

Assessment of the Management of Social Media Content of the Egyptian Tourism Authority Using Key Performance Indicators

Rania Abdelmonsef¹ Magda AL Badry² Azza Maher² Dalia Mandor²

¹Tourism Specialist in Egyptian Tourism Authority

²Faculty of Tourism and Hotels, University of Sadat City

Abstract

Social media content management has been one of the biggest challenges that organizations face. Content marketing management is a digital way to manage the marketing message to the online audience, and this necessarily requires having a clear online strategy to define the smart objectives, the action plans, the tasks, and the key performance indicators framework. This research examines the assessment of Egyptian Tourism Authority social media content management by using Key Performance Indicators (KPIs). The collecting data of this research is gathered from ETA's social media platforms (Facebook page insights, Twitter Analytics, Instagram, and YouTube Analytics), comparing those social media platforms with some of ETA's competitors, and distributing 35 questionnaire forms on a sample of the ETA's official. The KPIs framework which is used in this research consists of five stages: Expose, Attract, Engage, Retain, and finally Influence. The results of this study have been presented according to those both approaches; content analysis and Netnography research. Those results demonstrate that ETA did not have an online strategy, smart objectives, and a KPI framework to measure its social media performance. Furthermore, there is a lack of the ETA's officials' awareness level about KPIs and social media content management.

Keywords: Social media, content marketing management, Key Performance Indicators (KPIs), Egyptian Tourism Authority (ETA).

1. Introduction

Recently, Social media has become a phenomenon that has emerged and grown rapidly; and, it helps in the changes that have happened in the business environment. Social media is a group of internet-based applications that enables the audience to interact together (Hong *et al.*, 2015; Ollqvist, 2015). According to Baruah (2012) social media is a revolution of web2.0 that allows creating and exchanging the User-Generated Content (UGC). As a result, social media is not only a social communication or tools but also it is a social interaction.

Marketing techniques change the way that brands and organizations delivered their marketing messages. According to that, social media has become a vital web application tool to the brands; thus, it offers the opportunities to online advertising by facilitating viral marketing, developing the product by involving the online communities in the design process, and marketing intelligence through the observation and assessment to the users' feedback and reviews (Cvijikj and Michahelles, 2013).

Moreover, social media provides the brands with the new chances and opportunities to interact directly with the online audience; or in the other words social media presents unique platforms to listen to the audiences and knowing more about them and their interests, thoughts, habits and experience. As a result, the importance of social media lies in exceeding the number of its active users. Statistically, the newest 2018 Global Digital insights report reveals that the number of internet users is more than 4 billion people around the world, which means over half of the world's population is being online. In all over the world, about three billion people use social media: Facebook is the most popular network by nearly 2.2 billion monthly active users, then followed by nearly 1.5 billion people on YouTube, by over 800 million active users on Instagram, and by over 300 million active users of Twitter in the first quarter of 2018 (Chaffey, 2018; Kemp, 2018; Statista, 2018).

Based on that, social media is a great opportunity to any brand. It needs to be managed and measured to enhance its benefits and its impacts. On the other side, one of the most important points of social media is about the online engagement and interaction. This makes it different from the traditional marketing. Moreover, social media platforms are free and available; and any brand or business can join it and set its social media platforms. Therefore, social media needs to have an online marketing strategy to manage and assess its performance, and to measure the Return On Investment (ROI). The setting of online strategy of social media is becoming a critical need to any business (Helmink, 2013). However, Ng and Wang (2013) refers to social media marketing strategy as *"a strategy formulation involves the interplay between a dynamic environment and some crucial processes in an organization, and has distinct change-continuity cycles. And, this strategy needs to have specific objectives, targeted audience and the required resources, and also an evaluation system to measure its performance"* (p.3). One of the key elements of social media marketing strategy is the management of social media content. As that, content is defined by Gates (1996) as the *"King"*. Although there is no specified definition of "content", but in this study, it refers to anything that published on the social media assets whether by the organization or by its online audience like (photos, texts, articles, users' feedbacks or reviews and etc.).

Furthermore, monitoring and analysis of social media performance is also an essential item in the online marketing strategy. Without measuring the performance and effects of social media, it cannot be known whether the organization achieves its objectives and it goes on the right track or not.

According to Lovett and Owyang (2010) *"Social Marketing Analytics is the discipline that helps companies measure, assess and explain the performance of social media initiatives in the context of specific business objectives"* (p.4). And upon this, key performance indicators are important metrics to measure and assess the performance of the online brand.

Basically, the evaluation and measurement of the social media performance through using KPIs should be a part of the social media strategy and the action plan because KPIs are a reflection of the organization objectives. In other words, KPIs are "*objective-oriented quantitative assessment indicators, which are regarded as a classification of key ingredients in the operations of the enterprise*" (Hong *et al.*, 2015, p.139). That means KPIs should be aligned to the organization strategic objectives.

