



Assessment of Sales and Digital Marketing Skills of Personnel
in Hotel Business, Phuket, Thailand

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บทคัดย่อ

ปัจจุบันเทคโนโลยีสารสนเทศและการสื่อสารได้เข้ามามีบทบาทและเปลี่ยนรูปแบบการทำการขายและการตลาดให้เป็นการตลาดออนไลน์มากขึ้น ทำให้อาชีพและทักษะทางด้านการตลาดออนไลน์เป็นที่ต้องการของธุรกิจต่าง ๆ อย่างมากในยุคปัจจุบัน เพราะฉะนั้นการศึกษาเพื่อประเมินว่าพนักงานด้านการขายและการตลาดออนไลน์มีทักษะด้านการขายและการตลาดออนไลน์เพียงพอที่จะดำเนินธุรกิจในยุคดิจิทัลจึงมีความสำคัญซึ่งได้นำมาซึ่งการศึกษานี้ ข้อมูลได้ถูกเก็บจากพนักงานขายและการตลาดออนไลน์ของธุรกิจโรงแรมในจังหวัดภูเก็ตเป็นจำนวน 210 คน โดยใช้แบบสอบถามแบบสถิติพรรณนาและสถิติอ้างอิงที่รวมถึง Paired sample t-test และ One-way ANOVA (Analysis of variance) ได้ถูกนำมาใช้ในการวิเคราะห์ข้อมูลในการศึกษาได้

จากผลการศึกษาพบว่า พนักงานขายและการตลาดออนไลน์ของธุรกิจโรงแรมในจังหวัดภูเก็ตมีทักษะด้านระหว่างบุคคลและทักษะด้านการขายมากกว่าทักษะด้านการตลาดออนไลน์ อีกทั้งผู้ตอบแบบสอบถามยังเล็งเห็นว่าทักษะด้านระหว่างบุคคลและทักษะด้านการขายยังเป็นทักษะที่สำคัญสำหรับการปฏิบัติงานขายและการตลาดออนไลน์สำหรับธุรกิจโรงแรมในอนาคต แต่อย่างไรก็ตามเมื่อทำการประเมินช่องว่างทางทักษะ ผลการศึกษาพบว่ามี 34 ทักษะจากทั้งหมดของ 39 ทักษะการขายและการตลาดออนไลน์มีระดับความสำคัญในการปฏิบัติงานในอนาคตแตกต่างจากระดับความสามารถในปัจจุบันอย่างมีนัยยะสำคัญทางสถิติ จึงทำให้เกิดช่องว่างของทักษะของพนักงานขายและการตลาดที่ควรได้รับการพัฒนา โดยมีทักษะด้าน SEM หรือ Search Engine Marketing เป็นทักษะที่มีช่องว่างมากที่สุด

จากการสรุปผลชี้ให้เห็นว่าทักษะด้านระหว่างบุคคล ด้านการขายและด้านการตลาดออนไลน์ล้วนมีความสำคัญที่บุคลากรงานขายและการตลาดออนไลน์ของธุรกิจโรงแรมควรได้รับการพัฒนาเพื่อยกระดับศักยภาพในการแข่งขันของธุรกิจโรงแรมในยุคเศรษฐกิจดิจิทัล

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ABSTRACT

Since the information and communication technology (ICT) advancement has shifted from traditional to digital marketing and hotel business in the tourism industry is also the primary sector that implements ICT. Thus, it is crucial to study and assess whether the sales and marketing personnel working in the hotel business in Phuket, Thailand are equipped with sales and digital marketing skill sets for the changing business environment. Self-administered questionnaires were distributed to sales and marketing personnel working in the hotel business in Phuket, Thailand. A total of 210 useable questionnaires were subject to descriptive statistics and inferential statistics including paired sample t-test and one-way ANOVA.

It is found that the respondents acquired most of the skills in the dimension of interpersonal and salesmanship skills. Moreover, the skills of the dimension of interpersonal and salesmanship skills were also the required skills that the respondents perceived that it is important to be equipped with to work in hotel business's sales and marketing. However, there were 34 out of 39 skill gaps that were statistically significantly different between the current level of acquired and future important level of required skill set. In addition, most of the skills in the dimension of search engine marketing (SEM) were the biggest skill gap that sales and digital marketing personnel are facing.

The study result indicates that interpersonal skills, salesmanship skills, and digital marketing skills are perceived as essential skills that require reskilling and upskilling to gain a competitive advantage in the hotel business in the digital economy.

Keywords: Sales and marketing, workforce, digital marketing, hotel business, skill set, Phuket

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LIST OF ABBREVIATIONS

Description	Abbreviation
Analysis of Variance	ANOVA
Coronavirus Disease of 2019	COVID-19
Index of Item – Objective Congruence	IOC
Search Engine Optimization	SEO
Search Engine Marketing	SEM
Social Media Management	SMM
Amazing Thailand Safety and Health Administration	SHA

CHAPTER 1

INTRODUCTION

1.1 Background

The hospitality and tourism industry plays an important and main role as a sector that is contributing to the Kingdom of Thailand's overall economy. The contribution to GDP was up to approximately 21% in 2019 ("Knoema", 2021) as well as the hospitality and tourism industry is one of the world's largest economic sectors, supporting jobs worldwide ("World Travel & Tourism Council", 2021). One of the competitive advantages of Thailand is its geographical advantage. Thailand is in the heart of ASEAN and is very easily accessible by a variety of transportation whether land, air, or water. Including the diversity of nature, cuisine, and culture which are sophisticatedly making Thailand one of the world's destinations (David, 2020). The World Tourism Organization (UNWTO, 2021) suggested that tourism was one of the primary sectors that adopt digitalization in the business process as well as the early sector that leverage the advancement of information communications technology (ICT) for example online flight and hotel room booking platform. Thus, digitalization is bringing the competitiveness of business into the tourism and hospitality industry. Since the rise of information and communication technology (ICT) including software, internet, telecommunication, and computers has emerged the new area of the 'Third Industrial Revolution' (Schwab, 2016). This new economy has risen the people's income and employment as an impact of the existence of personal computers (PCs) and the commercial use of the World Wide Web in the 1990s (Open Learn, 2021). With a convenience, it provides as well as people can access anywhere in the world with the right equipment and software thus the company uses it as a marketing practice all over the world (Reza Kiani, 1998). As such digital marketing has emerged. Digital marketing is simply defined by Chaffey & Ellis-Chadwich (2016) as "achieving marketing objectives through applying digital technologies and media".

In the hotel business, search engine optimization (SEO), search engine marketing (SEM), the online travel agent (OTA), metasearch or online aggregator, and global distribution system (GDS) has been implemented as part of digital marketing activities (Pete and Lanz, 2014). Therefore, to implement those digital marketing activities, a digital marketing skill set is required from the hotel sales and digital marketer. Ten fundamental skills need to be armed by hotel digital marketing practitioners those are on-site SEO, off-site SEO, conversion rate optimization (CRO), content marketing, social media management, Google pay-per-click, metasearch,

graphic design, email marketing, and promotion psychology as proposed by Hotel Tech Report (2021).

According to the Burning Glass research brief report (Burning Glass Technologies, 2017) pinpointed the demand for digital marketing skills has doubled from 2011 to 2016. Moreover, inconsistent with how the company spends its budget on marketing, the survey from Deloitte (2019) in the CMO survey found that the companies are spending on digital marketing more than on traditional marketing which results in the demand for digital marketing workforce being increased (Deloitte, 2019). The data from the World Economic Forum (2020) also highlighted the future of emerging jobs in Thailand that the digital marketing and strategy specialist has been one of the emerging job roles. Furthermore, as per LinkedIn (Johnson, 2019), digital marketing is one of the 25 most in-demand technical skills of 2019. In addition, as stated by Major T. (2019), integrating technology into the hospitality industry like the hotel business is an essential part of business success. Meanwhile, Glassdoor has also noticed that the technology-related jobs across the hospitality listings are increasing. Like the revealing of Post Today (2021), information technology is an opportunity for the workforce during the COVID-19 pandemic, and it is one of the coming trends in the labor market. Furthermore, because of the pandemic, one of the key business activities that the hotel business remains operating in the online marketing. Thus, the emerging needs of the workforce for the hotel business are the worker who can leverage using AI and advanced technology applied in the hotel business.

As discussed above, the digital marketing and strategy specialist is a demanding area of the workforce in the future including the hotel business in today's world. Therefore, in response to the demands of the workforce, it is important to explore and identify the current sales and digital marketing skill set that the hotel business's sales and marketer already acquired, and the desired sales and digital marketing skill set that the hotel business is looking for in the future of sales and marketing workforce. Moreover, according to the SCB EIC Outlook Q3/2020 report (SCB Economic Intelligence Center, 2020) highlighted in their study that the unemployment workforce impacted by COVID-19 needs to reskill and upskill to serve the demand industries such as digital business, health care business, and aging service business. Therefore, this research's key finding would be benefits and contribution as a framework of the sales and digital marketing skill set that those future hotel's sales and marketing workforce and unemployed workforce affected by

the COVID-19 pandemic can leverage this finding and applied in their reskilling and upskilling as well as the new graduates entering the labor market.

1.2 Statements of the problem

According to the important roles of sales and digital marketing, the workforce plays a crucial role in the hotel business. Understanding sales and digital marketing skill sets will add a competitive advantage over the competitors in the industry (Revfine, 2021). In addition, the demand for the workforce in the digital business area which also includes digital marketing has increased (Deloitte, 2019; Burning Glass, 2017; World Economic Forum, 2020; Johnson Hess, 2019). Moreover, regarding the COVID-19 has impacted the hotel business on how to operate their business to survive and one of the approaches is online marketing (Jan, 2021). Previous COVID-19 situation, hotel business sales, and marketing personnel were able to gain business from face-to-face selling such as trade shown and convention participation but as discussed online marketing is the survival approach that hotel business implemented during the COVID-19 situation (Jan, 2021) thus, to execute those approach sales and marketing personnel need to be equipped with sales and digital marketing skill set.

Meanwhile, the digital marketing skill set has been reviewed in various sectors. In the education context, the study of the employability skillset of marketing graduates found that digital and technical skills are one of the current high-demand areas and will be increased more in the future (Di Gregorio et al., 2019). Also, Chachamon et al., (2019) found out that digital marketing was one of technical knowledge and skills that need to be filled by communicators in various sectors such as TV production, filmmaker, public relation, and event organizer. The study by Rathnayaka (2018) stated that the marketing professionals in the retail fashion industry should redefine their skills, attitude, and behavior in response to the changing customer behavior in the digital era. The marketer in the retail fashion industry should be armed with technical skills such as digital engineering, mathematics, and analytics. In the sector of the hotel business, the author found out that there is rarely a study of the digital marketing skill set armed with marketer therefore, this study aims to identify the level of sales and digital marketing skill set that current sales and digital marketing workforce in the hotel business already acquired as well as the important level of sales and digital marketing skill set that required in the future workforce for the hotel business.

1.3 Research questions

- What are the current sales and digital marketing skills that the hotel business's sales and marketing personnel already acquired?
- What are the desired sales and digital marketing skills that the hotel business is looking for in the future of sales and marketing personnel?
- What is the skills gap between the current acquired and required sales and digital marketing skill set of sales and marketing personnel to work in the hotel business?

1.4 Research objectives

- To identify the current sales and digital marketing skills that the sales and digital marketing personnel has already acquired.
- To identify the desired sales and digital marketing skills as required by hotel businesses with different level of service, size of hotels, and type of hotel ownership.
- To investigate the gap between the current acquired and required sales and digital marketing skills of sales and marketing personnel.

1.5 Scope of the study

The study focuses on the sales and digital marketing skill set acquired by the sales and digital marketing workforce working in the hotel business in Phuket, Thailand, and those skill sets include selling skills, core marketing skills, and technical digital marketing skills.

1.5.1 Scope of the geography

This study was conducted in Phuket province, Thailand. The online questionnaire was distributed to the workforce who are currently working in the hotel business in Phuket province, Thailand. Phuket province has been selected to be the study area because Phuket is one of the world's destinations that visitors around the world want to visit (David, 2020). Moreover, Phuket as a tourist destination has comprised of many sectors related to the tourism industry. Thus, one of the main sectors in the hotel business which serves 84,707 rooms key in the market as such Phuket is the province that has the largest number of accommodation room keys in the south of Thailand (Phuket NSO, 2018). As a result, the hotel business sector in Phuket province has a large pool of workforce who are working and performing in sales and digital marketing roles that are suited to this

study. In addition, this study has been studied during the COVID-19 pandemic and many tourists' destination in Thailand have faced the challenge of travel restrictions and the border closed. However, from July 2021 onward, Phuket was the only tourist destination in Thailand that allow welcoming vaccinated international tourists under the campaign "Phuket Sandbox" (Advisor, 2021). As a result, all the hotel business opens their door to welcome tourist again. Therefore, Phuket was chosen as the study area since the hotel business and its sales and marketing worker were on operating under the campaign of "Phuket Sandbox" as well as the hotel with the SHA certification (Amazing Thailand Safety and Health Administration).

1.5.2 Scope of population

The sample was the population of the workforce who were either currently or previously working in a sales or marketing role or performing any sales and marketing task in the hotel business in Phuket province, Thailand. Due to the COVID-19 situation, the research's population could not be identified, thus the number used to be represented the population of the sales and marketing workforce who work for a hotel business was unknown. Therefore, the study used the database of hotel with SHA certification published in www.thailandsha.com as a unit of analysis. However, due to the COVID-19 pandemic, the study was faced with the challenge of recruiting respondents since hotels do not operate in full function with few sales and marketing personnel. A total of 4 reminder e-mails were sent to increase the response rate. In total, there were 210 samples participated in this study.

1.6 Contributions

This research project has an aim to contribute two main parts which are the theoretical contribution and practical contribution as below:

1.6.1 Theoretical contribution

This study contributed to the area of marketing management applied to business. In the hotel business, sales and marketing are part of the operation that generate revenue. According to the result of the study, interpersonal and salesmanship skill set are the crucial area of the skill set that needs to be emphasized in hotel sales and marketing management. As a result of the hotel, business is considered service-orientated, and human is still an important element of the service process (Harkison, 2017). Moreover, interpersonal skill is also important in the part of social management where the hotel's staff need such a skill to maintain the relationship online with the guest (Chan & Guilet, 2011). However, all the digital

marketing skill sets in this study have been proved to be a significant important skill set to work in hotels' s business sales and marketing in the future. Therefore, digital marketing including search engine optimization (SEO), search engine marketing (SEM), social media management (SMM), Data review, and other related digital channels such as TripAdvisor are a crucial part of the sales and marketing management of hotel business (Hotel Tech Report, 2021).

1.6.2 Practical contribution

The finding and results of this research project highlight the focus areas of the knowledge and skills related to the sales and digital marketing field to the future workforce. These findings will provide the evidence of the sales and digital marketing knowledge from the practitioner perspective which then can help either the education sector as well as local authorities who are mainly responsible for the workforce to be ready and armed with the right skill set and capabilities to work effectively and compete in the labor market.

From the managerial perspective, this research finding support the hotel business by leveraging the current sales and marketing workforce to be armed with the right skill set. These findings highlight areas where the hotel business should focus on regarding sales and marketing workforce as well as the person who would like to work as sales and marketing personnel in hotel business know which area, they need to improve for the chance to be hired such a position. Since the competition of hotel business in the digital age is so competitive thus, defining and developing the sales and marketing workforce with the right and needed skill set required for the future will support the hotel business to contain a competitive advantage and compete in the market effectively.

1.7 Definition of Terms

1.7.1 Covid-19

An infectious disease caused by the SARS-CoV-2 virus. The infected people with the virus will experience mild to moderate respiratory illness and recover without special treatment (WHO, 2022).

1.7.2 Search Engine Optimization (SEO)

One of the digital marketing techniques which is how the channel used to attract website visitors. The technique is also known as organic search or natural search (Chaffey, 2022).

1.7.3 Search Engine Marketing (SEM)

It is a method of promotion that help the business's content ranked as a first appear in search engine traffic such as Google Ads (Horwitz, 2022).

1.7.4 Social Media Marketing (SMM)

It is a digital marketing tool that the business uses social media networks and platform to market their products and service reaching to existing customer and potential customer such as Facebook, Instagram (Hayes, 2022).

1.7.5 Amazing Thailand Safety and Health Administration (SHA)

It is a collaboration certification program between tourism authority of Thailand and Ministry of Public Health of Thailand in order to control the COVID-19 virus spreading by certified the tourism sector business who pass the health and safety standard and ready to serve the customer (Amazing Thailand Safety and Health Administration (SHA), 2022)

1.7.6 Online Travel Agents (OTAs)

It is the online channel and service which sells the tourism related product and service such hotel room booking, flight booking, and tour package. It is also known as third party which reselling the products and service on behalf of the business (Revfine.com, 2022).

CHAPTER 2

LITERATURE REVIEW

As mentioned in chapter 1, the sales and digital marketing personnel play a crucial role in the hotel business. The information communication technology development has significantly changed the marketing context from traditional to digital approach. Therefore, it is crucial for this study to understand both theoretical foundation as well as empirical finding in sales and marketing context. Moreover, with an aim to investigate the sales and digital marketing skill set in the hotel business, the empirical finding of those skill set in the hotel business context will be discussed in this chapter too. In addition, the demanding of digital marketing personnel will be shown to support the contribution of this study. The structure of the discussed area in this chapter is as follow point:

2.1 From traditional sales and marketing to digital marketing: under this point, the literature related to sales and marketing concept and management including from the past till present were reviewed to come form of digital marketing.

2.2 Sales and digital marketing in hotel business: regarding to hotel business context, how sales and digital marketing has been adopted and implemented. Those sales and digital marketing adoption will emerge the skill set in detail that may be required that by the hotel business and the acquired skill set that sales and digital marketing personnel should possess.

2.3 Competency model: since the aim of the study is to focus on the skill set of the personnel or employee context thus, the competency model or related theory were reviewed to define the scope of the study.

2.4 Sales and digital marketing skill set: with the study objectives, the area of sales and digital marketing skill set were reviewed to construct the items. Those items were formed in the questionnaire to be investigated and testing the hypothesis.

2.5 The emerging of the digital marketing job roles: the source of digital marketing job demanding were reviewed to support the contribution of this study.

2.1 From traditional sales and marketing to digital marketing

To operate the business, sales and marketing is crucial function that allows business staying in the marketing where they are in (Cogent Analytics, 2021). Marketing has been existed since ancient time in the term of exchange. In the

process of exchange there are various stakeholder involved from the production part, the customer, or the process how the products and services are delivered (Kotler, Bowen & Makens, 1998). Marketing begins from planning to executing in the context of both product and service development as well as customer relationship while sales is part of the marketing where the service and product delivered to the customer either by distribution channels or salesperson. For example, in the traditional perspective, marketing promotion can be done through offline channels such as radio, magazines and billboard while there is salesperson who contacting potential customer to sell their product and service which an aim to close sales to hit the sales goal of the company (Kapoor, 2021). Since the technology advancement has changed how people live and work (UNWTO, 2021). Technology advancement becomes a fundamental of how company do business either the emergence of personnel computer where individual employee has chance to in charge in work process or the internet connection as allowing company to connect with their potential customers all over the globe which so-called information communication technology (ICT) (Open Learn, 2021). Therefore, the company or business has leveraged those ICT advancements in their business activities such as sales and marketing activities. Then, the paradigm of marketing has shifted to digital marketing which is the digital media has become the tools used in sales and marketing activities.

2.1.1 Sales and marketing concept and management

Sales management is crucial for the organization. It is one of the success factors toward organization. Also, what supervision taken after salesperson is hired is affecting to sales success (Dubinsky, 1999). Moreover, Dubinsky (1999) stated that sales management is one of the functions that should be responsible for the failure of a salesperson in succeeding in sales. Those management could include to provide enough training, motivating as well as supervising salesperson. The salesperson is part of the marketing tool that will add the competitive advantage to the company. To influence the buyer behavior, the ability and trait of salesperson are the tactics that can effect on purchasing decision of buyer (Fine, 2007). Sales is part of the marketing concept and considered to be young in academic context (Fine, 2007) thus, the concept of marketing has been mainly reviewed from the concept till the evolution caused by the disruption of technology advancement.

Marketing plays an important role in people's daily life from waking up until going to bed at night. Marketing is related to every part of daily activities from the starting time of the day such as what selected cereal for breakfast, brand of

toothpaste chosen by someone uses to brush their teeth during shower or updating latest news while the television is broadcasting commercial advertisement until ending the day with a dinner where restaurant recommended by friends. Everyone is related to some products or services at every point of life. Whether that person is student, professor, politician, or business owner, marketing always exists thus that brings the idea of to do it well the company needs to understand what marketing is and how to perform it (Etzel, Walker & Stanton, 1997). Marketing term has begun since ancient times in the form of exchange. Earliest form of exchange which happened in primitive man society where man is not just be performed to serve family but also his ability to give gifts. With this experience of receiving gifts, economic interests occurred. Primitive man learned to desire and weigh the utilities of gift as goods or products. The first purpose of giving the gift of primitive man is for goodwill in return. Primitive man made many gifts within his group to guests and strangers. Gifts were used to give on special occasion like birth, marriage, and death and it is required only goodwill or appreciation in return. Since they learned to desire gifts as goods, they expect materials in return (Zober, 1971). Coming of the form of trading relations when the valuation of goods exchanged between groups. Another form of exchange is surplus. There were individual differences for example tall man, short man, fat man, blond-haired man, stupid and intelligent man. With these individual difference, one can use their capabilities and skills to produce goods that only him specialized in. He may produce excess over the amount he can use then he exchanges it with others who do best in something else to serve the needs of each other (Zober, 1971). In conclusion, the foundation of marketing is exchange, in which one party provides to another party something of value in return for something else of value (Etzel, Walker & Stanton, 2004) The exchange condition brings the number of party terms. First, the marketer is the party who trying to stimulate and facilitate exchanges by developing marketing plans and implementing those to create an exchange. Second, the market is made up of the party whom the marketing plan is directed and who will reject or accept the offer which emerging the third term is customer whom the marketer has an existing or potential exchange relationship with. There are several roles that customer plays. First, the decision-maker who has authority to commit to exchange, second the consumer who consume products or service. And the third role is the purchaser who carries out the transaction. Finally, there are influencers who affect the decision of others. (Etzel, Walker & Stanton, 2004) In term of exchange, the needs and wants term has emerged. A need can be defined as per Maslow's hierarchy of needs which is

including food, clothing, and shelter but wants can be learned and are defined by cultural influence. Wants is almost unlimited and impossible to fulfill all of them (Kotler, 1984).

2.1.2 Marketing evolution

Marketing has been taken in the late 1800s as per the industrial revolution. There are three stages of development. Some companies can made it to stage three, but some companies still stay in stage one (Kotler, Bowen & Makens, 1998). The first stage of development is the product-orientation stage where the company focusing on increasing produced output and assuming that consumers will seek out and pay a reasonable price for a well-made product. When the demand for products is exceeding the supply, the company focus on producing a large amount of product which is giving a minor power to customer function. The company emphasizes production and puts effort into trying to make efficient products at a controlled cost (Kotler, Bowen & Makens, 1998). This emphasis is on production dominated until the coming of the great depression in the early 1930s. As such it was changing the perception of the company on how to operate business. And that leads the company to the second stage. Sales-orientation stage where the consumer can choose from many suppliers. The companies shift their focus to be emphasizing more on how to sell and promote their product to the consumer. Selling activities became a focused area in most companies until the 1950s where the marketing function began to change. Coming to the third stage which termed as the marketing-orientation has begun since the end of World War II (Kotler, Bowen & Makens, 1998). When the manufactures were quickly producing the product exceeding the market demand according to post-war-shortage. As a result, the company needs to put more effort into sales and promotional activities to sell their excess products (Claessens, 2018). The change in the consumer was also discovered from the post-World War II which the consumer was more difficult to be persuaded. The thousands of servicewomen and men have spent time overseas and then came home with more sophisticated and worldly. The consumer has become more knowledgeable, less naive, and less easily be influenced (Kotler, Bowen & Makens, 1998). Due to the technological development after World War II, there were many choices of products produced in the market which the company was trying to sell to the consumer. Thus, the company has realized that to sell the product it needs to be the product that the customer wants. Which leads to a form of the evolution of marketing. Since then, the marketing department or chief of marketing became an important role to operate business and an emphasized area for marketing-oriented stage. Furthermore,

Kotler, Bowen & Makens, (1998) termed marketing as a way of thinking and a way of structuring business and your mind. Marketing has become everyone's job in the business starting from receptionist, customer service center, housekeeping mate to CEO.

Kotler, Bowen & Makens (1998) defined marketing as a social and managerial process by which individuals and groups obtain when need and want through creating and exchanging products and value with others. The core marketing is containing needs, wants, and demands, products, exchange, relationship, and market.

In marketing, needs are defined as human needs. These include basic physical needs for food, clothing, warmth, and safety. There will be a void if needs are not satisfied and then people will try to search for an object to fill their needs. During industrial society, people try to find and develop object to satisfy their needs but people in poor society they try to reduce their desire and consume what is available (Kullabs, 2021). Another important term in marketing is wants. Wants can be defined as a form shaped by culture and individual personnality. Wants are unlimited but the resources that the producer can produce is limited (Kullabs, 2021). Thus, the producer considers producing the product that most satisfying customer's money as that is called demand. It is very important that the marketer need to well understand their consumer's needs, wants, and demands because it is an essential part that the company executed to meet customer's satisfaction.

Product is anything that offered to satisfy needs, wants, and demands. A product is a service or a physical item that offered in the market and existed with the life cycle of usage (Goi, 2011). When there are many products are offered in the market the buying choice is based on the customer's perception of value. Customer value is the difference between the customer gain from using that product and the cost of obtaining the product (Woodruff, 1997). When the customer uses the product, satisfaction has occurred. Customer satisfaction is the perception of performance in delivering value compared to customer's expectations (Oh, 1999). When the perceived performance is matched with the expectation, the customer is satisfied but when perceived performance is not matched with the expectation customer is dissatisfied. To satisfy customers, the term quality is followed. Quality can be defined as a totality of features and characteristics that products or services obtained to satisfy them (Jain, 2021). As discussed in the evolution of marketing from primitive man, exchange is a root cause of marketing. With that exchange process, there must have two and more parties involved for exchanging some value that

obtained by both parties. While two parties are performing the exchanging process, communication and delivery process has existed. Which leads to an idea of relationship marketing. Smart marketers put efforts into building good relationships with their stakeholders either customer, suppliers, dealers, and distributors because most companies earn profit from repeat buying and current customers rather than investing in attracting new customers. In conclusion, those concepts which are related in exchange activity emerge the full cycle of marketing concept.

2.1.2.1 Marketing mix

The marketing mix concept was first introduced by Neil H. Borden (1965) and it is treated as a basic model of marketing and entered in most marketing textbooks during that time (Grönroos,1997). The original marketing mix proposed by Borden which is consisting of 12 elements, and it is called 12 ingredients that management can mix to design their program to give a profitable business operation. All the ingredients are derived from the study of manufacturer marketing's activities: product planning, pricing, branding, channels of distribution, personnel selling, advertising, promotions, packaging, display, servicing, physical handling, and fact finding and analysis. Later in 1964 McCarthy redefined Borden's marketing mix idea as a combination of all factors that management uses to satisfy the target market. He regrouped it into four elements namely product, price, promotion, and place that all the marketing managers need to determine to satisfy customer's needs and wants further.

Product is either a goods or service that offered in the market being used or consumed to satisfy target market's needs and wants (Armstrong & Kotler, 2011). The elements of mix that formed from Borden ideas which being grouped in product are product planning, branding, and packing (Flipp, 2021). According to Borden's elements product is including its design, characteristic, who to sell, research and development, selecting a trademark, under label or unbranded and forming of package or label activities (Flipp, 2021). Price is the value that charging to customer to get that service or product that provided to them. Price is the consideration obtained by the customer to repurchase the product (Kotler & Armstrong, 2008) According to Borden's element, pricing procedure consists of price level to adopt, specific price to adopt, one price or vary price and margin to adopt. Place is defined as available of a product or service to a customer (Kotler & Armstrong, 2006) According to Borden's element, place is a grouping of channels of distribution, display, and physical handling (Flipp, 2021). Moreover, place in term of distribution and locations are major factors that meet demand and supply of a

product (Copley, 2004). And promotion, the process of communication that advertisement took place to sell it to customer while using various means of advertising. The core of promotion is to cut the gap between company and customer by effective communicating approach with the three vital role which are informing the information of products and service, persuading the target customer, and influencing them to act (Lovelock & Wirtz, 2011). Another definition defined by Munusamy & Hoo (2008) promotion is a strategic initiative that company is using media advertising opportunities to talk with customer and to persuade them to buy company's products and services. Referring to Borden's element in promotion, it is a grouping of personnel selling, advertising, display, and servicing (Flipp, 2021).

2.1.2.2 Service marketing

As discussed earlier, the marketing management process is how a company planning marketing activities, implementing a marketing plan, and controlling these marketing plans. Moreover, to succeed in the marketing management process, developing and maintaining the company's resources and its market opportunities are very important and as such so-called marketing strategy planning (Perreault, Cannon & McCarthy 2012). The company's target and marketing mix are interrelation parts on how to plan a marketing strategy. Traditionally marketing mix or 4Ps introduced by McCarthy (1964) became a popular marketing tool that was widely used by marketing managers because of its simplicity (Rafiq & Ahmed, 1995). However traditional marketing mix is a better fit for tangible products or manufacturing firms thus to design a marketing strategy for the service industry, four characteristics which are intangibility, inseparability, perishability, and variability need to be considered (Parasuraman, Zeithaml, and Berry, 1985). Later Booms and Bitney (1982) proposed that the marketing mix for the service industry needs to go beyond the 4Ps namely price, place, promotion, and product. The expanded elements of the mix that proposed by Boom & Bitner are participants, process, and physical evidence. In conclusion, the traditional elements of mix as 4Ps including with three expanded mixes as 3Ps became 7Ps as widely known by the marketing field. Particularly in the hospitality and tourism industry, service marketing mix or 7Ps has applied to create marketing strategy (Pillai, 2010). Those expanded marketing mix are including participants, process, and physical evidence.

Participants are the element which noticing people are part of the process when the service delivery takes place, those people are either service provider or customer. The company must train their staff, educate customers, and manage expectations that obtained by customers. The staff will be value-added

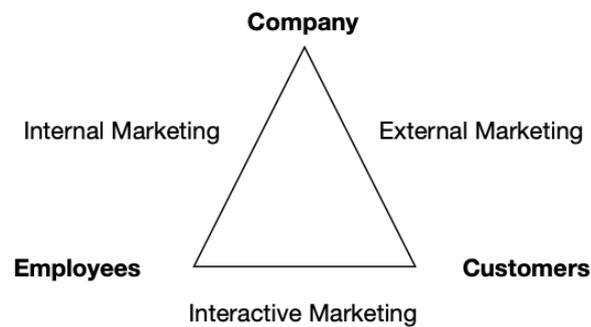
through service experience that will satisfy customers' expectations or even exceed (Rafiq & Ahmed, 1995). Another given definition by Brown, Gummesson, Edvardsson & Gustavsson (1991) participant is all humans who play in delivering service and can influence buyer's perception. Furthermore, Kotler (2003) stated that training and motivation of the employee who plays a part of service provider has a huge impact on customer's satisfaction.

Process was observed that in a service firm customer consumes process in contrast to a physical product firm that the customer consumes things (Gronroos, 2001). Thus, the starting point of marketing communication in service firm is a service concept which means how resource should generate quality and what need to be achieved to meet customer's expectation. As Muala & Qurneh (2012) pointed out that this element deals with the service provider who can form the satisfaction of the consumer's purchase. Thus, it is crucial to provide consistent service across the operation.

As Booms and Bitner (1981) defined physical evidence as 'servicescape' where the atmosphere of the interactive process between service provider and customer takes place including tangible products that facilitating the performance and communication process. As Shostack (1977) stated that service marketer needs to focus on how to manipulate the reality in the customer's mind by the physical clue. Moreover, environmental design, business card, signage, on-site materials can send the message and create the company's image on customers' perception (Langeard et al., 1981 & Shostack, 1977).

As an expanded marketing mix discussed, service marketing deals with customer expectations and customer satisfaction. Thus, in Yelkur (2000) research urged that customer evaluation and judgment is crucial factor in service delivery therefore service marketer can leverage service marketing mix which are physical evidence, participants, and process to monitor customer's satisfaction. Inconsistent with authors of service quality book (Brown, Gummesson, Edvardsson and Gustavsson, 1991) proposed that service marketing is useful, simple, and effective that marketer can leverage to manage service quality during the service encounter. Service marketing is how service firms focusing on an interaction not an exchange as a basic marketing concept. To extend interactive marketing concept which is derived from a strategic framework for service marketing known as service marketing triangle proposed by Thomas in 1978 (Kotler & Armstrong, 1991). A framework is a visual of the key players in marketing activities to communicate the promise and keep relationships with customers as shown in (Fine, 2007).

Figure 2.1 Service marketing triangle



Source: Kotler & Armstrong, 1991.

