

## SOCIAL MEDIA MARKETING OF NTO SERBIA AS THE GENERATOR OF TOURISM DEVELOPMENT

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### Abstract

*The global changes the world has experienced over the past two decades have had a huge impact on the tourism sector and have led to the need for better ways of informing potential tourists of the various travel options available to them. National tourism organizations have always had multiple channels they could use to communicate with their potential visitors, and global use of modern technologies has provided them with a new one. There are multiple digital marketing activities the national tourism organizations can take part in, such as the creation of an official website that contains basic information about the tourism destination, optimization of the website in order to attract as many visitors as possible, numerous forms of paid advertising, and probably the most important element of digital marketing – social media marketing. Accordingly, this paper presents a survey on the degree of use and quality of social media marketing by the National tourism organization of Serbia. This paper will present a detailed analysis of NTO Serbia's accounts on the most important social media platforms. The survey covered all posts by NTO Serbia on Facebook, Twitter and Instagram during the period from January 1<sup>st</sup> 2016 to December 31<sup>st</sup> 2018, as well as all posts on Pinterest and YouTube since the date of opening official accounts on these social media. All the data collected were analyzed using the statistical analysis software SPSS.*

*Key Words: Digital marketing, national tourism organizations, Facebook, Instagram, digital promotion of tourism destinations*

*JEL classification: M31, M37, L83, Z33*

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## **Introduction**

Tourism companies and organizations nowadays perform their activities and achieve their business goals in a highly turbulent and competitive environment. The turbulent environment is characterized by rapid changes and a strong interaction between the company's actions and the response of other organizations operating in the environment (Popesku, 2013, p. 75). Tourism plays an important role in the development of the economy and society in the world (Gašić & Ivanović, 2018, p. 6). Over the past few decades, the world has experienced a number of changes that have had a huge impact on the tourism sector. Among these changes were the introduction of jet aircraft, global recognition of sustainability issues, vast changes in information sharing field, globalization, disintermediation and online distribution, information communications technologies and social media networking, as well as the emergence of low cost carriers and last minute discount pricing. These global changes have led to the decline of the traditional package arrangements and the rise of independent travelers, the rise of short breaks and cruising, backpackers, adventure travelers and ecotourism, dark tourism and medical tourism (Pike & Page, 2014). There is a constant struggle for survival and accomplishing competitive advantage in the tourism market (Čerović, 2009, p. 112), hence finding new and innovative ways of establishing an active relationship with potential tourists is of great importance. The modern market and the business environment are characterized by turbulence and unpredictable changes which cause organizations to be flexible, adaptable and innovative in order to maintain their competitiveness and to survive on the market (Perić et al., 2018, p. 617). Accordingly, the need for better ways of informing potential tourists of the various travel options available becomes more important than ever. That goal is common for all tourism companies, as well as destination marketing organizations (DMO) in charge of achieving and maintaining competitive advantage of the destination.

In most countries, there are four levels of DMOs: national, state, regional and local tourism organization (Wang & Pizam, 2011, p. 6). National tourism organizations (NTO) are the most important level of DMOs and are in charge of the marketing activities of the whole country as a tourism destination. NTOs are dedicated to the development of tourism at the national level and primarily focus on destination marketing, as well as activities aimed at ensuring the appropriate delivery of value within the destination. In 2009, the World Tourism Organization conducted a survey

on national tourism organizations in cooperation with the European Travel Commission (UNWTO & ETC, 2010). This study showed that more than 30% of 62 countries that were part of the study did not even have a specific NTO or NTA, that is, national tourism administration, the government body responsible for tourism development, most often the ministry in charge of tourism development. However, things changed by 2015, when European Travel Commission conducted another survey (ETC, 2015), which showed not only that all the researched countries had NTOs, but also all of them engaged in promotional activities - 29 NTOs engaged in international marketing and 21 NTOs engaged in domestic marketing activities. These two studies only 5 years apart show great progress in importance given to the NTOs by the European countries.

