

Jelena Dorčić
Jelena Mušanović
Ana Čuić Tanković

**PRIVUCITE POGLED
I OSVOJITE GOSTA:
VIZUALNA MARKETINŠKA
KOMUNIKACIJA U
LUKSUZNOM HOTELIJERSTVU**

**CAPTIVATE AND CONVERT:
VISUAL MARKETING
COMMUNICATION IN
LUXURY HOSPITALITY**

SAŽETAK: Društvene mreže postale su ključan kanal za stvaranje i upravljanje imidžom brenda, pri čemu vizualni sadržaj koji generira hotelski brend predstavlja jedan od najučinkovitijih alata za marketinšku promociju. Svrha ovog rada jest ponuditi dubinsku analizu trenutačnih praksi u stvaranju vizualnog sadržaja luksuznih hotela te hotelijerima omogućiti jasniji uvid u slabosti i prilike njihova pristupa dijeljenju vizualnog sadržaja na društvenim mrežama. Detaljnim pregledom trenutačnih praksi uočavaju se slabosti generičkog pristupa, kojem često nedostaje autentičnosti i personalizacije, čime se propušta prilika za dublje povezivanje s pratiteljima na društvenim mrežama i mogućim gostima. U radu su predložene smjernice koje luksuznim hotelima omogućuju prijelaz na optimiziranu strategiju vizualne komunikacije, a obuhvaćaju prilagodbu vizualnog sadržaja specifičnim

ABSTRACT: Social media has become a crucial channel for building and managing brand image, with the visual content created by hotel brands serving as one of the most effective tools for marketing promotion. The aim of this paper is to provide an in-depth analysis of current practices in visual content creation for luxury hotels to give hoteliers a better understanding of the weaknesses and opportunities of their approach to sharing visual content on social media. Through a detailed examination of existing practices, the study identifies the shortcomings of a generic approach that often lacks authenticity and personalization and misses the opportunity to build deeper connections with social media followers and potential guests. The study suggests guidelines that enable luxury hotels to develop an optimized visual communication strategy. These include adapting visual content to the specific



This work is licensed under a CC BY-NC 4.0 license
© author(s)
Ovaj je rad licenciran pod licencom CC BY-NC 4.0
© autor(i)

Jelena Dorčić, dr. sc., docentica, Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci **address:** Primorska 46, p.p. 97, 51410 Opatija, Hrvatska **e-mail:** jdorcic@fthm.hr

Jelena Mušanović, dr. sc., docentica, Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci **address:** Primorska 46, p.p. 97, 51410 Opatija, Hrvatska **e-mail:** jelenak@fthm.hr

Ana Čuić Tanković, dr. sc., izvanredna profesorica, Fakultet za menadžment u turizmu i ugostiteljstvu, Sveučilište u Rijeci **address:** Primorska 46, p.p. 97, 51410 Opatija, Hrvatska **e-mail:** jelenak@fthm.hr **e-mail:** anact@fthm.hr

zahtjevima različitih platformi, korištenje tema koje odražavaju trendove i lokalnu autentičnost te primjenu *storytellinga* putem serija fotografija i videozapisa.

Osobit je naglasak stavljen na važnost profesionalne produkcije, koja dodatno naglašava luksuz i ekskluzivnost hotelskog brenda. Doprinos ovog rada leži u praktičnim preporukama za optimizaciju vizualnog sadržaja, čime se luksuznim hotelima omogućuje povećanje angažmana i broja pregleda te time jačanje identiteta brenda i diferencijacija od konkurenata.

KLJUČNE RIJEČI: luksuzni hoteli, vizualna komunikacija, angažman na društvenim mrežama

UVOD

Vizualna komunikacija predstavlja prijenos informacija, osjećaja i vrijednosti putem fotografija, videozapisa i drugih vizualnih elemenata te ima ključnu ulogu u hotelijerstvu, budući da gosti zbog neopipljivosti usluga često procjenjuju hotele na temelju fotografija, koje im omogućuju da steknu dojam o lokaciji, interijeru, sadržajima i atmosferi prije samog korištenja usluge.

Društvene su mreže u posljednjim desetljećima doživjele izniman rast i transformirale se iz medija orijentiranih na tekstualni sadržaj u dominantno vizualne platforme, što je osobito utjecalo na sektore poput turizma i hotelijerstva, gdje vizualni sadržaji igraju važnu ulogu u privlačenju pozornosti i poticanju angažmana korisnika (Gretzel, 2017).

Vizualna marketinška komunikacija u turizmu i hotelijerstvu nadilazi puku estetsku vrijednost, jer oblikuje očekivanja gostiju, budi maštu i uspostavlja emocionalnu povezanost, koja je presudna u procesu donošenja odluke o odabiru destinacije (Li & Wan, 2025; Yu & Egger, 2021). Vizualna komunikacija luksuznih hotela razlikuje se od vizualne komunikacije ostalih vrsta

requirements of different platforms, using themes that reflect trends and local authenticity, as well as implementing storytelling through photos and videos.

A particular focus is placed on the importance of professional production that further emphasizes the luxury and exclusivity of the hotel brand. The contribution of this paper lies in the practical recommendations for optimizing visual content to help luxury hotels increase engagement and view numbers, thus strengthening brand identity and standing out amongst competitors.

KEY WORDS: luxury hotels, visual communication, social media engagement

INTRODUCTION

Visual communication is the transmission of information, emotions and values through photos, videos and other visual elements. It plays a crucial role in the hospitality industry, as the intangible nature of services means that guests often evaluate hotels based on images that provide insights into the location, interior design, amenities and general atmosphere before experiencing the service first-hand.

Over the past few decades, social media has experienced remarkable growth, evolving from text-oriented platforms to visually dominant media. This shift has had a significant impact on industries such as tourism and hospitality, where visual content plays an important role in attracting attention and driving user engagement (Gretzel, 2017).

In tourism and hospitality, visual marketing communication goes beyond mere aesthetics. It shapes guests' expectations, stimulates the imagination, and fosters an emotional connection that is crucial to the decision-making process when choosing a destination (Li & Wan, 2025; Yu & Egger, 2021). The visual communication

hotelskog smještaja prema ciljevima i pristupu. Luksuzni hoteli koriste visokokvalitetne fotografije i videozapise te sofisticirane narative za isticanje ekskluzivnosti i jedinstvenih iskustava, dok ostali hoteli fokus stavljaju na praktične prednosti, poput udobnosti i pristupačnosti (Chen et al., 2024). Vizuali luksuznih hotela imaju za cilj evocirati emocije i aspiracije, čime postaju alat za pričanje priča koji potencijalnim gostima omogućuje zamišljanje i doživljaj njihova budućeg boravka (Michael & Fusté-Forné, 2024). Luksuzni hotelski brendovi vizualnim sadržajem prenose prestiž i ekskluzivnost, omogućujući potencijalnim gostima da intuitivno razumiju poruku i povežu se s njima (Kim & Lennon, 2008).

Da bi se istaknuli na sve konkurentnijem tržištu i učinkovitije postigli svoje ciljeve, hotelski brendovi sve više prepoznaju važnost strateškog pristupa vizualnom sadržaju, usmjerenog na prilagođavanje specifičnim platformama i potrebama ciljane publike. Korištenje vizualnih elemenata na društvenim mrežama odražava sve izraženiju sklonost korisnika vizualnim sadržajima u odnosu na tekstualne objave (Chan et al., 2023). Fotografije i videozapisi postaju glavno sredstvo privlačenja i zadržavanja pažnje, izazivanja ugodnih osjećaja i poticanja interakcije s brendom, čime se povećava vjerojatnost prepoznavanja i lojalnosti brendu (Eastman, 2020).

Luksuzni hoteli danas sve više implementiraju personalizirane elemente, poput prikaza gostiju, događaja i jedinstvenih iskustava, čime dodatno jačaju emocionalnu povezanost sa svojom publikom. Vizualni sadržaji koji ističu lokalnu kulturu, sezonske aktivnosti i jedinstvene karakteristike destinacije ili objekta omogućuju hotelima izgradnju prepoznatljivog imidža.

Ovaj rad istražuje aktualne prakse vizualne marketinške komunikacije u luksuznom hotelijerstvu i naglašava ključne elemente uspješne strategije: kvalitetu sadržaja, autentičnost, prilagodbu specifičnim platformama i emocionalno angažiranje putem

strategies of luxury hotels differ from those of other accommodation providers in terms of objectives and approach. Luxury hotels use high-quality images, cinematic videos and sophisticated narratives to emphasize exclusivity and unique experiences, while other hotels focus more on practical benefits such as convenience and affordability (Chen et al., 2024). The visual design of luxury hotels aims to evoke emotions and aspirations by transforming visual content into a storytelling tool that allows potential guests to imagine and anticipate their future stay (Michael & Fusté-Forné, 2024). Through carefully curated imagery, luxury hotel brands convey prestige and exclusivity, allowing potential guests to intuitively grasp the brand's message and build a deeper connection (Kim & Lennon, 2008).

To stand out in an increasingly competitive market and achieve their business objectives, hotel brands are increasingly recognizing the importance of a strategic approach to visual content, one that is tailored to specific platforms and the needs of their target audience. The use of visual elements on social media is in line with users' growing preference for visual content over text-based posts (Chan et al., 2023). Images and videos serve as primary tools to attract and hold attention, evoke positive emotions and encourage interaction with the brand, thus increasing brand awareness and loyalty (Eastman, 2020).

Luxury hotels are now incorporating more personalized elements such as guest launches, events and unique experiences to further strengthen the emotional connection with their audience. Visual content that highlights local culture, seasonal activities and the unique characteristics of a destination or property help hotels build a recognizable brand image.

This paper examines current visual marketing communication practices in the luxury hotel industry and highlights the key elements of a successful strategy: content quality, authenticity, platform-specific customization and emotional

storytellinga. Na temelju analize trenutačnih praksi, rad predlaže smjernice za optimizaciju vizualne strategije koja omogućuje luksuznim hotelima povećanje angažmana i broja prikaza na društvenim mrežama, jačanje identiteta brenda i postizanje konkurentske prednosti na tržištu.

