

Understanding the Need for Faster Digital Transformation in Tourism as a Result of Growing Technology Usage among the Tourists

Richa Mishra¹, M. Sajnani², Prashant Gautam³

Abstract

Tourism is one industry that thrives on human contact and face to face interaction. Therefore with such fast paced technological advancements it is worth studying how this digital age is going to impact the fastest and the largest growing service sector industry. It is an exploratory study based on fundamentals of marketing. The concepts of branding building, brand image, tourist motivation, tourist behaviour, advertising effectiveness, digital transformation are used to draw inferences. The present COVID crisis is also used as event that has further triggered the need for digital transformation as fast as possible. The paper also attempts to develop a stakeholder model for tourism digitalisation. This paper will provide an insight on the importance of building brand image and brand trust. The paper will also suggest on how to increase digital presence, build a trustworthy brand online, the importance of using social media and digital medium for business growth and how running tourism business on digital medium will be different. This paper is an original work and consist of authors own thought process and analysis. The concepts of digital transformation, brand formation, brand image and brand trust in tourism are studied simultaneously through this paper. The research will help the travel agents and the service providers to understand that in today's time having digital presence is mandatory. The prospective clients are on the internet looking for best possible products and without digital presence the service providers will loose on a large set of prospective clients.

Keywords: *Digital transformation, Tourism, Internet, Brand Image, Technology, Social Media, Brand trust, E-tourism, COVID.*

Introduction

Tourism is a customer driven service based industry. It depends on physical contact for its realisation. Tourism happens when tourist physically move from their homes to their travelling destinations. The travel agents earlier use to meet tourists face to face to assure them of safe and comfortable travel. The tourists also trusted a travel agent when they had

¹Research Scholar, Amity University, Faculty of Hospitality & Tourism, Amity Institute of Travel and Tourism, richa1188@gmail.com

²Prof. Dr., Amity University, Faculty of Hospitality & Tourism, Amity Institute of Travel and Tourism, msajnani@amity.edu

³Prof. Dr., Panjab University, University Institute of Hotel and Tourism Management, Panjab University, Prashant.k.gautam@gmail.com

met him personally and has taken confirmation about his excellent services. However the growing use of digital platforms globally by customers as well as businesses has put pressure on tourism service providers to increase their digital presence. Today's tourist spend a lot of time on internet looking for reliable information to plan their next trip. It is expected from the service providers to provide such information to their clients. A tourist is willing to plan their entire trip sitting on internet and wants to avoid direct contact. It has become the responsibility of the tourism service providers to use digital space wisely. Their first contact with their prospective clients will be through a website or social media. They will have to project a reliable and trustworthy image on the internet so that a tourist is persuaded to use their services. They will have to gain the confidence of their clients over the digital platforms and without any direct interaction. All this will require brand building in the digital space. Building trust among the customers virtually is not an easy task and especially in an industry like tourism, which is all about real time experiences. These social media platform and other digital platforms are not only for promoting and selling the products and services but also gives an opportunity to the service providers to interact and communicate with their clients and understand their needs and wants. This will help them in building their brand accordingly. In today's times a business cannot survive without strong digital presence and it is really important to build a strong and compelling brand. Using digital space wisely and for the benefit of the business and clients both requires skills and dedication. These day's tourists look for brand equity. They only trust those brands which prove their brand value. Therefore the concepts of brand building and brand image formation is important. These days tourist's decision making process is influenced by factors such as brand equity and brand management (Mohammad Kazemi et al., 2018). The clients expects a brand to be exactly the way they are projecting it over the internet. Specifically in the tourism industry, the tourists make their purchase decisions based on the images they see online. They believe it to be true but later on if any discrepancies happen their trust is broken and they never return. Face to face interactions with tourists certainly gives a chance to service providers to understand them better and deliver accordingly however in digital space this gets tricky as every tourist is different, their needs and wants are different. Building a trustworthy brand that fits the expectations of a large set of prospective clients is not easy. The service providers in order to succeed in this digital era and make their mark over the digital platforms will have to understand their niche better. Understanding their prospective clients and their target set of customers play the key role. Brand reputation has a direct impact on brand trust that comes after its continuous evaluation. Brand trust thus follows loyalty of customers towards that brand. If a brand is able to gain the trust of its customers through its brand reputation it will be able to gain their loyalty. Thus brand building, brand image and brand trust are interrelated as well as important for any business (Christina Esti Susanti, 2020). Technological advancement is such these days that no one wants to be left behind. Therefore no matter how difficult it is to make your presence felt over the internet, the businesses are leaving no stone turned to take their business online. The need for this also comes from the fact that the clients these days are trusting brands that are using updated technology and have strong online presence. Therefore even tourism service providers are replacing manual processes with digital once and changing old technology with the newest one. Digital transformation is just not about going online, it involves a lot more. There is a need for specific digital marketing

