

# Social media marketing plan

FOR INDIBLEU DMC



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YOUNG PROFESSIONAL SEMESTER 2022-2023

# The Social Media Marketing Plan For Indibleu DMC

Young Professional Semester 2022-2023

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## Preface

Before you lie the social media marketing plan that was created for my graduation thesis at Indibleu DMC in Mauritius. Before writing this social media marketing plan I conducted research and based on this, the social media marketing plan was created. The research concerns how Indibleu can start using a social media marketing plan. During this research, the most engaging content types and most ideal posting times and frequencies were examined as well as the wishes and preferences of the two created social media personas. Besides, the research included the wishes and the vision of Robert Ambroise, owner of Indibleu DMC, and Emilie Capery, marketing employee at Indibleu.

First, I would like to thank my client organisation Indibleu for making the creation of this social media marketing plan possible. I especially want to thank Robert Ambroise, who guided me throughout the semester and helped me to complete my graduation thesis for his company. I would also like to thank my first examiner, Euphemia Tuhuteru – Laturake for all the feedback and support during this Young Professional Semester. I would also like to thank my peer students, who gave me clear feedback and supported me whenever I had some uncertainties about my work.

After an educational period, I look back with satisfaction and I am pleased with the results of the social media marketing plan.

I wish you a lot of pleasure while reading this social media marketing plan.

Claudia Riphagen

Deventer, August 21<sup>st</sup> 2023

## Summary

This social media marketing plan is written for Indibleu, a Destination Management Company in Mauritius that offers authentic experiences where clients meet the local people and visit hidden places on the island that others often miss. At the moment, Indibleu operates on a B2B level but their goal is to switch to a more B2C level. However, to do so Indibleu wants to use social media of which they have no knowledge about. Therefore, the management question that is answered is: *“How can Indibleu create a social media marketing plan in order to optimise their social media pages?”*

Before the social media marketing plan was created, research was done on the various elements of a social media marketing plan. These research results can be found in the research report. Based on these research results, a social media marketing plan for Indibleu was developed that takes the wishes of two social media personas and Indibleu themselves into account. First, a description of the two social media personas is given in terms of demographic, psychographic and behavioural characteristics. The personas are then further explained by an added visualisation of their characteristics. After that, the main marketing goals and objectives that the social media marketing plan should help achieve are described. These goals and objectives are established according to Robert Ambroise and Emilie Capery. Then, the content strategy that Indibleu should use is explained through example posts for Facebook, Instagram and TikTok. Here, the preferences of the social media personas and Indibleu in terms of content types, topics and brand voices are adapted. After that, the advised posting strategy is described through a one-week content calendar that shows the best and preferred posting times and posting frequencies. Then, the social media style guide that Indibleu should use is explained through a visual that shows the advised writing, logo, colour and responding guidelines. After that, the advised analyse strategy is explained by describing the social media analytic tools that Indibleu should use as well as the social media metrics that Indibleu should track. This is showed in a monitoring sheet that should be filled in weekly. Finally, the financial aspect of the social media marketing plan is described through a break-even analysis of the first three years after the social media marketing plan is implemented. The analysis shows the expenses and income per year and shows when the social media marketing plan starts to become profitable.

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# 1. Introduction

After the research was finished, a social media marketing plan for Indibleu was developed. The social media marketing plan is based on the wishes and needs of two social media personas and Indibleu themselves and is focused on attracting more B2C customers. **The goal of this social media marketing plan is to help Indibleu start using a comprehensive social media marketing plan that helps Indibleu to optimise their current social media pages and eventually helps to attract more B2C customers. This report aims to guide Indibleu in successfully using the social media marketing plan by showing example posts that are implemented in a one-week content calendar.**

The social media marketing plan consists of six elements: the social media persona's, the main marketing goals and objectives, the content strategy, the posting strategy, the social media style guide and the analyse strategy. First, two detailed social media personas are described and explained to let the social media marketing plan focus on a specific target group. Then, two main marketing goals and three marketing objectives are described that the social media marketing plan should help achieve. After that, the content strategy is described that Indibleu should implement on their social media pages. This content strategy includes advice on which forms of content and topics Indibleu should use. Thereafter, the posting strategy that Indibleu should adapt is described. This posting strategy includes advice on which posting frequency Indibleu should use on each social media channel as well as an advice on which times Indibleu should share their posts. After that, the new social media style guide that Indibleu should use in their new social media marketing plan is described and explained with a corresponding visualisation. Furthermore, the analyse strategy is described. This analyse strategy includes advice on which social media analytic tools Indibleu should use as well as which social media metrics Indibleu should track. Besides, advice is included on how Indibleu should monitor this analyse strategy.

Lastly, the social media marketing plan finishes with a financial analysis. Here, the break-even analysis of the first three years after implementing the social media marketing plan is described. The break-even analysis includes a visual in which the break-even point is made clear as well as the point when the social media marketing plan starts to become profitable.

## 2. The social media personas

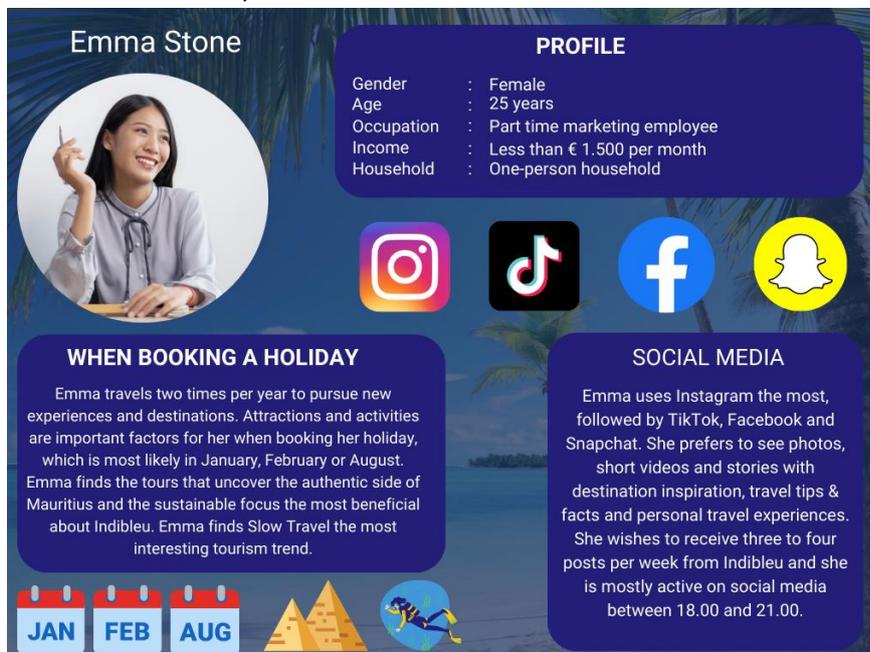
For Indibleu to start creating and using a social media marketing plan, Indibleu should know on what customer group the social media marketing plan should be focused on. Therefore, two social media marketing personas are created for Indibleu that are based on the survey findings that can be found in chapter two of the research report.

### 2.1 Persona 1: Emma Stone

The first persona is based on the age group 21-30 years. This persona is visualised as a female and is indicated to have a part-time job. Persona 1 has a monthly gross income of less than € 1.500 and lives in a one-person household. Besides, this persona travels two times per year to pursue new experiences and destinations and desires activities and attractions in a holiday destination. She finds the slow travel trend the most interesting and is mainly active on the social media channels Instagram, Facebook, TikTok and Snapchat. Persona 1 is most likely to book their holiday in the months January, February and August and finds the tours that uncover the authentic side of Mauritius and the sustainable focus by giving back to the community the most beneficial when booking at Indibleu. A visualisation of persona 1 can be found below in Figure 1.

**Figure 1**

*The visualisation of persona 1*



### 2.2 Persona 2: Olivia Smith

The second persona is based on the age group 51-60 years. This persona is visualised as a female and is indicated to have a full-time job. Persona 2 has a monthly gross income of € 3.500 and lives in a two-person household with children above 18 years. Besides, this persona travels more than two times per year to be unconnected from the workplace and desires amenities in a holiday destination. She finds the slow travel and the wellness trend the most interesting and is mainly active on the social media channels Facebook, YouTube and Instagram. Persona 2 is most likely to book their holiday in the months February, May and September and finds the tours that uncover the authentic side of Mauritius and the offers to the nearby islands Rodrigues and Reunion the most beneficial when booking at Indibleu. A visualisation of persona 2 can be found below in Figure 2.

**Figure 2**  
*The visualisation of persona 2.*



### 3. The marketing goals and marketing objectives

Now that it is clear who the social media personas of Indibleu are, marketing goals and objectives can be established. These goals and objectives are based on the one-on-one interview results with Robert Ambroise and Emilie Capery which can be found in chapter three of the research report.

#### 3.1 The main company vision

After the one-on-one interviews with Robert Ambroise and Emilie Capery, several marketing objectives were created. However, before creating the marketing objectives a thorough company vision is needed that outlines the goals of Indibleu. Therefore, the following vision is created in which the thoughts of both Ambroise and Capery have been considered: "to be the most authentic DMC in Mauritius by offering responsible and sustainable experiences in which the locals are promoted." Both agree that showing their clients during the local activities is a good way to implement this vision of Indibleu on social media.

#### 3.2 The marketing goals and objectives of the social media marketing plan

Now that the new company vision is created, the two main marketing goals that the social media marketing plan should help achieve according to Ambroise and Capery are:

- To have 10% of the clients of Indibleu come directly via social media within three years.
- To increase the number of followers by 7% each month after the social media marketing plan is implemented.

To achieve these two marketing goals, three short-term goals were created:

- Within six to twelve months, Indibleu will create awareness about the sustainable and responsible travel options in Mauritius by sharing content about the hidden parts of Mauritius which should increase the number of likes with an average of 20 per post.
- Within six to twelve months, Indibleu will inspire people to book their sustainable and responsible experiences with Indibleu by sharing content about the cultural interaction with locals which should increase the number of shares with an average of 5 per post.
- Within three months, Indibleu will start posting more frequently by sharing meaningful content at least twice a week and by sharing daily stories that reflect both the vision and the experiences of Indibleu which should increase the number of followers by 23%.

When implementing the social media marketing plan, Indibleu should keep in mind their new company vision by making sure their content matches this vision. Besides, the social media marketing plan should focus on achieving the marketing goals and objectives described above.

#### 3.3 When is the social media marketing plan successful?

Now that the marketing goals and objectives that should be achieved through the social media marketing plan are described, it can be explained when the social media marketing plan is successful and thus when the goals above are achieved. According to the interview results in chapter three of the research report, both Ambroise and Capery indicate that the social media marketing plan is successful when the first direct bookings are coming in. Besides, the social media marketing plan will show success when the followers of Indibleu start to engage directly with the company by visiting the website of Indibleu directly via social media or by sending private messages on social media asking for more information on the sustainable and responsible experiences and tours that Indibleu offers.

## 4. Content strategy

Now that it is clear on which two social media personas the social media marketing plan should focus on and which marketing goals and objectives should be achieved, a content strategy is developed based on the wishes and preferences of the two social media personas and Indibleu themselves. This content strategy describes what types of content and which topics Indibleu should post on their social media pages. Besides, a communication plan is developed that Indibleu should use during the creation of their captions.

### 4.1 The types of content that Indibleu should post on social media

In order to create a successful content strategy, Indibleu should keep posting the four types of content: content to entertain, to educate, to inspire and to convert. These four types of content should be visible on the social media pages of Indibleu. However, as the marketing objectives in chapter 3 of the social media marketing plan state, Indibleu mainly wants to educate and inspire their followers. Therefore, Indibleu should post more of these two types of content through the three most preferred forms of content by the two personas: short videos, high-quality images, and stories.

### 4.2 The topics that Indibleu should post on social media

Furthermore, Indibleu should post topics on their social media pages about destination inspiration, travel tips and facts and personal travel experiences as the two personas wish to see these. Besides, by taken into account the wishes of Robert Ambroise and Emilie Capery, Indibleu should also post topics about the sustainable and responsible experiences that they offer. This topic should be combined with the topic personal travel experiences, as here clients can be shown who are enjoying the sustainable tours of Indibleu. Also, another wish of Indibleu is to share topics about the authentic side of Mauritius. This topic should be combined with the topic destination inspiration.

### 4.3 The communication plan that Indibleu should use in their captions on social media

Indibleu should use different brand voices on the three social media platforms that will be used in the social media marketing plan. On Instagram, Indibleu should use an informal voice with a humorous and narrative tone. On Facebook, Indibleu should use an informal voice with an informative tone and on TikTok Indibleu should use an energetic voice with a fun and exciting tone. On all three platforms, Indibleu should use a short caption length of three sentences. Besides, 50% of the captions should contain a call-to-action to either go to the website through a link or to engage with the post. As links are more difficult to share on Instagram and TikTok, Indibleu should use more call-to-actions with links on Facebook. Meaning Instagram and TikTok should generate more engagement and awareness through call-to-actions that encourage followers to like, share or comment. Furthermore, the advice is to use two emojis per post that are related to what has been said in the caption. Moreover, Indibleu should add five hashtags in every post including the two branded hashtags #indibleudmc and #sustainablemc. The other three hashtags should be split up in location hashtags, for example #mauritius and product hashtags such as #localexperience. Lastly, the advice is to respond to followers as a brand to create cohesion. When people mention @indibleu in their stories or page, Indibleu should like this post and repost it on their stories. When someone shares a high-quality picture where @indibleu is mentioned, Indibleu should ask permission to repost this on their own feed. This way, Indibleu can share user generated content. When people comment on Indibleu's posts, Indibleu should like these comments and react when necessary.

### 4.4 The example social media posts for Facebook, Instagram and TikTok

Now that the content strategy is described, examples of social media posts where this strategy is implemented can be shown. In these social media posts the advice is implemented through the forms of content, the specific topics, the defined brand voice per platform and the emoji and hashtag use. Figure 3 shows examples of social media posts for Facebook. Here it is seen that the advice on content forms is implemented, as a combination of high-quality photos and short videos is used. Besides, the advice is seen back in the content types as the first post focuses on educating people about the fruits of Mauritius. The other two posts focus on inspiring, as they show things to do. Moreover, the posts adapt the three most preferred topics. The first post implements the topic of travel facts, whereas the second post about Pamplemousse Botanical Gardens shows the topic of personal travel experiences as clients are seen who are enjoying the guided tour. Destination inspiration is seen in the third post where highlights of the northern side of the island are described as well as the authentic side of the island through the description of the home-hosted lunch. Besides, the advice is seen back in the caption as an average of three sentences is used and two emojis are added to each post. Also, as advised, five hashtags are used per post including the two branded hashtags and the

caption contains an informal but informative tone of voice. Also, the second post contains a call-to-action by adding the link to the tour on the website of Indibleu.

**Figure 3**  
Example posts for Facebook for Indibleu



Figure 4 show examples of social media posts for Instagram. Here it is seen that the advice on content forms is implemented as a combination of high-quality photos and short videos is used. Besides, the advice is seen back in the content types as the first post focuses on inspiring as it shows more about the destination. The second post focuses on educating people about the local entrepreneurs and the third post focuses on converting by encourage people to ask more information about the tour. Moreover, the posts adapt two of the most preferred topics. The first two posts implement the topic of destination inspiration combined with the authentic side of Mauritius, by showing hidden waterfalls and local things to do. Personal travel experiences are seen in the third post, where the video shows clients that enjoy being a conservationist for a day. Besides, the advice is seen back in the caption as three sentences and two emojis were used per post. Also, as advised, five hashtags are used per post including the two branded hashtags and the caption contains an informal but narrative and humorous tone of voice. Also, the second and third posts contain a call-to-action to generate more engagement by encouraging people to tag a friend and to send a direct message to Indibleu.

**Figure 4**  
Example posts for Instagram for Indibleu

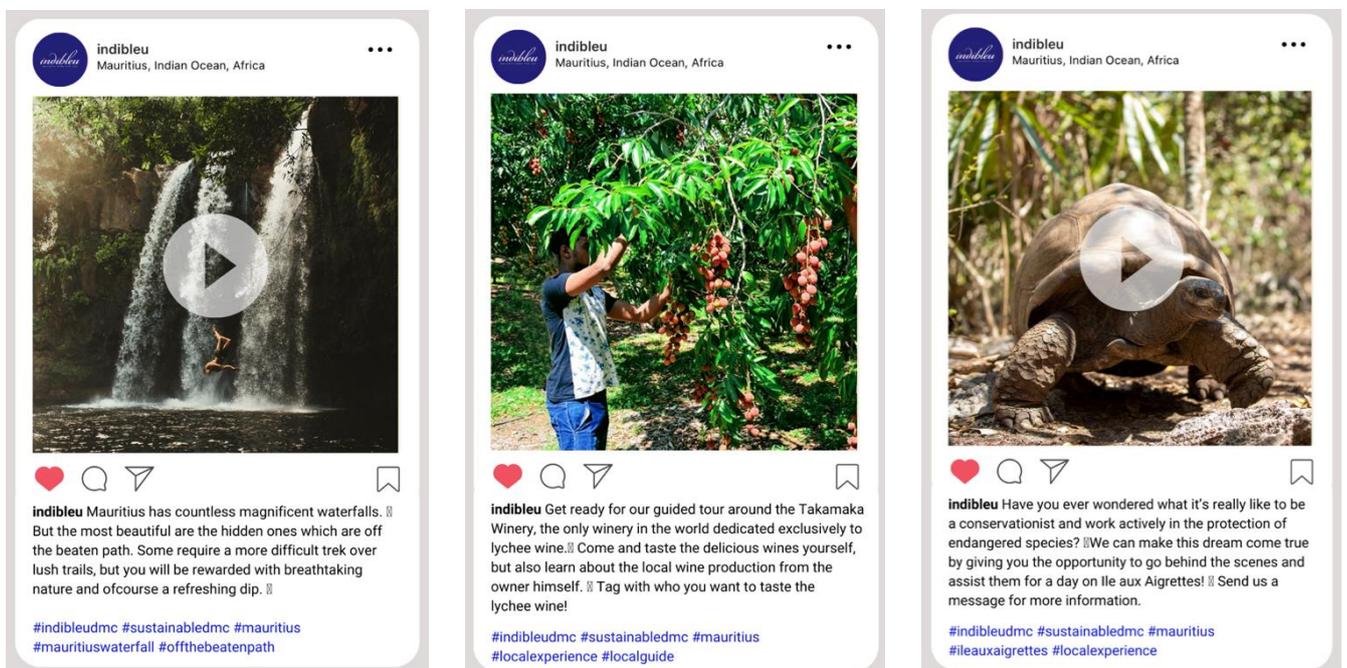


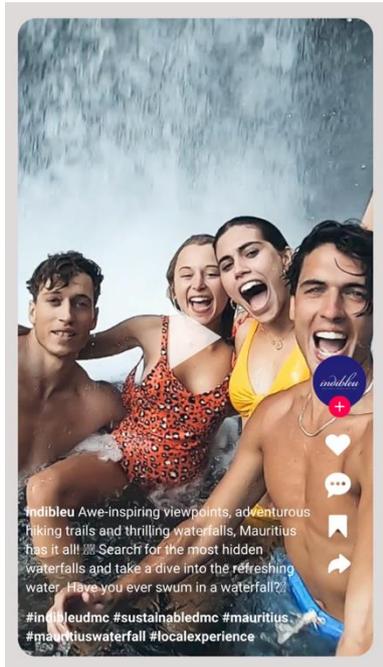
Figure 5 shows examples of stories for Instagram and Facebook. Here it is seen that the advice on content forms is implemented as high-quality photos are used. Besides, the stories show the three most preferred topics as the first story shows destination inspiration about the beaches of Mauritius. The second and third story show clients who are enjoying the tours of Indibleu, namely the Pamplemousse Gardens and Le Morne. This can be referred to personal travel experiences. The fourth story refers to the topic travel tips and facts, as a fact is told about Cap Malheureux. Furthermore, all stories contain call-to-actions. The first story encourages followers to vote in a poll. The second and fourth story contain a link to Indibleu's website, and the third story encourages people to vote in a quiz.

**Figure 5**  
*Example stories for Facebook and Instagram for Indibleu*



Figure 6 below shows two examples of social media posts for TikTok. As TikTok is a video focused platform, the advice is implemented by showing two short videos. Besides, the advice is seen back in the content types as both videos are focused on inspiring and entertaining people by showing things to do on the island in video form. Moreover, the posts adapt two of the most preferred topics as the first video implements destination inspiration by showing the hidden waterfalls of Mauritius. The second video implements personal travel experiences as the video shows clients who are enjoying the kayak experience. Besides, the advice is seen back in the caption as three sentences and two emojis were used per post. Also, as advised, five hashtags are used per post including the two branded hashtags and the caption contains an energetic but fun and exciting tone of voice. Also, one post contains a call-to-action to generate more engagement by encouraging people to answer a question in the comments.

**Figure 6**  
Example posts for TikTok for Indibleu



## 5. Posting strategy

Now that the content strategy is described, a posting strategy is developed to explain when Indibleu should post this content. The posting strategy is based on the wishes and preferences of the two social media personas and Indibleu themselves. The posting strategy describes how many times Indibleu should post on each social media platform and at what times. Besides, advice is given about the social media platforms Indibleu should start using.

### 5.1 The social media platforms that Indibleu should use

In order for Indibleu to start using the social media marketing plan, advice is given on which social media platforms Indibleu should start using. The two social media personas that are described earlier in chapter one of the social media marketing plan, show that they are both most active on Instagram and Facebook. Therefore, the advice is to start using the social media marketing plan on those two social media platforms. After that, the advice is to start using the social media marketing plan on the platform TikTok, as this channel is highly used by persona 1 in the age group 21-30 years. Besides, it is the most growing platform for travel inspiration which means that Indibleu will keep up with the latest trends in both social media and the travel industry.

### 5.2 The posting frequency that Indibleu should use

Posting consistently is the most important in a posting strategy. On Instagram, Indibleu should post at least three times per week, taking the wishes of persona 1 into account who is the most active on Instagram. On Facebook, Indibleu should post at least two times per week which is the optimal posting frequency of persona 2 who is the most active on Facebook. Besides, stories should be posted four times per week on both Instagram and Facebook as this frequency goes in line with the marketing objective of posting more frequently which is described in chapter three of the social media marketing. After first using the social media marketing plan for Instagram and Facebook, Indibleu should post as much as possible on TikTok. This is also because the younger target group is mostly active on TikTok and prefers a higher posting frequency. However, as Indibleu is just starting to use the new social media marketing plan, the advice is to start posting two short videos per week on TikTok as they take time to create.

### 5.3 The posting times on which Indibleu should share their content

On all social media platforms, Indibleu should share their posts in the evening between 18.00 and 21.00 o'clock as this was the clear preference of both social media personas. The advice is to post at different times between 18.00 and 21.00 o'clock in the beginning, as Indibleu does not have previous posting data or target group insights to investigate. By posting at different times, Indibleu should see at which time the most engagement is created and can then adapt their posting strategy according to this data and insights.

### 5.4 The social media content calendar

As a conclusion of the advised posting strategy, Figure 7 below shows a content calendar in which all social media posts are combined for one week. This content calendar shows the advised social media marketing plan for one week. Here, the advice on the posting strategy is implemented as all posts are posted between 18.00 and 21.00 o'clock. Besides, as advised, two Facebook posts are planned for the week, three Instagram posts and two TikTok videos. The content calendar can be found below.

**Figure 7**  
The one-week content calendar for Indibleu

Monday 18.00	Tuesday 19.30	Wednesday 21.00	Thursday 18.30	Friday 18.00	Saturday 19.00	Sunday 18.00
Photo	Short video	Short video	Photo	Photo	Short video	Short video
						
Caption	Caption	Caption	Caption	Caption	Caption	Caption
<p>Mauritius is famous for its sweet and fresh fruit. Especially the pineapples. 🍍 Make sure to try them from a local market to support both the local vendors and your taste buds. 🇲🇺</p> <p>#indibleudmc #sustainabledmc #mauritiuis #mauritiuisland #localfood</p>	<p>Have you ever wondered what it's really like to be a conservationist and work actively in the protection of endangered species? 🌿 We can make this dream come true by giving you the opportunity to go behind the scenes and assist them for a day on Ile aux Aigrettes! 🌿 Send us a message for more information.</p> <p>#indibleudmc #sustainabledmc #mauritiuis #ileauxaigrettes #localexperience</p>	<p>Are you up for something fun and exiting during your Mauritian holiday? 🌴 Embark for an adventure to Ile d'Ambre and kayak through deep mangroves and discover hidden ruins from 1750! 🌿</p> <p>#indibleudmc #sustainabledmc #mauritiuis #ileambre #responsibleexperience</p>	<p>Get ready for our guided tour around the Takamaka Winery, the only winery in the world dedicated exclusively to lychee wine. 🍷 Come and taste the delicious wines yourself, but also learn about the local wine production from the owner himself. 🍷 Tag with who you want to taste the lychee wine!</p> <p>#indibleudmc #sustainabledmc #mauritiuis #localexperience #localguide</p>	<p>Did you know that Pamplemousse is the oldest botanical garden of the southern hemisphere? 🌿 Walk through the gardens with a local guide and hear all the fascinating stories about the 650 plant species. And don't forget to see the giant water lilies. 🌿 Click here for more information about this tour:</p> <p>#indibleudmc #sustainabledmc #mauritiuis #localguide #Pamplemousse</p>	<p>Mauritius has countless magnificent waterfalls. 🌿 But the most beautiful are the hidden ones which are off the beaten path. Some require a more difficult trek over lush trails , but you will be rewarded with breathtaking nature and ofcourse a refreshing dip. 🌿</p> <p>#indibleudmc #sustainabledmc #mauritiuis #mauritiuiswaterfall #offthebeatenpath</p>	<p>Awe-inspiring viewpoints, adventurous hiking trails and thrilling waterfalls, Mauritius has it all! 🇲🇺 Search for the most hidden waterfalls and take a dive into the refreshing water. Have you ever swum in a waterfall? 🌿</p> <p>#indibleudmc #sustainabledmc #mauritiuis #mauritiuiswaterfall #sustainableexperience</p>
Story		Story		Story		Story
						

## 6. Social media style guide

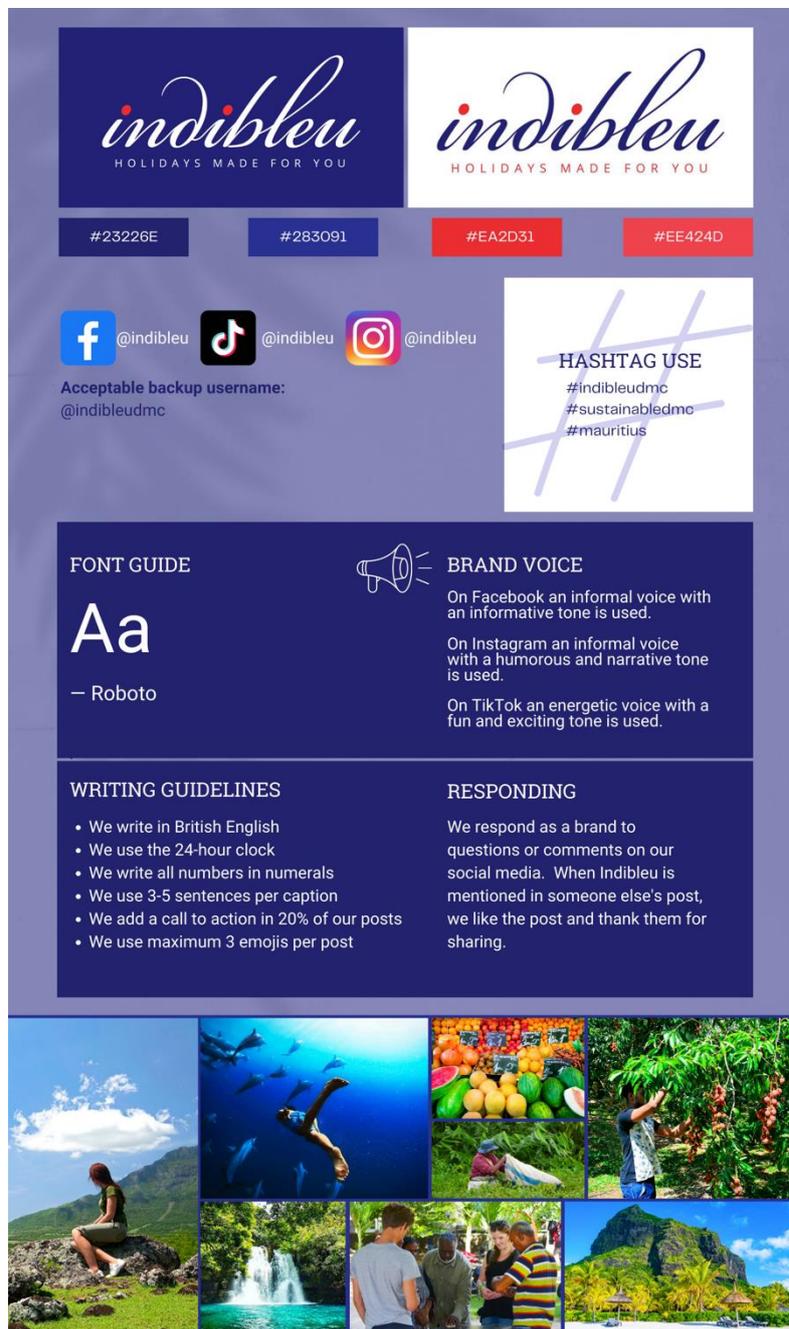
After the content and posting strategies are described, it can be explained how Indibleu should let this content appear on their social media pages. Therefore, a social media style guide is developed for Indibleu, to advice how Indibleu should present itself on social media.

### 6.1 The social media style guide of Indibleu

Now that the advice for the content and posting strategies is described, advice is given on how Indibleu should present itself on social media. The advice is to use a social media style guide in which guidelines are stated on how the content of Indibleu should appear on their social media pages. The guidelines include the social media platforms on which Indibleu is advised to be more active on as well as the earlier described brand voice per platform and the hashtags that are advised to use. Besides, the social media style guide of Indibleu shows the writing guidelines that are advised to use in the caption as well as the earlier described guidelines on how Indibleu should respond to user generated content and comments of followers. The social media style guide of Indibleu can be found below in Figure 8.

**Figure 8**

*The visualisation of the social media style guide for Indibleu*



## 7. Analyse strategy

Now that it is clear which content Indibleu should post on which social media channels and which posting frequencies and posting times Indibleu should use, it can be described how Indibleu can analyse their social media performance. Therefore, an analyse strategy is developed that is based on the marketing goals and objectives described in chapter three of the social media marketing plan. This analyse strategy includes advice on which social media analytic tools Indibleu should use and which social media metrics Indibleu should track. Besides, advice is given on how Indibleu should monitor this analyse strategy through a monitoring sheet.

### 7.1 The social media analytics tools that Indibleu should use

To capture and track social media data, Indibleu should start using a social media analytic tool. As Indibleu is just starting to use the new social media marketing plan, the advice is to use inbuilt social media analytic tools as these are offered by the social media channel itself and are open to all users for free. Therefore, the advice for Indibleu is to start using Meta Business Suite as this tool provides insights on the statistics of the social media pages on both Facebook and Instagram. For TikTok, the advice is to use the inbuilt tool TikTok analytics which provides insights on the statistics of the TikTok page of Indibleu. Furthermore, Indibleu should start using Google Analytics to determine which social media channels are generating the most website traffic. A full description of each social media analytic tool can be found in chapter eight of the research report.

### 7.2 The social media metrics that Indibleu should track

Now that it is clear which social media analytic tools Indibleu should use, it can be described what sorts of data Indibleu should track. The advice is to measure specific social media metrics that align with the marketing goals and objectives described in chapter three of the social media marketing plan. Social media metrics that Indibleu should track are the number of impressions, the amount of reach, the number of likes, the number of shares, the follower count, the audience growth rate and the number of conversions. This last metric should be measured by Google Analytics to track whether clients are coming directly via social media. A full description of each social media metric can be found in chapter eight of the research report.

### 7.3 The analyse monitoring sheet

Now that it is clear which social media metrics Indibleu should track via which social media analytic tools, a monitoring sheet is made that Indibleu can use to keep track of their social media performance. The advice is to use this sheet every week, as these regular short intervals should help to see if the new social media marketing plan is effective. After each month, Indibleu should compare the weekly sheets to see which social media platforms need more improvement when their social media metrics show the least increase and growth. The sheet below in Figure 9 contains all seven social media metrics that Indibleu is advised to track. Besides, all three social media channels are implemented that Indibleu is advised to use, so each social media metric can be tracked on each social media channel. The last social media metric, the number of conversions, is described as the number of direct messages as this is the best way to track this metric on social media. The number of conversions by direct bookings should be monitored through Google Analytics and cannot be monitored through the social media channels themselves.

**Figure 9**  
*The analyse monitoring sheet for Indibleu*

SOCIAL MEDIA METRIC	FACEBOOK	INSTAGRAM	TIKTOK
<b>Week 1</b>			
Reach			
Number of impressions			
Number of likes			
Number of shares			
Follower count			
Audience growth rate (in %)			
Number of conversions (direct messages)			
<b>Week 2</b>			
Reach			
Number of impressions			
Number of likes			
Number of shares			
Follower count			
Audience growth rate (in %)			
Number of conversions (direct messages)			
<b>Week 3</b>			
Reach			
Number of impressions			
Number of likes			
Number of shares			
Follower count			
Audience growth rate (in %)			
Number of conversions (direct messages)			
<b>Weeek 4</b>			
Reach			
Number of impressions			
Number of likes			
Number of shares			
Follower count			
Audience growth rate (in %)			
Number of conversions (direct messages)			

## 8. The Break-Even Analysis

Now that all elements of the social media marketing plan are described, the financial aspect can be explained. Therefore, this chapter demonstrates a break-even analysis of the first three years after implementing the social media marketing plan. The break-even analysis is then visualised in a figure.

### 8.1 Break-even analysis

In order to demonstrate the financial aspect of the social media marketing plan, a break-even analysis is made for the first three years after the implementation of the social media marketing plan.

#### Year 1

Looking at the first year, the social media marketing plan is expected to only bring costs. These costs consist of internal resources and creatives. To implement the new social media plan, Indibleu wants to employ someone to pick up all the social media marketing activities. This includes the creation of social media posts and the monitoring of the social media pages as well as the analysing of the social media metrics. When employing someone in Mauritius, a social contribution of € 41 per month must be included in the monthly salary and a 13<sup>th</sup> month is mandatory to be paid to the employee (R. Ambroise, personal communications, July 14 2023). Next to staff, the first year entails costs in terms of creatives and anything associated with creating and developing content. Therefore, the costs for the first year consist of:

- € 410 per month and € 5.530 per year for social media marketing staff (R. Ambroise, personal communications, July 14 2023).
- € 492 per year for social security contribution.
- € 1.500 per year for content creation (R. Ambroise, personal communications, July 14 2023).

As direct bookings are not expected in this year, the costs for the first year of the implementation of the social media marketing plan are € 7.522. Table 1 shows the expenses and income of this year.

Table 1  
*Expenses and income in the first year*

Expenses		Income	
Social media marketing employee	€ 5.530	Revenue generated from direct bookings: € 0	
Social security contribution	€ 492		
Creatives	€ 1.500		
Total	€ 7.522	Loss	- € 7.522

#### Year 2

Looking at the second year, the costs from year one maintain. However, the costs for internal resources are increased by 5% and the costs regarding creatives are increased by 10% (R. Ambroise, personal communications, July 14 2023). Besides, an extra cost is made on social media advertisement. However, the costs of € 492 per year for social security contribution stay the same. This means that the costs for the second year consist of:

- € 5.806,50 per year for social media marketing staff.
- € 492 per year for social security contribution.
- € 1.650 per year for content creation.
- € 200 per month and € 2.400 per year for social media advertisement (R. Ambroise, personal communications, July 14 2023).

This means the costs for the second year are € 10.348,50. However, in the second year the social media marketing plan should start ensuring direct bookings from B2C customers. Therefore, the first revenue from the social media marketing plan is made in the second year. The average value per booking for two persons is € 2.500. On this, Indibleu receives a revenue of € 450 per booking (R. Ambroise, personal communications, July 14 2023). Indibleu expects to have two direct bookings via social media per month in the second year. This should lead to a minimum of 24 direct bookings in the second year which leads to a yearly revenue of € 10.800. When deducting the costs from the second year from this revenue, a profit is made of € 451,50. This shows that the break-even point is achieved in the second year as 23 bookings are needed to cover the costs from the second year and in this year 24 bookings are expected. Besides, this positive profit shows that from year two onwards,

Indibleu starts making a profit from the created social media marketing plan. Table 2 shows the expenses and income from the second year.

Table 2  
*Expenses and income in the second year*

Expenses		Income
Social media marketing employee	€ 5.806,50	Revenue generated from direct bookings: € 10.800
Social security contribution	€ 492	
Creatives	€ 1.650	
Social media advertisement	€ 2.400	
Total	€ 10.348,50	Profit € 451,50

### Year 3

Looking at the third year, the costs from year two maintain. However, the costs for internal resources are increased by another 5% and the costs regarding creatives are increased by another 10% (R. Ambroise, personal communications, July 14 2023). Besides, the costs for social media advertisement are slightly increased by € 300 per month, which leads to € 3.600 per year (R. Ambroise, personal communications, July 14 2023). However, the costs of € 492 per year for social security contribution stay the same. This means that the costs for the second year consist of:

- € 6.096,83 per year for social media marketing staff.
- € 492 per year for social security contribution.
- € 1.815 per year for content creation.
- € 3.600 per year for social media advertisement.

This means the costs for the third year are € 12.003,83. In the third year, the social media marketing plan should ensure four direct bookings per month so 48 direct bookings per year (R. Ambroise, personal communications, July 14 2023). This leads to a yearly revenue of € 21.600. When deducting the costs from the third year from this revenue, a profit is made of € 9596,17. Table 3 shows the expenses and income from the third year. Table 4 shows the total expenses and total income from the first three years of the implementation.