TRENUTAČNE PRAKSE VIZUALNE KOMUNIKACIJE LUKSUZNIH HOTELA

Vizualna marketinška komunikacija prednjači u stvaranju i održavanju imidža luksuznih hotela, osobito u vrijeme kada digitalni kanali oblikuju percepciju potrošača. Današnji luksuzni putnici sve više očekuju od hotelskih brendova ne samo da zadovolje njihove funkcionalne potrebe već i da pruže vizualno privlačne sadržaje koji prenose ekskluzivnost, autentičnost i inovativnost.

Tradicionalno se pretpostavljalo da su luksuzni putnici homogena skupina sličnih preferencija. Međutim, prema nedavnom izvješću tvrtke McKinsey & Company (2024), luksuzni putnici čine vrlo raznoliku skupinu, segmentiranu prema neto bogatstvu, dobi, geografskom podrijetlu i motivima putovanja. U izvješću su luksuzni putnici podijeljeni na „aspirirajuće“ luksuzne putnike, fokusirane na dostupan luksuz i programe lojalnosti, pojedince visoke neto vrijednosti, koji traže privatnost i ekskluzivna iskustva, te pojedince vrlo visoke i ultra visoke neto vrijednosti, koji preferiraju tihe luksuzne usluge, personalizirane itinerare i destinacije izvan standardnih turističkih ruta. Pritom kinesko tržište luksuznog turizma bilježi snažan rast, zahvaljujući porastu prihoda i sve većem interesu srednje klase za luksuzna putovanja. Tijekom 2024. godine broj putovanja i potrošnja u Kini premašili su razine iz 2019., što dodatno potvrđuje snažan oporavak i potencijal ovog segmenta turizma. Kineski luksuzni putnici osobito cijene autentična iskustva i kulturnu povezanost, što Kinu čini ključnim tržištem za luksuzne hotelske brendove (Jing Daily & Marriott International, 2024).

engagement through storytelling. Based on an analysis of existing practices, the paper proposes guidelines to optimize the visual strategy, enabling luxury hotels to increase engagement and views on social media, strengthen brand identity and gain a competitive advantage in the market.

CURRENT PRACTICES IN VISUAL COMMUNICATION OF LUXURY HOTELS

Visual marketing communication plays a leading role in shaping and maintaining the image of luxury hotels, especially at a time when digital channels are strongly influencing consumer perceptions. Today's luxury travellers increasingly expect hotel brands to not only meet their functional needs, but also provide visually compelling content that conveys exclusivity, authenticity and innovation.

Traditionally, luxury travellers have been assumed to be a homogenous group with similar preferences. However, according to a recent report by McKinsey & Company (2024), luxury travellers represent a highly diverse segment that varies by affluence, age, geographic background, and travel motivations. The report identifies three key segments: aspirational luxury travellers, who focus on accessible luxury and loyalty programs; high net worth individuals, who seek privacy and exclusive experiences; and ultra-high net worth individuals, who prefer discreet luxury services, personalized itineraries, and off-the-beaten-path destinations. Among these groups, the Chinese luxury travel market is experiencing significant growth, driven by rising incomes and an increasing interest in luxury travel among the middle class. In 2024, travel volume and spending in China will exceed 2019 levels, further confirming the strong upswing and potential of this tourism segment. Chinese luxury travellers particularly value authentic experiences and cultural connections, making them an important market for luxury hotel brands (Jing Daily & Marriott International, 2024).

Luksuznim putovanjima sve više dominiraju mlađi, imućni putnici, poput milenijalaca i pripadnika generacije Z, koji cijene jedinstvena iskustva, autentičnost i održivost, stavljajući naglasak na doživljaje umjesto na materijalna dobra. Ovi putnici preferiraju moderne, interaktivne vizualne sadržaje te često koriste društvene mreže za dijeljenje svojih iskustava, čime postaju ambasadori brenda (YouGov, 2023).

Luksuzni hoteli sve više ulažu u digitalnu transformaciju da bi zadovoljili očekivanja suvremenih gostiju. Na primjer, Radisson Hotel Group implementira digitalna rješenja koja gostima omogućuju intuitivno i personalizirano iskustvo rezervacije. To uključuje visokokvalitetne fotografije soba i virtualne ture, koje gostima omogućuju detaljan uvid u svaki segment hotela prije nego što ga posjete, čime se povećavaju povjerenje i želja za boravkom (Shiji Insights, 2024). Slično tome, Four Seasons koristi aplikacije koje gostima tijekom boravka pružaju personalizirane preporuke, čime dodatno unaprjeđuju korisničko iskustvo (O'Brien, 2019).

S obzirom na sve veću potrebu za stvaranjem dublje povezanosti s klijentima i održavanjem ekskluzivnog imidža, luksuzni hotelski lanci poput Ritz-Carltona i Four Seasonsa sve više ulažu u inovativne strategije koje naglašavaju personalizaciju i jedinstvenost. Jedan je od ključnih trendova u luksuznom marketingu *storytelling*, odnosno pričanje priča putem vizualnih elemenata. Na primjer, Ritz-Carlton koristi „Wow Stories“ kao marketinšku strategiju koja prikazuje izvanredna iskustva gostiju, čime potiče povezanost s brendom i povećava angažman (Charoupa, 2018). S druge strane, Four Seasons implementira snažne vizualne kampanje, poput poznate „Luxury Is Our Love Language“, koja ističe stvarna iskustva gostiju i naglašava luksuz putem autentičnih priča i fotografija (Adams, 2022).

Budući da luksuzni potrošači postaju sve zahtjevniji, vizualni marketing postaje ključan alat za stvaranje konkurentske prednosti. Pažljivo osmišljenim vizualnim sadržajima luksuzni hoteli

Luxury travel is increasingly dominated by younger, affluent travellers such as millennials and generation Z, who prefer unique experiences, authenticity and sustainability and place more value on experiences than material possessions. These travellers prefer modern, interactive visual content and often use social media to share their experiences, effectively becoming brand ambassadors (YouGov, 2023).

Luxury hotels are increasingly investing in digital transformation to meet the expectations of modern guests. The Radisson Hotel Group, for example, is implementing digital solutions that offer guests an intuitive and personalized booking experience. This includes high-quality room images and virtual tours that give guests a detailed insight into every aspect of the hotel before they visit, increasing trust and the desire to stay (Shiji Insights, 2024). Similarly, Four Seasons uses apps that offer personalized recommendations to guests during their stay, further enhancing the customer experience (O'Brien, 2019).

With the growing need to build a deeper connection with customers and cultivate an exclusive image, luxury hotel chains such as Ritz-Carlton and Four Seasons are increasingly investing in innovative strategies that emphasize personalization and uniqueness. An important trend in luxury marketing is storytelling through visual elements. Ritz-Carlton, for example, uses “Wow stories” as a marketing strategy to showcase exceptional guest experiences, create a connection to the brand and increase engagement (Charoupa, 2018). Four Seasons, on the other hand, uses strong visual campaigns, such as the well-known “Luxury is our love language” campaign, which highlights real guest experiences and emphasizes luxury through authentic stories and images (Adams, 2022).

Since luxury consumers are becoming more demanding, visual marketing is becoming a crucial tool to gain a competitive advantage. Through carefully crafted visual content, luxury hotels not only convey a message of exclusivity and

ne samo da prenose poruku o ekskluzivnosti i autentičnosti, već i stvaraju osjećaj povezanosti s gostima, što je temelj dugoročne lojalnosti i prepoznatljivosti brenda.

PSIHOLOŠKI UTJECAJ VIZUALNOG MARKETINGA NA PERCEPCIJU GOSTIJU

Vizualni marketing luksuznih hotela igra ključnu ulogu u oblikovanju percepcije gostiju. Pažljivo osmišljenim vizualnim elementima hoteli mogu izazvati emocionalne reakcije i prenijeti vrijednosti brenda.

Emocionalni učinci vizualnog sadržaja

Pomno osmišljenim kompozicijama i motivima vizualnih sadržaja luksuzni hoteli izazivaju emocionalne reakcije potencijalnih gostiju. Fotografije koje prikazuju interijere soba, elegantnih blagovaonica i privatnih apartmana sugeriraju osjećaj udobnosti i potiču želju za ekskluzivnošću (Michael & Fusté-Forné, 2022). Nadalje, prisutnost više osoba na fotografijama, poput obitelji ili parova, povećava izražavanje pozitivnih emocija i osjećaj sreće potencijalnih gostiju (Blanco-Moreno et al., 2024). Prisutnost ljudi na vizualnom sadržaju aktivira proces mentalne simulacije i potencijalnim gostima omogućuje da zamisle vlastito iskustvo u prikazanom okruženju. Međutim, taj učinak može biti oslabljen ako su na fotografijama prikazana urbana okruženja ili jasno vidljiva lica ljudi (Li & Wan, 2025).

Boje u turističkim vizualima igraju ključnu ulogu u privlačenju pažnje i povećanju angažmana. Yu et al. (2020) u svojem istraživanju dokazali su da boje visokog intenziteta i zasićenosti, poput toplih tonova narančastožute ili ljubičastocrvene, najviše privlače pažnju korisnika na društvenim mrežama. Fotografije koje koriste te boje često izazivaju pozitivne reakcije poput komentiranja i dijeljenja sadržaja, što pridonosi većoj vidljivosti i angažmanu brenda. Nadalje, istraživanja pokazuju da plava boja, koja se često povezuje s osjećajem mira i povjerenja, ima univerzalnu privlačnost

authenticity, but also create a sense of connection with guests, which is the basis for long-term loyalty and brand recognition.

PSYCHOLOGICAL IMPACT OF VISUAL MARKETING ON GUEST PERCEPTION

Visual marketing in luxury hotels plays a key role in shaping guest perception. Through carefully designed visual elements, hotels can evoke emotional responses and communicate brand values.