Service marketing triangle consists of three actors who are the company, employees, and customers. They are interlinked and creating the form of marketing activities fall into three types of marketing (Zeithaml, Bitner and Gremler, 2010). First external marketing, second internal marketing, and finally interactive marketing. External marketing at the right side of triangle is defined as activities that capture customer attention and arouse the customers's interest in the service (Yadav and Dabhade, 2013). Anything or anyone that the promise of the service delivery communicated to customer before consumption is defined as external marketing (Zeithaml, Bitner and Gremler, 2010). Pricing, advertising, or personnel selling can be generally categorized into external marketing (Tansuhaj, Randall and McCullough, 1988). The left side of the triangle also pointed out the crucial roles termed as internal marketing. Zeithaml, Bitener & Gremler (2010) stated that internal marketing is the activity in which management can encourage service providers or employees to deliver quality service. The activities are including hiring, educating, motivating, rewarding, and the equipment as well as technology to perform service functions. On the bottom of the triangle, the interaction executed between employees and customers is termed as interactive marketing. This is where the promise can be determined to be broken or kept by the service delivery of service providers towards customers (Zeithaml, Bitner and Gremler, 2010). According to Gronroos (2001) discussed on the perceived service quality concept, the interaction between the service provider who generating quality and customers who perceive the generated quality during service encounters is a key of service marketing. Originally Kotler & Armstrong (1991) defined interactive marketing as "delivery the promise". Many authors (Paraskevas, 2001; Bitner, 1990; Surprenant & Solomon, 1987) urged that this interaction is very important as the failure of service delivery during service encounters may lead to loss of customers as they will leave

the company. With its characteristic of service, service marketing is different from tangible product marketing. There are four concerned characteristics of services which are intangible, inseparability, variability, and perishability (Kotler, Bowen & Makens, 1998).

Intangible's characteristic can be shown by the different between product purchasing compared to service product purchasing. Before a purchasing decision made people can see, smell, taste, feel, hear, or touch the tangible products unlike services that they cannot see, smell, taste, feel, hear, or touch before purchasing made (Kotler, Bowen & Makens, 1998). Travel, hotel, investment banking, software, education, health care is rarely tried in advance. The customer can only assess what they are going to get (Levitt, 1981). For instance, airline passenger only has ticket on hand before boarding, hotel's sales only sell the right for the guest to stay in hotel room on booked date (Kotler, Bowen & Markens, 1998). According to Robert (1989) stated that people leave the service purchased with an empty hand but not leave the service with an empty-headed. Experience is what people get after service consumed. Furthermore, Blankson & Kalafatis (1999) stated in their article that intangible characteristic is one of the challenging parts of the promotion element in the marketing mix thus they suggested the marketer some several strategies and positioning. Those are to increase tangibility of service, provide a brand name and develop a reputation.

As per the inseparability characteristic stated that service cannot be consumed without the customer and the service provider interaction. The transition occurs when the customer is part of the process. Thus customer-contact service provider is part of the service product. The food cannot be served without a waiter and without an attentive service provider, customers experience would be affected (Kotler, Bowen & Markens, 1998). Blankson & Kalafatis (1999) also proposed that to implement positioning and strategies for inseparability characteristic of service, training more service providers and work faster are the tactics. Therefore, service cannot separate the customer from its process and that leads to intimate interaction between the customer and the service provider such as the passengers on the airplane.

Unlike tangible product, the service is highly variable. The consistency in the process of service encounter is dependent on service provider skills and performance as well as when and where the service encounter provided (Kotler. Bowen & Markens, 1998). Thus, the consistency is the most challenging factor in the service industry apart from physical product which the consistency is easy to

control. Furthermore, lack of consistency in service is the major cause of customer disappointment (Kotler, Bowen & Markens, 1998). Blankson & Kalafatis (1999) also proposed that the service firm marketer can implement the tactic by ensuring the standard monitored. Moreover, unlike product, service cannot be stored. Such as 40 hotel rooms cannot be sold on a particular night that cannot be stored to sell the next night thus that makes the revenue lost forever. By preventing the lost revenue, the hotel charges holding the guarantee booking when the guests fail to check-in (Kotler, Bowen & Markens, 1998). Since the capacity cannot be kept thus the service firm needs to manage capacity and demand to maximize the revenue. As proposed by Blankson & Kalafatis (1999) the service can manage the capacity by matching demand and supply such as offering special price s during off-peak hours being as a tactic to maximize the revenue.

Therefore, with its characteristic of service discussed above, intangibility and perishability are the main characteristics that the service company distinguished from manufacturing product. Additionally, as hotel business sector is in the service economy. Service economy has emerged since 1970 to 1985 which coming from the number of consumer service available. It is including banking and finance, restaurants, retailing, education, and lodging. As a result, from the emergence of the consumer service business, relationship marketing has been one of the fundamental areas that adopted by service marketing (David & Kenneth, 1997). To extend, relationship marketing is how the company attracting, maintaining, and improving customer relationship (Berry et al., 1983). Therefore, relationship marketing applied in service industry can be implemented with the coming information communication technology advancement in the marketing context.

2.1.3 Technology advancement

According to Kumar et al (1999), technology is made up of two components: the physical elements that go into making the specific product, equipment, or process, and the informational element, which includes knowledge of how to make that specific product or equipment, as well as other management elements such as marketing or quality control. Technology can be defined as the know-how, techniques application and the process that be used to form product (Loveall, 1998). Technology had been described by Reddy and Zhou (1990) as specific information of a particular company used to manufacture and design products with specific characteristics. Moreover, technology can be defined as a specific knowledge of the company which is not easy to transfer or imitated (Nonaka, 1994) and a tactic know how that possessed by company (Polanyi, 1967). Reviewing

of Barley (1998) on what can we learn from the history of technology, the invention of most of technology has been invented during 1876 – 1924 either the demonstrate of first telephone in 1876, the first automobile in 1887, the first vending machine in 1897 or the first radio broadcast in 1906. Automobile and telephone invention technology has changed the way people live in their daily life; they are rarely meet face to face by using telephone instead (Barley, 1998) as well as automobile impacted them on how to commute. In addition, the later invention of computer technology has changed how the workplace look like (Barley, 1998). As a result, in today world, technology has integrated into people's daily activities and is considered as a driver in the society, economic and education (Miah & Omar, 2012). Miah & Omar (2012) also pointed out that there are some key reasons which developing nation need technology. Technology can be used to operate commerce, improving the quality of people life and technology will enhance the communication among the people as well as between the consumer and the company to be easier.

Since the rise of information and communication technology (ICT) including software, internet, telecommunication, and computers has emerged the new area of 'Third Industrial Revolution'. This new economy has risen the people's income and employment as an impact of the existence of personnel computers (PCs) and the commercial purpose using of the World Wide Web in the 1990s (Open.edu, 2017). According to the World Wide Web has taken widely the consumer marketing and its interaction with the company has changed (Parsons, Zeisser and Waitman, 1998). To extend the third industrial revolution has been triggered by the internet invention (Roberts, 2015).

With the afore discussed on information technology development, information technology plays a significant part in service firm as well. As Rust & Huang (2011) discussed in service marketing: insight and direction, service minimizes its characteristics by the role of information technology. Information technology transforms service being more tangible, less perishable, more separable, and more standardized. In the form of more tangible, the company can combine its service with physical products for example after-sale service and the laptop sold (Rust & Huang, 2011). The service can be less perishable by the service can be purchased and stored for later use such as Google drive as a storage capacity with annual fee (Rust & Huang, 2011). More separable is how the information technology transforming the service process which is the customer and the service provider do not need to be present at the same time for example voicemail (Rust & Huang, 2011). Furthermore, information technology has transformed the service to be more

standardized by an example of an automated manual system. The information transformation affected by an advancement of information technology has also blurred the line of distinction between service and tangible products (Rust & Huang, 2011) which can be defined that every product company is a service company.

With those development of technology, it allows people to communicate to each other easily around the globe at anytime and anywhere. Thus, it came with the broader term as ICT or information and communication technology which can be referred to the overall technologies that facilitating communication. Those communication technologies are including the internet, cell phone, software, hardware, online media, mobile or desktop application etc. (AIMS, 2021). One of the sectors that adopted information communication technology in the early stage is the hospitality and tourism sector (UNWTO, 2021). Moreover, ICT also plays an important role in the hotel business. To gain the competitive advantage of the hotel to be over the competitor in the market, ICT adoption is crucial. There are many ways of ICT that can be adopted in the hotel which including room booking system, purchasing system, internet accessed provided to guest or the hotel website as a first gateway to the hotel among the potential guests (Ham et al., 2005). Meanwhile, hotel can benefit from ICT adoption which are including operation cost reduction, improving customer satisfaction, expanding the market share as well as to increase the hotel employee performance (David et al., 1996). In the study of Sirirak et al., (2011) found out that ICT adoption in hotel in Phuket had positive relationship with the operational productivity of the hotel. ICT adoption in three areas which are room division, general integration of the system and the intensity of that system has been used was influencing the operational productivity of the hotel. The hospitality sector has begun to adopt ICT in the 90s and reservation systems as well as global distribution systems were the foremost approach that been adopted (Cooper et al., 1998).

Furthermore, to adopt technology in small and medium business, there are several factors to trigger the adoption. First, the owner of business is innovative and has a positive behavior toward the adoption of information technology (Abdullah et al., 2012). Second, the organization characteristics are the infrastructure and human resources posed by the company which stimulating the effort of the company to adopt information technology (Abdullah et al., 2012). Finally, the competition in the market where the company are competing as well as the adoption of information technology advancement of the competitors are the stimulator to trigger the small and medium business to adopt information

technology (Grandon & Pearson, 2004). Starting with segmentation and targeting customer at the beginning of marketing concept, customer is limited contributing to the attribute of products and services offered (Kotler, Kartajaya & Setiawan, 2016). As per traditional marketing tactic, 4 Ps, product and price are for what to offer and place and promotion are how the company offer by determining the distribution channels and information communicated to target audience through various platforms (Kotler, Kartajaya & Setiawan, 2016). Traditional marketing can be defined as a communication channel that company uses to communicate their products and services to their target customer. In the other hand, it is how the company puts their available products and services seen by their target market. Traditional marketing can also be defined as the way the create awareness of the company or brand in the customer's mind (Kimbarovsky, 2013). Most of the traditional marketing is an offline approach. Direct sales, through which seller markets their goods to customers outside of store establishments, such as at the salesperson's home or the customer's home, direct mail, through which a letter is delivered to the intended customer's home, tradeshows, or any other print ads such as brochures, books, or billboards (Kimbarovsky, 2013) are examples of these techniques. Moreover, another form of traditional marketing which is widely adopted in the past is broadcast marketing those strategies are including television and radio. This broadcast marketing tools have been around the marketing strategies since 1900s (Marketing-schools.org, 2020). This is consistent with the evidence of the first radio technology invented in 1906. Later, the television broadcast has been adopted which the evidence of first television commercial happened in 1904 (Marketing-schools.org, 2020). In addition of another form of traditional marketing is telemarketing. Telemarketing is the practice that the company market their goods and services over the telephone by communicating the sales message to potential customers (Kenton, 2020).

Since the emergence of the internet and the web, the business discovers that the World Wide Web (WWW) is their fundamental communication tool. The company uses the WWW as their daily business activities. According to Hoge (1993), he stated that the electronic marketing or e-marketing in another word is only the transaction of goods from seller to buyers via the several electronic media. But the e-marketing has offered more than just a media that company uses to transfer their goods to their customer (Salehi, Mirzaei, Aghaei & Abyari, 2012). With a convenience of the WWW provides as well as people can assess anywhere in the world with the right equipment and software thus the company uses it as a marketing practice all over the world (Reza Kiani, 1998). Kiani (1998)'s study

concluded that this new marketing environment on the digital opportunity has revealed four dimensions of its activities. There were company to customer, customer to company, customer to customer, and company to company.

The dimension of company to customer can be referred to Ellsworth & Ellsworth (1995) who stated that web communication is more efficient than traditional marketing communication. It is less expensive, faster, real-time, and around the globe. Furthermore, there are some advantages that the Web marketing leverage, which is addressability, flexibility, accessibility. To extend addressability, Hammond et al. (1995) suggested that the Web allows the company to track consumer's time and space and keep it as an electronic record. In terms of flexibility, Web marketing can offer product information with flexibility on removing or updating of product in the web catalog. This flexibility is much cheaper than a paper catalog as in traditional way. Moreover, the WWW is accessible from anywhere in the world at any time. With this advantage, the small company has a chance to go beyond their continent into the international market (Kiani, 1998).

According to dimension of customer to company, Blatterg et al. (1994) stated that the customer is part of the production in the era of WWW marketing. The customer is not passive as before in the traditional mass communication media. The communication on the Web defines as a two-way communication where the customer has more rights to approach the company (Kiani, 1998). Thus, the key point is how the company motivates the customer to respond and interact with the company in this new opportunity of marketing environment.

And the dimension of customer to customer, Web marketing has emerged as a new form of segmentation. The customer starts online communities in which they can interact with others as a virtual relationship among them. The marketer can leverage this type of interactive communities by addressing their needs and wants on their dialogue such as the communities of parents who share the same interest on how to raise a kid thus that how the company can learn their preferred diaper for their kid (Kiani, 1998). Moreover, Armstrong and Hagel (1996) suggested four types of communities which are communities of transaction, communities of interest, communities of fantasy, and communities of relationship.

In last dimension where the digital opportunity offers marketing environment is the dimension of company to company. the Web emergence has allowed the interdependence companies to cooperate together to expand their market and increase sales. Thus, the WWW has facilitated the form of partnership

between the company (Kierzkowski et al.,1996). The focus for the marketer as per this dimension is how the marketer increase the traffic of the company website (Kiani,1998) by partnership with other company.

In conclusion, the internet, the Web, and the digital channels has transformed and shifted the paradigm of marketing. The consumer behavior and how the company targeting and communicating with their target customer has changed dramatically (Chaffey and Ellis-Chadwick, 2016). In addition, Wymbbs (2011) revealed that the digital revolution is a core fundamental which change traditional marketing as well as the customer becoming a centric part and part of co-production in the digital world emergence.

2.1.4 Digital marketing

Digital marketing is simply defined by Chaffey & Ellis-Chadwick (2016) as “achieving marketing objectives through applying digital technologies and media”. Kotler, Kartajaya & Setiwan (2016) suggested that digital marketing does not replace traditional marketing instead these two coexist in the customer path. In the part of awareness, traditional marketing plays a major role to attract the customer and digital marketing plays an important part in interaction progress as well as a closer relationship between the customer and the company. An alternative term for digital marketing defines as “internet marketing”, “online marketing” or “web marketing” (Todor, 2016). WSI (2013) defined digital marketing as a practice to promote products and services in a timely, customer-relevance, cost-effective through data-driven distribution channels reaching the target market. Furthermore, Kafley, Sumit & Kashem (2018) study defined digital marketing as an advertising program that understand the marketplace and meets customer satisfaction. Moreover, digital marketing is also including how the company managing their online presence through various online channels such as the company website and social media company page. Additionally, in managing these company presences this need to combine with the communication techniques that marketer implements. An example of those communication techniques is search engine marketing, social media marketing, email marketing, online advertisement, and partnership with other websites (Chaffey & Ellis-Chadwick, 2016).

To develop a digital marketing strategy today, there are three types of media that the marketer needs to consider. First, paid media, which is the form of media that the company pays for visiting, reaching, and conversion of consumer such as TV as a traditional media or banner or video ads as an online paid media (Chaffey, 2019). Second, owned media, which is a media form that owned by

the company or the brand such as the company's own website, social media presence either Facebook, Twitter or LinkedIn, email list or blogs (Chaffey & Ellis-Chadwich, 2016). Third, earned media, traditionally this media earned by influencers targeting by PR company but now it is including the word-of-mouth which conversation happened on a various platform such as social media, social network, and other online communities (Chaffey & Ellis-Chadwich, 2016).

To extend, there are six key groups of digital media channels and tools suggested by Chaffey and Smith (2012) that applied in digital marketing strategy. Those are search engine marketing, online PR, online partnership, display advertising, opt-in email marketing, and social media marketing. Search Engine Marketing is how the specific keywords placed on search engines to encourage consumers to click on the company website. There are two techniques which sponsored link using pay-per-click and organic listing on search engines without any charge by using search engine optimization (Chaffey & Ellis-Chadwich, 2016). Online PR is how the company maximizes mentions about the company information, products, services, or brands are available on the third-party website such as social networks or blog that can reach to target audiences (Chaffey & Ellis-Chadwich, 2016). Online Partnership is how the company created on the third-party website to promote their products and service such as comparison price site, affiliate marketing. Such as Booking.com as an online partnership website that hotel business commonly adopted in their marketing strategy (Chaffey & Ellis-Chadwich, 2016). Regarding, Display Advertising is the tools that the company use to put the online ads such as banners and rich media ads to grab the target audience to the target site (Chaffey & Ellis-Chadwich, 2016). Opt-in Email Marketing is how the marketer can use the third-party email list by placing ads on their email marketing such as e-newsletter or the marketer can also use the in-house customer email list (Chaffey & Ellis-Chadwich, 2016) to promote the products and services reaching to the target audience. According to Social Media Marketing, these digital channels where the company participates in the communities of their target audience. The content and messages shared on these digital channels are trying to get awareness as well as the response from the target audience (Chaffey & Ellis-Chadwich, 2016).

In addition, digital marketing adoption allow the small business to have more market intelligence which they can use social media marketing to improve their customer satisfaction. Digital marketing enables the business to have two-way communication with their current and potential customer thus small business can leverage this business approach to compete more efficiency with the

larger business (Ritz, Wolf & McQuitty, 2019). Moreover, as the market keeps the environment changing thus the marketer needs to acquire new knowledge and skills that allowing the business to maintain their pace in social media adoption (Malthouse et al., 2013).

According to small and medium business adopting information technology advancement on digital channel for marketing communication, the study of MacGregor & Vrazalic (2015) found that the small and medium business in the regional area of Austria and Sweden facing two barriers of information technology advancement adoption which are the e-commerce is too difficult and not suitable to their business. In small and medium business, the person who is in charge in manage the social media as a digital marketing platform are often the owner of the business and they are not the expert in digital marketing and not understanding the algorithm behind those platform (Yoga et al., 2019). In the travel and hospitality context, website is one the communication channel that travel agent and ticketing company in Bali, Indonesia used to support their marketing strategy particularly on business to business (B2B) more than business to consumer (B2C) (Yoga et al., 2019). Add more general digital marketing tools across other industry.

2.2 Sales and marketing in hotel business

In hotel operation and management, one of the functions that can be crucial to the hospitality business is sales and marketing. All the hotels need to market and sell their room and services to potential guest. The main responsibilities of sales and marketing are to sell the hotel rooms and all the facilities to both group and individual customer, to promote hotel room and service in various advertising methods either in print or in digital, to manage the relation with the public sector and maximize the hotel image, to maintain relationship with travel agents or tour operators as well as manage distribution channels or hotel rooms and services. Sales and marketing in hotel can be functioned by various professionals including director of sales, salesperson, director of marketing as an example. Regarding the typical traditional way hotel can be marketed and sold through travel agent who has been took care by sales representative of the hotel business since the advancement of information technology is playing the main role in the sales and marketing activities thus how the hotel business has adopted those information technology advancement will be discussed as follow.

2.2.1 Sales and digital marketing in hotel business

As the information technology advancement has disrupted various business sectors in the world today and the travel and tourism industry are one of the primary sectors that also disrupted by this challenge. Meanwhile, this disrupt has changed the industry to implement new marketing approach which is digital marketing adoption. In the report of HVS (2014) stated that the hotel business in USA allocated their budget to digital marketing up to 90%. This is indicating that the hotel business in the future will focus mainly on digital channels to craft their marketing strategy. Since the report also stated that 81% of the guests reported that the review of users generated in the digital channels is important to their purchasing decision making as well as 49% of them will not book the hotel's room without the other user's reviews. As a result, this shown that the hotel's marketer needs to focus on the digital space to win the potential guests to book their hotel's room (HVS, 2014). For any the business who are serving in the tourism industry, it is crucial to focus on the practicing of digital marketing activities (Kaur, 2017). Those suggested main activities are quality website, search engine optimization, Email marketing, company's online presence on social media, content marketing, mobile-friendly platform (Kaur, 2017). Furthermore, in the study of Matikiti et al., (2012) found out that internet marketing or digital marketing in another word were significantly influence the hotel and lodging sector business in Africa's profitability as well as the hotel performance. Since it is allowing the hotel to reach the potential market globally, providing the hotel with the guest's feedback as well as the potential market examination (Matikiti et al., 2012). Kafley, Sumit & Kashem (2014) study pointed out that digital marketing is a crucial key factor to a success of hotel business as it is enhancing the customers satisfaction which is an important factor to the hotel business. To extend, hotel website as one of the digital marketing tools adopted by the hotel can be a hub of communication with the other source available on online network. Moreover, hotel website is also defined as a place to show hotel's feature to the potential guests as well as social media platform which establishing the hotel brand identity of the hotel and promise delivered to the guests (Kafley, Sumit & Kashem, 2014). They also suggested that the management of the hotel in the study should hire the professional staffs and providing them with the digital marketing information to maintain the guests experience satisfaction. According to the study of Kendzior (2020) were studying about digital marketing activities of the student hotel. The main digital marketing activities which the student hotels were implementing are the social media platform. The authors also suggested that digital marketing activities in their

study such as posting on LinkedIn and other social media platform could increase the hotel's sales.

Marketing is essential activity for every industry and any business as well as a solid marketing strategy is a crucial part of the business success. In the hospitality industry, marketing also plays a crucial role according to their nature of service which is an intangible characteristic aforementioned. The marketer needs to put their effort into tangible intangible service. There are some key areas of strategy of marketing that hospitality businesses need to leverage. Those are research, awareness, promotion, and relationship (CSPonline, 2016). In the research area, the marketer needs to find out their guests' preferences by monitoring reviews and asking from either current or former customers (CSPonline, 2016). The awareness is another important part of the marketing strategy that the effort needs to pay attention to since it is the first step of service or hospitality business seen by customer and knowing where the business is (CSPonline, 2016). As well as promotion that will take hospitality business maintained in the market such as offering the special promotion during off-peak. Moreover, relationship, is a crucial area for business to last long in the market by maintaining a good relationship with repeat customers (CSPonline, 2016).

In today's business as a digital economy, the hospitality industry needs to implement digital technology in marketing strategies to be ahead of the competitor in such a competitive industry (Lam and Law, 2019). There are many available digital technology tools and platforms that the hospitality industry's business can leverage. Such as mobile, cloud, online travel agent (OTAs), chatbot that hotel can use to engage with their guest in every touchpoint of their guest journey. The World Tourism Organization (UNWTO, 2021) suggested that tourism was one of the primary sectors that adopting digitalization in the business process. The tourism sector was the early sector that leveraging advanced information communications technology (ICT) as an example of an online flight and hotel room booking platform. Thus, digitalization is bringing the competitiveness of business in tourism and hospitality industry. The digital tools and digital marketing channels discussed above becoming a fundamental tool in marketing strategies in tourism and hotel sector such as blogs, websites, email marketing, online booking platform, etc.

2.2.2. Digital marketing in hotel business

In addition, apart from how digital marketing has been implemented and played an important role in hotel business. As below Table 2.1: Digital marketing adoption in hotel business related studies show the digital

marketing techniques and areas which typically adopted in the hospitality and tourism industry, especially hotel business sector from various sources.

Table 2.1 Digital marketing adoption in hotel business related studies

Digital marketing adopted by hotel business	Authors
Search Engine Optimization (SEO)	Parvez, Moyeenudin, Arun, Anandan & Janahan (2018), Lanz (2020), Lanz & Carmichael (2020), Tse (2013)
Search Engine Marketing (SEM)	Mariia, P. (2017), Damnjanović, Lončarić & Dlačić (2020), Lanz (2020), Lanz & Carmichael (2020), Tse (2013)
Social Media Marketing (SMM) - Content marketing	Parvez, Moyeenudin, Arun, Anandan & Janahan (2018), Lanz (2020), Tse (2013), Kendzior S. (2020), Mariia, P. (2017), Damnjanović, Lončarić & Dlačić (2020)
Lead generation - Email marketing	Mariia, P. (2017), Damnjanović, Lončarić & Dlačić (2020), Lanz (2020), Lanz & Carmichael (2020), Tse (2013)
Data Review - Using TripAdvisor information metrics - Using OTAs management reports	De Pelsmacker, van Tilburg & Holthof, (2018)
Other Digital Channels adopted in Hotel Business - Online reputation management - Metasearch Engine - Online Travel Agent	Leite & Azevedo (2017), Lanz & Carmichael (2020), Tse (2013)

Based on the sources of digital marketing adoption in hotel business sector, the mentioned digital marketing areas has been regrouped and discussed further as below. The regrouped digital marketing areas are search engine optimization, search engine marketing, social media marketing, lead generation, data review, and other digital channels.

2.2.2.1 Search Engine Optimization (SEO)

The technique that the hotel uses to optimize a hotel website in search engines such as Google or Yahoo which then leads the target audience to the site and reserve as well as increase visibility of the site (Pete and Lanz,2014). Moreover, Lanz (2020) discussed in her topic of hotel E-commerce: navigating the

complex hospitality digital marketing landscape that search engine optimization can be done effectively by using the long tail keywords in order to response to customers' needs when they are searching that particular key term in the search engine. Such term, for example midtown Manhattan hotel perfect for social event and with ample parking. In the internet marketing usage when launching the new hotel study of Tse (2013), to buy search term is one of their search engine optimization techniques. It is how the hotel website gaining the traffic. Yahoo, Google and Baidu were chosen as a search engine. However, there are different target market among these search engines which Yahoo and Baidu are for Hongkong, and Taiwan market and Google is to cover worldwide market. Moreover, the hotel needs to make sure the actual words which the potential guests would type in the search engines.

2.2.2.2 Search Engine Marketing (SEM)

This is the process that the hotel uses to gain leads by purchasing ads on search engine. Moreover, the hotel also bid for the keywords that will help the hotel ads appeared to customer when they search on search engine (Pete and Lanz, 2014).

2.2.2.3 Social Media Marketing (SMM)

Regarding the nature of tourism products and services which is including the hotel business who play a role in the travel process. During the process of destination decision making, social media as one of the digital marketing practices plays a crucial role. Social media is where the potential tourist find the information generated from other users regarding their prior experience (Abubakar & Ilkan, 2016). Thus, the social media is useful tool for marketer in tourism industry since it is influenced the potential tourist to choose and follow up the tourist destination (Zeng & Gerritsen, 2014). According to the Phillips, Barnes, Zigan & Schegg (2016) suggested in their study that the reviews generated from the hotel guests posted on social media platform could be the cost-effective way that allowing hotelier to monitor as well as this can be the opportunity that even the smallest hotel can leverage to be the competitive edge among the hotel competition in the market. Moreover, the result of their study shown that positive reviews of the hotel generated by hotel guests in the review site is significant impact the hotel revenue and occupancy rate. Social media platform is also allowing the marketer to advertise their products and services so called paid advertising. In hotel business, Facebook and Twitter are used. The paid advertising of Facebook and Twitter platform is performed based on the demographic and psychographic data (Lanz, 2020).

Additionally, to success in social media online presence, the hotel marketer needs to use existing data to formulate the specific campaign to match with the audiences and social channel (Lanz, 2020).

Furthermore, Lanz & Carmichael (2020) stated that social media channels are the extension of online presence of the hotel business. It is also crucial to use the appropriated social media channels to be effective. Social media channels are a place that independent hotel using to stay presence among the competitor including the brand hotel. Thus, independent hotel can use social media tools such as Facebook and Instagram to run online marketing campaign as well as paid advertisement to match their target potential guests based on their demographic and personnel interests. Moreover, Tse (2013) discussed in his study on the marketing role of the internet in launching a hotel: the case of hotel Icon that the main social media platform they uses are Facebook and Twitter. The guests are encouraged to put their experience in the platform as well as the photographs of such an experience. The hotel Icon also uses social media platform as a channel communicating their upcoming events. In addition, most of the guests who put an effort to comment on Facebook are the potential repeat guests. Furthermore, the customer is using social media to find the information online thus it is unavoidable for the company to adopt social media in their marketing strategy (Yoga et al., 2019).

2.2.2.4 Lead Generation

Lead generation is the first stage in digital marketing where the customer show interest and ask for the inquiry regarding the interest products or services. It is defined as a forefront activity in the digital marketing plan (Lead Genera, 2021). To plan lead generation, the marketer also needs to understand lead funnels. Lead funnels is the customer journey in buying process. Lead funnel comes with four basic stage which are awareness, interest, decision, and action (SendPulse, 2021). When the business can define who is interested in the business's products and services, the business can generate leads. To pull that potential customer from their shown interest, the lead magnet is the technique to pull them (Bob, 2021). Lead magnet is the technique where the business offers the visitors something in exchange with their personnel contact information for example of an offer such as training video or products sample (SEJ, 2021). One of the channels that can be practiced for lead magnet is Email marketing. Thus, Email marketing is one of the widely digital marketing adopted in hotel business to generate lead or potential guests to the hotel business.

In hospitality and tourism context, Email marketing in the study of Yoga et al., (2019) found out that the travel agent and ticketing company in Bali, Indonesia using Email as their main communication channel with their customer as well as Email was the main communication channel that adopted in their marketing strategy. To be effective in email marketing applied in the hotel, there are some travel intelligence platforms that the hotel can use those are Adara and Revinate. These platform assists the hotel to analyze the pattern of purchasing behavior and design the campaign to match their behavior. Therefore, the likelihood of repeat purchased will be enhanced by this customized email marketing (Lanz, 2020). Moreover, Lanz & Carmichael (2020) stated that independent hotel can leverage email marketing by crafting dynamic content personalization. Those dynamic content personalization can be done by using the data collecting from the website visited behavior of the potential guests.

2.2.2.5 Data Review

In digital marketing, data has been stored and generated across the various channels moreover, digital marketing can analyze those data available with the analytics tools available in the market for the marketing purpose. As the hotel industry is the rich-data business thus, it is crucial for the marketer to leverage those analytics tools used in marketing analysis in order achieve marketing objective (Dragosavac & Dragosavac, 2021). There are several data analytics tools available in the market such as Google Analytics, MixPanel, Heap Analytics, BuzzSumo (Samuel, Meher & Faraz, 2021).

2.2.2.6 Other Digital Channels

Electronic word-of-mouth (eWOM) is part of the role that playing in digital marketing context. As per nature of the hotel products and services is that the products and services cannot be tested or tried before purchasing making. In tourism context, travelers are normally engaging in the information finding prior planning their trip which can supported by the finding of Gretzel U. (2007) study. The study found out that 97.7% of the respondents read other travelers' online review in their trip planning stage as well as the other traveler's review were likely highly to influence them. Hence, eWOM is appeared to be important factor that affecting the buying of customer especially hotels (Casalo et al., 2015). In the study of Öğüt et al., (2012) found out that the higher rating of the hotel is significantly influencing the hotel sales revenue.

Duverger (2013) suggested that the hotel management should take OTAs (Online Travel Agent) seriously since it shown that the consumers have

been visited the seven to eight sites of OTAs prior making the booking. Moreover, the user-generated content on OTAs where the marketer of the hotel also manages their review and reputation is influencing the hotel booking. In addition, the more review that have been found by the consumer that led to the higher performance of the hotel (Viglia et al., 2016). Regarding the hotel ownership structure, it is one of the factors that shape the rating pattern of the travelers. The hotels who belonging in the well-known chain received higher expectation regarding the service from the consumer than the hotels who are independent hotel (Choi & Chu, 2001). Moreover, in the study of Viglia, Minazzi & Buhalis (2016) suggested the appropriate of hotel reputation management can increase hotel occupancy rate as well as hotel performance. Furthermore, Casaló, Flavián, Guinalíu & Ekinci (2015) suggested in their conclusion that the hotel manager who taking care of online travel communities such as TripAdvisor should encourage the guests to publish the best reviews toward the hotel since the result shown that the travelers tend to book the hotel who is appeared the best hotel lists. Thus, it is crucial that the manager who in charge to manage the reputation and reviews of the hotel improves the guest review of their establishment.

The materials and reviews provided by other travelers are one of the most influential online activities that influence travelers in their decision-making process. As a result, it is also important for the hotel marketer to successfully maintain the establishment's reputation and reviews to persuade prospective customers to stay there (Bae, Lee, Suh & Suh, 2017). In addition, the business really needs to take control the conversation posted by the audience talking our brand as that will be part of the influential factor in decision making of the consumer mind (Leibtag, 2014). Furthermore, since Tripadvisor is a particular user-generated content from travelers reviewing specific tourism and hospitality products and services broadcasted to potential travelers all over the world, it is a critical site for the hotel business in the hospitality industry to take control of the conversation as it can influence the decision of the potential traveler (Leibtag 2014). Additionally, online review sites are the place where the customer generating brand advocates. It is critical to reply to the positive review and response to complaints or comment to maintain the tone of trust in user-generated community (Lanz, 2020).

Tse (2013) discussed in his study that online travel agents (OTAs) are the hotel Icon's key source of room bookings. In the launching period of the hotel Icon, Agoda and Booking.com have been used since it is covering the Asia-Pacific region.

Other interesting digital marketing channels that must be adopted in the hotel business is metasearch marketing. Metasearch marketing is the platform where the collected information from multiple OTA's and show the result to the target audience on one screen. The metasearch engine leads the target audience to the site of OTA's to make a booking such as Kayak (Pete and Lanz, 2014). Moreover, Lanz & Carmichael (2020) stated that metasearch marketing is a must digital marketing approach for independent hotel since it is taking away the share from OTAs which normally embedded with high commission. The independent hotel can use metasearch as the platform which directing targeted audience to the hotel purchasing point such as the hotel website where the margin gained from commission-free.

