

# The Strategies of Social Media and Destination Management

Ana María Munar

The 19th Nordic Symposium in Tourism and  
Hospitality Research

Akureyri, September 2010



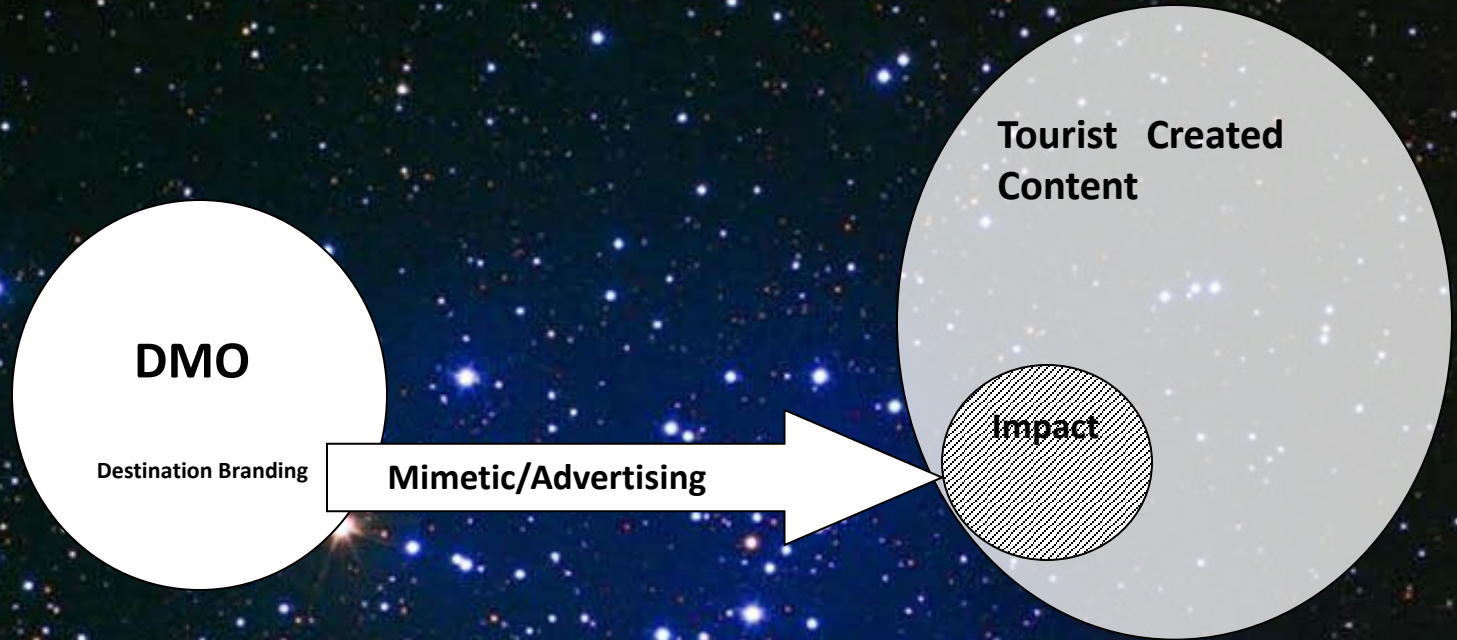
Copenhagen  
Business School  
HANDELSHØJSKOLEN



