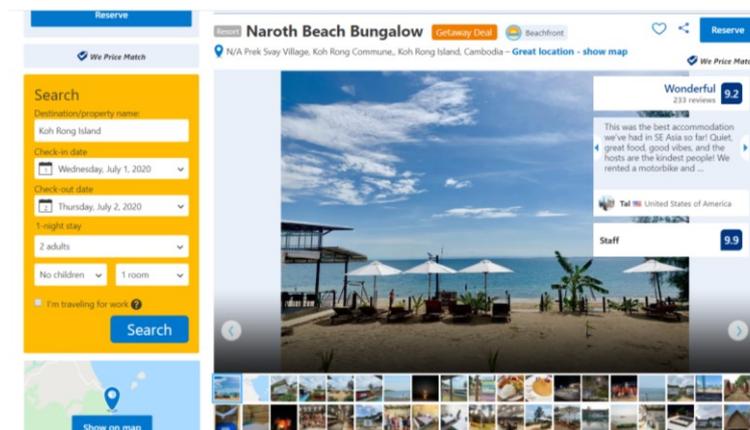


Figure 19: NBB Booking.com Page

Source: (Booking.com, 2020)

- Rating: 9.2/10
- Number of review: 233
- Guest Review:
 - Staff: 9.9/10
 - Location: 8.7/10
 - Cleanliness: 9.4/10
 - Comfort: 9.2/10
 - Facilities: 9.0/10
 - Free Wi-Fi: 8.8/10
 - Value of money: 9.2/10

- Guests’ view: the majority of the guests love the service, admire how staffs are friendly and helpful, enjoy the foods and love the cleanness of the beach. They knew that the beach is far from the center and it is a quiet place so they got what they expected. However, some guests hoped that the resort would accept credit since it is more convenient.
- Quality of images: they are not attractive.
- Information: Most information is listed down clearly and enough.

Factors influencing the score

The conversion rate of the resort was around 1.60% which was quite low than average rate of conversion among other property within the area. It had higher cancellations rate than average. Its cancellation rate, 59.3%, was double the average rate, 31.8%. Besides those, their review score, price quality score, property page score and reply score were doing great.

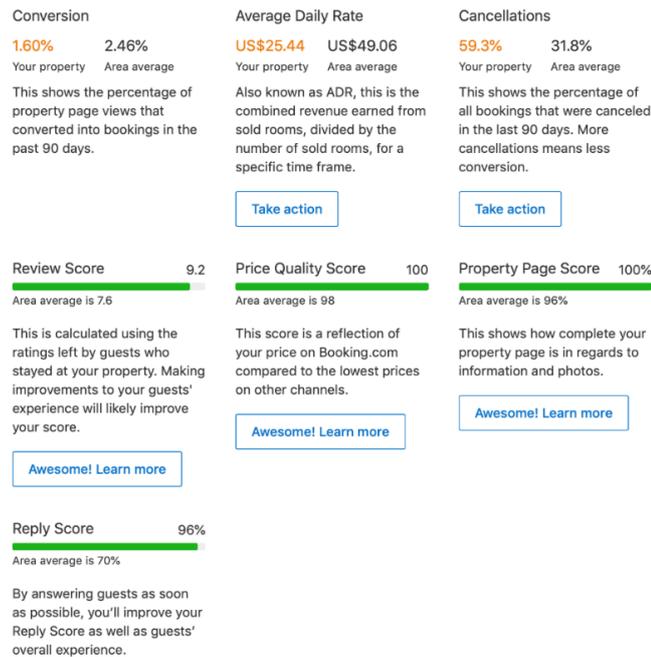


Figure 20: NBB Bookin.com Property Score

Source: (Booking.com, 2020)

Review Trend

Since the opening until March 2020, the review score of the resort is always very good or excellent.

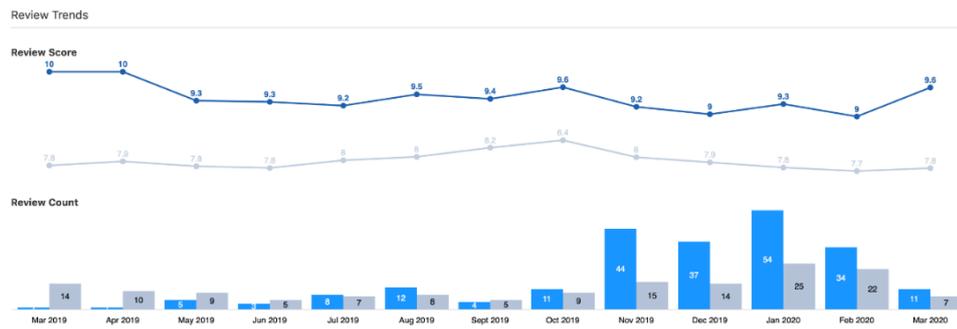


Figure 21: NBB Booking.com Review Trend

Source: (Booking.com, 2020)

The performance of the resort

In the last 90 days which is around a quarter of 2020, there were more than 166K search result views yet there were only 17K property page views. While the conversion rate into booking is only 1.67%. There were 285 booking via booking in the last 90 days.

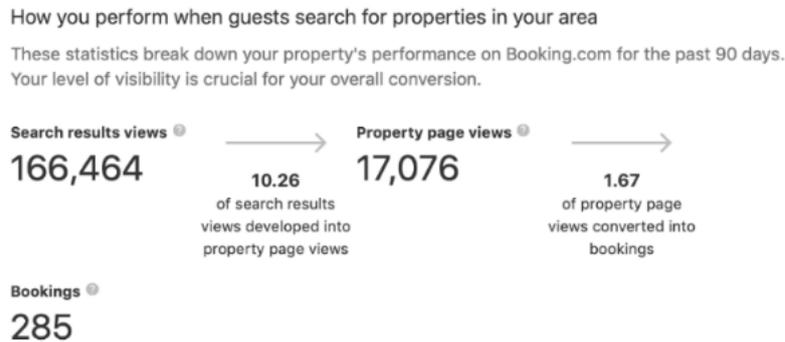


Figure 22: NBB Booking.com Performance

Source: (Booking.com, 2020)

Reservation per country comparing to the market

Majority of customers are from Europe; the top 3 nationalities are French, German and British respectively. The resort attracted more customers from France and Germany comparing to other resorts in the market. Yet they are not well-known and preferred by local people like other resorts in the same area.

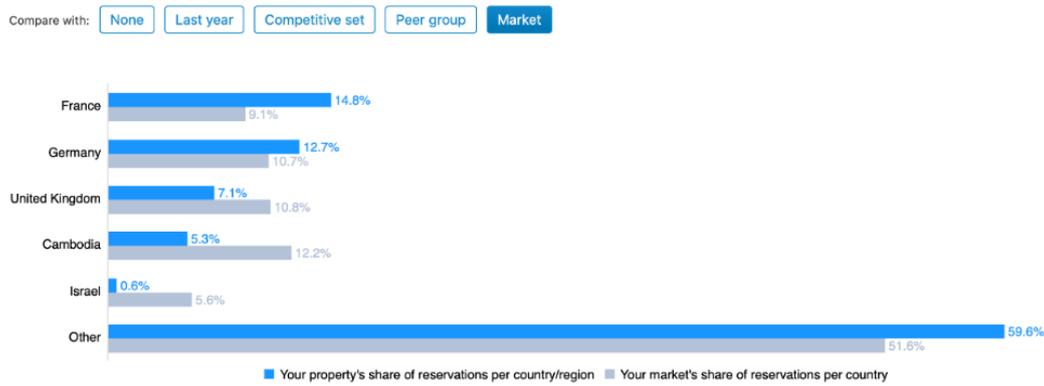


Figure 23: NBB Booking.com Reservation by Countries

Source: (Booking.com, 2020)

Reservation per country/region

Besides, Germany, France and UK, Spanish visitors also have big share in NBB market.

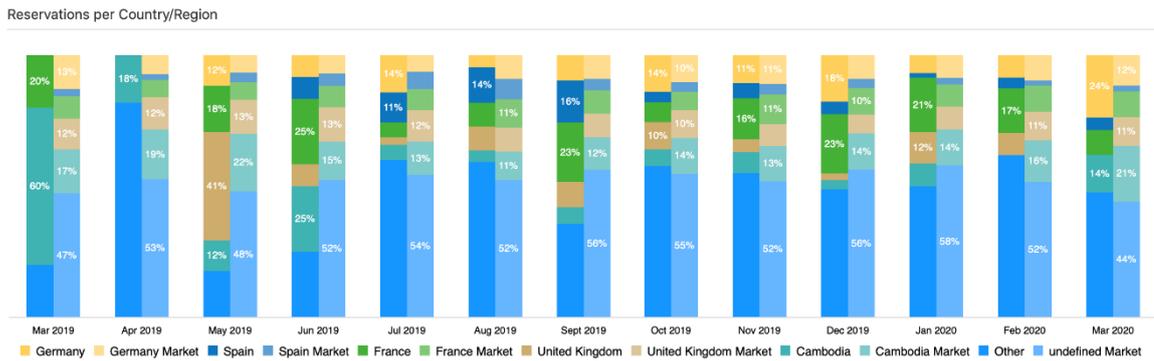


Figure 24: NBB Booking.com Reservation by Countries and Months

Source: (Booking.com, 2020)

Reservation per Book Window

In the market, majority book the accommodation only a day in advance yet the customers book the accommodation at Naroth Beach Bungalow one month or more in advance. It reflexes why the cancellation rate of the resort is much higher than the average rate.

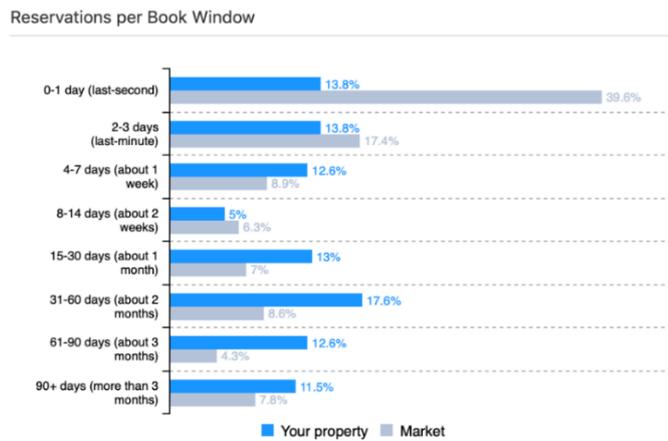


Figure 25: NBB Booking.com Reservation per Book Window

Source: (Booking.com, 2020)

Sale performance

The sales from April 2019 to April 2020 are 1,623 nights with 8,442.1% increase from April 2018 to April 2019. The enormous increases because the resort just stated in March 2019. I can say that from start, 1, 642 (1,623 + 19) nights have been sold with revenue of \$36,543 (\$35,829 + \$714).

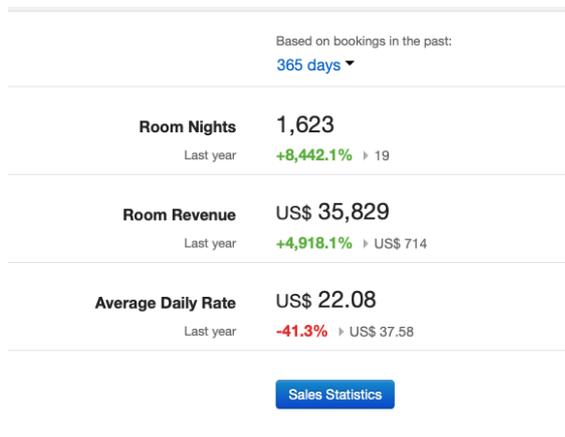


Figure 26: NBB Sale Performance

Source: (Booking.com, 2020)

Sale statistics

I observe that November to January was the best seal period with average sale of 300 nights per months. From February to October, the sales keep decreasing; some month were less than 50 nights.

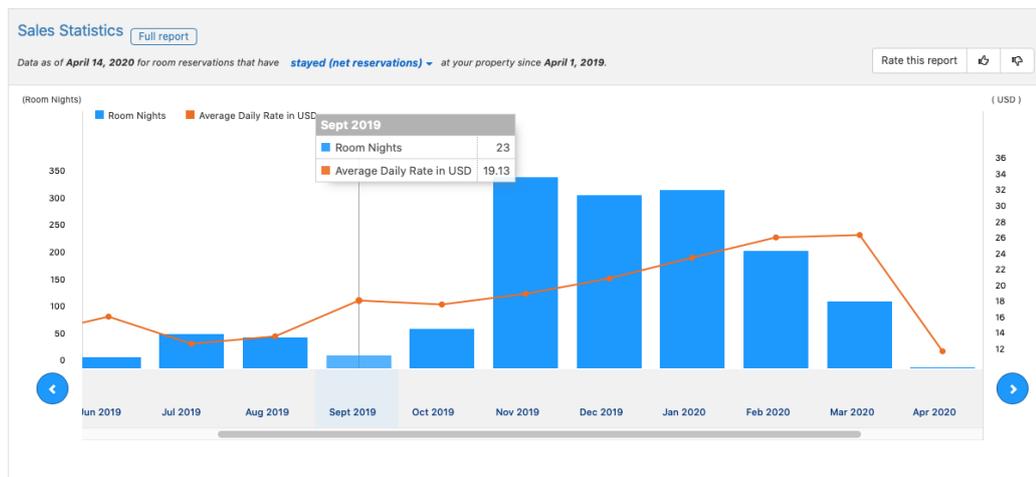


Figure 27: NBB Sale Statistics

Source: (Booking.com, 2020)

5.3.4 TripAdvisor

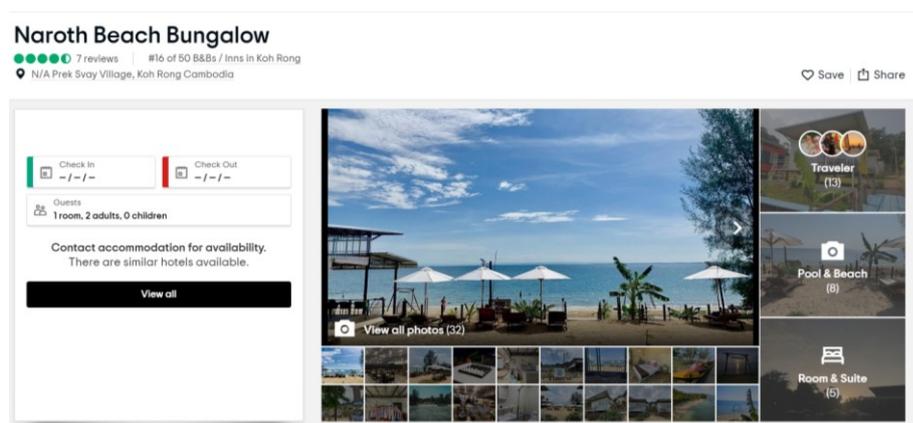


Figure 28: NBB TripAdvisor Page

Source: (TripAdvisor, 2020)

The Naroth Beach Bungalow is not active in TripAdvisor. There are only 7 reviews in TripAdvisor. There have around 30 pictures on their pages. Some information regarding to their resort are provided.

