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**Social Media Marketing Plan for Aman
Resorts, Hotels & Residences:
*Development of a Communication
Strategy for an Ultra-Luxury Brand in the
Era of Marketing 5.0***

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Abstract and Keywords

In the context of the digitalization era, social media represents a communication tool for brands that drives consumer engagement, personalization and interaction. However, for luxury firms, the value proposition typically lies in exclusiveness, scarcity and the limited accessibility perception. The thesis addresses the paradox that arises between pursuing digital visibility and preserving exclusivity.

The objective of the thesis is to develop a Social Media Marketing Plan for Aman Resorts, Hotels & Residences. Grounded in the principles of the *Marketing 5.0* theory, the study follows a qualitative and exploratory methodological approach, based on secondary data sources, including academic literature and industry reports. To ground the Social Media Marketing Plan, the thesis includes a theoretical framework, alongside a market and contextual analysis that includes strategic tools such as SWOT, CAME, and Porter's Five Forces Framework. Ultimately, a Social Media Marketing Plan is proposed.

The thesis finds that pursuing a digital presence on social media platforms is not incompatible with preserving luxury brand traits such as exclusivity and prestige. By developing a curated, storytelling-based communication strategy, the use of social media strategies can reinforce brand positioning, aspirational appeal and strengthen long-term consumer relationships. The study concludes that for the ultra-luxury brand Aman, a curated social media strategy must not emphasize the pursuit of brand visibility, but rather building communication around the brand identity, through prioritizing high-quality content and driving meaningful digital presence.

Keywords: *Luxury Marketing, Social Media Marketing, Marketing 5.0, Luxury Hospitality and Quiet Luxury.*

Abstract and Keywords

En el contexto de la era de la digitalización, las redes sociales presentan una herramienta de comunicación para las marcas que impulsa la interacción, la personalización y el *engagement* del consumidor. Sin embargo, en el caso de las empresas de lujo, la propuesta de valor se basa tradicionalmente en la exclusividad, la escasez y la percepción de acceso limitado. Este trabajo aborda la paradoja que surge entre la búsqueda de la visibilidad digital y la preservación de la exclusividad.

El objetivo del trabajo es desarrollar un Plan de Marketing en Redes Sociales para Aman Resorts, Hotels & Residences. Basado en los principios de la teoría del *Marketing 5.0*, el estudio adopta un enfoque metodológico cualitativo y exploratorio, fundamentado en fuentes secundarias, incluyendo literatura académica e informes del sector. Para sustentar el plan propuesto, el trabajo incorpora un marco teórico, junto con un análisis de mercado y entorno, empleando herramientas estratégicas como el análisis DAFO, el modelo CAME y el modelo de las Cinco Fuerzas de Porter. Finalmente, se propone un Plan de Marketing en Redes Sociales.

El trabajo concluye que la presencia digital en redes sociales no es incompatible con la preservación de los atributos propios de las marcas de lujo, como la exclusividad y el prestigio. A través del desarrollo de una estrategia de comunicación cuidada, basada en el *storytelling*, el uso de las redes sociales puede reforzar el posicionamiento de marca, su atractivo aspiracional y fortalecer la relación a largo plazo con el consumidor. En el caso de una marca de ultra-lujo como Aman, la estrategia en redes sociales no debe centrarse en maximizar la visibilidad sino en construir una comunicación coherente con la identidad de marca, priorizando contenido de alta calidad y una presencia digital significativa.

Palabras clave: *Marketing de Lujo, Marketing en Redes Sociales, Marketing 5.0, Hospitalidad de Lujo y Lujo Silencioso.*

Chapter I. Introduction

2. Introduction

In an era defined by the rapid digital transformation of industries, organizations and processes, new ways of transmitting, engaging with audiences and communicating values have arisen. In this context, social media platforms have become an essential communication tool.

Particularly, in the luxury sector, brands have traditionally been associated with traits such as exclusivity, scarcity or the perception of limited accessibility. In this case, while the digital shift represents an opportunity, it can also be a challenge. In a digital-driven world, luxury brands need to adapt their communication strategies, maintaining their prestige, as data-driven personalization can enhance emotional connection, authenticity and customer engagement without compromising their traditional values.

In the context of ultra-luxury brands, a paradox arises regarding the transition in the digital transformation. How can companies maintain exclusivity, mystery that characterizes their brand personalities, and prestige, while at the same time participating in digital high-engagement online spaces? This thesis is built around this paradox, which will focus on the creation and development of a Social Media Marketing Plan for Aman Resorts, Hotels & Residences. In particular, the aim will be the development of different social media strategies for an undeniable new era of Marketing.

The focus of the study will be Aman Resorts, Hotels & Residences, founded by Adrian Zecha in 1988, led by CEO Vladislav Doronin since 2014. Aman is globally recognized for what is called the *quiet luxury philosophy*, a modern concept that refers to minimalist, calm and timelessness brand identity and lifestyle, which enhances serenity and personalized experiences, avoiding ostentation at most. Nevertheless, this philosophy seems to make a notable contrast with the digital presence of companies whose identity is built upon this.

This thesis observes this situation as an opportunity for analysis: *to what extent can Aman increase its digital impact and audience engagement without compromising its exclusivity, quiet luxury philosophy and values?*

3. Methodological Approach

The thesis follows a qualitative and exploratory approach, whereby a theoretical analysis is combined with the development of a Social Media Marketing Plan for Aman Resorts, Hotels & Residences.

The research on which the Social Media Marketing Plan is based on, uses secondary data sources, including academic literature, publications and industry reports. While the sources provide a conceptual foundation to the study, contributions from different authors allow for the understanding of the luxury sector and evolution of marketing.

The methodological process begins with a theoretical framework based on the *Marketing 5.0* theory, which emphasizes advanced technologies and the importance of social media as a marketing tool in an era where customer engagement and long-term relationship are essential for brands. Additionally, the thesis analyzes the dynamics and characteristics of the luxury sector.

Moreover, a contextual analysis of Aman Resorts, Hotels & Residences is carried out, with the objective of understanding the ultimate value proposition and brand values the company is built upon. Furthermore, a market, competitor and environmental analysis is conducted, including strategic frameworks such as SWOT analysis, CAME analysis and Porter's Five Forces framework. These tools allow for a comprehensive understanding of the competitive landscape, and the opportunities and threats the luxury hospitality sector faces.

Lastly, based on the insights of the theoretical framework and the contextual analysis, the Social Media Marketing Plan is developed. By defining the strategic objectives, target audience, consumer journey and communication funnel, a platform and content strategy are created. Even though the plan will not be implemented, a set of metrics

and KPIs are proposed to further analyze the effectiveness of the Social Media Marketing Plan.

4. Thesis Objectives

The aim of this work will be to design a coherent and well-executed social media strategy, through a practical plan in which academic theory and professional experience will help to understand how digital transformation in the luxury sector creates potential for Aman to adapt its philosophy into the digital marketing paradigm.

To ensure a coherent development of the Social Media Marketing Plan, the thesis will lie upon several objectives:

I. Contextual analysis

The first objective will comprise the examination of the interaction between the framework of Marketing 5.0, luxury marketing and social media as a means of communication. This objective will allow the thesis to achieve a theoretical background that serves as a foundation for the plan.

II. Strategic diagnosis

The second objective will be to evaluate Aman's internal and external environment through the application of strategic tools such as SWOT analysis, CAME and Porter's Five Forces framework. These tools will help identify opportunities and priorities for the company in order to adopt a digital strategy.

III. Strategy design

The third objective will be to ensure that the development of the plan relies on a platform strategy, where channels of communication are carefully selected, as well content pillars that will be defined through the plan. This objective will allow Aman to translate its values into a consistent digital storytelling.

All in all, the final objective of the thesis will consequently be, not to make Aman "more visible", but to make its digital presence more meaningful, curated and aligned to its brand identity.

Chapter II. Theoretical Framework

5. Theoretical Framework

5.1 Marketing 5.0 and Digital Transformation

5.1.1 Evolution of Marketing and Emergence of Marketing 5.0

Developments in the economic and social framework, in addition to technological advancements, have encouraged changes in marketing theory as a response to its overall evolution.

Prior marketing approaches such as *Marketing 1.0*, beginning in the 1950s, used to focus primarily on customer satisfaction and efficiency, by ensuring the highest prices over competitors (Kotler et al., 2021). Marketers' main goal was communicating customers' attributes and functionalities of products rather than building long-term relationships.

Between the 1960s and 1970s, the introduction of *Marketing 2.0* presented an evolution to a consumer-oriented approach, where marketers focused on understanding customers' needs and preferences through segmentation, targeting and positioning (Kotler et al., 2021). The main goal shifted from customer satisfaction to customer retention, where companies emphasized building long-term relationships.

During the late 2000s, due to a lack of trust in corporations, *Marketing 3.0* arose, where customers prioritized values and a positive social and environmental impact (Kotler et al., 2021). Brands had to progressively incorporate mission, vision and purpose into their strategies, as customers' main drivers were responsibility and transparency.

The following decade presented a shift from traditional marketing to a digitalized strategy, whereby this new *Marketing 4.0* introduced connectivity and integration of online and offline channels. As Kotler et al. (2021) argue, the rise of social media and e-commerce encouraged marketers to emphasize

an omnichannel presence strategy and the precise selection and management of touchpoints.

Representing the latest stage in marketing evolution, *Marketing 5.0* emerges in the context of a technological era, where Artificial Intelligence, data analytics and automation are key advancements. Built upon *Marketing 3.0*, human centric *approach* and *Marketing 4.0*, technologic approach, *Marketing 5.0* seeks to combine technology with emotional intelligence, in order to build long-term relationships with customers. In this case, technology does not serve to replace human interaction, but to support marketers to deepen their understanding, predicting, personalizing their offerings and ultimately, increasing value (Kotler et al., 2021).

For instance, *Marketing 5.0* concept establishes a solid foundation to understand how brands must integrate digital transformation, emphasizing on customer trust, delivering value and building meaningful customer relationships.

5.1.2 Digital Transformation as a Strategic Process

While the digital transformation of marketing is frequently related to the introduction of digital tools, platforms or technologies, according to Kotler et al. (2021), the digitalization of processes represents a strategic point of inflexion, whereby marketers must rethink how firms create value for consumers and the digital experiences consumers go through.

Kotler et al. (2021) emphasize how technology should not be used merely as a solution, but rather as a way to enhance value creation and companies' capabilities to deliver the greatest customer experience.

In his article, published in the *Global International Journal of Innovative Research*, Nugraha (2024) states how, from a strategic point of view, advanced technologies act as strategic forces that help companies build long-

term customer relationships, encouraging organizational culture and business models to adapt to the new digital era.

For digitalization to ensure a successful integration within a company, several organizational dimensions must be aligned with the new strategic plan. In their research, Singh Bist et al. (2022) argue that successful digital transformation in marketing depends on the integration of traditional and digital marketing approaches within a communication strategy. In addition, related with Nugraha's (2024) thinking, these researchers agree that the adoption of technology must be aligned with the organizational culture, involving people, process and strategy, to be able to build a successful digital communication strategy.

In the context of *Marketing 5.0*, Kotler et al. (2021) explain the introduction of predictive marketing, whereby data-driven technologies allow companies to predict consumer needs, which enables for a better management of consumer journeys. The book also states how ethics, transparency and trust must be principles to be implemented in this process, as consumer trust is severely impacted by this.

Moreover, it is essential to ensure a balance, as an overly technology approach may shadow the human dimension of marketing. In fact, there are risks associated to technology-driven marketing approach, such as cultural resistance, skill gaps and excessive automation, reducing the effectiveness digitalization brings to companies (Singh Bist et al., 2022).

This belief is concluded by Kotler et al. (2021), whereby it is key for companies and marketers to understand the importance of a strategic balance between emotional intelligence, ethics and technology, to sustain long-term value creation and a consistent brand identity.

5.1.3 Role of Advanced Technologies in Marketing 5.0.

In the context of *Marketing 5.0*, advanced technologies help companies redefine their approach towards consumers, how they build experiences and how they deliver value. As mentioned before, technology is not merely used as a tool, but as a strategic enabler to create human, meaningful, customized and ethical marketing (Kotler et al., 2021).

On the one hand, the introduction of data and analytics is used to deepen within consumer behaviors and to improve understanding in regard to their needs and wants. Kotler et al. (2021), explain that companies benefit from the use of data analytics to predict behaviors and consequently, adapt marketing approaches. For instance, companies can anticipate consumer needs, behaviors and customize their offer to maintain relevance on consumer's minds.

Another technological driver in marketing is Artificial Intelligence, being used to enhance customer segmentation, customization and recognition of customer behavioral patterns. Moreover, in an era where digitalization creates complex environments, AI helps marketers face this obstacle and create digital touchpoints that increase customer interaction and performance (Zwakala et al., 2025).

Nevertheless, *Marketing 5.0* establishes a crossing line where human rationality should never be replaced by AI and should only be used to help marketers design better customer experiences (Kotler et al., 2021). Replacing the human side of marketing by mere automation and standardization would directly have an impact on the consumer, discouraging their emotional connection with brands.

On the other hand, online marketing tools that are supported by technology, enhance brand visibility, as well as website or network traffic and conversion. In fact, Warokka (2020) emphasizes marketing costs to access audiences

being, overall, less when making use of online marketing tools instead of traditional marketing. The main goal marketers pursue when introducing technologies into their digital marketing strategy is increasing digital presence, consequent customer interaction and achievement of strategic objectives.

