

## ORIGINAL RESEARCH ARTICLE

# Digital marketing management in tourism agencies

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### ABSTRACT

Given the upsurge in the use of information and communication technologies, digital marketing has changed the way businesses operate at the international level. In a tourism organization, these tools play a fundamental role in acquiring, retaining and building relationships with new customers to promote and sell the organization's products and services. In this context, digital marketing is a fundamental strategy for brands because of the huge opportunities for growth, positioning and communication it represents. The overall objective of the study was to develop a process for digital marketing management for tourism organizations to facilitate their commercialization process. To this end, we have used different theoretical, empirical and statistical methods, resulting in the design of the proposed procedure. The application at Brisas Guardalavaca has improved engagement metrics by rounding out social networking, e-commerce and email marketing tools. In addition, the causes of the positioning and website bias are analyzed and alternative solutions concretized in the action plan are proposed.

**Keywords:** digital marketing; tourism management; e-commerce; web positioning; social networks

## 1. Introduction

The importance of digital marketing is increasing with the inclusion of Information and Communication Technologies (ICTs) in organizational management models, which has led to a change in the way businesses operate globally. Tourism companies, in turn, demand innovative and practical models, adjusted to this context, that allow their linkage to the world of e-commerce and that guide them in the way to enter and sustain themselves, thus avoiding that the resources allocated to these institutions are poorly invested in the implementation of imported or outdated models that obey little or nothing to situations of the environment<sup>[1]</sup>. Digital marketing is leading the way by offering new functions to reach, inform, engage, offer and sell products and services to customers, and is expected to continue to be at the forefront of the technological revolution<sup>[2]</sup>.

Using digital marketing in tourism organizations can achieve a qualitative leap in value chain management, ensure competitive advantage, and make customers loyal to their brands. At present, the rich data and rapid technological progress in the digital field have had a revolutionary impact on marketing practices<sup>[3]</sup>. The action of digital marketing should not be limited to transferring advertising from traditional media to the Internet, promoting products or winning customers' trust through new ways to promote technology, but should be designed comprehensively to obtain a transparent and consistent experience, improve marketing productivity,

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and establish contacts with consumers to make it reliable.

Research on digital marketing has experienced a growth during the last decades, parallel to the consolidation of university studies in this area of knowledge. Based on the criterion that digital marketing is a novel area of knowledge and what has been published on it is contextualized in the informational field, there is an imperative need to investigate its chronological and thematic growth in the sphere of tourism; as well as its behavior according to different geographic areas. Many authors approach the subject from different perspectives, Truong, Simmons and Palmer<sup>[4]</sup>; Rebón, Ocariz, Gerrikagoitia and Alzua-Sorzabal<sup>[5]</sup> and Shankar et al.<sup>[6]</sup> agree that digital marketing management in organizations is a key process to achieve success. Rapid changes in digital consumer behavior, require timely and sophisticated responses from tourism organizations to these consumer needs<sup>[7]</sup>.

Definitions were analyzed in which tools or channels of action are proposed for the management of digital marketing in tourism organizations, however, among these there is no consensus about which are the most important at the time of implementation, according to different authors consulted such as: Cleff<sup>[8]</sup>, Lin<sup>[9]</sup>, Ahmad, Musa and Harun<sup>[10]</sup>, Barcelos, Dantas and Sénécal<sup>[11]</sup>, Erkollar and Oberer<sup>[12]</sup>, Xu, Frankwick and Ramirez<sup>[13]</sup>, and Ranfagni, Crawford Camiciottoli and Faraoni<sup>[14]</sup> those that cause the greatest impact on digital marketing management and the value chain of companies are: social media, branding, big data, e-commerce, interactive marketing and advertising. However, in the literature these digital marketing tools are not merged, an element that is essential for the proper management of digital marketing in tourism organizations.

In this sense, studies consulted on digital marketing in tourism organizations<sup>[15,16]</sup> lack a logical sequence for its application in organizations. These requirements are incorporated into the principles of digital marketing. In these principles, customer feedback and loyalty are crucial. The goal is not to have more extensive advertising, but to maintain continuous interaction and transformation. In addition, they do not have a management approach, but cover only some of the functions of the cycle, independently. The above evidences deficiencies in the theoretical-methodological body to adequately develop digital marketing management in tourism organizations.