5.3.5 Airbnb

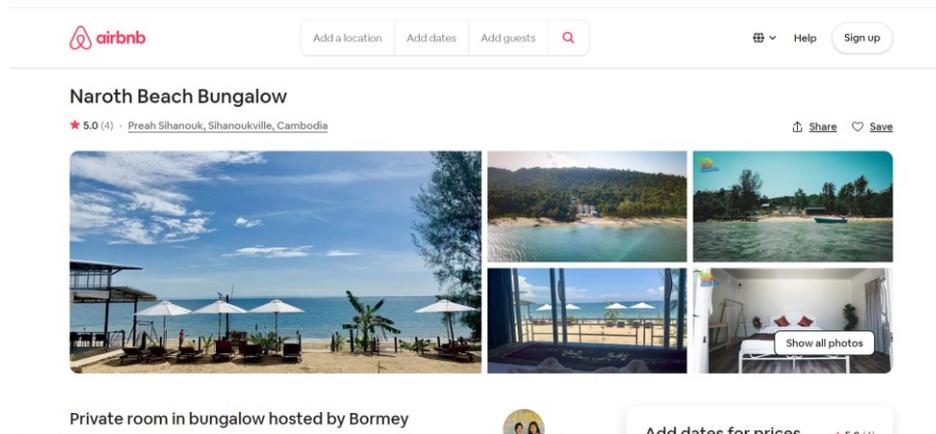


Figure 29: NBB Airbnb Page

(Airbnb, 2020)

Two types of rooms are offered to the guests. There are only 4 review yet all reviews are so positive. The rooms are usually booked since their price are relative low comparing to other property in Airbnb. Actually, not many of properties in Koh Rong offer rooms in Airbnb.

5.4 SWOT Analysis of Naroth Beach Bungalow Digital Marketing

Strengths:

- Active Social media such as Facebook and Instagram than their competitors are.
- Excellent Rating on Booking.com, Airbnb, and Agoda.com
- Good reviews from customers on Booking.com, Airbnb and Agoda.com
- Good sale from Booking.com.

Weakness:

- Lack of goof quality of photo and videos on FB & IG and OTAs.
- Little engagement from audience on FB & IG.
- Their fans or followers are not their main target which are Europeans.
- Less review on Facebook page and TripAdvisor.
- With no website, guess have hard time to find detail about other services.

Opportunities:

- Customers prefer to choose hotels that provide good photos and videos of their accommodation so they can expect what kind of environment and place they are going to stay
- During comparing options to choose hotels, customers usually visit hotels' website for more information or better prices.
- Consumer usually read review to compare their choices.

Threat:

- Majority of direct and indirect competitors achieve very good rating on OTAs such Booking.com and Airbnb
- Competition in OTAs is quite competitive. With good rating, it is not enough to attract the guests. The resort need to compete in price.
- It is every competitive to win over OTAs in SEA, particularly Booking.com.

In conclusion, the resort should focus on Booking.com and they should still be active on social media. Photos & videos of the resort, review and website are main influence during consumer decision making. Focusing on good rate on OTAs alone is not enough so the resort need to be smart with promotion on OTAs. Lastly, as a small resort, it is not worth to invest money in SEA to compete with OTAs.

5.5 Competitor Analysis

5.5.1 Competitors

5.5.1.1 Palm Beach Bungalow Resort (PBB)

- **Location:** Prek Svay Village, Koh Rong Island, Koh Rong Island, Cambodia. It is only around 250 m from Naroeth Beach Bungalow.
- **Accommodation:** There are 8 types of rooms provided; it includes standard bungalow with 4 bunk beds, king-bed beach bungalow, king-bed bungalow with beach front, king-bed deluxe jungle bungalow, king suit with sea view, twin-king-bed family bungalow with beach front, twin-beds superior bungalow
- **Prices range (due to Booking.com)**
 - Standard bungalow with 4 bunk beds: US\$28 – US\$38/ night per bed
 - King-bed beach bungalow: US\$40- US\$50/night per a person
 - King-bed bungalow with beach front: US\$40 CZK – US\$50/night per a person

- King-bed deluxe jungle bungalow: US\$60 – US\$70/night per a room
- King suit with sea view:US\$70- US\$80/night per a room
- Twin-king-bed family bungalow with beach front (for 4 people): US\$50 – US\$60/night per room
- Twin-beds superior bungalow (for 4 people): US\$67 – US\$ 77/night per room
- **Restaurant/Bar:** Khmer and western food, kid meal, fruit, wine/champion, coffee
- **Activities:** Cooking class (Off-site and additional charge), walking tours (additional charge), beach, badminton equipment, water sport facilities (on site), entertainment staff, snorkeling, diving (additional charge), cycling, hiking, canoeing, library, bicycle rental (additional charge), darts, billiards, fishing
- **Outdoor:** Outdoor fireplace, picnic area, outdoor furniture, beachfront, sun terrace, private beach area, BBQ facilities (additional charge), terrace, garden, balcony
- **Health & wellness facilities:** sun umbrellas
- **Other:** Free Wi-Fi, shared lounge/TV area, lockers, luggage storage, ticket service, packed lunches, bridal suite, laundry (additional charge), wake-up service
- **Languages spoken:** Khmer, English and Dutch
- **Website:** <http://www.palmbeachkohrong.com/>

5.5.1.2 *Firefly Guesthouse (FFG)*

- **Location:** Prek Svay Village, Koh Rong Island, Koh Rong Island, Cambodia. It is only around 2 km from Narothe Beach Bungalow.
- **Accommodation:** There are 4 types of rooms provided; it includes mixed dorm, family suit for 2 people, family suit for 3 people and family suit for 4 people
- **Prices range (due to Booking.com)**
 - Mixed dorm: US\$7 – US\$17/night per bed
 - Family suit for 2 people: US\$16 – US\$25/night per room
 - Family suit for 3 people: US\$30- US\$40/night per room
 - Family suit for 4 people: US\$40 – US\$50/night per room
- **Restaurant/Bar:** Khmer and western food, special diet (on request), fruit, wine/champion, coffee
- **Activities:** Cooking class (Off-site and additional charge), walking tours (additional charge), tour or class about culture (additional cost), canoeing, hiking, fishing
- **Outdoor:** Outdoor furniture, terrace

- **Other:** safety deposit box
- **Languages spoken:** Khmer and English

5.5.1.3 *Lonely Beach Resort (LBR)*

- **Location:** Prek Svay Village, Koh Rong Island, Koh Rong Island, Cambodia. It is only around 5 km from Naroeth Beach Bungalow.
- **Accommodation:** There are 4 types of rooms provided; it includes single-double bungalow, twin-double bungalow, bird's nest and Khmer style dormitory.
- **Prices range (due to their website)**
 - Single-double bungalow: US\$40 – US\$50/night per room
 - Twin-double bungalow: US\$60 – US\$70/per night
 - Bird's nest: US\$30 – US\$40/night per room
 - Khmer style dormitory: US\$10 – US\$20/night per bed
- **Restaurant/Bar:** Khmer and western food, vegan option, kid meal, fruit, wine/champion, coffee
- **Activities:** Cooking class (off-site), walking tours, beach, badminton equipment, water sport facilities (on site and additional charge), snorkeling (additional charge), hiking (off-site), fishing, board game and puzzle
- **Outdoor:** beachfront, private beach area, terrace, garden
- **Health & wellness facilities:** Yoga class and foot message
- **Other:** shuttle service, lockers, packed lunch, laundry (additional charge)
- **Languages spoken:** Khmer, German, English, and French
- **Website:** <https://www.lonely-beach.net/>

5.5.2 Competitors' social media performance

5.5.2.1 Palm Beach Bungalow Resort

Facebook



Figure 30: PBB FB Page

Source: (FB, 2020)

- Total Follower: 795
- Activeness: It is not active. The last post was in September 2019. And in 2019, there were not so many post as well.
- Total number of review: None
- Engagement: Most of post get few likes or few comment. So there is not much engagement on page.

5.5.2.2 Lonely Beach Resort

Facebook



Figure 31: LBR FB

Source: (FB, 2020)

- Total Follower: 5656
- Activeness: It is not active: it is quite active. There are several posts each month. Both picture and video have been posted.
- Total number of review: Around 50
- Engagement: The posts get more engagement comparing this year with last year.

Instagram

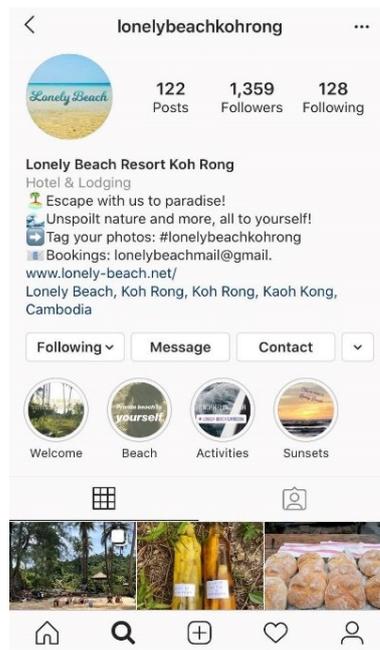


Figure 32: LBR IG

Source: (IG,2020)

- Description: Short and precise
- Website: it is mentioned in description
- Number of followers: 1359
- Number of Post: 122
- Content of post: the same posts from FB are used.
- Hashtag: the most common used are #lonelybeach, #kohrongisland, #lonelybeach-kohrong #cambodia, #ecoresort
- The location: it is properly added.
- Number of mentions: around 291

5.5.3 Competitors' OTAs performance

5.5.3.1 Palm Beach Bungalow Resort



Figure 33: PBB Booking.com Page

Source: (Booking.com, 2020)

- Rating: 7.7/10
- Number of review: 508
- Guest Review:
 - Staff: 8.6/10
 - Location: 8.3/10
 - Cleanliness: 7.6/10
 - Comfort: 7.5/10
 - Facilities: 7.3/10
 - Free Wi-Fi: 6.8/10
 - Value of money: 7.7/10
- Guests' view: majority of guests admire how staffs are friendly and helpful and how beautiful the beach is. However, many of them complain about environment problem especially trash at the further part of the resort. Moreover, some visitors sought not to beware that the location of the resort is further from the center so they complained about the difficulty to get there and reach the center for other activities.
- Quality of images: Quite good. Photo of each accommodation is quite clear and attractive
- Information: Most information is listed down clearly and enough.

5.5.3.2 Firefly Guesthouse

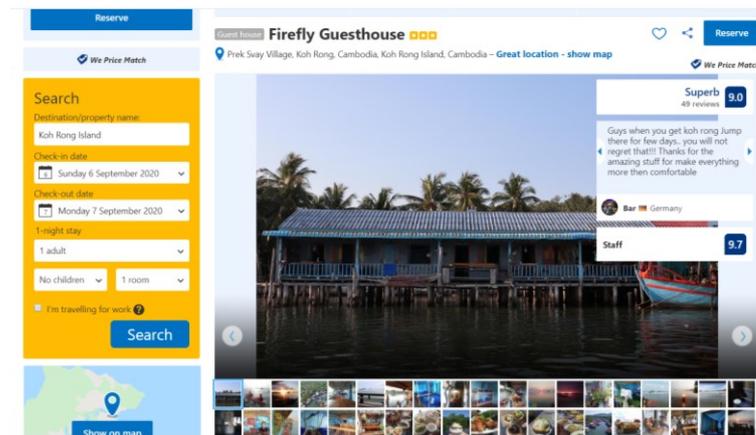


Figure 34: FFG Booking.com Page

Source: (Booking.com, 2020)

- Rating: 9.0/10
- Number of review: 49
- Guest Review:
 - Staff: 9.7/10
 - Location: 8.7/10
 - Cleanliness: 9.3/10
 - Comfort: 8.7/10
 - Facilities: 8.7/10
 - Free Wi-Fi: NO
 - Value of money: 9.1/10
- Guests' view: the guests really like how they can experience local vibe during stay especially foods. They like how friendly and helpful the staffs are. However, they somehow complain about how hard for them to go to the beach even though they did realize the guesthouse is not next to the beach.
- Quality of images: Not bad but not attractive since some of picture is too dark to see.
- Information: Most information is listed down clearly and enough.

5.5.3.3 *Lonely Beach*



Figure 35: LBR Booking.com Page

Source: (Booking.com, 2020)

- Rating: 9.2/10
- Number of review: 377
- Guest Review:
 - Staff: 9.6/10
 - Location: 9.7/10
 - Cleanliness: 9.1/10
 - Comfort: 8.8/10
 - Facilities: 8.8/10
 - Free Wi-Fi: NO
 - Value of money: 8.7/10
- Guests' view: Majority of the guests love how beautiful and quiet the beach it. Even though the resort is isolated from other part of the island, we feel comfortable and enjoy it since they the resort provide enough service for them. They feel like they live in their own private paradise without distraction from the outside world. Yet, some hoped that the resort would add more foods in their menu.
- Quality of images: Quite good. You can see the rooms' view inside and outside quite well.
- Information: Most information is listed down clearly and enough.