It is essential to mention how companies introducing advanced technologies arises with challenges. Kotler et al. (2021), argue that companies must be prepared to digitalize, due to difficulties such as technological complexity, skill gaps and complex implementation. This means that prior to the digital transformation of marketing strategies, companies must ensure appropriate infrastructure, organizational capabilities and strategic alignment between digitalization and customer experience.

5.2 Social Media Marketing: Theoretical Foundation

5.2.1 Conceptualization and Evolution of Social Media Marketing

Social Media Marketing appeared in a context of evolution of communication methods. Historically, communication between people came from an oral and written way, evolving to printed forms of media such as the newspaper. Progressively, broadcast media was introduced where radio and TV were main communication channels (Daou, 2020). With the introduction of internet and mobile technologies, digital communication was enabled facilitating diffusion and adoption of platforms where information is exchanged and individuals interact (Stojiljković, 2019).

Social media involves different digital platforms that can be classified according to usage purposes. Proposed by McKee (2010), the *Social Media Trinity Model*, divides the platforms in three categories – networking, conversation and community. Networking-use social media includes platforms such as LinkedIn, conversation-use social media, such as Twitter, blogs or forums and community-use social media, such as Instagram, TikTok, Facebook or YouTube (Wang et al., 2011).

According to research made by Labudová (2024), the social media landscape is dominated by several platforms. Results show *Facebook* as the dominant platform counting with more than 3.049 billion users per month (Labudová, 2024). *YouTube* follows the ranking with 2.491 billion users. *WhatsApp* and *Instagram* follow counting with 2 billion users each per month, while popularity of *TikTok* exceeds 1.500 billion users (Labudová, 2024). Other platforms that are included in the study are *WeChat*, *Facebook Messenger*, *Telegram*, *Snapchat*, *Kuaishou*, *Twitter*, *Sina Weibo*, *QQ*, and *Pinterest*.

Thus, Social Media Marketing term corresponds to the use of social media platforms to communicate a message, reach a targeted audience and interact with customer segments, capitalizing on the democratization of content from consumers to producers (Constantinides, 2014).

Social Media Marketing can be contrasted with Traditional Marketing where several differences can be highlighted:

Communication model

It is essential to understand that social media platforms enhance a two-way communication system in which content creators and content consumers build communities where interaction, participation and content sharing show the nature of digital interaction. Instead, Traditional Marketing, including printed media, broadcast media, outdoor and internet media, follows a “one-to-many” model where transmitting information and raising awareness is the final goal (Daou, 2020).

Audience targeting

While Traditional Marketing aims to reach a broad audience to increase awareness, Social Media Marketing is characterized by transmitting personalized messages to more precisely potential consumers based on tastes and preferences (Daou, 2020).

Cost and growth

Oldest forms of Traditional Marketing such as broadcast media or printed media are considerably more expensive than Social Media Marketing, whereby TV/radio is considered to be the most expensive channel of communication. Moreover, the physical aspect of printed media requires more capital and has a significant environmental impact (Daou, 2020).

In fact, Daou (2020) emphasizes on digital advertising sales representing a growth of 15% in contrast to 1% growth for traditional media. In addition, Social Media Marketing is the cheapest way of reaching the target audience and potential consumers, while also being the most efficient way of communicating personalized messages to the audience (Daou, 2020). Stojiljković (2019), also supports this argument as she states that reduction of costs and accessibility are social media main advantages.

An important characteristic to highlight regarding Social Media Marketing is the existence of *User-Generated Content* (UGC). In contrast to *Firm Generated Content* (FGC), which refers to marketing communication managed by the company, usually aiming to increase knowledge of the brand (Tyrväinen et al., 2023), UGC corresponds to consumers creating content, messages, reviews of a particular product or services through social media. In their research, Tyrväinen et al. (2023), argue that UGC has a positive impact on brand loyalty, where consumers are influenced by the perception of the firm, having higher credibility, higher information quality and consequently, creating positive emotions and expectations from consumers.

Moreover, Social Media Marketing aims to build a closer long-term relationship with the consumer. In her research, Stojiljković (2019), demonstrated Social Media Marketing has a positive impact on customer relationship. This means, that in the context of *Marketing 5.0*, companies should emphasize resources in building a closer presence to consumers beyond promotional communication.

5.2.2 Social Media as a Relational and Engagement-Based Marketing

It is relevant to understand what consumer behaviors occur within social media communities created by firms. Companies focus has shifted to prioritizing building long-term relationships based on consumer engagement, value creation and brand communities.

According to Liu et al. (2018), *social media brand communities* (SMBCs) are communities initiated by companies, where consumers build a relationship with a brand and interaction between consumers is also encouraged. The aim of these communities is for firms to communicate and promote their offer to customers, while building a relationship with them (Kamboj et al., 2017). The base of consumer engagement to brand communities is long-term brand trust, where brand knowledge and brand communication are essential factors. In fact, increasing consumer trust is demonstrated to have a positive impact on brand loyalty (Liu et al., 2018).

Brand trust is the central factor to which a long-term consumer relationship is built upon. In her research, Liu et al. (2018), makes emphasis on the Trust Transfer Theory, which works through a communication process, where the consumer is directly influenced by the trusted brand, and a cognitive process, when the consumer trusts the brand based on knowledge and associations of the latter.

In the context of *social media brand communities*, Liu et al. (2018), emphasizes on the definition of consumer engagement explained as “*the overall psychological experience of consumer interactions with the brand*” and highlights this factor as determinant regarding consumer trust of the brand.

Firms can identify consumer engagement within brand communities when consumer show willingness to participate, share, socialize or transmit information through word-of-mouth (Liu et al., 2018). In *social media brand*

communities, consumers participate when sharing information, posting reviews, commenting, rating, among other activities (Kamboj et al., 2017). In contrast to consumer satisfaction or commitment, consumer engagement specifically relates to an active personal motivational state, where consumers participate through a “forward-looking” mindset (Liu et al., 2018).

Thus, *social media brand communities* serve as interaction spaces where participation and consumer engagement reflect strong trust in a brand, strengthening the consumer-brand relationship, whilst directly influencing brand image and reputation (Kamboj et al., 2017).

5.2.3 Social Media in the Customer Journey

When customer experiences are built along a social media approach, it is crucial to understand how consumers move across digital touchpoints and how an integrated customer journey contributes to a better brand building.

Traditionally, customer journeys have always been simple and linear, with four different stages – awareness, consideration, conversion, retention and advocacy (Moradi et al., 2025). However, with technology advancements and the introduction of *Social Media Marketing*, customer journeys have shifted to non-linear processes where consumer behavior patterns change, shaping both touchpoints and consumer-brand interactions (Moradi et al., 2025). The existence of non-linear consumer journeys demonstrates the increase in complexity of consumer behavior and the unpredictable way in which consumers interact with brand through digital touchpoints (Pandit, 2024).

Pandit (2024) argues that marketers must align their marketing strategies to new consumer journeys that often include multiple stages, where building consumer long-term relationships depend on consumer engagement through the different touchpoints.

The use of social media for the creation of touchpoints to deliver through the consumer journey enables firms to offer a more personalized product/service and messages, which reinforces the relationship between the consumer and the brand, enhancing brand positioning (Mogno et al., 2025).

5.3 Social Media Marketing in the Luxury Industry

5.3.1 The Paradox of Luxury, Visibility and Quiet Luxury

To ground the concept regarding luxury, multiple studies have been carried out, but there is a still confusion regarding the definition. For instance, a luxury brand can be defined as a high-quality product with a prestigious image on the market and to which consumers are willing to pay a premium price (Creevey et al., 2021). It is factual to say how the “luxurious” concept surrounding a service, is the interpretation of the experienced lived by a consumer. Thus, consumer experience is linked to the emotional connection and resonance this one has with the brand providing the luxury (Creevey et al., 2021).

A luxurious association often relates to quality, uniqueness, prestige, heritage and scarcity (İnanç et al., 2025). In fact, luxury as a concept could be taken as a statement where these characteristics create a symbolism of power and status. Based on this affirmation, in the context of *Social Media Marketing*, social media communications intend to increase interaction between the brand and consumer, democratizing information, brand knowledge and brand awareness (Creevey et al., 2021).

Thus, a paradox regarding exclusivity arises as social media platforms enhance accessibility and visibility, whilst exclusiveness wants to be achieved by luxury firms.

This been said, a conflict arises regarding how a luxury firm should make use of social media platforms to communicate their message while preserving the exclusivity aura and the “aspirational dream” (Creevey et al., 2021).

Consequently, *social media brand communities* initiated by firms in the luxury industry, must be approached by maintaining a psychological distance, ensuring high-quality content that aligns with consumer expectations of the brand status. In their research, Creevey et al. (2021) argues that millennials, which were the first generation to use advanced technologies in the customer journey, have a positive perception of a luxury firm having a more distant approach to their social media communications.

Furthermore, within the luxury concept, quiet luxury is introduced. Quiet luxury refers to brands that pursue a more subtle luxury, using no logos nor ostentatious designs or features (Taylor, 2025).

In his research, Taylor (2025), argued that social connectedness, with an elite class, is the reason behind buyers leading towards quiet luxury products or services. In contrast, İnanç et al. (2025) found that the root behind engaging with quiet luxury *au lieu de* loud luxury is specifically a desire for subtlety and exclusivity, where visibility of one's wealth or desire to impress, is not the quiet luxury consumer's final goal. In fact, research demonstrates a shift in values, where consumers perception of high value is associated with quiet luxury, where no extrinsic signs of status are shown (İnanç et al., 2025).

Thus, despite social norms affecting luxury brand choices, quiet luxury consumers prioritize discrete, exclusive and subtle products or services, that fulfill their intrinsic consumer motivation rather than a desire for a certain social position (İnanç et al., 2025).

5.3.2 Building Brand Equity and Consumer Engagement in Social Media

In the context of luxury firms, brand equity is a critical factor mostly representing the reason why a product or service is worth the luxurious association. It is, for instance, the reason why consumers pay a premium price for luxury brands (Husain et al., 2022).

The digitalization of the consumer journey and transformation of the approach brands follow to interact with consumers, has affected the luxury sector (Husain et al., 2022). As mentioned before, inclusion, accessibility and visibility present a paradox in regard to luxury brands exclusiveness.

It is essential that luxury brands marketers prioritize building and sustaining on brand equity without compromising the nature of luxury brands (Husain et al., 2022). Thus, social media strategies now must balance brand control and consumer engagement to avoid eroding exclusivity. Brogi et al. (2013) argues that despite challenges, luxury companies must integrate social media within their strategies and take the opportunity of creating a competitive advantage.

As mentioned before, *online brand communities* must be part of the *Social Media Marketing* strategy for luxury companies. In this case, the level of community participation, *user-generated content*, among other activities taking place in these communities, have a direct impact on consumer engagement, and consequently, brand loyalty (Brogi et al., 2013).

In addition, characteristics of these communities such as consumer-brand interaction, increase trendiness of the brand and the use of word of mouth, strongly impact brand loyalty (Lee, 2025). One of the reasons behind this positive impact is the sense of belonging built by the firm, as well as the emotional attachment, which enhances consumer participation (Lee, 2025).

Thus, it can be stated that *online brand communities* represent a relevant opportunity for luxury brands to be closer to their consumers, enhancing emotional connectivity, loyalty and brand equity (Brogi et al., 2013). Moreover, prior research concluded how, in the luxury landscape, the use of social media can positively contribute to firm's brand equity, increase brand knowledge and strengthen consumer long-term relationships brands (Husain et al., 2022).

Chapter III. Brand Context: Aman Resorts, Hotels & Residences

6. Brand Context of Aman

6.1 Brand History

6.1.1 Origins and Evolution

Founded in 1988 by the Indonesian American Adrian Zecha, Aman's first property was inaugurated in the Island of Phuket, Thailand. The name Aman derives from the Sanskrit word for peace, representing the spirit of the brand related to serenity, culture, nature and calmness.

Redefining the luxury hospitality landscape, Zecha founded Aman with the objective of building a private holiday home, characterized with fewer rooms than average luxury hotels and premium rates above market. Aman differentiates itself with competitors through a strategy that emphasizes discrete sanctuaries, architectural harmony and exclusive service.

Throughout the decades, Aman has presented a strategic shift, where in addition to remote natural retreats, the company included culturally relevant urban spaces, such as Aman Venice. In fact, in 2014, the Swiss investor, Vlad Doronin acquired full ownership and control of the company. Since his incorporation into the company, Doronin has built a diversified luxury ecosystem, while emphasizing on the symbolism behind the serenity, privacy experiences and design that Aman stands for.

For this, the global expansion currently situates Aman with 36 hotels in 20 countries, having already announced ten different future projects, reinforcing Aman's reputation as pioneer in the luxury industry.

6.1.2 Brand Philosophy and Core Values

The center of Aman's value proposition moves around an ultra-exclusive service, which relates the vision of luxury to an emotional experience, prioritizing privacy, intimacy and harmony over visibility and ostentation.

From a strategic point of view, Aman has established a set of core values that differentiates itself from competition within the ultra-luxury segment.

Exclusivity and Scarcity

Since the beginning, Aman has established the exclusivity concept through scarcity. Properties around the world are limited in size, offering a small number of rooms. Apart from the architectural background, this is also symbolic, influencing the sense of availability and accessibility, ensuring distinction and differentiation. Instead of competing from massive brand recognition, Aman has selective accessibility, functioning as a mechanism for prestige and rarity.