National tourism organizations have always had multiple channels they could use to communicate with their potential visitors, and global use of modern technologies has provided them with a new one, which is gradually taking the leading role in every modern tourism marketing strategy (Oklobdžija & Popesku, 2017). According to authors Baker & Hart (2008, p. 381) digital marketing is actually just direct marketing that is being implemented through a new medium. Literature review showed that there are authors claiming digital marketing planning process is not so different from the traditional marketing planning process. Accordingly, Miller (2012, p. 94) suggests that digital marketing planning includes executive summary, mission statement, situational analysis, defining goals and objectives, formulating marketing strategy, writing the action plan and planning the budget. Similarly, authors Chaffey & Smith (2017, p. 4) provide a digital marketing planning framework that includes situational analysis, objectives, strategy, tactics, actions and control. However, according to Frick (2010, pp. 10-16), elements of the digital marketing planning process differ to a certain extent from the traditional marketing planning process. This author suggests that digital marketing planning process starts with defining goals and determining digital marketing approach, continues with competitive analysis, determining the content which will be provided, deciding whether email marketing plays a role in the strategy, managing resources, planning the budget, determining the technology that will be used and choosing the right analytics to interpret the data, and ends with establishing deadlines, documenting the plan, as well as deciding on the path when it comes to the user-generated content.

### **Digital marketing activities of the NTOs**

The first and most basic digital marketing activity of the NTOs is the creation of the official website that contains basic information about the destination, as well as the NTO itself. The official website must also contain information about the destination's main attractions, as well as some kind of tourist guide. The existence of a website is an indispensable part of any digital marketing strategy (Ryan, 2014, p. 32). A well designed website that contains plenty of information and pictures can attract a large number of tourists, however, it is necessary to attract the tourists to visit the website first. This is achieved with the help of the modern day intermediaries in finding the right source of information – search engines.

Search engines, such as Google and Yahoo, are specialized databases that contain software called robots or spiders that scan all websites and arrange them based on their relation to a particular query made by the search engine user. While search engine spiders crawl the web in order to collect all the necessary information and arrange them in their database, they use special mathematical formulas called search algorithms that help them organize, mark, and rank information according to the degree of their relevance in relation to a certain query (Croft et al., 2010, p. 2). After that, the websites fulfilling conditions of the search query are returned to the user (Ledford, 2009, p. 8). The goal of every website is to be listed at the top of the search engine results, or at least on the first page. However, there are no paid techniques that can ensure high listing within the unpaid, organic results. However, the strategy that helps the websites optimize their content and increase their chances of being at the top of the results is called search engine optimization (SEO) and it is one of the most important and most complex parts of the digital marketing strategy. The most important aspects of SEO of the NTOs' websites are the use of the right keywords that best describe the tourism destination, that is, the keywords the tourists are most likely to use while searching for the destination (Ledford, 2009, p. 79), the hierarchy of content, that is, easy switch from one page to another and from general information to specific (Google, 2019), as well as linking with as many other websites that refer to or recommend the original website (Ledford, 2009, p. 264). One of the biggest advantages of SEO is the fact that users do not perceive organic results as marketing tricks, but consider them impartial, and therefore have more confidence to visit a particular website (Yang & Ghose, 2010). However, organic results are not the only possibility, there

are also paid results known as Pay-per-click (PPC) advertising.

Google completely changed Internet advertising when they introduced AdWords service in 2000, allowing marketers to pay only when the user actually clicks on the ad (Mehta et al., 2007). Before that, ads were charged per impression, which meant that businesses and organizations advertising had to pay even for ads shown to those users who did not care about their product or service at all, which in turn meant huge costs and low return on investment (ROI). With PPC advertising, the NTOs must bid on how much they are willing to pay if a user clicks on the sponsored result, which determines the position of the result - the more they are willing to pay, the higher on the list their sponsored link will be (Goel & Mehta, 2008). Xiang & Gretzel (2010) argue that due to the large amount of information available, searching the web became the dominant way of using the Internet by travelers. Search engines have become a powerful link between tourists and travel related information, as well as an important communication channel between the NTOs and potential tourists.

Nowadays NTOs simply have to use social media marketing as well in order to foster direct contact with tourists, increase traffic to their official websites, create virtual communities, and access tourists' feedbacks (Michaelidou et al., 2011). Social media are various forms of user-generated content such as blogs, virtual communities, social networks and review websites that have gained significant popularity in the recent years and are largely used by the tourists (Xiang & Gretzel, 2010). Social media provide NTOs with possibilities of communication that were not possible with traditional media (Tuten, 2008, pp. 19 - 20). The most important category of social media is social networks. There are numerous social networks available, but only some of them have been present in our everyday lives for a longer period of time, such as Facebook, Instagram, Twitter and Pinterest. Besides social networks, the most popular video sharing website YouTube also plays a very important role in marketing activities of the NTOs.