5.5.4 Competitors' website performance

5.5.4.1 Palm beach Bungalow Resort

Feature description

As you can see, the menu contains home, bungalows, gallery, blog, check in & ferry, booking and food & drink.

In home section, you can see summarized description of each accommodations type and detail about the facilities such as restaurant & bar, boat trips and sport.

There are around 46 picture in the gallery. Those pictures have no title or any description.

In bungalow section, you can see 6 sub sections which are named as their types of accommodations. You can see detail and pictures of each accommodation in this section.

In blog section, there is no articles but pictures with short description.

The website allows you to check the availability of accommodation within its website; only room available, but you can check and book ferry ticket, bungalow & ferry package deal, nonrefundable discount deal, and last minute deals which you can only book 5 days in advance for maximum 7 days stay.

In Food & Drink, you can see other 4 sub sections which are menu for breakfast, lunch, dinner and cocktail. Each menu contains price of each food too.



Figure 36: PBB Website

Source: (PBB Website, 2020)

I cannot find any special plugin at the bottom or side of the page, but I find two widgets at the end of each page of website. One is about the resort contact which is on the left side and the other on the right side is a list of accommodation type which lead to bungalow section.

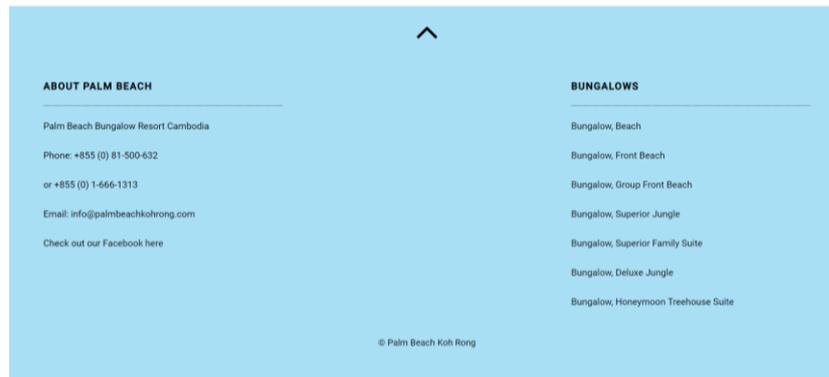


Figure 37: PBB Bottom Widget

Source: (PBB Website, 2020)

General performance

The website has poor performance. There are many things needed to be fixed.

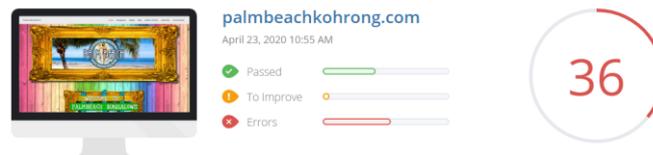
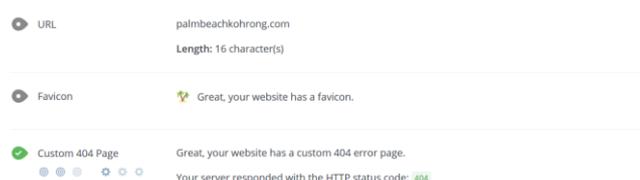


Figure 38: PBB Website General Performance

Source: (Woorank.com, 2020)

On-page analysis

The website doesn't have secure SSL which is HTTPS. It has title tag but not meta description. With 25 pictures, one picture has no Alt attribute. Moreover, its robots.txt is disallowed. However, there are around good 40 internal links within the website. Moreover, website is mobile-friendly.



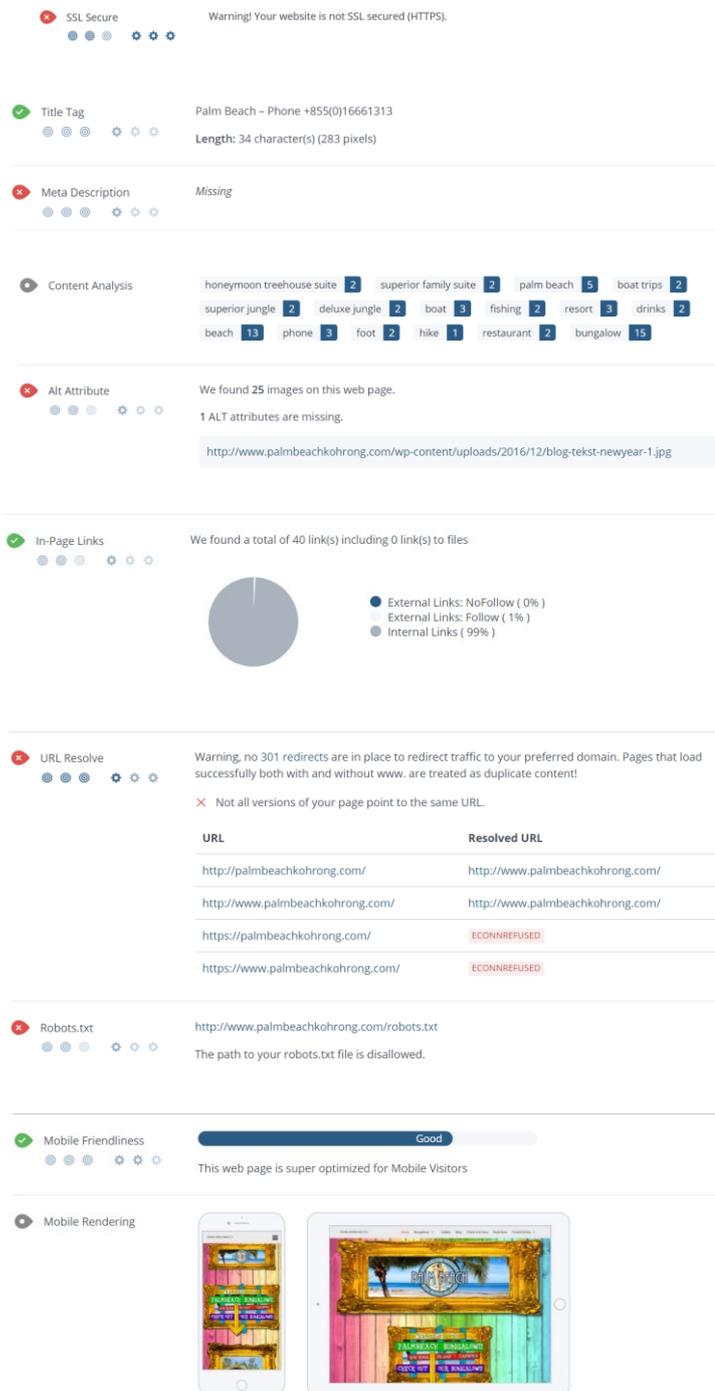


Figure 39: PBB Website On-Page Analysis

Source: (Woorank.com, 2020)

Off-page analysis

Website has bad backlink and low traffic. Moreover, social media engagement of the website is not good; it needs improvement.

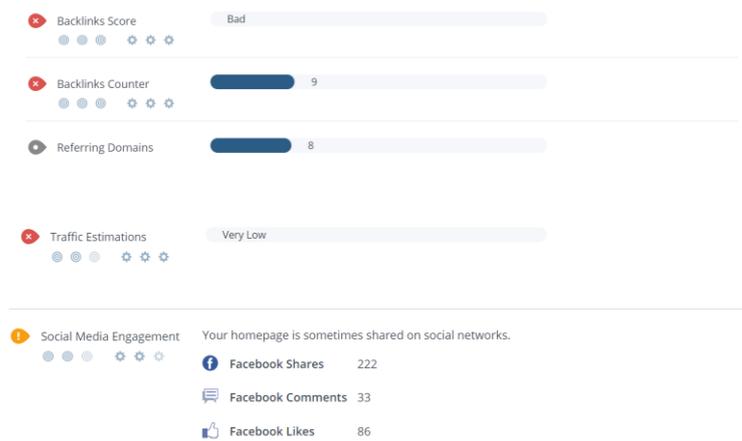


Figure 40: PBB Website Off-Page Analysis

Source: (Woorank.com, 2020)

5.5.4.2 *Lonely Beach Resort*

Feature description

In the main menu, I see home, accommodation, report, koh Rong, prepare your trip, photo, retreats and booking.

In home section, you can find description and vision of the resort. You also can find the resort contact in there. At the bottom of page, you can find resort tour video.

In accommodation section, you can find each accommodation type detail with pictures and rates for low season, high season and special holidays.

In resort section, you can find a list of what you can do in the resort. In Koh Rong section, you find short information about Koh Rong with map and some pictures of Koh Rong.

In prepare your trip section, you find information of how can you get to the report since the resort is isolated and can be reached by boat only.

In phot section, there are around 56 picture with no title and description.

In retreats section, you get information about Lonely Beach Yoga retreat. It is not free event.

Website allows you to book room by sending message to them yet you need to provide them your full name and email.

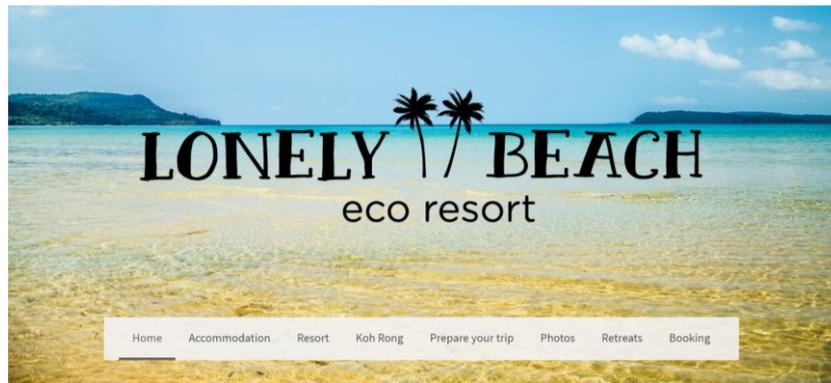


Figure 41: LBR Website

Source: (LBR Website, 2020)

At the bottom of page, you can find social media share bottom and review plugin. It appears at every page of the website.

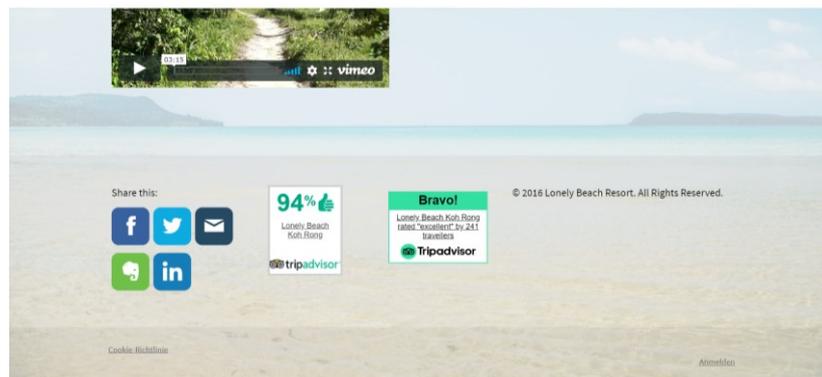


Figure 42: LBR Bottom Page Plugin

Source: (LBR Website, 2020)

At the right side of the home page, you can see the review plugin which is from TripAdvisor and Facebook plugin which lead to their Facebook page.

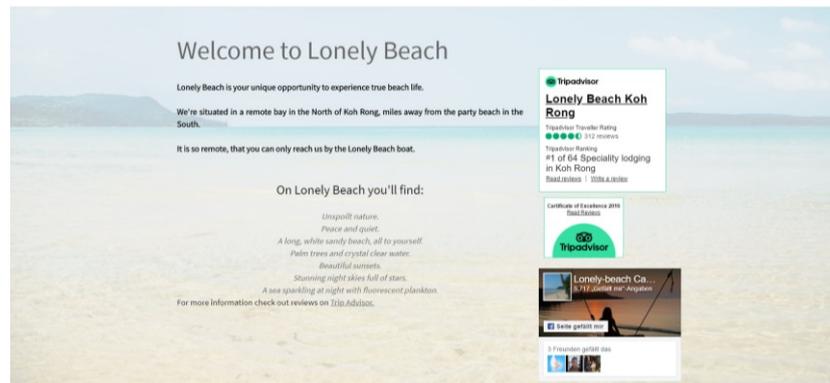


Figure 43: LBR Side Bar Plugin

Source: (LBR Website, 2020)

General performance

The website performance needs to be improved even though it has better performance than PBB's website.

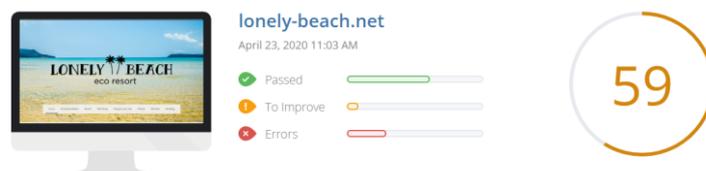


Figure 44: LBR Website General Performance

Source: (Woorank.com, 2020)

On-page analysis

The website has title tag but no meta description. There are two missing Alt attribute of them total images. However, it has secure SSL, good internal links and mobile-friendly.

URL	lonely-beach.net Length: 12 character(s)
Favicon	Your website does not have a favicon.
Custom 404 Page	Great, your website has a custom 404 error page. Your server responded with the HTTP status code: 404
SSL Secure	Great, your website is SSL secured (HTTPS). <ul style="list-style-type: none"> ✓ Your website's URLs redirect to HTTPS pages. ✓ Your website is configured with HSTS. ✗ Renew your SSL certificate now, it expires in a month. ✓ The certificate issuer is Let's Encrypt.

