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**The Role of the Online Reviews
into the New Economic Environment:
Tomorrowland Case Study**

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Introduction

In this thesis I'm going to discover the importance of the eWoM on the new online market. To deeply understand the importance of this tool for any kind of company, I introduced a Case Study about how Tomorrowland, Belgium reached the global success.

In the first chapter (**Electronic World of Mouth**) I did a research about the meaning of eWoM, how it is influencing the consumer choice, the advantages that an entrepreneur gains from this features and the disadvantage that the reviews entail.

In the second chapter (**The Main Social Media For Your Business**) I found the benefits that a company gain managing all its social media profile pages efficiently. In this section, I focused my attention on the most used social media in which is present the review section (TripAdvisor, Facebook, Instagram and YouTube) and then I found demonstration about the benefits that any firm gains from those platforms.

In the last chapter (**Tomorrowland Case Study**) I have treated my case study. In this section I made a scrupulous data collection about the interaction that Tomorrowland presents on Facebook, TripAdvisor, Instagram and YouTube, compering these results with its competitors (Ultra Music festival, Sunburn and Medusa Sunbeach), and then I discussed all the finding collected into the last subparagraph "Conclusions".

1 Electronic World of Mouth

1.1 What is the Electronic World of Mouth?

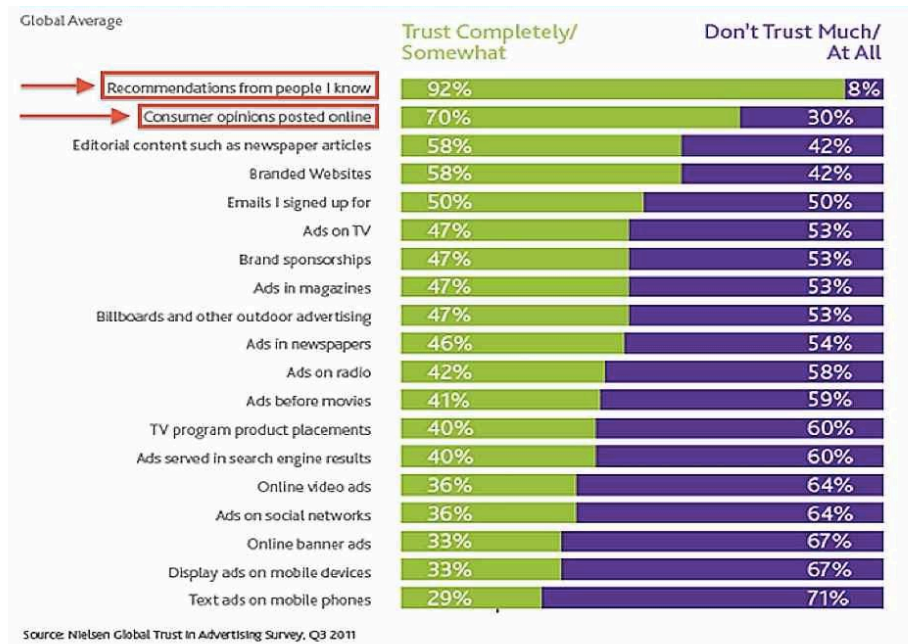
What is the *Electronic World-of-Mouth* (eWOM)? It is like the traditional World-of-Mouth which use Internet to move all around the world. It can be defined as: “any positive or negative remark by potential, current or former customers on a product or firm, which is available to a multitude of people through Internet”.

Hennig-Thurau, Gwinner, Walsh, and Gremler have stressed in the 2004 the relevance and importance of electronic World of Mouth because it gives the possibility to any consumer to post positive or negative reviews, which are based on the experiences that they have tried. Those discussions of product attributes between multiple consumer have the potential to enhance firms or decrease the brands' reputation, and therefore increasing the insight into the target product. Thus, new buyers have the possibility to obtain more information about the chosen product entering into specific community of past purchaser. The World of Mouth has an important valence for any potential buyer, because every consumer wants to reduce as much as possible the uncertainty that leads behind the chosen product. But which is the difference between the traditional World-of-Mouth and the Electronic one? The latter gives the possibility to the reviewers to criticize, the product, experience, structure, service, etc., in an anonymous way and this comment can be read by any person that could use internet. The only flaw that we can observe is that the anonymous factor is going to reduce the credibility of the review and this is going to weak the connection between the reader and the writer. Even with this lack, the electronic review is, however, the most important tool that the consumer consult before the purchase, because is more credible than the advertisements.

Traditionally the World of Mouth was important for the consumers' buy decision about a good or firm, now more consumer rely on the electronic World of Mouth as the most important tool of information.

Fig. 1

Which Kind of Advertisement People Trust?



Source: Nielsen Global Trust in Advertising Survey. Q3 2011

1.2 How the eWOM can influence the consumer choice?

In order to test this phenomenon, we will analyse three key elements in online reviews:

Review valence, Review expertise, and Consumer familiarity with the reviewed object.

1.2.1 Review Valence

A reviewer has the possibility to comment an object evaluating it positively, eliciting positive responses from the costumers, or negatively. Normally people think that the latter could decrease the demand, but recent studies, made by Sorensen A. & Rasmussen S. in the 2004, demonstrate that even the unfavourable comment could have positive impact on the criticized object.

Which is the reason why negative reviews sometimes elicit positive responses? The authors response to this question by referring to *reviews' informative component*. This is an element which could guide a reader to purchase the product, even when the persuasive component of the review advises the potential acquirer to save his/her money. Marketing theorist found a relation between this phenomenon and the consumers' product or brand awareness. How can be more influent the awareness factor than the persuasive one on the consumer choice?

The set model of consumer decision making proposed by Roberts & Lattin in the 1991, gives to the awareness a crucial role. For this model the consumer choice is seen as a multi-stage

process, where step by step the consumer reduces all the small mental sets of choice until he/she arrives to a conclusion, which is the final choice.

At the first stage, consumers narrow down the universal set to the awareness set, the set of choice options that they can recall under given circumstances. At this stage, options with a higher salience, for example due to intensive advertising, have a better chance of being recalled and thus making it to the awareness set.

At the second stage, consumers narrow down the awareness set to the consideration set, the small set of options that they are willing to consider. At this stage, consumer attitude toward the choice options is pivotal.

At the third and final stage, consumers narrow down the consideration set to a very small choice set, or to a single item of choice. At this stage, factors that might lay outside of the marketers' influence, such as product experience and the availability of retrieval cues, play a decisive role. In conclusion, if the reviews improve the good salience, then they should also increase the probability of inclusion of the criticized object into consumers' awareness sets

This theory is quite irrelevant for the already known firms or goods, because their probability of inclusion into the mental set of choice of the consumer is already high, and thus they don't need further awareness. So, the informative effect of online reviews will thus be stronger for lesser-known firms or goods than for well-known.

1.2.2 Review Expertise

Traditionally, communication research attached to free advertising a very limited persuasive impact on the consumer choice. However recent study demonstrates that those kinds of awareness, that the costumers could find on the newspaper, into some article, into weblog or forum, into the social media as Facebook, Instagram, Twitter, etc., and in a critic or comment made by another consumer into a review, are going to influence the decision that a purchaser is making in order to buy that good or service that the firms guarantee. This influence is referred to as the Second Level of Agenda Setting¹. This characteristic dose not only affect which issue or actors are salient to the receiver, that is the First Level of Agenda Setting, but also which case and factors are salient to the costumers.

¹ **Second level of agenda:** second level of agenda examines the influence of attribute salience, or the properties, qualities, and characteristics that describe objects or people in the news and the tone of those attributes. As agenda-setting theory was being developed, scholars pointed out many attributes that describe the object. Each of the objects on an agenda has a lot of attributes containing cognitive components such as information that describes characteristics of the object, and an affective component including tones (positive, negative, neutral) of the characteristics on agenda. The agenda setting theory and the second level of agenda (framing) setting are both relevant and similar in demonstrating how society is influenced by media, but they describe a different process of influence. One tells us what information to process and the other tells us how to process that information. Framing theory, an extension of agenda setting, describes how the "stance" an article of media may take can affect the perception of the viewer. It is said that there are two main attributes of the second level of agenda setting.

So, the publication of a critique/recommendation made by a reviewer into a specific platform, like TripAdvisor, or in the web page of the article works as a free publicity, showing the pros, that influences positively the consumer choice, or cons of the object, increasing its awareness to the reader. Traditional media use to enrol professional expert in order to leave reviews on their product or service, trying to create a more attractive comment for the future reader. Prior research, made by Petty, Cacioppo and Goldman in the 1981, was demonstrating that this strategy was effective, giving to those review must importance than a critique/recommendation of a non-expert.

On the Internet, many reviews are consumer generated. Earlier studies in how the eWOM is going to influence the consumer choice have shown another result: consumers ascribe more value to recommendations by fellow consumers than to recommendations by professional reviewers.

How is possible that a review made by a non-expert could be more attractive and reliable than a comment made by an expert in that field?

As the previous studies said, consumers perceive that the opinion of the “fellow” consumers are going to be less biased and easier to read, as Bickart and Schindler demonstrate in the 2001 in their article.

Three year later, Senecal and Nantel made a study which opened again the diatribe stating that the expert recommendations are more influence. This was demonstrate observing the increasing use and experience of the reader which base increasingly their choice in those recommendation.

1.2.3 Consumer Familiarity with the Reviewed Object

As we have already seen into the past paragraphs (1.2.1 and 1.2.2), the exposure of a brand to an online review, especially made by expert, as Senecal and Nantel tells in their study in the 2004, improves the awareness of the consumers respect to it even if it is a positive or negative comment. This is an advantage only for the unknown brands, which need to increase their name into the consumers’ mind, while for the already known firms or goods is quite irrelevant, because they don’t need any more awareness.

So, the final result is that familiarity with the reviewed object decrease the eWOM’s effect. “Online reviews improved object awareness more for lesser-known object than for well-known object”.

1.3 Is an Advantage Guarantee a Review Board for a Firm?

In order to increase your business, is very important for any business owner to measure and control its business performance and its setting targets, especially if he/she wants to:

- Expand the business by taking on more staff,
- Create new departments within the business,
- Appoint new managers or directors.

A very useful tool that a business owner has to understand which direction is going his/her brand is for sure a board of reviews in the brands' web page.

A brand that guarantee a space for the costumers in which they can share their personal experience with the firm has the possibility to know how to get the most out of the business or market opportunity. A good strategic business reviews is appropriate in order to assess the strengths and weaknesses of a brands and find its lack, giving an opportunity to the firm to fix those shortage and change them in a way that the costumers prefers. This should help the business owner to manage his/her firms' performance proactively and efficiently.

However, in order to gain advantage of the maximum efficiency of this strategy, the entrepreneur has to be sure that he/she is measuring the correct areas of his/her business. These are known as Key Performance Indicators (KPIs)².

Fig. 2

KPI Structure.



Source: www.depositphotos.com

² **Key performance indicators (KPIs):** A Key Performance Indicator is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs may focus on the overall performance of the business, while low-level KPIs may focus on processes in departments such as sales, marketing, HR, support and others. (klipfolio.com)

Too often, entrepreneurs confuse the function of the KPI thinking that it is going to reflect their own business and has the opportunity to affect any positive change. The Key Preference Indicators most important aspect is that they are a kind of bridges which is going to link the buyer with the seller. So, in order to build a strategy for a formulating KPIs, the business owner need to start from the base and understand what his/her organizations' goals, how his/her firm is going to move to achieve those objectives, and who he/she can use the information that the costumers leave in form of reviews.

Charles Goodhart in 1975 in his work "Problems of Monetary Management: the U.K. Experience" said: "any observed statistical regularity will tend to collapse once pressure is placed upon it for control purposes". He used these words in order to criticize government decision making processes, specifically in the financial field, regarding monetary policy. The anthropologist Marilyn Strathern phrased this quote: "when a measure becomes a target, it ceases to be a good measure".

In a Key Performance Indicators there are many frameworks which are both similar yet different. Each framework is just like a piece of a puzzle, the more pieces you join, the easier it is to understand the figure; in other word, every framework that an entrepreneur find is going to help his/her firm driving it to a success backed by data.

