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E-Tourism and the Social Media. The case of Caorle

Final Dissertation in Destination Marketing and Management

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Abstract

The work deals with the strong relationship between ICT, Social Media and the Tourism, namely Destination Marketing and Management. Based on the tourism destination Caorle, I analyzed the role of online presence of both the private and the public sector. After a discussion of the tourism background, I improved my research in an analytic approach in terms of web site and social networks analysis of the firm Caorle.it Srl. According to empirical data and taking into account the recent institution of the DMO Caorle, this work is needed to understand the actual tourism marketing mechanism of the city.
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1 Introduction

The online tourism is a fundamental aspect of the future tourism. Websites and social media influence tourists’ wishes and expectations, create the need to visit a certain place and live experiences. This experience become sharable through the web and through social media. Facebook became a common box of wish lists and this design a bottom up approach for marketing strategy and therefore destinations, no matter the size, have to inform tourists. On one side they should create new and emotional contents, on the other side they should guarantee easy ways to reach the destination (streets, viability and transportation systems), i.e. they have to improve the links with bigger centers in the nearby. The experience of the destination goes over its territorial boundaries.

“Tourists are getting more experienced travelers and in the same time the Internet and the social media are providing people a lot of information. It means that is easier to get information, […] and it is easier for people to share information on Facebook, […] is much easier for them to get higher quality“ said Martin Kruse, futurist at Copenhagen Institute for Future Studies.

Internet and the social media are the most useful channels used by tourists for searching for information about destination, for comparing prices or sharing experiences with other users and above all, people use the social networks for planning activities during the holiday. As digital and ICT became one of the main aspects for management, communication and broadcasting, the web became the tourist's travel mate: from the planning phase to the departure date.

Mass technology creates new ways of thinking and inter-acting. For this reason Internet-driven tourist is searching for quality and is willing to know everything about the destination.

The tourism is changing and its evolution will not stop in a while. That is why tourism players should put themselves two questions. The first is which tourists will travel in the future? And the second one is how should my attitude be in order to meet them needs?

During its speech Kruse told the change is due to a society change the different composition of families. The most important traveler target of tourism in 2030 is made up middle age couples. They will have grown up and independent children, therefore
they will have more resources in terms of money and time, i.e. to travel. In addition to, there will be the singles or better the *dinks* (dual income no-kids), couples without children, an income multiplied per two, hence more money to burn for travel purposes. This is what came to light from the Future Forum 2014. And it is not a futuristic view of tourism, hotel owners and tourism managers have to take into account this snapshot in order to create the best supply side within the tourism destination. The tourism will gain a multilevel approach and a wider target should be taken into account. The promotional aspects will also register a total change. Today we are tasting the flash travel. It means, we post on the social everything happens in real time. This is an essential way of thinking that will not vanish. And the 'bucket lists' are even more trending and dictating the rules of tourism. New strategies, competitive packages and service update are needed.

This work is a learning-by-doing project based on a tourism research and born last year due to my collaboration with the business Caorle.it S.r.L., based in Caorle. Being in love with ICT, Tourism and Social Media, I joined a friendly and unstructured environment dealing with hotel and tourism promotion. I say unstructured, but in this case the adjective assumes a positive connotation, just because the secretary of Caorle.it Srl put his trust in me and this co-operation is really a great challenge for the establishment of digital people relationships among tourism players in Caorle.

The first chapter summarizes the literature about the Destination Management and Marketing. While the data and the background analysis are collected in the second chapter related to the research and the methodologies. Here I collected information about an overview of tourism in Veneto, focusing on Caorle. I also investigated the tourism websites within the destination stressing the Social Media presence of both the public sector and the private sector. After that I analyzed the website caorle.it and its social media presence. The Web Analytic tools were useful in order to understand a practical application of Social Media Marketing in the context Caorle.

The findings are collected in the fourth Chapter where I analyzed the whole amount of data collection and I used the Social Media Intelligence to organize them and creating the basis for a marketing campaign on Social Media extended in the destination of Caorle.
2 Theoretical background

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change”
Charles Darwin

2.1 The tourism destination

The concept of the tourism destination entered the tourism literature over the last decades, starting from the 90s of the last century. It exists a variety of different definition that overlap the concept of tourism destination. This is the reason why sometimes happen that the destination is expressed by some synonyms such as area, place or region preceded by the adjective tourism.

Nowadays a destination could be defined as a geographical context (for example a place, a small town, a district) chose by a single or a group of tourists for tourism purposes. The destination is defined by the total amount of potential guest’s needs, i.e. good and services, while the geographical boundaries depends on the guest’s origin country and the range of information provided by the destination. From this point of view, the potential guest has an active role giving the definition of the destination. Each visitor, each guest, each tourist defines the destination as a mixture of goods and services, for instance he selects the products he want to consume in a certain place.

Tourism destinations are the geographical spaces in which the demand side meets the supply side. The destination assumes an eclectic concept due to the presence of numerous actors. In fact each tourism operator, traveler or resident gives a subjective interpretation to the destination. This different perception in describing the destination is the final output of the awareness concept (Martini, 2010). A place is definitively a destination when the market recognizes it and this awareness turns into the demand. So that, the destination is given by the demand side. Due to the plurality of destination
products and the growth of integrated perspective in the tourism, two concepts are needed in the chain: the Destination Management and the Destination Marketing. In other words, the region can successfully develop into a tourism destination, by following a policy of enhancing its resources (Andergassen R., Candela G., Figini P. 2012) of by selecting the strategic coordination between the local stakeholders.

2.1.1 Destination Management

The management of a tourism destination is a fundamental topic for the today tourism literature. Each destination has different and strategic marketing and management issues and being the tourism output a bundle of many services and products, the destination management should respect the interest of all the industries involved in the tourism activity. The manager could be an external agent who act as a supervisor for the benefits of the collectivity. The most important element of the management is planning, together with the objective settings.

The tourism product can be defined as a bundle composed of a set of elementary items, such as goods and services (accommodation, transport, shopping, attractions, events, etc.) are mainly demanded in a relationship of complementarity by the tourist during the holiday experience (Candela and Figini, 2010).

Among strategic management, the concept of SWOT analysis is one of the core values (Morrison, 2013). It is properly an environmental scanning of the strengths, weaknesses, opportunities and threats, for instance a model for the situation analysis. The destination is both an amalgam of different activities and a unique output, thus, on one hand each activity should pursue its goal by actuating an internal marketing strategy, on the other hand the destination as a whole, assumes the competitive advantage with respect to competitors. An attraction or a natural resource highlights a comparative advantage for a destination, but it need to be touristically usable with transport services, infrastructures, security, etc..., so that we assist the transformation into a competitive advantage (Marchioro, 2010). Let us assume a valley with a wonderful view. Which is its value if there is no way to reach it? Zero-value. It must be reachable and then promoted and sold to tourists.
A person who visits a certain place different from his residence for a purpose of leisure or business is called a tourist. To fully satisfy the condition, the tourist must spend more than twenty-four hours in the destination, in other words, tourism means a temporary movement of people to destination outside the place of residence or work. As a consequence, the tourism sector encompasses a mixture of different industries that directly or indirectly satisfy the need of travelers.

The management of tourism becomes even more complicated due to the hard definition of roles among tourism industries and local government, therefore the destination management is a complex concept that involves a variety of tourism businesses within the same area.

2.1.2 Destination Marketing

Destination marketing globally became a compelling issue due to the increasing worldwide territorial competition. In a tourism destination, the unique way in order to take a competitive advantage is the product sophistication (Andergassen, Candela and Figini, 2013), therefore this is the main marketing goal by balancing the common interests of the stakeholders involved in tourism.

Tourism destination should act as a unique industry in promoting its output, thus once the objectives are set, each marketing action has to meet a defined target. Destination marketing deals with optimizing the overhead tourist’s evaluation. By rating the tourism destination a traveler does not take into consideration the responsibilities among the actors, or better what they had to do, consequently he will evaluate the final outcome. It is clear that the networking capacity assumes the leading aspect. The Tourism destination has to find the optimal pattern of its development by following a long-run strategy and the local policy maker should engage in investments that enrich the destination’s natural as well as cultural endowments.

Despite its paramount importance, this topic is frequently left to communication and marketing companies and it often reveals problematic situations among governments. Or better an economical dilemma. Being the marketing destination a public good for all companies located within the area and individual incentive to free ride (Marchioro,
2010). Therefore each manager will take an advantage from a destination marketing strategy, but he does not express its own willingness to pay. The general effect is that no company will have an advantage by covering expenses that yields in favor of someone else within the destination. Two solutions could basically solve the problem. The first one it that is that the destination marketing only become a local authority issues, the second one is that a super partes bears the instance and promotes the destination in a totally different way.

This body is the Destination Management Organization and I will examine it in-depth in the next section. As I highlighted before, a tourism destination is the transformation of a territory into an industry in which operate tourism businesses. Therefore a correct analysis of the situation is needed in order to satisfy marketing principles.

From classic literature on strategic management and marketing came the concept of SWOT analysis (strengths, weaknesses, opportunities, threats) and terms such as mission, vision, core values, goals strategies and critical success factor (Morrison, 2013). The focus was on defining a step-by-step process and in emphasizing that strategic planning was a cycle to be repeated many times. There is also the priority on researching, analyzing and projecting external environments with the procedure of environmental scanning. This is properly a scan of the situation, the monitoring of internal and external environments to detect changes and trends that will affect tourism in the destination in the long term. In order to build the right tourism bundle, the destination should analyze the situation, after an accurate market survey.

The tourism output lifecycle is another widely accepted principle of marketing. As life cycle we define a natural process made up different phases from the beginning and the lunch of the destination to the consolidation step, the stagnation and last but not least the post-stagnation stage. Similarly as the time goes by, we assist an evolution of the area as a whole, due to the tourism flows. In the past the tourism literature (Butler, 1980) defined the phases of the tourism area life cycle (TALC) that a destination proceeds in the evolutionary process. I will highlight them point by point:

- Exploration. Due to the originality, integrity and exclusivity features, few tourist visit the place, however there is a shortage of services and the accommodation capacity is low. This means that the hosts are completely embedded with the local resources and activities.
• Involvement. The establishment of the first tourism business allows a growth in terms of tourism service. The destination becomes a tourism-driven area for residents and the impact of tourism on the area increases.

• Development. The territory always offers new tourism services, the promotion activity is even more increasing and become essential in the destination development. In some peak periods the percentage of tourism exceeds the number of residents leading to socio-psychological problems.

• Consolidation. The tourism becomes a fundamental thing in the local economic system. That is all a positive aspect, but the environment tends to reflect badly upon tourism, namely with pollution and deterioration problems.

• Stagnation. The destination is very popular and it reaches its highest exploitation. Afterwards the area is played out and in addition to, it register a mass tourism with serious problems due to the overexploitation.

• Decline. Visitors are declining and there is the rundown of infrastructures.

• Rejuvenation. This stage is the new challenge for the destination management. It depends on decision at the local level and actually on a change management in order to create the repositioning.

The first principle of modern destination marketing is that success is based mainly on the continuing satisfaction of the customers’ needs and wants. Therefore the tourism destination needs to plan its destination marketing. Defined the plan (strategic or tactical), the destination has to implement it and the integrated marketing communication represents one of the roles of destination management. The digital marketing is essential in creating a marketing strategy. The destinations are even more dealing with ICT in terms of digital marketing, and they should take advantage of
trending technologies and the Internet emphasizes the uses of traditional media. Destinations have to enhance their competitiveness by increasing their visibility, and reducing costs. These days, the performance measures the complex, touching many different marketing channels (Morrison, 2009). It helps to understand the role of the digital channels in the so called customer journey. In fact ICT enables the tracking of customer and user behavior so the improvement of marketing performance.

2.1.3 DMO

Destination Management Organization calls for a coalition of many organizations and interests working towards a common goal. The DMO’s core leads and coordinates the activities under a coherent strategy.

The World Tourism Organization (UNWTO) defines the DMO as an organization responsible of the marketing and management of the destination. its role is to promote and plan the bundle of local elements which constitute the tourism supply with the aim of improve performance and competitiveness.

It exists some successful European DMOs and they are able to give a vision in defining and building a governance model. However the European models of destination management tend to improve the relationship between the public and private sector instead of use the public money. To be more precise, the public money for DMOs and tourism offices decreases by up to 15% in 7 years. Marchioro (2013) mentioned the Report of ECM’s interim chief executive officer that considers middle budgets (5 million euro). Being DMO labor intensive organizations, the 52% is allocated to general and staff expenses. The leftover is allocated to marketing and communication purposes, traveler services, events and for research and surveys. In addition to, public taxes, such as VAT on accommodations and visitors attractions fund a 12% on DMO’S income. In some cases city tax is even the 47% of DMO's income ( the case of Vienna). A financial model for the destination management could refer to many middle-European destinations since they are similar to market in Veneto.

Apart from these examples, the DMO’s funding system is mostly a integrated multilevel method based on public funds, municipality taxes, membership fees and, the really main challenge, on tourism activities revenue, such as booking, excursions and guided tours.
In the next chapter I will examine in-depth the tourism actors by focusing on roles, responsibilities and concerning achievements.

2.2 PPPs

The collective dimension of the destination marketing policy is detecting as a competitive advantage in the tourism local systems (STL), furthermore it is the strategic glue that holds the community together. In fact some local areas are extremely vulnerable from an environmental point of view and they have to compete with the environmental conservation issues. Specifically, the coastal area suffer the negative effect of overexploitation of services due to the seasonality and the high concentration of accommodations and recreation activities during the summer. And finally in coastal destinations coexists both the exposure to the natural environment and the critical situation of urban centers. In other words the commercial and the residential usage of the space and the mobility of people (temporary or permanently stay) represent the main conditioning of the coastal development (Pearce, 1995).

Destinations have to enhance local co-operation by enabling the recognition of actors and the way in which they should be interacts each other to the strategic management (Morrison, 2013).

A partnerships between the public and private sector will locally coordinate delivery, a PPP is the partnership between the public and the private sector which cooperate in order to develop the same project, that is why the successful public-private partnerships (PPPs) depends on many factors, the country, the nation’s core identity, the economy, the sector and so on, but in Travel & Tourism is a must-to-do process due to the strong implications of both the industry and the government in the tourism management.

Roles and responsibilities in the society are changing, therefore the involvement in tourism has to move in a common engagement. In a tourism destination the public sector and the private sector represents the most powerful actors.

