Social media as a destination marketing tool

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Abstract

Social media is a rather new and growing phenomenon which can be used as a tool for marketing. As social media is a recent development, destination marketing via social media is relatively unexplored. Therefore, this research identified how the tool social media can be used as a marketing technique for destinations. This is done by analysing the marketing strategies of country destination management organisations in developing, emerging and developed countries and subsequently by analysing how these organisations use social media within these strategies. A content analysis has been performed on the websites and social media pages of the destination management organisations of Mozambique, Indonesia and Australia that have been used as a case study. The analysis is based on the 8P marketing theory and a conceptual framework for social media has been created during this research. The results showed that developed countries use more marketing instruments and they use social media most frequently. Furthermore, the results showed that developing countries are more advanced in destination marketing via social media than emerging countries.

Keywords: destination management organisations, marketing, social media.

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1. Introduction

There is a wide variety of destinations in the world that you can choose to visit. These destinations are all different and they all have their specific features that turn it into a unique entity. The majority of these destinations are trying to convince tourists to come to their destination. But, how are they attracting people to visit their destination and which marketing techniques do they use in order to achieve this?

Almost every destination is engaged with questions that are related to why people choose to visit the destination and also how to attract people who have not shown interest before. Destination management organisations (DMOs) are the ones that are dealing with these types of questions. According to the World Tourism Organisation (2007), attracting people to visit the destination is the main purpose of such an organisation. However, trying to convince people to visit your destination is easier said than done. There are multiple marketing techniques available in order to achieve the particular strategies of DMOs. In order to accomplish these marketing strategies, the marketing mix is often applied. The marketing mix consists of eight different instruments that can be used to market a product or service (Goldsmith, 1999). The marketing mix can be applied via different tools. One of these rather new tools is social media. The American Life project found out that searching for information that is travel related is one of the online activities that is most popular (Fallows, 2005). According to Buhalis and Law (2008), the appearance of the internet and social media have changed the way that people consume travelling. Given this information, social media is an important tool to market a destination. Furthermore, the content of the messages with a marketing purpose that are put on social media is equally important. Therefore, this research created a conceptual framework of the characteristics of social media and its content that can be used to analyse available content.

As social media is relatively new, the application of social media as a marketing technique has not been explored thoroughly. Consequently, the problem is that destination management organisations are unsure about the way they should use social media for marketing purposes. A lot of research has been done already on destination marketing and the various techniques that can be used in order to do so (Baker & Cameron, 2008; Buhalis, 2000; Dore & Crouch, 2002; Pike, 2007). However, it is still unclear how the usage of social media differs from other marketing strategies. According to Alalwan, Rana, Dwivedi and Algharabat (2017), this is exceptionally relevant for the tourism domain, particularly for different countries that can be categorized in developing, emerging and developed countries.

Therefore, this research aims to identify how the tool social media can be used as a marketing technique for destinations. This aim will be addressed by taking different destinations into account that represent developing, emerging and developed countries. Three cases, the destination management organisations of Mozambique, Indonesia and Australia, will be used. Therefore, the aim of this research is also to compare how these destinations make use of social media in terms of destination marketing. These destination management organisations have their own websites, which include links to their social media pages. A content analysis on the website as well as the social media pages will be done in order to analyse the content that is available. A content analysis has been chosen because it is empirical in orientation, it is exploratory and concerned with real phenomena (Krippendorf, 1980). The data that has been collected will get codes that are derived from the marketing mix, also known as the instruments of the 8P theory, and the social media conceptual framework that has been created for this research. This analysis will provide a better understanding of how the tool social media is nowadays used within different marketing strategies. Based on the aim of this research, the following research question has been formulated:

What are the marketing strategies of country destination management organisations in developing, emerging and developed countries and how do these organisations use social media within these strategies?

This thesis is divided into six chapters. The first and current chapter is the introduction. The second chapter regards the literature review and theoretical framework. In this chapter, the different concepts will be explained, and further information will be provided. Moreover, this chapter will give an overview of what is already known and provides a framework where this research will build on. Then the third chapter will discuss the research question and the research objective. In this chapter, it will become clear what exactly this research will focus on and what it wants to achieve. An explanation of how this will be achieved can be found in the methodologies in chapter four. Subsequently, the results of the research will be shared in chapter five. This is followed by a conclusion and discussion in chapter six, which will answer the research question and interpret the findings of this research.

2. Literature Review and Theoretical Framework

This chapter will provide an overview of existing literature that contains information about destination management, different marketing strategies and social media. Furthermore, this section will provide definitions of the topics and explain what they mean. Next to that, this chapter will introduce and explain the theories that will be used for this research.

2.1 Destination management

Tourism is an activity that is of global importance and a considerable force of economic interest to the world (Cooper, 2012). There are a lot of different definitions of tourism. In this research, the definition that will be followed is the definition of the World Trade Organisation: "the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". This definition mentions that people stay in a place outside of their usual environment. Therefore, this definition focusses on the places in which tourists stay, which can also be identified as tourism destinations. As this research focusses on destinations, this tourism definition fits this research.

As there are multiple definitions of tourism, there are also multiple definitions of destinations. According to Pike (2014), a destination is a place that could be a continent, country, state, city or a village, which attracts people to stay there temporarily. This definition claims that a destination is foremost a geographical location. However, there are also a lot of others who claim that a destination is more than just a location. Presenza, Sheehan & Brent Ritchie (2005), describe a destination as a set of products and services, natural and artificial attractions that attract tourists to that place. Both of these definitions of a destination have some relevant aspects, nevertheless, the definitions on their own are not sufficiently describing a destination as a whole. Therefore, this research will follow the definition of the World Tourism Organisation that organised a meeting to establish an official definition of a destination. This definition includes both of the aforementioned definitions.

> "A tourism destination is a physical space in which tourists spend at least one overnight. It includes tourism products such as support services and attractions and tourist resources within one day's return travel time. It has physical and administrative boundaries defining its management, images and perceptions defining its market competitiveness. Destinations can

be on any scale, from a whole country, a region, or an island, to a village, town or city, or a self-contained centre."

This definition implies that a destination is not only a geographical place, but also has multiple services that it offers to make it a unique experience. This is an important part of the definition as this research focusses on destination marketing. Marketing of destinations is not only concerned with the geographical place, as you do not only inform people about the location of the destination in order to attract them to visit. The destination should also have to offer something unique to the tourists. This definition implies that a destination contains more aspects and therefore this definition will be followed in this research.

As destinations consist of various elements, it is a complex matter that has to be managed in an appropriate way. The organisations that are responsible for this are destination management organisations. The main purpose of destination management organisations is to attract people to visit their destination (World Tourism Organisation, 2007). This means that marketing is one of the biggest responsibilities of destination management organisations. According to the World Trade Organisation, destination marketing is about all the activities and processes that aim to bring buyers and sellers together and focuses on responding to the demands of the consumers and their competitive position. In order to achieve this, multiple decisions have to be made about how they want to portray and brand their destination, what their target market is and what they want to do in terms of promotion and distribution (WTO, 2004, in: Baker and Cameron, 2007). There are various marketing strategies that destination management organisations can use. These will be discussed in section 2.2 about destination marketing strategies.

As the definition of destinations also states is that destinations can be on any level in any sector. Destination management organisations can either be in the public or private sector, or a cooperation between the public and private sector. Regardless of the sector in which the DMO is active, they are often linked to regional or national tourist boards (Cooper, 2012). As DMOs can be organised in different sectors, they can also be organised on different levels like the local, regional or national level (UNWTO, 2007). In this research, there will be a focus on destination management organisations who operate on the national level. This decision is based on the literature that defines that it is still not clear how social media is used within different marketing strategies which is especially unknown for

different countries that can be distinguished in developing, emerging and developed countries (Alalwan, Rana, Dwivedi & Algharabat, 2017).