One of the most important frameworks that an entrepreneur has on his/her side is to align a business strategy, but how? There is a very useful tool that could help any business: One Metric That Matters (OMTM).

Fig. 3

OMTM Examples.

One Metric That Matters Examples
By Ward van Gasteren - www.growwithward.com

OMTM Examples for Startups (< 50 employees)

- ▶ Number of website visitors per month
- ▶ Average click-through percentage from homepage to checkout
- ▶ Retention of new customers after 7 days

OMTM Examples for Scaleups (50-200 employees)

- ▶ Number of website visitors per month from SEO on our blog
- ▶ Conversion percentage of website visitors from Germany
- ▶ Retention of new, freemium customers after 7 days

OMTM Examples for Corporates (> 200 employees)

- ▶ Number of website visitors / month via SEO around one specific topic
- ▶ Average CTR on the AddToCart Enterprise-Plan button on the Prices page
- ▶ Retention of new customers after experiencing the WOW moment

Source: <https://growwithward.com/one-metric-that-matter/>

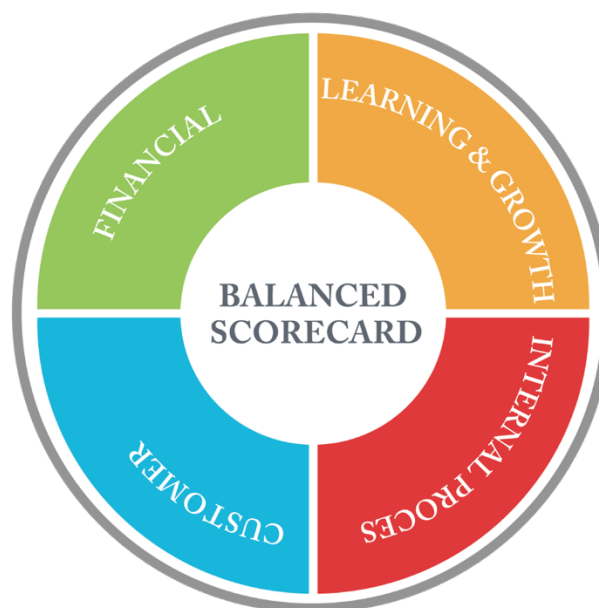
With this strategy any business owner is able to have a thorough understanding of your business model in order to get his/her organization aligned.

Another important framework is the Balance Scorecard (BSC). With this scheme an entrepreneur is able to navigate into the trade-offs that any brand is going to face: “You can have cheap, good, or fast. But you can only pick 2.”. The BSC allows to break down the key areas of a business that a business owner need to be monitored. Those areas are four perspective that any firm need to control, and they are:

1. Financial Prospective
2. Customer Perspective
3. Internal Business Process Perspective
4. Learning and Growth Perspective

Fig. 4

Structure of the Balanced Scorecard.



Source: <https://www.cruscottodiconrollo.it/cruscotto-di-controllo-per-imprenditori/>

If an entrepreneur is able to keep those perspective aligned, affords the administrator to control any compromise, otherwise the impairment of a perspective is going to affect all the others, creating a scenario where a brand is going to face trade-off.

There is a third and more recent, 1983, framework, which is define by some economists as the scheme that sits between the KPI strategy and the BSC one, named Objective and Key Results (OKR), which become very popular thanks to its use by Google. This tool is used by the businesses to sets, communicates and monitors goal in order to focus the employees in one

straight direction, creating a “road” that guide successfully all the workers to a clear work objective in the same direction.

1.4 Disadvantages of the eWOM Strategy

As all the strategy, the focus on the reviews that the entrepreneurs make has its own downside. In order to receive as much reviews as possible, firms need to be as transparent as possible. As we have already seen, the most reviews an unknown firm receives, the most relevance of it increases. But this opening to the world web, through micro blog applications (such as TripAdvisor and Twitter), social networking (such as Facebook), podcasts and video/photo sharing (such as Instagram, Snapchat and YouTube), gives the information of a brand available to all audience, and thus the business owner or marketer needs a consistent plan, design, implementation and control of the online communication.

These factors open the minds of the economist which found into the reviews and social media strategies five main disadvantages: Time intensive, Trademark and Copyright issues, Trust, Privacy and Security Issues, User-Generated Content (UGC) and Negative feedbacks.

1.4.1 Time Intensive

The control of an efficient review and social media strategy imply interactions between users/customers and the firms, and this action requires a lot of commitment from the company. It entails part of the employees to be responsible to monitor each network, reply all the reviews, answer to all the question that the consumers have and post in most social platform as possible images that show product information the buyers deems valuable. A brand that ignore the importance of keep up with the manager of the medias with qualified operators, will find a lot of difficulties in competing with the opponents. The first preliminary consideration and probably the most important one is that social media marketing requires a significant time investment (Barefoot & Szabo, 2010). Obviously, a firm, that manages as much social as possible, has an advantage in respect to the other firm which focuses their attention on few media or work in all the platform superficially, but this takes a lot of time and imply an additional cost for the hire of qualified worker, which, however, increase the relevance of the company.

1.4.2 Trademark and Copyright Issues

According to Steinman and Hawkins (2010), It is of the utmost importance for companies to protect their own trademarks and copyrights when using social media to promote their brands

and products. Often happens that the brand or some ideas that a firm offers, just like jingle or names, are copied by other competitor. Social media's capacity to facilitate informal and impromptu communication often on a real-time basis can aid companies in promoting their brands and disseminating copyrighted material, but it can also facilitate third-party abuse of a business' trademarks and copyrights (Steinman & Hawkins, 2010).

In order to avoid this detriment, the company that is moving into social media, whether via third-party or firms' own employees, should monitor the trademarks and copyright that is going to post into the web; in this way the brand or intellectual propriety of the group is not going to be copied by other potential competitors. Internet tracking and screening services are available to monitor the use of your business's marks and copyrights on third-party sites, including checking social media sites for profile or usernames that are identical or substantially similar to your company's name or brands (Steinman & Hawkins, 2010). In this way the firm has the ability to protect itself from business impersonation which could damage the company's brand and reputation paying this useful service through third party or very specialized worked. So, the possibility that a competitor should steal the intellectual property of a firm is very high when it is moving into the network, but it is still fundamental for a business take advantage of these platform in order to reach as more client as possible.

1.4.3 Trust, Privacy and Security Issues

The use of social media that a firm benefit is to promote its brand, products, or services to a multitude of possible shopper. However, this is operation, that increase exponentially the company's awareness, implicate trust, privacy and data security issues. In order to avoid certain problem, for business is important to aware of these issues and minimize as much as possible its exposure to liability related to personal data collection, use, and maintenance.

Trust, particularly the unique dimensions of transactional security and privacy (Hoffmann et al., 1999), is one of the most important tools that an entrepreneur should use in a social media market to generate customer loyalty. It is important because it is going to cover the loss of three important senses, smell, touch and taste, and guarantee to the possible buyer that they are selling the good with its own characteristics that distinguish it from the other products.

A study conducted by Ratnasingham in 1998, "The importance of trust in electronic commerce" published in Internet Research, has shown that "fear of online credit card fraud has been one of the major reasons customers have not done more extensive online buying" (Ratnasingham, 1998). This content was explaining the fear that most of the user had privacy concerns and the failure of some social media that were based on the online market. The entrepreneurs that are running their company into the social media or own a personal web site need to ensure his/her

consumers that they are not going to engage in practice that could violate their privacy or the web site company's privacy policy. Companies that administer their own blogs or other social media platforms should also maintain comprehensive policies that disclose the company's data collection, use, and storage practices, and any responsibilities that third parties have regarding privacy and data security (Steinman & Hawkins, 2010).

As we have seen, you can stretch clear privacy policy or guarantee your service, but there is always the fear of the customer that is buying online. A good review gives the possibility to encourage even the most sceptical, but there are always people that want is tangible. So, this is one of the main modern disadvantages, that can be overcome by reviews, certificates of reliability and good privacy policy.

1.4.4 User-Generated Content (UGC)

The decision of running a business into the net has its own pros and cons. Marketing strategies that work in a blog or in a famous social network (e.g. Facebook, Instagram and Twitter) incorporate user-generated content (UGC). For example, UGC allows Internet users to make comments in various forms, such as photos, videos, podcasts, ratings, reviews, articles, and blogs (Filho & Tan 2009). Giving the possibility to share a business information is for sure a positive factor, because it guarantees a further expiation of the company's awareness. The risk that a business owner will face is the possibility to incur into some legal liabilities for some reviews wrote by an individual that wanted to increase the awareness of his/her firm. Marketers can, however, take certain steps to minimize legal risks associated with marketing campaigns that involve the dissemination of user-generated content through social media (Gommans et al. 2001).

1.4.5 Negative Feedbacks

Social media, in a way, converts consumers into marketers and advertisers, and consumers can create positive or negative pressure for the company, its products, and its services, depending both on how the company is presented online and on the quality of products and services presented to the customer (Roberts & Kraynak 2008). This tool, present in all the social media platform and in most of the web site, is becoming a valuable source of information for possible acquirer that need proves before purchase. This phenomenon increased rapidly on the Internet and have had a great impact on electronic commerce, following the emergence of Web 2.0 technologies (Forman, Ghose, & Wiesenfeld 2008). As a consequence, a business that is going to face those comment need to take into account that some of those could be negative. This, for

some economist just like Senecal and the researcher Nantel, is going to be a positive factor, because could increase, obviously less than the positive one, the awareness of the product criticised while for other, example Nadaraja R. and Yazdanifard R. or Cheung, Lee and Thadani, think that unhappy customers or industry competitors are able to post disparaging or offensive pictures, posts or videos and there is not much a marketer can do to prevent these occurrences (Cheung, Lee, & Thadani 2009). So, this last disadvantage could be interpreted as a favourable factor, and thus diminishing the numbers of negative factor that the web and the users will give to a business.

Chapter 2

2 The Main Social Media For Your Business

The XXI century started with one of the most revolutionary discover which changes drastically the behaviour and habits of the society in the entire world: Internet. This incredible technology, which gives the opportunity to connect two or more user located in different places at the same time, facilitate the communication and the possibility to found, in an easiest and faster way, news and information. With the increasing of Internet's performance, which was exponential, the computer scientist invented online platform where the users are able to build social networks or social relationships between people from anyone with a connection. In these platforms all users have the possibility to share photos, videos, quotes, personal thought, critics and interest with all the person that he/she knows or with people that share the same passion or interest.

Through this technology there was a drastic change even in the economic world. Internet opens the door to the online sales, that now is one of the main "shops" attended by billions of clients. However, this kind of shopping has several risks; one of the most important is the fear of the buyer to run into a scam. Thanks to the general jitters, the economist, in order to toward this huge obstacle, gives, at the beginning, the possibility to leave, in an anonymous way, reviews, whether they are positive or negative, or an evolution, which could be with numbers or symbols. The integration of the reviews was fundamental, because it gives the opportunity to the possible buyer to buy in a faster way, avoiding the research odyssey of a forum which is talking about that specific product or online shop.

With the advance of the social media, the entrepreneurs started to run their goods or advertise into them reaching in an easier and faster way a huge number of persons, which was almost impossible to reach in other approach. Into these social a firm has the possibility to sell, advertise and investigate directly their customers almost in real time. The social media gives the opportunity to the companies to be sponsored by users which share photos, videos, podcasts, ratings, reviews, articles and fan pages about them.

Into any browser, you have the possibility to sign in with thousands of social platforms, but know I want to focus my research with, in my opinion, the main four social media that could increase the awareness of your business through the utilization of the reviews (written comment, photos, videos, etc.): TripAdvisor, Facebook, Instagram and YouTube.

2.1 TripAdvisor

Fig. 5

TripAdvisor Logo.



Source: <http://www.datamanager.it/2019/09/tripadvisor-ecco-i-dati-sulle-recensioni-false/>

With the exponential growth of Internet platform for tourism and hospitality, the consumer-generated content take hold into the possible acquirer's decision to buy a product or to book in a specific hotel. According to Gretzel and Yoo (2008), three-quarters of travellers have considered online consumer reviews as an information source when planning their trips. Studies conduct by other expert, like Chevlier and Mayzlin or Ghose and Ipeirotis or Zhu and Zhang in 2006, show that the reviews could scientifically influence the opportunity to sell a specific good or service. As we already saw, the opinion of old buyer is very important for people that are facing the problems that arise in front of a website for the first time.