As discussed above, the digital marketing techniques, tools and channels implemented by the hotel sector to gain revenue, engage with their guest, encourage hotel booking, reach potential guests. This is the important business activities that will sustain the hotel business in the industry with a competitive edge. Therefore, one of the key areas that the digital marketing strategies and implementing of those strategies being successful is digital marketing workforce or digital marketer. Digital marketer who has a set of skills that will bring value to the hotel business.

2.2.3 Hotel business

Hotel can be categorized according to various dimension. In the traditional way hotel has been categorized is based on price dimension. Barrows et al. (2012) divided the hotel into four categories. First, limited-service hotels are the lodge provider who only provides the basic needs of lodging property to guests which can be only guest room without any extra service or facilities. In the US market, the example of limited-service brand is Holiday Inn Express or Super 8 (O'Neil, Mattila and Xiao, 2006). Second, select-service hotel is the lodging provider who focusing more on the consumer who has limited budget but want more experience than only room offered such as a business traveler (Barrows et al, 2012). When comparing with limited-service hotels, select-service hotel may offer more on food and beverage service. In the US market, the selected-service hotels are including Courtyard of Marriot for an example. Third, full-services hotel is the lodging provider who provide not only room but coming with more facilities offering such as meeting area, public space with at least one restaurant provided on the property. Typically, this hotel category's price will be higher than the market average. Westin and InterContinental are an example of this hotel category, Last category is luxury hotels will come with more luxurious decoration and unique furnishings. Luxury hotel

will offer a full range of service including room service, wide range of facilities and amenities as well as the various food and beverage operations. Moreover, the service is also customized based on the consumer's need and behavior and this category of hotel is consumed as the status of guests. In the US market, Ritz-Carton and Fairmont are an example (O'Neil, Mattila and Xiao, 2006).

2.3 The concept of competency

2.3.1 Definition of competency

Competencies means differently depended on the perspective. In the strategic management perspective, competencies mean the combination of resources and capabilities of organization possessed over the competitor. The competencies are generally difficult to imitate by the competitor, rare, valuable, and difficult to replace (Hitt, Ireland and Hoskisson, 2005). Competencies are also one of the central of human resource management area or human resource management perspective. Regarding this perspective, competencies are viewed as a capability possessed by people. The task requires a specific knowledge, skills, or abilities of that employee (Cardy and Selvarajan, 2006). In this study, the competencies of human resource management perspective are reviewed since the study is aiming to study workforce in hotel business. Moreover, the competencies in the employee-level not organization-level will be focused area. Turner and Crawford (1994) defined competencies into two types which are personnel or corporate. The competencies in personnel area are the characteristics which including knowledge, skills, abilities, experience, and personality possessed by those personnel. But the competencies of corporate area are the structure and processed possessed by the organization. These two types of competencies are not free from each other since the competencies of organization also rely on the personnel competencies who embedded with the set of knowledge, skills, abilities, and experience which bring the competitive advantage to the organization and can compete over the competitors in the market they are in.

The word competency came from an article of McClelland in 1973 which define competency term as a symbol used to test intelligence in traditional approach. Later, the word competency became popular from the competent manager book by Boyatzis (1982) defined competency as a characteristic of a person. Those characteristics could be the traits, skill, motive, self's image, social role that he or she use to perform their job function. Moreover, all these characteristics possessed and used by individual person can be considered as a job performance (Cardy and Selvarajan, 2006). In addition, Boyatzis also pointed out between the job

task and competencies which the competencies are whatever they bring with them to perform their job task. Another definition of competency by Woodruffe (1997) stated that competency is a set of observable behavior patterns that need for that position to perform the tasks and functions. Additionally, Woodruffe (1997) also pointed out that the concept of competency includes the knowledge, skills, and abilities (KSAs). In addition, competencies referred by Lucia and Lepsinger's (1999) as "a cluster of related knowledge, skills, and attitudes (behaviors) that affects a major part of one's job (a role of responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development."

2.3.2 Skill set

Indeed.com (2021) stated skill set is a group of skills and abilities. The skill set is vary depended on the individual person due to the different caused from the interests, qualities, natural abilities, and some technical skills. Those skills set will add the competency of that individual person to perform the job well. Moreover, the experience and education will accelerate the personnel competency to make a progress in their career life.

The skill set can be divided into two types which are soft skill and hard skill (Indeed.com, 2021). Soft skills can be defined as the traits that allowing personnel to work well with others. In addition, soft skill can be transferred to other industry in the job market for example interpersonal skill. In contrast, hard skills can be defined as the skills which are so called technical skill. Those technical skills can be used to perform the task required in that specific job. Training, practicing, and tutorials are the approach which be used to improve hard skills. Data analysis, graphic design, or Search engine marketing (SEM)/ Search engine optimization (SEO) are an example of hard skills.

2.4 Sales and digital marketing skill set

The product and service which is well developing by the organization would be pointless if those well-designed products and service could not be handed to respective customer by salesperson (Vinchur et al., 1998). Thus, the special skills, knowledge and person traits of person required to perform sales job to achieve the products and service delivered.

2.4.1 Sales skill set

Johlke (2006) found out that salesperson skills are related with sales performance those finding is especially closing sales and adaptive selling skill.

Rentz et al. (2002) defined sales skills which consisting of three components. Those include interpersonal skill, salesmanship skill, and technical skill. Humphreys and Williams (1996) also noted that the value-added process is occurred when there are interactive activities between salesperson and customer. Verbeke, Dietz and Verwaal (2011) from their meta-analysis on the drives that driving sales performance. Those drivers are including role of perceptions and organizational dimensions, personnel traits, attitude, skill level, motivation, and personnel. According to the study of Lascoste (2018), she only adapted attitude, skill level, motivation, and personnel into her study of salesperson and strategic account manager competency analysis since she stated that these four sales drivers related to competencies which is being studied in sales context. As per this study aim to investigate of sales skill set thus, the skills of sales which proposed by Lascoste (2018) will be focused. In the study of Lascoste (2018) pinpointed the common skill that both salesperson and strategic account manager should leverage is interpersonal skill. The interpersonal skills and salesmanship skills has been chosen to be the study area. These two skills proposed by Verbeke, Dietz and Verwaal (2011) from their meta-analysis on the drives that driving sales performance. Both interpersonal skills and salesmanship skills are two skills that should be embedded by salesperson since to manage relationship with customer and close the sale are the critical component of being salesperson.

2.4.1.1 Interpersonal skill

Interpersonal skill is a skill that related to how to understand, persuading and get along with other people. Typically, customer is the people who has handled by salesperson in the context of sales and marketing job. Moreover, interpersonal skill is one of dimension of selling skills proposed by Rentz et al. (2002). Interpersonal skill is an ability of oneself to work with others that including tactics and behaviors which a person uses (Tarver, 2021). Moreover, Indeed.com (2021) stated that interpersonal skill is the process that person communicate and build relationship with others those can include empathy, flexibility, patience, teamwork as well as active listening. NC State University Counseling Center (2021) stated that interpersonal skill is how well person adapt to interact with others. Those skills also include communication skill, assertiveness skill, conflict resolution skill, and anger management skill. Interpersonal skill is a very crucial skill that not only particular armed with sales and HR but any other area in the business (Butler & Waldroop, 2004). Meanwhile communication skill among of those skills comprised to interpersonal skill is one of the most important skill for salesperson in hospitality

industry since the characteristic that they sell is in the form of intangible unlike product selling (Plunkett & Berger, 1984).

Interpersonal skill in the context of salesperson is how sales cope with and handle conflicts with clients (Rentz, Shepherd, Tashchian, Dabholkar & Ladd, 2013). The list of generated items that proposed by Rentz, Shepherd, Tashchian, Dabholkar & Ladd (2013) are including ability to express yourself nonverbally, ability to public speaking, ability to understand nonverbal communication from others, ability to regulate the nonverbal expression of others' emotion, ability to present socially through acting, ability to convince others and control the situation, and ability to the nonverbal communication from others. Moreover, Rajan (2014) found that the more interpersonal skill possessed by salesforce the more level of sales force effectiveness as well as the more experience in the field of salesforce the greater level of sales effectiveness.

2.4.1.2 Salesmanship skill

Salesmanship skill is a know how that salesperson implements with an aim to close sales (Rentz et al, 2002). Those know how includes identify potential customers, understand the customer's need to qualify them, presenting products and services, handling objection of customer, questioning a proposed solution and closing sales. Salesmanship skill is crucial to salesperson performance since it is positive associated to sales force performance (Babakus, Cravens, Grant, Ingram & LaForge, 1996 and Futrell, 2006). Spiro & Weitz (1990) stated that salesmanship skill is the ability of salesperson that can adapt the sales approach to suit the sales situation. Salesmanship skills is important skill that armed with the salesperson in every industry. In the study of Ben Amor (2019) study what skill makes sales effective, the study found that the flexibility and adaptability as sub-dimension of salesmanship skill where sales presentation skill as well as follow-up skill are the skills that enhancing sales efficiency among the car sales professionals. According to the Edema, Iheanacho and Ekpe (2018)'s study of entrepreneurship opportunities in social and management science, they stated that salesmanship skill is the skill orientation that Nigerian graduates in social and management science should have in order to create the job opportunities in themselves as a self-employed entrepreneur by providing freelance salesmanship service. In addition, the salesmanship skill by knowing how to sell is another challenge that faced by entrepreneur want to be in their study thus, to provide salesmanship skill training is also crucial in the academic sector. Moreover, the study of sales effectiveness by the driving force of salesmanship skill in the pharmaceutical industry in Indian of Rajan & Srinivasan

(2015), they found that adaptability, negotiation skill, consultative skill and communication style which are under the salesmanship skill impact the salespeople performance in the pharmaceutical industry and in the Indian context. In line with Schuster and Danes (1986) as another core competency that embedded in salesmanship skill is negotiation skill which possessed by salesperson is the determinant of sales performance and success. Salesmanship can be generally fall into five categories which are adaptability, consultive selling, negotiating, questioning and communication style of salesperson (Basir & Ahmad, 2010).

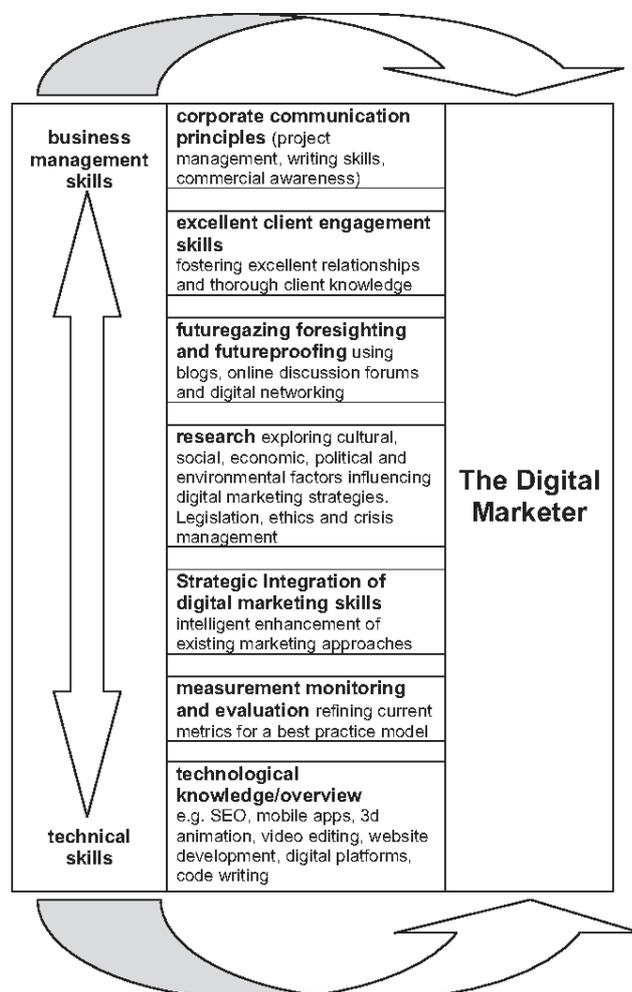
2.4.2 Marketing skill set

The digital marketer defined as a person who is responsible for managing and using digital channels to create leads and build brand awareness to the target audience. Those digital channels are including the company website, corporate blogs, ranking of search engine, social media platform, email marketing, and online ads displaying. Moreover, the digital marketer can use measurable analytics, to specify the weakness and generate the solution, and to increase the performance of that digital channel (Digital Marketing Institute, 2019). Digital business analytics, mobile development, content creation/management, consumer/behavioral analytics, digital project management, web/traffic analytics, content strategy, E-commerce analytics, social media management, creative direction, and mobile design, these are the digital skill sets for the digital marketer can leverage to plan and implement in digital marketing strategies (Digital Marketing Institute, 2019)

Another priority set of skills and competencies in the study of Chachamon et al. (2019) has also revealed from the result of the top management in the communication industry interviewed. Those were social media marketing, creativity and innovation in marketing programs, digital advertising, cross-channel marketing/content marketing, customer response management, media mix planning, personnelization and targeting, marketing measurement, event, and E-commerce. Furthermore, the weak area of skills that the study found out are coding and development, SEO (search engine optimization), and mobile marketing.

According to the study of Royle & Laing (2014) has developed the digital marketer model as shown in Figure 2.2 for the communication industries through the analysis of the interview data. The model emerged the digital marketing skills which are the important skills that highly skilled digital marketer should possess. The model assesses the professionals in the communication industry to hire new employees and to provide the focus area of skills that current employees should upskill.

Figure 2.2 Digital marketer model



Source: Royle & Laing, 2014.

The model is including business management skills and technical skills. The core skills are writing, project management, and productivity which is a foundation of digital marketing and social media skills.

According to Hotel Tech Report (2020) also revealed ten mandatory skills for digital marketers in the hotel industry. Those skills are on-site SEO, off-site SEO, conversion rate optimization, content marketing, social media, google pay-per-click, metasearch engine, graphic design, email marketing, and promotion psychology.

On-site SEO

The factors on the website that will impact the ranking of the hotel website appeared on Google. There are five components which is important to put in the on-site SEO strategy. Those are user engagement, site structure, content,

interlinking, and mobile responsiveness. User engagement is how site visitors interacting on a business website by measuring metrics such as click-through rate, time spend on the site, repeat or new visitor etc. Site structure is how the website is easily accessed by search engines. Content elements is how website containing keywords that getting traffic. Interlinking is how customers bounce to other content with ease on the site. Furthermore, mobile responsiveness is how the site is readable on any device (Hotel Tech Report, 2020).

Off-site SEO

It is the elements outside of the business website which is then linked back to the main business website such as social media. One of the key factors that search engines can rank the website is backlinks. There are several ways to earn backlinks is to work with a PR agency, corporate campaign with the influencers in the industry (Hotel Tech Report, 2020).

Conversion Rate Optimization (CRO)

CRO (conversion rate optimization) is the process that the website can convert the visitor to the guests. To maximize the conversion rate, the marketer needs to investigate the site visiting behavior of the visitor such as what is the thing that prevents them to click the “book now” button. One of the key website analytics that the hotel marketer can leverage is Google Analytics which the marketer can discover who is business’s customer, which part of the website that the visitor engages, what their devices and browser are (Hotel Tech Report, 2020).

Content Marketing

To attract more customers and increase conversion rate, content marketing is the crucial marketing activity. It is how the marketer can generate the content that value and useful to the customer. Furthermore, the consistency of content-generating is also important. To generate the content, the marketer needs to start with to identify the persona of the guests and find out their motivation as well as mindset to gain their attention to the hotel website (Hotel Tech Report, 2020).

Social Media Management

The marketer can leverage social media platform for the marketing tools as an SEO and content marketing as well as where the guest generates their review and content of the hotel experiences. Another benefit that the hotel marketer can benefit from social media is that the promotional channel where the special deal, new service product, or relevant content placed (Hotel Tech Report, 2020).

Google pay-per-click

It is how the hotel pays Google to make the hotel site appeared in the first rank which likely to converse guests to book the hotel room. The hotel only pays when the customer click-through the link appeared on Google (Hotel Tech Report, 2020).

Metasearch Engine

The hotel marketer can leverage metasearch engine to compete with large third-party like OTAs which normally come with a high charge of commission. Metasearch is the channel that the hotel marketer can expand their target market exposure, grab market share from OTAs, and as an option for guests to book the hotel room. Google, Tripadvisor, Kayak and Trivago are the key metasearch channels that the hotel marketer must understand (Hotel Tech Report,2020).

Graphic Design

Graphic design is an important of the online experience that the hotel marketer cannot ignore. It is an important factor in the hotel website that can convert guests to book or turn them away (Hotel Tech Report, 2020).

Email Marketing

Email marketing is the most effective marketing channels. It can generate ROI more effectively than any other marketing channel (Jenkins, 2009). There are four elements that email marketing should perform to succeed. Those are customer segmentation, valuable content, timing, and benchmarking. Moreover, one of the upsetting revenues is generated on pre-arrival emails (Hotel Tech Report,2020).

Promotion Psychology

As per Google Traveler found that 36% of traveler seeking for personnalized information to suit the assistant need (Torres, 2018). The hotel marketer needs to understand why the customer made a buying decision. To drive profit, the hotel marketer also needs to utilize the compelling marketing copy, very competitive pricing, and the overall good quality of image as well as video promotional materials (Hotel Tech Report, 2020).

2.5 The Emerging of the Digital Marketing Job Roles

According to the Burning Glass research brief report (2017) pinpointed the demand for digital marketing skills has been doubled from 2011 to 2016. Since the business in the US has been forecasted to spend 35% of the overall marketing budget in digital marketing by 2019 (VanBoskrik, 2014). The report also revealed the

top 15 skills requested in digital marketing job posting which are social media, marketing knowledge, project management, budgeting, market strategy, marketing management, product marketing, product management, marketing communications, content management, KPIs, direct mail, market trends, E-commerce, and direct marketing. The data from the World Economic Forum (2020) highlighted the future of emerging jobs in Thailand. The digital marketing and strategy specialist has emerged in the second-ranked of emerging job roles as per the below Table 2: Future of Jobs Report (World Economic Forum, 2020)

Table 2.2 Future of Jobs Report (World Economic Forum, 2020)

Emerging and redundant job roles	
Role identified as being high demand or increasingly redundant within their organization, ordered by frequency	
Emerging	
1.	Data Analysts and Scientists
2.	Digital Marketing and Strategy Specialists
3.	Big Data Specialists
4.	AI and Machine Learning Specialists
5.	Software and Applications Developers
6.	Supply Chain and Logistics Specialists
7.	Strategic Advisors
8.	Database and Network Professionals
9.	Commercial and Industrial Designers
10.	Business Developments Professionals
Redundant	
1.	Data Entry Clerks
2.	Administrative and Executives Secretaries
3.	Accounting, Bookkeeping, and Payroll Clerks
4.	Assembly and Factory Workers
5.	Construction Laborers
6.	Sales representatives, Wholesales and Manufacturing, Technic...
7.	Human Resource Specialists
8.	Financial and Investment Advisers
9.	Client Information and Customer Service Workers
10.	Business Service and Administration Managers

Moreover, digital marketing is one of the 25 most in-demand technical skills of 2019 as per LinkedIn (Johnson Hess, 2019). These in-demand technical skills

are in line with the rapid advancement of technology and that means the workers in the future need to improve themselves by learning the new skills (Johnson Hess, 2019).

Since the digital marketing strategies and digital marketer who implement it to achieve the company marketing objective thus it is crucial that the hotel business to seek for the digital marketer talents who leverage the essential digital marketing skills set to enhance the company to achieve those goals. As discussed above, the digital marketing and strategy specialist is a demanding area of the workforce in the future including the hotel business in today's world. Therefore, in response to the increased demanding of the workforce, it is important to explore and identify the current sales and digital marketing skills that the hotel business already acquired and the sales and desired digital marketing skills that the hotel business is looking for in the future of the sales and digital marketing workforce. Moreover, according to the SCB EIC Outlook Q3/2020 (SCB Economic Intelligence Center, 2020) highlighted in their study the unemployment workforce impacted by COVID-19 needs to reskill and upskill to serve the demand industries such as digital business, health care business and aging service business. Moreover, in the study of Hartmann & Lussier (2020) about managing the sales force through the unexpected COVID-19, they pointed out that the pandemic has shifted the communication among related party either within their organization to be more virtual or with their customers and supplier's communication channels. One of the challenges that was stated in the study is that they cannot meet with their customer in-person thus they need to rely more on technology such as customer relationship management system which enable them to manage and track sales activities. Additionally, Sneader & Singhal (2021) stated that COVID-19 crisis has caused the organization to face challenges. The challenge that emerged was that the workforce needs to adapt themselves with automation, digitalization, and technologies. The salesperson who keens to maintain their job they need to learn new skills. Hence, the workforce development including reskilling and upskilling are needed for company to be successful as this is crucial even before the pandemic.

Hence, the COVID-19 as a public pandemic crisis that disrupting how the hotels around the world to function and how to make themselves survive in the market, it is crucial that the researchers and practitioners give attention on how hotels manage their marketing as well as management cause from the shift in traveler's behavior (Jiang & Wen, 2020). Thus, this study will shed the light on how hotels manage their marketing during the pandemic as well since the sales and

digital marketing skill set possessed by the current sales and marketing workforce in the business could cause the direction of the hotels marketing function during the pandemic crisis. Therefore, this research result would be beneficial as a framework of the sales and digital marketing skills set that those future hotel business's sales and marketing workforce and unemployed can leverage to their reskill and upskill.

2.6 Conceptual framework

Duverger (2013) found out in the study that lower-tiered hotel such as economy-budget and upper-midscale hotel do not need to have high rating on reviews site since the rating score on hotel review site is only benefit to luxury segment tier hotels. In addition, Öğüt, H., & Onur Taş, B. K. (2012) stated in their result that the higher star hotels are much more sensitive to guests rating in the online review site compared to lower star hotels in term of room pricing. Therefore, the hotel manager of the high star hotels should pay attention on guests rating on online site as it is affecting the room price setting. The higher rating of guests could cause the higher price of the hotel room. Thus, the room prices of higher star hotels are much more sensitive to online customer ratings compared to lower star hotels. Thus, hotel managers of higher star hotels should consider this finding while determining room prices. As the result, the sales and digital marketing workforce who works in lower-tier hotel might acquire less sales and digital marketing skill set than those personnel who work in the upper-tier hotel due to the discussed result of Duverger (2013) and Öğüt, H., & Onur Taş, B. K. (2012) study that the lower-tier hotel has no benefit from the rating on review site. Based on this empirical finding, the hypothesis is developed as below:

H1: There is a difference level of current acquired sales and digital marketing skill set among the personnel who work in the different level of hotel business' s service.

De Pelsmacker, P. et al. (2018) stated in their discussion on managerial implication that the chain hotel or 3-4 stars hotel should have a profound digital marketing plan in term of managing online reviews, quick responding to online review as well as tracking and monitoring. Cause effective digital marketing plan has more impact on hotel performance which including both RevPar and hotel occupancy especially chain hotel and 3-4 stars hotel than the independent hotel and low-tier hotel. In addition, Lanz & Carmichael (2020) discussed on how independent hotel allocating their budget in digital marketing and remaining competitive in the today's online world. The independent hotel needs to aim four

digital marketing techniques to stay competitive and competing with larger brand. Those are search engine optimization (SEO), metasearch marketing, email marketing and social media channels. To implement and allocate digital marketing budget is depending on the operator of that independent hotel thus, the independent hotel might acquire different digital marketing skill set differ from larger brand hotel. Moreover, Tse (2013) discussed in their study that since the independent hotel has no corporate office to support in term of global sales network as well as reservation system. Thus, independent hotel uses available digital marketing channels to communicate with customer and distribution their products and services. There is hotel website, search engine optimization (SEO) techniques, online travel agents (OTAs), Banner advertising and social media used when the hotel Icon as independent hotel launching. Therefore, based on the discussed statement and study, the hypothesis in this study is developed as below:

H2: There is a difference level of current acquired sales and digital marketing skill set among the personnel who work in the different type of hotel's ownership.

Most of the SMEs are struggle with the digital marketing adoption since they have limited time, resource, and training. Therefore, they are facing the challenges to carry out the brand and communication marketing activities as well as to forecast the demand in their marketing context (Harrigan, Ramsey & Ibbotson, 2011; Mc Cartan- Quinn & Carson, 2003). Small business uses social media to develop their marketing activities whereas large business has an expert or outsource who manage their search engine for website which is typical approach leveraged by large organization (Atanassova and Clark, 2015). Moreover, in the study of Ritz, Wolf & McQuitty (2019) found out that small business has less digital marketing adoption than the larger business. As a result, the smaller size of hotel business might adopt social media marketing in their digital marketing plan more than the bigger size of hotel business. Thus, sales and digital marketing workforce who works in small hotel size might acquire higher level of social media marketing skill set than the bigger hotel size. In addition, Wei, Ruys, van Hoof & Combrink (2001) found out that the 101 room and smaller hotel has a person from their corporate office to build the webpage of the meanwhile, the larger hotel with more than 300 rooms has a specialist building it. As well as the medium size hotel which has a range room between 100 – 300 rooms used both specialist and in-house staff. Thus, the sales and digital marketing personnel might acquire different level among the different hotel size. Moreover, as Yoga, Korry & Yulianti (2019) studied the small and medium

scales travel agent on digital marketing communication channels. They found out that the person who normally manages digital marketing is the owner of the business and does not possess an expertise on digital marketing. Based on this empirical finding, the hypothesis in this study is developed as below:

H3: There is a difference level of current acquired sales and digital marketing skill set among the personnel who work in the different size of hotel.

In the report of OECD (2019) regarding the preparing for the changing nature of work in the digital era, they stated that the digital skills in the digital era are the challenges area that the existing workforce need to go through for their reskills and upskills especially the workers who aged 55 and older. As discussed, digital marketing skill set is considered as one of the digital skills used in the digital economy. Thus, the existing sales and marketing personnel who aged 55 and older might acquire less level of digital marketing skill set than the younger personnel. Based on this empirical finding, the hypothesis in this study is developed as below:

H4: There is a difference level of current acquired of sales and digital marketing skill set among the different age of the sales and marketing personnel.

Moreover, in the study of Pefanis Schlee & Harich (2010) regarding knowledge and skill requirements for marketing jobs in the 21st century, they proposed the research question that do the entry level of marketing job position require mostly technical skills. To extend, those technical skills are including internet marketing tools or the digital marketing tools in this study. The result of the study found out that technical skills were required mostly in the entry-level position rather than the management position. As the discussed study, the sales and digital marketing workforce in management position might acquire lower level of digital marketing skill set than the entry-level position on hotel business. Based on this empirical finding, the hypothesis in the study is developed as below:

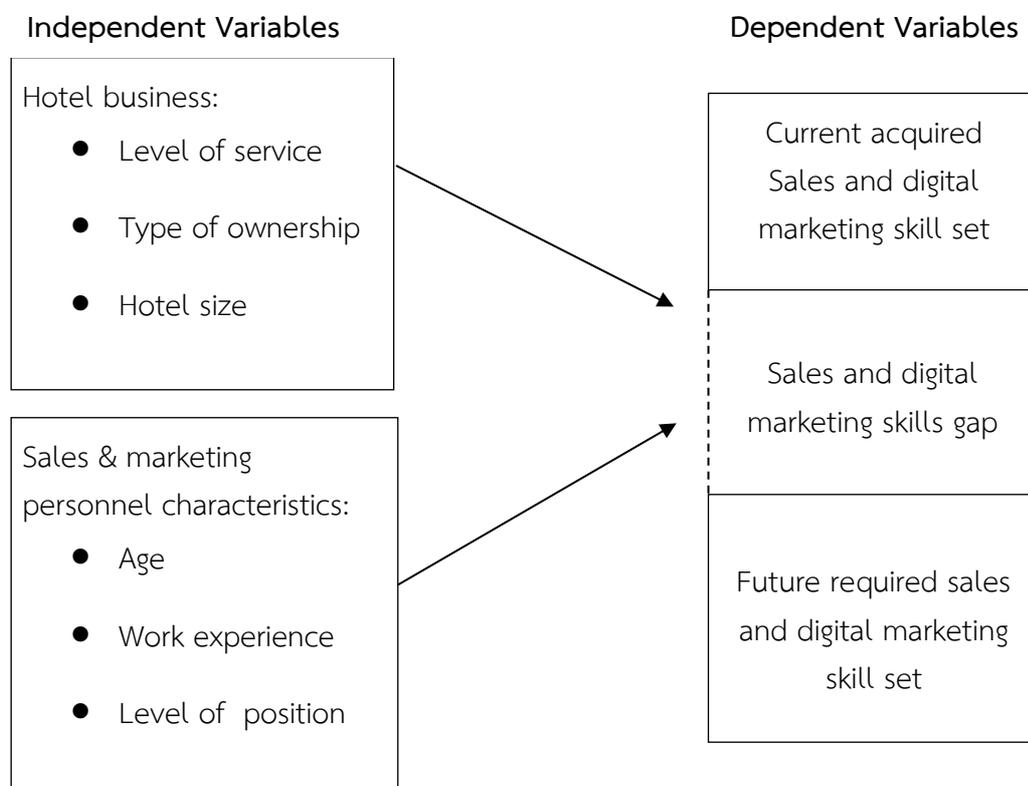
H5: There is a difference between the level of current acquired sales and digital marketing skill set among the different position of sales and digital marketing personnel.

Matikiti, Afolabi & Smith (2012) study's result also shown that the usage of the internet marketing tools was depending on the experience of property which effecting the business performance of that particular property. Thus, this result might associate with the sales and digital marketing personnel's acquired sales and digital marketing skill set where there is different level between the number of years, they are working in sales and marketing related department for hotel business. Based on this empirical finding, the hypothesis in this study is developed as below

H6: There is a difference between the level of acquired digital marketing skill set among sales and marketing personnel with different length of experience.

Based on the literature review, the conceptual framework is proposed as below Figure 2.3 The framework will conceptualize how independent variables which are including the hotel business characteristics and sales & digital marketing personnel characteristics affects the dependent variables which are including current acquired sales and digital marketing skill set and the future required sales and digital marketing skill set. The skill set which were measured has been adapted and adopted from various literature. The items of skill set have been added, deleted, and revised to match with the study context (Sirirak, 2010). A five-point Likert type scale identify the meaning from 1 (strongly disagree) to 5 (strongly agree) and it was used to items included in part 4 of questionnaire and the meaning from 1 (very low important) to 5 (most important) for items included in part 5 of the questionnaire.

Figure 2.3 Conceptual Framework



CHAPTER 3

METHODOLOGY

In this chapter, the research methodology chosen in this study will be explained. The research design, sampling technique used, questionnaire development, reliability and validity and data analysis.

3.1 Research design

The quantitative method was employed to collect the data and analysis. The questionnaire was conducted in the form of an online questionnaire. Given the convenience and cost-saving of the online questionnaire offered, therefore, the online questionnaire is the most attractive data collection method used in this study. The online questionnaire was formed via the platform called 'Google Form'. Google Form has been selected as the ideal platform because of its advantages which are free tools, easy-to-use interface, feedback storing as well as the link can be sent through email (Melo, 2018) where the common communication channel used by respondents. Moreover, to avoid the missing data filled in the questionnaire, the function of data required prior go to the next question in Google Form is very useful regarding the missing data that might occur with the hard copy questionnaire. The online questionnaire was distributed to the list of samples via email and there was intention mentioned to the target sample who were sales and marketing personnel working in the properties. The data filling was stored on the Google Form platform which was then used in the data analysis stage. The self-administered questionnaire was employed, and the online questionnaire was completed by the respondents themselves. After the respondent completed the form, the data was recorded automatically on the Google Form platform. However, the hard copy questionnaire was also used in this study to increase the response rate. The hard copy questionnaire was used to distribute to the target sample at their property as well as the hotel trade show which was carried out at Central Phuket in November 2021. Moreover, the sample has been asked whether they were working as sales and marketing personnel for hotel business in Phuket before filling out the questionnaire.

3.2 Population and Sampling

The population in this study were the personnel who work in the sales and marketing section or any personnel who perform sales and marketing tasks in the hotel business in Phuket, Thailand. Since the study was studied during the COVID-19 pandemic situation starting from June 2021 till December 2021 thus to reach the population, the list of hotel businesses that was certified by the SHA database was used. Due to this reason, the hotel business that was able to operate during the COVID-19 situation needs to be certified under the SHA campaign which stands for 'Amazing Thailand Safety and Health Administration' (Thailandsha.com, 2021). Thus, the hotel business listed on www.thailandsha.com in June 2021 was the study's unit of analysis and the population in this study was the personnel who work in the sales and marketing department in the hotel business which had SHA certification in Phuket, Thailand. Since there was no official source of the number of sales and marketing personnel working in the hotel business in Phuket. The number population is unknown because the number of sales and marketing staff in the hotel is varied. Therefore, to calculate the number of samples size from the unknown population to be used in this study, the formula of Cochran with the 95% confidence level was used (Cochran, 1977). The sample size calculation by using the Cochran formula is shown as follows:

$$\text{Where: } n = \frac{Z^2}{4e^2}$$

n = sample size required

p = the population proportions

e = acceptable sampling error (e=0.05)

z = z value at reliability level of significance level

- Reliability level 95% or significance level 0.05; z = 1.96
- Reliability level 99% or significance level 0.01; z = 2.58

With the number substituted in the formular:

$$n = \frac{(1.96)^2}{4(0.05)^2}$$

N = 385 (Rounded)

Therefore, the required sample size is 385 sales and marketing personnel.