Based on the importance of the social media marketing strategy to any brand or organization, the Egyptian Tourism Authority (ETA) should paid a great attention to manage its social media content and to measure the performance by a KPIs framework to accomplish its online objectives. This research aims at evaluating and assessing the ETA's social media content management by convenient KPIs framework according to its marketing objectives and the results will compared with some of ETA's competitors (Turkey, Dubai, Tunisia, Jordan, and Israel). In addition to that, a questionnaire will be designed and distributed to measure the ETA's official awareness level about KPIs metrics, and the social media content management.

2. The Theoretical Background

2.1.Social Media

According to Edosomwan *et al.* (2011), social media is not a new phenomenon; it related to the technology development especially web 2.0. It can be considered its real emergence was in the 1990s that the web1.0 came and the content flow from the producer to the user; that was a one-way connection. After that, the emergence of web 2.0 enabled users to interact together and to generate content. Consequently, web 2.0 is considered the real advent of social media. There are many different definitions of social media. Safko and Brake (2009) illustrated the "Social media" phrase; the term "social" refers to people interaction together, and the term "media" related to the news delivered via print, audio, video, and photographs.

Regarding to Government of Western Australia (2012) social media "*is interacting with others while creating content. Content can be discussions, videos, opinions, photos, and much more*"(p.5).Upon to that definition, content is a key element in the interaction process and any user can create and publish any content that he/she desired. Social media is also defined as "*a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of User Generated Content*" (Kaplan and Haenlein, 2010, p.61). It means that social media is a group of tools or applications which allow people to share, engage and participate together. Those social applications (Facebook, Instagram, linkedIn, Twitter, and YouTube) have different characters and mechanism; for example some of those platforms focus on photos, some focus on videos, and others concentrate on the audio and the location. Whatever, the core of any of those platforms, they are a digital application that facilitating the communication between different people.

Based on those definitions of social media, it is clear that social media is very important to any business, especially in travel and tourism sector, because travelers have become more empowered, more demanding, and smarter than before. They need information about the different destinations, services or experiences from people like them with the same interests and they want to share their professional experiences with the others. Moreover, travelers trust on the others feedback and reviews more than the travel agent itself (Carson, 2014). That reflects the importance of social media for both the user and business. Beside the above mentioned of the social media benefits, Porras *et al.* (2014), clarified that social media generated large amounts of data about the customer's behaviors, interests, and competitors. Upon that, it is necessary to monitor the company's online performance, the customer interaction, participation, sharing and the online campaign's performance to gauge the Return on Investment on social media platforms. Finally, social media need to be a part of the organization marketing strategy in order to determine the objectives, define the action plans, manage the published content and identify the teamwork tasks.

2.2 Content Marketing Management

According to Hristova (2016), there is an overlap between social media marketing and content marketing; that the content marketing is a message or information that the brand or the business delivered to their customers through the communication tools that social media offers. Although the term "content" is still ambiguous and there is no specific definition to it, and there is a lot of hype about that term; the "content" means different things to different businesses (Odden, 2013). According to The UNWTO (2008), content refers to the *"information about destination- whatever format it is held in (for example, text, audio, images, videos and flash animation). It is what the medium contains' rather than format in which it is held"*(p.15). Depending on that, content becomes a very important part in managing and marketing the social media platforms, and this led to an emerging of a new trend in marketing; it is called "content marketing".

Content marketing is *"an umbrella term encompassing all marketing formats that involve the creation or sharing of content for the purpose of engaging current and potential consumer bases"*(Kuperman, 2011, p.3). Upon that definition, the organization must integrate content marketing activities in its marketing strategy, and then manage it, to achieve its marketing goals. Therefore, content marketing management is the approach to determine business goals, activities, tools, and the measurement framework. Through content management; it is easy to determine the organization marketing plans and goals and hence monitor the business progress and performance on its social media platforms. Shah (2012) defined content management as *"the set of processes and technologies that support the collection, managing, and publishing of information in any form or medium. Content may take the form of text (such as documents), multimedia files (such as audio or video files), or any other file type that follows a content lifecycle requiring management"* (p.1).

The above definition of content management explains that there is a big challenge to the organizations and brands because content management focuses on managing the sharing of information, opinions or thoughts whether this content is presented by the online audience or the organization itself, and this may build the brand reputation or destroy it (Hartman, 2011). According to Digital Kitbag (2014), social media is considered as a mini-website, which continuously should be fed by new and fresh content. The management of social media content focuses on defining the audience, managing the negative comments, enhancing the brand personality, creating a relevant content, setting the KPIs framework, and interpreting the results (Walsh *et al.*, 2013; Mangles, 2017; Sysomos, 2014).