In the analysis of the state of the practice, several authors have conducted studies of the digital environment in different tourism organizations in the Holguín destination. By way of summary Guevara Ricardo<sup>[17]</sup>, states that the lack of a comprehensive approach to digital marketing management prevents the unification of the different tools available to achieve the proposed objectives. In this sense Pérez Velázquez<sup>[18]</sup>, agrees that it was necessary to break the separation between the flow and functions of the tools used and extend them to customer feedback and loyalty in destination tourism organizations. For his part, Camejo Peña<sup>[19]</sup>, asserts that those responsible for the proper functioning of digital marketing management do not yet have sufficient experience in the evaluation of actions in this area and that the improvements made to the tools used are made empirically.

Consequently, a diagnosis of digital marketing in some tourist organizations of Holguín destination, which are considered representative: hotels Playa Pesquero, Brisas Guardalavaca, Club Amigo Atlántico, the travel agency Cubatur Holguín and the branch Palmares Holguín, was made based on the documentary review from commercial reports of the destination, interviews with tourism managers of the territory and the analysis of publications on websites, perils of organizations in social networks such as Facebook, Instagram and Twitter and opinion sites such as TripAdvisor, HolidayCheck and Monarc.

From these analyses, it was obtained that during the last few years there has been a decrease in the number of searches for terms related to the name of the destination's tourism organizations in the Google search engine. These organizations do not have their own website or have an outdated interface. There is good management

of social networks, specifically Facebook. However, there is insufficient interaction with clients on this site. Likewise, Search Engine Optimization tools (SEO or SEM) are not used. Although there is a trend towards the growth of online commerce, mainly in the B2B mode, it is still not representative in terms of the volume of operations of these organizations and the parameters for the control and measurement of the actions carried out in the field of digital marketing are not defined.

The shortcomings detected from the theoretical- methodological and empirical point of view demonstrate the existence of the following scientific problem: Insufficiencies in the management of digital marketing that limit the commercialization process in tourism organizations. For the above mentioned, the present research aims to develop a procedure for the management of digital marketing in tourism organizations that favors the commercialization process of the same. To this end, two fundamental objectives were proposed, the first is to design a procedure for the management of digital marketing in tourism organizations that favors their commercialization process and the second is to evaluate the relevance of the proposed procedure based on its application in the Brisas Guardalavaca Hotel.

The field of action of the research is the management of digital marketing in tourism organizations. To solve the scientific problem, the following hypothesis was formulated: The application of a procedure for the management of digital marketing in tourism organizations that integrates the analysis of social networks, positioning, email marketing, e-commerce and websites, contributes to improve the marketing process.

The article is structured in five sections: introduction, where the research design is based; methodology, where the designed procedure is explained; results and discussion, in which the proposed procedure is implemented in the Brisas Guardalavaca Hotel; conclusions derived from the research and bibliographical references.

## 2. Development

### 2.1. Methodology

For the analysis of the bibliographies that address digital marketing management, a cluster study was carried out. To perform the clusters, the four components of digital marketing (process, function, feedback and loyalty), the application of these studies to the tourism sector and the proposal of tools, strategies or models for their application were taken into account as variables. The clustering by observations was performed through SPSS version 20 and the WARD method was used, squared Euclidean distance and level 7 was taken as the cut- off line, with which the dendograma shown in **Figure 1** was obtained, identifying seven groups of authors whose main contributions and shortcomings were analyzed.

The consultation of these methodologies allowed to identify that they lack a logical sequence for their application in tourism organizations. These tools need to incorporate digital marketing principles where customer feedback and fidelization is essential and the goal is not to have the advertising with the greatest reach, but the one that manages to maintain a constant interaction and conversion. In addition, they do not have a management approach, but cover only some of the functions of the cycle, independently. For this reason, a new methodology is proposed that integrates the contributions made by previous authors and incorporates new elements necessary for effective digital marketing management in tourism organizations. **Figure 2** shows the new proposal for digital marketing management in tourism organizations.

