tourism and hospitality

MDPI

Article

Bridging Neuromarketing and Data Analytics in Tourism: An Adaptive Digital Marketing Framework for Hotels and Destinations

Thomas Krabokoukis

Department of Planning and Regional Development, University of Thessaly, 382 21 Volos, Greece; tkrabokoukis@uth.gr

Abstract: This study proposes the Tourism Adaptable Digital Marketing Framework (TADMF), a flexible, cyclical model tailored to optimize digital marketing strategies for hotels and destinations. By leveraging data-driven insights and neuromarketing principles, the framework addresses critical gaps in traditional linear models to maximize bookings for hotels and enhance awareness of destinations. The three-stage cyclical process, attraction, engagement, and conversion, ensures continuous feedback and refinement across the customer journey. Hotels benefit from tailored techniques, such as dynamic pricing and personalized recommendations, while destinations focus on storytelling and user-generated content to forge emotional connections. Compared to traditional marketing models, this framework uniquely integrates online and offline interactions to create cohesive customer experiences. Key findings reveal that the TADMF fosters a dynamic interplay between theoretical innovation and practical applicability, demonstrating scalability and adaptability to diverse tourism contexts. The study concludes that the TADMF offers a robust foundation for addressing the evolving challenges of digital marketing in tourism, paving the way for future research into advanced technologies such as AR, VR, and AI.

Keywords: adaptive digital marketing; neuromarketing; tourism marketing frameworks; hotels and destinations; customer journey optimization

Academic Editor: Lewis Ting On Cheung

Received: 10 December 2024
Revised: 9 January 2025
Accepted: 16 January 2025
Published: 19 January 2025

Citation: Krabokoukis, T. (2025). Bridging Neuromarketing and Data Analytics in Tourism: An Adaptive Digital Marketing Framework for Hotels and Destinations. *Tourism and Hospitality*, *6*(1), 12. https://doi.org/10.3390/tourhosp6010012

1. Introduction

A major aspect of tourism research is closely tied to digital marketing. The big data (Sakas et al., 2022), the technological advancements offering tools powered by machine learning and artificial intelligence (Al-Khalif & Al Mubarak, 2024), the integration of the concept of neuromarketing (Pasaribu et al., 2024), and the increasing emphasis on the broader concept of sustainability (Pasaribu et al., 2024; Spyridou et al., 2022), among others, drive the need for innovation and the pursuit of personalized travel experiences (Krabokoukis, 2023). Within this framework, the effective utilization of digital marketing opportunities in the tourism industry is of critical importance. This is also underscored by the significant rise in academic interest: a Scopus search using the terms "digital marketing" AND tourism reveals just three publications in 2014 compared to 116 in 2024 (up to November).

Although different terms have been used over the years, such as "online marketing", "electronic marketing", "virtual marketing", and "eMarketing", the term digital marketing seems to have gained popularity (Dholakia, 2022). This conclusion is also supported by data from Scopus, where the keyword "digital marketing" in the fields of Article Title, Abstract, and Keywords returns 5107 results, compared to the next most popular keyword,

"online marketing", which has 2331 results. "Electronic marketing" has 366 results, "virtual marketing" has 65 results, and "eMarketing" has only 47 results (up to November 2024). For this reason, the term digital marketing is used throughout this paper.

Neuromarketing refers to the application of neuroscience techniques and principles to understand consumer behavior and decision-making processes. It utilizes tools such as eye-tracking, electroencephalography (EEG), and functional magnetic resonance imaging (fMRI) to capture subconscious emotional and cognitive responses to marketing stimuli. In the tourism sector, neuromarketing offers a unique lens to enhance marketing strategies by addressing psychological and emotional triggers, which play a pivotal role in influencing traveler behavior.

The tourism sector is exceptionally competitive and multifaceted, requiring interdisciplinary approaches, with online presence being the primary way of communication between potential travelers and hotels or destinations (Jain et al., 2024). For 2024, over 78% of travel ad expenditures are projected to be allocated to digital advertising, amounting to USD 7.73 billion (emarketer, 2024). Research in digital marketing for tourism spans destinations (Camilleri, 2024; De Amorim et al., 2024) and hotels (Jain et al., 2024; Michael & Fusté-Forné, 2024), intersecting with areas such as tourism development and management (De Amorim et al., 2024; Da Mota et al., 2024; Jane, 2024), sales (Iswanto et al., 2024; Spyridou et al., 2022), strategic approaches (Esmaelnezhad et al., 2023; Khasawneh et al., 2023), tourist behavior (Alcolea Parra et al., 2024; Aman et al., 2024; Da Mota et al., 2024), information systems (Rodrigues et al., 2023; Shanmugam et al., 2023), websites (Ercik & Kardaş, 2024; Sunder & Arun, 2016), social media (De Amorim et al., 2024; Jami Pour & Karimi, 2024), and social networks (Alcolea Parra et al., 2024; Apaza-Panca et al., 2024; De Amorim et al., 2024).

Many digital marketing frameworks have been developed to optimize online activities based on the goals set. Most studies related to the tourism sector, as identified in Scopus, seem to focus on Porter's Five Forces model. Few studies, however, have proposed digital marketing frameworks tailored to the tourism sector and distinguished them between hotels and destinations. While the growing significance of neuromarketing in tourism is evident from recent studies (Muñoz-Leiva et al., 2019; Boz et al., 2017; Koc & Boz, 2014), its integration into comprehensive digital marketing frameworks remains largely unexplored. It is noteworthy that of the total 36 articles found in Scopus, from 2014 to 2024, with the keywords neuromarketing AND tourism in the title, abstract, or keywords, 29 were written from 2020 onwards. Existing frameworks often fail to incorporate the multidimensional and dynamic nature of consumer behavior in tourism, particularly the emotional and psychological factors influencing decision-making. This gap is further pronounced when considering the distinct marketing objectives of hotels and destinations, which require unique approaches to achieve either bookings or brand awareness. Addressing this gap, the proposed framework offers a unified yet flexible approach, merging data analytics and neuromarketing insights to cater to the specific needs of these stakeholders.

The study aims to critically review the digital marketing frameworks utilized in the tourism sector and propose one digital marketing framework for hotels and another for destinations. Depending on specific needs, these frameworks will serve as a foundation for adding ad hoc capabilities. The contribution of this article lies in developing a theoretic, flexible, and adaptive digital marketing framework tailored to the distinct objectives of hotels and destinations. Unlike traditional frameworks such as Porter's Five Forces or the Marketing Funnel, which focus on linear processes, our proposed framework emphasizes a cyclical approach where each stage continuously informs and refines the others through feedback loops. This design enables real-time adaptability and enhances both customer engagement and strategy optimization. The framework's versatility is demonstrated through

its ability to incorporate ad hoc features to address the specific needs of different stakeholders, from dynamic pricing strategies for hotels to storytelling techniques for destinations. The adaptive framework is expected to provide tourism stakeholders with actionable tools for improving digital marketing performance, fostering stronger emotional connections with consumers, and achieving measurable objectives such as increased bookings for hotels or enhanced destination visibility. To address these objectives, the study is guided by the following research questions:

1. How can a cyclical and adaptive digital marketing framework, integrating neuromarketing principles, address the unique objectives of hotels and destinations?
2. What are the key advantages of the proposed framework compared to traditional linear models?
3. How can emerging technologies like AR, VR, and AI enhance the effectiveness of digital marketing strategies for the tourism sector?