In addition, purposive sampling was employed. There were two criteria adopted to select the respondents which included those working as sales and marketing personnel in the certified hotels in the SHA database (www.thailandsha.com). Snowball sampling was also employed to increase the response rate. The target sample of the study was contacted and encouraged to circulate an online questionnaire to their team members in the sales and marketing department. The paper questionnaire was also distributed to the target sample at their property and hotel trade show in November 2021. Moreover, to ensure that they are working as sales and marketing personnel, a filter question was asked to ensure that they are working as sales and marketing personnel. However, due to the COVID-19 pandemic, the study was faced with the challenge of recruiting respondents since hotels do not operate in full function with few sales and marketing personnel. A total of 4 reminder e-mails were sent to increase the response rate. However, there were 210 return and usable questionnaires for the data analysis process.

3.3 Questionnaire development

The questionnaire was developed into 4 main sections. The first section is the personnel profile of the respondent who is working or performing sales and digital marketing tasks in the hotel business in Phuket province, Thailand. The questions are including gender, age, nationality, education, and degree major of the respondent. The second section is the hotel business information which are including the level of service they provide, the type of ownership contained by the establishment, the type of the hotel, the current position, the number of years that the respondent working in the current position, the number of years that they are working in sales and digital marketing field related to the hotel business and the total number of year that they are working in sales and digital marketing field including unrelated and related to the hotel business. In section three, the questions are focusing on the construct of sales and digital marketing skill set. The respondent will be rating themselves according to their currently acquired level of such a skill set statement. The sales and digital marketing skill set are consisting of three main sections which are sales-related skill set, core marketing skill set, and digital marketing-related skill set. Each main section, there is consisting of a sub-section. The first section is the sales-related skill set which there are interpersonal skills, and salesmanship skills as sub-section. Second, is the marketing-related skill set which

has only one section of core marketing. The third section is digital marketing-related skill sets which there are SEO (Search Engine Optimization), SEM (Search Engine Marketing), SMM (Social Media Marketing), Lead Generation, Data review, and other Digital Channels as sub-section of the digital marketing technical skills. In the final section of the questionnaire, the respondent was rating the level of importance that those sales and digital marketing skill set required to work in the hotel business in the future. The set of the items is similar to the third section where they rate their current acquired level of skill set by changing the word of statement in the items to be the noun statement.

The rating that was employed to investigate these questions on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) through 39 items in the third section were containing the construct of sales-related, marketing-related, and digital marketing-related skill sets. In the fourth section, the respondent was asked to rate on a 5-point Likert scale ranging from 1(very low important) to 5 (most important) on the 39 items which the construct's items like the third section. And one additional question which the respondent was able to give the additional recommendation and suggestion of sales and digital marketing skill set that the future sales and marketing personnel should acquire to work in the hotel business.

The items which were used to measure each construct developed in the questionnaire are shown below the table with the supporting literature for each item. Furthermore, the example of the questionnaire can be founded in Appendix A.

Table 3.1 Items for measuring constructs of sales-related skill set

No.	Items description	References
1.	Interpersonal skills	Rentz, Shepherd, Tashchian, Dabholkar & Ladd (2013); MTD Training Basic Selling Skills (2012); Gregorio, Maggioni, Mauri & Mazzucchelli (2019); Basir & Ahmad (2010)
2.	Salesmanship skills	Guenzi et al. (2016); Basir & Ahmad (2010); Rentz, Shepherd, Tashchian, Dabholkar & Ladd (2013)

Table 3.2 Items for measuring constructs marketing-related skill set

No.	Items description	References
3.	Core marketing skills	Gregorio, Maggioni, Mauri & Mazzucchelli (2019); Royle & Laing (2014)
4.	Digital marketing skills	Gregorio, Maggioni, Mauri & Mazzucchelli (2019); Kendzior S. (2020); De Pelsmacker, P. van Tilburg & Holthof, (2018); Mariia, P. (2017); Leite & Azevedo (2017); Parvez, Moyeenudin, Arun, Anandan & Janahan (2018); Batinic

(2015); Damjanović, Lončarić & Dlačić (2020); Lanz (2020);
Lanz & Carmichael (2020); Tse (2013)

3.4 Reliability and validity

To determine the reliability and validity of the chosen instrument, which is the questionnaire in this study, the index of item-objective congruence (IOC) and Cronbach's Alpha were used. IOC is a process where the expert evaluates the individual items developed by the developer to assess whether the individual item is matching with the objective measurement or not. The expert was rating using a rating scale where +1 is the item is relevant to the objective of the study, 0 is there is no comment in this item and -1 is the item is not relevant to the objective of the study (Turner & Carlson, 2003). After the expert completed the evaluation of each item, the rating of each item from the expert was combined and divided by the total number of experts. The result of each item provided the index score from 1 to 0 where a 1 value means all the expert agrees that the item was measuring the objective of the study (Turner & Carlson, 2003). If the value is ranged from 0.5 -1 means that the item can be used and if the value is ranged less than 0.5 means that the item needs to be adjusted (Kongsut & Thamwong, 2008).

To ensure the validity of the questionnaire developed by the author, the index of item-objective congruence (IOC) was evaluated by three professors in the field of hospitality and tourism. There were three professors asked to rate the appropriateness of each statement item, the format of the scale, and the length of the questionnaire. There were 151 items evaluated. Most of the items were scored above 0.5 which means that the items were measuring the objective of the study. There were 2 items where the value was less than 0.5 and there were 9 items with the suggestions and comments to adjust. Some items were taken out from the questionnaire due to the reluctance of the respondent that might occur when answering that item. Some items were duplicated as well as the wording used in the item needs to be adjusted. Thus, after the author summarized the value of all the items as well as the comments from the experts, the author adjusted the items in the questionnaire according to the expert's suggestions. The adjusted questionnaire has been formed in the online questionnaire platform which is 'Google Form', and the online questionnaire has been used as a pilot test and data collection.

To assess the reliability of the instrument, which is a questionnaire used in this study, the pilot test has been employed. After the pilot tests have been done by the project sample's respondents, Cronbach's Alpha was used. Since the questionnaire developed in this study is using the Likert scale thus, Cronbach's Alpha was used to test the reliability. Cronbach's Alpha is the measurement used to examine the internal consistency which shows how closely related the items set as a group are (Stats.idre.ucla.edu., 2021). To find out the result of Cronbach's Alpha, SPSS (The Statistical Package for Social and Science) computer program was utilized. The result of the coefficient was shown. If the value is equal to or more than 0.7 it means that the item is acceptable and if the value is lower than 0.6 is considered as being questionable, poor, and unacceptable. The first pilot test has been done. 11 respondents completed the online questionnaire. The author has been asking the feedback from the respondents regarding the questionnaire components. Some respondents mentioned that the length of the questionnaire was taking a long time to complete, the author has adjusted the pattern of the online questionnaire according to their comments and suggestions. Some respondents mentioned that the question was easy to understand. In addition, after the author has adjusted the questionnaire accordingly and the second time pilot test has been processed.

12 respondents participated in the second time pilot-test. They are the sales and marketing personnel working in the sales and marketing department in the hotel business in Phuket in the SHA list. The data was collected for the second time pilot-test which were used to test the reliability of the questionnaire. The construct which was used to evaluate are the sales-related skill set, marketing-related skill set, and digital marketing skill set since they were developed as a Likert scale. The construct appeared in two sections of the questionnaire which are sections three and four. The value of Cronbach's Alpha is shown in the below table.

Table 3.2 Section three in the questionnaire: The current level of sales and digital marketing skill set with the rating scale from 1 (strongly disagree) to 5 (strongly agree)

Construct	Alpha
Sales-related skill set	.642
Interpersonal skills	.584
Salesmanship skills	.730
Marketing-related skill set	.900
Core marketing skills	.900
Digital marketing skill set	.987

SEO (Search Engine Optimization)	.969
SEM (Search Engine Marketing)	.971
SMM (Social Media Marketing)	.969
Lead Generation	.931
Data Review	.909
Other Digital Channels	.856

Table 3.3 Section four in the questionnaire: The important level of sales and digital marketing skill set with the rating scale from 1 (very low important) to 5 (most important)

Construct	Alpha
Sales-related skill set	.952
Interpersonal skills	.846
Salesmanship skills	.971
Marketing-related skill set	.899
Core marketing skills	.899
Digital marketing skill set	.982
SEO (Search Engine Optimization)	.930
SEM (Search Engine Marketing)	.973
SMM (Social Media Marketing)	.940
Lead Generation	.856
Data Review	.951
Other Digital Channels	.881

Table 3.4 All the items in the construct of current acquired sales and digital marketing skill set

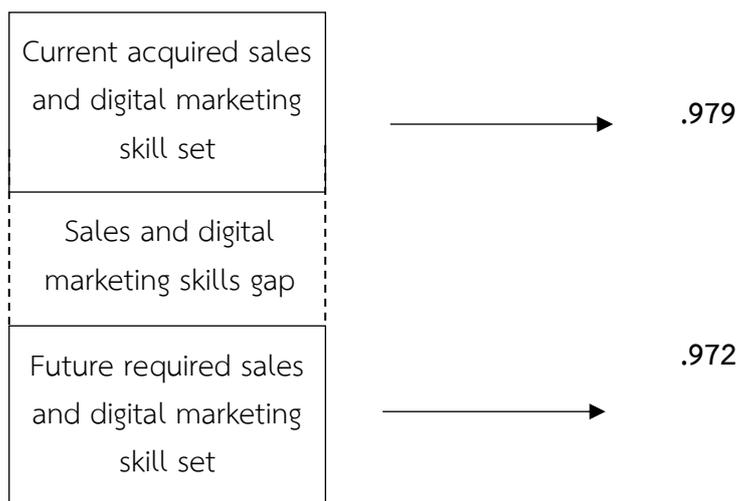
Construct	Alpha
Sales-related skill set	
Interpersonal skills	
Salesmanship skills	
Marketing-related skill set	
Core marketing skills	
Digital marketing skill set	
SEO (Search Engine Optimization)	.979
SEM (Search Engine Marketing)	
SMM (Social Media Marketing)	
Lead Generation	
Data Review	

Other Digital Channels

Table 3.5 All the items in the construct of future required sales and digital marketing skill set

Construct	Alpha
Sales related skill set	
Interpersonal skills	
Salesmanship skills	
Marketing related skill set	
Core marketing skills	
Digital marketing skill set	
SEO (Search Engine Optimization)	.972
SEM (Search Engine Marketing)	
SMM (Social Media Marketing)	
Lead Generation	
Data Review	
Other Digital Channels	

Figure 3.1 Summary of Alpha value of each construct in the conceptual framework



After the second pilot test has been done for the reliable study’s instrument purpose. The adjusted and ready self-administered questionnaire was used to collect the data.

3.5 Data analysis

To process the data analysis, the collected data was prepared before analysis. The data were reviewed to ensure the completed data had been provided. The code book was developed since the instrument in this study is quantitative data. The computer software program called SPSS (The Statistical Package for Social and Science) was utilized to analyze the collected data. The questionnaire developed in this study, there were containing various measurement scales which are including the nominal scale, interval scale, and ratio scale. Thus, the various data analysis techniques were used too. To analyze the nominal scale, the descriptive statistic was employed to find frequency, mean, minimum, and maximum. Moreover, the interval and ratio scale variables were analyzed by using paired sample T-test and ANOVA techniques. In addition, as a proposed hypothesis in this study was to investigate the relationship between the variable thus, the paired sample T-test and One-way ANOVA was an appropriate data analysis technique.

The paired sample T-test was used to test research the third research objective. Mean scores of the current level of acquired sales and digital marketing skills and the future important level of required sales and digital marketing skills were tested to identify the significant skills gap with a p-value of 0.05 or lower. Moreover, One-way ANOVA was tested with the Gabriel technique to analyze post-hoc analysis to determine the significant differences.

CHAPTER 4

RESULTS

In this chapter, the results of the study will be shown to support the study objectives as well as the hypothesis of the study. The findings will be presented according to the objectives and hypothesis. As per the research instruments, the self-administrated questionnaires were employed to collect the data. The questionnaires were collected both online by using Google Form and hard copies (self-administrated questionnaires). The questionnaire comprises questions to gather the opinion of sales and marketing personnel who work in the hotel business in Phuket, Thailand regarding the sales and digital marketing skillset from October 2021 till December 2021.

A total of 217 responses were returned. There were 186 responses completed from Google form and by hard copies at 31 responses. However, there were 6 incompletes from the paper copies questionnaire, and it was eliminated for the data analysis. As a result, 210 responses were used for data analysis in this study.

The data analysis was using descriptive analysis, paired sample t-test, and one-way ANOVA (Analysis of variance). The detail of the data analysis was as followed:

Table 4.1 Data analysis summary

Details	Data analysis techniques
Objective 1 To identify the current sales and digital marketing skills that the sales and digital marketing personnel have already acquired.	Descriptive analysis
Objective 2 To identify the desired sales and digital marketing skills as required by hotel businesses with different level of service, size of hotels, and type of hotel ownership.	Descriptive analysis
Objective 3 To investigate the gap between the current acquired and required sales and digital marketing skills of sales	Paired sample t-test

Details	Data analysis techniques
and marketing personnel.	
Hypothesis 1:	
There is the difference level of current acquired sales and digital marketing skill set between the level of hotel business' s service.	One-way ANOVA

Table 4.1 Continued

Details	Data analysis techniques
Hypothesis 2:	
There is the difference level of current acquired sales and digital marketing skill set between the type of hotel's ownership.	One-way ANOVA
Hypothesis 3:	
There is the difference level of current acquired sales and digital marketing skill set among the hotel's size.	One-way ANOVA
Hypothesis 4:	
There is the difference level of current acquired of sales and digital marketing skill set among the age of the sales and marketing personnel.	One-way ANOVA
Hypothesis 5:	
There is the difference between the level of current acquired sales and digital marketing skill set among the position in sales and digital marketing personnel.	One-way ANOVA
Hypothesis 6:	
There is the difference between the level of acquired digital marketing skill set among the number of years of sales and digital marketing personnel.	One-way ANOVA

4.1 Overall descriptive statistic result of respondents, research objective one, and one-way ANOVA result of six hypotheses analysis.

4.1.1 Demographic of respondents

Table 4.2 Result of sample characteristics: frequency and percentage distribution of the respondents

	Frequency	Percent	N
Gender			210
Male	54	25.7	
Female	156	74.3	
Age			210
21-30 years old	66	31.4	
31-40 years old	88	41.9	

	Frequency	Percent	N
41-50 years old	44	21.0	
51-60 years old	10	4.8	
61 or above	2	1.0	

Table 4.2 Continued

	Frequency	Percent	N
Nationality			210
Thai	189	90.0	
British	5	2.4	
Dutch	2	1.0	
Singaporean	2	1.0	
Chinese	1	0.5	
Jordanian	1	0.5	
French	2	1.0	
New Zealander	1	0.5	
Indian	2	1.0	
Russian	1	0.5	
Filipino	2	1.0	
Maldivian	1	0.5	
Irish	1	0.5	
Education			210
High/Secondary school	7	3.3	
Diploma	8	3.8	
Bachelor's degree	153	72.9	
Master's degree	40	19.0	
Ph. D.	1	0.5	
Other	1	0.5	
Degree major			210
Arts-related major	1	0.5	
Science-related major	2	1.0	
Environment-related major	1	0.5	
Business-related major	144	68.6	
Engineering and technology- related major	7	3.3	
Literature, language, and social science- related major	49	23.2	
Other	6	2.9	

Gender

There were males and females as gender being asked in the survey. Table 4.2 shows that there was 54 or 25.7 percent of male personnel and 156 or 74.3 female personnel participated in this study. The gender result shows that the majority gender working in sales and marketing were female personnel.

Age

There were asked to indicate their age and the largest group of respondents was aged 31-40 years old at 41.9 percent. There was 31.4 percent of respondents aged 21-30 years old as follows and there was 21 percent of respondents aged 41-50 years old. And the smallest group of respondents was aged 51-60 years and 60 years above at 5.8 percent. Therefore, most personnel who work in sales and marketing were aged from 21 up to 40 years old.

Nationality

According to the respondents' s nationality, most of the respondents were Thai. As well as there were international personnel participated in this study. There was 90 percent of Thai sales and marketing personnel, and the rest of the respondents were British, Dutch, Singaporean, Chinese, Jordanian, French, New Zealander, Indian, Russian, Filipino, Maldivian, and Irish.

Education

Regarding the respondent's education, the largest group of the respondents hold bachelor's degrees at 153 or 72.9 percent. The second group was the respondent who hold a master's degree at 40 or 19 percent followed by a diploma degree at 8 or 3.8 percent, High/Secondary school at 7 or 3.3 percent. And the smallest group was Ph.D. and another degree at 2 or 1 percent. As a result, most of the sales and marketing personnel hold a bachelor's degree.

Degree's major

As shown in Table 4.2, the majority of the respondents graduated with a degree major in a business-related major at 144 or 68.6 percent. Those business-related majors were Hospitality and Tourism Management, Business Administration, Business Management, Marketing, and Communications and Advertising. Followed by Literature, language, and social science-related major at 49 or 23.3 percent, Engineering, and technology-related major at 7 or 3.3 percent as well as other, science and math-related major, arts-related major, environment-related major at 10 or 4.8 percent. There were English, English for Business, Arts of English, Economics, Human Resources, and Political Science as a major related to

Literature, Language, and Social Science. Moreover, there were Information Technology, Information Management, and Engineering as Engineering and technology-related majors (Burrell, 2020).

4.1.2 The characteristic of the workplace of the respondents.

Table 4.3 Result of workplace characteristic of the respondents

	Frequency	Percent	N
Level of service			210
Full-service	111	52.9	
Luxury-service	58	27.6	
Other (Select service, Extended stay, and Timeshare and destination clubs)	41	19.5	
Type of ownership			210
Independent ownership	83	39.5	
International chain	94	44.8	
Local chain, Management contract and other	33	15.7	
Type of accommodation			210
Resort	95	44.8	
Hotel	81	38.6	
Other (Private Pool Villa, Apartment or Condominium, Residential Villa, Hostel)	34	16.2	
Size of accommodation			210
1-25 rooms	23	11.0	
26-100 rooms	72	34.3	
101-299 rooms	65	31.0	
300 rooms up	50	23.8	
Location			21
Bangtao beach	26	12.4	
Kathu town	2	1.0	
Kata beach	5	2.4	
Karon beach	8	3.8	
Kamala beach	18	8.6	
Maikhao beach	23	11.0	
Naiharn beach	3	1.4	
Naithorn beach	5	2.4	
Naiyang beach	10	4.8	
Phuket town	18	8.6	

	Frequency	Percent	N
Patong beach	50	23.8	
Panwa cape	10	4.8	
Rawai beach	6	2.9	
Surin beach	6	2.9	
Layan beach	8	3.8	
Tritrang beach	1	0.5	
Koh Yao Yai	1	0.5	

Table 4.3 Continued

	Frequency	Percent	N
Thalang	1	0.5	
Paklok	3	1.4	
Palai	1	0.5	
Naka island	2	1.0	
Chalong	3	1.4	

Level of Service

The respondents were asked about their establishments' s level of service where they were working for. Most of the respondents were working in the full-service establishments at 111 or 52.9 percent, followed by luxury service at 58 or 27.6 percent. Moreover, the result shows that the smallest group of respondents were working for other types of establishments' services such as select-service, extended stay, timeshares, and destination clubs at 41 or 19.5 percent.

Type of Ownership

Regarding the type of establishments' ownership, the finding indicated that most of the respondents were working for the international chain at 94 or 44.8 percent, followed by independent ownership at 83 or 39.5 percent. In addition, the smallest group of the respondents were working for the establishment operated under another type of ownership such as a local chain, management contract at 33 or 15.7 percent.

Type of Accommodation

Table 4.3 shows that most of the respondents were working in the resort type at 95 or 45.2 percent followed by hotel type at 81 or 38.6 percent. The smallest of respondents were working in the other type of accommodation such as private pool villa, apartment and condominium, residential villa, and hostel at 34 or 16.2 percent.

Size of Accommodation

The majority of the respondents were working in the accommodation size 26-100 rooms at 72 or 34.3 percent, followed by 101-299 rooms at 65 or 31 percent, and 300 rooms and above at 50 or 23.8 percent. The smallest group of respondents were working for the accommodation size of 1-25 rooms at 23 or 11 percent.

Location

Most respondents were working for the accommodation located in Patong beach at 50 or 23.8 percent, Bangtao beach at 26 or 12.4 percent, Maikhao beach at 23 or 11 percent and followed by Kamala beach at 18 or 8.6 percent, and Phuket Town at 18 or 8.6 percent.

4.1.3 The characteristic of the respondent's work experience.

Table 4.4 Result of work experience characteristic of the respondent

	Frequency	Percent	N
Current work position			210
Entry level & senior staff	63	30.0	
First-level management	81	38.6	
Senior & middle management	58	27.6	
Other	8	3.8	
Number of years in current position			210
1 year and below	37	17.6	
More than 1 year to 5 years	117	55.7	
More than 5 years to 10 years	39	18.6	
Above 10 years	17	8.1	
Number of years in sales and marketing related to accommodation business			210
1 year and below	13	6.2	
More than 1 year to 5 years	82	39.0	
More than 5 years to 10 years	71	33.8	
Above 10 years	44	21.0	
Overall number of years working in sales and marketing field			210
1 year and below	16	7.6	
More than 1 year to 5 years	79	37.6	
More than 5 years to 10 years	75	35.7	
10 years above	40	19.0	

Current Work Position

Regarding the work experience characteristics of respondents, the finding in Table 4.4 shows that most of the respondents were working in first-level management positions including the position of assistant manager and manager level such as sales manager, digital marketing managers, sales and marketing manager, revenue manager at 81 or 38.6 percent. Followed by the entry-level & senior staff at 63 or 30 percent, sales executives, cluster marketing communication coordinators, digital marketing executives, sales and marketing coordinators as an example of the respondent's position. There was 58 or 27.6 percent of the respondent working in senior & middle management which are Area director of e-commerce, Director of sales and marketing, Managing director, General manager, and Owner as an example of positions.

Number of Years in Current Position

The majority of the respondent reported that 117 or 55.7 percent worked in that particular position for the range of more than 1 year to 5 years. Followed by 39 or 18.6 percent of them reported that they were working in that particular position for the range of more than 5 years to 10 years. Moreover, 37 or 17.6 percent of the respondent were working in that position for less than 1 year. And the smallest group of them at 17 or 8.1 were working in that position for above 10 years.

Number of Years in Sales and Marketing related to Accommodation Business

Most of the respondents were working in sales and marketing related to the accommodation business for the range of more than 1 year to 5 years at 82 or 39 percent. Followed by the range of more than 5 years to 10 years at 71 or 33.8 percent. Then there were 44 or 21 percent of respondents working in sales and marketing in the accommodation business at the range of above 10 years. Moreover, the smallest group of respondents at 13 or 6.2 percent were working in accommodation sales and marketing for less than 1 year.

Overall Number of Years Working in Sales and Marketing Field

The finding shows that the majority of the respondents 79 or 37.6 percent were working in sales and marketing field for more than 1 year to 5 years. Followed by 75 or 35.7 percent were working particular field for more than 5 years to 10 years. And 40 or 19 percent of the respondent were working in that the sales and marketing field for above 10 years. In addition, only 16 or 7.6 percent of respondents reported that they were working in the sales and marketing field for less than 1 year.

4.1.4 Overall mean and standard deviation of current level of acquired sales and digital marketing skill set.

Table 4.5 Result of overall mean and standard deviation of the current level of acquired sales and digital marketing skill set.

Attributes	Strongly Disagree (%)	2 (%)	3 (%)	4 (%)	Strongly Agree (%)	mean	std
1. I am able to open relationship with new customers.	0.5	1.0	7.6	36.2	54.8	4.44	.718
2. I am able to manage conflicts and handle negotiation with different customers.	0	1.4	12.4	45.7	40.5	4.25	.724
3. I can identify potential customers.	0	1.9	11.9	45.2	41.0	4.25	.737
4. I am able to service the customer account.	1.0	1.4	12.4	42.2	42.9	4.25	.798

5. I am able to pay attention to details.	1.0	1.9	9.5	47.1	40.5	4.24	.778
6. I am able to present the sales message.	0.5	1.0	13.3	46.7	38.6	4.22	.745
7. I am able to present myself socially.	0.5	2.4	14.3	42.2	40.5	4.20	.805
8. I am able to deliver public speaking.	0	3.8	16.2	46.2	33.8	4.10	.803
9. I am able to manage multiple marketing tasks.	1.0	4.3	17.1	40.5	37.1	4.09	.892
10. I am able to be aware and understand the nonverbal communications of others.	1.0	2.4	15.2	52.4	29.0	4.06	.789
11. I can think creatively.	1.0	3.8	20.0	44.8	30.5	4.00	.864
12. I am able to express myself nonverbally.	1.4	3.3	18.1	50.0	27.1	3.98	.847
13. I am able to close the sale quickly.	0	3.8	24.3	46.7	25.2	3.93	.804
14. I am able to create content across different channels.	1.4	6.7	22.9	41.4	27.6	3.87	.942

Table 4.5 Continued

Attributes	Strongly Disagree (%)	2 (%)	3 (%)	4 (%)	Strongly Agree (%)	mean	std
15. I am able to create marketing plan with effective time manner.	1.9	4.8	25.2	41.4	26.7	3.86	.931
16. I can develop content to attract customers.	2.4	8.6	23.3	45.7	20.0	3.72	.958
17. I am able to create content that engages with customers on Facebook.	3.3	8.1	27.1	36.7	24.8	3.71	1.033

18. I am able to manage business's reviews and reputation on online platforms.	7.1	8.1	23.3	35.2	26.2	3.65	1.161
19. I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	7.1	9.0	21.4	36.7	25.7	3.65	1.166
20. I am able to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	6.7	8.6	22.9	39.5	22.4	3.62	1.122
21. I am able to find and analyze search terms that people enter into search engines.	4.3	9.0	25.2	44.8	16.7	3.60	1.008
22. I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.	4.8	10.0	23.8	44.3	17.1	3.59	1.037
23. I can perform Facebook Lead Ads in order to get new customers contact information.	6.7	9.5	26.2	34.8	22.9	3.58	1.139

Table 4.5 Continued

Attributes	Strongly Disagree (%)	2 (%)	3 (%)	4 (%)	Strongly Agree (%)	mean	std
24. I understand Facebook Re-Marketing.	7.6	9.5	22.9	38.6	21.4	3.57	1.152
25. I am able to increase traffic to company's website via Facebook ads.	6.7	11.0	23.8	39.0	19.5	3.54	1.124
26. I am able to sell products and services on Facebook Shopping.	6.7	9.5	30.0	32.9	21.0	3.52	1.125

27. I understand Lead Funnel (awareness, interest, decision, action).	8.1	9.5	26.2	36.2	20.0	3.50	1.154
28. I am able to optimize company's online presence and attract customers from relevant local search such as Google maps.	5.7	11.0	28.6	37.6	17.1	3.50	1.077
29. I can use Facebook Insights to reach target audiences.	7.6	12.4	24.3	35.2	20.5	3.49	1.171
30. I understand and perform as above for Instagram.	8.6	9.0	29.5	32.4	20.5	3.47	1.166
31. I am able to use tools to analyze the data collected from online marketing activities.	6.7	11.0	31.4	32.9	18.1	3.45	1.111
32. I can apply Lead magnet practice to attract potential customers.	11.0	7.1	30.5	34.3	17.1	3.40	1.178
33. I am able to use Google Analytics to make decision related to online marketing objectives.	9.0	14.3	22.9	36.7	17.1	3.39	1.190

Table 4.5 Continued

Attributes	Strongly Disagree (%)	2 (%)	3 (%)	4 (%)	Strongly Agree (%)	mean	std
34. I am able to practice off-site SEO.	6.7	11.9	32.9	34.8	13.8	3.37	1.074
35. I am able to use Metasearch engine to reach target audience and increase booking.	10.0	12.4	28.6	32.4	16.7	3.33	1.187
36. I am able to practice	9.0	15.2	27.1	35.2	13.3	3.29	1.151

Google Ads Search.							
37. I understand Google Ads Re-Marketing.	8.1	16.7	32.9	30.0	12.4	3.22	1.115
38. I can increase reach by practicing Google Ads Display.	9.0	15.2	32.9	31.4	11.4	3.21	1.117
39. I am able to increase reach by practicing Google Shopping.	11.4	17.6	35.2	26.7	9.0	3.04	1.125

According to Table 4.5, the finding reported the statistic of the overall mean, standard deviation as well as the frequencies of each attribute. To answer the research objectives, one is as bellow:

To identify the current sales and digital marketing skills that the sales and digital marketing personnel has already acquired.

As a result, 5 top attributes reported the highest mean value and followed (ranking were measured by a five-point Likert scale, from 1 to 5, where 1 meant strongly disagree to 5 meant strongly agree) are as below:

1. "I am able to open relationship with new customers" (mean 4.44, std. deviation=.718)
2. "I am able to manage conflicts and handle negotiation with different customers" (mean 4.25, std. deviation=.724)
3. "I can identify potential customers" (mean 4.25, std. deviation=.737)
4. "I am able to service the customer account" (mean 4.25, .798)
5. "I am able to pay attention to details" (mean 4.24, std. deviation=.778)

Moreover, there were 5 bottom attributes with the lowest mean value, and above, which include below:

1. "I am able to increase reach by practicing Google Shopping" (mean 3.04, std. 1.125)
2. "I can increase reach by practicing Google Ads Display" (mean 3.21, std. deviation=1.117)
3. "I understand Google Ads Re-Marketing" (mean 3.22, std. deviation=1.115)
4. "I am able to practice Google Ads Search" (mean 3.29, std. deviation=1.151)

5. “I am able to use Metasearch engine to reach target audience and increase booking” (mean 3.33, std. deviation=1.187)

In conclusion, to achieve the research’s objective one of this study, there are five skills in sales and digital marketing skill set that the current sales and marketing personnel already acquired which are the ability to open new relationship with the new customer (mean 4.44, std. deviation=.718), the ability to manage conflicts and handle negotiation with different customers (mean 4.25, std. deviation=.724), the ability to identify potential customers (mean 4.25, std. deviation=.737), the ability to service the customer account (mean 4.25, std. deviation=.798), and the ability to pay attention to details (mean 4.24, std. deviation=.778). In addition, the finding also reported the skills that the current sales and marketing personnel less acquired are the ability to increase reach by practicing Google Shopping (mean 3.04, std. deviation=1.125), The ability to increase reach by practicing Google Ads Display (mean 3.21, std. deviation=1.117), the ability to understand Google Ads Re-Marketing (mean 3.22, std. deviation=1.115), the ability to practice Google Ads Search (mean 3.29, std. deviation=1.151), and the ability to use Metasearch engine to reach target audience and increase booking (mean 3.33, std. deviation=1.187)

4.1.5 The difference of current acquired sales and digital marketing skill set of sales and marketing personnel among the hotel business’s level of service.

Table 4.6 Result of a one-way ANOVA of the hotel business’s level of service on the current acquired sales and digital marketing skill set of sales and marketing personnel.