Emotional effects of visual content

Through carefully crafted compositions and motifs in visual content, luxury hotels evoke emotional responses in potential guests. Photos showing room interiors, such as elegant dining rooms and private suites, promote a sense of comfort and a desire for exclusivity (Michael & Fusté-Forné, 2022). In addition, the presence of other people in photos, such as families or couples, enhances the expression of positive emotions and the feeling of happiness in potential guests (Blanco-Moreno et al., 2024). The presence of people in visual content triggers the process of mental simulation and allows potential guests to imagine their own experiences in the depicted environment. However, this effect can be weakened if urban environments or clearly visible faces of people are shown in the photos (Li & Wan, 2025).

Colours in tourist images play a crucial role in attracting attention and increasing engagement. Yu et al. (2020) have shown in their study that intense and saturated colours, such as warm orange-yellow or purple-red tones, attract the most attention from users on social media. Photos in these colours often trigger positive reactions such as comments and image sharing, which contributes to greater brand visibility and engagement. In addition, research shows that the colour blue, which is often associated with calmness and trust, has universal appeal and can strengthen the perception of quality and

i može pridonijeti jačanju percepcije kvalitete i profesionalnosti brenda (Yu et al., 2021). S druge strane, crvena boja, unatoč visokom intenzitetu, izaziva mješovite reakcije, od ljutnje do uzbuđenja, ovisno o kontekstu (Labrecque & Milne, 2012).

Prirodni pejzaži i gastronomski motivi također su vrlo učinkoviti u poticanju korisničke interakcije. Na primjer, fotografije hrane bogatih boja povezane su s osjećajem radosti i užitka, dok pejzaži u svijetlim plavim ili zelenim tonovima evociraju osjećaj mira i povjerenja (Yu et al., 2020). Takvi dojmovi nisu privremeni, nego pridonose dugoročnom stvaranju pozitivnog imidža brenda.

Da bi se navedeni emocionalni učinci lakše vizualizirali, u nastavku su prikazane fotografije preuzete s Instagram profila hotela The St. Regis Florence (Slika 1).

Vizualni sadržaj luksuznih hotela od ključne je važnosti za evociranje emocija i diferencijaciju

professionalism of a brand (Yu et al., 2021). On the other hand, despite its high intensity, red can evoke mixed reactions ranging from anger to excitement depending on the context (Labrecque & Milne, 2012).

Natural landscapes and gastronomic motifs are also very effective when it comes to getting users to interact. For example, images of food with bold colours are associated with feelings of joy and pleasure, while landscapes with bright blues or greens evoke feelings of calm and confidence (Yu et al., 2020). These emotions are not only temporary, but also contribute to building a positive brand image in the long term.

To better illustrate these emotional effects, photos from the Instagram profile of The St. Regis Florence hotel are explained below (Picture 1).

The visual content of luxury hotels is crucial to evoke emotions and differentiate the brand. Photos

SLIKA 1. FOTOGRAFIJE S INSTAGRAM PROFILA HOTELA THE ST. REGIS FLORENCE

FIGURE 1. PHOTOS FROM THE INSTAGRAM PROFILE OF THE ST. REGIS FLORENCE HOTEL



FOTOGRAFIJA 1
12 466 *lajkova*
PHOTO 1
12,466 likes



FOTOGRAFIJA 2
9812 *lajkova*
PHOTO 2
9,812 likes



FOTOGRAFIJA 2
2188 *lajkova*
PHOTO 2
2,188 likes

brenda. Fotografije koje uključuju motive povezane s poviješću, lokalnom kulturom ili jedinstvenim uslugama stvaraju osjećaj autentičnosti i pripadnosti. Ekskluzivnost, rijetkost i prestiž elementi su koji luksuznu ponudu čine jedinstvenom, dok vizualne poruke i pažljivo osmišljen branding omogućuju uspostavljanje snažnih asocijacija između brenda i ciljne publike (Piramanayagam & Seal, 2022). Uspjeh luksuznog brenda ovisi o njegovoj sposobnosti da se istakne u dojmivim i emocionalno snažnim vizualnim porukama.

Dizajn, kompozicija i estetika kao elementi luksuza

Važnost fotografija prepoznala je i Expedia, jedna od vodećih svjetskih internetskih putničkih platformi, koja je na temelju rezultata istraživanja provedenih u njihovim laboratorijima za istraživanje korisničkog iskustva kreirala vodič za pravilnu upotrebu fotografija u hotelijerstvu. Istraživanje je pokazalo da fotografije hotelskih soba snimljene pri prirodnom osvjetljenju i iz različitih kutova kod promatrača stvaraju dojam potpunog i vjernog prikaza prostora. Također je naglašena važnost promišljene estetike i skladne kompozicije (Expedia Inc., 2015). Na temelju tih saznanja predložene su smjernice za optimizaciju vizualnog sadržaja hotela (Expedia Inc., 2018), prema kojima je potrebno osigurati raznovrsne fotografije visoke razlučivosti, uključujući fotografije soba, kupaonica, ključnih pogodnosti i eksterijera, uz naglasak na autentičnost, prirodno osvjetljenje i horizontalnu orijentaciju, izbjegavajući iskrivljene perspektive, ponavljanje fotografija i stilizirane filtre.

Dizajn i estetika vizualnog sadržaja ključni su za stvaranje dojma luksuza i privlačenje pažnje gostiju. Luksuzni hoteli na društvenim mrežama često koriste vizuale koji prikazuju prostrane interijere, s naglaskom na simetriju, čistoću linija i vrhunske materijale poput mramora i kristala. Takvi elementi naglašavaju estetske vrijednosti hotela i pridonose jačanju luksuznog imidža.

with motifs that relate to history, local culture or unique services create a sense of authenticity and belonging. Exclusivity, rarity and prestige are elements that make the luxury offering unique, while visual messages and carefully crafted branding enable the building of strong associations between the brand and its target audience (Piramanayagam & Seal, 2022). The success of a luxury brand depends on its ability to stand out through effective and emotionally powerful visual messages.

Design, composition and aesthetics as luxury elements

Expedia, one of the world's leading online travel platforms, has recognized the importance of photos and created a guide for the proper use of photos in the hotel industry based on user experience research labs. The research found that photos of hotel rooms with natural light and different shooting angles give the viewer a sense of a complete and accurate representation of the space. It also emphasized the importance of carefully crafted aesthetics and composition (Expedia Inc., 2015). Based on these findings, guidelines for optimizing the visual content of hotels were proposed (Expedia Inc., 2018). These include providing a variety of high-resolution photos of rooms, bathrooms, key amenities and outdoor areas, focusing on authenticity, natural lighting and horizontal orientation, while avoiding distorted perspectives, duplicate images and stylized filters.

The design and aesthetics of visual content are crucial to conveying a sense of luxury and capturing guests' attention. Luxury hotels on social media often use images that show spacious interiors and emphasize symmetry, clean lines and high-quality materials such as marble and crystal. Such elements emphasize the hotel's aesthetic values and help to reinforce its luxury image.

Research of visual content on the TripAdvisor platform has shown that hotel interiors, particularly bedrooms, bathrooms and dining areas, are key

Istraživanje vizualnih sadržaja na platformi TripAdvisor pokazalo je da su interijeri hotela, osobito spavaće sobe, kupaoalice i blagovaonice, ključni čimbenici u stvaranju pozitivne percepcije luksuza kod gostiju. Gosti luksuznih hotela često na društvenim mrežama dijele fotografije koje ističu sofisticirane pojedinosti interijera, poput pažljivo aranžiranih stolova ili dizajnerskih kupaoaliskih elemenata, što ukazuje na važnost tih aspekata u izgradnji luksuznog brenda (Giglio et al., 2020).

Kompozicija je također važan element vizualnog marketinga. Nedavno istraživanje koje su proveli Cuesta-Valiño et al. (2023) ističe da su elementi poput osvjetljenja, kuta snimanja, prisutnosti ljudi i sheme boja ključni za stvaranje vizualno privlačnih fotografija hotela. Fotografije snimljene pri prirodnom svjetlu i iz povoljnih kutova, poput pogleda iz kuta sobe ili ravnih kadrova eksterijera, stvaraju dojam prostranosti i preciznog prikaza prostora. Monokromatske ili suptilne sheme boja, u kombinaciji s detaljima poput bijelih ručnika ili ukrasa, pridonose estetskoj privlačnosti. Istaknuto je da prisutnost ljudi pridonosi atraktivnosti fotografija predvorja, no izbjegava se na fotografijama soba i eksterijera, da bi se gostima omogućilo da zamisle vlastito iskustvo. Ovi elementi znatno utječu na odluku o rezervaciji smještaja i jačaju vizualnu komunikaciju hotela.

Da bi se vizualizirali dizajn, kompozicija i estetika kao ključni elementi luksuza, u nastavku su prikazane fotografije preuzete s Instagram profila hotela The Ritz-Carlton (Slika 1).

Tijekom pandemije bolesti COVID-19 luksuzni hoteli suočili su se s izazovima u održavanju svojeg imidža na digitalnim platformama. Minor et al. (2023) otkrili su da su talijanski luksuzni hoteli nastavili isticati estetiku interijera i prirodnog okruženja, osiguravajući dosljednost u komunikaciji i naglašavajući luksuz unatoč globalnim izazovima.

Vizualno pripovijedanje (*storytelling*)

Luksuzni brendovi sve više daju prioritet *storytellingu* u prenošenju svojeg identiteta, vrijednosti, etike,

factors in guests' positive perceptions of luxury. Guests of luxury hotels often share photos on social media highlighting refined interior details such as carefully arranged tables or designer bathroom elements. This shows how important these aspects are for building a luxury brand (Giglio et al., 2020).

Composition is also an important element in visual marketing. A recent study by Cuesta-Valiño et al. (2023) highlighted that element such as lighting, shooting angles, the presence of people and colour schemes are key to creating visually appealing hotel photos. Photos with natural light and appropriate shooting angles, such as views of corner rooms or straight shots of outdoor areas, convey a sense of spaciousness and an accurate representation of the space. Monochromatic or subtle colour schemes, combined with details such as white towels or decor, further enhance the aesthetic. It has also been shown that the presence of people increases the appeal of images in the lobby, while images of rooms and outdoor areas do not show people, allowing guests to make up their own minds. These elements have a significant impact on the decision to book accommodation and strengthen the hotel's visual communication.