2.2 Destination marketing strategies

Marketing is a social and managerial process by which people obtain what they need through creating and exchanging products and value with others (Cooper, 2012). There are numerous marketing strategies available. Of these strategies, there are multiple that could be derived from the marketing mix. The marketing mix is a combination of different resources and instruments that an organisation can use to fulfil their marketing strategy (Lee Goi, 2009). The marketing mix consists of a variety of instruments that are known as "the Ps". The original marketing mix is invented by McCarthy in 1964 and consists of "4 Ps" that represent product, price, place and promotion (Lee Goi, 2009). However, there are a lot of people who argue that this marketing mix is not up to date anymore. They argue that these four instruments are not the only ones, but there are more instruments that play a role nowadays. Goldsmith (1999), is one of many who argue that the 4P theory is outdated and therefore came up with the 8P theory. The 8Ps represent product, price, place and promotion, just as in the 4Ps theory, however, now personalisation, personnel, physical assets and procedures have been added to this list (Goldsmith, 1999). The following figure (figure 1) will give a schematic overview of the 8P theory that will be used for this research.
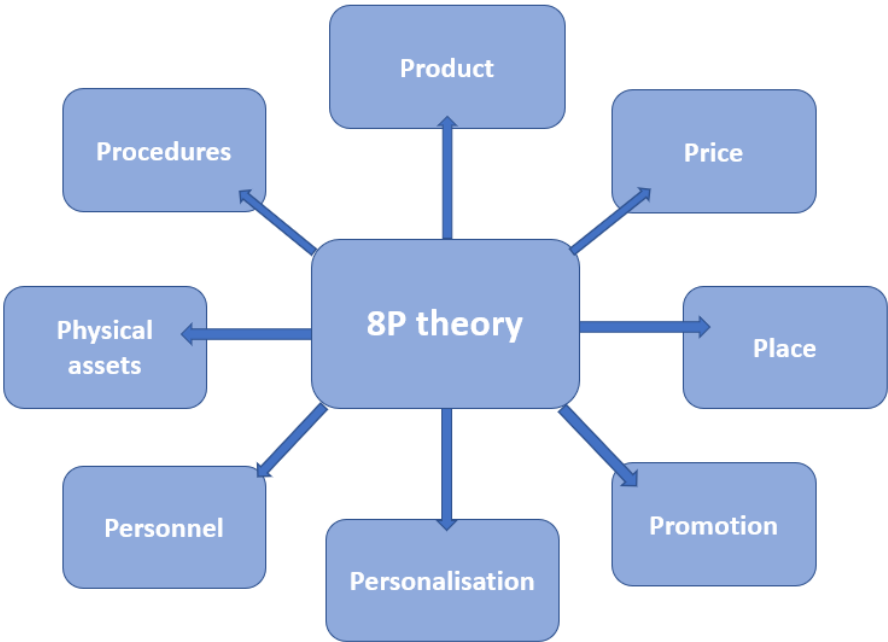

Figure 1: Overview of the 8P theory

These eight instruments can all be deployed in marketing processes. In the context of destinations, the instrument "product" can be used when describing the features of the destination, the quality of the destination, and what the destination has to offer to potential tourists. The instrument "price" does not need an extensive explanation. Price for destinations means the price that you have to pay in order to be able to visit the destination. "Place" in the marketing mix stands for the resources that an organisation uses when it is marketing its product. You can market a destination in various ways, for example by advertisements in magazines, but also online via social media (Goldsmith, 1999). Then, the fourth instrument is "promotion", which can be done in various forms like advertising, personal selling or sales promotion. Promotion via social media is a strategic process that tries to establish the impact and reputation of the company within the areas of potential clients and visitors (Si, 2016). "Personalisation", which is the fifth marketing mix instrument, can be seen as a form of promotion. When you try to market your destination, you are trying to sell it as a very unique place for each individual person. You mention multiple aspects of the destination in order that every single person could be attracted to the destination. When you are doing this, you are personalising your offer. Furthermore, the marketing element "personnel" is about the people who are involved in the delivery of the product (Goldsmith, 1999). The destination management organisation is responsible for delivering a good quality destination. However, when looking at marketing, you can also think of personnel as the people who are responsible for the marketing process. The "physical assets" are also important when marketing your product. This is about the way that the product is represented with the decor, images and music for example. Last but not least, the final instrument of the marketing mix is procedures. "Procedures" are related to the degree to which the people can participate, the automation and queuing (Goldsmith, 1999).

The eight aforementioned instruments all play an equal role in the marketing process and will together come to a personalised marketing plan. However, for destination management organisations, promotion is one of the most important instruments (Dore and Crouch, 2002). They argue that when DMOs want to market a destination, it is all about promotion. Promotion refers to the activities that companies undertake to try and make their product or service known to potential users (Petersen, 2016). According to Cooper (2012), these activities include persuading, informing, reminding and communicating benefits to the potential consumer. Promotion in tourism can be a very powerful instrument because it can influence the demand, reduce seasonality and create loyalty (Cooper, 2012).

When you want to promote goods or services, you can do this in various ways including "advertising, direct marketing, sales promotion, personal selling and publicity in public relations" (Dore & Crouch,

2002). Advertising, and especially targeting travel consumers, is used most frequently for the promotion of destinations. Furthermore, DMOs use consumer advertising via print, television, radio and internet media (Dore & Crouch, 2002). Since this research is rather outdated, marketing techniques regarding promotion might have changed. More recent literature states that promotion is increasingly done by using new technologies as electronic media and viral campaigns (Cooper, 2012). One of the tools that can be associated with this electronic media is social media. The following section will describe what social media exactly is and it will provide a conceptual framework of its characteristics.

However, so far, destination management organisations are using social media in the same way as they would use the other marketing tools that they have available, and while doing this, they are not getting the full potential out of social media (Hays, Page & Buhalis, 2013). Also, according to these authors, many DMOs can improve their position in the market by recognising social media as a marketing tool and then create a flexible strategy to use social media in marketing their destination. The following section will describe what social media exactly is and provide a conceptual framework of its characteristics.

2.3 Social media

Social media is a tool that destination management organisations can use in order to market their destination. People who are willing to make a trip will look for information about their trip on social media (Petersen, 2016). With the appearance of social media, communication between organisations and its customers has changed significantly (Mangold & Faulds, 2009). In 2004, social media was described as "a variety of new sources of online information that are created and used by consumers with the intent to educate each other about products, brands, services, personalities and issues" (Blackshaw & Nazzaro, 2004, in: Mangold & Faulds, 2009). This definition of social media is already 15 years old, which means that the definition is possibly outdated now. A more recent study defines social media as a phenomenon that relates to communication that is produced by the interpersonal connections of people (Si, 2016). Moreover, Petersen (2016), characterises social media as a phenomenon that is about interaction, news and expression. These definitions have been considered and the following definition of social media has been created that will be used for this research: "a collection of online platforms where users take care of the content and share information with each other". This definition entails different social media characteristics, such as communication and