Understanding the Need for Faster Digital Transformation in Tourism as a Result of Growing Technology Usage among the Tourists

and selling strategies, cooperation from the employees, innovative and unique line of products, risk taking capability and latest technology. Internet has emerged as a trustworthy and reliable source of information for the tourists. Tourists are using internet for all their information needs. Tourists these days tend to believe only on what they see and read over the internet. It is expected that the tourism industry keeps innovating and generating new products. Tourists are looking for high quality, frictionless and seamless travel. On realisation the growing dependency of tourists on technology and the increasing use of technology by the tourism businesses, this paper is trying to understand how digitalisation has changed the face of tourism industry these days. The paper also discusses the importance of concepts like online presence, brand image, brand building, information over the internet and technological inclusion in tourism.

Literature Review

The rapidly increasing use of internet and technologies based on internet is changing the way brands are managed and companies are build. Technologies keep on changing and companies keep shifting from one platform to the latest however there are certain things which do not change and they are increasing digital channels for sales globally, creation of global digital brand strategies, transparency in brand activities, consumers of the particular brand connected globally together, use of internet for almost everything (Jan-Benedict E M Steenkamp, 2020). Digital transformation is gradually taking place because of the rapid technological advancement no one wants to be left behind. It is however seen that middle management is still hesitant towards digital transformation, the rate at which it is taking place is also relatively slow and the work environment is not up to the mark. Start-ups are seen to be leading the digital transformation process with their continuous innovation and risk taking ability. Middle managers are expected to play an important role in digital transformation (Nadkarni and Prugal, 2020). The managers should lead their businesses towards digital reality through changes in operational management and processes, adapting to new technologies and working towards fulfil customer's demands and requirements in a better way. Therefore digital transformation is generally divided into three elements these are technological, Organizational and Social (Reis, *et al.*, 2018). The digital transformation is for sure irreversible and business cannot even imagine of not benefitting from this technological evolution. The digital transformation is bound to happen in order to be an active part of globalisation and urbanisation taking place. Use of technology also signifies modernity. This digital transformation is taking place at a fast pace. We are using technology for even the smallest of thing and creating the ease of doing business and making life easier for everyone (Mahraz, *et al.*, 2019). It is seen that digital transformation is supported by desired organisational capabilities and requisite business strategy for digital medium. Efforts are to be made to develop the required business strategy for digital medium is must to get the benefits of digital transformation and the technological advancement fully. It will be the unique and requisite strategy that will lead to a business towards digital transformation (Nadeem, *et al.*, 2018). The understanding of concepts like customer behaviour and customer journeys is important for social media and digital marketing. The negative effects can impact the business and brand trust. Designing digital marketing strategies for brand creation and