Besides the mentioned digital marketing activities, there are also others such as email marketing, affiliate marketing, mobile marketing, banner ads and pop-ups. The best way of properly implementing all digital marketing activities and combining them with the traditional ones, while also ensuring consistency of the message sent, would be the development of an overall marketing strategy. An integral part of this marketing

strategy should also be a digital marketing strategy. However, National tourism organization of Serbia, case study of this paper, does not have an official digital marketing strategy. Nevertheless, they actively rely on the possibilities of digital marketing.

### **Research methodology**

This paper presents a survey on the degree of use and quality of social media marketing by the National tourism organization of Serbia. The research presented is a part of a wider research related to overall digital marketing activities of NTO Serbia, as well as provincial, regional and several local tourism organizations in Serbia. This paper will present a detailed analysis of NTO Serbia's two Facebook accounts, in Serbian and in English, as well as accounts on Twitter, Instagram, Pinterest and YouTube. The research presented includes all posts by NTO Serbia on accounts on Facebook, Twitter and Instagram during the period of three years, from January 1<sup>st</sup> 2016 to December 31<sup>st</sup> 2018. As opposed to these social media where published posts are in chronological order, Pinterest does not offer information on the date of posts, while on YouTube videos are sorted by popularity and not by date. Therefore, all posts published on these two social media until December 31<sup>st</sup> 2018 were analyzed, regardless of the date NTO Serbia posted them.

### **Research results**

NTO Serbia started realizing the Internet offers opportunities for promoting tourism in Serbia in 1997, when the first official website was launched. The first social media account was created on YouTube in 2006, without a lot of activity at the beginning, while in 2010 NTO Serbia created accounts on Facebook and Twitter, as well as on Instagram in 2013, and thus started engaging in social media marketing. Nowadays NTO Serbia has six accounts on Facebook, in Serbian, English, Spanish, French, German and Italian, as well as unique accounts on Twitter, Instagram, Pinterest, YouTube, Chinese social network Weibo and Russian social network VKontakte. Considering the fact that the Chinese and Russian social networks cannot be accessed from Serbia, these two social networks were not part of this research. Table 1 offers information on total and average number of posts during the researched period, as well

as on different performance measurement parameters<sup>3</sup>.

Table 1: *Performance measurement parameters*

	№ posts / Avg.	Followers	№ reactions (views) / Avg.	№ comments (replies) / Avg.	№ shares (retweets, repins) / Avg.
Facebook Serbian	722 / 0.66	212,985	868,893 / 1203.5	11,107 / 15.4	51,701 / 71.6
Facebook English	650 / 0.6	76,500	273,181 / 420.3	14,616 / 22.5	21,557 / 33.2
Twitter	1,171 / 1.1	42,337	234,322 / 200.1	3,605 / 3.1	46,879 / 249
Instagram	638 / 0.6	72,977	2,700,056 / 4232.1	5,466 / 8.6	-
Pinterest	550	1,000	-	3 / 0.01	224,613 / 408.4
YouTube	200	6,955	9,798,247 / 48,991.2	2,772 / 13.9	-

Source: *Authors*

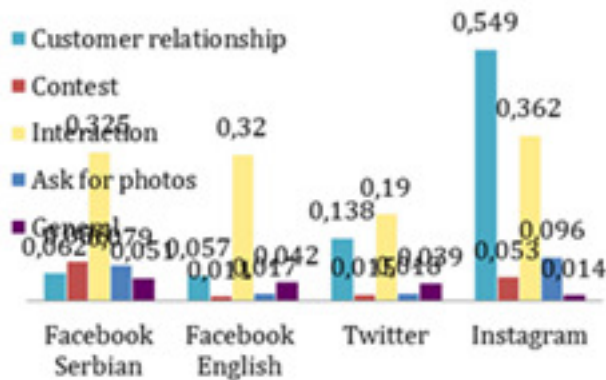
As it can be seen in Table 1, NTO Serbia posted the highest number of posts on Twitter, little over 1 tweet per day, while the frequency of posting on both accounts on Facebook and on Instagram is pretty similar, around 0.6 posts per day. Rival IQ, one of the leading digital marketing analytics companies shared a report on social media marketing usage by companies across all industries (Rival IQ, 2018). The report showed that in 2018 the median frequency of posting per day across all industries was 1.1 posts per day on Facebook, 1.12 on Twitter and 0.69 on Instagram. If we compare those numbers with the frequency of posting by the NTO Serbia, we can conclude that the frequency of posting on Twitter and Instagram is satisfactory, while NTO Serbia does not publish often enough on their accounts on Facebook. The most popular account is the one on Facebook in Serbian, with the highest number of followers. However, the account with the highest number of reactions is the account on Instagram, showing that NTO Serbia's Instagram followers are the most engaging ones. When it comes to the popularity of YouTube videos, it is quite good, at almost 49,000 views on average per video, considering the fact that the average number of views per travel related video is around 3,070 (Tubular Insights, 2015). It must be mentioned that not all videos are equally popular: there are a number of videos with less than 1,000 views, with the least popular one having only 82 views, while on