With the heavy presence of customers uncertainty, in the network the computer scientists started to create platforms where is possible for any user to interact and provide reviews. One of the most important and successful is for sure TripAdvisor.com. TripAdvisor, Inc. is an American online travel company that operates a website and mobile app with user-generated content and a comparison-shopping website. It also offers online hotel reservations and bookings for transportation, lodging, travel experiences, and restaurants. Its headquarters are in Needham, Massachusetts. (Wikipedia, 2020). This platform, founded by Stephen Kaufer in 2000, covers 212000 hotels, over 30000 destinations, and 74 000 attractions worldwide (J. Miguéns, R. Baggio, & C. Costa, 2008). The revolutionary and dominating factor that gives to Stephen Kaufer this huge success is the focus that the site gives to the reviews. TripAdvisor is a website based on the idea that travellers rely on other travellers' reviews to plan their trips, or at least can be satisfactorily helped in their decisions by them (J. Miguéns, R. Baggio, & C. Costa, 2008). Presently TripAdvisor contains 10 million travel reviews and opinions and written by 5 million registered members and counts 25 million visitors per month (TripAdvisor Fact Sheet, http://www.tripadvisor.com/PressCenter-c4-Fact_Sheet.html).

The importance of the consumers opinion about the service on travel behaviour, such as hotel and restaurant, was demonstrated by Pew Research Center's Internet & American Life Project

in 2005 in their work “Internet Evolution”. Here they attended a survey in Europe in 2007, and they conclude that 80% of UK consumers are consulting the opinion of other buyer and that half of these possible acquirer refrained from booking a specific hotel because he/she was suggested by the negative review read into TripAdvisor website.

Into the platform founded by Stephen Kaufer the users have the possibility to review, comment, post photos and videos, share travel maps of previous trips and take part into discussion for all the users that register themselves giving basic personal data such as name, residence, date of birth, etc.

In 2007, TripAdvisor added a new feature for its customer: the Traveler Network. This tool gives the possibility to any traveller to add acquaintances to their travel map, by connecting to pre-existing sources. It is very useful for friends to plan easily a trip group and for the other user that want their opinion about the success or unsuccess of the experience.

These linkages with people a user might be traveling with or might be, even independently, heading for the same destination, form a real social network and is designed to save time on finding those who share travel similar tastes (J. Miguéns, R. Baggio, & C. Costa, 2008).

2.1.1 TripAdvisor Case Study

In order to explain the importance of this kind of social media, such as TripAdvisor, I’m going to cite the thesis conduct by Joana Miguéns, Rodolfo Baggio and Carlos Costa in 2008 in their write: “Social media and Tourism Destinations: TripAdvisor Case Study”. In this study the want to explain how hotels information is displayed on a Web 2.0 platform and how the users that generate content are influencing tourism destinations on the base of the date that were collected on 25th February 2008 by them.

Their study began collecting the evidence about all the hotel located in the city of Lisbon, Portugal included into TripAdvisor, gathering 191 structures. They also analysed the discussion about the city, in order to compare every kind of rating into the community of the Kaufer’s platform. The comparison between all the considered inn was made on 3 different rating scale: the traditional star-rating system, the one based on guests’ evaluations, and TripAdvisor ranking. The content that the user write under the hotel information creates a tough challenge to the hotel managers changing the ranking of their image into the net.

The study includes even an analysis of a list of key word typed on the forum, and their frequency on the discussions and an investigation of the taste of group of users coming from the same country.

The analysis showed the accordance between the traditional star rating and the TripAdvisor rating; the latter base its rank on the popularity of the hotel by tourist preferences and on another

undiscovered factor; this result was found with the all the inn present in Lisbon. However, what P. O'Connor found in his study, "User-Generated Content and Travel: A Case Study on Tripadvisor.com, made in the same year (2008), demonstrates that the 5-star hotels scores is not following the star rating. These data are better explained in this table:

Fig.6

Differences Between 5-star Rate and TripAdvisor Rank.

HOTELS RATING

Star	%	Mean Rank Lisbon	Mean TripAdvisor Rating	Mean n° Reviews	Mean Room Rate
NA	47	83,6	3,39	21	99
1	4,3	102	3,4	26	86
2	7	88,6	3,35	35	97
3	30	57,4	3,85	39	140
4	7,7	50,2	3,95	52	167
5	4	9,7	4,5	67	332
Total		100,8	3,72	32	119

Source: <https://www.iby.it/turismo/papers/baggio-aveiro2.pdf>

The table also shows an important factor: the average of reviews that are present in each hotel profile (32). The reviews are highly important as they are the basis of a user-generated content business model. Their presence is fundamental for the consumer evolution.

Another important component found in this thesis is that TripAdvisor contains a lot of topics (forum), only in Lisbon 1660, which shows two important factors: free availability for any user and the presence of a peer-to-peer structure.

The website has mainly review about hotel information, but anyone has the opportunity to find even notes about rent-a-car, tour guides, transportation, restaurants/bars or prices and weather conditions.

Fig. 7

What the Users Are Looking for into TripAdvisor.

DESTINATION BUSINESS	
Destination Tourism Companies	% In Forums (approx)
Hotel	74
Restaurant/Bars	26
Rent-a-Car	10
Sightseeing	10
Tour Guides	9
Transports	14
Others	
Prices	16
Weather	14

Source: <https://www.iby.it/turismo/papers/baggio-aveiro2.pdf>

This feature opens the door to other business that can achieve the benefits that TripAdvisor offers. In the Kaufer's social media, anyone, as we already said, has the possibility to create a topic (forum) that could be posted by comments of other users. In this action we can distinguish two kind of writers: the Authors and the Advisors. The first one is the tourist that comes far from the judged location. The latter is represented by those tourists that are local resident or visitors that had already seen the place. The study conducted by Joana Miguéns, Rodolfo Baggio and Carlos Costa shows that, in Lisbon, Authors and Advisors post respectively 2,3 and 2,5 reviews (this data was found using the registration collected by the website around 2005 and 2008). This is a very little evidence which was explained by the "young age" of the participant inside the platform.

Fig. 8

Interaction of Authors and Advisors.

AUTHORS AND ADVISORS		
Mean	Authors	Advisors
Registration Date	2006	2006
Reviews	2,3	2,5
Reviews in Lisbon	0	0,4
Photos	0,4	2,7
Videos	0	0
Forums	46	161
Forums in Lisbon	4	18
Date Posted	2007	2007
Travel Network	0,8	1
Travel Map	30	43

Source: <https://www.iby.it/turismo/papers/baggio-aveiro2.pdf>

This table shows an interesting factor: local visitors, or people that have already seen that place, have a higher participation into the social then the tourists which had the experience far from their home (Advisor present 161 topics while Authors wrote 46 topics about hotel in Lisbon). Through this aspect, we can observe that local people prefer are more likely to sustain hotel in their loco while the foreign prefer to enjoy their vacation and divulgate their opinion by the old World of Mouth.

In conclusion, the user-generated content that is present into TripAdvisor is a very useful tool that gives the possibility to the entrepreneurs to move their company in the right direction, trying to wish as much consumer's desire as possible. The high importance of online travel market lead to consider a crucial factor the positioning of hotels on the Web, and in particular on Travel 2.0 websites such as TripAdvisor (J. Miguéns, R. Baggio, & C. Costa, 2008). The similar criterion of evolution between TripAdvisor and the star-rating system simplified the consumer appraisal. The high affluence and use of the platform, testified by the high number of reviews, gives the possibility to any firm to increase its awareness and thus the possibility for those entrepreneurs to increase their business.

2.2 Facebook

Fig. 9

Facebook Logo.



Source: <http://germinationproject.com/img/twitter-logo.svg>

Facebook is one of the most popular and the second most visited social media present in the whole browser. (Alexa, 2018)

“Facebook is an American online social media and social networking service based in Menlo Park, California and a flagship service of the namesake company Facebook, Inc. It was founded by Mark Zuckerberg, along with fellow Harvard College students and roommates Eduardo Saverin, Andrew McCollum, Dustin Moskovitz and Chris Hughes.” (Wikipedia, 2020)

This big platform which registered 2.3 billion monthly active users as of December 2018 (Meira G., 2019), which means that the entrepreneurs that want to advertise their own business could find a huge number of hypothetical buyers.

2.2.1 Brief History of Facebook

Facebook start its adventure on February 4th, 2004 at Harvard University in Cambridge, Massachusetts. Its first function was the opportunity to create a profile page, with personal information, to Harvard students in order to keep the contact with each other. The only requests to sign in into the platform, presented by Mark Zuckerberg and his fellows Eduardo Saverin, Dustin Moskovitz, Andrew McCollum and Chris Hughes, were that the user need an e-mail address ending in harvard.edu and be more than 18 years old. The fame, that Thefacebook achieves, opened its door to other American institution, first of all Stanford, Columbia and Yale and then New York University, MIT and Cornell University.

The continuous success collected by the web page brought the founder to take seriously the situation opening his little group with hiring employees in 2006 and giving, in the same year, the possibility to sign in the user above the age of 13. In 2008, the continuous innovation of the platform, Facebook gave the opportunity to interact into the platform with other languages other

than English; Spanish was the first one, followed by German and French. In 2009 Zuckerberg's social media reached 17 languages, including Japanese, Chinese and Italian. (Brügger N., 2015) This huge power gained by the continuous increase of the company and users, more than one billion in September 14th, 2012 which means one seventh of the whole population, brought Facebook to enter into the stock market (NASDAQ) on May 18th, 2012.

From the user that owned a Harvard e-mail address to one seventh of the entire world is an evidence which brought to light by Mark Zuckerberg one of the most revolutionary inventions of the XXI century.

2.2.2 A Big Audience That Must Be Exploited by the Economist

The reviews are useful tools in the online market strategies because they increase the awareness and guide any business in the right direction, satisfying consumers' needs. The social media made the content reachable to anyone able to connect his/her computer, tablet or smartphone to Internet, giving the opportunity to answer any question about the reliability of the website and to create a forum where users can share the same passion giving advice to each other.

Facebook makes to the economist of the entire world an offer they can't refuse, Zuckerberg gives to all the entrepreneurs the key to engage and collaborate with the consumers easily in real time and possibility to advise them with commendable posts, which could be shared or made more visible by them, using clear commands on the social platform.

Researchers classify four reasons why the economists have to run their business inside Facebook pages: socializing, entertainment, self-status seeking and information seeking (Park et al., 2009). The consequence of this strategy is that the creation of personal content and the occasion to share them give to the user the power of controlling the conversation (Abedin and Jafarzadeh, 2013). Smith *et al.* (2012) shows the consumer behaviour when he/she types a content arguing that he/she creates apparel-related branded reviews on Zuckerberg's social to support their self-presentation on profile pages. This observation shows the attention that a firm has to give to this strategy, because it needs to engage a conversation with some user and avoid others.

2.2.3 The Factors Offered by Facebook

To deeply understand the importance of Facebook reviews for a company, there is a study conducted by Wang J.-C. and Chang C.-H. in 2013 which analyses how much friends' comments can influence the willingness to purchase a product. This thesis was made in order to confute three hypotheses:

H1: “The recommendations and information provided by strong-tie sources will have a higher level of perceived diagnosticity”;

H2: “Product-related risks moderate the relationship between online tie strength and perceived diagnosticity”;

H3: “For positive recommendations, higher perceived diagnosticity will lead to higher purchase intentions”.

For the first assumption, the writers distinguished the bonds of friendship in ties strength. They could be weak or strong according to the interactions among contacts on SNSs. Wang J.-C. and Chang C.-H. utilized as unit of measure the “interaction frequency”, which was defined by the authors as the number of times that two users exchange wall post. They define as strong-tie friends of the participant the three persons with which he/she interacted most during the last three months before the interview; while the weak-tie friends are the three users with which the candidate interacted least during the same period.