Usually the Public Sector is not able to provide up-to-date and consumer oriented tourism products or services and has to reinvent itself and have to take a strategic approach to its role in the society, meanwhile the Private Sector is short term oriented and does not consider the exploitation and overuse of resources. Both the investments
have their pros and contras and the collaborating of different mindsets will design benefits over a long period of time.

2.3.1 Social Media

In the technology-based era the internet entered the tourism industry. Apart from being platform in which people communicate each other, they are being instrumental for tourism information sources (Mangold and Faulds, 2009).

eMarketers reporting the principal scope of using on social media. Almost all social users identified for online sharing was to feel connected with others, with over half of adult respondents from five of the eight markets claiming that they felt more connected to those people who share information about their lives online.

Mobile devices such as tablets and smartphones embedded even more properly social media features. Apart from making calls, sending SMS and emails, phones are able to support digital social network apps. Consequently social media are not more only desktop tools, therefore based in a limited area, they become available everywhere and every time in the hands of people.

The picking up of using social media is going to redefine globally the human communication, made up sharing ideas and recommending product and services (Leung et al, 2013). Being out of this mechanism means being out of the world. As in the past mobile phones and emails became the main things in the business's routine, today industries cannot leave out the power of Social Media. The company who resist this evolutionary change, it will work hard to not sink. Otherwise a social media oriented company able to set a business plan based on new media will take competitive advantage in the market with low investment.

So that Social Media are interesting form a business point of view but they are everything apart easy programs. A social media plan is a complete mechanism of integrated communication which amplify the impact of the business and based on the powerful interactions between people within the social network platforms (Fotis et al 2012). Social media are properly a completion of other way of communication, such as advertising and promotion of the firm. They are non-substitutes, but multipliers of the tactics and methods.
In order to go more in depth with my research I take also in consideration the topic of influence, namely the impact of audience on the brand reputation. Over the past two decades the B2C communications were typically unidirectional. It means that the company developed a message and sent it to the audience, who only accepted it or rejected it. No other forms of communications were allowed apart from traditional mailing or face-to-face dates. If the company wanted to know more about its audience, it charged a marketing agency with doing a research. This type of influence was also vertical, from the company to the customer.

As the Web 2.0, entered the society, the online experience become more customer oriented. It was the root of the actual blogging and social networking, i.e. each type of application able to leave comments on digital contents (Wenger, 2008). Suddenly the Internet users discovered they had a voice in the Web. The communication was mostly vertical, but in a bilateral way, that is to say, the online communication became bidirectional. The Web 2.0-driven users joined a new aspect of the Internet. In fact the peer-to-peer network allowed the development of web platforms in which users could create and share every kind of contents. At this crucial point, the users become horizontal influencers for a company. The meaning of this model is essential the word-of-mouth, the alternatively channel of sharing the brand reputation.

The “offline” word-of-mouth could reach a limited number of people and the recommendation is often fragmented. Let us assume, you have had a special holiday in a wonderful beautiful destination, once you go back, you will share your experience with parents, some relatives, friends and colleagues. The spread will be limited to a selected portion of your network, moreover the bigger the time span between the travel and the recommendation, the more fragmented and twisted is the offline review. Nowadays everything has changed, a middle Facebook user has up to 500 friends, he spends almost an hour per day in the social network updating information and recommendations, sharing contents and supporting products and brand through the like button. Additionally, there are personal blogs, other social networks (Twitter, Google+, Instagram..), geo-localization applications and thousands of other platforms. Essentially what social media are doing is spread the word of mouth at a high pace. It means the multiplier increase when the online relationships increase.
The word-of-mouth increase exponentially and if we consider its effectiveness history (Von Ungern-Sternberg and von Weizsäcker 1985) we could state that more people tend towards improvement the brand reputation being online advisers and supporters. Due to horizontal influencers created by social media, the word of mouth does not know limitations or territorial boundaries. Simply by clicking a call to action button, it is possible to share a review with hundreds and thousands of people, who in turn share the contents with them contacts, and so on and so forth. Social Media create both influence and diffusion differently from traditional media. And they exploit the networks cutting down on expenses. The word of mouth deals with relationships, while the horizontal channels is based on influence and trust, that should be achieve, not buy. Influence and trust gained in the social media a paramount importance.

2.3.2 Advantage and disadvantage of Social Media Marketing

Comparing the online advertising and the traditional ads, the latter represents an economical advantage for the business. In fact the maintenance costs of online marketing are lower than posters, physical banners or leaflets and in addition to, it is possible to target online ad campaigns. On the Internet it is possible to share contents, media and the brand image at a low cost, however once the contents are upload, they need a team responsible to updating and this obviously takes money. Moreover the company only has to pay per click the online advertising.

Another advantage is the wide coverage. Being the Internet a mass media, the online ads is able to reach more people in the world, while the offline ads has a limited reach. This admit to gain higher results in terms of visibility.

The online advertising is simply to track and it is for sure a pull factor for a forward-thinking business. It is possible to measure the Return On Investment (ROI). And making an accurate analysis it is possible to create an ad hoc advertising filtered on the target. A business approaching to online advertising has the opportunity to select and reach potential guests searching for a good or service in a certain moment and therefore understand if they are still interesting or not in that product. While surfing in the net, the user identity could be track by professional tools and after that, it is simple to understand its need and its travel wish lists.
Of course there are also a small amount of disadvantages, such as the intrusive marketing, or better message sent to interrupt the Internet navigation. Obviously customers will dislike unsolicited advertisements or at worst they will leave the site. There are also copyright problems. Advertising contents are automatically available in the “web library”, hence they are globally available. Logos, pictures and trademarks could be copied and used for commercial purposes, while in the traditional advertising such as TV, radio and magazine, the pilferage happens rarely.
3 Research settings and methodologies

This study approach is based on tourism flows data within the destination Caorle (Venice), namely the destination management of the city, the new born DMO Caorle and the responsibilities in online promotion.

I highlight the environmental analysis as a result of interviews focused on the destination. In the meantime I will focus on detailed questions to companies directly involved in digital marketing. For sure this conducted to a wide array of results and therefore approaches.

The analytical observation of online presence of hotels and camping sites in Caorle is the most important resource of my research, because it is the starting point for the development of partnerships with the tourism local government. Finally I observed the Web Analytics of the firm Caorle.it, a website promoting hotels within the city, and its Social Media presence. I combined the results to have a general Social Media framework and above all understand how to address the Social Media outcome in the Destination Management Organization.

3.1 The tourism in Veneto

The region Veneto was the first tourism destination in Italy in 2013 thank to 15,984,972 arrivals. Despite the downturn, the tourism flow marks a +1,1% thus the region exceeded the record of the previous years. While the overnight stays registered a decrease (-1,3%) maintaining anyway an absolute value of 61,533,491 overnight stays.

Tourism is a very mentionable earning industry of Veneto and despite the recession slowed down the tourists coming from Italy, the tourism in Veneto still confirm its primacy due to increasing foreign tourists.

Foreign tourists visiting Veneto are mostly coming from countries close to the Italian boundaries, such as Austria and Germany. English, French love the Veneto and arrivals from the BRIC countries especially from Russia and China are increasing. Last years the tourism in Veneto increased and registered differences in tourism audience. In the statistical report conducted by the region, data show despite a progressively trend in shorten the days on the destination, Italian and foreign tourists visit the Veneto for
different purposes. First of all people are choose Veneto due to the famous cities, such Venice, Verona, Vicenza, Treviso, secondly they come to Veneto for the sea holiday. The most interesting aspect is the changing tourism behavior in the time. For instance more than 10 years ago the rate of foreign visiting cities within the region was the 63%, while in 2013 the rate increase up to the 70%, while the seaside marked a negative variation rate (-2%). In general the index variation of tourists traveling to the seaside is decreasing from the 2007 to the 2013.

According to the statistical report focused on the seaside destinations in Veneto, people go to the coastal area for the beach and the sea and Italian tourists coming to Veneto are mostly younger than foreign tourists.

3.1.1 Caorle

The tourism in Caorle begins after the second world war, in the sixties the town registered a high growth of arrival that declare the economy was mostly based on tourism activities. In fact before tourism, residents were mainly fishermen, that is why the city started a strong urban work in order to develop the infrastructures such as paving works, in the city center and the building of hotels and camping along the beach line. From that moment the tourism in Caorle only registered a positive growth rate. The 27% of people who chose the Veneto for the holiday, go to Caorle and the 70% of incoming tourist are foreign tourists. This rate substantially increase thanks to proximity tourism coming from Austria and Germany, Due to the globalization also eastern-European tourists increase to reach Caorle. However, especially for Russian there are still bureaucracy problems due to the visa, apart from language aspect. The Venice airport is driving new opportunities to airline companies. However the proximity tourist, that represents the greater percentage of arrivals, usually reaches the destination with its own vehicle, auto or with direct shuttle bus connecting Austria to the city of Caorle. Instead Italian tourists suffer the downturn and they visit lesser the city. The proximity to the city of Venice is for sure a positive aspect for the city. Venice is a recognized all over the word and as a known brand drives the whole regional tourism. Apart from its high cultural value and despite its under-evaluation in marketing
campaign, the city of Venice should be represent a pull factor and a territorial resource in the supply side of Caorle.

The statistical report of Veneto also highlight the average spending capacity of seaside tourists. If a traveler in cultural and historical center spends on average about 70 euro per day, the daily willingness to pay of tourists in the coastal contexts is 50 euro. As I explained in the previous chapter, the tourism management states the product differentiation is the paramount importance for the economy of a tourism destination. But the matter of tourism in Caorle is that on one hand people do not usually spend a lot of money for lying on the beach during the day and walking around the city center on the night. On the other hand the expertise of travelers is increasing due to the Internet, moreover they would like to live experience within the city. The challenge of tourism destination players is to create a network product based on local resources overcoming the quintessential among weaknesses, i.e. the fragmentation.

The aim of my research is to understand how a strong and accurate online destination promotion could be the escape from the actual situation of Caorle. The tourism in Caorle developed from the sixties, that is why it is affected from a high seasonality. It is a typical characteristic of coastal destinations. Accordingly, the incoming tourism flow in Caorle registered by the Statistic Office, the tourism in Caorle registered the increase
in arrivals starting from middle May to middle September. But the really peak of the seasonality occurs in July and August.

In order to understand which could be a successful management strategy, I thought to analyze the place of the city of Caorle in the S-shaped graphical representation build by Butler (1980). The tourism in Caorle began 50 years ago in a town of fishermen, i.e. basically not tourism people, for this reason I would place the destination Caorle between the consolidation and the maturation phase, because the appeal the destination is still high\(^1\), but the lack of a solid management strategy, without a full control of the local businesses. This situation would be better describe the destination far away to a full maturation. Nowadays the tourism sector is in the end of the consolidation phase and the destination needs some new programs such as the re-celebration of old traditions or the re-evaluation of uncontaminated natural area or the re-discovery of the hinterland. They all represent some suggesting and rare traits of the history and the rural areas could give special emotions into experiential packages, due to the wonderful landscape away from the chaotic city centers.

### 3.1.2 Tourist Identikit

As highlighted in the literature, the tourism output has to meet the stakeholders in the destination and the success of the destination marketing is based on the satisfaction of the customers need. Hence the tourists identikit is of paramount importance. The first survey was developed last summer aimed to understand the tourists of the destination. The goal of the survey Rileva Caorle driven by the Consorzio Arenili and sponsored by the Municipality was the beach services satisfaction, however the Consorzio Arenili extended the survey in terms of tourism identikit in order to understand the main features of people who travel to Caorle and go to the beach. The survey took place on the beach, both on the West beach and on the East beach. The questionnaire was multi-language in order to collect information of foreigners and Italians. From the analysis of tourists identikit in Caorle came to light a positive dataset. The survey took place on

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\(^1\) The survey Rileva Caorle took place in summer 2014 and interviewed tourists on beach. The survey was conducted by the agency Omniter and the Consorzio Arenili (Caorle). In the survey Rileva Caorle the 98% of tourist state they will recommend Caorle as a tourism destination.
July and August 2014, the months the tourism concentration is the highest. The tourism market is made up tourists between 30 and 45 years, for instance young people. They are mostly couples, and families with children or preteens.

RilevaCaorle is properly the first opinion poll made in Caorle in which the data are based on a representative sample. Some interviewers carried out a survey during the summer 2014 in both the west beach and the east beach. They subjected 703 tourists a questionnaire and they answered under the sun brand umbrella (Consorzio Arenili). The questionnaire was a multi-language Open and Closed Question. After the collection and the elaboration, the results was presented two months ago during the a conference for tourism players. The results are undoubtedly gratifying to Caorle. The quality of services offered by the city achieves the mark 8 (out of 10) in almost every category (beach services, children services, beach accessibility, available space between sun umbrellas, quality of restaurants and beach bars, safeguarding, quality of waste collection). Some issues that match sufficiently the customer needs achieved the mark 7. In addition to the results show the need to increase the events, the music, the cinema and the kids amusements and for sure the promotion of them.

The essential point is the achievement of the tourist satisfaction and above all that many people return to visit Caorle (more than half interviewees told they would be return to Caorle and almost one out four interviewed declared he has been in Caorle five times). The credits for this success belongs to the kindness of operators (the average mark plenty exceed the mark 8); the beauty of the historical center and last but not least the perception of a peaceful time offered by the seaside. And almost the 23% of people, told “everything ” has a positive outlook.

The results confirm Caorle is not a city for orderlies (despite the presence of foreigners over 65) but the travelers are mostly young families (30 and 45 years old) together with young children or however preteens.

The 50% of interviewees declared they are “repeater”, of better tourists that usually travel to the city of Caorle. They had visited the city the previous year (50%) and many of them had been visited Caorle for more than five times and they will choose the city as destination to the following year. The high fidelity rate is even more confirmed.

Without taking into consideration travelers (people who do not spend the night in Caorle) and tourists who have a private flat in Caorle, it is important to understand the
ways of booking. This is a crucial point for my work, because even if the Internet and the online promotion is globally increasing, the great amount of tourists still book the holiday with a direct contact with hotelier and flats owners (47%), another relevant share is due to the travel agency intermediation (17%). while the 30% of tourists will reserve the accommodation through the Internet.

3.1.3 SWOT analysis

I conducted an in-depth audit in order to create the basis on my research, i.e. the SWOT analysis Caorle as tourism destination and came up the following:

- **Strengths.** Caorle is the unique town in the coastal area of the region Veneto located in a historical center. Its roots count more than 3500 years of history. The city has a colorful historical center directly to the Adriatic sea, the streets and the campielli in the old town recall to Venice or Burano. The mix of the city center and the wide sand beach represents for sure a strength, in addition to, the beach area is even more increasing in term of width, while the trend is upstream in the neighbor beaches. That is why, it is a family addicted beach. Another qualitative strength is the ValleVecchia and the lagoon.