<sup>3</sup> Number of followers, reactions, comments and shares were registered on February 25<sup>th</sup> 2019.

the other hand there is a video about Danube with little less than 2 million views.

Posts by NTO Serbia were analyzed according to numerous criteria, including whether they enhance customer relationship, whether they invite users to take part in a contest, or whether they called for interaction, either by asking them a question or by asking users to share their photos. The posts used for changing profile photos, wishing happy holidays or informing about subjects not related to tourism were marked as general. Considering the fact that Pinterest and YouTube posts cannot be used for these purposes, these two social media were omitted from this analysis. Figure 1 presents the data on posts used for enhancing customer relationship, invitation for contests or interaction.

Figure 1: *Posts used for enhancing customer relationship, invitation for contests or interaction*



Source: *Authors*

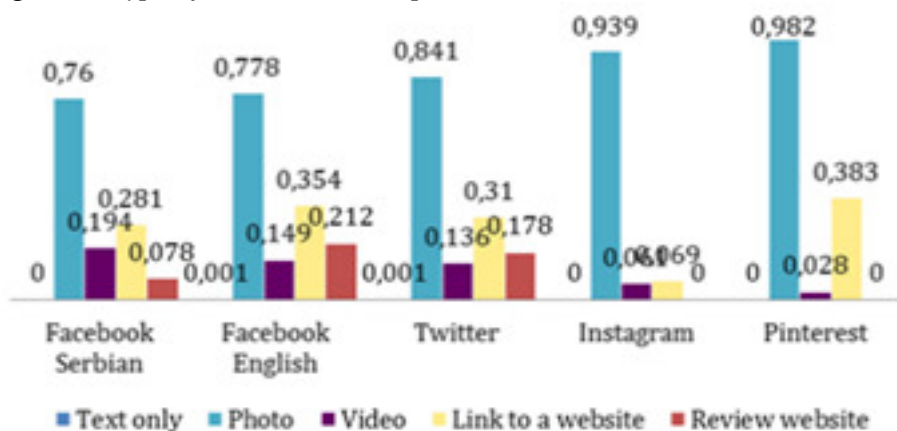
Posts marked as the ones enhancing customer relationship were the ones where NTO Serbia communicated with a certain user directly, which was achieved mostly by thanking the user for sharing a photo with the NTO. As it can be noticed in Figure 1, Facebook and Twitter accounts were not used that often for enhancing customer relationship, however, the account on Instagram was largely used for this purpose. The explanation lies in the fact that Instagram is the leading photo sharing platform and therefore NTO Serbia used a great number of their posts to share users' photos and thus increase the amount of user-generated content. Posts were used for inviting users to take part in a contest only on Facebook in Serbian and on Instagram. This does not come as surprise considering the fact that besides the Facebook account in English, the posts on Twitter were also



mostly published in English, that is, in 82% of the cases, therefore it can be concluded that NTO Serbia did not organize that many contests for international tourists. When it comes to call for interaction, it can be seen that the lowest level was registered on the Twitter account. This is probably due to the limited number of characters used for tweeting. However, even though almost every third post on other social media accounts was used for calling users to interact with the NTO, it must be noted that those posts rarely asked users to share their photos, but were mainly just regular questions.

The posts by the NTO Serbia were also analyzed according to the type of content used - text only, a photo, a video, or a link to a website. The data is presented in Figure 2. The only account excluded from this analysis is YouTube. The reason for this lies in the fact that by default all posts published on this social medium must contain a video and no other type of content, therefore this type of analysis was considered unnecessary.