To illustrate design, composition and aesthetics as key elements of luxury, photos from The Ritz-Carlton Hotel's Instagram profile are shown below (Picture 1).

During the COVID-19 pandemic, luxury hotels faced the challenge of maintaining their image on digital platforms. Minor et al. (2023) found that Italian luxury hotels continued to emphasize the aesthetics of interiors and natural surroundings to ensure consistent communication and highlight luxury despite global challenges.

Visual storytelling

Luxury brands are increasingly turning to storytelling to communicate their identity, values, ethics, sustainability efforts and heritage. When done authentically and transparently,

SLIKA 1. FOTOGRAFIJE S INSTAGRAM PROFILA HOTELA THE RITZ-CARLTON

FIGURE 1. PHOTOS FROM THE RITZ-CARLTON HOTEL'S INSTAGRAM PROFILE



FOTOGRAFIJA 1
53 000 lajkova

PHOTO 1
53,000 likes



FOTOGRAFIJA 2
32 536 lajkova

PHOTO 2
32,536 likes



FOTOGRAFIJA 2
158 000 lajkova

PHOTO 2
158,000 likes

posvećenosti održivosti i nasljeđa. Ako se provodi na autentičan i transparentan način, *storytelling* među klijentima može izgraditi povjerenje i vjerodostojnost. Ova strategija pobuđuje emocije i želje, stvarajući viziju gracioznosti, profinjenosti i sofisticiranosti, ali i osjećaj divljenja i nostalgije, čime se ostvaruje dublja povezanost s klijentima. U središtu pripovijedanja leži urođena ljudska potreba za povezivanjem, smislom i autentičnošću. Potrošači luksuznih usluga traže iskustva, priče i osjećaj pripadnosti koji odgovaraju njihovim vrijednostima i težnjama.

Uz *storytelling*, *influencer marketing* postaje ključna strategija za luksuzne brendove koji žele uspostaviti autentične veze s publikom i prenijeti svoje vrijednosti na osobniji način. Putem osobnih priča i preporuka, *influenceri* predstavljaju identitet brenda, njegovu etiku i stil, čime se gradi povjerenje i lojalnost među klijentima. Autentičan sadržaj koji stvaraju potiče inspiraciju i izaziva osjećaje poput

storytelling can build trust and credibility with customers. This strategy evokes emotions and aspirations, creating a vision of grace, sophistication and refinement, while evoking feelings of admiration and nostalgia, creating a deeper connection with customers. At the heart of *storytelling* is the innate human need for connection, meaning and authenticity. Luxury consumers are looking for experiences, stories and a sense of belonging that matches their values and dreams.

Alongside *storytelling*, *influencer marketing* has become an important strategy for luxury brands looking to build an authentic connection with their audience and communicate their values in a more personal way. Through personal stories and recommendations, influencers convey the brand's identity, ethics and style, creating trust and loyalty among customers. The authenticity of influencer-created content evokes feelings of inspiration,

bliskosti, zadovoljstva, uzbuđenja, nostalgije i drugih, omogućujući publici da se poveže s brendom na dubljoj razini. Dijelevi luksuzna iskustva ili proizvode sa svojim pratiteljima, *influenceri* kod njih potiču želju za sličnim iskustvima, unoseći element prestiža i sofisticiranosti u njihovu svakodnevicu. Ova strategija brendovima također omogućava dosezanje široke, ali ciljane publike putem društvenih mreža, čime se povećava prepoznatljivost i privlačnost brenda na globalnoj razini.

Prema izvješću agencije za digitalni marketing luksuznih brendova Relevance iz 2021. godine, hotelski brend The Ritz-Carlton Hotel Company uspješno je proveo brojne kampanje *influencer marketinga*. The Ritz-Carlton je radio s različitim *influencerima*, od *mikro-influencera* i profesionalnog fotografa Chrisa Aznara, koji ima 53,4 tisuće pratitelja, do poznatog svjetskog putnika i Instagram *influencera* Jacka Morrisa, s 2,5 milijuna pratitelja. Takva raznolika suradnja omogućuje brendu dopiranje do različitih ciljanih skupina, što je ključno za globalan brend poput The Ritz-Carltona. Svaki od *influencera* uspijeva povezati svoj egzotičan način života s prestižem hotela The Ritz-Carlton, čime brend dobiva izvrsnu vidljivost, osobito među mladom publikom milenijalaca i generacije Z, ali i među klijentima visokih primanja (HNWIs, UHNWIs) te skupinama kao što je HENRY (*high earners, not rich yet*), aktivnijima na Instagramu.

DRUŠTVENE MREŽE I VIZUALNA MARKETINŠKA KOMUNIKACIJA LUKSUZNIH HOTELA

Društvene mreže imaju ključnu ulogu u oblikovanju percepcije potrošača i poticanju angažmana u sektoru luksuznih hotela, koji koriste vizualno atraktivan i strateški strukturiran sadržaj za promociju brenda (Kim et al., 2024). One omogućuju izravnu interakciju brenda i potrošača, ali ne mogu zamijeniti iskustvo luksuza u fizičkom okruženju. Stoga je komunikacija luksuznih

closeness, satisfaction, excitement, nostalgia and more, allowing audiences to connect with the brand on a deeper level. When influencers share luxurious experiences or products with their followers, they inspire a desire for similar experiences and bring an element of prestige and sophistication to their followers' everyday lives. This strategy allows brands to reach a broad yet targeted audience via social media, increasing brand awareness and appeal on a global scale.

According to a 2021 report by the digital marketing agency for luxury brands, Relevance, the hotel brand The Ritz-Carlton Hotel Company has successfully executed several influencer marketing campaigns. The Ritz-Carlton has worked with various influencers, from micro-influencers and professional photographer Chris Aznar with 53.4k followers to well-known world traveller and Instagram influencer Jack Morris with 2.5 million followers. This diverse collaboration allows the brand to reach different audiences, which is crucial for a global brand like the Ritz-Carlton. Each influencer they work with manages to combine their exotic lifestyle with the prestige of the Ritz-Carlton hotels. This gives the brand excellent visibility, especially among younger millennials and Generation Z, as well as high net worth individuals (HNWIs, UHNWIs) and groups like HENRYs (high earners, not rich yet), who are more active on Instagram.

SOCIAL MEDIA AND VISUAL MARKETING COMMUNICATION OF LUXURY HOTELS

Social media plays a key role in shaping consumer perceptions and driving engagement in the luxury hotel industry, where visually appealing and strategically structured content is used to promote the brand (Kim et al., 2024). It enables direct interaction between the brand and the consumer, but cannot replace the luxury experience in a physical environment. Therefore, luxury brand communication via social media focuses primarily

brendova na društvenim mrežama usmjerena ponajprije na stvaranje emocionalne povezanosti, a ne samo na prijenos informacija, što zahtijeva dublje poznavanje upravljanja strategijom angažmana korisnika (Cervellon & Galipienzo, 2015).

Primjeri iz prakse pokazuju raznolike pristupe luksuznih brendova u korištenju društvenih mreža. Na primjer, u začetima društvenih mreža, Louis Vuitton iskoristio je Facebook za prijenos modnih revija, dok je Burberry implementirao korisničku podršku putem društvenih medija u Kini (Kapferer, 2012). Te strategije odražavaju nastojanja luksuznih brendova da se povežu s mladim segmentima potrošača, koji, iako imaju ograničenu kupovnu moć, znatno utječu na percepciju vrijednosti brenda (Liu et al., 2020).

Luksuzni brendovi nastoje uspostaviti ravnotežu između interakcije s korisnicima i kontrole nad porukama koje šalju, s obzirom na to da potrošači očekuju visoku razinu digitalne komunikacije, koja odražava prestiž brenda (Chung et al., 2020). Ključan izazov predstavlja razvoj strategija koje istodobno privlače raznoliku publiku i održavaju ekskluzivnost brenda. Povjerenje potrošača u luksuzne brendove na društvenim mrežama ovisi o kvaliteti sadržaja i percepciji autentičnosti brenda.

Istraživanja komunikacijskih strategija luksuznih modnih brendova na Instagramu pokazuju da oni u svojim vizualnim sadržajima najčešće primjenjuju klasičnu estetiku, koju karakteriziraju simetrija i preglednost, no ekspresivna estetika pokazala se važnim čimbenikom u povećanju angažmana korisnika (Kusumasondjaja, 2019). Stoga brendovi kombiniraju elemente nasljedstva i ekskluzivnosti da bi osnažili povezanost s publikom i potaknuli višu razinu angažmana (Wang et al., 2021). Takav pristup omogućuje snažniju emocionalnu reakciju potrošača te pridonosi dugoročnom očuvanju lojalnosti brendu.

Iako društvene mreže mogu povećati vidljivost luksuznih hotela, očuvanje autentičnosti i personaliziranog pristupa ostaje ključno za održavanje njihova prestiža. Aktivno upravljanje

on creating an emotional connection rather than simply conveying information, which requires greater expertise in managing user engagement strategies (Cervellon & Galipienzo, 2015).

Practical examples show different approaches to how luxury brands use social media. In the early days of social media, Louis Vuitton used Facebook to share fashion shows, while Burberry in China introduced customer support via social media (Kapferer, 2012). These strategies reflect the efforts of luxury brands to connect with younger consumer segments who, despite their limited purchasing power, significantly influence the perception of brand value (Liu et al., 2020).

Luxury brands strive to strike a balance between engaging with users and controlling the messages conveyed, as consumers expect a high level of digital communication that reflects the prestige of the brand (Chung et al., 2020). A key challenge is to develop strategies that attract a diverse audience while maintaining brand exclusivity. Consumer trust in luxury brands on social media depends on the quality of the content and the perception of the brand's authenticity.

Research into communication strategies of luxury fashion brands on Instagram shows that luxury brands often use classic aesthetics such as symmetry and clarity in their visual content, while expressive aesthetics have proven to be an important factor in increasing user engagement (Kusumasondjaja, 2019). As a result, brands combine elements of heritage and exclusivity to strengthen their connection with the audience and achieve higher levels of engagement (Wang et al., 2021). This approach enables a stronger emotional response from consumers and long-term brand loyalty.