Content management is a critical and complex process, so the understanding of the content lifecycle is a key element to manage it. Content lifecycle consists of different stages from the planning and creation stages to the implementation and analysis stages, and it is a repeatable system or methodology (Bailie, 2010; Doyle, 2009). Content lifecycle describes the stages of the content life and the start points in the content marketing strategy. The more understanding the content lifecycle and its stages the more corporate achieves the goals of its content marketing strategy. According to Bailie (2010) and Brinker (2014), content lifecycle consists of these follow stages planning, collection, managing, publishing, and analysis.

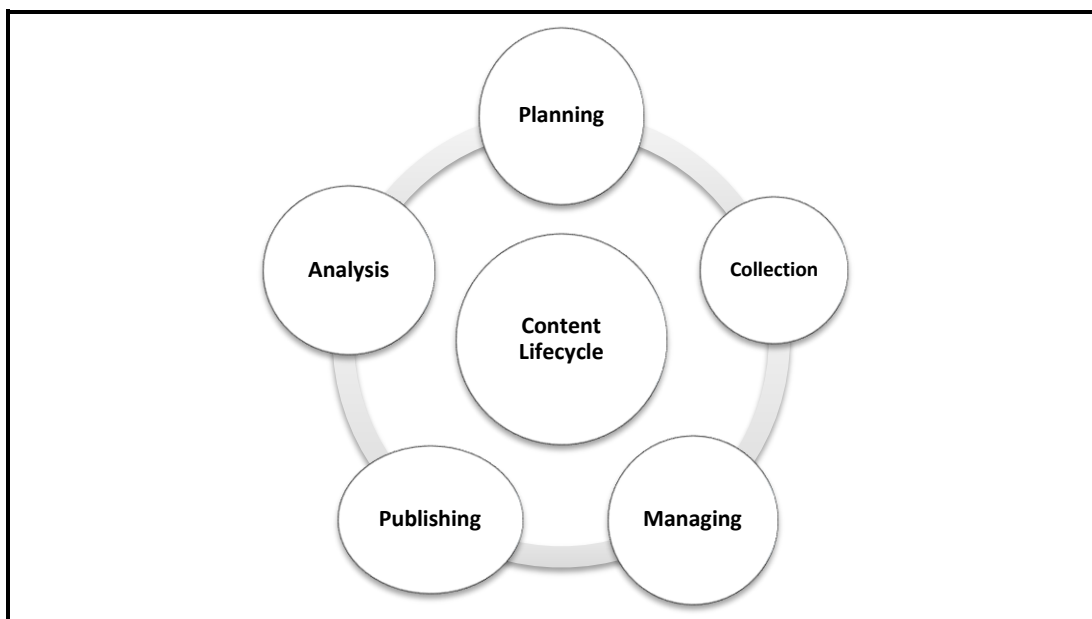


Figure (1): The Different Stages of The Content Lifecycle

Source: Modified from (Bailie, 2010; Brinker, 2014).

Those different stages of the content lifecycle draw the steps that organizations should follow to improve the performance of the online brand reputation and to be closer to the target audience to interact and to engage with them. According to Patel (2014), content becomes an integral part of many brands marketing strategy; for example, if the marketers choose a wrong social media channel, the Company cannot achieve its marketing goals.

This means that it is not only the content but also the way companies publish their content. Especially, there are many different forms/types of content (O'sullivan, 2017). Companies should select which one of them services its marketing goals.

- In addition to the content lifecycle, it is also important to know the content management across the customer lifecycle; that all the marketing plans, efforts, and strategies are a customer-centric. According to Brick (2013), studying customer lifecycle makes the content marketing management more efficient. Chaffey and Smith (2013) also illustrated that customer lifecycle is an ad-hoc and reactive approach to communicate with the audience through social media platforms. It is structured and covered through RACE or RACE planning, which refers to Plan, Reach, Act, Convert and Engage. The RACE funnel summarizes all the online marketing activities that needed to be managed; it also provides the KPIs for each step to measure and analysis the results. According to Brick (2013), the links between customer lifecycle, marketing plans, and content can be drawn through the RACE planning funnel as follows:
- **The Plan** is an initial phase, which consists of the all social media communication strategy, objectives, plans, and tactics. It also identifies the target audience, content types, content sources, and the KPIs metrics.
- **The Reach;** this step focuses on raising the brand awareness and the number of the organization's social networks outposts visits. In that step, marketers seek to increase the interaction rate through its paid and owned media. However, the way to reach to the brand customer, there are some important points to maximize the interaction:
 - Target the most relevant market segments.
 - The content must add value to the audience to gain them and to drive the website and social networks traffic.
 - Getting involved with the audience's conversation is the key element of that stage (Chaffey and Bodoworth, 2012; Brick, 2013).
- **The Act** is the third step, which focused on encouraging the audience to interact on the different social platforms and the website. The Act step is important to specify the top level goals; which means once the audience reaches to the company's social media outposts, the content should take them to the convert leads step as soon as possible. It means that, the Act step is a persuasive stage to take an action or a decision from the customer side (Chaffey and Bodoworth, 2012).
- **The Convert step** focuses briefly on increasing the conversation rate, and it aims at converting from the leads to the actual sales or taking an action.
- **The Engage step** concerns the long-term engagement to develop the relationship with the customers, to gain their loyalty and hence to repeat the purchasing process (Chaffey, 2016). In other words, it relies on the customer retention.