Privacy and Discretion

Center to its value proposition and brand identity, privacy is emphasized through many different elements. Having built a reputation of ultra-high net worth individuals as clients, they prioritize discretion over exposure. Also, privacy is pursued through the architectural design, with separate villas or layouts. Aman does not emphasize on heavy branding nor aggressive marketing. Instead, Aman pursues the quiet luxury concept, where prestige and luxury is communicated in a subtle way.

Emotional and Transformational Experience

The particular service Aman provides, goes beyond a luxurious accommodation. They aim for a transformative experience where the consumer will have an experiential journey. Not only an exquisite personal service is given, but also a cultural immersion, where consumers are encouraged to emotionally connect with the destination and retreat chosen. Slow experiences are center to these curated types of experiences, having as a final goal to reframe the concept of luxury to an emotional transformation shifting value to personal well-being and enriching culture.

Architectural identity

Architectural design is one of Aman's most recognized brand characteristics. Properties are built to fit seamlessly within the destination, natural and cultural environment. These properties have become curated sanctuaries.

Bill Bensley, designer and Richard Hassell, co-founder of an interior design studio, highlight the influence of Aman's pursued aesthetic (Wu, 2022). Designed and built by talented architects and designers, Aman's properties maintain a quality of architecture that integrates within the culture where the property is located (Wu, 2022).

Moreover, Aman's design philosophy is not simply how their properties are decorated, but rather an experience where elements evoke serenity, immersion and resume in an unforgettable memory.

6.2 Digital Presence

Aman preserves a limited digital presence through different social media platforms. While luxury brands commonly use social media networks to reach a digital audience, Aman prioritizes a curated presence rather than simply seeking for mass visibility.

The brand is currently active in Instagram, Facebook and YouTube. Specifically in Instagram, Aman presents a social media profile with 1.1 million followers, representing the platform with the greatest number of followers. They pursue a low frequency content, where new content is posted overall every two days. Many of these posts are carousels, videos or single posts, where the different resorts are shown from a photographic perspective. In Facebook, Aman counts with 150.000 followers, where content frequency and content type are similar to Instagram. In this case, Facebook is treated as a space to communicate new properties, news or updates.

Rather than including promotions or transactional messages, Aman uses aspirational storytelling, reinforcing their position within the ultra-luxury field.

In YouTube, the count with almost 30.000 subscribers, where their content frequency decreases to a video posted once a month. Nevertheless, these videos, which have an approximate duration of one to two minutes, compensate creating a balance with their Instagram profile visibility. Aman's YouTube videos have a cinematic perspective, commonly taking place in the different resorts, offering insight into the landscapes, service and different journey consumer have when experiencing Aman.

Moreover, it is essential to mention the strategic partnerships Aman has built with two important brand ambassadors, Novak Djokovic and Maria Sharapova. Following their curated exclusivity philosophy, Aman selectively chose two tennis legends to associate with, to develop wellness programs, advisory positions in the company or collaborations with its sub-brand, Aman Essentials. These partnerships amplify Aman's where core values, philosophy and performance align with their ambassadors' image, contributing to the aspirational storytelling strategy.

Overall, Aman's digital communication strategy emphasizes quality and controlled communication, coherently maintaining their brand prestige and positioning.

Chapter IV. Market Analysis

7. Market and Competitive Analysis

7.1 Market Definition and Size

The luxury hospitality market represents a specific segment of the hospitality industry, whereby luxury hotels aim for a high-end exclusive and prestigious service and location where customer experience is personalized and memorable and ultimately goes beyond than simply an accommodation service.

Luxury hospitality within the hospitality industry represents a niche market, being in fact the third-largest market share in the global luxury industry, according to Luna-Cortés et al. (2022). This industry has experienced a large growth throughout the decades, concretely in the recent years. The global luxury hotel market size now

stands at USD 189.68 billion in 2026 (Fortune Business Insights, 2026) and is estimated to reach USD 416.53 billion by 2034.

North America is currently a market share leader, presenting a dominance of a 31.77% market share (Fortune Business Insights, 2026), being interesting to add that the U.S holds the largest number of High Net-Worth Individuals. However, Asia-Pacific is currently growing at the fastest pace, with a specific compound annual growth rate of 11.43% (Mordor Intelligence, 2026).

There are a particular number of interesting factors that are currently driving the growth of the luxury hotel market. Firstly, the world is currently experiencing a boom in the level of travel and tourism, which is expected to expand market size of this industry the following years (Fortune Business Insights, 2026). Since 2021, and due to the global pandemic impact, international tourism has almost doubled each year going by (Fortune Business Insights, 2026).

Secondly, the increasing number of High Net-Worth Individuals have allowed for this market to expand. These individuals frequently look for exclusive experiences when choosing a destination. Not only wealthy individuals are the ones choosing this option, but also business executives show increasing interest as well (Fortune Business Insights, 2026).

Thirdly, emerging Asian economies are said to have rising disposable incomes. For instance, Europe and North America attract this audience, who is likely to both, select a top-tier destination across these continents and to demand premium accommodations when travelling (Mordor Intelligence, 2026).

7.2 Competitive Landscape

Within the luxury hospitality market, there are several key players that are more likely to attract guests and whom have been facing increasing competition in the recent years. These players are fragmented at a global level; thus, market concentration is yet to be consolidated (Mordor Intelligence, 2026). Now, efforts have been put

concretely into enhancing performance and consumer satisfaction. Strategies aim at increasing brand portfolio to increase market share (Fortune Business Insights, 2026).

| | | | | |
|--|-----------------------------------|------------------------------------|---|--|
| Mandarin Oriental Hotel Group (Hong Kong) | Marriott International Inc. (U.S) | Hyatt Hotel Corporation (U.S) | Intercontinental Hotels Group Plc (U.K) | Four Seasons Hotel (Canada) |
| Shangri La International Hotel Management Ltd. (Hong Kong) | Hilton Hotels & Resorts (U.S) | Kempinski Hotels S.A (Switzerland) | Accor S.A (France) | The Indians Hotels Company Limited (India) |

Figure 1. Key industry players (source: own elaboration based on Fortune Business Insights, 2026).

Despite the fact that these competitors lead the luxury hospitality market, there are other firms that are most similar to Aman, and which, in consumer minds, represent the true competition. For instance, companies such as Rosewood, Six Senses, Ritz-Carlton or *One&Only*.

7.3 Regional Insights

The global luxury hotel market presents a fragmented competitive landscape divided throughout the globe, reflecting different economic developments, concentration of wealth and tourism flows.

North America currently stands as market leader, where consumers tend to spend high amounts of capital on luxurious accommodations. This market is additionally characterized by high purchasing power individuals and an increasing preference for leisure travel. While being the largest market, The United States market is expected to reach USD 49.15 billion by the end of 2026 (Fortune Business Insights, 2026).

Europe, similarly, presents customers with an increasing tendency to travel, where approximately 56% of Europeans took at least one personal trip in 2021 (Fortune Business Insights, 2026), being the United Kingdom, Germany and Spain leaders. In fact, the U.K market is expected to reach USD 11.29 billion by the end of 2026 (Fortune Business Insights, 2026).

The Asian continent is currently the fastest-growing market in the luxury hospitality industry, due to increasing disposable incomes and travelling culture. For instance, in 2021, according to Fortune Business Insights (2026), the Hilton Hotels & Resorts Group, added more than 700 hotel rooms to their luxury properties in China. Japan and China are leaders in the Asian market, expecting to have a conjoined USD 91.72 billion market share by the end of 2026 (Fortune Business Insights, 2026).

Interestingly, the Middle East market is mainly characterized by the high concentration of wealth, which has allowed for the expansion of luxury hotels across the region (Fortune Business Insights, 2026).

7.4 Brand Positioning Map

It is relevant for the study to develop a brand positioning map, where it is visually represented consumer perception in contrast to competitors, according to certain attributes. Within the context of the luxury hospitality industry, positioning is key for differentiation. In this case, the positioning map will be based on the following attributes: privacy and exclusivity in consumer experience and brand visibility and digital presence.

First Axis – Level of exclusivity and privacy of experience

The first dimension of the positioning map will be the level of exclusivity offered by the brand. Regarding this attribute, it can be taken into consideration, firms with destinations in remote environments, personalized services and a limited number of properties, that offer a similar experience than Aman and which represent a clear option for consumers as well.

The table below shows the different characteristics to which level of exclusivity is based on, according to the different competing brands.

| Brand | Number of properties | Average number of rooms per property | | Level of exclusivity |
|---------------------|----------------------|--------------------------------------|--|----------------------|
| Aman | 36 properties | 30–55 rooms | Remote destinations and select urban locations | Extremely high |
| <i>One&Only</i> | 14 properties | 90–150 rooms | Remote resort destinations | High |
| Six Senses | 27 properties | 60–100 rooms | Mostly remote destinations | High |
| Rosewood | 34 properties | 120–150 rooms | Predominantly urban locations | Exclusive |
| Four Seasons | 134 properties | 200–350 rooms | Mostly global cities with some resort destinations | Lower exclusivity |
| Ritz-Carlton | ~100 properties | 250–400 rooms | Mostly urban locations | Lower exclusivity |
| Ritz-Carlton | 920,000 | 250–400 rooms | Mastly urban locations | Lower exclusivity |

Figure 2. Characteristics to define exclusiveness (source: own elaboration)

Second axis – Level of brand visibility and digital presence

The second dimension of the positioning map will be the level of digital presence, concretely, digital communication and social media exposure. In the context of luxury hospitality, cultivating brand visibility through digital platforms is important to reach a certain audience and to build an aspirational mindset among consumers. Though this is true, a conflict between visibility and exclusivity arises, where luxury hotel brands must manage exposure with the sense of exclusiveness and low accessibility.

Competitors adopt different communication strategies to sustain brand awareness through active digital presence. In contrary, Aman adopts a more discrete communication strategy.

For instance, the table below shows different indicators to state whether a brand has a high level of visibility and digital presence.

| Brand | Instagram followers | Content frequency | Relative level of digital presence |
|---------------------|---------------------|----------------------|------------------------------------|
| Aman | 1.1 million | Approximately 2 | Low |
| <i>One&Only</i> | 219,000 | 4–5 posts per week | High |
| Six Senses | 140,000 | 3–4 posts per week | High |
| Rosewood | 347,000 | 4–5 posts per week | High |
| Four Seasons | 1.5 million | Approximately 1 post | Low |
| Ritz-Carlton | 920,000 | Approximately 2 post | Low |
| Mandarin Oriental | 530,000 | 3–4 posts per week | High |

Figure 3. Indicators to define digital presence (source: own elaboration)

With the characteristics to define whether a consumer perceives a brand exclusive, the exclusivity and privacy experience axis is created. In contrast, with the indicators

to determine whether a brand is more present on digital atmosphere, the brand visibility and digital presence axis is created.

The positioning of competitors within the map is supported by the conclusions of each table, which in both cases appear in the last column.

On the vertical axis, representing the level of exclusivity, it can be highlighted that the ultra-luxury hotel brands Aman, Six Senses, Rosewood and *One&Only*, appear in the upper part of the map. This means that due to a low availability, in terms of rooms and properties and with predominant properties located in remote destinations, consumers perceive them as significantly exclusive brands. Four Seasons follows these companies with larger properties and a proportion of locations in both remote and urban areas. In contrast, Ritz-Carlton and Mandarin Oriental properties are large and located mostly in iconic urban areas. Though these brands still belong to the luxurious segment, consumers may perceive them as less exclusive.

On the horizontal axis, representing the level of digital presence, brands such as Mandarin Oriental, Rosewood, Six Senses and *One&Only*, have a higher social media activity with an average content frequency of 4 posts per week. In this case, Aman, Four Season and Ritz-Carlton prefer a low content frequency strategy with less social media intensity. It is interesting to mention how, even though these three brands have less digital presence in terms of content, they have the largest Instagram community where average following is 1 million followers.

Overall, with the illustration of this map, it can be stated that for ultra-luxury hospitality brands, it is key to balance digital visibility with the consumer perception of exclusivity, where content storytelling and transmitting the brand identity will be essential for a further consumer emotional connection, and thus, long-term relationship.

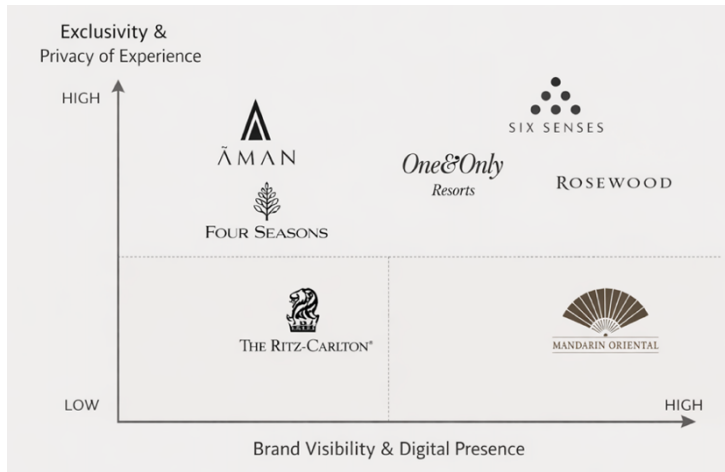


Figure 4. Brand Positioning Map (source: own elaboration)

Chapter V. Proposed Social Media Marketing Plan

8. Development of the Social Media Marketing Plan

8.1 SWOT Analysis, CAME Analysis and Porter Five Forces Framework

8.1.1 SWOT Analysis

The SWOT Analysis will be useful to evaluate the internal capabilities of Aman Hotels, while contrasting the external environment impacting the company. This study will allow to identify strategic factors that will be influencing the proposed Social Media Marketing Plan.