Although social media can increase the visibility of luxury hotels, maintaining authenticity and a personalized approach are key factors in preserving their prestige. Actively managing social media engagement contributes to the success of hotels, especially in the premium segment (Kim &

angažmanom na društvenim mrežama pridonosi uspješnosti hotela, posebice u *premium* segmentu (Kim & Chae, 2018). Luksuzni hoteli imaju veći potencijal ostvarivanja koristi od strateškog korištenja društvenih mreža u usporedbi s hotelima srednje i niže kategorije, jer digitalne platforme povećavaju angažman kupaca i potiču elektroničku usmenu predaju (eWOM). Učinkovita digitalna prisutnost luksuznih hotela pridonosi jačanju brenda i boljoj poziciji na tržištu.

SMJERNICE ZA OPTIMIZACIJU VIZUALNOG SADRŽAJA

Smjernice za optimizaciju vizualnog sadržaja od ključne su važnosti za učinkovitu komunikaciju luksuznih hotelskih brendova s ciljanom skupinom gostiju, osobito na društvenim mrežama. Vizualni sadržaj ne služi samo za prikaz ponude već i za izgradnju dojma ekskluzivnosti, vjerodostojnosti i luksuza, čime se osnažuje povezanost s potencijalnim gostima. Visokokvalitetne fotografije i videozapisi povećavaju dojam ekskluzivnosti i poželjnosti brenda. Korištenje sadržaja kreiranih umjetnom inteligencijom i kratkih videozapisa s putovanja može pomoći luksuznim brendovima u povećanju lojalnosti kupaca i jačanju povjerenja u brend (Kim et al., 2024). Naglašava se, dakle, potreba ulaganja luksuznih hotela u resurse i strateško upravljanje društvenim mrežama da bi se maksimizirale prednosti *online* angažmana, uz istodobno očuvanje ekskluzivnosti brenda i povjerenja kupaca (Kim & Chae, 2018).

Zbog jedinstvenih karakteristika pojedine društvene mreže, luksuzni hotelski brendovi trebaju prilagoditi strategije vizualne komunikacije da bi učinkovito odgovorili na njezine specifičnosti i na očekivanja korisnika. S obzirom na to da je Facebook najpopularnija društvena mreža s više od 3 milijarde korisnika na mjesec (Statista, 2024), nesumnjivo je jedna od najprikladnijih platformi za promociju hotela. Osim mogućnosti objavljivanja kvalitetnih fotografija interijera, eksterijera i atrakcija u okolini

Chae, 2018). Luxury hotels have greater potential to benefit from the strategic use of social media compared to mid-range and budget hotels, as digital platforms increase customer engagement and promote electronic word of mouth (eWOM). An effective digital presence for luxury hotels helps to strengthen the brand and improve its position in the market.

GUIDELINES FOR OPTIMIZING VISUAL CONTENT

Guidelines for optimizing visual content are essential for achieving effective communication of luxury hotel brands with their target audience, particularly on social media platforms. Visual content serves not only to showcase the offerings but also to build an impression of exclusivity, credibility, and luxury, strengthening the connection with potential guests. High-quality images and videos enhance the exclusivity and desirability of the brand. If luxury brands use AI-generated content and short travel videos, it can increase customer loyalty and brand trust (Kim et al., 2024). Therefore, luxury hotels must invest in resources and strategic social media management to maximize the benefits of online engagement while maintaining brand exclusivity and customer trust (Kim & Chae, 2018).

Due to the unique characteristics of each social media platform, luxury hotel brands should tailor their visual communication strategies to effectively respond to the specifics and expectations of users on each platform. Given that Facebook is the most popular social media network with over 3 billion monthly users (Statista, 2024), it is undoubtedly one of the best platforms for promoting hotels. In addition to posting high-quality photos of hotel interiors, exteriors, and nearby attractions, short videos and posts highlighting special offers and promotions, Facebook Ads is an excellent tool that allows advertising to be tailored to a specific target audience.

hotela, kratkih videozapisa i postova koji ističu posebne ponude i promocije, Facebook nudi i izvrstan alat koji omogućuje prilagodbu oglašavanja specifičnoj ciljanoj publici – Facebook Ads.

Instagram je također globalno popularna društvena mreža, koja nudi brojne mogućnosti za doseganje potencijalnih gostiju, uključujući priče (*Stories*), videozapise uživo, plaćene oglase i kratke videozapise (*Reels*). Upotreba ključnih riječi (*hashtagova*) može znatno povećati angažman. YouTube također može biti vrlo koristan za promociju hotela jer omogućuje objavljivanje virtualnih tura kroz hotel, iskustava gostiju, videozapisa *influencera* i drugih videosadržaja koji potiču veći angažman korisnika. Instagram je

Instagram is also a very popular social network globally, offering many additional opportunities to reach potential guests, including stories, live videos, paid ads, and short video posts (*Reels*). The use of hashtags can significantly increase engagement. In addition, YouTube can be very useful for hotel promotion, where virtual tours through the hotel, guest experiences, influencer videos, and other video content can generate higher user engagement. Instagram has long dominated in the visual marketing of luxury hotels, but shifts in user preferences toward more authentic content make TikTok increasingly attractive. Despite being more popular among generation Z,

TABLICA 1. SMJERNICE ZA UPRAVLJANJE VIZUALNIM SADRŽAJEM LUKSUZNIH HOTELSKIH BRENDOVA TABLE 1. GUIDELINES FOR MANAGING VISUAL CONTENT OF LUXURY HOTEL BRANDS			
KATEGORIJA CATEGORY	UTJECAJ NA ANGAŽMAN INFLUENCE ON ENGAGEMENT	PREPORUKE RECOMMENDATIONS	ŠTO IZBJEGAVATI WHAT TO AVOID
Strategija objava i sezonalnost / Posting strategy and seasonality			
Sezonska učestalost Seasonal frequency	Prilagođavanje sadržaja turističkoj sezoni povećava relevantnost i angažman. Adapting content to the tourist season increases relevance and engagement.	Prilagoditi sadržaj prema sezoni, uključujući objave o pripremama, glavnim atrakcijama i posebnim ponudama. Adapt content to the season, including posts about preparations, main attractions, and special offers.	Izbjegavati sezonski neusklađene objave koje nisu relevantne za trenutačno razdoblje. Avoid seasonally mismatched posts that are not relevant to the current period.
Učestalost objava Posting frequency	Redovne objave povećavaju vidljivost i interes publike. Regular posts boost visibility and audience interest.	Objavljivati 3–5 puta na tjedan i prilagoditi učestalost specifičnim temama. Post 3–5 times a week and adjust the frequency to specific topics.	Izbjegavati rijetke ili prečeste objave koje smanjuju angažman. Avoid infrequent or overly frequent posts that decrease engagement.
Optimalno vrijeme objave Optimal posting time	Objave u vršnim razdobljima maksimiziraju angažman. Posts during peak periods maximize engagement.	Objavljivati u večernjim satima i vikendom, uz prilagodbu vremena objava vremenskoj zoni ciljne skupine gostiju. Post in the evening and on weekends, adjusting the timing based on the target audience's time zone.	Izbjegavati objave u ranim jutarnjim satima ili kada je angažman nizak. Avoid posting early in the morning or during low engagement periods.

KATEGORIJA CATEGORY	UTJECAJ NA ANGAŽMAN INFLUENCE ON ENGAGEMENT	PREPORUKE RECOMMENDATIONS	ŠTO IZBJEGAVATI WHAT TO AVOID
Tematski i emocionalni sadržaj / Thematic and emotional content			
Tematski postovi Thematic posts	Popularne teme kao što su pejzaži, interijeri, hrana i dekoracije privlače velik angažman. Popular themes such as landscapes, interiors, food, and decorations attract high engagement.	Prikazivati popularne teme i prilagođavati ih sezoni te estetskim standardima brenda. Showcase popular themes and adapt them to the season and the brand's aesthetic standards.	Izbjegavati generičke teme bez konteksta ili dojma. Avoid generic themes without context or impact.
Emocionalni sadržaj Emotional content	Emocionalni vizualni sadržaji povećavaju povezanost gostiju s prikazanim iskustvom. Emotional visual content increases guests' connection with the showcased experience.	Prikazivati emocije koje izazivaju romantika, <i>wellness</i> i posebne prigode, čime se stvara emocionalna veza s gostima. Show emotions such as romance, wellness, and special occasions to create an emotional bond with guests.	Izbjegavati hladne i „sterilne“ prikaze bez emocija. Avoid cold and sterile depictions without emotion.
Prisutnost ljudi na slici Presence of people on images	Fotografije s ljudima stvaraju osjećaj autentičnosti i povezanosti. Photographs with people create a sense of authenticity and connection.	Uključivati ljude u prirodnim, opuštenim situacijama da bi publika lakše zamislila vlastito iskustvo u prostoru. Include people in natural, relaxed situations to help the audience imagine their own experience in the space.	Izbjegavati „sterilne“ fotografije bez ljudi i ukočene, neprirodne položaje. Avoid sterile images without people or stiff, unnatural poses.
Storytelling Storytelling	Povećava emocionalnu povezanost i potiče goste na interakciju s brendom. Increases emotional connection and encourages guests to interact with the brand.	Koristiti serije fotografija ili videozapisa koji prikazuju priče o gostima, lokalnim događajima i posebnostima destinacije. Use series of photos or videos that tell stories about guests, local events, and unique aspects of the destination.	Izbjegavati fragmentirani sadržaj bez jasne poruke ili teme koja bi angažirala publiku. Avoid fragmented content without a clear message or theme that would engage the audience.
Održivost Sustainability	Vizualna komunikacija održivih praksi privlači ekološki osviještene goste i stvara pozitivan imidž brenda. Visual communication of sustainable practices attracts eco-conscious guests and creates a positive brand image.	Istaknuti kružnu ekonomiju, etičke izvore i raznolikost simbolima, fotografijama i inkluzivnim prikazima. Highlight circular economy, ethical sourcing, and diversity through symbols, images, and inclusive representations.	Izbjegavati netransparentne, neekološke i isključive prikaze. Avoid non-transparent, non-eco-friendly, and exclusive representations.