- **Weaknesses.** Due to the long tradition of the city, the tourism in Caorle was born after the sixties and some structures are today old and outdated. Another weakness of the city is the great matter in selling its products, i.e. the supply products. And there is the lack of tourism players able to really update the market. The hotelier sector is made up small-middle companies and this leads to a fragmented supply side and the hotels in Caorle are mainly family run businesses without a strong tourism attitude. And they do not know how globally tourism works, and they do not have a plan for decision making. Each business work on its own, only thinking about the personal profits, but in the medium-long run it will threaten the environmental qualities. The lack of consistent market surveys and the incapacity in managing marketing and promotion activities is for sure the main thing within the tourism management.

- **Opportunities.** The surplus of Caorle is its old town, the heart of the city that live all year long and could decrease the high summer seasonality. As many other
destination in the seaside, Caorle does not register a proper mass-tourism and it increases gradually in the time.

- Threats The direct competitors such as Jesolo and Bibione and the indirect coastal bays of the Croatia could be a threats because if tourist is mostly coming from the proximity countries, they could select most attracting destination within the coastal area of the Adriatic sea.
4 Research Analysis

4.1. Online research

This section covers the extent and trends in website and Social Media use among tourism players based in Caorle measured by September and October 2014. Also included separately figures for Analytics and Social Media of the firm CaorleIt. Through my findings I measured the online presence of tourism businesses in Caorle. I obtained a unique and extensive spreadsheet of online presence for hotels across social networking sites over a long time period (September 2014 – December 2014). I used the content analysis technique to decompose the online presence of hotels on the conventional websites and on the social media websites. Those dimensions are then incorporated into a table to examine their effect in shaping users' overall evaluation and content generating behavior. The results suggest that a content curation has significantly impact on community interaction.

In the study of Social Media, each Hotel was measured in terms of specific different items, such as the number of followers or the number of visits. The communication media analyzed were Facebook and Twitter, (I also reviewed other Social Networks such as YouTube, Google+ and Flickr, but these are not included in the results because no such use was found). In Facebook, we examined: 1. Existence of the Facebook page; 2. Number of fans; 3. Number of visits; 4. Number of people talking about the business; 5. The success of a page be measured by the "n People are talking about this" divided by the number of followers. While in Twitter, the following items were examined: 1. Existence of the Twitter account; 2. Number of followers; 3. Number of tweets; 4. Number of followings.
ADDITIONAL RESEARCH

The starring questions at the beginning of my work were how does the Assessorato al Turismo work in terms of online destination marketing of Caorle? Are the tourism players working in a coordinated way?

Theoretically I will answer yes, they are, to the second question, because after the last tourism regulation released by the Region Veneto in 2013\(^{2}\), the local government signed a covenant in order to develop the idea of the DMO Caorle. The covenant, or Protocollo d’Intesa signed the last 16 December 2014, was approved by the Regional Tourism Commission. In other words the DMO will acting in order to promote the tourism in Caorle. Following the definition stated on the UNWTO, the destination management is the organization that provides tourist information to travelers in both conventional and non-conventional way, for instance providing tourism information. I would list the media such the TV, Radio, Fair participation, books, papers among conventional promotion, while I consider non-conventional the Internet and the Social Media.

In order to answer the first question I conducted a research on the Web. My desire was to analyze the search engine ranking of the tourism portals within the destination Caorle. The methodology was a query on the most popular search engines. After tipped the word “caorle” in the address bar, I observed the results of my query and I analyze the search engine result page (SERP). I chose a one-word query simply because my hypothesis is that there is no official tourism portal provided by the public sector. I tipped the word “caorle” in the address bar of the search engines such as Google, Yahoo and Bing and I observed the SERP. I only took in consideration organic results, i.e. pure results created by an algorithm. This kind of results are unbiased and non-purchasable and what I discovered is that, the first and the second positions in the SERP were occupied by the two websites, namely www.caorle.com and www.caorle.it. They are both websites that promote hotels and other accommodation structures. In my research on Google caorle.com appears firstly and then we can see the website caorle.it, while on Yahoo and Bing, Caorle.it comes before caorle.com. Only on Google the website of the municipality www.comune.caorle.ve.it precedes the intermediaries. A study on organic

\(^{2}\) Legge regionale 14 giugno 2013 n. 11 "Sviluppo e sostenibilità del turismo veneto"
CTR published last year, i.e. the clicks on SERP results without a paid campaign,

(Graph 1) - Web Ranking, the clicks on organic Search Engine Results Page results

explains the implication of web ranking in the SERPs. The following graph shows how the first result in Google takes the 31.24% of clicks, while the second one the half. It is interesting to understand that the first SERP receive the 70% of clicks, while the leftover clicks happens in the following pages. In addition to, the 67.60% of clicks occurs up to the fifth position, while the 4% of clicks appears from the sixth and the tenth result. It stands to reason a good positioning on search engine increases the website value and the brand reputation. That is why the search engine optimization (SEO) gained a paramount importance.

But what happens if a potential tourist enter the tourism portal of the municipality? Let me assume that a tourist starts to search for information about the tourism destination Caorle on Google. As stated the following study on Click-through rate, the first result has a high rate of clicks, and in this case the tourist will click on the website www.comune.caorle.ve.it. It is properly the municipality website, but by clicking on a link on the left side, the user could simply access the “official” tourism website. I took the screenshot about a month ago and the event page, for example is not update with upcoming events. To be precisely, by clicking on the month the user could check and download a Pdf file with 2013-events scheduled. Moreover some pages provide a translation into English, French and German, while other only in English. In any case,
as we seen in the following (Figure 1), even if the pages are translated, most of the contents are in Italian. In this way the website has a lack of the fundamental functions and I personally detected some weaknesses that can be improved upon. In fact in a unique pages the website presents a negative technical perspective, caused by the “spelling”; from the customer perspective it has a low visual attractiveness and from the destination information perspective, this website is not providing a complete range of information that travellers expect from a tourism website.

The Internet user searching for information about the destination will find some stumbling block, first of all the absence of an efficient destination website. In fact there is the website for tourism purposes, but it do not provide information about the hotels, apartments, camping, resorts.

However there are some information about the history and the tours. The events section, the most important one is only available in Italian and above all with no recent updating.
SEMI-STRUCTURED INTERVIEW

In order to estimate if and how the brand Caorle is being spread through the social media, a research has been made. The first analysis was made on the content of the website and the online presence of tourism players within the destination, the second one examines the hotels of the tourism destination and the last examines the social media of the official online booking of Associazione Albergatori Caorle. For the previously mentioned purpose four businesses were selected. I send a questionnaire via email in order to understand the overall online attitude of those businesses.

The second purpose was the analysis of the websites and the social media presence of all the hotels within the destination Caorle. The main problem in the data collection was that the number of page likes was constantly change. After entering each hotel, specific variables where identified, such as the name of the hotel, the website the number of stars, the membership or not into the ACA, PromoCaorle, caorle.it and caorle.com and other OLTA (Booking.com, HolidayCheck and Venere.com). I evaluated the website and above all the social media presence. The collected variables were placed in a table so they could be analyzed. A comparison between hotels’ website has also been made.

After describing general impression of the site, the next step was to determine whether the Facebook pages and websites were behaving into a destination marketing and promotion way. And the last purpose is based on my collaboration with the business Caorle.it Srl, i.e. the official online booking of the Associazione Albergatori Caorle.

Before going in-depth with the specific analysis of hotel owners behavior, I create an interview to the tourism firms in order to understand not only the online culture of businesses in Caorle, but to highlight the attitude in terms of destination marketing, communication and promotion.

For the questionnaire I selected the Associazione Albergatori Caorle, (abbreviation ACA), the Consorzio di Promozione Turistica Caorle e Venezia Orientale (abbreviation PromoCaorle), the web agency Alfa.net responsible for the management of the website caorle.com, bibione.it and jesolo.com and Mercuriosistemi, responsible for the management of the website bibione.net. They are all working at a different level in the tourism sector. I extended my research out of the Caorle boundaries, because I wanted
to understand which kind of policies were adopted in the Adriatic coastal system. No one from Jesolo answer the questionnaire.

A= Associazione Albergatori Caorle
B=PromoCaorle
C=Mercuriosistemi
D=Alfa.net

1) Which is the legal structure of the company and how long does it work in the tourism sector?
   
   A The Associazione Albergatori Caorle is not a non-profit trade union.
   B Our consortium is an association of businesses with an external and private promotion activity, but the body is recognized from the Region Veneto. It actually represents the local business community (hotels, apartments, camping, resorts, restaurants and other commercial activities etc…) and the local trade unions (ACA, Consortium Arenili, Confcommercio and Ascom). The commitment in the tourism market started 17 years ago.
   C Born in the 1998 our company was the first local internet service provider, by providing the internet connectivity (at that time did not exist great national carriers). After that we started as Web Agency by developing websites and online booking systems for hotel rooms and tourism flats.
   D Established in 1996, our firm is a Srl.

2) Which is the vision of the body and which are the most relevant tactics in order to reach the objective? Is the business only in charge of hotelier promotion or in general is the body acting to the destination promotion?

   B The consortium mostly deals with events promotion and marketing (fairs attendance, tourism workshops, advertising on radio, TV, daily newspapers and magazines). In addition to it is worthwhile during cultural and sport events and provides support to participants in searching for accommodation structures and finally it works together with the region in numerous ventures, for example to assisting film crew during TV services and programs organized by the region.
At the moment we design web sites as whole, but we are specialized in online tourism reservation and e-commerce.

It is responsible for tourism business solution, website design, hotel agency and resort booking service, webcam and e-commerce for businesses and tourism portals in Veneto caorle.com, jesolo.com and bibione.com and italiawebcam.it and webcamcaorle.it

3) Does the body has an information point within the city? Do you provide information to incoming tourists and a sort of consulting service for local tourism businesses?

A The ACA has a front office to managing hotel rooms. It is properly a walk-in office for tourists.

B Our office is located in the city center, in the IAT building, but we are located on the second floor, therefore we do not have a direct contact with the tourist. Anyway we are at local tourism players disposal.

C No, we only operate only to meet tourist needs and by assisting our customers.

D Our office is only open for our customers (tourism players and agencies).

4) Which are the active tourism stakeholders in the firm? Are they private or/and public companies? (Only private, consortium, hoteliers association or public sector such as municipality, regional government, etc.)

A The ACA is a trade association for the private sector. Within the ACA, works the Gruppo Acquisti Albergatori a trade union responsible for hotel purchasing, in other words it buys food and housekeeping products for association members in order to have discounts and benefits. In addition to, the ACA is one of the signer stakeholder of the Memorandum of Understanding of the DMO Caorle

B See answer n°1

C Hotels, consortiums and tourism agencies.

D All, from small firms and some public bodies.
5) Social presence: has your web sites a social stream or better does your website include social networks websites in order to promote your business? In case of positive answer, which social media do you use?

   #A By reason of the partnership with caorle.it our Association improved his work with the online booking for members. That portal use its own social media channels, while our website www.caorlehotel.com is on Facebook.
   #B We are actually updating our website www.visitcaorle.com. A social media presence is on the agenda.
   #C We are on most famous social networks and we dedicated to the most important one.
   #D Facebook and Twitter.

6) Apart from the website which channels do you prefer in order to gain your objective? Please make some examples (leaflet, posters, gadgets, apps, etc ...)

   #A The ACA publishes yearly its own promotional informative such as a map of the city and the hinterland, and tourist guide, namely brochures. Last but not least ACA provide a union catalogue (members).
   #B See answer n°2.
   #C Only website.
   #D Ad words google and trade fair.

The most important tourism association within the city is the Hotelier Association Caorle (ACA) has more than 120 members. Established in 1962 the association has been carried out a promotional work and an assistance activity to protect its members. In addition to, it examines and faces the problems of the trade union at a local, regional and national level. After that it seek promotion ventures in order to enhance the accommodation supply and drive a national and international tourism bargain.

The aim of the association is to increase the value of tourism enterprises and to spread the hospitality culture. The growth and the quality of local attractions and services are the main features of the ACA. Furthermore it promotes the entrepreneurial education with professional trainings, workshops and language courses for tourism operators and
last but not least the Associazione Alberatori Caorle is efficiently in supporting the hiring processes, namely the search of skill employees.

The PromoCaorle, the Consorzio di Promozione Turistica Caorle e Venezia Orientale, is the official visitor guide of the destination Caorle. PromoCaorle is the body responsible for the promotion of Caorle especially at a regional, national and international level. It is subsidized by the membership fee of local players and the regional public funding. It actually promotes the city of Caorle and the hinterland with advertising and promotional actions. From the 1996 it is a positive body for the brand image promotion of Caorle in the world. The PromoCaorle is a member of the DMO Caorle and it is the owner of the website www.visitcaorle.com, the official DMO website.

Another important consortium in Caorle is the Consorzio Arenili. Established in 1977, it gathered together the hotel’s concession and its role is to manage the beach services on the beaches. The Consorzio Arenili is the managing authority of almost the public concessions of Caorle and it is actually creating a five star holiday to guests, in fact over the last years it created pilot projects to understand and satisfy the luxury market segment and to improve the beach supply side. I did not take into account this consortium in my evaluation, because it has not a direct contact with incoming tourist. It is actually the intermediary between the tourist and the accommodation structure and it is the “beach service” provider. In any case this body plays a relevant role in the destination marketing and management and it is the signer stakeholder of the Memorandum of Understanding of the DMO Caorle.

The objective and the tactical actions of each tourism player I took in consideration, seem to be positive, especially if we consider a one way tourism communication in which information is spread and there is no interaction with guests, apart from host them once they reach the destination. Each of the above mentioned business have a website and at least a Social Media channel (Facebook, Twitter or You Tube), however these digital platforms are not efficient marketing tools in engaging in communication with travelers. The destination information source role of websites is still a critical function as tourists use them for trip planning and selecting destinations and digital marketing is an essential part of marketing strategy. In the past this fact was not required, and user generated content such as comments and reviews were partially usable. Nowadays the fact that everything is posted on the web and has a greater life
span is a great challenge for the hotel industry, because users could find information overtime. Indeed some experts say websites are now the most important part of destination marketing.

The tourism sector is changing every day and the local management system should be responsive to the change. Even if tourism in Caorle is still working (at a low pace), nowadays the “tourism flow” parameter could not be sufficient in terms of brand reputation, brand identity and brand positioning. For sure the tourism will be the basis of global economy, just because a travel is not more a luxury good, but a primary good. And the Caorle should not rest on its laurels.