These research questions provide a structured approach to exploring the theoretical underpinnings and practical applications of the Tourism Adaptive Digital Marketing Framework (TADMF), ensuring a comprehensive analysis of its relevance and adaptability. The remainder of this paper is organized as follows: Section 2 presents a brief literature review of the existing digital marketing frameworks, highlighting their applications and key points. Section 3 describes the proposed digital marketing frameworks for hotels and destinations. Section 4 discusses the proposed frameworks, and finally, Section 5 concludes with the key findings.

2. Literature Review

Digital marketing, like traditional marketing, needs to be embedded within the overall business context of a company or organization and connected to areas such as strategy, sales, and sustainability, among others (Dholakia, 2022). One of its significant advantages is that its actions can be quantitatively assessed using complex metrics, which requires the establishment of SMART goals. Moreover, it offers the ability to monitor data in real time, enabling the necessary adjustments for optimizing marketing efforts (Schneider et al., 2023). In practice, digital marketing agencies tend to focus on five main activities: marketing strategy, with an emphasis on goal setting and tool utilization; content marketing, aligned with the customer journey; search engine optimization (SEO), focusing on searches, keywords, and content optimization; social media, for branding and engagement; and email marketing, for targeted email campaigns (Papageorgiou & Marneros, 2023).

To map the digital marketing frameworks identified internationally, Table 1 outlines the number of articles found in Scopus for each framework when searched using the framework name AND tourism in the fields of Article Title, Abstract, and Keywords. Additionally, broader searches using only the framework name are conducted to determine the areas where the international literature has placed greater emphasis. Where specific references for the tourism sector exist, they have been included. For frameworks without specific references for the tourism sector, indicative general references utilizing the framework are provided.

Table 2 categorizes the marketing frameworks from Table 1 based on their functional characteristics, outlining their main features and respective stages. This classification aims to provide a structured understanding of how these frameworks operate and their potential applications in digital marketing, particularly in the tourism sector. By examining the main points and stages of each framework, this categorization highlights their contributions to strategic planning, customer experience, data-driven decision-making, and engagement in the context of tourism.

Table 1. Scopus results and references for digital marketing frameworks in tourism and general contexts.

Marketing Framework	Tourism-Specific Literature (Scopus Results)	Key References in Tourism Contexts	General Literature (Scopus Results)	Key References in General Contexts
Porter's Five Forces	24	(Al-Daamee et al., 2024; Apaza-Panca et al., 2024; Congden et al., 2024; Ercik & Kardaş, 2024; Jami Pour & Karimi, 2024; Liang et al., 2023; Tomasi & Cavicchi, 2023; Papageorgiou & Marneros, 2023; Schneider et al., 2023; Kawada & Naoi, 2022; Muñoz-Leiva et al., 2019; Boz et al., 2017; Sunder & Arun, 2016; Koc & Boz, 2014)	413	-
Customer Journey Mapping	7	(Liang et al., 2023; Gao et al., 2022; Kawada & Naoi, 2022)	100	-
Marketing Funnel	2	(Mattei, 2024; Sinha & Pratt, 2021)	39	-
Flywheel Model	1	(González-Serrano & Talón-Ballestero, 2022)	61	-
STP Model	1	(Xu et al., 2023)	74	-
7 Ps Marketing Model	1	(Direction, 2021)	30	-
The Hook Model	0	-	73	(Sanpote, 2024)
RACE Planning	0	-	24	(Rautela, 2021; Liu & Fotouhi, 2020)
AARRR (Pirate Metrics)	0	-	25	(Firdaus et al., 2023; Mallick et al., 2023; Wang et al., 2022)
Forrester's 5 Is	0	-	0	-
Lean Analytics Stage Framework	0	-	1	(Münch, 2016)

Table 2. Functional categorization of marketing frameworks with key features and stages.

Group	Marketing Framework	Description	Stages
Strategy and Analysis	Porter's Five Forces	Analyzes the competitive environment of an industry, focusing on the forces that shape market dynamics. Helps assess the attractiveness and competitiveness of the market by examining the threat of new entrants, the bargaining power of buyers and suppliers, the threat of substitutes, and the intensity of competitive rivalry.	Threat of New Entrants, Bargaining Power of Buyers, Bargaining Power of Suppliers, Threat of Substitutes, Competitive Rivalry
	7 Ps Marketing Model	An extension of the classic four Ps that adds People, Process, and Physical Evidence to address the broader aspects of the marketing mix. Helps businesses develop a comprehensive strategy for their products or services by addressing both customer-facing and operational aspects.	Product, Price, Place, Promotion, People, Process, Physical Evidence
	STP Model	Focuses on segmentation, targeting, and positioning of products or services. Designed to help businesses define and target specific customer groups effectively, creating a tailored value proposition that resonates with the selected segments.	Segmentation, Targeting, Positioning

Table 2. *Cont.*

Group	Marketing Framework	Description	Stages
Customer Experience	Customer Journey Mapping	Visually represents the customer's experience with a brand across various touchpoints. Helps businesses identify opportunities for improving customer engagement and satisfaction throughout the stages of awareness, consideration, and purchase, with a focus on aligning the marketing strategy with customer needs.	Awareness, Consideration, Purchase (and other stages depending on the business model)
	Marketing Funnel	A customer-centric framework emphasizing continuous interaction and engagement. Encourages businesses to build a cycle of attraction, engagement, and delight, creating a feedback loop that drives sustained business growth and enhances customer loyalty.	Attract, Engage, Delight
Optimization of Digital Activities	RACE Planning	Integrates and optimizes digital marketing actions across the customer journey. Focuses on four stages, Reach, Act, Convert, and Engage, to help marketers drive sales growth by guiding leads through the funnel and turning them into loyal advocates.	Reach, Act, Convert, Engage
	AARRR (Pirate Metrics)	Used to analyze and optimize the user's buying journey by tracking key user behaviors. The focus is on the five stages of Acquisition, Activation, Retention, Referral, and Revenue, which are essential for businesses to scale effectively, especially in product-led growth scenarios.	Acquisition, Activation, Retention, Referral, Revenue
Data and Growth	Lean Analytics Stage Framework	Focused on using data to improve decision-making at each stage of a business's development. Guides businesses in tracking key metrics related to customer empathy, user retention (stickiness), virality, revenue, and scaling, with the goal of making informed, data-driven decisions.	Customer Empathy, Stickiness, Virality, Revenue, Scaling
	The Hook Model	Used to create habit-forming products and services. By understanding the cycle of user behavior development, businesses can drive repeat usage and increase sales. Focuses on four stages: Trigger, Action, Variable Reward, and Investment.	Trigger, Action, Variable Reward, Investment
Engagements and Relations	Forrester's 5 Is	Designed for creating online communities to foster customer engagement and loyalty. Emphasizes the development of long-term customer relationships through Involvement, Interaction, Intimacy, Influence, and Individuality.	Involvement, Interaction, Intimacy, Influence, Individual