involvement. The following figure (figure 2) is a conceptual framework that is created during this research and gives a clear overview of the characteristics of social media and its content.
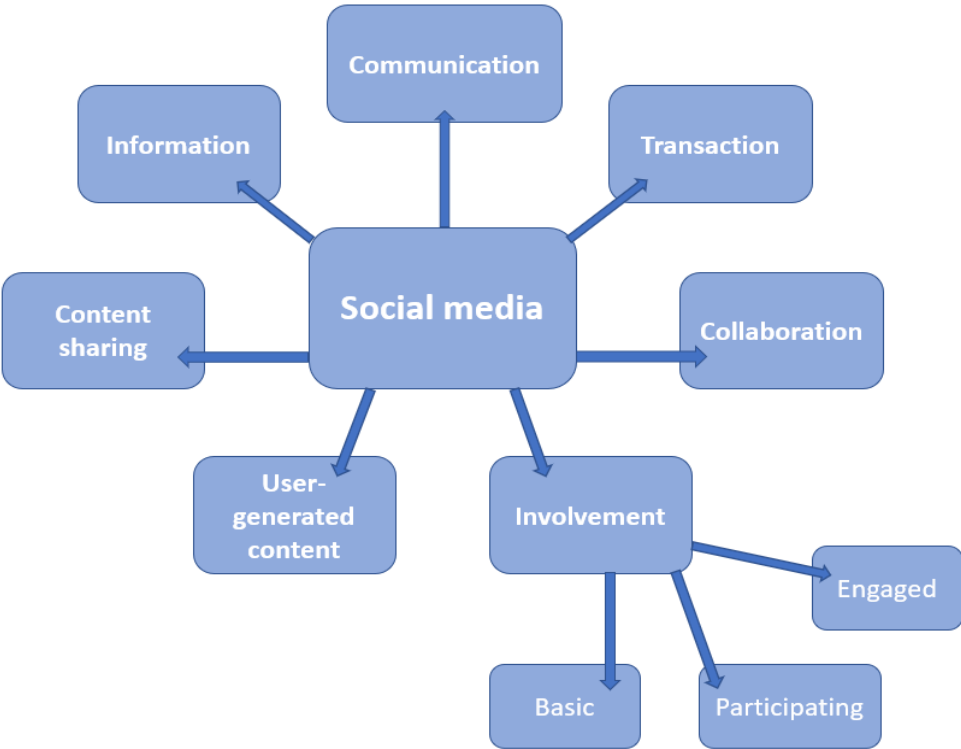

Figure 2: Social media framework

Information, communication and transaction are concepts that are related to the content that can be available on social media. These concepts together form the ICT-model, which states that content can either be distinguished as information, communication or transaction. According to Petersen (2016), this model can be used as a method to organise a website successfully. Information is a very important aspect of social media. Information is meant to provide knowledge to the ones who are interested. Information is content that is put on social media without any interaction between the owners of the social media page and the visitors (Petersen, 2016). Communication, on the other hand, is about the interaction between the owners of the social media page and the visitors, or just between the visitors (Petersen, 2016). Communication can thus be seen as any form of interaction between the different users. Last but not least, transaction is the last concept of the ICT-model and can be defined as the transmission of services, which could be in the form of downloading a brochure (Petersen, 2016).

This research, however, identifies information, communication and transaction as important content definers, but they are not seen as the only ways in which the content of websites and other social

media pages can be defined. When using social media, you can create, modify, share and discuss the content that can be found on the platform (Kietzmann, Hermkens, McCarthy & Silvestre, 2011). When you are creating content by yourself, you are adding user-generated content to the internet. Usually, this is in the form of blogs or sharing photos or videos (O'Connor, 2008). This content, or content in general, can also be shared by social media users. You can share content by retweeting something on Twitter, sharing on Facebook, or simply by e-mailing content to someone else. Moreover, collaborations are easily set up via social media. When you want to market your destination, you can post content about your destination and while doing so, you can mention someone's name or organisation in this post. In this way, this person or organisation gets attention now as well. Finally, the level of involvement is an important aspect of marketing via social media. Involvement is about the way in which the organisation is involved on social media. According to Ellis (2009), organisations can be involved in social media at three different levels. The first level of involvement is the basic level. This means that you are listening and reading everything that is being said and you respond when it is about your own organisation. The second involvement level is the participating level which means that you do not only respond to others, but you also start the conversation. Finally, the last level is the engaged level. This means that you created a well-established community who start conversations with or without your presence. Following these characteristics of social media, there are multiple examples of social media platforms to consider such as weblogs, Facebook, Instagram, WhatsApp, Twitter and YouTube.

Research question

Based on the aforementioned knowledge and theories, the research question that was mentioned in the introduction of this research can now be specified. This research will first look at the marketing strategies of country destination management organisations in developing, emerging and developed countries. Then the social media usage will be considered by analysing which marketing instruments from the 8P theory and what type of social media contents from the social media framework are addressed via social media.

3. Methodologies

This chapter will discuss the research methods that were used in order to conduct this research. The chapter will start with a description and justification of the three different cases. Then, an explanation will be provided on how the necessary data was collected and subsequently analysed. Furthermore, the reasons for the research design and collection techniques are given.

3.1 Case study

In order to address the research question, there will be a case study based on the destination management organisations of three different countries. In order to get these three countries, stratified sampling has been used. This means that all the countries have been grouped into strata. The World Trade Organisation provides definitions of developing, emerging and developed countries. Next to that, they also have lists of countries that belong to this division in countries. By following these lists, the countries have been grouped according to characteristics that they share. Afterwards, countries have been picked based on random sampling. However, one of the prerequisites for this research was that the destination management organisations should have a website that is in the English language. Therefore, after random sampling took place, there was an inspection if there was indeed a website in English. For this research, Mozambique, Indonesia and Australia serve as a case study. Figure 3 shows the locations of the countries on the map.

Figure 3: Countries of case study portrayed on the map

3.1.1 Mozambique

The World Trade Organisation does not provide a clear definition of developing countries. They state that countries can either declare themselves as developing or developed. Nonetheless, they do present some characteristics of developing countries. Developing countries are usually identified as such when they have low living standards, a high population growth, an underdeveloped industry and the population relies on agriculture and exports. The World Trade Organisation has a list of countries that can be distinguished as developing. For the case study of this research, Mozambique is the country that will represent the developing countries.

Mozambique is a country that is located in the south-eastern part of Africa. In the year 2016, there were 1.639.000 international tourists who visited Mozambique (Trading Economics, n.d.). The organisation that is responsible for tourism in the country is called "Institutio Nacional de Turismo". This organisation is there to advertise and promote tourism (Lonely Planet, n.d.). In order to do this, they have two official websites. However, one of these websites is not accessible for people outside of Mozambique. Nonetheless, they also own an English website, which is accessible for people all over the world, called "Visit Mozambique".

Visit Mozambique is the name of the website but is at the same time the campaign which aims to promote international tourism. They want people from all over the world to visit their country (Visit Mozambique, n.d.). They try to achieve their aim by showing people all the travel destinations of Mozambique and their beautiful landscape and rich culture. They portray themselves as "one of the most preferable tourist destinations in the world" (Visit Mozambique, n.d.). Moreover, the DMO wants to provide potential tourists with a lot of information the country itself, their customs, their culture and touristic attractions and activities in order to make the trip as memorable as possible (Visit Mozambique, n.d.).

3.1.2. Indonesia

Emerging countries can be defined as countries where there is rapid growth and development, lower per capita income and a less mature financial market (The Balance, n.d.). Emerging countries tend to grow faster than developed countries, which leads to strong earnings growth. Next to that, emerging countries have a higher level of diversification because they perform in a different way than developed

countries (The Balance, n.d.). Indonesia will represent the emerging countries and is located in the South-eastern part of Asia. The country consists of 14.572 islands and is therefore the biggest island state in the world. Indonesia attracted around 11.519.000 international tourists in 2016 (Trading Economics, n.d.).

In Indonesia, the national Ministry of Tourism is accountable for marketing campaigns to attract tourists. The Indonesian Government and its Ministry of Tourism created a destination management organisation called "Indonesia Travel". This DMO launched a campaign in 2011 called "Wonderful Indonesia". Wonderful Indonesia is the slogan of the international marketing campaign that aims to promote tourism. The campaign focuses on the "wonderful" nature, culture, people and national food (Wonderful Indonesia, n.d.). Furthermore, Wonderful Indonesia aims to inform people about their country. They give information about everything you need to know if you will visit Indonesia, concerning the practical side, as well as information about the history of the country and what the culture is like (Wonderful Indonesia, n.d.). As Indonesia consists of a lot of different islands, they have a lot of different destinations that they highlight. When looking further, all these destinations have their own destination management organisation as well, but this research will only focus on the destination management organisations and its campaign on the national level.