By means of the questionnaire, the companies confirm that one of the weakness of the SWOT analysis, the fragmentation, also occurs online and it seems that tourism firms are acting mostly in a customer way (hotel owners) without taking into consideration the tourists profiles.

CONTENT ANALYSIS

The analysis of the online presence of the hotel sector is divided into two phases. Initially, we sent a questionnaire to the tourism player. Then, in the second phase we conducted a descriptive study of the use of Web 2.0 tools and social media by the hotels in question, analyzing the factors that caused the greater or lesser development of these technologies in the sector.

The analysis of hotels’ use of Web 2.0 applications, follows this methodology. I examined the official website of each hotel in search of the link to the Facebook Page or Twitter account and I overall evaluated the website in terms of usability, number of

(Table 1) – Abstract of the findings

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|            | 0.4%| 0.6%| 2.0%  | 2.8%     | 5.3%       | 9.1%        | 11.0%| 8.8%      | 3.3%| 0.2%   |
|            | 0.3%| 0.5%| 1.9%  | 2.6%     | 4.9%       | 8.7%        | 10.6%| 8.4%      | 3.2%| 0.1%   |
|            | 0.2%| 0.3%| 1.8%  | 2.5%     | 4.7%       | 8.5%        | 10.4%| 8.2%      | 3.1%| 0.1%   |
|            | 0.1%| 0.2%| 1.7%  | 2.4%     | 4.5%       | 8.3%        | 10.3%| 8.0%      | 3.0%| 0.1%   |

3 stars
languages available, the contents, texts and pictures and finally I observed the technical features of the website (Static vs dynamic and responsive vs non-responsive). Items are rated on a dichotomous scale: if the item is available, it is scored with a 1, otherwise, with a 0.

I summarized the results of the analysis regarding the use of Web 2.0 tools and Social Media communication platforms in (Table 1). I divided the total results into the stars ranking. In addition to I selected the most Online and Social Media Addicted extra hotel accommodation structures and resorts. I noted down if the hotels had or not some Social accounts, I checked the website and the presence of links to Social Media and finally I evaluate the content of both the website and the Social Media. In general terms, in both cases there is scarcity use and awareness of the Internet, although the utilization of the Social Media communication platforms is increasing. According to the availability of the Web 2.0 tools, the Facebook channel is the most used, representing 54.7 % of the sample. On the contrary, Twitter (11.5%) You Tube (3.4%) are the least used. From the 148 web pages, only 59 of them provided a link to their Facebook page (39.9%), 6 had an account on Twitter and 5 structures had their own channel on the video sharing platform YouTube. These three social media platforms seem to be the most popular for exploitation by accommodation structures. While some structures provide other Social Media Platforms such as Instagram, Vine, Pinterest, Foursquare, but the usage of those Social Media is limited.

I differentiated the hotels per stars and having the 3-Stars hotels a high share in the destination, I observed that 52 of them have a Facebook Page, but actually only 34 of the totality have a link or a plug-in in the website to the Social Media. In keeping with Social Media communication platforms identified among different hotel ranking, almost half of the hotel sample does not have a social channel.

The number one social network is Facebook. For this reason, the research was focused on the analysis of the presence of the 148 hotels on this site. Facebook offers different choices for creating a profile, such as personal profiles and pages. Personal profiles are for individual, non-commercial use. On the other hand, pages offer businesses, organizations and brands more features than regular profiles. Taken that hotels and resorts are organizations promoting their accommodation services it follows that a
‘page’ is the right choice. Nonetheless, 11 structures (7.5%) have not yet realized the
difference and have chosen to use a personal profile instead of a page. That is of course
against the terms of use and consequently the other 135 pages considered valid and
analyzed.

Undoubtedly, the number of fans in a Facebook page defines the size of the online
community build around the brand. In the case of the hotels in Caorle this size varies
from very small communities (15 fans) to larger ones (53k fans) (last measured in
28/12/14). As one can see on Table 1, half of the structures have less than 150 fans, a
number significantly low. Only 8 hotels has managed to attract more than 1000 fans.
However, I have to highlight that these numbers are growing each day.

In addition, the totality of the structures analyzed use the name ‘Hotel’ in order to
indicate the Facebook page. This can be attributed to the fact that Facebook is still an
unknown terrain for the tourism marketers, who are trying to grasp the rules of the new
trend. At this point, one should underline another important note. We do know that an
online community cannot be considered as a homogenous sum of people. I noted that a
significant part of the Facebook communities come from the destination residents, at
least at an initial stage. With this in mind, two other findings can also be explained. In
some Facebook Pages appears content posted in Italian language, others are bilingual
posts (English plus Italian language). In fact, the timelines showed that the hotels do not
keep a different page for tourists and locals. And they have a common page both for
tourists and residents. As a result, the content published by the hotels in the Facebook
pages is a mix of promotional for tourists and local information, a faulty practice since
the target groups’ needs are very different.

It is important to mention that at this early phase of Facebook adoption by hotels, the
travel-related content is primarily promotional, with the goal to raise brand awareness
and thus aiming at the pre-trip stage.

Finally, considering that the oldest hotel Facebook page created in 2008 (Figure 3), we
cannot define a relationship between the number of people who likes the page and the
timespan from the page creation and the analysis, but it is obvious that we are talking
about a relatively recent trend that goes back no longer than seven years. However,
about half of the hotels created their pages in 2011, while another 25.2% joined
Facebook in the last two years. These numbers show that Social Media marketing exploitation by accommodation structures in Caorle is something really recent and new.

THE CASE OF CAORLE.IT SRL

That is the reason why I introduced and examined a firm that is working toward the destination promotion. On one hand its aim is the promotion of the hotels and other accommodation structures in Caorle, on the other hand the company is trying to create a solid network among the tourism industry in Caorle. In addition to, the firm is a “online” company only based on the website www.caorle.it and it is an online web page that actually spreads the city of Caorle as a tourism destination on the Web and the Social Media channels. Before going in depth with the analysis the website, I created an interview in order to address the firm in the tourism market of Caorle.

The firm presentation: Caorle.it

Short description of the firm strength & weaknesses points

_Caorle.it is a firm that promotes the tourism supply side through its website. In other words its “product” is an online display for hotels, apartments, residences, restaurants and shops. Moreover for five years it has been creating interesting news and information for the tourists and since last year it has improved the website with upcoming events._

What is the difference between the firm and its competitors?

_Apart from the online list of hotels, that is quite similar to our direct competitor, the main difference is the existence of the online booking. It is properly the official booking engine of the ACA, for instance it is the official Booking of the Hoteliers Trade Union. In addition to, the physical presence of the ACA Office guarantees the online reservation and above all it is responsible for crisis management._

Why: the goals

_Which are the business goal for next year?_

_A business goal is the improvement of the OnlineBooking both in qualitative and quantitative sense. While the expected results from the digital marketing action in the_
next year are not so clear. Social Media are working quite well, but it is difficult to understand a real conversion in terms of revenue.

Who: People
Which are the client's profile?

The clients of the firms are the hotels, apartments, camping sites, resorts, restaurants and shops located in Caorle. Some of them are ACA Members, thus they have the opportunity to use the OnlineBooking and its widget.

Who are the influencer, stakeholder?

People who exerts such influencing power on the firm are the internal collaborators, while the external influencers are the ACA Members and the customers, who booked a hotel room through the OnlineBooking.

What: The contents owned by the company
Which are the available contents?

The available contents are the online texts about Caorle written in Italian and translated into German, English and for years we have been collaborating with several photographers and now we have a huge amount of high quality picture and shots. Last year we started a video campaign in order to create some short promotional videos of local figures and we are also co-producer of a web series created by local videomakers.

Which are the potential contents?

Other potential contents, could be interviews at clients (hotel owners) about the personal satisfaction, or ease in using the online booking and the website. Tourism reviews about the online booking experience and tourism market surveys could be useful, but the paramount useful contents for tourism could be guides and brochures.

Where: The scenario and the market
Which is the scenario of the sector?

The market is mostly related to the hospitality sector in Caorle.

Which are the direct and indirect competitors?

The direct competitors of CaorleIT are caorle.com, acaorle.com and adormo.com and of course the international Online Travel Agents (indirect competitors) such as booking.com, venere.com, tripadvisor.com, holidayCheck.com.
Which are the geographical market?

*The market scenario is based on the territorial boundaries of Caorle, but being Caorle a tourism destination, the market is international. Incoming tourists are mostly from Germany and Austria, people from Czech Republic and North Europa are increasing.*

When: Seasonality and peaks

Is this a seasonal business?

*For sure the business suffer from the seasonality due to the destination and the peak season is on June and August. However being an online company, it is an all-year-open firm that works daily with no interruptions.*

How: tools and resources

Which are the main communication channel adopted by the firm?

*The online channel is the basis of our work and the hub of the work is the website. In addition to, we use mailing lists and the Social Media. The active digital tools are the email marketing and ad campaigns. The website address is www.caorle.it.*

Which are the resources and the budget allocated for Social Media?

*The resources responsible for the digital and the Social Media are the owners and there are external resources responsible for content creations, translations, photography and ten editors on the Facebook Page and two (Facebook) Analysts of our web marketing agencies. Last year the firm allocated the 20% of the total investment for Social Media Channels, divided into Facebook, Twitter, Instagram, YouTube and Google+.*

Caorle.it is a web site developed as local intermediary for hotels and other accommodation structures in Caorle. Born in 1997 the portal was an idea of few forward thinking people, two hotel owners and a ICT-addicted. At the beginning it was only a online display website for accommodation structures (hotels and non-hotels accommodation) of Caorle. As I explained in the previous section, 10 years ago few hoteliers had a website for online self-promotion and apart from having a telephone number and a fax, there was no possibility to communicate the information and the pricing to potential tourist. That is why Riccardo, Fabio and Marco developed the
website Caorle.it. The start-up investment was very high, simply because they bought the domain from a private.

The private company Caorle.it Srl deals with the promotion among accommodation structures and other physical intermediaries such as travel agencies and rental agents. Ten years ago the website only allows a one-way communication between the company and its primary customers, the hotel owners.

In 2012 thanks to the partnership with a web agency, named Time2Marketing and the hoteliers association ACA the web site implemented a booking engine. The online booking system represents another improvement step. In fact the booking engine is the official reservation tool of the Hoteliers Association located in Caorle. And in this way it represent a double convenience for both Caorle.it customers and incoming tourists. As I wrote in my first article on Caorle.it, the BookingOnline is convenient on one side for hotel owners, and each customers, i.e. they have the warranty of a physical information point located in the city center. On the other side tourists could book online the hotel room and the ACA manage the booking process.

The website is created not only for hotels, apart hotels, B&B, residences and private flats for rent, but every business could enter the system, such as restaurants and shops having at least an online space. This idea come from the creation of a network among the town, hence to create a unique online network able to show the tourism supply side. The primary objective is the creation of a comprehensive tourism and to respond to the tourists' need.

CaorleIT has an intuitive interface for both tourists and hotel owners. The persuasive graphic allows to receive a high number of reservations thanks to the form. In the back office every merchant could manage reservation on your own (availability, pricing, structure information).

The revenue of the firm CaorleIT is due to a bundle of different elements. In fact income comes from annual fees of members, from online banners and a commission of 10% of online booking. Thus I can highlight that the business has a direct relationship with customers (hotels and hoteliers) and an indirect relationship with tourists, because they access the portal, but the real interaction occurs with hotels or with the ACA.

The partner Time2Marketing responsible for the development of the website, integrated a brand new item, i.e. the search and booking engine for the hotels. This was
implemented thank to the BookingFor Travel Portal, a special system customized for destination websites, tourism consortium and trade associations.

Sustained by a CMS the website allows the complete management of the website through the page updating and news and events creation. Aside the website administrator could conduct alone the management of the meta tags for the pages, of the Ad Server for advertising insertions and banners. Developed to be compatible with ranking algorithm, the CMS is optimized with search marketing campaign.

In addition to, the website provide a B2B commercial communication. It means that each tourism operator with an account on the website, has the opportunity to sign in obtaining a username and password. After that, the user could log in and upload data about the business, the hotel, the location and pricing information. Each logged users could access the seasonal pricing. The CMS shows the insights related to the visual page and admit the creation of comments wrote by the portal users. The software gives (Figure 2) – English homepage of the website Caorle.it

back randomly the search results divided into availability and allow to end the booking process directly on the web site or through the selected merchant. Integrated with a Web Services, Bookingfor facilitates a dynamic data updating and pages management every association’s member. The booking engine has a low commission and a small annual fee. Both caorle.it and Time2Marketing implemented a system based on tourists. They analyzed the users profiles and the members profiles (the hoteliers). What a user needs is the functionality and the simplicity. Hence the tourist-user searches for the rooms/flat
availability, services and prices and the final holiday booking. So that the booking engine widget has a top position in the website Caorle.It.

The direct competitors of CaorleIT are caorle.com, acaorle.com and adorno.com and of course the international Online Travel Agents (indirect competitors) such as booking.com, venere.com, tripadvisor.com, holidayCheck.com. Caorle.com, is quite similar to CaorleIT and it offers a wider choice of accommodations in Caorle. This website is plenty of colors that reminds to the summer season and the menu seems to be full of information, but in the reality if the user clicks to get more information, the contents are very poor and there is a lack of pull contents. The website provides a list of hotels, apartments, camping and villages and the user could watch the Caorle webcams, the weather forecast and services among the city such as shops, restaurants, pizzerias, motorbike and bicycle rental car, taxi, boat and other useful information for the planning the holiday. Caorle.com has also the Social Media links to the Facebook Page and the Twitter Profile. In 2014 Caorle.com adopted the same booking engine of Caorle.it, but the partnership is now broken and starting from 2015 Caorle.com has another booking engine, named cBooking. However the website owner only provides an office for hotel members and not for incoming tourists.

aCaorle.com is the second competitor created by two young people from the Eastern Veneto and passionate about travel and vacations. The mission of the website is to enhance the region, raise awareness of Caorle, transmit to the world the beauty of the coastline and allow tourists to select homes to their liking. aCaorle.com is actually a portal for apartments and residences rental. The website owners visit the apartments for tourists in order to avoid bad surprise for the holiday. They meet the apartment owners and provide an online assistance during the research and the reservation.

For sure the powerful partnership between CaorleIT and the Hotelier Association is a great opportunity for both members and it could develop programmes to build closer relationship with existing tourists.