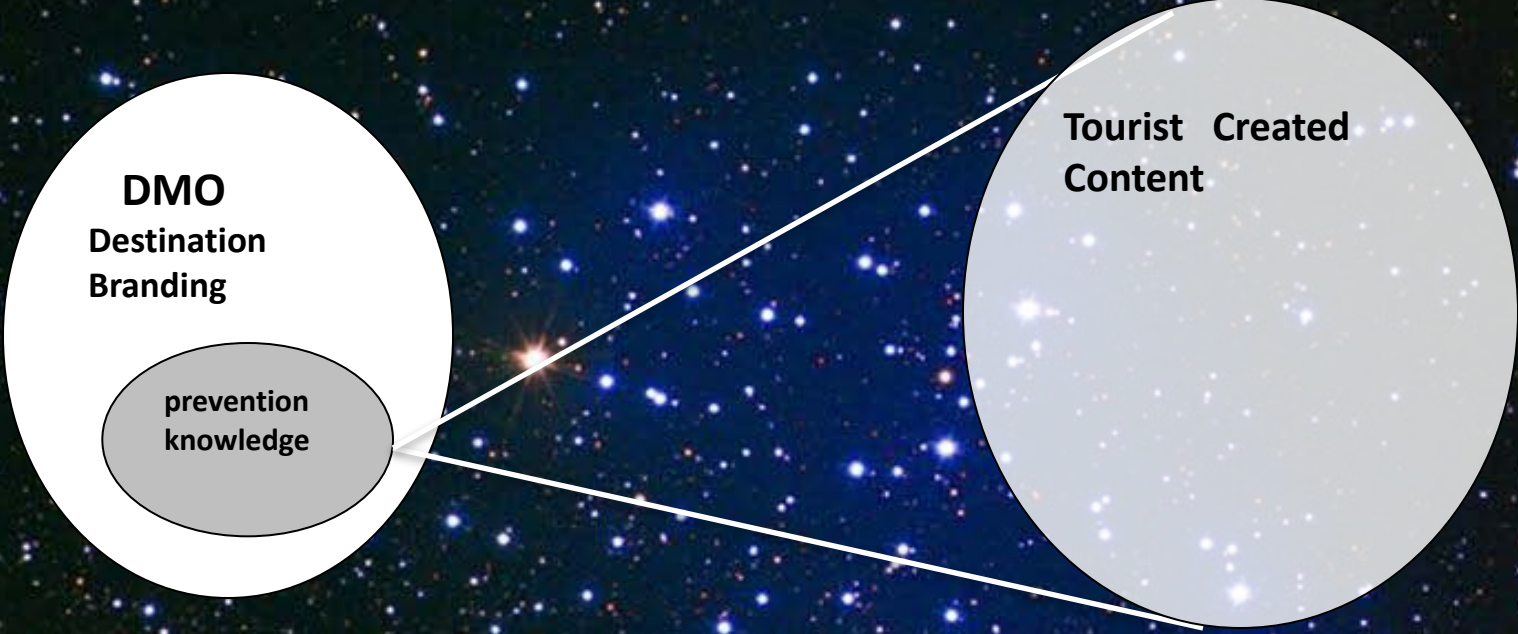


**Model of generic strategies of social media and destination branding**

# Mimetic and Advertising Strategic model of destination branding and TCC



# Analytic Strategic Model of Destination Branding and TCC



# Method

Semistructured in-depth interviews

Social media experts



Findings

Type of strategy

1

2

3

Strategy deployment/ operationalization

4

5

6

7

*1: The advertising and mimetic strategies are the most popular ones but they are problematic and conservative.*

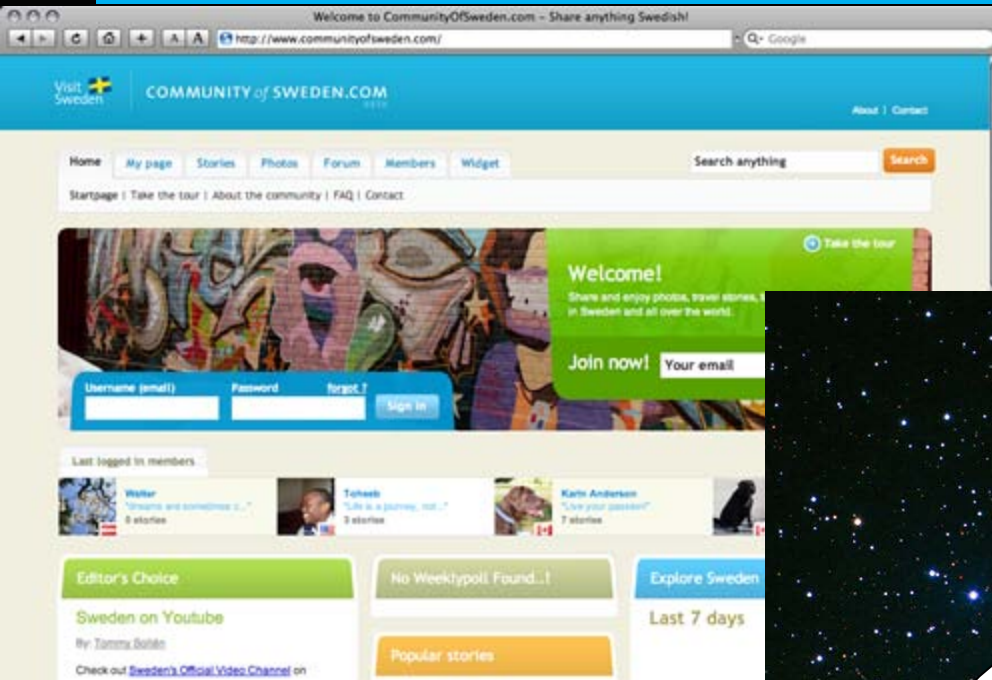
*“It is difficult for us to get reviews into our system, to get enough volume.”*