3.1.3 Australia

Developed countries can be defined as countries that have more economic security, robust industries and a stable infrastructure (The Balance, n.d.). Developed countries have an economy that does not only rely on the industrial sector, but also on service sectors. One country that can be defined as a developed country is Australia. Australia is the largest country, which also includes islands, that is located in Oceania. In 2016, there were 8.263.000 international tourists that visited Australia (Trading Economics, n.d.).

The destination management organisation of Australia is "Tourism Australia". Tourism Australia is an agency from the Australian Government that aims to attract international tourists for leisure and business activities. The organisation is active in multiple markets that include activities like advertising, online communications and consumer research (Tourism Australia, n.d.). Their vision is to make Australia the most desirable destination on earth. Furthermore, they provide a lot of information about the country and give tips on what to visit.

The DMO has a global consumer marketing campaign called "There's Nothing Like Australia". This campaign highlights the attractions and experiences that Australia has to offer to tourists (Tourism Australia, n.d.). When marketing their own country, the campaign mainly focuses on the local food and wine as well as the aquatic and coastal lifestyle (Tourism Australia, n.d.). The different aspects that the campaign focuses on, have their own link on the website. The sub-categories of the campaign have their own video to promote this sub-category which they call their strategy video. Furthermore, the campaign has a slideshow of photos that tourists could submit on their social media pages. The result of this slideshow can also be found on their social media pages.

3.2 Data collection

This research used secondary data in order to create a literature review. The literature review made clear what topics have been researched previously, but also what aspects still need better clarification. Therefore, the information that is obtained from the literature review provided a solid foundation for this research. With the help of this knowledge, the research question could be specified as mentioned in the section research question in the literature review.

In order to address the research question, data about the campaigns had to be collected from websites and various social media platforms. First of all, data was needed about the campaigns of the organisations. The data about the campaigns has been obtained from the websites of the destination management organisations. The websites contained the information about the campaigns that was needed. Furthermore, the websites provided links that led to their social media pages.

The social media pages that have been taken into consideration for the analysis are Facebook, Twitter and Instagram. The content of these social media pages that have been analysed are messages that were posted in the month of May of the year 2019. This research is only focussing on one month because the research will get too extensive if all the posts related to the campaigns have to be analysed. Furthermore, this research decided to focus on the month of May because, at the time of conducting this research, this month is the most recent month that has ended. Therefore, an analysis of the month of May in 2019 gives the most recent results. Moreover, all three analyses started with their Facebook page, followed by their Instagram and ending with their Twitter. However, sometimes the exact same post appeared on one of the other social media pages as well. These duplications have only been analysed once, the rest has been left out of the analysis.

3.3 Data analysis

The data that has been collected has been analysed with the help of qualitative as well as quantitative methods. The method that will be used for this research is a content analysis. A content analysis has been chosen because it is empirical in orientation, concerned with real phenomena and is exploratory (Krippendorf, 1980). A content analysis is a method to analyse written, verbal or visual communication messages (Cole, 1988). The content analysis must be done in a systematic and objective way to describe the different phenomena (Krippendorff, 1980). For this research, a content analysis will be performed in order to analyse the campaigns of the destination management organisations and the way they use social media within these campaigns.

The analysis will have both a quantitative as well as a qualitative side. The quantitative part will look at the number of followers and the number of posts. The qualitative part of the analysis will look at more in-depth information about the campaigns that the social media pages contain. What kind of information do the pages provide about themselves and what kind of messages do the organisations post on their social media pages.

In order to analyse the content on these pages, the software program ATLAS.ti has been used. ATLAS.ti is a qualitative analysis program which has been used for the coding of the text segments. Codes have been created with the help of the different marketing theories that have been explained in the theoretical framework. Starting off with the 8P theory, the eight different instruments: product, price, place, promotion, personalisation, personnel, physical assets and procedures, will serve as codes when analysing the campaigns of the DMOs on their social media pages. Furthermore, what is not least important, is the content that is available on the different pages about the campaigns. As there are many models available, this research created its own social media framework related to the content. The posts related to the different campaigns will also be coded according to these concepts. If a post about a campaign is about providing information, this message or part of the message will get the code "information". When there is interaction going on between the organisation and people who visit the social media page or just amongst visitors of the page, it will get the code "communication".
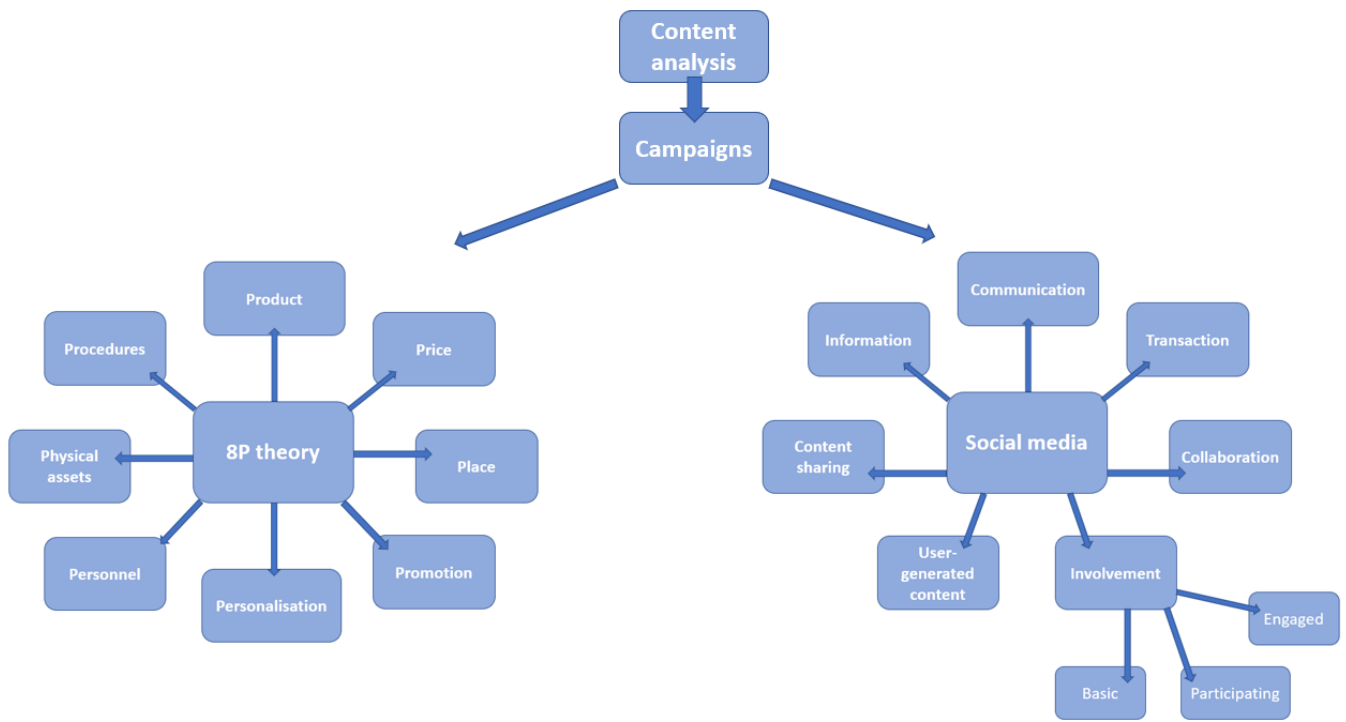
Figure 4: Schematic overview of the coding system

4. Results

This chapter will provide the results of the analysis and is divided into two sections. The first section will present the marketing strategies of country destination management organisations. The second results section will focus on the usage of social media as a marketing technique by these organisations.

