ULOGA DRUŠTVENIH MEDIJA U SAVREMENOM TURISTIČKOM POSLOVANJU

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doi: 10.5937/Oditor2102133J

Pregledni rad

UDK:

004.738.5:338.48

316.472.4:004.738.12

Apstrakt

Društveni mediji predstavljaju globalni fenomen koji ima velikog uticaja na društvo, pre svega u pogledu mogućnosti za nove načine komunikacije koje su našle široku primenu u savremenom poslovanju. U tom smislu u radu se analizira kompleksna veza između komunikacija putem društvenih medija i poslovanja u turizmu. Osnovni cilj rada je identifikacija i definisanje uloge koju društveni mediji imaju u savremenom turističkom poslovanju. U tom smislu metodologija u radu, u odnosu na savremeno turističko poslovanje, podrazumeva: definisanje i analizu društvenih medija, sa posebnim naglaskom na njihove prednosti i nedostatke, zatim analizu i utvrđivanje značaja strateških on line komunikacija i naposljetku identifikaciju i analizu karakteristika pojedinih društvenih medija koji imaju najveću važnost u ovom strateškom procesu. Jedan od zaključaka istraživanja je da strateški pristup društvenim medijima i on line komunikacijama predstavlja jednu od ključnih aktivnosti u savremenom turističkom poslovanju. Analizom rezultata ispunjen je postavljeni cilj istraživanja, odnosno utvrđena je: uloga društvenih medija i strateških on line komunikacija u savremenom turističkom poslovanju, kao i karakteristike društvenih medija koje imaju najveći uticaj na njega.

Ključne reči: društveni mediji, strateške on line komunikacije, imidž, reputacija, turizam

JEL: M3, Z3

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Uvod

Tokom druge polovine XX veka autori su poklanjali pažnju u svojim istraživanjima značaju masovnih medija, pa Schramm (1964) smatra da je razvoj komunikacija i masovnih medija značajno povezan sa ekonomskim razvojem, dok Schiller (1971) navodi njihovu ulogu u „kulturnom imperijalizmu”. Primajući informacije i poruke putem različitih medija, javnost gradi mišljenja i stavove prema različitim temama, događajima, ličnostima, organizacijama, ali i prema turističkim destinacijama, njihovim atrakcijama i uslugama u turizmu. U tom smislu Pavković (2015: 8): pojašnjava uticaj medija na javnost definišući pojam informacije za koju smatra da „predstavlja poruku koja sadrži određenu vrednost za primaoca, a na osnovu koje on shvata određeni događaj, svet koji ga okružuje ili spoznaje predmet interesovanja.“ Zhang (2018) navodi „teoriju agende” (*agenda-setting theory*) koja se zasniva na tome da vidljivost informacija u medijima utiče na agendu, odnosno dnevni red, javnosti koja ih prati. Mediji i društvo u kojem se nalaze ostvaruju određene međusobne uticaje, koje Mek Kvejl (2007) pojašnjava na sledeći način: mediji snažno utiču na društvo (pozitivno ili negativno), društvo utiče na medije tako što mediji odražavaju ono što se u tom društvu dešava, treća mogućnost je interaktivan i cikličan odnos, bez jasnog izvora uticaja, dok je četvrti uticaj, pre svega, teorijska mogućnost koja podrazumeva da su mediji i društvo dva nezavisna socio-kulturna fenomena koja ne ostvaruju međusobni uticaj. Baveći se ovom temom, Potter (2011) navodi dve vrste uticaja medija na javnost, a to su očigledni (lako se primećuje kroz vidljivu promenu nečijeg ponašanja) i postepeni (dugoročni uticaj na stavove ljudi). Objašnjavajući odnos između emitenta i recipijenta McLuhan (1994: 7) smatra da „medij jeste poruka“, na taj način ukazujući na to da efekat poruke/informacije na primaoca zavisi od medija kojim je prenet. Polazeći od njihovog značaja za društvo, Bertrand (2018) navodi sledeće uloge medija: posmatranje okoline (samo mediji imaju sposobnost da javnosti daju brz i potpun izveštaj o događajima koji se dešavaju u okolini i svetu); društvena komunikacija (mediji su forum na kojem se odvija većina diskusija u masovnom društvu, kakvo je npr. gradsko); obezbeđivanje slike sveta (mediji imaju edukativnu ulogu, s obzirom na to da ono što pojedinac zna, pored škole i razgovora, dolazi uglavnom iz medija); transmisija kulture (uticaj medija na edukaciju o nacionalnoj kulturi i kulturnom nasleđu); zabava (mediji imaju veliku ulogu u kreiranju sreće i zadovoljstva javnosti kroz zabavu koju joj nude) i prodaja (mediji su osnovno sredstvo oglašavanja).

Masovni mediji dospevaju u skoro svaki dom i radno mesto, zasipajući građanstvo većim brojem poruka nego što su oni u stanju da apsorbuju, navode Katlip et al. (2006: 283), dodajući da je najveća mana tradicionalnih medija

relativno utvrđen kapacitet, odnosno ograničen broj strana, prostora na stranama u štampanim medijima, odnosno ograničeno vreme emitovanja programa u elektronskim medijima. Sa druge strane ovo ograničenje je prevaziđeno pojavom savremenih, *on line*, medija.

Uzimajući u obzir ulogu medija koji imaju u savremenom društvu, Mei & Ying (2017: 420) iznose sledeću klasifikaciju medija:

- plaćeni mediji (*paid media*), koji se odnose na medije koje je subjekat platio i sastoje se od tradicionalnog medijskog oglašavanja (TV oglasi, radio spotovi, oglasi u štampanim medijima, reklame na internetu i društvenim medijima);
- zasluženi mediji (*earned media*), koji se odnose na publicitet;
- mediji u vlasništvu (*owned media*), koji se odnose na medije koje subjekat poseduje (web sajtovi, blogovi, Facebook, Twitter i drugi) i
- deljeni mediji (*shared media*), koji se odnose na interakcije preko društvenih medija.

U kontekstu turizma, masovni mediji utiču na formiranje mišljenja i očekivanja potencijalnih turista u vezi sa destinacijama i pružaocima turističkih usluga, s obzirom na to da imaju ključnu ulogu u kreiranju i upravljanju njihovim imidžom i brendom, dok *on line* mediji imaju potencijal da direktno utiču na njihova iskustva kao značajnim prediktorom reputacije. U smislu očekivanja, Enemu & Amaechi (2015) smatraju da ljudi biraju destinaciju na koju će oputovati na osnovu onoga što su čuli, pročitali ili videli putem masovnih medija, Kim et al. (2018) ukazuju na to da su mediji kritični informativni kanal u odabiru destinacije koju će turista posetiti, dok Jalilvand (2017) navode da masovni mediji imaju ključan uticaj na odluku o putovanju, imidž destinacije i njenu percepciju.

Turističke usluge se ne mogu fizički prikazati na mestu prodaje, kupuju se ranije u odnosu na to kada će se koristiti, na prostornoj udaljenosti od mesta konzumacije, pa zato zavise od načina na koji se prikazuju i opisuju od strane pružaoca turističkih usluga (Buhalis, 1998; Morgan, Pritchard, 2012), pri čemu u tom procesu internet ima ključnu ulogu (Buhalis, 1998). U tom smislu, Vlastelica Bakić (2011: 187) ističe da „informacije koje prenose mediji, iako po svojoj prirodi sekundarne, za recipijenta postaju primarne, s obzirom da nije u mogućnosti da se neposrednim iskustvom uveri u njihovu tačnost“.

Složenost savremenog sveta zahteva prilagođavanje novom komunikacijskom okruženju čiji sastavni deo su društveni mediji, navodi Laaksonen (2016), s obzirom na to da ovi mediji nude mogućnost da pojedine ciljne javnosti emituju sopstvene priče, što do skora nije bio slučaj, i time utiču na publicitet i reputaciju. U tom smislu, Buhalis (2003) smatra da nove informaciono-

komunikacione tehnologije predstavljaju neizostavni deo strateškog upravljanja kako turističkim destinacijama, tako i turističkim uslugama uopšte. Kostić-Stanković & Vukmirović (2020) akcentuju značaj razlika između generacija u smislu konzumiranja medija, pa navode rezultate istraživanja prema kojima čak 47% pripadnika generacije Y donosi potrošačke odluke pod uticajem društvenih medija, kao i da je približno sedam od deset pripadnika ove generacije donekle bilo pod uticajem mišljenja drugih potrošača prilikom donošenja odluke o kupovini.

Posmatrajući navedeno, predmet istraživanja u ovom radu su: društveni mediji, sa posebnim naglaskom na njihove karakteristike od značaja za savremeno turističko poslovanje, strateške *on line* komunikacije koje imaju ključnu ulogu u kreiranju i upravljanju imidžom, brendom i reputacijom turističkih destinacija i pružalaca turističkih usluga i vrste društvenih medija koje imaju najvažniju ulogu u tom procesu.

Rad je strukturiran u pet tematskih celine koje su bile predmet istraživanja. Nakon uvodnog, u drugom delu analizirana je i predstavljena uloga koju društveni mediji imaju u savremenom turističkom poslovanju, sa posebnim naglaskom na njihove prednosti i nedostatke. Treći deo posvećen je identifikaciji uloge strateških *on line* komunikacija u savremenom turističkom poslovanju, sa posebnim osvrtom na ulogu u kreiranju i upravljanju očekivanjima i iskustvom u vezi sa turističkim destinacijama i pružaocima usluga u turizmu. U četvrtom delu posmatrane su karakteristike pojedinih društvenih medija koje imaju najveći značaj za savremeno turističko poslovanje. U poslednjem delu predstavljena su zaključna razmatranja.