Strengths

Ultra-luxury brand positioning

Aman is recognized as one of the most exclusive brands in the luxury hospitality market, with brand associations such as privacy, discretion and exclusive personalized service. This factor is enhanced with the presence of high-net-worth individuals that choose Aman Hotels as their accommodations when travelling.

Strong brand identity and philosophy

Aman's brand philosophy of serenity, nature and cultural immersion demonstrates a clear differentiating factor for other luxury hotel chains. In

fact, due to the consistent differentiation, Aman can build a meaningful storytelling across its communication and brand experience.

Iconic architectural design and locations

Aman properties are distributed throughout the globe, in exclusive locations where the presence of nature landscapes and connection with the local culture are the base for their storytelling and value proposition.

Highly loyal clientele

For decades, Aman has been building a strong and loyal consumer base. In this case, the company does not offer loyalty programs, but instead, loyalty is built through consumer recognition. Aman rewards their guests with recognition program such as *Aman Inner Circle*, which corresponds to a VIP type of service for top guests. This reward includes early access to accommodations, priority room upgrades, personalized welcome gifts, complementary experiences or amenities, among other services (Atanasov, 2025).

High perceived value and prestige

Primarily due to Aman's strong reputation, the company sustains a high level of prestige in the sector, supported by the limited number of properties, the price rates and exclusive services, which ultimately reinforce its aspirational positioning.

Large following base on Instagram

Aman has an established Instagram account with a community larger than 1.1 million followers. This represents a powerful social media channel for Aman, that will be useful to amplify its storytelling and strengthen aspirational appeal.

Weaknesses

Limited digital presence compared to competitors

In comparison to other luxury hotels, Aman maintains a limited presence in digital platforms. The brand only participates in three social media platforms, limiting its digital reach despite owning a strong visual opportunity.

Small property portfolio

Despite owning 35 properties in the most exclusive locations, Aman's portfolio is particularly small to other competitors, which may limit brand visibility and to an extent, limit market penetration.

Urban expansion diluting brand identity

While originally Aman's locations were remote resorts where natural landscapes were prioritized, CEO Vlad Doronin, pursues as strategic objective expanding into urban locations as he believes there is a great demand in this market (Travel Sort, 2022). Therefore, the historically association of remote resorts as part of an experiential stay would be put into conflict.

Opportunities

Geographic expansion of Aman portfolio

As Aman continues to expand throughout the globe, having confirmed upcoming projects for the next years, it reinforces brand presence and visibility following their pioneer in luxury industry type of strategy.

Growth of global high-net-worth population

The ultra-high-net-worth population is expected to grow a 31% by 2030, estimating population will be around 676,970 individuals (Imberg et al., 2025). As this number continues to increase, it will support high-end luxury hotels, such as the offered by Aman.

Growth of experiential and wellness luxury travel

Consumers are increasingly prioritizing immersive, where visiting a new destination includes cultural authenticity. In addition to this, consumers seek for luxury tourism centered around personal well-being, where resorts are retreats or include personal-care-activities.

Threats

Geopolitical uncertainty

The current geopolitical instability, in Middle East and other Asian countries, affects tourism flow, which reduces existing demand for high-end hospitality in those destinations. Precisely for Aman, many its properties are located in these regions.

Strong competition in the ultra-luxury hospitality segment

Market competition established by brand such as Four Seasons, Mandarin Oriental or Rosewood, supposes a strong pressure where companies are emphasizing investment on architectural designs, experiential services and digital storytelling.

Digital visibility challenge

In general terms, luxury brands face a paradox when designing a digital communication strategy, where scarcity and visibility are in conflict. Luxury brands manage to what extent digital exposure aligns with exclusive and aspirational positioning they pursue. Maintaining a balance is a challenge that luxury hospitality services such as Aman also face.



Figure 5. SWOT Analysis (source: own elaboration)

8.1.2 CAME Analysis

The CAME Analysis will be based on the factors identified in the SWOT Analysis. This analysis will use those factors to build strategic responses that will exploit strengths and opportunities and will define a reaction strategy for weaknesses and threats.

Based on this framework, a social media strategy will be built, ensuring its ultra-luxury positioning its prioritized through the balance of exclusivity and digital visibility.

Correct weaknesses

- I. Expand Aman’s digital presence through platforms like LinkedIn and Pinterest, ensuring its meaningful tone and curated content. In addition, improve YouTube’s digital strategy maintaining controlled over content while demonstrating a balance between greater visibility and exclusivity.

- II. Focus on strengthening digital storytelling, specifically on Instagram and YouTube, ensuring a better connection with consumer, while preserving discretion and exclusivity.
- III. Make strategic use of social media to show the target audience the diversity of destinations, properties and experiences to be able to compensate the relatively small property portfolio.
- IV. Design a communication strategy for the existing urban properties and the urban future projects, reinforcing through storytelling values such as serenity, tranquility and exclusivity. This way, Aman would avoid both brand dilution and consumer doubts regarding urban locations.

Address threats

- I. Create a communication strategy where consumer lifestyle and daily experiences in the different geopolitical instable destination regions is shown. Through this visual set of information, the main objective is to ensure consumer confidence and transmitting security and normality within these regions.
- II. As Aman builds a strong relationship with the local culture of the resort destination, strengthen communication on the significant and meaningful cultural immersive locations and experiences consumers live with Aman to differentiate from other luxury hotels with impressive locations such as Four Seasons.
- III. To continue addressing competition, focus its communication strategy on the impressive architectural design of its properties, highlighting destinations landscape and connection with nature. This way, Aman would reinforce a differentiator factor from other luxury hotels which are not recognized by the spatial aspect.
- IV. Maintain the curated artistic and cinematic photography and videography, emphasizing on quality rather than quantity of content, to preserve the essence of luxury and rarity, addressing the digital visibility paradox of luxury firms.

Maintain strengths

- I. Preserve the most valuable narrative around serenity, privacy and sophistication in Aman's communication strategy, differentiating from ostentatious luxury competitors and reinforcing its exclusive aura in the ultra-luxury hospitality sector.
- II. Continue highlighting architecture and curated design as a core brand asset, showcasing details of its properties and the philosophy behind each of the resorts' designs.
- III. Strengthen recognition of loyal guests by sharing experiences within the Aman Inner Circle program, showing personalized services and privileges to enhance exclusive perception and to continue building an emotional connection with its community.
- IV. Sustain brand consistency across Aman's digital communication channels where storytelling is the content base, preserving its visual identity, cultural heritage and prestige.

Exploit opportunities

- I. With the expansion of Aman's portfolio, create anticipation through strategic digital campaigns, where storytelling, culture and architectural design are the center of the communication. This way, Aman would be reinforcing its position as pioneer in the ultra-luxury hospitality market.
- II. Strategically select possible partnerships with photographers, architects or cultural figures to amplify creativity while preserving Aman's identity. Specifically, Aman could carefully select new ambassadors to introduce the upcoming new Maldives, Dubai or Beverly Hills properties in 2027.
- III. With the growing interest of experiential and wellness travel, and leveraging on the existing wellness programs Aman offers, emphasize on the experiences and cultural immersion in existing urban destinations. The reason behind this would be reassuring clients how

transformational experiences, serenity and well-being can also be ensured in less remote destinations.

8.1.3 Porter's Five Forces Framework

Porter's Five Forces Framework analyzes the structural attractiveness of the luxury hospitality market and the forces shaping the industry profitability. Thus, it will be useful to identify possible influences for the proposed Social Media Marketing Plan.

In the context of this framework, the factors to be studied are the competitive rivalry, the threat of new entrants, bargaining power of buyers, bargaining power of suppliers and the threat of substitutes.

Competitive rivalry - High

Studying competitive rivalry, will help determine the intensity of competition within the luxury hospitality segment. In this case, competitive rivalry in the ultra-luxury hospitality market is high, as there are many established companies fighting for an increase in market share.

There are several factors that determine the high level of rivalry. First, **similarity** among players increases competition pressure. Within the ultra-luxury hospitality segment, there are several luxury hotel groups that offer exclusive accommodations, impressive locations and high-quality service. As a result, Aman differentiates itself from competition through their brand philosophy, prestige, pioneer position in the industry and most importantly, the position they occupy in consumers' minds. In addition to this, the **core offering** of these luxury hotel groups is similar service-wise, which increase rivalry as well.

Secondly, **switching costs** for consumers are low, as competition is not built upon price, but rather differentiation through brand attributes and associations. In this case, high-net-worth individuals have the resources and capability to

select one particular brand or another. Thus, the main determinant factors on which one to choose depends on brand reputation, perceived experience and exclusive or personalized service.

Thirdly, the existence of **high fixed costs** requires considerably high capital investments for built up, maintenance and differentiation. Therefore, once established in the market, the tendency is to remain, compete and progressively increase performance rates.

Lastly, while the ultra-luxury hospitality market segment is expected to **grow**, meaning rivalry would be reduced, established firm are currently investing and expanding their property portfolio. Consequently, competition intensifies as competing firms grow in size and perceived importance by consumers.

Threat of new entrants - Low

The threat of new companies entering the ultra-luxury hospitality sector is low as there are several barriers or limitations that determine the ability of competitors to enter and compete within the market segment.

The first barrier to entry is the **high capital requirements** in relation to the properties. Building a luxury hotel, resort or set of villas requires a considerably substantial investments and infrastructure. Specifically, firms such as Aman, build properties in remote destinations where both the land accessibility and acquisition costs are high. Thus, this represents a restriction for new possible entrants into the market.

The second barrier to entry to consider is **brand reputation**, which is a core asset of luxury firms that have been able to build a perception and associations in consumer minds. Consumer do not select a luxury resort solely based on price, as it is known that high-net-worth individuals prioritize brand trust, exclusivity and exceptional service among all aspects. Established brands

such as Aman have built a notably strong brand equity throughout the decades, having as a result being difficult to enter and compete within this sector.

The third barrier to entry is the **differentiation** within the service provided. Competing firms in the sector offer exceptional services and personalized experiences within a luxury accommodation in a specific location. Having said that, firms have to differentiate themselves as the core service offered is similar. Aman's core values differentiate themselves from competitors, through a curated brand philosophy, admirable architectural designs and cultural immersion of the chosen destination. Delivering such service and experience requires decades of knowledge, as well as access to skilled staff, economic resources and expertise, increasing entry barriers.

The fourth barrier to entry is **profitability**. In the luxury hospitality sector, the ease to achieve a profit margin is limited. Properties' high initial investments, maintenance costs and service standards, increase payback periods, decreasing attractiveness of the sector.

The last barrier to entry to consider, is switching costs for consumers, meaning how easy it is for a client to choose between on hotel brand or another. In this case, as mentioned before, switching costs are relatively low. However, brand loyalty and reputation within the luxury sector are determinant factors that create psychological switching barriers.

Bargaining power of buyers - Moderate

The bargaining power of buyers in the ultra-luxury hospitality sector is considered to be moderate, as there are several factors that that reduce power of buyers, while others enhance it.

One factor to consider is the **low switching cost** for consumers, as mentioned previously, which strengthens buyer power. Primary clients, high-net-worth individuals do not make their choice solely based on price. The reason why

consumers are selective about their choice is due to brand preference based on attributes such as consumer trust, consumer experience and exceptional service.

Moreover, it is essential to mention how consumers are likely to be **well-educated and informed** about the service they are choosing and paying for. Despite Aman's digital communications being limited, the firm offers extensive information of its destinations, properties and idyllic consumer experience. Thus, this element increases buyer power.

However, there are other factors that reduced the bargaining power of buyers. For instance, **service differentiation**, is a key characteristic in the ultra-luxury hospitality market, as it is the most relevant factor on determining whether a consumer chooses a specific brand or another.

In addition to this factor, **quality of customer service and personalization** is another element that reduces buyer power. Within this context, consumer expectations are high, seeking tailored services and differentiated experiences. Aman can differentiate itself in regard to these two factors through its brand philosophy, transformative experiences and cultural heritage.

Lastly, in the context of this specific industry, **pricing strategies** are determined by the brand. In particular, luxury hotels and resort set their prices based on their brand's positioning, prestige or high-quality service among other factors. Despite buyers being a relatively small number of individuals with a high level of economic resources, price is set by the firm, enhancing consumer perceived value of the service.

Bargaining power of suppliers - Low

In the luxury hospitality industry, several types of suppliers must be considered, such as property owners, real estate developers, interior designers and architects, technology developers, maintenance or consultants. The power

of these suppliers is low, where the majority of the factors taken into consideration limit their bargaining power.

To begin with, there are several factors that reduce supplier power in this industry. Firstly, relatively **low supplier concentration**, as hotel firms have the ability choose between companies that will offer the services required by the firm. This also implies that suppliers do not have a great pricing control, as there are many provider companies in the market.

Secondly, **switching costs** between suppliers would not imply high capital expenditure. While hotels commonly build relationships with suppliers to source the needed inputs, change suppliers when required is not a difficult task. In addition, hotel groups operate at a **larger scale than supplier** do. For instance, real estate developers or maintenance service companies are usually small companies rather than global firms.