The frameworks categorized under Strategy and Analysis, such as Porter's Five Forces, STP Model, and 7 Ps Marketing Model, focus primarily on understanding the competitive environment, market segmentation, and the development of a robust marketing mix (Al-Daamee et al., 2024; Congden et al., 2024; Liang et al., 2023; Tomasi & Cavicchi, 2023; Xu et al., 2023; Direction, 2021). These frameworks are particularly useful in the initial stages of marketing strategy development, where a comprehensive understanding of the market landscape is required. In contrast, the frameworks under Customer Experience,

such as Customer Journey Mapping, Marketing Funnel, and Flywheel Model, are centered on the customer's interaction with the brand (Mattei, 2024; Liang et al., 2023; Gao et al., 2022; González-Serrano & Talón-Ballestero, 2022; Kawada & Naoi, 2022; Sinha & Pratt, 2021). These frameworks emphasize improving the customer journey, fostering loyalty, and creating a feedback loop for sustained growth.

The Data and Growth category, featuring frameworks like AARRR (Pirate Metrics) and Lean Analytics Stage Framework, is designed to leverage data for tracking critical metrics and driving business growth (Firdaus et al., 2023; Mallick et al., 2023; Wang et al., 2022). These frameworks are particularly aligned with technology-driven approaches, emphasizing quantitative evaluation and scalability. On the other hand, the Engagement and Relations category, represented by Forrester's 5 Is, focuses on building lasting relationships with customers through community-driven engagement. While data-driven frameworks excel in providing measurable outcomes, engagement-focused frameworks prioritize emotional connections and long-term loyalty, which are essential in the tourism sector. Forrester's 5 Is are not found in the bibliography in Scopus; however, they are included as another framework.

In addition to traditional frameworks, the integration of neuroscience and psychological principles into digital marketing provides novel insights into consumer behavior, offering tourism organizations an advanced toolkit to refine their strategies. Neuroscience methods, such as eye-tracking, electrodermal activity (EDA), and electroencephalography (EEG), allow marketers to access subconscious emotional responses, reducing the biases inherent in self-reporting approaches (Li et al., 2023; Halkiopoulos et al., 2022). These tools help measure real-time emotional arousal, improve campaign effectiveness, and design targeted digital experiences. For instance, tourism campaigns leveraging neuromarketing insights can optimize ad placements, tailor website designs to hold attention, and create emotionally resonant content. Studies suggest that ads aligned with editorial content and those featuring relatable elements, such as destinations connected to cultural icons, significantly enhance consumer engagement and recall (Li et al., 2023; Muñoz-Leiva et al., 2019). The ability to interpret and apply these data provides tourism marketers with a unique advantage in understanding customer preferences and decision-making processes.

Further, psychological approaches emphasize creating positive emotional experiences across customer touchpoints. For hotels, this includes strategies such as utilizing calming colors, soothing music, and ergonomic designs to foster relaxation and comfort (Koc & Boz, 2014). Offering welcome beverages to combat jet lag or incorporating melatonin-rich foods into menus demonstrates how physiological and psychological needs can be met seamlessly (Koc & Boz, 2014). Similarly, tourism marketing can enhance satisfaction and loyalty by designing experiences that cater to subconscious desires for escape and well-being, tapping into the reward mechanisms of the brain. By addressing both cognitive and emotional dimensions, these advanced methodologies augment traditional digital marketing frameworks, offering a more holistic approach to engagement and conversion in the tourism sector.

While established frameworks provide valuable insights into strategic planning and consumer journey management, they exhibit limitations when applied to the dynamic needs of the tourism sector. For instance, Porter's Five Forces focuses primarily on competitive analysis, offering a static view of market dynamics without integrating the real-time adaptability required in digital marketing strategies. Similarly, the Marketing Funnel adopts a linear progression model that lacks the feedback mechanisms essential for iterative optimization in rapidly changing digital environments.

Emerging frameworks, such as the Customer Journey Mapping or the Flywheel Model, attempt to address some of these gaps by emphasizing customer experience and

engagement. However, these models rarely distinguish between the unique objectives of hotels and destinations or incorporate neuromarketing principles to address subconscious decision-making processes. In contrast, the TADMF, which is proposed in the article and will be analyzed in the following sections, provides a cyclical, feedback-driven approach tailored to the distinct goals of hotels (maximizing bookings) and destinations (enhancing awareness). This adaptability positions TADMF as a novel contribution to the literature, integrating concepts like machine learning, AR/VR, and neuromarketing techniques to refine and optimize marketing strategies continually.

3. Methodology

The Tourism Adaptive Digital Marketing Framework (TADMF) was developed through a comprehensive synthesis of theoretical insights and practical considerations derived from a systematic review of existing digital marketing frameworks and best practices. The study began with an extensive literature search, which identified key gaps in existing models, such as the lack of integration of neuromarketing principles and the absence of differentiation between hotels and destinations. Based on these findings, the TADMF was designed as a flexible, cyclical framework with three core stages: attraction, engagement, and conversion. These stages were chosen to reflect the natural progression of a consumer's interaction with digital marketing campaigns and to enable continuous feedback loops for real-time optimization. The tools and strategies within each stage were selected based on their proven effectiveness in digital marketing and their adaptability to the specific goals of hotels and destinations. This adaptability ensures the framework's relevance across diverse contexts within the tourism sector.

The proposed Tourism Adaptive Digital Marketing Framework (TADMF) for hotels and destinations is presented in Figure 1, and in the two following subsections, it is first analyzed for hotels aiming to increase bookings and then for the destinations aiming to increase their awareness. It is a three-stage cyclical process (attraction, engagement, conversion) where each stage gives feedback to the next or the previous one and acts as a gear adapting to the requirements of each project. In the inner shell, there are some feedback loops, such as user behavior analysis, heatmap insights, campaign performance optimization, and A/B testing feedback, which show that the information collected from a certain stage is returned to optimize the other stages. In the outer shell, there are ad hoc capabilities such as seasonal campaigns, segmentation strategies, and loyalty programs that are added on a case-by-case basis depending on the requirements and goals of each project.