Društveni mediji u savremenom turističkom poslovanju

Pojava interneta i *on line* medija, pre svih društvenih medija i mreža, dovela je do svojevrsne revolucije u poslovnim aktivnostima, između ostalog i turizmu. Ovi, savremeni oblici medija pokazuju globalnu popularnost koju komunikacioni stratezi ne smeju zanemariti (grafikoni 1, 2 i 3). *On line* mediji, predstavljaju ključne kanale komunikacija u strateškim aktivnostima odnosa s javnošću (Grunig, 2009; Macnamara et al., 2018; Wirtz, Zimbres, 2018) i marketinga (Ots, Nyilasy, 2017; Valos et al., 2016; Bruhn, Schnebelen, 2017). U tom smislu uloga *web* stranica i elektronske pošte, *on line* izdanja tradicionalnih medija i posebno društvenih medija i mreža, postaje neupitna u turističkom poslovanju. Safko (2010) pojednostavljeno objašnjava društvene medije kao sredstvo koje ljudi koriste da bi bili društveni, pri čemu se u osnovi reči društveno nalazi potreba ljudi za povezivanjem sa drugima, dok se u osnovi reči mediji nalazi sredstvo putem kojeg ostvaruju povezivanje i

komunikaciju. Vrlo slično, Buhalis & Foerste (2015) društvene medije posmatraju kao mesto/kanal na kome se ljudi okupljaju kako bi razmenjivali informacije, znanje i mišljenja koristeći reči, fotografije, video i audio zapise i druge oblike multimedije. Najčešći oblici društvenih medija, prema Štavljanin et al. (2011) su: društvene mreže, virtualni svetovi, blogovi i mikroblogovi, *Chat rooms*, deljenje fotografija, video i audio sadržaja, Vidžeti, *Really Simple Syndication*, Podkastovi, Agregatori, Aplikacije, *Livecasting*. Upravo su društveni mediji i mreže doveli do svojevrsne „revolucije” u komunikacijama, omogućivši prenos velikog broja poruka i informacija masovnoj publici u veoma kratkom vremenu, čime je svet postao velika „globalna mreža komunikacija”. Kako postoji veliki broj definicija i klasifikacija društvenih medija, u radu se ovaj pojam posmatra u najširem smislu i podrazumeva sve vrste *on line* medija koja pružaju mogućnost za *on line* okupljanje javnosti oko određenih tema, plasiranje i razmenu informacija i iskustava i interakciju između učesnika u komunikaciji.

Grafikon 1. Procenat populacije koja koristi internet u pojedinim državama u svetu

Izvor: Reuters Institute (2020)

Grafikon 2. Procenat stanovništva u pojedinim zemljama koji koriste *on line* medije (uključujući društvene medije) kao izvor vesti i informacija

Izvor: Reuters Institute (2020)

Grafikon 3. Procenat stanovništva u pojedinim zemljama koji koriste društvene medije kao izvor vesti i informacija

Izvor: Reuters Institute (2020)

Njihova velika popularnost, nagli i brzi rast, kontinuirano tehničko-tehnološko usavršavanje, kao i veliki broj prednosti koje nudi kako pošiljaocima, tako i

primaocima, doveli su do toga da društveni mediji postanu jedan od najvažnijih kanala strateških komunikacija, pre svega kroz nove mogućnosti za slanje i primanje poruka i izgradnju kvalitetnih odnosa sa stakeholderima. Pojavom i popularnošću mobilnih telefona, kao i brzim razvojem društvenih medija i njihovom preovlađujućom ulogom koju imaju na mobilnim uređajima pojedinci sada troše skoro 80% svog društvenog vremena upravo na ove aktivnosti, što je znatno više nego na desk top računarima, ističu Cheng et al. (2019) navodeći da su brojne kompanije prepoznale ovu mogućnost u komunikaciji kao što su: *Visa*, *Digicel's Tcho Tcho mobile wallet*, *Vodafone* i sl. U tom smislu, Kostić-Stanković et al. (2020: 148), pored generacija X i Y, navode novu, tzv. generaciju C (*connected society*) koja je prešla na digitalni način života, odnosno „žive društvene mreže i funkcionišu na više monitora”.

Baveći se njihovim značajem, Plowman & Wilson (2018) ističu da kada sadržaj društvenih mreža postane viralan može, u pozitivnom ili negativnom smislu, promeniti perspektivu kompanija (pružalaca turističkih usluga i turističkih destinacija, prim. aut.) u svega nekoliko sati. Najvažnije prednosti društvenih medija su: interakcija i dvosmerna komunikacija (Buhalis, Law, 2008; Bruhn, Schnebelen, 2017; Laaksonen, 2016), dijalog (Grunig, 2009), direktna komunikacija u realnom vremenu (O'Connor, Shumate, 2018; Királ'ová, Pavlíčka, 2015; Buhalis, Law, 2008), multimedijalni sadržaji (Leung et al., 2013), kreiranje i upravljanje kvalitetnim odnosima sa stakeholderima (Kelleher, 2009), praćenje preferencija i ponašanja stakeholdera (Plowman, Wilson, 2018), jednostavna produkcija (Vlastelica, 2007), mogućnost praćenja, komentarisanja, ocenjivanja i deljenja drugih sadržaja (Jansson, 2018), kao i brojne druge.

Pored brojnih prednosti, društveni mediji imaju i nedostatke, pa Krishna (2017: 176) ističe kao veliki problem pojavu „lažnih vesti” (*fake news*) i njihov uticaj na stavove ljudi i njihovu percepciju različitih društvenih pitanja, što može dovesti do toga da se pojedinci pretvore u glasne aktiviste. U kontekstu navedenog, isti autor predlaže uvođenje pojma „isprazne javnosti” (*lacuna public*) koju definiše kao „javnost koja pokazuje ekstremne stavove ali nedovoljno razumevanje po određenom pitanju”. Negativne strane u korišćenju interneta i njegovih servisa razmatraju i Buhalis & Law (2008) navodeći kao problem *on line* prevare, ali i negativne komentare i žalbe nezadovoljnih korisnika usluga. U prilog ovome Leung et al. (2013) dodaju da ponekad objave na društvenim medijima mogu da budu nepouzdanе i da ne odgovaraju realnosti jer ih može postaviti neko ko ima komercijalni ili neki drugi interes. Baveći se etičkim pitanjima u odnosima s javnošću, Grunig (2009) navodi kao negativan primer upotrebu lažnih blogova kako bi se stvorio utisak da blogom kreiranim od strane organizacije (ili agencije za odnose s javnošću koju je određena organizacija angažovala), a koji za cilj ima pohvale o organizaciji, upravlja blogger koji nije povezan sa samom organizacijom.

Kao jedan od potencijalnih problema navode i Dijkmans et al. (2015: 59) koji ističu da društveni mediji nisu jednosmerni kanali za komunikaciju, već „nekontrolisane arene”, što predstavlja rizik od narušavanja reputacije, polazeći od toga da korisnici mogu slobodno širiti mišljenja i komentare koji su u sukobu sa interesima kompanija, pri čemu je turizam ugroženiji od ovakvih rizika od ostalih delatnosti. Na prethodno mišljenje se nadovezuju Ji et al. (2017), iznoseći mišljenje da jedan negativan komentar na društvenim medijima može izazvati kriznu situaciju.

Uloga strateških *on line* komunikacija u savremenom turističkom poslovanju

Strateške medijske komunikacije u turizmu predstavljaju komunikaciju predstavnika destinacije (DMO i turističke organizacije) ili pružalaca turističkih usluga (hoteli, turističke agencije i turoperatori, saobraćajna preduzeća i sl.) sa stejkholderima, pre svega turistima i potencijalnim turistima, u kojoj se za prenos poruka koriste mediji. Sa druge strane strateške *on line* komunikacije predstavljaju jedan od najvažnijih segmenata medijskih komunikacija, pogotovo u savremenom svetu u kome dominiraju *on line* mediji, pre svih društveni mediji i mreže.

Društveni mediji su omogućili direktnu komunikaciju sa ciljnim javnostima bez potrebe za odobrenjem od strane novinara i urednika kao što je to slučaj sa tradicionalnim medijima, pa stručnjaci za odnose s javnošću imaju mogućnost da kreiraju sopstvene sadržaje (Sommerfeldt, Yang, 2018), zbog čega sa pojavom ovih medija svako može postati vlasnik medija, novinar i urednik. U tom kontekstu, društveni mediji mogu biti mesto na kome će se pojedine javnosti, koje karakterišu određena zajednička interesovanja, povezati na jednostavan način (Taylor et al., 2001), što im omogućava nezavisno komentarisanje, pa svako ko poseduje „pametni telefon“ može imati milionsku publiku (Dijkmans et al., 2015). Ovo je od posebne važnosti ukoliko se zna da se ljudi prilikom donošenja raznih odluka sve više oslanjaju na mišljenja i stavove onih pojedinaca/grupa koji su imali iskustva u vezi sa različitim temama (kompanijama, destinacijama, proizvodima, uslugama, događajima), a koja su dostupna na ovim medijima i to u znatno većoj meri nego što je to slučaj sa tradicionalnim medijima.

