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Current strategic function of Social Network Sites in Marketing: Tourism companies

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Abstract

This research aims to analyse the current marketing strategic function of Social Networks Sites (SNS), such as Facebook or Twitter, particularly in the tourism sector. A profuse literature review on SNSs' strategic function points at the need to effectively manage SNSs towards strategic goals for companies' development. A strategic use of this tool, may improve the communication with customers as well as within the organization. However, latest reports point at an evident need for effective internal communication among strategic decisions and operations implementers. This research explores controversies between professionals in charge of corporate communication through SNSs (who usually belong to Marketing Departments) and those professionals in charge of the strategic design of the company (who usually belong to Management Departments). Particularly, the study analyzes how both departments communicate among them to provide a successful corporate communication with customers. In order to carry out a small empirical research, a review of scientific articles has been carried out, as well as a quantitative confirmatory study, aimed at learning. 52 questionnaires answered by participants from tourism companies has been gathered and mainly contributed by those professionals working for marketing and management departments. Findings report a quantitative description of the data gathered, a clusterization of the same and a t-test for validation. Finally, main conclusions point at the use of SNSs for informative purposes more than for the accomplishment of strategic purposes, although internal communication revealed to be effective enough among professionals in charge of the strategic and operational sides of the equation. Recommendations for practitioners have been reported, as well as future lines of research for academics.

Keywords: Strategic Marketing, Operative/Operational Marketing, Social Network Sites, Relational Marketing, KPI, Tourism Companies.

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Marketing is the science and art of exploring, creating and delivering value to satisfy the needs of a target market at a profit.

- Philip Kotler

1. Introduction

1.1. Context of the research

According to Drucker (1986), there is a distinction between Strategic Marketing (SM) vs Operational Marketing (OM), which are both complementary. In a new online user-centered paradigm where the consumer contributes actively to communicative process, becoming their protagonist (Valls, 2017), strategic and operational purposes are canalized through Relational Marketing (RM). However, there are controversies between the perception on the different roles that front-line departments and those professionals in charge of the strategic side of the company play when bringing RM to Social Media (Moreno et al., 2017). Due to that fact, this study aims to explore if the different professionals, both from the strategic and operative side, communicate effectively between them in order to take advantage of the measuring the Social Media to improve company performance. This research takes a look closer to techniques and processes to measure performance, to determine whether companies from the tourism sector effectively apply strategies through Social Network Sites (SNSs). To that end, Key Performances Indicators (KPI) and its use are explored.

1.2.Identification of the research problem

Therefore research problem is the lack of understanding of the actual role of SNSs on the development of RM strategies and its implementation in the tourism sector. On this regard the main gap found within the literature review corresponds to the lack of research between the aforementioned controversy among professionals and the found evidence of the use of Social Media to present companies' brand image instead of using them to take advantage of the dialogical capacity of SNSs (Durántez-Stolle, 2017).

To address the research problem, a quantitative confirmatory analysis among tourism industry professionals has been conducted. On the one hand, this undergraduate dissertation explores, what companies of the tourism sector are currently doing at an operative level through SNSs and tries to determine if RM strategic possibilities are met. On the other hand, the study explores if professionals from the tourism sector adopt the necessary tools for effectively communicate between strategic and operational sides of the company. To see the relationship between that double-end purpose, the study compares which measurements of success of the implemented strategies through the SNSs in the tourism sector are gathered, in relation to how often and how professionals in charge of the strategic side and the operational side of the equation communicate between them.

1.3. Originality and contribution to knowledge

This research is addressed to study the tourism sector strategic capacity of taking advantage of SNSs for the very first time. The study determines that the communication between the tourism professionals in charge of the SNSs and those professionals who design the company strategy is enough to take advantage of the capacities of SNSs, although SNSs are still missused for strategic purposes. Regarding this fact, four different findings have been obtained:

1. Professionals who manage SNSs (operative side) actually do measure KPI.
2. KPI selected to measure strategic success are not the most appropriate for strategy implementation.
3. Professionals who manage SNSs (operative side) actually report measurements to strategic designers.
4. Professionals who design the strategy do not communicate the strategic objectives.

Therefore, it is confirmed that the tourism sector does not take advantage of the dialogical capacity of SNSs to reach out long-term strategic objectives of RM, although professionals have already adopted the possible measures for effective communication. Regarding this fact, two findings have been obtained:

1. Tourism companies use SNSs as means of advertisement.
2. No actions are implemented through the SNSs to meet RM strategic objectives in the long run.

1.4. Aim and objectives

The overall aim of this research is to create and develop a comprehensive contextualization of the current strategic function of SNSs for RM purposes in tourism companies. Indeed, a small empirical research has been conducted in order to study the controversy that emerges when organizations join SNSs to present a brand image instead of taking advantage of them for their business strategies (Assis-Dorr, Palacios and Merigó, 2012).

The specific objectives to be faced through the research are:

- To examine how Social Media is being used for Marketing purposes in tourism companies.

- To look closely at how professionals in charge of SNSs in tourism companies communicate strategies and measurements.
- To reflect on which strategic purposes SNSs are serving for tourism companies.

1.5. Structure of the study

This undergraduate thesis is divided in 5 chapters. First one, found above, belongs to the introduction of the context, problem, aim and objectives, to highlight the originality and contribution to knowledge of the study. The second chapter corresponds to the a literature review conducted, aimed at explaining the research problem - which includes a literature map and a conceptual framework. The third chapter approaches the methodology carried out, including what have been done to gather information from professionals of the tourism sector and how data have been treated. Fourth chapter, explain findings and discussion, presenting the results from data collected by a survey. Finally, chapter 5 includes the final conclusions of the research with recommendations for practitioners, limitations of the study and the detection of future lines of research.

2. Literature review

2.1. New user-centred approach to Marketing

Marketing is defined as a balance between organisational objectives, organisational resources and market segment demands. The marketing function is to match the organisational capabilities to the demands of a specific market segment(s) to reach the overall objectives of the organisation. It covers a lot of different activities, all associated with selling company's products and services (Trustrum, 1989).

A new way of understanding Marketing which provides better matches of products/services to consumers' wants and needs is focused on consumer research, strategy adaptation, product/service design and testing, evaluation and control, among others. Although advertising is the most evident Marketing activity (Gleeson, 2017), currently the above mentioned Marketing functions are differently distributed between areas, departments and professionals into practice.

2.2. Strategic Marketing vs. Operational Marketing

In this regard, in early seventies Marketing functions were identified to be distributed between two different dimensions: Strategic Marketing (SM) and Operational Marketing (OM), which are both complementary (Drucker, 1986). SM has been broadly studied and defined as the way in which a set of competitive advantages (settled by the corporate strategy) are covered by Marketing functions (e.g. Sudharsan, 1995; Dupree and Kotler, 1997). On the other hand, OM has to do with the tactical implementation of the already established SM roadmap by setting short term objectives (e.g. Lambin, 1995; Boyd, Mullins and Walker, 2003).

The immediate operative control, about the daily fundamentals of the company, is driven through 'Control of Plan Indicators' and 'Efficiency Control'. Control of Plan Indicators are based on the implementation of the Marketing Plan and controls of sales analysis, provisional benefits, market share, rise of number of clients, customer satisfaction, among others. Efficiency Control performs the follow-up of the Marketing Plan, which has a decisive influence in the success of the same regarding the communication that the organization does, the efficiency of intermediators, etc (Cerveró, Iglesias and Villacampa, 2002). Therefore, the Marketing Plan is a business document which outlines the Marketing strategies and tactics. In the Marketing Plan, are covered the costs, action steps, goals and objectives which helps the achievement of the Marketing purposes. For example, it helps companies to identify the target customers, how to reach and retain them. The Marketing Plan is decided in a strategic phase and professionals approve those tools to explain how the implementation of those decisions are made (Smith, 2012).

Relational Marketing has been identified as a central from and operational approach and as an activity of the modern era (Gummesson, 1994). The most important issue in Marketing has been traditionally recognized as the establishment, strengthen and development of customer relations that can be commercialised at a profit and through which individual and organisational objectives are met (Grönroos, 1989).

As Parvatiyar and Sheth (2002) points out, the customer relationship and RM are interdependent. Some authors provide a narrow functional Marketing perspective while others offer a wider perspective, more paradigmatic in approach and orientation. A narrow perspective of customer relationship management is the commercialization of databases that emphasizes Marketing and promotional aspects. The broader point of view considers RM as a way to improve customer retention through using a variety of Marketing tactics that lead to customer adherence or staying in touch with the customer after a sale is made.

There is a relation between satisfaction and the long-term retention of customers, which is defined by Marketing practitioners and scholars in a categorical way. Nowadays customer satisfaction has became really important with the change of paradigm from transactional Marketing to RM, which refers to Marketing activities with the aim of maintaining successful relational exchanges. Due that the key of customer retention is to create customer satisfaction, customer satisfaction measurement is developed as a way to control all the activities and as a basic construct for monitoring Relational Marketing (Hennig-Thurau and Klee, 1997).

2.3. Relational Marketing in the Digital Era

In fact, as Ryan (2008) pointed out, recent years' technology developments have changed not just peoples' communication ways but Marketing possibilities and functions. On the one hand, Internet revolutionized the way people relate, allowing people to be part of communities and to be connected 24/7 across continents. On the other hand, the Digital Era challenged relationships between marketers and consumers in two ways: (1) today online information is accessible to broader audiences (the web has potential for the spreading of Marketing messages and purposes), and (2) to build up relationships between companies and customers through customer engagement in participation communities, and so, to drive sales (Ryan, 2008)

According to Baloglu et al. (2017) the first step when creating a company is to develop their web page setting up its purposes and content. Some webs are primary Marketing Websites designed to engage customers and to move them to a closer purchase or Marketing outcome. Therefore, creating a Website is to get people visit the site and to attract visitors. Due to that, companies aggressively promote their Websites in off-line print and broadcast advertising through ads and links in other Websites. An effective Website contains deep and useful information, interactive tools, promotional offers and entertaining features that lend relevant excitement.
As Swarthout (2017) explains, nowadays, most part of businesses are engaging Social Network Sites (SNSs) to establish and maintain connections inside and outside the company. Thus, RM is mediated through different SNSs , creating communities of fans of the brand by providing content that will engage the consumer and the creation of content through blogs, videos, photos, etc. - with the idea to stick customers around and make them come back again (Ellison, 2007).

2.3.1. Social Network Sites uses for Relational Marketing

SNSs or Social Media is viewed as those platforms for consumer-forms of electronic communication (web sites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (such as videos). Otherwise, Social Networks are broadly understood in specialized press and academic discourse as relationship networks composed by individuals who engage in relationship construction (Endosomwan et al., 2011), not as the platforms holding those connections (SNSs or Social Media). As the latter author detailed, each SNS has different characteristics, unique purposes and are directed towards a specific audience. Some examples of SNSs would be: Facebook, Twitter, Instagram, Google +, Youtube, Pinterest, Snapchat, etc.

Coinciding with what Swarthout (2012) pointed out, some of the SNSs main functions serving proposes for RM are:

- To change the relationship between the business and the customer
- To transform the way users share information
- For new communication processes
- For the expansion for collaborative communities
- To show organizational resources and expertise
- To facilitate managerial oversight

In this new online user-centered RM paradigm, the consumer contributes actively to the communicative process, to the point of becoming the protagonist of it (Valls, 2017). Moreover, in addition to take the role of audience, public and consumer (recipient of the new communicative formulas in 2.0 platforms), users of SNSs become co-producers, distributors, advertisers and consumers of digital content, in the context of a participatory culture (Castelló, Del Pino and Ramos-Soler, 2013). Thus, consumers are getting involved in the creation and marketization of products and services when they share their opinion, needs and requirements through SNSs, letting others know what to expect from the product/service, or even brand, beforehand (Ryan, 2008).

2.3.2. The strategic side of Relational Marketing in Social Network Sites

In light of this, SNSs RM or company interactions through corporate social sites, to be successful, should be included in the overall corporate strategy (Assis-Dorr, Merigó and Palacios, 2012)

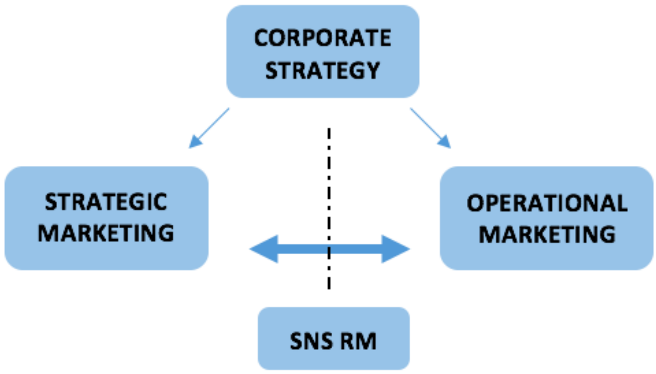

Figure 1. The strategic side of RM in SNSs. *Source: own elaboration based in Assis-Dorr, Merigó, Palacios (2012)*

Businesses are interested on the strategic side of SNSs:

- To create and distribute relevant and valuable corporate information to the audience (Samper-Martínez, 2017).
- To know how potential consumers research, consume and evaluate the products/services through the use of the SNSs (Ryan, 2008).
- To know what are the interests and opinions of the current users as well as to learn about client's level of satisfaction in relation to what they expected from the product service (Swarthout, 2017) .
- To establish and maintain beneficial connections and consumer engagement generating buzz and interaction (Schauer, 2015).
- To enhance sales and eCommerce through data acquisition (Schauer, 2015).
- To access new channels of communication and achieve wider audiences (Ryan, 2008).
- To get information about the strategic positioning of the own product/service or business in the market environment, as well as to get competitor's information of their performance (Ryan, 2008).
- To acquire corporate brand image and reputation [1] (Gilliland, 2017).

[1] How an organization is seen or perceived by different interest groups. The intervention of those groups and what they say makes up a positive or negative reputation (Brodie and Cretu, 2007).

