Social networks as a means of tourist promotion in the ibero-american countries

Redes sociales como medio de promoción turística en los países iberoamericanos

Dr. Guillermo Antonio Gutiérrez Montoya is Dean of the Faculty of Economic Sciences at Don Bosco University (El Salvador) (guillermo@udb.edu.sv) (http://orcid.org/0000-0003-1305-6030)

Dr. Miguel Ángel Sánchez Jiménez is a research professor at the Department of Marketing and Communication at the University of Cadiz (Spain) (miguelangel.sanchez@uca.es) (http://orcid.org/0000-0002-4271-3522)

Dra. Araceli Galiano is a research professor at the Department of Marketing and Communication at the University of Cádiz (Spain) (araceli.galiano@uca.es) (http://orcid.org/0000-0003-2270-0924)

Abstract

Through social networks it is possible to create a virtual community around a brand allowing users who wish to inform themselves and interact with the publications made by the brand itself. In this context, these social networks stand out as a channel to obtain and disseminate information on travel experiences, being of great influence on the part of tourists when making a purchase decision. In this way, it is interesting to know how tourist destinations use these social networks to carry out their marketing strategies. Thus, the objective of this study is to analyze the activity and effectiveness of official social networks for tourism promotion in Ibero-American countries. To do this, we consider the variables of "presence", "engagement" and "type of publications" that are measured through a series of performance indicators using the online analysis tool Fanpage Karma®. The results specify that each social network can be used for a particular goal. Facebook stands out as the most complete social network for the promotion of tourist destination with a greater number of followers. Instagram becomes the main social network for general greater interaction with users while Twitter evolves into a news and communication channel. Also highlight the importance of the visual nature of publications for the tourism sector, being those that most often generate interactions of the social networks studied are useful according to the objective to be achieved.

Resumen

A través de las redes sociales es posible crear una comunidad virtual alrededor de una marca, permitiendo a los usuarios que lo deseen informarse e interaccionar con las publicaciones realizadas por la misma. En este contexto destacan las redes sociales como canales para obtener y difundir información sobre experiencias de viaje, siendo de gran influencia por parte de los turistas a la hora de tomar una decisión de compra. De esta manera, es de interés conocer cómo los destinos turísticos utilizan estas redes sociales para realizar sus estrategias de marketing. Así, el objetivo del presente estudio es analizar la actividad y efectividad de las redes sociales oficiales para la promoción turística de los países iberoamericanos. Para ello se consideran las variables de «presencia», *«engagement»* y «tipo de publicaciones» que se miden a través de una serie de indicadores de rendimiento mediante la herramienta de análisis *online* Fanpage Karma®. Los resultados especifican que cada red social puede ser utilizada para un objetivo en particular. Facebook destaca como la principal red social más completa para la promoción del destino turístico con un mayor número de seguidores. Instagram se convierte en la red social principal para general una mayor interacción con los usuarios mientras Twitter va evolucionando a un canal de noticias y comunicación. Destacar también la importancia del carácter visual de las publicaciones para el ámbito turístico, siendo las que más interacciones suelen generar.

1. Introduction

A virtual community around a brand is a specialized group built on a structured set of social relationships between fans of products or services of a specific brand (Pathak, & Pathak-Shelat, 2017). The reason why brands establish a virtual community around them can be explained by their desire to strengthen brand building through the feedback provided by the relationship established with consumers (Gummerus et al., 2012). A successful brand community can help strengthen consumer brand loyalty and serve as a channel for communication and knowledge sharing between brands and consumers, as well as among consumers themselves (Bruhn et al., 2014). In addition, empirical research has shown that consumers who participate in brand communities tend to have a deeper and closer relationship with the brand than those that do not (e.g Laroche et al., 2013; Potgieter & Naidoo, 2017; Rosenthal & Brito, 2017). Therefore, online brand communities function not only as a channel for entities to communicate with customers, but also as an important tool to build relationships with customers.

At present, most of the people willing to travel to a tourist destination choose the alternatives of online communication and planning, among which social networks stand out (Dina & Sabou, 2012). Thus, the tourist offer chooses to adapt to the new trend of behavior of tourists, becoming increasingly active in social networks, which have revolutionized the communicative interactions and, consequently, the commercialization of tourist destinations and business strategies (Sotiriadis & van Zyl, 2013).

The measurement of the value of a business from the Information and Communication Technologies has traditionally been problematic, which extends to social media (Stockdale et al., 2012, Geho et al., 2011). Social media is different from traditional media; therefore, it requires a different approach to its measurement. While the impact of online activity can be measured using defined quantitative metrics, social networks generate a considerable amount of qualitative data that traditional metrics, by themselves, cannot address or quantify in monetary terms (Fisher, 2009).

Thus, the objective of this study is to analyze the activity and effectiveness of official social networks for tourism promotion in Ibero-American countries through the measurement of a series of performance indicators using the online analysis tool Fanpage Karma®. In this case, the sample of Ibero-American countries selected for the study are the 22 members of the Ibero-American General Secretariat[1]: Andorra, Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Spain, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, Dominican Republic, Uruguay and Venezuela.