Novi mediji se ne smeju koristiti na način na koji su korišćeni tradicionalni mediji, odnosno kao sredstvo za plasiranje poruka širokoj populaciji, smatra Grunig (2009) dodajući da *web* stranice ne smeju biti preplavljene informacijama, publikacijama i vestima, elektronska pošta promotivnim porukama, dok društveni mediji ne treba da se koriste za širenje marketinških poruka. Stoga, ukoliko se digitalnim medijima pristupi na savremen način, autor u njima vidi mogućnost strateškog sredstva za interakciju sa javnošću.

Posmatrajući strateške komunikacije u turizmu, može se primetiti da društveni mediji imaju značajnu ulogu u izgradnji kvalitetnih odnosa sa stejkholderima, kako destinacija, tako i svih pružaoca turističkih usluga. Ova uloga je vidljiva u svim fazama putovanja, odnosno, od perioda u kome se potencijalni turisti opredeljuju za destinaciju koju će posetiti, prilikom odabira prevoznog sredstva, kreiranja itinerera, odluke koji smeštaj će izabrati i koje usluge na destinaciji će koristiti, tokom puta prema destinaciji i boravka na njoj, do povratka sa destinacije u stalno mesto boravka. U tom smislu komunikacioni stratezi putem različitih društvenih medija komuniciraju sa potencijalnim turistima i turistima, kao najvažnijim stejkholderima, koristeći multimedijalna rešenja za kreiranje i slanje poruka koje za cilj imaju njihovu informisanost, pokretanje na akciju i izgradnju kvalitetnih odnosa sa njima baziranog, pre svega na interakciji i dijalogu. Društveni mediji omogućavaju turističkim destinacijama komunikaciju po relativno niskim cenama i većoj efikasnosti u odnosu na tradicionalne medije ističu Kiráľová & Pavlíčka (2015) pa sve veći broj destinacija inovira svoje strategije preusmeravajući ka internetu i društvenim medijima. Na ovaj način, smatraju autori, komunikaciona strategija omogućava povećanje svesti o destinaciji, stvaranje globalnog publiciteta, obezbeđuje razumevanje javnosti, jača njen imidž, podržava brend, omogućava efikasnu saradnju sa stejkholderima. U ovom procesu, navode Inversini et al. (2010), važnu ulogu imaju društveni mediji, *on-line* zajednice, društvene mreže, *web* stranice i drugi.

Jedna od najvažnijih uloga društvenih medija u turizmu je smanjenje percepcije rizika potencijalnih turista u procesu donošenja odluke koju destinaciju će posetiti zbog čega tragaju za informacijama koje će im tu nesigurnost smanjiti (Horster, Gottschalk, 2012). Poput izbora destinacije, percepcija rizika je primetna i kod izbora brojnih turističkih usluga, od izbora vrste prevoza, turističke agencije/turoperatora, hotela ili nekog drugog oblika smeštaja, restorana i noćnih klubova, atrakcija koje treba posetiti na destinaciji i sl. Sa druge strane, turisti koriste društvene medije i kako bi drugima preneli sopstvena iskustva, kako sa same destinacije, tako i nakon povratka sa nje u stalno mesto boravka. Ovo posebno dolazi do izražaja u savremenom svetu, gde je dostupnost „pametnih telefona“ velika, pa stoga svako ko ga poseduje može biti kreator multimedijalnih informacija koje nakon puštanja u „etar“ u veoma kratkom roku postaju dostupne gotovo svima. U tom smislu, Baka (2016) navodi značaj sadržaja koji kreiraju korisnici (*User Generated Content*-UGC), s obzirom na to da je ova pojava dovela do transformacije u medijskim komunikacijama. Ističući značaj društvenih medija koje kreiraju korisnici, Inversini et al. (2009) iznose podatke da oficijalne *on line* stranice predstavljaju svega 20% od ukupnog broja *on line* medija, dok čitavih 80% predstavljaju *on line* mediji koje kreiraju krajnji korisnici. Značaj objava na društvenim medijima je veliki s obzirom na to da ljudi, u principu, više veruju

svojim vršnjacima, kao i onima koji su već stekli iskustvo na destinacijama i koristili usluge u turizmu nego marketinškim i komercijalnim porukama (Buhalis, Law, 2008). Polazeći od „moći“ koju imaju informacije u čijoj osnovi se nalaze iskustva turista, od posebne važnosti za komunikacione stratege je da podstaknu zadovoljne turiste da dele svoja pozitivna iskustva sa drugima, kao i lokalno stanovništvo koje ima snažan komunikacioni potencijal u tom smislu. Sa druge strane, stratezi ne smeju zanemariti negativne objave, već moraju adekvatno reagovati na njih i pretvoriti ovakvu komunikaciju u svoju prednost.

Uloga *on line* medija u strateškim komunikacijama u turizmu se može posmatrati iz dva ugla. Prvi se odnosi na kreiranje i upravljanje imidžom i brendom, kako turističkih destinacija, tako i pružalaca turističkih usluga, i posledično očekivanjima u vezi sa njima. Drugi ugao podrazumeva direktan uticaj na kreiranje i upravljanje doživljajima i iskustvima potencijalnih turista i turista u vezi sa destinacijama i pružaocima turističkih usluga kao ključnim prediktorima njihove reputacije. U tom smislu važno je poznavati način na koji se formira reputacija, kao stav stejkholdera baziran na ličnom iskustvu, vremenu interakcije i poređenju u odnosu na različite kriterijume, u turizmu. U ovom strateškom procesu prvo se kreiraju imidž i brend destinacije i pružaoca turističkih usluga, kao uticajnih elemenata, da bi zatim na osnovu iskustva sa njima i poređenju u odnosu na očekivanja u vezi sa njima, bila formirana i reputacija. Sa druge strane, društveni mediji imaju potencijal da direktno utiču na reputaciju u turizmu, pre svega kroz proces interakcije sa potencijalnim turistima i turistima, što predstavlja deo ukupnog iskustva. Ovde je, pre svega reč, o aktivnoj komunikaciji sa njima i reagovanju na pozitivne i negativne objave. Takođe, i informacije koje se plasiraju od strane komunikacionih stratega destinacije i pružaoca turističkih usluga putem društvenih medija, pogotovo ukoliko su percipirane kao pouzdan i kredibilan izvor, predstavljaju jedan oblik iskustva, koji ima potencijal da utiče na njihovu ukupnu reputaciju. U kontekstu navedenog, Marchiori et al. (2010) navode da su turističke destinacije (i pružaoci turističkih usluga, prim. aut.) složeni sistemi koji moraju da upravljaju svojom reputacijom, pri čemu posebnu pažnju moraju da usmere ka *on line* diskursu koji može u velikoj meri da utiče na njenu reputaciju. Ovde je pre svega reč, navode autori, na *on line* razmenu iskustava turista, odnosno elektronski sistem prenosa „od usta do usta“ što zahteva od menadžmenta destinacije (i pružalaca turističkih usluga, prim. aut.) strateški pristup ovom obliku komunikacije, pre svega kroz pokušaj da upravljaju sve većom količinom sadržaja koji proizvode korisnici.

U tom smislu, od posebnog značaja za poslovanje u turizmu je *on line reputation management* kao funkcija koja ima za cilj da kreira i upravlja imidžom i reputacijom destinacija, hotela, restorana, turističkih agencija i drugih, putem različitih *on line* medija (oficijalnih *on line* medija i UGC-a), kao što su: web stranice, Instagram, Facebook, Twitter, You Tube, blogovi i vlogovi, TripAdvisor,

Booking.com, Airbnb, ali i onih *on line* foruma na kojima se pojavljuju komentari u vezi sa turističkom destinacijom ili kompanijama koje pružaju turističke usluge. U osnovi ove funkcije se nalazi kreiranje i upravljanje informacijama, porukama, recenzijama, žalbama, pozitivnim i negativnim komentarima, vizuelnim izgledom, grafičkim dizajnom, animacijom, fotografijama, audio i video sadržajima, tekstovima i narativima putem ovih medija.

Značaj pojedinih društvenih medija za savremeno turističko poslovanje

On line mediji, posebno društveni mediji i mreže (tabela 1 i grafikon 4), predstavljaju sve važniji instrument strateških komunikacija u turizmu i osnovni kanal za prenos poruka i informacija i izgradnju kvalitetnih odnosa sa stakeholderima putem strateških *on line* komunikacija.