At the end of this step, the editors created a grid 2 x 2 in which the vertical column present the “Online Tie Strength” and on the horizontal line the “Product-related Risk”. The latter factor is interpreted as the risk that the participant deal with the purchase of a good, in this case a snack. Therefore, this element is going to be a “High Risk” when the candidate faces up with a high price, while a “Low Risk” is when a person is in front of a low price. After the creation of this framework, Wang J.-C. and Chang C.-H. were able to provide empirical evidence for them

Fig. 10

Relationship Between Online Tie Strength and Product-related Risk.

The four experimental treatments.

Online tie strength	Product-related risks	
	High risks	Low risks
Strong tie	Treatment 1	Treatment 2
Weak tie	Treatment 3	Treatment 4

Source: J.-C. Wang, C.-H. Chang / *Electronic Commerce Research and Applications* 12 (2013) 337–346

thesis, which demonstrate that online tie strength and product risks play a crucial role when a person has to accept recommendation. Another important factor is the perceived diagnosticity which was examined through the utilization of a questionnaire based on a seven-point Likert scale ranging from “strongly disagree” to “strongly agree”, which took a leaf out the idea of Kempf and Smith (1998) and Jiang and Benbasat (2005, 2007). The past studies showed that, depending on which kind of product, tie strength could vary the purchase intention of a consumer. What the two writers added is a psychological factor that plays in the customers’ behaviour: the effect of the perceived diagnosticity on the consumer decision- making process.

This component gave them the possibility to analyse the consumers' decision-making process involves.

The final result is that the SNSs, such as Facebook, is going to provide a marketing opportunity. They found, through the collection of data, that: "Consumers tend to perceive the diagnosticity of product information and recommendations to be higher if this information is provided by strong-tie sources. Consumers believe that a strong-tie source can help them understand and evaluate the quality and performances of products". Also: "we found that product-related risks moderate the relationship between online tie strength and perceived diagnosticity".

2.3 Instagram

Fig. 11

Instagram Logo.



Source: https://it.m.wikipedia.org/wiki/File:Instagram_logo_2016.svg

Thanks to the new technologies which grow at a very fast rate, the world is changing the ways and costumes of the society. Most of the world population is now connected to Internet, either through their computer, smartphone or any other device.

Technologies and, mostly, Internet also upset the approach the economists have to face the market. In this new reality, the entrepreneurs had to shift the advertisement campaign and customer service to the online world, especially they had to run their business into social media. The need to move of the economist is given by the boom of the social media. Through the media, business can reach current or potential customers in an easy and cost-effective way. Thanks to the fusion of Internet and technology, cybers brought to the world the opportunity to connect your phone to social networks, maintaining users always connect. Through this factor, business and organization are able to keep their buyers or potential informed.

Several studies brought to light the relevance of some social media into the business field. One of the most emerging platforms is Instagram. Companies exploited the features and capabilities offered by the social media and transformed it into an effective tool for marketing.

“Instagram (commonly abbreviated to IG or Insta) is an American photo and video sharing social networking service owned by Facebook, created by Kevin Systorm and Mike Krieger and originally launched on iOS in October 2010. The Android version was released in April 2012, followed by a feature-limited desktop interface in November 2012, a Fire OS app in June 2014, and an app for Windows 10 in October 2016. The app allows users to upload media that can be edited with filters and organized by hashtags and geographical tagging. Posts can be shared publicly or with pre-approved followers. Users can browse other users' content by tags and locations and view trending content. Users can like photos and follow other users to add their content to a feed” (Wikipedia, 2020).

The changes brought to the ways and costumes of the world society a drastic change. One of the important and visible transformation brought by the integration of social media into the daily life can be witnessed into the Arab world. The UAE present a very high penetration rate in terms of internet, smartphone use and Instagram account. In this country many business and industries decided to run themselves into this social media in order to take advantage over the world market exploiting its features.

2.3.1 Brief History of Instagram

Instagram is a social media developed in San Francisco by Kevin Systorm and Mike Krieger. This innovative social platform born from the failure of the first Systorm’s application: Burbn. Burbn, named for Systorm passion for whiskeys and bourbons, is an application which allows users to check-in, post their plans and share photos (Blystone D., 2020).

Fig. 12

Burbn Logo.



Source: <https://www.mightycall.com/blog/adapting-to-change/>

Systorm closed a \$500,000 seed funding in March 5th, 2010 with Baseline Ventures and Andreessen Horowitz to further develop his entrepreneurial venture. With this seed found the creator of Burbn decided to increase his brand creating a team of support; the first one to join was Mike Krieger. Mike Krieger was a Stanford University student, just like Kevin Systorm, which had previously worked as an engineer and user-experience designer for another social network platform, Meebo.

Fig. 13

Meebo Logo.



Source: https://commons.wikimedia.org/wiki/File:Meebo_Logo.svg

After the join of Krieger, the two colleagues decided to reassess Burbn and they decided to focus their new version on one of the most important features that the Systorm's previous application presented: share photos directly from your phone. There were already social focused on photograph, but all these didn't present media-sharing capabilities, which was the main characteristic of their project.

In this new version, Systorm and Krieger stripped Burbn down to its photo, commenting, and "liking" functions and then renamed their application Instagram, which is the combination of instant and telegram.

After solving some errors, the two creators launched Instagram on October 6th, 2010 reaching 25,000 signs on the first day. The application of Systorm and Krieger was immensely popular and by March 2012 it recorded approximately 27 million users. The following months, Mark Zuckerberg, which was already following the platform, presented an offer to Systorm, which were friends since they were in Stanford, to purchase Instagram for \$1 billion in cash and stock. On September 9th, 2012 Facebook closed the negotiation with a deal of \$741 million (Corriere della Sera, 2012).

2.3.2 Main Features that make Instagram a Viable Marketing Tool

The big audience collected by Systorm and Krieger's platform make Instagram a desirable place where companies could post their new goods and information. As Jason Miles wrote in his book "Instagram Power: Build Your Brand and Reach More Customers with the Power of Pictures" in 2013, Instagram hosts 50% of the most important firms, which use the platform as a marketing channel.

Instagram has many important features, one of this is for sure the easy way to use the platform. The users prefer Instagram to Facebook perceived a lighter pressure, because, in the first platform, persons are satisfied with only sharing some pictures or stories daily, while the latter social media followers need more intensive participation. Another important aspect, which is

missing into the other competitor “Pinterest” into the photo-sharing field, is that any user can easily post, describe, add hashtags³ and modify their picture before posting.

One of the first firm that ran into Instagram is Michael Kors (MK) which exploited the easy and fast advertising post offered by the main influent social media. This strategy brought to the incredible result, General Electric, Levi’s, Lexus and Ben & Jerry’s followed Michael Kors’s strategy (Delo 2013).

The last but not the least main feature is the opportunity to measure the content of the consumers. They have the possibility to comment, share photos or videos of the followed firm which increase the company fame and awareness and gives the opportunity to the business to understand in which direction is going its advertising campaign, if is appreciated by the consumer or not.

2.4 YouTube

Fig.14

YouTube Logo.



Source: <https://www.youtube.com/>

The evolution of human behaviour with the introduction of internet, of broadband and game-changing brought a change in the social media consumption. For all the people in the world, social networking become an integral part of consumers’ everyday life. Internet video streaming is a staple of contemporary media use, particularly among younger millennials. Deloitte observed in 2016 that almost half of the Americans signed up to at least one video streamer services, while younger component prefers to frequent those platforms than watch TV. “More than half of U.S. consumers check their social media accounts daily, and millennials obtain more news from social media than from TV” (Deloitte, 2016).

One of the main media which interpreted the role of both online video streaming and social platform is YouTube. “YouTube is a popular video sharing website where registered users can

³ A **hashtag**, introduced by the number sign, or hash symbol, #, is a type of metadata tag used on social networks such as Twitter and Instagram and other microblogging services. It lets users apply dynamic, user-generated tagging that helps other users easily find messages with a specific theme or content. Users create and use hashtags by placing a hash symbol in front of a word or unspaced phrase in a message. The hashtag may contain letters, digits, and underscores. Searching for that hashtag yields each message that someone has tagged with it. A hashtag archive is consequently collected into a single stream under

upload and share videos with anyone able to access the site. These videos can also be embedded and shared on other sites. YouTube was developed by former PayPal employees in 2005 and was acquired by Google in 2006. It has had a profound impact on media and advertising” (Techopedia, 2016). This network, founded on February 14th, 2004 by Chad Hurley, Steve Chen and Jawed Karim, is recording over than one billion of users all around the world through cable networks reaching an audience that oscillate between 18 and 49 years old in all the United State (The Nielsen Company, 2015; YouTube, 2016). YouTube’s fame has not gone unnoticed by the economist, which wanted to exploit the its main feature, such as the worldwide visibility and opportunity to keep in touch directly with the consumers through reviews, which could be a comment under a video, or a shared video made by them.

YouTube, thanks to its notoriety, offer a feature which creates a lot of advertising space keeping user “glued” to the platform: the YouTube influencers, or YouTubers. Ferguson in 2008 and Graham, McGaughey, & Freberg in 2011 defined the role of the influencer as viral marketing approach which is able to clout consumers’ decisions through reviews, posts, blogs, videos or any other kind of communication supplied by the social media. What the YouTuber, the influencers that are working with Chad Hurley, Steve Chen and Jawed Karim’s platform, does is to upload daily videos in order to keep active followers in his/her channel and increase its views. When an influencer reaches a high number of interaction, YouTube enters into a contract with he/she: the platform offers finance for advertising space before or during his/her clip.

Why is better for an industry invest in these kinds of strategy rather than the old one? The answer is that this platform guarantees a higher number of possible buyers all around the world that could watch a business increasing its awareness.

Another strategy that can be followed by a company is to contact directly an influencer and ask him/her if he/she can produce and upload a video, or more, in which he/she talk about the product. This strategy is very useful because it combines the interaction of a video with the function of the reviews. For a person is favourable watch a video, set like a storytelling, which explain the product that they would like to purchase rather than read a comment about it (Frith Rena, 2020). Through the advertisement made by an influencer, companies are able to overcome the lack that an online purchase present: the impossibility to see, touch and smell a product before the buy. A video, which describe very well a product showing its pros and cons, is able to answer to any doubt that a customer has and could even convince him/her to prefer the sponsored product rather than another.

2.4.1 Characteristics Necessary for Reliability of a Business Ad Campaign

To deeply understand the efficiency of the influence that YouTube has on the consumer there is a study conducted by Min Xiao, Rang Wang and Sylvia Chan-Olmsted which based their study with a heuristic-systematic model. They wanted to demonstrate how informational signals affect the quality of the appraisal of knowledge made accessible to YouTube influencers.

What they found in their thesis is that when consumers evaluate the quality and validity of a content in the heuristic information processing mode, they are looking for expertise, trustworthiness, and homophily source. The expertise factor reveals that the user, when consult a video made by an influencer in order to learn something more about a product, recognises the YouTuber as a knowledgeable expert. The homophily factor in a clip acts in the viewers' mind as a channel in which he/she is able to socialise with likeminded others. The lack that a YouTuber will face is that his/her followers have difficulties to really understand the his/her persona or characteristics, influencing negatively on the YouTuber credibility. However, the systematic analysis adopted by the authors made the heuristic cues, the expertise and homophily factors, irrelevant. The only positive information credibility component which is present both in heuristic and systematic information is the trustworthiness. Reichelt, Sievert, and Jacob, in 2014, observed that trustworthiness was more critical than competence and similarities when individuals judged the reliability of eWOM communications.

However, a study conducted by Kamins in 1990 suggested that celebrity endorsement, which has heuristics information cues, influence significantly the information credibility of consumers. This phenomenon can be observed in many advertising campaigns made by a YouTube influencer. "For instance, likability and homophily of YouTube influencers may be more influential in determining perceived information credibility when a consumer is watching a makeup tutorial that mentions a particular eyeliner. On the other hand, expertise and trustworthiness may be more important to consumers who wish to learn how to repair an automobile" (Xiao M., Wang R. and Chan-Olmsted S., 2018).