4.2 Google Analytics

The analytic approach is useful in trying to reconstruct the hidden values of online visitors. With the web analytics tool, I could monitor how people navigate in the
website. I could track information about the user behavior, e.g. which the most visited pages are or how users spend the time on the website. Another important value is the amount of referral, this section is useful to understand the online behavior coming from other websites or social networks.

How can the business measure the return on time, money and energy spent on create and share contents? For sure the monitoring will improve a successful online presence. The Handbook for Destination Marketing Organizations (DMAI, 2011) could be useful in order to measures the website activity, Google provides several metrics, but only certain of them matched my research aim. In the following list I recognized some metrics for the website evaluation in terms of the organization’s performance.

1. Number of user sessions
2. Number of unique users
3. Number of repeat visits
4. Number of clicks to member websites from the website ads and/or links
5. Average length of session
6. Number of people who sign up on the caorle.it website
7. Search engine referrals
   a. Total number of referrals
   b. Top referring search engines
   c. Percent of website traffic attributable to search engine referrals

The audience monitor is given by the analytics approach, hence from the web analytics. The Web Analytics Association highlights the Web Analytics is the collection, the monitor, the analysis and the reporting of Internet data with the aim of understand and optimize the web use. The unique goal is to improve the customer online experience, for instance gain a higher return. The web analytics applications are very useful tools in helping firms, for example they gain a paramount importance for the measurement of the results of ad campaigns. The most used\(^3\) Web Analytics App is Google Analytics. It is free of charge tool created by the brand Google and it admits detailed analytics of websites, web users, website traffic.

\(^3\) A research conducted by a subsidiary firm of Amazon (Alexa Internet Inc.) shown that the 49,95% of the most quoted website in the world use Google Analytics as traffic analytics tool.
GOOGLE ANALYTICS METRICS

An interesting aspect of website, apart from the presence (or the absence) of the link to (Table 2) – Referral overview of the Hotel Panoramic

<table>
<thead>
<tr>
<th>Sorgente/Mezzo</th>
<th>Acquisizione</th>
<th>Comportamento</th>
<th>Conversioni</th>
<th>e-commerce</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sessioni</td>
<td>% nuove sessioni</td>
<td>Nuovi utenti</td>
<td>Frequenza di rimpiego</td>
</tr>
<tr>
<td>1. google / organic</td>
<td>21.979%</td>
<td>72.99%</td>
<td>16.042%</td>
<td>32.27%</td>
</tr>
<tr>
<td>2. caorle.it / referral</td>
<td>2.834%</td>
<td>81.23%</td>
<td>2.302%</td>
<td>23.01%</td>
</tr>
<tr>
<td>3. (direct) / (none)</td>
<td>2.700%</td>
<td>79.85%</td>
<td>2.156%</td>
<td>40.56%</td>
</tr>
<tr>
<td>4. caorle.com / referral</td>
<td>1.032%</td>
<td>77.81%</td>
<td>803%</td>
<td>20.03%</td>
</tr>
<tr>
<td>5. somat somat.com / referral</td>
<td>219%</td>
<td>100.00%</td>
<td>219%</td>
<td>100.00%</td>
</tr>
<tr>
<td>6. bing / organic</td>
<td>108%</td>
<td>65.06%</td>
<td>72%</td>
<td>19.27%</td>
</tr>
<tr>
<td>7. yahoo / organic</td>
<td>108%</td>
<td>62.96%</td>
<td>68%</td>
<td>36.11%</td>
</tr>
<tr>
<td>turismo.caorle.eu / referral</td>
<td>76%</td>
<td>94.42%</td>
<td>71%</td>
<td>21.05%</td>
</tr>
<tr>
<td>9. virginlo / organic</td>
<td>78%</td>
<td>70.00%</td>
<td>35%</td>
<td>24.00%</td>
</tr>
<tr>
<td>10. buttons.for websites.com / referral</td>
<td>47%</td>
<td>100.00%</td>
<td>47%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

The Social Networks, only the 27.3% of the sample has a dynamic and responsive while almost the totality of websites (73.9%) developed by the web agency alfaNet, a greater percentage groups also the websites that have a link on the portal caorleCom. In fact it is the same agency, while 96 of the sample has a link on the competitor portal CaorleIT.

In addition to, I observed how many online display each hotel chose. Apart the abovementioned CaorleIT and CaorleCom, ACA and PromoCaorle have they own website and its own members. CaorleCom is the online display with the major number of hotels and structures links, CaorleIT is the second in the ranking, then come the PromoCaorle and the ACA is the last one in number of members. Taken this chart, I analyzed the Google Analytics referrals of three hotels. It is clearly a small portion, due to the technical limits of the tool (some hotels lost the analytics data due to a change of the website provider, other do not have access to the Google Analytics account, many website do not provide the Analytics script).
In the following pictures we can see the top 10 referral of the hotels I selected. A referral is like a recommendation from one website to another and then they add to the understanding of how customer find the hotel website and what they do once they get there. Referrals could be a strong indicator of which external sources are most valuable in helping the business achieve its goals, providing once and for all, for example, whether the Facebook page really does add value. Referral traffic is passed through the user’s browser, so this information is tracked and passed via the HTTP referrer. This referrer identifies where a user came from as well as where they are currently. When someone clicks on a link to your site, the browser sends a request to your server. The request includes a field with data about the last place the person visited. Google Analytics then capture this data and reports it to us as a referral domain.

(Table 2), (Table 3) and (Table 4) shown that the half amount of track website activity is given by google.com sources. The online display websites CaorleIT, CaorleCom and PromoCaorle have a smaller impact on the website. No referral in the top 10 is coming from the ACA website. In addition to only 1 out 3 counts concretely the FacebookCom (Table 3) domain among referrals and comparing the general table it is actually the 3-stars hotel with the greater amount of Facebook followers and a better activity on Social.

<table>
<thead>
<tr>
<th>Sorgente/Meccanismo</th>
<th>Acquisizione</th>
<th>Comportamento</th>
<th>Conversioni</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sessioni</td>
<td>% su ales sessioni</td>
<td>Nuovi utenti</td>
</tr>
<tr>
<td>google / organic</td>
<td>13.897</td>
<td>81,15%</td>
<td>11.277</td>
</tr>
<tr>
<td>caorle.it / referral</td>
<td>7.916</td>
<td>64,48%</td>
<td>6.450</td>
</tr>
<tr>
<td>(direct) / (no ref)</td>
<td>1.752</td>
<td>13,04%</td>
<td>1.483</td>
</tr>
<tr>
<td>caorle.com / referral</td>
<td>1.529</td>
<td>11,00%</td>
<td>1.182</td>
</tr>
<tr>
<td>google / organic</td>
<td>4.266</td>
<td>52,66%</td>
<td>353</td>
</tr>
<tr>
<td>caorle-acorle.it / referral</td>
<td>238</td>
<td>52,78%</td>
<td>192</td>
</tr>
<tr>
<td>semalt.com / referral</td>
<td>199</td>
<td>100,00%</td>
<td>199</td>
</tr>
<tr>
<td>facebook.com / referral</td>
<td>184</td>
<td>13,32%</td>
<td>121</td>
</tr>
<tr>
<td>Bing / organic</td>
<td>179</td>
<td>1,83%</td>
<td>150</td>
</tr>
<tr>
<td>google.de / referral</td>
<td>139</td>
<td>1,00%</td>
<td>105</td>
</tr>
<tr>
<td>yahoo / organic</td>
<td>137</td>
<td>8,99%</td>
<td>105</td>
</tr>
</tbody>
</table>
Media. Furthermore the google.de domain appears in the top 10 referrals of this hotel. Hence I can stated CaorleIT is the best performing origin website of the sample.

(Table 4) – Referral overview of the Hotel Villa Maria

<table>
<thead>
<tr>
<th>Source</th>
<th>Sessions</th>
<th>% of total</th>
<th>% new sessions</th>
<th>% new users</th>
<th>Session length media</th>
<th>Pageviews/session</th>
<th>Value objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. google / organic</td>
<td>5,659</td>
<td>(29.28%)</td>
<td>67.31%</td>
<td>3,979 (68.13%)</td>
<td>21.65%</td>
<td>4.42</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>2. (direct) / (none)</td>
<td>2,779</td>
<td>(15.19%)</td>
<td>37.64%</td>
<td>1,045 (38.01%)</td>
<td>34.01%</td>
<td>3.42</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>3. caorle.it / referral</td>
<td>1,811</td>
<td>(10.23%)</td>
<td>82.44%</td>
<td>1,493 (18.04%)</td>
<td>23.13%</td>
<td>4.75</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>4. caorle.it / referral</td>
<td>1,246</td>
<td>(0.61%)</td>
<td>81.76%</td>
<td>585 (46.02%)</td>
<td>13.18%</td>
<td>3.96</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>5. sematt.semat.it / referral</td>
<td>166</td>
<td>(0.93%)</td>
<td>100.00%</td>
<td>166 (0.93%)</td>
<td>100.00%</td>
<td>1.00</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>6. bing / organic</td>
<td>169</td>
<td>(1.01%)</td>
<td>62.42%</td>
<td>90 (53.12%)</td>
<td>25.50%</td>
<td>4.69</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>7. yahoo / organic</td>
<td>69</td>
<td>(0.40%)</td>
<td>68.57%</td>
<td>48 (0.58%)</td>
<td>10.00%</td>
<td>4.60</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>8. itstrategia.it / referral</td>
<td>55</td>
<td>(0.31%)</td>
<td>78.18%</td>
<td>43 (62.59%)</td>
<td>18.18%</td>
<td>4.33</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>9. ask / organic</td>
<td>36</td>
<td>(0.20%)</td>
<td>52.78%</td>
<td>19 (53.49%)</td>
<td>8.33%</td>
<td>4.92</td>
<td>0.00 USD</td>
</tr>
<tr>
<td>10. caorlevacanza.it / referral</td>
<td>25</td>
<td>(0.13%)</td>
<td>88.00%</td>
<td>22 (88.00%)</td>
<td>20.00%</td>
<td>3.84</td>
<td>0.00 USD</td>
</tr>
</tbody>
</table>

The Google analytics investigation continues with a comparison between the overall year 2014 and the previous year. The following report (Graph 2) is the audience overview and it is based on 248,604 sessions (20.45% of total website sessions).

The total amount of sessions growth from 588,331 to 627,179 (6.60 %), the new users are the 8.17% and the new sessions growth rate is the 1.29%. In the meanwhile the Page views, the pages per session and above all the average session duration have a negative growth rate. On the contrary the bounce rate increases from 2013 to 2014, but it is a percentage of single-page visit, or better the visits in which the user left the website without interacting with it), i.e. this is probably due to the increasing in using Social
Media channel to provide information and the lack of call-to-action buttons in the website.

Before going in depth with the origin country of users, I confirmed the results of RilevaCaorle. Users aged between 35-44 and women are dominating the website audience. Google Analytics reveals that 25.7 percent of the website's users are women. The site is used by both men and women, but most feel that the site is typically used by women. Some recent statistics show that women are usually searching information (Figure 3) – Website’s audience of Caorle.it sorted by origin country

<table>
<thead>
<tr>
<th>Country</th>
<th>Sessions</th>
<th>% Sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Austria</td>
<td>210,978</td>
<td>34.90%</td>
</tr>
<tr>
<td>01-Jan-2014 - 31-Dec-2014</td>
<td>210,978</td>
<td>34.90%</td>
</tr>
<tr>
<td>01-Jan-2013 - 31-Dec-2013</td>
<td>196,249</td>
<td>33.32%</td>
</tr>
<tr>
<td>% Change</td>
<td>11.53%</td>
<td>4.62%</td>
</tr>
<tr>
<td>2. Italy</td>
<td>211,013</td>
<td>33.77%</td>
</tr>
<tr>
<td>01-Jan-2014 - 31-Dec-2014</td>
<td>211,013</td>
<td>33.77%</td>
</tr>
<tr>
<td>01-Jan-2013 - 31-Dec-2013</td>
<td>191,458</td>
<td>32.54%</td>
</tr>
<tr>
<td>% Change</td>
<td>10.63%</td>
<td>3.77%</td>
</tr>
<tr>
<td>3. Germany</td>
<td>105,977</td>
<td>17.06%</td>
</tr>
<tr>
<td>01-Jan-2014 - 31-Dec-2014</td>
<td>105,977</td>
<td>17.06%</td>
</tr>
<tr>
<td>01-Jan-2013 - 31-Dec-2013</td>
<td>100,505</td>
<td>17.08%</td>
</tr>
<tr>
<td>% Change</td>
<td>6.44%</td>
<td>-0.15%</td>
</tr>
<tr>
<td>4. Czech Republic</td>
<td>28,272</td>
<td>4.57%</td>
</tr>
<tr>
<td>01-Jan-2014 - 31-Dec-2014</td>
<td>28,272</td>
<td>4.57%</td>
</tr>
<tr>
<td>01-Jan-2013 - 31-Dec-2013</td>
<td>38,533</td>
<td>6.21%</td>
</tr>
<tr>
<td>% Change</td>
<td>-19.88%</td>
<td>-3.68%</td>
</tr>
<tr>
<td>5. Switzerland</td>
<td>15,285</td>
<td>2.43%</td>
</tr>
<tr>
<td>01-Jan-2014 - 31-Dec-2014</td>
<td>15,285</td>
<td>2.43%</td>
</tr>
<tr>
<td>01-Jan-2013 - 31-Dec-2013</td>
<td>10,525</td>
<td>2.04%</td>
</tr>
<tr>
<td>% Change</td>
<td>-1.83%</td>
<td>-7.91%</td>
</tr>
</tbody>
</table>

about the destination online.

To understand the origin country of the website users, it is fundamental to analyze the demographics overview on Google Analytics (Figure 5). German language people represent the most important share of users (325,855 sessions in 2014) the second in the chart is the Italian user, while people from Czech Republic registered even a negative growth rate. As I mentioned above in the incoming tourist section, Czech Republic people is still increase in Caorle, while the online flow on caorle.it is decreasing. Even if the growth rate of sessions coming from the website caorletour.cz is 17.77%. This
behaviour could be caused by the fact that the hyperlink connect a landing page that is partially translates, in addition to there is a low content curation among pages in Czech language. For example hotels do not provide the Czech translation. On the contrary pages in German were completely updated during the 2014. In addition to, thanks to the hyperlink on the website webcamgalore.com and caorletour.cz (Table 5), it is interesting that almost the 49% of sessions come from the webcam. I could confirm that tourism in the coastal area suffer from weather forecasts and potential tourist search for information and trends about the holiday destination.