To implement the TADMF, advanced technological tools and methodologies are utilized at each stage to collect, analyze, and apply data-driven insights effectively. For instance, platforms like GA4 are employed for comprehensive tracking of user behaviors across multiple devices and channels. GA4 provides real-time data on user interactions, such as session duration, click paths, and content engagement, enabling precise audience segmentation and the identification of behavioral patterns. Additionally, tools like Hotjar, Crazy Egg, or Smartlook generate heatmaps and click maps, which highlight areas of user attention and interaction on websites. These insights guide the optimization of website layouts and the strategic placement of critical elements such as booking widgets or promotional banners.

Eye-tracking systems, such as Tobii Pro and Bitbrain, are employed in experimental setups to analyze visual attention and gaze patterns, offering deeper insights into how users interact with marketing content. These data are used to refine ad creatives, web designs, and user interfaces. Machine learning algorithms are integrated into the framework to process large datasets and provide dynamic content personalization, ensuring that users are served

with tailored experiences based on their preferences and past interactions. Furthermore, emerging technologies such as AR platforms (e.g., Google ARCode, MetaSpark, and Apple.s Reality Kit) enhance engagement by offering immersive experiences, such as virtual tours of destinations or hotels.

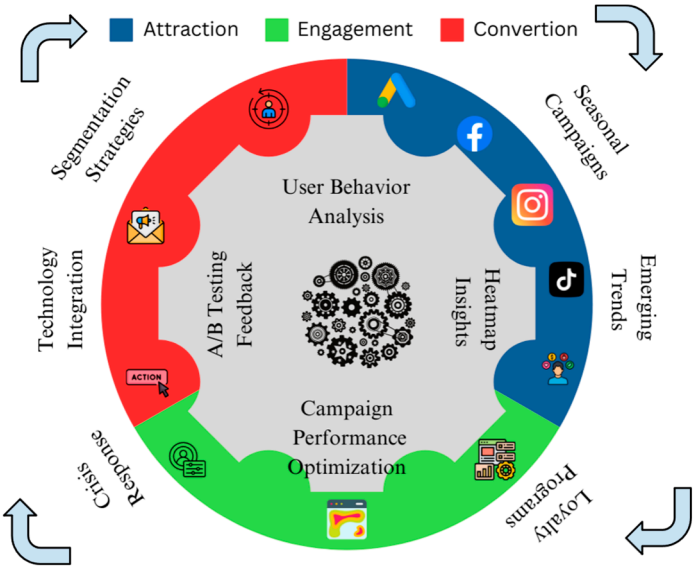

Figure 1. Tourism Adaptive Digital Marketing Framework (TADMF) for hotels and destinations: integrating neuromarketing and data-driven strategies.

3.1. The Tourism Adaptive Digital Marketing Framework (TADMF) for Hotels

The TADMF for Hotels offers a dynamic approach by integrating data-driven strategies and neuromarketing principles and emphasizes the cyclical and interactive nature of the customer journey, ensuring that insights gained at each stage feed back into the others, creating a continuous loop of refinement and optimization. The framework, as shown in Figure 1, comprises three interconnected stages. These are the attraction, the engagement, and the conversion, which collectively enhance the effectiveness of hotel marketing strategies. The process is a continuous cycle driven by user behavior analysis and performance optimization.

The framework's cyclical and interactive nature relies on continuous feedback loops powered by advanced analytical tools. For example, user behavior insights derived from GA4 allow for the refinement of ad targeting strategies in the attraction stage. Heatmaps generated by Hotjar provide actionable data to optimize website layouts during the engagement stage, while A/B testing tools like Optimizely help identify the most effective call-to-action (CTA) designs in the conversion stage. By integrating these technologies, the framework facilitates a dynamic and iterative process that adapts to real-time user feedback.

3.1.1. Stage 1: Attraction

This stage focuses on sparking user interest and awareness by leveraging emotionally resonant content and advanced audience segmentation. The high-impact ad creatives use storytelling and visually appealing imagery to connect with potential travelers on an emotional level. For instance, campaigns may feature tranquil beachscapes or luxurious suites paired with taglines like "Experience the ultimate escape". Then, behavioral triggers can be used, such as limited-time offers (e.g., "Save 25% if you book by tonight"), activating psychological mechanisms like urgency and reward. These are crafted to prompt immediate action and encourage users to interact with the content. When users engage with an ad, they are integrated into a retargeting loop that serves personalized content based

on their interactions. For example, a potential traveler who clicks on an ad promoting family vacations can later see testimonials about family-friendly amenities or curated itineraries for children or a user researching eco-friendly accommodations would receive advertisements showcasing the hotel's sustainability initiatives. Overall, in this stage, advanced segmentation strategies and tools like GA4, which tracks user behaviors across platforms and devices, were used. By analyzing travel intent, browsing patterns, and demographic data, marketers can refine their targeting strategies, ensuring that messages align precisely with users' preferences and behaviors.

3.1.2. Stage 2: Engagement

In this stage, focus shifts to personalized experiences and interactive content, ensuring that users remain actively engaged. Tools such as heatmaps and eye-tracking data (e.g., Hotjar, Crazy Egg, Tobii Pro) were utilized to identify high-engagement areas on websites. For example, a heatmap might reveal that users gravitate towards the top-right corner of a homepage, which means that placing critical booking elements, such as reservation widgets or promotional banners, in these areas increases the likelihood of conversion. In addition, GA4 can provide user behavior insights, enabling the real-time adaptation of website layouts and content. For example, blog posts highlighting child-friendly attractions or virtual tours of family suites could be presented to a user exploring family travel packages. The virtual tours are also particularly effective in creating immersive experiences, allowing users to visualize themselves within the hotel space and fostering emotional connections. Tools such as dynamic pricing calculators offer real-time, transparent pricing based on factors like travel dates or booking duration. Such calculators are widely used in booking platforms such as Booking.com. For example, a traveler planning a weekend trip could see the most competitive rates available for their specific dates and receive suggestions for package upgrades (e.g., a romantic dinner for two). These personalized approaches enhance user satisfaction and keep them engaged, laying the groundwork for conversion.

3.1.3. Stage 3: Conversion

This stage centers on alleviating decision-making anxiety and nudging users toward completing their bookings. Retargeting campaigns featuring social proof, such as video testimonials or high aggregate review scores, build trust and credibility. Personalized email campaigns reinforce emotional connections, using language like, "Reserve your dream vacation today—only a few rooms left!" These campaigns could incorporate exclusive offers or upgrades to encourage immediate action. A/B testing could also be employed to optimize landing pages, ensuring that the most effective calls to action (CTAs), layouts, and incentives are utilized. Behavioral data from GA4 help identify customer characteristics, such as price sensitivity or preferences for luxury experiences. For example, a price-sensitive user could see follow-up ads that emphasize discounts or complimentary amenities, while a user interested in premium services could receive a targeted offer for a free spa session with their booking.