Tabela 1. Najvažniji društveni mediji u turizmu

ON LINE MEDIJI	AUTORI
Instagram	Harrigan et al. (2017); Uşaklı et al. (2017); Mariani et al. (2018); Jansson (2018)
Facebook	Hays et al. (2013); Leung et al. (2013); Harrigan et al. (2017); Fotis et al. (2012); Jansson (2018); Baka (2016); Inversini et al. (2009); Isacsson & Gretzel (2011); Uşaklı et al. (2017); Mariani et al. (2018)
Twitter	Leung et al. (2013); Mariani et al. (2018); Hays et al. (2013); Uşaklı et al. (2017); Fotis et al. (2012); Baka (2016); Fukui & Ohe (2019).
You Tube	Fotis et al. (2012); Leung et al. (2013); Uşaklı et al. (2017); Inversini et al. (2009); Baka (2016)
Flickr	Hays et al. (2013); Leung et al. (2013); Inversini et al. (2009); Jansson (2018); Maurer & Hinterdorfer (2014).
Pinterest	Maurer & Hinterdorfer (2014); Clarke & saradnici (2016).
Blogovi i putopisni blogovi	Fotis et al. (2012); Jansson (2018)
TripAdvisor	Mkono & Tribe (2017); Leung et al. (2013); Inversini et al. (2009); Harrigan et al. (2017); Fotis et al. (2012); Hays et al. (2013); Mariani et al. (2018); Miguéns et al. (2008); Baka (2016); Li et al. (2017)
Airbnb i Booking.com	Harrigan et al. (2017)
Wikitravel i Renren	Leung et al. (2013)
Google Maps	Castro et al. (2017)
Virtualtourist.com, Cruisecritic i Thorntree	Mkono & Tribe (2017)
Web stranica	Law et al. (2010); Kang & Mastin (2008); Ageeva et al. (2019).
Virtualna realnost (VR)	Weng & Huang (2018); Marasco et al. (2018).

Facebook i Instagram, kao jedni od globalno najpopularnijih društvenih medija, pružaju brojne mogućnosti deljenja multimedijalnih informacija o atraktivnosti destinacije i kvalitetu usluga u turizmu, kako sa strane menadžmenta, tako i sa strane turista. Komunikacioni stratezi na zvaničnim stranicama pružaju različite informacije, stavljajući akcenat na autentičnost i kvalitet ponude i one elemente atraktivnosti koje imaju najveći potencijal da zadovolje potrebe turista, pri čemu se raspon kreće od „običnih” objava (tzv.

postova i storija) do njihovog sponzorisanog oblika. Neophodno je da sadržaji koji su postavljeni na ove stranice budu zanimljivi i informativni, kako bi se obezbedilo da se pratioci zainteresuju za njih, komentarišu ih i dele drugima, čime se postiže željena viralnost poruka. Sa druge strane, komunikacioni stratezi moraju voditi računa i o *Facebook* i *Instagram* naložima čiji su vlasnici krajnji korisnici (UGC) gde je neophodno da na adekvatan način reaguju na pozitivne i negativne komentare. Kako je već objašnjeno potencijalni turisti se u velikoj meri se oslanjaju na komentare onih turista koji su imali iskustvo sa turističkom destinacijom i različitim uslugama u turizmu, zbog čega komunikacioni stratezi ovim objavama moraju da posvete posebnu pažnju, pogotovo sa aspekta stimulisanja zadovoljnih turista na multimedijalne objave. Poput *Facebook*-a i *Instagram*a, i *Twitter* ima sve veći značaj za turizam, s tim što, za razliku od prethodno navedenih medija, interakcija putem *Twitter*-a se ne bazira toliko na multimediji, koliko na tekstu i kratkim informacijama (tzv. tvitovima). Jedan od važnih alata u primeni društvenih medija je i tzv. hašteg (*hashtag*) koji je baziran na ključnim rečima i koji za cilj ima deljenje željenog sadržaja i podsticanje ključnih stejkholdera koji su zainteresovani za određenu temu na pretragu traženih pojmova, što u znatnoj meri olakšava njenu viralnost.

Grafikon 4. Najpopularnije društvene mreže u svetu (zaključno sa oktobrom 2020.) rangirane prema broju aktivnih korisnika (u milionima)

Izvor: Statista (2020)

Kako su video zapisi jedna od najpopularnijih medijskih formi, *YouTube* predstavlja značajan medij za prenos zanimljivih video sadržaja vezanih za turizam. Osnovni cilj korišćenja ovog medija je video prikaz zanimljivosti turističke destinacije i njenih elemenata turističke atraktivnosti, kao i različitih usluga u turizmu. *You Tube* kanal ima uticaj na reputaciju (prvenstveno na imidž, a posledično na reputaciju, prim. aut.), smatraju Meadows & Meadows (2016), pogotovo kada je komunikacija putem njega strateško opredeljenje, što podrazumeva pozitivne poruke koje se šalju putem njega i veliki broj pregleda. Autori, takođe, navode da postoji povezanost između prisutnosti kompanije (turističke destinacije i pružalaca usluga u turizmu, prim. aut.) u medijima i broja pregleda na *You Tube* kanalu, pa što su informacije prisutnije u medijima, veći broj ljudi gledaju video zapise na ovom kanalu. Takođe, važno je pomenuti i sve popularnije podkastove (*podcast*) kao digitalne audio-video sadržaje u vezi sa različitim temama, između ostalih i one koje su u vezi sa turizmom.

Kent (2008) se u svojim istraživanjima posvetio blogovima, koje deli na tradicionalne blogove (*traditional blogs*) i blogove sa vestima (*news blogs*), pri čemu naglašava da će oni biti od koristi isključivo ukoliko na njima rade profesionalci obučeni za efikasnu dijalošku komunikaciju, koji pri tom imaju poverenje pojedinaca i javnosti. Za turizam od posebne važnosti su turistički blogovi, u kojima blogeri opisuju svoje doživljaje i iskustva sa destinacije putem multimedije. Jedna od mogućnosti, koju stratezi komuniciranje ne smeju da zapostave su i *travel vlogovi*, koji predstavljaju blogove u formi video sadržaja. U kontekstu strateških *on line* komunikacija, pažnju treba posvetiti i influencerima, odnosno, osobama koje imaju veliki broj pratilaca na društvenim medijima (samim tim i uticaj na njih), putem kojih promovišu određene brendove, između ostalog i turističke destinacije i pružaoce turističkih usluga. U tom smislu, Kostić-Stanković et al. (2020) uvode pojam „influencer marketing” kao savremeni oblik promocije putem društvenih mreža, koji je nastao kao posledica inovacija strategija digitalnog marketinga i u čijoj osnovi se nalaze: makro influenceri (profesionalno obavljaju taj posao), mikro influenceri (svakodnevni potrošači koji su se profilisali u određenoj oblasti i u redovnoj komunikaciji sa relativno velikim brojem pratilaca ostvaruju određeni uticaj na njih), kao i nano influenceri (mali broj pratilaca, ali veliki uticaj na relativno uskom tržištu).

Baka (2016) navodi da je *TripAdvisor* najveća turistička *web* stranica za sadržaje koje kreiraju korisnici (UGC) koja sadrži komentare o hotelima, restoranima i atrakcijama koji ohrabruju ili obeshrabruju potencijalne turiste da posete destinaciju i koriste pojedine usluge. Slično, Mkono & Tribe (2017) smatraju *TripAdvisor* liderom u oblasti turističkih društvenih medija, koji omogućava dva glavna oblika interakcije: preglede i forume za diskusije (deljenje mišljenja, savete, iskustva u interaktivnim diskusijama sa zajednicom). Analizirajući ulogu i

značaj *TripAdvisor*-a u turizmu Miguéns et al. (2008) akcentuju mogućnosti koju ovaj medij pruža potencijalnim turistima u vezi sa odlukama o putovanju na osnovu iskustva drugih. Hays et al. (2013) značaj *TripAdvisor*-a smatraju toliko velikim da prethodi da ugrozi autoritet tradicionalnih destinacijskih menadžment organizacija (DMO). Mkono & Tribe (2017) navode pet uloga korisnika *TripAdvisor*-a:

- trolovi (devijantno ponašanje korisnika koji prouzrokuje konflikte u svrhu vlastite zabave, najčešće objavljivanjem „zapaljivih” i uvredljivih poruka koje izazivaju emocionalni odgovor i nanamljuje druge korisnike u duge besmislene rasprave; mogu biti negativni komentari o gradu ili pojedinim turističkim uslugama na destinaciji „uvijeni” na takav način da pokreću raspravu);
- aktivisti (korisnici čije objave imaju za cilj da okupe druge korisnike oko nekog problema);
- pripadnici „više” društvene klase (korisnici koji većinu svog vremena u interakciji demonstriraju svoju sofisticiranost kroz prikaz društvenog i kulturnog kapitala stečenog kroz skupa putovanja; pričaju priče i anegdote o ekskluzivnim destinacijama na kojima su bili, vrlo često srećući svetske zvezde, demonstrirajući pripadnost višoj društvenoj klasi);
- društveni kritičari (korisnici koji kritikuju društvene strukture i prakse turističke industrije; iako kao aktivisti izražavaju nezadovoljstvo razlikuju se od aktiviste jer ne pozivaju nužno na aktivne promene) i
- tragaoci za informacijama (korisnici koji su zainteresovani da uče i razmenjuju mišljenja sa drugima; ovi korisnici tragaju za velikim brojem praktičnih informacija, poput onih vezanih za određenu destinaciju pa često traže mišljenje o tim pitanjima od drugih korisnika; takođe od drugih traže mišljenje o određenoj destinaciji ili pomoć u odluci na koju destinaciju da otputuju).

Booking.com i *Airbnb* predstavljaju *on line* rezervacione sisteme, koji su važni sa aspekta strateških komunikacija, s obzirom na to da pored osnovne namene, pružaju i mogućnosti opisa, ne samo smeštajnih kapaciteta, već i same turističke destinacije. Takođe, važno je pomenuti i *Google maps*, *on line* mapu, koja, između ostalog sadrži multimedijalne opise elemenata turističke atraktivnosti turističke destinacije i koja predstavlja važan *on line* medij, pogotovo tokom boravka turista na destinaciji. Poseban značaj ovih *on line* medija je u tome što pruža mogućnost opisa i komentara korisnika koji su imali iskustva sa destinacijom i njenim elementima turističke atraktivnosti.