For this reason, when it comes to operationalize RM through SNSs, Marketing functions mix up, although some scholars did an effort to distinguish between strategic functions from more operational ones (De Mers, 2015):

Community Management	Social Media Marketing
● **Build audience:** creating a new one or altering an existing, to strengthen the overall community. ● **Customer retention:** ability to manage existing audience who has already purchased company's products/services or is liable for repeated brand interactions. ● **Customer attraction:** cultivates new audiences members. ● **Increased brand reputation:** building brand, rather than simply increasing sales, giving a better long-term position.	● **Promote** a business, prepare and plan the strategy that the brand is going to follow in the SNSs. Ex. Having a fan page on Facebook. The ultimate goal is to sell a product/service, increasing the visibility or reputation of the brand. ● **Measure:** 1. The evolution of the market (competence and clients). 2. The business successes and failures. Has to analyse and interpret the data, draw conclusions and propose solutions. ● **Direction** for the business public-facing communication.

Table 1. The operational side of SNSs RM. *Source: Own elaboration based in De Mers (2015)*

2.4. Professionals in charge of the Relational Marketing's operational side through Social Network Sites

As Grönroos (1989) pointed out, in practice, a large number of employees have something to do with Marketing, being in direct contact with the customer, some representative of the customer or influencing them indirectly. For that reason, firm's resources (personnel, technology and systems) have to be used in such a manner that customer trust in the various resources, and thus trust in the firm itself is maintained and strengthen.

The most common professional profiles in charge of the RM through SNSs are:

- Communication director: responsible for executing and managing internal and external communication inside organizations. Among other functions, the communication director supervise the relationship between the staff, creates and executes Marketing communication strategies (Mellinger, 2017)
- Branding manager: responsible for the management and coordination of the image of a product or persona. Furthermore, the branding manager research the market and the competence, develop Marketing campaigns and analyze the results of the same (Dolye, 2017).
- Social Media Manager: is responsible to manage the company's social media channels to develop Marketing and advertising (Lortie, 2016). As DiMauro (2012), points out, the main functions of Social Media Manager are: development of brand recognition and reputation, generate traffic, monitor SEO and plan campaigns, and promote the company.
- Social media strategist: is responsible to make sure that the companies take advantage of the social network. They evaluate the goals of business and establish a plan for Marketing, advertising and recruiting new customers. Furthermore, the social media strategist are key for the success of companies as they act as consultants among the Marketing department (Randall, 2017)
- Social scientist: As Koenig (2017) points out, the social scientist collect customers data (qualitative, quantitative, demographic and psychographic) through a deep research in the market. The main purpose is to analyse it in order to find out what will appeal to certain people.
- Community manager: As DiMauro (2012) explains, the community manager operates from deep within the company. Focused on the flow of information to strengthen the relationships between the customer and the company, for example to manage the complaints or to create loyal customers. Furthermore, community managers advocate brands on social networks (to build up online communities).
- Public Relations: the role of this profile is to manage the reputation of a company or product. They control how the message is framed and send it through the correct channel in order to control the message in its design, content, delivery and how and when it reaches the audience. However, sometimes, messages that are controlled could be perceived as less credible through the public, besides the fact that are expensive (Guth and Marsh, 2015).

This categorization of professional profiles should be understood as open categories of functions to be distributed among workers in relation to the company size and available resources, not as closed job positions.

2.5. Measurements of the strategic side of Relational Marketing

The so called *"KPI"* is the acronym for Key Performance Indicators. KPIs are used by marketers or social media teams to measure the performance of Marketing efforts such as online campaigns. A performance indicator, according to what Klipfolio (data and metrics cloud app provider) states out on its website [2], is defined as a quantitative measure which could vary based on the nature of the company and used to determine if the strategies and goals of an organization have been achieved successfully. KPI metrics are combined SNSs data and the company's website analytics, in order to highlight the top performing SNSs and campaigns which will make it easy for teams to optimize social media strategies.

According to Maitra and Srivastava (2016), by analysing KPIs, organizations can understand in which position is the product/service or business situated in the market environment. Thus KPIs are designed and assessed by the following three steps: (1) companies should identify the critical performance factors, (2) companies should collect and report the required data and (3) companies should analyse the data to improve and measure performance.

Facebook Engagement Metrics, for example, is used for calculating which posts are more interesting and which ones create more interaction to the audience on Facebook. This KPI can be calculated with the following formula: Likes+Comments+Shares. According to Facebook marketing partners, *"The algorithm determines which News Feeds your posts are displayed in and ultimately, how many users you're able to reach. When users engage, the actions they take appear in their timelines, making their connection with your brand visible to their friends" (2018, p.6).* Using this formula contributes to brand awareness and it provides an insight into the interests of a particular target of the digital market.

For Instagram Followers, for example, as mentioned in the online article The Complete Guide to Instagram Analytics (2017), there is one KPI metric to calculate for a specific time of period: the Instagram Engagement, in terms of followers, expressed in %. This KPI is an invaluable tool for

[2] https://www.klipfolio.com/resources/kpi-examples/social-media

benchmarking. It shows the portion of the current followers interacting with the companies' posts during a specified time period. By comparing this metric period-over-period, marketers have an idea of what they should improve in order to increase engagement on Instagram and retain more customers with different tactics. This KPI formula is: Total Engagement in a Time Period + Total Followers = Engagement expressed as % of Followers.

According to Klipfolio (data and metrics cloud app provider) there are many other metrics as summarized below:

- Twitter Engagement Metrics
- Twitter Followers Metric
- Facebook Page Like Metric
- Facebook People Talking about this metric
- Key Social Metrics
- Followers Growth KPI
- Social Events
- Social Traffic and Conversions
- Social Shares
- Social Followers
- Youtube Channel Subscribers
- Facebook Likes
- Facebook Ads Campaign Performance
- Facebook Ads CPM and CPP (last 7 days)
- Facebook Ads Impressions and Reach (last 7 days)
- Facebook Ads Today`s Summary
- Social Sentiment
- Social Visits and Leads
- New Followers
- Facebook Page Demographics
- Social Interactions

As Durántez-Stolle (2017) points out, companies are increasing their presence in the social networks where users share their knowledge and consumption experiences, as well as, their opinions. Through SNSs, companies may create links with consumers, but also provide confidence, compromise and satisfaction. However, according to the author, the most relevant Spanish companies present in

SNSs, do not take advantage of the dialogical potential of SNSs. SNSs are used in an unidirectional way, as diffusion tool, despite being used for their capacities to interact and converse with users of this platforms. Furthermore, there is a lack of interaction with the audience as companies only publish content and do not create dialogical linkages.

2.6. Relational Marketing through Social Network Sites in the Tourism Sector

As Cerveró, Iglesias and Villacampa (2002) pointed out, in the tourism sector, Public Relations (PR) professionals are in charge of creating a good image of destinations or companies through stimulating and strengthen sales and commercials, developing credibility and creating brand awareness. To develop those objectives, companies and public organisms establish relations between strategies and Marketing functions to keep the track of new contributions and how they can affect the brand image of the destination or company. Furthermore, according to the authors, PR use SNSs to promote new strategies through events and product/service presentations. Finally, PR in the tourism sector, track and constantly control the feedback from the RM implementation. As mentioned in section *2.4. Professionals in charge of the Relational Marketing operational side through Social Network Sites*, this PR control is based on how the message is framed and send it through the correct channel in order to control the message's design, the content, the delivery and how and when it reaches the audience.

The controversy arises when organizations join SNSs to present their brand image instead of using it to take advantage of business strategy. In this case, the use of SNSs do not improve Marketing operations nor strategy. Indeed, to be effective, as Assis-Dorr, Merigó and Palacios (2012) point out, it would be necessary to combine the use of the strategic objectives: those related with brand image and those related with the business strategy in a mid to long run.

Indeed, in the tourism sector these tools play an essential role in terms of Marketing**.** The initiative to share what is happening in the world by sharing photos and videos or by publishing reviews (known as Electronic Word of Mouth or eWoM) can attract new consumers (Adzharudin and Manap, 2013). According to Gretzel, Purifoy and Yoo, (2007), SNSs provide to the public some recommendations, access to other traveller experiences, enable storytelling and provides a sense of belonging to virtual travel communities. Therefore, tourists trust more in of other tourists' opinion than in online strategies based in more traditional Marketing orientations.

As we have mentioned before, as SNSs are a communication tool which enables the decision making process of tourists (Nicolae, Pavel and Popescu, 2015), this is basically due to the fact that the purchasing process, in the case of a tourism services, involves high risk for its intangible nature. The latter authors found out that online reviews and rating websites, increase travelers confidence during the decision making. 23% of tourists are influenced by Social Media in they travel/holiday related decisions (Gretzel, Purifoy and Yoo, 2007).

As Mayer and Palmer (1995) pointed out in their paper *Relationship marketing: a new paradigm for the travel and tourism sector?*, RM has some limitations. In first place, there are cases where customers do not want to have relationship with suppliers. The second limitation is that many organizations are not able to justify the costs related to RM (their Return on Investment or ROI). The third limitation is related with transaction cases undertaken with little expectations, where the relevance of RM polices is minor. And finally, relationships can be thwarted by the structures, processes and core values of organizations.

According to Grönroos and Ravald (1996), RM is used among different professionals such as retailers of hospitality services, hotels, F&B, airlines, tour operators, conglomerate travel agencies, incentives companies, specialized Marketing companies, etc. In the tourism and hospitality industries RM is focused on building brand loyalty in order to create and improve relations with consumers. Usually databases with guest history are created and this is used to create customized offers and more personalized communication with customers. Unlike in the production sector, RM does not have direct contact with the consumer, and it has lower rates of direct communication.

According to Grönroos and Ravald (1996) the goals of RM in the tourism sector are:

1. To show and reinforce a competitive advantage through creating high level of value for consumers.
2. To provide and maintain enough value of services and products in order to get repeating sales.
3. To create consumer loyalty towards the organization.
4. To build up relations for mutual benefit, between the organization and the consumer, creating a win-win situation.

Therefore, the tourism sector has started to be present in SNSs, as it explodes customer engagement, as well as enhancing the communication between customers and organizations

(Mohammed, Rashid and Tahir, 2014). SNSs are then, a resource used for marketing purposes which improves also the strategic side of tourism companies and its development.

Thus, for an effective implementation of strategic goals through SNS, three procedures have been identified taking place inside companies, whether form the tourism sector or not. The strategic side of the company, whether from the Management or Marketing department, in charge of designing what is needed to be implemented and gathered in and from SNSs sets a plan or communicates strategic purposes to the operative professionals who manage SNSs. The operative side of the company, whether from the Marketing or Front-Office (in case of tourism enterprises) department, in charge of implementing strategies, gathers relevant information and measures from SNSs relational activity with the client. Both kind of professionals standardize or protocolize the way for internally communicate both the strategic purposes and the obtained information and measures.

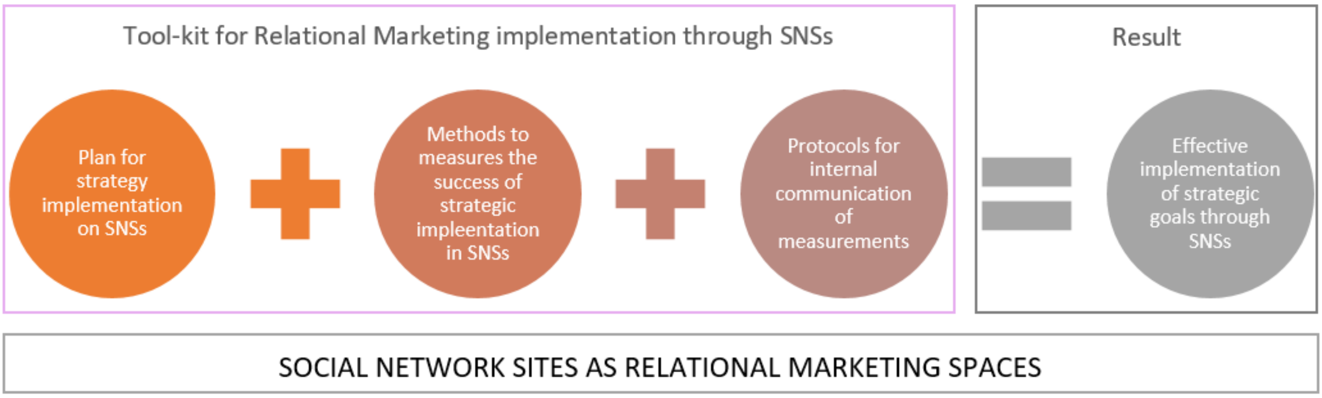

Figure 2: Conceptual framework. *Source: own elaboration*

2.7. Literature map

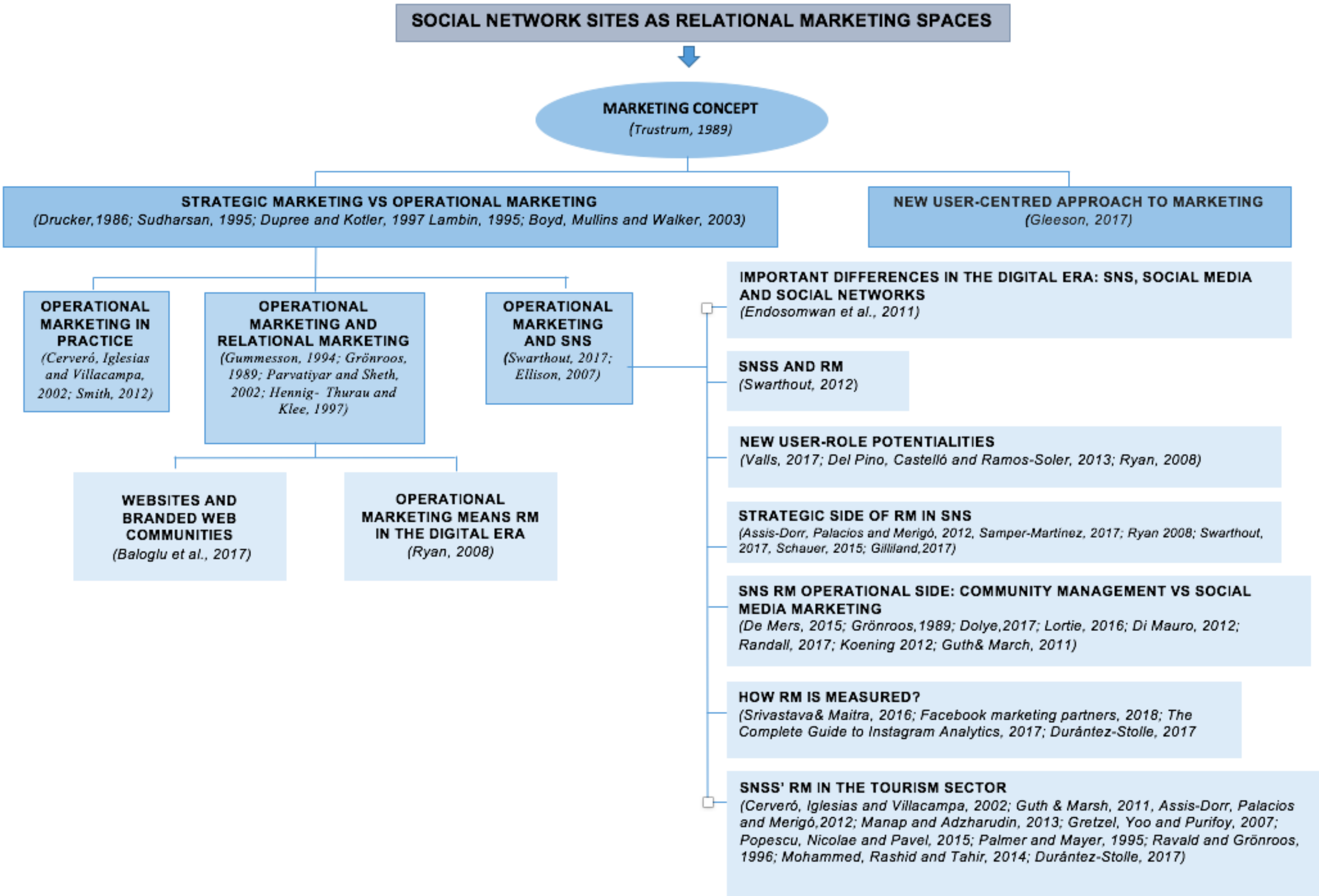

Figure 3. Literature map. *Source: own elaboration.*

3. 3. Methods

In the following chapter is presented the overall research design, the data collection techniques and the research instruments applied in order to obtain the information needed for the research. It is also included the context and participants of the research, the data analysis procedures description, the ethical considerations and the evidence of data collection.