As it is mentioned above, the RACE funnel is a practical framework that used to improve and optimize the online brand performance. According to Chaffey (2016), it is important to assess and measure that practical RACE funnel by defining a relevant key performance indicators (KPIs) framework. The organization should also determine the sources of content to its social media outposts and have an editorial team to manage its social media content.

2.2 Key Performance Indicators (KPIs)

First of all, measuring the (ROI) of social media initiatives is very important and it is usually not easy to gauge it, so marketers are faced with lots of challenges to formulate and apply measurements tools/systems to deduced insights and indicators from social media outposts. Therefore, it is necessary to measure social media interactions and campaigns through social media analytics as Key Performance Indicators (Ruhi, 2014).

According to Oh (2011), Key performance Indicators, which are known as (KPIs), refers to Key success indicators (KSIs) too. Bauer (2004) defined KPIs as *"quantifiable metrics which reflect the performance of an organization in achieving its goals and objectives. KPIs reflect strategic value drivers rather than just measuring non-critical business activities and processes"* (p.63). The American Marketing Association (2014) also illustrated that KPIs are a mixture of the qualitative and quantitative metrics which should combine together and the well-chosen of them will provide a holistic view of the brand and the business. Keyte (2014) clarified that each KPI must be Counted, Compared, Clear, reflected the business's objectives, and measured over specified time.

Based on the above definition, key performance indicators explain and show how the organization performs according to the organization's strategic goals and objectives, or in the broadest sense, KPIs provide the information that achieves the goals and to be sure that the organization is on track (Marr,2010). The measurement process is a complicated process and needs a lot of time and efforts to quantify all the corporation aspects (Carlucci, 2010). USA International Development (USAID) (2010) determines seven key criteria for the selection of key performance indicators; direct, objective, useful, practical, attributable, adequate, and disaggregated. Moreover, the setting and the choosing of the right KPIs from too many KPIs must be clear and accurate, that requires the corporate to be aware of the characteristics of KPIs. The "S. M. A. R. T" acronym summarizes the main characteristics of KPIs, which was stated by Doran (1981), and it refers to "Specific" by determining the goals, "Measurable", "Assignable", "Realistic", and "Time related"(Brudan, 2010).

Keyte (2014) illustrated that, once KPIs are well-defined, they need to be presented in a process or methodology to achieve precise results. The KPIs methodology consists of the following seven steps: step (1) Create Objectives, step (2) Describe Results, step (3) Identify KPIs, step (4) Define thresholds, (5) Measure, step (6) Interpret Results, and (7) Take Action. Those seven steps of developing a meaningful KPI are a practical guide to create a vital KPI methodology. Thus, the KPI is a new trend and a vital measurement tool to optimize and improve the organization performance.

Based on the literature review, the management of social media content for the Egyptian Tourism Authority (ETA) is an important approach to manage ETA's social media platforms and to measure its online performance, the following hypothesis can be formulated for that purposes:

Hypothesis (1): There is a lack of awareness level of implying Key Performance Indicators (KPIs) in ETA's social media management.

Hypothesis (2): The management of the Egyptian Tourism Authority (ETA) does not use its social media platforms as effective marketing tools.

3. Methodology Framework

The methodology of this study has adopted two main parts to assess social media content management of the Egyptian Tourism Authority (ETA) through using KPIs.

1. Assessment and analysis for the ETA's social media content management through using KPIs and Comparing ETA assets with some of the competitors' countries.
2. Surveying the managers of ETA's abroad offices, technical committee of the international campaign and social media team about the management of ETA's social media assets.

Based on the previous literature review about the KPI's and social media content management, it is necessary to determine precisely the main objectives of the Egyptian Tourism Authority. Initially, ETA is a governmental authority which was established in March 1981 upon a presidential decree No.134 in 1981. According to this decree, ETA aims at increasing the growth rate of the global tourism arrivals to Egypt, promoting the image of Egypt as a destination of great heritage and modern attractions, uprooting obstacles which affect on tourism development, encouraging the domestic tourism, raising the citizens' awareness to the national tourism and increasing their loyalty to their country (Aziz, 2002).