brand image is a difficult task in an era of abundant information and social media. The marketers are exposed to a large group of audience at one single time and there is a huge risk of getting negative reviews and spreading negative word of mouth. The marketers are under a lot of pressure and they should keep continuous checks on any negative review. Understanding the behaviour of their prospective clients is of utmost important in order to preserve the brand reputation and trust among the customers (Yogesh Dwivedi *et al.*, 2020). Brand building in today's times is greatly influenced by digital marketing efforts taken by an organisation. Customers today are influenced more by digital media platforms than the conventional media platforms like TV or print. Market is moving towards digital marketing techniques from traditional marketing at a very fast pace. Understanding the buying behaviour of the customers is important for marketers to design effective marketing strategies. It is also important to attract potential customers and retain the existing once. The technological advancement and increase in the use of personal devices has raised an opportunity for the marketers to reach their potential customer market segment directly and indirectly (S. Yuvaraj and R. Indumathi, 2018). Businesses these days are using social media to communicate about their products and customer engagement. Trust is an important factor in brand building and customers need to trust the information they are given over social media and other digital platforms. Therefore the information should be correct and reliable. Trust is also important for maintaining long term relationship with the clients. Digital media platforms should be used to provide customers with the latest, important and relevant information about the products motivating them to choose their product and brand over the others. Over Social media customers share their opinions and experiences, they also either recommend or reject a brand or product thus facilitating the spread of either positive or negative word of mouth (Reham Shwaky Ebrahim, 2019). The business communities formed online help in maintaining customer relations. The online business communities can only help in gaining consumer loyalty and positive word of mouth when the brand is able to generate trust through its credibility, honesty and dependability towards its customers. Repurchase intentions are also largely dependent on the trust that the brand has able to generate in the minds of its customers (Rafael Anaya-Sanchez, *et al.*, 2020). The application of integrated technology and artificial intelligence to the tourism industry due its digital transformation do bring in benefits for the industry at large. However digitalisation has also raised problems for few who are not able catch up and delay the process as they get dominated over tourist services and destination infrastructure. Also there is a risk of data control and structural dependency due to gaps in regulation, technology and productivity. The digitalisation should be done for the betterment and all negative impacts should be negated as much as possible (Meghdad Abbasian Fereidoun and Arkadiusz Kawa, 2019). It is important to know and understand the factors that push digitalisation in the tourism industry and how digital transformation would impact and affect stakeholders of the tourism industry. Digital transformation in tourism is a result of tourists demand and need for digitalisation, growing presence, importance and use of social media among the tourists and increasing popularity of the concept of sharing economy (Suneel Kumar, 2020). The online booking system helps the customers to compare services of various service providers, plan their own travel, services are provided at a faster rate. The hospitality sector is also benefited from this as they are able to reach larger customer base, better brand building and marketing

Understanding the Need for Faster Digital Transformation in Tourism as a Result of Growing Technology Usage among the Tourists

opportunities, relationship with large number of suppliers and travel agents at single given time and better finance management and inventory management, increased loyalty and customer satisfaction and improved services overall. Tourism services providers can easily get reviews and feedbacks over the social media platforms. Technology also helps in providing better and improved products and services and understanding customer's needs and behaviour in a much better way (Chatzisavva Panagiota, 2017). The India tourism industry is opening itself to the technological advancement. The service providers have started to use concepts like smart tourism, smart luggage, AR tours, robots for housekeeping and security, air taxis, driverless car parking, facial recognition etc. Digital transformation has become unavoidable and is really needed to increase the tourist flow. E-Visa facility is one such example. Satisfying today's tourists and providing them the specialized services cannot happen without using technology. The travel industry is expected to change with the changing trends in tourist behaviour and decision making. There is growing need for seamless online presence and technological expertise (R A Rathi, 2018). Digital transformation has upgraded tourism infrastructure giving boost to leisure activities. Tourists these days mostly use digital platforms and application to plan their trip. Customer loyalty has become a key to success looking at the large number of options available to the customers to explore and choose. The better the experience of customers on the digital platform better it is for the businesses. There is a need for better and new features in digital platforms to continue to attract customers (Svetlana Bozhuk *et al.*, 2019). Tourism's contribution towards GDP and employment generation is quite significant. The digitization or the digital transformation can very clearly be seen in the changing method of payments as well. People now prefer making payments online via digital platforms. Even though digital transformation is taking place at a rapid pace but still there are some issues. Tourism service providers in India still complain for transaction failures. The responsibility of pure and proper digital transformation lies with the tourism professionals only, they should be aware of the new and emerging technological trends and how to put them to use (Swati Shigaonker, 2018). It is believed that digital transformation hasn't reached its full potential yet and the industry needs to be pushed more for its complete digitalisation. There are certain factors that are seen to be influencing the process of digital transformation of the tourism industry. These are increase in sales, sharing of economy, social media, classical booking, personalized offers and customer reviews. The attempt of the tourism service providers to reach potential tourists and market their products on social media is a positive move towards digitalisation. It is believed that digital transformation will become necessary for success of the businesses operating in the tourism industry (Ralf-Christian Harting, 2017). The digital transformation has definitely led to changes in tourists behaviour, their decision making process. The digitalization has also changed the way tourism business is done and tourism destinations function. Tourism is slowly becoming a smart industry. Apart from digital innovation focus is also on sustainability, quality of life, economy and society in order to give the tourist better experiences (Tonino Pencarelli, 2020). The digital force is now driving the development and growth in the tourism sector however even today the service providers are hesitant to go fully digital. There are various reasons for it such as lack of technological expertise, high cost, knowledge restrictions etc. Although they are able to foresee the competitive advantage of