*“People are not stupid. They can feel if in the community there is no real involvement. If you start in the wrong way it will die.”*

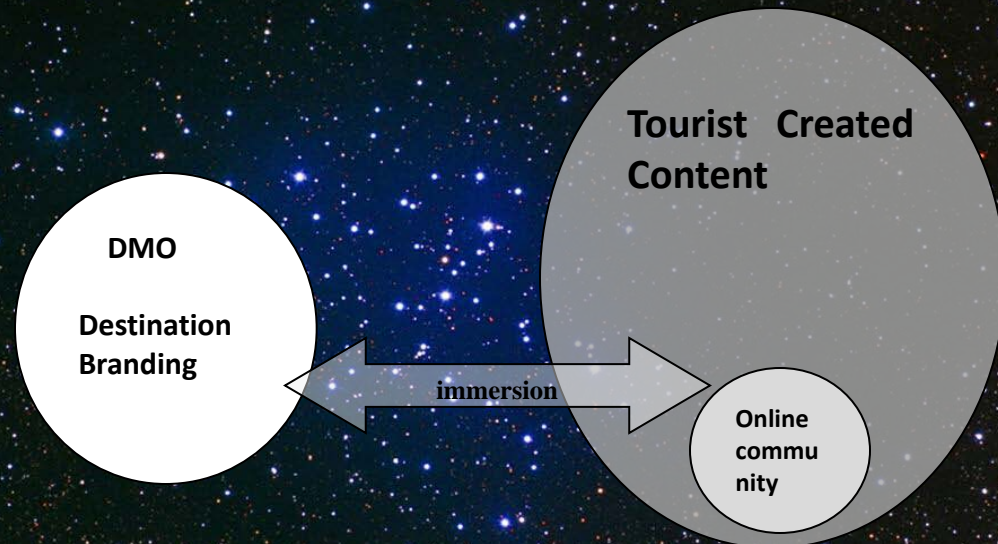


*“They completely misused and misunderstood the media. This has created many problems.”*

## 2: Visit Sweden introduces a new seldom type of strategy: the immersion strategy.



*“National management organizations were afraid of bad comments and that this may bother their partners and then there was also the question of the budget.”*



*3: the analytic strategy is considered relevant but it is seldom developed.*



*“Why we do not use analytics more? Well, DMO used to make ads, events and campaigns and there were never measurements at all. We never knew the real impact of these.”*

*4: Social media is a new communication culture; a lifestyle.  
Challenge to traditional management structures.*

*“The use at personal level definitively influences my professional use as well, because then I know much more about the trends and I have a very strong opinion of what works privately and how I can apply that in a professional matter.”*

*5: Training is not enough to succeed in social media. It demands a cultural change.*

*“I think most projects of social media will not succeed because they are based on the needs of the organization and not the needs of the customer (...) we tend to focus on media and marketing and we tend to forget totally the social part. “*

*6: Low level of formalization of the strategy; decision culture based on trial and error and poor knowledge base.*

*“I believe that basically we lack knowledge. We lack knowledge both about how do we manage this in practical terms and also how we can match this with a media strategy.”*



*7: the strategies of social media are implemented through glocalized innovation processes.*

# Conclusions

## **Test of Generic model:**

+ it is explanatory but needs to be expanded.

- 1. Lack of synergy** between corporate culture and social media culture
- 2. Challenge to traditional mng structures**
- 3. Speed of change + lack of knowledge = trial and error strategies.**

Thanks!

?

[amm.int@cbs.dk](mailto:amm.int@cbs.dk)