3.1. Overall research design

The methodology of the research is quantitative and pure or basic research (also called fundamental research) in its nature. This means that the research method improves existing scientific theories in order to provide a better understanding. Fundamental research refutes or supports theories which are explained through phenomena observation (Hoffmann, 2017). The research philosophy is phenomenology, as the research done is based on the examination and interpretation of how the Social Network Sites are used in tourism companies for strategic functions. It uses primary data presented in a deductive approach, where, according to Boeije and Hox (2005), the information is collected for the specific research problem. In this case, the data has been collected using a survey which come directly from first hand-experience. Surveys are the most commonly used tool in survey research methods, one advantage is that they can produce a large amount of data in a short time for a fairly low cost and can therefore be generalizable to a population.

The general objective is to identify the effectiveness on the use of SNS by tourism companies for strategic purposes, due its importance on the customers' side to generate expectations over intangible experiences, purchase decision and loyalty to tourism brands. This is done by exploring if different professionals internally communicate in an effective manner in order to take advantage of the implementation of strategies through SNSs. The results allow to look close at who is in charge of social sites in tourism companies, how do they communicate internally, which kind of KPIs are gathered by tourism companies and which strategic purposes those KPIs measure.

The study tries to validate knowledge and finally provides specific recommendations addressed to practitioners (Cavana, Delahaye and Sekaran, 2001). Although, the research aim is of applied nature, in the sense that it has a "*real-world*" applicability, applied research in the business field has previously been identified as that conducted into a particular company *"[…] done with the intention of applying the results of the findings to solve specific problems currently being experienced in an organization"* (Bougie and Sekaran, 2016, p.6) - when this is not what this research is aimed to.

Instead, each hypothesis is formulated in light of the literature research, so the study is confirmatory in its nature.

Framework and hypothesis formulation are displayed as follows:

According to Yang (2015), internal marketing manages interactions between customers and internal suppliers, therefore the knowledge management should be brought into it. The knowledge management creates, shares, uses and manage the information of an organisation (Nemani, 2011). Moreover, organisational effectiveness and the process of exchanging information among the organisation, called knowledge sharing, is affected by internal communication processes. The biggest companies tend to communicate less and isolate functions, which results on the lack of information flowing within the organization, the so called SILO effect (Lipscomb et al., 2015).

> *H1. Therefore, the more communication between those professionals in charge of the SNSs and those professional in charge of the business strategic design, the more the importance attributed to KPI's gathering.*

As Fodor and Hoffman (2010) point out, companies should start measuring consumer motivations that leads the use of SNSs and investment on creating engagement with brands. This view, according to the authors takes into account short-term and long- term goals, and a broad range of indicators (KPIs) should be gathered to fully calculate the traditional ROI. Media measurement through KPIs is increasing but is still complex for some managers, especially when it comes to understand how consumers invest time and effort in SNSs. Additionally, in order to increase loyalty rates and ROI in the long run tourism companies may invest in relationship marketing to strengthen ties between guests and the company, a more qualitative view that can be measured by the IOR or Impact Of Relationship (Avila and Quezada, 2017).

> *H2. Therefore, the more the understanding of the strategic capacity of the SNSs, the greater the use of tools to measure success in SNSs.*
>
> > *H2a. The greater the use of the SNSs for strategic purposes, the more KPIs are gathered.*
> >
> > *H2b. The greater the understanding of the return of investment, the more the KPIs are gathered.*

Although Social Media activity has been recognized by specialized press of being vital for small companies (DiBlasio and Solis, 2013), as Grönroos (2000) pointed out, companies with economical problems are focused on decreasing costs. This strategy has been called of being enough to increase the occupation level in short term in the lodging industry for exemple (Grönroos, 2000), when increasing budgets are being invested in Social Media marketing for large hospitality companies in order to increase performance (Brymer, Kim and Lim, 2015).

H3. Therefore, the bigger the company is, the more KPIs or data created by tourists are gathered.

For big companies, also due to the SILO effect explained for H1, there is the need for processes protocolization whether informal procedures, meetings, unwritten protocols or documentware made up of databases, written reports, handbooks, and other forms of formal documentation held within information systems (Bennet and Gabriel, 1999).

H4. Therefore, the bigger the company is, the more frequent the measurement reports are protocolized (whether frequency of meetings, reports delivery, etc.)

3.2. Data collection techniques and research instruments

To serve the purpose of the research, we designed a structured survey to cover an international scope, in order to reach out a representative sample of respondents through structured survey.

Generally, there are two types of questions when considering how to formulate a questionnaire, which are: open questions and closed questions. In choosing between both alternatives, it has been considered how accurate did we want the information gathered to be and which type of information we were looking for (Blanke et al., 2018). Although the questionnaire design included both type of questions, just the responses for closed questions have been used to the findings report..

We used closed questions for questions number 1 to 9 to be easier to handle for both parties, respondent and researchers. The participants were asked for single response presenting different categories and scales. Furthermore, we provided the presence of a neutral frame, which is equal and obligatory for all.. According to Blanke et al., (2006) If respondents get a neutral frame prove that the presence of response categories can positively influence the answering and help respondents with a better understanding of the frame for adequate response.

Going deeper, the first section of the survey, which was about personal details, was built in order to help us to understand and categorize the type of respondents who participated in the survey. These section was introduced by some factual questions for respondents. According to Blanke et al., (2006), this type of questions require information of the interviewed person or characteristics of the business rather than an opinion. It is possible to distinguish two specific factual questions in this first section of the survey which are Classification or Demographic Questions / Knowledge questions.
The questions asked were:

Which country do you work in?
Which type of company, from the tourism sector, do you work in?
Which department do you work for?
Which is your job position in your company?
How many employees does your company have?

Table 2. Factual questions. *Source: own elaboration based in Blanke et al. (2006)*

We focused on the classification questions, also known as Demographic which according to Blanke et al., (2006) are used to distinguish main groups of respondents in a survey for later analysis (e.g. age, industry, gender, etc.).

Furthermore, the survey applies the Likert scale. As Rinker (2014) points out the Likert scale was defined by Rensis Likert in 1932, to measure attitudes by asking people to answer to a series of statements about a particular topic, in terms of the extent to which they agree with them, and so tapping into the cognitive and affective components of behavior. The advantage of this type of scale is that it enables to obtain data on attitude, perception or opinion in degrees of opinion/perception levels and hence quantitative data that make the analysis easier (Ng'ang'a and Otii, 2013). The Likert Scale aims to convey to the respondent that all the categories require and have the same importance and attention (Linacre, 1999). According to Ng'ang'a and Otii (2013) the respondent may be offered a choice of five (5), seven (7), nine (9) or even more pre-coded answers with the neutral point, neither agree nor disagree. On this regard, we decided to use the five scale choice in questions number 3,7,8,9 of the second section of the survey, which can be represented, as Johns (2010) pointed out, regarding the level of agreement: 1. Strongly disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly agree.

Regarding the research instruments for validation, we applied a Clusterization and a T-test in order to analyze the data collected in the survey and validate the findings of the research. On the one hand, the paired T-test can be computed and it helps to test the different samples and see if the difference between them means is equal to 0. The T-test, also known as T-Student, is used to propose a correctly evidence and its distribution. The distribution of T is a set of data of a specific sample, which in this case are extracted from the results obtained from the participation of a survey. The contribution of this proof help us to compare different samples of a ≤ 30 size (Sánchez, 2015). To conduct the T-test, the variation between two means of two different data sets are calculated. In our research study, the data sets correspond to the survey's answers given by each cluster which can be used to validate the observations when crossing data. In order to use the T-method, different aspects are analysed regarding the established methodology, which according to Sánchez (2015) are those:

- ➢ To prove that all of the samples have a normal distribution.
- ➢ To obtain from all the samples the measures (m1 and m2), the size and its variants.
- ➢ To prove that those variants are homogenous establishing the difference between (m1-m2) and calculating the common variance between them.

When conducting the T-test, knowing the type is required to obtain the right results. On one side, the one-tailed test (unilateral) is associated to an alternative hypothesis in which the difference between the data analysed is known before running the experiment. On the other side, the two-tailed test (bilateral) is associated to an alternative hypothesis in which the difference is unknown. The T-test was conducted by using Excel in this research is two-tailed.

The comparison between two means have been conducted assuming that the subsamples identified act equally, therefore the initial hypothesis is considered null or 0. Besides, the data required for conducting the test are (1) the variance of each sample, (2) the Alpha number which has been considered to be 0,05 - assuming a 5% error of margin - and (3) the P value, which is the data obtained from statistic value contrast and informs about the level of significance of Alpha. If the P value obtained is less than 0,05, there is statistically no significant difference between the variables.

Whereas, when the P value obtained is more than 0,05, it can be affirmed that there is statically difference between the variables (Sánchez, 2015)

First, according to Kumar, Steinbach and Tan (2006), the Cluster analysis is a method which consists on classifying homogeneous groups, also called conglomerate clusters. It is mostly used to reduce the amount of data and to categorize it. In each conglomerate group, the objects within it have similar characteristics. There are different types of clustering, but the most common approach are the hierarchical and the partional. Second, the hierarchical clustering is characterized by the development of a hierarchy or dendongram which show how clusters are related (ordered from top to bottom). In this case, the clusters are only formed by the union of existing groups. In the hierarchical clustering case, the methods used to analyse the variables are: the agglomerative (bottom-up) clustering refers to a technique which considers in the first place each object as a single element. Then, the algorithm merges the two objects which have the closets similarities, in order to create a new cluster. Finally, the process is repeated until all the objects form part of one big cluster. The divisive hierarchical (top down) clustering uses the algorithm in an inverse order. Firstly, all the objects are included in one single cluster. Then, the algorithm separate the clusters which are least similar. Finally, the process ends when all the objects form their own cluster (Kumar, Steinbach and Tan, 2006). Third, the partitional clustering is a division of the data regarding non-overlapping clusters, each data is in one subset. In this case the method to analyse the variable is: the K-means clustering which is an algorithm uses to find groups of data, represented by the variable K. It sets different objects (N) into groups (K) which belong to the nearest cluster, basing the partition on dissimilarity (Kumar, Steinbach and Tan, 2006).

As Kumar, Steinbach and Tan (2006) state, the phases to analyse the clusters are:

1. Select the variables on which the group will be based. Each variable specifies the similarity between objects and is based on a previous research or hypotheses.
2. Select a similarity measure as it is needed to analyze the differences and similarities between the objects. There are three methods to measure the similarity which are the correlation method, distance method and the association method.
3. Standardize the data to avoid variable dispersion.

As means of learning in this study has been applied the partitional clustering method.

3.3. Research context and participants

The survey questions were informed by previous literature review regarding the examination and interpretation of how Social Network Sites are used in tourism companies for strategic functions. The survey was released through professional SNSs, such as LinkedIn, Data.com Connect, E.Factor, Gadball, Networking for Professionals, Opportunity, PartnerUp, Plaxo, Ryze, StartupNation, Upspring, Viadeo and XING.

Attending respondents of the 52 surveys gathered, different professional profiles of the tourism sector were identified. They can be summarized as follows:

- Nationalities: We received the participation from countries around the world, although 57,7% were from Spain. Other nationalities were distributed as follows: 5,8% from France, 5,8% from Norway, 3,8% from Italy, 3'8 from Canada and the rest of nationalities such as Germany, Czech Republic or Andorra report represented less than 1'9 % over total answers respectively.