Table 3  
*Expenses and income in the third year*

Expenses		Income
Social media marketing employee	€ 6.096,83	Revenue generated from direct bookings: € 21.600
Social security contribution	€ 492	
Creatives	€ 1.815	
Social media advertisement	€ 3.600	
Total	€ 12.003,83	Profit € 9596,17

Table 4  
*Total expenses and total income*

	Year 1	Year 2	Year 3	Year 1 to Year 3
Total revenue	€ 0	€ 10.800	€ 21.600	€ 32.400
Total expenses	€ 7522	€ 10.348,50	€ 12.003,83	€ 29.874,33
Profit/loss	€ 7522	€ 451,50	€ 9596,17	€ 2525,67

Now that it is clear what the costs, revenues and profits are for the first three years after the implementation of the social media marketing plan, the break-even analysis can be visualised. This visualisation can be found below in Figure 10.

**Figure 10**  
*The visualisation of the break-even analysis*



# Research report



*CLAUDIA RIPHAGEN*

YOUNG PROFESSIONAL SEMESTER 2022-2023

# Research Report

Young Professional Semester 2022-2023

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## Preface

Before you lie the research report that supports the social media marketing plan that was made for Indibleu DMC. Before writing this research report, an extensive plan of approach was created and discussed with the client as well as my first examiner. After some adjustments were made, I was able to start my research on how Indibleu could create a social media marketing plan. During this research, the most engaging content types and most ideal posting times and frequencies were examined as well as the wishes and preferences of the two created social media personas. Besides, the research included the wishes and vision of the employees of Indibleu as well as the marketing strategies of competitor DMCs. Finally, the research included an analyse strategy to analyse social media performances.

First of all, I would like to thank my client Indibleu for making this research report possible. I especially want to thank Robert Ambroise, who guided me throughout the semester and helped me to complete the research that was needed for the final social media marketing plan. I would also like to thank my first examiner, Euphemia Tuhuteru – Laturake for all the feedback and support during this Young Professional Semester. I would also like to thank my peer students, who gave me clear feedback on my research and supported me whenever I had some uncertainties about my work.

After an educational period, I look back with satisfaction and I am pleased with the results that are included in this research report.

I wish you a lot of pleasure while reading this research report.

Claudia Riphagen

Deventer, August 21<sup>st</sup> 2023

## Summary

This research report is written for Indibleu. Indibleu is a Destination Management Company in Mauritius that offers authentic experiences where clients meet the local people and visit hidden places of the island that others often miss. At the moment, Indibleu operates on a B2B level but their goal is to switch to a B2C level. However, to do so Indibleu wants to use social media of which they have no knowledge about. Therefore, the management question that is researched is: *"How can Indibleu create a social media marketing plan in order to optimise their social media pages?"*

Various types of research methods were used to answer this management question. First, literature research was used to gather knowledge about content, posting and analysing strategies, the elements of a social media persona and the elements of a social media style guide. Secondly, a survey was sent among travellers who are interested in visiting Mauritius. The goal of this survey was to gather information about this target group to create several social media personas. Thirdly, interviews have been used to gather information from the perspective of Indibleu on how they envision the new social media marketing plan. Lastly, observation research was used to collect knowledge about the social media strategies of three other DMCs who operate on a B2C level.

The results of the research showed that the respondents of the survey can be divided into two target groups who are based on the age groups 21-30 years and 51-30 years. These two groups have different preferences when it comes to content types, topics, posting frequencies and tone of voices. Also, it was seen that these two personas are most active on Facebook, Instagram, TikTok and YouTube. Besides, the interview results showed that Robert Ambroise, owner of Indibleu, and Emilie Capery, marketing employee at Indibleu, envision a different main marketing goal. However, both would like to see the same forms of content and social media topics. Namely photos, videos and stories in which their clients are seen enjoying their sustainable experiences. Moreover, the observation results showed that overall, the three other DMCs get the most engagement on short videos or high-quality photos with a call-to-action. Lastly, the literature results showed that the most important social media metrics for Indibleu to analyse are the number of impressions, the amount of reach, the number of likes, the number of shares, the follower count and audience growth rate.

Based on the results of this research report, a social media marketing plan for Indibleu was developed.

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# 1. Introduction

This research report is an addition to the social media marketing plan that was written and created for Indibleu DMC. The report shows the research behind the established social media marketing plan and contains all the research results that were obtained during the development of the research questions. The research report aims to analyse and propose a comprehensive social media marketing plan for Indibleu DMC that attracts more B2C customers and is based on the wishes of both the social media personas and Indibleu themselves. By identifying the two social media personas, setting clear marketing goals and objectives, outlining suitable content, posting and analyse strategies and by examining the current social media performance of other DMCs, this report aims to guide Indibleu in successfully using the social media marketing plan.

The following research questions contributed to the creation of the social media marketing plan:

1. Who are the social media personas of Indibleu?
2. What are the marketing objectives of the new social media marketing plan?
3. What content strategy should Indibleu use?
4. What posting strategy should Indibleu use?
5. What does the marketing strategy look like of other DMCs?
6. What social media style guide should Indibleu use?
7. How can Indibleu analyse their social media performance?

These research questions are based on the structure and the components of a social media marketing plan. The results that were obtained by answering these research questions are important, as they were used as the base of the social media marketing plan for Indibleu.

## 2. The social media personas of Indibleu

This chapter answers who the social media personas of Indibleu are. Four sub-questions were made to research the demographic and psychological characteristics and behavioural trends of the social media personas. The answers to these sub-questions have been obtained through a survey among travellers who are or might be interested in visiting Mauritius. The research behind the survey questions can be found in Appendix I. All the figures that were emerged from the survey results can be found in Appendix II.

### 2.1 What are the demographic characteristics of the respondents?

Based on the research behind the survey questions seen in Appendix I, the most used demographic characteristics in a social media audience analysis are gender, age, occupation, income and household composition (Yieldify, 2020). Appendix II contains all the figures that were emerged from the survey results. Looking at the results in Figure 1 in Appendix II, it is seen that more than 57% of the respondents are women and 39% are men. Looking at the age of the respondents, Figure 2 shows that they can be divided into two age groups: 21-30 years and 51-60 years. A majority of 37% of the respondents belongs to the age group 51-60 years followed by 31% who belong to the age group 21-30 years. Furthermore, almost half of the respondents in Figure 3 indicate that they have a full-time job, whereas more than one third of the respondents have a part-time job. Looking at the income of the respondents, Figure 4 shows that most have an income between € 1.500 and € 3.500 per month. Lastly, Figure 5 shows that most of the respondents live in a two-person household with children above the age of 18. However, this result is closely followed by 28% of the respondents who indicate they have a two-person household with no children at all.

### 2.2 What are the psychological characteristics of the respondents?

Based on the research behind the survey questions seen in Appendix I, the most useful psychographic characteristics for a social media audience analysis are motivations, desires and trends & developments (Kreimer, 2022). However, to know people's travel motivations, it is important to know whether they travel at all. Therefore, a fourth psychological characteristic is added which is the frequency of travelling. Figure 6 in Appendix II shows that a clear majority of the respondents travels two times per year. Furthermore, Figure 7 shows that their main reason to travel is to pursue new experiences and destinations since 54% of the respondents chose this motivation. Besides, almost one third of the respondents travel to be unconnected from the workplace. Noticeable is that respondents with a part-time job travel mostly to pursue new experiences and destinations, whereas those with a full-time job seem to travel to be unconnected from the workplace. This is seen in Figure 7.2 where the travel motivations of respondents are compared to their employment status. Moreover, Figure 8 shows that the respondents mostly desire amenities and activities in a holiday destination as 32% desires amenities and 30% desires activities. This means they find amenities such as restaurants, accommodations and shops important as well as things to do. Figure 8.1 shows the comparison between the desires in a holiday destination according to the respondents and their employment status. Here it is seen that people with a part-time job seem to mostly desire attractions and activities, whereas people with a full-time job seem to mostly desire amenities. Figure 8.2 shows the comparison between the desires of the respondents in a holiday destination and their household composition. Noticeable is that respondents in one-person households or two-person households without children mostly desire attractions and activities, whereas two-person households with children mostly desire amenities. Lastly, the survey results show which tourism trends the respondents found most interesting. In Figure 9 it is seen that the majority of 33% found the trend slow travel the most interesting. This trend is closely followed by the back to nature and wellness trend, as 23% of the respondents found back to nature the most interesting trend and 20% found the wellness trend the most interesting. In addition, Figure 9.2 shows that mainly male respondents find the wellness trend the most interesting whereas most female respondents find the slow travel trend the most interesting.

### 2.3 What are the behavioural trends of the respondents?

Based on the research behind the survey questions in Appendix I, behavioural trends help a company identify the ways in which customers interact with the company. According to Yieldify (2020) and Wiese (2022) the three segmentations of behavioural trends are based on engagement, occasion and benefits. Looking at the engagement behaviour, Figure 10 in Appendix II shows that Facebook and Instagram are the most used social media channels of the respondents. These two channels are followed by YouTube and TikTok. Figure 10.1 shows the comparison between the most used social

media channels and the age of the respondents. Here it shows that the channels Facebook, YouTube, Twitter and LinkedIn are mainly used by the age group 51-60 years whereas the age group 21-30 years is mostly active on Instagram, Facebook, TikTok and Snapchat. Another behavioural trend is the occasion in which the respondents are most likely to book a holiday. Figure 11 shows that the majority books a holiday in the month February, which is closely followed by the months January and September. It is seen in Figure 11.2 that people with a part-time job are more likely to book their holiday at the beginning of the year in the months January and February whereas people with a full-time job seem to book their holiday in the months July, August and September. Lastly, the respondents' behaviour can be segmented based on the USP's of Indibleu. Figure 12 shows which benefits of Indibleu motivates the respondents the most to book at Indibleu. The figure shows that 56% of the respondents find the benefit 'tours that uncover the authentic side of Mauritius' the most important when booking at Indibleu. Figure 12.1 shows the comparison between the benefits of Indibleu and the age of the respondents. Noticeable here is that the age groups 21-30 years and 51-60 years find the benefit 'tours that uncover the authentic side of Mauritius' equally important. However, the age group 21-30 years seems to find the benefit 'sustainable focus by giving back to the community' more important than the other age groups. Besides, the age group 51-60 years seems to find the benefit 'offering tours and extensions to the nearby islands Rodrigues and La Réunion' more important than the other age groups.

#### 2.4 Who are the social media personas of Indibleu?

Now that the three sub-questions are answered, the social media personas for Indibleu can be created. When creating the personas, the demographic characteristic of age was used as a mediator. This is because during the survey analysis it was seen that when comparing the results to the age of the respondents, the most differences were visible in the answers. That is why two social media personas have been made, who are based on the two age groups the respondents indicated the most.

##### *Persona 1: Emma Stone*

The first persona is based on the age group 21-30 years. Since most of the respondents indicated women as gender, this persona is visualised as a female as well. Figure 3.1 in Appendix II shows the comparison between the age of the respondents and their employment status. Here it is seen that 60% of the age group 21-30 years has a part-time job. Figure 4.1 shows the comparison between the age of the respondents and their monthly gross income. This figure shows that 60% of the age group 21-30 years has a monthly gross income of less than € 1.500. The last demographic characteristic of this persona is their household composition. Figure 5.1 shows the comparison between their household composition and their age. The figure shows that 76% of this age group does not have children. More specifically, most of this age group is in a one-person household closely followed by a two-person household without children. Looking at the psychological characteristics of this persona, it is seen that this persona travels two times per year. As Figure 6.1 shows, most of the respondents who travel twice a year belong to the age group 21-30 years. When looking at the travel motivations of this persona, it is seen in Figure 7.1 that most of the age group 21-30 years travels to pursue new experiences and destinations. This is further substantiated by paragraph 2.2 of this chapter, where it is described that respondents with a part-time job seem to travel mostly to pursue new experiences and destinations. Moreover, Figure 8.3 shows that respondents of the age group 21-30 years mostly desire activities in a holiday destination. This is further substantiated by paragraph 2.2 of this chapter, where it is described that respondents with a part-time job seem to mostly desire attractions and activities as do respondents in one-person households or two-person households without children. The last psychological characteristic of this persona is which tourism trend they find most interesting. Figure 9.1 shows the comparison between the tourism trends and the age of the respondents. Here it is seen that the age group 21-30 years find the slow travel trend the most interesting. Looking at the behavioural trends of this persona, it is seen that the age group 21-30 years uses Instagram, Facebook, TikTok and Snapchat the most. Figure 10.1 shows that 80% of this age group uses Instagram, followed by 70% who uses TikTok and 53% who uses Facebook. Another behavioural trend of this persona is the occasion at which they are most likely to book a holiday. Figure 11.1 shows that the age group 21-30 years mostly books their holiday in the months January, February and August. The last behavioural trend of this persona is which benefits of booking at Indibleu they find most important. Figure 12.1 shows that the age group 21-30 years finds the tours that uncover the authentic side of Mauritius the most beneficial. However, the figure shows that this age group finds the sustainable focus by giving back to the community more beneficial than the other age groups. A visualisation of persona 1 can be found in the social media marketing plan.

### *Persona 2: Olivia Smith*

The second persona is based on the age group 51-60 years. Since most of the respondents indicated women as gender, this persona is visualised as a female as well. Figure 3.1 shows the comparison between the age of the respondents and their employment status. Here it is seen that 57% of the age group 51-60 years has a full-time job. Furthermore, Figure 4.1 shows that 40% of the age group 51-60 years has a monthly gross income between € 1.500 and € 3.500. However, this is a small majority as 34% of the age group indicates to have a monthly gross income between € 3.500 and € 5.500. The last demographic characteristic of this persona is their household composition. Figure 5.1 shows that a majority of 51% of this age group is in a two-person household with children above the age of 18. Looking at the psychological characteristics of this persona, it is seen that most of the age group 51-60 years travels two times per year. However, as Figure 6.1 shows most of the respondents who travel three, four or more times per year belong to the age group 51-60 years. Meaning this persona tends to travel more than two times per year. When looking at the travel motivations of this persona, it is seen in Figure 7.1 that most of the age group 51-60 years travels to be unconnected from the workplace. This is further substantiated by paragraph 2.2 of this chapter, where it is described that respondents with a full-time job seem to travel mostly to be unconnected from the workplace. Moreover, Figure 8.3 shows that respondents of the age group 51-60 years mostly desire amenities in a holiday destination. This is further substantiated by paragraph 2.2 of this chapter, where it is described that respondents with a full-time job seem to mostly desire amenities as do respondents in two-person households with children. The last psychological characteristic of this persona is which tourism trend they find most interesting. Figure 9.1 shows the comparison between the tourism trends and the age of the respondents. Here it is seen that the age group 51-60 years find the wellness trend the most interesting. However, this trend is closely followed by the slow travel trend. Looking at the behavioural trends of this persona, it is seen that the age group 51-60 years uses Facebook and YouTube the most. Figure 10.1 shows that 85% of this age group uses Facebook, followed by 54% who uses YouTube and 40% who uses Instagram. Another behavioural trend of this persona is the occasion at which they are most likely to book a holiday. Figure 11.1 shows that the age group 51-60 years mostly books their holiday in the months February, May and September. The last behavioural trend of this persona is which benefits of booking at Indibleu they find most important. Figure 12.1 shows that the age group 51-60 years finds the tours that uncover the authentic side of Mauritius the most beneficial. However, the figure shows that this age group finds the benefit of offering tours and extensions to the nearby islands Rodrigues and La Réunion more important than other age groups. A visualisation of persona 2 can be found in the social media marketing plan.

The two personas will be complemented by the results of knowledge question two and three.

### 3. The marketing objectives of the new social media marketing plan

This chapter answers which marketing objectives will be implemented in the new social media marketing plan of Indibleu. To answer this, four sub-questions were made to research how Indibleu envisions the new social media marketing plan. The answers to these sub-questions have been obtained through one-on-one interviews with Robert Ambroise, owner and CEO of Indibleu and Emilie Capery, marketing employee at Indibleu.

#### 3.1 What is the company vision and how should this vision be implemented in the social media marketing plan?

In order to create the main marketing goal and marketing objectives, a thorough company vision is needed that outlines the goals of an organisation (Taylor, 2022). According to owner and CEO of Indibleu, Robert Ambroise, the vision of Indibleu is to show their clients the authentic side of Mauritius in a responsible manner by offering responsible and sustainable experiences. In the interview with Ambroise, he explains that by a responsible manner he means “offering responsible experiences in which Indibleu makes sure the money goes back to the local entrepreneur and stays on the island”. As an example, Ambroise mentions to encourage clients to stay in a local hotel or to go to a local home-hosted lunch instead of a big restaurant or hotel chain. According to marketing employee Emilie Capery, the vision of Indibleu is to offer the most authentic and genuine experiences to their clients in which they promote the local entrepreneur. In the interview, Capery explains that she wants to exceed the expectations of their clients by “promoting and offering something else than the cliches so our clients will actually remember the experience”. Looking at the vision of Ambroise as well as Capery, it is seen that both visions want to show the authentic image that Indibleu offers through local and responsible experiences. Therefore, a thorough company vision can be created on which the marketing goal and objectives will be based. Based on the vision statements of Ambroise and Capery, the company vision of Indibleu is to be the most authentic DMC in Mauritius by offering responsible and sustainable experiences in which the local aspect is promoted.

Now that the company vision is created, it can be described how this vision should be implemented in the new social media marketing plan according to both interviewees. First, Ambroise explains that the vision can be shown through videos, photos and stories in which clients are seen who are enjoying the sustainable and responsible experiences. Besides, Ambroise explains that “through storytelling our followers can see what other clients think of our products and embrace the vision”. Capery agrees with Ambroise in implementing the vision by showing their sustainable and responsible experiences. Besides, they both agree that showing their clients together with the local entrepreneurs might be a good way to implement the vision of Indibleu on social media. Furthermore, Capery adds that “promoting sustainable travel DMC in general and that we are Travellife certified shows that we are an authentic and sustainable DMC”.

#### 3.2 What are the main marketing goals of the social media marketing plan?

After the company vision and its implementation in the social media marketing plan are described, the main marketing goals can be explained. First, according to Ambroise the main marketing goal of the social media marketing plan is “to have 10% of our clients coming directly to us via social media instead of through our B2B partners within three years.” Ambroise explains that this marketing goal will help fulfil the vision of Indibleu as “we will be promoting more of these sustainable and responsible experiences towards our followers, so we will be able to say that those 10% will stay in Mauritius totally responsible as we will ensure they stay in local accommodations, and we will only book sustainable experiences for them.” Where Ambroise focuses on gaining more direct clients, Capery wants to gain more attention on social media from the right audience. By attention Capery means “increasing the number of followers because they will keep on getting your posts. Likes can just happen because someone saw our post on their feed. But someone that follows you will keep on getting your posts and updates.” Therefore, the main marketing goal according to Capery is to get more attention on social media by increasing the number of followers by 7% each month. Capery explains that this marketing goal will help fulfil the vision of Indibleu as “the more followers we get, the more people we have to show what we as Indibleu are doing for sustainable and responsible travel.”

### 3.3 What are concrete short-term goals to achieve the main marketing goal?

To achieve the two marketing goals, short-term goals have to be created. One of the main marketing goals of Indibleu is “within three years, 10% of our clients come to us directly via social media instead of through our B2B partners”. According to Ambroise “before trying to sell or promote any experiences, awareness has to be created”. Ambroise explains this should not necessarily be awareness about Indibleu, but awareness of the sustainable and responsible travel options in Mauritius. After awareness is created Indibleu should “inspire people to do these experiences with us”. According to Ambroise, these two short-term goals will be measured through the engagement of the posted content. “When it comes to the goal of creating awareness, we will look at the number of likes and views of the posts we shared. When it comes to the goal of inspiring people, we will look at the number of shares as this number shows if someone considered the content inspiring enough to share it with their contacts”. When looking at the time period in which these goals have to be achieved, Ambroise explains this should be within six to twelve months. Now that it is clear how the goals will be measured and in which time period they should be achieved, the two short-term goals can be described:

- Within six to twelve months, Indibleu will create awareness about the sustainable and responsible travel options in Mauritius by sharing content about the hidden parts of Mauritius which should increase the number of likes with an average of 20 per post.
- Within six to twelve months, Indibleu will inspire people to book their sustainable and responsible experiences with Indibleu by sharing content about the cultural interaction with locals which should increase the number of shares with an average of 5 per post.

The second main marketing goal is to “gain more attention on social media by increasing the number of followers by 7% each month.” To achieve this goal, Capery explains Indibleu needs to start posting more frequently. “We need to start posting meaningful content that reflects both our vision and the experiences we offer as Indibleu at least twice a week”. Besides, stories need to be created and posted daily as this is what followers will see if they connect every day. According to Capery, the short-term goal of posting more frequently will be measured through the increase of followers. This is because “posting meaningful content on a regular basis will help us to attract relevant customers who will come directly to us instead of going to a third party.” When looking at the time period in which this goal should be achieved, Capery explains this should be within two to three months. Now that it is clear how the goal will be measured and in which time period it should be achieved, the short-term goal can be described:

- Within three months, Indibleu will start posting more frequently by sharing meaningful content at least twice a week and stories every day that reflect both the vision and the experiences of Indibleu which should increase the number of followers by 23%.

### 3.4 When will the performance of the social media marketing plan be measured and when is it successful?

Now that the marketing goals and short-term goals are created and described, it can be explained how Indibleu can measure the performance of the new social media marketing plan. First, both Ambroise and Capery explain that the social media performance should be measured every two weeks. This applies for every platform Indibleu is going to be active on. As Ambroise elaborates, “as this is new and a learning stage for us, the tracking should be done at regular short intervals for us to know if the strategy works. After the initial stage we can see which social media platforms need more improvement.” Now that it is known when the performance of the new social media marketing plan will be measured, it can be explained when the social media marketing plan is successful. Both Ambroise and Capery indicate the social media marketing plan is successful when the first direct bookings are coming in and when “people start to engage directly with Indibleu by coming directly to our website or by sending private messages on social media asking for information.”

## 4 The content strategy of Indibleu

This chapter answers what content strategy Indibleu should use in their new social media marketing plan. To answer this, three sub-questions were made to research what the four types of content are and which forms of content and topics the survey respondents prefer. The answers to these sub-questions have been obtained through literature research and through a survey among travellers who are or might be interested in visiting Mauritius.

### 4.1 What are the four types of content?

According to Jansasoy (2023), the core of every social media marketing plan is content as it creates a first impression of your company. The research of Relph (2015) adds that to create a successful content strategy, a company needs to keep posting four types of content: content to entertain, to educate, to inspire and to convert. First, content to entertain largely focuses on evoking an emotional connection and building trust and is often focused on those who do not know your company yet (Opielka, 2016). The goal of this type of content is to capture your new audience's interest in your company's good or service. Relph (2015) adds that this type of content is highly shareable and makes a company's social media page look more like a person instead of a business. Also, content to entertain does not need to be directly related to the products or services of your company. However, it should still appeal to the interests of your audience that are related to your company. Examples of entertaining content are top 5 lists, fun holiday-related videos and puzzles or quizzes (Koshy, 2023). Content to educate refers to any content that educates your followers either by clarifying trending topics or by giving instructions (Cardona, 2022). In other words, it should address an issue or lack of knowledge your audience has. In the case of Indibleu, this could be about the lack of knowledge around sustainable and responsible travel. This turns it into content that stays relevant for the long-term, which makes it more shareable and more likely to obtain greater results (Cardona, 2022). Opielka (2016) adds that content to educate should make your audience capable of recognizing their issues with a providing solution, which would include the good or service your company offers. Examples of educating content are 'how-to's, tutorials and infographics. Content to inspire helps your followers visualise how your product or service works or looks by seeing it through the perspective of others (Callis Team, 2016). This content type intends to influence your audience's buying decision whilst inspiring them on an emotional level (Opielka, 2016). Examples of inspiring content are reviews, ratings, quotes and personal experiences. Lastly, content to convert aims to persuade your followers to take some sort of action such as signing up for a newsletter, going to your website or making a purchase (Relph, 2015). This content type has the goal to give your audience the final push they require to turn into customers (Opielka, 2016). Figure 1 shows a visualisation of the four types of content.

Figure 1



Note. Taken from Callis Team (2016)

#### 4.2 What forms of content should Indibleu post on their social media pages?

Now that it is clear what the four types of content are, it can be described in which form Indibleu should present these on their own social media pages. According to Jansasoy (2023), short videos, images and stories are the most engaging content types for social media. People are busier than before and therefore want quick, exciting content they can watch on the way. That is why short videos are so appealing as they show information in under one minute and this short duration makes them more shareable (Jansasoy, 2023). The success of TikTok videos, Facebook and Instagram Reels and YouTube Shorts shows how valuable this content type can be. Besides, the 2023 Social Media Trends Report of Hubspot (2023) adds that short videos have the highest ROI in social media marketing. Next to short videos, high quality images are another capturing content type. Images are among the most shared content types across social media platforms and they give your followers an instant impression of your company (Jansasoy, 2023). According to Thomas (2022), posting images in a carousel format will generate the highest engagement rate amongst all content types. Thomas (2022) explains that carousel posts are effective at gaining engagement because of two reasons. First, time spent is important for the algorithm of Instagram and swiping through a carousel takes more time than looking at one photo. Secondly, carousel posts frequently appear on people's home pages more than once which doubles the chance for engagement. Lastly, stories are another engaging content type. This content type can be seen for 24 hours and therefore your followers only have a certain time to interact with it which could make them more motivated to follow your social media page (Needle, 2023). Common examples are Instagram Stories and Facebook Stories. According to Newberry (2021), 58% of Instagram users state that after seeing it in an Instagram story, they have become more intrigued with a product or brand. Also, half of these users claim to have visited the company's website to make a purchase after seeing it in their Instagram stories.

The results of the survey, which can be found in Appendix II, go in line with the findings above since photos, videos and stories are the three most preferred content forms according to the respondents. Figure 13 in Appendix II shows that 30% of the respondents prefer to see photos on social media, followed by 28% who prefer short videos and 20% who prefer to watch stories. This goes in line with the results of the interviews, where both Robert Ambroise and Emilie Capery explained that they prefer to implement Indibleu's vision in the new social media marketing plan through photos, videos and stories. When comparing the results of the survey to the age of the respondents, it is seen in Figure 13.1 that blog posts and short articles are mainly preferred by the age group 51-60 years as well as email newsletters. In addition, photos and short videos are the most preferred forms of content by both the age groups 21-30 years and 51-60 years. Furthermore, the figure shows that stories and infographics are mostly preferred by the age group 21-30 years. Looking at the two social media personas made in Chapter 1, it can be concluded that persona 1 prefers to see photos, stories and short videos as forms of content whereas persona 2 seems to prefer photos, short videos and blog posts. Figure 13.2 shows the comparison between the most preferred forms of content and the most used social media channels of the respondents. The figure shows that respondents who use Facebook the most prefer photos and short videos, whereas respondents who use Instagram the most prefer photos and stories the most. Respondents who use TikTok and YouTube the most, seem to mostly prefer short videos which is somehow logical as these platforms focus on video content. Furthermore, the figure shows that respondents who use LinkedIn, Twitter and Snapchat the most prefer photos as a form of content. In general, it can be concluded that photos and short videos are the two most preferred forms of content by both the respondents in general as well as both age groups. In addition, stories are highly preferred by the younger respondents in the age group 21-30 years and blog posts are highly preferred by the respondents in the age group 51-60 years.

#### 4.3 Which subjects should Indibleu post on their social media pages?

Now that it is clear which forms of content generate the most engagement and are most preferred by the respondents of the survey, it can be described which subjects Indibleu should post on their social media pages. Based on the results of the survey it is seen that most of the respondents prefer the subject destination inspiration in social media posts. Figure 14 in Appendix II shows that 35% of the respondents prefer to see destination inspiration on social media closely followed by 33% who prefer to see travel tips and facts. Another 22% seems to prefer personal travel experiences in social media posts. Figure 14.1 compares the most preferred social media subjects to the gender of the respondents. The most noticeable result here is that personal travel experiences are almost only preferred by women. Furthermore, Figure 14.2 compares the most preferred social media subjects to the age of the respondents. Since the two personas from Chapter 1 are based on the two age groups 21-30 years and 51-60 years, the results will be compared to these two age groups. The figure shows

that the age group 51-60 years has a clear preference in the two subjects travel tips and facts and destination inspiration. The age group 21-30 years also prefers to see destination inspiration and travel tips and facts. However, the figure shows that this age group also has a high preference in seeing personal travel experiences. The preference for both age groups can be further substantiated by Figure 14.3 that compares the preferred subjects to the employment status of the respondents. As described in paragraph 1.4 of Chapter 1, persona 1 has a part-time job. Figure 14.3 shows that respondents with a part-time job prefer the subject destination inspiration, personal travel experiences and travel tips and facts. Which are the same preferences of the age group 21-30 years which were seen in Figure 14.2. The same goes for persona 2, who has a full-time job. Figure 14.3 shows that respondents with a full-time job prefer the subject destination inspiration and travel tips and facts which are the same results of the age group 51-60 years in Figure 14.2. Furthermore, Figure 14.4 compares the most preferred social media subjects to the frequency of travelling of the respondents. Noticeable here is that example itineraries are mostly preferred by respondents who travel three times per year. Moreover, Figure 14.5 compares the most preferred social media subjects to the most used social media channels of the respondents. The figure shows that respondents who use Facebook, Instagram, LinkedIn, Twitter and YouTube the most prefer to see destination inspiration and travel tips and facts. However, respondents who use TikTok and Snapchat the most also seem to prefer personal travel experiences in social media posts. In general, it can be concluded that destination inspiration and travel tips and facts are the most preferred subjects by both the respondents in general as well as both age groups. In addition, personal travel experiences are mainly preferred by the younger respondents in the age group 21-30 years.

Next to the preferred subjects of the respondents, it is seen that the results of the two interviews with Robert Ambroise and Emilie Capery indicated some subjects that they would like to see too in the social media marketing plan. First, Ambroise explained he would like to share content about the sustainable and responsible experiences Indibleu offers. Looking at the preferred subjects of the persona's, this can be combined with personal travel experiences where clients are shown enjoying the tours of Indibleu. Furthermore, Ambroise wants to share content where the authentic side of Mauritius is shown. Here, Capery adds that they do not want to show the glamorous part of Mauritius or the typical highlights. Instead, she wants to share content about the local lifestyle with local entrepreneurs.

## 5 The posting strategy of Indibleu

This chapter answers what posting strategy Indibleu should use in the social media marketing plan. To answer this, two sub-questions were made to research what the optimal posting frequency is and what the best time to post is on the most popular social media channels. The answers to these sub-questions have been obtained through literature research and a survey among travellers that are interested in visiting Mauritius of which the results can be found in Appendix II.

### 5.1 How often should Indibleu post on their social media pages?

According to Hill (2022), choosing the correct number of posts to share is an important element of a social media posting strategy. Besides, it affects the workload of a business because knowing how frequently to post on each social media channel will help determine which channels need to be prioritised as they require more content. Macready and Cohen (2023) add that using the optimal posting frequency can help keep your followers engaged. However, each social media channel has its own optimal posting frequency. Therefore, the optimal posting frequency of the most popular social media channels will be researched and elaborated below. These social media channels are based on the research behind the survey questions in Appendix I.

#### *Instagram*

According to the research of Hill (2022) and Myers (2023) the ideal posting frequency on Instagram is once or twice per day. Macready and Cohen (2023) add that Instagram stories can be posted more frequently, at least two per day, for building engagement on the platform. However, the research of Thomas (2023) adds that the posting frequency of a business on Instagram decides on whether their social media page is defined as a nano account (0-10K followers), a micro account (10K-100K followers) or a mid-account (100K-500K followers). Since Indibleu has 101 followers on Instagram it can be defined as a nano account. According to Thomas (2023), nano accounts find the most growth of their Instagram accounts when posting three times per week.

#### *Facebook*

The research of Myers (2023) describes that the ideal posting frequency for Facebook is once per day. Again, the right posting frequency for Facebook depends on the number of followers a business has. According to the research of Cox (2020), businesses with more than 10.000 followers on Facebook saw a peak in engagement and clicks when they start posting more, on average one to two times per day. Yet, businesses with fewer than 10.000 followers on Facebook showed that the more frequently they posted on Facebook the fewer clicks and engagement they received. Cox (2020) adds that posting twice a day for these companies resulted in 50% less clicks than when posting one to three posts per week. Macready and Cohen (2023) confirm this as Facebook punishes those who post too often by not showing the posts on their follower's home page.

#### *TikTok*

The For You feed on TikTok refreshes constantly which makes the ideal posting frequency for this platform between one and four times per day according to TikTok themselves (Hill, 2022). Besides, Hill (2022) adds that posting this much creates a consistent way of seeing which music, hashtags or subjects work the best for your audience. Moreover, Myers (2023) explains that most TikTok videos stay on the For You feed for approximately two days. This means posting frequently improves a business chance of being seen. The study of Brisset (2023) adds that the TikTok algorithm will prioritise your content when you start posting more videos as it rewards pages that post frequently and consistently.

#### *LinkedIn*

The ideal posting strategy for LinkedIn is to post at least once a week, preferably on a business day (Myers, 2023). Lee (2015) adds that posting on two business days per week allows a business to reach 60% of its followers. In addition, Downer (2021) adds that by posting two to three times per week on LinkedIn encourages businesses to stay consistent without overloading its followers.

### YouTube

According to Myers (2023), it is all about consistency on YouTube. However, a business or brand should try to upload a video on YouTube one time per week. Singh (2023) adds that your posting frequency relies on your market niche and the amount of time which is necessary for you to make one video.

### Twitter

According to Macready and Cohen (2023), Twitter might be the only social media channel where quantity matters more than quality. This is because the lifespan of a Tweet is only around 18 minutes, which results in the need to post more often than on other social media channels (Hill, 2022). Hill (2022) adds that applying the norm of three to four Tweets per day can prevent one of your Tweets from being overlooked in the constantly growing feed.

In conclusion, every social media channel has its own ideal posting frequency. However, as Myers (2023) explains, posting consistently for a longer period of time will lead to better engagement than posting a lot in a short period of time followed by a period where nothing is being posted. In addition, the research of Brisset (2023) explains that prioritising high-quality content over quantity is in the end the most crucial part of a posting strategy. However, it can be concluded that for the channels Instagram, Facebook, LinkedIn and YouTube you should at least post one to three times per week. For the channels TikTok and Twitter are guidelines to post as much as possible.

Now that the ideal posting frequencies are researched by literature research, the ideal posting frequencies according to the respondents of the survey can be described. Based on the survey results in Appendix II, it is seen that most of the respondents wish to see one to two posts from Indibleu per week. Figure 15 in Appendix II shows that 65% of the respondents prefer a posting frequency of Indibleu of one to two posts per week, whereas 18% of the respondents wish to see three to four posts per week. In addition, a small group of 6% would like to see five or more posts from Indibleu per week. Furthermore, another 11% would wish to receive no posts from Indibleu at all. Noticeable is that the younger age groups of under 20 years and 21-30 years seem to prefer a posting frequency of three to four times per week, whereas the age groups 41-50 years and 51-60 years clearly wish to see one to two posts from Indibleu per week. This is seen in Figure 15.1 that compares the preferred posting frequency with the age of the respondents. Therefore, it can be concluded that persona 1 prefers to see three to four posts from Indibleu per week and persona 2 prefers to see one to two posts. This conclusion is further substantiated by Figure 15.2 which shows the comparison between the preferred posting frequency and the employment status of the respondents. As described in paragraph 1.4 of Chapter 1, persona 1 has a part-time job and persona 2 has a full-time job. Figure 15.2 shows that respondents with a part-time job seem to prefer a posting frequency of three to four posts per week, whereas respondents with a full-time job prefer a posting frequency of one to two posts per week. Moreover, Figure 15.3 shows the comparison between the most preferred forms of content and the preferred posting frequency of the respondents. Noticeable here is that respondents who wish to receive three to four posts from Indibleu per week mainly prefer stories as a content form, which is another characteristic of persona 1. Lastly, Figure 15.4 shows the comparison between the most preferred posting frequencies and the most used social media channels of the respondents. Here, it is seen that respondents who use Facebook, Instagram, LinkedIn, Twitter, YouTube and Snapchat the most clearly prefer one to two posts per week. This can be compared to the respondent's age, as the age group 51-60 years uses Facebook, Instagram and YouTube the most and therefore seem to prefer one to two posts per week. However, the figure shows that respondents who use TikTok the most prefer three to four posts per week. This can also be compared to the age group 21-30 years who, next to Instagram, prefer TikTok the most and therefore prefer to see three to four posts per week.

### 5.2 What is the best time for Indibleu to post content on their social media pages?

Cooper & Cohen (2022) explain a five-step method in which a business can determine their best times to post on social media. The first step is to analyse the posts with the best performance. This could be the post with the highest number of likes or the most impressions, depending on the marketing objectives. Review the times when these posts have been published and compare the different performances to the content of the post. Secondly, determine when your social media audience is most active on different social media platforms. The third step is to review when other competitors are posting on social media through a social competitive analysis. The fourth step is to

determine in which time zone your audience is located and post at these times. The last step is to evaluate the outcomes on a regular basis and to make modifications in your posting strategy when needed. **However, when an organisation like Indibleu is just starting to use a social media marketing plan**, the general best times to post like described below are a good starting point. This is because the company does not have previous posting data or target group insights to look into. However, when an organisation's social media page starts to grow and an audience is created it is best to start posting at the times that fit your audience's behaviour (Cooper & Cohen, 2021). Moreover, Davey (2023) adds that before creating a posting strategy an organisation should think of their social media persona's habits. A breakfast restaurant might find posting on Saturday mornings the best strategy, whereas this would not fit for a business that sells office supplies to companies as most people are on their day off.