3.1.4. Core Model and Ad Hoc Customizations

The core model includes the basic elements that are necessary for all hotels. These are the advanced ad creatives in the attraction stage, website optimization tools in the engagement stage, and retargeting personalized campaigns in the conversion stage. These elements form the essential framework, ensuring a robust and data-driven approach to digital marketing. Ad hoc customizations, however, allow for flexibility based on specific hotel needs and goals. For example, a luxury resort might emphasize premium upgrades and curated experiences, while a budget-friendly property could focus on dynamic pricing and high-value promotions. Ad hoc features could include integrating emerging technolo-

gies like augmented reality (AR) for virtual property tours, leveraging seasonal campaigns, and targeting niche segments such as eco-conscious travelers.

3.2. The Tourism Adaptive Digital Marketing Framework for Destinations

The TADMF for Destinations enhances awareness, builds emotional connections with audiences, and strengthens destination branding. This adaptation demonstrates the flexibility of the TADMF and its ability to support diverse objectives. The approach is broken down into three distinct stages, each leveraging specific tools, techniques, and strategies aimed at achieving the goal which could be the creation of a sustainable and memorable image of the destination in the audience's consciousness.

The TADMF for Destinations emphasizes the use of technological applications to enhance awareness and engagement. For instance, Google Trends provides valuable insights into destination-related search patterns, enabling marketers to tailor their campaigns to align with current interests and seasonal trends. Interactive tools such as YouVisit offer virtual tours, allowing users to explore iconic landmarks and attractions through 360° videos. These immersive experiences help destinations establish emotional connections with their audience. Partnerships with influencers who use authentic storytelling can further amplify these efforts by reaching specific demographic groups, while platforms like Mailchimp enable personalized email campaigns that nurture user interest over time.

3.2.1. Stage 1: Attraction

The strategy in this stage focuses on bringing the destination to travelers' interest. This is achieved through multichannel campaigns targeting high-traffic platforms like Instagram, TikTok, and Facebook, which have proven effective in reaching broad audiences. For example, a campaign showcasing a destination's unique features can utilize tools like Meta Ads Manager to target specific demographics. User-generated content (UGC) also plays a critical role in fostering trust, and for this reason, platforms like TripAdvisor and Google Reviews can be utilized. Storytelling is a core element (e.g., emotional narratives about hotel environments), that is adapted to evoke feelings tied to the destination experience. For example, a campaign titled "Experience the Magic of Mani" could feature a video that narrates the journey of a traveler, discovering the traditions and authenticity of the region.

3.2.2. Stage 2: Engagement

The initial interest generated in Stage 1 evolves into a more meaningful connection during Stage 2. This stage leverages data to personalize user experiences, fostering a stronger "personal" bond with the destination. Tools like GA4 and Google Trends could enable tracking of how users search for destination-related information, while heatmaps from platforms such as Hotjar can analyze user behavior on websites. These insights allow the creation of dynamically personalized content. For example, families searching for kid-friendly activities could be targeted with campaigns showcasing safe beaches and theme parks, while young travelers could see ads promoting nightlife experiences. Interactive tools could offer virtual tours of the destination, allowing users to explore attractions via 360° videos. Additionally, collaborations with influencers who have authentic connections with specific communities can build trust and amplify the destination's appeal. As in the hotel framework, where personalization techniques enhance the booking process, these techniques in the destination framework highlight the uniqueness of the destination experience, cultivating emotional connections and sustained interest.

3.2.3. Stage 3: Conversion

The final stage focuses on converting interest and engagement into commitment. This stage aims to inspire travelers to include the destination in their plans. Tools such as Google

Display Ads can be employed for retargeting campaigns that leverage social proof. For example, an ad showcasing a destination's high ratings on Booking.com or traveler reviews on Airbnb Experiences can reinforce positive impressions. Email marketing platforms like Mailchimp can deliver personalized communications, such as "10 Unique Experiences in Santorini—Book Your Visit Now". Stories and testimonials from visitors, shared through videos or podcasts, enhance emotional ties. Finally, techniques like A/B testing with tools help optimize calls to action (CTAs) for maximum effectiveness.

3.2.4. Core Model and Ad Hoc Customizations

The core model involves the creation of content for awareness campaigns on social networks and platforms like Google Ads and Meta Ads Manager, data analysis using GA4, Google Trends, and/or heatmaps, and the integration of UGC and storytelling into campaigns. Ad hoc customizations could involve partnerships with local stakeholders and influencers to develop specialized campaigns, such as cultural or environmental themes, and the use of technologies like augmented reality (AR) through platforms to create interactive experiences. Finally, this stage involves targeted strategies for specific markets, for example, emphasizing cultural heritage for Asian tourists or sustainability for Europeans, to ensure tailored messaging.

The design and application of the TADMF highlighted several theoretical insights. These include the value of integrating neuromarketing principles to address subconscious decision-making processes, the flexibility offered by the cyclical structure in adapting to diverse tourism contexts, and the differentiation of strategies between hotels and destinations. For hotels, the framework provides targeted tools to optimize conversions, such as dynamic pricing calculators and retargeting campaigns. For destinations, it emphasizes storytelling and user-generated content to build emotional connections and enhance awareness. These insights guided the framework's development and demonstrate its ability to address specific challenges in tourism marketing.

4. Discussion

The Tourism Adaptive Digital Marketing Framework (TADMF) offers a new approach to digital marketing for the tourism sector by emphasizing personalization, integration of neuromarketing principles, and adaptability across diverse contexts. Unlike traditional frameworks, which often rely on linear or static processes, TADMF adopts a dynamic, feedback-driven structure, enabling real-time optimization. By structuring marketing strategies into the interconnected stages of attraction, engagement, and conversion, the framework ensures a seamless transition and iterative improvement across all phases of the customer journey.

Traditional frameworks like Porter's Five Forces and the Marketing Funnel have played a pivotal role in shaping strategic marketing practices. However, their limitations become apparent in the rapidly evolving digital landscape. Porter's Five Forces, for example, focuses primarily on static competitive analysis without incorporating iterative feedback or personalization strategies, making it less applicable in real-time decision-making contexts (Shi et al., 2021; Mukherjee, 2018). Similarly, the Marketing Funnel, while effective in guiding linear customer journeys, lacks adaptive mechanisms to respond to real-time consumer behaviors (Vlassi et al., 2024).

Emerging frameworks, such as the Flywheel Model, introduce cyclical elements that improve customer retention but often fail to address the dual objectives of hotels and destinations (González-Serrano & Talón-Ballestero, 2022). TADMF bridges these gaps by combining cyclical processes with a modular design tailored to the unique goals of tourism stakeholders. Hotels aim to maximize bookings through strategies like dynamic pricing

and conversion optimization, whereas destinations focus on enhancing awareness and building brand positioning through storytelling and emotional engagement.