(Table 5) – Referral overview of Caorle.it

<table>
<thead>
<tr>
<th>Source</th>
<th>Acquittal</th>
<th>Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sessions</td>
<td>% New Sessions</td>
</tr>
<tr>
<td>1. webcamgalore.com</td>
<td>52,440 (24.5%)</td>
<td>25.09%</td>
</tr>
<tr>
<td>2. caorletour</td>
<td>10,952 (9.02%)</td>
<td>34.42%</td>
</tr>
<tr>
<td>3. caorle.com</td>
<td>4,163 (4.49%)</td>
<td>100.00%</td>
</tr>
<tr>
<td>4. en.webcams.travel</td>
<td>3,146 (3.35%)</td>
<td>44.44%</td>
</tr>
<tr>
<td>5. facebook.com</td>
<td>3,964 (3.34%)</td>
<td>25.49%</td>
</tr>
<tr>
<td>6. l.facebook.com</td>
<td>2,830 (2.51%)</td>
<td>29.45%</td>
</tr>
<tr>
<td>7. hotelpanoramica.it</td>
<td>3,830 (3.50%)</td>
<td>71.39%</td>
</tr>
<tr>
<td>8. m.facebook.com</td>
<td>2,416 (5.53%)</td>
<td>50.01%</td>
</tr>
<tr>
<td>9. search.earth.com</td>
<td>2,963 (2.18%)</td>
<td>29.07%</td>
</tr>
<tr>
<td>10. google.de</td>
<td>1,923 (2.09%)</td>
<td>30.34%</td>
</tr>
</tbody>
</table>

Considering the complete acquisition overview, the links of the Social Media raises the 8.6% in 2014. As shown in the (Table 5) the Facebook domain divided into m.facebook.com, l.facebook.com and m.facebook.com, refers to Desktop, Tablet and Mobile devices. The total amount of reference exceed the caorleCom references, even if the competitor referrals came from the OnlineBooking. The sessions via social referral generally increase from 2013 to 2014, due to the year-long Social Media campaigns developed in 2014. Online Social Media represent a fundamental shift of how information is being produced, transferred and consumed. Social Media allows for social interaction, using highly accessible and scalable publishing techniques and users can generate content, access information, and potentially reach large audiences. That is why I focused on Social Media power for the brand reputation and in general for the Destination Marketing and Management.
I monitored the website in terms of seasonality, in other words I observed when potential travelers are searching for information of Caorle in the brand website. The peak of the seasonality (arrivals and overnight stays) is in July and August. However the website sessions increase in May. During the first year quarter potential customers is usually looking for information about the destination, accommodation, events and so forth and so on, but there is not a perfectly direct correlation between Social Referral (Graph 3) – Overall Sessions via Social Media Referral

the first and the last year quarter, there are some peaks due to the Social Media activity (Graph 3).

The sessions increase from the 2013 to the 2014 do not reflect a direct relationship in the change in online booking. As I stated above the overall amount of online sessions increase, but the number of online booking decreases. The following graphical representation (Graph 4) is to present the online bookings achieved from the launch of the booking engine.

Without taking in consideration the total amount of revenue, in 2013 CaorleIT had 436 online booking reservation, while in 2014 it had 414 reservation. Numerically it means the booking engine receive minus 5% of reservation and of course that 22 people did not book the accommodation structure on CaorleIT. I tried to explain this lost comparing both the tourism flows and the Social Media activity. Firstly people who come to visit Caorle for leisure or business decrease in 2014 with respect to 2013. Furthermore most of reservations come from Germany and Austria, who people are used to pay in advance the holiday, avoiding to take a lot of cash in the tourism destination In fact. It is also interesting how January, February, June and September performed better than the previous year. Another important parameter is that the ideal graph line that connects the reservations is similar to the online sessions, consequently we stated that online searching and online booking and physical tourism flow have a seasonal correlation, in other words in January, February are affected by a low
interaction, while starting from March reservation are increasing and the peak is registered on July and August. In September numbers drastically drop up to December.

(Graph 4) – Online booking distribution

As I mentioned above the referral Social Media sessions have different peaks and different analysis needs a total different evaluation and interpretation. Thus I analyzed the Social Media activity on Facebook, Twitter and Instagram.
4.3 Social Media Analytics

“Every morning a Social Media Manager wakes up. He knows he must explain his own client there is no points in buying fake followers”

Nicola Carmignani, Social Media Strategist

The Web 2.0 is gradually more integrated in the society and travelers turn to social media in order to plan the holiday. Once the social media accounts have been set up, it is important to understand if the investment, both economically and time bring benefits to the brand caorle.it and its business. Despite it is hard to track social media traffic and to quantify the impact of social media actions, I analyzed the accounts from an empirical viewpoint. There is no one-size-fits-all approach, so that each business have to select its channels and tactics after setting its objectives.

Social signals are very valuable to the search engine and the firm should enforce social analytics as a major part of the SEO and metrics to closely monitor the Google Analytics tool. The increasing influence of the various social media channels like YouTube, Twitter, Facebook, Pinterest and LinkedIn to the search ranking of websites is a crucial factor that should be a part of the SEO strategy. The Google Analytics provides an interface that allows an analyst to view a drop down menu under the audience tab to review also the social analytics data. The tool give us the option to review the social engagement, action or pages with revealing information about the linked website audience and visitors. By weed through the available data I get the opportunity to correlate the social traffic segment to the website caorle.it and define a strategy.

The general guideline I use to measures and quantify the performance of the public’s interaction on Facebook is to define Number of Facebook ‘likes’, Number of posts views, Number of unique page views, Number of active Facebook user, Number of

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4 Translation of the original quote wrote in Italian language “Ogni giorno un Social Media Manager si sveglia e sa che dovrà spiegare a un cliente che comprare fake follower non serve a niente!”. The quote wrote by Nicola Carmignani on his blog Uno spreco di bit
Facebook ‘interactions’ (including ‘likes’ and comments) and the Number of clicks. While on Twitter I collected information about the Number of Twitter followers, Number of retweets, the Number of ‘mentions’ and the Number of clicks on tweeted links.

4.3.1 Facebook

Facebook Insights help me understand the demographic breakdown of the audience which then informs us about the content. The data from Facebook Insights helps the firm understand which content resonates the most with the audience, and what communication style the audience responds to the best. The panoramic shows a snapshot of the most important activity of the last 7 days and admit a detailed analysis of what happen. Likes look at the number of people who like and dislike the page and it

(Table 6) - Facebook Page evaluation

<table>
<thead>
<tr>
<th>Methodology</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the website the Facebook plug-in and the option to click the Facebook “Like”?</td>
<td>Application and use of Facebook</td>
</tr>
<tr>
<td>How many users like the Facebook Page?</td>
<td>Safko and Brake (2010), Barefoot and Szabo (2010)</td>
</tr>
<tr>
<td>Is the “information” area update?</td>
<td></td>
</tr>
<tr>
<td>Are there personalized application on the menu?</td>
<td></td>
</tr>
<tr>
<td>Are there some pictures or albums?</td>
<td></td>
</tr>
<tr>
<td>Is the Facebook page sharing pictures, video or links?</td>
<td></td>
</tr>
<tr>
<td>How often does the firm update the contents?</td>
<td></td>
</tr>
<tr>
<td>Does the page post discussion topics?</td>
<td></td>
</tr>
<tr>
<td>How is the user interaction? (comments, likes, post)?</td>
<td></td>
</tr>
</tbody>
</table>

is possible also to know the origin of those users.
The coverage is the posts with many likes comments and share would be shown in the news section and they will share with many people. In order to understand how people interact with the posts, is important to understand how different types of posts works and then it is useful to concentrate the monitor only on that posts. The posts with a higher interaction should be monitored.

The Social Media are the preferred tools in order to identify customers’ opinions, because they allow to monitor naturally and continuously the customer behavior and the conversation trends and above without the risk of result influencing. In the reality, the brand should create the social listening strategy based on the history of the brand, such as the ethic, the environmental impact and the customer service. This action allows to positioning the community with respect to the competitor. The flexibility and the efficiency of this branch of knowledge facilitate the performance of several market fields and as its continuous evolution, I expect great influence in the future. The challenge to grow the Facebook page required a marketing plan. But the main challenge for business using Social Media is to fully contemplate the resources of these new networks by identifying the big data and by separating valuable insights from useless one. Having extended and varied data series it is endemic to have noisy data. I use different tables in order to evaluate both the Facebook performance of the hotels I took in consideration and the analysis of the Caorle.it Facebook Page (Table 6). This objective could be reach only with advanced tools, the correct know-how and a defined Social Media Monitor Strategy.

Let us take some DMO best practices. Although the reach game has changed for brands on Facebook, destinations have not backed down from posting multiple times a day. Discover Los Angeles updated its Facebook Page 62 times, while Visit Argentina finished the month off with 16 updates. In December, an average of 40 posts were published and ranged from 18 to 62 posts.

Walt Disney World published 11 out of 12 videos directly on its Facebook page — they were a mix of sassy video memes, New Year dedications, winner announcement animation, and two imagination-filled short films directed by two 13-year-olds. Out of all the destinations, Disney was the only one that really milked Christmas, New Year’s, and winter for their cultural significance.
On the subject of video, U.S. Interior published posts with eight videos. They were not all different videos, though. A montage of 2014 moments that featured various departments and agencies that they work with greeting the audience was posted five times. The other videos included two lo-fi videos; a time lapse of the cloud inversion in the Grand Canyon and a falcon looking for a meal in a pintail flock. Caorle.it created a Facebook account on February 2012, now approximately 72 thousand people had indicated they liked the page. The page provides photos about the city of Caorle, events and news. It is administered by five people, there are nine people who constantly update the page. The Social Media Team is made up ICT-addicted people, photographers, locals, journalists and a bartender. The situation is that the website, the online booking and the Social Media are connected online thanks to hyperlinks, shares and references, but actually people who interact with the Social Media platforms do not recognize the Social websites (Facebook, Twitter and Instagram) as the official channels of the brand Caorle.it. Some excellent sources includes to understand the market perceptions and pressures. There were the online Facebook reviews, a place where Facebook users speak naturally about the product; Social media comments and updates. The Facebook page has 703 reviews and even if the score is high, 4.2 of 5 stars, only 2 people recognize the Facebook page as a tourism information business. Due to the lack of the body responsible for managing the overall marketing and promotion of the destination, the Facebook community reviewed the Facebook page Caorle.it, giving a positive feedback but we do not know whether those users had actually book the holiday through the website Caorle.it or not.

4.3.2 Twitter

Twitter is the microblogging in 140 characters, in fact is asks the users to share what happen in real time. It is the opportunity to discover the world in a tweet of in few words (less than a SMS). With more than 70 million daily tweets, Twitter represents an extraordinary case of microblogging success, developed above all in the states and the North Europe. However it could be increase also in southern Europe as the increasing of WI-FI access. Experts believe that the vast majority of Tweets are generated by a small percentage of users. Twitter also has an estimated 60% churn rate: only 40% of users
remain more than one month. Obviously, many users lose interest in learning about their friends’ breakfast menu, and many feel “too connected” to their “friends,” who in fact may only be distant acquaintances.

The answers about unique users, numbers of tweets, and churn rate are critical to understanding the business value of Twitter as a firm. To date, Twitter has not generated a profit. But since its founding, it is reported (Pearson, 2013) to have raised more than $1 billion in venture capital funding, with the last round in December 2011, valuing the company at $8.4 billion.

So how can Twitter make money from its users and their tweets? What’s its business model and how might it evolve over time? To start, consider the company’s assets and customer value proposition. The main asset is user attention and audience size (eyeballs per day). The value proposition is “get it now” or real-time news on just about anything from the mundane to the monumental. An equally important asset is the database of

<table>
<thead>
<tr>
<th>Methodology</th>
<th>Objectives</th>
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<tbody>
<tr>
<td>Does the firm post “tweets”?</td>
<td>Torres (2009),</td>
</tr>
<tr>
<td>How many followers?</td>
<td>Barefoot and Szabo (2010),</td>
</tr>
<tr>
<td>Which are the following profiles?</td>
<td>Cruz, Velozo and Soares (2011)</td>
</tr>
<tr>
<td>Does the firm retweet and share other contents (RT)?</td>
<td>Application and utilization of Twitter</td>
</tr>
<tr>
<td>Does the firm upload photos?</td>
<td></td>
</tr>
<tr>
<td>Does the firm upload videos?</td>
<td></td>
</tr>
<tr>
<td>Is the layout personalized?</td>
<td></td>
</tr>
<tr>
<td>How is the bio?</td>
<td></td>
</tr>
<tr>
<td>Has the profile the photos?</td>
<td></td>
</tr>
<tr>
<td>Is the updating frequent?</td>
<td></td>
</tr>
<tr>
<td>Does the firm interact with other profile?</td>
<td></td>
</tr>
<tr>
<td>Has the website a link or a banner that indicate the presence of twitter?</td>
<td></td>
</tr>
</tbody>
</table>
tweets that contains the comments, observations, and opinions of the audience, and the 
search engine that mines those tweets for patterns. These are real-time and spontaneous 
observations. Yet another asset has emerged: Twitter is a powerful alternative media 
platform for the distribution of news, videos, and pictures. 

During the last years this Social Media entered the daily lifetime of regular internet 
users, but they become more famous also for who use mobile devices for extra 
television reasons. Hence Facebook, Twitter, Instagram and other Social Networks 
became the new media influencer, which influence the customer. And many managers 
and small businesses comprehend this fact. Twitter is a dynamic and fast tool for social 
communication. It is the 140-characters tool is probably the hardest Social Media, 
because it takes a lot of time in order to gain some results (engagement, retweet, 
followers). In fact it needs at least a person responsible for the account, he or she should 
constantly dedicate time in order to build the community around the profile and in order 
to reach skills and affordability. Anyway it is possible to create an efficient and 
followed Twitter business profile and some must-do-actions come from the constant 
monitor for example with Twitter Analytics. Being a dynamic and speed Social Media, 
Twitter needs a frequently update in the profile with tweet and retweets and contents 
could have a wide range from news, promotions and events. For this reason the (Table 
6) represents the guideline I used in order to analyze the Twitter profiles of hotels and 
some non-accommodation structures. For the observation of Caorle.it account I used the 
data collected by the tools Twitter Analytics and Hootsuite. 

4.3.3 Instagram 

Born as a free photography tool for mobile device, Instagram allows user to take 
pictures with a mobile devices (or to select saved pictures), to edit them with filters and 
share them with the community. 