Interactivity and social advocacy are other characteristic which increase the information credibility. YouTube, as other digital platforms, allows interaction between users, thanks to its large number of social interaction features. Those tools are, probably, the bridge which links interactivity and trustworthiness, giving the opportunity to the influencer, which has to frequently benefits, to increase its channel quality. The heavy impact of media activism on presumed truth authenticity parallels the slogan of the bubble consequences of online communication (Wu & Lin, 2017). The Chad Hurley, Steve Chen and Jawed Karim's social network offer an area in almost all the videos, at the discretion of the uploader, where the viewer can leave a comment anonymously.

Argument quality, which is a systematic information cue, is one of the most significant predictors of reliability of knowledge. “message quality is an inherent criterion to assess the credibility of information” (Metzger M.J., Flanagin A.J., Eyal K., Lemus D.R. & McCann R.M., 2003). The engaged behaviour of social media users appears to play a part in assessing how interaction impacts perceived truth legitimacy.

The thesis made by Min Xiao, Rang Wang and Sylvia Chan-Olmsted found another factor: the involvement of the influencer in his/her videos. In this study they discovered that the YouTube community increases the importance of the problem. As stated in the dual-process theories of Chen & Chaiken in 1999 and Petty & Cacioppo in 1979, high problem engagement drives individuals to prefer knowledge of good content and clear argument, while relieves people from interpreting messages with a feeble statement. So, a relation between argument quality and involvement is present in some empirical result.

The final result of this study is that person that are looking for credible videos, in order to understand the product and its use, are predisposed to use YouTube. Thus, a firm, which want to run its business into this network, is going to increase its sails, credibility and awareness with advertisements spot and use of YouTubers which review the firms’ brand to his/her followers.

3 Tomorrowland Case Study

Fig. 15

Tomorrowland Logo.



Source: <https://www.pinterest.it/pin/502925483380270043/?d=t&mt=login>

To demonstrate the importance of communication strategies through the utilization of social media, I want to bring your attention to one of the most important Electronic Dance Music festival of the world: Tomorrowland. This festival, created by a Dutch entertainment company, ID&T (Irfan van Ewijk, Duncan Stutterheim and Theo Lelie), in 2005, increases its fame all around the world thanks to its advertising campaign via social media. Tomorrowland posts its videos and is posted by its fans in almost every social media, even in the latest one Tik Tok. Maintaining always updates its web page and social profile, any one is able to find all the information that a consumer need in order to decide the acquisition of the ticket and of the other services offered by ID&T inside the festival, such as DreamVille⁴.

3.1 Brief History of Tomorrowland

Tomorrowland is a music festival which guest DJs of all kind of Electronic Music, form Techno to Dubstep performer, which work in the huge park of De Schorre in Boom, Belgium. In this place there are thousands of spectators from all the country of the world which are able to move to different stages according to their preferences.

⁴ **DreamVille** is a vibrant city that welcomes tens of thousands festival visitors after an exuberant day at Tomorrowland. A city where different personalities meet and where international friendships are made. A city where the People of Tomorrow eat, sleep, live and especially enjoy their 5-day experience. (tomorrowland.com)

Tomorrowland was found in 2005 by Manu, Michiel Beers and a Dutch entertainment company, the ID&T⁵, which carried on the project.

Fig. 16

ID&T Logo.



Source: <http://www.nltimes.nl/wp-content/uploads/2013/10/IDT>.

Its first edition of the festival was on August 15th, 2005 and from this day, which collected 500-1000 partygoers (Kayvan Nikjou, 2019), the festival increases its number of participants, in 2019 the De Schorre park welcomed 400,000 of visitors in two weekends. In the years the Dutch entertainment company collected many awards from many festival prizes. One of the most important is the International Dance Music Festival⁶ which rewarded Tomorrowland for five years, from 2014 to 2016 and from 2019 to 2020, as the Best Music Event and Best Festival in the world.

3.2 Collecting Data from Tomorrowland's Social Media

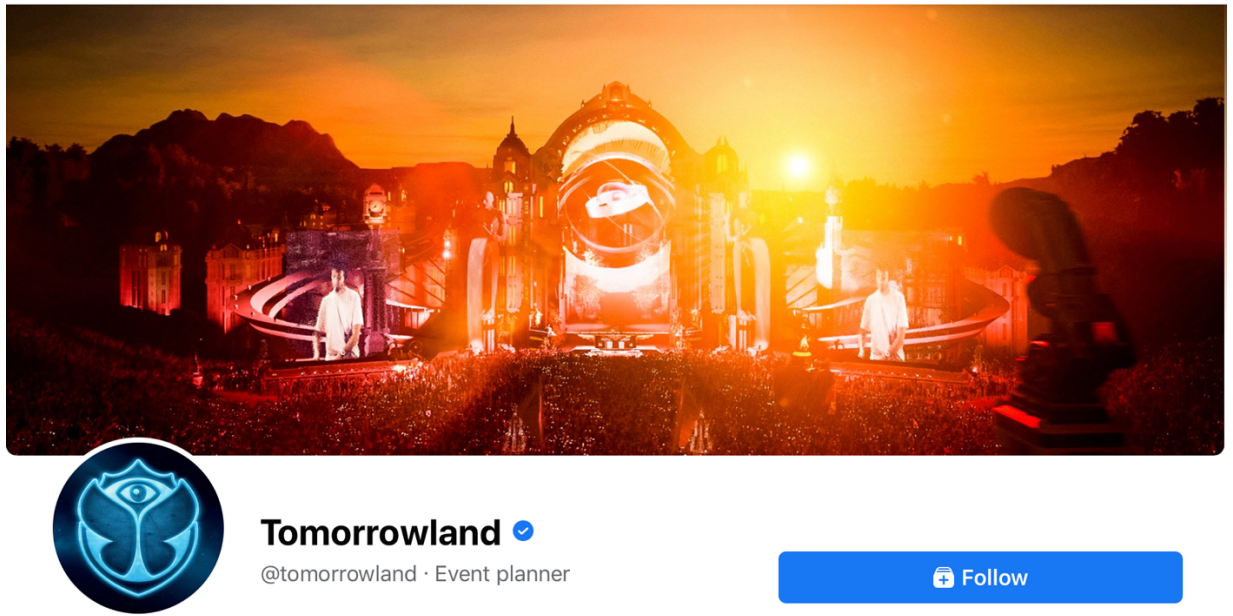
Tomorrowland is a Music Festival that decided to run its advertisement campaign and communication strategies via Social Media. In the next subparagraphs I'm going to collect data from the Belgian brand social media profile page to demonstrate the benefits that a business gain from the Electronic World of Mouth into the social networks. The web page that I took in consideration are the four media studied in the previous chapter (Chapter 2): Facebook, TripAdvisor, Instagram and YouTube.

⁵ **ID&T** stands for the initials of three founders of the company, Irfan van Ewijk, Duncan Stutterheim and Theo Lelie, all residents of Amsterdam. All three were experienced in organizing house, techno and trance parties when they created ID&T, and their goal is to organize the largest events in the Netherlands and the European electronic dance music scene. Their first big event was "The Final Exam" in the Utrecht Conference Center, with about 12,000 people in attendance. (Wikipedia, 2020)

⁶ The **International Dance Music Awards** or IDMA is an annual awards ceremony held in Miami Beach, Florida, United States as a major part of the Winter Music Conference. The awards have been held every year since the conference's creation in 1985 except for in 2017 when the conference was being bought out by Miami Music Week—the organisers of Ultra Music Festival. (Wikipedia, 2020)

3.2.1 Tomorrowland on Facebook

Fig. 17
Tomorrowland Facebook Profile Page.



Source: <https://www.facebook.com/Tomorrowland>

Mark Zuckerberg created one of the first and most used social media present on the network. Thanks to the big number of users, Facebook host 2.7 billion of persons which interact all around the world with other account and share their preferences. This huge data attracted many firms and brands which sign up to improve their communication strategies. Tomorrowland is one of the millions of brands which shares daily videos, photos and information about the event. This brand starts its experience in Facebook on April 7th, 2009 and is still on the social. This account increases day by day its number of followers: Tomorrowland profile page passed from 1.040.646 “Facebook users like/follow the page” and 29.336 “are discussing” it in 2012 (Kazakulova Y. and Kuhn E. 2012) to 14.659.096 “Facebook users like/follow the page” and 15.301.954 “are discussing” in 2020. The first information shows that the users who want to be informed, about the day when Tomorrowland start sells ticket for the event, how long the festival is (max. two weekends) and its date and, probably the most important, the Line Up (the full list which shows the schedule and stage of the DJs which will perform in that edition), increase of the 1.408,65% in eight years; the second one demonstrate that the number of persons which interact on this page increase of the 52.161%.

The number of person that Tomorrowland reaches in 2020 in insane not only for the long series of number, but even for the competitors, which are very far from the Belgian event.

Some example:

Ultra Music Festival⁷

Fig. 18

Ultra Music Festival Logo.



Source: <http://media.ultramusicfestival.com/2014/10/ultra-music-festival.png>

On its Facebook profile there are: 3.719.062 “Facebook users like/follow the page” and 3.749.272 “are discussing”.

Sunburn⁸

Fig. 19

Sunburn Logo.



Source: <https://en.m.wikipedia.org/wiki/File:Sunburnfestivallogo.jpg>

On its Facebook profile there are: 2.027.299 “Facebook users like/follow the page” and 2.037.412 “are discussing”.

⁷ **Ultra-Music Festival** (often abbreviated as UMF) is an annual outdoor electronic music festival that takes place during March in Miami, Florida, United States. The festival was founded in 1999 by Russell Faibisch and Alex Omes and is named after the 1997 Depeche Mode album, Ultra. (Wikipedia, 2020).

⁸ **Sunburn** is a commercial electronic dance music festival held in India. It was previously in Vagator, Goa, India every year, but now has been shifted to Pune in Maharashtra. The 3-day event is promoted by major Indian promoter Mayank Kataria. It is Asia's largest music festival. The festival is an amalgamation of Music, Entertainment, Food and Shopping, and was ranked by CNN in 2009 as one of the Top 10 Festivals in the world. The Festival was incepted by serial entrepreneur Shailendra Singh, while Jt MD of Percept. Under his captaincy, the festival grew to be ranked the 3rd largest dance festival in the world, after Tomorrowland and Ultra as per the IMS APAC Business Report 2014. Spread over 3 days, the festival has multiple stages with artists playing simultaneously. (Wikipedia, 2020)

Medusa Sunbeach⁹

Fig. 20

Medusa Sunbeach Logo.



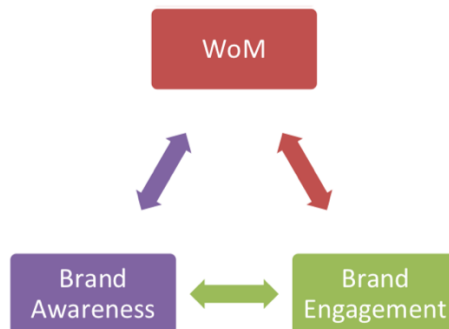
Source: <http://bythefest.com/festivales/medusa-sunbeach-festival/>

On its Facebook profile there are: 320,652 people follow this “Facebook users like/follow the page” and 2.037.412 “are discussing”.

For this social media, I need to focus my attention on the interactions¹⁰ that the followers had with Tomorrowland’s page (comments, shares and likes) in order to understand the importance of the eWoM for the company that want to run into Facebook, because eWoM, Brand Awareness and Brand Engagement are linked (Linnebjerg & Nielsen 2011).

Fig. 21

Relationship Between WoM, Brand Awareness and Brand Engagement.