2. Theoretical Framework

2.1. Importance of the tourism sector worldwide

Tourism is the largest service industry in the world, it is considered one of the most important sectors in many countries and one of the main engines of the world economy, whose importance is increasing (Devi, 2015), being currently one of the five sectors

---

1   Available online at: http://segib.org/

Gutiérrez Montoya, Guillermo Antonio, Sánchez Jiménez, Miguel Ángel & Galiano Coronil, Araceli (2018). Social networks as a means of tourist promotion in the ibero-american countries. *Retos, 15*(1), 127-140.

129

that provide more income in 83% of countries and the main source of foreign currency in 38% of countries in 2016 (WTO, 2017).

According to the study carried out by World Travel & Tourism Council (WTTC, 2017), tourism is a key sector for economic development and the creation of employment throughout the world. Regarding economic development, in 2016 tourism directly contributed 2.3 trillion dollars to the world economy, equivalent to 10.2% of world GDP. This contribution to GDP grew by 3.1% in 2016, higher than the global economy as a whole, which grew by 2.5%. In addition to overcoming world economic growth, the tourism sector also overtook other major global economic sectors in 2016. Specifically, the direct growth of GDP relative to tourism was stronger than the growth recorded in financial and business services, distribution and transport, and it was only slightly less than the growth of the communications sector.

Regarding job creation, the WTTC study (2017) specifies that in 2016 tourism directly contributed to the creation of 109 million jobs, approximately 1 in 10 worldwide. The direct contribution of tourism to employment grew 1.8% in 2016 compared to the previous year, which means that almost 2 million additional net jobs were generated directly by the sector and a total of around 6 million new jobs created as a result of the activity.

According to the aforementioned WTTC study (2017), the future prospects are also positive. In 2017, the total contribution of tourism to the world economy is expected to grow by 3.5%. Strong continued global growth is expected among the main economic indicators of the contribution to GDP, job creation, investment and exports. A key challenge for tourism in 2017 will be a general slowdown in consumer purchasing power that will affect spending, due to the combination of higher inflation caused by the recovery of oil prices - which could have negative impacts for air fares -, the increase in the cost of debt as interest rates rise and a worldwide slowdown in job creation. The forecast for the next ten years is better, since it is expected that the direct contribution of tourism to GDP will grow an average of 3.9% and generate more than 380 million jobs worldwide.

2.2. Information and Communication Technologies (ICT) and social media in the tourism sector

ICTs have changed the way tourism is reported and the way companies and tourism communities work on the design and marketing of their products, just as the way tourists plan, make reservations and live their tourist experiences has changed (Munar, 2012).

Ferrá & Cardona (2015) consider that ICTs are part of the current culture and expand the possibilities of personal social development. It is usually included in the ICT concept not only the computer and its associated technologies, telematics and multimedia, but also communication media of all kinds: the social media and the traditional interpersonal media with technological support such as the telephone.

According to Xiang & Gretzel (2010), web 2.0 has been the beginning of two fundamental trends: the emergence of social media and the increase in the amount of information that can be found. These are two elements that are closely linked, since the increase of information and tourism elements in the web have stablished a dialog

with the information produced by users. As a result of the emergence of web 2.0 and new social elements related to this progress (Sotiriadis & van Zyl, 2013); and that are combined with data and extra content that originate from the companies in charge of managing tourist destinations (Hudson & Thal, 2013).

Given this panorama, the information that is shared in social media is recognized as a fundamental information point that can facilitate the programming of travels or can even influence the decision making of a potential tourist (Kang & Schuett, 2013). These potential tourists are often influenced by the experiences and opinions of third parties when making decisions regarding their vacation (Zeng & Gerritsen, 2014). For the reasons mentioned above, the web 2.0 and social media have transformed the way users program and buy their vacations or travels. In this way, web 2.0 has removed some importance to the web of yesteryear, since information, speaking from a quantitative and qualitative point of view, has improved considerably, because the users themselves expand this information with their own experiences.

The characteristics of the tourism sector, in general, and the hotel sector, in particular, make its impact on social media more important. The tourism sector, like any service sector, sells intangible products that are characterized by being inseparable, perishable and heterogeneous, hence the communication process is a vital element in the offer (Sirakaya & Woodside, 2005). For this reason, the use of social media has allowed new communication possibilities and has provided a substantial impact on tourism demand and supply (Martínez et al., 2013).

2.3. Measuring ROI in social networks

Although it can be argued that only financial gains can be measured in monetary value, the non-financial gains of social media can be equally beneficial as they provide an intangible return, such as better communication with customers, brand awareness, among others. However, although these considerations can be advantageous for any business, measuring such intangible benefits is problematic. While, some metrics, such as «the increase of followers on Facebook or Twitter» do not necessarily refer to an increase in sales, it is clear to see that the presence of a brand through social media platforms can ultimately lead to financial gain (Blanchard, 2012).

Return On Investment (ROI), simply refers to the idea that something of value has resulted from an investment of time, energy or money. In financial circles, ROI is usually reduced to a formula (Bragg, 2012), which is calculated simply by subtracting the cost of an investment from the income received from the investment, divided by the investment cost. It is normal for brands to seek profits, but social media cannot be interpreted solely as a measure of such benefits and for this reason it is important to be familiar with other ways of using ROI. First, if an institution is present in social media, it is because there is already someone talking about it and, secondly, these media offer nothing more than new ways of interacting and communicating with prospective audiences and customers. Avoiding them is like refusing to have a phone or a customer service office. In addition, the need to compare Social Media Marketing with more traditional advertising makes us lose sight of the most important aspect of 2.0 communication, which is its bidirectionality (Schmidt, 2014).