Thirdly, it is important to consider **backward integration** by hotel companies or forward integration by suppliers. In this case, it is complicated, from an infrastructure, capital investment and operations perspective, for a hotel supplier to be able to forward integrate and develop a hospitality service. It can be highlighted how it would be most probable for the hotel to develop their own real estate project or to manage maintenance or operations internally, reducing dependence on external services.

The above-mentioned factors significantly reduce the bargaining power of suppliers. However, the luxury hospitality industry is notably **high labor intensive**, where a great part of consumer expectations lies within the quality of service provided. Consequently, firms must ensure high skilled employees, which requires training.

Also, there are certain **specialized services** that luxury hotels offer, which have to be provided by an external entity. When this is the case, these suppliers

may have some level of bargaining power, as quality services is an unnegotiable aspect of luxury hotels.

Threat of substitutes - Moderate

The threat of substitutes in the ultra-luxury hospitality industry can be defined as moderate, where several accommodation alternatives to luxury hospitality are available and may satisfy the customer similarly.

An essential force to study is the **availability of alternative accommodation** services to luxury hotels. Nowadays, travelers can choose other options instead of hotels. For instance, alternatives to consider would be renting luxury villas or residences, boutique retreats, luxury cruises or private yachts. These options offer a high level of privacy, include personalized service such as private chefs or housekeeping, offer exclusive destinations and premium experiences. As similar services can be offered, this factor implies a threat to the industry.

Moreover, choosing between a luxury hotel and an alternative, determines **low switching cost** for consumer. When preparing for a trip, consumers can easily compare between a luxury hotel and another premium accommodation with similar services. The final decision may depend on the travel context or preferences, as the price of alternatives is not necessarily cheaper to a luxury hotel. For instance, private villas and residences can reach a similar price range, when including all the services needed. Thus, the price factor does not imply a strong incentive for substitution in this market.

However, ultra-luxury hotels such as Aman, offer an integrated service, combining luxury accommodation, exclusive service, wellness programs and cultural immersive experiences. This signifies an **attractiveness** that substitutes or alternatives may not provide.

Overall, despite alternative accommodation options being available, and the cost of switching to the alternative being low, the distinctive provided service and the perceived consumer value, moderates to an extent the threat of substitutes.

8.2 Strategic Foundations of the Social Media Marketing Plan

Once previous analysis has been carried out through SWOT, CAME and Porter's Five Forces Framework, it will be necessary to define the foundation of the Social Media Marketing Plan for Aman.

Enhanced by its position on the market, brand image and ultimately distinctive brand philosophy, it can be highlighted that Aman must strengthen its digital visibility in a coherent way where quiet luxury, exclusivity and discretion are not compromised.

The development of the Social Media Marketing Plan requires a definition of objectives, the audience at which Aman aims to reach, the consumer profile of the client and the journey through which the consumer interacts with the firm.

8.2.1 Definition of SMART Objectives

It is essential for the development of the Social Media Marketing Plan to define strategic objectives that follow the SMART framework, where objectives must be Specific, Measurable, Achievable, relevant and Time-bound.

For Aman, the proposed objectives will focus both on growth and on continuous reflection of the brand's philosophy and values, enhancing engagement, connection and interaction with their audience.

Objective 1. Establish Aman's presence on TikTok.

The first objective will be to develop Aman's presence on TikTok. This will imply launching the official account of the brand and content creation. This objective will take place within 10 months, sustaining a publishing frequency

of 1-2 videos per week. TikTok videos will follow Aman's characteristic cinematic approach and storytelling. The final aim will be creating a digitally sophisticated community, while maintaining the brand's positioning through visually curated content.

Objective 2. Improve consumer engagement through digital storytelling.

The second objective will be to increase engagement rate on Aman's Instagram account. This objective will take place within 10 months, aiming for an increase of 5% by implementing a content strategy based on storytelling, centered on culturally significant elements and narratives, to which the audience will emotionally connect to. Thus, Aman will improve its relationship with the digital audience while strengthening positioning.

Objective 3. Reinforce brand authority through strategic partnerships.

The third objective will be to develop two to three long-term strategic ambassador partnerships and one digital collaboration with the luxury media brand Vogue. This objective will take place within 12 months. By aligning with Aman's brand philosophy and values, these collaborations aim to amplify Aman's storytelling through high-end personalities and recognized editorial platforms such as Vogue. This strategic shift will ultimately ensure high-quality digital content, enhancing Aman's position and image.

8.2.2 Target Audience

To develop the Social Media Marketing plan, it is necessary to identify the target audience Aman aims to reach with its digital communication strategy. Aman does not pursue mass visibility, but rather focuses on consumers that value exclusivity, authenticity, appreciate different cultures and meaningful enriching experiences.

Primary audience

As an ultra-luxury hospitality company, Aman primarily targets high-net-worth individuals and business professionals who look for exclusive, immersive and substantial experiences.

Typically aged between 30 and 55 years old, these individuals, include entrepreneurs, business executives or investors, that value privacy, personalized high-quality service and unique cultural experiences (Canvas Business Model, 2025). In fact, recent trends have shown that the average client age is 42 years old, which demonstrates an increase in younger luxury travelers.

Aman consumer base is particularly international, with clients travelling from America, Europe, Middle East or Asia-Pacific. These consumers are willing to pay premium prices for accommodations that go beyond an exceptional service, integrating cultural authenticity, immersive experiences and remote destinations that allow them to disconnect from professional, fast and occupied lives.

Secondary audience

It is relevant to mention a secondary audience, to which Aman's digital communication reaches to, but which may not necessarily be actual guests. Aged between 25 and 35 years old, these individuals are aspirational consumers, representing the future generation of high-net-worth travelers.

They are social media users that consume content and share their interest in travel, lifestyle and well-being content. Thus, engaging with this audience would strengthen Aman brand desirability, stimulate word-of-mouth and enhance exclusive positioning.

8.2.3 Buyer Personas

In order to better comprehend attributes and motivations of Aman's target audience, two profiles representing buyer personas will be created, illustrating the behaviors, interests or motivations of Aman's stereotypical guests.

Buyer Persona 1

The first buyer persona will be a 38-year-old woman, named Alexandra Laurent. Born and raised in New York City, she is the owner of a recognized American art gallery and belongs to the high disposable income population. Alexandra is a sophisticated woman that enjoys art, architecture design and learning from enriching cultural experiences.

She frequently travels due to work reasons. Additionally, she organizes international trips several times per year for leisure reasons. She seeks to disconnect from the city life, prioritizing destinations where privacy, exclusive and personalized service are essential aspects. Alexandra looks for culturally meaningful locations where she can enhance personal well-being while immersing herself within the environment.

Alexandra uses Instagram on a daily basis, where she consumes content related to art, travel, luxury experiences and lifestyle. Thus, she often discovers new destinations through digital platforms. She seeks for brands that transmit a strong authenticity she can resonate with.

For Alexandra, Aman represents an option with which she can have culturally immersive experiences, where she disconnects and discovers a new location.

Buyer Persona 2

The second buyer persona is David Chen, a 45-year-old Singaporean entrepreneur. David is the founder of a recognized technology company, where his demanding professional schedules occupy a great part of his life. David belongs to a high-income segment of the Singaporean population.

David travels to disconnect and recover from a stressful life. He prioritizes well-being experiences, where tranquility and high-quality service are a must-have. When choosing a destination, while he prefers nature-based environments, he seeks for a luxury accommodation where exclusive lifestyle is the ultimate strongest appeal.

David regularly consumes Instagram and YouTube, where he consumes travel, nature and educative related content. He additionally uses social media to find documentary videos and travel recommendations.

For David, Aman represents a brand that can ensure the tranquility and privacy he seeks for, while also offering remote nature destinations that enhance enriching cultural immersive experiences.

8.2.4 Consumer Journey

Understanding the journey the consumer goes through when experiencing Aman, is essential to design the Social Media Marketing Plan. Within the context of the luxury hospitality industry, emotional and experiential factors are determinant for consumer decision-making.

Awareness

The consumer journey for Aman begins with the awareness stage, where potential clients are exposed to visual content that allows consumers to get to know Aman's offering, destination, resorts and experiences.

For Aman, within the awareness stage, high-quality content, storytelling and meaningful narratives are essential aspects to connect with the potential consumer. Aman's communication should emphasize its architectural identity, cultural significance and wellness focus. Creating a sense of desirability and aspiration is important for consumers to visualize themselves experiencing the brand.

Digital platforms such as Instagram and TikTok serve as the main channels for sharing visual content related to Aman's resorts, destinations and services. Moreover, editorial publications such as prestigious magazines enhance brand awareness.

Consideration

Once the brand has captured the potential consumer's attention, the consideration stage follows, where consumers will be exploring and deepening within the brand. Potential consumers will then be considering whether the brand aligns with their expectations and how it will satisfy their requirements.

In this stage, consumers need more information regarding Aman's offering, destinations, types of resorts, availability, provided experiences and brand philosophy. Consumers in consideration stage tend to evaluate the overall experience that a specific destination offers.

Within the exploration process, Instagram serves as a channel where consumers can find destination content, wellness services offered and Aman's identity through the brand's profile. Additionally, YouTube provides the consumer with longer videos that showcase overall consumer experience, and what the guest's lifestyle looks like while staying at Aman. Moreover, in addition to Aman's official website, where all the necessary information is available, specialized luxury travel publications may provide more detailed information about services, experience and consumer satisfaction that drives the potential consumer to decide.

Since a deeper understanding happens throughout this stage, it is essential that Aman meets consumer expectations regarding privacy, exclusivity and cultural immersion.

Reservation

Once the consumer has evaluated the brand, after exploring and searching for information, the reservation stage will be the moment when the consumer will decide to book an experience with Aman.

As booking a stay with Aman requires a significant capital expenditure, consumer decision-making is typically more exhaustive with respect to other services. A reservation is often made through Aman's website, though luxury travel advisors may assist this process and arrangements.

Within this stage, Aman must ensure a seamless reservation process, where direct communication with the resort may be required. Getting closer to the consumer in this stage represents the very first moment when the consumer will be in touch with Aman's professional service. Thus, consumer satisfaction is quite important for a distinguished beginning of the experience.

Despite social media not being involved in the booking process, it is still essential to direct consumers to Aman's website, reinforce brand credibility and enhance brand desirability.

Experience

The experience stage begins when the consumer arrives at the resort. In this case, the interaction directly happens with Aman, which means the value proposition of the brand must be delivered. The guest will be expecting exclusive services, architectural impressiveness, wellness programs and activities that allow for the client to immerse himself within the culture of the selected destination.

During this stage, the consumer will be able to personally experience Aman's distinctive concept, where the emotional connection between the client and the brand will be reinforced. It is somehow expected that clients share content from their stay through social media, which ultimately contributes to brand visibility.

Advocacy

The final stage of the consumer journey is advocacy, which takes place after the consumer has left the resort. If consumers are satisfied with the experience, they will recommend it to others. Thus, word-of-mouth is a strong aspect that positively contributes to Aman's brand equity.

In fact, in the luxury hospitality sector, word-of-mouth is an essential communication method, where travelers share their experience with their networks. Moreover, guests may want to share their experience on social media platforms such as Instagram, TikTok, among others. In this case, testimonials are important as a part of Aman's earned media. This type of *user-generated content* reinforces both brand visibility and desirability among the target and aspirational audience.

In the context of this sector, brands such as Aman must invest in building long-term relationships with consumers as brand trust directly correlates with a repeating the experience and becoming loyal consumers.

Understanding the different stages Aman's consumers go through when experiencing the brand is essential to design the Social Media Marketing Plan. This analysis will help build the most appropriate and accurate content and communication strategy.

8.2.5 Communication Funnel

The communication funnel illustrates the communication process from which Aman connects to the consumer from the discovery of the brand until a long-term relationship is built. It is essential to understand that each stage of the funnel requires different communication objectives and content strategies.

Awareness

Awareness is the first stage of the communication funnel, where the main goal is to introduce the brand to consumer and increase brand visibility among the audience.

In the context of luxury hospitality, for Aman, awareness is not simply making the brand known but rather creating the right associations in consumer minds. For instance, creating the sense of exclusivity, desirability for the brand and an emotional appeal the consumer is drawn by. Aman profoundly transmits its value proposition through high-quality visual storytelling and narrative, where attention is emphasized on architectural beauty, privacy, the importance of culture and personal wellness.

The tone of this communication is curated and evokes emotional connection. Thus, the purpose of this stage is to allow consumers to relate to the brand's philosophy. Once this has been said, for the consumer to be delivered Aman's brand message, the most strategically appropriate touchpoints must be developed.

Social media platforms such as Instagram, TikTok and YouTube will be the most relevant within this stage. Specifically on Instagram, photographic storytelling through posts, carousels and reels of destinations and experiences will be key for engagement. Strategic partnerships and ambassador content can also be shared through Instagram ads. Moreover, on TikTok, audience can discover cinematic visual content in short-video format. Lastly, on YouTube, long-video format can be used for extensive explanations on destination and resort details, ambassador content and overall brand philosophy.

Within this stage it is relevant to mention the importance of digital earned media. Editorial publications or specialized magazine reviews contribute to brand equity and ultimately enhances consumer interest in Aman.