One of the framework's key contributions lies in integrating neuromarketing principles, which allow for a deeper understanding of consumer behavior by addressing subconscious decision-making processes. Tools like heatmaps and eye-tracking data provide actionable insights into user behavior, enabling marketers to refine website layouts, optimize content placement, and create immersive experiences. For instance, emotional triggers used in the engagement stage, such as virtual tours or storytelling, can enhance the effectiveness of attraction strategies by creating an emotional connection that drives user intent. Furthermore, the use of advanced data analytics ensures continuous improvement across all stages. Feedback from one stage directly informs and enhances the next, creating a dynamic and iterative cycle. This feedback-driven approach differentiates TADMF from static frameworks, offering greater flexibility and precision in targeting strategies.

TADMF uniquely emphasizes the synchronization of online and offline marketing channels to create a cohesive customer experience. For hotels, this might involve linking online promotions with personalized offers at check-in, such as complimentary upgrades for loyalty program members. Destinations can use digital storytelling campaigns to complement physical experiences, such as distributing AR-enabled brochures that allow tourists to explore attractions virtually before their visit.

Offline data, such as customer feedback from events or in-store purchases, can also be integrated into online campaigns using tools like QR codes or NFC-enabled devices. These technologies enable seamless tracking and synchronization between physical and digital interactions, ensuring consistency in messaging and customer engagement. However, challenges such as ensuring data consistency and addressing privacy concerns must be carefully managed to maximize the effectiveness of this dual-channel approach.

The incorporation of AR, VR, and AI into TADMF adds a transformative dimension to tourism marketing strategies. AR allows destinations to create interactive experiences, such as virtual exploration of landmarks, while VR provides fully immersive environments that enhance user intent to travel. For example, destinations can simulate cultural landmarks through AR, enabling users to engage with sites virtually, fostering excitement and familiarity.

AI-powered tools further enhance personalization by analyzing vast datasets to predict user preferences and optimize marketing messages in real-time. AI chatbots, for instance, can provide tailored travel recommendations based on user inputs, significantly enhancing engagement and conversion rates. While these technologies present promising opportunities, challenges such as production costs, accessibility, and long-term cost-effectiveness must be addressed to ensure widespread adoption.

On a practical level, TADMF offers actionable strategies tailored to the distinct needs of hotels and destinations. For hotels, the framework supports revenue growth through dynamic pricing models and conversion optimization techniques. Destinations benefit from storytelling campaigns and awareness-building strategies that strengthen brand positioning and engage target audiences effectively. The modular design of TADMF allows stakeholders to adapt the framework to specific contexts, ensuring scalability and relevance across diverse tourism scenarios.

While TADMF provides a robust theoretical foundation and practical applicability, its validation through empirical testing remains a critical next step. Future studies should focus on implementing the framework across various tourism contexts to evaluate its scalability and effectiveness. Additionally, further exploration of emerging technologies, such as the integration of AR/VR with AI-driven personalization, could enhance the framework's capabilities, paving the way for more immersive and data-driven marketing strategies.

5. Conclusions

The proposed framework, TADMF, offers a structured and adaptive approach to digital marketing in the tourism sector. It distinguishes between different goals between hotels and destinations and demonstrates the versatility of integrating neuromarketing principles with data-driven strategies. Such an approach emphasizes a continuous feedback loop that connects online and offline experiences, ensuring cohesive customer journeys, which is not effectively supported by traditional marketing frameworks reviewed in the literature.

The framework stands out by actively incorporating psychological and neurological insights to enhance customer engagement. For the category of hotels, the framework leverages emotional triggers, personalized recommendations, and dynamic pricing to convert potential customers into hotel guests. Similarly, for the category of destinations, the framework shifts the focus to building awareness and emotional ties with destinations through storytelling, user-generated content, and technologies like virtual tours. Considering that online actions should be connected to offline experiences, digital interactions, such as visually appealing advertisements or personalized email campaigns, should correspond to the physical environment of the hotel or destination. This dimension is highlighted in the proposed framework. Overall, the fact that the traveler receives useful information at each stage of the customer journey is emphasized, which effectively contributes to the actions of hotels and destinations.

Although the proposed framework provides advantages and some novel elements, it also contains limitations. While reference is made to basic elements from neuromarketing, in-depth analysis of methodologies such as fMRI or EEG studies, to uncover more nuanced insights into travelers, is not carried out. Additionally, the effective utilization of big data analytics remains a challenge, necessitating further exploration into tools and algorithms that can optimize personalization. Emerging technologies like augmented reality (AR), virtual reality (VR), and artificial intelligence (AI) offer promising directions for enhancing the framework.

Augmented reality (AR) and virtual reality (VR) can transform user engagement by offering immersive, pre-visit experiences, such as virtual tours of destinations or interactive simulations of hotel spaces. These applications not only enhance user intent but also establish a deeper emotional connection with the brand. Similarly, artificial intelligence (AI) provides unparalleled opportunities for personalization through real-time data analysis, enabling marketers to optimize content delivery, predict consumer behaviors, and design adaptive campaigns that cater to individual preferences. Future implementations of the framework could further explore these capabilities, integrating AI-driven chatbots, AR-enabled brochures, and VR promotional campaigns tailored to specific demographics.

While the proposed framework provides a comprehensive theoretical foundation, it does not utilize real data and by extension does not delve into mathematical or algorithmic methods for implementation. For instance, while user behavior analysis, heatmap data, and A/B testing are highlighted as integral components, the framework does not specify the exact computational techniques required for their application. Moreover, the differentiation of methods across the attraction, engagement, and conversion stages remains conceptual, providing a basis for future research investigating practical variations in algorithmic approaches. As a result, this article lacks a quantitative evaluation of the framework's performance compared to traditional approaches. Empirical studies leveraging real data are essential to validate its effectiveness and demonstrate measurable improvements in key performance indicators (KPIs). Additionally, future research could focus on the empirical testing of the TADMF across diverse tourism contexts, such as boutique hotels, large resorts, urban destinations, and rural areas.

Overall, the proposed framework serves as a bridge between academic research and practical application, addressing the need for innovative, customer-centric strategies in the tourism sector. Their adaptability ensures relevance in diverse contexts, empowering hotels and destinations to remain competitive in an increasingly digital world. It highlights the need to leverage data from many different tools, a fact that makes it difficult but also an important element for more effective online promotion.

Looking ahead, the field of tourism marketing is expected to evolve with advancements in big data analytics, IoT technologies, and blockchain applications. These developments can enhance data security, streamline transaction processes, and provide even more granular insights into consumer behavior. The TADMF is positioned to adapt to these trends, ensuring its relevance in an increasingly complex digital ecosystem. Continued research and practical applications will be crucial to refine the framework, validate its effectiveness across diverse tourism contexts, and explore its scalability for broader implementation.

Funding: This research received no external funding.