Source: Linnebjerg & Nielsen, 2011

I had the possibility to gather this information thanks to the web site “Socialbakers Suite”. This is a platform used in social media analytics. Socialbakers Suite guarantee a service of Engagement Rate and Socially Devoted for social customer care. “We have been collecting

⁹ The **Medusa Sunbeach Festival** is an electronic music festival aimed primarily at a young audience from 16 years old to grave. It has been held since 2014 every year on the beach of Cullera, municipality of Valencia, Valencian Community. We find different styles with their respective scenarios: from EDM on the main stage to Techno, Indie, Remember, Hardtechno, Dubstep and Trap (these last 3 were included in the last edition). (Wikipedia, 2020)

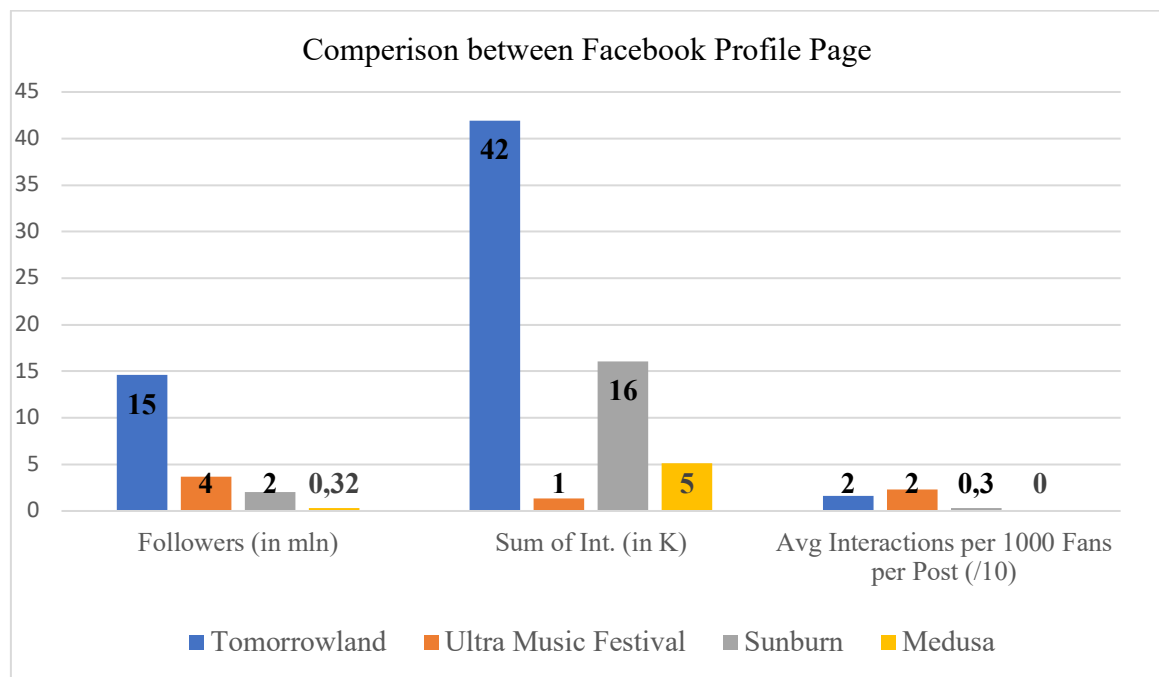
¹⁰ An **Interaction** would be any action that the user performs in relation to your brand or content (Sara Martin, 2020)

social media data for over 8 years, tracking nearly 10 million social media profiles daily and accumulating 10 billion content pieces in our database” (Jiri Voves, 2017). What I found, through the utilization of this web page, is that, from August 9th, 2020 to September 9th, 2020, the sum of interaction, this period of time, grows of 11.921 reaching a total of 41,9 k of interactions. These data are, collected in only one month, reflecting the trend that the brand, as other firms, had during the Coronavirus Crisis. However, these numbers show that an active page on Facebook gives the opportunity to inform directly or indirectly billions of people and to understand the trend of your business through the reviews left by the consumers.

To understand the advantage that Tomorrowland has compared to its competitor, I’m going to compare the interactions recorded on the Belgian festival page with the ones presents on Ultra-Music festival, Sunburn and Medusa Sunbeach page.

Fig. 22

Which Festival has the Most Efficient Profile Page?

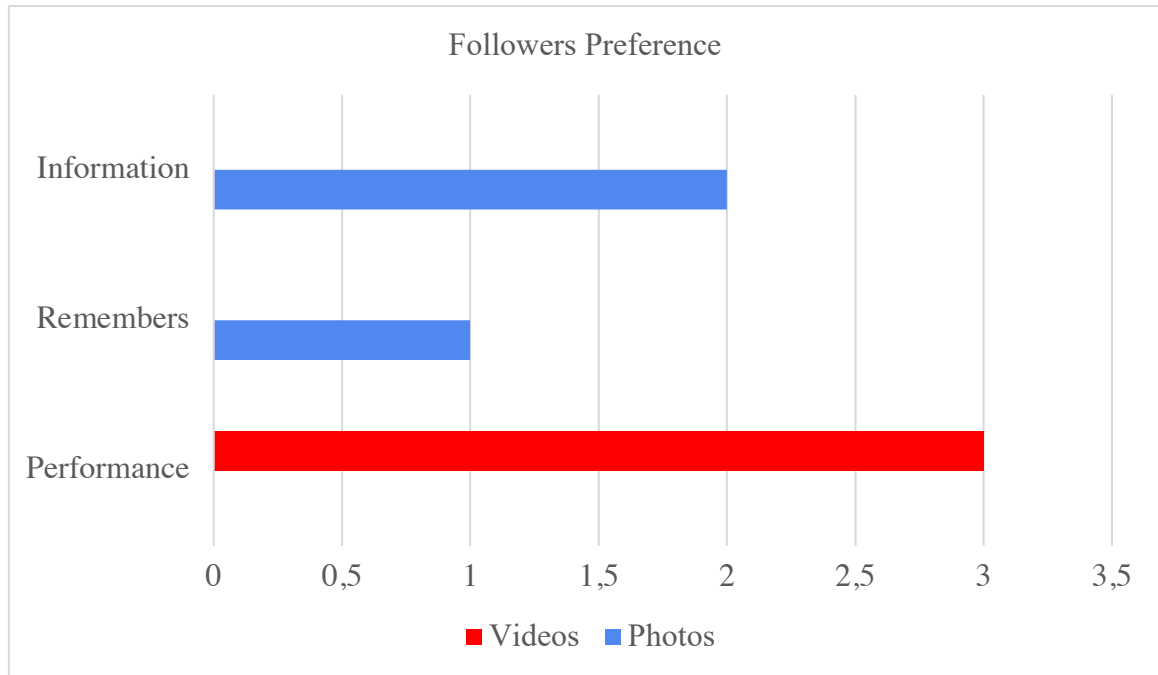


In this graph, taking into account the Coronavirus Crises, shows that the festival which collect most interactions (comments, likes and share) into its Facebook profile page has a higher visibility, fame and customers.

Another important data, in order to understand what the customers like, is the ranking of videos and photos which collected the high number of interactions. In order to understand which is the factor that attract the majority of the customers or possible acquirer (followers), I had scrolled the Tomorrowland profile page and I took three photos and three videos which had the high number of interactions.

Fig. 23

How the Users Interact with the Tomorrowland's Post on Facebook.



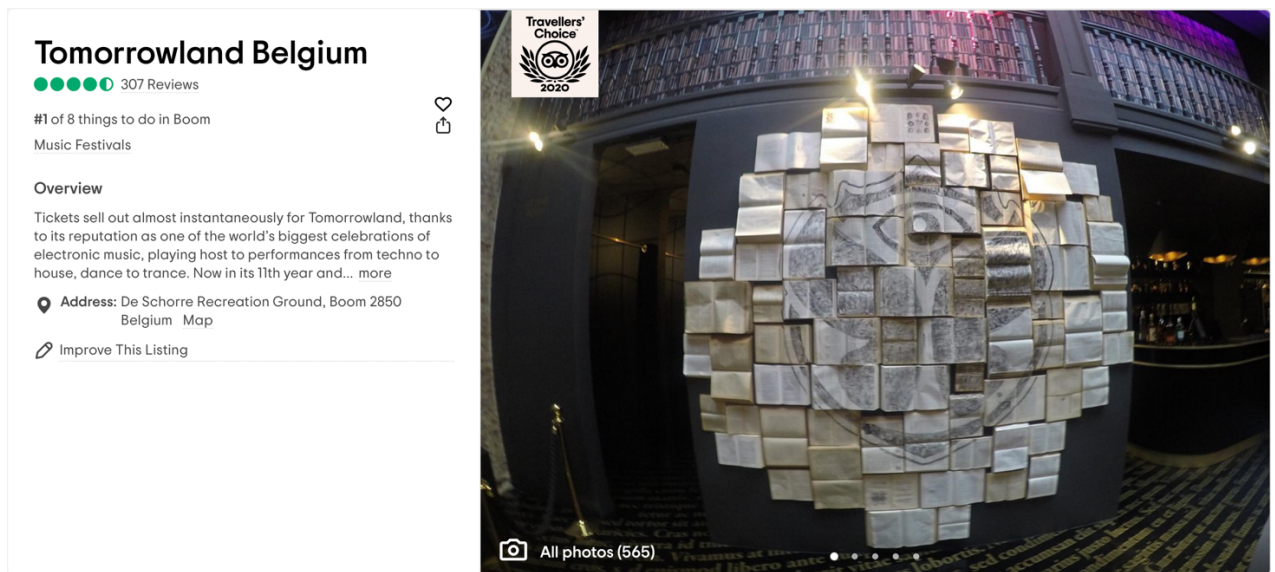
As we can see from the graph (Fig. 23), Tomorrowland's Facebook page is present two kind of consumer's attitude when he/she is in front to a Tomorrowland's post: when a follower is looking a photo of the page prefers to comment and share the images which represent something that is giving an information (ex. the Line Up of the DJs performance or a photo which has information on it or in its description¹¹); when the same follower is in front of a video posted by the Belgian festival prefers to comment and share the videos which represent the DJ sets.

¹¹ **Image descriptions** provide a textual description of images presented in digital documents. These descriptions support the inclusion of blind, low vision, and low-tech users of all AAA products. This ensures that information presented in a purely visual format, especially a digital graphic, is accessible to anyone who may not be able to physically see the visual for any reason. Image descriptions may also be used in printed products, especially when printed in Braille, to provide information about the visuals supplementing text. Printing the text of an image description may also provide sighted readers another option for processing visual information. (Guidelines for Creating Image Descriptions, 2019)

3.2.2 Tomorrowland on TripAdvisor

Fig. 24

Tomorrowland TripAdvisor Profile Page.



Source: https://www.tripadvisor.co.uk/Attraction_Review-g3250534-d10020312-Reviews-Tomorrowland_Belgium-Boom_Antwerp_Province.html

In the Stephen Kaufer's social network any user is able to find out information, reviews and ranks over 1.2 million travel experiences. Tomorrowland is a festival which is part of these travel experiences. The Belgian festival creates a profile in this platform in order to inform its acquirer, collecting hundreds of reviews which answer to almost all the question that a buyer has.

Tomorrowland Belgium is a profile in which any account has the opportunity to collect over 307 reviews which are rating the service offered by ID&T, which is: four dots and half (https://www.tripadvisor.it/Attraction_Review-g3250534-d10020312-Reviews-Tomorrowland_Belgium-Boom_Antwerp_Province.html). In this social media, Tomorrowland owns the most interacted page compared to its competitor: Ultra-Music festival, Sunburn and Medusa Sunbeach. The first one records on its page 81 reviews, the second has 27 reviews and the last one doesn't present any kind of review.