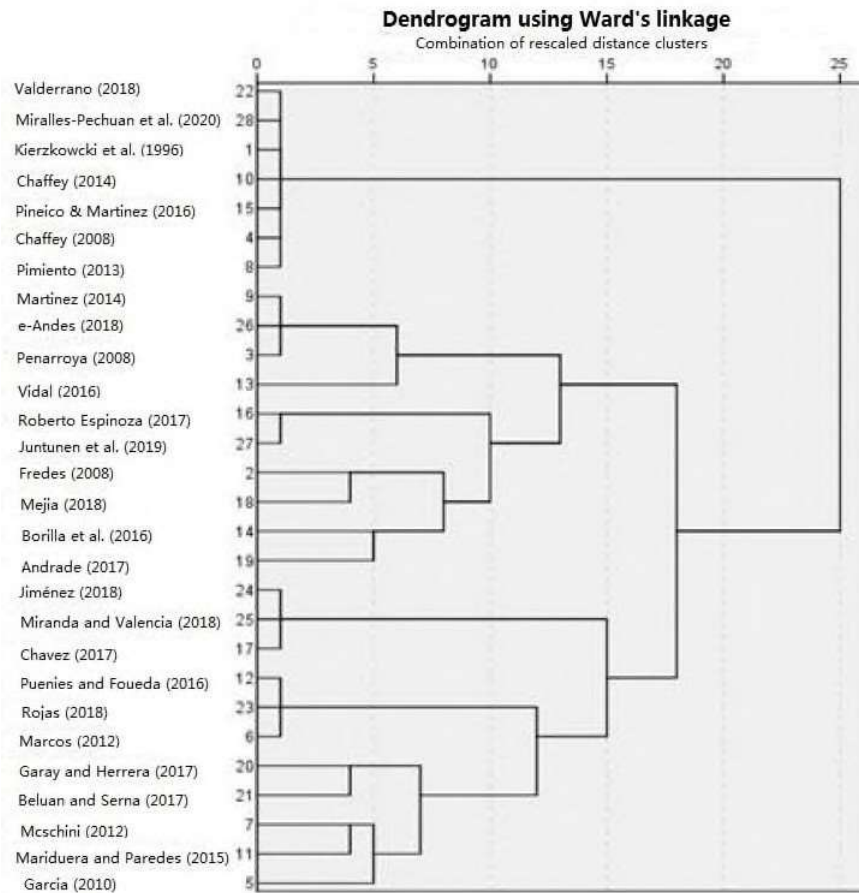


Figure 1. Cluster analysis.

## 2.2. Phase I. Analysis of the current situation of the organization

Phase I aims to analyze the organization in terms of its characterization, the current situation of digital marketing and the creation of a working team for the implementation of the tasks of the procedure. This is composed of three steps, in the first one a description of the entity and the tourism marketing system is made, which will allow to know its particularities, so that they serve as a basis for subsequent steps.

In the second step of the procedure, an analysis of the internal and external situation of the tourism organization is carried out, taking into account positioning, social media, corporate website, email marketing and e-commerce, for which a set of indicators are proposed that will allow us to know the current status of the aforementioned tools. Finally, step three is carried out, for which the creation and preparation of a work team is proposed, which will be constituted by the committee of specialists. In order to carry out the analysis effectively, the members must be well prepared in the topics to be developed. This step includes the creation of the plan to develop the actions.

## 2.3. Phase II. Digital marketing planning

Phase II aims at planning digital marketing actions based on the four fundamental strategies for the implementation of digital marketing. This phase is composed of four steps, the first one proposes the implementation of presence that will allow to start or increase the process of target audience in the field of digital marketing. It is mainly based on the use of Social Media Marketing without neglecting other tools such as the corporate website. For this purpose, it will be registered in all possible social networks, although in the first instance it will focus only on two or three, these networks will be the most used by customers who usually

make use of the products or services of the organization. Next, it is proposed to generate content with the objective of providing information about the organization’s products or services, and to disseminate this content so that it leads to a sale.