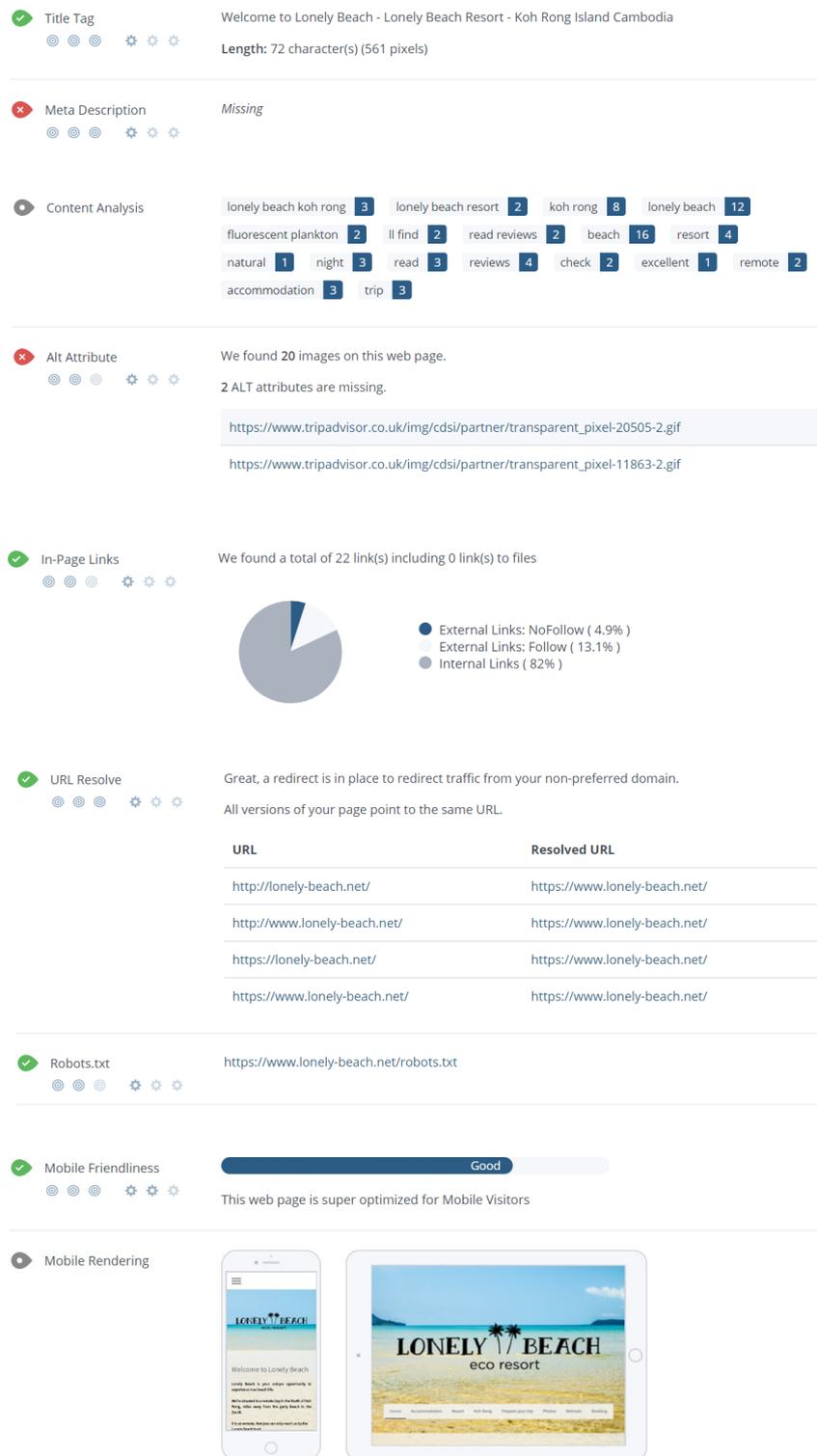


Figure 45: LBR Website On-Page Analysis

Source: (Woorank.com, 2020)

Off-page analysis

It has fair backlinks and low traffic. Yet its social media engagement is quite okay.

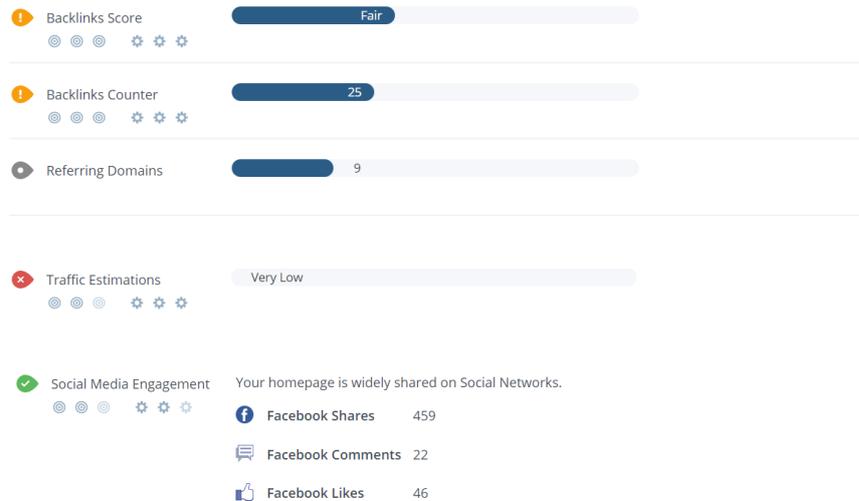


Figure 46: LBR Website Off-Page Analysis

Source: (Woorank.com, 2020)

5.5.5 Strategy competitive analysis

Naroth Beach competes with Palm Beach and Lonely in term of providing a quiet place for relax yet it is likely to competes with Firefly guesthouse in term of price. All competitors are not active on social media compare to Naroth Beach.

Only Palm Beach and Lonely Beach have website yet both website have low traffic. Both websites are used to increase direct sale as well since they are allowed guests to either request for accommodation or even check availability and make booking on website. However, due to the low traffic, I can assume that both resorts haven't made much booking through their website and they haven't also promoted and optimized their website well.

All competitors are on Booking.com, TripAdvisor and Agoda.com yet none of them is on Airbnb. Except, Firefly guesthouse, the other competitors have many reviews on OTAs since they have been in the market more than 3 years. Moreover, none of them have bad rating; even though Palm Beach has 7.9 rating, it cannot be considered relatively bad since it has large amount of reviews.

Naroth Beach and its competitors own Google Ads Hotel. Naroth Beach Google Ads Hotel shows only prices from Booking.com since it is created and managed by Booking.com not the owners themselves.

Table 3: Strategy Competitive Analysis

Source: (Author, 2020)

		Naroth Beach	Palm Beach	Firefly	Lonely Beach
Brand proposition		The clean, affordable and eco-friendly bungalow where foreign customers can relax in a quiet environment.	The quiet and comfortable resort covered with palm trees and stunned view of beach and sea.	The cheap floating guesthouse for who seek for true Khmer traditional cuisine and lifestyle.	The quiet and eco-friendly resort where customers can experience unique true beach life.
Target Audience		European regardless gender or age	Local and foreigners	Foreigners	Local and foreigner
Total Social Media ACCTS		2	1	0	2
Total Followers	FB	9676	795	X	5656
	IG	113	X	X	1334
Website		No	Yes (Low performance, With blog, Low Traffic)	No	Yes (Low performance, No blog, Low traffic)
OTAs & Overall Rating		Booking.com (Rating: 9.2/10) Airbnb (Rating: 5/5) Agoda.com (Rating: 9.2/10) TripAdvisor (Rating: 4.7/5)	Booking.com (Rating 7.9/10) NÁ Agoda.com (Rating: 7.8/10) TripAdvisor (Rating: 4/5)	Booking.com (Rating: 9/10) N/A Agoda.com (Rating: 9.1/10) TripAdvisor (Rating: 5/5)	Booking.com (Rating: 9.2/10) N/A Agoda.com (Rating: 9.1/10) TripAdvisor (Rating: 4.4/5)
Google Hotel Ads		Yes	Yes	Yes	Yes

Note: The total number of followers on Facebook and Instagram is on 19th April 2020. The rating on Booking.com and Agoda.com is on 19th April 2020.

5.6 Consumer Analysis

5.6.1 Data collection method

In order to get information to create personas and a digital consumer journey map, a semi-structure interview was used to collection data. The data collection was collected during the third week of May 2020 via online.

The semi-structured interview consists of closed question, opened question with short and long answer and Likert scale statement. It is divided into 9 parts including introduction, demographic information, social media information, motivation, frustration, truth, initial consideration stage, active evaluation stage and purchase stage.

In the demographic part, the responds are asked to provide information such as age, gender, nationality, marital status, occupation and if they work, they state their position and description of themselves. In social media part, they are asked to state all of their social media account, their most used social media, their most frequently-used OTAs, and the websites that they used to read before going for a trip. In motivation part, there are mixture of multiple choice question, opened question and Likert scale questions; totally there are 6 questions. From the frustration part to the purchase part, Likert scale statements were used. Each part consists of 5, 4, 3, 8 and 5 statements respectively.

The semi-structure interview is attached in **APPENDIX C**.

5.6.2 Sampling

Few people from Germany, France, Spain and UK from my connection did the online survey. Those 4 countries are top market for the resort according to booking data of resort from Booking.com. They age between 20 years to 35 years due to interview from the resort owner who claimed that most of their guests ages between this range. 3 people from each nationality were interviewed via online.

5.6.3 Data Analysis method

The research was qualitative one with semi-structured interview. Narrative analysis will be used to analysis result. The pattern and connects among responds from the same country were identified in order to create a persona to represent audience from that country; the customized consumer decision journey was also created from the data.

5.6.4 Consumer Persona

As result from the survey, 4 different personas are created as below:

<p>Persona A Positive, cheerful and hard-work</p> <p>Name: Persona A Gender: Male Age: 25 Nationality: Spanish Status: Single Work: Middle level employee</p>	<p>Motivation I would love to go to visit place with my partner and friends since I want to experience the culture different, especially food.</p>	<p>Frequently used social media</p> 
	<p>Trust I trust the hotel/hostel listed in OTAs and more trust the one with a website.</p>	<p>Frequently used OTAs</p> 
<p>Goals I want to turn off my social media during my holiday and enjoy the time without any distraction.</p> <p>I love trying something new.</p> <p>I want to share my experience with my friends on social media.</p>	<p>Frustration I hate when I am interesting in a certain hotel/hostel but I cannot find any good photo or videos of it so I cannot expect how it look like.</p> <p>Having problem with check-in and check-out is really frustrated part of the trip.</p>	<p>Where to find inspiration for the next trip?</p> 
		<p>Influences Review on OTAs Photo & Video on OTAs and IG Hotel Website</p>
		<p>Often online by</p> 

Figure 47: Persona A

Source: (Author, 2020)

<p>Persona B curious, attentive, open-minded and ambitious</p> <p>Name: Persona B Gender: Female Age: 23 Nationality: French Status: In relationship Work: Management controller</p>	<p>Motivation I would to experience new lifestyle in Asia and would love to do biking over there too.</p>	<p>Frequently used social media</p> 
	<p>Trust I trust the hotel/hostel listed in OTAs and more trust the one with a website.</p>	<p>Frequently used OTAs</p> 
<p>Goals I want to share my experiences and photos during my trip so I prefer place that I can use Wi-Fi</p> <p>I want to step of my comfort zone</p>	<p>Frustration Having problem with check-in and check-out is really frustrated part of the trip.</p> <p>I am quite frustrated if the hotel/hostel is not like what I expect it.</p>	<p>Where to find inspiration for the next trip?</p> 
		<p>Influences Review on OTAs Photo & Video on OTAs Hotel Website</p>
		<p>Often online by</p> 

Figure 48: Persona B

Source: (Author, 2020)

<p>Persona C Practical, hard-working and joyful</p> <p>Name: Persona C Gender: Female Age: 35 Nationality: German Status: In relationship Work: Private sector</p>	<p>Motivation I want to experience new culture and I think countries in Asia have better clean and nice environment to relax.</p>	<p>Frequently used social media</p> 
	<p>Trust I trust the hotels/hostels on the OTAs</p>	<p>Frequently used OTAs</p> 
<p>Goals</p> <p>I like to do something challenge during trips.</p> <p>I love to share about experience about trips with my family and friends on social network.</p>	<p>Frustration</p> <p>Finding more trustful information related where I want to visit is always hard.</p> <p>Check-in and check-out process could destroy my mood if they have too much problem.</p> <p>Not be able to use internet during trip can also be annoying for me.</p>	<p>Where to find inspiration for the next trip?</p> 
	<p>Influences</p> <p>Review on OTAs Photo & Video on OTAs Hotel Website</p>	<p>Online by</p> 

Figure 49: Persona C

Source: (Author, 2020)

<p>Persona D Agreeable, responsible and extrovert</p> <p>Name: Persona D Gender: Male Age: 30 Nationality: British Status: In relationship Work: Private Sector</p>	<p>Motivation I really like the weather and nature in Asian countries. I love to try their exotic foods.</p>	<p>Frequently used social media</p> 
	<p>Trust I trust the hotel/hostel listed in OTAs and more trust the one with a website.</p>	<p>Frequently used OTAs</p> 
<p>Goals</p> <p>I like trying something new.</p> <p>I want to spend holiday away from social media so that I can enjoy myself without distraction.</p>	<p>Frustration</p> <p>I hate when check-in and check-out process go messy.</p> <p>I don't like when hotel/hostel is not like what I expect.</p>	<p>Where to find inspiration for the next trip?</p> 
	<p>Influences</p> <p>Review on OTAs Photo & Video on OTAs Hotel Website</p>	<p>Online by</p> 

Figure 50: Persona D

Source: (Author, 2020)

5.6.5 Customized Digital Consumer Journey Map

According to the data from the online semi-structured interview, the digital consumer journey map is customized. Besides the main three stages of McKinsey, I would like to add a stage which is an inspiration stage when the guests search where they want to go for their next trip since it can give the ideas on how the resort can reach new audiences.