Figure 2: *Type of content used in posts*



Source: *Authors*

The research showed that there were almost no posts without additional content, that is, with text only. Most of the posts contained a photo, and not so many of them contained a video, up to 19.4% on the Facebook account in Serbian. Around 30% of all posts on all accounts contained a link to a website, so it was further investigated how often were those websites travel related review websites. The research showed that travel related review websites were mostly used on the Facebook account in English, as well as on Twitter. Since these two accounts are used for

communicating with international tourists, it can be concluded that NTO Serbia wants to attract international tourists by providing them with impartial reviews, as well as with the ones by the most popular review websites such as TripAdvisor and Lonely Planet.

Promotion is a vital part of every business and is an integral ingredient of the total marketing process (Khan, 2014; Al Muala & Al Qurneh, 2012). Therefore, promoting different parts of tourism destination such as the most important attractions, as well as smaller tourism destinations available to tourists within the whole country as a tourism destination is the most important task an NTO has. In addition, NTOs have the option of promoting their own websites, as well as other social media accounts. Accordingly, the degree of promotional posts was analyzed. The data is presented in Table 2.

Table 2: *Promotional posts*

	Facebook Serbian	Facebook English	Twitter	Instagram	Pinterest	YouTube
Promotion	95.2%	96.2%	94.3%	98.7%	88.4%	98%
Official NTO website	14.7%	6%	4.4%	6.6%	0%	0%
Another NTO social media account	5.7%	9.1%	8%	1.9%	3.4%	0%
National food	16.2%	26.9%	13.9%	8.9%	10.5%	49%
Events	19.1%	10.2%	10.5%	3.9%	2.9%	12%
Tourism attraction	46.8%	51.1%	47.1%	51.9%	52.5%	44%
Tourism destination	92.8%	95.5%	93.3%	97.5%	73.5%	97.5%

Source: *Authors*

The percentage of promotional posts is high on all social media – Pinterest is the only social media account where less than 90% of posts were used to promote a certain part of the destination, a tourism destination, or NTO’s website or other social media account. Even though NTO Serbia used around 30% of their posts on all social media accounts to promote a certain website, not so many of them were the official NTO website. The only account where majority of the websites promoted was the official website is Instagram, with 6.9% of the posts promoting a certain website, and 6.6% of them being the official one, however, it must be noted that the frequency of promoting it was still extremely low. Promotion of another social media account was also fairly rare - the most frequently promoted social media account was the one on Instagram, and sometimes the YouTube channel. Promoting official website and other social media accounts could help NTO Serbia connect better with their potential tourists, therefore, it is recommended that they promote this type

of content more often in the future. While investigating how many posts promoted national food, it was noticed that almost half of the YouTube videos promoted food. The explanation lies in a large number of videos that were part of the series called "Soulfood Serbia" that NTO Serbia filmed and published during the period from 2012 to 2017. Every video was dedicated to a different type of food. Besides YouTube, promotion of national food is far more frequent on the Facebook account in English compared to the other social media accounts. The account that promoted events in the highest number of posts was the Facebook account in Serbian. Events are an important motivator of tourism (Getz, 2008) and they greatly influence the development of a destination (Oklobdžija, 2015). However, even though there are numerous events held in Serbia during one year (Tourist Organization of Serbia, 2019), most of the social media accounts rarely promote them.

A large number of posts on all social media accounts, around 50% of them, were used for promoting a certain tourism attraction, hotel or restaurant. In addition, more than 90% of all posts on all social media, besides Pinterest, promoted certain tourism destination in Serbia. Accordingly, the promotion of tourism attractions and destinations available to domestic and international tourists was rated as the most important activity of the NTO Serbia on social media, hence posts promoting tourism attractions and destinations were analyzed in more detail. As a result, the most frequently promoted tourism attractions were established. The data is presented in Table 3.

*Table 3: The most frequently promoted tourism attractions*

Facebook Serbian	Danube	Drvengrad, Šargan Eight	Drina, Saint Sava Temple, Studenica Monastery
	2.3%	1.2%	1.1%
Facebook English	Kalemegdan	Danube	Saint Sava Temple
	4.3%	4.1%	3.7%
Twitter	Kalemegdan	Saint Sava Temple	Danube
	3.9%	3.6%	3.4%
Instagram	Kalemegdan	Avala	Saint Sava Temple
	2.6%	2%	1.7%
Pinterest	Kalemegdan	Petrovaradin Fortress	Danube
	7.1%	5.8%	3.2%
YouTube	Danube	Rajačke pinnice	Open air museum Old Village in Sirogojno, Viminacium
	2.6%	1%	0.9%

Source: *Authors*

As it can be seen in the data presented, Kalemegdan, the Belgrade fortress, was the most frequently promoted tourism attraction on four out of six researched social media accounts. Besides Kalemegdan, the Danube was among the top three most frequently promoted tourism attractions on five accounts and the most frequently promoted one on two accounts, while Saint Sava Temple was among the top three attractions on four social media accounts. In addition to the mentioned tourism attractions, there were very few attractions promoted that were not from Belgrade. Besides further researching tourism attractions, the tourism destinations promoted were also analyzed in more detail. Table 4 presents the data on most frequently promoted tourism destinations.