	Full- service (F)	Luxury- service (L)	Other (Select service, and destination club) (O)	F- value	p- value	Post-Hoc (Gabriel)
Sales and Digital Marketing Skills						

	Mean	Mean	Mean			
Interpersonal Skill						
1. I am able to express myself nonverbally.	3.90	4.24	3.83	4.007	.020*	L#O, L#F
2. I am able to deliver public speaking.	4.07	4.31	3.88	3.714	.026*	L#F
3. I am able to be aware and understand the nonverbal communication of others.	3.98	4.31	3.93	4.165	.017*	L#O, L#F
4. I am able to present myself socially.	4.08	4.45	4.17	4.111	.018*	L#F
5. I am able to manage conflicts and handle negotiation with different customers.	4.23	4.40	4.12	1.909	.151	

Table 4.6 Continued

	Full-service (F)	Luxury-service (L)	Other (Select service, and destination club) (O)	F-value	p-value	Post-Hoc (Gabriel)
Sales and Digital Marketing Skills	Mean	Mean	Mean			
Salesmanship Skill	4.17	4.41	4.24	2.087	.127	
6. I can identify potential customers.	4.40	4.59	4.34	1.807	.167	
7. I am able to open relationship with new						

customers.	3.92	3.93	3.98	.074	.929	
8. I am able to close the sale quickly.	4.24	4.26	4.10	.684	.506	
9. I am able to present the sales message.	4.26	4.38	4.02	2.443	.089	
10. I am able to service the customer account.						
Core Marketing Skill						
11. I am able to create marketing plan with effective time manner.	3.89	3.95	3.66	1.290	.277.	
12. I am able to create content across different channels.	3.95	3.97	3.51	3.805	.024*	F#O
13. I can think creatively.	4.05	4.05	3.78	1.655	.194	
14.. I am able to pay attention to details.	4.24	4.41	4.00	3.475	.033*	L#O
15. I am able to manage multiple marketing tasks.	4.06	4.33	3.80	4.330	.014*	L#O

Table 4.6 Continued

Sales and Digital Marketing Skills	Full-service (F)	Luxury-service (L)	Other (Select service, and destination club) (O)	F-value	p-value	Post-Hoc (Gabriel)
	Mean	Mean	Mean			
Search Engine Optimization						
16. I am able to practice on-site optimization in order	3.62	3.83	3.17	5.118	.007**	F#O, L#O

to rank higher and earn more relevant traffic from search engines.						
17. I am able to find and analyze search terms that people enter into search engines.	3.58	3.91	3.24	5.640	.004**	L#O
18. I can develop content to attract customers.	3.72	4.05	3.27	8.611	.000**	F#O, L#O
19. I am able to practice off-site SEO.	3.42	3.57	2.95	4.388	.014**	L#O
Search Engine Marketing						
20. I am able to optimize company's online presence and attract customers from relevant local search such as Google maps.	3.50	3.81	3.05	6.308	.002**	L#O

Table 4.6 Continued

Sales and Digital Marketing Skills	Full-service (F)	Luxury-service (L)	Other (Select service, and destination club) (O)	F-value	p-value	Post-Hoc (Gabriel)
	Mean	Mean	Mean			
21. I am able to practice Google Ads Search.	3.30	3.52	2.93	3.240	.041*	L#O
22. I can increase reach by practicing Google	3.45	3.21	2.88	3.196	.043*	L#O

Ads Display.						
23. I understand Google Ads Re-Marketing.	3.24	3.48	2.78	5.003	.008**	L#O
24. I am able to increase reach by practicing Google Shopping.	3.11	3.26	2.56	5.215	.006**	L#O, L#O
Social Media Management						
25. I am able to create content that engages with customers on Facebook.	3.79	3.76	3.44	1.846	.160	
26. I can perform Facebook Lead Ads in order to get new customers contact information.	3.66	3.71	3.17	3.335	.038*	F#O

Table 4.6 Continued

Sales and Digital Marketing Skills	Full-service (F)	Luxury-service (L)	Other (Select service, and destination club) (O)	F-value	p-value	Post-Hoc (Gabriel)
	Mean	Mean	Mean			
27. I am able to increase traffic to company's website via Facebook ads.	3.59	3.67	3.20	2.497	.085	
28. I understand	3.59	3.76	3.24	2.462	.088	

Facebook Re-Marketing.						
29. I am able to sell products and services on Facebook Shopping.	3.68	3.50	3.12	3.735	.026*	F#O
30. I understand and perform as above for Instagram.	3.55	3.72	2.90	6.852	.001**	F#O, L#O
Lead Generation						
31. I understand Lead Funnel (awareness, interest, decision, action).	3.56	3.67	3.12	3.045	.050*	
32. I can apply Lead magnet practice to attract potential customers.	3.42	3.55	3.10	1.867	.157	
33. I am able to perform email marketing in order to achieve online	3.65	3.76	3.37	1.536	.218	

Table 4.6 Continued

Sales and Digital Marketing Skills	Full-service (F)	Luxury-service (L)	Other (Select service, and destination club) (O)	F-value	p-value	Post-Hoc (Gabriel)
	Mean	Mean	Mean			
Data Review						
34. I am able to use tools to analyze the data collected from online marketing	3.48	3.66	3.07	3.461	.033*	L#O

activities.						
35. I am able to use Google Analytics to make decision related to online marketing objectives.	3.45	3.53	3.00	2.821	.062	
36. I can use Facebook Insights to reach target audiences.	3.51	3.69	3.12	2.944	.055	
Other Digital Channels						
37. I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	3.86	3.57	3.20	5.194	.006**	F#O
38. I am able to use Metasearch engine to reach target audience	3.48	3.38	2.88	3.986	.020*	F#O
39. I am able to manage business's reviews and reputation on online platforms.	3.77	3.62	3.39	1.606	.203	

*Significant .05 level **Significant .01 level

A one-way ANOVA was performed to investigate the hotel business's level of service on the current acquired sales and digital marketing skill set of sales and marketing personnel which is proposed in the research's hypothesis 1 as below:

H1: There is the difference level of current acquired sales and digital marketing skill set between the level of hotel business' s service.

Referred to Table 4.6, A one-way ANOVA analysis revealed that there was a statistically significant difference in current acquired sales and digital marketing skill sets among the hotel business 'level of service of sales and marketing personnel. 22 attributes that were shown a statically significant difference at p-value <0.05. These attributes include "I am able to express myself nonverbally" (F=4.007, p=.020), "I am able to deliver public speaking" (F=.3.714, p=.026), "I am able to be aware and understand the nonverbal communication of others" (F=4.165, p=.017), "I am able to present myself socially" (F=4.111, p=.018), "I am able to create content across different channels" (F=3.805, p=.024), "I am able to pay attention to details"

($F=3.475$, $p=.033$), “I am able to manage multiple marketing tasks” ($F=4.330$, $p=.014$), “I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines” ($F=5.118$, $p=.007$), “I am able to find and analyze search terms that people enter into search engines” ($F=5.640$, $p=.004$), “I can develop content to attract customers” ($F=8.611$, $p=.000$), “I am able to practice off-site SEO” ($F=4.388$, $p=.014$), “I am able to optimize company's online presence and attract customers from relevant local search such as Google maps” ($F=6.308$, $p=.002$), “I am able to practice Google Ads Search” ($F=3.240$, $p=.041$), “I understand Google Ads Re-Marketing” ($F=5.003$, $p=.008$), “I am able to increase reach by practicing Google Shopping” ($F=5.215$, $p=.006$), “I can perform Facebook Lead Ads in order to get new customers contact information” ($F=3.335$, $p=.038$), “I am able to sell products and services on Facebook Shopping” ($F=3.375$, $p=.026$), “I understand and perform as above for Instagram” ($F=6.852$, $p=.001$), “I understand Lead Funnel (awareness, interest, decision, action)” ($F=3.045$, $p=.050$), “I am able to use tools to analyze the data collected from online marketing activities” ($F=3.461$, $p=.033$), “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking” ($F=5.194$, $p=.006$), “I am able to use Metasearch engine to reach target audience and increase booking” ($F=3.986$, $p=.020$)

The Post-Hoc (Gabriel) analysis was employed to investigate the multiple comparison among the level of hotel's service group on mean value. As referred to table 4.2.2 results of post-Hoc revealed that in the dimension of interpersonal skill, an attribute “I am able to express myself nonverbally” shows that Luxury-service hotel sales and marketing personnel agreed to acquire more than other service hotel and Full-service. The attribute of “I am able to deliver public speaking” result shows that the luxury-service hotel sales and marketing personnel acquired more than other service hotel sales and marketing personnel. And attribute of “I am able to be aware and understand the nonverbal communication of others” shows that Luxury-service hotel sales and marketing personnel agreed to acquire more than other service and Full-service. Moreover, the attribute of “I am able to present myself socially” result shows that Luxury-service hotel sales and marketing personnel agreed to acquire more than Full-service.

As per core marketing dimension, the result revealed that Full-service hotel sales and marketing personnel agreed to acquire more than other service hotel in the attribute of “I am able create content across different channels”. And the attribute of “I am able to pay attention to details”, the result revealed that Luxury-service hotel sales and marketing personnel agreed to acquire more than other

service hotel. Moreover, Luxury-service hotel sales and marketing personnel agreed to acquire more than other service in attribute of “I am able to manage multiple marketing tasks”.

According to Search Engine Optimization dimension, the result found out that both Luxury-service and Full-service hotel agreed to acquire more than other service in the attribute of “I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines”. Luxury-service sales and marketing personnel also agreed in acquiring the attribute of “I am able to find and analyze search terms that people enter into search engines” more than other service hotel. Full-service and Luxury-service personnel agreed to acquire the attribute of “I can develop content to attract customers” more than other service hotel. In addition, Full-service and Luxury-service personnel agreed to acquire the attribute of “I am able to practice off-site SEO” more than other service hotel.

Regarding the dimension of Search Engine Marketing (SEM), the result shows that Luxury-service sales and marketing personnel also agreed in acquiring the attribute of “I am able to optimize company’s online presence and attract customers from relevant local search such as Google maps”, “I am able to increase Google Ads Search”, “I can increase reach by practicing Google Ads Display”, “I understand Google Re-Marketing” more than other service hotel. Moreover, both Luxury-service and Full-service hotel agreed to acquire more than other service in the attribute of “I am able to increase reach by practicing Google Shopping”.

According to the dimension of Social Media Management, Full-service personnel agreed to acquire the attribute of “I can perform Facebook Lead Ads in order to get new customers contact information” more than other service hotel. And Luxury-service personnel agreed to acquire the variable of “I am able to sell products and services on Facebook Shopping” more than other service hotel. Moreover, in the attribute of “I understand and perform as above for Instagram” result shows that both Luxury-service and Full-service hotel personnel agreed to acquire more than other service hotel.

The dimension of Data Review’s Post-Hoc result shown that Luxury-service hotel personnel agreed to acquire the attribute of “I am able to use tools to analyze the data collected from online marketing activities” more than other service hotel. In addition of other digital channels dimension, Full-service hotel sales and marketing personnel agreed to acquire the attribute of “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking” and “I am able to

use Metasearch engine to reach target audience and increase booking” more than other service hotel sales and marketing personnel.

In conclusion, the personnel who works in the hotel business as luxury-service and full-service were found out to be dominant in acquiring sales and digital marketing skill set higher than other level of service such as select-service hotel.

4.1.6 The difference of current acquired sales and digital marketing skill set of sales and marketing personnel among the hotel business's type of ownership.

Table 4.7 Result of a one-way ANOVA of the hotel business's type of ownership on the current acquired sales and digital marketing skill set of sales and marketing personnel.

Sales and Digital Marketing Skills	Indepen- dent Owner -ship (IO)	Inter- national Chain (IC)	Local Chain and Other (LC)	F- value	p- value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
Interpersonal Skill						
1. I am able to express myself nonverbally.	3.90	4.09	3.88	1.301	.275	
2. I am able to deliver public speaking.	4.07	4.15	4.03	.346	.708	
3. I am able to be aware and understand the nonverbal communication of others.	4.06	4.15	3.82	2.169	.117	
4. I am able to present myself socially.	4.25	4.20	4.06	.672	.512	
5. I am able to manage conflicts and handle negotiation with different customers.	4.28	4.31	4.03	1.898	.152	
Salesmanship Skill						
6. I can identify potential customers.	4.29	4.30	4.03	1.792	.169	
7. I am able to open relationship with new customers.	4.41	4.51	4.30	1.131	.325	
8. I am able to close the sale quickly.	4.08	3.87	3.73	2.869	.059	

Table 4.7 Continued

Sales and Digital Marketing Skills	Independent Owner-ship (IO)	International Chain (IC)	Local Chain and Other (LC)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
9. I am able to present the sales message.	4.24	4.27	4.03	1.286	.279	
10. I am able to service the customer account.	4.24	4.30	4.12	.601	.549	
Core Marketing Skill						
11. I am able to create marketing plan with effective time manner.	4.00	3.78	3.76	1.524	.220	
12. I am able to create content across different channels.	3.98	3.80	3.82	.848	.430	
13. I can think creatively.	4.00	4.01	3.97	.027	.973	
14. I am able to pay attention to details.	4.28	4.24	4.15	.306	.737	
15. I am able to manage multiple marketing tasks.	4.10	4.09	4.06	.019	.981	
Search Engine Optimization						
16. I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.	3.65	3.57	3.48	.320	.727	
17. I am able to find and analyze search terms that people enter into search engines.	3.61	3.61	3.58	.017	.983	
18. I can develop content to attract customers.	3.69	3.80	3.61	.589	.556	
19. I am able to practice off-site SEO.	3.45	3.33	3.30	.334	.716	

Table 4.7 Continued

Sales and Digital Marketing Skills	Independent Owner-ship (IO)	International Chain (IC)	Local Chain and Other (LC)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
Search Engine Marketing						
20. I am able to optimize company's online presence and attract customers from relevant local search such as Google maps.	3.54	3.52	3.30	.629	.534	
21. I am able to practice Google Ads Search.	3.29	3.33	3.15	.292	.747	
22. I can increase reach by practicing Google Ads Display.	3.23	3.26	3.03	.514	.599	
23. I understand Google Ads Re-Marketing.	3.18	3.29	3.12	.350	.705	
24. I am able to increase reach by practicing Google Shopping.	3.02	3.09	2.97	.146	.864	
Social Media Management						
25. I am able to create content that engages with customers on Facebook.	3.80	3.66	3.67	.419	.658	
26. I can perform Facebook Lead Ads in order to get new customers contact information.	3.76	3.44	3.52	1.841	.161	
27. I am able to increase traffic to company's website via Facebook ads.	3.63	3.47	3.52	.443	.642	
28. I understand Facebook Re-Marketing.	3.63	3.53	3.52	.186	.830	
29. I am able to sell products and services on Facebook Shopping.	3.63	3.46	3.42	.635	.531	

Table 4.7 Continued

Sales and Digital Marketing Skills	Independent Owner-ship (IO)	International Chain (IC)	Local Chain and Other (LC)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
30. I understand and perform as above for Instagram.	3.43	3.49	3.52	.077	.926	
Lead Generation						
31. I understand Lead Funnel (awareness, interest, decision, action).	3.57	3.51	3.33	.481	.619	
32. I can apply Lead magnet practice to attract potential customers.	3.49	3.38	3.18	.836	.435	
33. I am able to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	3.75	3.60	3.39	1.224	.296	
Data Review						
34. I am able to use tools to analyze the data collected from online marketing activities.	3.54	3.39	3.36	.504	.605	
35. I am able to use Google Analytics to make decision related to online marketing objectives.	3.42	3.38	3.30	.117	.890	
36. I can use Facebook Insights to reach target audiences.	3.61	3.41	3.36	.852	.428	

Table 4.7 Continued

Sales and Digital Marketing Skills	Independent Owner-ship (IO)	International Chain (IC)	Local Chain and Other (LC)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
Other Digital Channels						
37. I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	3.95	3.43	3.52	4.924	.008**	IO#IC
38. I am able to use Metasearch engine to reach target audience and increase booking.	3.53	3.21	3.18	1.910	.151	
39. I am able to manage business's reviews and reputation on online platforms.	3.99	3.39	3.55	6.242	.002**	IO#IC

*Significant .05 level **Significant .01 level

A one-way ANOVA was performed to investigate the hotel business's type of ownership on the current acquired sales and digital marketing skill set of sales and marketing personnel. which is proposed in the research's hypothesis 2 as below:

H2: There is the difference level of current acquired sales and digital marketing skill set between the type of hotel's ownership.

Referred to Table 4.7, A one-way ANOVA revealed that there was a statistically significant difference in current acquired sales and digital marketing skill set among the hotel business's type of ownership sales and marketing personnel. There were 2 attributes that were shown a statically significant difference at p-value <0.05. These attributes include "I am able to work effectively with OTAs (Online Travel Agencies)" in order to increase booking" (F=4.924, p=.008) and "I am able to manage business's reviews and reputation on online platforms" (F=6.242, p=.002)

To assess the difference in sales and marketing personnel of each hotel business' s type of ownership that shows statistically significant difference among them of two attributes referred to table 4.2.3, post-hoc test using Gabriel

method has been applied. The result revealed that the person who works in independent ownership hotel type acquired the skill of “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking” and “I am able to manage business’s reviews and reputation on online platform” higher than international chain hotel type.

4.1.7 The difference of current acquired sales and digital marketing skill set of sales and marketing personnel among the hotel business’s size.

Table 4.8 Result of a one-way ANOVA of the hotel business’s size on the current. acquired sales and digital marketing skill set of sales and marketing personnel.

Sales and Digital Marketing Skills	1-25 rooms	26-100 rooms	101-299 rooms	300 rooms up	F-value	p-value
	Mean	Mean	Mean	Mean		
Interpersonal Skill						
1. I am able to express myself nonverbally.	3.65	4.00	4.11	3.94	1.709	.166
2. I am able to deliver public speaking.	3.78	4.08	4.18	4.16	1.552	.202
3. I am able to be aware and understand the nonverbal communication of others.	4.00	4.00	4.14	4.08	.404	.750
4. I am able to present myself socially.	4.13	4.25	4.25	4.10	.474	.701
5. I am able to manage conflicts and handle negotiation with different customers.	4.22	4.18	4.32	4.28	.481	.696
Salesmanship Skill						
6. I can identify potential customers.	4.00	4.24	4.31	4.32	1.175	.320
7. I am able to open relationship with new customers.	4.17	4.46	4.52	4.42	1.379	.250

Table 4.8 Continued

Sales and Digital Marketing Skills	1-25	26-100	101-	300	F-value	p-value
	rooms	rooms	299	rooms up		
	Mean	Mean	Mean	Mean		
8. I am able to close the sale quickly.	4.04	3.93	3.91	3.92	.169	.917
9. I am able to present the sales message.	4.00	4.17	4.31	4.28	1.204	.309
10. I am able to service the customer account.	3.96	4.22	4.26	4.40	1.674	.174
Core Marketing Skill						
11. I am able to create marketing plan with effective time manner.	3.83	3.92	3.89	3.76	.314	.815
12. I am able to create content across different channels.	3.87	3.96	3.95	3.64	1.383	.249
13. I can think creatively.	3.91	4.00	4.02	4.02	.092	.964
14.. I am able to pay attention to details.	4.13	4.31	4.20	4.26	.386	.763
15. I am able to manage multiple marketing tasks.	3.96	4.11	4.14	4.04	.296	.828
Search Engine Optimization						
16. I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.	3.43	3.67	3.62	3.52	.388	.762
17. I am able to find and analyze search terms that people enter into search engines.	3.35	3.76	3.62	3.48	1.362	.255
18. I can develop content to attract customers.	3.57	3.85	3.68	3.68	.691	.558

Table 4.8 Continued (ตารางยังขีดเส้น ผิดอยู่ ดูตัวอย่างด้านบนค่ะ ไม่เอากรอบค่ะ

Sales and Digital Marketing Skills	1-25	26-100	101-299	300	F-value	p-value
	rooms	rooms	rooms	rooms up		
	Mean	Mean	Mean	Mean		
19. I am able to practice off-site SEO.	3.39	3.51	3.31	3.24	.748	.525
Search Engine Marketing						
20. I am able to optimize company's online presence and attract customers from relevant local search such as Google maps.	3.26	3.68	3.46	3.38	1.291	.279
21. I am able to practice Google Ads Search.	3.04	3.35	3.38	3.18	.706	.550
22. I can increase reach by practicing Google Ads Display.	3.00	3.29	3.26	3.12	.550	.649
23. I understand Google Ads Re-Marketing.	2.78	3.31	3.28	3.22	1.385	.249
24. I am able to increase reach by practicing Google Shopping.	2.74	3.11	3.05	3.08	.662	.576
Social Media Management						
25. I am able to create content that engages with customers on Facebook.	3.30	3.83	3.80	3.62	1.837	.142
26. I can perform Facebook Lead Ads in order to get new customers contact information.	3.43	3.74	3.55	3.44	.836	.476
27. I am able to increase traffic to company's website via Facebook ads.	3.22	3.63	3.58	3.50	.821	.483
28. I understand Facebook Re-Marketing.	3.30	3.64	3.60	3.54	.515	.672

Table 4.8 Continued (ตารางยังขีดเส้น ผิดอยู่ ดูตัวอย่างด้านบนค่ะ ไม่เอากรอบค่ะ

Sales and Digital Marketing Skills	1-25	26-100	101-299	300	F-value	p-value
	rooms	rooms	rooms	rooms up		
	Mean	Mean	Mean	Mean		
29. I am able to sell products and services on Facebook Shopping.	3.22	3.57	3.57	3.52	.639	.590
30. I understand and perform as above for Instagram.	3.04	3.60	3.60	3.32	1.879	.134
Lead Generation						
31. I understand Lead Funnel (awareness, interest, decision, action).	3.04	3.64	3.62	3.38	1.969	.120
32. I can apply Lead magnet practice to attract potential customers.	3.00	3.51	3.48	3.30	1.325	.267
33. I am able to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	3.43	3.75	3.68	3.46	.923	.430
Data Review						
34. I am able to use tools to analyze the data collected from online marketing activities.	3.09	3.57	3.54	3.32	1.471	.223
35. I am able to use Google Analytics to make decision related to online marketing objectives.	2.96	3.47	3.54	3.26	1.685	.171
36. I can use Facebook Insights to reach target audiences.	3.13	3.58	3.60	3.36	1.277	.283

Table 4.8 Continued ไม่มีหัวตาราง เพิ่มด้วยค่ะ

Other Digital Channels						
37. I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	3.65	3.83	3.58	3.46	1.106	.348
38. I am able to use Metasearch engine to reach target audience and increase booking.	3.00	3.54	3.38	3.12	1.948	.123
39. I am able to manage business's reviews and reputation on online platforms.	3.70	3.83	3.51	3.56	1.037	.377

*Significant .05 level **Significant .01 level

According to hypothesis 3 as below, a one-way ANOVA was employed to investigate the significant difference of current acquired sales and digital marketing skill set of sales and marketing personnel among the hotel business's size.

H3: There is the difference level of current acquired sales and digital marketing skill set among the hotel's size.

After the analysis was tested in SPSS program, the result revealed that there is no statistically significant difference of the current level acquired sales and digital marketing skill set of sales and marketing personnel in each hotel business's size which can be referred to Table 4.8. As a result, either hotel business size they were working in, there is no significant difference on the level of acquired sales and digital marketing skill set.

4.1.8 The difference of current acquired sales and digital marketing skill among the age group of the sales and marketing personnel.

Table 4.9 Result of a one-way ANOVA of the sales and marketing personnel's age on the current acquired sales and digital marketing skill set.

Sales and Digital Marketing Skills	21-30	31-40	41	F- value	p- value	Post Hoc (Gabriel)
	Years old	Years old	Years and above			
	Mean	Mean	Mean			
Interpersonal Skill						
1. I am able to express myself nonverbally.	3.82	4.10	3.98	2.145	.120	
2. I am able to deliver public speaking.	4.05	4.10	4.16	.310	.734	
3. I am able to be aware and understand the nonverbal communication of others.	4.00	4.17	3.96	1.470	.232	
4. I am able to present myself socially.	4.06	4.28	4.23	1.520	.221	
5. I am able to manage conflicts and handle negotiation with different customers.	4.14	4.34	4.25	1.512	.223	
Salesmanship Skill						
6. I can identify potential customers.	4.17	4.32	4.25	.795	.453	
7. I am able to open relationship with new customers.	4.53	4.42	4.36	.927	.398	
8. I am able to close the sale quickly.	3.82	3.91	4.11	2.046	.132	
9. I am able to present the sales message.	4.18	4.20	4.29	.321	.725	
10. I am able to service the customer account.	4.21	4.26	4.27	.096	.909	

Table 4.9 Continued

Sales and Digital Marketing Skills	21-30	31-40	41	F- value	p- value	Post Hoc (Gabriel)
	Years old	Years old	Years and above			
	Mean	Mean	Mean			
Core Marketing Skill						
11. I am able to create marketing plan with effective time manner.	3.50	4.01	4.05	7.789	.001**	31-40#21-30, 41 years and above # 21-30
12. I am able to create content across different channels.	3.67	3.95	3.98	2.317	.101	
13. I can think creatively.	3.77	4.11	4.09	3.421	.035*	31-40#21-0
14.. I am able to pay attention to details.	4.11	4.32	4.29	1.524	.220	
15. I am able to manage multiple marketing tasks.	3.94	4.18	4.11	1.419	.244	
Search Engine Optimization						
16. I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.	3.33	3.78	3.59	3.653	.028*	31-40#21-30
17. I am able to find and analyze search terms that people enter into search engines.	3.45	3.70	3.63	1.178	.310	
18. I can develop content to attract customers.	3.59	3.88	3.64	1.947	.145	
19. I am able to practice off-site SEO.	3.02	3.55	3.52	5.539	.005**	31-40#21-30, 41 years and above#21-30

Table 4.9 Continued (ตารางยังขีดเส้น ผิดอยู่ ดูตัวอย่างด้านบนค่ะ ไม่เอากรอบค่ะ)

Sales and Digital Marketing Skills	21-30	31-40	41	F-value	p-value	Post Hoc (Gabriel)
	Years old	Years old	Years and above			
	Mean	Mean	Mean			
Search Engine Marketing						
20. I am able to optimize company's online presence and attract customers from relevant local search such as Google maps.	3.36	3.59	3.50	.839	.434	
21. I am able to practice Google Ads Search.	2.97	3.43	3.43	3.723	.026*	31-40#21-30
22. I can increase reach by practicing Google Ads Display.	2.91	3.34	3.36	3.571	.030*	31-40#21-30
23. I understand Google Ads Re-Marketing.	2.83	3.41	3.38	6.052	.003**	31-40#21-30
24. I am able to increase reach by practicing Google Shopping.	2.67	3.25	3.16	5.736	.004**	31-40#21-30, 41 years and above#21-30
Social Media Management						
25. I am able to create content that engages with customers on Facebook.	3.52	3.78	3.84	1.854	.159	
26. I can perform Facebook Lead Ads in order to get new customers contact information.	3.20	3.74	3.77	5.577	.004**	31-40#21-30, 41 years and above#21-30
27. I am able to increase traffic to company's website via Facebook ads.	3.18	3.66	3.77	5.193	.006**	41years and above#21-30
28. I understand Facebook Re-Marketing.	3.23	3.70	3.75	4.335	.014*	31-40#21-30, 41years and above#21-30

Table 4.9 Continued

Sales and Digital Marketing Skills	21-30	31-40	41	F- value	p- value	Post Hoc (Gabriel)
	Years old	Years old	Years and above			
	Mean	Mean	Mean			
29. I am able to sell products and services on Facebook Shopping.	3.20	3.60	3.77	4.460	.013*	41years and above#21-30
30. I understand and perform as above for Instagram.	3.20	3.70	3.43	3.717	.026*	31-40#21-30
Lead Generation						
31. I understand Lead Funnel (awareness, interest, decision, action).	3.11	3.69	3.68	6.020	.003**	31-40#21-30
32. I can apply Lead magnet practice to attract potential customers.	3.02	3.58	3.55	5.218	.006**	41 years and above#21-30
33. I am able to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	3.33	3.73	3.80	3.378	.036*	41 years and above#21-30
Data Review						
34. I am able to use tools to analyze the data collected from online marketing activities.	3.03	3.58	3.73	7.561	.001**	31-40#21-30, 41 years and above#21-30
35. I am able to use Google Analytics to make decision related to online marketing objectives.	3.00	3.51	3.64	5.495	.005**	31-40#21-30. 41 years and above#21-30
36. I can use Facebook Insights to reach target audiences.	3.06	3.65	3.73	6.791	.001**	31-40#21-30, 41 years and above#21-30

Table 4.9 Continued

Sales and Digital Marketing Skills	21-30	31-40	41	F-value	p-value	Post Hoc (Gabriel)
	Years old	Years old	Years and above			
	Mean	Mean	Mean			
Other Digital Channels						
37. I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	3.20	3.75	4.02	8.694	.000**	31-40#21-30, 41 years old and above#21-30
38. I am able to use Metasearch engine to reach target audience and increase booking.	2.94	3.42	3.66	6.302	.002**	31-40#21-30, 41 years and above#21-30
39. I am able to manage business's reviews and reputation on online platforms.	3.26	3.72	4.02	7.118	.001**	31-40#21-30, 41 years and above#21-30

*Significant .05 level **Significant .01 level

A one-way ANOVA was performed to investigate the age of the sales and marketing personnel on the current acquired sales and digital marketing skill set of sales and marketing personnel which proposed in the research's hypothesis 4 as below:

H4: There is the difference level of current acquired of sales and digital marketing skill set among the age of the sales and marketing personnel.

Referred to Table 4.9, A one-way ANOVA revealed that there was a statistically significant difference in current acquired sales and digital marketing skill sets among the age of the sales and marketing personnel. There were 22 attributes that were shown a statically significant difference at p-value <0.05. These attributes include "I am able to create marketing plan with effective time management" (F=7.789, p=.001) and "I can think creatively" (F=3.421, p=.035), "I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines" (F=3.653, p=.028), "I am able to practice off-site SEO" (F=5.539, p=.005), "I am able to practice Google Ads Search" (F=3.723, p=.026), "I can increase reach by practicing Google Ads Display" (F=3.571, p=.030), "I understand Google Ads Re-marketing" (F=6.052, p=.003), "I am able to increase reach by practicing Google Shopping" (F=5.736, p=.004), "I can perform Facebook Lead Ads in order to get new

customers contact information” (F=5.577, p=.004), “I am able to increase traffic to company’s website via Facebook Ads” (F=5.193, p=.006), “I understand Facebook Re-Marketing” (F=4.335, p=.014), “I am able to sell products and services on Facebook Shopping” (F=4.460, p=.013), “I understand and perform as above for Instagram” (F=3.717, p=.026), “I understand Lead Funnel (awareness, interest, decision, action) (F=6.020, p=.003), “I can apply Lead magnet practice to attract potential customers” (F=5.218, p=.006), “I am able to perform email marketing in order to achieve online marketing objectives such as customer relationships, increasing sales conversion” (F=3.378, p=.036), “I am able to use tools to analyze the data collected from online marketing activities” (F=7.561, p=.001), “I am able to use Google Analytics to make decision related to online marketing objectives” (F=5.495, p=.005), “I can use Facebook Insights to reach target audiences” (F=6.791, p=.001), “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking” (F=8.694, p=.000), “I am able to use Metasearch engine to reach target audience and increase booking” (F=6.302, p=.002), “I am able to manage business’s reviews and reputation on online platforms” (F=7.118, p=.001).

To assess the difference in sales and marketing personnel of each age group that shows statistically significant difference among them. Referred to table 4.2.5, post-hoc test using Gabriel method has been applied. The finding shows that there were 22 attributes of skill set that shows the p-value<0.05 among the age group. Regarding the dimension of core marketing skill, the result revealed that the sales and marketing personnel who aged 31-40 years old and 41 years and above reported to acquire the attribute of “I am able to create marketing plan with effective time management” more than the personnel who aged 21-30 years old. As well as the attribute of “I can think creatively” whereby the personnel who aged 31-40 years old reported to acquire this skill more than the personnel who aged 21-30 years old. According to dimension of Search Engine Optimization, there was one attribute of “I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines” which the personnel who aged 31-40 years old reported to acquire more than 21-30 years personnel. Moreover, the attribute of “I am able to practice off-site SEO” results shows that the personnel who both aged 31-40 years and 41 years and above reported to acquire the skill more than the personnel who aged 21-30 years.

According to the dimension of Search Engine Marketing, 31-40 years old personnel reported to acquire the attribute of “I am able to practice Google Ads Search” and “I can increase reach by practicing Google Ads Display” more than 21-30

years old personnel. In the attribute of “I understand Google Ads Remarketing”, the personnel who aged 31-40 years old agreed to acquire more than 21-30 years personnel. The personnel who aged 31-40 years old and 41 years and above agreed to acquire more than 21-30 years personnel regarding the attribute of “I am able to increase reach by practicing Google Shopping”. The personnel who aged 31-40 years old and 41 years and above reported to acquire the skill of “I can perform Facebook Lead Ads in order to get new customers contact information” more than the personnel who aged 21-30 years old. Furthermore, the personnel who aged 41 years old agreed to acquire the attribute of “I am able to increase traffic to company’s website via Facebook Ads” more than the personnel who aged 21-30 years old. The personnel who both aged 31-40 years old and 41 years old and above agree to acquire the skill of “I understand Facebook Re-Marketing” more than 21-30 years old. Regarding the skill of “I am able to sell products and services on Facebook Shopping” result shows that the personnel who aged 41 years and above reported to acquire the skill more than the personnel who aged 21-30 years old. Moreover, the personnel who aged 31-40 years old reported to acquire the skill of “I understand and perform as above for Instagram” more than the personnel aged 21-30 years old.

The Lead Generation dimension result revealed that personnel who aged 31-40 years old and 41 years old acquired the skill of “I understand Lead Funnel (awareness, interest, decision, action)” more than the personnel who aged 21-30 years old. The skill of “I can apply Lead magnet practice to attract potential customers” result shows that the personnel aged 31-40 years old and 41 years old and above acquired more than personnel who aged 21-30 years old. Furthermore, in the dimension of Data Review, 31-40 years old and 41 years old personnel reported to acquire more skill of “I am able to use tools to analyze the data collected from online marketing activities” more than 21-30 years old personnel. And 31-40 years old and 41 years old personnel reported to acquire more skill of “I am able to use Google Analytics to make decision related to online marketing objectives” more than 21-30 years old. Moreover, 31-40 years old and 41 years old personnel reported to acquire more skill of “I can use Facebook Insight to reach target audiences” more than 21-30 years old personnel.

Regarding to the dimension of Other Digital Channels, in the skill of “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking” result revealed that the personnel who aged 31-40 years old and 41 years old and above acquired more than 21-40 years old personnel. The personnel who

aged 31-40 years old and 41 years old and above reported to acquire the skill of “I am able to use Metasearch engine to reach target audience and increase booking” more than 21-30 years old personnel. Furthermore, the personnel who aged 31-40 years old and 41 years old agreed in acquiring the skill of “I am able to manage business’s reviews and reputation on online platforms” more than the personnel who aged 21-30 years old.

In conclusion, the personnel who aged 31-40 years old was found out to be dominant in acquiring the sale and marketing skill set more than other age group of personnel.

4.1.9 The difference of current acquired sales and digital marketing skill set among the position level of the sales and marketing personnel.

Table 4.10 Result of a one-way ANOVA of the sales and marketing personnel’s position level on the current acquired sales and digital marketing skill set.