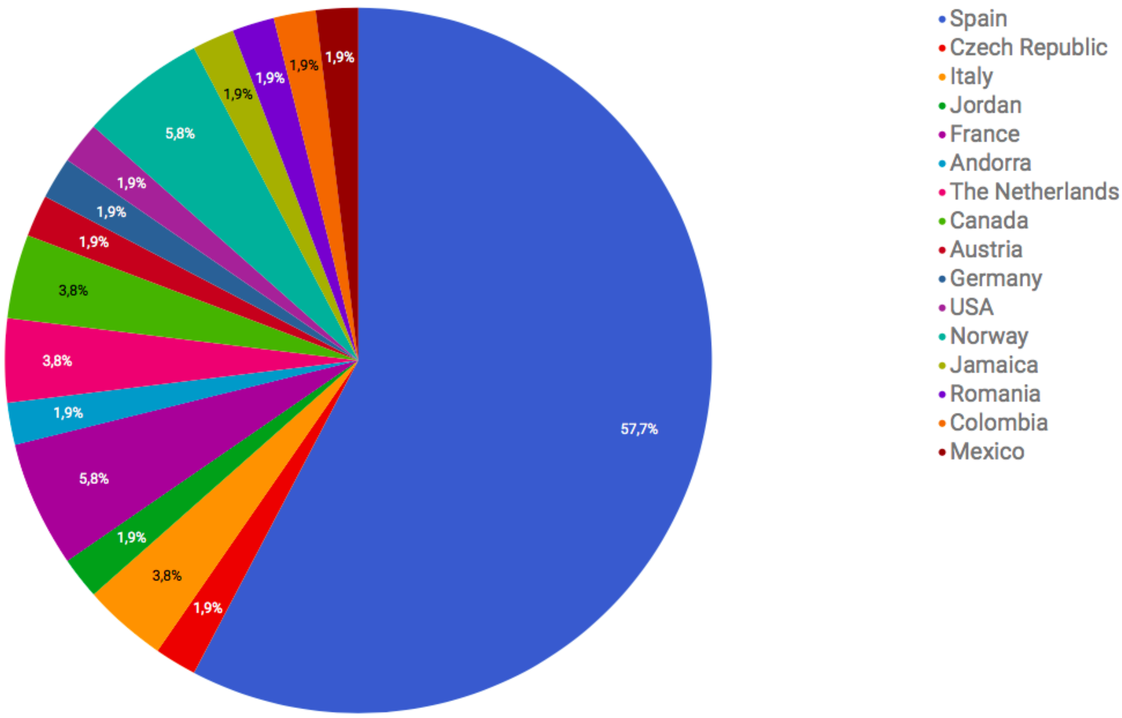

Figure 4. Nationalities of the respondents. *Source: own elaboration*

- Type of company: 48,1% of the respondents were working in the tourism industry, 9,6% on Travel Agencies and other reservation services, 9,6 from Cultural Activities, 7’7% from Food and Beverage, 5’8% from Destination Management Companies, 5’8% from Consultancy, 5’8% Tourism Intergovernmental Organizations and the rest of answers such as Transportation or Education represented less than 3’8% over total answers respectively.

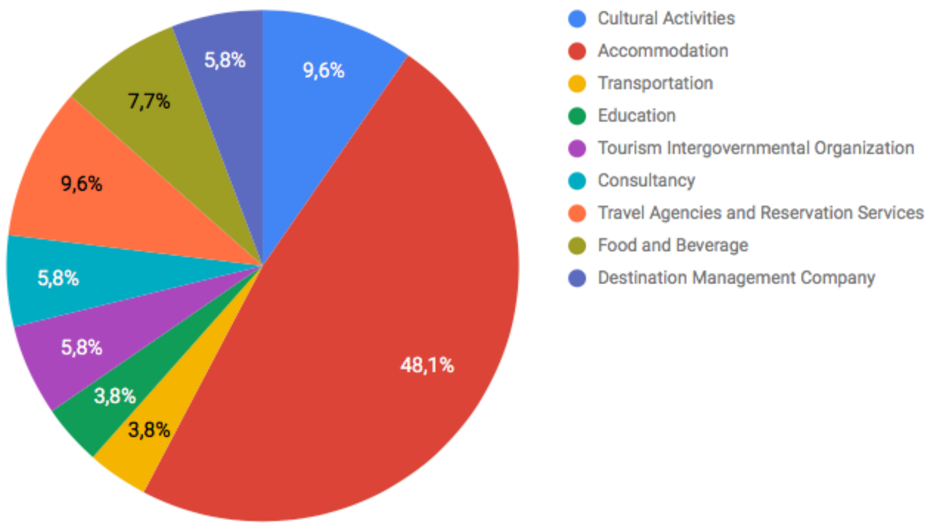

Figure 5. Type of companies where respondents work. *Source: own elaboration.*

- Department: Regarding to the department in which respondents were working for, a 32,7% are in charge of Sales and Marketing, 26’9% in Front Office, Guest Relations or Customer Service, 21’2% in Management and Administration, 9’6% in Personal and Human Resources, 3’8% in Food and Beverage and the rest of responses such as Purchase and Store, IT Systems or Housekeeping represented less than a 1’9% over total answers respectively.

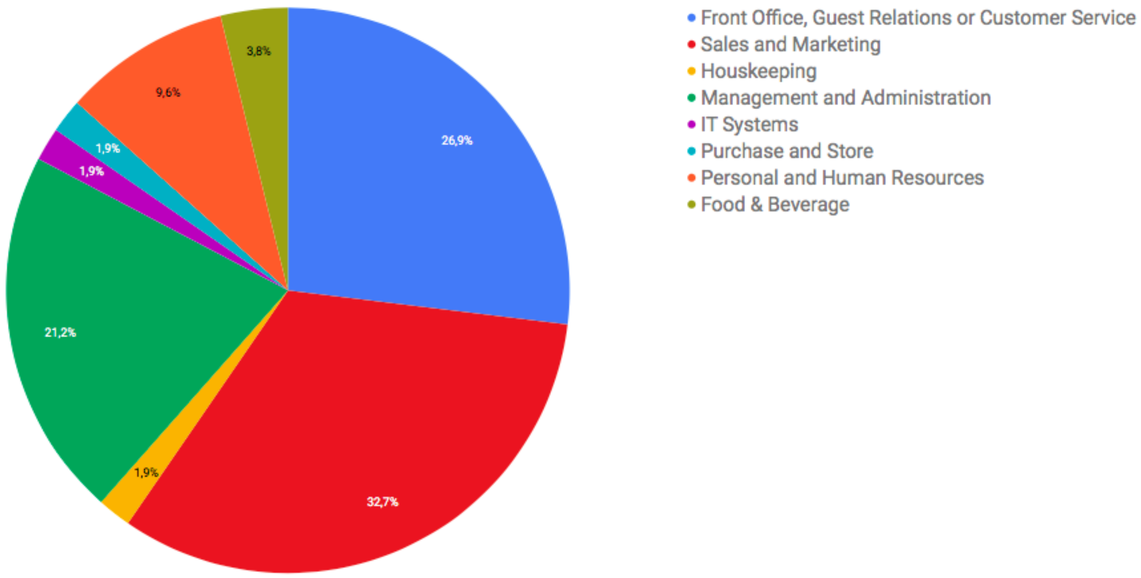

Figure 6. Department where respondents work. *Source: own elaboration.*

- Company Position: Regarding the position held by respondents in their companies, 11'5% were Marketing Executives, 9'6% were Front Office Agents, while the were 5'8% Sales Manager and 3'8% F&B Director Assistant, Front Desk Manager, Guest Service, Human Resources Specialist and CEO, respectively. The rest of data such as SEA Manager, Sales Coordinator or Project Manager represent less than 1'9 % over total answers respectively.

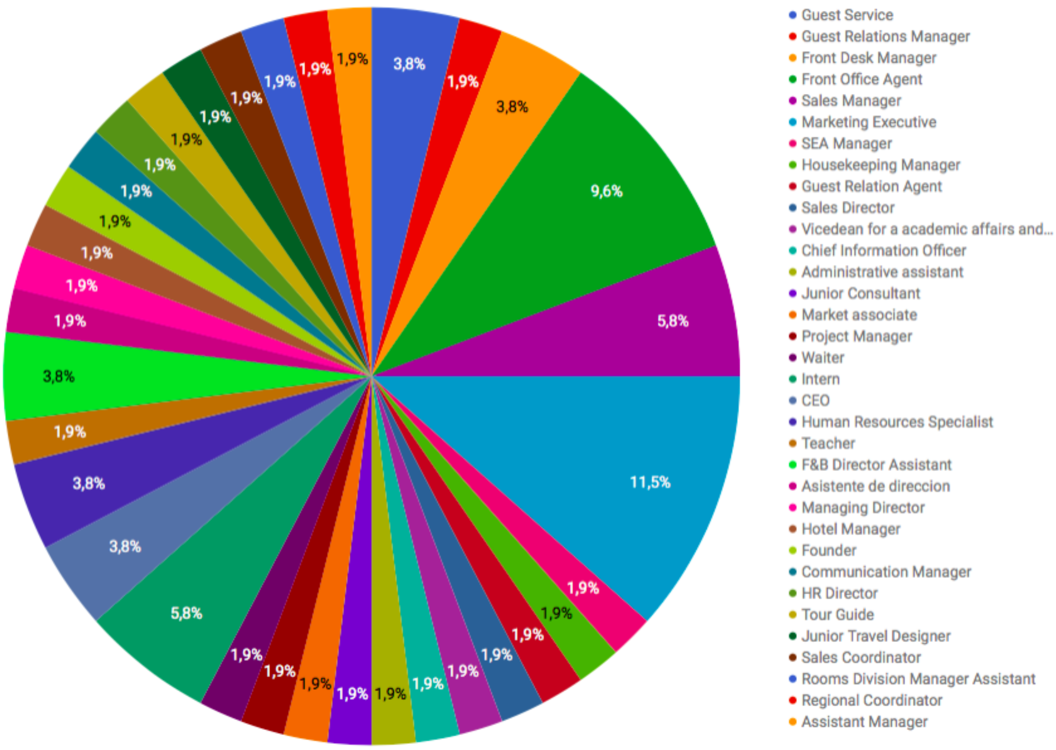

Figure 7. Position of respondents in the company. *Source: own elaboration*

- Company size: Regarding the company size, 36'5% of respondents were working in a big-sized company with more than 250 workers, while 34,6% were working in a small-sized company with less than 50 workers and 28,8% in a medium-sized company between 50 and 250 employees.

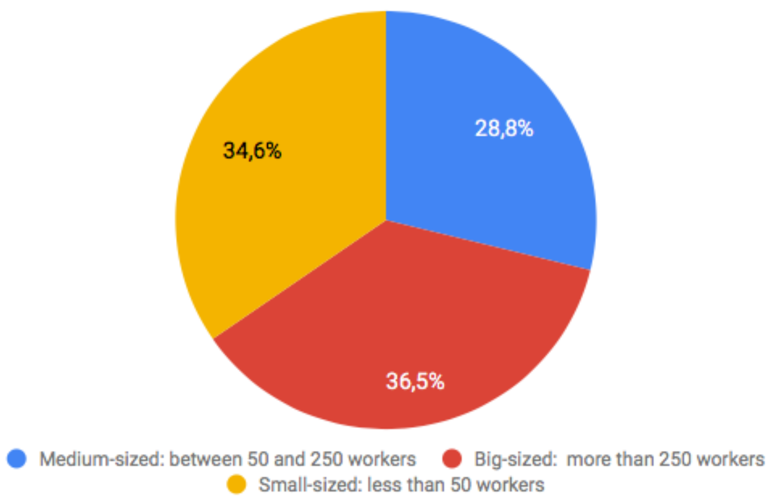

Figure 8. Size of the company where the respondents work. *Source: own elaboration.*

3.4. Data analysis

After carrying out the data collection, studying the findings to make interpretations were critically necessary to discuss the research objectives. We launched surveys through Google Forms which also report descriptive quantitative data. The tool allows survey designers to manage settings before the descriptive report is displayed. Thus, Google Forms has been handled to cross variables and report summaries. As Davey and Doncaster (2007) states that factors are crossed with others when each level is proved.In our case, the aim for crossing variables was to identify if there was an evident relation between the different variables, to subsequently clusterize variables and compare their distributions through the T-test.

3.5. Ethical considerations

As to Resnik (2015, p. 21) pointed out, ethics can be defined as a "*method, procedure, or perspective for deciding how to act and for analysing complex problems and issues"*. Ethical considerations (anonymity, confidentiality and consent) when conducting a research are critical for integrity, reliability and validity. Especially when making surveys where the use of all the data gathered are crucial for the investigation. In the research, we informed all participants through an opening message embedded into the Google Forms survey, about confidentiality and appropriate treatment of data gathered. Surveys were anonymously answered and reported. Anonymity is extended to ensure a high level of voluntary participation or, where participation is mandatory, to minimize unshaped and invalid responses.

Nowadays, it has become standard practice in much social and psychological research to guarantee anonymity to respondents, such it was carried out on this investigation, where respondent identification is not needed. According to Grinyer (2009), the anonymous respondent feels free to voice his true attitudes and beliefs without fear of the threatening consequences that might otherwise follow. Moreover, anonymity excludes the chance that, as a result of his opinions, a respondent will be the center of scoffing, distrust, or even revenge.

4. 4. Findings

The following paragraphs represent the results obtained throughout the fieldwork of this research. The results obtained from the spreaded survey, are presented in form of graphics for a more visual representation of descriptive results (see 4.1. Descriptive results) . However, clustering, T-test and hypothesis validation is presented in 4.2. subsection, entitled Clusterization and Hypothesis validation.

4.1. Descriptive results

After collecting responses from the different described professionals of the tourism sector several variables have been crossed in order to identify and analyze relationships between them in relation to the stated hypothesis.

Firstly, responses for questions 3 (*"The strategic side of the company (its objectives, the positioning strategy, the vision in the long run, etc.) held by managers or marketing leads, is clearly aligned with what those professionals in charge of Social Media (employee/s in chargo of Social Media) perform in daily basis"*), 5 (*"Who do the professional/s, in charge of Social Media, report the measurements obtained from those platforms to?"),* 6 (*"How do they report their measurements or observations"*) and 7 (*"How often do they report their measurements or observations?"*) have been crossed with question 4 (mencionar) to analyze the first hypothesis "*The more communication between those professionals in charge of the SNSs and those professional in charge of the business strategic design, the more the importance attributed to KPI's gathering".*

The first graphic corresponds to the crossing of question 3 and question 4. 7 different KPIs gathered by companies have been reported according to the rate of agreement with following statement *"The strategic side of the company (its objectives, the positioning strategy, the vision in the long run, etc.) held by managers or marketing leads, is clearly aligned with what those professionals in charge of Social Media (employee/s in charge of Social Media) perform in daily basis.*"

A preliminary analysis of the relationships between questions related with what the company measures through KPIs, has been carried out as follows:

Those who Strongly Agree with the question 3 statement, and therefore perceive that the strategy is aligned with what is gathered from SNSs are those who measure Social Followers and Shares, with the same distribution for both responses (38.89%), while those who just Agree gather mostly Social Visits and Leads (89'47%), followed by those who measure Social Traffic and Conversions (68%). Those who Strongly Disagree with the statement are those who measure the Social Sentiment (14.29%) or those who do not measure KPIs (10%).