Law et al. (2010) i Kang & Mastin (2008) apostrofiraju značaj kreiranja i održavanja efikasne *web* stranice za unapređenje odnosa sa javnostima u turizmu,

dok Wirtz & Zimbres (2018) smatraju da će rastuća popularnost interneta doprineti sve većoj važnosti *web* stranica u komunikacijskim planovima organizacija (između ostalih i onih koje pružaju usluge u turizmu, kao i turističkih destinacija, prim. aut.), pri čemu će stručnjaci za odnose s javnošću imati veoma značajnu ulogu u njima. Kent & Taylor (2002) kao prednosti *web* stranice ističu objedinjavanje teksta, zvuka, slike, pokreta i potencijal za interakciju u realnom vremenu, što tradicionalni mediji nemaju (čak ako se uzmu u obzir i kontakt emisije na radiju i televiziji, potencijal za interakciju je daleko manji u odnosu na internet i njegove servise). Hashim et al. (2007) izdvajaju pet dimenzija kvaliteta *web* stranica u turizmu:

- informacije i procesi (on line prodaja, rezervacija i kupovina, kontaktne informacije, promotivne ponude u prodaji, informacije o robi i uslugama);
- dodata vrednost (informacije vezane za putovanja, kalendar događaja, transportne informacije, lokalne atrakcije, klimatske informacije, interaktivna mapa);
- odnosi sa kupcima (lojalnost, članstvo u klubovima, posebne zone za lojalne goste);
- poverenje (sigurnost, zaštita prava, datum poslednjeg ažuriranja) i
- dizajn i upotrebljivost (navigacija, višejezični sajt, najčešće postavljana pitanja, mapa sajta, veličina stranice).

Istražujući internet tehnologije i njihov uticaj na savremeno poslovanje Ageeva et al. (2019) poseban akcenat stavljaju na korporativnu komunikaciju putem *web* stranica u cilju upravljanja identitetom, imidžom i reputacijom, što u slučaju turizma podrazumeva da je *web* stranica njeno ogledalo čija uloga nije samo da budu atraktivne, već i da sadrže korisne informacije i budu prilagođene „ukusu” turista i potencijalnih turista. *Web* stranice na dva načina utiču na reputaciju destinacija i pružalaca turističkih usluga. Prvi podrazumeva da *web* stranica putem informacija, video zapisa, fotografija utiče na stvaranje njihovog imidža kao elementa u formiranju reputacije, dok je drugi direktan uticaj na reputaciju kroz interaktivnost stranice. I Jevremović et al. (2016) akcentuju značaj interaktivnosti *web* stranice, prikazujući rezultate istraživanja koji pokazuju da interaktivni sajtovi generišu veći broj posetilaca, obezbeđuju njihovo duže zadržavanje i dovode do njihovog većeg zadovoljstva. Baveći se problemom kvalitetne komunikacije, Taylor et al. (2001) i Smith (2010), iznose pet principa dijaloške komunikacije putem *web* stranice:

- dijaloška petlja (omogućava javnosti da postavljaju pitanja, dok komunikacioni stratezi daju javne odgovore na njih);
- korisnost informacija (sadržaj mora biti koristan za posetioce *web* stranica);

- generisanje povratnih poseta (podrazumeva redovnu nadogradnju sadržaja, interaktivnost, poput foruma);
- jednostavnost interfejsa (sadržaj mora da bude tako kreiran da se informacije mogu lako pronaći);
- pravilo očuvanja posetilaca (neophodno je stvoriti lojalnost kod posetilaca *web* stranica).

Wirtz & Zimbres (2018) navode da *web* stranice moraju da budu dizajnirane tako da pružaju korisne informacije javnosti, daju razlog posetiocima da se vrate na nju i pruže mogućnost da javnost postavi pitanja i dobije pravovremene odgovore. U tom smislu, od posebne važnosti je angažovanje stručnjaka za *on line* interakciju sa javnošću. Iako ga korisnici prihvataju kao autoritativan, web sajt DMO, navode Manro & Ričards (2015) je u velikoj meri pristrasan, negativne strane se prenebregavaju, koriste se ograničene i mejnstrim informacije. Sa druge strane, kao dobar primer, autori navode kampanju *Deset minuta u Velsu* koju je pokrenula organizacija *The Visit Wales* a koja je podrazumevala kreiranje sadržaja od strane korisnika i koja je sadržala datoteke, ocene, mogućnost razmene fotografija i snimaka koji su pratili opise.

Značajan segment u formiranju percepcije turističke destinacije i usluga u turizmu može biti i virtualni prikaz/realnost (*virtual reality*-VR) za koga Weng & Huang (2018) smatraju da je tehnologija koja postaje sve zastupljenija u destinacijskom marketingu, s obzirom na to da pruža mogućnost simulacije stvarnih situacija. Tom Dieck & Jung (2017) važnim za poboljšanje iskustva turista smatraju novu, inovativnu, tehnologiju oličenu u kombinaciji digitalnog sadržaja i realnog okruženja turista, naglašavajući posebno njihovu primenu na lokalitetima kulturne baštine. U tom smislu Marasco et al. (2018) virtuelnu realnost posmatraju kao važan komunikacioni instrument na osnovu koga potencijalni turisti mogu da virtuelno dožive i istraže destinaciju i usluge i pre posete i konzumacije, ali i kao instrument koji utiče na iskustvo turista na samoj destinaciji.

akođe, od značaja za strateške komunikacije urbane turističke destinacije mogu biti i brojni drugi *on line* mediji, kao što su: *TravelPost*, *Expedia*, *Hotels.com*, različiti *on line* forumi i brojni drugi.

Zaključak

Da bi turističke destinacije i pružaoci turističkih usluga zauzeli što bolju poziciju, kako na globalnom turističkom tržištu, tako i u svesti ključnih stejkholdera, neophodno je da strateški pristupe komunikacijama putem društvenih medija, kao značajnom segmentu strateških *on line* komunikacija. U osnovi komunikacije putem ovih medija se nalazi multimedija, kao

kombinacija video materijala, fotografija, teksta, grafike i sl., koja za cilj ima isticanje prednosti određene turističke ponude u odnosu na druge, konkurentske ponude. Na taj način turističke destinacije ističu svoje elemente turističke atraktivnosti, sa posebnim osvrtom na njihovu autentičnost. Na sličan način hoteli i drugi smeštajni objekti, turističke agencije i turoperator, saobraćajna preduzeća, restorani i noćni klubovi, i drugi pružaoci turističkih usluga akcentuju kvalitet i superiornost svojih usluga kako bi na taj način dostigli željenu konkurentsku prednost. Takođe, ne treba zanemariti ulogu komunikacija putem društvenih medija i u slučaju muzeja, galerija, arheoloških nalazišta, festivala i brojnih drugih čija ponuda ima velikog uticaja na turističke posete i doživljaje i iskustva turista.

Bez obzira da li su u pitanju turističke destinacije ili pružaoci turističkih usluga, komunikacija putem društvenih medija ima potencijal da utiče na očekivanja od njih putem kreiranja i upravljanja imidžom i brendom, dok sa druge strane ovi mediji pružaju mogućnost da se putem interakcije sa ključnim stejkholderima kreiraju iskustva u vezi sa njima i posledično njihova reputacija. Upravo je interakcija sa stejkholderima, bazirana na iskrenom odnosu i dijalogu ključna prednost društvenih medija u odnosu na tradicionalne medije, što je činjenica koju komunikacioni stratezi ne smeju zanemariti. U tom smislu, od posebnog značaja je *on line reputation management*, kao funkcija koja ima za cilj uspostavljanje kvalitetnih i dugoročnih odnosa sa stejkholderima, koja podrazumeva interakciju sa njima putem različitih oblika *on line* medija, između ostalih i društvenih medija.

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THE ROLE OF SOCIAL MEDIA IN CONTEMPORARY TOURISM BUSINESS

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Review article

Abstract

Social media represents a global phenomenon that has a great influence on society, primarily in terms of opportunities for new ways of communication that found wide application in modern business. In that sense, the paper analyzes the complex situation between social media communication and tourism. Main goal of the paper is identifying and defining the role that social media have in contemporary tourism. Methodology in the paper, related to contemporary tourism business includes: defining and analyzing social media with special emphasis on their advantages and disadvantages, then analysis and determining the importance of strategic online communication and finally identifying and analyzing the characteristics of individual social media that are of the greatest importance in this strategic process. One of the research conclusions is that the strategic approach of social media and online communication represents one of the key activities in modern tourism business. The set research goal was fulfilled through research analysis, i.e. the role of social media and strategic online communication in modern tourism business was determined, as well as characteristics of social media that have the greatest impact on it.