### *Instagram*

The Instagram algorithm values posts that have recently been posted on the platform. Therefore, posting on Instagram when your target audience is most likely to be online is essential (Cooper & Cohen, 2021). However, the research of Sprout Social (2023) shows that there are several best times to post on Instagram. Here it was seen that posting from 9.00 to 13.00 and from 18.00 to 21.00 during the weekdays generates the most reach and engagement. According to Cooper & Cohen (2021) this is because in the morning people check their Instagram before school and work and around 13.00, they most likely are taking a break. Besides, after work people take the time to relax on their phone which makes 18.00 to 21.00 a good time for posting as well. Another research from Cooper & Cohen (2022) adds that posting during the weekend generates the least engagement.

### *Facebook*

The Facebook algorithm values posts that have been posted by people, brands and groups a person is connected to (Newberry, 2023). Therefore, it is important to post on the times people are most likely to be on Facebook. According to the research of Geyser (2023), the best time to post on Facebook is on weekdays during the beginning of the evening. Cooper & Cohen (2021) explain that most users are using Facebook around 18.00 during weekdays.

### *TikTok*

Creating optimal reach on TikTok is not only about which time you post it is also about how frequently you post. As explained in paragraph 4.1 the platform itself recommends posting one to four times per day. That is why the algorithm of TikTok values accounts who post regularly (Cooper & Cohen, 2021). Furthermore, the research of Mikolajczyk (2022) shows that unlike during the day on Instagram, TikTok's best times to post fall during the early mornings and evenings. Mikolajczyk (2022) adds that posting between 06.00 and 08.00 in the morning and 19.00 and 21.00 in the evening creates the most engagement on the platform.

### *LinkedIn*

As LinkedIn is a professional social media platform, it stands to reason that the optimal time to post is during business hours on weekdays (Worb, 2022). Nguyen and Riswick (2023) add that therefore weekends are mostly the worst days to post on LinkedIn because people might want to avoid a work-related social media platform in their free time. The research of Keutelian (2022) observes that posting between 10.00 and 12.00 on weekdays generates the most engagement. However, according to Worb (2022) posts on LinkedIn are longer visible than on other platforms since user activity updates are shown on the homepage as well. When someone likes or interacts with your content, your post could appear on their followers' homepage even weeks or months later than you posted. That is why posting worthy content is just as essential as posting at the optimal time.

### *YouTube*

Creating and editing videos take time and creativity. Therefore, it would be a shame if there is little reach or engagement because you simply post at the wrong time. According to a survey from Hubspot (2022) among 1200 marketers the best time to post on YouTube is during the end of the week on Fridays and Saturdays between 18.00 and 21.00 o'clock. Bretous (2022) explains that the reason for this time might be that people look for entertainment of longer videos during the weekend or after work. Bretous (2022) further explains that it matters when a video is posted, as it will affect how many views the video receives in the short term. However, over time the posting time does not have a significant impact because, unlike on Instagram or TikTok, relevance is more important on YouTube than newness.

### *Twitter*

Twitter is the most widely used social media channel for news and current affairs. Therefore, its algorithm prefers recency and trends. The research from Kutuchief et al. (2023) describes that people tend to start the day with reading news whilst getting ready for work or school. The research explains that this is because people are more alert in the morning. That is why the ideal posting time for Twitter is during the morning (Kutuchief et al., 2023).

Now that the best posting times are researched by literature research, the times when the respondents of the survey are most active on social media can be described. Based on the survey results in Appendix II, it is seen in Figure 16 that almost 70% of the respondents are mostly active on social media between 18.00 and 21.00 o'clock. This means a clear majority is mostly active between these times. When comparing the times when the respondents are most active on social media to their age, it is seen in Figure 16.1 that both age groups 21-30 years and 51-60 years are mainly online between 18.00 and 21.00 o'clock as well. This means that both persona 1 and persona 2 can be completed with this as their ideal posting time. When comparing the times when the respondents are mostly active on social media to the different social media channels, Figure 16.2 shows that all channels are the most popular between 18.00 and 21.00 o'clock as well. The results of the survey align with the above literature research, as according to different sources the evening is the best time to post on Instagram, Facebook, TikTok and YouTube. Only LinkedIn and Twitter seem to have a different ideal posting time. On LinkedIn, the ideal posting time seems to be during the afternoon. However, this seems reasonable as LinkedIn is a professional platform that people mostly tend to use during business hours. Besides, mornings seem to generate more reach on Twitter than on other accounts, as this platform is focused on current affairs and trending news topics. Besides, next to posting during the evening hours, the morning hours should generate more reach and engagement too on Instagram.

## 6 The social media style guide of Indibleu

This chapter answers what social media style guide Indibleu should use during the implementation of the social media marketing plan. Two sub-questions were made to research what a social media style guide is and how it looks like for Indibleu. The answers to these sub-questions have been obtained through literature research and personal communications with Robert Ambroise and Emilie Capery.

### 6.1 What is a social media style guide?

According to Macready and Newberry (2022), a social media style guide is a set of guidelines on how you present your brand on social media. It is important to keep in mind the difference between a social media strategy and a social media style guide. The strategy could define which type of content your company wants to post, while the social media style guide clarifies how that content should appear on your social media pages (Cover, 2020). Macready and Newberry (2022) explain that a social media style guide helps a business to stay consistent, which is essential on social media as followers should be able to quickly recognize your brand. Another benefit of a social media style guide is that there is less room for errors as there is one source of truth everybody can fall back on. This will make sure what a company posts aligns with their brand image. Besides, it will make it much easier for new employees to start contributing on social media (Porter, 2018).

According to Porter (2018), a social media style guide consists of eight elements. First, it should include all your company's social media pages on different platforms. This is important, since the tone of voice on each social media channel will vary slightly (Macready and Newberry, 2022). Secondly, naming conventions should be included to set rules on which usernames to choose when joining a new platform. These should be consistent, so followers can easily find your company on social media. Besides, it is important to add acceptable backup usernames if your company name is already taken (Cover, 2020). Thirdly, a social media style guide should contain a clearly defined brand voice. A company's social media brand voice is one of the factors that is most successful in differentiating your business from the competition and in increasing customer familiarity (Cover, 2020). However, the social media brand voice should fit the platform you post on. Your company could have a more formal tone of voice on LinkedIn but can use a more casual and energetic voice on Instagram or TikTok. Fourthly, writing guidelines are part of a social media style guide as well. According to Macready and Newberry (2022), this includes which type of English the company writes in, American English or British English. But also, what caption length is used per social media platform, when calls to actions are added in the text, whether you spell numbers out or not and whether you use the 12-hour or 24-hour clock. Moreover, a social media style guide explains how the company uses emojis. It is important to know when emojis are used, how often, where they are placed in the text and if you use emojis the same on every social media platform (Porter, 2018). Furthermore, hashtag use is another element of the social media style guide. Here, a distinction is made between brand and campaign hashtags (Cover, 2020). Macready and Newberry (2022) add that the hashtag strategy in the style guide should contain a list with branded hashtags along with rules regarding when to use them. Besides, it should be clear how your company should react when others use the branded hashtags, by for example liking or commenting on these posts. Moreover, it should be clear if and how many hashtags your company uses per social media platform (Porter, 2018). In addition, a social media style guide contains rules on formatting which will make sure that your business stays consistent and recognizable (Porter, 2018). According to Macready and Newberry (2022), formatting guidelines include rules on font style and size, colour palettes and logo placement. They add that guidelines are needed on where and when a logo is used on social media and which colour combinations are acceptable. The last element of the social media style guide is how the business should respond to comments or questions on social media. Cover (2020) explains that cohesion will be achieved when this is implemented into the social media style guide. This is because although various people are monitoring the social media pages, responses ought to be consistent.

### 6.2 What is the social media style guide of Indibleu?

Now that it is clear what a social media style guide contains, a social media style guide can be created for Indibleu. Here, all eight elements of the style guide are covered so Indibleu can be consistent with their content on its social media pages. **The social media style guide of Indibleu can be found in chapter six of the social media marketing plan.**

#### *Social media platforms and naming conventions*

Firstly, all the social media platforms of Indibleu will be included in the social media style guide. At the moment Indibleu has a Facebook, Instagram, TikTok and YouTube account. Secondly, Indibleu uses

the same naming conventions on Facebook, Instagram and TikTok. Namely @indibleu. However, their YouTube username differs from this: @indibleudmcmauritius1597. As an acceptable backup username, @indibleudmc is chosen.

### *Brand voice*

Furthermore, the brand voice that will be used on social media can be defined as a friendly voice with an informal, informative and narrative tone (E. Capery, personal communications, March 30 2023). This brand voice is also further substantiated by the results of the survey as Figure 17 in Appendix II shows that 30% respondents prefer an informative tone of voice and 24% prefer the voice to be informal. Besides, another 24% prefers the tone of voice to be humorous. As the two social media personas are based on the two age groups 21-30 years and 51-60 years, the preferred brand voice is compared to the age of the respondents. Figure 17.1 shows that the age group 21-30 years prefers an informal voice with a humour and narrative tone. As the age group 21-30 years mainly uses Instagram this brand voice will be used on this platform. However, a different brand voice will be used on TikTok which can be described as an energetic voice with a fun and exciting tone (R. Ambroise, personal communications, April 11 2023). The age group 51-60 years prefers an informal voice with an informative tone. As this age group mainly uses Facebook, this brand voice will be used on this platform.

### *Writing guidelines*

Looking at the writing guidelines in the social media style guide, Indibleu will write all their texts in British English. Besides, Indibleu will not spell numbers out and will use the 24-hour clock because they are more European orientated. In general, the average caption length of a post will be 3-5 sentences. However, a shorter caption is used on Instagram and TikTok as the focus here should be more on the visual. In the beginning of the implementation of the social media marketing plan, 20% of the posts should contain a call to action. This should not be more, as Indibleu wants their followers to stick with them and not make them believe they try to sell something every time they post. If a call to action is added in the post, it should lead people to click on a link that goes to one of the tours or experiences on the website of Indibleu (R. Ambroise, personal communications, April 11 2023).

### *Use of emojis*

Furthermore, Indibleu has set some guidelines on the use of emojis. Emojis will be used in every post with a maximum of three and a maximum of one emoji is used at the end of each comment. Emojis will be used on all social media channels (E. Capery, personal communications, March 30 2023).

### *Use of hashtags*

Besides, the guidelines around the use of hashtags include that Indibleu uses hashtags on all its social media platforms. There is a minimum of three and maximum of six hashtags per post and the branded hashtags #indibleudmc #sustainablemcm and #mauritius are used in every post. Moreover, hashtags will be used in lowercase (E. Capery, personal communications, March 30 2023).

### *Formatting*

The next part of the social media style guide of Indibleu describes the formatting style. First, the font that is used by Indibleu is Roboto. Headlines and text bodies are separated through different sizes of text. The colour palette that Indibleu uses consists of two blue colours and two red colours that differ in brightness. However, the feed of Indibleu should have a lot of different colours (E. Capery, personal communications, March 30 2023). Looking at the logo guidelines, it is seen that Indibleu uses two versions of its logo. One with blue letters and a white background and one with letters and a blue background. Furthermore, if the logo is used it is placed in the left corner. For social media, the logo will only be used as a profile picture and will not be visible on the visual of the post itself (R. Ambroise, personal communications, April 11 2023).

### *Responding*

The last part of the social media style guide of Indibleu explains how employees should respond to comments or page mentions. Indibleu will respond as a brand towards comments or questions on their social media posts, so without the name of the employee (E. Capery, personal communications, March 30 2023). Besides, when a user is using the hashtag of Indibleu or is mentioning Indibleu in their post, the company will like the post and will thank them for posting in a comment. Also, Indibleu might repost the post if it contains a good review or comment about one of their experiences.

## 7 The marketing strategies of other DMCs

Now that it is clear what the most preferred forms of content and topics are for the social media personas, it can be compared to the content strategy of three other DMCs. The social media strategy of the following DMCs will be observed: Vitamin Sea, Africa Adventure Vacations and Rabbie's. These DMCs are chosen as they adapt a B2C marketing strategy where they try to market the end-customers directly. This is what Indibleu wants to achieve with their new social media marketing plan as well, that is why these three DMCs were observed. The filled in observation sheets of all three DMC's can be found in Appendix III.

### 7.1 What does the marketing strategy of Vitamin Sea look like?

Vitamin Sea is a DMC based in Mauritius which focuses on boat experiences around the island. When looking at their social media marketing strategy, of which the observation can be found in Appendix III.I, it is seen that they are active on Instagram and Facebook. They do have a TikTok account, but this account is inactive as nothing has been posted since 2021. When observing their feed in general, it is seen that they use a lot of different shades of blue. When looking at the forms of content they use it is seen that they mainly use short videos, photos and stories. On Instagram, the DMC is mainly posting short videos which are always posted as reels. On Facebook they mainly share high quality photos which are always posted in a carousel format. This means they never post a single photo. Stories are shared on both Instagram and Facebook where they use the same story for both accounts. Besides, especially on Instagram they work together with a lot of travel influencers. The DMC uses them as a content form as the influencers themselves are being posted on the Instagram page of Vitamin Sea. This is to show their followers that also travel influencers choose for this DMC. When observing the subjects and topics that Vitamin Sea posts on their social media pages, it is seen that they mainly post destination inspiration and personal travel experiences. The DMC mostly shares the boat tours that they are selling. However, they combine these posts with destination inspiration by writing something about the island first, like facts. They use personal travel experiences as a social media topic by sharing posts on how their clients are experiencing their tours. They do this by adding them in the photos and reels that they post.

When looking at the posting strategy of Vitamin Sea, the posting frequency and posting times of the DMC have been observed. Here it is seen that the DMC has a different posting frequency for Instagram and Facebook. On Instagram, they post more consistent as they try to post at least once per day. On Facebook they post around three times per week. The DMC does not show consistent posting times on both accounts. However, most of their posts are shared either in the evening between 19.00 and 19.30 or during the late morning and the beginning of the afternoon between 11.00 and 13.00.

Besides, the communication strategy of the DMC is observed. Here it is seen that Vitamin Sea uses an informal tone with a humorous, narrative and enthusiastic voice. This is seen as they try to make their audience enthusiastic about their brand by asking them questions in the caption which leads to interaction. Sometimes, a narrative voice is used when talking about the destination Mauritius or when a specific boat tour is being promoted. Overall, they always use an informal tone. When Vitamin Sea is using emojis, they use at least three emojis in the caption and one emoji to draw the attention to the link to their website. This means they use four emojis per post. Also, the emojis are related to the words they use in the caption. Furthermore, it is seen that the DMC uses six to eight hashtags per post. The first three hashtags are always the same, where they use the different names that people call Mauritius. However, they do not seem to use branded hashtags but only trending hashtags that are used a lot by others. Moreover, the DMC responds to page mentions by reposting these on their own social media pages, meaning they use user generated content. Especially on Facebook, they reshare posts in which their page is mentioned. On Instagram, they repost in their stories when someone mentions their page.

Overall, it is seen that Vitamin Sea gets the most engagement on short videos about the tours they sell. Here, it is seen that people like and comment as it is something they would like to do too. Besides, these posts tend to have the most likes as well.

## 7.2 What does the marketing strategy of Africa Adventure Vacations look like?

Africa Adventure Vacation is a DMC based in Uganda which focuses on exceptional tours across the East African region. When looking at their social media marketing strategy, of which the observation can be found in Appendix III.II, it is seen that they are active on Instagram, Facebook, LinkedIn, YouTube and Twitter. They do have a TikTok account, but this account is inactive as there is only one video visible from 2021. Compared to Vitamin Sea, Africa Adventure Vacations seems to be active on more different social media channels. Furthermore, it is seen that Africa Adventure Vacations use the same marketing strategy on Instagram, Facebook and Twitter. This is because they share the same post on all three channels at the same time. When observing their feed in general, it is seen that they use a lot of different shades of green. When looking at the forms of content they use it is seen that they mainly use short videos and high-quality photos. Unlike Vitamin Sea, Africa Adventure Vacations barely uses stories as a content form. Besides, when the DMC is posting short videos, they are always posted as reels. When they post high quality photos, they never post more than one photo at once. This means they do not use a carousel format, unlike Vitamin Sea who always posts more than one photo. When observing the subjects and topics that Africa Adventure Vacations posts on their social media pages, it is seen that they mainly post about destination inspiration, personal travel experiences, their team of employees and wildlife. The DMC mostly shares the wildlife and animals you will spot during their tours. However, they combine these posts with destination inspiration by writing something about the environment in which the animal was found and they share facts about the certain species. They use personal travel experiences as a social media topic by sharing content in the form of photos of their clients enjoying the tours. However, they do not share this topic as much as the destination inspiration and wildlife. From time to time, they also share posts about their team of employees.

When looking at the posting strategy of Africa Adventure Vacations, the posting frequency and posting times of the DMC have been observed. Here it is seen that the DMC has the same posting strategy for Instagram, Facebook and Twitter. They consistently post two times per week on all three channels. On YouTube and LinkedIn, they do not post consistently. This is because on YouTube they upload a video one to two times per year and on LinkedIn they post on average one time per month. Besides, the DMC posts on consistent times on Facebook, Instagram and Twitter. Here, they always post between 08.30 and 09.00 in the morning. This is a difference from Vitamin Sea as they mainly post in the evening.

Besides, the communication strategy of Africa Adventure Vacations is observed. Here it is seen that the DMC uses a formal tone with an informative voice. This is seen as they inform their audience in every post by telling something about the wildlife in the photo in one to two sentences. Overall, they use a formal tone without any exclamation marks or slang, unlike Vitamin Sea who is more informal and spontaneous. When looking at their emoji use, it is seen that the DMC does not use any in the caption. However, emojis are only used at the end of the post to highlight and draw the attention to their contact details. Furthermore, it is seen that the DMC uses fifteen to twenty hashtags per post in which all of them are trending hashtags. The hashtags fit the subject of the post and mostly start with describing the wildlife that is being shared. Moreover, the DMC does not respond to page mentions as they do not repost any content that mentioned their social media account. This is different from Vitamin Sea as they repost all the posts in which their page is mentioned. However, they do respond to questions asked in the comments by commenting their answer. They respond to questions as an employee in a formal way. Besides, when people comment under their posts, they respond by liking their comments.

Noticeable is that Africa Adventure Vacations generates the most engagement on short videos. This is because those posts get the most likes and comments.

### 7.3 What does the marketing strategy of Rabbie's look like?

Rabbie's is a DMC based in Scotland that mainly focuses on small group tours across Scotland, Ireland, England. When looking at their social media marketing strategy, of which the observation can be found in Appendix III.III, it is seen that they are active on Instagram, Facebook, LinkedIn, YouTube, Twitter and Pinterest. Looking at the other two DMCs, only Rabbie's is active on Pinterest.

Furthermore, it is seen that Rabbie's uses the same marketing strategy on Instagram, Facebook and Twitter. This is because they share the same content on all three channels at the same time. When observing their feed in general, it is seen that they use a lot of different shades of red and green. The DMC uses blog posts & short articles, photos and stories as forms of content. This means of the two other DMC's, Rabbie's is the only one that uses blog posts and short articles as a content form.

However, they are also the only ones that do not use short videos. When looking at the results of the survey, it is seen that the content forms of Rabbie's match the preferences of persona 2 as the age group 51-60 years prefers blog posts and short articles. When Rabbie's post high-quality photos, they never post more than one photo at once just like Africa Adventure Vacations. This means they do not use a carousel format, unlike Vitamin Sea who always posts more than one photo. Besides, blog posts are used by sharing the link to the blog on their website on Facebook, Instagram and Pinterest.

They do this in almost every post. Besides, stories are only posted on Instagram. When observing the subjects and topics that Rabbie's posts on their social media pages, it is seen that they mainly post about destination inspiration and travel tips and facts. They use these topics on Instagram, Facebook and Twitter. The DMC uses a combination of posts about destination inspiration and about the tours that they sell. They promote the tours by using destination inspiration as a topic through posting landscape pictures. Travel tips and facts are used as a topic as the DMC uses two to three sentences to tell a fact about the photo they posted. On LinkedIn, they only share job offers.

When looking at the posting strategy of Rabbie's, the posting frequency and posting times of the DMC have been observed. Here it is seen that the DMC has the same posting strategy for Instagram, Facebook and Twitter. Here, they consistently post one time per day. On YouTube, they rarely post anything. However, it is seen that three years ago they had an active posting strategy on this platform as they shared two videos per month. Besides, the DMC posts on consistent times on Instagram, Facebook and Twitter. This is because they always post at 18.30 in the evening, around the same time as Vitamin Sea.

Moreover, the communication strategy of Rabbie's is observed. Here it is seen that the DMC uses an informal tone with a humorous and enthusiastic voice. Looking at the tone of voice of Vitamin Sea, it is seen that they are quite alike. Rabbie's tries to capture and intrigue their social media audience by using humour in their captions. Besides, in every post they add a call to action to either let their audience click on a link or to say something in the comments. They use an enthusiastic voice to encourage their audience to do this. Looking at the other DMCs, only Rabbie's seems to add call to actions in their posts. Overall, they always use an informal tone. When looking at their emoji use, it is seen that the DMC consistently uses two emojis per post. They do this in every post on Instagram, Facebook and Twitter. Furthermore, it is seen that the DMC uses three hashtags per post in the caption. However, they only use them on Instagram. The first two hashtags are always the same. They start with their branded hashtag "#RabbieTours" and the country where the photo is taken. After that, two hashtags are used to describe what people see in the photo. Moreover, the DMC responds to page mentions by reposting these photos on their social media pages, just like Vitamin Sea does. When people use their branded hashtag, they repost their photo on their website as well.

Unlike Vitamin Sea and Africa Adventure Vacations, Rabbie's gets the most engagement on high quality photos. However, a difference is seen when the DMC adds a question in the caption to their audience. This is because on these posts they get the most likes and comments, as people are encouraged to comment because of the question.

## 8. The analysis of the social media performance of Indibleu

This chapter answers how Indibleu can analyse and measure their social media performance that is created by the social media marketing plan. To answer this, three sub-questions were made to research what a social media analytics process is, what social media analytics tools are and which social media metrics Indibleu should track. The answers to these sub-questions have been obtained through literature research and one-on-one interviews with Robert Ambroise and Emilie Capery.

### 8.1 What is a social media analytics process?

The process of acquiring and evaluating data from social media channels to improve a company's strategic decisions is known as a social media analytics process (SMAP) (Hanna & Burns, 2021). Ayodeji and Kumar (2019) explain a SMAP consists of three stages: capture, understand and present. The capture stage includes data gathering from different social media channels through social media analytics tools. Examples of data from social media are the numbers of reach, engagement, profile visits, followers, likes, comments and clicks. The understanding stage is to obtain a better understanding of the collected data in order to select the metrics or statistics that will guide the decision-making on the social media strategy. Ayodeji and Kumar (2019) explain that the information coming from this stage provides insights in the behaviours of the followers. Such as their interests and concerns. That is why the understanding stage is the core of the SMAP. The last stage of the SMAP is the present stage, where the outcomes of the analytics processes are then summarised and visually presented. Visual analytics help to better understand large amounts of data and can help identify patterns. This process can be carried out on different social media channels, but also on certain social media posts. The last is to determine the preferences of subjects and content for the persona audience. Hanna & Burns (2021) add that a SMAP can help organisations by identifying customer behavioural trends. The research from Kordzadeh and Young (2020) adds that this process can influence and improve the social media content strategy.

### 8.2 Which social media analytics tools exist?

For Indibleu to capture, understand and present their social media analytics, specific social media analytics tools are required. Ayodeji and Kumar (2019) explain that these tools can be divided into two types: inbuilt and cross-platform.

#### 8.2.1 Inbuilt social media analytics tools

Inbuilt social media analytics tools are offered by the social media channel itself and assists with social media data analysis. They are open to all users and are available for free. However, this tool is only available for pages made on the channel itself and has limited functionalities in contrast to other social media analytics tools (Ayodeji and Kumar, 2019). Examples of inbuilt social media analytics tools are Meta Business Suite for Facebook and Instagram, Instagram Insights, LinkedIn Analytics, YouTube Analytics and Google Analytics.

**Meta Business Suite.** This free social media analytic tool is provided by Facebook and helps to manage all the marketing activities on both Facebook and Instagram (Facebook, 2022). The tool is available for administrators of a page or profile and shows statistics on target groups, post engagement, profile visits, follower growth and the top performing posts. Besides, the tool shows a distinction between organic and paid posts.

**Instagram Insights.** This free social media analytic tool is provided by Instagram and helps to gain insight in the performance and followers of your Instagram business account. Even though there are not many statistics available, the tool does provide some basic metrics like overall reach and profile visits, target audience analysis, the engagement on specific posts and metrics on paid posts. Besides, it shows when followers are the most active (Instagram, 2022). Important is that the tool can only be used by business accounts and is only accessible through the mobile app of Instagram.

**LinkedIn Analytics.** This free social media analytic tool is provided by LinkedIn and shows detailed statistics on how your LinkedIn Page is performing. This tool is available for all page administrators and shows statistics on demographics of a page's followers and visitors, lets it compare the page to competitors and shows the number of collected leads. Besides, the tool shows metrics on content such as (unique) impressions, clicks, comments, reposts and engagement rate (LinkedIn, 2022).

YouTube Analytics. This free social media analytic tool is provided by YouTube and is accessible to any user that has posted videos. It helps the user gain insight in the performance of the uploaded videos and provides statistics on the viewers of your video. Such as when they are most active, which YouTube channels they follow and demographic metrics. Moreover, it shows how viewers found your video and for how long they watched it (YouTube, 2022).

TikTok Analytics. This free social media analytic tool is provided by TikTok and shows detailed insights of your TikTok page. This tool is divided into three main sections: overview, content and followers. The overview section shows insights as follower growth and the number of views, likes, comments, shares and profile visits. The content section shows insights about your posted videos such as average watch time and watched full video and where people found your videos. The followers section shows demographic insights of your followers such as their age and when they are most active (Podobinski, 2022).

Google Analytics. Google Analytics is a web analytics tool provided by Google. Even though Google Analytics is not a social media analytics tool, it provides some interesting insights when used in a social media analytics process. For example, it can determine which social media channel is responsible for leading people to the company's website (Ayodeji and Kumar, 2019).

### 8.2.2 Cross-platform social media analytics tools

According to Ayodeji and Kumar (2019), cross-platform social media analytics tools help with social media data analysis throughout more than one social media channel. These tools save time, as you do not have to check each social media platform individually. Even though some cross-platform social media analytics tools provide a couple of free functionalities for a trial time, most of these tools must be purchased. However, these social media analytics tools provide a higher level of insight into the data that has been gathered. Examples of the most used cross-platform social media analytics tools are Sprout Social, Hootsuite Analytics and Snaplytics (Ayodeji and Kumar, 2019).

Sprout Social. This paid social media analytic tool can be used to analyse the social media performances of the company's pages on the social media channels Instagram, Facebook, LinkedIn, Twitter and Pinterest. It is also possible to analyse the performance of a single social media channel and compare this to a different channel. Furthermore, the collected data can be organised in clear reports. The monthly price for this tool starts at \$249 for five profiles (West, 2023).

Hootsuite Analytics. This paid social media analytic tool can be used to analyse a company's social media efforts on the channels Instagram, Facebook, LinkedIn, Twitter, Pinterest, YouTube and TikTok. The tool provides a complete picture of your social media performance at once and compares results across several platforms. Besides, the tool can be used to schedule social media posts, monitor inboxes and run advertisements. The monthly price for this tool starts at \$99 for one profile (Tien, 2023).

Snaplytics. This paid social media analytic tool can be used to analyse Instagram and Snapchat stories. Since stories are one of the most popular ways to advertise on Instagram, this tool can help to create more compelling stories that eventually lead to more engagement and awareness on a company's Instagram page (Barnhart, 2021). Furthermore, it recognizes the content that ensures the most engagement with the audience. The monthly price for this tool starts at \$29 (Ayodeji and Kumar, 2019).

Hubspot. This paid social media analytic tool can be used to link your business's social media strategy to its revenue growth. It shows which marketing activities drive revenue and how they affect your business's bottom line (Hubspot, n.d.). Besides, this tool provides insight into the complete customer journey by following the actions of website visitors to comprehend their behaviour. Furthermore, Hubspot can be used to analyse the performance of your website through examining the effectiveness of different webpages and by identifying which traffic sources generate the most visitors (Hubspot, n.d.). The monthly price for this tool starts at \$45 (Simonson, 2023).

### 8.3 Which social media metrics should Indibleu track?

Now that it is clear what the most used social media analytics tools are, it is important to know which social media metrics Indibleu should track. The social media metrics are used to measure if a social media strategy is effective or not. The research of Ayodeji and Kumar (2019) adds that social media metrics show whether the company is making the desired impact on the audience. Besides, these metrics show what a company is doing well on social media and what still must be improved in the social media marketing plan. According to Chen (2021), the marketing objectives of a company are what defines which social media metrics it should use. Therefore, the social media marketing objectives and main marketing goals which were created in chapter 2 will be used:

- Within six to twelve months, Indibleu will create awareness about the sustainable and responsible travel options in Mauritius by sharing content about the hidden parts of Mauritius which should increase the number of likes with an average of 20 per post.
- Within six to twelve months, Indibleu will inspire people to book their sustainable and responsible experiences with Indibleu by sharing content about the cultural interaction with locals which should increase the number of shares with an average of 5 per post.
- Within two to three months, Indibleu will start posting more frequently by sharing meaningful content at least twice a week and stories every day that reflect both the vision and the experiences of Indibleu which should increase the number of followers by 7% each month.

The first social media metric should align with the marketing objective of creating awareness. Awareness metrics estimate both the size of your current and potential audience (Asana, 2022). The social media metric awareness shows how many people see the content your page posted through for example the number of impressions and reach. Impressions show the number of times your post has appeared in someone's timeline, whereas reach indicates the potential unique viewers your post might achieve (Chen, 2021). The research of Writer (2023) adds that impressions are an important metric as they demonstrate how effectively you can present your content to your audience. Besides, people will probably need to see content more than once before they become aware of it, so increasing the number of impressions is significant. Writer (2023) explains that reach is an important metric as well for measuring awareness because when new people are reached, they are being introduced to your page for the first time.

Furthermore, the first marketing objective also focuses on increasing the number of likes which aligns with the social media metric of engagement. According to Chen (2021), the social media metric engagement rate shows how actively involved the audience is with your posted content. The engagement rate can be analysed through the number of likes. The research of Ayodeji and Kumar (2019) explains that likes are an indication of approval and they draw attention to your page. Besides, people tend to like popular things which means a post will draw greater interest if it receives more likes as that means the post has been influential.

The second marketing objective focuses on increasing the number of shares which aligns with the social media metric of engagement as it shows how involved your followers are with the content you post. The engagement rate can be analysed through the number of shares. The research of Ayodeji and Kumar (2019) explains that shares are an indication that people are inspired and determined to show it to others. Besides, Writer (2023) adds that shares are linked to the number of impressions and reach as the more your post is shared the more users will see your content.

The third marketing objective focuses on increasing the number of followers which aligns with the social media metric of awareness as it indicates your page's current audience. The research of Ayodeji and Kumar (2019) explains there is a difference between the follower count and audience growth rate. The follower count refers to the number of followers, friends and connections a social media page has, whereas the audience growth rate refers to the comparison between the number of followers before and after a social media campaign (Ayodeji and Kumar, 2019). The audience growth rate is more valuable than the follower count as this metric enables you to establish specific goals (Writer, 2023). Also, this metric shows whether the posted content to reach new followers is effective.

Lastly, the main marketing goals which were created in chapter 2 can be aligned with a social media metric as well. The main marketing goal according to Capery is to get more attention on social media by increasing the number of followers by 7% each month. Therefore, for this goal the social media metric follower count and audience growth rate can be used as well. The main marketing goal of

Ambroise is to have 10% of Indibleu's clients come directly via social media instead of through B2B partners within three years. For this goal, the social media metric conversions can be used. Asana (2022) explains that conversions measure the success of your posted content in guiding potential clients along the buying process. Conversion can be tracked through for example direct bookings and direct messages or emails (Stephenson, 2022). According to Ayodeji and Kumar (2019), conversion metrics are the most accurate way to measure the performance of a social media marketing strategy. However, Chen (2021) adds that to track the conversion metric of direct bookings and sales, a website traffic analytics program as Google Analytics should be installed. After that, Google Analytics can show the referrals from which a person came to your website. Then the social media strategy can be modified based on the understanding of which of your social media pages are generating the most website traffic (Writer, 2023). When there is a lot of website traffic coming from Instagram but not from Facebook, your business should change its Facebook strategy. However, your business could think about investing more in Instagram as its strategy is clearly working.

However, while you should focus on the social media metrics that influence your social media strategy the most it is important to compare these metrics for an optimal performance context. You might want to modify your business's strategy if your content generates a high number of impressions and reach but does not increase the follower count. The same goes for when your page is gaining new followers but the engagement rate including the number of likes and shares is not increasing. That is why metrics should be compared with one another.

## 9. Conclusion

Now that all research questions have been developed and worked out, an answer can be formulated to these questions. This conclusion provides an overview of the findings of the study which will be used to answer the management question: *“How can Indibleu create a social media marketing plan in order to optimise their social media pages?”* and to create the final social media marketing plan.

### Who are the social media personas of Indibleu?

A survey was analysed in which the demographic and psychological characteristics and behavioural trends of the respondents were researched. Here, two social media personas were created based on the two age groups that were indicated the most. The first persona is based on the age group 21-30 years. This persona has a part-time job with a monthly gross income of less than € 1.500 and lives in a one-person household without children. Besides, this persona travels two times per year to pursue new experiences and destinations. Furthermore, this persona desires attractions and activities the most in a holiday destination and finds the tourism trend slow travel the most interesting. The behavioural trends show that this persona uses Instagram, Facebook, TikTok and Snapchat the most. Moreover, this persona is most likely to book a holiday in January, February or August and finds the tours that uncover the authentic side of Mauritius and the sustainable focus by giving back to the community the most beneficial USP's of Indibleu. The second persona is based on the age group 51-60 years. This persona has a full-time job with a monthly gross income of € 3.500 and lives in a two-person household with children above the age of 18. Besides, this persona travels more than two times per year to be unconnected from the workplace. Furthermore, this persona desires amenities the most in a holiday destination and finds the tourism trends slow travel and wellness travel the most interesting. The behavioural trends show that this persona uses Facebook, YouTube and Instagram the most. Moreover, this persona is most likely to book a holiday in February, May or September and finds the tours that uncover the authentic side of Mauritius and offering tours and extensions to the nearby islands Rodrigues and La Réunion the most beneficial USP's of Indibleu. A visualisation of the two social media personas can be found in chapter two of the social media marketing plan.

### What are the marketing objectives of the social media marketing plan?

After the one-on-one interviews with Robert Ambroise and Emilie Capery, several marketing objectives were created. However, before creating the marketing objectives a thorough company vision is needed that outlines the goals of an organisation (Taylor, 2022). Therefore, the following vision is created in which the thoughts of both Ambroise and Capery have been taken into account: “to be the most authentic DMC in Mauritius by offering responsible and sustainable experiences in which the local aspect is promoted.” Both agree that showing their clients together with the local entrepreneurs is a good way to implement this vision of Indibleu on social media. The main marketing goal that Ambroise wants to achieve with the implementation of the new social media marketing plan is to have 10% of Indibleu's clients coming directly via social media within three years. The main marketing goal according to Capery is to increase the number of followers by 7% each month. To achieve these two marketing goals, three short-term goals were created:

- Within six to twelve months, Indibleu will create awareness about the sustainable and responsible travel options in Mauritius by sharing content about the hidden parts of Mauritius which should increase the number of likes with an average of 20 per post.
- Within six to twelve months, Indibleu will inspire people to book their sustainable and responsible experiences with Indibleu by sharing content about the cultural interaction with locals which should increase the number of shares with an average of 5 per post.
- Within three months, Indibleu will start posting more frequently by sharing meaningful content at least twice a week and stories every day that reflect both the vision and the experiences of Indibleu which should increase the number of followers by 23%.

The social media performance is measured every two weeks and is successful when the first direct bookings are coming in.

### What content strategy should Indibleu use?

According to Jansasoy (2023), the core of every social media marketing plan is content as it creates a first impression of your company. The research of Relph (2015) adds that to create a successful content strategy, a company needs to keep posting four types of content: content to entertain, to educate, to inspire and to convert. When looking at the best forms of content to post, Jansasoy (2023) explains that short videos, images and stories are the most engaging content types for social media as people want quick and exiting content they can watch on the way. These three forms of content go in line with the findings of the survey because photos, videos and stories are the most preferred content forms according to the respondents. When comparing these forms of content to the age groups of the social media personas, it is seen that both the age groups 21-30 years and 51-60 years prefer photos and short videos the most. In addition, stories are highly preferred by the respondents in the age group 21-30 years and blog posts are highly preferred by the respondents in the age group 51-60 years. Furthermore, the survey results show that destination inspiration and travel tips are the most preferred topics on social media by both the respondents in general as well as both age groups 21-30 years and 51-60 years. In addition, next to these two topics the age group 21-30 years has a high preference in seeing personal travel experiences as well. Furthermore, the one-on-one interviews showed that Robert Ambroise would like to share topics about the sustainable and responsible experiences Indibleu offers, which can be combined with personal travel experiences in which clients are shown enjoying the tours. Emilie Capery would like to share topics about the authentic side of Mauritius, which can be combined with destination inspiration.