131

Gutiérrez Montoya, Guillermo Antonio, Sánchez Jiménez, Miguel Ángel & Galiano Coronil, Araceli (2018). Social networks as a means of tourist promotion in the ibero-american countries. *Retos, 15*(1), 127-140.

There are no standards that clearly and easily define how the data is obtained, which are the most appropriate metrics to obtain the information (Leeflang et al., 2014). When the measurement of profitability in social media is addressed, a benefit in value is contemplated, the so-called IOR (Impact On Relationship) or Return in Relationships. The IOR is considered as the accumulated value that a person gives to a brand, due to the cultivation of this relationship. The IOR is a value and its impact can be measured through recommendations, participation or loyalty. Social media is easily profitable for non-economic benefits, hence the SIOR or Social IOR (Taladriz-Mas, 2013).

Once the focus of return on investment with respect to social media has expanded, brands can begin to consider the "relationship impact" or IOR. This approach focuses on the analysis of social media interactions between a brand and its fans/followers and then determining how that relationship can be fruitful (Geho & Dangelo, 2012).

To measure this impact of the relationship, it is necessary to create a set of indicators and unique metrics that measure the impact on users and the profitability of the brand on the social web and serve as a competitive analysis (González Fernández-Villavicencio, 2016).

Key Performance Indicators (KPIs) are metrics used to quantify objectives that reflect the performance of an organization. The act of monitoring key performance indicators in real time is known as «business activity monitoring». KPIs are communication vehicles and are usually tied to the organization's strategy. On the other hand, Castelló (2012) comments that a KPI is a key indicator of performance, a variable that is linked to a goal in social media and allows to monitor the progress or degree of compliance with the objective. The KPIs serve to know how to boost the channels of the brand in social networks since the results will give clues on how to continue applying the strategy.

3. Methodology

3.1. Research design

To carry out the analysis, the PRGS (Presence, Response, Generation and Suggestion) model, proposed by IAB Spain Research, was used as a basis to elaborate its IV Study of the Activity of brands in Social Media in the years 2012-2016. This model has been used in various studies, such as those carried out by Sánchez & Giraldo (2015), Bueno et al. (2017) and Giraldo & Martínez (2017).

This model is based on 4 variables (Presence, Response, Generation and Suggestion) to measure the activity and the effectiveness of brands in social networks (Giraldo & Martínez, 2017):

- P (Presence): it is given by the number of fans or followers and the number of publications that the brand makes on the page. P = number of followers and P = post number.
- R (Response): is given by the number of likes of the users that they generate for the publications of the brand. R = likes or likes/number of fans.
- G (Generation): it is given by the number of comments of the users that they generate before the publications of the brand. G = comments/number of fans.

- S (Suggestion) is given by the number of shares or recommendations of the users that they generate before the publications of the brand. S = Share/number of fans.

For the present study, the variables of «response», «generation» and «suggestion» have been united in a single variable called «engagement», which corresponds to the sum of the three previous ones. The formulation and calculation of "engagement" has been addressed in several studies such as those of Castelló (2012), Oviedo-García et al. (2014) and Buhalis & Mamalakis (2015).

In addition, as an original contribution to the model, it has been considered of interest to analyze the activity to add the variable "type of publications", through which information is obtained about the type of publications of the official social networks of Ibero-American countries. In this way, the modification of the evaluation model of the present research takes into account the variables of "presence" from the PGRS model, "engagement" and "type of publications".

The KPIs used in each variable to quantify the results have been the following (chart 1):

Chart 1. Variables and performance indicators
used in the analysis along with their description

Variables	Indicators	Description
Presence	Number of followers	Set the number of followers of the hotel's social network
	Number of publications and publications / day	Indicates how many publications the hotel has made
Engagement or activity	Total number of interactions / number of publications	Indicates the total number of user interactions per publication of the page by the sum of the reactions (I like, I love, surprised, laugh, etc.), comments and the number of times the number has been shared of publications
Publications	Type of publications	Indicates what type of publications have been made, either in links, videos or images

3.2. Data collection

To measure the indicators of the official social networks of the 22 Ibero-American countries, the online tool Fanpage Karma® has been used to analyze and monitor social media. This tool has been used in several research studies for the analysis of social networks among which (e.g) those of Jayasingh & Venkatesh (2015), Huertas & Marine-Roig (2016), Martínez-Fernández et al. (2015) and Márquez-Domínguez et al. (2017). In addition, it has also been used for tourist studies such as those of Wozniak et al. (2017) and Huertas et al. (2015).

In this case, the official social networks of tourism promotion used by the 22 Ibero-American countries have been selected as the object of analysis because they are considered the most relevant for studying tourism in the area. In this way, a database

Gutiérrez Montoya, Guillermo Antonio, Sánchez Jiménez, Miguel Ángel & Galiano Coronil, Araceli (2018).
Social networks as a means of tourist promotion in the ibero-american countries. *Retos, 15*(1), 127-140.

133

has been obtained with the official social networks of tourism that these 22 countries use with their corresponding link. The social networks of Facebook, Twitter, Instagram and YouTube have been taken into account because they are considered the most outstanding in the tourism sector (Beezhotels, 2016). The data was obtained for a period of six months, corresponding from May 1, 2017 to October 31, 2017.