Therefore, the awareness stage represents the first contact moment between consumer and brand, where Aman must attract the consumer and connect emotionally beyond the service offered.

Consideration

The consideration stage begins when the consumer starts to explore the brand and evaluate the different destinations and resorts. Communication should be focused on increasing consumer understanding of Aman's experience. Thus, it is important to highlight the brand's value proposition and differentiating factors such as architectural design, remote destinations, cultural immersion within location, wellness experiences and exclusive service.

Content should emphasize what the experience of being an Aman guest looks like. From a social media perspective, Instagram will be used as a digital storytelling platform, where each resort background and story will be explained. To showcase Aman's guests' lifestyle at destination and experiences available, YouTube plays a key role, allowing for longer videos. Lastly, the use of TikTok for *user-generated content* will be essential in this stage. Guests sharing how their experience looks, inspires potential consumers and enhances a desirability feeling for Aman.

When consumers are in the consideration stage, social media content that leads to Aman official website is an important strategy. At this point, consumers will evaluate whether Aman can satisfy their expectations and begin the decision-making stage.

Conversion

The conversion stage takes place when the consumer decides to book stay at Aman. This happens once the consumer has explored the brand, evaluated different options and destinations, and finally developed a desire for an Aman experience.

In the context of luxury hospitality, this stage requires a considerable financial investment from the consumer. Thus, communication must enhance brand trust and demonstrate a valuable and unique experience.

In this case, reservations can either be done through Aman's official website or through a specialized travel advisor. Though social media does not play a direct role in this stage, it is important to support conversion and move consumers towards Aman digital ecosystem. This can be done through platforms such as Instagram and TikTok, ensuring consistency regarding Aman's positioning and philosophy.

Loyalty

The final stage of the funnel is extremely important for Aman. This stage represents what occurs after the guest has experienced the brand. The main objective is to establish a long-term relationship with the client and create an emotional attachment, resulting in repeating visits.

In this context, consumer satisfaction with the experience primarily determines whether the consumer will advocate for the brand. For a consumer to return to Aman, a memorable experience must be ensured. Additionally, Aman has different recognition programs for loyal clientele, such as Aman Inner Circle. Moreover, communication plays a key role in sustaining the relationship between consumer and Aman. Interaction between both can happen in social media platforms through *user-generated content* or by consumers engaging with the brand's content. Within this context, word-of-mouth reinforces brand reputation, which strengthens recommendations and network effect.

Overall, the loyalty stage is essential to transform a satisfied guest into a repeating consumer that advocates for the brand, with whom Aman builds a long-term emotional connection with.

Understanding the communication funnel allows for the development of the most appropriate message, content and channel strategy. This will ensure the Social Media Marketing Plan establishes the brand positioning throughout different touchpoints.

8.3 Strategic Communication Approach

To develop the Social Media Marketing Plan, it is important to highlight that exclusivity and discretion are elements that must align with the strategy. Aman does not seek for mass visibility but rather create a community within a niche audience with whom the brand can build an emotional connection.

The communication strategy to be followed is grounded in the principles of quiet luxury, emphasizing on Aman's most valuable assets, such as curated architectural design and cultural relevance. Consumers must not perceive this content as merely advertising, but rather to emotionally connect to the brand through visuals and narratives. Thus, the communication strategy will follow a pull communication logic, whereby Aman will attract the consumer to a desirable brand, which they aspire to experience and whose symbolism is built around a sophisticated luxury branding.

Aman's communication approach will be based on three aspects. The first pillar will be storytelling, developed through two dimensions. On the one hand, brand storytelling, where Aman will emphasize on brand philosophy, values and identity. Aman will be delivering a message highlighting its core attributes, privacy, serenity and wellness through carefully selected curated visual and narrative content. Aman pursues consumers to identify with its concept of luxury through an emotional connection.

On the other hand, cultural storytelling, will be centered on cultural significance, highlighting Aman's resorts heritage, and architectural design inspired on the geographic location. Values that must be emphasized will be authenticity and cultural depth, strengthening Aman's experience as a meaningful and immersive.

The second pillar will be strategic partnerships and collaborations. In the context of luxury hospitality, Aman's collaborations will not be used for mass visibility but rather to amplify its brand values and associations into their target audience. The main goal is to reinforce brand identity through selective culturally relevant figures that represent Aman's brand image and values.

These strategic partnerships will serve as a mechanism to enhance brand credibility and emotional resonance. It is expected that consumers will find the selected figures prestigious and exclusive high-end personalities, that inspire and create a sense of desirability for Aman.

The third pillar of the communication strategy will be a consistent aesthetic and visual coherence across digital platforms, ultimately balancing brand visibility with exclusiveness. All content to be produced will be created among this pillar. Additionally, instead of focusing on frequency or volume of content, quality and scarcity will be prioritized.

Therefore, by controlling the quantity of the content and by enhancing visual storytelling, Aman will expand its digital presence without diluting its brand image of exclusivity.

8.3.1 Platform Strategy

To develop the Social Media Marketing Plan, the selection digital platforms is critical to maintain relevance within the social media landscape. Aman will be developing its strategy among a limited number of platforms.

Currently, Aman has a digital presence in Instagram, YouTube and Facebook. However, the platform strategy will be centered in three core channels. Having said this, the Social Media Marketing Plan will be introducing TikTok as a new digital platform in their communication ecosystem, while reinforcing its presence on Instagram and YouTube. The combination of these social media

platforms will allow Aman to deliver visual and emotional storytelling while engaging with its audience.

Each platform will have a specific role within the Social Media Marketing Plan, where specific content will be created for each channel. Ultimately, brand visibility will be enhanced, without compromising Aman's exclusivity.

Instagram

Instagram will have the role of the brand's main communication platform. It is, in fact, the platform with the greatest follower-base for Aman. This platform will serve for two different dimensions. First, as a visual portfolio to share architectural design of resorts, lifestyle at Aman, partnerships and collaborations announcements. Secondly, for narrative brand and cultural storytelling.

This platform is most suitable for Aman, as it allows to visually showcase aesthetically, best suiting photographic and editorial posts and reels. It is of relevant importance for luxury brands to have a curated Instagram feed, as users usually seek for aspirational and creative content.

In terms of audience, Instagram is mostly used by individuals between 25 and 45 years old. While Aman's target audience are typically aged between 35 and 55 years old, a broad range of Aman's potential consumers are present on Instagram. Nevertheless, by strengthening Aman's digital presence on this platform, not only it is achieved to connect with its target audience, but also to engage with aspirational consumers that represent Aman's future target audience. Thus, it is essential to consider the importance of long-term brand building.

TikTok

In the case of TikTok, the Social Media Marketing Plan will include the incorporation of Aman onto the platform. TikTok will serve as a discovery platform that will drive users towards Aman's ecosystem.

Although TikTok's main target audience are individuals between 18 and 28 years old, studies show how, progressively, older people are joining the platform. In fact, individuals between 35 and 45 years old, are more likely to use TikTok for a specific interest, meaning they access the platform searching for a type of content.

This platform is characterized by a short vertical video format and organic content, creating a significant increase in engagement. In this case, users seek for content they find aspirational or with which they can resonate. TikTok is frequently used for *user-generated content*, which enhances brand visibility, interaction and desirability. For Aman, this represents an opportunity to position itself as an aspirational space where users seek for inspiration and uniqueness.

Content to be posted on TikTok will follow Aman's identity through cinematic visuals, showcasing lifestyle at Aman and sharing collaborations, which increase engagement and captures both target audience and potential consumers attention. Despite TikTok's mass visibility initiative, Aman will adapt its communication, strategically selecting refined and curated content, adapting to an appropriate content frequency, which will ultimately ensure consistency with brand identity.

YouTube

YouTube will serve as the most cinematographic platform of Aman's digital ecosystem. Unlike Instagram or TikTok, YouTube offers a digital space for longer videos, where storytelling and narratives are more detailed. This

platform allows Aman for a higher-quality content that shows a deeper experiential dimension of the brand.

From a content perspective, Aman will include destination films, emphasizing on architectural background of the resort and both brand and cultural storytelling of the location. In addition to this, through this platform, Aman will create and share several content collaborations that seek to engage with users that consume travel and luxury inspiration, providing in-depth content of the brand philosophy, values and experience. YouTube will be ultimately the platform where consumers will be shown what being an Aman guest looks like.

In terms of audience, YouTube represents the most versatile platform were depending on content, users have different demographic attributes. In this case, Aman will be able to attract a broad audience of high-income international individuals that share an interest for artistic content, luxury and immersive experiences.

From a strategic perspective, Instagram will be the central hub of the brand's digital ecosystem. TikTok will mostly enhance brand visibility, encouraging engagement with aspirational consumers and YouTube will support the brand narrative through high-value long-form content. Therefore, Aman will expand its digital presence while maintaining exclusive positioning.

8.3.2 Content Strategy

The content strategy corresponds to the core of Aman's Social Media Marketing Plan. This strategy will constitute the content pillars upon which the brand communication will be based. It is essential to ensure consistency and coherence throughout Aman's digital platforms as each platform requires specific content and format, while overall communication must represent the brand's identity.

In this case, the Social Media Marketing Plan aims for a content strategy that prioritizes creating emotional value that can resonate with the target audience and aspirational users.

8.3.3 Content Pillars

To ensure consistency, the content strategy will be structured in three core content pillars. These content pillars are not mutually exclusive, but rather content is meant to be integrated within a piece of communication.

Brand and Culture Storytelling

This first pillar constitutes Aman's foundation for its communication strategy, aiming to show the brand's philosophy, values and identity, highlighting the significance destination culture has in both architectural design of the resort and immersive experiences of guests.

On the one hand, it is important that through digital content, consumers connect deeply with Aman values and understand luxury as a distinctive concept. Privacy, serenity and wellness must be shown through refined storytelling techniques for consumer to internalize what Aman truly means. On the other hand, cultural storytelling will emphasize Aman's destinations heritage, traditions and experiences that create an immersive environment. It is key that content transmits authenticity in every experience with Aman.

Ultimately, this content pillar ensures authenticity, cultural richness and emotional connection, enhancing brand desirability, visibility and differentiation, particularly within the awareness and consideration stages of the communication funnel.

Lifestyle and Wellness Experience

The second pillar will be focused on showcasing lifestyle at Aman's resorts and the integration of wellness experience as part of the core values of Aman. Content will consequently emphasize on portraying emotionally and

experientially moments of personal care, disconnection, treatments, nature immersion and gastronomy. In fact, these services represent the most valuable offering of the brand.

The objective of this pillar is to create a holistic overview of a lifestyle centered around personal well-being, exclusivity and balance.

Strategic Partnerships and Collaborations

The third content pillar will be constituted by the strategic partnerships and collaborations that Aman will develop. The strategic aim is to create associations through culturally relevant figures. Rather than using collaboration for mass exposure, Aman aims to build on credibility and symbolism.

This pillar includes long-term ambassador partnerships, creative collaborations and editorial alliances. It is known that currently, Aman counts with two long-term partnerships, Novak Djokovic and Maria Sharapova. These figures represent athletic excellence, mental reliance and personal wellness, perfectly aligning with Aman's core values. However, the strategic partnerships and collaborations that will be proposed enhance brand desirability and reinforce Aman's positioning in the ultra-luxury hospitality segment.

8.3.4 Content Formats

From a strategic perspective, content format must align with the selected digital platform. The following formats will be proposed:

Editorial photography. High-end photography, including architectural, portraits, cultural elements pictures. These will be shared through Instagram posts and carousels.

Cinematic short-form videos. Short but immersive videos to be posted on Instagram Reels and TikTok. Importance is given to movement, experiences and storytelling rather than information. Content will be “Morning Routine at Aman”, “Join X for a Treatment Session at Aman”, “A Dinner at Aman”.

Long-form videos. High-quality production videos showcasing destination films, collaborations, documentary style content that will allow for a deeper understanding of Aman. These videos will be posted on YouTube. For instance, content will be “Inside Aman Resorts”, “A Day at Aman”. Additionally, for consumers to deeply understand Aman’s vision, *employee-generated content* (EGC) will be used. This implies having relevant professionals explain Aman from the inside. For instance, CEO Vlad Doronin could film a strategic YouTube video explaining the future vision of Aman.

8.4 Strategic Partnerships and Collaborations

Within the Social Media Marketing Plan, strategic partnerships and collaborations represent an essential component for Aman to expand its target audience. For the brand, a partnership will not aim for mass visibility, but rather to amplify Aman’s brand meaning, associations and reinforce emotional connection with consumers through carefully selected figures. The strategy behind the selected personalities will preserve Aman’s core values, ensuring discretion, credibility and alignment with brand identity.

Within the Social Media Marketing Plan, the proposed partnerships and collaborations will be integrated within the digital brand communication and will be enhanced in Aman’s digital ecosystem.

On the one hand, strategic partnerships will allow Aman to move towards a high-value audience that feels a strong affinity with the figures, while at the same time, these figures will have a valuable connection with the brand. In fact, partnerships are expected to enrich Aman’s storytelling and narrative behind its experiences. The

selected figures will allow for a balance between visibility and exclusivity, generating the necessary exposure without diluting consumers' perception of Aman.

On the other hand, collaborations will enhance brand credibility, which for Aman, is more valuable than exposure. For instance, building the right brand associations directly correlates with how consumers will be positioning Aman in the luxury sector. Therefore, collaborations will be ultimately used for legitimacy, reinforcing the competitive position in the luxury hospitality segment.