KATEGORIJA CATEGORY	UTJECAJ NA ANGAŽMAN INFLUENCE ON ENGAGEMENT	PREPORUKE RECOMMENDATIONS	ŠTO IZBJEGAVATI WHAT TO AVOID
Vizualni elementi i estetika / Visual elements and aesthetics			
Kvaliteta fotografija Quality of photos	Kvalitetne fotografije privlače pažnju i odražavaju luksuz brenda. High-quality photos attract attention and reflect the brand's luxury.	Koristiti profesionalne fotografije visoke razlučivosti koje jasno prikazuju prostor i usluge. Use professional, high-resolution photos that clearly showcase the space and services.	Izbjegavati mutne ili loše osvijetljene fotografije koje ne odražavaju imidž brenda. Avoid blurry or poorly lit photos that do not reflect the brand's image.
Kompozicija i perspektiva Composition and perspective	Pravilna kompozicija stvara vizualnu privlačnost i dinamiku. Proper composition creates visual appeal and dynamics.	Ekperimentirati s različitim kutovima i prikazivati prostore iz ljudske perspektive radi bolje povezanosti. Experiment with different angles and show spaces from a human perspective for better connection.	Izbjegavati nepromišljene kompozicije koje ne prikazuju prostor na atraktivan način. Avoid thoughtless compositions that do not showcase the space in an attractive way.
Boje Colours	Boje mogu pojačati doživljaj i vizualno uskladiti sadržaj s identitetom brenda. Colours can enhance the emotional impact and align content with the brand.	Koristiti boje usklađene s ambijentom i brendom te ih prilagoditi sezoni da bi se istaknuo trenutačan ugođaj. Use colours that match the ambiance and brand, and adjust colours according to the season to highlight the current atmosphere.	Izbjegavati neprikladne boje, koje ne stvaraju željeni ugođaj. Avoid inappropriate colours that do not create the desired mood.
Prikaz prostora i ambijenta Space and ambience representation	Prikazi prostora i ambijenta pomažu gostima da dožive atmosferu hotela. Representations of space and ambience help guests experience the hotel's atmosphere.	Prikazivati ključne prostore na način koji naglašava udobnost i luksuz te prenosi atmosferu. Showcase key areas in a way that emphasizes comfort and luxury, reflecting the overall atmosphere.	Izbjegavati fotografije koje ne dočaravaju atmosferu ni jedinstvenost prostora. Avoid photos that fail to convey the atmosphere and uniqueness of the space.
Prikaz luksuznih detalja Display of luxury details	Luksuzni detalji pojačavaju privlačnost brenda i privlače goste koji traže kvalitetu. Luxury details enhance the brand's appeal and attract guests seeking quality.	Istaknuti luksuzne elemente uključivanjem detalja poput spa sadržaja, bazena, vrtova, unikatnih proizvoda ili autentičnih dekoracija. Highlight luxurious elements through features such as spa facilities, pools, gardens, unique products, or authentic decorations.	Izbjegavati generičke prikaze bez luksuznih detalja. Avoid generic displays lacking luxury details.

KATEGORIJA CATEGORY	UTJECAJ NA ANGAŽMAN INFLUENCE ON ENGAGEMENT	PREPORUKE RECOMMENDATIONS	ŠTO IZBJEGAVATI WHAT TO AVOID
Tehnološki aspekti / Technological aspects			
VR/AR/ fotografije u 360° VR/AR/360° photos	Tehnologije virtualne i proširene stvarnosti omogućuju gostima da dožive hotelski prostor na daljinu, stvarajući osjećaj prisutnosti i povezanosti, što povećava angažman. Virtual and augmented reality technologies allow guests to experience the hotel space remotely, creating a sense of presence and connection, which increases engagement.	Korištenje VR fotografija i fotografija u 360 stupnjeva za virtualne ture po hotelu i ključnim prostorima može pomoći gostima da dožive atmosferu prije samog dolaska. Using VR and 360° photos for virtual tours of the hotel and key spaces can help guests experience the atmosphere before their arrival.	Izbjegavati nekvalitetne ili zastarjele virtualne prikaze koji ne prikazuju hotelski prostor realistično. Avoid low-quality or outdated virtual displays that do not realistically represent the hotel space.

Izvor: izrada autorica / Source: the authors

dugo dominirao u vizualnom marketingu luksuznih hotela, no promjene u preferencijama korisnika prema autentičnijem sadržaju čine TikTok sve privlačnijom platformom. Iako je TikTok najpopularniji među generacijom Z, sve više privlači i starije demografske skupine, pružajući luksuznim hotelima priliku da dosegnu širu publiku. Unatoč tome što ga trenutačno aktivno koristi samo malen broj turističkih brendova, njegov potencijal ne treba zanemariti. Platforma možda nije prikladna za svaki brend, ali oni koji žele privući novu, angažiraniju publiku mogu ostvariti znatne prednosti suradnjom s *influencerima* ili dijeljenjem sadržaja koji je autentičan i značajan (Pagan, n. d.).

Proces optimizacije obuhvaća nekoliko ključnih elemenata: osiguravanje visoke kvalitete sadržaja, prilagodbu očekivanjima i potrebama gostiju, usklađenost s vizualnim identitetom brenda te inovativno korištenje novih formata i tehnologija. Pažljivim planiranjem i provedbom ovih smjernica hoteli mogu povećati angažman gostiju, osnažiti prepoznatljivost brenda i istaknuti se u dinamičnom tržišnom okruženju. U Tablici 1 prikazane su smjernice za optimizaciju vizualnog sadržaja i komunikacije. Svaka preporuka usmjerena je na povećanje relevantnosti sadržaja, a dodatno se

TikTok is drawing more attention from older demographic groups, providing luxury hotels an opportunity to reach a broader audience. While currently only a small number of tourism brands actively use TikTok, its potential should not be overlooked. The platform may not be suitable for every brand, but those seeking to attract a new, more engaged audience can gain significant benefits by collaborating with influencers or sharing authentic and meaningful content (Pagan, n.d.).

The optimization process includes several important elements: ensuring top-quality content, adapting to the expectations and needs of guests, aligning with the brand's visual identity, and adopting an innovative approach in using new formats and technologies. By carefully planning and implementing these guidelines, hotels can increase guest engagement, strengthen brand recognition, and stand out in a dynamic market environment. Table 1 shows the guidelines for optimizing visual content and communication. Each recommendation is aimed at increasing content relevance, while also noting items to avoid in order to maintain authenticity and consistency with the brand.

navode i stavke koje je poželjno izbjegavati da bi se očuvala autentičnost i dosljednost brenda.

Nadovezujući se na ranije izneseno, Tablica 2 prikazuje ključne tehnike *storytellinga* koje predstavljaju pomno osmišljene pristupe putem kojih hotelski brendovi prenose svoj identitet, vrijednosti i jedinstvenost destinacije, a istodobno angažiraju publiku na autentičan način. Korištenjem vizualnih elemenata, poput serija fotografija koje prikazuju luksuzne interijere, kratkih videozapisa koji dočaravaju lokalne znamenitosti ili spontanijih trenutaka iz svakodnevnog života hotela, brendovi mogu izgraditi emocionalnu povezanost s gostima. Te tehnike, prilagođene specifičnostima digitalnih platformi poput priča na Instagramu, albuma na Facebooku ili videozapisa na YouTubeu, omogućuju hotelima povećanje vidljivosti, privlačenje nove publike i jačanje angažmana putem sadržaja prilagođenog interesima korisnika. Tablica 2 donosi detaljan pregled ključnih tehnika *storytellinga* koje hoteli mogu primijeniti da bi stvorili sadržaj koji ističe njihovu jedinstvenost i privlači ciljanu publiku.

Osim toga, treba istaknuti važnost *influencer marketinga*, koji se pokazao kao izuzetno učinkovit alat za privlačenje ciljanih korisnika, bilo da je riječ o sadašnjim ili budućim gostima. Ipak, uspješnost toga pristupa ovisi o dubinskom razumijevanju specifičnosti brenda i ciljane skupine, koje omogućuje prilagodbu kampanja preferencijama i očekivanjima gostiju. Uspješna suradnja s *influencerima* brendovima može osigurati autentičnost, veću prepoznatljivost i povjerenje publike, ali zahtijeva pažljivo planiranje i jasno definirane ciljeve.

Osim toga, napredne tehnologije poput AR-a, VR-a i fotografija u 360 stupnjeva nude luksuznim hotelima mogućnost stvaranja interaktivnih iskustava koja gostima omogućuju istraživanje prostora i usluga na potpuno nov način. Virtualne ture i prikazi povećavaju osjećaj prisutnosti i povezanosti s brendom, istodobno naglašavajući sofisticiranost i ekskluzivnost hotela. Takvi vizualni sadržaji ne samo da privlače

Building on the previously mentioned storytelling, the Table 2 presents key storytelling techniques that represent carefully crafted approaches that hotel brands can use to communicate their identity, values and the uniqueness of their destination and engage their audience in an authentic way. By using visual elements, such as photo series showing luxurious interiors, short video clips showing local landmarks or spontaneous moments from everyday hotel life, brands can build an emotional connection with guests. These techniques, tailored to the specifics of digital platforms such as Instagram stories, Facebook albums or YouTube videos, allow hotels to increase their visibility, attract new audiences and boost engagement through content tailored to users' interests. The following Table 2 provides a detailed overview of the key storytelling techniques that hotels can use to create content that emphasizes their uniqueness and appeals to their target audience.

It is noteworthy to emphasise the importance of influencer marketing, which has proven to be an extremely effective tool for attracting the right customers, whether they are current or future guests. However, the success of this approach depends on a deep understanding of the specifics of the brand and the target audience so that campaigns can be tailored to their preferences and expectations. Successful collaboration with influencers can provide brands with authenticity, increased visibility and trust with the target audience, but requires careful planning and clearly defined objectives.