4. Results

Next, the results obtained in the analysis of the social networks of the 22 Ibero-American countries during the period of six months are exposed, taking into account the already mentioned variables of presence, engagement and type of publications. In sections 5.1, 5.2 and 5.3 the results obtained by each of the social networks are specified and in 5.4 the comparative results between the Ibero-American countries.
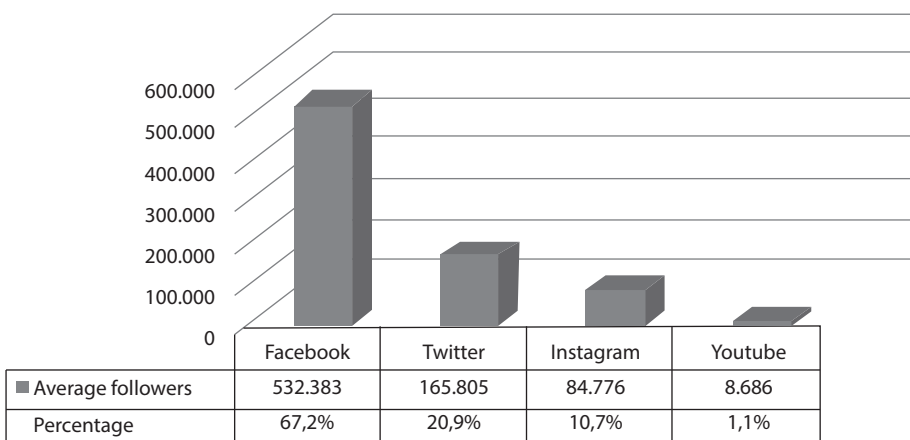
4.1. Presence

The study to verify the presence of Ibero-American countries in official social networks for tourism promotion has been divided into two sections, taking into account the following indicators: first, the average number of followers in each social network is analyzed and, subsequently, the average number of publications. For this, the social networks of Facebook, Twitter, Instagram and Youtube are considered.

Before beginning the analysis, it has been verified that all Ibero-American countries have an open profile in each of the social networks and a database with the results has been made taking into account the aforementioned indicators.
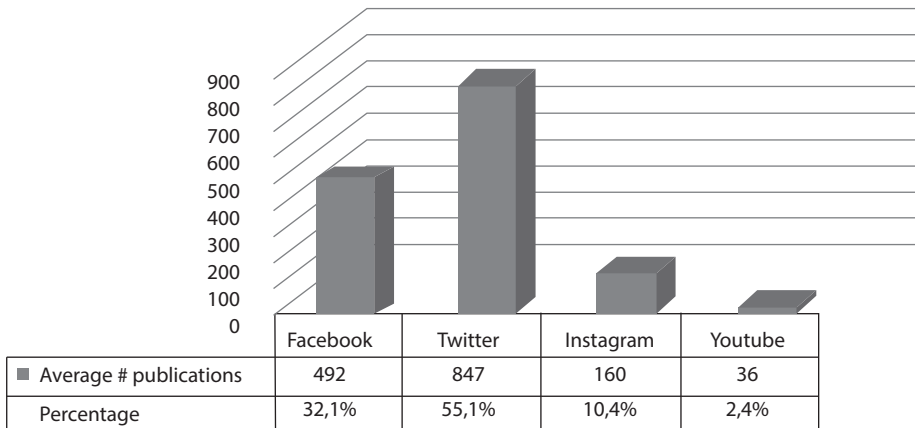
Regarding the results in the average number of followers for each social network, it can be seen that Facebook stands out with 67.2% of the total, followed by Twitter with 20.9% and, further away, Instagram and YouTube are found with 10.7% and 1.1% respectively (figure 1).

Figure 1. Average number of followers per social network

	Facebook	Twitter	Instagram	Youtube
■ Average followers	532.383	165.805	84.776	8.686
Percentage	67,2%	20,9%	10,7%	1,1%

Regarding the average number of publications, Twitter is the social network that stands out with 55.1% of the total, followed closely by Facebook with 32.1%. Much further behind is with Instagram with 10.4% and finally YouTube with 2.4% (figure 2).

Figure 2. Average number of publications per social network

	Facebook	Twitter	Instagram	Youtube
■ Average # publications	492	847	160	36
Percentage	32,1%	55,1%	10,4%	2,4%

4.2. Engagement

Once the presence of Ibero-American countries in official social networks has been verified, it is of special interest to analyze what is the effectiveness of their use measured through the variable engagement.

To calculate the engagement of each profile of social networks of Ibero-American countries, the following formula has been used:

$$E = \frac{ni\,(nr + nc + nco)}{np}$$

E = Engagement.
ni = Number of interactions.
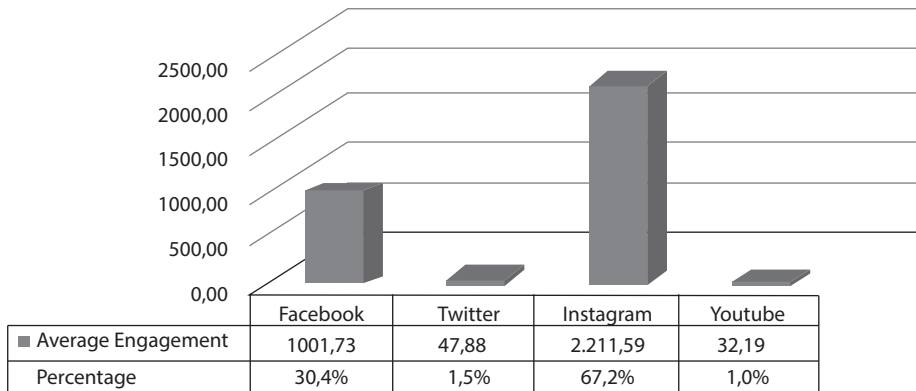nr = Number of reactions.
nc = Number of comments.
nco = Number of shares.
np = Number of publications