implementing the use of digital technology but they are hesitant because of their convenience of using conservative practices (Dianne Dredge *et al.*, 2018). Technology has certainly made a positive impact on the travel and tourism industry, it has made the process better. Technology will completely change the way tourism activities will be conducted in the future. The positive impacts of tourism are more than the negatives. The process of tourism digitalization is seen a positive step for the development of the industry. The service providers and other stakeholders are totally in favour of tourism digital transformation (Sunnal Kumar and Shekhar, 2020). Technological transformation will require efforts and cooperation from all stakeholders, the process of shifting from traditional to digital should be smooth for the customers and they should not face any challenges as such. Technology should be a major point of focus in all growth and development plans of the industry. Technology is impacting all spheres of travel and tourism including airlines, hospitality, travel agents, tour operators, car rentals and restaurants (Samira Borouji Hojaghan and Alireza Nazari Esfangareh, 2010). Technology is used in tourism at all levels. Tourists use digital mediums to make bookings, service providers use technology to provide services to their customers and managers use technology for competitive edge, designing better marketing strategies. Information technology with its interactive features and artificial intelligence allows service providers to develop experience oriented products for high level of tourist satisfaction (Wenjie Cai, Shahper Richter and Brad McKenna, 2019). Globalisation has led to improvement in the quality of products and services in the tourism industry. It has created new and large number of opportunities in tourism. Technological inclusion is allowing all segments of tourism to get attention. The websites, blogs, social media marketing, digital marketing techniques, podcasts etc. are adding to the popularity of the industry as these help in showcasing the products and services the industry has to offer to its customers, the clients are increasing at a fast pace. The tourism professionals are required to be technologically sound (Gadepalli V Rama Sastry and Sushil, 2018).

Research Methodology

The paper is analytical and exploratory in nature. The concepts like digital transformation, technological advancements, and tourist's behaviour are used to do analysis and come to conclusions. Also, the concepts of branding building, brand image, tourist motivation and advertising effectiveness are used to draw inferences. The present COVID crisis is also used as an event that has further triggered the need for digital transformation as fast as possible. The paper is based on the concept that the businesses should adapt to new changes and evolve them as per the needs of their customers and the tourism industry is no different. The use of technology in our daily lives has impacted even the smallest of things on this planet. Tourists are relying on technology for all their information requirements and decision making. Therefore analysing the impacts of this digitalization is beneficial for the future of the industry. The stakeholder model for digitalisation is also designed to give a brief idea of the factors playing an important role in the digitalisation of the industry.