### What posting strategy should Indibleu use?

According to Hill (2022), choosing the correct number of posts to share is an important element of a social media posting strategy. However, each social media channel has its own optimal posting frequency and as Myers (2023) explains posting consistently for a longer period will lead to better engagement than posting a lot in a short period of time followed by a period where nothing is being posted. In addition, the research of Brisset (2023) explains that prioritising high-quality content over quantity is in the end the most crucial part of a posting strategy. However, it can be concluded that on Instagram, Facebook, LinkedIn and YouTube you should post at least one to three times per week. The guidelines for TikTok and Twitter are to post as much as possible. In addition, the results of the survey show that most of the respondents wish to see one to two posts from Indibleu per week. Noticeable is that the younger age groups of under 20 years and 21-30 years seem to prefer a posting frequency of three to four times per week, whereas the age groups 41-50 years and 51-60 years clearly wish to see one to two posts from Indibleu per week. Cooper & Cohen (2022) explain a five-step method in which a business can determine their best times to post on social media. However, when an organisation like Indibleu is just starting to use their social media pages the general best times to post are a better starting point. When an organisation's social media page starts to grow and an audience is created it is best to start posting at the times that fit the audience's behaviour (Cooper & Cohen, 2021). According to different sources, posting between 18.00 and 21.00 are the best times for Instagram, Facebook, TikTok and YouTube. On LinkedIn, the ideal posting time seems to be during the afternoon on business days and posting during the morning works the best for Twitter. These findings align with the survey results as almost 70% of the respondents are mostly active on social media between 18.00 and 21.00 o'clock.

### What does the marketing strategy look like of other DMCs?

The marketing strategies of Vitamin Sea, Africa Adventure Vacations and Rabbie's were observed, because these three DMCs adapt a B2C marketing strategy where they try to market the end-customers directly, just like Indibleu wants to achieve with its own marketing plan. All three DMCs are active on Instagram and Facebook. However, Africa Adventure Vacations and Rabbie's are also active on LinkedIn, YouTube and Twitter. Furthermore, Vitamin Sea uses a different content strategy on Instagram and Facebook whereas Africa Adventure Vacations and Rabbie's post the same content on Instagram, Facebook and Twitter. Vitamin Sea mainly uses short videos, high quality photos and stories as content forms, whereas Africa Adventure Vacations only uses short videos and high-quality photos. So unlike Vitamin Sea, this DMC barely uses stories. Rabbie's also uses high quality photos, next to blog posts and stories. Only Rabbie's uses blog posts as a content form, but they are the only one not using short videos. All three DMCs use high quality photos, but only Vitamin Sea shares them in a carousel format. Besides, all three DMCs post topics about destination inspiration, where they write about the environment in which their tours are taken place. Vitamin Sea and Africa Adventure Vacations also post topics about personal travel experiences where they show how their clients are enjoying their tours. Rabbie's also post topics about travel tips and facts in which facts are told about

the photo they posted. Moreover, Africa Adventure Vacations and Rabbie's use the same posting strategy for Instagram, Facebook and Twitter. Africa Adventure Vacations posts consistently two times per week between 08.30 and 09.00 in the morning on all three channels. Rabbie's posts consistently one time per day between at 18.30 on all three channels. This is different from Vitamin Sea as they use a different posting strategy for Instagram and Facebook. On Instagram, they post once per day whereas on Facebook they post three times per week. The DMC does not show consistent posting times on both accounts. However, most of their posts are shared either in the evening between 19.00 and 19.30 or during the late morning and the beginning of the afternoon between 11.00 and 13.00. Besides, the communication strategy of the DMCs is observed. Here it is seen that Vitamin Sea and Rabbie's use the same informal tone with a humorous, narrative and enthusiastic voice. This is different from Africa Adventure Vacations as they use a more formal tone with an informative voice. Looking at the other DMCs, only Rabbie's adds a call to actions in their posts. When looking at the emoji use, it is seen that Vitamin Sea and Rabbie's use two to four emojis per post in the caption, whereas Africa Adventure Vacations uses no emojis in the caption. Furthermore, the three DMCs all use a different hashtag strategy. Vitamin Sea uses six to eight hashtags per post which are all trending hashtags as well. Africa Adventure Vacations uses fifteen to twenty hashtags per post which are all trending hashtags as well. Lastly, Rabbie's uses three hashtags per post of which the first is a branded hashtag. Moreover, Vitamin Sea and Rabbie's both respond to page mentions by reposting these on their own social media pages or website. However, Africa Adventure Vacations does not respond to page mentions but only responds to questions asked in the comments. Overall, Vitamin Sea and Africa Adventure Vacations get the most engagement on short videos in which their tours are showed whereas Rabbie's gets the most engagement on high quality photos with a call to action in the caption.

#### What social media style guide should Indibleu use?

A social media style guide is a set of guidelines on how a brand is presented on social media which helps a business to stay consistent. According to Porter (2018), a social media style guide consists of eight elements: the social media platforms a company uses, the naming conventions, the brand voice, writing guidelines, emoji use, hashtag use, responding and formatting guidelines. The social media style guide of Indibleu includes all the platforms Indibleu has a page on: Facebook, Instagram, TikTok and YouTube. @Indibleu is used as a naming convention for all platforms and @indibleudmc is chosen as an acceptable backup username. Furthermore, the social media brand voice on Instagram can be defined as an informal voice with a humorous and narrative tone. On Facebook an informal voice with an informative tone is used whereas the brand voice on TikTok has an energetic voice with a fun and exciting tone. Looking at the writing guidelines, British English is used, numbers are spelled out, the 24-hour clock is used, the average caption length of a post is three to five sentences and 20% of the posts should contain a call to action with a click to the website. Furthermore, emojis are used in every post with a maximum of three in the caption. Moreover, three to six hashtags are used in every post including the branded hashtags #indibleudmc and #sustainablemc. The formatting guidelines of Indibleu include the font that is used, Roboto and the colour palette that consists of two blue colours and two red colours that differ in brightness. The logo is always placed in the left corner, but for social media the logo is only used as profile picture. Lastly, the responding guidelines explain how Indibleu responds to the followers. Indibleu will respond as a brand towards comments or questions and will like and comment on posts that mention their page name. A visualisation of the social media style guide of Indibleu can be found in chapter six of the social media marketing plan.

#### How can Indibleu analyse their social media performance?

Indibleu can acquire and evaluate data from their social media channels through a social media analytics process (SMAP). This process helps a company improve its social media content strategy and identify customer behavioural trends (Hanna & Burns, 2021). The process consists of three stages: capture, understand and present where first data is gathered through social media analytics tools (SMAT). After that, insights are obtained from the data to select which social media metrics to track, when after these insights are visually presented. To follow a SMA, social media analytics tools (SMAT) are required which can be divided into two types: inbuilt and cross-platform. Inbuilt SMAT are offered by the social media channel itself and are open to all users for free. However, this tool is only available for pages made on the channel itself and has limited functionalities in contrast to paid social media analytics tools. Cross-platform SMAT help with social media data analysis throughout more than one social media channel. Most of these tools must be purchased but provide a higher level of insight into the data that has been gathered. Besides, they save time as each platform does not have to be tracked individually. To use SMAT, social media metrics must be designated to measure if a

social media strategy is effective. According to Chen (2021), the marketing objectives of a company are what defines which social media metrics it should measure. That is why Indibleu should track the metrics that align with their marketing objectives which are the number of impressions, the amount of reach, the number of likes, the number of shares, the follower count and audience growth rate. Besides, the two main marketing goals can be aligned with a social media metric as well. Since one of the main marketing goals focuses on increasing the number of followers, the metrics follower count and audience growth rate can be used as well. The other main marketing goal focuses on gaining more direct customers, which can be measured to the metric conversions. Conversion can be tracked through direct bookings and direct messages or emails (Stephenson, 2022).

The answer to the management question will be answered through the social media marketing plan that was based on all the sub-conclusions just described above.

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# Appendices

## Appendix I: the research behind the survey questions

To create a new social media marketing plan for Indibleu, it must be clear which people the company wants to reach with its marketing efforts. This is important to know because these customers are the most appealing to an organisation's products or services. To decide on which people to focus, an audience persona will be created. This is the visualisation of an organisation's ideal customer where most marketing activities will be focused on. The social media persona for Indibleu is created through demographic characteristics, psychographic characteristics and behavioural trends. Besides, the preferred content and posting strategy of this persona will be indicated through the survey as well. This information will be gathered through a survey of which the research behind the survey questions will be elaborated below.

### *What are the demographic characteristics of the audience persona?*

According to DataPlanet (n.d.), demography is the study of human populations where demographic characteristics are features of a population. In this case, the population is the survey target group of whom information will be gathered to form a social media persona for Indibleu. Demographic characteristics relate to the development of a population's composition and give insight in a potential market or target group (Benders, 2023). **Since Indibleu wants to start using a social media marketing plan to attract direct customers**, insights in a potential target group could help their social media pages to grow as content can be posted that speaks directly to this persona. The most used demographic characteristics in a target audience analysis are gender, age, occupation, income and household composition (Thomas, 2023). These five dimensions will be the base for the first questions of the survey.

#### *Gender*

Gender is one of the most common demographic characteristics used to create a social media persona. Gender segmentation is done when an organisation wants to target a specific gender as their product are highly gender specific (Team, 2020). Looking at the core products of Indibleu, it is not mainly focused on a specific gender. However, the study of Uysal (2014) states that gender is a key factor when it comes to travel decisions. The study shows that the purpose of travel varies for men and women as well as the destination attributes and travel values. That is why the relation between the purpose of travel and gender is important to take into account when considering the social media persona in the new social media marketing plan. Besides, according to Polychronidou (2018) gender makes a difference in which type of destination is chosen and the way a holiday is booked. However, since Indibleu is not focussing on a product or service for a specific gender this demographic characteristic will be reduced to the four most used genders identities in university surveys: women, man and non-binary (CSUM, n.d.).

#### *Age*

Age is a common dimension to help organisations better understand their social media persona. This factor shows a lot about a person's interests, budget and specific products that appeal to them the most (Indeed, 2022). In this case, what sort of destination, holiday or travel advice is the most appealing. Based on how exact the questionnaire should be, large or small age gaps can be included in the question. As Indibleu wants the social media persona to be specific, age gaps of 10 years will be used in the survey.

#### *Occupation*

Another useful demographic characteristic is the level of occupation. This marketing segment is useful because it indicates a person's availability and budget (Baker, 2022). According to Indeed (2022) there are four types of employment status: full-time, part-time, retired, or unemployed. However, to make a person or respondent feel more comfortable, unemployment can be replaced with seeking opportunities. These four statuses will be used as the basis for this survey question.

#### *Income*

Income is an important demographic dimension as it gives insight into a customer's buying power with your organisation. This is a very useful characteristic as customers in various income levels often

approach purchases in a different way. According to Thomas (2020), those with a lower income are more likely to spend on products or services with a good value whereas those with a higher budget value experience. To create a specific social media persona, it is important to know what is meant with a low and high income. According to Griffioen and Schulenberg (2021) a low income amounted € 13.247 gross in 2020. In other words, around € 1.100 gross per month. An average income amounts € 38.500 gross in 2022 and € 3.167 gross per month (Centraal Planbureau, 2022). Therefore, the survey will apply steps of € 1.500, starting from a monthly income of € 1.500 to more than € 5.500. By doing that, most income levels will be covered.

#### *Household composition*

The household composition helps to get better insight into a person's personal life and values. It shows whether a person has a spouse or children. These values are most likely to influence the buying decisions (Indeed, 2022). This is an important dimension for the survey because the family structure appears to be of high significance for the type of holiday one chooses and it influences the decision to choose a different destination (Antonios et al., 2019). Besides, according to Polychronidou (2018) marital status appears to have a big impact on accommodation preferences which is important to keep in mind when creating the social media persona for Indibleu. There are four types of household compositions which include a one-person household, a two-person household without children, a two-person household with children and a lone-parent household (ILOSTAT, n.d.). These four types will be used in the questionnaire. Besides, a distinction will be made between a two-person household with children above the age of 18 and a two-person household with children under the age of 18. According to Curtale (2018) children have a major influence on the travel decision-making and parents often tailor their holiday to the wishes of their children.

#### *What are the psychographic characteristics of the audience persona?*

Next to segmenting customers through demographic characteristics, psychographic characteristics are another marketing segmentation tool to use to create a social media persona. According to Indeed (2021) psychographic characteristics are psychological features that affect the consuming behaviour of a person. It takes the insight into an organisation's target audience one step further. Looking from a tourism perspective, psychographics analyses the true driving forces for travel behaviour and provide information about why people travel (Weber, n.d.). The research of Waryszak and Kim (2008) adds that psychographics can help tourism marketers understand why customers choose a specific destination and what their expectations of their vacation are. According to Kreimer (2022) and Indeed (2021) the most useful psychographic characteristics for target group research are motivations, desires and trends & developments. However, to know people's travel motivations, it is important to know whether they travel at all. Therefore, the fourth dimension is added which is the number of times people go on a holiday. These four dimensions will be the base of the survey question.

#### *The times people go on a holiday*

To know people's travel motivations, it is important to know whether they travel at all. Tourism research agency NBTC-NIPO conducted a survey among 8000 people in The Netherlands. The survey showed that on average people travel three times per year (NBTC, 2019). A survey conducted by Muliner (2017) adds that most respondents travel one to two times per year, whereas under 10% of the respondents travel more than five times per year. Therefore, the survey will apply steps from less than once a year on holiday to more than five times per year on holiday.

#### *Travel Motivations*

It is important to know what motivates people to book a holiday. Travel motivation is a major psychological influence as it illustrates the reason why a person travels. There are four types of travel motivations: novelty seeking, relaxation, relationships, and business (Travel & Climate, n.d.). Novelty seeking is a travel motivation of a person who needs to pursue new experiences (Mak, 2015). Bastiaansen (2018) adds that novelty seeking is an escape from the daily routine and a desire for variety. Adventure tourism and cultural tourism are common tourism types when one is looking for places outside their comfort zone. The travel motive of relaxation is referred to the trips people take for leisure and recreation, mainly to be unconnected with the workplace (Statistics Finland, n.d.). Examples are wellness tourism and beach tourism. The travel motive of relationships includes the desire to visit family and friends or to connect with other people (Verma, 2015). Business motivation refers to travel for work purposes as conventions, business meetings or conferences. The research of Verma (2015) adds that the motive for business travel often includes personal growth and building

status and contacts. These four travel motivations will be the base of the corresponding survey question.

### *Desires*

In marketing, desire refers to the strong feeling of a client that wants what your organisation has to offer. This feeling should lead to customers purchasing from your organisation (Kaufman, n.d.). Kaufman (n.d.) adds that the key is finding out what customers desire from your brand and then making an offer that fulfils that desire. Looking at the mission of Indibleu, it wants to offer their guests an authentic Mauritian experience. The company wants to achieve this by offering services that exceed their guests' expectations. If it is known what Indibleu's customers desire in a holiday destination, Indibleu can make an offer that fulfils that desire. The desires for a destination will be researched through 6 A's, as these dimensions cover the entire product of a destination (Rajraji, 2022). The base dimensions for the corresponding research question will consist of the 6 A's: attractions, accessibility, amenities, available packages, activities, and ancillary services. Tourist attractions are places that attract tourists and what makes them interested in the destination at first (Rajraji, 2022). They could be divided into natural attractions, man-made without the purpose for tourism and man-made with the purpose for tourism. Examples are national parks, zoos, monuments or theme parks. Amenities are the facilities that need to be present to stay at the destination and can improve the level of comfort for tourists such as accommodation, restaurants, tourism services and shops. Accessibility refers to the access to the destination and at the destination. Examples are airlines, public transport and ferries. Available packages refer to a variety of tour packages that are available for a specific destination and are offered by various tour operators. In those packages transport and accommodation are often combined as well as organised trips (Rajraji, 2022). Activities are all sorts of experiences that tourists can do at a specific destination such as scuba diving, a safari or a river cruise. When it comes to additional services that a destination cannot forget to offer it is described as ancillary services. Examples are hospitals, electricity, water supply or ATM's. They may not always be related to tourism, but they are necessary for tourists. Therefore, this 'A' will not be researched in the survey as ancillary services are needed to offer a safe destination (Rajraji, 2022).

### *Trends & developments*

Trends and developments are important to keep up with the growing and evolving tourism industry. In the survey, the most important tourism trends will be used as a base. First, workcations. According to the Luxury Market Trends of Kadam (2021), working from home due to the Covid restrictions, has blurred the lines between personal and professional lives and has made the workcation trend grow steadily. The Travel Trends 2023 report from Amadeus adds that the normalisation of working from anywhere policies, will cause employees to spend less time at their workplace and more time at holiday destinations where they work remotely. Amadeus adds that this will lead to a digital nomadic lifestyle. Secondly, travelling by train is another upcoming trend. Euronews (2022) describes in their 2023 Travel Trend Rapport that rail travel is rising as tourists are seeking more sustainable ways to travel. According to Forbes (2021), 81% of the surveyed people were thinking of a trip by train for their next holiday. This is also because of the new opportunities to travel by luxury trains, including panorama windows to savour the scenery. Thirdly, slow travel is another tourism trend that is expanding. Slow travel is defined by reduced travel, the exploration of local culture and environmental preservation (Dickinson, 2022). The Travel Trends Report 2022 from Forbes explains that there is an upcoming desire for travelling less but spending more time at a destination to savour it to the fullest. Furthermore, wellness travel is a growing trend in the tourism industry. According to the Travel Trends report of Lonely Planet (2022), wellness getaways nowadays go beyond relaxing massages and spas. They now focus more on recovering from stress and tiredness, as people seek ways to enhance their personal wellbeing. Besides, Heritage Hotels of Europe (2021) adds that wellness retreats are on the rise, developing more than twice as quickly as tourism in general. Additionally, because wellness travellers typically spend 178% more than other travellers, this form of tourism is very profitable. Moreover, solo travel is another emerging trend for 2023. The Travel Trends 2023 report from Skyscanner shows that 29% of travellers plan to travel alone in the upcoming year as relatives and friends do not have the same travel interests. Most solo travellers, state that the main reasons for alone adventures are mental health and a desire for 'me time'. Lastly, The Travel Trends 2023 report from Skyscanner describes another upcoming travel trend. Namely connecting with nature during travels. Interacting with the environment is currently evolving into a crucial part of travel plans, with activities like hiking and wildlife spotting. Connecting with nature also refers to unique accommodations at remote places. Euronews (2022) describes in their 2023 Travel Trend Rapport that there is an increasing demand in accommodations located on immersive destinations where

people can connect with nature. For example, a cabin in the jungle of Costa Rica. However, the Travel Predictions of 2023 from Booking.com show that nearly half of the traveller's state they desire 'off the grid' accommodations only if they offer luxury and comfort facilities.

#### *What are the behavioural trends of the personas?*

When a social media persona is segmented more by behaviours than by demographic characteristics, it is referred to as behavioural trends (SHERPA, 2022). Fox (2020) adds that behavioural trends show how customers behave in terms of what they buy, watch or click on. This segmentation allows organisations to have a more complete understanding of their social media persona (Jones, 2022). Examples of behavioural trends are the times a customer asks for advice before purchasing, which social media platforms they use and what kind of content they find most appealing (Little, 2022). According to Jones (2022) and Wiese (2022) the three segmentations of behavioural trends in marketing are based on engagements, occasions and benefits. These three dimensions will be used as a base of the corresponding survey questions.

#### *Engagement*

The term engagement in social media describes the actions that track how frequently your followers interact with your content (Kenan, 2022). According to Richards (2016), engagement in social media marketing refers to the pre-purchase decision a customer makes. The research adds that this involves visiting the organisation's website, scrolling through the social media channels of the organisation or asking for more information about the product they might want to buy. However, if an organisation does not know its target audience it is challenging to research the engagement. McLachlan (2020) describes that engagement can be researched and improved if it is known which social media channels the target audience are on and are using the most. To research what social media channels the target audience is on, the seven most used channels will be the basis for the survey question. According to Lua (2022) these are Facebook, YouTube, Instagram, TikTok, Snapchat, Twitter and LinkedIn.

#### *Occasion*

Another behavioural trend is occasion. In social media marketing, occasion refers to when a product is bought at a specific time (Wiese, 2022). This could be a national holiday or around a life occasion such as a first house or a vacation. It is the time when a customer is most likely to engage with your organisation. To determine these specific occasions, a customer's buying behaviour must be observed to create a pattern (Jones, 2020). Looking at the core products of Indibleu, the buying behaviour among booking a holiday will be researched. As booking periods in the travel industry go per month, the most popular occasions for booking a holiday will be researched by the months of the year.

#### *Benefits*

By segmenting by benefits, you split the target audience up based on the benefits they expect when purchasing from your organisation (Wiese, 2022). Segmenting the target audience by benefits helps to understand what motivates them to purchase from your business. This is often connected to the USP's of an organisation, the points that makes your organisation unique from competitors (Jones, 2020). The USP's of Indibleu will be used as a base for this survey question. The first USP of Indibleu is that they uncover the authentic side of Mauritius through the experiences that they offer. They do this through offering for example home hosted lunches and wine tastings at local businesses. Besides, another USP of Indibleu is that they try to be as sustainable and responsible as possible by giving back to the community. Furthermore, Indibleu is the only DMC that offers multi day tours to Mauritius, whereas other DMCs are more focussed on traditional stays that include the beaches and sea. Lastly, besides offering tours to Mauritius, Indibleu also offers tours and extensions to the nearby islands Rodrigues and Réunion.

#### *What content strategy is preferred by the social media persona?*

To get insight into the content the target audience prefers the most, the most used types of content will be used as a basis for the survey question. According to Stenitzer (2022), the most used types of content in 2022 for B2C were blog posts, email newsletters, photos, stories and (vertical) videos such as reels. After that, the topics of these types of content will be researched. The topics you post on social media are crucial to attract new followers and keep them interested. Great Content (n.d.) explains there are five types of travel content to post on social media. First, product descriptions.

These refer to general information about travel destinations such as the weather, activities, cultures and best beaches. This type of content provides inspiration about the destination and can therefore also be defined as destination inspiration. Secondly, itineraries are another type of travel content. These show proposed routes to take in a certain place or country. Posting examples of planned itineraries inspires people for their own travels (Great Content, n.d.). Thirdly, personal travel blogs and personal experiences are popular as the author shares his knowledge about a certain journey or destination. Moreover, posting industry news is another opportunity to demonstrate your knowledge as a tourism expert. Sharing news about the tourism industry such as the arrival of a new cruise ship, new flight class or routes or adjusted travel regulations keeps your followers and marketing audience up to date (Diez, 2019). Furthermore, posting travel tips and fun facts could assist in positioning your company as an expert while being informative (Diez, 2019). These five types of travel content will be used as the basis for the survey question.

#### *What posting strategy is preferred by the social media persona?*

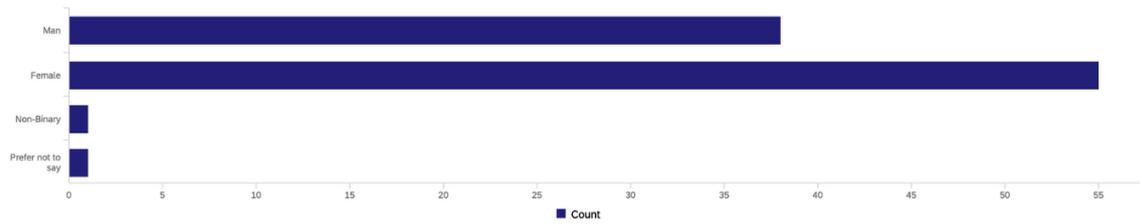
To indicate the preferred posting strategy of the social media persona, a distinction will be made between the times the persona is most active on social media and the preferred frequency of posting. To get insight into the times the target audience is most active on social media, time periods will be used from 06.00 AM until 11.00 PM. That is because the research from a survey conducted by Özdemir (2021) shows that most people wake up between 06.00 AM and 07.00 AM. The data from the survey adds that most people go to bed between 10.00 PM and 11.00 PM. Furthermore, the preferred posting frequency will be indicated. This will be done by adding the survey question about how many times per week the persona prefers to see posts from Indibleu.

#### *What tone of voice is preferred by the social media persona?*

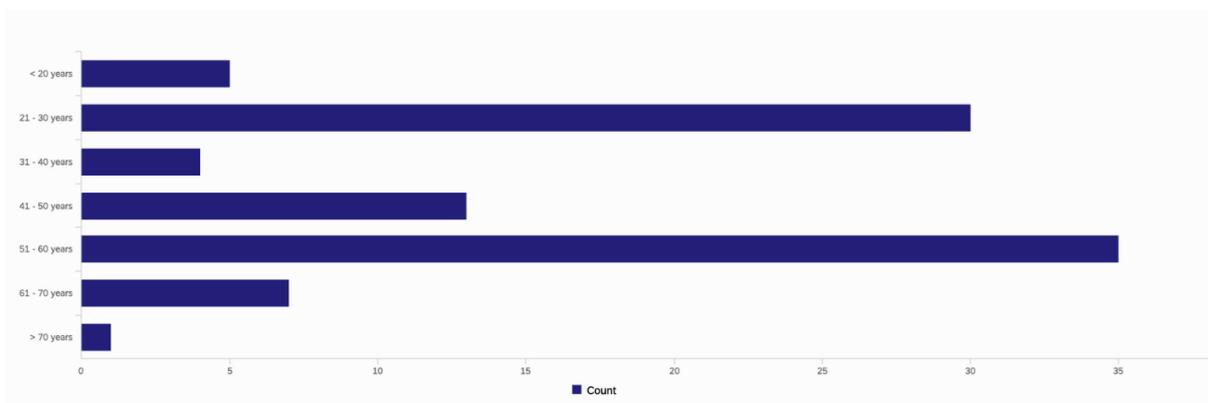
A social media tone of voice of a business is adapted to its social media persona. This tone of voice shows how you want your business to be perceived by others. Besides, using the right tone of voice helps to interact with the social media persona on an emotional level (Ogburn, 2022). Indeed Editorial Team (2022) adds that there are five main tones of voices used on social media. First of all, an informative tone of voice is used when a business wants to communicate knowledge or expertise to its audience. Secondly, a humorous tone of voice is used to amuse followers with comedy. However, when used in the wrong context it could lead to an unprofessional appearance. Thirdly, a formal tone of voice is used in professional situations and centres more around facts than opinions. Fourthly, an informal tone of voice is used for casual communication where a lot of slang and shorter words are used. Finally, a narrative tone of voice is used to apply storytelling in social media posts.

## Appendix II: the results of the survey

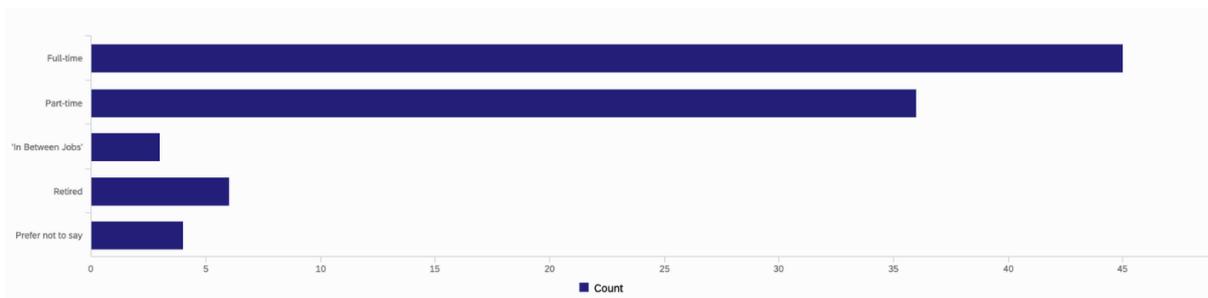
**Figure 1**  
*The gender of the respondents*



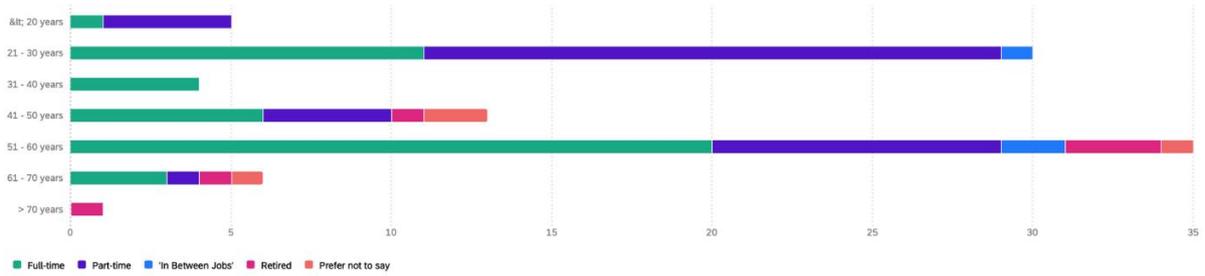
**Figure 2**  
*The age of the respondents*



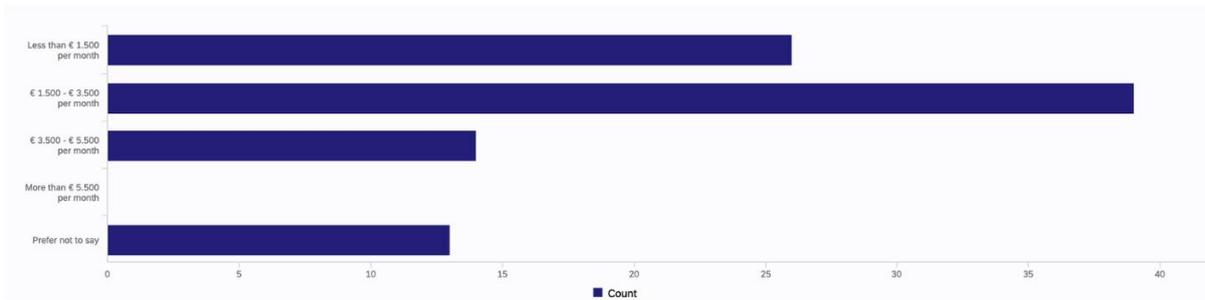
**Figure 3**  
*The employment status of the respondents*



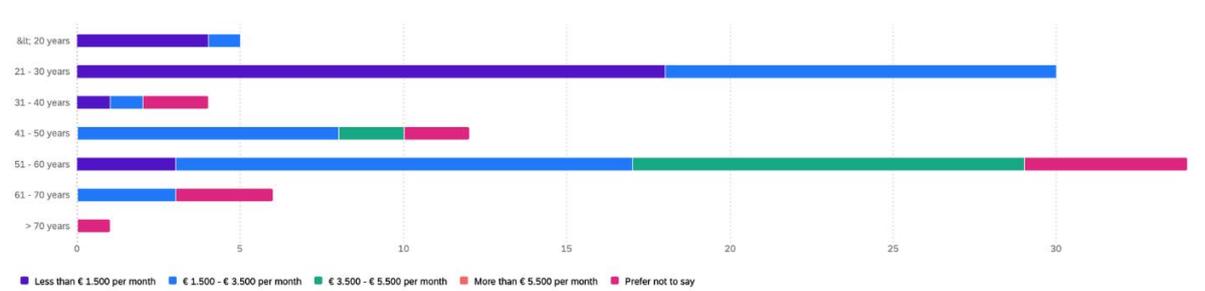
**Figure 3.1**  
The employment status of the respondents compared to their age



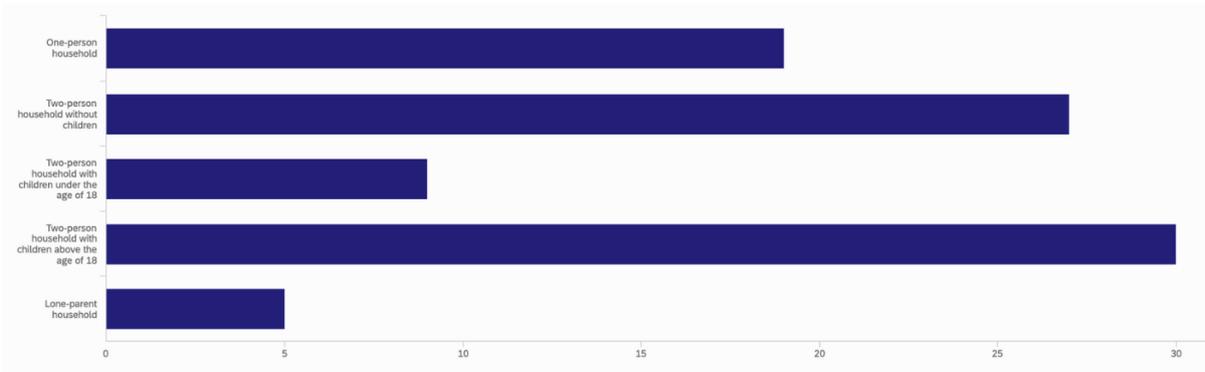
**Figure 4**  
The monthly gross income of the respondents



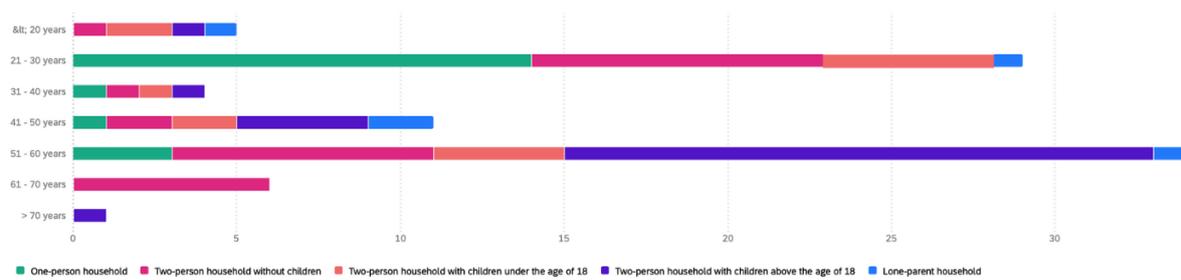
**Figure 4.1**  
The monthly gross income of the respondents compared to their age



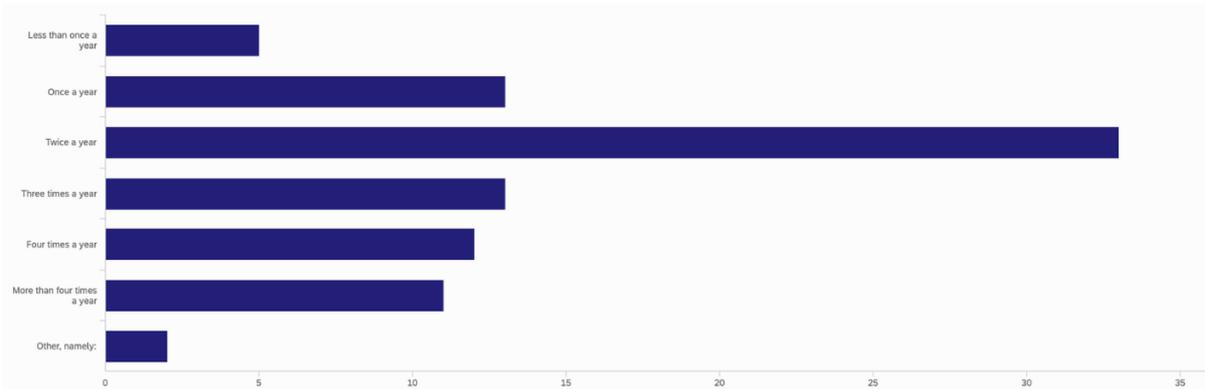
**Figure 5**  
The household composition of the respondents



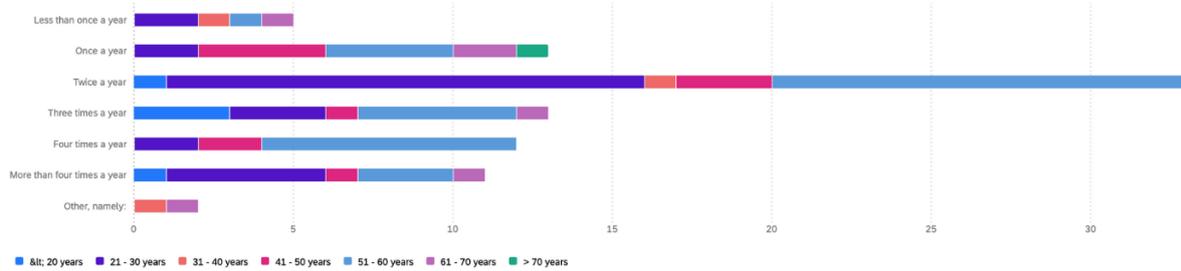
**Figure 5.1**  
The household composition of the respondents compared to their age



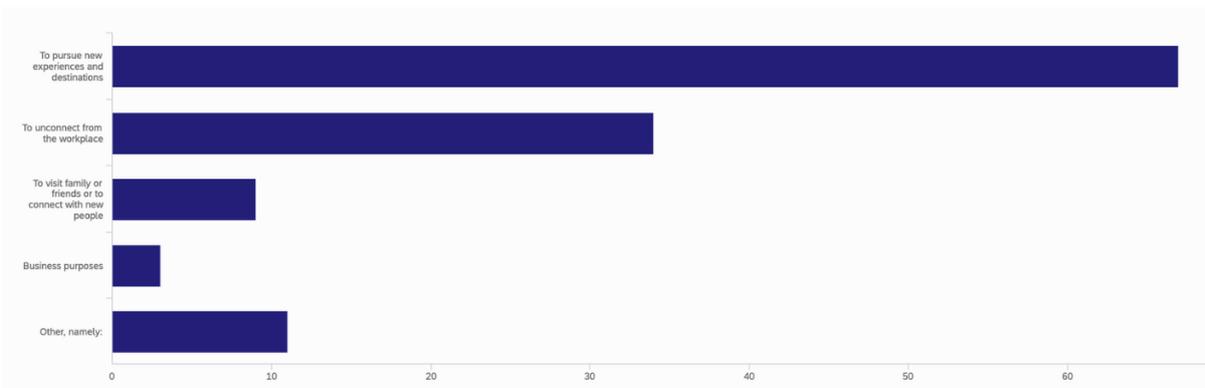
**Figure 6**  
The frequency of travelling of the respondents