3.1 Research Design

The assessment of the ETA's social media content management will be through using key performance indicators to compare the ETA's performance with some competitors' countries. In addition to that, Design and Distribution a questionnaire for measuring the awareness level of the ETA's social media official about the KPIs metrics and the social media content management.

3.1.1 Assessment and Analysis for the ETA's Social Media Content Management through using KPIs.

Initially, this research will focus on four social media assets of ETA (Facebook, Twitter, Instagram, and YouTube). The selection of those social media platforms are due to the fact that Facebook is statistically the largest and fastest growing social media network, Twitter is a micro blog, Instagram is a photo sharing application, and YouTube is a vital video sharing channel. In addition, those social media outposts are mostly used by ETA as they are the main platforms that ETA exerts its online efforts. The assessment process has been performed during August 2017 as in this period tourists search and decide which destination they would visit.

Moreover, that assessment is done according to the following KPIs framework table (1) which was designed by Quevedo *et al.* (2015). That KPIs framework consists of these five stages: Expose, Attract, Engage, Retain, and finally Influence.

Table (1): KPIs to Measure Marketing Objectives

Marketing Objective	Build Awareness		Influence Consideration		
	Expose	Attract	Engage	Retain	Influence
Optimization Metrics	<ul style="list-style-type: none"> • Unique Viewers • Impression Frequency • Brand Buzz 	<ul style="list-style-type: none"> • CTR • Bounce Rate • Unique Visitors • Social Profile Views 	<ul style="list-style-type: none"> • Pageviews • Time on Site 	<ul style="list-style-type: none"> • Returning Visitors 	<ul style="list-style-type: none"> • Response Rate • Turnaround Time
Strategic Metrics	<ul style="list-style-type: none"> • Share of Conversation • Share of Search • Brand Awareness • Ad Recall • Online Reach 	<ul style="list-style-type: none"> • Share of Traffic 	<ul style="list-style-type: none"> • Shares • Comments • Video Completions • Sign-ups 	<ul style="list-style-type: none"> • Frequency • Recency • Active Users 	<ul style="list-style-type: none"> • Task Completion Rate • Sentiment

Source: Quevedo *et al.* (2015).

Each stage of those stages has too many KPIs, but the most appropriate KPIs to this study will be used in accordance with the available insights of those different social media assets to ETA and its competitors.

- Moreover, the assessment process will be implemented on the different ETA's social media platforms through **qualitative content analysis and a Netnographic research**. The **netnographic** research related to audiences' online interactions. That research basically focuses on the observation of the followers, fans and the online communities' interactions and communication with the online content (Bowler, 2010; Bartoletti, 2013). Kozinets (2010) defined netnographic as an “*Online communities form or manifest cultures, the learned beliefs, values and customs that serve to order, guide and direct the behavior of a particular society or group*” (p. 12).

3.1.2 Comparing the ETA's Social Media Performance with some of the Competitors' Countries.

ETA's social media performance will be compared with some of official social media platforms of five competitors' countries: those five countries are considered as some of the competitors to the Egypt's tourism (Aziz, 2002). In addition, there are similarities in the destination characteristics (geographic, cultural, demographic and natural characteristics). These countries are Dubai, Jordan, Tunisia, Israel and Turkey. Also, the comparisons have been performed during August 2017 too.

3.2 Questionnaire

The questionnaire form was designed with the purpose of gathering primary data to know the opinions and perceptions of the ETA's officials. That questionnaire has been addressed to the managers of ETA's abroad offices, social media team and technical committee of the international campaign. That, those are responsible for managing the ETA's social media platforms.

3.2.1 Questionnaire Design

The questionnaire consists of four sections: the first section is designed to define the main social media platforms that ETA focuses on. The second section is to investigate the ETA's online strategy and to determine the different challenges or obstacles. The third section consists of 13 items related to the ETA's social media activities and the quality level of the content. Finally, the fourth section is to measure the ETA officials' awareness level about key performance indicators and the social media content management.

The questionnaire design is guided by different literature reviews and researches that have studied and argued the management of social media content and the social media assessment through using key performance indicators (Yu *et al.*, 2008; Chaffey and Bosomworth, 2012; Ge'naux *et al.*, 2013). Furthermore, there are two questions that are measured by a 5-point Likert scale; the first question starts from the degree "Not important at all" (1) till the degree "Very important" (5), and the second question starts from the degree "Not good quality at all" (1) till the degree "High quality" (5).