In the second step, different actions were proposed to realize or correct the functions of our digital tools. In this phase, the company’s website and search engine were mainly used for positioning. In the third step, e-commerce tasks are included in its two key areas, B2C and B2B. Finally, it intends to follow up on the organization’s mention, focus on customers on social media and corporate websites, and implement an e-mail marketing system conducive to customer feedback and loyalty.



Figure 2. Procedure for the management of digital marketing in tourism organizations.

### 2.4. Phase III. Implementation and evaluation of the impact of digital marketing actions

In this phase, the steps determined in the previous phase are put into practice, in addition the impact of these actions is analyzed by establishing metrics to assess the digital marketing actions in the organization, in addition the impact of the results is analyzed to determine the effectiveness of the proposed actions. Once the results are available, the impact of the indicators must be analyzed in depth, fundamentally of those whose measurement criteria were deficient. In addition, the causes should be investigated in order to find all the information related to the same.

### 2.5. Phase IV. Digital marketing optimization

The objective of this phase is to propose solutions to the deviations detected based on the causes that lead

to them. To this end, actions aimed at generating alternatives to the deficiencies found during the assessment of digital marketing actions and the development of an action plan to solve them are proposed.

### 3. Results

#### 3.1. Phase I. Analysis of the current situation of the organization

The Brisas Guardalavaca Hotel, part of the Cubanacán Group, belonging to the Ministry of Tourism, is in the Guardalavaca tourist center, in the coastal area of the province of Holguín, in the municipality of Banes. The complex currently has 437 rooms, including the two sections: the hotel and the villas, named after the first nine villas founded in Cuba. It is a four-star hotel offering all-inclusive services. The five main markets for the Brisas Guardalavaca Hotel are Canada, England, Germany, Cuba and Russia as of 2018.

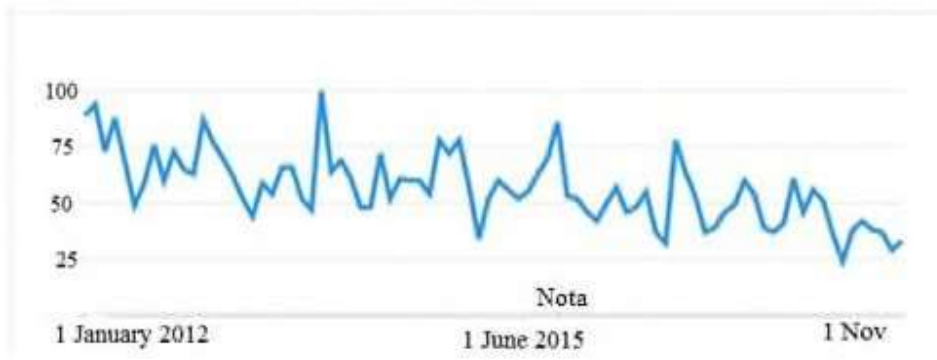
##### Current status of digital marketing

In order to determine the current situation of digital marketing of Brisas Guardalavaca Hotel, due to the availability of data, different indicators were measured from September to December 2018, creating a starting point for the implementation of these actions, and the following results were obtained.

##### Positioning

For the positioning analysis, a search was carried out in the Google search engine using the words: Hotel Brisas Guardalavaca. As a result, it was observed that the facility's web page is on the first search page, which is favorable for positioning. However, there are seven pages of travel agencies that market this hotel that are in a better position, so the result can be optimized.

In addition, the search in Google Trends for the term Hotel Brisas Guardalavaca, in the period 01/2012 — 12/2018, was performed, observing a considerable decrease in the frequency of search and tendency to continue that way, as shown in **Figure 3**.



**Figure 3.** Guardalavaca Breezes in google trends.

##### 3.1.1. E-commerce

E-commerce is present in two of its modalities (B2C and B2B) in Hotel Brisas Guardalavaca, an analysis of each of these was carried out taking into account the indicators proposed by Lin<sup>[9]</sup> and the following results were obtained.

**B2C: Distribution logistics:** On the facility's website there is everything related to the purchase price associated with the desired quantity and volume of rooms.

**Shopping cart:** This option is available for pre- booking the selected rooms.

**Credit or electronic payment:** There is no payment gateway on the website that allows electronic payment,

however, pre-reservations made in the system are held until the day of the customer’s arrival.