In addition, advanced technologies such as AR, VR and 360° photos offer luxury hotels the opportunity to create interactive experiences that allow guests to explore rooms and services in a completely new way. Virtual tours and displays reinforce the sense of presence and connection with the brand while emphasizing the sophistication and exclusivity of the hotel. Such visual content not only attracts more attention, but also increases social media engagement and allows impressive content to be shared with potential guests.

TABLICA 2. TEHNIKE STORYTELLINGA U VIZUALNOJ KOMUNIKACIJI HOTELSKIH BRENDOVA
TABLE 2. STORYTELLING TECHNIQUES IN VISUAL COMMUNICATION LUXURY HOTELS

TEHNIKA TECHNIQUE	OPIS DESCRIPTION	PRIMJENA NA DRUŠTVENIM MREŽAMA SOCIAL MEDIA APPLICATION
Kreiranje ambijentalne priče Storyscaping	Kombinacija priče s vizualnim elementima radi stvaranja specifičnog ambijenta koji publiku „uvlači“ u atmosferu hotela. A combination of storytelling with visual elements to create a specific atmosphere that 'immerses' the audience into the hotel's environment.	Serija objava ili kratki videozapisi s naglaskom na atmosferu i ambijent. A series of posts or mini videos highlighting the atmosphere and ambiance.
Mapiranje korisničkog putovanja Customer journey mapping	Prikazuje iskustvo boravka gosta u hotelu, od dolaska do odlaska, u obliku serije objava. It showcases the guest's journey through the hotel experience, from arrival to departure, in a series of posts.	Serija objava s prikazom „dana u životu gosta“, od prijave do odjave. A series of posts with a "day in the life of a guest," from check-in to check-out.
Uokvirivanje sadržaja Content framing	Fokusiranje na određeni aspekt ili događaj kao na dio šire priče hotela. Focusing on a specific aspect or event as part of the broader hotel story.	Prikazivanje pojedinih prostorija, usluga ili događanja kao zasebnih poglavlja priče. Showcasing specific rooms, services, or events as separate chapters of the story.
Mikrotrenuci Micro-moments	Prikazivanje kratkih, autentičnih trenutaka u hotelu radi stvaranja emotivne povezanosti. Showcasing short, authentic moments from the hotel to create an emotional connection.	Priče (stories) ili kratki GIF-ovi koji prikazuju autentične trenutke, poput jutarnje kave ili zalaska sunca. Stories or short GIFs depicting authentic moments, such as morning coffee or a sunset.
Vizualni scenarij Visual storyboarding	Unaprijed isplaniran tijek priče u slikama, objavljen u segmentima s jasnim slijedom i strukturom. A pre-planned narrative flow in images, posted in segments with a clear sequence and structure.	Serija objava s jasnim slijedom, npr. sezonski prikaz ili „dan u hotelu“. A series of posts with a clear sequence, e.g., a seasonal showcase, "a day at the hotel".
Priče iz perspektive gosta User-centred storytelling	Prikazivanje hotela očima stvarnih gostiju ili izmišljenih likova radi autentičnijeg doživljaja. Showing the hotel through the eyes of real guests or created characters for a more authentic experience.	Objave s pričama gostiju, citatima i fotografijama njihovih iskustava. Posts featuring guest stories, quotes, and photos of their experiences.
Serija brendiranog sadržaja Branded content series	Kreiranje serije objava posvećenih jednoj temi, npr. lokalnoj kulturi ili wellnessu. Creating a series of posts dedicated to a specific theme, e.g., local culture, wellness.	Serija posvećena određenoj temi, npr. „Put kroz okuse“ s naglaskom na kulinarske specijalitete. Series focused on a particular theme, e.g., "A Journey Through Flavours" highlighting culinary specialties.
Tematske vizualne priče Themed visual narratives	Tematske vizualne priče koje povezuju vizualne elemente s određenom temom, npr. luksuzom ili avanturom. Thematically focused visual stories that connect visuals with a specific idea, e.g., luxury, adventure.	Sezonske ili tematske serije objava koje prikazuju vizuale usklađene s odabranom temom. Seasonal or thematic series of posts showcasing visuals aligned with a particular idea.

Izvor: izrada autorica / Source: the authors

veću pozornost nego i povećavaju angažman na društvenim mrežama te potiču dijeljenje sadržaja s potencijalnim gostima.

Naposlijetku, ključni čimbenik uspjeha u vizualnom marketingu jest i praćenje reakcija gostiju na objavljene sadržaje. Upotrebom analitičkih alata i velikih podataka brendovi mogu precizno mjeriti učinak svojih objava i prilagoditi strategije radi povećanja relevantnosti i angažmana. Segmentacija gostiju na temelju interesa i preferencija dodatno osigurava učinkovitije buduće kampanje. S druge strane, objavljivanje bez strategije i analize učinka često vodi do slabijeg angažmana i gubitka interesa publike, što naglašava važnost strateškog planiranja i prilagodbe.

ZAKLJUČAK

Vizualni marketing danas predstavlja nezaobilazan alat za stvaranje prepoznatljivog imidža luksuznih hotelskih brendova, ali i za uspostavljanje snažnije i dublje povezanosti s gostima. U vrijeme kada vizualni sadržaji dominiraju digitalnim prostorom, sposobnost hotela da osmisle jedinstvene i prilagođene priče postala je ključna za njihovu diferencijaciju na tržištu.

Analiza dosadašnjih praksi pokazala je da visokokvalitetni vizualni sadržaji, osobito oni koji uključuju elemente lokalne kulture i personalizacije, uspješno privlače pažnju i potiču angažman korisnika. S druge strane, generički vizuali i nedostatak analitičkog pristupa često rezultiraju propuštenim prilikama za uspostavljanje dublje povezanosti s publikom. Također, nedovoljna primjena tehnologija poput AR-a, VR-a i fotografija u 360 stupnjeva ostavlja prostor za napredak u stvaranju inovativnih i interaktivnih iskustava.

Vizualni marketing koji naglašava jedinstvene priče, lokalnu autentičnost i vrhunsku uslugu ključan je za diferencijaciju na sve konkurentnijem tržištu luksuznog turizma. Održivi turizam pritom postaje

Finally, a key factor in the success of visual marketing is monitoring guests' reactions to the published content. By using analytics tools and big data, brands can accurately measure the performance of their posts and adjust their strategies to increase relevance and engagement. Segmenting guests according to their interests and preferences ensures more effective future campaigns. On the other hand, posting indiscriminately without analysing performance often leads to weaker engagement and a loss of audience interest, underscoring the importance of strategic planning and customization.

CONCLUSION

Today, visual marketing is an indispensable tool to create a recognizable image of luxury hotel brands and to build a strong and deeper connection with guests. At a time when visual content dominates the digital space, a hotel's ability to create unique and customized stories has become key to their differentiation in the market.

Analysis of current practices shows that high-quality visual content, especially one incorporating elements of local culture and personalization, successfully attracts attention and drives user engagement. On the other hand, generic visuals and a lack of analytical approach often lead to missed opportunities for deeper audience engagement. Furthermore, underutilization of technologies such as AR, VR and 360° photography leaves room for progress in creating innovative and interactive experiences.

Visual marketing that highlights unique stories, local authenticity and world-class services is crucial to stand out in the increasingly competitive luxury tourism market. Sustainable tourism is also becoming an increasingly important aspect of the luxury market. Showcasing sustainable practices, such as using local products, supporting communities or energy-efficient solutions, can attract environmentally conscious travellers and highlight the added value of the brand.

sve važniji čimbenik luksuzne ponude. Prikazivanje održivih praksi, poput korištenja lokalnih proizvoda, podrške zajednici ili energetske učinkovitosti rješenja, može privući ekološki osviještene putnike i istaknuti dodatnu vrijednost brenda.

Da bi dodatno istaknuli svoje konkurentske prednosti, luksuzni hotelski brendovi trebali bi ulagati u razvoj tematskih kampanja usmjerenih na specifične aspekte poput kulinarskih iskustava, povijesnih priča ili prirodnih ljepota. Integracija lokalnih priča, poput onih o zajednicama, umjetnicima ili povijesnim događajima, može dodatno obogatiti ponudu i osigurati diferencijaciju na tržištu. Korištenje naprednih tehnologija, poput VR-a i AR-a, omogućuje virtualne ture kroz znamenitosti ili prirodna čuda, pružajući gostima priliku za istraživanje i povezivanje s destinacijom prije samog dolaska.

Osim toga, suradnja s istaknutim međunarodnim *influencerima* ili poznatim osobama koje razumiju vrijednosti luksuznog brenda i potrebe ciljane publike može znatno povećati vidljivost i relevantnost kampanja. Prilagodba sezonskim aktivnostima i stvaranje kampanja usklađenih s različitim segmentima publike osiguravaju dugoročan interes i angažman. Povezivanjem održivih inicijativa, inovacija i autentičnih priča, luksuzni hoteli mogu se istaknuti na globalnom tržištu, istodobno jačajući lojalnost i privlačnost među suvremenim putnicima.

To further emphasize their competitive advantages, luxury hotel brands should invest in developing thematic campaigns that focus on specific aspects such as culinary experiences, historical stories or the beauty of nature. Incorporating local stories, e.g., about communities, artists or historical events, can further enrich their offer and provide differentiation in the market. The use of advanced technologies such as VR and AR would allow guests to take virtual tours of landmarks or natural wonders, giving them the opportunity to explore and connect with the destination before they arrive.

In addition, working with prominent international influencers or celebrities who understand the values of the luxury brand and target audience can significantly increase the visibility and relevance of campaigns. Adapting to seasonal activities and developing campaigns that appeal to different audiences ensures long-term interest and engagement. By combining sustainable initiatives, innovation and authentic storytelling, luxury hotels can stand out in the global marketplace while strengthening the loyalty of and appeal to modern travellers.