4.1 Marketing strategies of country destination management organisations

4.1.1 Mozambique

The official website of the destination management organisation of Mozambique is called Visit Mozambique. On their website, they state that their aim is to show all the different travel destinations Mozambique has to offer and show, as they quote: "the beauty of the serene landscape, beaches, coral reefs and rich culture of the country". Furthermore, they aim to provide information about the country, their attractions and what tourists have to do when they visit their country. The content that was posted about what they try to achieve with their campaign has been coded. A total of 21 codes have been conducted on this part. The codes that occurred on this piece of content are information, product, promotion and transaction. The codes information and promotion both appear eight times and are used most frequently. This means that their main aim is informing people about their country and next to that promote the country in order to try and let people visit Mozambique. All quotations that belong to the code information provide facts about the country and activities that you can undertake while visiting Mozambique. The facts that are mentioned also have been coded as product. One quotation that represents the codes information and product is: "this country is quite different from other tourist destinations from the rest of the world because other destinations aim at offering luxury and recreation only but here a visitor can sense a blend of traditional and modern culture along with the recreation and most of all the closeness to the mother nature". This quotation is providing information about the product. The features of the destination are mentioned which stands for the marketing element product.

4.1.2 Indonesia

The destination management organisation Indonesia Travel does not provide an extensive explanation of what they want to achieve with their Wonderful Indonesia campaign. With the available content about their aim, a total of 10 codes have been given. The codes that relate to the aim of the

organisation are collaboration, content sharing, information and promotion. Information occurred five times and is therefore the most occurring, followed by the code collaboration which wat mentioned three times. One quotation that has the code collaboration is: "we invite tourism industry stakeholders who provide products such as transportations, accommodations and travel packages relating to Indonesia's destinations, to discuss the potential partnership that can be done to bring more tourists coming into the country". In total the organisation mentions forms of (potential) collaboration three times. What is striking is that the code promotion is only given once. "It is the Ministry's aim to increase the number of international tourists and visitors coming to Indonesia and promoting Indonesia tourism among the international market." They only mention that they want to promote Indonesia for tourism, but they do not state how they want to achieve this. However, they do mention that the content on the website has informational purposes, not commercial.

4.1.3 Australia

The Tourism Australia website contains information about the "there's nothing like Australia" and subsequently this content has been coded. As they provide extensive information about this campaign, more codes have been given than to the strategies of Mozambique and Indonesia. With the available content about the campaign, a total of 38 codes have been given. The codes that relate to the aim of the campaign are collaboration, content sharing, information, personalisation, place, procedures, product, promotion, transaction and user-generated content. Information and product are the most frequently occurring codes. A quotation that has been coded as product is: "70 per cent of our international visitors enjoy aquatic and coastal experiences as part of their trip to Australia and rank #1 for marine wildlife and remote and developed coastal beaches and aquatic locations". Features of the destination are described here and therefore have been coded as product. Furthermore, user-generated content was mentioned three times. Tourism Australia states that they want tourism businesses and tourists to post aquatic and coastal photos and videos via their social media pages, which they can post on their own page. "The best user-generated content will be curated and featured across Tourism Australia's platforms and in content initiatives." This quotation represents the code user-generated content but also the code collaboration. Moreover, this quotation also represents marketing element procedures. This is because the tourists are able to participate in marketing because they can post the pictures or videos they made and in turn, the organisation will repost their content. Lastly, the code transaction is mentioned twice. You can download an infographic which contains information about the aquatic and coastal lifestyle and information about the ratings of the tourists who visited Australia.

4.1.4 Comparison

The three different destination management organisations are very different in the explanation of their strategies. The following table will give an overview of the codes that have been given to the content that was provided about their aims.

	Mozambique	Indonesia	Australia
Collaboration	0	3	2
Content sharing	0	1	2
Information	8	5	11
Personalisation	0	0	1
Place	0	0	2
Procedures	0	0	6
Product	4	0	7
Promotion	8	1	2
Transaction	1	0	2
User-generated content	0	0	3
Total	21	10	38

Table 1: Overview frequency codes per country

What is immediately striking is that Australia has a lot more codes than the other two countries. This is because they provided much more information about their aim and strategies than the other two countries. Furthermore, Australia is the only country that has codes of personalisation, place, procedures and user-generated content.

The organisation of Mozambique is very clear in what they want to achieve. Next to that, they state clearly what the country can offer to the tourists. However, they are not very clear in what strategies from the marketing mix they use or want to use in order to achieve this. The codes make clear that they want to promote the country and do this by providing information content-wise. The organisation of Indonesia, on the other hand, does not mention the content of their campaign Wonderful Indonesia, nor what they want to achieve with this campaign. Just like Mozambique, they do state what they want to achieve, but how they want to do this is not very clear. The codes make clear that they want to promote their country by giving information, similar to Mozambique. However, the codes also show that Indonesia wants to collaborate with other tourism companies in order to achieve their aim. Finally, Australia has an extensive description of their campaign there's nothing like Australia. They clearly

state what their goal is and also how they want to make sure they reach their goals. First, just like the other two countries, they want to provide information about their product, the country. However, the code procedures also appears six times, which was not mentioned for the other two countries. This means that the organisation of Australia is also concerned with how the tourists can participate in marketing the destination, rather than just the organisation itself. This also explains the code user-generated content, which was also only mentioned by Australia.

4.2 Usage of social media within the marketing strategies of country destination management organisations

4.2.1 Mozambique

Destination management organisation INATUR has an official website www.visitmozambique.gov.mz. However, this website is not accessible in the Netherlands, and possibly also not in other countries outside of Mozambique. Therefore, they also have a website which is in the English language: www.visitmozambique.net. The information about their aim and strategies that were mentioned in the previous chapter was also taken from this website. This information has not been considered twice. The content that was on the aforementioned website has been put in the program Atlas.ti and subsequently coded. Furthermore, the website contained one link to a Facebook page. However, this is a link to the Facebook page of Mozambique Magazine, not to the Facebook page of the destination management organisation. Searching on Facebook itself led to the finding of the official Facebook page of INATUR called @tourismmozambique. The page was created in 2014 and has 21.500 followers. The information section on the Facebook page contains a link to their Twitter account called @seemozambique. This account was created in 2011 and has 980 followers. Twitter, in turn, contains tweets which link to their official Instagram called @mozambiquetourismauthority. This page has 455 followers, but when this Instagram page was created is unknown.

The content analysis for Mozambique started with the official Facebook page of the organisation. As mentioned previously, the analysis will include posts from the month of May. A total of 31 posts have been used for the analysis. After this, the analysis turned to the Instagram page of the organisation. However, this page consisted of the exact same posts as their Facebook page. As it is not helpful to analyse the same post twice, the Instagram posts have not been considered. However, there were still 4 posts on Instagram in the month of May that were not present on their Facebook account. Finally, the analysis turned to the Twitter account. The Twitter account referred to their Instagram or Facebook

page a few times but contained mainly new posts. However, as they do not use their Twitter a lot, there were only 8 posts used for the analysis. The following table (table 2) gives an overview of the codes that have been given to the content of the website and the social media pages.