3.2.2 Sample Selection

The data has been collected through distributing 35 questionnaire forms on the ETA's abroad managers' offices, social media team and technical committee of the international campaign; meanwhile, 30 questionnaire forms have been filled by 85% responds. Furthermore, the sample elements (official employees) are selected on the basis of their responsibilities towards the management for social media platforms on ETA. The questionnaire has been directed through the online survey development cloud-based software "GoogleDrive". That questionnaire was sent and collected during the period March to April 2018. In total, 30 copies have been collected and analyzed.

3.2.3 Questionnaire Pre-Test

In the beginning, the questionnaire has been designed. Also, a pre-test was directed to some of the ETA's social media officials for knowing their comments. The purpose of that pre-test was to detect the potential problems in the design, to clarify, and to word the questionnaire. Moreover, that pre-test is used to decrease the sample errors and to increase the response rate (Hilton, 2015). Generally, the ETA's social media officials commented positively on the overall layout, instructions, and the questionnaire design, but they asked to clarify the meaning of "Key performance indicators"; and they mentioned that the difficulty of this questionnaire is that the ETA has no clear online strategy. Based on their feedback, wording some items, some questions have been modified.

3.3 Data Collecting

Data collecting has been gathered from the ETA's different social media assets (Facebook, Twitter, Instagram, and YouTube): Firstly, Facebook pages are plenty in insights and data; also, the researcher has analyzed the content and comments that have been posted on the eleven Facebook pages of ETA.

Secondly the ETA's two Twitter accounts; the Twitter Analytics offers some different indicators and insights that have been used to assess the two accounts and count different KPIs for them. Thirdly, Instagram account has slightly scarce insights. Finally, YouTube channel analytics which presents different indicators about the channel performance. Additionally, the content of all of those social media accounts was analyzed by the researcher observation and compared to the different ETA's official competitors. It is important to clarify that the researcher has used some online assessment sites in assessing the ETA's social media platforms. They are <https://www.sprout.com/> and <http://www.fanpagekarma.com> . Those sites provide different KPIs to both ETA's social media assets and the competitors. Besides that, the online Google drive is used to design and to distribute the questionnaire to the abroad offices managers. That online technique is a perfect tool as it is a mobile friendly; that enables the people to answer the questions. Furthermore, the responses are automatically collected on an excel sheet.

3.4 Data Analysis

As mentioned before, the methodology of the assessment process has been conducted according to two main sections: **Part one:** Assessment and Analysis for the ETA's Social Media Content Management through using KPIs and Comparing them with the Competitors' Countries. In this section there are lots of KPIs that have been used to measure and to assess the ETA's performance on the social media platforms as summarized in table (2).

Table (2): Different KPIs of ETA's Social Media Assets

Facebook KPIs	Twitter KPIs	Instagram KPIs	YouTube KPIs
Frequency, Share of Search, No. of new visitors/users Engagement Rate, Sentiment Indicator, Daily and Monthly Active users, Response Rate	Profile Performance Index, Average Weekly Growth, Tweet per Day, Engagement Rate of Twitter, Virality Rate	Growth Rate, Engaement Rate, Post interactions, and Profile Performance Index	Subscribers, Growth Rate, Watch Time, Views, and Average View Duration

Part Two: The Questionnaire Analysis is many different statistical applied techniques that use SPSS 17 to analyze the data. The descriptive statistics, such as the mean scores and the standard deviations, are computed according to the studied variables. Moreover, the Reliability analysis is applied on the Likert scale question to assess the internal consistency of the measurement scales and Cronbach's alpha coefficients (α).

Additionally, the Spearman correlation analysis has been carried out to investigate the relationship between the quality of ETA's published content and the content creation plan (as creating content is one of the ETA's social media challenges). The Spearman correlation analysis has also been carried out to examine the relationship between the "setting social media marketing strategy" and "defining SMART objectives to social media marketing strategy". The Correlation was significant at the 0.05 level (2-tailed). Finally, the frequencies and percentages were used to analyze this questionnaire and to deduct the findings.

3. Results and Discussions

The KPIs assessment for the ETA's social media content management revealed different indicators about its social accounts; ETA did not have an online strategy, and did not use a specific KPIs framework to measure whether its online objectives are achieved or not. The absence of the online strategy makes the ETA's online performance unsuitable; the fans/followers total number, Engagement rate, Growth rate, and other KPIs for ETA's social media platforms were not high. It is noted that the number of new users and fans of ETA's Facebook different pages are very low and slight in comparison with the Facebook competitors' pages. Some ETA Facebook pages had "dislikes" more than "likes", so it is important to make a pre-market research to know the reasons. The organic reach for the ETA's Facebook pages is also not sufficient; therefore, there is a must to have yearly promotion campaigns. It is also observed that the promotion posts have high interactions in comparison with the organic posts. The ETA social media budget is lower than its competitors' budgets. Furthermore, the engagement rate for most ETA's Facebook pages, Twitter accounts, and Instagram account is not high too. Although the ETA's engagement rate was low, most of the comments were positive. In addition to that the questionnaire analysis showed some important results; The Cronbach's alpha coefficient has been calculated for all the questionnaire constructs. It is 0.96, which means that results are reliable as shown in the table (3).