Analysis & Discussion

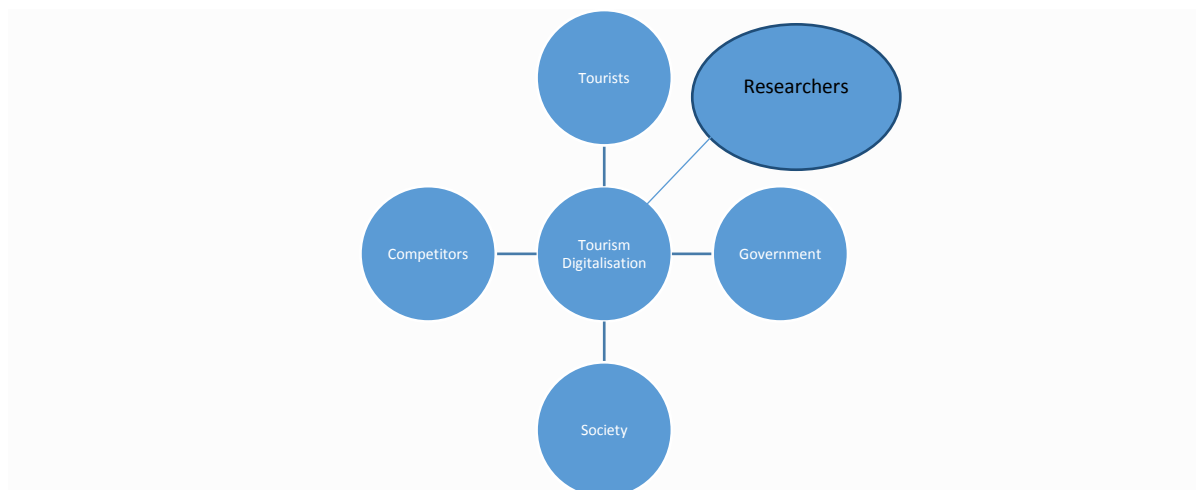
Technology has left no segment of the tourism industry untouched. It is because of the technological advancements that travelling has become accessible to everyone. Tourism is

Understanding the Need for Faster Digital Transformation in Tourism as a Result of Growing Technology Usage among the Tourists

now quiet convenient and affordable. Everything has become so easy that it is difficult even to imagine our life without technology. There has been a significant shift from the conventional methods to the digital options. The entire tourism eco-system is affected by the digitalisation process. Tourists today plan their entire trip over the internet. They fulfil all their travelling requirements online. The growing use of smartphones and Wi-Fi availability everywhere has transformed the way things are done. The growing technological usage has been beneficial for all. The tourism service providers are able to reach a large group of their potential clients at the same time. The tourists are now able to explore, compare and make decisions sitting at home, all the travel related planning and execution can happen from anywhere without any physical travel. The exposure to social media and other digital platforms has also helped the travel industry in their marketing and promotional initiatives. These their major marketing and advertising happens on the internet through social media other available digital mediums. The tourism professional started to rely on technology for their entire business operation. Things like marketing and advertising, branding, client accusation, interacting with the clients, travel documentation, travel bookings, on tour coordination, post travel reviews all happens online. There was a need for digitalisation in tourism because of the tourists over inclination towards technology usage in their day to day lives. Today tourists are really busy and they do not have much time to actually go and meet a travel agent in person until and unless really required. The other reason that they prefer doing things online is that these days most of the trips are spontaneous or planned in real tight deadlines. Hence going over the internet and looking options and making choices becomes an obvious option. Tourists wants to avoid all hassles and wants to plan their trip in the easiest and quickest way. Digitalisation is paving way to access new markets, provide new and better products and services, and compete at the global level. Those tourism service providers who are not willing to invest in technology might cease to exist in the near future. Technology can help them to remain productive, innovate and create value. They can provide more personalised products to their clients and make them feel special. The tourism service providers need to weigh the opportunities and challenges of adapting to new technologies and then follow the most suitable process for digitalisation. Technological advancement has certainly lead to enhanced visitor experience. Brand building has been a vital concept always however building an online brand is a little tricky and difficult as you are completely dependent on the content and the efficiency of the digital platform. Therefore the key to building brand image lies in the effectiveness of the content used in the form of images, audio and video content. Branding and brand image formation is important as it gives the business a competitive edge. Brand trust follows after that and it can only happen when the information conveyed should be true and reliable. It is brand trust which can lead to re-visits and re-purchase orders from a tourists. It is important for tourism service providers to deliver what has been promised to build a trustworthy brand. The service providers will have to increase their digital presence through their well-managed and customer friendly websites and updated social media accounts on Instagram, Facebook, and Twitter etc. The factors that help the most in increasing the digital presence of a service provider are the social media platform, reliable and eye catching content and the effective and relevant digital marketing strategies. These days almost everybody is on one or the other social media platform and therefore large