Starting from the 2010, it was only purchasable in the App store of the company Apple. 
The last born Social Media, Instagram seems to be perfect for the destination and the 
hotelier sector, because it allows to post picture about the travel. In fact it admits the 
geo-localization, the tagging, the hashtags in this way everyone who upload a picture is 
in some way promoting a place or a good. Hence for the activity of searching for
potential new customers, Instagram is the perfect tool. Designed for posting the daily lives of users, Instagram has a huge amount to offer the destinations and, generally, the accommodation sector. In fact by posting picture about the holiday, customers share the brand identity, hence improve the brand.

That is why many business are about to create the official account on Instagram and to connect with potential guests. In addition to they promote for free the supply and the services. But I want to underline the “free” aspect, because there is no such thing as a free lunch. It means that the application (App) is free of charge, but in order to gain popularity, the hoteliers should know the app and ease it in the best way, then they should create an efficient action plan in order to gain followers, or better good followers.

Born in 2011 Statigram is the most completed web application in order to manage an Instagram account from the desktop and an analytic tools for the photography Social Network. Starting from April 2014 the platform that improve the experience of the social network, changed its name in IconoSquare due to new regulations imposed by the brand Instagram. IconoSquare has more than 8 million registered users, including many of the most important brand of the world. Among the features there are the statistics, it means that signed users have the possibility to receive daily snapshot and IconoSquare sends per email the Instagram statistics. Everyone having an Instagram account could receive free statistics, manage comments, access follower lists and so on.

Thank to IconoSquare it is possible to browse and manage the Instagram account on the web, browse the feeds, manage the comments and above all to get the insights about the statistics of the Instagram account.

The analytic section is a useful tools related to the statistics about the Instagram profile, for example to understand if a content has a great engagement or not, which picture obtain a high number of likes, the post timetable and the suggested time in order to gain more followers.

The hashtags are the most important string in the Social Media world. Every time we posted picture on Instagram, we used hashtags both on the caption and the description. Iconosquare give us the possibility to compare which are the most popular hashtags within Instagram, Moreover multi-language approach is needed to broaden the followers basis, both the caption and the hashtags are written in English and in Italian.
ANALYZING METRICS ON SOCIAL MEDIA

A scan of the website of leading DMOs around the world shows us that many of them have established sites on Facebook, Twitter and YouTube. To define the social strategy I analyzed which posts brought the highest conversions. And which Social Media Platform (Twitter or Facebook) was more effective for performing interactions. For each Social Media I selected the top performing posts. We did not calculate the Social Media effectively social media conversations, because of the lack of information. In fact even if we have information about people who book online, such as name, surname, origin country and city and the most important the email, it was impossible to find a relationship between people who like the Facebook Page or interact with the Twitter account and people who book the accommodation structure. Sometimes we find people in the Social Network, but it was impossible to understand if the liked the page due to privacy restrictions or because sometimes occurs that people do not use their real name on Facebook or they did not registered the same email in different platforms.

Before going in depth with posts analysis, I highlighted the overall activity of the Facebook Page, in which the peak again occurs in spring/summer (May, June and July), while starting from August the activity drops in Likes, Shares and Comments per posts. In any case the autumn (September - December) performance is better than the winter (January - March) performance. Users were willingness to interact with the Facebook community on from September to December, so that we observed an inverse trend if we consider the yearly sessions overview of the website. The peak we see on (Graph 5) is
due to an extraordinary event snowfall occurred on 27th December and we can see its post detail later.

The top 3 posts on Facebook were measured in terms of best performance such as people reached, conversation, amplification and applause, following the Kaushik’s taxonomy. Calculating conversation, amplification applause rates at page level will help the brand measure the active engagement of users with the Social Media pages.

I observed a lot of posts on Facebook, Twitter and Instagram and I analyzed which post evoke conversations, encourage to share the brand information or induce to click on the Like button the valuable content. Analyzing these metrics on page level will help us see the post trend performance thus I saw some disproportion that can help find problems. I exported the data from Facebook analytics, but given the amount of data and difficulty to match the real content of the post, the colors of the photos and the duration of videos, I opted to manually observe the Facebook timeline and Insights post by post.
The main goal of Caorle It on Facebook was to promote the hinterland behind the city center with photos and video, after the development of the OnlineBooking, the main purpose became to improve the booking. For sure taking the advantage of a solid community would be the right decision, as long as that community is sufficiently managed.

(Figure 5) – Post detail of a photo post on January

Hence I analyzed the post reach (the number of people each post was served to) the conversation rate, the amplification rate and the applause rate based on the people reached. The (Figure 4) show for example a common Facebook update. The photographer update daily wonderful pictures of Caorle mostly taken during the sunrise or sunset. Photos are then upload by groups of 4 or 5 on Facebook between the 11 a.m. and 12 p.m. Since 2014 these photos has been having a great impact on the Facebook page and on average they are the contents that produce greater engagement. Taken data on Facebook Insights, they daily reach between 4,5k to 6k people. Among photos, the most performing pictures are those representing “grey situations, bad weather and unconventional conditions. As we can see on the snapshot (Figure 5) such a picture over
rough water has a better performance than sunny sunrise and seagulls (Figure 4). The sentiment analysis of the conversation rate of these kind of posts is always positive and it generally evokes the beauty of the destination.

COMPARING POSTS

By combining the Facebook page overview with the Facebook activity I checked some peaks on numbers of daily likes gained, so that I tried to supposed why the page gained in a day a high number in likes. Then I observed the timeline and I notice that at the beginning of October many (3/4 per day) posts in Czech language are updated by sharing photos and links on CaorleIt’s Page (Figure 7). We could not state those likes come from Czech Republic, but as unconventional update, the fact could improve the page performance.

The best way to know if the results on are good or not is to compare them to closest competitors’ results. I did it easily with the best performing posts relates to the snowfall on 27th December 2014 because no login credentials are required when connecting
accounts we do not own. Both CaorleIT and CaorleCOM posted the picture taken by the webcams. CaorleIT posted the pictures at 9 p.m. when the Facebook community is the time of the day when fans are online, while CaorleCOM posted the picture the day after probably due to the low quality of webcam’s shot in the night. The result is that the post of CaorleIT reached 53k people producing an applause value of 837, conversation value of 33 comments and an amplification value of 273, while CaorleCOM’s post had 215 likes, 4 comments and 15 shares. To be precise the CaorleCom posted another group of webcam pictures, but the conversation, the applause and the amplification rate did not exceed the high performance of the competitor’s post. In addition to the Social Media Team of CaorleIT replied to each comment, because many user thought we upload a fake or older picture. This could be define the first mover advantage on a certain behaviour.

#LOVECAORLE

The collection of user-generated content UGC, is a very important function of social media sites for firms. People post their comments, videos, photographs of trips to destinations. Hence the brand CaorleIT launched an hashtag campaign in order to improve engagement among Social Networks. The concept itself is deceptively simple; just add the “#” symbol in front of a word or a group of words with the spaces between them taken out. This detail lets Twitter organically categorize the tweets, as well as anyone else’s, that make use of the exact same hashtag. Just as anyone searching for content about a specific keyword gets pointed toward the articles containing that
keyword, anyone searching on a hashtag gets a listing of tweets containing that hashtag. Reflect on that for a moment, for therein lies the power of the humble hashtag. By including a relevant hashtag in a tweet, it becomes visible to people searching for that specific topic, adding the brand’s voice to the general discussion. Conversely, hashtags automatically narrow down the audience, allowing your tweets to reach and engage only those interested in the same subject matter. The probability of some tweets being retweeted are also higher when the firm use the right hashtag to share comments. Ultimately, a firm could gain new followers, not because of the hashtags per se, but because the ideas and messages will reach those interested in them in the first place. Including the brand in the conversation is just a

(Figure 8) – Example of the hashtag campaign #lovecaorle in German

![Image](caorle.it)

Bist du schon einmal in Caorle gewesen? Zeig uns deine schönsten Urlaubspbilder am Meer, in der Altstadt oder bei Ausflügen. Lade dein Foto mit dem Stichwort #lovecaorle hoch und teile es mit @caorle_it
http://www.caorle.it/it/lovecaorle

See translation

![Image](caorle.it)

Keilpe-water #lovecaorle > telle
www.caorle.it/lovecaorle

The hashtag campaign (Figure 8) was shared on Facebook, Twitter and Instagram on July 2014 without investing money for the promotion. On Facebook some people posts picture and only one third of the sample use the hashtag. In addition to Facebook has problems when using hashtags, while on Twitter and Instagram the results were different. In people connected with the Twitter account were most interested in using the hashtag, and on Instagram has been posting picture with many hashtags, #lovecaorle included.
The lack of a prize or an “incentive” to induce people in sharing contents with a special features, and actually for promoting the tourism destination, caused a low interaction with the campaign.

Let us take into account the Twitter profile. We will partially took into account the data taken on the Twitter Analytics tool and we tacked the harder analysis, the qualitative one. And by analyzing conversation, amplification and applause at Post level we will be able to find out which topics work the best for engaging the followers. Which topics are the best for triggering a conversation, which ones people are more willing to share, and what themes has more chances to be liked.

The impressions on Twitter are the total amount of people who seen the tweet. They could be compared with the people reached on Facebook. Even the performance during the summer season (June, July and August) is high, the period after the peak is performing better than the period that precedes the summer.

The first comparison I highlight is the type of posts, in the following picture (Figure 9) we can see the differences in terms of impressions, engagement and clicks on the tweet. The content is the same, a concert in the main Church of Caorle, while the first one posted on 12\textsuperscript{th} December only a the title of the event and a link to website (shortened by the tool Hootsuite), while the second one in terms of post presented a short description (Figure 9) – Comparison of impressions of two posts on Twitter

![Figure 9](image)

of the event, the location, some hashtags and the picture, because we are tweeted during the concert. Even if 89 people seen the first post, no one interact with it, while 16
people clicked on the post with the picture. This metrics includes each click made on
the hashtags, on the picture or on the profile. Unfortunately we did not include the short
link to the website and we probably lost other potential website visits. On Twitter I did
not find complete posts made up, text, hashtags and links to the website.
Another interesting overview about impressions is the timespan of interaction once the
post is on the web. I compare two test posts one in Russian and the other in English.
The following graphical representation are to highlight when people interact with the
tweets. The first histogram refers to the Russian post, the other one is in English. Both
posts had one retweet and one user favorited the content, but we can see that the post in
Russian had a higher performance. In fact the 11% of Twitter followers are based in
Moscow (RU) and the 17% are Ukraine. Italian and German people have very small
share in the total amount of followers. This is confirmed by the tweet that gained

(Figure 10) – Comparison of Impressions overview of two posts on Twitter, the first one is a
Russian post, the second one a post wrote in English
the greater number of retweets and people favorited 14 times. We refers again to the snowfall of December. Given that it was a real time post, people interacted instantly with the post and in very short time span, the picture lost the interests among the

(Figure 11) – Tweet detail of the snowfall occurred in December 2014

Twitter community. Again no-link to the website is present. The general sentiment analysis evoke the beauty of the city even with snow and only one out of 14 comments has negative contents.

Caorle.it started to thinking about the Instagram presence at the end of summer 2013. No-one economic investment and another free promotional channel were for sure the pull factors, but after 6 months, the profile had few followers and a very low engagement. During 2014 I spotted many inaccuracies in the account, such as contents, tagging, geo-localization and hashtags. After a year of study I will try to highlight the situation. The tool has the advantage of post a picture of the destination with a caption and tags. This picture shows the growth of the followers on the Instagram account.
By posting constantly photos taken by the photographer or by the social media team with mobile devices, the growth history of the Instagram profile strongly increase and even the comments and the interaction within the contents. Also in Instagram we can analyze the conversation value, the applause value and the amplification value, but the taxonomy on the tool IconoSquare is a little bit different. The Love Rate is about followers engagement and how much they like the posts, the Talk Rate is also about followers engagement and how much they comment the media and the last one is the Spread Rate, or better the engagement beyond the followers. It indicated us how much of the likes we receive come from people who do not follow Caorle_it.
The absence of the share button on Instagram reduce the amplification of the contents and additionally it is impossible to intercept UGC if they have not hashtag in the description.

I finally examine the post with the higher conversation rate. It is the snowfall of December. On Instagram it did not reach the highest applause value, but it was the most commented post (Figure 14). On Instagram the #lovecaorle hashtag campaign produced a higher result (400 media) and we repost the UGC through the Repost App. A mobile Application able to check mentions, users and hashtags of the Instagram community.

This data will show us that either the content in Social Media should be improved and that the fans/followers acquisition strategy, because we are maybe trying to attract not the right target audience. Having this understanding about Social Media in mind, it can be identified the Social Media overview at the destination’s level.

Some structures are not active at all in Social Media. The reasons could be due to fear of negativity, restricted staff access to social networking sites through policies or technology and the lack of an internal social media knowledge. The 77% of hotels experiment with social media without a specific strategy through random tactics. Leadership that is skeptical, does not know activities are happening, ignores them because of disinterest, allows it because an influential stakeholder asked questions, or is swamped dealing with politics. There are enthusiastic internal champions or external marketing agencies who have created rogue accounts but sometimes lack skills to
properly execute, for example almost the totality of hotel Facebook account stop the activity in September when hotels finish the seasonal work. These people eventually leave the organization to properly grow their skills elsewhere missing results and metrics and chasing anything that is new and hot.
5 Managerial implications

Comparing the Social Media Performance with the local tourism industry we can state that the firm CaorleIT has an advantage in promoting the tourism destinations the Social platforms, because the community daily interact with the brand. But in order to transform that advantage into a strategic one, a Social Media Marketing plan is needed. Once we have identified what works and what does not work on social, the need is to set and adjust the strategy. The point of tracking the social media ROI is not just to prove the social campaigns are valuable, it is to increase their value over time.

Due to the short lifecycle of social media campaigns, a failing campaign should be changed and improved as soon as possible. Social media is never static. To meet the social media ROI goals, the business will need to constantly update and adapt the strategy taking into account the analytics data we are tracking.