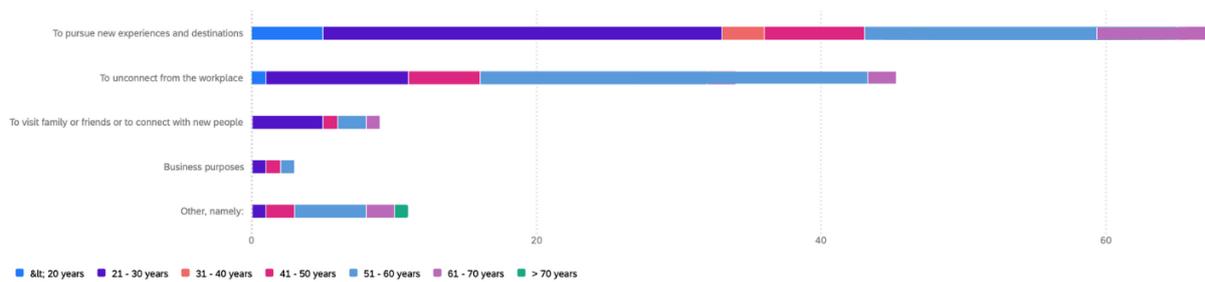
**Figure 6.1**  
The frequency of travelling of the respondents compared to their age



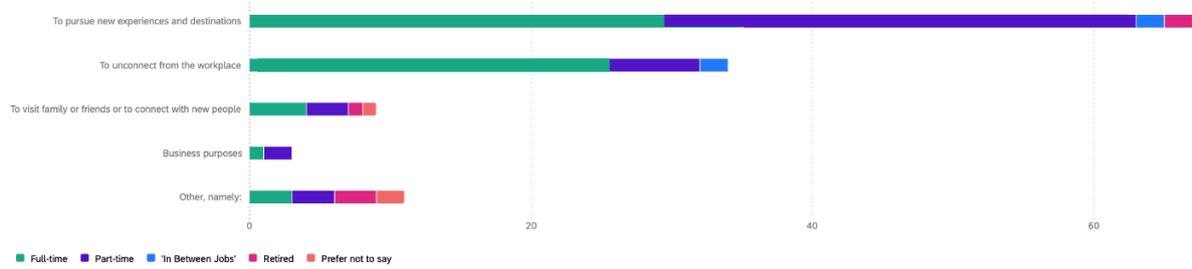
**Figure 7**  
The travel motivations of the respondents



**Figure 7.1**  
The travel motivations of the respondents compared to their age



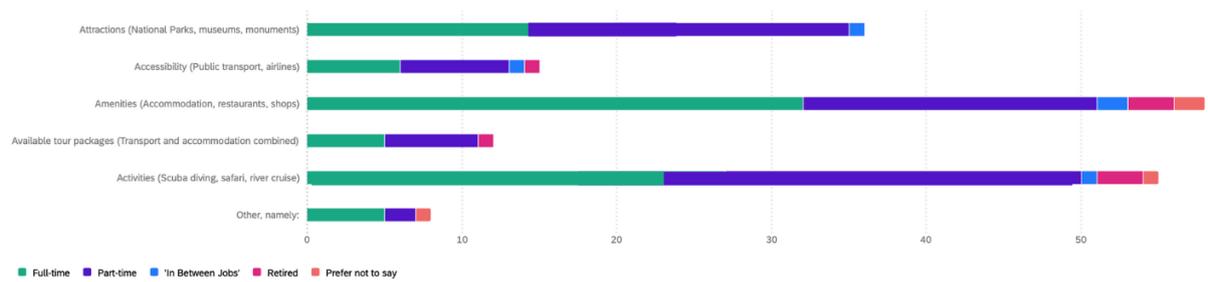
**Figure 7.2**  
The travel motivations of the respondents compared to their employment status



**Figure 8**  
The desires in a holiday destination according to the respondents

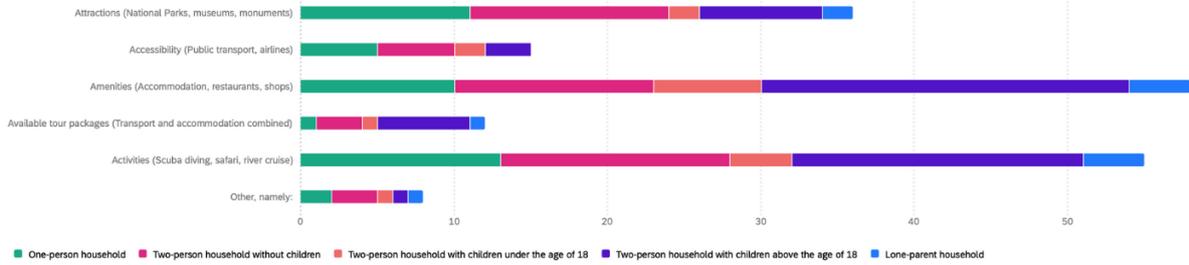


**Figure 8.1**  
The desires in a holiday destination according to the respondents compared to their employment status



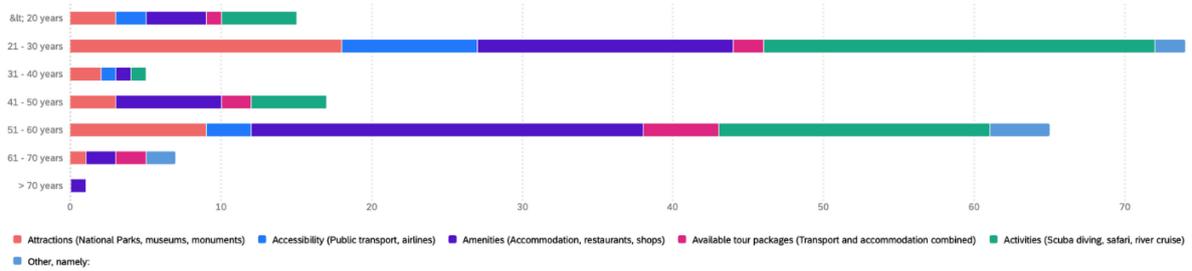
**Figure 8.2**

*The desires in a holiday destination according to the respondents compared to their household composition*



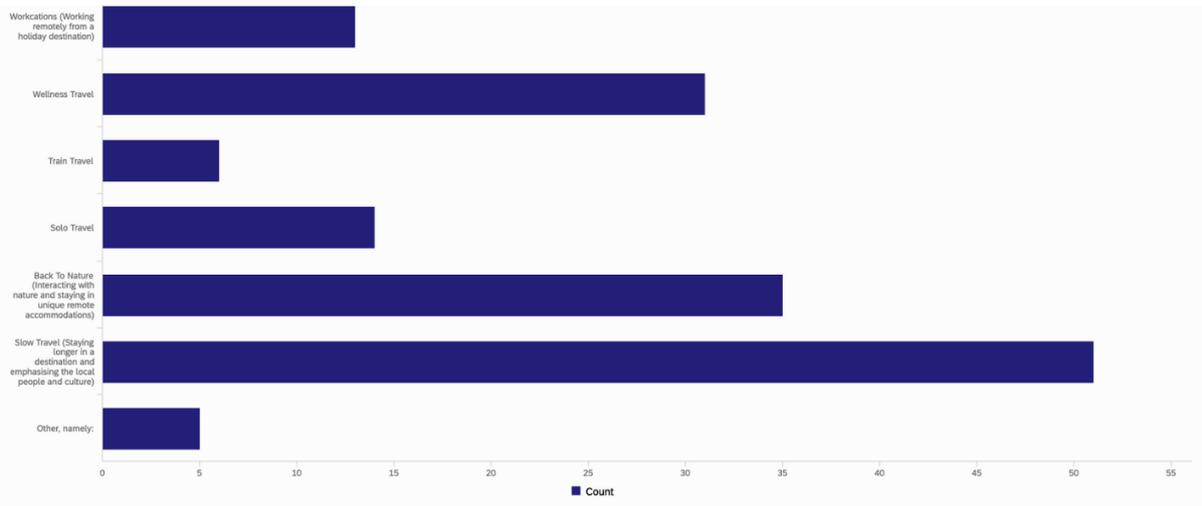
**Figure 8.3**

*The desires in a holiday destination according to the respondents compared to their age*

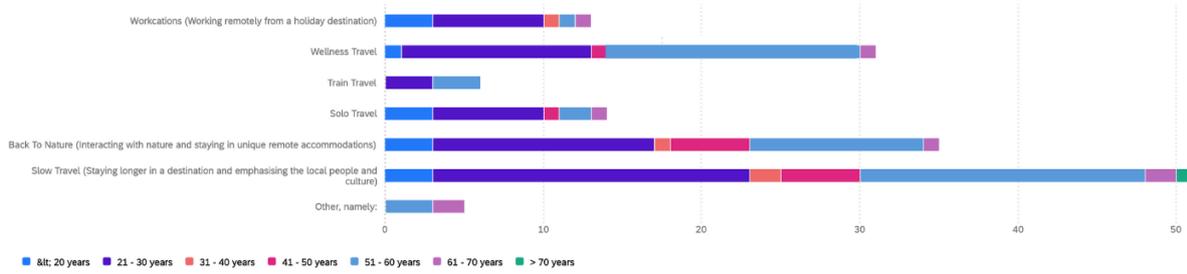


**Figure 9**

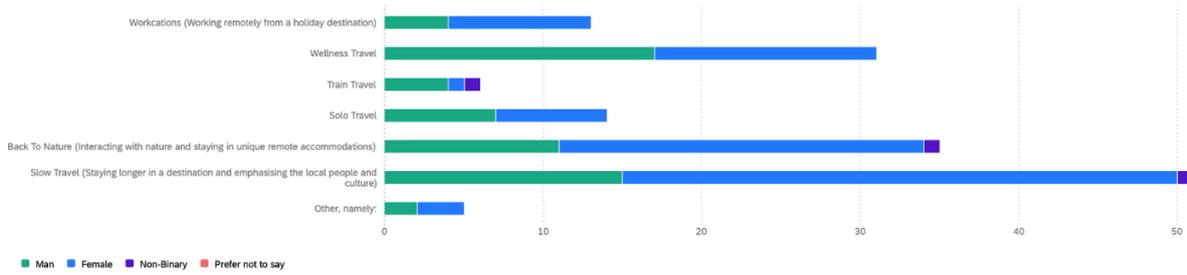
*The most interesting tourism trends according to the respondents*



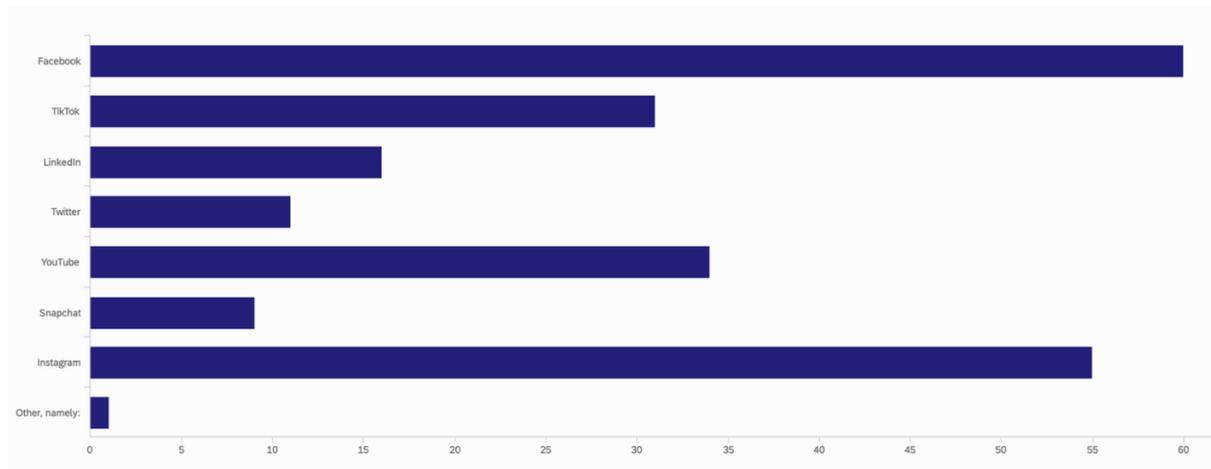
**Figure 9.1**  
The most interesting tourism trends according to the respondents compared to their age



**Figure 9.2**  
The most interesting tourism trends according to the respondents compared to their gender

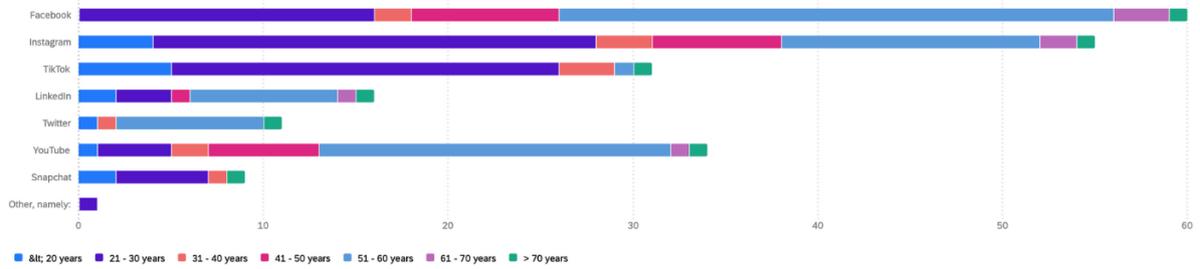


**Figure 10**  
The most used social media channels of the respondents



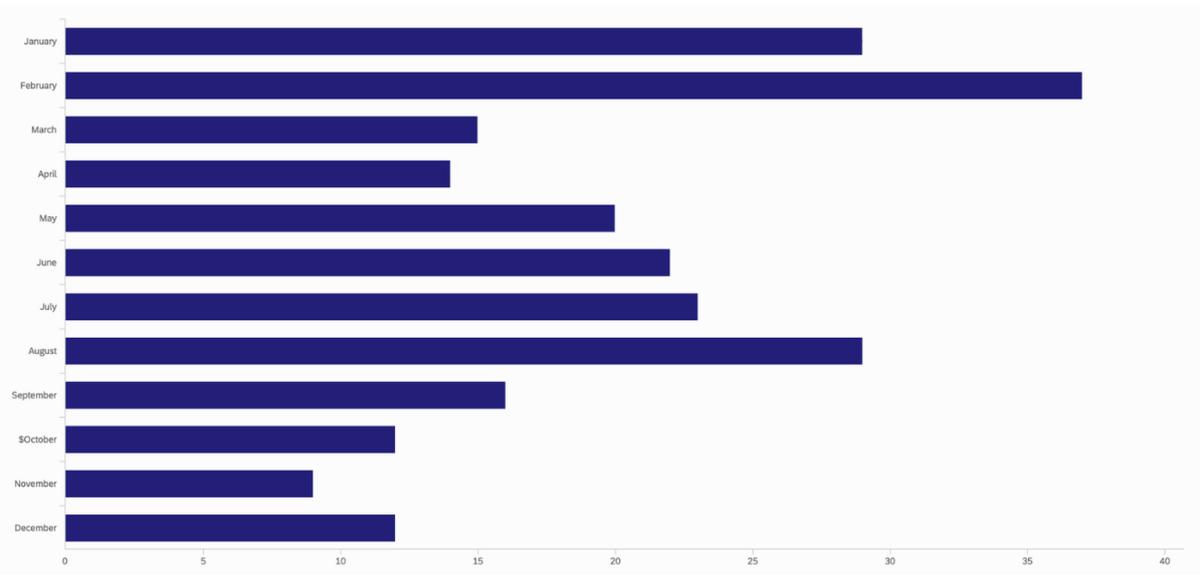
**Figure 10.1**

*The most used social media channels of the respondents compared to their age*



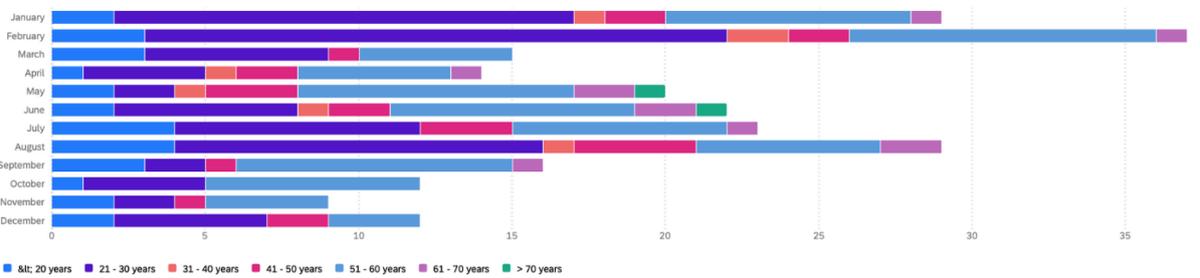
**Figure 11**

*The occasions at which the respondents are most likely to book a holiday*



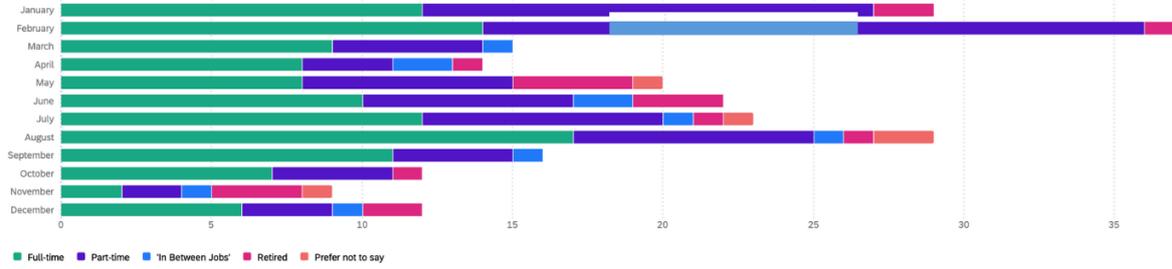
**Figure 11.1**

*The occasions at which the respondents are most likely to book a holiday compared to their age*



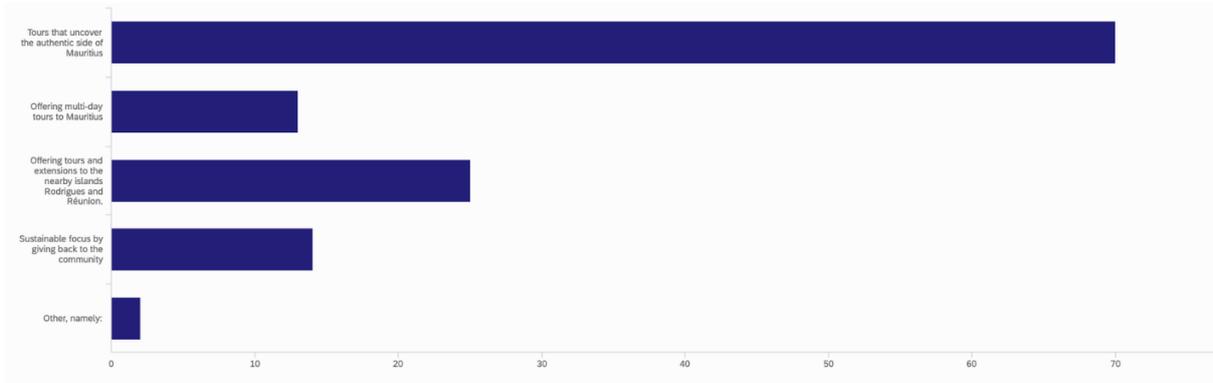
**Figure 11.2**

*The occasions at which the respondents are most likely to book a holiday compared to their employment status*



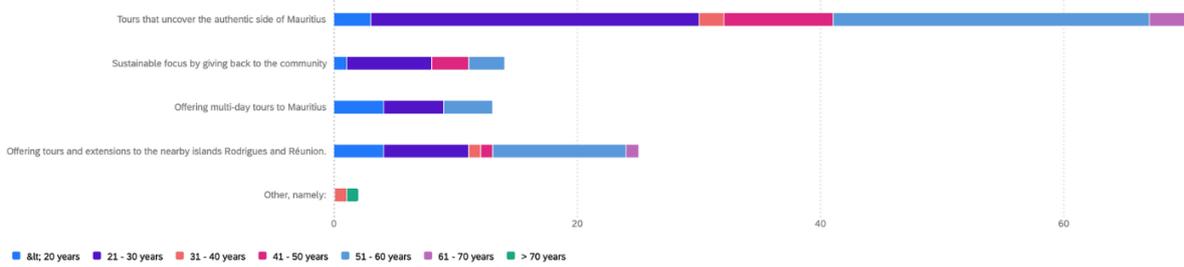
**Figure 12**

*The most important benefits of Indibleu according to the respondents*

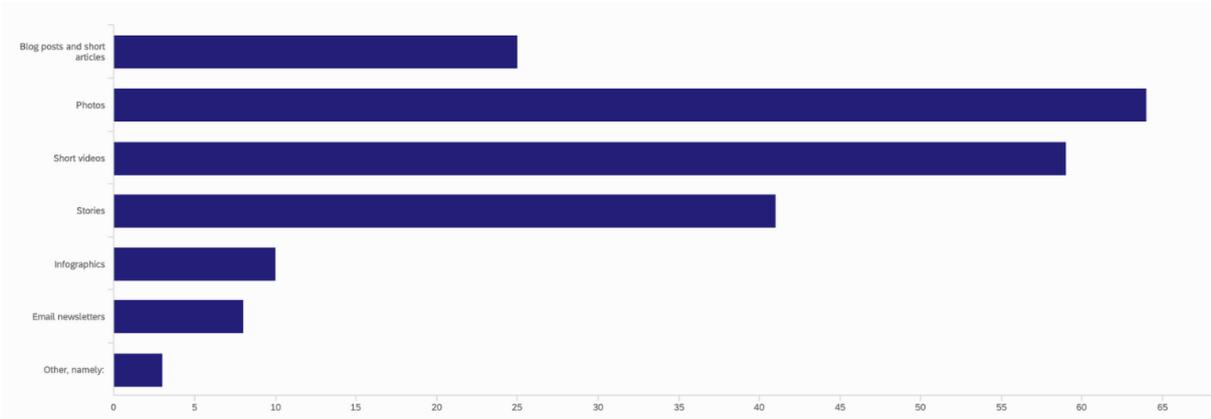


**Figure 12.1**

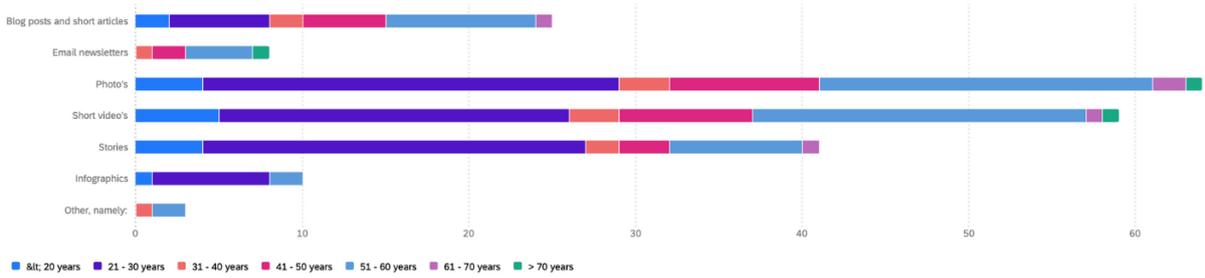
*The most important benefits of Indibleu according to the respondents compared to their age*



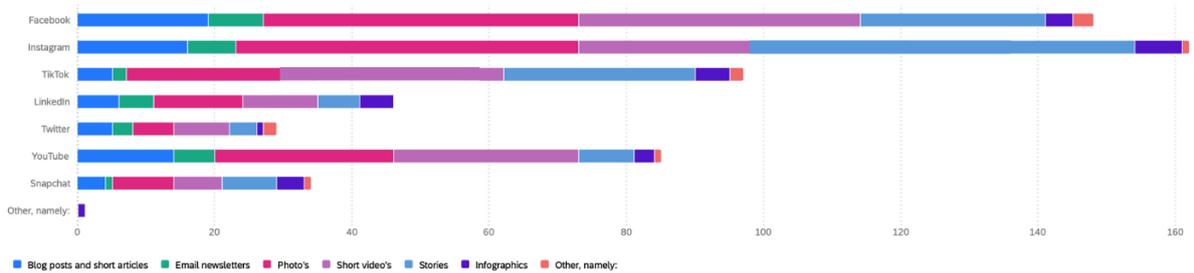
**Figure 13**  
The most preferred forms of content according to the respondents



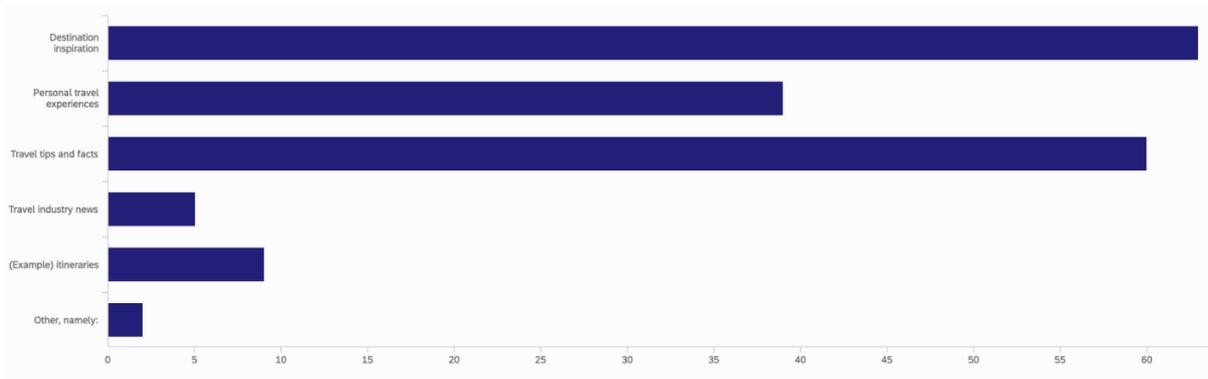
**Figure 13.1**  
The most preferred forms of content according to the respondents compared to their age



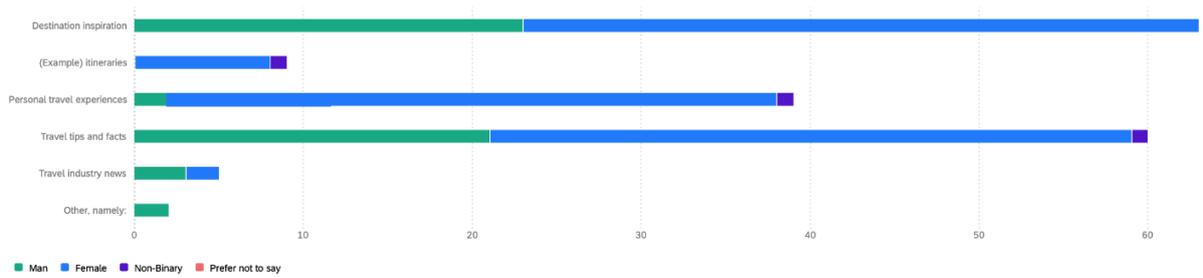
**Figure 13.2**  
The most preferred forms of content according to the respondents compared to their most used social media channels



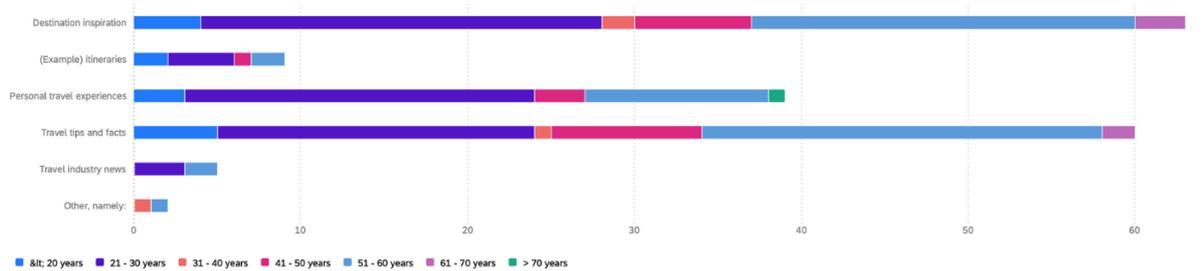
**Figure 14**  
*The most preferred subjects in social media posts according to the respondents*



**Figure 14.1**  
*The most preferred subjects in social media posts according to the respondents compared to their gender*



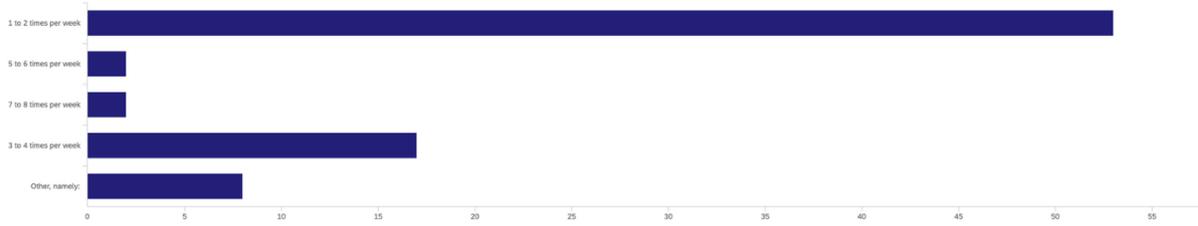
**Figure 14.2**  
*The most preferred subjects in social media posts according to the respondents compared to their age*





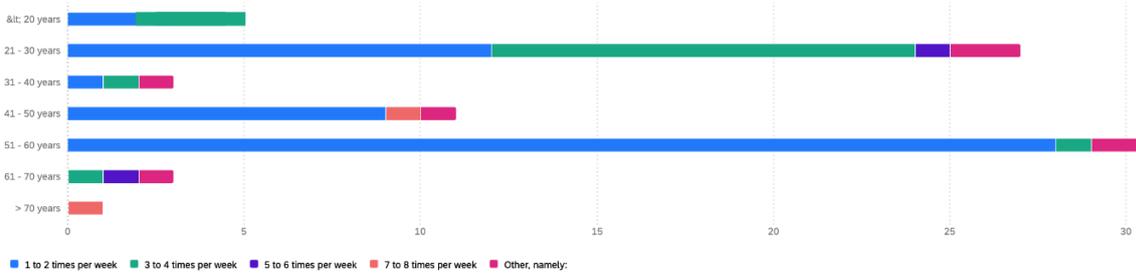
**Figure 15**

*The frequency of which the respondents wish to see posts from Indibleu on social media*



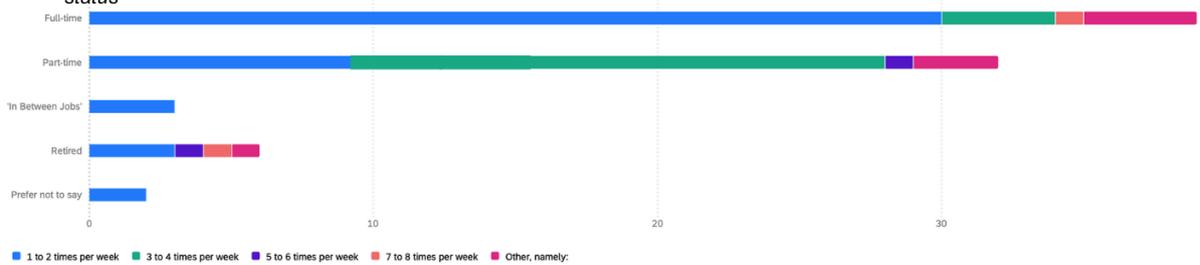
**Figure 15.1**

*The frequency of which the respondents wish to see posts from Indibleu on social media compared to their age*



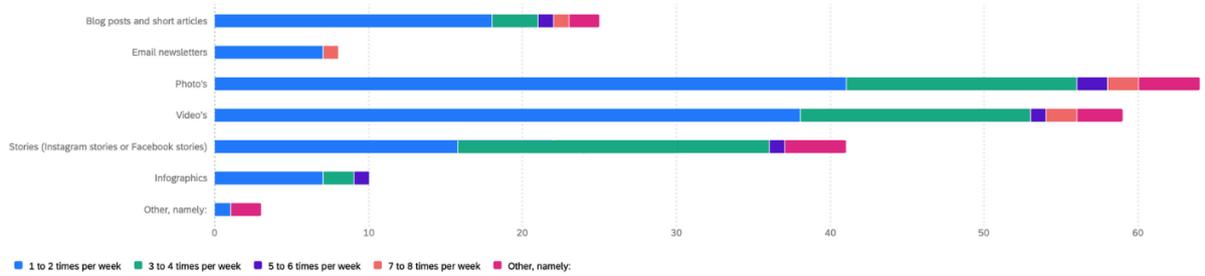
**Figure 15.2**

*The frequency of which the respondents wish to see posts from Indibleu on social media compared to their employment status*



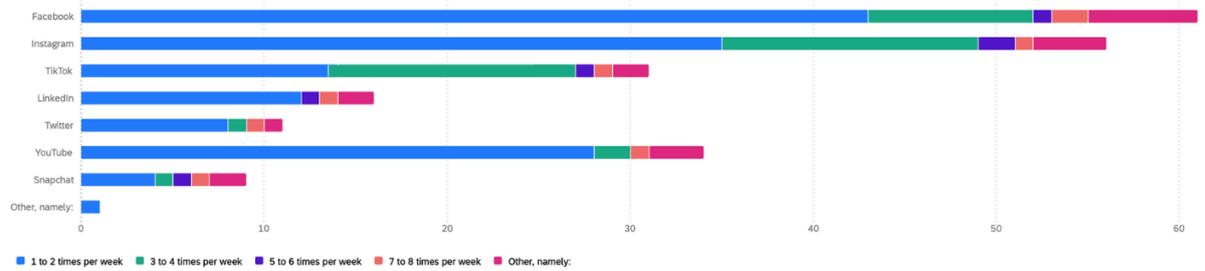
**Figure 15.3**

*The frequency of which the respondents wish to see posts from Indibleu on social media compared to the preferred content forms*



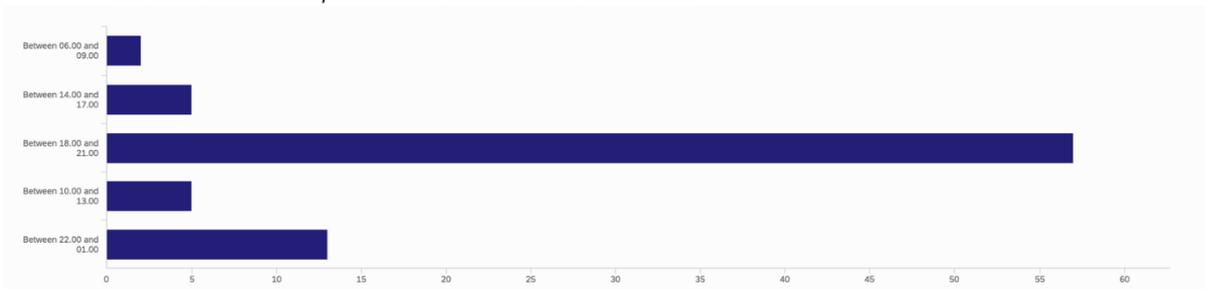
**Figure 15.4**

*The frequency of which the respondents wish to see posts from Indibleu on social media compared to their most used social media channels*



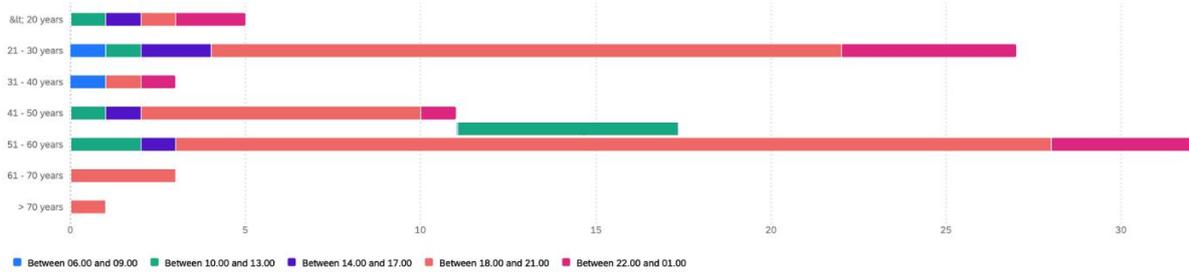
**Figure 16**

*The times when the respondents are most active on social media*



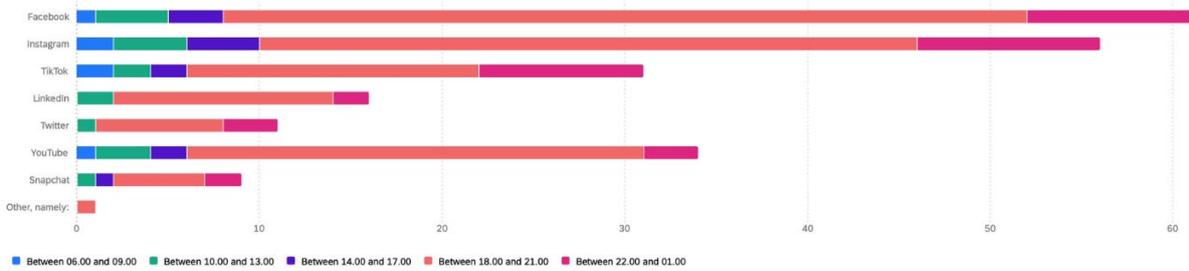
**Figure 16.1**

*The times when the respondents are most active on social media compared to their age*



**Figure 16.2**

*The times when the respondents are most active on social media compared to their most used social media channels*