Registration process: The registration process is straightforward, so it was determined that it does not influence the sales process at the facility.

Security certificate (SSL): No security certificate as there is no payment gateway.

In summary, it was found that, although the web page provides the user with all the information related to the price and the possibility of making a reservation, there is no payment gateway to guarantee monetary support for the facility.

B2B: This business modality is one of the fastest growing at international level. It is fully regulated by the parent company, since it is in charge of establishing contracts with online agencies in other countries. However, as a strength, the Cubanacán Group has a sales website or CRS where agencies can know the availability and make direct reservations together with the payment according to what is agreed in the contract.

### 3.1.2. Email marketing

Regarding the use of email marketing in Brisas Guardalavaca, in an interview with the sales and public relations team, it was found that there is a database, but only associated with the fidelization program, so that only the emails of repeat customers are registered in it. This database allows segmentation by country, which is one of the main aspects to carry out campaigns of this type.

On the other hand, no email marketing management tool is used, so the effectiveness of this tool cannot be measured. The use of this technique is limited to sending invitations for the biggest event of the hotel which is the anniversary, it is also used on specific occasions as a means of information in exceptional situations such as cyclones and others.

The following equation was used to calculate the main social network metrics:

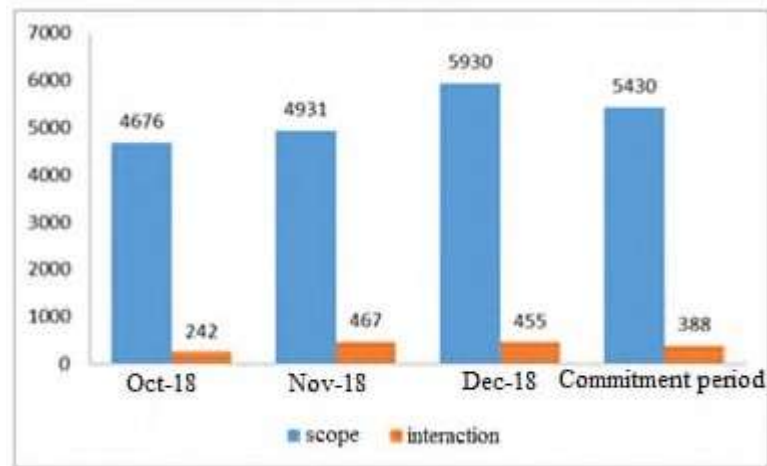
$$KpiRS = (Kpif + Kpit + Kpil + KpiYt) \div 4 = 0.208 \tag{1}$$

For the evaluation of the social networks, the elements shown in **Table 1** were taken into account.

During the period studied, Hotel Brisas Guardalavaca only had a presence in the social network Facebook, which is one of the most used in the main markets of the facility. However, the reach and interaction in this network is low, as shown in **Figure 4**.

**Table 1.** KpiS values of social networks.

Social network	Indicators	Low (1)	Medium (2)	High (3)	Brisas Guardalavaca
Facebook	I like	5,000	5,000≤X≥7,500	≥7,500	Kpif = 0.8333
	Photos	≤1,500	1,500≤X≥3,000	≥3,000	
	Videos	≤50	50≤X≥100	≥100	
	Publications	≤200	200≤X≥400	≥400	
Twitter	Followers	≤500	500≤X≥1,500	≥1,500	Kpit = 0
	Photos	≤800	800≤X≥1,500	≥1,500	
	Videos	≤50	50≤X≥100	≥100	
	Publications	≤200	200≤X≥400	≥400	
Instagram	Followers	≤500	500≤X≥1,500	≥1,500	Kpil = 0
	Photos	≤1,500	1,500≤X≥3,000	≥3,000	
YouTube	Published videos	≤500	500≤X≥1,500	≥1,500	KpiYt = 0
	Reproductions	≤1,500	1,500≤X≥3,000	≥3,000	



**Figure 4.** Reach and interaction of publications.

Own elaboration based on Facebook Insights.

In addition, there is no presence in other social networks of vital importance for these markets, such as Instagram, Twitter and YouTube.