Key words: *social media, strategic online communication, image, reputation, tourism*

JEL: M3, Z3

Introduction

During the second half of the 20th century, authors paid attention to the importance of mass media in their researches, so Schramm (1964) believes that the

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development of communication and mass media is significantly related to economic development, while Schiller (1971) states their role “cultural imperialism”. The public builds opinions and attitudes towards various subjects, events, people, organizations and touristic destinations, their attractions and services in tourism by receiving information and messages through various media. In that sense, Pavković (2015) clarifies the influence of media on the public by defining the term information, that he considers to “represent a message that contains a certain value for the recipient, and based on which he understands a certain event, the world that surrounds him or understands the object of interest.” Zhang (2018) states the “agenda-setting theory” which is based on the fact that the visibility of information in the media affects the agenda of the public that reads it. Media and the society in which they are found exert certain mutual influences, which McCaule (2007) explains as follows: the media strongly influences society (positively or negatively), society influences the media through reflection of what is happening in that society, the third possibility is an interactive and cyclical relationship, without a clear source of influence, while the fourth influence is, above all, a theoretical possibility that implies that the media and society are two independent socio-cultural phenomena that do not exert mutual influence. Through addressing this topic, Potter (2011) states two types of media influences on the public, and these are obvious (easily noticed through a visible change in one’s behavior) and gradual (long-term impact on people’s attitudes). Explaining the relationship between the issuer and the recipient, McLuhan (1994) considers that “the medium is a message”, thus indicating that the effect of the message/information on the recipients depends on the medium through which it is transmitted. Starting from their importance for society, Bertrand (2018) states the following roles of the media: observation of the environment (only the media have the ability to give the public a quick and complete report on events happening in the environment and the world); social communication (the media are the forum where most discussions take place in a mass society, such as the city); providing a picture of the world (the media have an educational role, given that what an individual knows, in addition to school and conversation, comes mainly from the media); cultural transmission (influence of the media on education about national culture and cultural heritage); entertainment (the media play a major role in creating happiness and public satisfaction through the entertainment they offer) and sales (the media are the primary means of advertising).

Mass media is reaching almost every home and workplace, flooding the people with more messages than they are able to absorb, according to Katlip et al. (2006), adding that the biggest drawback of traditional media is the relatively determined capacity, i.e. limited number of pages, space on pages in the printed media, i.e. limited time of broadcasting in electronic media. On the other hand, this limitation has been overcome by the emergence of modern, online media. Considering the

role that media have in modern society, Mei & Ying (2017) state the following classification of media:

- paid media, related to media paid for by the entity and consist of traditional media advertising (TV ads, radio commercials, advertisements in printed media, advertisements on the Internet and social media);
- earned media, related to publicity;
- owned media, related to media that the entity possesses (web sites, blogs, Facebook, Twitter etc.) and
- shared media, related to interactions through social media.

In the context of tourism, mass media influence creation of opinions and expectations of potential tourists regarding destinations and tourism service providers, given that they have a key role in creating and managing their image and brand, while online media have the potential to directly influence their experience as a significant predictor of reputation. In terms of expectations, Enemuo & Amaechi (2015) believe that people choose a destination to travel based on what they heard, read or saw through mass media, Kim et al. (2018) indicate that the media are critical information channels in choosing the destination that a tourist will visit, while Jalilvand (2017) states that the mass media have a key influence on the deciding on a trip, the image of the destination and its perception.

Tourist services cannot be physically displayed at the point of sale, they are purchased earlier related to when they are used, at a spatial distance from the place of consumption, and therefore depend on the way they are displayed and described by tourism service providers (Buhalis, 1998; Morgan, Pritchard, 2012), with the Internet plays a key role in this process (Buhalis, 1998). In that sense, Bakić (2011) points out that “information transmitted by the media, although secondary in nature, becomes primary for the recipient, since he is not able to be convinced of their accuracy through direct experience.”

Laaksonen (2016) states that complexity of the modern world requires adaptation to the new communication environment, where the social media are an integral part, given that these media offer the opportunity for certain target audiences to broadcast their own stories and with it influence their publicity and reputation, which was not the case until recently. In that sense, Buhalis (2003) believes that new information and communication technologies are an indispensable part of strategic management of both tourist destinations and tourist services in general. Kostić-Stanković & Vukmirović (2020) emphasize the importance of differences between generations in terms of media consumption, and state the results of their research according to which, as many as 47% of Generation Y make consumer decisions under the influence of social media, and that approximately seven out of ten members of this

generation was influenced by the opinions of other consumers when making a purchase decision.

Considering the stated, research subjects of this paper are: social media, with special emphasis on their characteristics relevant to modern tourism business, strategic online communications that play a key role in creating and managing the image, brand and reputation of tourist destinations and tourism providers and the types of social media that play the most important role in the process.

The paper is structured in five thematic units that were the research subject. After the introductory part, the second part analyzes and presents the role that social media have in modern tourism business, with special emphasis on their advantages and disadvantages. The third part is dedicated to the identification of the role of strategic online communications in modern tourism business, with special emphasis on the role in creating and managing expectations and experience in relation to tourist destinations and service providers in tourism. In the fourth part, the characteristics of certain social media that have the greatest importance for modern tourist business are observed. In the last part, concluding remarks are presented.

Social media in modern tourism

The emergence of the Internet and online media, above all social media and networks, has led to a kind of revolution in business activities, including tourism. These modern forms of media show a global popularity that communication strategists must not neglect (Charts 1, 2 and 3). On-line media represent key communication channels in strategic public relations activities (Grunig, 2009; Macnamara et al., 2018; Wirtz, Zimbres, 2018) and marketing (Ots, Nyilasy, 2017; Valos et al., 2016; Bruhn, Schnebelen, 2017). In this sense, the role of websites and e-mails, online editions of traditional media and especially social media and networks is becoming unquestionable in the tourism business. Safko (2010) simplifies social media as a means that people use to be social, where the word social is based on people's need to connect with others, while the word media is based on the means through which they achieve connection and communication. Similarly, Buhalis & Foerste (2015) view social media as a place/channel where people gather to exchange information, knowledge and opinions using words, photographs, video and audio recordings and other forms of multimedia. The most common forms of social media, according to Stavljanin et al. (2011) are: Social Networks, Virtual Worlds, Blogs and Microblogs, Chat Rooms, Photo Sharing, Video and Audio Content, Widgets, Really Simple Syndication, Podcasts, Aggregators, Applications, Livecasting. It was social media and networks that led to a kind of „revolution“ in communications, enabling transmission of a large number of messages and information to a mass audience in a very short time, making the world a great „global network of communications.“ As there are a large number of

definitions and classifications of social media, the paper considers this term in the broadest sense and includes all types of online media that provide a possibility for online public gatherings on certain topics, placement and exchange of information and experiences and interaction between participants in communication.

Graph 1. Percentage of the population that uses the Internet in certain countries in the world

Source: Reuters Institute (2020)

Graph 2. Percentage of population in some countries that use online media (including social media) as a source of news and information

Source: Reuters Institute (2020)

Graph 3. Percentage of population in some countries that use social media as a source of news and information

Source: Reuters Institute (2020)

Their great popularity, sudden and rapid growth, continuous technical and technological improvement, as well as the many advantages it offers to both senders and recipients, have led to social media becoming one of the most important channels of strategic communication, primarily through new opportunities for sending and receiving messages and building quality relationships with stakeholders. Cheng et al. (2019) state that with the appearance and popularity of mobile phones, as well as the rapid development of social media and their predominant role on mobile devices, individuals now spend almost 80% of their social time on these activities, which is significantly more than on desktop computers, pointing out that numerous companies have recognized this possibility in communication, such as: Visa, Digicel's Tcho Tcho mobile wallet, Vodafone etc. In this sense, Kostić-Stanković et al. (2020: 148) state that in addition to generations X and Y there is a new, so-called Generation C (connected society) which has switched to a digital way of life, i.e. "live social networks and function on multiple monitors".

Dealing with their importance, Plowman & Wilson (2018) point out that when the content of social networks goes viral, it can, in a positive or negative sense, change the perspective of companies (providers of tourist services and tourist destinations) in just a few hours. The most important advantages of social media are: interaction and two-way communication (Buhalis, Law, 2008; Bruhn, Schnebelen, 2017; Laaksonen, 2016), dialogue (Grunig, 2009), direct real-time communication (O'Connor, Shumate, 2018; Királ'ová , Pavlíčka, 2015; Buhalis, Law, 2008), multimedia content (Leung et al., 2013), creating

and managing quality relationships with stakeholders (Kelleher, 2009), monitoring stakeholder preferences and behaviors (Plowman, Wilson, 2018), simple production (Vlastelica, 2007), the ability to follow, comment, rate and share other content (Jansson, 2018), as well as many others.

In addition to numerous advantages, social media also have disadvantages, so Krishna (2017) points out as a big problem the appearance of “fake news” and their impact on people's attitudes and perception of various social issues, which can lead to individuals turning into vocal activists. In the context of the mentioned, the same author proposes the introduction of the term “empty public” (lacuna public), which the author defines as “a public that shows extreme attitudes but insufficient understanding of a particular issue.” Negative aspects on the use of the Internet and its services are also considered by Buhalis & Law (2008), citing online fraud as a problem, but also negative comments and complaints from dissatisfied service users. In support of this, Leung et al. (2013) add that sometimes social media posts can be unreliable and unrealistic because they can be posted by someone who has a commercial or other interest. Addressing ethical issues in public relations, Grunig (2009) cites as a negative example the use of fake blogs to create the impression that a blog created by an organization (or a public relations agency hired by a particular organization) that aims to praise about the organization, managed by a blogger who is not affiliated with the organization itself. Dijkmans et al. (2015) point out as one of the potential problems that social media are not one-way communication channels, but “uncontrolled arenas”, which poses a risk of reputational damage, based on the fact that users can freely disseminate opinions and comments that are in conflict with the interests of companies, where tourism is more endangered by such risks than other industries. Ji et al. (2017) relate to the aforementioned opinion by expressing the opinion that one negative comment on social media can cause a crisis situation.