Institutional Review Board Statement: Not applicable.

Informed Consent Statement: Not applicable.

Data Availability Statement: The original contributions presented in the study are included in the article. Further inquiries can be directed to the corresponding author.

Conflicts of Interest: The authors declare no conflicts of interest.

References

Alcolea Parra, M., Bastidas Manzano, A. B., & Sánchez González, O. (2024). Análisis de las estrategias de marketing digital para consolidar el turismo sostenible: Estudio de caso de la Manga del Mar Menor. *Visual Review International Visual Culture Review/Revista Internacional de Cultura Visual*, *16*(5), 129–147. [CrossRef]

Al-Daamee, W. A. J., Meala, Q. A. H., & Al Zubaidi, H. H. A. (2024). Using porter's strategic model to promote sustainable marketing in light of behavioral finance (an analytical study of a sample of small and medium enterprises in najaf governorate). *Journal of Ecohumanism*, *3*(6), 294–306. [CrossRef]

Al-Khalif, H., & Al Mubarak, M. (2024). Technological advancements and marketing practices. In D. Crowther, & S. Seifi (Eds.), *CSR, governance and value* (pp. 177–196). Springer Nature Singapore. [CrossRef]

Aman, E. E., Kangai, D., & Papp-Váry, Á. F. (2024). Digital marketing role in the tourism sector in post-COVID-19. In S. W. Maingi, V. G. Gowreesunkar, & M. E. Korstanje (Eds.), *Tourist behaviour and the new normal* (Volume I, pp. 129–146). Springer Nature Switzerland. [CrossRef]

Apaza-Panca, C. M., Flores Quevedo, L. A., & Reyes, L. M. C. (2024). Green marketing to promote the natural protected area. *Sustainable Technology and Entrepreneurship*, *3*(3), 100067. [CrossRef]

Boz, H., Arslan, A., & Koc, E. (2017). Neuromarketing aspect of tourısm pricing psychology. *Tourism Management Perspectives*, *23*, 119–128. [CrossRef]

Camilleri, M. A. (Ed.). (2024). *Tourism planning and destination marketing* (2nd ed). Emerald Publishing.

Congden, S. W., Bertels, H. M. J., Desplaces, D., & Drew, T. (2024). Space tourism: An industry with a future? *The CASE Journal*, *20*(6), 1476–1503. [CrossRef]

Da Mota, C. V., Rodrigues, R. I., Palrão, T., & Madeira, A. (2024). The role of gastronomy as a driver of rural tourism development: The case of mirandela. *European Countryside*, *16*(3), 480–499. [CrossRef]

De Amorim, L. A., Sousa, B. B., Dias, Á. L., & Santos, V. R. (2024). Exploring the outcomes of digital marketing on historic sites' visitor behaviour. *Journal of Cultural Heritage Management and Sustainable Development*, *14*(6), 934–949. [CrossRef]

Dholakia, U. (2022). *Advanced introduction to digital marketing*. Edward Elgar Publishing.

Direction, S. (2021). Marketing strategies to boost service industry firms: Tourism and hospitality in Thailand. *Strategic Direction*, *37*(10), 23–26. [CrossRef]

emarketer. (2024). *Despite an extended spending surge, travel remains a small industry for advertising*. Available online: https://www.emarketer.com/content/despite-extended-spending-surge-travel-remains-small-industry-advertising (accessed on 30 November 2024).

Ercik, C., & Kardaş, K. (2024). Reflections of digital technologies on human resources management in the tourism sector. *Worldwide Hospitality and Tourism Themes*, *16*(5), 646–663. [CrossRef]

Esmaelnezhad, D., Bahmani, J., Babgohari, A. Z., Yazdi, M. T., & Shirkouhi, S. N. (2023). A fuzzy hybrid approach to analyse digital marketing strategies towards tourism industry. *International Journal of Tourism Policy*, *13*(5), 463–480. [CrossRef]

Firdaus, J. U., Siddiqui, N., Alam, O., Manaithiya, A., & Chandra, K. (2023). Identification of novel pyrazole containing α-glucosidase inhibitors: Insight into pharmacophore, 3D-QSAR, virtual screening, and molecular dynamics study. *Journal of Biomolecular Structure and Dynamics*, *41*(19), 9398–9423. [CrossRef] [PubMed]

Gao, Y., Zhang, Q., Xu, X., Jia, F., & Lin, Z. (2022). Service design for the destination tourism service ecosystem: A review and extension. *Asia Pacific Journal of Tourism Research*, *27*(3), 225–245. [CrossRef]

González-Serrano, L., & Talón-Ballestero, P. (2022). Revenue management and e-tourism: The past, present, and future. In Z. Xiang, M. Fuchs, U. Gretzel, & W. Höpken (Eds.), *Handbook of e-Tourism* (pp. 1261–1288). Springer International Publishing. [CrossRef]

Halkiopoulos, C., Antonopoulou, H., Gkintoni, E., & Aroutzidis, A. (2022). Neuromarketing as an indicator of cognitive consumer behavior in decision-making process of tourism destination—An Overview. In V. Katsoni, & A. C. Şerban (Eds.), *Transcending borders in tourism through innovation and cultural heritage* (pp. 679–697). Springer International Publishing. [CrossRef]

Iswanto, D., Handriana, T., Rony, A. H. N., & Sangadji, S. S. (2024). Influencers in tourism digital marketing: A comprehensive literature review. *International Journal of Sustainable Development and Planning*, *19*(2), 739–749. [CrossRef]

Jain, A., Singh, K., & Jain, P. (2024). Understanding the impact of artificial intelligence and robotics in the tourism and hospitality industry through customer experience: A systematic literature review. In M. B. Talukder, S. Kumar, & P. K. Tyagi (Eds.), *Advances in hospitality, tourism, and the services industry* (pp. 329–350). IGI Global. [CrossRef]

Jami Pour, M., & Karimi, Z. (2024). An integrated framework of digital content marketing implementation: An exploration of antecedents, processes, and consequences. *Kybernetes*, *53*(11), 4522–4546. [CrossRef]

Jane, O. (2024). Strategic entrepreneurship and digital transformation to enhance the tourism performance management. In A. Sharma, & S. Arora (Eds.), *Strategic tourism planning for communities* (pp. 51–62). Emerald Publishing Limited. [CrossRef]

Kawada, H., & Naoi, T. (2022). Impact of incomplete planned experiences on tourist satisfaction: A case of Tokyo Disneyland. *Asia Pacific Journal of Tourism Research*, *27*(7), 744–762. [CrossRef]

Khasawneh, M. S., Aladwan, K. S., Ababneh, S. F., Al-Makhadmah, I. M., & Alzoubi, M. I. (2023). Factors influencing the decision of tourist businesses to adopt digital marketing. *GeoJournal of Tourism and Geosites*, *47*(2), 415–423. [CrossRef]