### 3.1.3. Corporate website

For the analysis of this aspect, the following elements were audited in the corporate website of the facility. The Brisas Guardalavaca Hotel's website has been in operation since 2002. Its last redesign was achieved in 2008, but it does not currently have the visual appeal necessary to compete with other competing websites.

**Positioning:** The domain [www.brisasguardalavaca.com](http://www.brisasguardalavaca.com) is located on the first page of the search engine, which undoubtedly represents a good result, however when searching for keywords such as: all-inclusive hotels in Holguin, all-inclusive hotels in Cuba, hotels in Holguin, all-inclusive hotels, hotels in Guardalavaca, among others; the results of the presence of the domain in many of these are not shown, only in hotels in Guardalavaca appears from the third search page. This result is negative because it limits the access of target markets to the discovery of the product.

**Speed:** The website has a loading time of six seconds, which is a moderate time that can be optimized, the optimal value being four seconds loading time.

**Links:** All links within the web page work correctly.

**Architecture:** Eight clicks were required to access the last level of the website, so the optimal value of four clicks was not met.

**Usability:** The website has an outdated appearance, without using corporate colors or current themes.

## 3.2. Phase II. Digital marketing planning

To implement the flow within the digital marketing strategy, the first step is the implementation of presence in the social networks most used by the main markets that visit the hotel.

-Facebook

-Instagram

-Twitter

-YouTube

In all these social networks the organization's profile was created, using the user name that had been taken



for Facebook and which was known among the target audience: @HBrGuardalavaca. Once the institutional profiles were created in these four social networks, the proposed contents for each of the publications were planned, taking into account the objective of each social network and the image that the organization wished to project.

Content was created that sought to retain the interest of users and achieve interaction with them, as suggested by previous studies<sup>[20,21]</sup>. These were conducted at least once a day and show relevant aspects of the facility such as the beach, swimming pool, restaurants, rooms, bars, views over the sea, nature, among others. In all publications, the aim was to show activities where the interaction of the clients with these activities is evident.

Once the contents have been generated, the next step was the dissemination of these in the specific case of Facebook, the Creator Studio tool was used, which allowed programming the publications as this tool itself informed of the day and the time when the greatest number of visits were made to the page. In the other social networks for the dissemination of contents, they were made directly from the page of the facility since there was no access from Cuba to the different tools for the programming and segmentation of publications.

Both active and passive methods were used to generate leads.

Passive: Content was generated in the different social networks and on the website and promoted within these channels, so that the more users discovered the website, the more interaction was achieved.

Active: Once the content was generated, an active search was carried out within different groups containing potential customers and the publications generated within these groups were shared. The groups where the information was shared contained clients from the public and dealt with topics related to travel and tourism. Among the most used groups were: travelers and places, Holguín Cuba, Canadian travelers, travel ideas, world tourism, among others.

For better functionality, it was decided together with the work team to redesign the facility's web page, with the support of the University of Holguin. As a result, a web page was designed with the following characteristics<sup>[22]</sup>:

The new site, responds to current web design standards, with a Landing Page full of high quality images, calls to action, animations, all responding to the colors of the identity manual of Hotel Brisas Guardalavaca. It has a news section, which will be linked to the social profiles of the facility on Facebook and Instagram, so the publications made in those profiles will automatically appear in the news section and vice versa.

In addition, there is a carousel on the home page with featured Instagram photos and all pages and posts made on the website can be shared on social networks directly by customers regardless of their user role. The following keywords were used to position the website: Cuba hotel, beach resort, Brisas Guardalavaca, Travel to Cuba, Holguin, Guadalavaca, diving, scuba diving, weddings family-vacation, beach-vacation, all-inclusive-resort, caribbean, tour, excursions, online reservation, Cuba Nacan, Cuban Flavor, Hotelería. These allow that any search performed in search engines containing the keywords will guarantee a good positioning of the website.

Brisas Guardalavaca's e-commerce focuses mainly on two elements: B2C and B2B. B2C will be carried out mainly within the new website, which will have the following characteristics associated with this type of commerce:

Distribution logistics: It will provide information on the purchase price depending on the purchase, quantity and volume.