Ultimately, while partnerships are long-term associations with the selected figures, collaborations will be emphasized as project-based initiatives, aiming to reinforce credibility, legitimacy and cultural relevance.

Overall, by investing in strategic partnerships and collaboration, Aman aims to increase aspirational brand exposure amplifying the target audience by incorporating figures into Aman's brand image that will enrich storytelling and resonance with brand. Consequently, this will strengthen positioning through the creation of associations, brand credibility and engagement.

8.4.1 Ambassador Partnerships

For Aman, ambassadors are not treated as influencers, but rather as a symbol that represents the brand. It is essential that the ambassadors create emotional resonance and aspirational appeal.

The role of the ambassador will be representing Aman's values through their personal identity and trajectory. This will enhance brand associations that will help create authentic and meaningful narratives.

To select ambassadors, certain criteria must be followed, to ensure alignment with Aman's identity. Firstly, alignment with brand values such as discretion, cultural importance, authenticity and wellness. Secondly, these figures will be culturally recognized for their personal identity as well. Through their

personal story and trajectory, each of the ambassadors will be able to contribute to Aman's narrative and philosophy.

Aerin Lauder

Aerin Lauder is an American businesswoman, Style & Design Director and heiress of Estee Lauder Group. Lauder is also the Founder & Creative Director of the luxury lifestyle brand, AERIN. She represents a complete strategic fit for Aman given her positioning within the executive world, in addition to her expertise in the luxury sector.

In contrast to Novak Djokovic and Maria Sharapova, the existing Aman ambassadors, Aerin Lauder would act as a new ambassador in the architectural and design dimension. Strategically, she will also be the image of the new resort opening in Beverly Hills. Through this partnership, Aman will diversify its brand representation and reinforce its architectural identity.

Aerin Lauder will contribute beyond creativeness, emphasizing architecture as an experience and capturing design as the narrative in curated environments. She is expected to create holistic and immersive experience that balance elegance with sophistication, aligning with Aman's visual positioning.

Ke Huy Quan

Ke Huy Quan is a Vietnamese American Academy Award winner, whose personal and professional trajectory reflects resilience, perseverance and authenticity. Ke Huy Quan would represent a distinctive profile centered on contributing to the emotional depth of Aman's ambassador strategy and storytelling.

In comparison to other ambassadors focused on performance and wellness, Ke Huy Quan represents the importance of cultural heritage and identity. Through this partnership, Aman would be moving towards a human-driven storytelling,

which would allow consumers to personally identify and emotionally resonate to the brand's values.

From a strategic perspective, his role as cultural ambassador would be closely linked to Aman Vietnam, *Amanoi*, as the strategic representative image of the destination. This collaboration would enhance Aman's cultural richness and emotional resonance. Moreover, Ke Huy Quan's narrative would go beyond a luxury concept, representing a transformative experience that encourages reconnecting with one's roots and cultural surroundings. Aman's positioning would be reinforced as a meaningful, rich and memorable brand.

In addition to the wellness-oriented storytelling provided by Djokovic and Sharapova, the global ambassadors strategy constitutes a versatile representation of Aman as a brand that pursues deeper emotional and aspirational connection with the audience.

The content approach regarding the ambassadors' strategy must prioritize narrative formats that allow consumers to understand how these ambassadors will contribute to Aman's ecosystem. In the case of Aerin Lauder, content will emphasize design, architecture and visual storytelling. In contrast, Ke Huy Quan content will focus on a cultural and personal driven narrative.

Thus, YouTube and Instagram will be the principal digital platforms for the ambassadors' content strategy. To introduce the strategic partnerships into the digital ecosystem, an initial strategy will be developed. On the one hand, on YouTube, two long-form extensive videos will be created. These will be dedicated to introducing each ambassador separately, explaining their vision of Aman and the input they will bring to the brand. Additionally, a podcast conversation with CEO Vlad Doronin. On the other hand, on Instagram, two announcement posts will be shared in both Aman and the ambassadors official accounts. Additionally, strategic pieces of the YouTube videos will be shortened down to post them as Instagram Reels.

8.4.2 Luxury Media and Creative Collaborations

For Aman, collaborations will enhance visibility in established cultural and lifestyle contexts that are perceived by consumers as inspirational content. Consequently, two types of collaborations will be proposed within the Social Media Marketing Plan.

Editorial Media Collaboration

Vogue X AMAN

In the context of the luxury, there are several recognized luxury editorial firms, such as *Vogue Magazine*. For Aman, this is an opportunity to reinforce its identity and credibility, as *Vogue* provides a platform that consumers perceive as aspirational, with authority in luxury contexts and culturally relevant.

Through the collaboration, Aman would be shown by *Vogue*, emphasizing on how the brand embodies the luxury concept around its meaningful experiences and lifestyle. Storytelling would be centered on wellness, rituals and the experiential dimension of Aman.

From a content perspective, Instagram, TikTok and YouTube will be used simultaneously. First, Aman will post short-form videos on Instagram Reels and TikTok, immersive videos such as “*A Morning Routine at Aman*” or “*What a 3-Michelin-Stars Dinner Looks Like at Aman*”. On YouTube, for long-form videos, “*24 hours at Aman New York*”. This multi-platform approach will allow the brand to increase aspirational discovery, through Instagram and TikTok, while providing immersive storytelling on YouTube.

Vogue X AMAN X Cindy Crawford

In addition, this collaboration will also include the presence of the culturally relevant 90s figure, Cindy Crawford. The model’s current position involves personal well-being and mindful living, having previously partnered with *Vogue* to showcase this curated lifestyle. Regarding content for this collaboration, on Instagram Reels and TikTok, Aman will share short videos such as “*Cindy’s Wellness Ritual at Aman*”. On YouTube, longer conversation

can be filmed such as “*Cindy x Aman Conversations: What Truly Matters*”. Thus, leveraging Cindy Crawford’s positioning and credibility in the wellness context will allow for Aman to strengthen its connection to the interested audience.

Creative Collaborations

Annie Leibovitz X AMAN

In addition to editorial media partnerships, Aman will collaborate with Annie Leibovitz, the most recognized photographer worldwide. Leibovitz is notably known for her artistic pieces, portraits and landscapes. The artist can capture identity and emotion, aligning with Aman’s brand values.

For Aman, this collaboration will be an artistic project rather than simply a campaign. Emphasizing on curated photographic content, Annie Leibovitz will capture the essence of Aman’s most recognized destinations, demonstrating the importance of architectural identity and interpretation of spaces. With Leibovitz’s style, the brand will continue developing and reinforcing a visual narrative that evokes introspection, emotional connection and timelessness.

From a content perspective, the photography will be shared mainly on Instagram, as a mechanism to reinforce aesthetic and curated visual content on Aman’s most relevant platform. Nevertheless, a YouTube documentary-style video will be filmed to showcase Annie Leibovitz mindset and decision-making regarding the project. This collaboration will not only evoke conversations among artistic and editorial contexts, but also consumers who share these interests will be attracted to Aman’s surroundings. This dual-format approach balances artistic storytelling with emotional resonance, which ultimately aligns with Aman’s transparency and will be used to increase audience engagement.

Overall, these collaborations will enable Aman to reinforce its credibility within editorial, cultural and artistic context that strengthen position in its digital environment moving beyond traditional luxury hospitality.

8.5 Content Execution

Based on the content pillars, defined platform strategy and content formats, content execution has been carried out. Aimed to achieve the strategic foundations of the Social Media Marketing Plan, the content created will be presented in a visual structured way, as well as supported by mockups.

8.5.1 Content Matrix

| Platform | Content | Format | Content Pillar | Funnel Stage |
|-----------|--|----------------------|--|---------------|
| Instagram | Aman existing visual storytelling (architecture, landscapes, wellness) | Static posts & Reels | Brand & Culture Storytelling | Awareness |
| Instagram | "A day at Aman" | Reels | Wellness & Lifestyle | Consideration |
| Instagram | Wellness rituals in Aman | Reels / Carousel | Wellness & Lifestyle | Consideration |
| TikTok | "POV: You arrive at Aman" | Short-form video | Wellness & Lifestyle | Consideration |
| TikTok | "Morning at Aman" cinematic storytelling | Short-form video | Wellness & Lifestyle | Consideration |
| YouTube | Aman destinations cinematic film | Long-form video | Brand & Culture Storytelling | Awareness |
| YouTube | Aerin Lauder introduction: vision, architecture, role | Long-form video | Strategic Partnerships and Collaborations | Awareness |
| YouTube | Ke Huy Quan introduction: story, culture, identity | Long-form video | Strategic Partnerships and Collaborations | Awareness |
| YouTube | Conversation with CEO Vlad Doronin | Podcast-style video | Strategic Partnerships and Collaborations | Awareness |
| Instagram | Ambassador announcement (Aerin & Ke Huy Quan) | Reels | Strategic Partnerships and Collaborations | Awareness |
| Instagram | Ambassador storytelling (design / culture narratives) | Post | Strategic Partnerships and Collaborations | Awareness |
| Instagram | Short clips from YouTube ambassador videos | Reels | Strategic Partnerships and Collaborations | Awareness |
| Instagram | "A Morning at Aman x Vogue" | Reels | Wellness & Lifestyle / Strategic Partnerships and Collaborations | Awareness |
| TikTok | "Aman lifestyle through Vogue lens" | Short-form video | Wellness & Lifestyle / Strategic Partnerships and Collaborations | Awareness |
| YouTube | "24 Hours at Aman New York with Vogue" | Long-form video | Wellness & Lifestyle / Strategic Partnerships and Collaborations | Awareness |
| Instagram | "Cindy's Wellness Ritual at Aman" | Reels | Wellness & Lifestyle / Strategic Partnerships and Collaborations | Awareness |
| YouTube | "Cindy x Aman Conversations: What Truly Matters" | Long-form video | Wellness & Lifestyle / Strategic Partnerships and Collaborations | Awareness |
| Instagram | Artistic photography series of Aman resorts | Static posts | Strategic Partnerships and Collaborations | Awareness |
| YouTube | Documentary: Annie Leibovitz creative process | Long-form video | Strategic Partnerships and Collaborations | Awareness |

Figure 6. Content Matrix (source: own elaboration)

This matrix provides a visual overview of the content within the Social Media Marketing Plan. Content is divided between the three different platforms constituting Aman's digital ecosystem, the content pillar they belong to and the stage in the funnel where this touchpoint would be considered.

8.5.2 Content Mockups

As a complement to the content matrix, several mockups have been created as a representation of the content strategy. These mockups aim to illustrate the creative direction Aman must follow within each platform, the aesthetic and the narrative behind.

Mockup 1 – Instagram Feed

This mockup (*see annex 1*) is a visual representation of Aman's Instagram feed with the incorporation of ambassador announcement content, *Vogue* collaboration and organic content. This feed reflects the essence of the defined content pillars of the Social Media Marketing Plan. The Instagram feed also emphasizes the characteristic aspirational appeal, reinforcing brand recognition and consistency in its digital ecosystem.

Mockup 2 – Instagram Post Ambassador Announcement

This mockup (*see annex 2*) illustrates how Aerin Lauder's ambassador announcement would look like on Instagram. Important elements of the mockup to be highlighted are the post, aligned with Aman's aesthetic and architectural identity, while also representing the ambassador's identity. The caption is brief but concise, introducing the role of the ambassador and the main message.

Mockup 5 – TikTok Feed and Video

This last mockup (*see annex 5*) represents the adaptation of Aman's collaboration with *Vogue* for "A Morning at Aman Turkey" into the new TikTok account. The content is curated, not ostentatious and aligns with

Aman's visuals. Also, the TikTok account and feed represent how Aman's activity on the platform would look like.

8.6 Implementation Plan

To continue, an implementation plan calendar will be presented, including the proposed actions for Aman to carry out during a period of time of 12 months, commencing on January 1st, 2027. These actions are oriented to ultimately achieve the objectives of the proposed Social Media Marketing Plan for Aman.

Given the nature of the brand and the luxury hospitality segment it belongs to, the execution plan must be coherent with the brand's objectives. Thus, this execution plan does not present a high volume of actions, but rather it strategically distributes them through a period of a year. The first phase of the implementation plan, representing the four months, will be focused on preparing the foundation of the digital strategy. In particular, Aman's TikTok account will be created, in addition to content for TikTok and Instagram. Moreover, the strategic foundations for the ambassador partnerships and the proposed content will be created.

The second phase of the execution plan will be characterized by the activation of these strategies. For TikTok and Instagram, organic content will be launched, including action such as enhanced UGC and interaction with the community. In addition, during the months of May, June and July, the two ambassadors will be announced through Instagram and YouTube, organically supported by TikTok, ensuring a distance in time between announcements. Separately, the development of the Vogue collaboration, addition of Cindy Crawford and the creative collaboration with Annie Leibovitz will begin. Production and execution of content will be prepared in advance.

The third phase of the implementation plan constitutes the months where Aman will be consistent with its TikTok and Instagram content strategy, as well as, leveraging on its ambassador's presence. Most importantly, the Vogue x Aman collaboration will be launched in September, while Annie Leibovitz x Aman will be launched in November.