number of customers can be reached at the same time. Running a tourism business online can be quiet challenging in the manner that the human intervention is the least here and the service providers can only convey and persuade their customers through the information they provide online. Also, with technological intervention the service providers has to compete at a global level now and the competition has reached to another level altogether. There is a race to grab customers. The tourism industry rely on the word of mouth and recommendations from their past travellers. These recommendations can be negative and positive. The challenge here is even the negative reviews reaches everybody. Thus the service providers have to be very careful in what they promise over the internet and what they deliver. There is no scope for loop holes. Digitalisation will happen sooner or later so it is better to grab the opportunity and increase the customer base. The use of technology will only rise and the dependency of the customers on available technology is bound to increase therefore it is important for businesses to go with the flow. As it is rightly said “Customer is the god”, therefore the businesses will have to function as per the needs of the customers and they surely want maximum technological intervention. As in this COVID crisis when everyone is sitting at home and practicing social distancing, everything is done online over the internet. Customers are going for those service providers who are available online.

The stakeholder model for Tourism Digitalisation:



We have always read about how digitalisation in tourism will impact the life of the people involved. However the model above is designed in a manner that it shows the stakeholders mentioned in the model will influence and impact the process of digitalisation in tourism. If anyone or all the stakeholders support digitalisation, the tourism industry will be motivated and compelled to initiate the process of digitalisation. Tourists are leading the digitalisation process in tourism because of their inclination and over dependency on technology. Tourists have left no choice with the service providers but to go digital. As the tourists are on the internet looking for options and if the service providers does not have digital presence, he is missing on a large pool of customers. Similarly competitors are again forcing the service providers to go digital. If the competitors have digital presence they are more likely to attract large number of customers and with this fear of missing out, the service providers are trying to excel in technology usage and build their own websites. The society which comprises of

Understanding the Need for Faster Digital Transformation in Tourism as a Result of Growing Technology Usage among the Tourists

everybody also influences the tourism service providers decision to go digital. The technological advancements taking place at such a fast pace and other industries working hard towards becoming digitally equipped and trying to use virtual platforms and artificial intelligence for their day to day operations, product marketing and customer acquisition. The introduction of new forms of technology every day is also compelling service providers to switch to digital platforms. The tourism researchers are also emphasising on the benefits of digitalisation of tourism. They are stressing on the point that having an online presence and keeping a balance between the traditional and digital methods of doing business will only benefit the industry and the businesses. Government at the destination also has a role to play in this. The industry requires support from the government and the concerned authorities for investments and infrastructural requirements. The most important here is good internet connectivity. The government has to attract internet providers and make sure that internet connection is available for all. The model above is clearly indicating that the digitalisation is a combined effort from all the stakeholders and it is for the betterment of the entire tourism industry along with the tourists. Digital transformation is seen to have more benefits than the negatives therefore even the tourism industry doesn't want to be left behind and take advantage of this technological revolution to the extent possible. This technological inclusion has completely changed our daily lives, we have become completely dependent on technology for everything. It is hard to image our lives without our smartphones and a laptop to say the least. We just cannot survive with technology because we have got so use to of the convenience and reduced efforts from our end. Technology has certainly made our lives easy. This dependency on technology will only increase and this inclination of people towards technology has forced tourism industry to go digital. The service providers are left with no choice but to adapt to this digital transformation. The industry is highly influenced by this digital era. Digitalization is expected to improve travelling experiences for the tourists. Due to technologies like internet of things, artificial intelligence, block chain, virtual and augmented reality and services based on location, the tourism products have become more attractive, inclusive, efficient, economical and environmentally and socially sustainable. The industry is able to fight the issues such as overcrowding and seasonality in a better way with the help of mediums. Creation of smart destinations with more efficient products and services, efficient and smart use of resources due to digitalization has a positive environmental impact with sustainable footprint of tourism industry. Digital transformation of tourism has led to smart destinations, technology based travel facilitation and tourism professionals requiring technological skills. The COVID 19 pandemic has further emphasised on the importance of digital platforms. The service providers already having digital presence will still manage to survive however those still practicing the traditional approach had to slow down. Tourism industry has realised that they will have to fine tune their technological expertise and it is time to excel digitally as well. Digital platforms are the only way to reach the tourists and keep them motivated to travel. For this it is important to create user friendly content and data online. It is important for tourism industry to gain digital excellence. Co-operative, collective and combined efforts are required from all stakeholders.