In this way the representation of the rate of agreement of the respondents combined with through which KPIs companies measure the success of implemented strategies is the following:

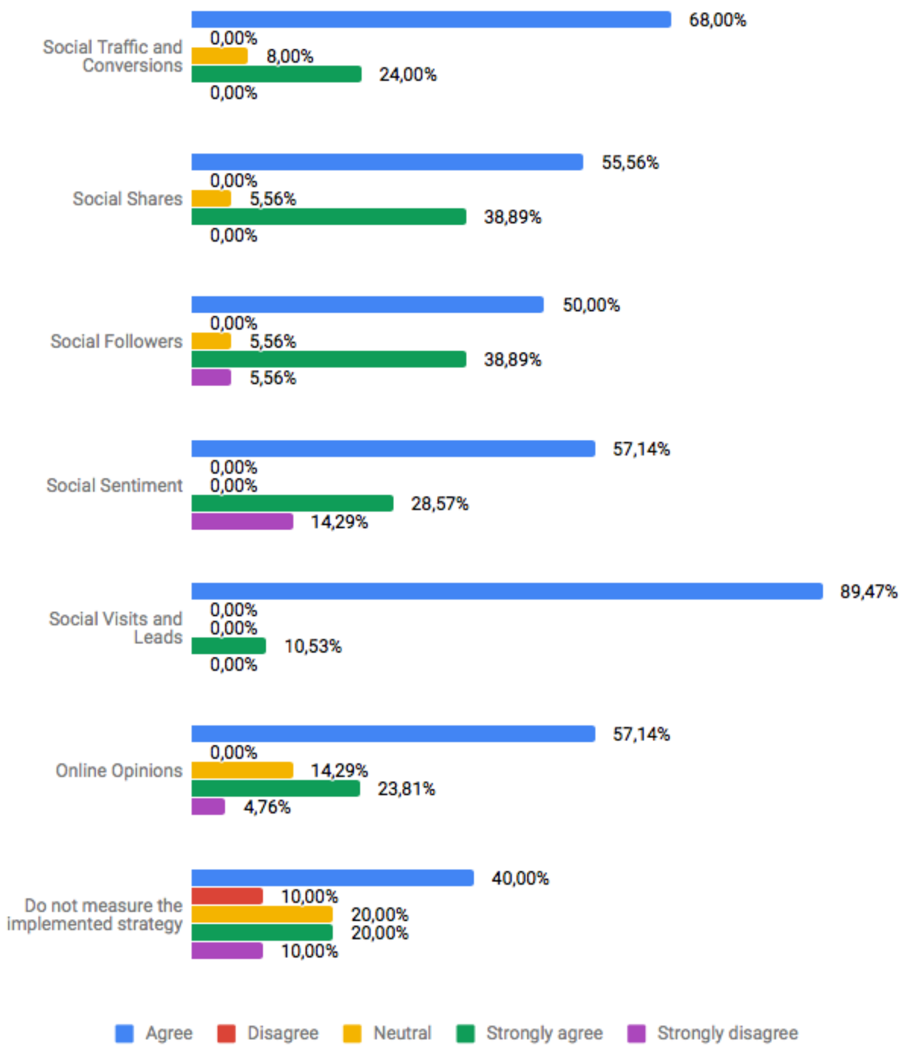

Figure 9. Relationship between the use of KPIs and the rate of agreement with the statement.

Source: own elaboration

By crossing variables of question 4 "Which KPIs use the company to measure the success of the implemented strategy" and question 5 "To whom is reported the measurements obtained from the KPIs", the following findings are obtained:

Apparently, there is not much difference among which kind of KPIs are reported to the professional in charge of the general strategy of the company and the professional in charge specifically of the marketing strategy of the company, except for for Social Followers with 56.25% of respondents reporting this KPI to the professional in charge of the marketing strategy before the 31.5% reporting it to those professionals in charge of the general strategy of the company. Other responses are distributed as follows:

56'25 % of the companies which report to the person in charge of the marketing strategy, uses the KPIs to measure Social Followers. Those are followed by the 50% who uses it to Social Traffic and Conversions and the 47'6% which use the KPIs to measure the Social Shares. Then, the group which do not report their measurements to anyone (50%), neither measure the implemented strategy. Correspondingly, the 50% report the measurements to the person in charge of the general strategy of the company to measure the Social Visits and Leads, followed by the 45% who measures the Online Opinions and the 42'86% who measure it for Social Traffic and Conversion purposes. Lastly, the data derived from measure the success of the implemented strategy is reported to both, the person in charge of the general strategy of the company and to the person in charge of the marketing strategy. Being the 14'29% the group who measure the Social Sentiment, the 5'88% to analyze the Social Shares and the 5% which measures the Online Opinions.

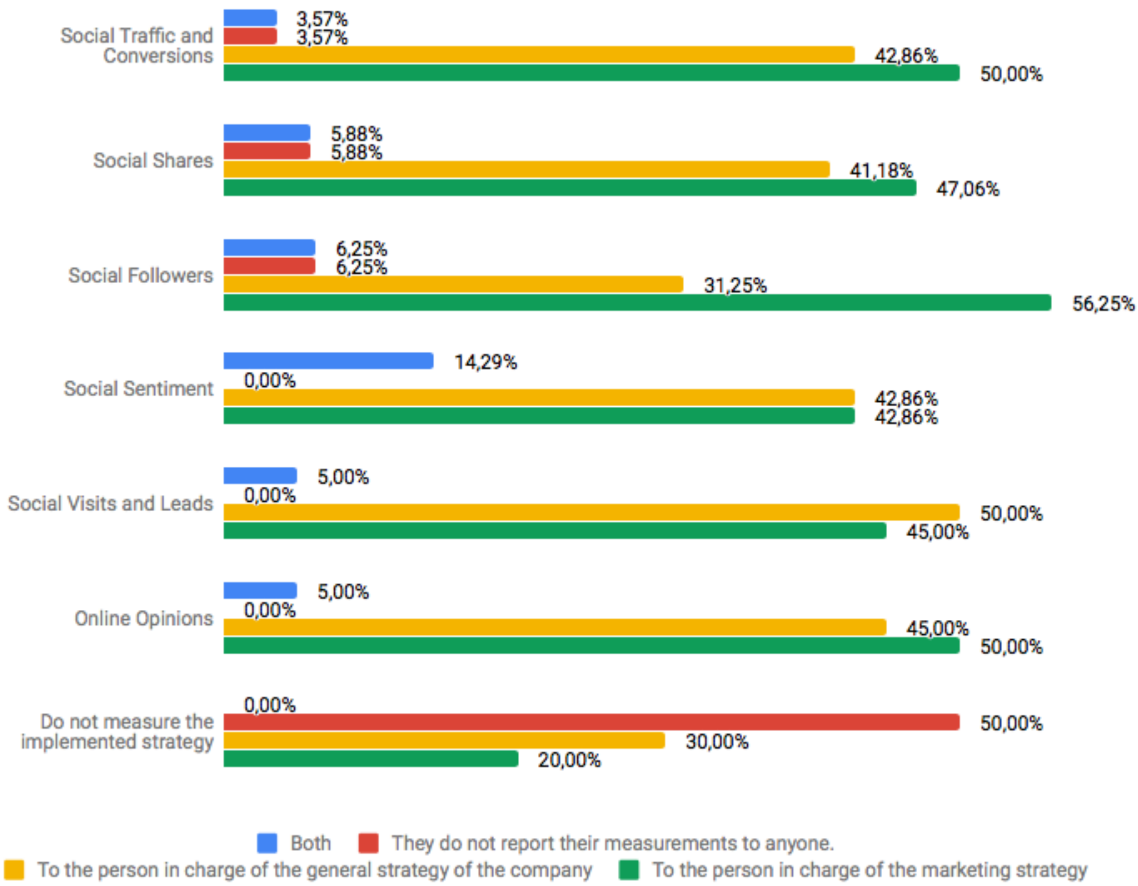

Figure 10. Cluster depending on the use of KPIs and to who are reported the measurements. *Source: own elaboration*

By crossing the variables of question 4 *"Which KPIs use each company to measure the success of the implemented strategy"* and question 6 *"How the measurements or observations are reported"*, the following findings are obtained:

It stands out that the 72% who communicate the observations through a report, are those who basically measure the Social Traffic and Visits. Followed by the 64'71% who measures the Social Shares and the 61'11% who measures the Social Followers. Moreover, the group which measure Social Followers (5'56%) and Online Opinions (4'76%) report the information through a meeting and informal conversations. The 20% which measures the Social Visits and Leads, reports it through informal conversations. Finally, the group which mostly measures the Social Sentiment (40%) report it through a meeting.

Apparently, the most relevant data are the following:

The 80% of the companies do not report their measurements to anyone and neither measure the implemented strategy. Furthermore, the 72% of the respondents report through a report the Social Traffic and Conversations.

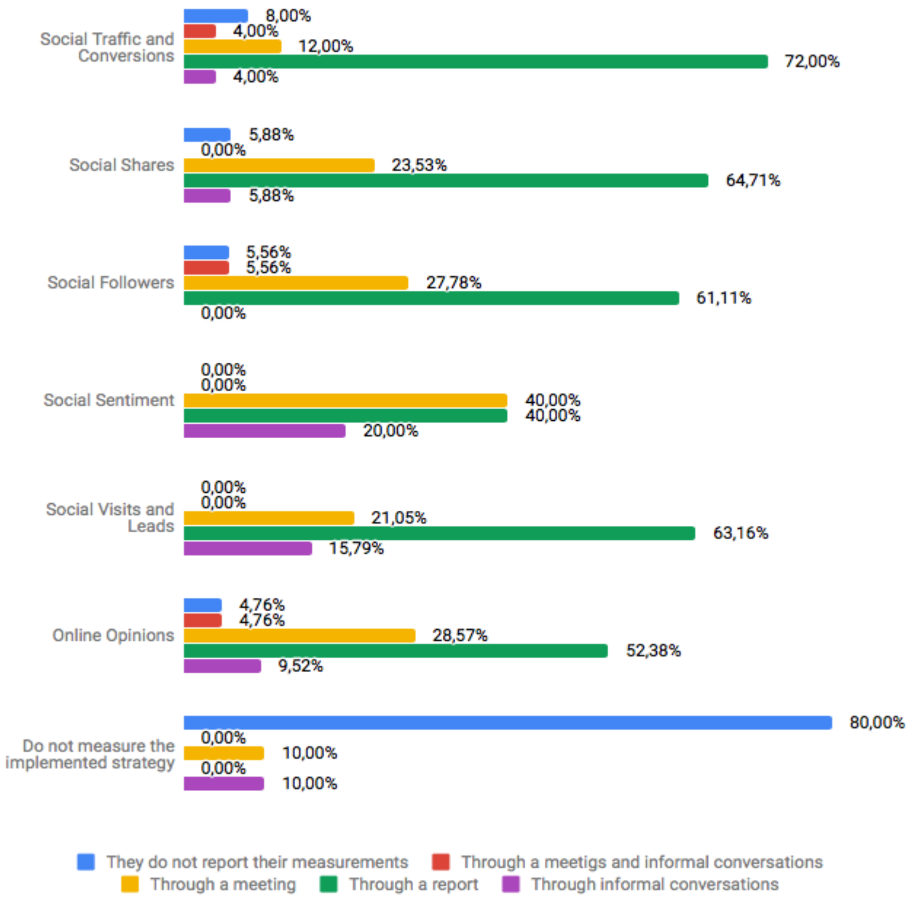

Figure 11.Cluster depending on the use of KPIs and to how the measurements are reported. *Source: own elaboration*.

By crossing the variables of question 4 *"Which KPIs use each company to measure the success of the implemented strategy*" and question 7 *"How often the measurements are reported*", the following findings are obtained:

Concerning the 4'17% of Social Traffic and Visits are reported daily, followed by the 41'67% which communicate daily the same information. Then, it states out that their measurements are reported weekly to inform about the Social Visits and Leads (68'42%) and for Social Sentiment purposes (the 57'14%). The 44'44% of the Social Shares are reported monthly and the same percentage for Social Followers which transmit their observations monthly. Finally, the most relevant data is that those who do not measure the implemented strategy, never report it (100%).

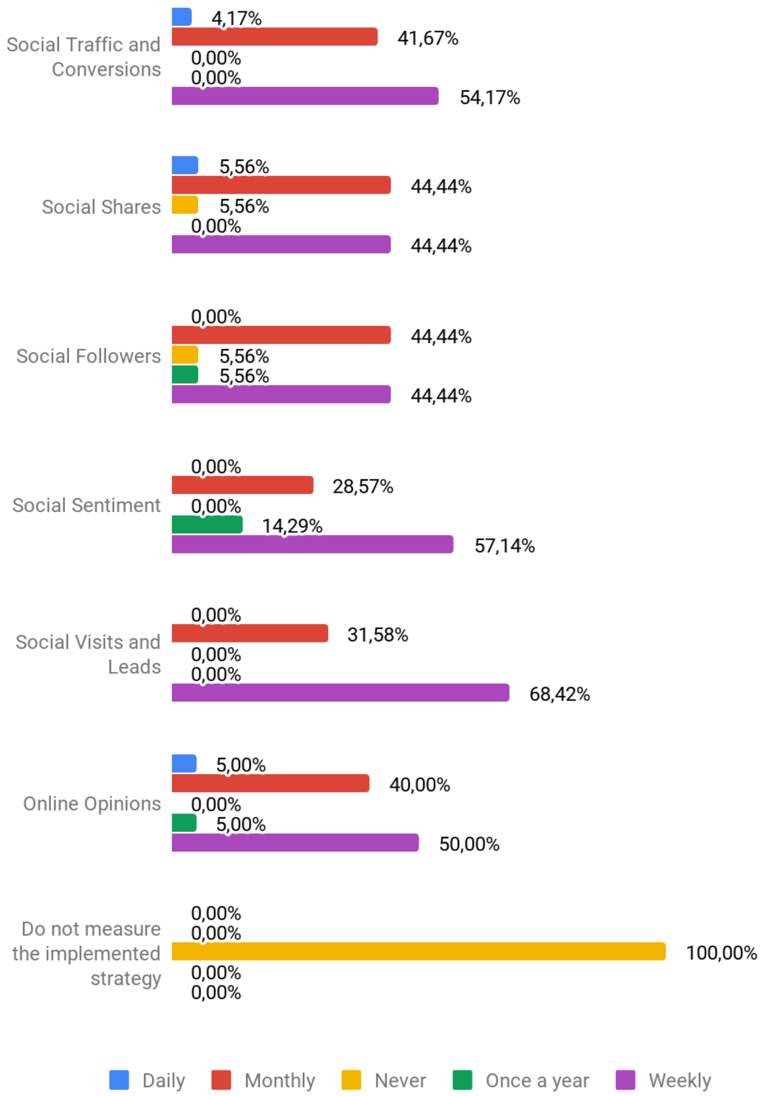

Figure 12. Cluster depending on the use of KPIs and to how often are reported the measurements.