The role of strategic online communications in modern tourism business

Strategic media communications in tourism are communication between representatives of the destination (DMO and tourist organizations) or tourism service providers (hotels, travel agencies and tour operators, transport companies, etc.) with stakeholders, primarily tourists and potential tourists, where the media are used to transmit messages. On the other hand, strategic online communications represent one of the most important segments of media communications, especially in the modern world dominated by online media, above all social media and networks.

Social media has enabled direct communication with the target public without the need for approval by journalists and editors, as is the case with traditional

media, so public relations experts have the opportunity to create their own content (Sommerfeldt, Yang, 2018), which is why with the advent of these media, anyone can become a media owner, journalist and editor. In this context, social media can be a place where individual public, characterized by certain common interests, can connect in a simple way (Taylor et al., 2001), which allows them to comment independently, so anyone with a „smartphone“ can have an audience of millions (Dijkmans et al., 2015). This is especially important if it is known that when making various decisions, people increasingly rely on opinions and views of those individuals/groups who had experience on various topics (companies, destinations, products, services, events), which are available on these media to a much greater extent than is the case with traditional media.

Grunig (2009) believes that new media should not be used in the way that traditional media are used, i.e. as a means of placing messages to the general population, adding that websites should not be flooded with information, publications and news, e-mail with promotional messages, while social media should not be used to spread marketing messages. Therefore, if digital media is approached in a modern way, the author sees in them the possibility of a strategic means of interacting with the public.

Observing strategic communications in tourism, it can be noticed that social media have a significant role in building quality relationships with stakeholders, both destinations and all tourism service providers. This role is visible in all phases of travel, i.e. from the period in which potential tourists decide on the destination to visit, when choosing a means of transport, creating an itinerary, deciding which accommodation and services to use, during the trip to the destination and stay on it, until their return to their permanent place of residence. In this sense, communication strategists communicate with potential tourists as the most important stakeholders through various social media, using multimedia solutions to create and send messages aimed at informing them, initiating action and building quality relationships with them based primarily on interaction and dialogue. Kiráľová & Pavlíčka (2015) point out that social media enable tourist destinations to communicate at relatively low prices and greater efficiency compared to traditional media, so an increasing number of destinations are innovating their strategies by redirecting to the Internet and social media. The authors believe that in this way, the communication strategy enables an increase of awareness about the destination, creating global publicity, providing understanding of the public, strengthening its image, supporting the brand, enabling efficient cooperation with stakeholders. Inversini et al. (2010) state that social media, online

communities, social networks, websites and others play an important role in this process.

One of the most important roles of social media in tourism is to reduce the perception of risk of potential tourists in the process of deciding which destination to visit, which is why they are looking for information that will reduce their uncertainty (Horster, Gottschalk, 2012). Like the choice of destination, the perception of risk is noticeable when choosing numerous tourist services, from the choice of type of transport, travel agency/tour operator, hotel or other form of accommodation, restaurants and nightclubs, attractions to visit at the destination and the like. On the other hand, tourists use social media to share their own experiences with others, both from the destination itself and after returning from it, to their permanent place of residence. This is especially evident in the modern world, where the availability of „smartphones“ is great, so anyone who owns it can be a creator of multimedia information that after being released on the „air“, in a very short time becomes available to almost everyone. In this sense, Baka (2016) states the importance of user-generated content (UGC), given that this phenomenon has led to a transformation in media communications. Emphasizing the importance of user-created social media, Inversini et al. (2009) report that official online sites represent only 20% of the total number of online media, while the entire 80% is represented by online media, created by end users. The importance of social media posts is great, given that people, in principle, trust their peers more, as well as those who have already gained experience in destinations and used services in tourism, than marketing and commercial messages (Buhalis, Law, 2008). Starting from the „power“ of information based on tourist experiences, it is especially important for communication strategists to encourage satisfied tourists to share their positive experiences with others, as well as the local population that has a strong communication potential in this regard. On the other hand, strategists must not ignore negative announcements, but must adequately react to them and turn such communication to their advantage.

The role of online media in strategic communications in tourism can be viewed from two angles. The first refers to the creation and management of the image and brand of both tourist destinations and providers of tourist services, and consequently the expectations related to them. The second angle implies a direct impact on the creation and management of experiences of potential tourists and tourists in relation to destinations and tourism service providers as key predictors of their reputation. In that sense, it is important to know the way in which reputation is formed, as a stakeholder's attitude based on personal experience, time of interaction and comparison in relation to

different criteria, in tourism. In this strategic process, the image and brand of the destination and the provider of tourist services are first created, as influential elements, and then, based on the experience with them and the comparison in relation to the expectations related to them, a reputation is formed. On the other hand, social media have the potential to directly influence the reputation in tourism, primarily through the process of interaction with potential tourists, which is a part of the overall experience. This is, above all, about active communication with them and reacting to positive and negative announcements. Also, information placed by communication strategists of the destination and tourism service providers through social media, especially if perceived as a reliable and credible source, is a form of experience that has the potential to affect their overall reputation. In the context of the aforementioned, Marchiori et al. (2010) state that tourist destinations (and tourism service providers) are complex systems that must manage their reputation, with special attention to online discourse that can greatly affect its reputation. According to the authors, this is primarily an online exchange of tourist experiences, i.e. an electronic system of „from mouth to mouth“ transmission, which requires a strategic approach to this form of communication from the management of the destination (and tourism service providers) through an attempt to manage the growing amount of user-generated content.

In this sense, online reputation management is particularly important for business in tourism, as a function that aims to create and manage the image and reputation of destinations, hotels, restaurants, travel agencies and others, through various online media (official online media and UGC), such as: websites, Instagram, Facebook, Twitter, YouTube, blogs and entries, TripAdvisor, Booking.com, Airbnb, but also those online forums where comments about the tourist destination or companies that provide travel services appear. At the core of this function is the creation and management of information, messages, reviews, complaints, positive and negative comments, visual appearance, graphic design, animation, photography, audio and video content, texts and narratives through these media.

The importance of certain social media for modern tourism business

Online media, especially social media and networks (Table 1 and Chart 4), are an increasingly important instrument of strategic communications in tourism and a basic channel for transmitting messages and information and building quality relationships with stakeholders through strategic online communications.

Table 1. The most important social media in tourism

ON LINE MEDIA	AUTHORS
Instagram	Harrigan et al. (2017); Uşaklı et al. (2017); Mariani et al. (2018); Jansson (2018)
Facebook	Hays et al. (2013); Leung et al. (2013); Harrigan et al. (2017); Fotis et al. (2012); Jansson (2018); Baka (2016); Inversini et al. (2009); Isacson & Gretzel (2011); Uşaklı et al. (2017); Mariani et al. (2018)
Twitter	Leung et al. (2013); Mariani et al. (2018); Hays et al. (2013); Uşaklı et al. (2017); Fotis et al. (2012); Baka (2016); Fukui & Ohe (2019).
YouTube	Fotis et al. (2012); Leung et al. (2013); Uşaklı et al. (2017); Inversini et al. (2009); Baka (2016)
Flickr	Hays et al. (2013); Leung et al. (2013); Inversini et al. (2009); Jansson (2018); Maurer & Hinterdorfer (2014).
Pinterest	Maurer & Hinterdorfer (2014); Clarke & saradnici (2016).
Blogs and travel blogs	Fotis et al. (2012); Jansson (2018)
TripAdvisor	Mkono & Tribe (2017); Leung et al. (2013); Inversini et al. (2009); Harrigan et al. (2017); Fotis et al. (2012); Hays et al. (2013); Mariani et al. (2018); Miguéns et al. (2008); Baka (2016); Li et al. (2017)
Airbnb i Booking.com	Harrigan et al. (2017)
Wikitravel and Renren	Leung et al. (2013)
Google Maps	Castro et al. (2017)
Virtualtourist.com, Cruisecritic and Thorntree	Mkono & Tribe (2017)
Web pages	Law et al. (2010); Kang & Mastin (2008); Ageeva et al. (2019).
Virtual Reality (VR)	Weng & Huang (2018); Marasco et al. (2018).

Facebook and Instagram, as one of the globally most popular social media, provide numerous opportunities to share multimedia information about the attractiveness of the destination and the quality of services in tourism, from both, management and tourists. Communication strategists on official websites provide a variety of information, emphasizing the authenticity and quality of the offer and those elements of attractiveness that have the greatest potential to meet the needs of tourists, ranging from “ordinary” posts and stories to their sponsored form. It is necessary that the content posted on these pages be interesting and informative, in order to ensure that followers are interested in them, comment on them and share them with others, thus achieving the desired virality of messages. On the other hand, communication strategists must take into account both Facebook and Instagram accounts whose owners are end users (UGC) where it is necessary to adequately respond to positive and negative comments. As already explained, potential tourists rely heavily on the comments of those tourists who have had experience with a tourist destination and various services in tourism, which is why communication strategists must pay special attention to these announcements, especially in terms of stimulating satisfied tourists to multimedia announcements. Like

Facebook and Instagram, Twitter is becoming increasingly important for tourism, but unlike the media mentioned above, interaction via Twitter is not so much based on multimedia as on text and short information (so-called tweets). One of important tools in the application of social media is the so-called hashtag that is based on keywords, which aims to share the desired content and encourage key stakeholders who are interested in a particular topic to search for searched terms, which greatly facilitates its virality.