Shopping cart: It will always allow the client to know the status of his purchase. In terms of number of rooms, discounts, special offers, stays, etc.

Credit or electronic payment: This function will not be available from the web page, but there will be a link to make the purchase on Grupo Cubanacán's corporate web page. However, steps are being taken to implement a payment gateway for both international currencies and the domestic market.

Registration process: This facility will be available to save the customer's preferences and data, thus speeding up the booking process within the platform.

Security certificate: Since there is no payment gateway, it is not necessary to have a security certificate. However, Grupo Cubanacán's website has the necessary certificates to guarantee transparency and security during the payment process.

To promote B2B at Hotel Brisas Guardalavaca, contracts with online travel agencies with a strong presence in the international market were strengthened. The following online agencies were prioritized: booking, expedia and W2M. The first two are international leaders in terms of their level of operation, while W2M focuses mainly on hotel reservations for both physical and online travel agencies.

Coinciding with Tupikovskaja-Omovie and Tyler<sup>[7]</sup> one of the most important actions when it comes to customer feedback and fidelization is the monitoring of mentions of the organization on the Internet, for this purpose the Google Alerts tool was used to automatically notify when a publication containing the words Brisas Guardalavaca is made. Another tool used is the tracking of mentions on Facebook, which will notify each user who tags the hotel in the publications or who registers a visit and publishes it in their Facebook profile, in this way the publication will be searched and the client will be able to interact with it depending on the criteria issued about the facility.

Implementation and evaluation of the impact of digital marketing actions.

### 3.3. Phase III. Implementation and evaluation of the impact of digital marketing actions

The digital marketing actions were implemented in the Hotel Brisas Guardalavaca in the period from January 2019 to September 2021. It was established as an order of priorities for the implementation those actions that had more weight in the target audience, so there are still proposals that will be implemented in later stages such as the implementation of the website. To measure the effectiveness of the digital marketing actions, different indicators were evaluated until September 2021.

The creation and implementation of the institutional profiles in the four social networks most used by the target market of the facility was achieved. The increase in organic fans could only be analyzed in the Facebook social network, since it is the only one in which the hotel had a page before the marketing actions were carried out. The growth in this network during the period in which the actions were applied was 5,579 for a monthly growth rate of 4.6% as shown in **Table 2**.

This average monthly increase is 271, while from 2014 to December 2018 it was 135.

**Table 2.** Followers in social networks.

	Facebook	Instagram	Twitter	YouTube
Followers	13,364	879		
Average growth	4.60%	9%	8%	0.30%

Based on data available on Facebook Insights.

In the Instagram social network, a good start is achieved in terms of number of followers. However, it is

limited by technological issues as it is not able to use more of its functionalities and its integration with Facebook. These improvements allowed the result of the calculation of the main social network metrics to increase, as shown in the following equation.

$$KpiRS = (Kpif + Kpit + Kpil + KpiYt) \div 4 = 0.5208 \quad (2)$$

E-commerce in its B2B modality showed a gradual increase in the last period studied due to the contracting of three of the most important Online Travel Agencies in the sector. However, it still represents 10% of the hotel's total income, so it is necessary to continue to promote contracting with this type of company.

Based on the proposed alternatives, an action plan was developed where initiatives are projected in order to promote the management of digital marketing in the Hotel Brisas Guardalavaca, highlighting the design of effective email marketing strategies and social networks.

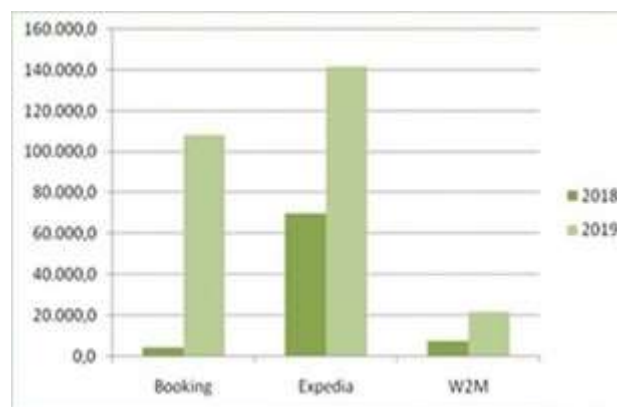


Figure 5. Booking, expedia and W2M operations.