LITERATURA / LITERATURE

- ADAMS, P. (2022). Four Seasons brushes off old luxury tropes as part of brand relaunch. Marketing Dive. <https://www.marketingdive.com/news/four-seasons-luxury-hotel-ads-travel/631120/>
- BELL, E. & DAVISON, J. (2013). Visual management studies: Empirical and theoretical approaches. *International Journal of Management Reviews*, 15(2), 167–184. <https://doi.org/10.1111/j.1468-2370.2012.00342.x>
- BLANCO-MORENO, S., GONZÁLEZ-FERNÁNDEZ, A. M., MUÑOZ-GALLEGO, P. A., & EGGER, R. (2024). What do you do or with whom? Understanding happiness with the tourism experience: An AI approach applied to Instagram. *Humanities and Social Sciences Communications*, 11(1), 346. <https://doi.org/10.1057/s41599-024-02859-z>
- CERVELLON, M.-C. & GALIPIENZO, D. (2015). Facebook pages content, does it really matter? Consumers' responses to luxury hotel posts with emotional and informational content. *Journal of Travel & Tourism Marketing*, 32(4), 428–437. <https://doi.org/10.1080/10548408.2014.904260>
- CHAN, I. C. C., CHEN, Z., & LEUNG, D. (2023). The more the better? Strategizing visual elements in social media marketing. *Journal of Hospitality and Tourism Management*, 54, 268–289. <https://doi.org/10.1016/j.jhtm.2022.11.007>
- CHAROUPA, A. (2018). A Ritz-Carlton “wow” story. <https://www.traveldailynews.com/column/articles/a-ritz-carlton-wow-story/>
- CHEN, X., XIANG, B., & BILGIHAN, A. (2024). Metaphorical effects of advertising in different types of hotels: Evidence from eye-tracking. *International Journal of Contemporary Hospitality Management*, 36(12), 4192–4214. <https://doi.org/10.1108/IJCHM-09-2023-1376>
- CHUNG, Y. & KIM, A. J. (2020). Effects of mergers and acquisitions on brand loyalty in luxury Brands: The moderating roles of luxury tier difference and social media. *Journal of Business Research*, 120, 434–442. <https://doi.org/10.1016/j.jbusres.2019.11.030>
- CUESTA-VALIÑO, P., KAZAKOV, S., GUTIÉRREZ-RODRÍGUEZ, P., & RUA, O. L. (2023). The effects of the aesthetics and composition of hotels' digital photo images on online booking decisions. *Humanities and Social Sciences Communications*, 10(1), 1–11. <https://doi.org/10.1057/s41599-023-01529-w>
- EASTMAN, J. K., SHIN, H., & RUHLAND, K. (2020). The picture of luxury: A comprehensive examination of college student consumers' relationship with luxury brands. *Psychology & Marketing*, 37(1), 56–73. <https://doi.org/10.1002/mar.21280>
- EXPEDIA INC. (2015). Hotel images matter; An empirical-based guide to hotel photos that best encourage online bookings. https://www.hotel-online.com/press_releases/release/hotel-images-matter-an-empirical-based-guide-to-hotel-photos/
- EXPEDIA INC. (2018). Expedia Group photo guidelines. https://mslps.expedia.com/images/en_EN_Flyer_EG%20Photo%20Guidelines%20_150818.pdf
- FRANCESCONI, S. (2011). Images and writing in tourist brochures. *Journal of Tourism and Cultural Change*, 9(4), 341–356. <https://doi.org/10.1080/14766825.2011.634914>
- GIGLIO, S., PANTANO, E., BILOTTA, E., & MELEWAR, T. C. (2020). Branding luxury hotels: Evidence from the analysis of consumers' “big” visual data on TripAdvisor. *Journal of Business Research*, 119, 495–501. <https://doi.org/10.1016/j.jbusres.2019.10.053>
- GRETZEL, U. (2017). The visual turn in social media marketing. *Tourismos*, 12(3), 1–18. <https://doi.org/10.26215/tourismos.v12i3.529>
- JING DAILY & MARRIOTT INTERNATIONAL (2024). Luxury explored: Chinese luxury travelers' evolving desires. <https://jingdaily.com/reports/luxury-explored-chinese-luxury-travelers-evolving-desires>
- KAPFERER, J.-N. (2012). Abundant rarity: The key to luxury growth. *Business Horizons*, 55(5), 453–462. <https://doi.org/10.1016/j.bushor.2012.04.002>
- KIM, H., HWANG, Y., GIM, J., & CHENG, Y. (2024). When are vivid hotel photos effective? The moderating effects of resource scarcity and brand level. *International Journal of Hospitality Management*, 116, 103617. <https://doi.org/10.1016/j.ijhm.2023.103617>
- KIM, M. & LENNON, S. (2008). The effects of visual and verbal information on attitudes and purchase intentions in internet shopping. *Psychology & Marketing*, 25(2), 146–178. <https://doi.org/10.1002/mar.20204>
- KIM, W.-H. & CHAE, B. (2018). Understanding the relationship among resources, social media use and hotel performance: The case of Twitter use by hotels. *International Journal of Contemporary Hospitality Management*, 30(9), 2888–2907. <https://doi.org/10.1108/IJCHM-02-2017-0085>
- KUSUMASONDJAJA, S. (2019). Exploring the role of visual aesthetics and presentation modality in luxury fashion brand communication on Instagram. *Journal of Fashion Marketing and Management: An International Journal*, 24(1), 15–31. <https://doi.org/10.1108/JFMM-02-2019-0019>
- LABRECQUE, L. I. & MILNE, G. R. (2012). Exciting red and competent blue: the importance of color in marketing. *Journal of the Academy of Marketing Science*, 40(5), 711–727. <https://doi.org/10.1007/s11747-010-0245-y>

- LI, Y. & WAN, L. C. (2025). Inspiring tourists' imagination: How and when human presence in photographs enhances travel mental simulation and destination attractiveness. *Tourism Management*, 106, 104969. <https://doi.org/10.1016/j.tourman.2024.104969>
- LIU, C.-H. & JIANG, J.-F. (2020). Assessing the moderating roles of brand equity, intellectual capital and social capital in Chinese luxury hotels. *Journal of Hospitality and Tourism Management*, 43, 139–148. <https://doi.org/10.1016/j.jhtm.2020.03.003>
- McKINSEY & COMPANY (2024). Updating perceptions about today's luxury traveler. *McKinsey & Company*. Retrieved from <https://www.mckinsey.com/industries/travel-logistics-and-infrastructure/our-insights/updating-perceptions-about-todays-luxury-traveler>
- MICHAEL, N. & FUSTÉ-FORNÉ, F. (2022). Marketing of luxurious gastronomic experiences on social media: The visual storytelling of luxury hotels. *International Journal of Tourism Research*, 24(6), 827–838. <https://doi.org/10.1002/jtr.2548>
- MICHAEL, N. & FUSTÉ-FORNÉ, F. (2024). In search of elite travel: Visual communication of luxury hotels. *Consumer Behavior in Tourism and Hospitality*, 19(1), 131–139. <https://doi.org/10.1108/CBTH-02-2023-0015>
- MINOR, K., MUŠANOVIĆ, J., DORČIĆ, J., & BRATEC, M. (2023). Visual social media communication of Italian luxury hotels and the pandemic: An AI-assisted content analysis. In B. Ferrer-Rosell, D. Massimo, & K. Berezina (Eds.), *Information and Communication Technologies in Tourism 2023: Proceedings of the ENTER 2023 eTourism Conference, January 18–20, 2023*, 148–153. Springer. https://doi.org/10.1007/978-3-031-25752-0_16
- NEUHOFFER, B. & BUHALIS, D. (2017). Service-dominant logic in the social media landscape: New perspectives on experience and value co-creation. In M. Sigala & U. Gretzel (Eds.), *Advances in Social Media for Travel, Tourism and Hospitality: New Perspectives, Practice and Cases* (pp. 13–25). Routledge. <https://doi.org/10.4324/9781315565736-3>
- O'BRIEN, K. (2019). New Four Seasons app allows you to curate itinerary. <https://www.luxurytraveladvisor.com/hotels/four-seasons-updates-app-for-guest-convenience>
- PAGAN, M. (n.d.). TikTok and luxury hotel & resorts. <https://innovat.com/expertise/hospitality/tiktok-and-luxury-hotel-and-resorts/>
- PIRAMANAYAGAM, S. & SEAL, P. P. (2022). The language of luxury: Decoding the luxury hotel brand's marketing communication. In A. S. Kotur & S. K. Dixit (Eds.), *The emerald handbook of luxury management for hospitality and tourism* (pp. 221–242). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-83982-900-020211011>
- RELEVANCE DIGITAL (2021). Three best luxury influencer campaigns for hospitality. <https://relevance.digital/best-luxury-influencer-campaigns-for-hospitality/>
- SHIJI INSIGHTS (2024). Digital transformation: An interview with Raul Alvarez Barrera on Radisson Hotel Group's Journey. <https://insights.shijigroup.com/digital-transformation-an-interview-with-raul-alvarez-barrera-on-radisson-hotel-groups-journey/>
- SINGH, N. & FORMICA, S. (2008). Level of congruency in photographic representations of destination marketing organizations' websites and brochures. *Journal of Hospitality & Leisure Marketing*, 15(3), 71–86. https://doi.org/10.1300/J150v15n03_05
- STATISTA (2024). Most popular social networks worldwide as of April 2024, by number of monthly active users. <https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>
- WANG, W., CHEN, N., LI, J., & SUN, G. (2021). SNS use leads to luxury brand consumption: Evidence from China. *Journal of Consumer Marketing*, 38(1), 101–112. <https://doi.org/10.1108/JCM-09-2019-3398>
- YouGov (2023). Global travel & tourism whitepaper 2023: Luxury travel post-pandemic. <https://business.yougov.com/content/46286-global-whitepaper-2023-luxury-travel-post-pandemic>
- YU, C.-E., XIE, S. Y., & WEN, J. (2020). Coloring the destination: The role of color psychology on Instagram. *Tourism Management*, 80, 104110. <https://doi.org/10.1016/j.tourman.2020.104110>
- YU, J. & EGGER, R. (2021). Color and engagement in touristic instagram pictures: A machine learning approach. *Annals of Tourism Research*, 89, 103204. <https://doi.org/10.1016/j.annals.2021.103204>