Table 4: *The most frequently promoted tourism destinations*

Facebook Serbian	Serbia	Belgrade	Novi Sad	Zlatibor	Stara Planina
	14.4%	8.6%	3.7%	3.4%	2.9%
Facebook English	Serbia	Belgrade	Novi Sad	Zlatibor	Đerdap National Park
	21.2%	14.6%	6.3%	3.8%	3%
Twitter	Belgrade	Serbia	Novi Sad	Zlatibor	Đerdap National Park
	18.5%	18.2%	5.9%	4.9%	3.1%
Instagram	Belgrade	Serbia	Novi Sad	Zlatibor	Kopaonik
	15.3%	9.8%	5.4%	5%	4.7%
Pinterest	Belgrade	Novi Sad	Niš	Kragujevac, Đerdap National Park, Serbia	Subotica
	33.8%	8.3%	3.2%	2.9%	2.4%
YouTube	Serbia	Belgrade	Zlatibor	Golija, Stara Planina, Leskovac	Arilje, Sjenica, Zlatar
	20%	4.5%	3.9%	2.2%	1.9%

Source: *Authors*

As it can be seen in Table 4. most frequently promoted tourism destinations are either Serbia or Belgrade. In more detail, the top five most frequently promoted tourism destinations on both Facebook accounts, on Twitter and on Instagram are pretty much the same – besides Serbia and Belgrade there are also Novi Sad and Zlatibor. The distribution of the most frequently promoted tourism destinations on Pinterest and YouTube is a bit different, so there we can see other tourism destinations as well, including smaller towns like Leskovac, Subotica, Arilje and Sjenica. However, it must be noted that the percentage of promoting Belgrade on Pinterest is significantly higher than the second most promoted tourism destination. Novi Sad. In addition to analyzing the most frequently promoted tourism destinations on all social media

accounts by NTO Serbia, tourism destinations were also divided into five statistical regions regulated by the Law of the Regional Development and the Law of the Official Statistics. The statistical regions are Vojvodina, Belgrade, Šumadija and Western Serbia, Southern and Eastern Serbia and Kosovo and Metohija. The distribution of promotion of the statistical regions is presented in Table 5.

Table 5: *Most frequently promoted statistical regions of Serbia*

	Statistical region	Percentage of promotion
Facebook Serbian	Šumadija and Western Serbia	42.5%
	Southern and Eastern Serbia	28.9%
	Vojvodina	14.6%
Facebook English	Šumadija and Western Serbia	39.8%
	Southern and Eastern Serbia	18.95%
	Vojvodina	15.1%
Twitter	Šumadija and Western Serbia	32.9%
	Southern and Eastern Serbia	20.8%
	Belgrade	17.2%
Instagram	Šumadija and Western Serbia	51.8%
	Belgrade	18.7%
	Southern and Eastern Serbia	18.1%
Pinterest	Belgrade	34.1%
	Šumadija and Western Serbia	26%
	Vojvodina	17.8%
YouTube	Šumadija and Western Serbia	35.1%
	Southern and Eastern Serbia	28%
	Vojvodina	19.8%

Source: *Authors*

Šumadija and Western Serbia was the statistical region that was the most promoted one on all social media accounts but Pinterest, where it was the second one. Since it was already mentioned that the majority of the pins promoted the capital city, quite expectedly, Belgrade was the most promoted statistical region on this social medium. Besides Šumadija and Western Serbia, Southern and Eastern Serbia were also regularly promoted, mostly due to regular promotions of Đerdap National Park and Stara Planina. Tara, Zlatibor and Mokra Gora were tourism destinations from the statistical region of Šumadija and Western Serbia that were most frequently promoted and are responsible for the most frequent promotion of this region.