From my point of view social media is not an end in itself: it takes time, labor, efforts, stress and money. But the matter could be easier if a business using social media in a profitable way matching the consumer need. In order to create a successful content strategy, it is recommended to create tailor made contents based on the audience, therefore something that is really favorable for the users viewpoint. Understanding how social media drives traffic to the company’s website or online store is critical to the digital marketing success. The stories about Facebook, Twitter and Instagram illustrate the difficulties of turning a good business idea with a huge audience into a successful business model that produces revenues and even profits. A destination brand can be defined as the sum of all stories and experiences and within the destination the businesses have experienced a shift from using impressions to using real stories that are told and shared on social media channels. The opportunities that we have in travel business have never been bigger, because now we can communicate instantly with every single person in the planet so if we have something that we want to say, we want to talk about products and services, we want to showcase our expertise, then we can communicate through Facebook, through Twitter, through blogs, through the website and we can reach people when they are looking for what we are able to offer. In addition to, hotel owners for example are really able to take care of the guests offline, and the challenge is to be able to do it online, on Social Media and in the website.
Arrival and overnight stays are still decreasing in Caorle, I would not say they are alarming, neither I would think it is only due to the weather. Seaside destinations usually suffer the weather conditions, because people go to the sea to have a dip and for lying on the beach, for this reason the destination management organization have to program, communicate and promote the destination and the digital marketing could be the right strategy due to its positive characteristics.

The DMO should focus on raising awareness of the city and its particular qualities. It also attempts to provide inspiration for travelers in the very early stages of the travel planning cycle, and provide compelling pull factors that instigate a decision to plump for Caorle. Social marketing involves the use of online social networks and communities to build brands and drive sales revenues. There are several kinds of social networks, from Facebook and Twitter, to social apps, social games, blogs, and forums (Web sites that attract people who share a community of interests or skills). In 2012, companies spent about $3.1 billion on social marketing, and digital expenses grew to about $5 billion by 2014 (eMarketer, Inc., 2012). The long-term prospects of social marketing are not known at this time. Marketers cannot ignore the huge audiences that social networks such as Facebook, Twitter, and LinkedIn are gathering, which rival television and radio in size. Over 80% of U.S. businesses now have Facebook pages and a presence on many other social network sites. Companies will spend over 90% of their social marketing budgets on social networks, and the vast majority (70%) on Facebook. Nevertheless, all types of social networks are experiencing significant ad revenue growth despite the dominance of Facebook. Social marketing includes marketing on social networks sites such as Facebook, Google+, and Twitter, marketing on blogs, and “old-fashioned” viral marketing.

Among the culture of Social Media Marketing there is a myth to break. First of all it is not free of charge and secondly everyone could manage a solid Social Media Marketing strategy. Despite the start-up free investment in creating a social media profile, a business need some professionals able to administer that accounts.

The hotel should monitor the Facebook audience, for example using Facebook Insights to find out the demographic breakdown of your audience. The data are useful as they give the insight about content that mostly resonates with the audience, and about communication style. In addition to the hotel behavior should change, it does not focus
on selling on Facebook, as appears on my research people on Facebook do not show interest on raw advertising content. Furthermore one of the main reasons why Facebook is changing its algorithm is because more and more businesses are posting sales-driven content, as opposed to resourceful content that will provide value to their audience. Facebook is trying to steer away from this model, as they want to make Facebook’s user experience more enjoyable. Therefore, if businesses are prompted to change their Facebook marketing strategy, there will be more valuable content given to their audiences.

Facebook people want to see only the best content on their News Feed. Which means that in order for a business to see engagement on their posts, choose content that has been successful on other social media channels or your business’ content marketing platform. Content that has the most retweets, clicks, and traffic will more likely also do well on Facebook and a golden rule is that the best content is the content that provides your followers value.

One of the simplest way to increase your Facebook organic reach is to empower the business employees to engage with the hotel Facebook page. The more engagement, likes, shares, clicks, your Facebook posts receive the more the Page can increase its organic reach.

If an hotel want to receive engagement on the Facebook Page, it also need to engage with the audience. If it receive a comment, is better to reply to that comment; if it receive a post on the business Page, it is better to reply back to that post. Adding the human touch on the online tactics can help the social media presence drastically.

As we seen, digital media is playing an increasingly important role in the branding efforts of the destination. The DMO have to go to great lengths to integrate the local's online and offline brand development and this could be achieved by incorporating new channels into the digital marketing mix, and developing existing channels such as photo-sharing social networking services through campaigns and competitions.

To define the ROI, I ask what value CaorleIT are looking for from Social Media and how that relates back to the overall objectives. This is not restricted to monetary profits but also can include operational cost savings, increases in actions, engagements or awareness, a life being saved, etc. In fact being CaorleIT a firm with a “young” online booking engine and established potential customers who are using social media, return
could be consider increased destination awareness, increased positive word of mouth, savings on advertising costs, while the investment is made up resource, training, time and effort.

Given that one the aim of Caorle.it is to evoke positive feelings and passion for the tourism market, an updated version of the website is currently under development. The new website when released will focus more strongly on visual engagement, while also addressing the new challenges for Caorle as a tourist destination. These include optimization for mobile devices; it is appropriate that this modish consideration is being addressed by a tourist destination that is slowly but surely becoming the zeitgeist for a certain sector of travelers of coastal area.

A strong partnership and team-building represent the demonstration of the marketing and digital management at the destination level. The benefit of a collaboration or in this case of a e-collaboration could be a solution in order to improve the online and the social media presence of the destination Caorle. For sure a solid partnership between hotels, the ACA, the PromoCaorle and the brand Caorle.it will increase the market appeal, will enhance the image of the tourism destination in order to better serving the customer needs. A great achievement is the sharing of information and the benefit of spreading the same content online is that thanks to the Web 2.0 communication became not only a B2B or B2C communication. It is now a \( B2B2C2C2C \) in which once the information reach the customer and the potential guest, it will be amplified through shares and e-WOM.
Conclusion

Increasingly, hotel chains are benefiting from new information and communication technologies. In this sense, Web 2.0 tools which market goods and services, receive reservations, and evaluate customer complaints/suggestions are beginning used. Given the growth of social networks, hotel chains are also taking advantage of social media opportunities to increase visibility and to build trust and credibility. However, this process is still in an early stage. According to the results of our study, the use of Web 2.0 tools by hotel sector is low. However, the presence in social network communities is more widespread.

Good visibility for a website indicates that it is perceived as an important tool for users. Providing an advantage over competitors and ensuring a significant and sustained flow of new visitors. However, the hotel sector does not seem to be, in general, aware of these benefits. Therefore, more efforts in the use of Web 2.0 need to be done. Moreover, due to the impact of the global crisis in tourism, the use Web 2.0 applications in hotels as a means of providing information and services to the general public and to increase the number of reservations is needed. Therefore, those hotel chains that have explored Web 2.0 services and technologies since their beginnings have a clear competitive advantage.

Regarding Social Media communication, and taking into account the popularity of Social networking such as online forums and blogs, many companies have rushed to create a Facebook page and open a Twitter account. However, this is not sufficient. A well-managed Social Media strategy to make the hotel visible in the desired environment or in order to be promoted to potential clients is necessary. According to our descriptive analysis, hotel have begun to recognize the benefits of social platforms. In this sense, 82% of hotel now have an official account with one or more of the three media selected.

Hotels that do not have presence in social networks are less aware of the opinions of their users and thus are missing out on an important source of information. Even in cases where the hotel has no official page on a social network, people do express opinions about the hotels on other review platforms. In this sense, opportunities to participate in conversations about themselves are being lost. Therefore, digital
communication and interaction with customers as a part of the hotel’s strategy should be included, generating contents with more quality, promotions, contests and special offers.

Finally, regarding the factors that influence the use of social communication media and Web 2.0 tools in the hotel sector, our analysis shows that oldest hotel is not interested in using these tools. In keeping with this, the duration of an organization is an indicator of reputation so it could be possible that oldest hotels are not using these technologies as a mechanism to maintain their image. Beside this, 4 stars hotels are also more aware of the utility on social technologies. In this sense it could be possible that the ones with a larger infrastructure using Web 2.0 as a mechanism to promote their expansion.

Evidence about the effects of the variables “level of internet penetration” and “social network penetration in the country” in a greater use of web 2.0 are not found. These results could be due to the fact that the users of these tools are not confined to the inhabitants located in the same country as the hotel. The Internet and the social media did not reach a high consideration within the destination Caorle. They are properly additional tools for promoting the tourism, without a Social Media Strategy. They only are a channel, for posting pictures about the city (mostly shared with many profile) and there is the lack of recognize them as a power, or better a viral marketing power.

Moreover, the tourism industry is still lacking in fully understanding the power of this tools, not only the social networks, but in general of the Internet and importance of creating network for promoting.

The results of this research rely on the outcome of a Social Media analysis to get insight on a relevant strategy for planning and decision-making. The case study falls in the domain of tourist planning which is closely related to local and regional planning. In fact, as the results of this study demonstrate, the success of tourist destination is closely dependent not only by the quality of the tourist industry offer but also by the territorial setting of the destinations, including the natural, cultural and the physical character of the places, as well as infrastructure and services. Still, this study gives empirical contributions to the evaluation of social media data using web analytics tools.

The literature on tourism services distribution highlights several issues, but often the spatial dimensions of visitors subjective perception was omitted so far. In addition, the
measure of the social media dimension and its representation may open new opportunities for managers as well as new research challenges, in order to use authoritative and social media customer-oriented policy-making in tourism planning. Many of the assumptions and findings can be anyway applied to the more general field of local and regional analysis.

Additional analysis are currently under development aiming at understating the possible integrations of Social Media Intelligence with a more complex model relying on further official data resources on demographic, land use, transport facilities or socio-economic data coming from regional statistical office. In this sense, one interesting research question which will be tested is whether spatial statistic methods such as spatial regression analysis can be used to investigate quantitatively how the spatial interest of the participant is influenced by environmental or socio-cultural variables.

This research could be useful for the public sector and the private sector, namely the DMO Caorle in order to understand the paramount importance of digital marketing and Social Media, not only of the travel industry, but in general the workload of the municipality.
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E-TOURISM AND THE SOCIAL MEDIA. THE CASE OF CAORLE

List of Tables

(Table 08) – Arrivals and overnight stays sorted by origin country

![Image of Table 08]

(Table 09) – Arrivals and overnight stays sorted by origin

![Image of Table 09]
Table 10 - Annual arrivals by type of accommodation structure and month

<table>
<thead>
<tr>
<th>Arrivals (Monthly Breakdown)</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<tbody>
<tr>
<td><strong>5 e 4 stars hotels</strong></td>
<td>812</td>
<td>750</td>
<td>898</td>
<td>1.104</td>
<td>3.758</td>
<td>6.183</td>
<td>7.195</td>
<td>7.458</td>
<td>4.027</td>
<td>1.000</td>
<td>686</td>
<td>770</td>
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<tr>
<td><strong>3 stars hotels and res.</strong></td>
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<td>1.100</td>
<td>2.053</td>
<td>3.698</td>
<td>18.722</td>
<td>34.381</td>
<td>43.633</td>
<td>48.592</td>
<td>21.210</td>
<td>3.007</td>
<td>1.277</td>
<td>913</td>
</tr>
<tr>
<td><strong>2 e 1 stars hotels</strong></td>
<td>180</td>
<td>241</td>
<td>381</td>
<td>555</td>
<td>3.443</td>
<td>9.194</td>
<td>12.014</td>
<td>14.749</td>
<td>4.815</td>
<td>4.090</td>
<td>164</td>
<td>184</td>
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<tr>
<td><strong>TOTAL HOTELS ACCOMODATION</strong></td>
<td>1.765</td>
<td>2.091</td>
<td>3.332</td>
<td>5.357</td>
<td>25.923</td>
<td>49.758</td>
<td>62.842</td>
<td>70.799</td>
<td>30.052</td>
<td>4.416</td>
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<td><strong>Campsites and holiday dwellings</strong></td>
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<td>0</td>
<td>0</td>
<td>5.353</td>
<td>23.913</td>
<td>43.927</td>
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<td>29</td>
<td>82</td>
<td>175</td>
<td>257</td>
<td>414</td>
<td>509</td>
<td>194</td>
<td>58</td>
<td>99</td>
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<td><strong>Private accommodation</strong></td>
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<td>104</td>
<td>173</td>
<td>1.372</td>
<td>8.921</td>
<td>31.351</td>
<td>42.114</td>
<td>55.350</td>
<td>9.664</td>
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<td><strong>Other types of accommodation</strong></td>
<td>37</td>
<td>44</td>
<td>1</td>
<td>24</td>
<td>538</td>
<td>3.391</td>
<td>3.590</td>
<td>3.535</td>
<td>611</td>
<td>21</td>
<td>11</td>
<td>41</td>
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<tr>
<td><strong>TOTAL NON-HOTELS ACCOMODATION</strong></td>
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<td>154</td>
<td>203</td>
<td>6.831</td>
<td>33.547</td>
<td>78.926</td>
<td>97.559</td>
<td>121.059</td>
<td>28.275</td>
<td>863</td>
<td>145</td>
<td>432</td>
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<td><strong>TOTAL</strong></td>
<td>1.852</td>
<td>2.245</td>
<td>3.535</td>
<td>12.188</td>
<td>59.470</td>
<td>128.684</td>
<td>160.401</td>
<td>191.858</td>
<td>58.327</td>
<td>5.277</td>
<td>2.272</td>
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</table>

Data source: Local tourist system 04/bis (STL) Caorle (Year 2013)
(Table 11) - Annual nights spent by type of accommodation establishment and month

<table>
<thead>
<tr>
<th>MONTH</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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</thead>
<tbody>
<tr>
<td>5 e 4* hotels</td>
<td>1.14</td>
<td>1.12</td>
<td>1.38</td>
<td>1.818</td>
<td>10.265</td>
<td>25.374</td>
<td>38.122</td>
<td>40.266</td>
<td>17.150</td>
<td>1.863</td>
<td>959</td>
<td>1.15</td>
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<td>1.76</td>
<td>2.16</td>
<td>5.03</td>
<td>10.144</td>
<td>57.442</td>
<td>146.288</td>
<td>234.547</td>
<td>248.243</td>
<td>95.610</td>
<td>6.724</td>
<td>2.15</td>
<td>1.54</td>
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<tr>
<td>2 &amp; 1* hotels</td>
<td>720</td>
<td>899</td>
<td>1.24</td>
<td>1.640</td>
<td>11.733</td>
<td>43.297</td>
<td>66.297</td>
<td>76.538</td>
<td>28.033</td>
<td>1.350</td>
<td>540</td>
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<td>181.264</td>
<td>288.759</td>
<td>478.150</td>
<td>526.278</td>
<td>207.207</td>
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<tr>
<td>Agritourism accommodation</td>
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<td>137</td>
<td>340</td>
<td>668</td>
<td>1.094</td>
<td>2.478</td>
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<td>Private accommodation</td>
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<td>213.818</td>
<td>428.600</td>
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<td>249.298</td>
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<td>361.333</td>
<td>5.714</td>
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<td>2.92</td>
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Data source: Local tourist system 04/bis (STL) Caorle (Year 2013)