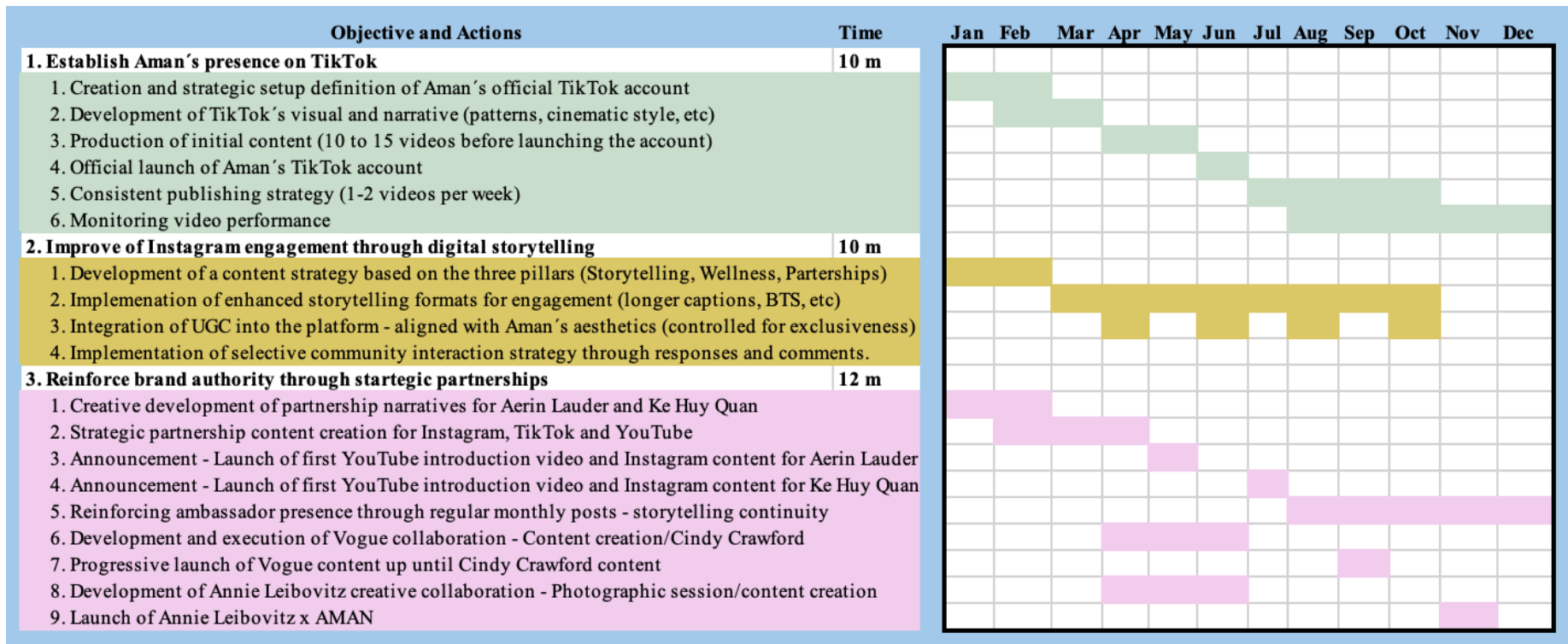


Figure 7. Implementation Plan Calendar (source: own elaboration)

8.7 Social Media Metrics and KPIs

To evaluate the Social Media Marketing Plan, the defined objectives and the determined actions must be evaluated. As the study will not be including a real implementation plan, results will not be gathered. Nevertheless, if the implementation plan was to take place, several key performance indicators (KPIs) would be needed to assess and measure performance. The following KPIs are the most relevant within the context of Social Media Marketing in the luxury hospitality sector.

Reach and Visibility KPIs

Metrics that measures the people that have come across your social media ecosystem.

I. Post reach

A metric referring to the number of users that have been exposed to the content. This KPI will be helpful to understand whether TikTok is increasing digital visibility of Aman.

II. Impressions

The total number of times a post or account has been seen, regardless of it being viewed multiple times by a user. For the Social Media Marketing plan, impressions will assess the exposure and show whether your content is strong. This will be especially useful in Instagram, for the cinematic videos, and in TikTok to evaluate whether Aman's new account is successful.

III. Followers

Measures how fast a profile audience increases in a period of time. Followers' metric will be essential to measure the pace at which the TikTok's followers grow since the creation of the account.

IV. Website traffic

Metric that specifically shows the number of times users have clicked on a link appearing on a post, reel, video or story, giving access to the official website. It will be useful to analyze if the selected social media content is ultimately driving users to the consideration stage.

V. Share of Voice (SOV)

SOV indicates the number of these mentions relative to competitors. For Aman, this will be useful to assess the strategic partnerships and collaboration. If the metrics have increased, it indicates greater visibility.

Social Media Engagement KPIs

To assess Aman's success online, social media engagement metrics must be used. It is important for a brand to understand if its content is being ignored or whether people are interacting.

VI. Clicks

The number of times users have clicked on your post link, caption link or profile link. Useful to assess further interest on getting to know the brand better or interest in a specific action.

VII. Likes, comments and shares

Measuring the number of these is particularly helpful to measure social media engagement. Likes represent whether your account or post is appreciated. Comments represent user-generated interaction with the brand through the social media account. Shares represent the number of times your audience has sent the content to another user. For Aman, it will be useful to assess engagement in TikTok and Instagram, within their target audience.

VIII. Mentions

Mentions are the number of times your brand is referenced in a digital environment or conversation. Mentions can be tracked using keywords.

Performance KPIs

There are multiple relevant indicators to measure the success of social media campaigns, and to define the level of Return on Investment.

IX. Earned Media Value (EMV)

Metrics that estimates the value of engagement, through likes, shares and comments. For the Social Media Marketing Plan, EMV will be useful to assess effectiveness of the partnerships and collaborations.

X. Cost per Action (CPA)

CPA represents the average cost of every action done by users. It will help calculate effectiveness of social media ads. Despite the study not including a budget allocation, CPA strategies for Aman would not be focused on minimizing, but rather prioritizing luxury positioning and exclusivity rather than volume.

Overall, a combination of visibility, engagement and performance metrics will be useful for Aman to evaluate the performance of the Social Media Marketing Plan, and whether it is contributing to the strategic objectives.

Chapter IX. Conclusions

9. Conclusions

Throughout the study, a Social Media Marketing Plan has been developed for the ultra-luxury hospitality brand, Aman Resorts, Hotels & Residences. Grounded in the principles of Marketing 5.0 and supported by theoretical, strategic and market analysis, the study shows that digital communication can reinforce exclusivity and luxurious positioning rather than diluting brand identity.

One of the initial contributions of the study was addressing the paradox of luxury in the digital transformation era, whereby a conflict between visibility and exclusivity arises within the luxury sector. Social media is traditionally conceived as a tool to reach broad audiences and pursue mass awareness. In contrast, the quiet luxury concept inherently pursues a sense of scarcity, limited accessibility perception and exclusivity at most. However, the study demonstrates that driving for visibility while preserving exclusiveness is compatible. Through the development of a curated and controlled strategy, social media can be a tool to strengthen brand positioning by enhancing emotional connection and aspirational appeal.

Thus, it can be highlighted that the key aspect to be studied is not the presence of a brand in a digital platform, but rather how luxury brands manage their digital presence. For

Aman, its communication strategy lies upon storytelling, aesthetically consistent visuals and selective exposure that allows to maintain the exclusive perception while building a relationship with the audience. In fact, for luxury brands such as Aman, digital presence on social media platforms should not be measured through content volume nor posting frequency, but rather by content quality and emotional resonance.

Moreover, the theoretical contribution of the study, integrated Marketing 5.0 principles into the Social Media Marketing Plan. The thesis demonstrates how digital platforms should not replace the humanistic dimension of marketing. In particular, Aman, must understand consumer behavior, personalize communication and design meaningful messages that preserve the emotional attachment of consumers to the brand philosophy, authenticity and prestige. This shows how luxury marketing in the digitalization era requires a balance between a humanistic dimension and technology.

The study includes strategic frameworks that have helped define the contextual environment within the luxury hospitality sector. Through the use of SWOT, CAME and Porter's Five Forces analysis, the thesis identified the challenges and opportunities that arise, proposing strategic responses that aim to expand digital presence while preserving exclusivity.

The market analysis carried out of the luxury hospitality market demonstrates that competition is intensifying, and the market is expected to grow due to increase of demand and competitor expansion. In this context, the study contributes to understanding that ultra-luxury brands can no longer differentiate themselves only through service quality. Instead, brands such as Aman, must prioritize a strong brand narrative that pursues an emotional connection with the audience throughout its digital ecosystem. Consequently, it can be stated that Aman's competitive advantage lies within its value proposition. Thus, the narrative must continue to be centered upon exclusivity, serenity, privacy and cultural significance.

Another insight demonstrated by the thesis is how, in particular for the luxury hospitality sector, a social media communication strategy must be able to reflect brand experience

beyond the physical stay. In line with this, the plan emphasizes the need to strategically assign certain digital touchpoints to the different stages of the consumer journey. In this case, the plan prioritizes awareness and consideration stages, as the most relevant for a social-media-based strategy. For Aman, the awareness stage prioritizes aspirational storytelling, while the consideration stage focuses on immersive experiences aiming to increase brand desirability.

Suggested in the Social Media Marketing Plan, the introduction of TikTok to Aman's digital ecosystem emphasizes the forward-looking vision from a digital transformation perspective. This being said, the study emphasizes the importance of ensuring an expansion aligned with the brand's identity, highlighting the need of consistency, sustaining a curated and coherent communication strategy through the digital platforms.

Furthermore, another contribution of the study is the incorporation of strategic partnerships and collaborations. The thesis shows how ambassadors must enhance credibility as well as cultural and emotional storytelling. Thus, the selection of the relevant figures must represent the brand's identity. Ultimately, the chosen ambassadors reflect authenticity and an alignment with Aman's philosophy through which a long-term brand image relationship is expected.

Finally, the study explains that although the Social Media Marketing Plan is not implemented, measurement of performance is relevant. Selected metrics emphasizing on visibility, engagement and performance are key to understand that, even if qualitative perception is critical in the luxury market, decision-making supported by data and KPIs is essential.

Overall, in the context of Aman Resorts, Hotels & Residences, the study demonstrates that *Social Media Marketing* can balance the perception of exclusivity with a controlled and curated digital presence expansion. These two aspects are not incompatible when ensuring alignment with brand identity and values throughout a curated digital communication strategy. Ultimately, the study illustrates how ultra-luxury brands can navigate the digital landscape while preserving the essence of uniqueness.

10. Declaration of Use of Generative AI Tools

I, Carlota Martínez Marcelo, student of the Bachelor's Degree in Business Administration and Management (E-2 English) at Universidad Pontificia de Comillas, declare that in the preparation of my Final Degree Project entitled: "*Social Media Marketing Plan for Aman Resorts, Hotels & Residences: Development of a Communication Strategy for an Ultra-Luxury Brand in the Era of Marketing 5.0*", I have used Generative Artificial Intelligence tools, such as ChatGPT or similar, exclusively as a complementary support in specific stages of the writing process, in the context of the activities described below:

1. Brainstorming of ideas related to possible investigation areas.
2. Language translator from Spanish to English, and vice versa.
3. Improve clarity, coherence and grammatical accuracy of the text.
4. Improve structure of texts or to assist with tables, graphs and figures.

I declare that the information and content presented in the project is original, except where properly cited and have complied with the academic and ethical standards established by the university. I am aware of the academic and ethical implications of submitting non-original work and accept the consequences of any violation of this declaration.

Date: March 26th, 2026

Signature: Carlota Martínez Marcelo

A handwritten signature in black ink, consisting of a stylized 'C' and 'M' followed by a horizontal line extending to the right.

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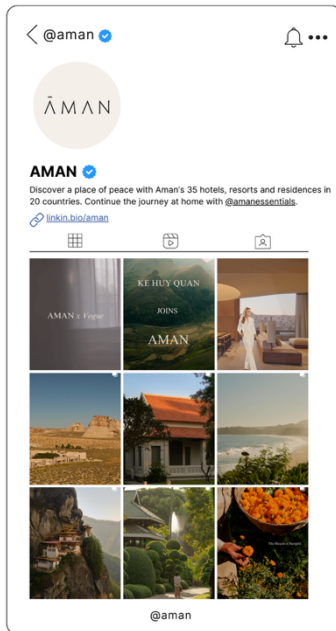
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12. Annex

Annex 1.

Mockup 1- Instagram Feed



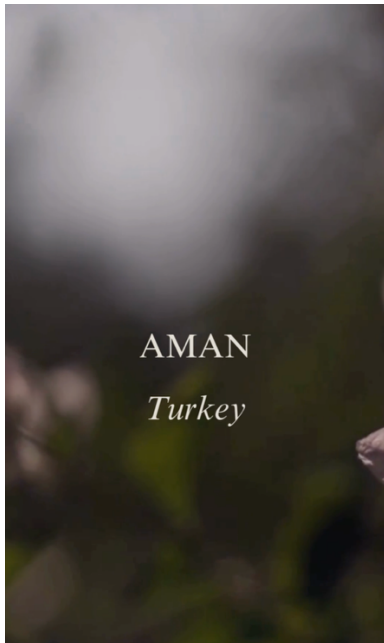
Annex 2.

Mockup 2 - Instagram Post Ambassador Announcement



Annex 3.

Mockup 3 – TikTok Video “A Morning at Aman Turkey x *Vogue*”



Annex 4.

Mockup 4 – Instagram Reels Ambassador Announcement



Annex 5.

Mockup 5 - TikTok Video and Feed