Source: own elaboration.

By crossing the variables of question 4 *"Which KPIs use each company to measure the success of the implemented strategy"* with question 8 *"Rate your agreement with the following statement: "Certain strategic decisions in my company are based on measurements or observations directly collected from Social Media")*, the following findings are obtained:

As the graphic shows, the 38'10% of companies which agree with the statement uses the Online Opinion KPI to measure the strategy. Then, the 22'22% are strongly disagree with it but do not measure their observations. However those who are completely disagree with the statement: *"Certain strategic decisions in my company are based on measurements or observations directly collected from Social Media"*, which is the 23,53% obtain more Social Share results than Social Sentiment (16,67%), Social Traffic and Visits (15'79%) or Social Followers (21,05%). Furthemore, those who Strongly Agree obtain more Social Traffic and Visits results (16,67%). The most significant data is that the 50% of the respondents represents those who are neutral, report more the Social Sentiment.

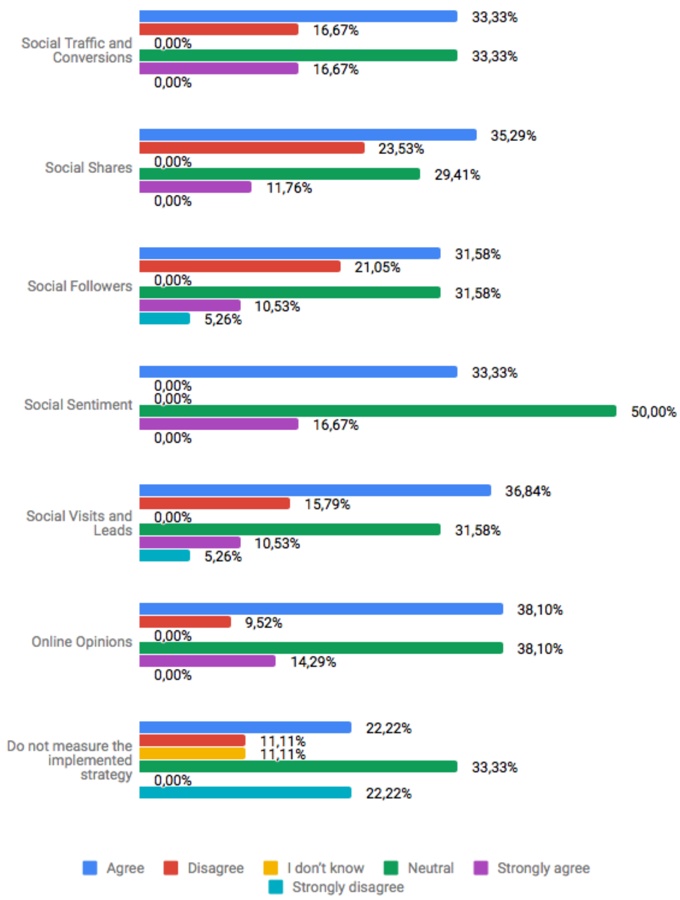

Figure 13. Cluster depending on the use of KPIs and the rate of agreement with the statement.

Source: own elaboration

By crossing the variables of question 4 of the survey *“Which KPIs use each company to measure the success of the implemented strategy*” with question 9 *“Rate your agreement with Strongly agree, Agree, Neutral, Disagree or Strongly disagree, with the following statement: "My company knows exactly its return on investment (ROI) derived from Social Media activities*", the following findings are obtained:

It stands out that companies who measure KPI’s and know how exactly their return on investment (ROI) derived from Social Media activities of the company are, they obtain more Social Traffic and Conversions results than those who have less knowledge about their company ROI analysis. This data can be visible if we focus on the cluster of Social Traffic and Conversions. As the graphic show us, the 31,82% of companies who are aware with the company ROI, are those who obtain more Social Traffic and Conversion results than the 18,18% who do not know how their company measure the ROI. The same happens with the rest of KPI’s such as Social Shares, Social Followers, Social Sentiment , Social Visit and Leads and Online Opinions.

However those who are completely disagree with the statement: *"My company knows exactly its return on investment (ROI) derived from Social Media activities."* , which is the 22,22%, do not measure the implemented strategy, as well as the 11,11% who are disagree. Just the 22,22% of those companies who are aware of how their company analyses the ROI or in other words, they are agree with the statement, do not measure the implemented strategy.
The most relevant data represents the 57’14% who are neutral with the statement and report Social Sentiment, followed by the 44’44% represent those who are neutral and report Online Opinions.

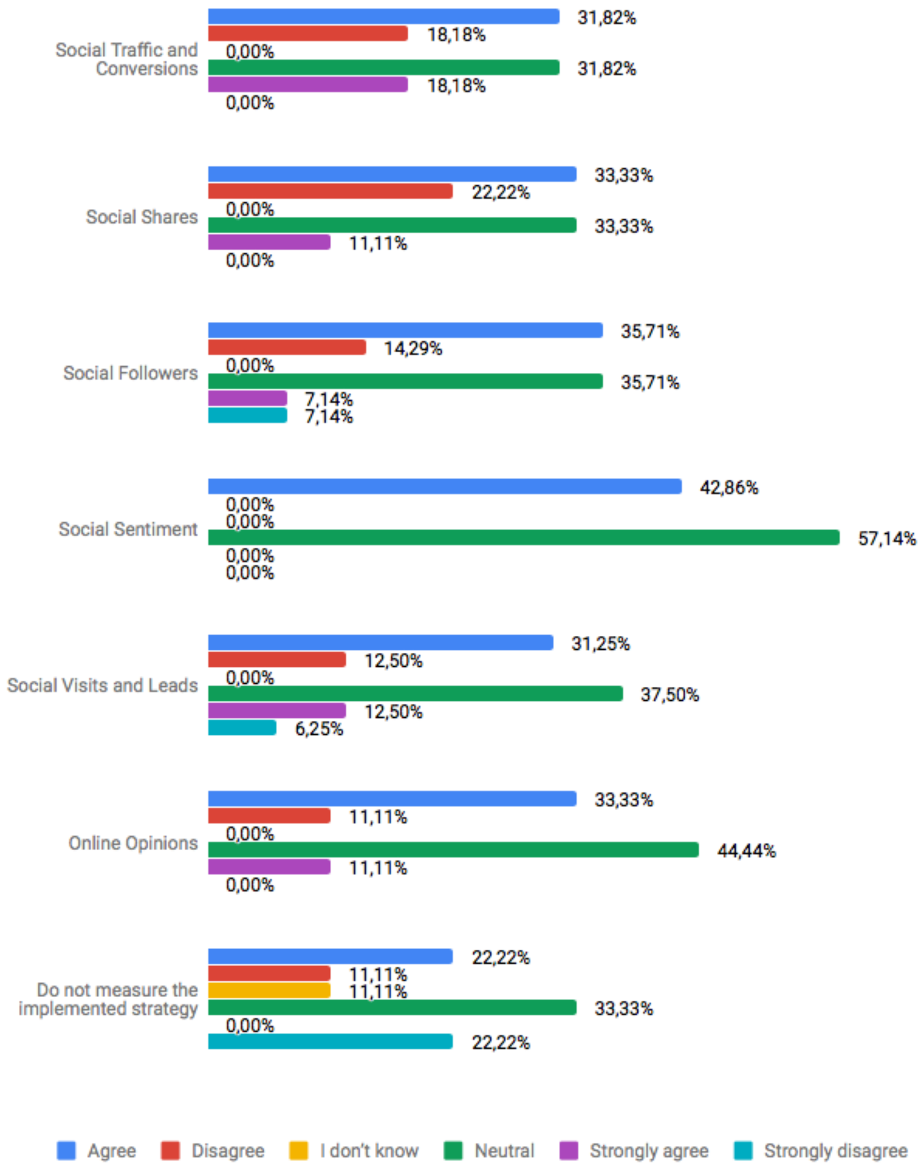

Figure 14. Cluster depending on the use of KPIs and to who are reported the measurements.

Source: own elaboration

By crossing the variables of question 4 *"Which KPIs use each company to measure the success of the implemented strategy"* with Sub-sectors *"Company dimensions: Big-Sized, Medium-Sized or Small-Sized*", the following findings are obtained:

The 43,48% of Social Traffic and Conversions are analyzed by Medium-Sized companies (between 50-250 workers), a 34,78% by Big-Sized companies (more than 250 workers) followed by a 21,74% of Small-Sized companies (less than 50 workers).

Regarding Social Shares, the company dimensions who analyse this KPI are the 44,44% of Big-Sized companies (more than 250 workers), followed by Medium-Sized companies (between 50-250 workers) and Small-Sized companies (less than 50 workers) that just the 27,78% of each use Social Share KPI to analyse the Social Media performance of their business.

As Social Followers cluster points out, the 33,33% of all size types of companies, whether Big-Sized (with more than 250 workers) , Medium-Sized (between 50 and 250 workers) or Small-Size companies (less than 50 workers) claim to measure the Social Followers KPI to analyse the success of the implemented strategy of their company.

In relation to Social Sentiment cluster, Medium Sized companies (between 50 and 250 workers) pointed out to not measure this type KPI to analyse the success of their Social Media Strategy. However the 57,14% of Big-Sized companies (with more than 250 workers) and the 42,86% of Small-Sized companies (less than 50 workers) affirm to measure it.

As the Social Visits and Leads Cluster stands out, the 47,37% of Big-Sized companies (with more than 250 workers) measure this KPI in order to analyze the success of the implemented company strategy while just the 36,84% of Medium-Sized companies and the 15,79% of Small-Sized companies (less than 50 workers) do it.

Regarding the Online Opinions, the 52, 38% of Big-Sized companies measure this KPI to analyze the company strategy, as well as the 23,81% of both Medium - Sized company /between 50 and 250 workers) and Small-Sized company (less than 50 workers).

Last but not least, as the results of the survey show us, more than a half of Big-Sized companies (with more than 250 workers), specifically a 55,56%, affirmed to not measure any KPI to analyze the company Social Media strategy. Followed by Medium-Sized companies (between 50 and 250 workers) and Small-Sized companies (less than 50 workers) with a percentage of the 22,2% both.

The figure 15 emphasize, the 57’14% of the Big-sized companies report the Social Followers, followed by the 55’38 of the Big-sized companies which do not measure the implemented strategy.

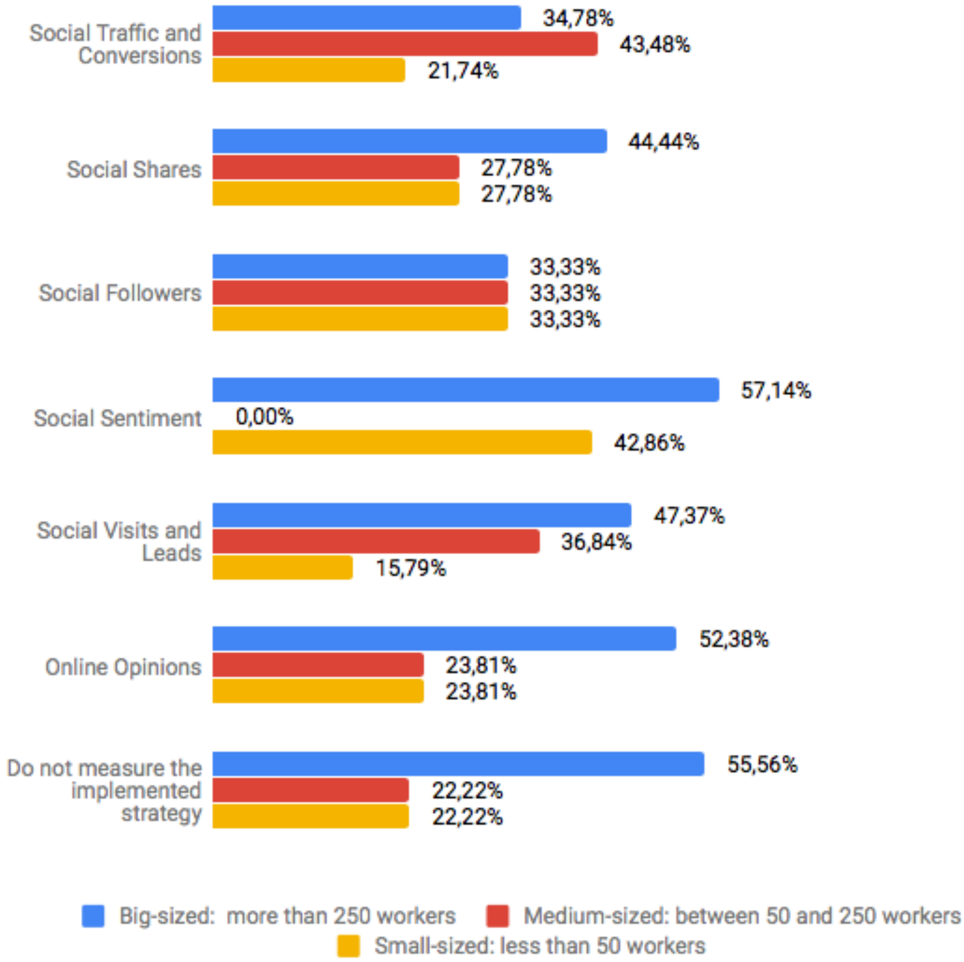

Figure 15. Cluster depending on the use of KPIs and the company dimensions. *Source: own elaboration*

The analysis of clusters according to how many times companies, depending on their dimensions, report their results within the company.