In figure 3 it can be verified that the two social networks with greater engagement with much difference with respect to the others are Instagram and Facebook. In this case Instagram stands out with 67.2% of the total and Facebook with 30.4%. It is considered, therefore, that users participate and interact much more with these two social networks. It's remarkable the case of Instagram that despite not having a great number of followers or publications is the social network it is where greater engagement is generated.

Gutiérrez Montoya, Guillermo Antonio, Sánchez Jiménez, Miguel Ángel & Galiano Coronil, Araceli (2018).
Social networks as a means of tourist promotion in the ibero-american countries. *Retos, 15*(1), 127-140.

135

Figure 3. Average engagement by social network

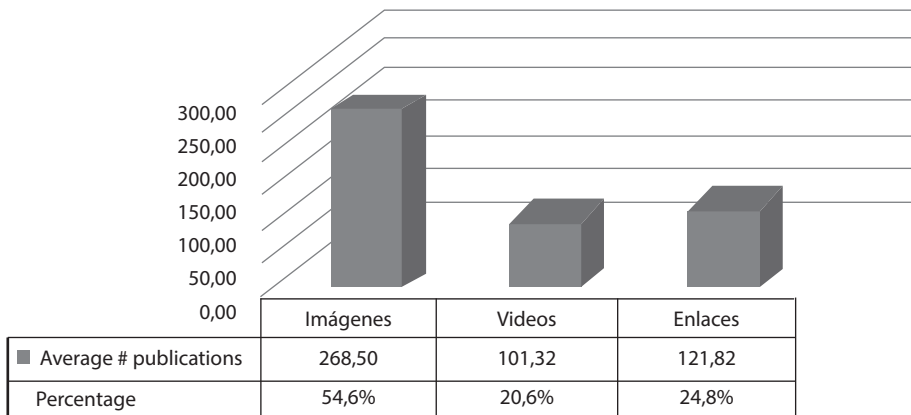|	Facebook	Twitter	Instagram	Youtube
■ Average Engagement	1001,73	47,88	2.211,59	32,19
Percentage	30,4%	1,5%	67,2%	1,0%

4.3. *Type of publications*

In this section we have analyzed the type of publications made by the different profiles of social networks. The average of the type of publications per social network carried out during the six months under study is verified.

Figure 4 shows the average of the publications on Facebook for each type of publication. The messages or post of images stand out, being 54.6% of the total, showing the tourist destinations is clearly a strategy. Next, at a greater distance, there are as many link messages as there are videos with 24.8% and 20.6% of the total, respectively.
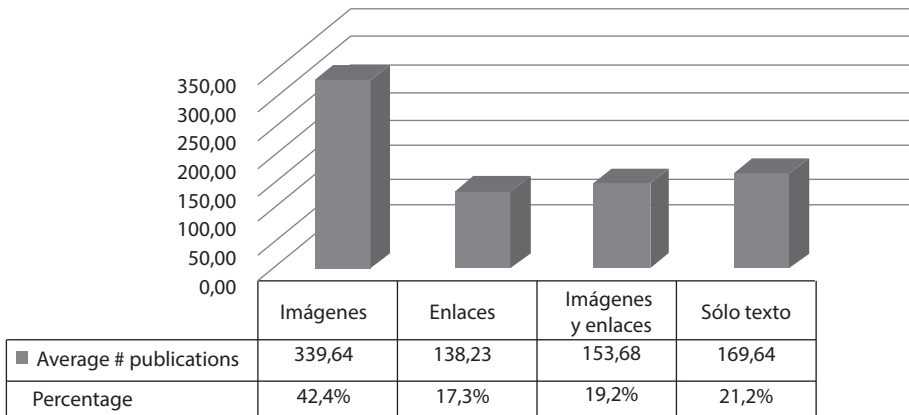
Figure 4. Average types of publications on Facebook

	Imágenes	Videos	Enlaces
■ Average # publications	268,50	101,32	121,82
Percentage	54,6%	20,6%	24,8%