Table (3): The Reliability Statics for ETA Social Media Platforms

Reliability Statistics	
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
0.961	0.966

As it is known, the Cronbach's alpha reliability coefficient values are between "0 to 1", the high value refers to an honorable internal consistency of the items in the scale (Gliem and Gliem, 2003).

4.1 Descriptive Statistics and Correlation Analysis

The following table (4) presents the descriptive statics as Mean and Standard deviation for the most social media platforms that ETA concerns.

Table (4): The Social Media Platforms that ETA focuses on

	Not Important at All	Not Important	Medium Important	important	Very important	Mean	Std.
Facebook	0	0	0	3	27	4.90	0.30
Twitter	0	6	8	11	5	3.50	1.00
Instagram	0	0	8	11	11	4.10	0.80
YouTube	0	0	3	10	17	4.46	0.68
GooglePlus	7	8	11	1	3	2.50	1.91
Pinterest	13	9	6	2	0	2.70	1.44
Vimeo	17	5	6	1	1	2.60	1.59
Vk	8	3	9	8	2	2.76	1.30
WeChatand QQ	8	2	5	10	5	3.06	1.48

Most respondents consider Facebook to be the most important social media asset for ETA; its Mean is 4.9 and its Std. Deviation is 0.3). As YouTube, Twitter, Instagram, WeChat and QQ (For Chinese), Google+, VK (for Russian), Pinterest and Viemo are gradually ranked after Facebook according to the terms of their importance.

Table (5): The Evaluation of ETA's Social Media Content

	Not good Quality at all	Not good Quality	Medium Quality	Good Quality	High Quality	Mean	Std.
Photos	1	0	6	14	9	4.00	0.91
Videos	1	1	16	6	6	3.50	0.97
Gifs	9	7	9	4	1	2.36	1.15
Texts	1	9	14	4	2	2.90	0.92
Contests	8	10	8	2	2	2.33	1.15

The above table (5) clarified that most respondent's evaluation of ETA's social media published content was directed towards "medium quality" column. The results also show that the type of content "photos" achieved the highest mean (4) with standard deviation 0.9, which means that the published "photos" of ETA's social media assets was good quality. According to Wolfe (2016) the quality of content is translated into engagement. The quality of content plays an important role in engaging the audience with the brand, increasing the brand awareness, and increasing the site traffic as audience mostly does not have enough time to read and interact with the all posted content.

The blow table (6) clarified the correlation matrix between " Defining SMART objectives to social media marketing strategy" and "Setting Social Media Marketing Strategy ".

Table (6): The Relation between the Defining SMART Objectives and Setting Marketing Strategy

Correlations	
Defining SMART objectives to social media marketing strategy	Setting social media marketing strategy
Pearson Correlation	0.712**

* The correlation is significant at the (0.05) level

There is a high positive correlation; its (R) is calculated to be 0.71. Based on that result, "Setting social media strategy" is necessarily required to define S.M.A.R.T objectives. In other words, If there are no determined SMART objectives, Egyptian Tourism Authority cannot identify whether it goes on the right track of social media content management or not.

Table (7): The Relation between Quality Content and Content Creation

The Quality of ETA's published content	Content creation
Photos	0.685**
Videos	0.853**
Gifs	0.812**
Texts	0.690**
Contests	0.839**

* The correlation is significant at the (0.05) level

The table (7) shows that there is a high positive correlation between the quality of the published content and the content creation. It means that the content creation is important to publish fresh content with a high quality. In other words, setting a content creation plan will affect directly and positively on the posted content, and thus it will raise the ETA's engagement rate.

4. Discussion

Many researches and studies on management field have defined the social media content management as a complex process (Rhein, 2012; Bartoletti, 2013; Klautzsch, 2017). Social media is a digital media which is concerned with the communities' interactions. Therefore, the measurement of social media impacts and influence is not mature till now. In that study, Although ETA has different social media accounts, it has lots of barriers and challenges in its digital content management; the online strategy absence makes the ETA's online efforts useless, and not possibly measured.

Social media different assets provide different tools and techniques to improve and manage its online brand reputation. Based on the analysis study, implying scientific ways in managing the ETA's social media platforms will optimize its online performance and will achieve the ETA's digital goals. Those scientific ways depends on putting an online strategy, making pre-market research, integrating its traditional marketing strategy with the online strategy, and observing the competitors.