Koc, E., & Boz, H. (2014). Psychoneurobiochemistry of tourism marketing. *Tourism Management*, *44*, 140–148. [CrossRef]

Krabokoukis, T. (2023). Technology tools in hospitality: Mapping the landscape through bibliometric analysis and presentation of a new software solution. *Digital*, *3*(1), 81–96. [CrossRef]

Li, S., Chark, R., Bastiaansen, M., & Wood, E. (2023). A review of research into neuroscience in tourism: Launching the annals of tourism research curated collection on neuroscience in tourism. *Annals of Tourism Research*, *101*, 103615. [CrossRef]

Liang, A. R.-D., Tung, W., Wang, T.-S., & Hui, V. W. (2023). The use of co-creation within the community-based tourism experiences. *Tourism Management Perspectives*, *48*, 101157. [CrossRef]

Liu, X., & Fotouhi, A. (2020). Formula-E race strategy development using artificial neural networks and Monte Carlo tree search. *Neural Computing and Applications*, *32*(18), 15191–15207. [CrossRef]

Mallick, C., Mishra, M., Asati, V., Kashaw, V., Das, R., & Kashaw, S. K. (2023). In silico-based structural prediction, molecular docking and admetanalysis of novel imidazo-quinoline derivatives as pf purine nucleosidephosphorylase inhibitors. *Current Signal Transduction Therapy*, *18*(1), e301122211465. [CrossRef]

Mattei, E. (2024). Approaching tourism communication with empirical multimodality: Exploratory analysis of Instagram and website photography through data-driven labeling. *Frontiers in Communication*, *9*, 1355406. [CrossRef]

Michael, N., & Fusté-Forné, F. (2024). In search of elite travel: Visual communication of luxury hotels. *Consumer Behavior in Tourism and Hospitality*, *19*(1), 131–139. [CrossRef]

Mukherjee, I. (2018). Applying porter's five force framework in emerging markets—Issues and recommendations. In A. Adhikari (Ed.), *Strategic Marketing Issues in Emerging Markets* (pp. 307–316). Springer Singapore. [CrossRef]

Münch, J. (2016). Continuously experiment to assess values early on. In *Perspectives on data science for software engineering* (pp. 365–368). Elsevier. [CrossRef]

Muñoz-Leiva, F., Hernández-Méndez, J., & Gómez-Carmona, D. (2019). Measuring advertising effectiveness in Travel 2.0 websites through eye-tracking technology. *Physiology & Behavior*, *200*, 83–95. [CrossRef]

Papageorgiou, G., & Marneros, S. (2023, May 29–31). *Developing a framework model for cultivating digital marketing competencies*. 2023 Zooming Innovation in Consumer Technologies Conference (ZINC) (pp. 51–55), Novi Sad, Serbia. [CrossRef]

Pasaribu, P. N., Kemora, H., Eosina, P., Marlina, A., & Himawan, E. N. (2024). The impact of market place persona based neuromarketing on brand identity and consumer attitude on sdg's. *Journal of Lifestyle and SDGs Review*, *4*(1), e01922. [CrossRef]

Rautela, S. (2021). Social media for new product launch: A study of social media platforms across the race planning framework. *International Journal of Interactive Mobile Technologies (iJIM)*, *15*(5), 187. [CrossRef]

Rodrigues, S., Correia, R., Gonçalves, R., Branco, F., & Martins, J. (2023). Digital marketing's impact on rural destinations' image, intention to visit, and destination sustainability. *Sustainability*, *15*(3), 2683. [CrossRef]

Sakas, D. P., Reklitis, D. P., Terzi, M. C., & Vassilakis, C. (2022). Multichannel digital marketing optimizations through big data analytics in the tourism and hospitality industry. *Journal of Theoretical and Applied Electronic Commerce Research*, *17*(4), 1383–1408. [CrossRef]

Sanpote, D. (2024). The interaction learning models of skill mapping for software tester. *International Journal of Engineering Trends and Technology*, *72*(9), 428–435. [CrossRef]

Schneider, U., Darcos, L., & Schneider, R. (2023). A framework for orchestrating higher-level processes for successful digital customer engagement: A plaidoyer for a digital marketing cortex. In U. Schneider, & J. Hoika (Eds.), *Digital marketing in the automotive electronics industry* (pp. 103–123). Springer International Publishing. [CrossRef]

Shanmugam, G., Rajendran, D., Thanarajan, T., Murugaraj, S., & Rajendran, S. (2023). Artificial intelligence as a catalyst in digital marketing: Enhancing profitability and market potential. *Ingénierie Des Systèmes d Information*, *28*(6), 1627–1636. [CrossRef]

Shi, C., Agbaku, C. A., & Zhang, F. (2021). How do upper echelons perceive porter's five forces? evidence from strategic entrepreneurship in china. *Frontiers in Psychology*, *12*, 649574. [CrossRef] [PubMed]

Sinha, R., & Pratt, S. (2021). Marketing cultural tourism in a developing country setting: The case of murshidabad, west bengal, india. *Tourism Culture & Communication*, *21*(3), 203–219. [CrossRef]

Spyridou, A. E., Christou, E., & Shin, D. (2022). Tourism destinations' online representation: A performance assessment. *International Journal of Technology Marketing*, *16*(4), 318. [CrossRef]

Sunder, S., & Arun, S. P. (2016). Look before you seek: Preview adds a fixed benefit to all searches. *Journal of Vision*, *16*(15), 3. [CrossRef]

Tomasi, S., & Cavicchi, A. (2023). Educational tourism as a driver for rural development: Assessing competition and strategic choices of Italian language and culture schools in the Marche Region (Italy) through Porter's Five Forces/Il turismo educativo come motore di sviluppo rurale: Valutare la concorrenza e le scelte strategiche delle scuole di lingua e cultura italiana nelle Marche (Italia) con il modello delle Forze di Porter. Il Capitale Culturale. *Studies on the Value of Cultural Heritage*, *27*, 401–426. [CrossRef]

Vlassi, E., Papatheodorou, A., & Karachalis, N. (2024). Evaluating the effectiveness of online destination marketing campaigns from a sustainability and resilience viewpoint: The case of "this is athens & partners" in greece. *Sustainability*, *16*(17), 7649. [CrossRef]

Wang, T., Li, N., Wang, H., Xian, J., & Guo, J. (2022). Visual Analysis of e-commerce user behavior based on log mining. *Advances in Multimedia*, *2022*, 1–22. [CrossRef]

Xu, C., Lam, A. H. C., Gao, X., & Chiu, D. K. W. (2023). Antique Bookstore marketing strategies as urban cultural landmarks: A case analysis for suzhou antique bookstore. In M. A. Rodrigues, & M. A. Carvalho (Eds.), *Advances in Hospitality, Tourism, and the Services Industry* (pp. 212–238). IGI Global. [CrossRef]