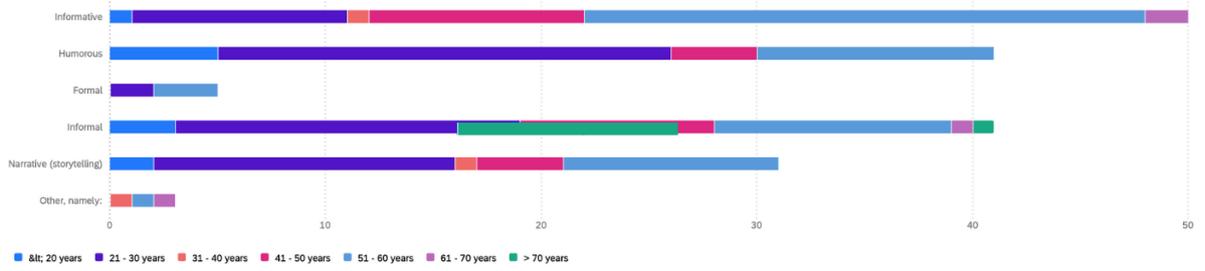
**Figure 17**

*The tone of voice the respondents prefer the most*



**Figure 17.1**

*The tone of voice the respondents prefer the most compared to their age*



Appendix III: observation sheets

Appendix III.I: observation sheet Vitamin Sea

Aspects	Items	Categories	Comments
Content Strategy	Types of content	<ul style="list-style-type: none"> <li>• Blog posts &amp; short articles</li> <li>• Email newsletters</li> <li>• Short videos ✓</li> <li>• Photos ✓</li> <li>• Stories ✓</li> <li>• Infographics</li> <li>• Other: ✓ Influencers</li> </ul>	<p>When videos are used, they are posted as reels.</p> <p>They never share a single photo but always use a carousel format.</p> <p>In general, they use a lot of blue shades in their feed.</p> <p>On Facebook they share mostly photos, whereas on Instagram they post mostly reels.</p> <p>The same stories are used on both Instagram and Facebook.</p> <p>Especially on Instagram they work together a lot with travel influencers.</p>
	Types of subjects	<ul style="list-style-type: none"> <li>• Destination inspiration ✓</li> <li>• (Example) itineraries</li> <li>• Personal travel experiences ✓</li> <li>• Travel tips and facts</li> <li>• Travel Industry news</li> <li>• Other:</li> </ul>	<p>They mostly share and promote the tours they sell, but they combine this by telling something about the island first.</p> <p>They share how their clients are experiencing the tours by adding them in the images and reels they post.</p>
Posting Strategy	Social Media channels	<ul style="list-style-type: none"> <li>• Facebook ✓</li> <li>• Instagram ✓</li> <li>• TikTok ✓</li> <li>• LinkedIn</li> <li>• YouTube</li> <li>• Snapchat</li> <li>• Twitter</li> <li>• Other:</li> </ul>	<p>40K followers on Facebook 80.3K followers on Instagram</p> <p>They do have a TikTok account, but nothing has been posted since 2021.</p>
	Posting Frequency	<ul style="list-style-type: none"> <li>• 1-2 times per week</li> <li>• 3-4 times per week</li> <li>• 5-6 times per week ✓</li> <li>• 7-8 times per week</li> <li>• Other:</li> </ul>	<p>On Facebook, they post around three times per week.</p> <p>On Instagram, it is seen that they try to post at least once per day.</p>

			In general, they are more consistent with posting on Instagram.
	Posting Times	<ul style="list-style-type: none"> <li>• 06.00 AM - 09.00 AM</li> <li>• 10.00 AM - 01.00 PM ✓</li> <li>• 02.00 PM - 05.00 PM</li> <li>• 6.00 PM - 9.00 PM</li> <li>• 10.00 PM - 01.00 AM ✓</li> <li>• Other:</li> </ul>	They do not consistently post at the same time. However, most of their posts are shared in the late evening or between the late morning and beginning of the afternoon.
Communication Strategy	Tone of voice	<ul style="list-style-type: none"> <li>• Informative</li> <li>• Humorous ✓</li> <li>• Formal</li> <li>• Informal ✓</li> <li>• Narrative ✓</li> <li>• Other: ✓ Enthusiastic</li> </ul>	<p>They try to make their audience enthusiastic by asking questions in the caption.</p> <p>Sometimes, a narrative voice is used when talking about the destination or specific tour.</p> <p>They always use an informal tone of voice.</p>
	Emoji use	<ul style="list-style-type: none"> <li>• 1 per post</li> <li>• 2 per post</li> <li>• 3 per post</li> <li>• 4 per post ✓</li> <li>• Other:</li> </ul>	They use at least three emojis in the caption and one emoji to draw the attention to the link for their website. Emojis are related to the words they use in the caption.
	Hashtag use	<ul style="list-style-type: none"> <li>• 1 per post</li> <li>• 2 per post</li> <li>• 3 per post</li> <li>• 4 per post</li> <li>• Other: ✓ 6-8 per post</li> </ul>	They use 6 to 8 hashtags per post, where the first three hashtags are always the same. These are not branded hashtags, but trending hashtags that are used a lot.
	Responding	<ul style="list-style-type: none"> <li>• Commenting</li> <li>• Reposting ✓</li> <li>• Liking</li> <li>• Other:</li> </ul>	<p>Especially on Facebook, they reshare the post when their page is mentioned.</p> <p>On Instagram, they repost in their stories if someone mentioned them in their story.</p>

Appendix III.II: observation sheet Africa Adventure Vacations

Aspects	Items	Categories	Comments
Content Strategy	Types of content	<ul style="list-style-type: none"> <li>• Blog posts &amp; short articles</li> <li>• Email newsletters</li> <li>• Short videos ✓</li> <li>• Photos ✓</li> <li>• Stories</li> <li>• Infographics</li> <li>• Other:</li> </ul>	<p>When videos are posted, they are posted as reels.</p> <p>They never post more than one photo at once. No use of carousel formats.</p> <p>In general, they use a lot of green shades in their feed.</p>
	Types of subjects	<ul style="list-style-type: none"> <li>• Destination inspiration ✓</li> <li>• (Example) itineraries</li> <li>• Personal travel experiences ✓</li> <li>• Travel tips and facts</li> <li>• Travel Industry news</li> <li>• Other: ✓ Animals</li> <li>• Other: ✓ Team</li> </ul>	<p>They mostly share posts that include animals you will spot during their tours. With every animal post, they share facts about the certain species.</p> <p>From time to time, they share posts about their team of employees.</p> <p>They sometimes share posts of their guests and clients enjoying the trips.</p>
Posting Strategy	Social Media channels	<ul style="list-style-type: none"> <li>• Facebook ✓</li> <li>• Instagram ✓</li> <li>• TikTok ✓</li> <li>• LinkedIn ✓</li> <li>• YouTube ✓</li> <li>• Snapchat</li> <li>• Twitter ✓</li> <li>• Other:</li> </ul>	<p>4.5K followers on Facebook. 4.2K followers on Instagram. 399 followers on LinkedIn. 347 followers on Twitter.</p> <p>They have a TikTok account, but there is only one video visible from 2022.</p>
	Posting Frequency	<ul style="list-style-type: none"> <li>• 1-2 times per week ✓</li> <li>• 3-4 times per week</li> <li>• 5-6 times per week</li> <li>• 7-8 times per week</li> <li>• Other:</li> </ul>	<p>They use the same posting strategy on Instagram, Facebook and Twitter where they post two times per week.</p> <p>On YouTube, they post one to two times per year.</p> <p>On LinkedIn, they post one time per month.</p>
	Posting Times	<ul style="list-style-type: none"> <li>• 06.00 AM - 09.00 AM ✓</li> <li>• 10.00 AM - 01.00 PM</li> <li>• 02.00 PM - 05.00 PM</li> <li>• 6.00 PM - 9.00 PM</li> <li>• 10.00 PM - 01.00 AM</li> </ul>	<p>On Facebook, Instagram and Twitter they post consistently between 08.30 AM and 09.00 AM.</p>

		<ul style="list-style-type: none"> <li>• Other:</li> </ul>	
Communication Strategy	Tone of voice	<ul style="list-style-type: none"> <li>• Informative ✓</li> <li>• Humorous</li> <li>• Formal ✓</li> <li>• Informal</li> <li>• Narrative</li> <li>• Other:</li> </ul>	<p>They use an informative voice where in one to two sentences they tell something about the animal in the picture or video.</p> <p>In general, their tone of voice is formal without any exclamation marks or slang.</p>
	Emoji use	<ul style="list-style-type: none"> <li>• 1 per post</li> <li>• 2 per post</li> <li>• 3 per post</li> <li>• 4 per post</li> <li>• Other: ✓ 0 per post</li> </ul>	<p>Emojis are not used within the caption. They are only used at the end of the post to highlight their contact details.</p>
	Hashtag use	<ul style="list-style-type: none"> <li>• 1 per post</li> <li>• 2 per post</li> <li>• 3 per post</li> <li>• 4 per post</li> <li>• Other: ✓ 20 per post</li> </ul>	<p>They use between 15-20 hashtags per post. All of them are trending hashtags that match the subject of the post.</p>
	Responding	<ul style="list-style-type: none"> <li>• Commenting ✓</li> <li>• Reposting</li> <li>• Liking ✓</li> <li>• Other:</li> </ul>	<p>They do not repost any content that mentioned their name.</p> <p>They only seem to respond to questions from people by commenting under their post. They respond as an employee in a formal way.</p> <p>When people comment under their posts, they respond by liking this comment.</p>

Appendix III.III: observation sheet Rabbie's

Aspects	Items	Categories	Comments
Content Strategy	Types of content	<ul style="list-style-type: none"> <li>• Blog posts &amp; short articles ✓</li> <li>• Email newsletters</li> <li>• Short videos</li> <li>• Photos ✓</li> <li>• Stories ✓</li> <li>• Infographics</li> <li>• Other:</li> </ul>	<p>They mostly use high quality pictures as a content type. They post single pictures.</p> <p>They share links on Facebook, Instagram and Pinterest to blog posts that are on their website. They do this almost in every post.</p> <p>Stories are only posted on Instagram.</p> <p>In general, they use mostly red and green shades in their feed.</p>
	Types of subjects	<ul style="list-style-type: none"> <li>• Destination inspiration ✓</li> <li>• (Example) itineraries</li> <li>• Personal travel experiences</li> <li>• Travel tips and facts ✓</li> <li>• Travel Industry news</li> <li>• Other:</li> </ul>	<p>They use a combination of posts about destination inspiration and about the tours that they sell.</p> <p>They promote the tours through posting landscape pictures.</p> <p>On LinkedIn, they only share job offers.</p>
Posting Strategy	Social Media channels	<ul style="list-style-type: none"> <li>• Facebook ✓</li> <li>• Instagram ✓</li> <li>• TikTok</li> <li>• LinkedIn ✓</li> <li>• YouTube ✓</li> <li>• Snapchat</li> <li>• Twitter ✓</li> <li>• Other: ✓ Pinterest</li> </ul>	<p>28K followers on Facebook. 25.8K followers on Instagram. 9.7 followers on Twitter. 2K followers on LinkedIn. 1.2K followers on Pinterest. 1.8K followers on YouTube.</p>
	Posting Frequency	<ul style="list-style-type: none"> <li>• 1-2 times per week</li> <li>• 3-4 times per week</li> <li>• 5-6 times per week</li> <li>• 7-8 times per week ✓</li> <li>• Other:</li> </ul>	<p>On Instagram, Facebook and Twitter they share one post per day.</p> <p>On YouTube, they barely post anything. However, three years ago they had an active posting strategy on this platform as they shared two videos per month.</p>
	Posting Times	<ul style="list-style-type: none"> <li>• 06.00 AM - 09.00 AM</li> <li>• 10.00 AM - 01.00 PM</li> <li>• 02.00 PM - 05.00 PM</li> <li>• 6.00 PM - 9.00 PM ✓</li> <li>• 10.00 PM - 01.00 AM</li> <li>• Other:</li> </ul>	<p>Every day they consistently post at 6.30 PM.</p>

Communication Strategy	Tone of voice	<ul style="list-style-type: none"> <li>• Informative</li> <li>• Humorous ✓</li> <li>• Formal</li> <li>• Informal ✓</li> <li>• Narrative</li> <li>• Other: ✓ Enthusiastic</li> </ul>	<p>They try to capture and intrigue their audience by using humour in their captions. They always use an informal tone of voice.</p> <p>In every post, they add a call to action to either click on a link or to say something in the comments. They use an enthusiastic tone of voice to encourage their audience to do this.</p>
	Emoji use	<ul style="list-style-type: none"> <li>• 1 per post</li> <li>• 2 per post ✓</li> <li>• 3 per post</li> <li>• 4 per post</li> <li>• Other:</li> </ul>	<p>On both Instagram, Facebook and Twitter they use two emojis per post.</p>
	Hashtag use	<ul style="list-style-type: none"> <li>• 1 per post</li> <li>• 2 per post</li> <li>• 3 per post</li> <li>• 4 per post ✓</li> <li>• Other:</li> </ul>	<p>Hashtags are only used on Instagram. They use four hashtags per post in the caption, where the first two are always the same. They always use their branded hashtag #RabbieTours first.</p> <p>The first comment of each posts contains around 15 trending hashtags.</p>
	Responding	<ul style="list-style-type: none"> <li>• Commenting</li> <li>• Reposting ✓</li> <li>• Liking</li> <li>• Other:</li> </ul>	<p>They repost people's content on their website when their branded hashtag #rabbiestours is used.</p> <p>Besides, they repost the pictures of people who tagged them.</p>

# Substantiation



*CLAUDIA RIPHAGEN*

YOUNG PROFESSIONAL SEMESTER 2022-2023

# **SUBSTANTIATION**

Young Professional Semester 2022-2023

*Name student:* Claudia Riphagen  
*Student number:* 481590  
*Date:* August 21, 2023  
*University:* Saxion University of Applied Sciences  
*Tutor:* Euphemia Tuhuteru – Laturake  
*Client:* Indibleu DMC  
*Location:* Deventer, The Netherlands

## Declaration of own work

I hereby declare that:

- I am fully informed about the Professional Product PF criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Claudia Riphagen

Date: June 19th, 2023.

Signature:

A handwritten signature in black ink, consisting of a large, stylized 'C' followed by a horizontal line that ends in a small loop.

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## 1 Introduction

Assessment criterion	Relevant information within professional product	Relevant information within substantiation
The professional answers the client's question with an appropriate and substantiated professional product.	This criterion can be found in the social media marketing plan in chapters two to eight where advice is given on how Indibleu can start using a social media marketing plan. The social media marketing plan is made in the house style of Indibleu, as this was a prerequisite of the client.	This criterion can be found in the substantiation in chapter 3, where the structure of the social media marketing plan is substantiated as well as a description of the pros and cons of choices made in the development of this social media marketing plan.
The professional identifies the most important (internal and external) trends and developments and clarifies their influence on the issue.		This criterion can be found in the substantiation in chapter 4. Here, several internal and external trends are described that are in relation to the social media marketing plan as well as the relevance of these trends to the issue of Indibleu.
The professional collects knowledge in a responsible way to support a decision and evaluates this knowledge.	This criterion can be found in the research report in chapters two to eight where all the findings of the research are showed, which were used in the development of the social media marketing plan. Besides, Appendices I to III of the research report show how the research was done.	This criterion can be found in the substantiation in chapter 5, where the required knowledge is described as well as the way in which this knowledge was gathered. Besides, the quality of the research and its results is discussed here.
The professional justifies how the wishes of the stakeholders have been taken into account in the final product.	This criterion can be found in the social media marketing plan in chapter four and five where the content and posting strategy are based on the wishes and preferences of the two social media personas. This is shown by examples of social media posts.	This criterion can be found in the substantiation in chapter 6, where it is explained how the stakeholders were involved in the design of the social media marketing plan. Besides, here it is discussed how support is created for the implementation of the social media marketing plan and how Indibleu can maintain this support.
The professional substantiates the extent to which the made choices are socially responsible (e.g. with regard to ethical, intercultural and sustainability aspects).		This criterion can be found in the substantiation in chapter 7, where the related societal issues are described. Besides, here it is explained what the effects of the social media marketing plan are on these societal issues.
The professional demonstrates the financial feasibility of the professional product.	This criterion can be found in the social media marketing plan in chapter eight where a break-even analysis of the first three years the implementation of the social media marketing plan is described.	

## 2 The client and their question

During this semester, a professional product in the form of a social media marketing plan was created for the client Indibleu. Below, the client is described through background information, its core activities and its mission and vision. Besides, the management issue is elaborated which led to a specific management question.

### 2.1 The description of the client

The client is Indibleu, a Destination Management Company located in Mauritius. Indibleu is a small company with seven employees. The company was established in 2016 by Robert Ambroise, who is the current owner of the DMC. Robert has over 27 years of experience with leading DMCs in Mauritius, Seychelles, Comoros, Tanzania, Zambia and Zimbabwe. Indibleu offers authentic experiences where clients meet the local people and visit hidden places on the island that others often miss. By doing this, Indibleu avoids promoting the typical and cliché highlights of Mauritius that other DMCs mainly focus on. Next to these tours, Indibleu organises wedding proposals, honeymoons, audio guides, boat tours, sightseeing tours and pre-made itineraries to the nearby islands La Réunion and Rodrigues. The mission of Indibleu is to offer their clients an authentic Mauritian experience. The vision of Indibleu is to do these experiences in a responsible manner that reduces the carbon footprint of their clients when they are staying in Mauritius. Indibleu stands for responsible and sustainable travel and wants their clients to give back to the local community. The company has worked on this by getting the certification of Travellife, which was achieved in 2021.

### 2.2 The specific management issue

At the moment, Indibleu operates on a B2B level where clients are coming through one of their partners. However, over the past years Indibleu has noticed that more clients start to come directly to make a booking. Therefore, Indibleu sees a potential in a new B2C customer group as there is a shift from booking with big tour operators to booking directly with local businesses which would make Indibleu less dependent on their B2B partners. To operate on a B2C level, Indibleu wants to start using social media to target customers directly. This is because Indibleu saw clients coming directly, even when Indibleu has little to no social media presence. That is why the client believes using social media would cause even more direct bookings.

However, Indibleu has no knowledge about social media. **Therefore, the specific management issue is that Indibleu has no knowledge on how they should create a social media marketing plan that attracts direct customers.** The client has little knowledge on what types of content and topics to post, in what frequency they should be posting and how they should communicate towards their followers on social media. It is seen that Indibleu recently has set up a Facebook, Instagram and TikTok page. However, the current situation shows that Indibleu has no social media strategy and is therefore barely using these three pages. Therefore, no promotion is done to show people the experiences and services that they offer and the sustainable certificates and awards they have collected.

As Indibleu wants to operate on a B2C level, the social media marketing strategy should be focused on targeting direct customers. However, due to the management issue of having no knowledge about social media, the client does not know how to start using a social media marketing plan.

### 2.3 The management question

Based on the description of the management issue and the current situation, the following management question has been formulated: ***“How can Indibleu create a social media marketing plan in order to optimise their social media pages?”***

### 3 Professional product

In order to answer the management question of Indibleu, a professional product in the form of a social media marketing plan was developed. The structure of this social media marketing plan is described as well as the pros and cons of choices made in the development of this social media marketing plan.

#### 3.1 The professional product

The professional product that was developed has the form of a social media marketing plan. Therefore, the structure is based on the essential components of a social media marketing plan. **This social media marketing plan is a suitable solution for Indibleu's problem as it will help Indibleu to start using a social media marketing plan that attracts direct customers by giving several examples of social media posts in a one-week content calendar.** Besides, it will help the company to get insight and knowledge about what and when they should post and how they should communicate with their followers. Moreover, this social media marketing plan is easily applicable in the short-term which makes it attractive for Indibleu to see short-term results. The social media marketing plan was made in the layout and house style of Indibleu, as this was a prerequisite of the client.

#### 3.2 The structure of the professional product

The structure of the professional product is based on the elements of a social media marketing plan. According to Blunt (2018) a social media marketing plan consists of an audience persona, social media marketing objectives, a content strategy, a posting strategy, a social media style guide and key success metrics to measure the social media performance. Therefore, every chapter is dedicated to one of these elements. Besides, another chapter is added in the research report that is not an element of a social media marketing plan, namely the observation of the social media strategies of competitors. However, this chapter is still added into the structure as this was a prerequisite of Indibleu as they wanted insight into what other DMCs share on social media. Also, Indibleu wanted insight about what works for other DMCs in terms of content, posting and communication strategy.

Creating an audience persona is the core of an effective social media marketing plan. The more detailed an audience persona is, the better Indibleu can plan a social media strategy which goes in line with this persona. Therefore, first two detailed social media personas are described in **chapter two of the social media marketing plan and chapter two of the research report.** However, to start a social media marketing plan, social media marketing objectives are needed as they describe what a business wants to achieve with the implementation of the social media marketing plan. Also, it helps the company to check whether the outcome of the plan reflects with the social media marketing objectives (Blunt, 2018). **Therefore, the third chapter of the social media marketing plan and research report** contains the marketing goals and objectives that Indibleu wants to achieve with their new social media marketing plan. Now that the personas and marketing objectives are clear, the structure goes further with a chapter dedicated to the content strategy. According to Podium (n.d.), this content strategy should keep in mind the interests of the audience persona and the brand identity of the company. Since this is described in chapter two and three, chapter four in both the social media marketing plan and research report explains what content and topics Indibleu should post on each social media channel. After that, the best posting times and frequencies for each social media channel are described in **chapter five of the social media marketing plan and research report.** Now that it is known which content Indibleu should post on which times, a set of guidelines must be created on how Indibleu should present themselves on social media. That is why chapter six of both reports is chosen to explain which social media style guide Indibleu should use. Only the research report contains a chapter that includes a detailed observation analysis on the social media marketing strategies of three other DMCs that focus on B2C. The last element of the social media marketing plan contains the analyse strategy as this gives the company insight on how to measure the effectiveness of the whole social media marketing plan. This allows Indibleu to adjust and improve the content and posting strategy.

#### 3.3 The pros and cons of choices made in the professional product

During the development of the social media marketing plan, several choices and considerations were made. **First, the choice was made to create a professional product in the form of a social media marketing plan that eventually must help attract B2C customers. However, the professional product could also have been created in a different way to attract those B2C customers. For example, instead of creating a social media marketing plan the professional product could have been the monitoring of the current social media pages of Indibleu. This would mean that the professional product was more looking into how people find the social media pages of Indibleu and what people search for. It could**

have been more of an evaluating of the social media pages in terms of how large their reach and audience are and how well their posts are doing in terms of engagement. Then research could have been done on why a certain post is doing better than another post in looking at the time it was posted and the topic that it showed. Then, social media personas could have been made and their wishes and preferences could have been compared with what Indibleu is currently doing on social media. When a mismatch with these wishes was seen, advice could have been made on how Indibleu can optimise their social media pages according to what the personas would like to see. For this project, a professional product in the form of a social media marketing plan was chosen. This professional product has more advantage compared to only monitoring the current social media pages of Indibleu since the client has no knowledge at all yet about social media. After the monitoring, improvements on how to optimise their social media pages could have been given. However, this may only be a temporary solution because after Indibleu has optimised their social media pages, they still may not know how to optimise and use their social media pages on a strategic level. By choosing for a social media marketing plan, the client is given a strategic level foundation to further create and write the social media marketing plan.

Moreover, a professional product could have been made that had nothing to do with social media. In that case, B2C customers could have been attracted in another way. For example, instead of creating a social media marketing plan the professional product could have been about improving the website of Indibleu and optimising it for Search Engine Optimisation (SEO). This would mean that the professional product would focus more on direct customer acquisition through the online website. Research could have been done on how people find the website of Indibleu and what people are searching for on search engines such as Google in terms of keywords. Personas could have been made to understand which keywords they tend to use more and to distinguish these keywords with the other personas. In the end, advice could have been given on what SEO strategy Indibleu should use to attract more B2C customers to the website and to increase the number of organic search results. However, for this project a professional product in the form of a social media marketing plan was chosen because the client indicated that he wanted to involve social media as that is where all their direct bookings came from up until now. That is why a professional product was chosen in which the social media pages of Indibleu were involved instead of their website.

## 4 Trends and developments

This chapter describes the trends and developments that are relevant to Indibleu's issue. Besides, it is explained how these trends and developments are reflected in the social media marketing plan.

### 4.1 The trends and developments that are relevant to the client's problem

Indibleu wants to use more social media to attract direct customers to operate more on a B2C level. However, Indibleu has no knowledge about social media and has no insight **on how to create a social media marketing plan that attracts direct customers**. Looking at the background of Indibleu's problem, the first **internal** development is that Indibleu wants to operate on a B2C level instead of a B2B level as they want to be less dependent on their B2B partners. **This internal development is relevant because to move to a B2C level, Indibleu needs to attract new direct customers that might not be familiar with Indibleu yet through, among other things, social media. However, since the client has little knowledge about social media, it is difficult for Indibleu to understand how they should attract these B2C customers through social media. Furthermore, the social media marketing plan has a challenging impact on this internal development because it requires new knowledge and new tasks of Indibleu's employees to switch to a B2C marketing strategy which is new for the DMC.**

This internal development is related to the ongoing external trend where travellers book more directly via small and local travel agencies instead of via big tour operators. The research of Brain (2022) mentions that this trend started during the covid pandemic, where massive travel cancellations caused frustration among travellers as of the unresponsiveness of tour operators and the enormous delays in refunds. This resulted in less confidence in big tour operators and travellers started to book directly at hotels and activity hosts. Furthermore, this trend is also mentioned in the research of Cubilis (2022). Cubilis (2022) explains that before the covid period, online travel agencies were responsible for over 90% of all online bookings. However, a sharp increase was noticed in direct bookings during the pandemic with an increase of 73% in 2022 compared to 2019. According to Cubilis (2022), this is because direct hotels showed greater flexibility with cancellations and refunds and were easier to get in touch with. Moreover, Cloudbeds (2023) also explains that the shift from booking at online travel agencies to direct suppliers happened during the pandemic. This trend is relevant for Indibleu as it shows that more travellers are looking for direct providers such as a DMC for their holiday activities and accommodation. Besides, this trend shows chances and opportunities for Indibleu to dive into a new market where clients can book directly instead of via a third party. As for the client's issue, it is relevant because not having enough knowledge on **how to create a social media marketing plan that attracts direct customers** may lead to people not finding Indibleu and booking their activities and accommodation still at a big tour operator. Furthermore, the social media marketing plan has a positive impact on this external trend because it targets B2C customers who book directly at Indibleu.

The third trend lies in the external environment of the organisation and is the experiential tourism trend as there is a rising demand for local experiences while travelling. Bambini (2022) explains that experiential travel emphasises the experience by interacting with a destination's history, people, culture and food. More travellers want to immerse themselves in the local culture and want to pursue authentic experiences far away from crowded touristic places. The tourism trends report of Revfine (2023) also mentions this trend and adds that today's travellers want to engage and participate in local celebrations and traditions. Besides, the research of Tsvetkov (2023) adds that travellers would rather look for activities that suit their own interests instead of crossing touristic sites off the list. **This trend is relevant to Indibleu's problem as a lack of knowledge about social media prevents Indibleu from promoting their own local experiences that they offer. Therefore, Indibleu is missing an opportunity to keep up with this trend and rising demand whereas they do offer experiential travel. However, the social media marketing plan has a positive impact on this trend as the plan includes a content strategy where more emphasis is created on the local experiences of Indibleu. This content strategy shows how Indibleu's clients are enjoying their local experiences, leading to Indibleu responding to this external trend.**

The fourth trend is the external trend of personalised travel as there is a growing demand in tailor-made travels. This trend lies in the external environment of the organisation and is according to DeGeorge (2023) all about creating distinctive experiences that adapt to one's wishes and preferences. The 2023 Travel Trend Report from Euronews (2022) also mentions this trend and explains that travellers demand more travels and experiences based on their interests, wishes and budget which creates an experience personally for them. Besides, Dataintel (2022) adds that the

expected annual growth of the tailor-made travel market until 2030 will be 5.5% as people are seeking a unique vacation. This trend is relevant to Indibleu's problem as a lack of knowledge about social media prevents Indibleu from promoting their service of personalising travel as Indibleu is offering tailor-made holidays as well. Therefore, Indibleu is missing an opportunity to keep up with this trend. Besides, this personalised service is aimed at B2C customers as every holiday is tailor-made. Therefore, this trend is relevant for Indibleu as they want to attract more direct customers. However, the social media marketing plan has a positive impact on this trend because the trend is reflected in the content strategy where the personal travel experiences of Indibleu's clients are implemented. Therefore, Indibleu is responding well to this trend and can show off their service of creating personalised holidays.

The fifth trend lies in the external environment of the organisation and is the trend of social media becoming more important in the destination decision-making process. The Travel Trends 2023 Report of Skyscanner (2022) describes that one in two travellers indicate that social media influences them the most when deciding to which destination they want to go next. The research of Palmer (2021) also mentions this trend and adds that it is because social media is one of the most easily accessible sources of information. Besides, van Praag (n.d.) explains that travellers keep using social media after the vacation is booked to get inspiration on activities to do and sites to see. Furthermore, Fan (2023) adds that this trend is mainly present under the younger generation under the age of 40. This external trend is relevant to Indibleu's problem as a lack of knowledge about social media prevents Indibleu to be active on social media and to actively inspire people to make the travel decision to go to Mauritius and book their activities at Indibleu. Therefore, this trend gives Indibleu the chance to work with social media pages and to inspire and influence the younger generation who might convince their parents to make the travel decision of going to Mauritius. Furthermore, this trend has an impact on the social media marketing plan as the two personas on which the plan is based are using social media for travel inspiration. Therefore, the social media platforms that the personas use the most are chosen to be the first that Indibleu should start implementing the social media marketing plan on.

The sixth trend is the external social media trend of short vertical videos. This trend also relates to the previous trend of social media becoming more important for travel inspiration, as Quinby (2023) explains that TikTok will overtake as the biggest platform for travel inspiration as short vertical videos are becoming more popular. Besides, the research of Jansasoy (2023) adds that short vertical videos are one of the most engaging content types as people are busier than before and therefore want quick, exciting content they can watch on the way. The success of TikTok videos, Facebook and Instagram Reels and YouTube Shorts shows how valuable this content type is. Besides, the 2023 Social Media Trends Report of Hubspot (2023) mentions the trend of short vertical videos as well and explains that this content type has the highest ROI in social media marketing. This external trend is relevant to Indibleu's problem as it offers Indibleu an opportunity to work with short vertical videos and the platform TikTok. Therefore, it gives Indibleu the chance to be active on TikTok and to inspire people in their travel decision making to go to Mauritius. The social media marketing plan has a positive impact on this trend as TikTok and short vertical videos are both implemented in the content and posting strategy. Therefore, the social media marketing plan helps Indibleu to keep up with this trend and to gain more knowledge about this platform and content type.

#### 4.2 How are these trends and developments reflected in the social media marketing plan?

Now that all the trends and developments are described, it can be explained how these are reflected in the social media marketing plan. The internal development from operating on a B2B level to a B2C level and the external trend of travellers booking directly are both reflected in the social media marketing plan as the plan focuses on the B2C market. This is seen in the content and tone of voice as they target direct customers instead of the B2B partners. The external trend of experiential tourism is reflected in the content strategy of the social media marketing plan where posts about the personal travel experiences of Indibleu's clients are shown. The external trend of social media becoming more important in the destination decision-making process is reflected in the marketing plan as well, as Indibleu will start using the new social media marketing plan on three different channels: Instagram, Facebook and TikTok. Besides, this trend also reflects in the topics that the content strategy contains because destination inspiration will be used as one of the social media subjects. Lastly, the external trend of short vertical videos is reflected as short vertical videos are one of the three content types that the plan includes and TikTok is implemented in the posting strategy as this fits the wishes of the personas.

## 5 Use of knowledge

This chapter discusses the knowledge that was required to answer the management question as well as the way this knowledge was gathered. Besides, the quality of this knowledge is discussed as well as the quality of the results of the research.

### 5.1 Required knowledge

After the management question was created, the knowledge that was needed to answer this question could be defined. This was done by defining knowledge that was needed to create a social media marketing plan. Therefore, knowledge was needed on how to create a social media persona and on which characteristics this persona should be based on. Besides, knowledge was needed on how to define social media marketing objectives and how to measure the success of these objectives. Furthermore, to develop the social media marketing plan knowledge was required on what the different content types and social media subjects for travel organisations are. Moreover, knowledge was required on what the optimal posting frequencies and best posting times on different social media platforms are. Besides, knowledge was needed on what a social media style guide is and how to create one. In addition, knowledge was required on how a social media performance is analysed and on which social media analytics tools and social media metrics there are. Lastly, the development of the social media marketing plan required knowledge on the social media marketing strategies of other DMCs that operate on a B2C level. After the needed knowledge was defined, seven research questions with sub questions were created to develop the social media marketing plan:

- Who are the social media personas of Indibleu?
  - What are the demographic characteristics of the respondents?
  - What are the psychological characteristics of the respondents?
  - What are the behavioural trends of the respondents?
  - Who are the social media personas of Indibleu?
- What are the marketing objectives of the new social media marketing plan?
  - What is the company vision and how should this vision be implemented in the new social media marketing plan?
  - What are the main marketing goals of the new social media marketing plan?
  - What are concrete short-term goals to achieve the main marketing goal?
  - When will the performance of the new social media marketing plan be measured and when is it successful?
- What content strategy should Indibleu use?
  - What are the four types of content?
  - What forms of content should Indibleu post on their social media pages?
  - Which subjects should Indibleu post on their social media pages?
- What posting strategy should Indibleu use?
  - How often should Indibleu post on their social media pages?
  - What is the best time for Indibleu to post content on their social media pages?
- What does the marketing strategy look like of other DMCs?
  - What does the marketing strategy of Vitamin Sea look like?
  - What does the marketing strategy of Africa Adventure Vacations look like?
  - What does the marketing strategy of Rabbie's look like?
- What social media style guide should Indibleu use?
  - What is a social media style guide?
  - What is the social media style guide of Indibleu?
- How can Indibleu analyse their social media performance?
  - What is a social media analytics process?
  - Which social media analytics tools exist?
  - Which social media metrics should Indibleu track?

## 5.2 Knowledge collection

Now that it is clear which knowledge was needed to develop the social media marketing plan, it can be explained how this required knowledge was gathered. First of all, the knowledge for the first research question was gathered through a survey. A survey was chosen as a data collection method as surveys are helpful in describing the characteristics of a specific target group, which guarantees a more accurate sample (DeFranzo, 2023). Since the characteristics of the social media personas of Indibleu had to be described, a survey was the best data collection method. The goal of this survey was to gather knowledge about travellers who are interested in visiting Mauritius so a social media persona could be made. However, to create the questions for this survey, literature research was done on the most used elements in the creation of a social media persona which are demographic characteristics, psychographic characteristics and behavioural trends. The research behind the survey questions can be found in Appendix I of the research report. Moreover, Google Scholar was used to research the most important categories of these three elements. These categories formed the basis for the survey questions and for the multiple-choice answers. This survey can be found in Appendix I of this substantiation report. After the literature research behind the survey questions was collected, the survey was made. This survey was first checked and approved by tutor Euphemia Tuhuteru Laturake after feedback was given. After that, the survey was sent out among travellers that are interested in visiting Mauritius. **The survey was sent out among the followers of the official Mauritius Instagram account and among the followers on several Facebook groups that are dedicated to travellers to the Indian Ocean and Mauritius.** After three weeks, the survey was stopped and got 98 responses. These responses were then analysed with Qualtrics through bar charts of each question. When creating the personas, the demographic characteristic of age was used as a mediator as during the survey analysis it was seen that when comparing the results to the age of the respondents, the most differences were visible in the answers. That is why two social media personas have been made, who are based on the two age groups the respondents indicated the most.

The knowledge for the second research question has been gathered through one-on-one interviews with Robert Ambroise, owner and CEO of Indibleu and Emilie Capery, marketing employee. The goal of these interviews was to gather knowledge on how Indibleu envisions the new social media marketing plan. Before the interviews were held, an interview guide was made which contained the interview questions. This interview guide was checked and approved by tutor Euphemia Tuhuteru Laturake after feedback was given. This interview guide is divided into four topics, which are the four steps that need to be taken to set marketing objectives. The first step and topic of the interview guide is the vision of the company. To create the main marketing goal and marketing objectives, a thorough company vision is needed that outlines the goals of an organisation (Taylor, 2022). The second step and topic of the interview guide is the creation of the main marketing goal. This identifies what you want to achieve with the implementation of the marketing plan. The third step and topic of the interview guide is the creation of short-term goals which should help to make progress towards the main marketing goal (Indeed Editorial Team, 2023). The fourth step is to determine the metrics you want use to track the progress of these goals and objectives. The last step and topic of the interview guide is about the desired marketing strategy according to the interviewees. This is not part of the creation of marketing objectives. However, it is still added as the wishes of Robert Ambroise and Emilie Capery should be considered when creating the social media marketing plan. The interview guide can be found in Appendix II. After the interview guide was made, the interviews were held on Microsoft Teams and were transcribed afterwards. The transcripts of both interviews can be found in Appendix III. After that, both interviews were analysed through coding. The interviews were divided in fragments in which a certain topic was discussed. This topic would be connected to a code and sub-code which were then added in a table together with the other codes and fragments. The coding of the interviews can be found in Appendix IV.

The knowledge for the third research question was gathered through literature research and a survey. First, literature research was done on the four types of content. After that, literature research was done on the most engaging forms of content. Google Scholar was used to research this. Sources were analysed by looking at the publication date, which should be current and not outdated and by looking at the relevance for the social media marketing plan as well as the background of the author. After the literature research was done, a survey was used with the goal to gather knowledge about the wishes and preferences of the social media personas on types of content and social media topics. This was the same survey that was used to gather knowledge for research question one. Only now, two survey questions were analysed with Qualtrics through bar charts of each question. Therefore, answers to the questions could be compared with one another. When analysing the preferred forms of

content and topics, the demographic characteristic of age was used as a mediator. This is because the preferences of the two social media personas were needed and these were based on the two most indicated age groups.

The knowledge for the fourth research question has been gathered through literature research and a survey. First, literature research was done on the optimal posting frequencies and the ideal times of posting on the most popular social media platforms. Google Scholar was used to research this. Sources were analysed by looking at the publication date, which should be current and not outdated and by looking at the relevance for the social media marketing plan as well as the background of the author, which should be trustworthy and reputable. After the literature research was done, a survey was used to gather knowledge about the wishes and preferences of the social media personas on posting frequencies and posting times. This survey was also used to answer research questions one and three. Now, two survey questions were analysed with Qualtrics through bar charts of each question. Here, the answers to the questions were compared with the question about age. This way, it was seen what the preferences of the two social media personas were.