From the data, OTAs are quite important in all stages of the consumer decision journey. Especially, Booking.com is the most used one across all personas. Social Media is rather for a trip inspiration than for information providers. The website is for providing information for all consumer Personas. In Germany, the Sky scanner is often used too.

Booking is usually done on OTAs and it is usually done by laptops or tablets.

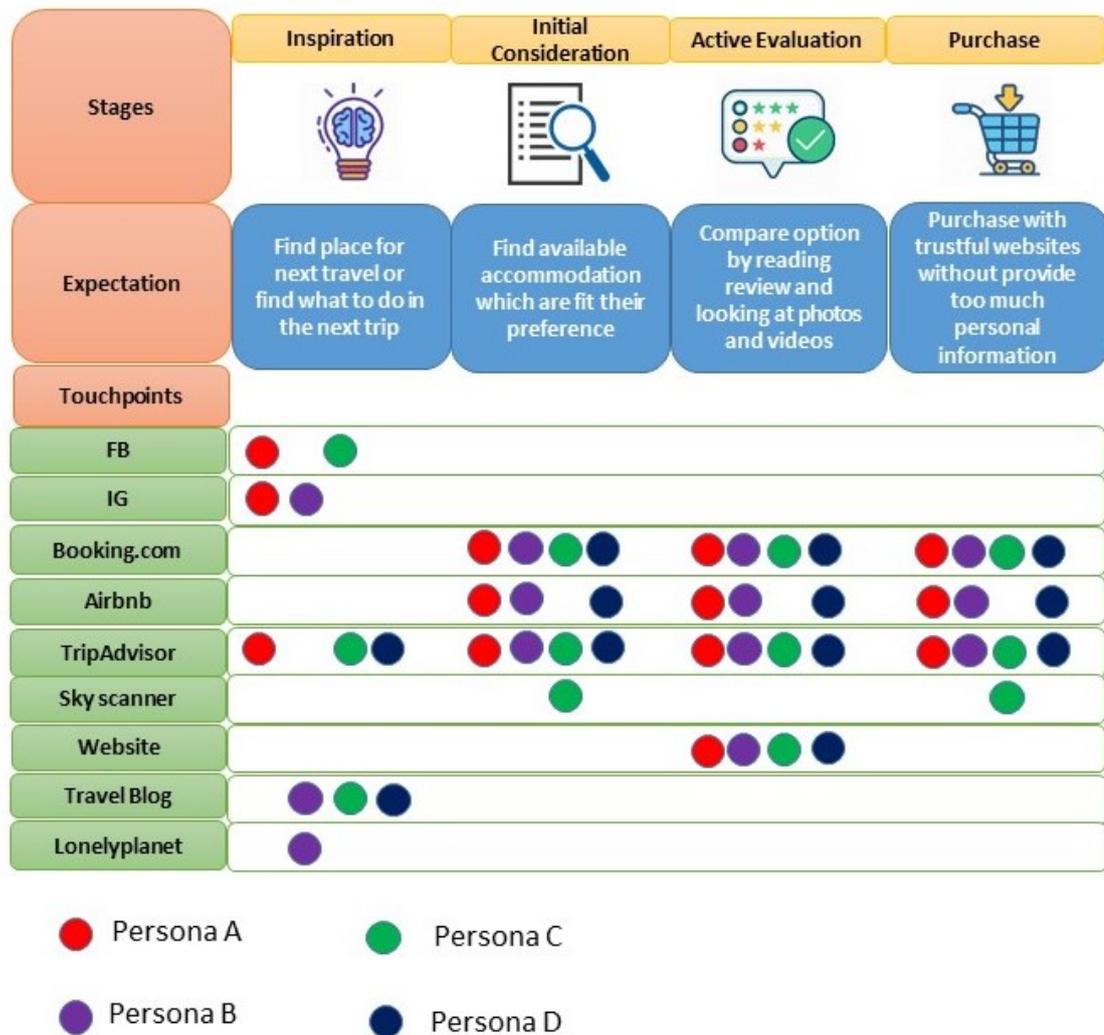


Figure 51: Customized Digital Consumer Journey Map

Source: (Author, 2020)

5.7 Keyword Analysis

Using Google Ads keyword planner, I found some important relevant keywords for hotel business in Koh Rong. The targets are European. The count period is from May 2019 to April 2020. The keywords are used for SEO of the website. Especially, they are used as clues for topics on the blog.

Table 4: Keywords List

Source: (Google Ads, 2020)

Keywords	Volumes	Keywords	Volumes
Koh Rong Cambodia	100- 1000	sihanoukville koh rong	100-1000
Koh Rong Island	100- 1000	koh rong resort	10-100
Koh Rong hotels	100-1000	Cambodia island koh rong	100-1000
Cambodia island	100-1000	Siem reap sihanoukville	100-1000
Sihanoukville	10K-100k	Cambodia beach	100-1000
Koh Rong Beach	100- 1000	Kompot to koh rong	10-100
Koh Rong Bungalow	10-100	Koh rong tour	10-100
Koh Rong weather	10-100	Koh rong lonely planet	10-100
What to do koh rong	10-100	Koh rong beach bungalow	10-100
Koh rong port	10-100	Koh rong high point rope park	10-100
How to get to koh rong	10-100	Kep to koh rong	10-100
Koh rong samloem	100-1000	Koh rong dive center	10-100
Ecosea diver	10-100	Koh rong wifi	10-100
Koh sangsa koh rong	10-100	How to get around koh rong	10-100
Koh rong pier	10-100	Koh rong best time to visit	10-100
Koh rong tripadvisor	10-100	Koh rong sunset	10-100
Snorkeling koh rong	10-100	Koh rong dive	100-1000
Jet ski koh rong	10-100	Phnom penh to koh rong	10-100
Best area to stay in koh rong	10-100	Siem reap to koh rong	10-100
Koh rong trekking	10-100	prek svay village koh rong	10-100
Koh rong backpacking	10-100	Cambodia foods	100-100
Breakfast koh rong	10-100	Koh rong booking	100-1000

5.8 Conclusion of Analyses



Figure 52: Needed Digital Marketing Techniques

Source: (Author, 2020)

According to SWOT analysis, resort analysis, competitor's analysis, the consumer personas, and the customized decision journey map, I come up with an effective and affordable digital marketing technique that I should use in the digital marketing plan.

I have to focus on OTAs which are Booking.com and TripAdvisor. TripAdvisor is more helpful for reviews yet some of the targets also use it for searching and booking. Airbnb is not mentioned here; it doesn't mean the resort to leave Airbnb yet it is that I won't focus on Airbnb in this plan. Moreover, I continue to be active on social media including FB and IG and I also use advertising on social media to reach new potential travelers who are interested in visiting Cambodia.

Meanwhile, the website is beneficial for the hotel business; and blogging is the way to attract more traffic to the website and SEO is the way to increase search rank in Google for the resort's website. Lastly, content marketing is very important, I cooperate it with other technique across all digital platforms that I use. I diversify our types of contents and topics of contents; I intent not only to advertise the resort but also to create more valuable content that helps customers to make a decision.

6 PROJECT OF DIGITAL MARKETING

6.1 Goals

The main goal of this plan is to increase sale. However, it also aims to build trust among guests and prepare for the expansion of the resort in the next few years. Due to the owners, their 5 years’ plan is to renovate their cottages into 3 higher standard bungalows compared to the current ones to provide better options to our guests and build jungle house bungalow nearby. This project is only for 6 months from July 2020 to December 2020.

6.2 Strategies

Using McKinsey consumer decision journey, I derive strategies:

Table 5: McKinsey Consumer Decision Journey Summary

Source: (McKinsey, 2009)

Phase	What it means
Initial Consider	Travelers use search engine such google and OTAs to search for accommodation
Evaluation	After searching, they evaluate and compare their options by looking at pictures and photos in OTAs and social media. They may also visit hostel/hotel’s website for more information.
Purchase	After deciding which option to go, they book accommodation via OTAs or hostel/hotel website.
Post Purchase	After the trip, they may write review and rate hostel/hotel on OTAs, website or social media.

Convert into strategies:

Table 6: McKinsey converted into strategies

Source: (Author, 2020)

Phase	Strategies
Initial Consider	Increasing visibility on OTAs- specifically Booking.com
Evaluation	Building positive online sentiment

Purchase	Increasing conversion rate on OTA- specifically Booking.com
Post Purchase	Encouraging guest evangelism

Three main strategies that I am going to use:

Strategy #1: Increasing visibility on OTAs- specifically Booking.com

Strategy#2: Building positive online sentiment

Strategy#3: Increasing conversion rate on OTA- specifically Booking.com

6.3 Objectives

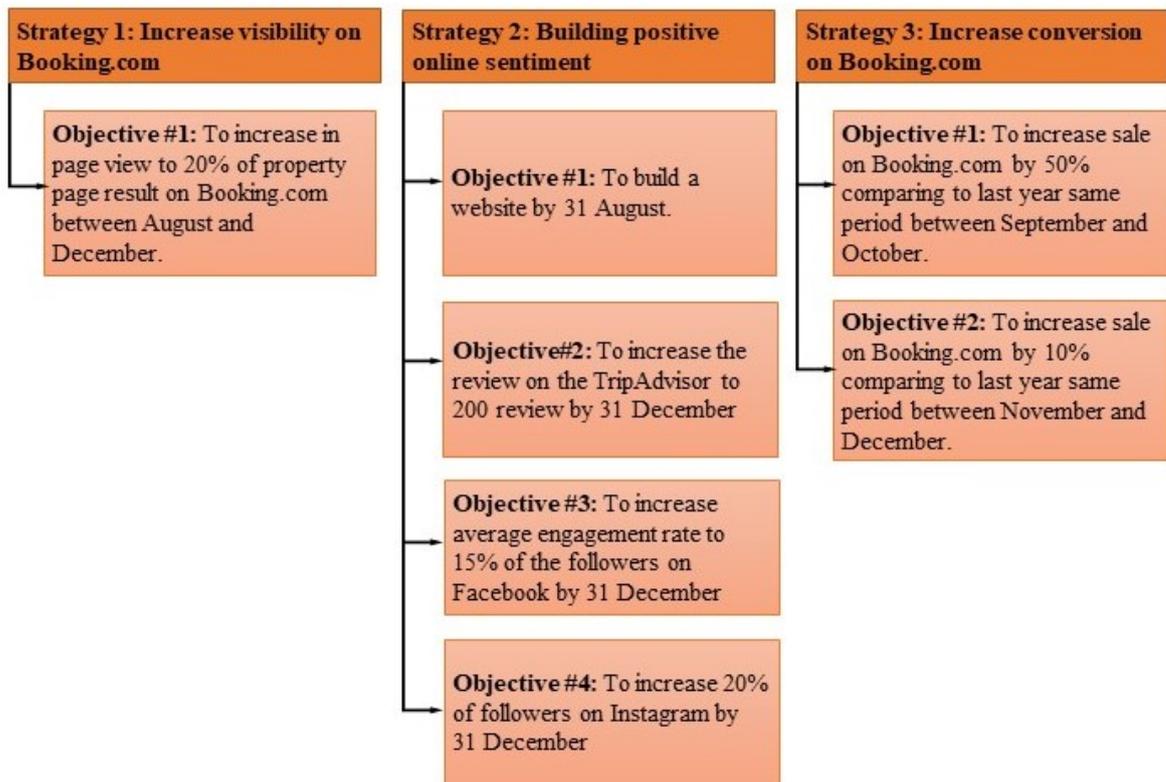


Figure 53: Objectives for Each Strategy

Source: (Author, 2020)

6.4 Tactics

The tactics are among the digital marketing technique from the conclusion of analyses.

Strategies	Increase visibility on Booking.com	Building positive online sentiment	Increase conversion on Booking.com
Objective#1	To increase in page view to 20% of property page result on Booking.com between August and December.	To build a website by 31 August.	To increase sale on Booking.com by 50% comparing to last year same period between September and October.
Tatic#1	<ul style="list-style-type: none"> • Visibility Boost 	<ul style="list-style-type: none"> • Website design • Blog • SEO 	<ul style="list-style-type: none"> • Photos and video improvement • Deal for early booking • Deal for last minute booking
Objective#2		To increase the review on the TripAdvisor to 200 review by 31 December	To increase sale on Booking.com by 10% comparing to last year same period between November and December.
Tatic#2		<ul style="list-style-type: none"> • Email 	<ul style="list-style-type: none"> • Deal for early booking • Deal for last minute booking
Objective#3		To increase average engagement rate to 15% of the followers on Facebook by 31 December	
Tatic#3		<ul style="list-style-type: none"> • Facebook Ads • “Welcome to Naroth Beach Bungalow” campaign • Content 	
Objective#4		To increase 20% of followers on Instagram by 31 December	
Tatic#4		<ul style="list-style-type: none"> • Instagram Ads • “Welcome to Naroth Beach Bungalow” campaign • Content 	

Figure 54: Tactics for Each Objectives

Source: (Author, 2020)

6.5 Action Plan

6.5.1 Strategy#1: Increase visibility on Booking.com

6.5.1.1 Objective#1 - Tactic#1: Visibility Boost

Visibility Boost: I will boost the visibility to European guests who search for accommodation in September and October; and we will adjust the commission rate from 15% to 17%. Then I will reset visibility boost for accommodation search between November and December with adjustment of the commission rate to 16%.

6.5.2 Strategy#2: Building positive online sentiment

6.5.2.1 Objective#1 – Tactic#1: Website design, Blog and SEO

Website design: I will have static website which are not designed to frequently change; it is used as sources of more information related to the resort. The information in the website is update when it is necessary. I choose WordPress for our website platform. I will buy space, the Basic Plan, from Website Hosting “Bluehost”. The Basic Plan provides a single website, 50GB website space, free domain for a year and standard features. For a better cost, I buy the plan for three years.