With regard to Twitter (figure 5), it is contrasted that most of the messages or tweets over the six months are referred to images with 42.4% of the total. The other
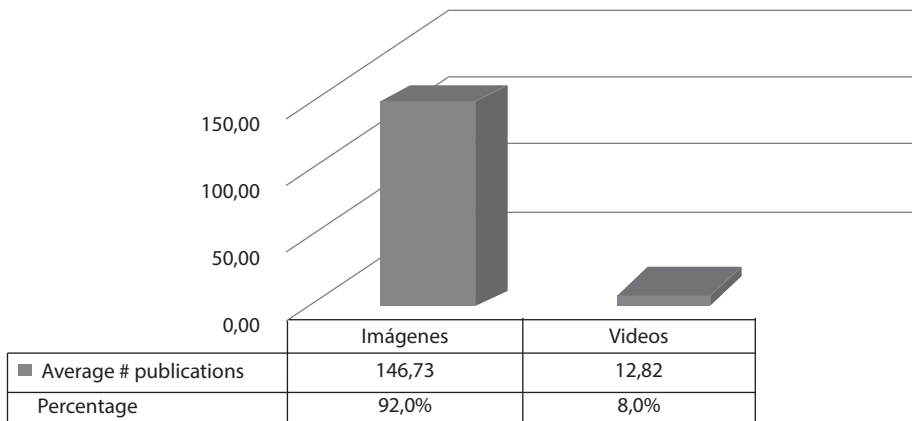
publications are very close, with text only 21.2%, images and links 19.2% and links 17.3% of the total. It can be verified in the case of Twitter that the content is more distributed than on Facebook, highlighting the importance of the images despite not being a social network conducive to them.

Figure 5. Media of types of publications on Twitter

	Imágenes	Enlaces	Imágenes y enlaces	Sólo texto
■ Average # publications	339,64	138,23	153,68	169,64
Percentage	42,4%	17,3%	19,2%	21,2%

The social network Instagram only allows the publication of content through images and videos. In this case it can be seen in Figure 6 that 92% of publications are images while 8% are videos (Figure 6).
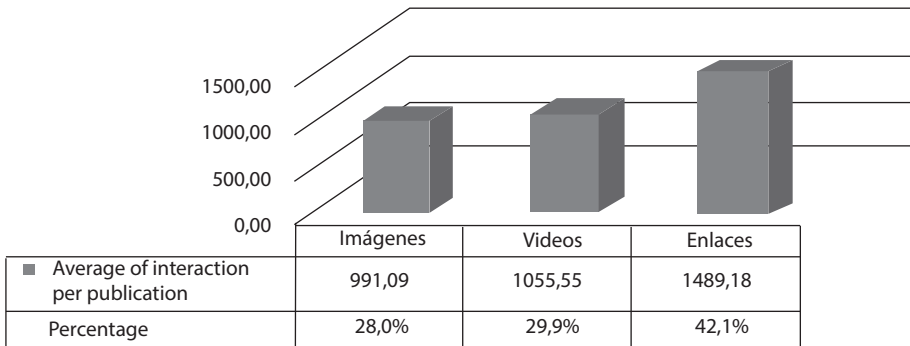
Figure 6. Average types of publications on Instagram

	Imágenes	Videos
■ Average # publications	146,73	12,82
Percentage	92,0%	8,0%

In addition, the interactions obtained by each type of publication are known on Facebook (figure 7). It can be verified that there is a great similarity in the interactions

Gutiérrez Montoya, Guillermo Antonio, Sánchez Jiménez, Miguel Ángel & Galiano Coronil, Araceli (2018).
Social networks as a means of tourist promotion in the ibero-american countries. *Retos, 15*(1), 127-140.

137

produced in each type of publication, the links with 42.1% of the total stand out, and then the videos and images with 29.9% and 28% of the total respectively.

Figure 7. Average interaction of publications on Facebook

	Imágenes	Videos	Enlaces
Average of interaction per publication	991,09	1055,55	1489,18
Percentage	28,0%	29,9%	42,1%

4.4. Comparative results between Ibero-American countries

In this section we will comment on the main results referring to the Ibero-American countries. In Facebook, in general, there is a large number of followers and a very good participation of users. Regarding the number of followers, the countries of Mexico, Portugal, Ecuador and Argentina stand out, ranking above one million followers. Regarding the number of publications, the countries of Bolivia, Chile and Honduras stand out with more than seven publications per day during the study period. Regarding the engagement or interactions for each publication, Costa Rica stands out above 9,000 interactions for each publication, followed by Mexico and the Dominican Republic with more than 2,500 interactions for each publication.

Twitter stands out as the social network with the highest number of publications in this study, however, it is below Facebook in followers and especially in engagement. Regarding the number of followers, Mexico stands out with more than one and a half million. It is followed by Venezuela and Ecuador with more than 300,000 followers. In publications, the countries of Portugal, Spain, Venezuela and Paraguay stand out with more than nine publications per day, also Nicaragua and Chile with more than four publications per day. Regarding the interactions, Mexico stands out with more than 400 publication interactions and Spain with 237, at a distance with more than 60 interactions per publication are Argentina, Costa Rica and Peru.

As it has been evidenced with meridian *clarity ut supra*, in Youtube the results of presence and engagement are quite inferior than those in the other social networks. However, there are some provinces that have had an active participation increasing more than one hundred videos in the study period such as Nicaragua, Uruguay and Venezuela. In the interactions, it stands out above the rest Ecuador with more than 300 interactions per uploaded video, followed at a considerable distance by Portugal and Mexico with more than 50.

5. Conclusions

In the study it has been possible to verify, in general, the great interest that the countries have in promoting themselves as a tourist destination through different social networks. All Ibero-American countries intervene in social networks to a greater or lesser extent.

Facebook stands out as the main social network for the promotion of tourist destinations in the countries under study, being the social network with the largest number of followers and the second social network in number of publications and engagement. Regarding Twitter and Instagram, it has been proven that each one can be used with different objectives. Twitter stands out for being the social network with the highest number of publications and the second one, quite a distance from Facebook, in number of followers. However, it has a very low level of engagement or interactions, therefore, it becomes a more informative network. The reverse happens with Instagram which, in spite of being quite below Facebook and Twitter with respect to the number of followers and publications, it is the social network where there is greater interaction in its publications, establishing itself as an ideal platform to generate commitment or engagement among users. Finally, although the activity and the engagement on YouTube is not high, there are several countries that have uploaded enough videos in the study period, making it possible to visually reveal their country as a tourist destination.