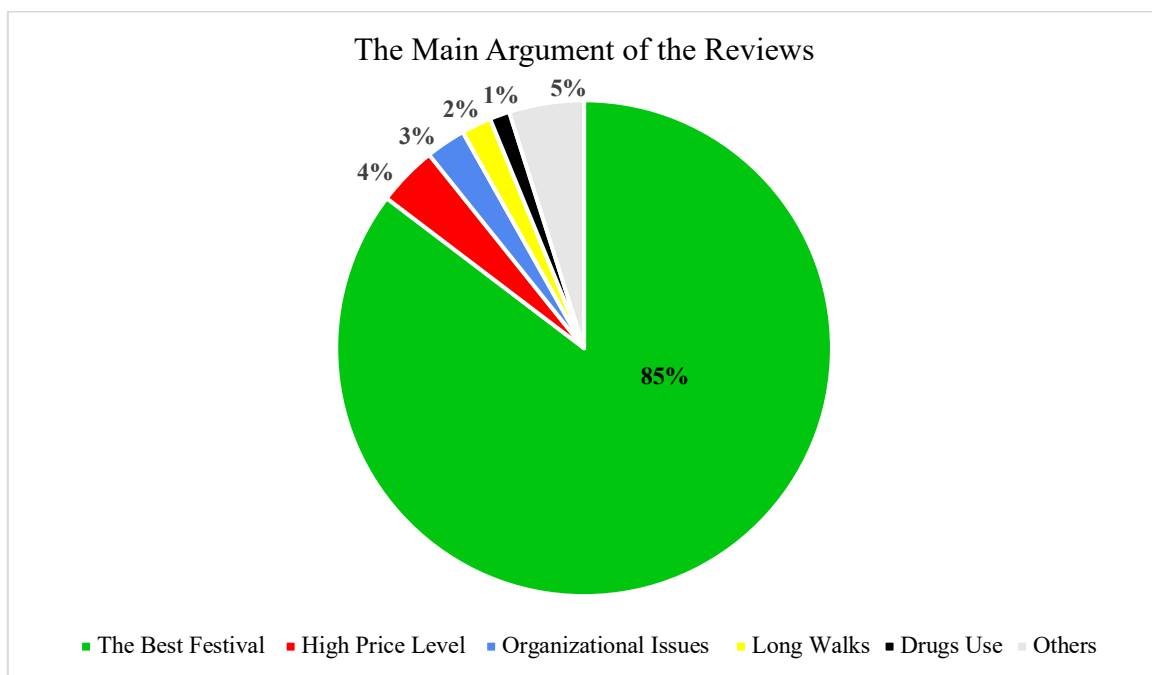
The first review registered on the Tomorrowland page dates back to April 2016. Since that day, the festival collected an average of 60 reviews per year, which were in 16 different languages, included Japanese and Serbian. Any review is composed by a written comment and a travel rating evaluation (which ranks between one and five dots). Tomorrowland has an average of 4.5 dots which is composed by:

- 262 five dots,
- 29 four dot,
- 2 three dots,
- 3 two dots,
- 10 one dot.

Studying all the 307 reviews we are able to see what the majority of the customers, excluding the 262 reviews rated with five dots, because all praise the majesty of the festival, want to condemn to ID&T. Most frequently critiques were about: the high price level (12 reviews where about it), the scarcity of logistic organization (8 reviews about the argument), the kilometres that a consumer walk into the park (6 reviews about it), the presence of a multitude of drugs (4 about the argument) and others.

Fig.25

Which Are the Main Arguments into the Tomorrowland Forum?



The graph is showing that the majority of the consumers present in this platform love Tomorrowland, for the atmosphere and the presence of almost all the best DJs in the world. As we can see, the presence of bad reviews, discounting the intrusive presence of persons that loves the festival in any aspect, is not a negative factor, because the most sceptical persons are looking for the low ranked reviews in order to evaluate if he/she is able to deal with the negative aspect

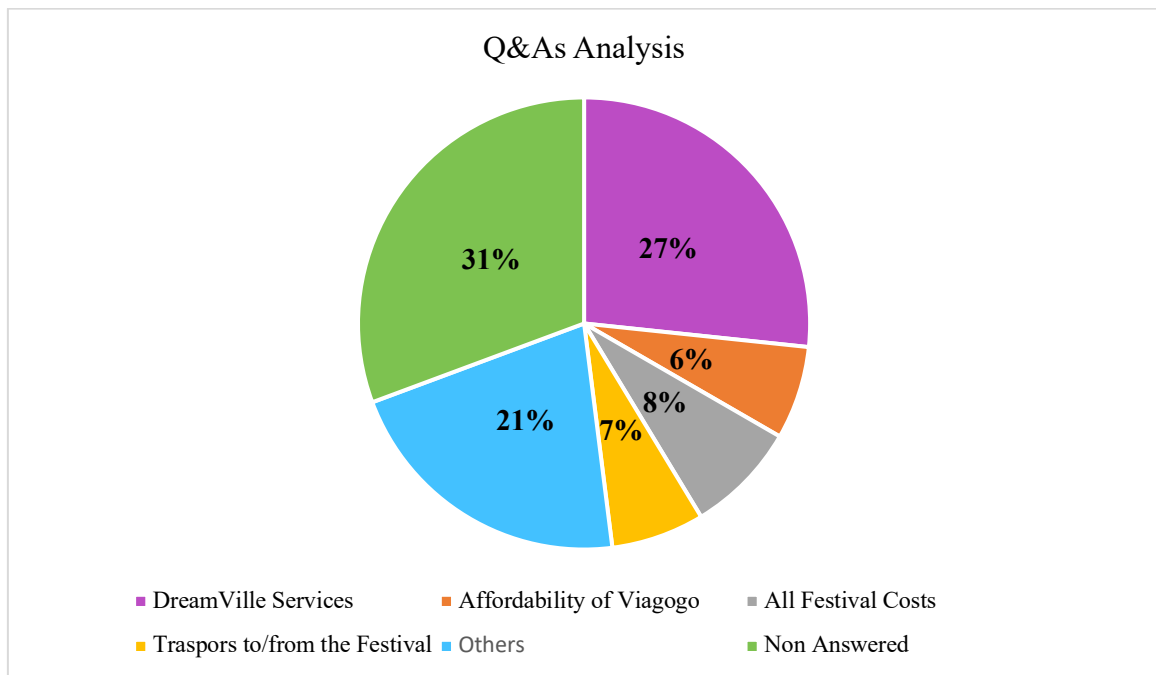
that are into the festival. A sure data, which demonstrate that those comments are not harmful for Tomorrowland, is that from 2016, the first review presents into the page, to 2019 the festival recorded a 45% increase in the customers, from 180.000 in 2016 to 400.000 in 2019.

In the Tomorrowland page, users are to read 75 “Q&A” (Questions and Answers). There are more than the 50% of answers which reply: 20 question about the DreamVille service (costs, how does it work and advantages), 5 questions about the affordability of Viagogo¹², 6 question about the total cost that a client pays for the experience and 5 question asking about the most convenient means of transport which connects Bordeaux and Tomorrowland.

These findings show that the Tomorrowland TripAdvisor page is the most active EDM festival on the platforms. The use of the Kaufer’s social platform gave the opportunity to the Belgian festival to increase the number of consumers thanks to the high numbers of information reachable by any user in the world through the reviews and the Q&As left on the page.

Fig. 26

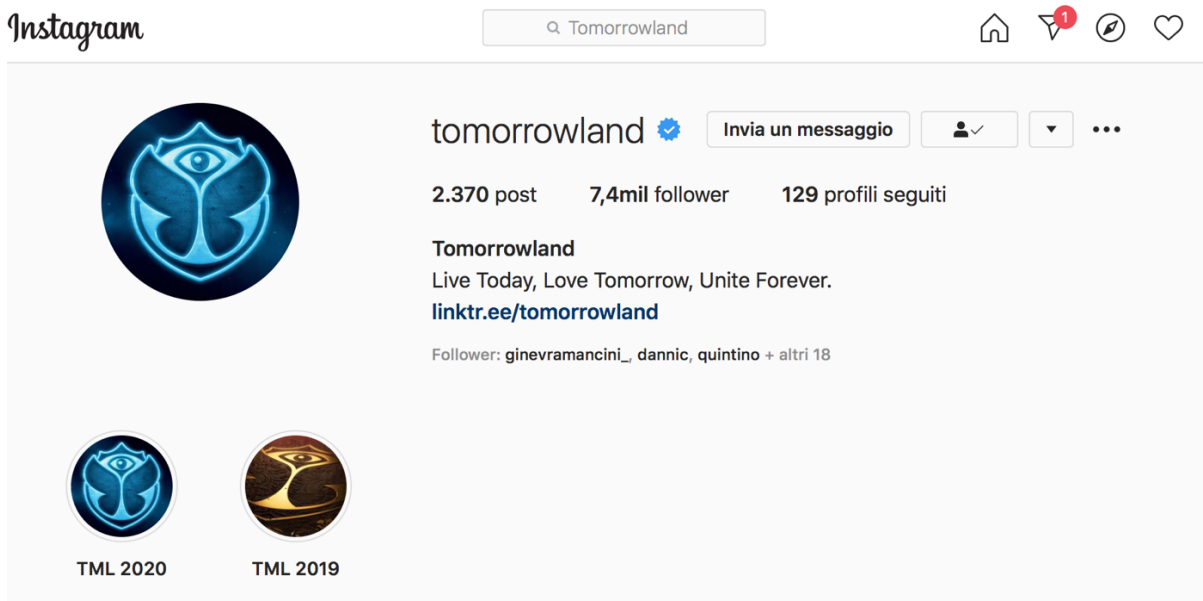
Main Question into the Tomorrowland Q&A Page.



¹² **Viagogo** is a London-based ticket exchange and resale company. It was founded in 2006 by Eric Baker, who was the co-founder of the similar U.S.-based service StubHub. (Wikipedia, 2020) (https://www.viagogo.com/ww/?AffiliateID=49&adposition=&PCID=PSCHGOOCONCONCE01BF520183&AdID=411392611159&MetroRegionID=&psc=&psc=&ps=&ps=&ps_p=0&ps_c=8889643813&ps_ag=89847959735&ps_tg=kwd-296792620280&ps_ad=411392611159&ps_adp=&ps_adp=&ps_fi=&ps_fi=&ps_li=&ps_li=&ps_lp=1008736&ps_n=g&ps_d=c&gclid=CjwKCAjwzIH7BRABEiwAoDxxTghRK4QxIPMCply52dId9rbBiZgSmvKyJrfAc5MSiFzqcqSTazJCyxoC1SMQAvD_BwE)

3.2.3 Tomorrowland on Instagram

Fig. 27
Tomorrowland Instagram Profile Page.



Source: <https://www.instagram.com/tomorrowland/>

The new entry into the Mark Zuckerberg's social media empire, Instagram, is a platform which host almost a 1 billion of users which have the opportunity to interact directly with companies and possibility to create forums that talk about a specific brand.

Tomorrowland upload its first photo on Instagram on May 4th, 2013 and is still on the platform, informing and showing all the things that the brands is going to offer. The number of people that follow this page is 7,4 millions of users, which is half of the persons recorded on the Facebook profile. However, the Tomorrowland's Instagram profile page presents a high number of followers than its competitors. Some example: Ultra Music Festival registers 3,3 millions of followers; Sunburn registers 541 thousands of followers; Medusa Sunbeach registers 210 thousands of followers.

The number of followers can be fictious data, because users are able to buy follows on order to increase his/her page, thus the most important factor which has to be analysed into a social media page is the number of interactions. As I already made in with Facebook, now I'm going to look at the numbers of like, comments and share of the three "Most Engaging Posts Overview" because the sum factors, which are all linked (Linnebjerg & Nielsen, 2011), shape the interaction. Instagram is a social media which gives a lot of reservation to personal data, so I was able to find out only the numbers of Likes and Comments, so in this part I will consider the interaction as the sum of likes and comments that a post collects.

Fig 28

Photo with the Higher Number of Interaction: Avicii.



Source: <https://www.instagram.com/tomorrowland/>

This image collected 819.570 interaction (810.000 likes and 9.570 comments) in 2018 which is the higher number registered in all the 2.372 posted in the page. To deeply understand this data, I needed to find out the number of users present in the page in that year, 5.3 millions in 2018 (Devin, 2018), and then calculate the number of impression per 1.000 of follower. The result of this calculation ($[(819.570/5.300.000) * 1.000]$) is that there were 155 interaction per 1.000 followers.

This image represents a photos of Avicii¹³ posted the day when he left. The number under this icon is the demonstration that an efficient business in the social is not only a forum where you find only news, but it is a place where anyone with the same passion can be constantly informed by the brand or by mates, it can even be seen as a zone where you can meet people which sharing their feelings, good or bad, whatever they are.

I used this photo to show the insane number that a page could reach into Instagram, but I don't really want to use it as a marketing data.

¹³ **Tim Bergling** (8 September 1989 Stockholm, Sweden – 20 April 2018 Muscat, Oman), better known by his stage name **Avicii** ($/ə'vi:tʃi/$), was a Swedish DJ, remixer, record producer, musician, and songwriter who specialized in audio programming, remixing, and record producing.