The steps to set up website:

- 1) Step 1: I choose WordPress as the website platform
- 2) Step 2: I pick “narothebeachbungalow.com” as a name for the website then I buy a domain & hosting
 - a) I buy website hosting from Bluehost which is recommended by WordPress. I buy the basic plan. Then I will get a free domain for a year.
 - b) Telling Bluehost to install WordPress
- 3) Get familiar with the WordPress UI
 - a) Set permalinks: I set the permalinks in structured by post name.
 - b) Making the site public
 - c) Set the website title and tagline
 - d) Allow comment
 - e) Disable pingbacks and trackbacks
 - f) Set the time zone: Indochina Time (GMT +7)
- 4) Pick a theme / design for the website
 - a) Pick a theme: there are many available free theme,
 - b) Install the theme
 - c) Customize the theme
- 5) Get plugins to extend the website’s abilities: there are many free and paid plugins available, I will install these free plugin:
 - Yoast SEO: helps make search engine optimization
 - Google Analytics for WordPress: integrates the website with the most popular traffic analysis solution on the web.
 - Wordfence Security: improves the security of the WordPress site.

- UpdraftPlus: does automatic backups of the website.
 - Optimole: optimizes images.
 - WPForms – lets add interactive contact forms to the website, which visitors can use to reach website’s owner directly
 - Beaver Builder — Most popular page builder
- 6) Create basic pages
 - 7) Start a blog
 - 8) Adjust the site navigation
 - a) Menu
 - b) Widgets: I include review widget from Booking.com and TripAdvisor, social media widget, weather widget, exchange rate widget, and google map widget.
 - 9) Link with “Booking.Com” booking platform

The website structure:

The homepage is the static page with information about the resort. In accommodation section, each sub-page provides information, photos and a video of the room. In restaurant & bar section, menu is provided in both Khmer and English as well as prices.

Several good photos are posted in the gallery with proper names and captions. The blog is updated twice per week. The contact section is for those who want to directly book a room. Lastly, the Booking section is a link to Booking.com.



Figure 55: Website Structure Sample

Source: (Author, 2020)

Website Theme

Few free themes to be considered:

1. Hotel Resort

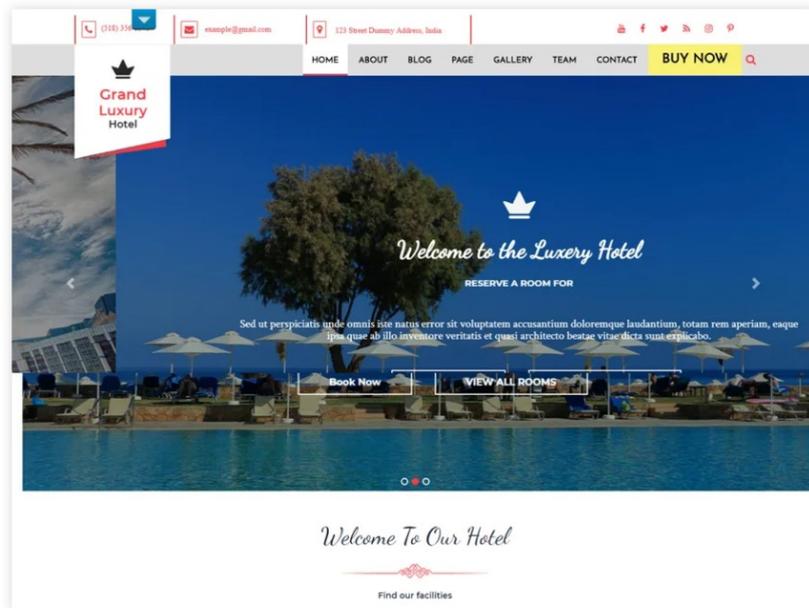


Figure 56: Website Theme “Hotel Resort”

(AccessPress themes, 2020)

2. VW Hotel Lite

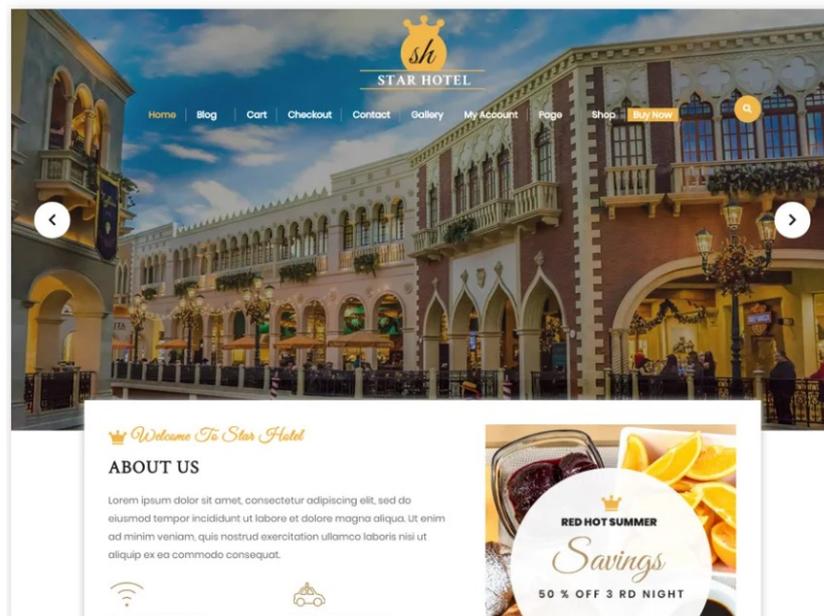


Figure 57: Website Themes “VW Hotel Lite”

(AccessPress themes, 2020)

3. Haven

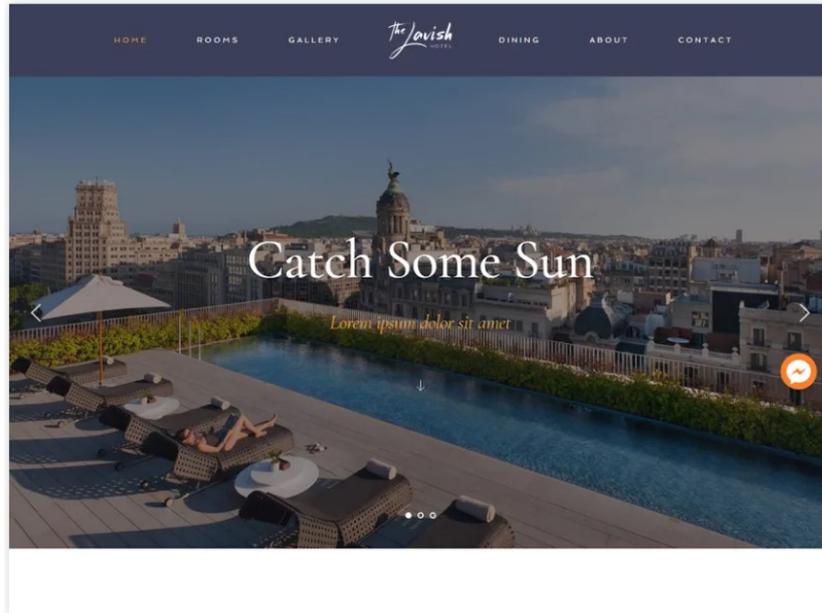


Figure 58: Website Theme “Haven”
(AccessPress themes, 2020)

4. Hotel Galaxy Lite

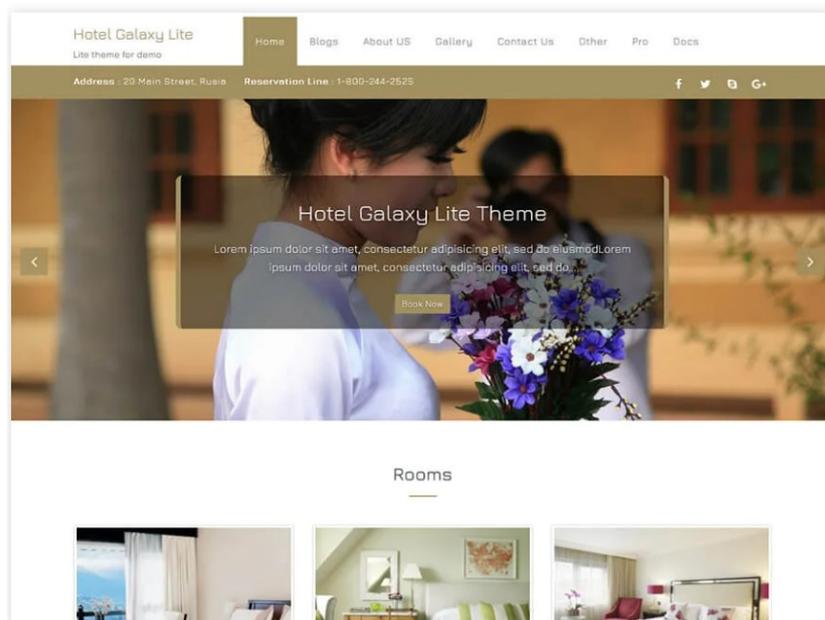


Figure 59: Website Theme “Hotel Galaxy Lite”
(AccessPress themes, 2020)

5. Resortica Lite

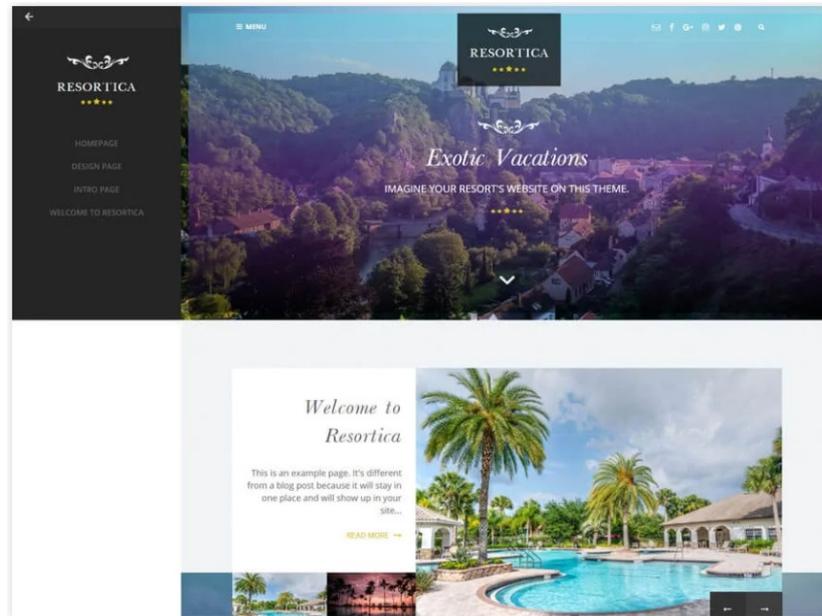


Figure 60: Website Theme “Resortica Lite”

(AccessPress themes, 2020)

Blog: I will sign up for free blog at WordPress. I will link the blog to the website after creating the website. Two articles or posts will be posted per a week. All articles can be shared to social media.

The step to set up blog in the website:

- 1) Add new page in the website and name it “Blog”
- 2) In setting, Reading Setting, select the new create blog page as “Post page”
- 3) Set number of post appear on the page: we choose 5
- 4) Then link blog page to our website’s navigation menu
- 5) Customize the blog page design: some website themes will create blog theme automatically while some won’t. So if blog theme is not preferable, it is possible to change without coding. I just need to install a blog theme edit plugin. There are many free plugin available to choose; for example, blog designer or PowerPack Lite for Beaver Builder.

Some suggested contents for the blog:

- About Cambodia
- Cambodian Visa
- Top 10 most visited places in Cambodia
- Detail of each place (10 articles)

- Why should we visit Koh Rong Island?
- When is the best time to visit Koh Rong
- Weather in each month at Koh Rong
- What to know before visit Koh Rong
- What to do in Koh Rong in two days and a night
- What to do in Koh Rong in three days
- Series of activities can be done in Koh Rong such as hiking, trekking, snorkeling, diving, ski jet, boat trip, zip line through jungle, biking, beach clean-up event, kayaking, explore village, eat local, visit a waterfall, swim with Plankton at night, and more
- Koh Rong-nearby Islands
- Series of details of how to visit nearby Island such as Koh Rong Sanleom, Koh Sang Sa, Bambo Island, Kok Ta Kiev, Koh Thmei and more
- What food must be try when visit Koh Rong
- How to go to Koh Rong from Phnom Penh
- How to go to Koh Rong from Sihanouville
- How to go to Koh Rong from Siem Reap
- How to go to Koh Rong from Kompot
- How to get to get around Koh Rong
- Recipe of famous Khmer foods

SEO: I focus on three below activities:

- **Keyword optimization:** I use the keywords from the keyword list. They are used in title of the pages, URL, page copy, meta tags, alt text of image, anchor texts.
- **Backlinks Buildup:** I get to be mentioned or tagged from a few relevant and trustful local websites. They are visitkohrong.com and news.sabay.com (travel section).
- **Internal Links Buildup:** They are used in a form of anchor text. For example, I have an article about the top 10 most-visited places in Cambodia then I put 10 anchor words which are linked to the other articles about detail of each place. Another example, I have an article about what to do in Koh Rong then I have anchor words which are linked to other articles about details of each activities. I also link website pages to the blog; for instance, on the restaurant & bar page, the click on each food name link to articles about recipe of those foods.

6.5.2.2 *Objective#2 – Tactic#2: Email*

Email: Before the guests leaving, I will ask for their emails and permission to send them link for reviews on TripAdvisor. Then, I will send emails to TripAdvisor to send review link to the guests.

6.5.2.3 *Objective#3 – Tactic#3: Facebook Ads, “Welcome to Naroath Beach Bungalow” campaign and content*

Facebook Ads: Boost the 30 second resort tour video post which target audiences based on their geographical locations and interests. The campaign is run twice— in August and October. Each time is lasted for 10 days.