Based on the Brisas Guardalavaca 2020 commercial report.

### 3.4. Phase IV. Digital marketing optimization

After brainstorming with the working group, it was concluded that the tools that most affect digital marketing management are content generation, B2C e-commerce and the conversion of target audiences into consumers. However, this does not imply that actions should not be proposed for the other tools.

Based on the proposal derived from the brainstorming, nine specialists were consulted and presented their criteria regarding the order of priority of these alternatives. The concordance of the evaluations was analyzed considering the Kendall's coefficient of concordance analysis. The processing of the data in SPSS using the method determined that since the significance level for a chi-square value is 17, with three degrees of freedom is 0.01 (less than 0.05), the null hypothesis is rejected and it is affirmed that there is consensus among the specialists. The alternatives have the following order of priorities:

Searching for new ways to attract users' attention and convert them on social networks.

Deepen in the specific content typology for each social network in which you have an institutional account.

Adjusting e-commerce actions to the technological capabilities of the territory.

Implement pending digital marketing actions to improve the results achieved.

From the application of the procedure, proposed alternatives were developed in an action plan where initiatives are projected in order to promote the management of digital marketing in the Hotel Brisas Guardalavaca. For this proposal, principles around the conception of effective email marketing strategies and social networks evidenced in studies such as Cartwright, Liu and Raddats<sup>[23]</sup> and Dolega, Rowe and Branagan<sup>[24]</sup> were followed.

## 4. Conclusions

In recent years, studies on digital marketing have been consolidated, highlighting its management through different tools addressed in the scientific literature, including: search engine positioning, use of the corporate website, email marketing, e-commerce and social media marketing. Indeed, its importance to achieve a better marketing performance in tourism organizations is evidenced.

With the aim of favoring the marketing of tourism organizations and responding to the trends of digital consumer behavior, a procedure was proposed to manage digital marketing in tourism organizations, where the most relevant digital marketing tools in the literature are merged and the parameters for the control and measurement of the actions carried out in this area are defined. It was structured in four phases that follow the logic of the management cycle and contribute to the implementation of digital marketing tools considering the process, functionality, feedback and loyalty.

The results obtained with the implementation of the procedure developed in the Brisas Guardalavaca Hotel allowed perfecting the marketing process, which is evidenced in the evolution of the performance of its indicators in the period 2019– 2021 with respect to 2018. Of the different elements evaluated, the key performance indicators were measured in the different social networks, doubling their value after the actions in this area were implemented, which made it possible to verify the efficiency of the strategies designed. Regarding e-commerce in its B2B modality, there was an increase in the volume of operations, which had a positive impact on the flow of clients and income to the facility.

Future research may consider including other digital marketing tools such as gamification and virtual reality, which refine sustained growth in the current context. Likewise, the use of big data for process optimization could represent a key factor in the marketing of tourism organizations.

## Author contributions

Conceptualization, NFC, EdCPR, JRML, KZCP and FFFV; methodology, NFC, EdCPR, JRML, KZCP and FFFV; software, NFC, EdCPR, JRML, KZCP and FFFV; validation, NFC, EdCPR, JRML, KZCP and FFFV; formal analysis, NFC, EdCPR, JRML, KZCP and FFFV; investigation, NFC, EdCPR, JRML, KZCP and FFFV; resources, NFC, EdCPR, JRML, KZCP and FFFV; data curation, NFC, EdCPR, JRML, KZCP and FFFV; writing—original draft preparation, NFC, EdCPR, JRML, KZCP and FFFV; writing—review and editing, NFC, EdCPR, JRML, KZCP and FFFV; visualization, NFC, EdCPR, JRML, KZCP and FFFV; supervision, NFC, EdCPR, JRML, KZCP and FFFV; project administration, NFC, EdCPR, JRML, KZCP and FFFV; funding acquisition, NFC, EdCPR, JRML, KZCP and FFFV. All authors have read and agreed to the published version of the manuscript.

## Conflict of interest

The authors declare no conflict of interest.

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