MOZAMBIQUE	Website	Social media	Total
Collaboration	1	30	31
Content sharing	0	58	58
Information	20	40	60
Involvement-engaged	0	55	55
Personalisation	0	2	2
Procedures	0	24	24
Product	15	4	19
Promotion	21	21	42
Transaction	2	5	7
User-generated content	0	26	26
Total	59	265	324

Table 2: Overview codes website and social media Mozambique

The previous chapter made clear that the organisation of Mozambique aims at providing information about their country and at the same time promoting it. When looking at the website results that are portrayed in table 2, the codes information, product and promotion also occur most frequently. This means that the aim of the organisation matches with how they use their website. However, when looking at the social media pages of the destination management organisation, the code content sharing turns out to be occurring more frequently than information or promotion. Content sharing via the social media pages usually occurred in the form of the organisation sharing photos and videos of people who visited their country and shared their content with the organisation. Furthermore, the code content sharing has been given to the hashtags that the organisation post in their messages. Therefore, the codes user-generated content and content sharing are not on the same level. What is also striking is that the code promotion, which was one of the aims of the organisation, does not occur very frequently. Promotion codes have been given to content that tells what tourists can do while visiting the country by using positive and stimulating words: "top snorkelling destination, pristine clear waters, abundant wildlife, visit Mozambique and enjoy a journey of magic experiences". Moreover, the level of involvement for the organisation is clearly being coded to be engaged. The content that people shared with the organisation was shared based on their own initiative. Therefore, the

organisation has a well-established community who started sharing content without the interference of the organisation.

4.2.2 Indonesia

Indonesia Travel has an official website that can be found under www.indonesia.travel/gb/en/home. Again, just like for Mozambique, the information about their aim and strategies was also taken from this website and not been taken into account twice. The content of the website has been put in the program Atlas.ti and subsequently coded. The website, which is focussing on the campaign "Wonderful Indonesia" contains links to their Facebook, Twitter and Instagram accounts. The Facebook page of the organisation can be found under @IndonesiaTravelNL. This is the page you are directed to when you click on the link that is available on their website. Searching for Indonesia pages on Facebook does not give any results of official pages of the organisation. This Dutch Facebook page of the destination management organisation was established in 2015 and has 457.600 followers. Their Twitter account on the other hand is not only for the Dutch market and can be found under @indtravel. This page was created in 2009 and has 1.320.980 followers. Also, their Instagram can be found under the same name as their Twitter account. The establishment date is unknown, but the page has 578.000 followers.

The content analysis for Indonesia also started with the Facebook page of the organisation. This Dutch Facebook page only posted something once in the month of May. The analysis then turned to the Instagram page of the organisation. A total of 13 posts have been taken for the analysis. Finally, the Twitter account of the organisation contains a few similar posts as their Instagram account. However, they also have new posts on their Twitter account that have not been featured on another social media page. A total of 14 posts have been considered for the analysis. The following table (table 3) gives an overview of the codes that have been given to the content of the website and the social media pages.

INDONESIA	Website	Social media	Total
Collaboration	1	22	23
Communication	0	1	1
Content sharing	0	46	46
Information	11	33	44
Involvement-engaged	0	45	45
Involvement-participating	0	1	1
Personalisation	3	4	7
Price	0	2	2
Procedures	2	19	21
Product	4	4	8
Promotion	9	31	40
Transaction	4	9	13
User-generated content	0	21	21
Total	34	238	272

Table 3: Overview codes website and social media Indonesia

The previous chapter made clear that the destination management organisation of Indonesia wants to provide information and there are multiple statements that they want to collaborate with other tourism companies. The results that are portrayed in table 3 also show that information occurs a lot, but collaboration on the other hand is not happening frequently on their social media pages. This can be explained by the fact that the organisation's aim is to collaborate with other tourism companies and this is not occurring on their social media pages. The content that is coded as collaboration is when tourists shared their content with the organisation which they in turn posted on their pages. This also explains the code content sharing that occurs multiple times. When posting messages on their social media pages, the organisation always ends their posts with the hashtag: "Wonderful Indonesia" and others. Tourists and other tourism companies are encouraged by the organisation to share their content via this hashtag so that they can repost it again. Therefore, all messages that end with the hashtag have been shared by or with others. Furthermore, promotion was not mentioned by the DMO as a marketing strategy, however, via social media this occurs regularly. On social media they are promoting their destination by describing what you can do while visiting the country but also by stating questions like: "when are you going to take your turn?" and "dare to discover this one by yourself?". Moreover, the level of involvement turns out to be engaged, but the participating level also occurs once. The participating level of involvement means that you do not only respond to others talking

about your country, but also start a conversation yourself. In one of the comments the organisation talks about the tourism spots and then asks: "which one is your favourite?". This comment started a conversation between visitors of the social media pages. However, this is only mentioned once, and the overall level of involvement can better be described as engaged. People shared their images and videos with the organisation on their own initiative. This means that the people are engaged with the organisation and therefore the organisation has a well-established community.

4.2.3 Australia

The website of Tourism Australia can be found under www.australia.com/en. Also, for Australia, the information about their aim and strategies was also taken from this website and not been considered another time. The content of the website has been put in the program Atlas.ti and coded. The website contains links to their Facebook, Twitter and Instagram page. You can click on the different links on the website that will link you to the belonging social media pages. The Facebook page of the organisation can be found under @SeeAustralia. This page was created in 2008 and has more than 8 million followers. Their Twitter account can be found under @australia. This page was established in 2011 and has 540.000 followers. Their Instagram page can be found under the same name as their Twitter account. It is again unknown when it was created, but it has 3.7 million followers.

Just as for the other two countries, the analysis started with the official Facebook page. Posts that contained content about the aquatic and coastal lifestyle have been taken into account. A total of 11 Facebook posts have been analysed. Then the analysis turned to the Instagram page of the organisation. As the organisation posts something multiple times a day about the aquatic and coastal lifestyle, a decision has been to only consider the posts that were posted on even-numbered days in the month of May, which was a total of 29 posts. This has been decided because this research want to have more or less the same amount of data for each country. Last but not least, the Twitter account has been analysed. However, no Twitter posts are part of the analysis because the photos and captions that are present are the exact same as on Instagram. The following table (table 4) gives an overview of the codes that have been given to the content of the website and the social media pages.

AUSTRALIA	Website	Social media	Total
Collaboration	1	67	68
Content sharing	2	47	49
Information	7	62	69
Involvement-engaged	2	44	46
Personalisation	2	9	11
Procedures	3	32	35
Product	3	32	35
Promotion	10	55	65
Transaction	2	6	8
User-generated content	2	32	34
Total	34	386	420

Table 4: Overview codes website and social media Australia

The previous chapter made clear that the destination management organisation of Australia wants to provide information about their country and the code procedures also occurred frequently. The results that are portrayed in table 4 show that they use social media indeed for the provision of information. The code procedures is also a part of social media, however, it does not occur as frequently as other codes. The code procedures has been given to the user-generated content that the DMO shared on their own page. Therefore, the codes procedures and user-generated content have the same amount of codes. Furthermore, collaboration is the code with the most quotations. The organisation is collaborating with tourists who are willing to share their pictures and videos of their vacation. The organisation will repost their content on their own social media pages. This would have to mean that the number of quotations for collaboration and procedures has to be similar. However, hashtags have also been coded as collaboration because the hashtags will redirect the people who click on it to a shared page of the content that has been labelled as such. This, however, does not imply that people can directly participate in the marketing process of the country. People are able to post content under the same hashtag as the organisation, but this does not mean that they participate in marketing, so the code procedures is not given to the hashtags. Furthermore, again the level of involvement is clearly engaged. Tourists post content on their own initiative under the hashtags that the organisation uses. This means that the organisation does not have to interfere and ask for pictures, but the tourists do this without been asked for it. Therefore, the organisation has a well-established community.

4.2.4 Comparison

The three different destination management organisations are in someway similar in the way they use social media for marketing purposes. However, they do have their differences as well. For Mozambique a total of 43 posts have been analysed, for Indonesia 28 posts and for Australia 40 posts. For Mozambique and Indonesia all posts have been taken into consideration, but for Australia, a distinction has been made. However, there are more codes for Australia as they have longer posts when compared to Mozambique, which had mainly posts that contained only one sentence. The following table gives an overview of the three countries and their social media statistics.