- Audience: European who age between 20 to 35 years old, interest in travel in Cambodia, beach activities, Asian foods, and Asian culture.
- Objective: engagement purpose
- Budget: \$10 for 1 day (CPM)

“Welcome to Naroath Beach Bungalow” campaign: A new wooden board which allows guests to adjust their names will be built in front of the resort. I will get two set of whole English alphabet made of wood for the guests to spell their names. I encourage them to post their photos on FB and I will also post or repost some of guests’ photos by using hashtags #WelcometoNaroathBeachBungalow at the beginning of the post and ending with hashtags #kohrong and #beachlife



Figure 61: “Welcome Board” Sample

Source: (Author, 2020)

Content: 2-3 contents are posted every day. I usually post in the late afternoon or evening.

Here are some suggested contents:

- Video series of resort tour and rooms tour (5 videos)
- Share article from the blog (2 article per a week)
- Menu offered by the resort (1 post per week)
- Holiday & Trip- Fan question (1 every two weeks)
- Guest review from OTAs (1 every two weeks)
- Photo from “Welcome to Naroath Beach Bungalow” (1 per week)
- Guests’ events at the resort

6.5.2.4 Objective#4 – Tactic#4: Instagram Ads, hashtags, “Welcome to Naroath Beach Bungalow” campaign and content

Instagram Explore Ads: Advertise the 30 second resort tour video post which target audience based on their geographical location and interest. It consists call-of-action “Learn more”. The campaign run twice— in August and October. Each time is lasted for 10 days.

- Audience: European who age between 20 to 35 years old, interest in travel in Cambodia, beach activities, Asian foods, and Asian culture.
- Objective: engagement purpose
- Budget: \$7 for 1 days (CPM)

Hashtags: Each post is tagged with 10 popular and relevant hashtags including #kohrong, #kohrongcambodia, #sihanoukville, #travelcambodia, #cambodia, #asiatrip, #beach, #sea, #explore, #nature

“Welcome to Naroath Beach Bungalow” campaign: It is stated in objective#3, tactic#3. The difference is the hashtag “WelcometoNaroathBeachBungalow” is placed after the caption them following by the 10 popular hashtags that I always put in all posts. I don’t usually post all photos of the guests; I only select a few per months. I expect that more guests post their photos, add resort’s location and tag the resort “Naroath Beach”. I want more mention from the guests.

Content: I want the IG page to look aesthetic. All photos will be clear and focus. I limit the random contents. The caption will be short and precise. Some posts’ captions are questions to increase the engagement. Here are some suggested contents:

- Video series of resort tour and rooms tour (5 videos)

- Share article from the blog (2 article per a week)
- Menu offered by the resort (1 post per week)
- Repost Guest Images (1 per week)
- Story update (1 per week)

6.5.3 Strategy#3: Increase conversion on Booking.com

6.5.3.1 Objective#1 – Tactic#1: Photos and video improvement, deal for early booking and secret deal for last minute booking

Images & Videos Improvement: I hire a freelance photographer to take pictures of each rooms and views of resort as well as make videos of resort tour and room tours. New-taken photos are replaced on the Booking.com page. 6 – 7 videos are made and each video is no longer than 90 seconds.

Deal for early booking: I offer discounts 15% for stays in September and October for those who book at least a month in advance.

Deal for last minute booking: 25% is offered for those who book for stays in September and October at maximum 3 days in advance.

6.5.3.2 Objective#2 – Tactic#2: Photos and video improvement, deal for early booking and secret deal for last minute booking

Deal for early booking: I offer discounts 10% for stays in November to December (high season) for those who book at least a month in advance.

Deal for last minute booking: 15% is offered for those who book for stays in September and October at maximum 3 days in advance.

6.6 Resource Planning

6Ms of resource planning framework by (Hanlon, 2019) will be used to plan resources. 6Ms includes manpower, money, material, management, minutes and measure.

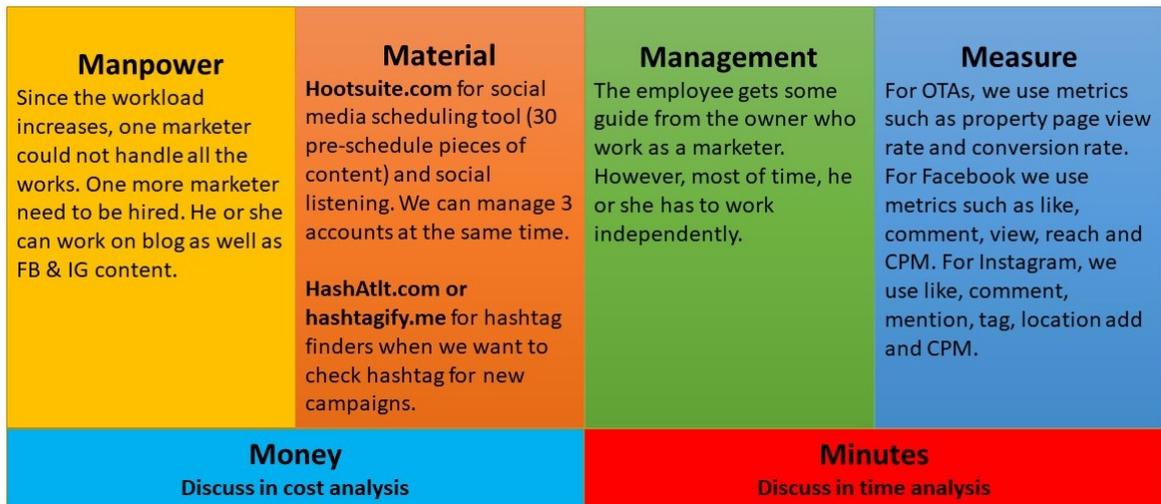


Figure 62: 6Ms Resource Planning

Source: (Author, 2020)

I would like a part-time employee who work from distance since it is not necessary to hire full-time employee. It is hard and costly to find an intermediate level or expert in the digital marketing in Cambodia. The quality of the new-hired employee:

- Last year or fresh graduate from media, marketing or other related fields.
- Very Good command in English
- Have intermediate knowledge of Photoshop
- Have knowledge about blog content creation
- Be able work independently
- Willing to learn new thing and flexible
- Be able to work 4-5 hours per day from home

6.7 Cost Analysis

For a better price, I buy Bluehost's basic plan for 3 years. The estimated cost of the wooden board includes two sets of wooden English alphabets.

Even though creating the static website is not quite technical, it is still better to find some who is experienced to do so there I can optimize time and error. Some budgets are also reserved for training in digital marketing.

The commission fees and spend for discounts on Booking.com are excluded since they are counted in revenue after commission fees and discounts.

Item	Quantity	Unit	Unit Cost	Total Cost
Salary for an employee	3	Month	\$ 300.00	\$ 900.00
Salary for an employee	2	Month	\$ 350.00	\$ 700.00
Website Hosting (3 years plan)	6	Month	\$ 2.70	\$ 16.20
Website & Blog Design Assistance	1	N/A	\$ 50.00	\$ 50.00
FB Ads	20	Day	\$ 10.00	\$ 200.00
"Welcome Board" made of wood	1	N/A	\$ 600.00	\$ 600.00
Explore Ads	20	Day	\$ 7.00	\$ 140.00
Article at Sabay News website	1	Article	\$ 200.00	\$ 200.00
Article at Visit Koh Rong website	1	Article	\$ 30.00	\$ 30.00
Photos and videos	1	Package Deal	\$ 250.00	\$ 250.00
Training budget	1	N/A	\$ 300.00	\$ 300.00
Total Cost				\$ 3,386.20

Figure 63: Cost Analysis

Source: (Author, 2020)

Note: The cost above is excluded tax. All costs except FB & IG Ads are estimated cost.

6.8 Time Analysis

The plan starts in July 2020 and ends in December 2020; it is 6 months plan. Each strategy section is highlighted in different colors. The timeline also includes the period when I look for an employee, and dates when I do control on performance, measure each objective success, and evaluate final project performance. Most of the control activities are in the middle of the plan so that I can improve and adjust to achieve each of the objectives.

Action	July				August				September				October				November				December			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Hire an Employee																								
Annoucement and Interview																								
Probation																								
Salary Raise and extend contract																								
Strategy#1/Objective#1/Tactic#1																								
Campaign Set up																								
Campaign Period																								
Strategy#2/Objective#1/Tactic#1																								
Website Set Up on Blueshot																								
Website Testing																								
Website Launch																								
Blog Launch and Update (2 articles per week)																								
Keywords optimization& Backlink & internal links																								
Strategy#2/Objective#2/Tactic#2																								
Collect email and send to TripAdvisor																								
Strategy#2/Objective#3/Tactic#3: FB Ads																								
Campaign Period																								
Build the welcome board																								
Contents																								
Strategy#2/Objective#4/Tactic#4																								
Camapign Period																								
Hashtag Usage																								
Build the welcome board																								
Contents																								
Strategy#3/Objective#1/Tactic#1																								
Finding freelance photographer																								
Photo and videos shoot																								
Update Booking.com																								
Campaign Setup "Deal for early booking"																								
Campaign Period "Deal for early booking"																								
Campaign Setup "Deal for last minute booking"																								
Campaign Period "Deal for last minute booking"																								
Strategy#3/Objective#2/Tactic#2																								
Campaign Setup "Deal for early booking"																								
Campaign Period "Deal for early booking"																								
Campaign Setup "Deal for last minute booking"																								
Campaign Period "Deal for last minute booking"																								
Performance measure																								
1st round of FB & IG Ads																								
Control on FB & IG performance																								
Control on review in TripAdvisor																								
1st round of OTAs performance																								
Employee Evaluation																								
2nd round of FB & IG Ads																								
Control on "Welcome Campaign" on FB & IG																								
Control on Website performance																								
Total performance																								

Figure 64: Time Analysis

Source: (Author, 2020)

6.9 Risk Analysis

Employee (Marketer)

A marker who will work from home will be employed and he or she is allowed to access the resort’s social media account and website. The employee works independently with less supervision. Therefore, he or she can make many bad decisions or errors during work, many

miscommunications can happen, the security problem is likely to happen, and especially monitoring his or her work is hard to be done.

To make sure the employee knows what he or she does, the owner will have a clear introduction to the resort's vision and what they expect from him or her. The owner needs to spend more time evaluating and follow up on the employee's work in the first three months. The rules and restrictions will be listed down and agreed between employer and employee for security reasons. The work contract will be done carefully to ensure benefits for both parties and avoid conflict afterward.

Limit Knowledge

Both the owner and a newly-hire employee are not experts in digital marketing. They don't have good basics of SEO, blog management, and content creation. Thus, they should get training for digital marketing. They can do it through free online courses available in Coursera or edX or they can join short programs in a training center. The owner should financially support or reward if the employee is eager to develop his or her skills.

Unexpected Events

Due to Covid-19, I expect fewer tourists from European countries as well as other countries too yet I don't know how much it will be decreased because it depends on the situation in both Cambodia and Europe.

In case, the situation is improved and the number of tourist decreases not so much; to get more booking from the guests, I offer discounts 15% for stays in September and October (low season) and 10% for stays in November to December (high season) for early bookings. For the last minute bookings (three days before stay), I set up a secret deal plan in Booking.com with a 25% discount for stays in the low season and 15% in high season to fill up the room reservation.

In case, the situation is worse and traveling is restricted then I will promote to local with either discount for bookings via OTAs or discount coupons for direct booking. The promotions can be done by using Facebook and Instagram campaigns.

CONCLUSION

The tourism industry as same as the hotel industry in Cambodia is growing due to the increasing number of international visitors and how the government prioritizes this section. Koh Rong became a hot place for both local and international despite their relatively poor infrastructure on the island. The number of hotels, hostels, guesthouses, and resorts in big and small sizes is increasing because they see potential business over there. Therefore, the competition also increases. Without properly marketing strategy, the business cannot survive over there.

To compete in this digital era, Naroth Beach Bungalow needs to learn more about its guests and find a better digital marketing strategy to reach out to potential guests. Since it is a small size resort with a limited budget, even though there are many available tools, not many of them are worth using. Therefore, only low-cost and effective techniques are used in the plan. According to the resort's analysis, SWOT analysis, competitors' analysis, customer personas, and customized decision journey map, I recommend social media, social media advertising, OTAs (Booking & TripAdvisor), website, blog, SEO and content marketing. Even though I didn't add Airbnb in my current plan, Airbnb is worth to be focused in the future since more Europeans use this platform.

Our three main strategies are to increase the visibility in Booking.com, to build positive online sentiment, and to increase the conversion rate in Booking.com. I use one of the Booking.com programs, called Visibility Boost to increase the rank in the result page. To build positive online sentiment, I create a website with a blog, increase engagement on social media, and increase reviews on TripAdvisor. Finally, to increase conversion on Booking.com, I improve photos and videos on the page and provide different discounts for both the early and last-minute bookings.

To respond to future expansion, I recommend a website with a blog. In the future, if the resort wants to have direct sales rather than only depend on OTAs, it can upgrade the website and have its booking page. Moreover, the website allows them to use cookies to reach or retarget their website visitors. Yet, it is not recommended right now since the resort has a small number of rooms and revenue; it is not worth to have it since it costs much more money and requires a lot of technical knowledge and skills. It should use OTAs for now as its sales agencies. Besides that, the "Welcome Board" is for their long-term investment as their

earned media. The resort needs more creative ideas to attract visitors and encourage them to share their experiences and photos on their social media.

One important limitation of this project is the study of consumer behavior on their online accommodation booking. More people should be interviewed. Also, more information should be added to get a more accurate and deep understand of the guests' behaviors. Simply said, I could have customized a better consumer decision journey map. Moreover, the sampling method should be a random method that provides us fewer biased data.