Sales and Digital Marketing Skills	Entry level & Senior staff and other (ES)	First-level management (FM)	Senior & Middle management (SM)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
Interpersonal Skill						
1. I am able to express myself nonverbally.	3.83	4.05	4.07	1.702	.185	
2. I am able to deliver public speaking.	3.94	4.22	4.12	2.330	.100	
3. I am able to be aware and understand the nonverbal communications of others.	4.07	4.20	3.86	3.121	.046*	FM#SM
4. I am able to present myself socially.	4.06	4.32	4.21	2.066	.129	
5. I am able to manage conflicts and handle negotiation with different customers.	4.08	4.35	4.33	2.946	.055	

Table 4.10 Continued

Sales and Digital Marketing Skills	Entry level & Senior staff and other (ES)	First-level management (FM)	Senior & Middle management (SM)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
Salesmanship Skill						
6. I can identify potential customers.	4.04	4.36	4.36	4.502	.012*	FM#ES,
7. I am able to open relationship with new customers.	4.32	4.57	4.40	2.349	.098	SM#ES
8. I am able to close the sale quickly.	3.68	4.05	4.09	5.782	.004**	FM#ES, SM#ES
9. I am able to present the sales message.	4.06	4.31	4.29	2.607	.076	
10. I am able to service the customer account.	4.00	4.38	4.36	5.392	.005**	FM#ES, SM#ES
Core Marketing Skill						
11. I am able to create marketing plan with effective time management.	3.52	4.00	4.09	7.816	.001**	FM#ES, SM#ES
12. I am able to create content across different channels.	3.65	3.93	4.07	3.490	.032*	SM#ES
13. I can think creatively.	3.82	4.07	4.12	2.493	.085	
14. I am able to pay attention to details.	4.00	4.36	4.38	5.457	.005**	FM#ES, SM#ES
15. I am able to manage multiple marketing tasks.	3.96	4.14	4.17	1.133	.324	
Search Engine Optimization						
16. I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.	3.34	3.78	3.64	3.571	.030*	FM#ES

Table 4.10 Continued

Sales and Digital Marketing Skills	Entry level & Senior staff and other (ES)	First-level management (FM)	Senior & Middle management (SM)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
17. I am able to find and analyze search terms that people enter into search engines.	3.41	3.81	3.55	3.257	.040*	FM#ES
18. I can develop content to attract customers	3.63	3.86	3.64	1.421	.244	M#ES
19. I am able to practice off-site SEO.	3.13	3.60	3.34	3.879	.022**	
Search Engine Marketing						
20. I am able to optimize company's online presence and attract customers from relevant local search such as Google maps.	3.30	3.68	3.48	2.433	.090	
10. I am able to practice Google Ads Search.	3.03	3.48	3.33	3.046	.050*	FM#ES
22. I can increase reach by practicing Google Ads Display.	2.97	3.37	3.28	2.588	.078	
23. I understand Google Ads Re-Marketing.	3.04	3.35	3.26	1.457	.235	
24. I am able to increase reach by practicing Google Shopping.	2.93	3.20	2.97	1.265	.284	
Social Media Management						
25. I am able to create content that engages with customers on Facebook.	3.69	3.67	3.81	.354	.702	

Table 4.10 Continued

Sales and Digital Marketing Skills	Entry level & Senior staff and other (ES)	First-level management (FM)	Senior & Middle management (SM)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
26. I can perform Facebook Lead Ads in order to get new customers contact information.	3.31	3.65	3.79	3.250	.041*	SM#ES
27. I am able to increase traffic to company's website via Facebook ads.	3.34	3.62	3.67	1.751	.176	
28. I understand Facebook Re-Marketing.	3.39	3.67	3.64	1.212	.300	
29. I am able to sell products and services on Facebook Shopping.	3.35	3.67	3.52	1.486	.229	
30. I understand and perform as above for Instagram.	3.44	3.59	3.34	.809	.447	
Lead Generation						
31. I understand Lead Funnel (awareness, interest, decision, action).	3.32	3.63	3.55	1.398	.249	
32. I can apply Lead magnet practice to attract potential customers.	3.20	3.49	3.50	1.523	.220	
33. I am able to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	3.48	3.74	3.64	1.037	.357	

Table 4.10 Continued

Sales and Digital Marketing Skills	Entry level & Senior staff and other (ES)	First-level management (FM)	Senior & Middle management (SM)	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean			
Data Review						
34. I am able to use tools to analyze the data collected from online marketing activities.	3.11	3.58	3.67	5.192	.006**	FM#ES, SM#ES
35. I am able to use Google Analytics to make decision related to online marketing objectives.	3.10	3.53	3.53	3.190	.043*	
36. I can use Facebook Insights to reach target audiences.	3.20	3.65	3.60	3.364	.036*	FM#ES
Other Digital Channels						
37. I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	3.21	3.78	4.00	8.733	.000**	FM#ES, SM#ES
38. I am able to use Metasearch engine to reach target audience and increase booking.	2.92	3.52	3.59	7.086	.001**	FM#ES, SM#ES
39. I am able to manage business's reviews and reputation on online platforms.	3.25	3.78	3.97	7.174	.001**	FM#ES, SM#ES

Remark: *p<0.05, **p<0.01

A one-way ANOVA was performed to investigate the position level of the sales and marketing personnel on the current acquired sales and digital marketing skill set of sales and marketing personnel which is proposed in the research's hypothesis 5 as below:

H5: There is the difference between the level of current acquired sales and digital marketing skill set among the position in sales and digital marketing personnel.

Referred to Table 4.10, the result of a one-way ANOVA revealed that there was a statistically significant difference in current acquired sales and digital marketing skill set among the position level of the sales and marketing personnel. There were 18 attributes that shown statistically significant difference among them. These attributes include “I am able to be aware and understand the nonverbal communication of others” ($F=3.121$, $p=.046$), “I can identify potential customers” ($F=4.502$, $p=.012$), “I am able to close the sale quickly” ($F=5.782$, $p=.004$), “I am able to service the customer account” ($F=5.392$, $p=.005$), “I am able to create marketing plan with effective time manner” ($F=7.816$, $p=.001$), “I am able to create content across different channels” ($F=3.490$, $p=.032$), “I am able to pay attention to details” ($F=5.457$, $p=.005$), “I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines” ($F=3.571$, $p=.030$), “I am able to find and analyze search terms that people enter into search engines” ($F=3.257$, $p=.040$), “I am able to practice off-site SEO” ($F=3.879$, $p=.022$), “I am able to practice Google Ads Search” ($F=3.046$, $p=.050$), “I can perform Facebook Lead Ads in order to get new customers contact information” ($F=3.250$, $p=.041$), “I am able to use tools to analyze the data collected from online marketing activities” ($F=5.192$, $p=.006$), “I am able to use Google Analytics to make decision related to online marketing objectives” ($F=3.190$, $p=.043$), “I can use Facebook Insights to reach target audiences” ($F=3.364$, $p=.036$), “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking” ($F=8.733$, $p=.000$), “I am able to use Metasearch engine to reach target audience and increase booking” ($F=7.086$, $p=.001$), “I am able to manage business's reviews and reputation on online platforms” ($F=7.174$, $p=.001$).

The Post-Hoc analysis was used to investigate the mean value difference among the position level of sales and marketing personnel which can be referred to table 4.2.6. Regarding the dimension of interpersonal skill, the result shows that personnel who works in First-level management reported to acquire the attribute of “I am able to be aware and understand the nonverbal communications of others” more than senior & middle management. In the part of salesmanship skill dimension, the personnel who works in both First-level management and senior & middle management agreed to acquire the attribute of “I can identify potential customers” more than entry level & senior staff. Similar to the attribute of “I am

able to service the customer account” found out that the personnel who works in both First-level management and senior & middle management agreed to acquire more than entry level & senior staff and other.

In the part of core marketing skill dimension, both First-level management and senior & middle management agreed to acquire the attribute of “I am able to create marketing plan with effective time management” more than entry level & senior staff and other. Furthermore, the personnel who works in senior & middle management agreed to acquire the attribute of “I am able to create content across different channels” more than entry level & senior staff. In addition, the attribute of “I am able to pay attention to details” result shown that both First-level management and senior & middle management agreed to acquire more than entry level & senior staff and other.

The dimension of Search Engine Optimization (SEO), the finding shown that First-level management agreed to acquire the attribute of “I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines” more than entry-level & senior staff and other. Similar to the attribute of “I am able to find and analyze search terms that people enter into search engines” and “I am able to practice off-site SEO”. As the result of Search Engine Marketing (SEM) shows that First-level management reported to acquire the attribute of “I am able to practice Google Ads Search” more than entry-level & senior staff. Furthermore, in the part of Social Media Management dimension, the finding found out that the personnel who works in First-level management reported in acquiring the attribute of “I can perform Facebook Lead Ads in order to get new customers contact information” more than the personnel who works in entry level & senior staff and other. In addition, the dimension of Data Review, the personnel who works in both First-level management and Senior & middle management agreed that they were acquiring the attribute of “I am able to use tools to analyze the data collected from online marketing activities” more than entry level & senior staff and other. The attribute of “I can use Facebook Insight to reach target audiences” result shows that the personnel who works in First-level management reported in acquiring particular skill more than entry level & senior staff and other. Moreover, regarding the dimension of Other Digital Channels, the finding shows that the personnel who works in both First-level management and Senior & middle management reported to acquire the attribute of “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking”. Similar to the attribute of “I am able to use Metasearch engine to reach target audience and increase booking” as well as the

attribute of “I am able to manage business’s reviews and reputation on online platforms”.

In conclusion, the personnel who works in the position of First-level management was found out to be dominant in acquiring the sale and marketing skill set more than other position personnel.

4.1.10 The difference of current acquired sales and digital marketing skill set among the hotel business’s number of years in sales and marketing of sales and marketing personnel.

Table 4.11 Result of a one-way ANOVA of the sales and marketing personnel’s hotel business’s number of years in sales and marketing on the current acquired sales and digital marketing skill set.

Sales and Digital Marketing Skills	1 year and below	More than 1 year to 5 years	More than 5 years to 10 years	More than 10 years and above	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean	Mean			
Interpersonal Skill							
1. I am able to express myself nonverbally.	3.69	3.91	4.00	4.16	1.338	.263	
2. I am able to deliver public speaking.	3.85	4.01	4.17	4.23	1.308	.273	
3. I am able to be aware and understand the nonverbal communication of others.	4.00	4.05	4.13	4.00	.281	.839	
4. I am able to present myself socially.	4.08	4.15	4.23	4.30	.448	.719	
5. I am able to manage conflicts and handle negotiation with different customers.	4.00	4.17	4.31	4.39	1.536	.206	

Table 4.11 Continued

Sales and Digital Marketing Skills	1 year and below	More than 1 year to 5 years	More than 5 years to 10 years	More than 10 years and above	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean	Mean			
Salesmanship Skill							
6. I can identify potential customers.	3.85	4.13	4.37	4.41	3.354	.020*	
7. I am able to open relationship with new customers.	4.23	4.43	4.49	4.43	.504	.680	
8. I am able to close the sale quickly.	3.46	3.82	3.97	4.23	4.271	.006**	10 years and above # 1 year and below, 10 years and above #
9. I am able to present the sales message.	3.77	4.17	4.23	4.43	2.977	.033*	More than 1 to 5 years 10 year and above # 1 year and below
10. I am able to service the customer account.	3.54	4.15	4.38	4.43	5.650	.001**	More than 5 years to 10 years # 1 year and below, 10 years and above # 1 year and below

Table 4.11 Continued

Sales and Digital Marketing Skills	1 year and below	More than 1 year to 5 years	More than 5 years to 10 years	More than 10 years and above	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean	Mean			
Core Marketing Skill							
11. I am able to create marketing plan with effective time manner.	3.54	3.68	3.96	4.14	3.156	.026*	10 years and above # More than 1 year to 5 years
12. I am able to create content across different channels.	3.62	3.79	3.92	4.02	.940	.422	
13. I can think creatively.	3.62	3.91	4.04	4.20	2.034	.110	
14.. I am able to pay attention to details.	3.92	4.17	4.35	4.30	1.510	.213	
15. I am able to manage multiple marketing tasks.	3.77	4.05	4.11	4.20	.872	.457	
Search Engine Optimization							
16. I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.	3.08	3.49	3.80	3.59	2.368	.072	

Table 4.11 Continued

Sales and Digital Marketing Skills	1 year and below	More than 1 year to 5 years	More than 5 years to 10 years	More than 10 years and above	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean	Mean			
17. I am able to find and analyze search terms that people enter into search engines.	3.15	3.57	3.75	3.57	1.390	.247	
18. I can develop content to attract customers.	3.46	3.72	3.86	3.59	1.080	.358	
19. I am able to practice off-site SEO.	3.31	3.26	3.46	3.45	.594	.620	
Search Engine Marketing							
20. I am able to optimize company's online presence and attract customers from relevant local search such as Google maps.	3.08	3.48	3.61	3.48	.914	.435	
21. I am able to practice Google Ads Search.	3.15	3.12	3.41	3.43	1.118	.343	
22. I can increase reach by practicing Google Ads Display.	3.00	3.09	3.30	3.36	.909	.437	
23. I understand Google Ads Re-Marketing	2.92	3.07	3.32	3.41	1.417	.239	

Table 4.11 Continued

Sales and Digital Marketing Skills	1 year and below	More than 1 year to 5 years	More than 5 years to 10 years	More than 10 years and above	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean	Mean			
24. I am able to increase reach by practicing Google Shopping.	2.92	2.85	3.18	3.20	1.503	.215	
Social Media Management							
25. I am able to create content that engages with customers on Facebook.	3.46	3.65	3.69	3.95	1.188	.315	
26. I can perform Facebook Lead Ads in order to get new customers contact information.	3.23	3.35	3.66	3.95	3.298	.021*	10 years and above # More than 1 year to 5 years
27. I am able to increase traffic to company's website via Facebook ads.	3.08	3.38	3.59	3.89	2.815	.040*	
28. I understand Facebook Re-Marketing.	3.23	3.35	3.65	3.93	2.974	.033*	10 years and above # More than 1 year to 5 years
29. I am able to sell products and services on Facebook Shopping.	3.31	3.30	3.54	3.95	3.466	.017*	10 years and above # More than 1 year to 5 years
30. I understand and perform as above for Instagram.	3.92	3.33	3.51	3.55	1.139	.334	

Table 4.11 Continued

	1 year and below	More than 1 year to 5 years	More than 5 years to 10 years	More than 10 years and above	F- value	p- value	Post Hoc (Gabriel)
	Mean	Mean	Mean	Mean			
Lead Generation							
31. I understand Lead Funnel (awareness, interest, decision, action).	3.38	3.33	3.51	3.86	2.130	.097	
32. I can apply Lead magnet practice to attract potential customers.	3.31	3.20	3.44	3.73	2.036	.110	
33. I am able to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	3.54	3.51	3.58	3.93	1.450	.230	
Data Review							
34. I am able to use tools to analyze the data collected from online marketing activities.	3.23	3.18	3.56	3.82	3.748	.012*	10 years and above # More than 2 years to 5 years

Table 4.11 Continued

Sales and Digital Marketing Skills	1 year and below	More than 1 year to 5 years	More than 5 years to 10 years	More than 10 years and above	F-value	p-value	Post Hoc (Gabriel)
	Mean	Mean	Mean	Mean			
35. I am able to use Google Analytics to make decision related to online marketing objectives.	3.08	3.16	3.45	3.80	3.197	.024*	10 years and above # More than 1 year to 5 years
36. I can use Facebook Insights to reach target audiences.	3.23	3.27	3.58	3.82	2.531	.058	
Other Digital Channels							
37. I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	3.69	3.37	3.72	4.05	3.523	.016*	10 years and above # More than 1 year to 5 years
38. I am able to use Metasearch engine to reach target audience and increase booking.	2.77	3.05	3.48	3.80	5.452	.001**	10 years and above # More than 1 year to 5 Years
39. I am able to manage business's reviews and reputation on online platforms.	3.46	3.39	3.72	4.09	3.830	.011*	10 years and above # More than 1 year to 5 years

*Significant .05 level **Significant .01 level

A one-way ANOVA was performed to test the hotel business's number of years in sales and marketing on the current acquired sales and digital marketing skill set of sales and marketing personnel which is proposed in the research's hypothesis 6 as below:

H6: There is the difference between the level of acquired digital marketing skill set among the number of years of sales and digital marketing personnel in hotel business.

Referred to Table 4.11, the result of a one-way ANOVA revealed that there was a statistically significant difference in current acquired sales and digital marketing skill set among number of years of sales and digital marketing personnel in hotel business. 14 attributes that showed statistically significant difference among them. These attributes include “I can identify potential customers” ($F=3.354$, $p=.020$), “I am able to close the sale quickly” ($F=4.271$, $p=.006$), “I am able to present the sales message” ($F=2.977$, $p=.033$), “I am able to service the customer account” ($F=5.650$, $p=.001$), “I am able to create marketing plan with effective time management” ($F=3.156$, $p=.026$), “I can perform Facebook Lead Ads in order to get new customers contact information” ($F=3.298$, $p=.021$), “I am able to increase traffic to company’s website via Facebook Ads” ($F=2.815$, $p=.040$), “I understand Facebook Re-Marketing” ($F=2.974$, $p=.033$), “I am able to sell products and services on Facebook Shopping” ($F=3.466$, $p=.017$), “I am able to use tools to analyze the data collected from online marketing activities” ($F=3.748$, $p=.012$), “I am able to use Google Analytics to make decision related to online marketing objectives” ($F=3.197$, $p=.024$), “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking” ($F=3.523$, $p=.016$), “I am able to use Metasearch engine to reach target audience and increase booking” ($F=5.452$, $p=.001$), “I am able to manage business’s reviews and reputation on online platforms” ($F=3.830$, $p=.011$).

To assess the difference in sales and marketing personnel of each range of the number of years working as sales and marketing in hotel business which shows the statistically significant difference among them. Referred to table 4.2.7, post-hoc test using Gabriel method has been applied. The finding shows that there were 12 attributes of skill set that shows statistically significant difference in mean value among them. Regarding the dimension of salesmanship skill, the skill of “I am able to close the sale quickly” result demonstrated that the personnel who works for more than 10 years and above reported that they were acquiring the particular skill more than the personnel who works for more than 1 year to 5 years and 1 year and below. The personnel who work for more than 10 years and above also acquire the skill of “I am able to present the sale message” more than the personnel who works for 1 year and below. Moreover, the personnel both who works more than 5 years to 10 years and more than 10 years and above reported to acquire the skill of “I am able to service the customer account” more than the personnel who works

for 1 year and below. Furthermore, the dimension of core marketing skill, regarding the attribute of “I am able to create marketing plan with effective time management” result demonstrates that the personnel who works for more than 10 years and above agreed in acquiring the particular skill more than the personnel who works for more than 1 year to 5 years. In the dimension of social media management, the personnel who works for more than 10 years and above reported to have the skill of “I can perform Facebook Lead Ads in order to get new customer contact information” more than the personnel who works for more than 1 year to 5 years. The result of “I understand Facebook Re-Marketing” attribute shows that the personnel who works for more than 10 years agreed to acquire particular skill more than the personnel who works for more than 1 year to 5 years. Similar to an attribute of “I am able to sell products and services on Facebook Shopping” where the personnel who works for more than 10 years and above reported in acquiring the particular attribute more than the personnel who works for more than 1 year to 5 years. According to the dimension of data review skill, both attributes of “I am able to use tools to analyze the data collected from online marketing activities” and “I am able to use Google Analytics to make decision related to online marketing objectives” result shows that the personnel who works for more than 10 years and above reported to have those skills more than the personnel who works for more than 1 year to 5 years. As well as the attributes of “I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking”, “I am able to use Metasearch engine to reach target audience and increase booking”, and “I am able to manage business’s reviews and reputation on online platforms” result shows that the personnel who works for more than 10 years and above were acquiring those attributes higher than the personnel who works for more than 1 year to 5 years. In conclusion, the personnel who works for more than 10 years and above was found out to be dominant in acquiring the sale and marketing skill set more than other.

4.2 Overall descriptive statistic result of research objective two, and paired sample t-test of objective three.

4.2.1 Overall mean and standard deviation of future important level of required sales and digital marketing skill set.

Table 4.12 Result of overall mean and standard deviation of the future important level of required sales and digital marketing skill set.

Attributes	Very low important (%)	2 (%)	3 (%)	4 (%)	Most important (%)	mean	std
1. Ability to open relationship with new customers.	0	1.0	11.0	33.8	54.3	4.41	.722
2. Ability to identify potential customers.	0	1.0	11.9	34.3	52.9	4.39	.732
3. Ability to manage conflicts and handle negotiation with different customers.	0	0.5	12.4	35.2	51.9	4.39	.718
4. Ability to present the sales message.	1.0	1.9	11.0	34.8	51.4	4.34	.821
5. Ability to service the customer account.	0.5	1.9	12.4	37.1	48.1	4.30	.796
6. Ability to pay attention to details	0	1.9	15.2	34.3	48.6	4.30	.794
7. Ability to manage multiple marketing tasks.	0	3.3	11.9	37.6	47.1	4.29	.803
8. Ability to close the sale quickly.	0	3.8	12.4	39.5	44.3	4.24	.814
9. Ability to present myself socially.	0.5	1.4	16.2	39.0	42.9	4.22	.802
10. Ability to think creatively.	0	2.4	16.2	38.1	43.3	4.22	.802

Table 4.12 Continued

Attributes	Very low important (%)	2 (%)	3 (%)	4 (%)	Most important (%)	mean	std
11. Ability to be aware and understand the nonverbal communications of others.	0.5	1.9	17.1	37.1	43.3	4.21	.827
12. Ability to deliver public speaking.	1.0	2.9	15.2	39.5	41.4	4.18	.860
13. Ability to create marketing plan with effective time management	1.4	2.9	16.2	37.6	41.9	4.16	.896
14. Ability to create content across different channels.	1.0	4.8	18.1	35.7	40.5	4.10	.925
15. Ability to express myself nonverbally.	1.0	3.3	18.1	40.0	37.6	4.10	.877
16. Ability to develop content to attract customers.	2.4	2.9	18.6	35.2	41.0	4.10	.959
17. Ability to create content that engages with customers on Facebook.	2.4	3.3	18.1	36.7	39.5	4.08	.960
18. Ability to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	2.9	4.8	17.1	32.4	42.9	4.08	1.023
19.. Ability to manage business's reviews and reputation on online platforms.	2.4	5.2	16.7	35.2	40.5	4.06	.998
20. Ability to increase traffic to company's website via Facebook ads.	3.8	3.8	15.7	37.1	39.5	4.05	1.025

Table 4.12 Continued

Attributes	Very low important (%)	2 (%)	3 (%)	4 (%)	Most important (%)	mean	std
21. Ability to use Facebook Insights to reach target audiences.	3.3	6.7	13.8	34.3	41.9	4.05	1.062
22. Ability to use tools to analyze the data collected from online marketing activities.	3.3	3.8	18.6	33.8	40.5	4.04	1.023
23. Understanding in Facebook Re-Marketing.	3.3	4.3	17.1	37.1	38.1	4.02	1.014
24. Ability to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	4.3	3.8	17.6	35.2	39.0	4.01	1.054
25. Ability to use Google Analytics to make decision related to online marketing objectives.	4.3	5.2	15.2	36.2	39.0	4.00	1.069
26. Understanding in and ability to perform as above for Instagram.	3.8	5.2	17.1	35.7	38.1	3.99	1.054
27. Ability to use Metasearch engine to reach target audience and increase booking.	3.3	5.7	19.0	32.9	39.0	3.99	1.056

Table 4.12 Continued

Attributes	Very low important (%)	2 (%)	3 (%)	4 (%)	Most important (%)	mean	std
28. Understanding in Lead Funnel (awareness, interest, decision, action).	3.8	4.8	18.6	35.7	37.1	3.98	1.046
29. Ability to sell products and services on Facebook Shopping.	3.3	4.3	19.5	37.1	35.7	3.98	1.014
30. Ability to perform Facebook Lead Ads in order to get new customers contact information.	3.3	5.2	18.1	38.1	35.2	3.97	1.023
31. Ability to apply Lead magnet practice to attract potential customers.	4.8	2.9	21.4	34.3	36.7	3.95	1.062
32. Understanding in Google Ads Re-Marketing.	4.8	4.3	20.5	34.3	36.2	3.93	1.080
33. Ability to find and analyze search terms that people enter into search engines.	4.8	3.3	22.9	32.9	36.2	3.92	1.073
34. Ability to practice on-site optimization in order to rank higher and earn more	3.8	4.3	22.9	33.8	35.2	3.92	1.046
35. Ability to practice Google Ads Search.	4.8	5.2	18.6	36.7	34.8	3.91	1.082

Table 4.12 Continued

Attributes	Very low important (%)	2 (%)	3 (%)	4 (%)	Most important (%)	mean	std
36. Ability to optimize company's online presence and attract customers from relevant local search such as Google maps.	4.3	5.2	21.9	34.8	33.8	3.89	1.070
37. Ability to practice off-site SEO.	3.8	6.2	22.4	36.2	31.4	3.85	1.055
38. Ability to increase reach by practicing Google Ads Display.	4.8	5.2	22.4	35.2	32.4	3.85	1.081
39. Ability to increase reach by practicing Google Shopping.	4.8	7.6	23.8	34.3	29.5	3.76	1.103

According to Table 4.12, the result shows the statistic of the overall mean, standard deviation as well as the frequencies of each attribute. To answer research objectives two is as bellow:

To identify the required sales and digital marketing skills that the hotel business is looking for in the future of sales and marketing personnel.

As a result, 5 top attributes that reported the highest mean value and followed (ranking were measured by a five-point Likert scale, from 1 to 5, where 1 meant very low important to 5 most important) which are as below:

1. "Ability to open relationship with new customers." (mean 4.41, std. deviation=.722)
2. "Ability to identify potential customers." (mean 4.39, std. deviation=.732)
3. "Ability to manage conflicts and handle negotiation with different customers." (mean 4.39, std. deviation=.718)
4. "Ability to present the sales message." (mean 4.34, std. deviation=.821)
5. "Ability to service the customer account." (mean 4.30, std. deviation=.796)

Moreover, 5 bottom attributes that reported the lowest mean value, and above which are as below:

1. "Ability to increase reach by practicing Google Shopping." (mean 3.76, std. deviation=1.103)
2. "Ability to increase reach by practicing Google Ads Display." (mean 3.85, std. deviation=1.081)
3. "Ability to practice off-site SEO." (mean 3.85, std. deviation=1.055)
4. "Ability to optimize company's online presence and attract customers from relevant local search such as Google maps." (mean 3.89, std. deviation=1.070)
5. "Ability to practice Google Ads Search." (mean 3.91, std. deviation=1.082)

In conclusion, to achieve the research's objective two of this study, there are five skills in sales and digital marketing skill sets that are required from sales and marketing personnel to work in the future as sales and marketing for the hotel business. The skill set includes the ability to open relationship with new customers (mean 4.41, std. deviation=.722), the ability to identify potential customers (mean 4.39, std. deviation=.732), the ability to manage conflicts and handle negotiation with different customers (mean 4.39, std. deviation=.718), the ability to present the sales message (mean 4.34, std. deviation = .821), and the ability to service the customer account (mean 4.30, std. deviation=.796). Moreover, the finding also reported the less required sales and digital marketing skill set from sales and marketing personnel to work in hotel business in the future which are the ability to increase reach by practicing Google Shopping (mean 3.76, std. deviation=1.103), the ability to increase reach by practicing Google Ads Display (mean 3.85, std. deviation=1.081), the ability to practice off-site SEO (mean 3.85, std. deviation=1.055), the ability to optimize company's online presence and attract customers from relevant local search such as Google maps (mean 3.89, std. deviation=1.070), and the ability to practice Google Ads Search (mean 3.91, std. deviation=1.082).

4.2.2 The skills gap between the current acquired and future required sales and digital marketing skills of sales and marketing personnel.

Table 4.13 Result of a paired sample t-test of the sales and marketing personnel on the skill gap between the current acquired and future required sales and digital marketing skills.

Sales and digital marketing skills	Current acquired		Future required		t-value	p-value
	Mean	S.D.	Mean	S.D.		
Interpersonal Skill						
1. Ability to express myself nonverbally.	3.98	.847	4.10	.877	-2.07	.039*
2. Ability to deliver public speaking.	4.10	.803	4.18	.860	-1.30	.195
3. Ability to be aware and understand the nonverbal communications of others.	4.06	.789	4.21	.827	-3.02	.003**
4. Ability to present myself socially.	4.20	.805	4.22	.802	-0.44	.656
5. Ability to manage conflicts and handle negotiation with different customers.	4.25	.724	4.39	.718	-2.90	.004**
Salesmanship Skill						
6. Ability to identify potential customers.	4.25	.737	4.39	.732	-2.96	.003**
7. Ability to open relationship with new customers.	4.44	.718	4.41	.722	0.54	.584
8. Ability to close the sale quickly.	3.93	.804	4.24	.814	-5.42	.000**
9. Ability to present the sales message.	4.22	.745	4.34	.821	-2.40	.017*
10. Ability to service the customer account.	4.25	.798	4.30	.796	-1.02	.308

Table 4.13 Continued

Sales and digital marketing skills	Current acquired		Future required		t-value	p-value
	Mean	S.D.	Mean	S.D.		
Core Marketing Skill						
11. Ability to create marketing plan with effective time management	3.86	.931	4.16	.896	-4.69	.000**
12. Ability to create content across different channels.	3.87	.942	4.10	.925	-3.34	.001**
13. Ability to think creatively.	4.00	.864	4.22	.802	-3.72	.000**
14. Ability to pay attention to details.	4.24	.778	4.30	.794	-0.91	.362
15. Ability to manage multiple marketing tasks.	4.09	.892	4.29	.803	-3.47	.001**
Search Engine Optimization						
16. Ability to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.	3.59	1.037	3.92	1.046	-4.34	.000**
17. Ability to find and analyze search terms that people enter into search engines.	3.60	1.008	3.92	1.073	-4.28	.000**
18. Ability to develop content to attract customers.	3.72	.958	4.10	.959	-5.46	.000**
19. Ability to practice off-site SEO.	3.37	1.074	3.85	1.055	-6.49	.000**

Table 4.13 Continued

Sales and digital marketing skills	Current acquired		Future required		t-value	p-value
	Mean	S.D.	Mean	S.D.		
Search Engine						
Marketing						
20. Ability to optimize company's online presence and attract customers from relevant local search such as Google maps.	3.50	1.077	3.89	1.070	-5.19	.000**
21. Ability to practice Google Ads Search.	3.29	1.151	3.91	1.082	-7.56	.000**
22. Ability to increase reach by practicing Google Ads Display.	3.21	1.117	3.85	1.081	-7.52	.000**
23. Ability to understand Google Ads Re-Marketing.	3.22	1.115	3.93	1.080	-8.56	.000**
24. Ability to increase reach by practicing Google Shopping.	3.04	1.125	3.76	1.103	-8.75	.000**
Social Media						
Management						
25. Ability to create content that engages with customers on Facebook.	3.71	1.033	4.08	.960	-4.88	.000**
26. Ability to perform Facebook Lead Ads in order to get new customers contact information.	3.58	1.139	3.97	1.023	-5.03	.000**

Table 4.13 Continued

Sales and digital marketing skills	Current acquired		Future required		t-value	p-value
	Mean	S.D.	Mean	S.D.		
27. Ability to increase traffic to company's website via Facebook Ads.	3.54	1.124	4.05	1.025	-6.74	.000**
28. Understanding in Facebook Re-Marketing.	3.57	1.152	4.02	1.014	-5.76	.000**
29. Ability to sell products and services on Facebook Shopping.	3.52	1.125	3.98	1.014	-5.80	.000**
30. Understanding in and ability to perform as above for Instagram.	3.47	1.166	3.99	1.054	-5.94	.000**
Lead Generation						
31. Understanding in Lead Funnel (awareness, interest, decision, action).	3.50	1.154	3.98	1.046	-5.53	.000**
32. Ability to apply Lead magnet practice to attract potential customers.	3.40	1.178	3.95	1.062	-6.74	.000**
33. Ability to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	3.62	1.122	4.01	1.054	-4.90	.000**

Table 4.13 Continued

Sales and digital marketing skills	Current acquired		Future required		t-value	p-value
	Mean	S.D.	Mean	S.D.		
Data Review						
34. Ability to use tools to analyze the data collected from online marketing activities.	3.45	1.111	4.04	1.023	-7.29	.000**
35. Ability to use Google Analytics to make decision related to online marketing objectives.	3.39	1.190	4.00	1.069	-7.59	.000**
36. Ability to use Facebook Insights to reach target audiences.	3.49	1.171	4.05	1.062	-6.68	.000**
Other Digital Channels						
37. Ability to use Metasearch engine to reach target audience and increase booking.	3.33	1.187	3.99	1.056	-8.23	.000**
38. Ability to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	3.65	1.161	4.06	.998	-5.25	.000**
39. Ability to manage business's reviews and reputation on online platforms.	3.65	1.166	4.08	1.023	-5.27	.000**

*Significant .05 level **Significant .01 level

The paired-samples t-test was conducted to investigate the gap between the current level of acquired sales and digital marketing skill set and the future important required sales and digital marketing skill set of sales and marketing personnel to work in the hotel business as the research objective three.

The result shows that there were 34 out of 39 attributes of skill set significant difference. It includes as below:

1. “The ability to express myself nonverbally” in the level of current acquired (mean 3.98, std. deviation= .847) and future important (mean 4.10, std. deviation=.877); $t(20) = -2.07, p=0.039$).

2. “The ability to be aware and understand the nonverbal communications of others” in the level of current acquired (mean 4.06, std. deviation= .847) and future important (mean 4.21, std. deviation=.877); $t(20) = -2.07, p=0.039$).

3. “The ability to manage conflicts and handle negotiation with different customers” in the level of current acquired (mean 4.25, std. deviation= .724) and future important (mean 4.39, std. deviation=.718); $t(20) = -2.90, p=0.004$).