	Mozambique	Indonesia	Australia
Date creation Facebook	2014	2015	2008
Date creation Instagram	Unknown	Unknown	Unknown
Date creation Twitter	2011	2009	2011
Followers Facebook	21.500	457.600	8.000.000
Followers Instagram	455	578.000	3.700.000
Followers Twitter	980	1.320.980	540.000
Total number of posts in May	104	30	227
Posts used in analysis	43	28	40

Table 5: Overview social media statistics

There are three interesting findings that have been highlighted. These three aspects are the most important differences in the analysis. When starting to compare the strategies of the different countries, the code collaboration appeared for every country. Figure 5 shows how many times the code collaboration occurred for each country. This figure clearly shows that collaboration is very important for developed country Australia when compared to the other two countries. This means that Australia is more active in the involvement of its followers than the other two countries. However, Australia only mentioned once in their strategies that Australian tourism businesses can submit their content via their social media pages. When analysing their social media pages, the majority of the posts is based on content that is posted by others. Moreover, what is striking, is when considering figure 5, it becomes clear that Indonesia is the country which is least focussed on collaboration whereas they were the ones who talked most about collaboration in their strategies.

Collaboration

31 Mozambique
23 Indonesia
68 Australia

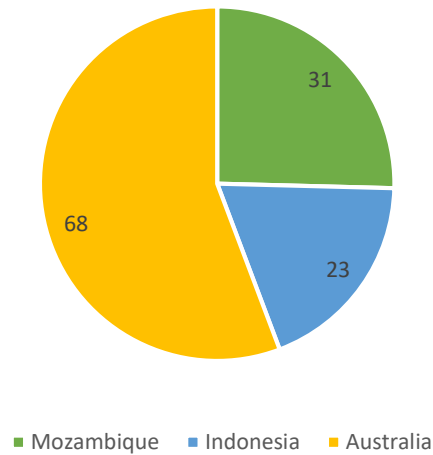■ Mozambique ■ Indonesia ■ Australia

Figure 5: Results collaboration

What is furthermore important in marketing is promotion. Figure 6 shows how many times promotion occurred on the social media pages of the organisations. In their strategies, all countries mentioned promotion as an important instrument. When looking at the results in figure 6, it becomes clear that all the organisations use promotion on their social media pages. As mentioned before, the content on the social media pages of Australia is more extensive than of the other two countries. This also explains why the code promotion occurs more frequently for Australia than for Mozambique and Indonesia.
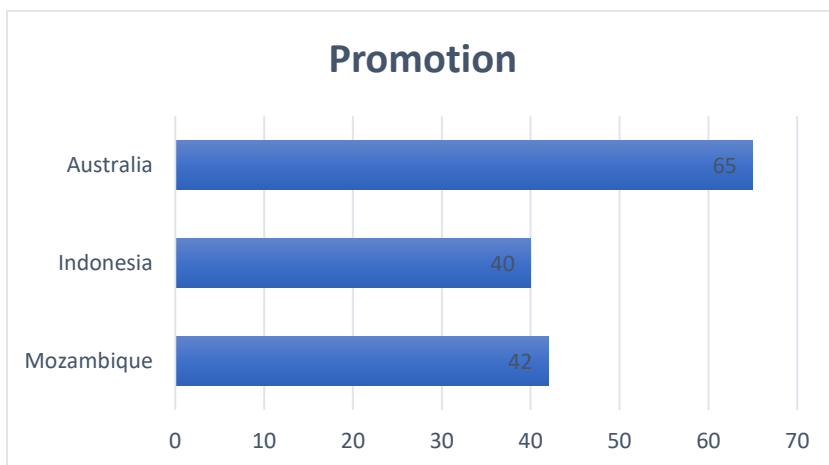

Promotion

Country	Value
Australia	65
Indonesia	40
Mozambique	42

Figure 6: Results promotion

Furthermore, information was mentioned by all three organisations in their strategy. Figure 7 also shows that information was frequently provided on the websites and social media pages of the destination management organisations. The level of informative purposes is comparable for

Mozambique and Australia, but Indonesia stays behind. The social media page of Indonesia mainly provided information about the photos, whereas the other two countries also contributed information about the destination itself.
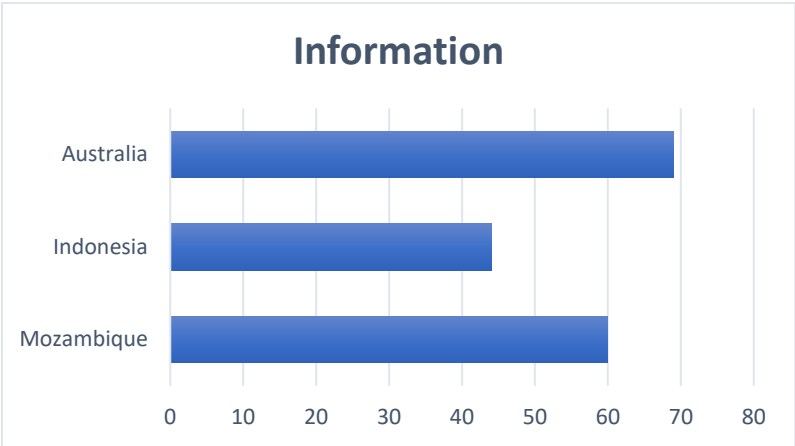

Figure 7: Results information

There are also codes from the coding system that have not appeared on the social media pages of the organisations. Two marketing elements that have not occurred are personnel and physical assets. Personnel is about the people who are involved in the provision of the product or service. In the case of social media, personnel is about who is responsible for posting messages on the different pages. This code has not been given because the posts do not tell who is responsible for posting that message. Therefore, personnel is for all three countries and for every post the destination management organisation itself. Next to that, the instrument physical assets is concerned with the way the product is represented in terms of décor and images. It is also a difficult process to code something as a physical asset. However, almost all post contained an image, which is true for all three countries. Furthermore, place has not been coded often during the analysis. This is because the place of the analysis was either the website or the social media pages of the DMOs. As coding was based on either one of the two, the code place was not given an extra time. Finally, the level of involvement was never coded to be basic. This is because a basic level of involvement means that you reply to people who talk about your organisation. In this research, the analysis was only about the posts, not about the comments below that post. However, the participating level of involvement is also about starting a conversation yourself. For this level of involvement, the comments section was not necessarily needed. This is the same for the engaged level of involvement. When people post content about the organisation without the interference of the organisation itself, the organisation can repost their content. That is why you do not need the comments section for this level of involvement either.

5. Conclusion and discussion

This chapter will start with a section that will present a summary of the main results. After discussing the main results, an answer will be given to the research question. Subsequently, this chapter will reflect on the research objective and the theory and elaborate on the contribution of this research to the literature. Then this chapter will discuss the limitations of this research, followed by recommendations for future research.

5.1 Summary of the main results

The destination management organisation of Australia, which represents the developed countries, is the organisation that mentioned the most marketing instruments in their campaign strategy. This means that, compared to Mozambique and Indonesia, Australia has the biggest collection of marketing instruments that they aim to use for destination marketing. Indonesia and Mozambique both mention only four instruments that they intended to use in their campaign. Nonetheless, all three organisations mention that they want to use the instruments information and promotion. However, there are only two instruments overlapping for all three countries. Therefore, this also means that there were a lot of differences in the instruments that were mentioned in the strategies. These differences show that the three organisations have other ways of reasoning for what they think is the best way to market their destination.

When looking at the way the organisations use social media, this research made clear that the three organisations also have their own way of applying social media as a marketing tool. First of all, the regularity of using social media and the number of followers are aspects that distinguish the organisations. The organisation of Australia is the one that uses social media more consequently and has a lot more followers than the other two countries. After Australia, Mozambique comes in the second place when considering the frequency of using social media, followed by Indonesia who use social media the least. However, what is striking, is that Indonesia has a lot more followers than Mozambique. Secondly, the results of the actual social media analysis show that Australia uses more marketing instruments on social media than Mozambique and Indonesia. Furthermore, when looking at the marketing instruments, one can also conclude that Australia uses certain instruments more frequently. Additionally, the social media pages of the Australian organisation are mainly focussed on collaboration, information and promotion. For Mozambique and Indonesia, the social media pages are

both focussed on content sharing, information and promotion. This means that the central focus for all the organisations is somewhat similar.