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LIST OF ABBREVIATION

ABA	Advanced Bank of Asia
ACCTS	Accounts
ACR	Acquisition, Conversion and Retention
Ads	Advertisements
Apps	Applications
ATM	Automated Teller Machine
CPC	Cost per click
CPM	Cost per thousand impressions
CSS	Cascading Style Sheets
CZK	Czech Koruna
FB	Facebook
FFG	Firefly Guesthouse
HTML	Hypertext Markup Language
IG	Instagram
JCB	Japan Credit Bureau
LBR	Lonely Beach Resort
MAFF	Ministry of Agriculture, Forests and Fisheries
MFMA	Marine Fisheries Management Area
MPA	Marine Protected Area
NBB	Naroth Beach Bungalow
OTAs	Online travel agencies
PBB	Palm Beach Bungalow Resort
PESTEL	Political, Economic, Social, Technological, Environmental and Legal factors
PPP	Per-per-click

ROI	Return on investment
SEO	Search engine optimization
SEA	Search engine advertising
SSL	Secure Sockets Layer
SWOT	Strength, Weakness, Opportunity and Threat
WTO	World Trade Organization
URL	Uniform Resource Locator

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APPENDICES

APPENDIX A: Semi-structured interview of resort information and digital marketing strategies of Naroht Beach Bungalow for the first time

APPENDIX B: Semi-structured interview of resort information and digital marketing strategies of Naroht Beach Bungalow for the second time

APPENDIX C: Semi-structured interview of consumer behavior in booking online accommodation

APPENDIX A: Semi-Structure interview of resort information and digital marketing strategies of Naroht Beach Bungalow for the first time

Resort official Name:	
Open Date:	
Location:	
Services and facilities:	
Types of accommodation provided (<i>with price range</i>):	
Number of employers and their roles.	
Vision	What is your resort's vision?
Your target customers: <i>(please state age range, sex, and some other characteristic)</i>	What types of customers are your primary target? What types of customer are your secondary target?
Main competitors:	Please list them here
SWOT- Strength	What are your strengths in terms of digital marketing?
SWOT- Weakness	What are your weaknesses in terms of digital marketing?
SWOT- Opportunity	What are your opportunities in terms of digital marketing?
SWOT- Threat	What are your threats in terms of digital marketing?
Facebook Page:	Have you paid to boost your page? (YES/NO)
	Have you paid to boost your posts? (YES/NO)
	How do you encourage your customers to leave review and rating on your page?
Instagram Page:	Have you paid to boost your page? (YES/NO)
	Have you paid to boost your posts? (YES/NO)

	How do you encourage your customers to post picture and hashtag your place?
Online Travel Agencies-OTAs (booking.com, agoda.com...)	How do you encourage your customers to leave review and rate your resort on OTAs?
Google search	Have you paid for advertising on google search? (YES/NO)
Website	Are you going to own a website? (YES/NO) If yes, when?
Blog	Do you have a blog? (YES/NO) If yes, please drop the link here:
Online Adverting	Have you ever had online advertising campaign? (YES/NO) If yes, many campaign? And how much did you spend for each campaign?
PR	Have you ever paid for the third party to write review or article related to your resort?
Video	Are usually you hired third party to shoot and edit videos for you to post on your social media?
1 year plan	What are the marketing objectives that you want to achieve in the next 1 year?
5 year plan	How do you want your resort to be like in the next 5 years?

APPENDIX B: Semi-Structure Interview of resort information and digital marketing strategies of Naroath Beach Bungalow for the second time

1. Please provide the price range of each accommodation type.
2. Please rank the popularity of your accommodation types.
3. After renovating the cottage, will its price increase? If yes, what is the expected price?
4. You have said that you plan to build jungle house nearby, how many rooms will there be? And what is the total rooms' capacity? And what will be the expected price per person per night?
5. Does your resort own a boat? What is it for?
6. If the boat is for the guest to have sightseeing, how much does it cost for a guest to use the service?
7. What are the major sources of your booking? (Booking.com, Agoda.com, Google Hotel Ads?)
8. What is the average length of stay by your guest?
9. What are the payment method used?
10. If you don't have e-payment, do you plan to have one?
11. Is the price for online booking different from the price for walk-in?
12. Do you set up Google Hotel Ads by yourself or by using third party?

The image shows a Google search for 'Naroath Beach Bungalow' on Koh Rong Island, Cambodia. The search results include a snippet from Booking.com with a price of \$23 (\$28) and a snippet from TripAdvisor with a price of \$23 (\$28). The detailed hotel listing on the right shows the hotel name, address, phone number, and a 'Check availability' section with a table of rates for Saturday, March 28 and Sunday, March 29. The table shows a rate of CZK 663 for Saturday and CZK 795 for Sunday. The listing also includes amenities like Free Wi-Fi, Air-conditioned, Laundry service, Beach access, Kid-friendly, and Restaurant.

Check-in	Check-out	Room type	Price
Sat, Mar 28	Sun, Mar 29	Standard Room	CZK 663
Sat, Mar 28	Sun, Mar 29	Standard Room	CZK 795

13. If by third party, who is it?
14. How much did you spend on google Hotels Ads per month?

15. For Google Hotel Ads bidding, do you use cost per click (CPC) or cost per acquisition (CPA)?
16. Is your Instagram account normal account or business account?
17. What is the commission fee that you paid to Booking.com?
18. Besides commission payment, do you pay for additional services on Booking.com?
How much do you in average per month?
19. What is the commission fee that you paid to Agoda.com?
20. Besides commission payment, do you pay for additional services on Agoda.com?
How much do you spend in average per month?
21. Which months do you consider as a high season? And which months as a low season?
22. In a low season, much many percentages do you usually offer discount?
23. How much do you spend for Facebook marketing in low season?
24. How much do you send for Facebook marketing in high season?
25. How much are willing to pay for digital marketing per month in low season?
26. How much are willing to pay for digital marketing per month in high season?
27. What is your competitive advantage?

APPENDIX C: Online Semi-Structure Interview of consumer behavior in booking online accommodation

Semi-structured interview: The consumer behavior on booking online accommodation

Dear respondent,

This semi-structured interview is purely academic and any information given will be used for only that purpose. I pledge the confidentiality of the information given. I will share the main results in the master's thesis at the University of Tomas Bata in Zlin. Thank you for taking the time to answer all the questions even though you will need more than 7 minutes to do it.

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The demographic

Gender *

- Male
- Female
- Prefer not to say

Age *

Your answer _____

Nationality *

Your answer _____

Which city are you living now? *

Your answer _____

What is your marital status? *

- Single
- In relationship
- Married with no child
- Married with child
- Other: _____

What is your occupation/job? *

- Student
- Private sector worker
- Public sector worker
- Other: _____

If you work or work while studying, what is your job position?

Your answer _____

Can you describe what type of person you are? With some adjectives *

Your answer _____

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Social media

What social media account do you have? (all accounts that you have) *

- Facebook
- Instagram
- Twitter
- Pinterest

What social media do you use most often? (you can choose more than one) *

- Facebook
- Instagram
- Twitter
- Pinterest

How do you usually use your social media? *

- Usually by phone
- Usually by laptop
- Equally both

Choose online travel agencies (OATs) that you use frequently (you can choose more than one) *

- Booking.com
- Airbnb
- Agoda.com
- TripAdvisor
- Hostel.com
- Expedia.com
- Other: _____

Choose websites that you used to read and check their articles before your trips (you can choose more than one) *

- TripAdvisor
- Theculturetrip.com
- Lonelyplanet.com
- TripSavvy.com
- Thecrazytourist.com
- Other: _____

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Motivation & Goal

If you decide to visit a country in Asian (e.g. Cambodia or Thailand), what will be the reasons you decide to have a trip there? *

Your answer _____

If you decide to have trip to an Asian country, you are likely to go with (1 or 2 choices) *

- Alone
- family
- friends
- tour group
- Other: _____

Where do you usually get idea or inspiration for where to go for your next trip?
(you can choose more than 1 answer) *

- Facebook- Travel pages
- Instagram- Travel pages
- Pinterest- Travel pages
- Travel Blogs
- Your friend or family recommendation
- Other: _____

When I travel to the outside my country, I like to try something new as much as I can even though it is out of my comfort zone *

1 2 3 4 5

Strongly Disagree Strongly Agree

I really like to share my trip experience with my friends and family on social media. *

1 2 3 4 5

Strongly Disagree Strongly Agree

I limit my time on social media during my trip because I want to enjoy the trip with any distraction *

1 2 3 4 5

Strongly Disagree Strongly Agree

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The frustration

What usually make you frustrated during the process of booking an accommodation?

It is usually hard to find truthful information related to place where I want to visit. *

1 2 3 4 5

Strongly disagree Strongly agree

It is frustrated if I cannot find good photos of hostel/hotel that I am interested in *

1 2 3 4 5

Strongly disagree Strongly agree

It is frustrated if I cannot use social media during my trips because I need share my pictures. *

1 2 3 4 5

Strongly disagree Strongly agree

It is frustrated when the check-in and check-out process go wrong during my trips *

1 2 3 4 5

Strongly disagree Strongly agree

It is frustrated when the hostel/hotel is not good as what I expect it to be like. *

1 2 3 4 5

Strongly disagree Strongly agree

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The trust

What make you trust a hostel/hotel?

To trust a rating of a hostel/hotel on OTAs (e.g. Booking.com), it has to have more than 200 review. *

1 2 3 4 5

Strongly disagree Strongly agree

I trust all hostels/hotel as long as they are listed on OTAs (e.g. Booking.com) even though they don't have website or social media pages. *

1 2 3 4 5

Strongly Disagree Strongly Agree

I trust hostel/hotel that has website than one that has no website. *

1 2 3 4 5

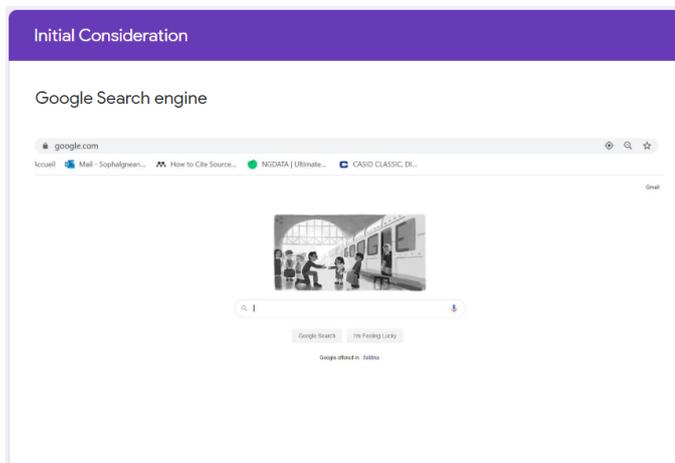
Strongly disagree Strongly agree

I trust hotel/hostel as long as it has active social media. *

1 2 3 4 5

Strongly disagree Strongly agree

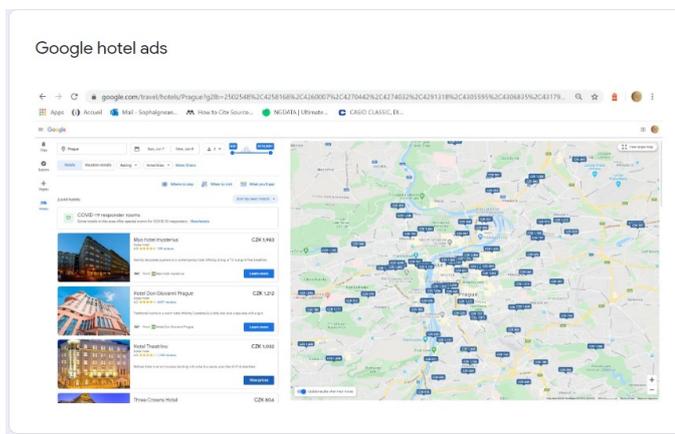
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I search for hostel/hotel by using google search engine. (Picture above) *

1 2 3 4 5

Strongly disagree Strongly agree



I search for hostel/hotel using google Hotel Ads. (picture above) *

1 2 3 4 5

Strongly disagree Strongly agree

I search for accommodation by using online travel agencies (OTAs) such as Booking.com or Airbnb.*

1 2 3 4 5

Strongly disagree Strongly agree

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Active Evaluation

How do you compare your choices?

I usually read the review on OTAs (e.g. Booking.com or Airbnb) to know more about hostels/hotel that I am interested in*

1 2 3 4 5

Strongly disagree Strongly agree

I usually read review on TripAdvisor to know more about hostels/hotels that I am interested in*

1 2 3 4 5

Strongly disagree Strongly agree

I usually read the review of hostels/hotels on their social media pages to know more about them*

1 2 3 4 5

Strongly disagree Strongly agree

I usually look at the picture or video of hostels/hotels on OTAs (e.g. Booking.com or Airbnb)*

1 2 3 4 5

Strongly disagree Strongly agree

I usually look for the pictures or videos of hostels/hotels that I interested in on Facebook*

1 2 3 4 5

Strongly disagree Strongly agree

I usually look for the picture or video of hostels/hotels that I am interested in on Instagram *

1 2 3 4 5

Strongly disagree Strongly agree

I usually look for more picture of hostels/hotels that I am interested in on Pinterest. *

1 2 3 4 5

Strongly disagree Strongly agree

I usually visit the website of hostel/hotels that I consider to stay *

1 2 3 4 5

Strongly disagree Strongly agree

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Purchase Moment

How do you compare your choices?

I usually book a room via OTAs (e.g. Booking.com...) *

1 2 3 4 5

Strongly disagree Strongly agree

I usually book a room via social media such as Facebook or Instagram. *

1 2 3 4 5

Strongly disagree Strongly agree

I usually book a room via hotel website. *

1 2 3 4 5

Strongly disagree Strongly agree

I usually book a room using my laptop or tablet. *

1 2 3 4 5

Strongly disagree Strongly agree

It is more convenient to book a room using mobile phone. *

1 2 3 4 5

Strongly disagree Strongly agree

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Submit