4. “The ability to identify potential customers” in the level of current acquired (mean 4.25, std. deviation= .737) and future important (mean 4.39, std. deviation=.732); $t(20) = -2.96, p=0.003$).

5. “The ability to close the sale quickly” in the level of current acquired (mean 3.93, std. deviation= .804) and future important (mean 4.24, std. deviation=.814); $t(20) = -5.42, p=0.000$).

6. “The ability to present the sales message” in the level of current acquired (mean 4.22, std. deviation= .745) and future important (mean 4.34, std. deviation=.821); $t(20) = -2.40, p=0.017$).

7. “The ability to create marketing plan with effective time management” in the level of current acquired (mean 3.86, std. deviation= .931) and future important (mean 4.16, std. deviation=.896); $t(20) = -4.69, p=0.000$).

8. “The ability to create content across different channels” in the level of current acquired (mean 3.87, std. deviation= .942) and future important (mean 4.10, std. deviation=.925); $t(20) = -3.34, p=0.001$).

9. “The ability to think creatively” in the level of current acquired (mean 4.00, std. deviation= .864) and future important (mean 4.22, std. deviation=.802); $t(20) = -3.72, p=0.000$).

10. “The ability to manage multiple marketing tasks” in the level of current acquired (mean 4.09, std. deviation= .892) and future important (mean 4.29, std. deviation=.803); $t(20) = -3.47, p=0.001$).

11. ‘The ability to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines’ in the level of current acquired (mean 3.59, std. deviation= 1.037) and future important (mean 3.92, std. deviation=.1.046); $t(20) = -4.34, p=0.00$).

12. 'The ability to find and analyze search terms that people enter into search engines' in the level of current acquired (mean 3.60, std. deviation=1.008) and future important (mean 3.92, std. deviation=1.073); $t(20) = -4.28, p=0.00$.

13. 'The ability to develop content to attract customers' in the level of current acquired (mean 3.72, std. deviation= .958) and future important (mean 4.10, std. deviation=.959); $t(20) = -5.46, p=0.00$.

14. 'The ability to practice off-side SEO' in the level of current acquired (mean 3.37, std. deviation=1.074) and future important (mean 3.85, std. deviation=1.055); $t(20) = -6.49, p=0.00$.

15. 'The ability to optimize company's online presence and attract customers from relevant local search such as Google maps' in the level of current acquired (mean 3.50, std. deviation=1.077) and future important (mean 3.89, std. deviation=1.070); $t(20) = -5.19, p=0.00$.

16. 'The ability to practice Google Ads Search' in the level of current acquired (mean 3.29, std. deviation=1.151) and future important (mean 3.91, std. deviation=1.082); $t(20) = -7.56, p=0.00$.

17. 'The ability to increase reach by practicing Google Ads Display' in the level of current acquired (mean 3.21, std. deviation=1.117) and future important (mean 3.85, std. deviation=1.081); $t(20) = -7.52, p=0.00$.

18. 'The ability to understand Google Ads Re-Marketing' in the level of current acquired (mean 3.22, std. deviation=1.115) and future important (mean 3.93, std. deviation=1.080); $t(20) = -8.56, p=0.00$.

19. 'The ability to increase reach by practicing Google Shopping' in the level of current acquired (mean 3.22, std. deviation=1.115) and future important (mean 3.93, std. deviation=1.080); $t(20) = -8.56, p=0.00$.

20. 'The ability to create content that engages with customers on Facebook' in the level of current acquired (mean 3.71, std. deviation=1.033) and future important (mean 4.08, std. deviation=.960); $t(20) = -4.88, p=0.00$.

21. 'The ability to perform Facebook Lead Ads in order to get new customers contact information' in the level of current acquired (mean 3.58, std. deviation=1.139) and future important (mean 3.97, std. deviation=1.023); $t(20) = -5.03, p=0.00$.

22. 'The ability to increase traffic to company's website via Facebook Ads' in the level of current acquired (mean 3.54, std. deviation=1.124) and future important (mean 4.05, std. deviation=1.025); $t(20) = -6.74, p=0.00$.

23. 'The understanding in Facebook Re-Marketing' in the level of current acquired (mean 3.57, std. deviation=1.152) and future important (mean 4.02, std. deviation=1.014); $t(20) = -5.76, p=0.00$.

24. 'The ability to sell products and services on Facebook Shopping' in the level of current acquired (mean 3.52, std. deviation=1.125) and future important (mean 3.98, std. deviation=1.014); $t(20) = -5.80, p=0.00$.

25. 'The understanding in and ability to perform as above for Instagram' in the level of current acquired (mean 3.47, std. deviation=1.166) and future important (mean 3.99, std. deviation=1.054); $t(20) = -5.94, p=0.00$.

26. 'The ability to understand Lean Funnel (awareness, interest, decision, action)' in the level of current acquired (mean 3.50, std. deviation=1.154) and future important (mean 3.98, std. deviation=1.046); $t(20) = -5.53, p=0.00$.

27. 'The ability to apply Lead magnet practice to attract potential customers' in the level of current acquired (mean 3.40, std. deviation=1.178) and future important (mean 3.95, std. deviation=1.062); $t(20) = -6.74, p=0.00$.

28. 'The ability to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion' in the level of current acquired (mean 3.62, std. deviation=1.122) and future important (mean 4.01, std. deviation=1.054); $t(20) = -4.90, p=0.00$.

29. 'The ability to use tools to analyze the data collected from online marketing activities' in the level of current acquired (mean 3.45, std. deviation=1.111) and future important (mean 4.04, std. deviation=1.023); $t(20) = -7.29, p=0.00$.

30. 'The ability to use Google Analytics to make decision related to online marketing objectives' in the level of current acquired (mean 3.39, std. deviation=1.190) and future important (mean 4.00, std. deviation=1.069); $t(20) = -7.59, p=0.00$.

31. 'The ability to use Facebook Insights to reach target audiences' in the level of current acquired (mean 3.49, std. deviation=1.171) and future important (mean 4.05, std. deviation=1.062); $t(20) = -6.68, p=0.00$.

32. 'The ability to use Metasearch engine to reach target audience and increase booking' in the level of current acquired (mean 3.33, std. deviation=1.187) and future important (mean 3.99, std. deviation=1.056); $t(20) = -8.23, p=0.00$.

33. 'The ability to work effectively with OTAs (Online Travel Agencies) in order to increase booking' in the level of current acquired (mean 3.65,

std. deviation=1.161) and future important (mean 4.06, std. deviation=.998); $t(20) = -5.25, p=0.00$).

34. 'The ability to manage business's reviews and reputation on online platforms' in the level of current acquired (mean 3.65, std. deviation=1.161) and future important (mean 4.08, std. deviation=1.1023); $t(20) = -5.27, p=0.00$).

As the result discussed above, all the 34 attributes of sales and digital marketing skills were acquired at the mean level range from 3.04-4.25 (ranking were measured by a five-points Likert scale, from 1 to 5, where 1 meant strongly disagree to 5 meant strongly agree) which means that the respondents were neither agree nor disagree that they acquired those 34 sales and digital marketing skill set however, when compare mean of current level to future important of those 34 sales and digital marketing skill set, the 34 attributes' mean level were increased which ranging from 3.76-4.34 (ranking were measured by a five-points Likert scale, from 1 to 5, where 1 meant very low important to 5 most important). It means that the respondents agreed that those 34 sales and digital marketing skill set were very important to perform sales and marketing task in hotel business in the future. Moreover, the statistical significantly difference in mean value shows the identified sales and digital marketing skill gap of sales and marketing personnel. In conclusion, all the skill attributes of core marketing and digital marketing dimension (core marketing, search engine optimization, search engine marketing, social media management, lead generation, data review, and other digital channels) as well as the ability to express myself nonverbally, the ability to be aware and understand the nonverbal communications of others, the ability to manage conflicts and handle negotiation with different customers, and the ability to identify potential customers, ability to close the sale quickly, and the ability to present the sales message of salesmanship dimension are the skill gap that sales and marketing personnel agree to reskill and upskill to response to the required skill set in the future for hotel business.

4.2.3 The significant skills gap ranking of the current acquired and future required sales and digital marketing skills possessed by sales and marketing personnel.

Table 4.14 The ranking of the significant result of a paired sample t-test of the sales and marketing personnel on the skill gap between the current acquired and future required sales and digital marketing skills.

Sales and digital marketing skills	Current acquired Mean	Future required Mean	t-value	p-value	Skill Dimension
1. Ability to increase reach by practicing Google Shopping.	3.04	3.76	-8.75	.000**	Search Engine Marketing
2. Ability to understand Google Ads Re-Marketing.	3.22	3.93	-8.56	.000**	Search Engine Marketing
3. Ability to use Metasearch engine to reach target audience and increase booking.	3.33	3.99	-8.23	.000**	Other Digital Channels
4. Ability to use Google Analytics to make decision related to online marketing objectives.	3.39	4.00	-7.59	.000**	Data review
5. Ability to practice Google Ads Search.	3.29	3.91	-7.56	.000**	Search Engine Marketing
6. Ability to increase reach by practicing Google Ads Display.	3.21	3.85	-7.52	.000**	Search Engine Marketing
7. Ability to use tools to analyze the data collected from online marketing activities.	3.45	4.04	-7.29	.000**	Data review
8. Ability to increase traffic to company's website via Facebook Ads.	3.54	4.05	-6.74	.000**	Social Media Management
9. Ability to apply Lead magnet practice to attract potential customers.	3.40	3.95	-6.74	.000**	Lead Generation

Table 4.13 Continued

Sales and digital marketing skills	Current acquired Mean	Future required Mean	t-value	p-value	Skill Dimension
10. Ability to use Facebook Insights to reach target audiences.	3.49	4.05	-6.68	.000**	Data Review
11. Ability to practice off-site SEO.	3.37	3.85	-6.49	.000**	Search Engine Optimization
12. Understanding in and ability to perform as social media management for Instagram.	3.47	3.99	-5.94	.000**	Social Media Management
13. Ability to sell products and services on Facebook Shopping.	3.52	3.98	-5.80	.000**	Social Media Management
14. Understanding in Facebook Re-Marketing.	3.57	4.02	-5.76	.000**	Social Media Management
15. Understanding in Lead Funnel (awareness, interest, decision, action).	3.50	3.98	-5.53	.000**	Social Media Management
16. Ability to develop content to attract customers.	3.72	4.10	-5.46	.000**	Search Engine Optimization
17. Ability to close the sale quickly.	3.93	4.24	-5.42	.000**	Salesmanship skill
18. Ability to manage business's reviews and reputation on online platforms.	3.65	4.08	-5.27	.000**	Other Digital Channels
19. Ability to work effectively with OTAs (Online Travel Agencies) in order to increase booking.	3.65	4.06	-5.25	.000**	Other Digital Channels

Table 4.14 Continued

Sales and digital marketing skills	Current acquired Mean	Future required Mean	t-value	p-value	Skill Dimension
20. Ability to optimize company's online presence and attract customers from relevant local search such as Google maps.	3.50	3.89	-5.19	.000**	Search Engine Marketing
21. Ability to perform Facebook Lead Ads in order to get new customers contact information.	3.58	3.97	-5.03	.000**	Social Media Management
22. Ability to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.	3.62	4.01	-4.90	.000**	Lead Generation
23. Ability to create content that engages with customers on Facebook.	3.71	4.08	-4.88	.000**	Social Media Management
24. Ability to create marketing plan with effective time management	3.86	4.16	-4.69	.000**	Core Marketing

Table 4.14 Continued

Sales and digital marketing skills	Current acquired Mean	Future required Mean	t-value	p-value	Skill Dimension
25. Ability to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.	3.59	3.92	-4.34	.000**	Search Engine Optimization
26. Ability to find and analyze search terms that people enter into search engines.	3.60	3.92	-4.28	.000**	Search Engine Optimization
27. Ability to think creatively.	4.00	4.22	-3.72	.000**	Core Marketing
28. Ability to manage multiple marketing tasks.	4.09	4.29	-3.47	.000**	Core Marketing
29. Ability to create content across different channels.	3.87	4.10	-3.34	.000**	Core Marketing
30. Ability to be aware and understand the nonverbal communications of others.	4.06	4.21	-3.02	.003**	Interpersonal
31. Ability to identify potential customers.	4.25	4.39	-2.96	.003**	Salesmanship
32. Ability to manage conflicts and handle negotiation with different customers.	4.25	4.39	-2.90	.004**	Interpersonal
33. Ability to present the sales message.	4.22	4.34	-2.40	.017*	Salesmanship
34. Ability to express myself nonverbally.	3.98	4.10	-2.07	.039*	Interpersonal
34. Ability to express myself nonverbally.	3.98	4.10	-2.07	.039*	Interpersonal

*Significant .05 level **Significant .01 level

Table 4.14 the table shows the ranking of the skill gap as investigated by paired sample t-test technique. The skill items were ranked by t-values. It was found that 10 skill gaps were significantly different with the widest gaps including:

1. Ability to increase reach by practicing Google Shopping in the dimension of search engine marketing skill (t-value=-8.75).
2. Ability to understand Google Ads Re-Marketing. In the dimension of search engine marketing skill (t-value=-8.56).
3. Ability to use Metasearch engine to reach target audience and increase booking in the dimension of other digital channels (t-value=-8.23).
4. Ability to use Google Analytics to make decision related to online marketing objectives in the dimension of data review (t-value=-7.59).
5. Ability to practice Google Ads Search in the dimension of search engine marketing (t-value=-7.56).
6. Ability to increase reach by practicing Google Ads Display in the dimension of search engine marketing (t-value=-7.52).
7. Ability to use tools to analyze the data collected from online marketing activities in the dimension of data review (t-value=-7.29).
8. Ability to increase traffic to company's website via Facebook Ads in the dimension of social media management (t-value=-6.74).
9. Ability to apply Lead magnet practice to attract potential customers in the dimension of lead generation (t-value=-6.74).
10. Ability to use Facebook Insights to reach target audiences in the dimension of data review (t-value=-6.68).

4.3 Summary of key results

Table 4.15 Objectives and results of empirical observation

Objectives	Results
1. To identify the current sales and digital marketing skills that the sales and marketing personnel has already acquired.	<p>Top five skills</p> <ol style="list-style-type: none"> 1. Ability to open relationship with new customers. (Salesmanship skill) 2. Ability to manage conflicts and handle negotiation with different customers. (Interpersonal skill) 3. Ability to identify potential customers. (Salesmanship skill) 4. Ability to service the customer account. (Salesmanship skill) 5. Ability to pay attention to details. (Core marketing skill)
2. To identify the desired sales and digital marketing skills as required by hotel businesses with different level of service, size of hotels, and type of hotel ownership.	<p>Top five skills</p> <ol style="list-style-type: none"> 1. Ability to open relationship with new customers. (Salesmanship skill) 2. Ability to identify potential customers. (Salesmanship skill) 3. Ability to manage conflicts and handle negotiation with different customers. (Interpersonal skill) 4. Ability to present the sales message. (Salesmanship skill) 5. Ability to service the customer account. (Salesmanship skill)
3. To investigate the gap between the current acquired and required of sales and digital marketing skills of sales and marketing personnel.	<p>There were 34 skills gaps</p> <p>Interpersonal Skill</p> <ol style="list-style-type: none"> 1. The ability to express myself nonverbally. 2. The ability to be aware and understand the nonverbal communications of others. 3. The ability to manage conflicts and handle negotiation with different customers.

Table 4.15 Continued

Objectives	Results
	Salesmanship Skill
	4. The ability to identify potential customers.
	5. The ability to close the sale quickly.
	6. The ability to present the sales message.
	Core Marketing Skill
	7. The ability to create marketing plan with effective time management.
	8. The ability to create content across different channels.
	9. The ability to think creatively.
	10. The ability to manage multiples marketing tasks.
	Search Engine Optimization
	11. The ability to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.
	12. The ability to find and analyze search terms that people enter into search engines.
	13. The ability to develop content to attract customers.
	14. The ability to practice off-side SEO.
	Search Engine Marketing
	15. The ability to optimize company's online presence and attract customers from relevant local search such as Google maps.
	16. The ability to practice Google Ads Search.
	17. The ability to increase reach by practicing Google Ads Display.
	18. The ability to understand Google Ads Re-Marketing.
	19. The ability to increase reach by practicing Google Shopping.

Table 4.15 Continued

Objectives	Results
Social Media Management	
20.	The ability to create content that engages with customers on Facebook.
21.	The ability to perform Facebook Lead Ads in order to get new customers contact information.
22.	The ability to increase traffic to company's website via Facebook Ads.
23.	The understanding in Facebook Re-Marketing.
24.	The ability to sell products and services on Facebook Shopping.
25.	The understanding in and ability to perform as above for Instagram.
Lead Generation	
26.	The ability to understand Lean Funnel.
27.	The ability to apply Lead magnet practice to attract potential customers.
28.	The ability to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversion.
Data Review	
29.	The ability to use tools to analyze the data collected from online marketing activities.
30.	The ability to use Google Analytics to make decision related to online marketing objectives.
31.	The ability to use Facebook Insights to reach target audiences.
Other Digital Channels	
32.	The ability to use Metasearch engine to reach target audience and increase booking.
33.	The ability to work effectively with OTAs (Online Travel Agencies).
34.	The ability to manage business's reviews and reputation on online platforms.

According to Table 4.15, there were 34 attributes that shown to be the skill gap of sales and marketing personnel. The finding found out that there are only five skills that the sales and marketing personnel perceived that they already

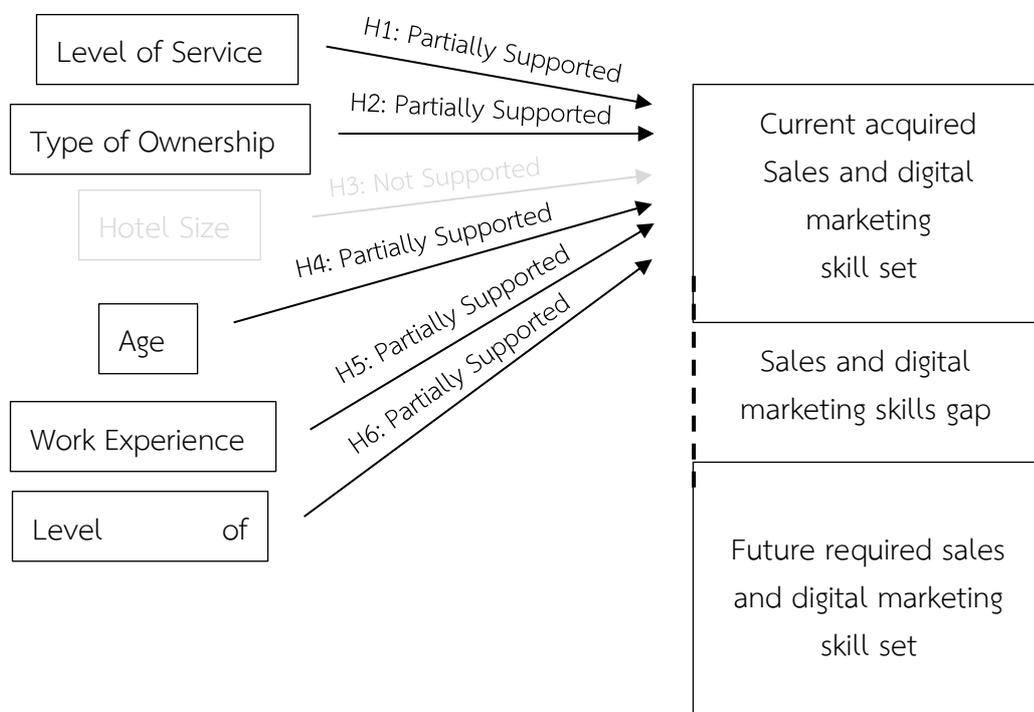
acquired which were in the skill of interpersonal skill and salesmanship skill set. However, the result of the investigation shows that all the skills of digital marketing set have the gap between the current acquired and future required skill set of sales and marketing personnel according to the statistically significant analysis.

Table 4.16 Hypothesis and result of empirical observation.

Hypothesis	Empirical Observation
Hypothesis 1: There is the difference level of current acquired sales and digital marketing skill set between the level of hotel business' s service.	Partially Supported
Hypothesis 2: There is the difference level of current acquired sales and digital marketing skill set between the type of hotel's ownership.	Partially Supported
Hypothesis 3: There is the difference level of current acquired sales and digital marketing skill set among the hotel's size.	Not supported
Hypothesis 4: There is the difference level of current acquired of sales and digital marketing skill set among the age of the sales and marketing personnel.	Partially Supported
Hypothesis 5: There is the difference between the level of current acquired sales and digital marketing skill set among the position in sales and digital marketing personnel.	Partially Supported
Hypothesis 6: There is the difference between the level of acquired digital marketing skill set among the number of years of sales and digital marketing personnel.	Partially Supported

In conclusion, there were the difference of current level of acquired sales and marketing skill set of hotel business' sales and marketing personnel who are working for difference level of service of hotel, difference type of ownership of hotel, difference age group of personnel, difference position level of personnel and difference number of years of personnel working as sales and marketing in hotel. Except the size of the hotel which illustrated that there is no difference level of current acquired sales and marketing skill set among them.

Figure 4.1 Revised conceptual framework



CHAPTER 5

CONCLUSION AND DISCUSSION

In this chapter, the study's results and overall findings will be discussed. The chapter will be divided into main 5 parts which include the conclusion, the discussion, further research recommendations as well as the limitation of the study.

5.1 Conclusion

Demographic profiles

The result of the study shows that the majority of the respondents were female and aged in the range of 21 – 40 years old. Most of the respondents are Thai. Referring to their education, most of the respondents hold bachelor's degrees and mainly graduated from business-related majors such as hospitality and tourism management, business administration, business management, marketing, and communications as well as advertising.

Characteristics of the hotel business

The finding shows that the majority of the service level of the hotel that the respondents were working for was the full-service hotel. The majority of the hotel was the type of international chain ownership, and they were working for the resort type mainly for establishment. Moreover, the majority of the respondents were working in a hotel size of 26-100 rooms.

Characteristic of work experience of the respondents

The result shows that most of the respondents were working in the position of first-level management position which includes the position of assistant manager and manager level such as sales manager, digital marketing manager, sales and marketing manager, and revenue manager (Indeed career guide, 2021). Most of the respondents reported working in that particular position for more than 1 year to 5 years. Moreover, the overall number of years to work as sales and marketing for hotel business, the finding shows that the majority of them were working for more than 1 year to 5 years similar to the overall number of years working as sales and marketing filed including other industry.

5.2 Discussion

In this part, the objectives and the hypothesis of the study will be discussed.

5.2.1 Objective 1: To identify the current sales and digital marketing skills that the sales and marketing personnel has already acquired.

According to the result shown in chapter 4, the top 5 attributes that the respondents reported the highest mean and followed were including “the ability to open relationship with new customer”, “the ability to manage conflicts and handle negotiation with different customers”, “the ability to identify potential customers”, “the ability to service the customer account” as well as “the ability to pay attention to detail”. Most of these attributes are in the dimension of salesmanship skill as well as interpersonal skill as sales skill set. It is possible that the respondents were sales and marketing workers in the hotel industry, given the hotel industry is a people-oriented industry where people engage during the service process (Harkison, 2017). Furthermore, traditional sales and marketing approaches such as trade shows or exhibitions, as well as direct sales when visiting a potential client at their location, such as Thai Tiew Thai Fair, are normally carried out in a physical context (Bangkok Post, 2022).

Considering the ability to manage conflicts and handle negotiations with different customers as a top acquired skill as a reported result, the reason that hotel business especially located in Phuket, Thailand is familiar with welcoming international tourists and visitors from around the world for up to 12 million people in the year 2018 (Ministry of Tourism & Sports, 2018). International tourists come from all over the world, including Southeast Asia countries like Brunei, Cambodia, Indonesia, or Singapore, Asia countries like China, Japan, or Korea, Europe countries like France, Germany, Italy, or the Netherlands, North American countries like the United States and Canada, and the Middle East region. As a result, the diverse backgrounds of each nationality of tourist, the religion of each nationality of tourist, and the travel purpose they have when they choose to travel and stay in Phuket can be one of the factors shaping and enhancing the ability to handle potential conflicts and the ability to negotiate of each customer of sales and marketing personnel working in Phuket. According to the ability to open relationships with new customers as well as the ability to service the customer account, the nature of the hotel business is classified as a service business. As a result, employees who work in this type of service business are familiar with the service process, which aims to serve, satisfy, and even exceed customer expectations (Rafiq & Ahmed, 1995). As a result,

the sales and marketing staff, who are considered service providers in the service process, concurred that they were learning such abilities. Furthermore, most of the respondents graduated with a hospitality and tourism major, implying that the capacity to establish and sustain relationships with customers has been honed since they were in college, where the idea and practice of providing exceptional service were taught (Barrows & Perry Hobson, 1993). When they enter the industry, they can even be further developed. Furthermore, the ability to pay attention to detail was listed as one of the top acquired skills, maybe related to the fact that the majority of the respondents worked in sales and marketing in hotels that provided full-service. A full-service hotel offers a comprehensive range of amenities and services. As well, a fundamental knowledge of a full-service hotel is to ensure that all guests have the best stay experience possible with the full range of provided facilities. To achieve this, the ability to pay attention to detail that all service providers must execute is the required skill to deliver the establishment's promised service (Lee, 2022).

However, when looking at the findings of the reported less acquired skills, the majority of them were in the digital marketing skills dimension. "The ability to increase reach by practicing Google Shopping," "the ability to increase reach by practicing Google Ads Display," "understanding in Google Ads Re-Marketing," "the ability to practice Google Ads Search," and "the ability to use Metasearch engine to reach target audience and increase booking," were among them. Because digital marketing is a high-demand career and technical field, every company in the digital economy is on the lookout for qualified candidates (Deloitte, 2019; Burning Glass, 2017; World Economic Forum, 2020; Johnson, 2019). As a result of technological advancements in the internet, network, digital device, and platform revolution, digital marketing has become one of the trends that businesses are implementing in the digital era, where traditional marketing has shifted to be more on digital marketing (AIMS, 2021). In the digital economy, businesses can utilize search engines to market and sell their products and services through digital marketing, particularly search engine marketing (Orazymbetova et al., 2020). The hotel industry is also one of the most common industries that use the internet to do business, such as booking rooms through a hotel's website (UNWTO, 2021). However, a search engine might be considered one of the technical abilities for which advanced training is required (Chris, 2021). Furthermore, because the cost of training for digital marketing abilities is regarded as high, it is unlikely that individual employees will be able to acquire these skills to accomplish their sales and marketing jobs (Quora.com, 2022). In addition, the hotel industry's digital marketing function, particularly for worldwide chain hotels, is

often handled by the company's headquarters, where they can keep track of all brands and channels. Furthermore, hotel search engines are not widely used as tools to sell and market hotel rooms; instead, most of them focus on online travel agents, who perform better in digital marketing than hotels do on their own, particularly small, or independent hotels (Onehotel.asia, 2022). As an example, most potential guests will use an online travel agent to analyze the price and potential benefits of each hotel before deciding where to stay. Moreover, the ability to use Google Shopping was the least acquired skill, possibly because the hotel business is a service business, and the feature of Google Shopping is more applicable to the type of production business where it allows the business to list their product in an online marketplace such as Google Shopping (Decker, 2022).

5.2.2 Hypothesis 1: There is the difference level of current acquired sales and digital marketing skill set between the level of hotel business' s service.

Regarding the result of the analysis, the finding shows that there were statistically significantly different among the sales and marketing personnel who work in the different hotel business's service type. The study of the post-hoc analysis also shows that the sales and marketing personnel who works in luxury-service and full-service hotel were the dominant groups who reported acquiring the skills set more than the sales and marketing personnel who works in other level of services like select-service, extended stay, and destination club. These findings may imply that the goal of the luxury-service and full-service ideal services is to provide the best service possible. This type of hotel service prioritizes service excellence and guest satisfaction (Nasution & Mavondo, 2005). The management team will maintain the level of service by providing employee training, allowing the luxury hotel to keep its customer satisfied (Peterchans, 2010). As a result, using this type of management strategy, which is commonly used in luxury-service and full-service hotels, staff and employees can stay up with the training and abilities that they need to acquire. For example, because a luxury-service hotel is expected to give a high level of service and to be personalized and detail-oriented (Laver, 2022), training in personalized guest service may be provided. As previously noted in the discussion of the identified required skills in objective two, most of the required skills were interpersonal skills, which are typically gained by staff who work in luxury-service and full-service hotels (Varsanis et al, 2019). Another possible indicator is that luxury and full-service hotels often charge a high rate for a hotel room, resulting in a large profit margin (Borrow et al, 2012). As a result, they may have greater financial resources to provide adequate

training to keep their staff's abilities up to date than a hotel in select-service where guests pay a low rate for a hotel room (Borrow et al, 2012). Furthermore, as previously said, hotels of this level of quality, both luxury and full-service, are typically operated by a chain, either international or local. Because of the resources they have, such as a training team, business chain knowledge, and financial resources, their training technique, as well as skills and expertise, may be better handled than select-service hotels.

5.2.3 Hypothesis 2: There is the difference level of current acquired sales and digital marketing skill set between the type of hotel's ownership.

The analysis of this hypothesis finding found out that there was a statistical significant difference among the sales and marketing personnel who work in the different hotel's ownership. However, the Post-Hoc analysis shows that there were only two skills that significant difference among them which are the ability to work effectively with OTAs (Online Travel Agencies) and the ability to manage business's reviews and reputation on online platform. Inconsistent with the discussion of Lanz & Carmichael (2020) discussed that the independent hotel allocates their marketing budget more to the digital marketing to stay competitive with large brand hotel like the international chain, as a result, based on marketing strategic of the hotel's type, the allocated budget allows the personnel to utilize considerable skills. The findings are also in line with Tse's (2013) study, which found that independent hotels do not have a corporate headquarters to support them in terms of a global sales network and reservation system, as large hotel brands have. As a result, independent hotels employ any accessible digital marketing channels to market and sell their hotel rooms and services, particularly online travel agents (OTAs) such as Booking.com and Agoda, as well as other well-known hotel review sites such as Tripadvisor. As a result, the sales and marketing staff who work for independent hotels in this study agreed to learn how to work effectively with online travel agents (OTAs) and how to manage their business's reviews and reputation on the internet rather than the personnel who work for chain hotels.

5.2.4 Hypothesis 3: There is the difference level of current acquired sales and digital marketing skill set among the hotel's size.

The study's finding found that there was no statistically significant difference among the personnel who work the different hotel's size. Surprisingly, the findings contradicted those of Harrigan, Ramsey, and Ibbotson (2011); Mc Cartan-Quinn & Carson (2003); and Atanassova and Clark (2015), who found that most small businesses, including small hotels, struggle with digital marketing adoption due to a

lack of time, resources, and training. Furthermore, large corporations have traditionally recruited digital marketing professionals to manage their platforms. As a result, there should be some variation in the kind of employees who work in different types of businesses or hotels. However, the findings of this study reveal that the size of the hotel had no consequence on the disparity in acquired skill sets among them. Furthermore, the findings contradict with those of Wei, Ruys, van Hoof, and Combrink (2001), who discovered that smaller hotels with 101 rooms have their own corporate in-house people managing their website, whereas larger hotels with 300 rooms have a specialist managing it. As a result, there should be a disparity in their current level of acquisition of some digital marketing skill set, as personnel in smaller hotel sizes may need to cater those skills to compete with larger hotel sizes where experts are typically outsourced, and in-house personnel may not need to acquire such a skill set to perform sales and marketing tasks. However, the outcome demonstrates that the size of the business or hotel did not affect the difference of acquired skill set among them.

Besides that, the sales and digital marketing skill sets investigated in this study are considered transferrable skills, with digital marketing skills such as search engine optimization (SEO), search engine marketing (SEM), and social media management (SMM) being examples of digital skills that can be applied to any business sector or environment, including retail, finance, and so on (Digital Marketing Institute., 2018). As a result, regardless of size or industry, the same skill set and capacity to execute will be put forward in the same effort and implementation.

5.2.5 Hypothesis 4: There is the difference level of current acquired of sales and digital marketing skill set among the age of the sales and marketing personnel.

The result of the study on the level of current acquired sales and digital marketing skill set among the age of the personnel found that there was a significant difference among them. The finding also shows that the personnel aged 31-40 years old is the dominant group of personnel who acquire the significant skills higher than other groups age of personnel. This empirical study result is inconsistent with the report of OECD (2019) regarding preparing for the changing nature of work in the digital era, where it is stated that the workers aged 55 and older are facing the challenge of digital skills reskilling and upskilling. Consequently, they are less likely to acquire digital skills lower than younger workers. As illustrated by the result, most of the significant skills were in the digital marketing skill set where the current personnel aged 31-40 years old reported to acquire higher than other groups age.

The likely reason is that, as customer behavior has changed over the last decade, digital marketing has become the business emphasis area for sales and marketing operations. Thus, ten years ago, and as evidenced by Wymbbs's (2011) study regarding the need for digital marketing in academic fields, when personnel who were already in the industry recognized the trend of the shift of sales and marketing from traditional to more digital approaches, they might motivate themselves to learn and study more on this business operation trend shifting or emerging the request for training to the hotel to develop. As a result, they may be the personnel age group that acquires skills more quickly than others. When compared to employees between the ages of 21 and 30, these workers are digital natives who are familiar with digital platforms and technologies used in the digital economy (Prensky, 2001). However, the findings suggest that they are the staff age group that is least likely to gain specific skills in digital marketing.