Conclusion

The Digital transformation initiative of the World Economic Forum digitalisation in tourism and aviation suggests a value creation of upto US\$305 billion from 2016 to 2025 through increased profits, shifting of US\$100 billion to new competitors from traditional players and US\$ 700 billion will be generated for customers and the whole society. Travel and technology make a perfect combination. Technology has a strong influence on our travel these days, from our destination choice, the activities we do and also after we come back from our trip. The technological advancement and the growing usage of technology in our day to day lives has made digitalisation inevitable. Tourism industry is no different and in fact large part of the industry is welcoming latest technology with open arms. It is seen that technological intervention in our businesses have more benefits as it gives an opportunity to go global, target larger set of audience, paving way for personalised products, increased marketing and advertising efficiency, less time consuming, real time interaction with the clients, 24*7 involvement etc. Technology has made the day to day operations more efficient and less time consuming. Tourism digitalisation also has to happen as they have to provide services to the Generation Z tourists and this generation is born with an i-pad and smartphones. Thus the industry will be expected to know it all. Technology has pervaded each sphere of the tourism industry and technical skills must be a priority while workforce training creation and personnel training in the industry. It will be in the favour of the tourism service providers to adapt to this technological advancement and go digital in order to stay relevant and most importantly survive. The present COVID crisis has added to the importance of digitalisation as those businesses which already had digital models and online presence never went out of business even after lockdown and social distancing. However others took quiet sometime to catch up and come up with a digital model for their business.

Limitations& Scope for future research

The paper being exploratory in nature is based on past researches, already available secondary data and information, relevant marketing concepts and authors own thought process and perception. For further research primary data can be collected from the stakeholders mentioned in the model and more value addition can be done.

References

1. Steenkamp, J.-B. E. M. (2020). Global Brand Building and Management in the Digital Age. *Journal of International Marketing*, 28(1), pp. 13–27.
2. Nadkarni, S., &Prugl, R. (2020). Digital transformation: a review, synthesis and opportunities for future research. *Manag Rev Q*.
3. Reis, J., Amorim, M., Melao, N., &Matos, P. (2018). Digital Transformation: A Literature Review and Guidelines for Future Research. *Trends and Advances in Information Systems and Technologies*, pp. 411–421.
4. Mahraz1, M., I., Benabbou, L., &Berrado, A. (2019). A Systematic literature review of Digital Transformation. *Proceedings of the International Conference on Industrial Engineering and Operations Management Toronto, Canada*, pp. 917-931.

Understanding the Need for Faster Digital Transformation in Tourism as a Result of Growing Technology Usage among the Tourists