If we analyze the 5 clusters that have been identified by crossing the variables of question 7 of the survey (How often do the professionals of SNSs report their measurements or observations) with Sub-sectors (Company dimensions: Big-Sized, Medium-Sized or Small- Sized), the following findings are obtained:

If we focus on the Daily frequency, the data show us that on the one hand, the 6,67 % of Medium-Sized companies (between 50 and 250 workers) and a 16,67% of Small-Sized companies (less than 50 workers) report Social Media measurements everyday day. On the other hand, Big-sized companies (with more than 250 workers) do not report the Social Media results daily.

According to the Weekly frequency, more than a half of Big-Sized companies (more than 250 workers), specifically a 52,63%, pointed out to report Social Media reports every week. Followed by a 46,67% of Medium-Sized companies and 27,78% of Small- Sized Companies.

If we focus on the Monthly frequency, it stands out that the 33,3% of Small-sized companies (with less than 50 workers) and the 33,3% of Medium-Sized companies (between 50-250 workers) are the ones who consider to report Social Media measurements or observations Monthly. Subsequently , from Big-Sized companies (more than 250 workers) only a 31,58% report those measurements.

Regarding the Once a year frequency , just the 5,26% of Big-Sized companies (more than 250 workers) report Social Media observations and measurements once a year, as well as the 11,11% of Small- Sized companies (less than 50 workers). Nevertheless Medium- Sized companies (between 50 and 250 workers) surveyed , to never report those Social Media results once a year, due to they use to do it more often.

However, some of the tourism companies, independently of their size, they never report those measurements. According to the data obtained, it stands out that the 10,53 % of Big-Sized companies (more than 250 workers), the 13,33% of Medium Sized companies (between 50 and 250 workers) and the 11,11% of Small companies (less than 50 workers) stand out that they never report any measurement regarding their Social Media analysis.

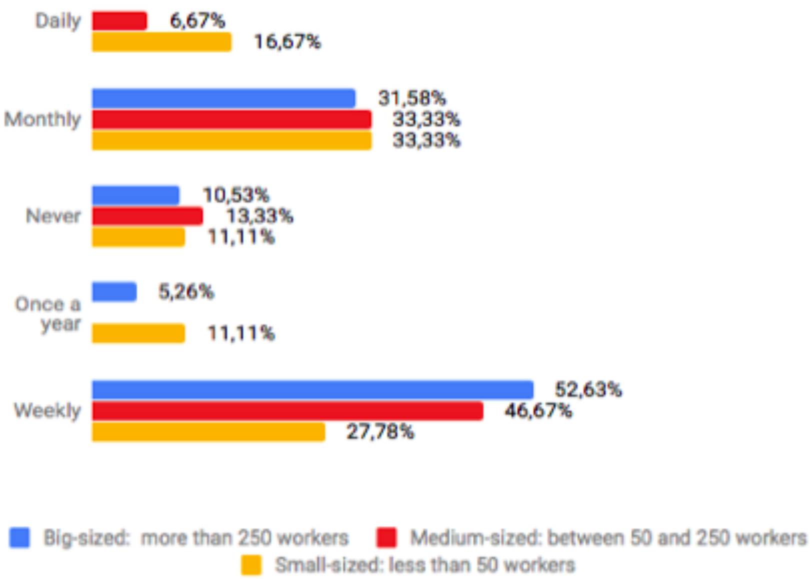

Figure 16. Cluster depending on how often are reported the measurements and the company dimensions. *Source: own elaboration.*

4.2. Clusterization and Hypothesis validation

The Hypothesis 1 corresponding to *"The more communication between those professionals in charge of the SNSs and those professional in charge of the business strategic design, the more the importance attributed to KPI's gathering*", has been validated by interlacing two variables, the question 4 *"Social Media Marketing often uses Key Performance Indicators (KPIs) to measure the success of the implemented strategy. What does your company measure?*" and question 6 "*How do they report their measurements or observations"*. In order to validate it, question 4 has been segmented or clusterized in two subsamples which are "companies which do not use KPIs for reporting the SNSs measurements" and "companies measure their strategic performance by using KPIs". The reason for segmenting the subsamples was to analyse the difference between those who report the KPIs measurements and those who do not report them, in order to verify if the companies which collected more data are those who better internally communicate themselves.

Furthermore, to validate Hypothesis 1, two variable have been interlaced which are question 7 *"How often do they report their measurements or observations?*" and question 4 *"Social Media Marketing often uses Key Performance Indicators (KPIs) to measure the success of the implemented strategy. What does your company measure?*". In order to validate it, question 4 has been segmented in two subsamples which are companies which do not use KPIs for reporting the SNSs measurements and companies which use it. The reason for segmenting the subsamples was to analyse the difference between those who report the KPIs measurements and those who do not report, in order to verify if the companies which collected more data, are those who better communicate.

The T tests for H1 validation indicate that the P value is very small (the value $p < 0.05$) and, therefore, there is a difference between the companies that do have a more structured / enriched internal communication when it comes to giving importance to the strategic opportunities of social networks. Due to that, companies that have strong internal communication give importance to the strategic opportunities of the networks. In this way, the H1 is confirmed.

Focusing on the Hypothesis 2a which is *"The greater the use of the SNSs for strategic purposes, the more KPIs are gathered", two variables have been interlaced.* The question 8 *"Rate your agreement with the following statement: "Certain strategic decisions in my company are based on measurements or observations directly collected from Social Media"* and the question 4 *"Social Media Marketing often uses Key Performance Indicators (KPIs) to measure the success of the implemented strategy. What does your company measure? (More than one option allowed)*", in order to validate the hypothesis. To conduct the T-test, question 4 has been segmented in two subsamples which are companies which do not use KPIs for reporting the SNSs measurements and companies which use it. The reason for segmenting it in two subsamples was to analyse the difference between those who report the KPIs measurements and those who do not report, in order to verify if companies which use more KPIS are those who use it for strategic purposes. The T test conduction, show that the P value > 0,05 (0,2659), therefore there is a significant statistical difference between both variables.

T tests for H2a indicate that there is no difference between companies that collected KPIs and those which did not do it, depending on if they give importance to the strategic opportunities of the SNSs or if they do not (the value P is too large and the probability of an error is very high, although at first sight they seem really different, p> 0.05). Therefore, H2a has not been confirmed. That is, the collection of KPIs does not depend on the strategic importance companies give to social networks.

With regard with the Hypothesis 2b which is *"The greater the understanding of the return of investment, the more the KPIs are gathered"*, the following variables have been segmented for validation. The first is question 9 "*Rate your agreement with the following statement: "My company knows exactly its return on investment (ROI) derived from Social Media activities"* and question 4 *"Social Media Marketing often uses Key Performance Indicators (KPIs) to measure the success of the implemented strategy. What does your company measure? (More than one option allowed)*". Moreover, question 4 has been segmented in two subsamples; the companies which do not use KPIs for reporting the SNSs measurements and those companies which use the KPIs for reporting the SNSs performance. The reason for segment it into two subsamples was in order to analyse the difference between those who report the KPIs measurements and those who do not report, in order to verify if the companies that collected more data are those who greater understand the return on investment (ROI).

T tests indicate that there is no difference between companies depending on whether they give importance to the strategic opportunities of the networks or not (the value p> 0.05). Therefore, the H2b has not been confirmed. That is, the degree of importance that is granted to the social networks ROI does not influence into the amount of KPIs that are collected from social networks sites.

Considering the validation of the Hypothesis 3 *which is: "The bigger the company is, the more KPIs or data created by tourists are gathered." two variables were interlaced in order to validate the* *hypothesis, which are:* "*Social Media Marketing often uses Key Performance Indicators (KPIs) to measure the success of the implemented strategy*" with *"How many employees does your company have?"* . Three sub samples regarding the last variable have been segmented: Big-sized, Medium-sized and Small-sized companies. The results presented were the following ones:

T tests indicate that there is no difference between the behavior of the companies according to their size, due that P value is greater than 0.05 (p> 0.05). Therefore, H3 has not been confirmed. That is, we can not demonstrate that the size of the company is a factor that pushes towards the strategic use of social networks and in future studies this hypothesis should be rethought.

Last two questions which have been interlaced, were: *"How often do they report their measurements or observations?"* with *"How many employees does your company have?"*. The decision to cross those variables was for the Hypothesis 4 "*Therefore, the bigger the company is, the more frequent the measurement reports are protocolized (whether frequency of meetings, reports delivery, etc.)* validation. Regarding the number of employees that the company has, three subsamples have been taken into account: Big-sized, Medium-sized and Small-sized companies.

T tests indicate that there is no difference between the frequencies of the communication among the professionals in charge of the operative part and the strategic role of the social networks according to the size of the company, since the P value is greater than 0.05 (the value p> 0.05). Therefore, the H4 has not been confirmed. It is concluded that the frequency of reporting data has nothing to do with the size of the company.

5. 5. Discussion and Conclusions

Through this study, based on quantitative method, it has been possible to identify its general objective which was to analyse the importance given by tourism companies to the use of SNSs for strategic purposes, as well as to look closely at who is in charge of SNSs in tourism companies and to reflect which strategic purposes that Social Media is serving for tourism companies.

The fact that Hypothesis 1 is confirmed (the more communication between those professionals in charge of the SNSs and those professional in charge of the business strategic design, the more the importance attributed to KPI's gathering), echoes the findings of Smidts, Pruyn and Van Riel (2001), which indicate that the better internal communication is the better the external communication and, therefore, company's reputation is better. The overall conclusion of this study, indicates that good internal communication between professionals who design the strategic aspect of the company and those who implement it through social networks is the most important factor that motivates the use of social networks in strategic purposes.

The fact that Hypothesis 2a is refuted (the greater the use of the SNSs for strategic purposes, the more KPIs are gathered), does not precisely indicate that there is no difference between companies that collect KPIs and those who do not, however, may be due to the fact that companies who collect KPIs, as Durántez-Stolle (2017) indicates, do so for commercial purposes.

The fact that Hypothesis 2b is refutated (the greater the understanding of the return of investment, the more the KPIs are gathered) may be due to the fact that, coinciding with the results of Durántez-Stolle (2017), there are those who only want to have presence in SNSs, and therefore it is considered an investment that is not monetized. Thus, the use of KPIs that are effectively collected can be merely informative. If the KPIs that are collected, could be quantified at the monetary level, the ROI would be present. This result indicates that the KPIs that are mostly collected measure the effectiveness of the strategies, meaning that they report, for example, if indeed companies have presence and, as a consequence, visibility. In this way the KPIs that are collected indicate whether a given strategy works, but they do not report to what extent they do it. Instead, the ROI is a quantitative measurement, which indicates the efficiency of the strategic use of the networks, that is, how much monetary return is obtained per unit invested. This result is consistent with the need to combine the measurement of different KPIs in combination with the ROI to obtain consistent information in determining whether the SNSs meet their strategic purpose or not, as previously identified by Fodor and Hoffman (2010) and Avila and Quezada (2017).

The fact that Hypothesis 3 is refuted (the bigger the company is, the more KPIs or data created by tourists are gathered) indicates that the amount of KPIs that are collected can depend on the nature of the company and its ambitions, more than the economic capacity of the company, and therefore, the size of it, to collect them.

The fact that the Hypothesis 4 is refuted (the bigger the company is, the more frequent the measurement reports are protocolized*)* indicates that the internal protocol to favor communication between those professionals in charge of the strategic and operational aspects, such as the frequency of meetings, or frequency of reports delivery, is carried out regardless of the size of the company.

Therefore, with the exception of greater internal communication, the other factors that explain why companies measure the ability to carry out strategic functions through social networks, and therefore, the reasons for which they collect more or less KPIs, are not gathered in this study. Consequently, further research is needed to find out the underlying behaviors or decisions for the use of SNSs for strategic purposes.

6. Recommendations

The research about current strategic function of Social Network Sites in Marketing of tourism companies has been realized in order to validate four Hypothesis. After conducting the T test, just the Hypothesis 1 "*The more communication between those professionals in charge of the SNSs and those professional in charge of the business strategic design, the more the importance attributed to KPI's gathering"* has been confirmed.

For a better communication, practitioners should research or develop studies about the central role that internal communication plays in order to improve brand reputation due to as better internal communication, better external communication.

Based upon the limitations found throughout the dissertation, a further research on the topic should include a more extensive quantitative research in terms of questionnaires opinion in order to obtain more specific and relevant.

7. Limitations and further research

- For questionnaire system and scale validation, we investigated models such as SERVQUAL or UTAUT, any of which have been finally used for the questionnaire system validation. Nevertheless, the latter has been previously employed for measuring the adoption of social media marketing for public relations and it would be a useful tool for questionnaire system validation for future research on the topic (Curtis et al. 2010).
- Although the present quantitative confirmatory study is aimed at learning, we are conscious of the need for refinement of the designed hypothesis.
- More complex analytical procedures, like the use of correlations and linear regressions or structural equations, could be carried out for the study of Relationship Marketing and

organizational performance, as it has been done in other studies (Garrido-Moreno and Padilla-Meléndez, 2011; Mohamed, Rashid and Tahir, 2014). However, they were a little bit out of out limits.

- Time constraints forced us to close Google Forms answers' gathering at a determined date and, although we achieved the minimum amount of responses requested by the degree program we are aware of the need for getting a representative sample of the studied population instead.
- Thus, taking into consideration the lack of research in the topic and our interesting preliminary empirical findings, by adopting the aforementioned limitations on quantity and quality into account, further research on the topic may be carried out in the future.

8. References

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9. Appendices

9.1.Ethics Form

Ethics form

It is important that you are sufficiently prepared to collect data doing fieldwork with 'human participants.' Your supervisor will support you in completing the Ethics Form.

The Ethics Form MUST BE COMPLETED BY YOURSELF AND SIGNED OFF BY YOUR SUPERVISOR **BEFORE UNDERTAKING RESEARCH**. THE SIGNED ETHICS FORM **MUST BE INCLUDED IN THE FINAL UNDERGRADUATE DISSERTATION**.

Risk checklist – Please answer ALL the questions in each of the sections below.

Risk category 1	**Yes**	**No**
Use any information OTHER than that which is freely available in the public domain?		X
Involve analysis of pre-existing data which contains sensitive or personal information?		X
Involve direct and/or indirect contact with human participants?	X	
Require consent to conduct?		X
Require consent to publish?		X
Have a risk of compromising confidentiality?		X
Have a risk of compromising anonymity?		X
Involve risk to any party, including the researcher?		X

IF APPLICABLE:

List agreed actions with your tutor to be taken to address issues raised in questions Risk Category 2:
As our data collection involves indirect contact with participants, we guarantee the anonymity by informing on the survey which data is going to be held, however any personal details or company names have been required.