Graph 4. The most popular social networks in the world (as of October 2020) ranked according to the number of active users (in millions)

Source: Statista (2020)

As videos are one of the most popular media forms, YouTube is a significant medium for transmitting interesting tourism-related videos. The main goal of using this medium is a video presentation of the interesting things in the tourist destination and its elements of tourist attractiveness, as well as various services in tourism. According to Meadows & Meadows (2016), YouTube channel has an impact on reputation (primarily on image, and consequently on reputation), especially when communicating through it is a strategic commitment, which means positive messages sent through it and a large number of views. The authors also state that there is a connection between the company's presence (tourist destination and tourism service providers) in the media and the number of views on the YouTube channel, so the more information is present in the media, the more people watch videos on this channel. It is also important to mention the increasingly popular podcasts as digital audio-video content related to various topics, including those related to tourism.

In his research, Kent (2008) devoted himself to blogs, which he divides into traditional blogs and news blogs, emphasizing that they will be useful only if they are worked on by professionals trained in effective dialogic communication, who have the trust of individuals and the public. Travel blogs are of particular importance for tourism, as which bloggers describe their experiences from the destination via multimedia. Travel logs are one of the possibilities, which communication strategists must not neglect, as they are blogs in form of video content. In context of strategic online communications, attention should be paid to influencers, i.e. people who have a large number of followers on social media (and thus influence them), through which they promote certain brands, including tourist destinations and tourism service providers. In this sense, Kostić-Stanković et al. (2020) introduce the term “influencer marketing” as a modern form of promotion through social networks, which emerged as a result of innovation in digital marketing strategies and which is based on: macro influencers (professionally doing the job), micro influencers (everyday consumers who have profiled in a certain area and in regular communication with a relatively large number of followers have a certain influence over them), as well as nano influencers (a small number of followers, but a large influence in a relatively narrow market).

Baka (2016) states that TripAdvisor is the largest user-generated travel website (UGC) that contains reviews of hotels, restaurants, and attractions that encourage or discourage potential tourists from visiting a destination and using certain services. Similarly, Mkono & Tribe (2017) consider TripAdvisor a leader in tourism social media, enabling two main forms of interaction: reviews and discussion forums (sharing opinions, tips, experiences in interactive discussions with the community). Analyzing the role and importance of TripAdvisor in tourism, Miguéns et al. (2008) emphasize the possibilities that this medium provides to potential tourists in relation to travel decisions based on the experience of others. Hays et al. (2013) consider the importance of TripAdvisor so great that it threatens to undermine the authority of traditional destination management organizations (DMOs). Mkono & Tribe (2017) list five TripAdvisor user roles:

- trolls (deviant behavior of users who cause conflicts for their own entertainment, most often by posting “inflammatory” and offensive messages that provoke emotional response and lure other users into long meaningless discussions; can include negative comments about the city or certain tourist services in the destination, “twisted” in such a way as to initiate a debate);
- activists (users whose posts aim to gather other users around a problem);

- members of the “upper” social class (users who spend most of their time interacting to demonstrate their sophistication by showing social and cultural capital gained through expensive travel; telling stories and anecdotes about exclusive destinations where they have been, often meeting world stars, demonstrating belonging to a higher social class);
- social critics (users who criticize the social structures and practices of the tourism industry; although as activists they express dissatisfaction, they differ from activists because they do not necessarily call for active change) and
- information seekers (users who are interested in learning and exchanging opinions with others; these users seek a large amount of practical information, such as that related to a particular destination, and often seek opinions on these issues from other users; also ask others for opinions on a particular destination or assistance in deciding which destination to travel to).

Booking.com and Airbnb represent online reservation systems, which are important from the aspect of strategic communication, considering that in addition to the basic purpose, they also provide a possibility of describing, not only the accommodation capacities, but also the tourist destinations themselves. Also, it is important to mention Google maps, an online map, which, among other things, contains multimedia descriptions of the elements of tourist attractiveness of a tourist destination, as it represents an important online medium, especially during the stay of tourists at the destination. The special significance of these online media is that they provide the possibility of describing and commenting on users who have had experiences with the destination and its elements of tourist attractiveness.

Law et al. (2010) and Kang & Mastin (2008) emphasize the importance of creating and maintaining an effective website to improve public relations in tourism, while Wirtz & Zimbres (2018) believe that the growing popularity of the Internet will contribute to the growing importance of websites in organizations' communication plans (among others and those that provide services in tourism, as well as tourist destinations, author's remark), where public relations experts will play a very important role in them. Kent & Taylor (2002) point out that unification of text, sound, images and the potential for real-time interaction are the advantages of a website, not available in traditional media (even if radio and television contact shows are taken into account, the potential for interaction is far smaller in relation to the Internet and its services). Hashim et al. (2007) single out five dimensions of website quality in tourism:

- information and processes (online sales, reservations and purchases, contact information, promotional offers in sales, information on goods and services);
- added value (travel related information, calendar of events, transport information, local attractions, climate information, interactive maps);
- customer relations (loyalty, club membership, special zones for loyal guests);
- trust (security, protection of rights, date of last update) and
- design and usability (navigation, multilingual site, frequently asked questions, site map, page size).

Exploring internet technologies and their impact on modern business Ageeva et al. (2019) place special emphasis on corporate communication through websites in order to manage identity, image and reputation, which in the case of tourism means that the website is its mirror, whose role is not only to be attractive, but also to contain useful information and be adapted to the “taste” of tourists and potential tourists. Websites affect the reputation of destinations and tourism service providers in two ways. The first implies that the website influences the creation of their image as an element in the formation of reputation through information, videos, photos, while the second is a direct impact on reputation through the interactivity of the page. Even Jevremović et al. (2016) emphasize the importance of website interactivity, presenting research results that show that interactive sites generate more visitors, ensure their longer retention, and lead to their greater satisfaction. Addressing the problem of quality communication, Taylor et al. (2001) and Smith (2010), outline five principles of dialogic communication through a website:

- a dialogue loop (allows the public to ask questions, while communication strategists give public answers to them);
- usefulness of information (content must be useful for website visitors);
- generating return visits (involves regular content updates, interactivity, such as forums);
- simplicity of the interface (content must be created so that information can be easily found);
- rule of preserving visitors (it is necessary to create loyalty among website visitors).

Wirtz & Zimbres (2018) state that websites must be designed to provide useful information to the public, give visitors a reason to return to it, and provide an opportunity for the public to ask questions and receive timely answers. In that sense, it is of special importance to hire experts for online interaction with the public. Although users accept it as authoritative, according to Manro &

Richards (2015) DMO websites are largely biased, the negative sides are ignored, and limited and mainstream information is used. On the other hand, as a good example, the authors cite the Ten Minutes in Wales campaign launched by The Visit Wales, which involved the creation of content by users and which contained files, ratings, the ability to share photos and recordings that accompanied the descriptions.

Virtual display/reality (virtual reality-VR) can be a significant segment in the formation of the perception of a tourist destination and services in tourism, which Weng & Huang (2018) consider to be a technology that is becoming more prevalent in destination marketing, given that it provides the possibility of simulating real situations. Tom Dieck & Jung (2017) regard that new, innovative and technology embodied in a combination of digital content and a real tourist environment is important for improving tourist experience, emphasizing in particular their application in cultural heritage sites. In this regard, Marasco et al. (2018) view virtual reality as an important communication instrument based on when potential tourists can virtually experience and explore a destination and services before visiting and consuming, but also as an instrument that affects the tourist experience at the destination itself.

Also, many other online media can be important for the strategic communications of an urban tourist destination, such as: TravelPost, Expedia, Hotels.com, various online forums and many others.

Conclusion

In order for tourist destinations and tourism service providers to take the best possible position, both in the global tourism market and in the minds of key stakeholders, it is necessary to strategically approach social media communications, as a significant segment of strategic online communications. The basis of communication through these media is multimedia, as a combination of video material, photographs, text, graphics, etc., which aim to highlight the advantages of a particular tourist offer over other, competitive offers. In this way, tourist destinations emphasize their elements of tourist attractiveness, with special reference to their authenticity. Similarly, hotels and other accommodation facilities, travel agencies and tour operators, transport companies, restaurants and nightclubs, and other tourism service providers emphasize the quality and superiority of their services in order to achieve the desired competitive advantage. Also, the role of communication through social media should not be neglected in case of museums, galleries, archeological

sites, festivals and many other whose offer has a great impact on tourist visits and experiences of tourists.

Regardless, whether tourist destinations or tourism service providers are in question, social media communication has the potential to influence expectations by creating and managing image and brand, while on the other hand these media provide the opportunity to create experiences related to them and consequently their reputation through interaction with key stakeholders. Interaction with stakeholders, based on an honest relationship and dialogue, is the key advantage of social media over traditional media, a fact that communication strategists must not neglect. In that sense, on-line reputation management is of special importance, as a function that aims to establish quality and long-term relationships with stakeholders, which involves interaction with them through various forms of online media, including social media

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Datum prijema (Date received): 08.05.2021.

Datum prihvatanja (Date accepted): 12.07.2021.