The knowledge for the fifth research question has been gathered through observation research. The goal of this observation was to gather knowledge on the marketing strategies of three other DMCs that also operate on a B2C level. Before the observation research was done, an observation sheet was made which contained the three executive aspects of a social media marketing plan: content, posting and communication strategy. The items of the aspects were based on the topics that were used in the survey. Besides, the categories of the items were based on the multiple-choice answers of the survey because this way the strategies of the other DMCs could be compared to the preferences of the respondents. This observation sheet was checked and approved by tutor Euphemia Tuhuteru Laturake after feedback was given. The observation sheet can be found in Appendix V. The observation sheet was used on the social media pages of three other DMCs after which the knowledge was analysed through the sheet itself since the information was already categorised in the different aspects. That is why coding was not necessary.

The knowledge for the sixth research question has been gathered through literature research and personal communications with Robert Ambroise and Emilie Capery. First literature research was done via Google Scholar on the elements of a social media style guide. Here, sources were used that were up-to-date as a social media style guide is a current topic. Besides, sources were analysed by looking at the relevance for the social media marketing plan as well as the background of the author, which should be trustworthy and reputable. After the literature research was done on the eight elements of a social media style guide, personal communications with Robert Ambroise and Emilie Capery were used to gather knowledge on how Indibleu wanted to present itself on all these eight elements on social media. This gathered information was analysed through the creation of a visualisation of the social media style guide of Indibleu. Here, all eight elements were visible and filled in according to the gathered information of the personal communications. The social media style guide can be found in chapter six of the social media marketing plan.

The knowledge for the seventh research question has been gathered through literature research and one-on-one interviews with Robert Ambroise and Emilie Capery. First, literature research was done via Google Scholar on the steps of a social media analytics process. After that, the literature research went further on the different social media analytics tools, where a distinction was analysed between inbuilt and cross platform tools. Thereafter, literature research on social media metrics was combined with the earlier analysed one-on-one interviews because knowledge had to be gathered on which social media metrics Indibleu should use. This information was analysed through the creation of an analyse strategy which can be found in chapter seven of the social media marketing plan.

### 5.3 Findings

The results of the knowledge collection can be found in the research report, where answers are given to each of the research questions.

### 5.4 Discussion

After the knowledge is gathered, the quality of this knowledge can be reflected upon. First, this concerns the relevance and usefulness for the social media marketing plan. Looking at the knowledge gathered on the two social media personas, it can be said this was very relevant and useful knowledge. This is because now a clear target group was created which the social media marketing

plan had to attract. Besides, this knowledge was useful as the preferences and wishes of these personas could now be implemented into the social media marketing plan. However, it would have been relevant for the creation of the persona to know where the respondents came from. Because then the target group could have been made even more specific and the times on which Indibleu is posting could be adapted to the right time zone. The knowledge gathered on how Indibleu envisions the social media marketing plan was useful and relevant as well. This is because the one-on-one interviews gathered knowledge on how Robert Ambroise and Emilie Capery wanted the social media marketing plan to look like and on what they wanted to achieve with the plan. This was useful for the creation of the social media marketing plan, as their wishes could now be taken into account. However, the information gathered on what they think the vision of Indibleu is, was not relevant as this was not necessary for the creation of the social media marketing plan. The knowledge gathered on the content and posting strategies was very relevant and useful as the most engaging and most preferred content types could be implemented into the social media marketing plan as well as the ideal posting frequencies and best posting times. However, the knowledge gathered on the different social media strategies of other DMCs turned out to be less useful, because this knowledge was not used in the creation of the social media marketing plan. The knowledge gathered on the house style of Indibleu turned out to be partly useful and relevant, as two of the eight elements were not used in the creation of the social media marketing plan which were the formatting and responding guidelines. Lastly, the knowledge gathered on the analyse strategy was relevant and useful, as the research on the different social media analytics tools helped to weigh up which tool Indibleu should use. This was used in the advice. Besides, the gathered knowledge on social media metrics was used in the social media marketing plan as well to advise Indibleu on which metrics they should focus.

Besides, the quality of the results of the research can be discussed in terms of validity and reliability. First, the results of the literature research are valid because the credibility of every source was assessed in terms of expertise and affiliations of the author. Besides, sources were used that were published on academic platforms and with every source it was determined whether the selected literature was directly relevant to the research question, which makes them more valid. Moreover, the literature results are reliable as most of the used sources provided accurate citations and references which could be traced back to its original source. Besides, several findings of the research were found in multiple sources where similar conclusions about for example posting frequencies were found. However, the reliability of some sources might not be sufficient as some might be considered as not recent enough. The results of the interviews are valid because the interview questions aligned directly to the research objectives, which was how Indibleu envisions the new social media marketing plan. The interviews gave insight in what both Ambroise and Capery would like to see on their social media pages. Besides, the interview results are valid because the selected interview participants could provide meaningful and relevant insights, as they both have a different vision on the future marketing strategy. Also, both have a different function in the company which enhances the validity as well. Moreover, a clear and structured interview guide was developed that guided the interviews where specific follow-up questions were added. This ensured the consistency of the interview. Afterwards a systematic approach of transcription coding was used to analyse the interview data, where common themes and patterns were identified. The interview results are reliable because both interviewees were asked the same questions in the same environment. Besides, at the beginning of the interviews, clear instructions were given on the types of questions they would be asked to make sure they understood the interview process. Moreover, both interviews were recorded in order to transcribe them where the interviewees' words were accurately captured. However, the reliability can be discussed as both transcriptions were not checked by the participants, meaning they did not confirm the accuracy and reliability of their responses. The results of the survey are valid because the survey questions aligned with the theoretical framework that was done on the different elements of a social media persona. Furthermore, all respondents received the survey in the same format and were provided with the same instructions, which ensures the consistency in the data collection. In addition, feedback from experts Euphemia Tuhuteru Laturake, Rienk van Marle and peer students was received on the content of the survey to make sure the questions covered the knowledge that was intended to measure. However, the validity can be discussed as there was no pilot testing which could help identify errors or issues with the question design and it could help to see if there were enough response options. The results of the survey are reliable as an appropriate statistical technique, Qualtrics, was used for data analysis. However, the reliability can also be discussed because a test survey to a sample of participants was not conducted. Besides, the order of the survey questions or response options were not randomized. This could have ensured that the reliability of the survey was not compromised by response patterns that were influenced by the order of the questions.

## 6 Stakeholders

This chapter includes an overview of the most relevant stakeholders and their interests, roles and responsibilities and how these were taken into account. Finally, it is described how support is created for the social media marketing plan.

### 6.1 The relevant stakeholders

Looking at the social media marketing plan, several stakeholders were involved in the creation or implementation. First, the internal stakeholder Robert Ambroise was involved in the creation of the social media marketing plan as he was the main client on which the social media marketing plan was written for. Besides, he was the main contact person when information for the social media marketing plan was needed or when questions had to be answered. Ambroise also participated in a one-on-one interview that was needed for the research and managed the weekly consult meetings where the progress of the research and creation of the social media marketing plan was discussed. Secondly, the internal stakeholder Emilie Capery was involved in the creation of the social media marketing plan as well since she was the main contact person when marketing related questions had to be answered. Moreover, the layout of the survey had to be approved by Emilie as well as the advised social media style guide to see if logo and colour guidelines were incorporated correctly. Besides she participated in a one-on-one interview and was present during the weekly consult meetings. Thirdly, the stakeholder group travellers to Mauritius were involved in the creation of the social media marketing plan as they participated in the online survey that was sent out via social media. Their answers were then used to create two social media personas on which the new social media marketing plan was partly focused on. Therefore, this stakeholder was needed to create the final social media marketing plan for the client. When looking at the implementation of the social media marketing plan, the stakeholder group followers of Indibleu on social media arises. This stakeholder arrives later than the stakeholder travellers to Mauritius. This stakeholder is involved in the implementation because when Indibleu is going to adapt the social media marketing plan, followers are gained on the channels where Indibleu will be more active on. The difference between these followers and the travellers to Mauritius is that the travellers to Mauritius can also be the followers but it does not have to be the other way around. The followers of Indibleu's social media pages do not have to be or become the travellers to Mauritius as they might only seek travel inspiration. However, both might not be aware of the sustainable and responsible travel experiences that Mauritius and Indibleu offers. Therefore, despite their different reasons of why they are following Indibleu's page, Indibleu has the same goal for all followers which is inspiring and informing them about the authentic side of Mauritius through the sustainable travel experiences of Indibleu. The table below describes the interests, roles and responsibilities of these most relevant stakeholders.

Table 1

*The interests, roles and responsibilities of the most relevant stakeholders.*

Stakeholder	Interests	Roles	Responsibilities
Robert Ambroise	<ul style="list-style-type: none"> <li>• Approach of a new B2C target market.</li> <li>• Less dependency on B2B partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Owner of Indibleu DMC.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication with B2B partners.</li> <li>• Overview of the latest bookings and requests.</li> </ul>
Emilie Capery	<ul style="list-style-type: none"> <li>• A marketing plan that implements Indibleu's vision.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing employee at Indibleu.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of social media posts.</li> <li>• Implementation of the social media marketing plan.</li> </ul>
Travellers to Mauritius	<ul style="list-style-type: none"> <li>• A direct seller in the local environment.</li> <li>• Sustainable and responsible experiences.</li> </ul>	<ul style="list-style-type: none"> <li>• Booking their activities at Indibleu directly.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting local travel businesses instead of big tour operators.</li> </ul>
Followers of the social media pages of Indibleu	<ul style="list-style-type: none"> <li>• Travel inspiration about Mauritius and sustainable experiences.</li> </ul>	<ul style="list-style-type: none"> <li>• Click, like and react to the posts of Indibleu</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement on the social media pages of Indibleu.</li> </ul>

## 6.2 How are the stakeholders involved in the design of the social media marketing plan?

When looking at the different stakeholders, it can be described what kind of input they were able to give for the design of the social media marketing plan. First, the internal stakeholder Robert Ambroise specified prerequisites that the professional product must meet and gave insight on how he envisions the new social media marketing plan in terms of content, topics, platforms and times of posting. Furthermore, Ambroise gave information for the social media marketing plan about the different sustainable tours that Indibleu offers as well as the other DMCs that he sees as the biggest competition in B2C marketing. Lastly, Ambroise gave input for the final social media marketing plan in terms of photo and video material that was used for the creation of the example social media posts. The internal stakeholder Emilie Capery was involved in the design as she gave insight on how she envisions the new social media marketing plan in terms of content, topics, platforms and times of posting. Besides, Capery gave insight and information about previous and the only collaborations with social media influencers and the outcomes of these campaigns. Also, Capery gave input for the social media style guide of Indibleu by giving information on their current logo, colour and writing guidelines. Furthermore, Capery was involved in the design of the survey that was sent out on social media as she gave input on how the house style of Indibleu should be implemented in the survey design. The external stakeholder group of travellers to Mauritius were involved as they gave input on what their wishes and preferences are on social media regarding content, posting and communication strategies. Besides, this stakeholder gave information about themselves to create the social media personas for the social media marketing plan in terms of their demographic, psychological and behavioural characteristics. The last external stakeholder group of followers of Indibleu on social media will be able to give input as soon as the social media marketing plan is being implemented. They can give information about whether a post is relevant or not by choosing to like, comment or share the post. This means that this stakeholder group will be involved in the analysing strategy of the social media marketing plan. Besides, they can give insight on whether the social media marketing plan is working as soon as they start to request direct bookings via social media.

## 6.3 How is the support for the social media marketing plan created?

When Indibleu will implement the social media marketing plan, some stakeholders may develop forms of resistance to the plan. First, the client Robert Ambroise might find the implementation of the social media marketing plan questionable as he has always focused on a B2B strategy whereas the new plan is focused on a B2C strategy to attract direct customers. Therefore, he might question his capability to focus on a different target group as this is something he has never done before. Besides, Emilie Capery will be the one who will start the implementation and will operationalise the social media marketing plan. Therefore, she might find it questionable if she is able to create posts that reflect the wishes of the B2C target group. To increase the support of both internal stakeholders for the social media marketing plan, example posts were created in a one-week content calendar to help Indibleu start posting on a B2C level and to give them an idea how these posts should look like. Moreover, the external stakeholder group travellers to Mauritius might find the implementation of the social media marketing plan questionable as well. The implementation should mean that Indibleu gets more direct bookings which normally go via B2B partners. Therefore, Indibleu will experience an increase in bookings and therefore an increase in work pressure. Travellers to Mauritius that want to book at a direct seller in the local environment might wonder if Indibleu can handle all these bookings. To increase the support of this stakeholder group, example posts were created where Indibleu shows how their clients are enjoying their sustainable tours. By showing these personal experiences, this stakeholder group might be reassured that other bookings went well as well as Indibleu would not share these personal experiences when clients were not satisfied. Also, the external stakeholder group followers of the social media pages of Indibleu might find implementation of the social media marketing plan questionable as some followers are already following Indibleu on social media and are therefore used to different content. They might have followed Indibleu because of this specific content, and with the implementation of the new social media marketing plan a new content strategy will be used. Therefore, Indibleu may start posting content that the existing followers do not prefer and they might start to unfollow Indibleu on social media. To increase the support of this stakeholder group, Indibleu should ask its followers whether they like the posted content through for example a poll on Instagram stories. In that case, the wishes of Indibleu's followers can be considered in the further implementation of the social media marketing plan.

## 7 Societal impact

This chapter describes the societal issues that are relevant to the issue of Indibleu. Besides, the positive and negative effects of the social media marketing plan are described.

### 7.1 Sustainability

Looking at the issue of the client, several societal issues are relevant. First, sustainability in tourism is one of the relevant societal issues. Indibleu is committed to offer responsible and sustainable travel experiences in Mauritius, so their clients can reduce their carbon footprint during their stay on the island. Now, these sustainable travel experiences are not being promoted as Indibleu is not active on social media. However, by using and implementing the social media marketing plan Indibleu will be able to create awareness and inform people about the responsible experiences that they offer. Therefore, the social media marketing plan will have a positive effect on sustainability in tourism as travellers will become more aware of these responsible travel options and will stop booking their activities at big travel agencies that mainly offer tours to mass tourism places. The promotion of Indibleu's travel experiences will have a positive effect as there is a rising demand in local experiences while travelling (Bambini, 2022).

### 7.2 The unemployment in Mauritius

Secondly, the unemployment in Mauritius is another relevant societal issue. Most of the young people who just graduated, find it difficult to find a job as they do not want to work in the manual sector. Leading to a national unemployment rate of almost 9% (YUVA, 2022). At the moment, Indibleu is not actively promoting and inspiring people on social media to visit Mauritius and to book their holiday activities at a local business. However, by using and implementing the social media marketing plan Indibleu will be able to inspire people to visit Mauritius and to book their local activities at Indibleu. When more travellers are visiting the island because of this promotion, the demand in employment in the local tourism sector will increase. As this is not a manual job, what the younger generation does not seek, more job opportunities are created for this generation. Besides, when people become aware of the local experiences of Indibleu through the social media marketing plan, Indibleu contributes to the local economy as well because the B2C customers now purchase something from local entrepreneurs. Therefore, the social media marketing plan will have a positive effect on the unemployment rate and local economy in Mauritius.

### 7.3 The environmental issue in Mauritius

Thirdly, the environmental issue in Mauritius is another relevant societal issue. Mauritius has significantly exceeded its capacity regarding the number of rooms and visitors. Therefore, there is a rising demand in the construction of new hotels from big international chains. However, this building is harming the biodiversity of the coastal areas. At the moment, Indibleu is promoting the local accommodations on the south and west coast via their B2B partners and via their own website. However, when using and implementing the social media marketing plan their reach and audience will grow as people are reached faster via social media. By using the social media marketing plan to inspire people to stay in local accommodations instead of in big hotel chains, travellers might stop staying in international hotels and will therefore indirectly stop supporting the building of new hotels. Therefore, the social media marketing plan will have a positive effect on the environment of the coastal areas on the island as the environment would be used in a more respectful way.

### 7.4 Climate change

Lastly, climate change is another relevant societal issue. By using and implementing the social media marketing plan, Indibleu can be directly in contact with their B2C customers. Therefore, Indibleu can contribute to raising awareness by emphasising on the local experiences instead of the mass activities. By sharing content about the responsible and sustainable travel experiences, people will become aware of them. This will lead to travellers start travelling in an environmentally friendly way. Therefore, the social media marketing plan has a positive effect on the societal issue climate change.

## **8 Finance**

The financial feasibility is demonstrated in the social media marketing plan. Here, a break-even analysis is made about the first three years after the implementation of the social media marketing plan.

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# Appendices

## Appendix I: the survey questions

My name is Claudia Riphagen and I am currently in my fourth and last year of the studies HBO Tourism Management. Currently, I am working on my graduation thesis for Indibleu DMC in Mauritius. I am creating a new social media marketing plan and I would like to know what you want to see on the social media pages of Indibleu. Filling in this survey will take around 5 minutes and your data will be collected anonymously and used only for this research. Thank you for your help and time!

1 What is your gender?

- Women
- Man
- Non-Binary
- Prefer not to say

2 What is your age?

- < 20 years
- 21 - 30 years
- 31 - 40 years
- 41 - 50 years
- 51 - 60 years
- 61 - 70 years
- > 70 years

3 What is your employment status?

- Full-time
- Part-time
- In between jobs
- Retired
- Prefer not to say

4 What is your monthly gross income?

- Less than € 1.500 per month
- € 1.500 - € 3.500 per month
- € 3.500 - € 5.500 per month
- More than € 5.500 per month
- Prefer not to say

5 What is your household composition?

- One-person household
- Two-person household without children
- two-person household with children under the age of 18
- two-person household with children above the age of 18
- Lone-parent household

6 How often do you travel?

- Less than once a year
- Once a year
- Twice a year
- Three times a year
- Four times a year
- More than four times a year
- Other, namely:

7 What are your motivations to travel? Multiple answers are possible.

- To pursue new experiences and destinations
- To be unconnected from the workplace
- To visit family or friends or to connect with new people
- Business purposes
- Other, namely:

8 What do you desire in a holiday destination? Multiple answers are possible.

- Attractions
- Accessibility
- Amenities
- Available tour packages
- Activities
- Other, namely:

9. What tourism trends do you find most interesting? Multiple answers are possible.

- Workcations
- Wellness travel
- Train travel
- Slow travel
- Solo travel
- Other, namely:

10 In which months are you most likely to book a holiday? Multiple answers are possible.

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December

11 Which benefits do you find the most important when booking a tour or activity at Indibleu? Multiple answers are possible.

- Tours that uncover the authentic side of Mauritius
- Sustainable focus by giving back to the community
- Offering multi-day tours to Mauritius
- Offering tours and extensions to the nearby islands Rodrigues and Réunion
- Other, namely:

12 What social media channels do you use the most? Multiple answers are possible.

- Facebook
- Instagram
- TikTok
- LinkedIn
- YouTube
- Snapchat
- Twitter
- Other, namely:

13 What times are you most active on social media?

- Between 06.00 AM and 09.00 AM
- Between 10.00 AM and 01.00 PM
- Between 02.00 PM and 05.00 PM
- Between 06.00 PM and 09.00 PM
- Between 10.00 PM and 01.00 AM

14 How many times do you wish to see posts from Indibleu on social media?

- One to two times per week
- Three to four times per week
- Five to six times per week
- Seven to eight times per week
- Other, namely:

15 What types of content do you prefer? Multiple answers are possible.

- Blog posts and short articles
- Email newsletters
- Short videos
- Photos
- Stories
- Infographics
- Other, namely:

16 Which topics would you most like to see on Indibleu's social media pages? Multiple answers are possible.

- Destination inspiration
- (Example) itineraries
- Personal travel experiences
- Travel tips and facts
- Travel industry news
- Other, namely:

17 Which tone of voice on social media do you prefer? Multiple answers are possible.

- Informative
- Humorous
- Formal
- Informal
- Narrative
- Other, namely:

Appendix II: the interview guide

Topics	Questions	Sub questions	Notes
The vision of the company	1 What is according to you the vision of Indibleu?	Is it different from the official vision statement? If so, why?	
	2 How would you implement this vision in the new social media marketing plan of Indibleu?		
	3 Why do you think the new social media marketing plan will help fulfil this vision?		
			<u>Make summary of the vision of the interviewee.</u>
The main marketing goal	4 What is the main goal you hope to accomplish with the new social media marketing plan?		
	5 Why does this main goal help fulfil the vision of Indibleu?	If not, does this main goal help fulfil another organisational goal?	
	6 What have you done in the past social media strategy to achieve this main goal?	What did and did not work in the past social media strategy? And why?	
The short-term goals	7 Which concrete short-term goals can be established to make progress towards this main goal?	How will these short-term goals help achieve the main goal?	
	8 In what time period should these benchmarks be achieved?		
			<u>Make summary of the idea of the main marketing goal</u>
The desired social media marketing plan	8 What does the ideal social media strategy for	What types of content, subjects or tone of voices would you like to see?	

	Indibleu look like for you?		
	9 Which social media platforms would you like Indibleu to use?	Why do you think these platforms are the right choice to achieve the main marketing goal?	
			<u>Make summary of the desired marketing strategy of the interviewee</u>
Performance Indicators	11 How do you intend on measuring the results of this desired social media marketing plan?	Will you use the same measuring strategy for every social media platform? If so, why?	
	12 How often do you intend on measuring these results?	Will you use this same frequency for every social media platform? If so, why?	
	13 Which performance indicators (f.e. likes, profile visits, reach) do you intend to track?	Why do you think these will be best to track?	
	14 When do you know whether the social media strategy is successful?		
			<u>Make summary of the vision of the interviewee on how to measure the results on social media</u>

## Appendix III: the interview transcripts

### Appendix III.I: Transcription Interview Robert Ambroise

Claudia Riphagen

Hello good morning. Robert, how are you?

Robert Ambroise

Hello Claudia, I am good thank you.

Claudia Riphagen

Well thank you again for having the time for this small interview. The goal of this interview is to define and set some marketing objectives on which the new social media marketing plan will be based on. So first, I would like to start by asking you what according to you the vision of Indibleu is.

Robert Ambroise

The vision of Indibleu is to show our clients the authentic side of Mauritius. But it goes a bit further than this now because we want to do that in a responsible manner. We want to do this through responsible tourism and sustainable tourism that reduces the carbon footprint of our clients when they are staying in Mauritius.

Claudia Riphagen

Okay, that is a clear vision. However, on the website of Indibleu I noticed a different vision that focuses on being the new reference for all DMCs by offering services that exceed the expectations of your valued partners. Why is that a different vision than the one you are describing now?

Robert Ambroise

The vision you see on our website was written in 2016, when Indibleu was established. As you know we are in a very dynamic environment which evolves all the same and now within the travel industry sustainability is becoming the new big thing and it's going to be like this for the years to come. We have worked towards this and we worked towards the certification of Travel Life which we achieved in 2021. So that is why the vision has changed since then. We of course still want to provide those exceeding experiences, but the sustainable part is now more important in today's travel world.

Claudia Riphagen

Okay, thank you for clearing the difference up. Can you explain what you mean by responsible?

Robert Ambroise

With responsible travel we make sure that when our clients are spending money on experiences and activities for example, that a fair portion of the money goes back to the local entrepreneur. We try to encourage our clients to book a local hotel, so the money stays with the entrepreneur on the island rather than if you are booking an international hotel chain where the money goes outside. For instance, with our lunches where we give our clients the option to either go to a restaurant or go to a local home for a home-hosted lunch. By doing this, you will contribute to the support of a local family in this region. Sometimes you will see restaurants that belong to some kinds of affiliated groups of companies where the local ones don't have the chance to compete. That is why we created these home-hosted lunches.

Claudia Riphagen

I think I would prefer a home-hosted lunch too! Okay, but thank you for making it more clear what responsible travel means to you. So how would you implement this vision into the new social media marketing plan?

Robert Ambroise

That is a very good question. This is something I would like to show very prominently. Frankly speaking, I don't really know whether this should be through video's, photos, or stories. But probably as far as I know, and you know that I know very little on social media, this could be the way to promote the vision. I think the best would be to show clients who are experiencing the sustainable

experiences. When you show real clients smiling, enjoying it. It gives confidence to the audience, to embrace the concept. I want to use different social media. On Facebook you can probably show a little bit more. Instagram is mainly through visuals, photos or videos. And maybe build a story about local food or traditional experiences.

**Claudia Riphagen**

Okay thank you. If I understand you correctly you want to use storytelling on different social media channels to show the vision of Indibleu.

**Robert Ambroise**

Yes, indeed. Then our followers can see what other clients think of our products.

**Claudia Riphagen**

And why do you think that the implementation of the new social media plan will help fulfil this vision?

**Robert Ambroise**

That is based on reading the reports that social media is having a lot of influence on travel decisions. 12 months ago, people would not believe that TikTok for instance could have an impact on social media. Today you see companies like British Airways and Booking.com embracing the concept of TikTok to showcase their products. And when you look at the results based on the audience that have seen and engagement with these types of content, I think it's a perfect platform. Because I believe that people are embracing social media because they don't hear only what the company is saying but also what others are saying about it. There is a lot of sharing by travellers and they tend to put more emphasis on what other like-minded travellers have experienced rather than hearing it from an ad of the company itself. Also, I think social media is becoming the best way to promote travel.

**Claudia Riphagen**

So, in conclusion you think by using more social media, you can promote sustainable and responsible travel in Mauritius on which other people can share their experiences or opinions?

**Robert Ambroise**

Yes exactly. We want to create awareness of what we are doing. And hopefully build an audience. And then the next step would be to share content with them on what they could do in Mauritius. Like tailor-made packages, because now people don't want something set in concrete. They no longer want to follow the crowd and they no longer want to be a booking number. So, we want to showcase that we as Indibleu can do this, based on their interests.

**Claudia Riphagen**

Yes, okay. So, I think with the vision you find most important that you show responsible and sustainable travel in the new social media marketing plan. So, if we look at the main marketing goal, what in the end do you want to accomplish with the implementation of the new social media marketing plan?

**Robert Ambroise**

What we would like to achieve with the social media plan is within two or three years from now, we would like to have 10% of our clients coming directly to us instead of through B2B partners. They will come directly through us because of our social media plan, that would be our goal.

**Claudia Riphagen**

Okay, yes that sounds like a realistic goal to achieve. So how do you think that this goal will help fulfil the vision of Indibleu? So how does it help to showcase the responsible and sustainable travel experiences of Indibleu?

**Robert Ambroise**

Well, first we will be selling and promoting more of these sustainable and responsible travels to our followers on social media. So, we would then be able to say that the 10% of our clients who come directly to us stay in Mauritius 100% sustainable and responsible.

**Claudia Riphagen**

Okay clear, and what have you done in your past social media strategy to achieve this main marketing goal?

**Robert Ambroise**

Well, we have not done anything yet unfortunately on our social media platforms. The only thing we did was hosting three social media influencers. But this was not to promote sustainable and responsible travel, this was to promote travel to Mauritius in general. From the last influencers we have seen some good results as a big group of 50 people from Portugal started coming to us directly.

**Claudia Riphagen**

And looking at those travel influencers, what worked and what didn't work by using them as promotion?

**Robert Ambroise**

Well, if I look at the first two influencers, we did not really look at their followers or audience. Also, we couldn't identify anything that clients would have come from them directly to us. But the one we did in 2019 was very efficient. They tagged us and put us on their social media pages, and then we saw clients coming directly to us.

**Claudia Riphagen**

So maybe with the first two influencers, they were not as efficient as the last one because they might have had an audience that would not be interested in visiting Mauritius?

**Robert Ambroise**

Yes, that could be. Or maybe they just didn't give us enough coverage and didn't share or tag us.

**Claudia Riphagen**

That could also be the reason. So, when we look at the main marketing goal where 10% of your clients come directly to Indibleu. What are concrete short-term goals that must be achieved first?

**Robert Ambroise**

As I said, before trying to sell or promote anything we need to create awareness. Not necessarily awareness about us as Indibleu, but awareness of what can be done in a sustainable and responsible way in Mauritius. And then, we need to inspire people to do these experiences with us in Mauritius based upon their interests.

**Claudia Riphagen**

So, there are two short term goals, which are about first creating awareness about sustainable and responsible travel in Mauritius and then inspiring people to do these with Indibleu. And how will you track these goals? When do you know when they are achieved or when they are making progress?

**Robert Ambroise**

This one I can answer. So, the tracking will be based on the engagement of the content we post. How much engagement we get from our audience, then we will know if we are going into the right direction. So, this will be through comments, sharing, likes.

**Claudia Riphagen**

And will you use the engagement rate for both short-term goals? Or is there a slight difference between the statistics you will use per goal?

**Robert Ambroise**

I think yes, we have to make a difference between the tracking of the goals. When it comes to creating awareness, I think we should look at the number of likes and views. And when it comes to inspiring, I think the number of shares will let you know if it has inspired people to share it with their friends for example. That is a good indication that someone considered the content inspiring enough to share it with a friend.

**Claudia Riphagen**

Okay so tracking will be done via engagement and then likes, views and shares. And what period do you have in mind to achieve these two short term goals?

**Robert Ambroise**

I think, as I said, it's a long process. Since we are now just beginning with social media, I would say we want to achieve these goals in 6-12 months. Because the more we do, the more we will be able to finetune our strategy. It will be a learning process for us. And we will see from the interaction on our social media what works and what doesn't.

**Claudia Riphagen**

Yes, I think that is a reasonable period too. So now that it is clear what you want to achieve with the social media marketing plan, how does the ideal social media plan strategy look like for you? So, think of types of content, subjects.

**Robert Ambroise**

I think this is the most important part of it. We have very little knowledge about social media and in the initial stage we would like to see what other DMCs are doing. So, what they choose to post, how often they post and the types of content. But also analyse the engagement they get on their posts so we can see what works for them and what doesn't. So that we can tailor made that strategy to our company. I believe there is no standard formula for a social media strategy. I am almost sure that there is a lot of adjustments along the way, you have to finetune all the time.

**Claudia Riphagen**

Yes, you have to constantly check what works and what doesn't. And are there any types of content or subjects you would like to see on your social media pages?

**Robert Ambroise**

Yes definitely. We would like to have content on our sustainable experiences. But also, we want to have content where we show the authentic side of Mauritius and where we take clients off the beaten track. Because as I said, people are more open to new experiences, unique experiences so we want to achieve these by promoting these. Also, in the beginning we want to focus on showcasing instead of promoting.

**Claudia Riphagen**

Alright, yes. And what kind of social media platforms do you want Indibleu to use?

**Robert Ambroise**

In the beginning we would like to start with Instagram and Facebook. But I think it's also wise to look at TikTok. Because although it's for the younger generation, they are the generation of tomorrow. And also, this younger generation can carry out a lot of influence for their family's travel decisions. Because as a family, when you go on vacation, you want to make sure that your children are also happy with the destination. So therefore, I would also choose TikTok to use.

**Claudia Riphagen**

Yes, I think those are three good channels to start with. However, as you know last week, I sent out the survey and the results already show that YouTube and LinkedIn are often used too. Are these channels you wish to use too?

**Robert Ambroise**

I would like to use YouTube too, yes. To have a YouTube channel for Indibleu where we can feature videos that we also use for Instagram and Facebook for example. Because we will use them anyway. But I have no idea what we can do on LinkedIn. Indibleu does not have a LinkedIn page yet, but I think it would be good for the B2B partners. But YouTube for sure, we can repost our videos there.

**Claudia Riphagen**

Okay, it's good to hear you would like to use YouTube too. Now we come to the last part of the interview, which is about how you want to track the social media marketing plan? So how do you want to track the results of the new social media marketing plan?

**Robert Ambroise**

As far as I know, apart from tracking the interaction or engagement of the audience, I don't know any other way. There might be other ways of tracking, but I am not familiar with them.

**Claudia Riphagen**

Okay, yes next to tracking the engagement of the audience on your content through likes, comments and shares. You could also look at profile visits or clicks to the website.

**Robert Ambroise**

Yes, obviously we can use for instance Google Analytics to know the origin from where the visitors on our website agree coming from. Right now, we don't have Google Analytics enabled on our website, so that is something we could use to track the results. Also, we would like to implement a Google Search Console. Then we would like to know how our site is performing and what is in our website that leads people to us. So, this is still to be done. Then we can also analyse if there is any traffic coming from our social media pages. So yes, we should have both to use for tracking.

**Claudia Riphagen**

Okay clear. And do you want to use the same tracking strategy for every social media channel? Or do you want to focus on different statistics on each channel?

**Robert Ambroise**

I think on Instagram and Facebook we want to look more at the likes, comments and shares. On TikTok I would have no idea how it works. I have a TikTok account, but I have no idea what's happening there. I can quite safely say it's going to be like, comment and shares. Sharing is really important for us.

**Claudia Riphagen**

I think it's good to focus on those three and maybe on TikTok also to look at the views and playtime of the video. Are why do you think those three statistics will be best to track?

**Robert Ambroise**

I think those show you the value of your posts. If you post something and you have no likes, comments or shares and you post something similar again you know it's not working. But if you post something and you see interaction it would mean that people have interest in what you are posting.

**Claudia Riphagen**

Exactly, so they show if people find your content interesting. And how often do you intent to track these statistics on Indibleu's social media pages?

**Robert Ambroise**

In the beginning when we start posting based on our new strategy, I would say in the beginning every 15 days we should be looking at those statistics. Because this is a learning stage and it should be done at regular short intervals between the post for us to know if it works. If you look at it six months down the line it's too late and then you cannot adjust and you've lost audience. Maybe even for the initial posting, we should look two or three days after each post to see what's happening and so that we can correct and adjust.

**Claudia Riphagen**

I think every 15 days in general and every two or three days after each post to look at the statistics is a good period to start with. And are you planning to use this same tracking frequency on every social media channel?

**Robert Ambroise**

Yes, in the initial stage yes. Maybe after we can see which channels need more improvement on engagement to look more after those insights.

**Claudia Riphagen**

Okay exactly, clear. Then we move on to the next question which is when do you know whether the social media strategy is successful? So, what are the indicators that show you the strategy is working?

**Robert Ambroise**

I think it will be a combination of things. First, it will be successful if we see interest and engagement from international travellers. So, people from outside Mauritius. Secondly, if we see that people start

engaging with us directly through coming directly through our website or private messages on social media asking for information. Another indicator could also be when travel influencers come to us or travel writers. Then you know it's working. But also when people with backgrounds like a journalist who wants us to organise its trip.

[Claudia Riphagen](#)

Those are three good indicators to see if the strategy is working, yes absolutely. So, this was the last question from me. Do you have any further questions or is there something else you would like to add?

[Robert Ambroise](#)

No, no. Except are you expecting more results from the survey?

[Claudia Riphagen](#)

Yes, sure. I will share the survey in more travel Facebook groups, and I will also repost it on all my social media channels in one week.

[Robert Ambroise](#)

Okay that is perfect. I thought we would get 25 at most so this is already really looking good.

[Claudia Riphagen](#)

Indeed! I hope to get at least 100 responses. If everything is clear to you then I would like to thank you for this interview and we will speak to each other later this week.

[Robert Ambroise](#)

You're welcome. I speak to you later Claudia.

[Claudia Riphagen](#)

Thankyou! Goodbye and have a nice day.

## Appendix III.II: Transcription Interview Emilie Capery

Claudia Riphagen

Hello, Emilie, good morning. How are you?

Emilie Capery

Hello Claudia, I am doing well thank you.

Claudia Riphagen

So first, of all, thank you for having the time for this small interview. As you know I'm doing research on the new social marketing plan of Indibleu. But first, I wanted to know what the vision of this new plan is according to you and Robert. With Robert I already did the interview and there were some interesting things that he wanted to see in the new marketing plan. So, I hope to get that from you too. So, my first question is what is according to you the vision of Indibleu?

Emilie Capery

Well, the vision of Indibleu, in terms of social media, is to stay sustainable in the long term. And I don't know if it makes sense, but we want to show our sustainable image even on social media. Also, our vision is to offer the most authentic and genuine experiences to our customers even if it is B2B or B2C. So, our vision is to show that Indibleu is sustainable and remains authentic in the long term.

Claudia Riphagen

And if I look at the vision that is stated on the website, it's a bit different than what you're telling me. It says: Indibleu wants to be the new reference for all DMCs by offering services that exceed the expectations of our valued partners. Why is there a difference between this vision and yours?

Emilie Capery

Yes. We have like 50 DMCs in Mauritius and they are mostly promoting the same thing. You know, the usual cliché experiences such as the seven coloured sand and the Chamarel waterfall. So, we as Indibleu, we want to, as you said, we want to exceed the expectation of our clients by promoting and offering something else like experiences that they will remember.

Claudia Riphagen

Yes okay. And then by experiences they will remember, do you mean the sustainable experiences you were talking about?

Emilie Capery

Yes, sustainable experiences. Like our vision is to promote the local and small entrepreneurs instead of going to the big restaurants for example. We prefer our clients to go to a local's house for dinner. You know these are like authentic experiences. This is why we said that we want to exceed the expectation of our clients, like they are expecting to go to a restaurant. But no, they are going to someone's house.

Claudia Riphagen

Okay, clear thank you. And how would you implement this vision in the new social media marketing plan?

Emilie Capery

I think I would implement this vision by promoting sustainability in general and our sustainable experiences. But also, that we are TravellLife certified and promoting the smaller entrepreneurs and showing what they do on social media.

Claudia Riphagen

Yes exactly. And are there certain forms of content you would like to use to promote these topics? For example, through videos or stories?

Emilie Capery

Maybe we can collaborate with a smaller entrepreneur and maybe create videos or photos with our clients and them together.

Claudia Riphagen

Yes. So why do you think the new social media marketing plan will help fulfil the vision?