Regarding the types of publications that stand out, the content of images is the main aspect, being the most used in all analyzed social networks—except YouTube which only allows videos. However, in the analysis of the interaction for each type of publication, it is verified that there is much equality, there being no type of publication that stands out above the other. About videos it is worth mentioning that although the activity of them, on YouTube and other social networks is not the highest, they are highly appealing and get high interaction rates allowing to visually promote the tourist destinations. It is considered a type of interesting content to show the users.

Regarding the business considerations of the results for tourist destinations, it is recommended to establish a particular objective for each social network. An active and frequent intervention on Facebook and Instagram are essential, accompanied by a good strategy of content marketing since they are the social networks that generate most interaction, leaving Twitter as a channel of communication and information. A greater interest in publications of a visual nature is also recommended, since images and videos usually generate the most interactions. This is also denoted in the increase of importance that the Instagram social network is having. In this same sense, although Youtube is a channel with little interaction, it has of a good number of video reproductions that can make the tourist destination better known, so it is recommended to create new content over time for this platform.

7. References

Beezhotels (2017). "Top 5 de redes sociales para hoteles". (https://goo.gl/QZNkjE) (27-07-2017).

Blanchard, O. (2012). *El retorno de la inversión en Social Media*. Anaya Multimedia.

Bragg, S. M. (2012). *Business ratios and formulas: a comprehensive guide*. London: John Wiley & Sons.

139

Gutiérrez Montoya, Guillermo Antonio, Sánchez Jiménez, Miguel Ángel & Galiano Coronil, Araceli (2018). Social networks as a means of tourist promotion in the ibero-american countries. *Retos, 15*(1), 127-140.

Bruhn, M., Schnebelen, S., & Schäfer, D. (2014). Antecedents and consequences of the quality of e-customer-to-customer interactions in B2B brand communities. *Industrial Marketing Management*, *43*(1), 164-176. https://doi.org/10.1016/j.indmarman.2013.08.008

Bueno, M. Á. B., Meroño, M. C. P., & Piernas, J. M. P. (2017). Las redes sociales aplicadas al sector hotelero. *International journal of scientific management and tourism*, *3*(2), 131-153.

Buhalis, D., & Mamalakis, E. (2015). Social media return on investment and performance evaluation in the hotel industry context. *Information and Communication Technologies in Tourism 2015*, 241-253. https://doi.org/10.1007/978-3-319-14343-9_18

Castelló Martínez, A. (2012). Del ROI al IOR: el retorno de la inversión de la comunicación empresarial y publicitaria en medios sociales. *Introducción a la Investigación de Medios Publicitarios.* Alicante: Universidad de Alicante.

Devi, S. V. (2015). A study on tourist satisfaction and their preference to act as responsible tourist for sustainable tourism. *International Journal on Global Business Management & Research, 3*(2), 65-71.

Dina, R., & Sabou, G. (2012). Influence of social media in choice of touristic destination. *Cactus Tourism Journal*, *3*(2), 24-30.

Ferrá, F. C. M., & Cardona, J. R. (2015). Presencia de las cadenas hoteleras españolas en los medios sociales. *CULTUR-Revista de Cultura e Turismo, 9*(1), 05-35.

Fisher, T. (2009). ROI in social media: A look at the arguments. *Journal of Database Marketing & Customer Strategy Management, 16*(3), 189-195. https://doi.org/10.1057/dbm.2009.16

Geho, P. R., & Dangelo, J. (2012). The evolution of social media as a marketing tool for entrepreneurs. *The Entrepreneurial Executive, 17*, 61.

Geho, P. R., Smith, S., & Lewis, S. D. (2011). Is Twitter a viable commercial use platform for small businesses? An empirical study targeting two audiences in the small business community. *The Entrepreneurial Executive, 15*, 73.

Giraldo Cardona, C. M., & Martínez María-Dolores, S. M. (2017). Análisis de la actividad y presencia en facebook y otras redes sociales de los portales turísticos de las Comunidades Autónomas españolas. *Cuadernos de Turismo*, (39), 239-264. http://dx.doi.org/10.6018/turismo.39.290521

González Fernández-Villavicencio, N. G. (2016). Bibliotecas, medios y métricas de la web social. *In Anales de Documentación, 19*(1), 1-13. http://dx.doi.org/10.6018/analesdoc.19.1.234001

Gummerus, J., Liljander, V., Weman, E., & Pihlström, M. (2012). Customer engagement in a Facebook brand community. *Management Research Review*, *35*(9), 857-877. https://doi.org/10.1108/01409171211256578

Hudson, S., & Thal, K. (2013). The impact of social media on the consumer decision process: Implications for tourism marketing. *Journal of Travel & Tourism Marketing, 30*(1-2), 156-160. https://doi.org/10.1080/10548408.2013.751276

Huertas, A., & Marine-Roig, E. (2016). User reactions to destination brand contents in social media. *Information Technology & Tourism*, *15*(4), 291-315. https://doi.org/10.1007/s40558-015-0045-9

Huertas, A., Setó-Pàmies, D., & Míguez-González, M. I. (2015). Comunicación de destinos turísticos a través de los medios sociales. *El profesional de la información*, *24*(1).