5. Nadeem, A., Abedin, B., Cerpa, N., & Chew, E. (2018). Digital Transformation & Digital Business Strategy in Electronic Commerce - The Role of Organizational Capabilities. *Journal of Theoretical and Applied Electronic Commerce Research*, VOL 13, ISSUE 2, I-VIII.
6. Dwivedi Y., K., Ismagilova, Hughes, D., L., Carlson, J., Filieri, R., Jacobson, J., Jain, V., Karjaluoto, H., Kefi, H., Krishen, A., S., Kumar, V., Rahman, M., M., Raman, R., Rauschnabel, P., A., Rowley, J., Salo, J., Tran, G., A., & Wang, Y. (2020). Setting the future of digital and social media marketing research: Perspectives and research propositions. *International Journal of Information Management*, 102168, ISSN 0268-4012.
7. Yuvaraj, S., & Indumathi, R. (2018). Influence of Digital Marketing on Brand Building. *International Journal of Mechanical Engineering and Technology*, 9(7), pp. 235–243.
8. Ebrahim, R., S. (2019). The Role of Trust in Understanding the Impact of Social Media Marketing on Brand Equity and Brand Loyalty. *Journal of relationship marketing*.
9. Sanchez, R., A., Illescas, R., A., Molinillo, S., & Lopez, F., J., M. (2020). Trust and loyalty in online brand communities. *Spanish Journal of Marketing –ESIC Emerald Publishing Limited*, 2444-9709.
10. Kumar, S. (2020). Digitalization: A Strategic Approach for Development of Tourism Industry in India. *Paradigm*, 24(1), pp. 93–108.
11. Fereidouni, M., A., & Kawa, A. (2019). Dark Side of Digital Transformation in Tourism. *Intelligent Information and Database Systems*, pp. 510–518.
12. Panagiota, C. (2017). Digital Transformation in tourism sector. *A thesis submitted for the degree of Master of Science (MSc) in E-Business & Digital Marketing, International Hellenic University, Greece.*
13. Rathi, R., A. (2018). Digital transformation of travel and tourism in India. *International journal of trend in scientific research and development*, ISSN No 2456-6470, pp 64-69.
14. Bozhuk, S., Pletneva, N., Maslova, T., & Evdokimov, K. (2020) 'Problems of transformation in the tourism industry in the digital economy', *SHS Web of Conferences* 73, 01003.
15. Shigaonker, S. (2018). Success of digitalization in tourism industry in India. *International journal of trend in scientific research and development*, ISSN No. 2456-6470, pp 217-223.
16. Harting, R., C., Reichstein, C., Hartle, N., & Stiefl, J. (2017). Potentials of Digitization in the Tourism Industry – Empirical Results from German Experts. *Conference: International Conference on Business Information Systems Projects: Business Information Processing Digitization.*
17. Pencarelli, T. (2020). The digital revolution in the travel and tourism industry. *Inf Technol Tourism*, pp 455–476.
18. Dredge, D., Phi, G., Mahadevan, R., Meehan, E., & Popescu, E.S. (2018). Digitalisation in Tourism: In-depth analysis of challenges and opportunities. Low Value procedure. *GRO-SME-17-C-091-A for Executive Agency for Small and Medium-sized Enterprises (EASME) Virtual Tourism Observatory.*

19. Kazemi, M., Hesam, M., Saeidi, M., & Cheragh, R., M. (2018). The Evaluation of Tourism Destination Brand Equity from the Tourist's Perspectives. *Geo-Journal of Tourism and Geo-sites*, Year XI, no. 1, vol. 21, pp 112-122.
20. Susanti, C., E. (2020). The effect of brand reputation on brand loyalty through brand trust on yoga tourist destination in Ubud, Bali, Indonesia. *Journal of Critical Reviews*, Vol. 7, Issue 8, ISSN-2394-5125.
21. <https://www.unwto.org/digital-transformation>
22. Kumar, S., & Shekhar (2020). Technology and innovation: Changing concept of rural tourism – A systematic review. *Open Geosciences*, Vol. 12, pp. 737–752.
23. Hojaghan, S. B., & Esfangareh, A. N. (2010). Digital economy and tourism impacts, influences and challenges. *The 2nd International Geography Symposium GEOMED2010*.
24. Cai, W., Richter, S., & Mckenna, B. (2019). Progress on Technology Use in Tourism. *Journal of Hospitality and Tourism Technology*, 10(4).
25. Sastry, G.V.R., & Sushil (2018). Tourism Industry Depends on the Technological Integration: A Study of Product Integration Enhanced Performance with Banking and Insurance Products. *J Tourism Hospit*, 7:373.