Emilie Capery

We've never been using a social media marketing plan. So, it would help us to target our relevant audience. Like people that are really into sustainability and really looking for authentic experiences instead of a cliché. So, the new plan will help us target them so we can show our vision of being sustainable.

Claudia Riphagen

Okay, so if I understand you correctly, the vision of Indibleu according to you is that they want to promote sustainable travel and meaningful experiences and with the new social media plan, you hope to target the right audience that is looking for this during their travels.

Emilie Capery

Yes, exactly.

Claudia Riphagen

Okay clear. Then when looking at the new social media marketing plan, a main marketing goal must be created. So, what according to you is the main marketing goal of the new social media plan?

Emilie Capery

Actually, the main marketing goal is to get the attention of the right audience. This is our main concern, because in the past when using social media, we did not know what to do. We did not have any plan and we were having a lot of likes, a lot of followers, but not really from the ones that we would like to have. So, for me my main goal of this social media marketing plan is to target the right people at the end.

Claudia Riphagen

Okay and when you say you want to get the attention of the audience, what do you mean with attention?

Emilie Capery

I think the likes are a good indicator. But the followers are better because they will keep on getting your posts that you share. Likes can just happen because they saw our post on their feed. But someone that follows you will keep on looking for you and your posts and updates.

Claudia Riphagen

So, if I correctly understand the main marketing goal of the new social media plan is to get attention of the right audience by an increase in the number of followers?

Emilie Capery

Yes, yes precisely.

Claudia Riphagen

And why does this goal help fulfil the vision of Indibleu?

Emilie Capery

I think the more followers we get, the more people we have to show what we as Indibleu are doing for sustainable travel. Also, I think it's efficient if you are getting more and more followers, it means your social media strategy is working.

Claudia Riphagen

Okay clear. And what have you done in the past to achieve this marketing goal of getting more attention and followers?

Emilie Capery

Actually, what we did in the past, I don't really know if it worked, but we had a group of influencers from France, Portugal and Spain. So, they came for one week and they stayed in sustainable accommodations and they did most of our sustainable activities. And well after that we gained some

followers, new followers, we got a lot of likes and they even gave us TripAdvisor reviews. So, this helped us a lot. So, we can say that we did collaborate with influencers. We even got a request for a booking from a big group from Portugal.

[Claudia Riphagen](#)

So, I guess we can say that those collaborations paid off.

[Emilie Capery](#)

Yes, yes.

[Claudia Riphagen](#)

So, if you're looking at the main marketing goal of getting more attention and followers, which concrete benchmarks or short steps need to be taken?

[Emilie Capery](#)

Well first we need to start posting frequently. I think we need to start posting twice a week. I don't know if this is the right frequency but that is what we need to find out. And then start to create more content, especially stories.

[Claudia Riphagen](#)

Okay, so you say you want to post twice a week. How about stories?

[Emilie Capery](#)

No, with stories I think we need to post one per day because that is what the followers will see if they connect every day with us. And they also disappear after 24 hours.

[Claudia Riphagen](#)

Yes okay, so the two short term goals are to start posting more frequently by creating two posts per week and by sharing stories every day to gain more followers and attention.

[Emilie Capery](#)

Yes, meaningful content that reflects our vision and at the same time reflects what we offer as Indibleu, so the experiences and tours we want to put forward.

[Claudia Riphagen](#)

And how will these two short term goals help fulfil the main marketing goal?

[Emilie Capery](#)

I think posting meaningful content and relevant content regularly will help us to attract the customers that we want to come to us directly instead of going to a third party and then getting to us. So, I think the short steps like the content will help us to achieve our main goals.

[Claudia Riphagen](#)

Yes, okay clear. Thank you. And in what time period should these short-term goals be achieved?

[Emilie Capery](#)

Well as soon as possible. But I would say between two or three months.

[Claudia Riphagen](#)

Okay, now we go further to the desired social media marketing plan. And how does the ideal social media strategy look like according to you?

[Emilie Capery](#)

Well, I think we should start to look at the platforms we would like to use the most. And then I think Instagram is the most attractive one. Because most of the youngsters use it and even people of mid-age are using Instagram. Now Facebook has a little bit less attractiveness I can say, but Instagram will be better for us to post. Also, our strategy should include a feed with a lot of colours. Like really attractive and great pictures because a picture speaks a thousand words.

Claudia Riphagen

Okay clear. And what topics or subjects do you want to post?

Emilie Capery

I think content with the locals where we show the local life and local lifestyle. Not content with the glamorous part of Mauritius, not the typical highlights because that is what other DMCs are doing.

Claudia Riphagen

Yes exactly, so not the cliches. Then you talked about Instagram already to use as a platform. What do you think about TikTok or YouTube or other platforms to use in the new strategy?

Emilie Capery

Well for me if I need to travel, I would get my inspiration on Instagram more than Facebook. But I don't think YouTube is relevant for us. But TikTok yes, we can gain a lot of visibility via TikTok. So, this can help us a lot and to use TikTok in creating stories for the other platforms as well. You know, using the audio, the template for the videos.

Claudia Riphagen

Yes, okay. And why do you think these platforms will be the right choice for the marketing plan or goal?

Emilie Capery

Because it will help us to gain visibility.

Claudia Riphagen

So, Robert also talked about using more LinkedIn. What do you think about that?

Emilie Capery

I don't really know how LinkedIn can help Indibleu. We are now trying to get more B2C. If it would be for the B2B partners, then I think LinkedIn would be great. But otherwise, I would not know how the platform can help us.

Claudia Riphagen

Okay so Instagram is according to you the best platform to use.

Emilie Capery

Yes, Instagram and then TikTok in 2nd place and then Facebook. But by posting on Instagram, you can do the same on Facebook it's linked. So then at least you are active on both platforms. But I've noticed in the posts that we get more likes and more followers like more visibility on Instagram than on Facebook.

Claudia Riphagen

And if you start posting on these platforms, how do you intend to measure the results of the posts you shared?

Emilie Capery

I think by using Google Analytics and by checking the number of likes that we gain per week. And, by analysing which post works best like which kind of posts has the most likes and shares. And, by looking at the comments, because if someone comments on a post it means that they find it interesting or attractive. On TikTok, I think you can measure by looking at the views. On Instagram I would say by looking at the number of likes and on Facebook the number of shares.

Claudia Riphagen

And why do you think those measurements are the best for those platforms?

Emilie Capery

Well sharing on Facebook, then you will appear on more people's feed. The likes for Instagram because if you like something you will get the same content or similar content every day. So, I think the likes will determine what will appear on your feed. For TikTok, simply the views because it's all about videos.

Claudia Riphagen

Okay clear. Thank you. And how often do you intend to measure these results?

Emilie Capery

I think every two weeks on each platform.

Claudia Riphagen

Alright then we are already at the last question, which is when do you know the strategy is successful or achieved?

Emilie Capery

When we get the first direct bookings coming from social media.

Claudia Riphagen

You were talking about the main marketing goal being to get more attention and followers. Do you have a goal of the number of followers that you want to achieve for example?

Emilie Capery

I never thought about that. I don't know which number is best because the number of followers sometimes it's good to have a big number of followers, but to know if the followers are relevant and if there's a chance for them to book with you, this is a bit tricky.

Claudia Riphagen

Okay alright. Well since this was the last part of the interview, do you have any more things you would like to add or talk about?

Emilie Capery

No, I think it's fine. And if you need more information, you can always text me and I will reply to you as fast as I can.

Claudia Riphagen

Yes, I will thank you. And thank you again for taking the time for this interview.

Emilie Capery

No problem, Claudia. Have a nice day and talk to you soon.

## Appendix IV: coding of the interviews

### Appendix IV.I: coding of the interview with Robert Ambroise

Claudia Riphagen

~~Hello good morning Robert, how are you?~~

Robert Ambroise

~~Hello Claudia, I am good thank you.~~

Claudia Riphagen

~~Well thank you again for having the time for this small interview. The goal of this interview is to define and set some marketing objectives on which the new social media marketing plan will be based on. So first, I would like to start by asking you what according to you the vision of Indibleu is.~~

#### **Fragment 1.1 CODE: Responsible manner**

Robert Ambroise

The vision of Indibleu is to show our clients the authentic side of Mauritius. But it goes a bit further than this now because we want to do that in a responsible manner. We want to do this through responsible tourism and sustainable tourism that reduces the carbon footprint of our clients when they are staying in Mauritius.

Claudia Riphagen

Okay, that is a clear vision. However, on the website of Indibleu I noticed a different vision that focuses on being the new reference for all DMC's by offering services that exceed the expectations of your valued partners. Why is that a different vision than the one you are describing now?

#### **Fragment 1.2 CODE: Sustainable tourism CODE: TravelLife CODE: Exceeding expectations**

Robert Ambroise

The vision you see on our website was written in 2016, when Indibleu was established. As you know we are in a very dynamic environment which evolves all the same and now within the travel industry sustainability is becoming the new big thing and it's going to be like this for the years to come. We have worked towards this and we worked towards the certification of Travel Life which we achieved in 2021. So that is why the vision has changed since then. We of course still want to provide those exceeding experiences, but the sustainable part is now more important in today's travel world.

#### **Fragment 1.3 CODE: Responsible experiences CODE: Local entrepreneur**

Claudia Riphagen

Okay, thank you for clearing the difference up. Can you explain what you mean by responsible?

Robert Ambroise

With responsible travel we make sure that when our clients are spending money on experiences and activities for example, that a fair portion of the money goes back to the local entrepreneur. We try to encourage our clients to book a local hotel, so the money stays with the entrepreneur on the island rather than if you are booking an international hotel chain where the money goes outside. For instance, with our lunches, we give our clients the option to either go to a restaurant or go to a local home for a home-hosted lunch. By doing this, you will contribute to the support of a local family in this region. Sometimes you will see restaurants that belong to some kinds of affiliated groups of companies where the local ones don't have the chance to compete. That is why we created these home-hosted lunches.

#### **Fragment 1.4 CODE: Implementation of the vision in the new social media marketing plan**

Claudia Riphagen

~~I think I would prefer a home-hosted lunch too!~~ Okay, but thank you for making it more clear what responsible travel means to you. So how would you implement this vision into the new social media marketing plan?

Robert Ambroise

That is a very good question. This is something I would like to show very prominently. Frankly speaking, I don't really know whether this should be through video's, photos or stories. But probably as far as I know, and you know that I know very little on social media, this could be the way to promote the vision. I think the best would be to show clients who are experiencing the sustainable experiences. When you show real clients smiling, enjoying it. It gives confidence to the audience, to embrace the concept. I want to use different social media. On Facebook you can probably show a little bit more. Instagram is mainly through visuals, photos or videos. And maybe build a story about local food or traditional experiences.

### **Fragment 1.5 CODE: Storytelling**

Claudia Riphagen

Okay thank you. If I understand you correctly you want to use storytelling on different social media channels to show the vision of Indibleu.

Robert Ambroise

Yes, indeed. Then our followers can see what other clients think of our products.

Claudia Riphagen

And why do you think that the implementation of the new social media plan will help fulfil this vision?

Robert Ambroise

That is based on reading the reports that social media is having a lot of influence on travel decisions. 12 months ago, people would not believe that TikTok for instance could have an impact on social media. Today you see companies like British Airways and Booking.com embracing the concept of TikTok to showcase their products. And when you look at the results based on the audience that have seen and engagement with these types of content, I think it's a perfect platform. Because I believe that people are embracing social media because they don't hear only what the company is saying but also what others are saying about it. There is a lot of sharing by travellers and they tend to put more emphasis on what other like-minded travellers have experienced rather than hearing it from an ad of the company itself. Also, I think social media is becoming the best way to promote travel.

### **Fragment 1.6 CODE: Awareness**

Claudia Riphagen

So, in conclusion you think by using more social media, you can promote sustainable and responsible travel in Mauritius on which other people can share their experiences or opinions?

Robert Ambroise

Yes exactly. We want to create awareness of what we are doing. And hopefully build an audience. And then the next step would be to share content with them on what they could do in Mauritius. Like tailor-made packages, because now people don't want something set in concrete. They no longer want to follow the crowd and they no longer want to be a booking number. So, we want to showcase that we as Indibleu can do this, based on their interests.

### **Fragment 1.7 CODE: Clients coming directly**

Claudia Riphagen

Yes, okay. So, I think with the vision you find most important that you show responsible and sustainable travel in the new social media marketing plan. So, if we look at the main marketing goal, what in the end do you want to accomplish with the implementation of the new social media marketing plan?

Robert Ambroise

What we would like to achieve with the social media plan is within two or three years from now, we would like to have 10% of our clients coming directly to us instead of through B2B partners. They will come directly through us because of our social media plan, that would be our goal.

**Fragment 1.8 CODE: Sustainable tourism CODE: Clients coming directly**

Claudia Riphagen

Okay, yes that sounds like a realistic goal to achieve. So how do you think that this goal will help fulfil the vision of Indibleu? So how does it help to showcase the responsible and sustainable travel experiences of Indibleu?

Robert Ambroise

Well, first we will be selling and promoting more of these sustainable and responsible travels to our followers on social media. So, we would then be able to say that the 10% of our clients who come directly to us stay in Mauritius 100% sustainable and responsible.

**Fragment 1.9 CODE: Travel influencers**

Claudia Riphagen

Okay clear, and what have you done in your past social media strategy to achieve this main marketing goal?

Robert Ambroise

Well, we have not done anything yet unfortunately on our social media platforms. The only thing we did was hosting three social media influencers. But this was not to promote sustainable and responsible travel, this was to promote travel to Mauritius in general. From the last influencers we have seen some good results as a big group of 50 people from Portugal started coming to us directly.

Claudia Riphagen

And looking at those travel influencers, what worked and what didn't work by using them as promotion?

**Fragment 1.10 CODE: Travel influencers CODE: Clients coming directly**

Robert Ambroise

Well, if I look at the first two influencers, we did not really look at their followers or audience. Also, we couldn't identify anything that clients would have come from them directly to us. But the one we did in 2019 was very efficient. They tagged us and put us on their social media pages, and then we saw clients coming directly to us.

Claudia Riphagen

So maybe with the first two influencers, they were not as efficient as the last one because they might have had an audience that would not be interested in visiting Mauritius?

Robert Ambroise

Yes, that could be. Or maybe they just didn't give us enough coverage and didn't share or tag us.

**Fragment 1.11 CODE: Awareness CODE: Inspire people**

Claudia Riphagen

That could also be the reason. So, when we look at the main marketing goal where 10% of your clients come directly to Indibleu. What are concrete short-term goals that have to be achieved first?

Robert Ambroise

As I said, before trying to sell or promote anything we need to create awareness. Not necessarily awareness about us as Indibleu, but awareness of what can be done in a sustainable and responsible way in Mauritius. And then, we need to inspire people to do these experiences with us in Mauritius based upon their interests.

Claudia Riphagen

So, there are two short term goals, which are about first creating awareness about sustainable and responsible travel in Mauritius and then inspiring people to do these with Indibleu.

**Fragment 1.12 CODE: Engagement**

Claudia Riphagen

And how will you track these goals? When do you know when they are achieved or when they are making progress?

Robert Ambroise

This one I can answer. So, the tracking will be based on the engagement of the content we post. How much engagement we get from our audience, then we will know if we are going into the right direction. So, this will be through comments, sharing, likes.

**Fragment 1.13 CODE: Engagement CODE: number of likes and shares**

Claudia Riphagen

And will you use the engagement rate for both short-term goals? Or is there a slight difference between the statistics you will use per goal?

Robert Ambroise

I think yes, we have to make a difference between the tracking of the goals. When it comes to creating awareness, I think we should look at the number of likes and views. And when it comes to inspiring, I think the number of shares will let you know if it has inspired people to share it with their friends for example. That is a good indication that someone considered the content inspiring enough to share it with a friend.

**Fragment 1.14 CODE: Time period**

Claudia Riphagen

Okay so tracking will be done via engagement and then likes, views and shares. And what time period do you have in mind to achieve these two short term goals?

Robert Ambroise

I think, as I said, it's a long process. Since we are now just beginning with social media, I would say we want to achieve these goals in 6-12 months. Because the more we do, the more we will be able to finetune our strategy. It will be a learning process for us. And we will see from the interaction on our social media what works and what doesn't.

**Fragment 1.15 CODE: Social media strategy of other DMC's**

Claudia Riphagen

Yes, I think that is a reasonable time period too. So now that it is clear what you want to achieve with the social media marketing plan, how does the ideal social media plan strategy look like for you? So, think of types of content, subjects.

Robert Ambroise

I think this is the most important part of it. We have very little knowledge about social media and in the initial stage we would like to see what other DMCs are doing. So, what they choose to post, how often they post and the types of content. But also analyse the engagement they get on their posts so we can see what works for them and what doesn't. So that we can tailor made that strategy to our company. I believe there is no standard formula for a social media strategy. I am almost sure that there are a lot of adjustments along the way, you have to finetune all the time.

**Fragment 1.16 CODE: Sustainable experiences CODE: Authentic experiences**

Claudia Riphagen

Yes, you have to constantly check what works and what doesn't. And are there any types of content or subjects you would like to see on your social media pages?

Robert Ambroise

Yes definitely. We would like to have content on our sustainable experiences. But also, we want to have content where we show the authentic side of Mauritius and where we take clients off the beaten track. Because as I said, people are more open to new experiences, unique experiences so we want to achieve these by promoting these. Also, in the beginning we want to focus on showcasing instead of promoting.

### **Fragment 1.17 CODE: Social media platforms**

Claudia Riphagen

Alright, yes. And what kind of social media platforms do you want Indibleu to use?

Robert Ambroise

In the beginning we would like to start with Instagram and Facebook. But I think it's also wise to look at TikTok. Because although it's for the younger generation, they are the generation of tomorrow. And also, this younger generation can carry out a lot of influence for their family's travel decisions. Because as a family, when you go on vacation, you want to make sure that your children are also happy with the destination. So therefore, I would also choose TikTok to use.

Claudia Riphagen

Yes, I think those are three good channels to start with. However, as you know last week, I sent out the survey and the results already show that YouTube and LinkedIn are often used too. Are these channels you wish to use too?

Robert Ambroise

I would like to use YouTube too, yes. To have a YouTube channel for Indibleu where we can feature videos that we also use for Instagram and Facebook for example. Because we will use them anyway. But I have no idea what we can do on LinkedIn. Indibleu does not have a LinkedIn page yet, but I think it would be good for the B2B partners. But YouTube for sure, we can repost our videos there.

### **Fragment 1.18 CODE: Engagement**

Claudia Riphagen

Okay, it's good to hear you would like to use YouTube too. Now we come to the last part of the interview, which is about how you want to track the social media marketing plan? So how do you want to track the results of the new social media marketing plan?

Robert Ambroise

As far as I know, apart from tracking the interaction or engagement of the audience, I don't know any other way. There might be other ways of tracking, but I am not familiar with them.

### **Fragment 1.19 CODE: Google Analytics CODE: Website traffic**

Claudia Riphagen

Okay, yes next to tracking the engagement of the audience on your content through likes, comments and shares. You could also look at profile visits or clicks to the website.

Robert Ambroise

Yes, obviously we can use for instance Google Analytics to know the origin from where the visitors on our website are coming from. Right now, we don't have Google Analytics enabled on our website, so that is something we could use to track the results. Also, we would like to implement a Google Search Console. Then we would like to know how our site is performing and what is in our website that leads people to us. So, this is still to be done. Then we can also analyse if there is any traffic coming from our social media pages. So yes, we should have both to use for tracking.

### **Fragment 1.20 CODE: Number of likes and shares**

Claudia Riphagen

Okay clear. And do you want to use the same tracking strategy for every social media channel? Or do you want to focus on different statistics on each channel?

Robert Ambroise

I think on Instagram and Facebook we want to look more at the likes, comments and shares. On TikTok I would have no idea how it works. I have a TikTok account, but I have no idea what's happening there. I can quite safely say it's going to be like, comment and share. Sharing is really important for us.

**Fragment 1.21 CODE: Number of views CODE: Interaction**

Claudia Riphagen

I think it's good to focus on those three and maybe on TikTok also to look at the views and playtime of the video. And why do you think those three statistics will be best to track?

Robert Ambroise

I think those show you the value of your posts. If you post something and you have no likes, comments or shares and you post something similar again you know it's not working. But if you post something and you see interaction it would mean that people have interest in what you are posting.

**Fragment 1.22 CODE: Regular tracking**

Claudia Riphagen

Exactly, so they show if people find your content interesting. And how often do you intend to track these statistics on Indibleu's social media pages?

Robert Ambroise

In the beginning when we start posting based on our new strategy, I would say in the beginning every 15 days we should be looking at those statistics. Because this is a learning stage and it should be done at regular short intervals between the posts for us to know if it works. If you look at it six months down the line it's too late and then you cannot adjust and you've lost the audience. Maybe even for the initial posting, we should look two or three days after each post to see what's happening and so that we can correct and adjust.

**Fragment 1.23 CODE: Regular tracking**

Claudia Riphagen

I think every 15 days in general and every two or three days after each post to look at the statistics is a good period to start with. And are you planning to use this same tracking frequency on every social media channel?

Robert Ambroise

Yes, in the initial stage yes. Maybe after we can see which channels need more improvement on engagement to look more after those insights.

**Fragment 1.24 CODE: Engagement CODE: Clients coming directly CODE: Travel influencers**

Claudia Riphagen

Okay exactly, clear. Then we move on to the next question which is when do you know whether the social media strategy is successful? So, what are the indicators that show you the strategy is working?

Robert Ambroise

I think it will be a combination of things. First, it will be successful if we see interest and engagement from international travellers. So, people from outside Mauritius. Secondly, if we see that people start engaging with us directly through coming directly through our website or private messages on social media asking for information. Another indicator could also be when travel influencers come to us or travel writers. Then you know it's working. But also, when people with backgrounds like a journalist who wants us to organise its trip.

Claudia Riphagen

~~Those are three good indicators to see if the strategy is working, yes absolutely. So, this was the last question from me. Do you have any further questions or is there something else you would like to add?~~

Robert Ambroise

~~No, no. Except, are you expecting more results from the survey?~~

Claudia Riphagen

~~Yes, sure. I will share the survey in more travel Facebook groups and I will also repost it on all my social media channels in one week.~~

~~Robert Ambroise~~

~~Okay that is perfect. I thought we would get 25 at most so this is already really looking good.~~

~~Claudia Riphagen~~

~~Indeed! I hope to get at least 100 responses. If everything is clear to you then I would like to thank you for this interview and we will speak to each other later this week.~~

~~Robert Ambroise~~

~~You're welcome. I speak to you later Claudia.~~

~~Claudia Riphagen~~

~~Thank you! Goodbye and have a nice day.~~

## Appendix IV.II: coding of the interview with Emilie Capery

Claudia Riphagen

~~Hello good morning Emilie, how are you?~~

Emilie Capery

~~Hello Claudia, I am doing well thank you.~~

Claudia Riphagen

~~So first, of all, thank you for having the time for this small interview. As you know, I'm doing research on the new social marketing plan of Indibleu. But first, I wanted to know what the vision of this new plan is according to you and Robert. With Robert I already did the interview and there were some interesting things that he wanted to see in the new marketing plan. So, I hope to get that from you too. So, my first question is what is according to you the vision of Indibleu?~~

### **Fragment 2.1 CODE: Sustainable image CODE: Authentic experiences**

Emilie Capery

Well, the vision of Indibleu, in terms of social media, is to stay sustainable in the long term. And I don't know if it makes sense, but we want to show our sustainable image even on social media. Also, our vision is to offer the most authentic and genuine experiences to our customers even if it is B2B or B2C. So, our vision is to show that Indibleu is sustainable and remains authentic in the long term.

### **Fragment 2.2 CODE: Exceed the expectations of the clients**

Claudia Riphagen

And if I look at the vision that is stated on the website, it's a bit different than what you're telling me. It says: Indibleu wants to be the new reference for all DMC's by offering services that exceed the expectations of our valued partners. Why is there a difference between this vision and yours?

Emilie Capery

Yes. We have like 50 DMCs in Mauritius and they are mostly promoting the same thing. You know, the usual cliché experiences such as the seven coloured sand and the Chamarel waterfall. So, we as Indibleu, we want to, as you said, we want to exceed the expectation of our clients by promoting and offering something else like experiences that they will remember.

### **Fragment 2.3 CODE: Sustainable experiences CODE: Local entrepreneur CODE: Authentic experiences**

Claudia Riphagen

Yes okay, and then by experiences they will remember, do you mean the sustainable experiences you were talking about?

Emilie Capery

Yes, sustainable experiences. Like our vision is to promote the local and small entrepreneurs instead of going to the big restaurants for example. We prefer our clients to go to a local's house for dinner. You know these are like authentic experiences. This is why we said that we want to exceed the expectation of our clients, like they are expecting to go to a restaurant. But no, they are going to someone's house.

### **Fragment 2.4 CODE: Implementation of the vision in the new social media marketing plan CODE: Local entrepreneur CODE: TravelLife**

Claudia Riphagen

Okay, clear thank you. And how would you implement this vision in the new social media marketing plan?

Emilie Capery

I think I would implement this vision by promoting sustainability in general and our sustainable experiences. But also, that we are TravelLife certified and promoting the smaller entrepreneurs and showing what they do on social media.



Claudia Riphagen

Yes exactly. And are there certain forms of content you would like to use to promote these topics? For example, through videos or stories?

Emilie Capery

Maybe we can collaborate with a smaller entrepreneur and maybe create videos or photos with our clients and them together.

**Fragment 2.5 CODE: Awareness CODE: Target relevant people**

Claudia Riphagen

Yes. So why do you think the new social media marketing plan will help fulfil the vision?

Emilie Capery

We've never been using a social media marketing plan. So, it would help us to target our relevant audience. Like people that are really into sustainability and really looking for authentic experiences instead of a cliché. So, the new plan will help us target them so we can show our vision of being sustainable.

Claudia Riphagen

Okay, so if I understand you correctly, the vision of Indibleu according to you is that they want to promote sustainable travel and meaningful experiences and with the new social media plan, you hope to target the right audience that is looking for this during their travels.

Emilie Capery

Yes, exactly.

**Fragment 2.6 CODE: Target relevant audience**

Claudia Riphagen

Okay clear. Then when looking at the new social media marketing plan, a main marketing goal must be created. So, what according to you, is the main marketing goal of the new social media plan?

Emilie Capery

Actually, the main marketing goal is to get the attention of the right audience. This is our main concern, because in the past when using social media, we did not know what to do. We did not have any plan and we were having a lot of likes, a lot of followers, but not really from the ones that we would like to have. So, for me, my main goal of this social media marketing plan is to target the right people at the end.

**Fragment 2.7 CODE: Number of likes CODE: Number of followers**

Claudia Riphagen

Okay and when you say you want to get the attention of the audience, what do you mean with attention?

Emilie Capery

I think the likes are a good indicator. But the followers are better because they will keep on getting your posts that you share. Likes can just happen because they saw our post on their feed. But someone that follows you will keep on looking for you and your posts and updates.

**Fragment 2.8 CODE: Increase in the number of followers**

Claudia Riphagen

So, if I understand correctly, the main marketing goal of the new social media plan is to get the attention of the right audience by an increase in the number of followers?

Emilie Capery

Yes, yes precisely.

**Fragment 2.9 CODE: Sustainable tourism CODE: Social media strategy**

Claudia Riphagen

And why does this goal help fulfil the vision of Indibleu?

Emilie Capery

I think the more followers we get, the more people we have to show what we as Indibleu are doing for sustainable travel. Also, I think it's efficient if you are getting more and more followers, it means your social media strategy is working.

**Fragment 2.10 CODE: Travel influencers**

Claudia Riphagen

Okay clear. And what have you done in the past to achieve this marketing goal of getting more attention and followers?

Emilie Capery

What we did in the past, I don't really know if it worked, but we had a group of influencers from France, Portugal and Spain. So, they came for one week and they stayed in sustainable accommodations and they did most of our sustainable activities. And well after that we gained some followers, new followers, we got a lot of likes and they even gave us TripAdvisor reviews. So, this helped us a lot. So, we can say that we did collaborate with influencers. We even got a request for a booking from a big group from Portugal.

Claudia Riphagen

So, I guess we can say that those collaborations paid off.

Emilie Capery

Yes, yes.

**Fragment 2.11 CODE: Posting frequently**

Claudia Riphagen

So, if you're looking at the main marketing goal of getting more attention and followers, which concrete benchmarks or short steps need to be taken?

Emilie Capery

Well first we need to start posting frequently. I think we need to start posting twice a week. I don't know if this is the right frequency but that is what we need to find out. And then start to create more content, especially stories.

Claudia Riphagen

Okay, so you say you want to post twice a week. How about stories?

Emilie Capery

No, with stories I think we need to post one per day because that is what the followers will see if they connect every day with us. And they also disappear after 24 hours.

**Fragment 2.12 CODE: Posting frequently CODE: Meaningful content**

Claudia Riphagen

Yes okay, so the two short term goals are to start posting more frequently by creating two posts per week and by sharing stories every day to gain more followers and attention.

Emilie Capery

Yes, meaningful content that reflects our vision and at the same time reflects what we offer as Indibleu, so the experiences and tours we want to put forward.

**Fragment 2.13 CODE: Meaningful content CODE: Clients coming directly**

Claudia Riphagen

And how will these two short term goals help fulfil the main marketing goal?

Emilie Capery

I think posting meaningful content and relevant content regularly will help us to attract the customers that we want to come to us directly instead of going to a third party and then getting to us. So, I think the short steps like the content will help us to achieve our main goals.

**Fragment 2.14 CODE: Time period**

Claudia Riphagen

Yes, okay clear thank you. And in what time period should these short-term goals be achieved?

Emilie Capery

Well as soon as possible, I think. But I would say between two or three months.

**Fragment 2.15 CODE: Social media platforms CODE: Feed**

Claudia Riphagen

Okay, now we go further to the desired social media marketing plan. And what does the ideal social media strategy look like according to you?

Emilie Capery

Well, I think we should start to look at the platforms we would like to use the most. And then I think Instagram is the most attractive one. Because most of the youngsters use it and even people of mid-age are using Instagram. Now Facebook has a little bit less attractiveness I can say, but Instagram will be better for us to post. Also, our strategy should include a feed with a lot of colours. Like attractive and great pictures because a picture speaks a thousand words.

**Fragment 2.16 CODE: Local lifestyle**

Claudia Riphagen

Okay clear. And what topics or subjects do you want to post?

Emilie Capery

I think content with the locals where we show the local life and local lifestyle. Not content with the glamorous part of Mauritius, not the typical highlights because that is what other DMCs are doing.

**Fragment 2.17 CODE: Social media platforms**

Claudia Riphagen

Yes exactly, so not the cliches. Then you talked about Instagram already to use as a platform. What do you think about TikTok or YouTube or other platforms to use in the new strategy?

Emilie Capery

Well for me if I need to travel, I would get my inspiration on Instagram more than Facebook. But I don't think YouTube is relevant for us. But TikTok yes, we can gain a lot of visibility via TikTok. So, this can help us a lot and also to use TikTok in creating stories for the other platforms as well. You know, using the audio, the template for the videos.

Claudia Riphagen

Yes, okay. And why do you think these platforms will be the right choice for the marketing plan or goal?

Emilie Capery

Because it will help us to gain visibility.

Claudia Riphagen

So, Robert also talked about using more LinkedIn. What do you think about that?



[Emilie Capery](#)

I don't really know how LinkedIn can help Indibleu. We are now trying to get more B2C. If it would be for the B2B partners, then I think LinkedIn would be great. But otherwise, I would not know how the platform can help us.

[Claudia Riphagen](#)

Okay so Instagram is according to you the best platform to use.

[Emilie Capery](#)

Yes, Instagram and then TikTok in 2nd place and then Facebook. But by posting on Instagram, you can do the same on Facebook it's linked. So then at least you are active on both platforms. But I've noticed in the posts that we get more likes and more followers and more visibility on Instagram than on Facebook.

**Fragment 2.18 CODE: Google Analytics CODE: The number of views CODE: The number of likes and shares**

[Claudia Riphagen](#)

And if you start posting on these platforms, how do you intend to measure the results of the posts you shared?

[Emilie Capery](#)

I think by using Google Analytics and by checking the number of likes that we gain per week. And, by analysing which post works best like which kind of posts has the most likes and shares. And, by looking at the comments, because if someone comments on a post it means that they find it interesting or attractive. On TikTok, I think you can measure by looking at the views. On Instagram I would say by looking at the number of likes and on Facebook the number of shares.

[Claudia Riphagen](#)

And why do you think those measurements are the best for those platforms?

[Emilie Capery](#)

Well sharing on Facebook, then you will appear on more people's feed. The likes for Instagram because if you like something you will get the same content or similar content every day. So, I think the likes will determine what will appear on your feed. For TikTok, simply the views because it's all about videos.

**Fragment 2.19 CODE: Regular tracking**

[Claudia Riphagen](#)

Okay clear thank you. And how often do you intend to measure these results?

[Emilie Capery](#)

I think every two weeks on each platform.

**Fragment 2.20 CODE: Clients coming directly**

[Claudia Riphagen](#)

Alright then we are already at the last question, which is when do you know the strategy is successful or achieved?

[Emilie Capery](#)

When we get the first direct bookings coming from social media.

**Fragment 2.21 CODE: The number of followers**

[Claudia Riphagen](#)

You were talking about the main marketing goal being to get more attention and followers. Do you have a goal of the number of followers that you want to achieve for example?

Emilie Capery

I never thought about that. I don't know which number is best because the number of followers sometimes it's good to have a big number of followers, but to know if the followers are relevant and if there's a chance for them to book with you, this is a bit tricky.

Claudia Riphagen

~~Okay alright. Well since this was the last part of the interview, do you have any more things you would like to add or talk about?~~

Emilie Capery

~~No, I think it's fine. And if you need more information, you can always text me and I will reply to you as fast as I can.~~

Claudia Riphagen

~~Yes, I will thank you. And thank you again for taking the time for this interview.~~

Emilie Capery

~~No problem, Claudia. Have a nice day and talk to you soon.~~

<b>Code</b>	<b>Sub-code</b>	<b>Fragment numbers</b>
<b>The vision of the company</b>	Responsible manner	1.1
	Sustainable tourism	1.2, 1.8, 2.9
	Responsible experiences	1.3, 1.16, 2.3
	Implementation of the vision in the new social media marketing plan	1.4, 2.4
	Storytelling	1.5
	Awareness	1.6, 1.11, 2.5
	Sustainable image	2.1
	Exceed the expectations of the clients	1.2, 2.2
	Target relevant audience	2.5, 2.6,
	Local entrepreneur	1.3, 2.3, 2.4
	Travellife	1.2, 2.4
	Authentic experiences	1.16, 2.1, 2.3,
<b>The main marketing goal</b>	Clients coming directly	1.7, 1.8, 1.10, 1.24, 2.13, 2.20
	Travel influencers	1.9, 1.10, 1.24, 2.10
	Inspire people	1.11
	Time period	1.14, 2.14
	Increase in the number of followers	2.8
	Social Media strategy	2.9
	Posting frequently	2.11, 2.12
	Meaningful content	2.12, 2.13
<b>The desired social media marketing plan</b>	Social media strategy of other DMC's	1.15
	Social media platforms	1.17, 2.15, 2.17
	Feed	2.15
	Local lifestyle	2.16
<b>Performance indicators</b>	Engagement	1.12, 1.13, 1.18, 1.24
	Number of likes and shares	1.13, 1.20, 2.7, 2.18
	Number of followers	2.7, 2.21

	Google Analytics	1.19, 2.18
	Website traffic	1.19
	Number of views	1.21, 2.18
	Interaction	1.21
	Regular tracking	1.22, 1.23, 2.19

Appendix V: the observation sheet

Aspects	Items	Categories	Comments
Content Strategy	Types of content	<ul style="list-style-type: none"> <li>• Blog posts &amp; short articles</li> <li>• Email newsletters</li> <li>• (vertical) videos</li> <li>• Photos</li> <li>• Stories</li> <li>• Infographics</li> <li>• Other:</li> </ul>	
	Types of subjects	<ul style="list-style-type: none"> <li>• Destination inspiration</li> <li>• (Example) itineraries</li> <li>• Personal travel experiences</li> <li>• Travel tips and facts</li> <li>• Travel Industry news</li> <li>• Other:</li> </ul>	
Posting Strategy	Social Media channels	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Instagram</li> <li>• TikTok</li> <li>• LinkedIn</li> <li>• YouTube</li> <li>• Snapchat</li> <li>• Twitter</li> <li>• Other:</li> </ul>	
	Posting Frequency	<ul style="list-style-type: none"> <li>• 1-2 times per week</li> <li>• 3-4 times per week</li> <li>• 5-6 times per week</li> <li>• 7-8 times per week</li> <li>• Other:</li> </ul>	
	Posting Times	<ul style="list-style-type: none"> <li>• 06.00 AM - 09.00 AM</li> <li>• 10.00 AM - 01.00 PM</li> <li>• 02.00 PM - 05.00 PM</li> <li>• 06.00 PM - 09.00 PM</li> <li>• 10.00 PM - 01.00 AM</li> <li>• Other:</li> </ul>	
Communication Strategy	Tone of voice	<ul style="list-style-type: none"> <li>• Informative</li> <li>• Humorous</li> <li>• Formal</li> <li>• Informal</li> <li>• Narrative</li> <li>• Other:</li> </ul>	
	Emoji use	<ul style="list-style-type: none"> <li>• 1 per post</li> <li>• 2 per post</li> <li>• 3 per post</li> <li>• 4 per post</li> <li>• Other:</li> </ul>	
	Hashtag use	<ul style="list-style-type: none"> <li>• 1 per post</li> <li>• 2 per post</li> </ul>	

		<ul style="list-style-type: none"><li>• 3 per post</li><li>• 4 per post</li><li>• Other:</li></ul>	
	Responding	<ul style="list-style-type: none"><li>• Commenting</li><li>• Reposting</li><li>• Liking</li><li>• Other:</li></ul>	