Jayasingh, S., & Venkatesh, R. (2015). Customer engagement factors in facebook brand pages. *Asian Social Science*, *11*(26), 19. http://dx.doi.org/10.5539/ass.v11n26p1

Kang, M., & Schuett, M. A. (2013). Determinants of sharing travel experiences in social media. *Journal of Travel & Tourism Marketing, 30*(1-2), 93-107. https://doi.org/10.1080/10548408.2013.751237

Laroche, M., Habibi, M. R., & Richard, M. O. (2013). To be or not to be in social media: How brand loyalty is affected by social media? *International Journal of Information Management*, *33*(1), 76-82. https://doi.org/10.1016/j.ijinfomgt.2012.07.003

Leeflang, P. S., Verhoef, P. C., Dahlström, P., & Freundt, T. (2014). Challenges and solutions for marketing in a digital era. *European management journal, 32*(1), 1-12. https://doi.org/10.1016/j.emj.2013.12.001

Márquez-Domínguez, C., López-López, P. C., & Arias, T. E. (2017). Social networking and political agenda: Donald trump's Twitter accounts. In *Information Systems and Technologies (CISTI), 2017 12th Iberian Conference on* (1-6). IEEE.

Martínez-Fernández, V. A., Juanatey-Boga, Ó., Crespo-Pereira, V., & Burneo, M. D. M. (2015). Prensa nativa dígital y redes sociales: cibermedios en Facebook y Twitter. *International Journal of Information Systems and Software Engineering for Big Companies (IJISEBC), 2*(2), 42-50.

Martínez, S. M, Bernal García, J. J., & Mellinas, J. P. (2013). Análisis del nivel de presencia de los establecimientos hoteleros de la Región de Murcia en la Web 2.0. *Cuadernos de Turismo,* (31), 245-261.

Munar, A. M. (2012). Social media strategies and destination management. *Scandinavian Journal of Hospitality and Tourism, 12*(2), 101-120. https://doi.org/10.1080/15022250.2012.679047

Oviedo-García, M., Muñoz-Expósito, M., Castellanos-Verdugo, M., & Sancho-Mejías, M. (2014). Metric proposal for customer engagement in Facebook. *Journal of Research in Interactive Marketing, 8*(4), 327-344. https://doi.org/10.1108/JRIM-05-2014-0028

Pathak, X., & Pathak-Shelat, M. (2017). Sentiment analysis of virtual brand communities for effective tribal marketing. *Journal of Research in Interactive Marketing*, *11*(1), 16-38. https://doi.org/10.1108/JRIM-09-2015-0069

Potgieter, L. M., & Naidoo, R. (2017). Factors explaining user loyalty in a social media-based brand community. *South African Journal of Information Management*, *19*(1), 1-9. https://doi.org/10.4102/sajim.v19i1.744

Rosenthal, B., & Brito, E. P. (2017). How virtual brand community traces may increase fan engagement in brand pages. *Business Horizons*, *60*(3), 375-384. https://doi.org/10.1016/j.bushor.2017.01.009

Sánchez Casado, N., & Giraldo Cardona, C. M. (2015). Análisis de la actividad en redes sociales de marcas del sector moda como herramienta de social commerce. *Anuario de Jóvenes Investigadores*, (8), 72-74.

Schmidt, M. (2014). Return on Investment ROI Explained: Definition, Meaning, and Example Calculations. *Business Encyclopaedia*. (https://goo.gl/XE1RyC) (22-07-2017)

Sirakaya, E., & Woodside, A. (2005). Building and testing theories of decision making by travelers. *Tourism Management, 26*(6), 815-832. https://doi.org/10.1016/j.tourman.2004.05.004

Sotiriadis, M. D., & van Zyl, C. (2013). Electronic word-of-mouth and online reviews in tourism services: the use of twitter by tourists. *Electronic Commerce Research, 13*(1), 103-124. https://doi.org/10.1007/s10660-013-9108-1

Stockdale, R., Ahmed, A., & Scheepers, H. (2012). Identifying Business Value From The Use Of Social Media: An Sme Perspective. *In PACIS Proceedings,* 169.

Taladriz-Mas, M. (2013). Los servicios de información y el retorno de la inversión: cómo llegar a conocerlo. *El profesional de la información, 22*(4).

World Travel and Tourism Cousin (WTTC, 2017). "Global economic impact and issues 2017". (https://goo.gl/mrPns4) (17-09- 2017).

Wozniak, T., Stangl, B., Schegg, R., & Liebrich, A. (2017). The return on tourism organizations' social media investments: Preliminary evidence from Belgium, France, and Switzerland. *Information Technology & Tourism, 17*(1), 75-100. https://doi.org/10.1007/s40558-017-0077-4

Xiang, Z., & Gretzel, U. (2010), Role of Social Media in Online Travel Information Search. *Tourism Management, 31*(2), 179-188. https://doi.org/10.1016/j.tourman.2009.02.016

Zeng, B., & Gerritsen, R. (2014). What do we know about social media in tourism? A review. *Tourism Management Perspectives, 10*, 27-36. https://doi.org/10.1016/j.tmp.2014.01.001