## Conclusion

There are multiple digital marketing activities the national tourism organizations can take part in, such as the creation of an official website

that contains basic information about the tourism destination, optimization of that website in order to attract as many visitors as possible, numerous forms of paid advertising, and probably the most important element of digital marketing – social media marketing. The possibilities of the Internet continue to grow on a daily basis, as well as its use by various tourism companies and organizations, while at the same time it became a powerful technology millions of tourists turn to each day in search of information, contacts and recommendations. Therefore, in order to expand their markets and succeed in attracting more tourists in search for information for their next trip on the Internet, an increasing number of national tourism organizations is making digital marketing part of their marketing strategies, while a number of them developed a separate marketing strategy dedicated exclusively to digital marketing. Unfortunately, the National tourism organization of Serbia does not have a digital marketing strategy. However, even without the official strategy, the National tourism organization of Serbia actively takes part in digital marketing activities.

The analysis of social media accounts by the National tourism organization of Serbia showed that Facebook is the only social medium where NTO Serbia has more than one account, six to be exact. Other social media accounts are unique and NTO Serbia posts mostly in English. First of all, it was established that NTO Serbia does not publish content often enough of Facebook, even though it is the most popular social network in the world and it is considered the leading one when it comes to social media marketing. In addition, it was concluded that NTO Serbia does not engage in enhancing customer relationships through their posts on social media, except for their account on Instagram. It can be assumed that they sometimes communicate with their users via private and direct messaging, however, that cannot be confirmed. Since being able to easily access the users' feedback and enabling user-generated content are one of the most important aspects of social media marketing, it was investigated how often the posts by NTO Serbia posed a question to users, and how often they asked them to share their own photos of Serbia. It was established that NTO Serbia used on average every third post on their Facebook accounts and on their Instagram account to ask users a question, while they did it less frequently on Twitter. However, although social media allows users to share their own content, based on the data analyzed it can be concluded that NTO Serbia does not use this feature sufficiently enough since they rarely invited users to share their own content related to Serbia as a tourism destination.

Content analysis also showed that the majority of posts on all social media were of promotional character. It was noted that the promotion of the official website by NTO Serbia, as well as of their other social media accounts, were extremely rare. Posts published by NTO Serbia on all social media accounts can be used much better in order to increase traffic on the official website, as well as to increase the number of followers on all their social media accounts. National food was largely promoted on YouTube, as well as on the Facebook account in English, thus concluding that NTO Serbia considers national food an important part of international tourists' visits. The data on frequency of promoting certain events shows that NTO Serbia considers event tourism as an important factor only for the domestic tourists since only the Facebook account in Serbian promoted events from time to time. Every year there are numerous events of all different types that take place in different parts of Serbia, and the international tourists frequently visit some of them as well. However, extremely low number of NTO Serbia's posts was dedicated to events, even the successful ones.

Lastly, the frequency of promoting certain tourism attractions and tourism destinations was analyzed. It was determined that on average almost every second post was used to promote tourism attractions, while more than 90% of all posts were used for promoting tourism destinations. It was established that the most frequently promoted tourism attraction was Belgrade fortress Kalemegdan, followed by Danube. In addition, it was established that there were very few top three promoted attractions on all social media accounts that are not from Belgrade, concluding that NTO Serbia sees Belgrade attractions as the most important ones, even though other parts of the country also offer multiple natural and cultural attractions to both domestic and international tourists. When it comes to tourism destinations, it was established that Serbia as a tourism destination and Belgrade were the most frequently promoted ones. Besides them, Zlatibor and Novi Sad were largely promoted as well on all social media accounts. In addition to determining the most frequently promoted unique tourism destinations, the promotion of statistical regions of Serbia was also investigated. The research showed that Šumadija and Western Serbia was the statistical region that was the most frequently promoted one on almost all social media accounts, except for Pinterest, where Belgrade region was the most promoted one. Considering the fact that almost one third of all tourists in Serbia in 2017, both domestic and international ones, visited Šumadija and Western Serbia, and one third of tourists visited the Belgrade region (Statistical Office of the Republic of

Serbia, 2018), it can be concluded that NTO Serbia mostly promotes already developed touristic regions. Overall, it may be said that NTO Serbia recognized the most important parts of the country when it comes to tourism and thus met the needs of tourists by promoting these regions, however, further promotion of less developed regions can be advised. These and many other conclusions that can be drawn based on the data presented can be used to further develop social media marketing activities of the National tourism organization of Serbia.

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