In conclusion, the digital marketing evolution occurred during a period when people between the ages of 31 and 40 were able to learn digital marketing skill sets faster than other personnel groups.

5.2.6 Hypothesis 5: There is the difference between the level of current acquired sales and digital marketing skill set among the position in sales and digital marketing personnel.

Regarding the difference in the current level of acquired sales and digital marketing skill set among the position of sales and marketing personnel, the result shows that there was a significant difference among the position they held. Most individuals in first-level management positions, such as sales manager, digital marketing manager, or sales and marketing manager, reported acquiring significant skills at a greater rate than another position groups. In contrast to Pefanis Schlee and Harich (2010), who found that entry-level marketing jobs required primarily technical skills, the findings of this study revealed that both entry-level and senior staff lacked technical skills such as the ability to practice on-site optimization to rank higher and earn more relevant traffic from search engines, as well as the ability to find and analyze search terms that people enter a search engine.

In conclusion, personnel in entry-level positions reported acquiring significant skills at a lower rate than those in other positions. This could be because these specific sales and digital marketing skills in this study may be related to the position's responsibility and job description, which could allow personnel who are new to the industry to not yet can develop those skill sets compared to other positions that may have more opportunities. Moreover, inconsistent with the study

result of Anita Raghuraman (2017) demonstrated that entry-level employees acquired technical skills or data interpretation skills less than soft skills such as interpersonal skills.

5.2.7 Hypothesis 6: There is the difference between the level of acquired digital marketing skill set among the number of years of sales and digital marketing personnel.

The study result found that there was a significant difference in the number of years working in sales and marketing related to the hotel business sales and marketing personnel. 12 skills were significant differences among them. The finding also suggested that the personnel who work for more than 10 years and above were the dominant group who acquire significant skills higher than the other number of year groups. This is in line with the findings of Matikiti, Afolabi, and Smith (2012), who found that the use of online marketing tools was dependent on the property's experience. As a result, employees who have worked in the hotel industry for a long time, such as those who have worked for more than 10 years, were able to acquire the sales and digital marketing skill set earlier than those who have worked in the industry for a shorter time. Like the difference in personnel position levels, entry-level personnel develop significant skills at a slower pace than first-level management, who typically has more field experience.

5.2.8 Objective 2: To identify the required sales and digital marketing skills that the hotel business is looking for in the future of sales and marketing personnel.

The finding of objective two is like objective one where the skills of salesmanship and interpersonal skills are reported to be very important skills required to work in the hotel business in the future. Because the hotel industry is still a service-oriented industry, where human connection in a physical setting is still seen as one of the most important business processes (Harkison, 2017). As a result, sales and marketing personnel believe that people skills are still one of the most important areas in which potential employees should be trained. Even if the digital economy will replace humans with more advanced technology such as artificial intelligence (AI) or robots in the service process, those advanced technologies will still require human oversight, management, and control (Sheridan, 2016). Even in the post-pandemic world, human interaction will not be supplanted by technology in the tourism business (WTTC, 2021). Furthermore, rather than any other type of business, the hotel industry is still one of the few where the customer seeks the human touch. As a result, the core value of a service business is still one of the

needed areas, with the best experience offered by a service provider as a human. This is inconsistent with, Raghuraman (2017) found that non-verbal communication skills such as interpersonal communication and public speaking, rather than technical and data analytics skills, were the most valuable skills for a digital marketer as an entry-level employee with experience ranging from one to three years.

"The ability to build relationships with new customers" was recognized as the top essential skill attribute, followed by "the ability to identify potential customers." According to this study, data was collected during the COVID-19 pandemic, which began in April 2020, and these analyzed results came from a specific period of data collection from sales and marketing personnel, particularly those working in the hotel industry in Phuket, Thailand, which was the destination most affected by the pandemic among other tourist destinations in Thailand (Cripps, 2020). When the Thai government announced that businesses where there was a risk of virus spreading, would be shut down, hotel businesses in Phuket were among those targeted. The lockdown policy was implemented in April 2020, and when the situation improved, the government permitted businesses to reopen their doors and resume normal operations (Burton, 2020). However, the hotel industry has been severely harmed by the lockdown policy, which has resulted in a loss of revenue, a change in operations to be more health and hygiene conscious, as well as a loss of clients (Talamantes, 2020). As a result, to sustain revenue streams, the hotel industry must immediately adjust to recoup the loss. One of the strategies used by the hotel industry in Phuket was to change their consumer focus to the domestic market, as the international market was out of the question due to the country's restrictive border restrictions (Talamantes, 2020). In the previous COVID-19 condition, the hotel business in Phuket was always full all year long, during peak and low season, which caused sales and marketing professionals to put less effort into attracting potential tourists and visitors from other destinations. However, since the epidemic has struck the island, hotel sales and marketing professionals must adjust their target demographic and hunt for new potential customers to fill hotel rooms and maintain their revenue stream. As a result, the findings of this study from the discussed attribute suggest that the COVID-19 situation influenced sales and marketing personnel's perceptions that the ability to establish new customer relationships and the ability to identify potential customers were the required areas for hotel business in the future. As a matter of basic understanding, an unusual circumstance may arise in the future that will have an impact on hotel company management in some way;

hence, requiring those two specific skills from prospective sales and marketing professionals would be advantageous to the hotel business' survivability.

Inconsistent with the findings of Chan & Guillet (2011), interpersonal skills were the most important skills in the study of hotel social media management in Hong Kong. As a result of the hotel staff's requirement to connect with guests in online contexts such as social media platforms, those in charge of the social media platforms must have interpersonal skills to maintain strong relationships with guests online. In addition, like the findings of the study "Essential Hospitality Management Competencies: The Importance of Soft Skills" (Sisson & Adams, 2013) suggested that soft skills such as interpersonal skills, rather than hard skills such as information technology, were the success skills that will make graduates successful in hospitality.

When looking at the finding results for the less required skills, "the ability to increase reach by practicing Google Shopping," "the ability to increase reach by practicing Google Ads Display," "the ability to practice off-site SEO," "the ability to optimize company's online presence and attract customers from relevant local search such as Google Maps," and "the ability to practice Google Ads Search" are all included. The skills were classified as part of the search engine skill set, with Google serving as the primary platform. Even though hotels use websites as their primary communication and commerce channels, and as the first business to use digital media to sell and promote their products and services, these channels are considered one of the technical areas in which only a small portion of the hotel operation team is capable of performing. Because of its technical skill and knowledge, as well as the expertise necessary to perform, one of the reasons that sales and marketing employees claimed that it is not an important required skills to work in hotel sales and marketing in the future is because of its technical skill and knowledge. Furthermore, hotel businesses in emerging markets generally outsource digital marketing techniques to an agency, which is similar to a study of hotel businesses in Tbilisi, Georgia (Khmiadashvili, 2019). As a result, these digital marketing functions can be undertaken by an outsourcing company that is typically affiliated with the hotel industry and receives a commission from each room booked as an income source. However, in order to collaborate with the partner outsourcing company, hotel sales and marketing professionals who are responsible for sales and marketing operations must be equipped with a basic understanding of digital marketing functions.

5.2.9 Objective 3: To investigate the gap between the current acquired and required of sales and digital marketing skills of sales and marketing personnel.

The result shows that 34 attributes out of 39 attributes of sales and marketing skill set were statistically significant different between the level of current acquired and the level of important acquired in the future reported from sales and marketing personnel. They believed that acquiring those 34 abilities were important to work in sales and marketing in the hotel in the future however, they were uncertainty that they were acquiring enough level of 34 abilities. All of the basic marketing and digital marketing dimension attributes were found to be significantly different in terms of current level of acquisition versus future important degree of necessary. However, only "the ability to express myself nonverbally," "the ability to be aware of and understand the nonverbal communications of others," and "the ability to manage conflicts and handle negotiation with various clients" are included in the dimension of Interpersonal competence. There was a documented significant difference in current level of acquired compared to future important level of required as well as dimension of salesmanship skill, that also comprises "the ability to identify potential customers" and "the ability to close sales quickly." These findings show that they did not ensure that they acquired enough of those skill sets, despite the fact that they believed that those skill sets would be necessary for working in sales and marketing. As a result, the findings can call attention to the focal area, where they can be given the chance to enhance their skill set and close the skill gap.

According to the interpersonal dimension related skill, the ability to express myself nonverbally, as the nature of service business and particularly linked to the result of the majority of the respondents in this study were working for the full-service level of hotel business, the full-service level of hotel typically engage with the high touchpoint of service provider and guests physically during the service process, and the full-service level of hotel also provide (Barrow et al, 2012). As a result, sales and marketing employees may believe that in order to work in the hotel industry, they must be able to express themselves nonverbally, such as smiling to show a warm and friendly impression and showing respect with a polite manner during the service process. Especially Thai hospitality, where the distinct service characteristics of Thai service providers are unlike any other region of the world because Thailand has a unique culture, such as greeting in a specific style, such as the "Wai" gesture, to express respect (Powell, Amsbary & Hickson, 2014). It is also an important quality of Thai service providers to have this competence because it is

one of the tourist destinations' primary competitive advantages in recruiting more tourists and visitors from other tourist locations. Furthermore, they believe there is room for improvement in both "the ability to be aware of and understand others' nonverbal communications" and "the ability to manage conflicts and handle negotiation with different consumers" because of the possible reason discussed in objective two, where these two skills were required skills for sales and marketing personnel to work in the hotel industry in the future because of the nature of the industry. In addition, sales and marketing personnel who are equipped with these two interpersonal skills will be able to cater to the right customer needs, resulting in sales conversion and sales, resulting in the hotel business's revenue being maintained, as stated in Babakus, Craves, Grant, Ingram, & LaForge (1996) and Futrell (2006) studies on the positive relationship between sales force performance and salesmanship skill of salesperson.

Regarding the skills of salesmanship dimension, where the attribute of "the ability to identify potential customer" and "the ability to close the sale quickly" were the skill gap that the sales and marketing reported to have a gap between the level of current acquired and the need of those particular skills in the future. According to the objective two discussion, the study was conducted during a pandemic situation, and this situation has motivated sales and marketing personnel to look for new markets to fill their hotel rooms in order to keep the hotel business sustainable in the market. As a result, they may believe that in order to survive this business challenge situation, they will need to improve their ability to identify potential customers and close sales quickly in order to keep the hotel business running. The training of these two skills can be based on the product and service that the hotel business offers and how the hotel business can rethink their products and services to serve and offer to the existing market, as a majority of hotel businesses in Phuket did during the pandemic by offering day-passes of the property facilities to local residents as a potential customer. Additionally, the ability to close sales quickly can be strengthened by providing instruction on the strategy of asking the proper question and attempting to reach the real problem or requirement that the potential customer requires; as a result, this technique can lead to a quick sale.

Digital marketing has become more important than ever before as a commercial activity that businesses must carry out in the digital economy (Tuychieva, 2020). Customers are becoming more tech-savvy and making purchases via online and digital platforms. According to the current demand trend, digital marketers are one of the most in-demand professions in the recent era, with open

positions in a variety of industries. This can be referred to the Digital marketing and strategy professional is one of the rising careers in Thailand, according to data from the World Economic Forum study in 2020 (World Economic Forum, 2020). Digital marketing is also one of the top 25 most in-demand technical skills in 2019, according to LinkedIn data (Johnson, 2019). As a result of changing client purchase behavior, customers are increasingly engaging with businesses online, using their digital devices anywhere and at any time (Simmons, 2008). It is a call to all businesses to enter the online world, whether through social media platforms or by allowing customers to purchase their products and services through online channels such as their company's website or a third-party website. However, in order to respond to these commercial operations, they must do so as a corporation by obtaining and recruiting individuals capable of doing these activities. A so-called digital marketer can handle the company's digital marketing activities. The result of objective three demonstrates that all digital marketing abilities are regarded to be significant skills in the future, and they believe there is still a gap between the current acquired level and the future required level. According to the facts, digital marketing skills are in high demand in the current business environment.

The study results of the digital marketing jobs: what are recruiters looking for? by Elhajjar (2021) found out that related technical skills looking for in the digital marketing jobs were the ability to execute and optimize the marketing campaign by using the marketing standard tools which including Google Analytics, Google Ads and Facebook Business Manager. Moreover, the knowledge of search engine optimization, social networks and paid ads are the required skills that need to master and be equipped with in order to be digital marketer. Moreover, according to the study Rethinking the On-Demand Workforce (Fuller, Raman, Bailey, & Vaduganathan (2020), corporate executives required the workforce to comprehend digital skills in order to function in the future, which was the top priority that they were attempting in the digital transformation. It implies that digital marketing skills, as one of the digital competencies among digital workforces (Siddoo, Sawattawee, Janchai, & Thinnukool, 2019), are also a top priority, which is consistent with the finding that sales and marketing personnel in the hotel industry who are expected to perform digital marketing believed that digital marketing skills were important to work in the future. In communication industry in Iran, the study has found out the skill gap in digital marketing among the employee those also includes the lack of the technical ability in using the digital marketing tools to achieve marketing success (Ghotbifar, Marjani & Ramazani, 2017). Moreover, the study of Raghuraman (2017)

result revealed that the digital marketer as an entry-level employee who has experience from entry to three years also need the digital marketing technical skill especially data analytics skills with other available digital marketing tools in the market such as SEO (Search Engine Optimization). Also, the Google Analytics, and Google AdWords to perform their task and they perceived that these skills were the important required skills, and where they were lacking in. Besides that, according to the findings of Chachamon, Peter, and Davorin (2019), digital marketing is becoming one of the most in-demand skills among communicators in the PR industry, given the fact that brand building can be done effectively as a personalized approach by utilizing digital marketing techniques and tools. Furthermore, in their study also found out SEO (Search Engine Optimization), coding & development as well as mobile marketing, were the lacking skills and considered the weak area regarding the digital marketing technical skills among them. Furthermore, Rathnayaka U (2018) suggested in her research study "The Role of Digital Marketing in Retail Fashion Industry: A Synthesis of the Theory and the Practice" that marketing professionals need to develop digital technical skills that will allow brands to segment customers more effectively, as well as people skills that will help the company maintain relationships with customers through the application of sincere and emotional relationships between the company and the customer.

To summarize, digital marketing abilities are critical for every firm and industry in the digital economy. Digital marketing skills were discovered to be crucial skills, either as an increasingly desirable profession, a gap in the communication sector, or a response to the marketing operations required in the fashion business. As a result of the examination of the sales and digital marketing skills gap among practitioners in the hotel business in Phuket, this study deemed the digital marketing skills set to be an important skill set to work for the hotel business sector in the future. As a result, present and potential sales and marketing personnel will need to upskill and reskill to fill these identified skill gaps.

5.3 Contribution

5.3.1 Theoretical

Based on this study finding, there was evidence that could be supporting regarding the sales and marketing context as well as human resource management context applied in business study. Starting with the objective one which identifies the current acquired skill set that is already possessed by the current sales and marketing personnel or considered as a practitioner in the industry, it

shows that the skills in the dimension of interpersonal skills and salesmanship skills are the area that they already acquire as well as when compared to the research objective two was that to identify the required skill set to work in the hotel business in the future, the finding from the personnel also stated that the skills in the part of interpersonal skills and salesmanship skills are considered as a required skill. With these findings from two objectives, it suggests that interpersonal skills and salesmanship skills are the skill set that needs to be a focus area to be equipped with for the potential sales and marketing personnel to work in the hotel business. Moreover, the contribution of this research aimed to provide the focus area of related sales and marketing skill set to that workforce who were affected by the COVID-19 situation in any business sector can seek the right skill set regarding reskilling and upskilling as suggested by the SCB EIC Outlook Q3/2020 report (SCB Economic Intelligence Center, 2020) highlighting in their study that unemployment workforce who impacted from COVID-19 needs to reskill and upskill to serve the demand industries such as digital business, health care business and aging service business.

As well as the educational institution that also serves the society for academic service, therefore these study's findings can be used to redesign the course to contain this particular skill set and knowledge into the content regarding the sales and marketing in the area of hotel business under the hospitality and tourism industry. The projected skill set that the practitioners perceived that it is important in the upcoming future work is the area of interpersonal skills and salesmanship skills that can be mastered when the future workforce like college students can be trained and practiced to be ready for the job market and able to deliver effective work production.

Even though the practitioners thought that the skill of digital marketing was the less required skill set to work as sales and marketing personnel for hotel business, however, these skills related to digital marketing skills were still the skill set crucial for every business sector in the upcoming digital age. From the finding, the digital marketing skills that related to search engine optimization were the least required skill area therefore, these skills can be considered as an optional technical skill regarding the hotel business context as aforementioned the discussion that typically most of the large and chain hotel business they often partner with outsourcing company who specializing in search engine optimization (SEO) area rather than hire or train the particular staff. Thus, the focus area for the digital marketing skill set applied in the hotel business context can be explicated by the

finding showing that practitioners in the study perceive that the digital marketing skill that followed the interpersonal and salesmanship skills were the area of social media management such as the ability to create content to attract more customer on the Facebook platform, to work well with OTAs as well as to manage the review and reputation of a business online presence. Hence, social media management could be added and emphasized content when it comes to sales and marketing context regarding the hotel business study.

According to the finding of the significant skills gap, there were top 10 skills that reported the biggest gap possessed by sales and marketing personnel. There were 4 out of the top 10 skills that fall into the dimension of search engine marketing skill therefore it implies that sales and marketing personnel who work in the hotel business perceive that search engine marketing is the area that they also lacked and those search engine marketing skill are important to be equipped with to work in the hotel business in the future. Therefore, the training regarding the search engine marketing course might be provided. A similar kind of training course is provided by well-known search engine organizations such as Google which can be useful for sales and marketing personnel for reskilling and upskilling.

Furthermore, in the general context of workforce skills and knowledge development, the hypothesis four discussion on the area of the age of personnel indicated that the person aged 31-40 years old personnel acquired those skill set higher than the person aged 21-30 years old and 41 years old and above. Thus, the group of personnel that will be requiring more reskilling and upskilling sessions will be the personnel aged 21-30 years old and 41 years old and above. Moreover, the possible way is that the personnel aged 31-40 years old might be able to provide these insight skills and knowledge to them because of the reason that they are more acquired the skill set and would be able to deliver those with the experience which being in the same industry better than any other approach.

In conclusion, the focus area of sales and digital marketing skill set related to hotel business context will be the skill set related to interpersonal and salesmanship skills as well as the digital marketing skill related to social media management which need to be provided, trained, educated, and emphasized. Moreover, to enhance the effectiveness of learning and development to be more comprehensive, the practitioners aged 31-40 years old can be the trainer or knowledge providers in this area.

5.3.2 Practical

The World Travel & Tourism Council stated in the report of lessons learned during COVID-19 that digitalization will be adopted widely in the industry thus, to respond and prepare for the future, the business should prepare themselves to implement the technologies that serve the business and its consumers changing need and behavior (WTTC, 2021). As the report states, it cannot be denied that digitalization as digital marketing is one of the areas becoming a crucial part of every business which is fragmented in the tourism industry. The hotel business is also the main player in the tourism industry thus, to enhance the overall industry, the hotel business needs to adapt and be the primary sector that considers this.

As reported by the finding in objective three where the skill gap was explicated, the finding shows that all the skill gaps occurred in the area of digital marketing including search engine optimization, search engine marketing, social media management, lead generation, data review as well as other related digital channels like online travel agents, metasearch and guest review site. Therefore, the hotel business management team will be able to leverage these findings to evaluate their internal operation like the sales and marketing personnel or whoever that in charge to perform sales and marketing operations for their business if there are any skills gaps among them, and do they require any training to improve the particular skill set to develop their task and job performance. A digital marketing skill set would benefit the business in many outcomes especially search engine optimization (SEO) benefits business including gaining more traffic to the company site as a virtual store of any business, increasing sales and revenue, gaining more profits, and more beneficial way of advertising company's products and services, exposing the business to the global level as the visibility widen as well as cost-effective for marketing operation (Kareem, Yousif & Abdawahid, 2020). This argument can be implicated that the hotel business especially when facing a challenge during the COVID-19 situation and many more upcoming challenges from the economic recovering post-COVID-19. The study suggested that the hotel business will be able to tackle those particular business challenges by providing the right skill set to develop their current and attract potential staff which can be one of the effective approaches. As mentioned in the study of Hanafi & Ibrahim (2018) found that employee skills have a positive and direct impact on service performance which is considered a crucial factor in the service business, especially a hotel business.

Furthermore, the hotel business in the level of full-service and luxury-service personnel has been reported as acquiring a particular skill set higher than the personnel who work for select-service hotels thus, it would be possible to share the

skills and knowledge among the industry, the personnel who works for the full-service and luxury-service hotel could be the benchmark of these skill set implementing and developing. The select-service hotel type might be provided with the training and knowledge sharing from those who work for full-service and luxury-service hotel types. In conclusion, as the business is entering a new business area, the upcoming digital age, as well as COVID-19, has shifted the paradigm of sales and marketing as well as other business operation area. It is even becoming more competitive post-COVID-19 as the need for the global economic recovery. Hence, it is vital that the hotel business management especially in Phuket, Thailand as a popular and well-known tourist destination among the international tourist and visitors to put an effort and emphasized area on the development, reskilling, and upskilling of those current and potential workforces, especially sales and marketing where can be considered as an existing plan for the hotel business be ready to next new business era.

5.4 Future research

Since this study has employed the quantitative approach where the self-administrative questionnaire was implemented for data collection. Therefore, to get more insight and fruitful information on this particular area of sales and digital marketing, the qualitative approach as an interview with the practitioner might be employed the reason is that each person might provide more insight on the skill set that can be beyond from the literature review of the researcher but being currently applied in the industry. Moreover, the context of the hotel business would be an implication that a diverse skill set might be implemented and the interview's data from the practitioner might serve as a more insightful result rather than the questionnaire. Furthermore, future research might employ a qualitative approach to assess skill sets in depth. Additionally, the study has studied in the Phuket area only and future studies can focus on other tourist destinations in Thailand or other countries.

Moreover, the research sample was mainly the sales and marketing personnel working in the hotel business. Future research can consider studying other related business sectors in the hotel and tourism industry such as tour agents, restaurants, airlines, etc.

5.5 Limitation

The limitation of this study includes as followed. First, the sample of the study was small as 210 samples in total the reason of the time that this research was conducted during the COVID-19 situation when the hotel business has been suspended operation and only some amount of them still operating as well under the time limit of data collection. Thus, the finding of the study cannot be generalized to the whole population. Second, the study was studying only in Phuket province therefore, the finding of the study might not be able to generalize to hotel business personnel in other locations. Third, as aforementioned in the future research, the sales, and digital marketing skill set studied in this research were formed based on the researcher's judgment therefore, these skill sets might not cover all the essential or possible skill sets that are being applied in the industry. Forth, the survey has been done based on self-evaluation of the respondents which the result might over evaluated by the respondents. To conclude, the study's small sample size, the scope of studied location, and the attributes used in the study as well as the survey was based-on self-evaluation of the respondents are the limitation of this research.

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APPENDIX A

Questionnaire.

The Sales and Digital Marketing Workforce in Accommodation Business in Phuket, Thailand.

Dear Sales and Marketing personnel,

This questionnaire is a part of a master's degree in Business Administration in the Faculty of Hospitality and Tourism Management (International Program), Prince of Songkla University, Phuket Campus, Thailand. The purpose of this questionnaire is to collect the data for thesis topic of "The Sales and Digital Marketing Workforce in the Accommodation Business in Phuket, Thailand" with an aim to investigate the current level of sales and digital marketing skill set possessed by sales and marketing workforce and the importance of those skill set in the future to work in the accommodation business. Also, the questionnaire and research project has been approved regarding the human research ethics as per the certification number PSU IRB 2021 - St - Fht 027 by the center for social and behavioral sciences institutional review board.

Please assist by completing this questionnaire as your answers will be a valuable contribution to this research. The data will be used for academic purpose only and will be kept confidential. If you have any inquiry, please feel free to contact Miss Sriprapha Nguanson at mooksriprapha@hotmail.com or 090 072 7781 or project's supervisor Asst. Prof. Dr.Tatiyaporn Jarumaneerat at tatiyaporn.j@gmail.com or 076 276 835. Once again, thank you for your cooperation and you have our full appreciation. This questionnaire will take about 15 minutes.

Thank you for your kind participation.

Direction: Please answer the questions below with tick box at your best answer. The questionnaire is divided into 4 parts:

- Part I: Personnel Profile
- Part II: Your current workplace
- Part III: Your current level of sales and digital marketing skill set
- Part IV: The importance of sales and digital marketing skill set required in the future

PART I: Personnel Profile

1. Gender Male Female
2. Age Up to 20 years old 21 - 30 years old
 31 - 40 years old 41 - 50 years old
 51 - 60 years old 61 years old and above
3. Nationality Thai Foreigner, please specify _____
4. Education High/Secondary school Diploma
 Bachelor's degree Master's degree
 Ph.D. Other, please specify _____
5. Please specify your degree's major _____

PART II: Your current or previous workplace

Direction: Please answer the questions below at your best answer by ticking the box and filling some short answers.

1. Are you currently working in accommodation or hotel business?
 Yes No
2. How do you describe the level of service of an accommodation that you are currently working at or previously worked for?
 Select-service Full-service
 Luxury service Extended stay
 Timeshare and destination clubs Other, please specify _____
3. How would you describe the type of the accommodation's ownership where you are currently working at or previously worked for?
 Independent ownership Local chain
 International chain Management contract
 Leased Other, please specify _____
4. How would you describe the type of the accommodation where you are currently working at or previously worked for?
 Hotel Resort
 Private Pool Villa Apartment or condominium
 Residential Villa Hostel
 Other, please specify _____

5. What is the size of the accommodation where you are currently working at or previously worked for?

- | | |
|--|--|
| <input type="checkbox"/> 1 – 25 rooms | <input type="checkbox"/> 26 – 50 rooms |
| <input type="checkbox"/> 51 – 100 rooms | <input type="checkbox"/> 101 – 150 rooms |
| <input type="checkbox"/> 151 to 299 rooms | <input type="checkbox"/> 300 - 600 rooms |
| <input type="checkbox"/> More than 600 rooms | |

6. What is the accommodation's location where you are currently working at or previously worked for?

- | | |
|--|--|
| <input type="checkbox"/> Phuket Town | <input type="checkbox"/> Kathu Town |
| <input type="checkbox"/> Kata beach | <input type="checkbox"/> Karon beach |
| <input type="checkbox"/> Rawai beach | <input type="checkbox"/> Naiharn beach |
| <input type="checkbox"/> Patong beach | <input type="checkbox"/> Kamala beach |
| <input type="checkbox"/> Surin beach | <input type="checkbox"/> Bangtao beach |
| <input type="checkbox"/> Naiton beach | <input type="checkbox"/> Naiyang beach |
| <input type="checkbox"/> Maikhao beach | <input type="checkbox"/> Panwa cape |
| <input type="checkbox"/> Other, please specify _____ | |

7. Please specify your current or previous position _____

8. Number of years that you are working in the current position or previous position?
_____ Years (s)

9. Overall, how many years have you worked relating to sales & marketing in accommodation business? _____ Year (s)

10. Overall, how many years have you been working in sales & marketing field?
_____ Year (s)

PART III: Your current level of sales and digital marketing skill set

Direction: In this part, the sales, marketing, and digital marketing related skill set will be asked therefore please read the following statements about skills and knowledge and select the box that corresponds to your reality which can be based on your personal knowledge and experiences by using below scales.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

Sales and digital marketing skills and knowledge	Level of current skills				
	1	2	3	4	5
Sales related skill set					
Interpersonal Skills					
1.I am able to express myself nonverbally.					
2.I am able to delivery public speaking.					

Sales and digital marketing skills and knowledge	Level of current skills				
	1	2	3	4	5
3.I am able to be aware and understand of the nonverbal communications of others.					
4.I am able to present myself socially.					
5.I am able to manage conflicts and handle negotiation with different customers.					
Salesmanship Skills					
6.I can identify potential customers.					
7.I am able to open relationships with new customers.					
8.I am able to close the sale quickly.					
9.I am able to present the sales message.					
10.I am able to service the account.					
Core marketing related skill set					
11.I am able to plan marketing plan with effective time management.					
12.I am able to create content across channel.					
13.I am able to think creatively.					
14.I am able to put my attention to detail.					
15.I am able to manage multiple marketing tasks.					
Digital marketing related skill set					
Search Engine Optimization					
16.I am able to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.					
17.I am able to find and analyze search term that people enter into search engines.					
18.I can develop content to attract customers.					
19.I am able to practice off-site SEO.					
Search Engine Marketing					
20.I am able to optimize company's online presence and attract customers from relevant local search such as Google maps.					
21.I am able to practice Google Ads Search.					
22.I can increase reach by practicing Google Ads Display.					
23.I understand Google Ads Re-Marketing.					
24.I am able to increase reach by practicing Google Shopping.					
Social Media Marketing					
25.I am able to create contents that engages with customers on Facebook.					
26.I can perform Facebook Lead Ads in order to get new					

Sales and digital marketing skills and knowledge	Level of current skills				
	1	2	3	4	5
customers' contact information.					
27.I am able to increase traffic to company's website via Facebook ad.					
28.I understand Facebook Re-Marketing.					
29.I am able to sell products and services on Facebook Shopping.					
30.I understand and perform as above for Instagram.					
Lead Generation					
31.I understand Lead Funnel (awareness, interest, decision, action).					
32.I can apply Lead magnet practice to attract potential customers.					
33.I am able to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversation.					
Data Review					
34.I am able to use tools to analyze the data collected from online marketing activities.					
35.I am able to use Google Analytics to make decision related to online marketing objective.					
36.I can use Facebook Insights to reach target audiences.					
Other Digital Channels					
37.I am able to work effectively with OTAs (Online Travel Agencies) in order to increase booking.					
38.I am able to use Metasearch engine to reach target audience and increase booking.					
39.I am able to manage reviews and reputation on online platform.					

PART IV: The importance of sales and digital marketing skill set required in the future.

Question: In your opinion, how important are the following skills and knowledge to work in sales & marketing in the accommodation business in the future?

Direction: Please read the statement and select the box that corresponds to your opinion by using below scales.

1 = very low important, 2 = least important, 3 = quite important, 4 = very important, 5 = most important

Sales and digital marketing skills and knowledge	Level of future important skills				
	1	2	3	4	5
Sales related skill set					
Interpersonal Skills					
40.Ability to express myself nonverbally.					
41.Ability to delivery public speaking.					
42.Ability to be aware and understand of the nonverbal communications of others.					
43.Ability to present myself socially.					
44.Ability to manage conflicts and handle negotiation with different customers.					
Salesmanship Skills					
45.Ability to identify potential customers.					
46.Ability to open relationships with new customers.					
47.Ability to close the sale quickly.					
48.Ability to present the sales message.					
49.Ability to service the account.					
Core marketing related skill set					
50.Ability to plan marketing plan with effective time management.					
51.Ability to create contents across channel.					
52.Ability to think creatively.					
53.Ability to put my attention to detail.					
54.Ability to manage multiple marketing tasks.					
Digital marketing related skill set					
Search Engine Optimization					
55.Ability to practice on-site optimization in order to rank higher and earn more relevant traffic from search engines.					
56.Ability to find and analyze search term that people enter into search engines.					
57.Ability to develop content that attract customers.					
58.Ability to practice off-site SEO.					
59.Ability to optimize company's online presence and attract customers from relevant local search such as Google maps.					
Search Engine Marketing					
60.Ability to practice Google Ads Search.					
61.Ability to increase reach by practicing Google Ads Display.					
62.Understanding Google Ads Re-Marketing.					
63.Ability to increase reach by practicing Google Shopping.					

Sales and digital marketing skills and knowledge	Level of future important skills				
	1	2	3	4	5
Social Media Marketing					
64.Ability to create contents that engage with customers on Facebook.					
65.Ability to perform Facebook Lead Ads in order to get new customers' contact information.					
66.Ability to increase traffic to company's website via Facebook ad.					
67.Understanding in Facebook Re-Marketing.					
68.Ability to sell products and services on Facebook Shopping					
69.Understanding in and performing as above for Instagram.					
Lead Generation					
70.Understanding in Lead Funnel (awareness, interest, decision, action).					
71.Ability to apply Lead magnet practice to attract potential customers.					
72.Ability to perform email marketing in order to achieve online marketing objectives such as customer relationship, increasing sales conversation.					
Data Review					
73.Ability to use tools to analyze the data collected from online marketing activities.					
74.Ability to use Google Analytics to make decision related to online marketing objective.					
75.Ability to use Facebook Insights to reach target audiences.					
Other Digital Channels					
76.Ability to work effectively with OTAs (Online Travel Agencies) in order to increase booking.					
77.Ability to use Metasearch engine to reach target audience and increase booking.					
78.Ability to manage reviews and reputation on online platform.					

Additional recommendations and suggestions for the future sales and digital marketing skills / set that the future accommodation business's sales and marketer should acquire?

If you would like to upskill and reskill regarding the sales and digital marketing skill set. What approach would you like it to be provided such as training by your workplace ?

Thank you for your kindly cooperation
and we are highly appreciated your
time.

VITAE

Name Miss Sriprapha Nguanson

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Educational Attainment

Degree	Name of Institution	Year of Graduation
Bachelor of Business Administration (International Program)	Prince of Songkla University	2015

Work Experience – Position and Address

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Scholarship Awards During Enrollment

100% Grants for Assistant Researchers Scholarship Master of Business Administration,
 Faculty of Hospitality and Tourism. Prince of Songkla University, Phuket campus.

List of Publication and Proceedings

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