Student Declaration: I confirm that I will undertake the Undergraduate Dissertation as detailed above. I understand that I must abide by the terms of this approval and that I may not make any substantial amendments to the Undergraduate Dissertation without further approval.

Name: Maria Gaudó Vilar **Signed:** [redacted] **Date:** 04.04.2018

Name: Marta De Pedro Pasamar **Signed** [redacted] **Date:** 04.04.2018

Agreement from the supervisor of the student:

Name: Alexandra Samper Martínez **Signed:** **Date:** 04.04.2018

Risk Category 1: If you answered NO to all the questions, your study is classified as Risk Category 1. In this case:

- The supervisor can give immediate approval for undertaking the field work for the Undergraduate Dissertation.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

Risk Category 2: If you answered YES only to questions in Risk Category 1 and/or 2, your study is classified as Risk Category 2. In this case:

- You must meet with your supervisor and clarify how the issues encountered are going to be dealt with before taking off with the field work.
- Once clarified, the actions taken must be stated in the Form. Then the supervisor can guarantee approval for the field work for the Undergraduate Dissertation.

Contain elements which you OR your supervisor are NOT trained to conduct?		X
Risk Category 2		
Require informed consent OTHER than that which is straightforward to obtain to conduct the research?		X
Require informed consent OTHER than that which is straightforward to obtain to publish the research?		X
Require information to be collected and/or provided OTHER that that which is straightforward to obtain?		X
Risk category 3		
Involve participants who are particularly vulnerable?		X
Involve participants who are unable to give informed consent?		X
Involve data collection taking place BEFORE consent form is given?		X
Involve any deliberate cover data collection?		X
Involve risk to the researcher or participants beyond that experienced in everyday life?		X
Cause (or could cause) physical or psychological negative consequences?		X
Use intrusive or invasive procedures?		X
Include a financial incentive to participate in the research?		X

- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

Risk Category 3: If you answered YES to questions included in Risk Category 3, your study is classified as Risk Category 3. In this case:

- You must discuss with your supervisor how to re-direct the research and data collection thesis to avoid risks mentioned in Category 3.
- You must complete the Ethical Form again until Risk Category 1 or 2 is obtained.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

A copy of this signed form MUST be included in the Undergraduate Dissertation.

9.2. Data Collection Instrument(s)

Survey - Google Forms

BRIEF DESCRIPTION OF THE STUDY AND AIMS

This survey is anonymous answered and reported. This questionnaire is part of a final grade group work for the Degree in Tourism and Hospitality Management in HTSI (Hospitality and Tourism Sant Ignasi, Barcelona, Spain). We aim to examine the effectiveness of Social Media use in tourism companies to accomplish strategic purposes.

This survey is not aimed at end-customers but at professionals in the tourism sector. Therefore, we would kindly appreciate all your help on the spreading of the survey to reach out as much professionals as possible. Thank you very much in advance.

PERSONAL DETAILS

Country where you work:

What kind of company, from the tourism sector, do you work on?

A. Accommodation for visitors
B. Food and beverage serving activities
C. Transportation
D. Travel agencies and other reservation services activities
E. Cultural activities

F. Retail trade of country-specific tourism characteristic goods

G. Other

Which department do you work for?

A. Sales and marketing

B. Personal and human resources

C. Account and finance

D. Purchase and store

E. Front Office, Guest Relations or Customer Service

F. Management and Administration

G. Other

Which is your job position in your company?

How many employees does your company have?

A. Small-sized: less than 50 workers

B. Medium-sized: between 50 and 250 workers

C. Big-sized: more than 250 workers

SURVEY

1. Which position is held by the person who's responsible for your company's Social Media such as Twitter, Facebook, Instagram, etc. -on a daily basis? (More than one answer allowed).

A. Public Relations

B. Brand Manager

C. Community Manager

D. Communication Director

E. Social Media Strategist

F. Social Media Manager

G. Social Scientist

H. Other

2. Which strategic goal do Social Media aim at in your company? (More than one answer allowed).

A. To enhance or maintain brand image
B. To increase web traffic
C. To improve sales
D. To gain better marketplace
E. To create a competitive advantage
F. Because other companies do the same and we follow up the trend
G. To gather quantitative customer data (Big Data): likes, clicks, product/service ratings, profile information from users,
H. To gather customer opinions, needs and aspirations
I. To create consumer loyalty
J. To build a relationship for mutual benefit with customers in the long run
K. Other

3. Rate your agreement with the following statement: *"The strategic side of the company (its objectives, the positioning strategy, the vision in the long run, etc.) held by managers or marketing leads, is clearly aligned with what those professionals in charge of Social Media (employee/s in chargo of Social Media) perform in daily basis."*

A. Strongly agree
B. Agree
C. Neutral
D. Disagree
E. Strongly disagree

4. Social Media Marketing often uses Key Performance Indicators (KPIs) to measure the success of the implemented strategy. What does your company measure? (More than one option allowed).

A. Social Traffic and Conversions: monitors the amount of web visitors to your social platform, and how many goals result from those visits by calculating goal conversion rates (GCR).
B. Social Shares: measures the amount of times your content has been shared on social media platforms.
C. Social Followers: measures the total number of users following your account on social media platforms.

D. Social Sentiment: categorizes brand mentions as 'positive', 'negative' and 'neutral' and quantifies the social sentiment behind brand mentions.
E. Social Visits and Leads: measures new customers and new prospects (wins and leads, respectively) generated from a specific Social Media marketing campaign.
F. Online Opinions: consists on gathering users' comments, needs and aspirations among and through social interaction with customers.
G. My company does not measure performance in Social Media in any way.

5. Who do the professional/s, in charge of Social Media, report the measurements obtained from those platforms to? (Mark the appropriate answer).

A. To the person in charge of the marketing strategy
B. To the person in charge of the general strategy of the company
C. They do not report their measurements to anyone.
D. Other

6. How do they report their measurements or observations.

A. Through a report
B. Through a meeting
C. Through informal conversations
D. They do not report their measurements
E. Other

7. How often do they report their measurements or observations?

A. Daily
B. Weekly
C. Monthly
D. Once a year
E. Never

8. Rate your agreement with the following statement: *"Certain strategic decisions in my company are based on measurements or observations directly collected from Social Media".*

A. Strongly agree
B. Agree
C. Neutral
D. Disagree
E. Strongly disagree

9. Rate your agreement with the following statement: *"My company knows exactly its return on investment (ROI) derived from Social Media activities."*

A. Strongly agree
B. Agree
C. Neutral
D. Disagree
E. Strongly disagree

10. How is it (ROI) measured?

____

Finally, add any comment useful for the research:

____

Thank you for your time!

9.3. Raw Data

9.3.1. Survey database

a temp	Country wher	What kind of company, from the touris	Which department do you work for?	Which is your job position in yo	How many employee
4/04/2018	France	Travel Agencies and Reservation Services	Personal and Human Resources	Asistente de direccion	Big-sized: more than 250
10/04/2018	Spain	Accommodation	Sales and Marketing	Communication Manager	Big-sized: more than 250
4/04/2018	Jamaica	Accommodation	Food & Beverage	F&B Director Assistant	Big-sized: more than 250
4/04/2018	Canada	Accommodation	Management and Administration	F&B Director Assistant	Big-sized: more than 250
10/04/2018	Czech Republic	Accommodation	Front Office, Guest Relations or Customer S	Front Desk Manager	Big-sized: more than 250
4/04/2018	Spain	Accommodation	Front Office, Guest Relations or Customer S	Front Desk Manager	Big-sized: more than 250
3/04/2018	Spain	Accommodation	Front Office, Guest Relations or Customer S	Guest Relations Manager	Big-sized: more than 250
13/04/2018	Spain	Accommodation	Management and Administration	Hotel Manager	Big-sized: more than 250
3/04/2018	Romania	Accommodation	Personal and Human Resources	Human Resources Specialist	Big-sized: more than 250
17/04/2018	Spain	Travel Agencies and Reservation Services	Front Office, Guest Relations or Customer S	Intern	Big-sized: more than 250
3/04/2018	Spain	Consultancy	Management and Administration	Junior Consultant	Big-sized: more than 250
3/04/2018	Spain	Travel Agencies and Reservation Services	Sales and Marketing	Market associate	Big-sized: more than 250
7/04/2018	Spain	Transportation	Sales and Marketing	Marketing Executive	Big-sized: more than 250
10/04/2018	Spain	Accommodation	Sales and Marketing	Marketing Executive	Big-sized: more than 250
10/04/2018	Spain	Accommodation	Sales and Marketing	Marketing Executive	Big-sized: more than 250
16/04/2018	Spain	Accommodation	Sales and Marketing	Marketing Executive	Big-sized: more than 250
11/04/2018	Spain	Destination Management Company	Sales and Marketing	Project Manager	Big-sized: more than 250
3/04/2018	Mexico	Accommodation	Management and Administration	Rooms Division Manager Assistant	Big-sized: more than 250
3/04/2018	Jordan	Accommodation	Sales and Marketing	Sales Manager	Big-sized: more than 250
3/04/2018	Spain	Education	IT Systems	Chief Information Officer	Medium-sized: between 5
4/04/2018	Italy	Accommodation	Front Office, Guest Relations or Customer S	Front Office Agent	Medium-sized: between 5
4/04/2018	Spain	Accommodation	Front Office, Guest Relations or Customer S	Front Office Agent	Medium-sized: between 5
16/04/2018	Italy	Accommodation	Front Office, Guest Relations or Customer S	Front Office Agent	Medium-sized: between 5
4/04/2018	Spain	Accommodation	Front Office, Guest Relations or Customer S	Guest Relation Agent	Medium-sized: between 5
4/04/2018	Spain	Sports and Recreational Activities	Front Office, Guest Relations or Customer S	Guest Service	Medium-sized: between 5
3/04/2018	France	Food and Beverage	Front Office, Guest Relations or Customer S	Guest Service	Medium-sized: between 5
3/04/2018	USA	Tourism Intergovernmental Organization	Sales and Marketing	Intern	Medium-sized: between 5
4/04/2018	Spain	Tourism Intergovernmental Organization	Management and Administration	Regional Coordinator	Medium-sized: between 5
6/04/2018	The Netherlands	Accommodation	Sales and Marketing	Sales Director	Medium-sized: between 5

1. Which position is held by the person who's responsit	2. Which strategic g	3. Rate your agreem	4. Social Media Mark	5. Who do the profes	6. How do they repor	7. How often do t
Todo el mundo	To create a competitive a	Agree	My company does not me	They do not report their m	They do not report their m	Never
Marketing Executive	To enhance or maintain b	Agree	Social Traffic and Conver	To the person in charge o	Through a report	Monthly
Community Manager	Because other companies	Neutral	Online Opinions: consists	To the person in charge o	Through a report	Weekly
Public Relations	To enhance or maintain b	Agree	Social Sentiment: categor	To the person in charge o	Through a report	Weekly
Community Manager	To gain better marketplac	Neutral	My company does not me	To the person in charge o	Through a meeting	Monthly
Community Manager, Communication Director	To enhance or maintain b	Agree	Social Shares: measures	To the person in charge o	Through a meeting	Weekly
Public Relations, Community Manager	To enhance or maintain b	Agree	Social Traffic and Conver	Both	Through a report	Monthly
Public Relations	To enhance or maintain b	Neutral	My company does not me	They do not report their m	They do not report their m	Never
Marketing Manager & Assistant Marketing Manager	To enhance or maintain b	Agree	Not sure, as I do not work	To the person in charge o	Not sure, as I do not work	Weekly
Social Media Manager	To enhance or maintain b	Neutral	Online Opinions: consists	To the person in charge o	Through a meeting	Monthly
Brand Manager	To enhance or maintain b	Strongly agree	Social Traffic and Conver	To the person in charge o	Through a report	Weekly
Public Relations	To enhance or maintain b	Agree	My company does not me	To the person in charge o	They do not report their m	Never
Community Manager, Communication Director, Social Media M	To enhance or maintain b	Agree	Social Traffic and Conver	To our mobile marketing r	Through a report	Weekly
Marketing Executive	To enhance or maintain b	Strongly agree	Social Traffic and Conver	To the person in charge o	Through a report	Monthly
Community Manager	To enhance or maintain b	Agree	Social Traffic and Conver	To the person in charge o	Through a report	Monthly
Community Manager	To enhance or maintain b	Agree	Social Traffic and Conver	To the person in charge o	Through a report	Weekly
Social Media Manager	To improve sales, To builc	Agree	Social Visits and Leads: n	To the person in charge o	Through informal convers	Weekly
Community Manager, Social Media Manager	To enhance or maintain b	Agree	Social Traffic and Conver	To the person in charge o	Through a meeting	Weekly
Public Relations	To enhance or maintain b	Agree	Social Traffic and Conver	To the person in charge o	Through a meeting	Weekly
Communication department	To improve sales, To gain	Agree	Social Traffic and Conver	To the person in charge o	Through a report	Weekly
Public Relations	To enhance or maintain b	Agree	Social Shares: measures	To the person in charge o	Through a report	Monthly
Community Manager	To improve sales, To gath	Agree	Social Followers: measur	To the person in charge o	Through a meeting	Weekly
Public Relations	To enhance or maintain b	Agree	Social Traffic and Conver	To the person in charge o	Through a meeting	Weekly
Community Manager	To increase web traffic, Tc	Agree	Social Traffic and Conver	To the person in charge o	Through a report	Monthly
Community Manager, Social Media Strategist, Social Scientist	To improve sales, To crea	Agree	Social Traffic and Conver	They do not report their m	They do not report their m	Never
No social media in my company	No social media	Strongly agree	My company does not me	They do not report their m	They do not report their m	Never
External consultant	To enhance or maintain b	Strongly agree	Social Traffic and Conver	To the person in charge o	Through a report	Monthly
Communication Director, Social Media Manager	To enhance or maintain b	Agree	Social Traffic and Conver	To the person in charge o	Through a report	Weekly
Marketing Manager	To enhance or maintain b	Neutral	Social Traffic and Conver	To the person in charge o	Through a report	Monthly