Fig. 29

Photo with the Second Higher Number of Interaction: Differences Between 2008 and 2018.



Source: <https://www.instagram.com/tomorrowland/>

In this image Tomorrowland collected a number of interaction equal to 629.639 (626.000 likes and 3.930 comments) in 2019. To calculate how many interaction the Belgian brand had, I needed to divide this number for 6.300.000, which were the number of followers in 2019 (“Tomorrowland (@tomorrowland) • Instagram photos and videos”. www.instagram.com. Retrieved 28 January 2019), and then multiply the result for a 1.000. The final outcome is that Tomorrowland had 100 interaction every 1.000 of followers.

In this picture is possible to see the evolution that the festival had in ten years, going from the 50.000 in 2008 to 400.000 person in 2018.

Fig. 30

Photo with the Third Higher Number of Interaction: Information About the Festival.



Source: <https://www.instagram.com/tomorrowland/>

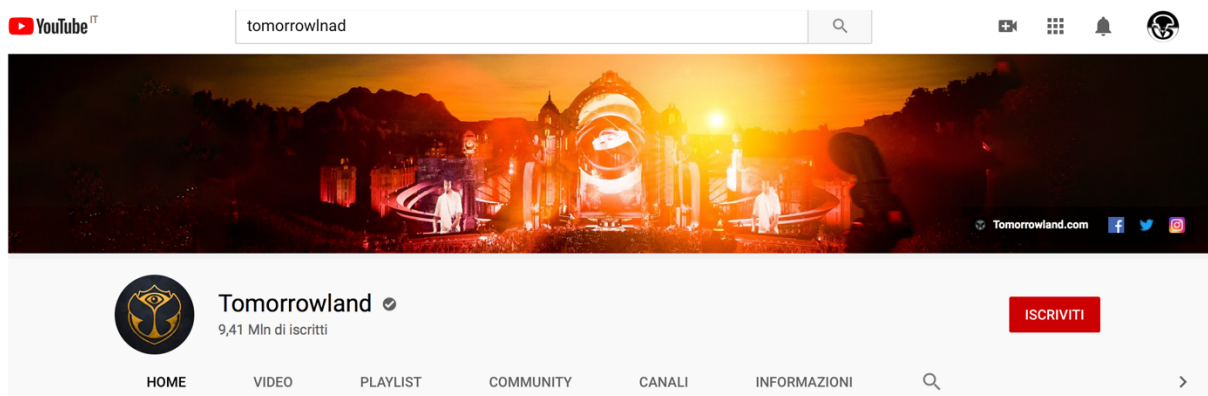
With this post, Tomorrowland received 503.567 (502.000 likes and 1.567 comments) interaction in 2018, which means that the Belgian brand had 95 interaction per 1.000 of followers ($[503.567/5.300.000] * 1.000$).

The numbers collected in the last two post, because I took the first to explain another feature of this social media, shows the high number of interaction gained by Tomorrowland. This component is fundamental for a business because, with the interaction, it is able to understand how much its followers are active in its social page and it is also able to understand if the strategy adopted to increase its sale is going in the right way through the comments left under the information post.

3.2.4 Tomorrowland on YouTube

Fig. 31

Tomorrowland YouTube channel.



Source: <https://www.youtube.com/user/TomorrowlandChannel>

YouTube is a platform in which users are able to upload and watch videos from any account in the world. Here anyone has the opportunity to find information, music, gaming and entertainment. This platform host almost 2 billions of user (Statista, 2019) and at least 90% of internet users between 18 and 44 years old accessed to this network (Weareflint, 2018). There are many firms which are exploiting the big audience gathered into the Chad Hurley, Steve Chen and Jawed Karim's platform: there are business which use the advertising spot offered by YouTube and others which prefer to upload videos to inform their customers. Tomorrowland is a brand which is moving into this social media in both way: the festival posts its informational videos, like the last videos posted by the Belgian brand in which role models interview an expert asking stories of his/her Tomorrowland experience, and is sponsored by other channels, especially when a record company want to upload a music video of one of its artist, an example: "Afrojack, Dimitri Vegas, Like Mike and NERVO - The Way We See The World (Official Music Video) [HD]¹⁴" posted by Spinnin' Records¹⁵.

¹⁴ <https://www.youtube.com/watch?v=eChdxmjHoMw>

¹⁵ **Spinnin' Records** is a Dutch record label founded in 1999 by Eelko van Kooten and Roger de Graaf. The label, which specializes in electronic music, has over 26 million subscribers and 15 billion views on YouTube. In September 2017, Warner Music Group acquired Spinnin' Records for over \$100 million.

Tomorrowland started its channel on July 1st, 2011 and since that day achieved 9,41 millions of followers and 1.553.506.210 of views. This festival is still the most followed: Ultra Music Festival (UMF TV) has 1,63 millions of followers, Sunburn has 193.000 of followers and Medusa Festival is not showing its numbers.

As I already did in the previous subparagraph to really understand the efficiency of this social page, I'm going to find the three videos with the higher number of interaction present on its channel.

Fig. 32

Video with the Higher Number of Interaction: Tomorrowland Aftermovie 2012.



Source: <https://www.youtube.com/watch?v=UWb5Qc-fBvk>

The title of the clip is: “Tomorrowland 2012 | official aftermovie”. In this video, the viewer is watching the salient moment choose by “Epic Cinema & The Tomorrowland Creative Team” with 20 selected EDM songs for 20:00 minutes. This clip recoded 913.171 interactions (799.137 likes and 114.034 comments) and is still going to increase its numbers. On YouTube is impossible to calculate how many interaction Tomorrowland collected per any 1.000 of followers, because YouTube is a social media which collect reachable videos since 2005 (Wikipedia, 2020).

Fig. 33

Video with the Second Higher Number of Interaction: Alok Performance.



Source: <https://www.youtube.com/watch?v=iqt4-cJExWE>

The title of the clip is: “Alok | Tomorrowland Belgium 2019 - W1”. In this video any user is able to watch the entire performance of Alok¹⁶ on the Tomorrowland’s main stage of the 2019. This clip collected 662.330 interactions (601.945 likes and 20.385 comments) and is still going to increase its numbers.

Fig. 34

Video with the Third Higher Number of Interaction: Tomorrowland Aftermovie 2013.



Source: <https://www.youtube.com/watch?v=cUhPA5qIxDQ>

The title of the clip is: “Tomorrowland 2013 | official aftermovie”. As the video posted in the previous year (Tomorrowland 2012 | official aftermovie), any user is able to see the best moment of Tomorrowland 2013. This clip collected 611.351 interactions (547.713 likes and 63.638 comments) and is still increasing this number.

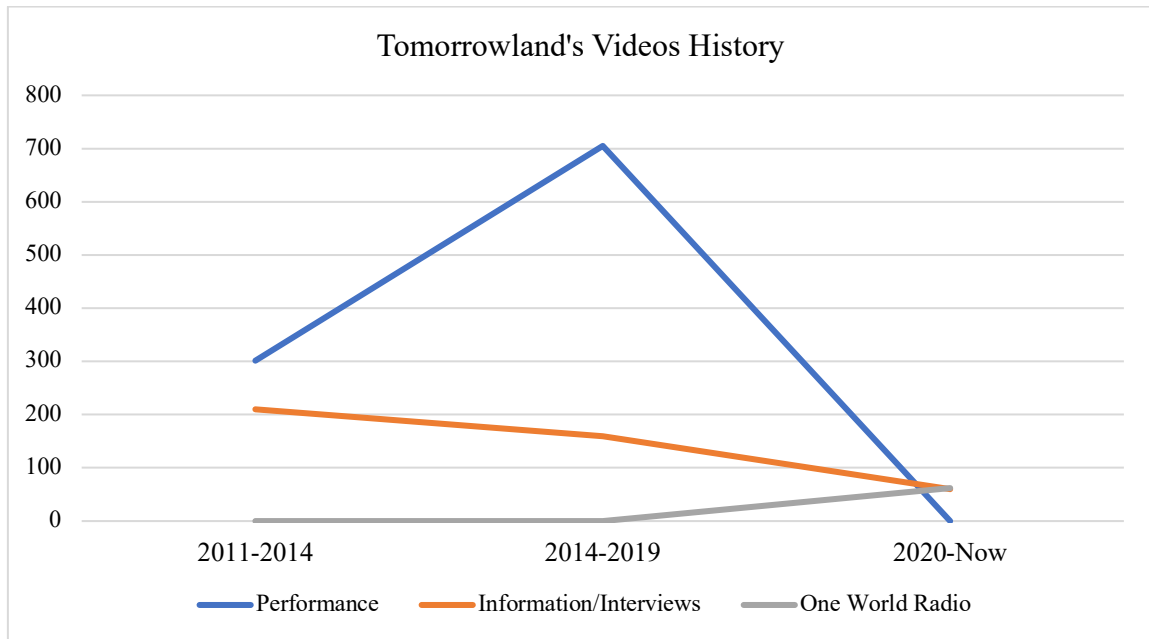
Through these data we can observe that the most interacted videos represent the highlights of the festival. In these clips any one is able to collect information about the stages and the performances of the favourites DJs.

¹⁶ **Alok Achkar Peres Petrillo** (Portuguese pronunciation: [a'lɔki/]; born August 26, 1991) is a Brazilian DJ record producer and Free Fire Character. He is best known for his worldwide hit song "Hear Me Now". In 2019, Alok was ranked the 11th best DJ in the world by *DJ Mag*.

Tomorrowland YouTube channel shared 1.446 videos since July 1st, 2011. In order to understand the trend that the festival took from this platform, I watched all the video posted by the Belgian festival. What I find is that there are three kind of clips: one group represent performances, the second one informs or reports interviews (DJs and participant) and the last group reproduce an hour of One World Radio¹⁷, this last group had its first video on July 2nd, 2019.

Fig.35

All the Videos Posted by Tomorrowland on Its YouTube Channel.



The graph is showing the history of all the video posted by Tomorrowland since its first upload. We can observe that One World Radio was launched in 2020 and since that year there were only DJ sets and Informational or Interviews video. As we can see, the festival preferred to share Performance than inform/interviews video to its customers or possible acquirer. This data is very similar to the one found into the Facebook analysis: the consumers prefer to watch the DJs performance and be informed through images.

¹⁷ **One World Radio** is the official radio station of Tomorrowland, broadcasting 24/7 in the mix. (Google Play, 2020)

3.3 Conclusions

All the data collected in the previous paragraph (3.2) supported the thesis that the eWoM is a very important tool for the growth of a company. I started this thesis focusing my attention on the exponential growth of Tomorrowland, which became one of the most important EDM festival in the entire world for the efficient use of the social media. The main social network for the reviews, TripAdvisor, Facebook, Instagram and YouTube, demonstrate that the best managed profile, which means the higher number of followers which have the highest number of interaction with the followed page, brings the company into a better position rather than its competitors. The main benefit that a firm has running its business via social media is the high level of awareness. More the company managed its social profile more the number of buyer of possible buyer (followers) increases.

The ID&T, the group which organizes Tomorrowland Festival in Belgium, wanted to base its entire visibility campaign on the specialization of the social media interaction. The Belgian group started its specialization with Facebook, that was going on at the beginning of the twenty-first century, in 2009, and that it joined all the other platform, especially Instagram and YouTube. In the year before the appearance on the Mark Zuckerberg's social media, the third edition of Tomorrowland Belgium collected more than 50.000 visitors. From 2009, in which were registered 30.000 visitor more than in the previous year (80.000), to the last edition of the festival, the fourteenth edition of the festival (2019), because the events of the 2020 wasn't made on the usual park (De Schorre, Belgium) due to the Coronavirus crises, Tomorrowland increases the number of participant by the 500%, which means that there were 400.000 people dancing on the biggest dancefloor of the world organized by a group that worked its communication strategy only on the social networks. The Facebook, Instagram YouTube and TripAdvisor profile pages provided frequent information, about the tickets cost, the days, photos, videos and the list of the DJs, which gave the opportunity to a possible acquirer to extrapolate all the information that he/she needs in order to decide if he/she wants to purchase the service guaranteed, and shown through photos of videos, by ID&T.

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