There is no a universally approved social media key performance indicators model, but that does not mean it is not important. KPIs are significantly key metrics to gauge the performance and to measure the social media impacts. For that reason, organizations, authorities and businesses are in dire need of identifying the economic value and the return on investment (ROI) of their social activities.

Online marketing is very important whatever the tools/applications that used to achieve the online objectives as websites, Facebook, Twitter, or any other digital platforms, so it is necessary to set an online strategy. The Egyptian Tourism Authority (ETA) does not have a clear online strategy; although it has a website Egypt.travel.com and many other social media platforms.

As a result of the absence of the online strategy of ETA, there are no clear online objectives that ETA aimed at; also there is not KPIs framework to measure the online performance. As mentioned in the literature review, KPIs are a reflection of the organization's objectives and goals and without a clear objective all the online efforts is useless.

Essentially, measuring the online performance helps in achieving different objectives and it is becoming easy to measure the online progress as improve the brand reputation, increase the brand awareness, manage the community interactions, and measure the conversation sentiment. Online KPIs framework eases the way to measure performance.

Additionally, the nature of social media is to engage with the online audiences, so it is critically to ETA's officials to understand Customer lifecycle to know the target audience and to understand their online behaviors through mapping the customer lifecycle and the content marketing management together.

In conclusion, the online strategy is a critical need to manage the ETA's social media assets. Moreover, KPIs are precious tools that help managing business to achieve desired outcomes and results, so ETA and its executive teams should struggle to determine meaningful strategic KPIs.

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تقييم إدارة محتوى مواقع التواصل الإجتماعي للهيئة العامة للتنشيط السياحي باستخدام مؤشرات الأداء الرئيسية

رانيا عبدالمنصف^١ ماجدة البدي^٢ عزة ماهر^٢ داليا مندور^٢

^١ أخصائي سياحة بوزارة السياحة المصرية

^٢ كلية السياحة والفنادق، جامعة مدينة السادات

الملخص العربي

تعتبر مواقع التواصل الإجتماعي إحدى أدوات الإتصال الرقمية التي تستخدمها المنظمات والشركات على اختلاف أنواعها في استراتيجيتها التسويقية، نظراً لما يتولد عن هذه المواقع من منافع وفوائد تساعد هذه الشركات على الإتصال المباشر بجمهورها عبر الإنترنت. أدى استخدام مواقع التواصل الإجتماعي الى تدشين العلامات التجارية للكثير من الحملات التسويقية لمنتجاتها وذلك لقياس العائد من الإستثمار على صفحاتها لتحديد ما إذا كانت هذه الحملات التسويقية تحقق أهداف الشركة/ المنظمة أم لا. تعتبر الهيئة المصرية العامة للتنشيط السياحي هي الجهة المنوط بها تسويق المقصد السياحي المصري، وهي تمتلك العديد من مواقع التواصل الإجتماعي التي تستخدمها في عمل حملاتها التسويقية. يهدف هذا البحث الى تقييم إدارة مواقع التواصل الإجتماعي للهيئة المصرية العامة للتنشيط السياحي باستخدام مؤشرات الأداء الرئيسية. ويتم هذا التقييم على مرحلتين هما: أولاً تحليل وتقييم إدارة مواقع التواصل الإجتماعي للهيئة باستخدام مؤشرات الأداء الرئيسية ومقارنة نتائج هذا التحليل بعدد من صفحات مواقع التواصل الإجتماعي لبعض الدول المنافسة للمقصد السياحي المصري وهم (تركيا- الأردن- دبي- تونس- اسرائيل)، ثانياً تصميم وتوزيع استمارة استبيان على العاملين المسؤولين عن إدارة مواقع التواصل الإجتماعي للهيئة العامة للتنشيط السياحي وذلك بهدف قياس مستوى الوعي لديهم عن مؤشرات الأداء الرئيسية، وإدارة المحتوى التسويقي لمواقع التواصل الإجتماعي للهيئة، وقد توصل البحث إلى عدد من النتائج والتوصيات الهامة ومنها أن الهيئة المصرية العامة للتنشيط السياحي ليس لديها استراتيجية تسويقية لمواقع التواصل الإجتماعي، وغياب هذه الإستراتيجية له تأثير قوى على أداء مواقع التواصل الإجتماعي الخاصة بها، وأنه يوجد عدد من المشكلات التي تعوق استخدام مواقع التواصل الإجتماعي التي تمتلكها الهيئة بشكل فعال كأدوات تسويقية.

الكلمات الدالة: مواقع التواصل الإجتماعي، إدارة المحتوى التسويقي، مؤشرات الأداء الرئيسية، الهيئة العامة للتنشيط السياحي.