5.2 Answering the research question

This section will provide an answer to the research question: what are the marketing strategies of country destination management organisations in developing, emerging and developed countries and how do these organisations use social media within these strategies? This was done by considering the 8P marketing theory and the conceptual framework of social media content. In order to answer the research question, this section will look at the three destinations separately.

For Mozambique, the developing country, the DMO mentioned that the campaign is focussing on the marketing instruments product and promotion, and regarding the content, they mainly want to provide information. The organisation used the following marketing instruments on social media: product, promotion, personalisation and procedures. This shows that they used social media for more purposes than they intended to when discussing their strategies. Promotion on social media was in the form of sharing pleasing pictures and explaining in appealing language why it is worth to visit the destination. The instrument product was used when facts about the country were provided. Personalisation was used as a form of promotion. Procedures occurred when the tourists were able to participate in marketing by sharing their content with the organisation. Furthermore, when considering the content of the messages on social media, Mozambique focussed on information, content sharing, transaction, user-generated content and their level of involvement was engaged. The organisation only mentioned providing information in their marketing strategies, however, they turned out to also include other types of content. The organisation of Mozambique also used social media for content sharing in the form of user-generated content.

Secondly, the results for Indonesia show that they are focussing on the instrument promotion, and concerning the content, they want to provide information and collaborate with other tourism companies. However, when looking at the way they use social media, they use the instruments product, promotion, personalisation, procedures and price. Just as for Mozambique, they use more marketing instruments on social media than they mentioned in their strategies. The instrument promotion is used in the form of beautiful language expressing the positive aspects of the country, but also by asking questions that are posed to make people think about visiting the country. Concerning

the content, they use collaboration, communication, content sharing, information, transaction, user-generated content and their level of involvement was engaged and participating. They do use the types of content that they intended to, but again, they use more types of content than mentioned in their strategies. Information was provided to tell tourists facts about the country but also what they should do when they visit Indonesia. In the strategies they mention that they want to collaborate with other tourism companies. Indonesia is the only country that is participating with the company Booking.com and openly expressing this on their social media channels.

Finally, Australia is focussing on a lot more instruments in their strategies: product, promotion, place, procedures and personalisation. When looking at the content that they aim to share, they focus on information, collaboration, transaction and user-generated content. When considering their social media usage, they use all the marketing instruments and content types that were mentioned in their campaign strategy. The organisation of Australia is far advanced when it comes to collaboration. However, they do not collaborate with other tourism companies on their social media pages, although they do stimulate to visit certain areas in the country which they mention in their messages. Furthermore, they share content of tourists who visited the country which is a form of including people in marketing and therefore also a form of transaction. Promotion is usually done by asking questions to make people think about visiting the country or by expressing why you should really visit their country.

The results of the analysis lead to the outcome that the destination management organisation of Australia is the organisation which uses the most marketing instruments for destination marketing on their social media pages. This means that developed countries are ahead in the usage of marketing instruments on social media. Australia is followed by the destination management organisation of Mozambique. The organisation does not have many followers on their social media pages compared to both Australia and Indonesia, but they do use their social media page frequently with many marketing instruments. Indonesia on the other hand does post something every now and then but does not use social media that often. This also means that they use less marketing instruments as they do not post frequently. This would mean that developing countries are better in using social media for marketing purposes than emerging countries.

5.3 Reflection on the research and contribution to the literature

This research aimed to identify what the marketing strategies are of country destination management organisations and how social media can be used within these strategies. This aim has been addressed by a case study that includes three destinations that represent developing, emerging and developed countries. The information that had to be obtained about the campaigns was not always straightforward. Australia and Mozambique did provide information about their campaigns and what they wanted to achieve with it. Indonesia on the other hand only provided a few sentences about their campaign. Therefore, it was harder to reach the aim of gathering the data concerning the information about the campaign. Another challenge of this research was the consideration of which social media posts to include and which ones were irrelevant. As mentioned before, all social media posts related to the campaigns have been included. The messages that were posted on more than one social media platform have only been taken into account once as it is irrelevant to look at the same message multiple times.

When reflecting back on the theories that have been used for this research, it became clear that some of the aspects of the theories were not as relevant as others. Considering the 8P theory, the results showed that some of the eight instruments have not been mentioned once. The instruments that we are talking about here are personnel, place and physical assets. However, that they are not indicated during the analysis, does not necessarily imply that these instruments are not important. Because of the fact that the marketing mix (the 8P theory), already exists for a lot of years, it might not be applicable to the new phenomenon social media. Therefore, the marketing mix should be updated when taking social media into consideration.

Furthermore, when looking at the literature, an ICT-model was provided for considering the content of the posts on social media. However, as this research found out, there is content that can also be distinguished as something else than information, communication or transaction. Therefore, this research created a conceptual framework for social media that has been built upon the ICT-model. This conceptual framework for social media describes the characteristics of social media and its content. The framework has also been used in order to analyse the social media usage of the organisations. As the results of this research showed, all of these aspects of the framework have been mentioned. Therefore, this conceptual framework turned out to be a useful foundation when analysing the usage of social media. Accordingly, this framework could also help others in the future to analyse social media marketing.

5.4 Limitations

The case study of this research was used in order to address the aim to compare these destinations and their usage of social media in terms of destination marketing. However, for each of the three types of countries, only one case has been used as a representation for this classification. The reason why this research chose to only analyse three different countries is because of a lack of timely resources. This is a big limitation of the research because the countries that have been picked, based upon stratified sampling, might be an exception for all the countries that are under the same category. This means that the case study might not be representative enough to give an accurate answer to the research question. Therefore, this research has been very careful in the formulation of the conclusion. The results of the analysis and its conclusion are true for the three countries but might not be valid to use as a generalisation.

Moreover, this research aimed to gain more insight information by conducting interviews. Interviews have been made that included questions about their company in general, their marketing goals and their usage of social media. The interviews had been sent by email to the different destination management organisations. Unfortunately, none of the organisations have responded to the request of conducting an interview. Moreover, no telephone numbers or other ways to contact the organisation were available to try to reach them in a different way. This means that next to the content analysis that has been performed, there is no additional information available on the perspectives of the organisations. This information could have led to other insights that could have been of interest for this research.

5.5 Future research

Although this research considerably researched the role of social media as a marketing tool for different types of countries, it was not possible within the limited time resources to use a bigger case study. As explained in the limitation section above, the results of this research may not be valid to use as a generalisation for all the countries in the same categorisation. Therefore, it would be appropriate to perform the same kind of research but with more cases. This would increase the reliability and validity of the results of this research.

Next to that, existing literature mentioned that promotion is one of the most important marketing instruments. The literature further stated that promotion is increasingly done by new technologies as social media. This research acknowledged promotion as a marketing instrument and has also used this in the analysis. However, for future research it would be interesting to dig a little bit deeper in the role promotion has. An interesting question could be whether promotion via social media is more effective than promotion via other platforms. Furthermore, it would be interesting to see what types of promotion there are, what the thoughts behind these certain ways of promotion are and which ways of promotion are most effective.

Finally, for destination marketing, it would be interesting to see what the target group, the tourists, are looking for on social media. Are they just looking for information, or are they looking for user-generated content in the form of reviews for example? The answers to these kinds of questions would be very helpful to tourism destination management organisations. Furthermore, it would be appealing to see whether the organisations are applying the right marketing strategies according to the wishes of the consumers. When this is not the case, the organisations could adapt their social media strategies according to the wants of the consumers in order to benefit from it.

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