Online presence and relationship marketing analysis of the Spanish Royal Sites.

0.   RESUMEN EJECUTIVO.

Nowadays and each day in a higher degree, online presence is essential for all organisations to be visible in users and visitor minds. An effective and efficient management of online presence is essential to build a good image and develop a deep relationship with users.

This project studies the current online presence in Royal Sites in Spain (comparing with other online presence countries) through a content analysis technique of the websites and presence in social networks to elucidate the current online situation and the susceptible elements to improve.

Secondly, it examines the improvements that can help to attract more visitors in a more effective way (long-term relationship) through a survey technique based in a digital marketing model. In this way, digital marketing tools are examined and rated by users to translate those results into more productive online presence strategies. As relationship marketing is an increasing and more valuable concept for users, all the survey results analysis has been focused on achieving a good and durable relationship with visitors, giving interesting results to consider.

Some of the conclusions reached in this project is that website and social networks are important for users (it is key for organizations to develop a good community management plan to have a long-term relationship with the users and visitors) and that a globalize online project would attract more visitors to Royal Sites in all countries and create a better image.

Key words: **Royal Site, relationship marketing, online presence.**

1. INTRODUCCIÓN. *Deben tratarse aquí los antecedentes y el estado actual de los conocimientos académicos y/o empresarial acerca de la temática del trabajo.*

Technology of communications has been evolving through the past twenty-seven years, from the arrival of Internet in 1990's until nowadays.

As Batinic (2013) specifies, the complexes parts of tourism and hospitality industry value chain have been covered by the Internet and, at the same time, it helps to the innovation.
Information technology impacts the way people travel and how they get the previous information (Xiang Z., Magnini, V. & Fesenmaier, D., 2014). Before Internet, people had to attend to different intermediaries (as tour operators or travel agencies) and, despite that, the received information was not completed. Nowadays it is possible to have information about everywhere, traveller's opinions and to reduce transactions costs. Feedback at real time and between users that are thousands of miles away is possible. Since visitors can create their own travel package, the trend now is to create experiences that fit all profiles. This concept is known as co-creation (Neuhofer, B., Buhalis, D., & Ladking A., 2013).
The adaptation of organizations to these huge changes in technology is key to stay in the market at long term.

Websites and Social Media Networks are part of the first impression that potential visitors have and some of the most important ways of communication with the company (Zach, F.; Gretzel, U., & Xiang, Z., 2010).

In the first decade of the Internet appearance the tourism and hospitality industry were one of the heads in the use of the Internet to communicate with visitors through channels via online (Xiang et al., 2014). In the second decade, with the launching of Social Networks, another adaptation was necessary in the industry. This development helps us to understand the importance websites have for carrying on the business, not just in tourism and hospitality industry, but in all industries.

The development of technology in the last twenty years are having a huge impact in how customers interact with the organizations. Each day more, the technology supports allow users to have a contact with the product/service before buying it.

While these interactions are taking place between users and the organisations (exchange of information), a relationship between both are being built (Sarmiento Guede, 2014).

United Nations Educational, Scientific and Cultural Organisation (UNESCO) are involved in a project called "The 2030 Agenda of Sustainable Development" which main objective is to safeguard and promote the cultural and natural heritage through different projects (UNESCO, 2018). Included in this project are all the Royal Sites considered as cultural heritage from the country.

Considering the importance of having a strong online presence and with the purpose of help to attract more visitors and users to Royal Site places, this project is focused on helping in this issue.

2. OBJETIVOS DEL PROYECTO. *Fijar y concretar las hipótesis y/o los objetivos del Trabajo.*

The hypothesis (and consequent objectives) considered in this research are:

Royal Sites in Spain have a bad or non-existent online image and presence. This situation influences to not have long-term relationships with the current and future visitors.
The objectives to prove this hypothesis are:
- Qualitative analysis (content analysis of the website and Social Networks) of the current online situation in Spain related to Royal Sites.
- Qualitative analysis (content analysis of the website and Social Networks) of the current online situation in other countries to compare the real context in Spain related to Royal Sites.
- Quantitative analysis (survey technique) of the current online situation related to Royal Sites in user's mind running a survey to get the results.

To support the qualitative analysis and comparison, some questions included in the survey inside the quantitative analysis help to confirm and back the qualitative analysis.

Other Royal Sites around Europe have better online presence and image than in Spain.
The objectives to prove this hypothesis are:
- Qualitative analysis of the current online presence of Royal Sites in Spain, United Kingdom and Sweden to compare different situations having into consideration similar characteristics.

Improvement in online presence, image and social networks could increase the relationship with the users and to increase visits and knowledge.

The objectives to prove this hypothesis are:

- Quantitative analysis (survey method) to elucidate the best ways to increase and improve the online image of Royal Sites and therefore increase the relationship with users. Following a digital marketing model, this project elucidates the most important elements in which focus the attention and investment to generate a bigger impact in users and visitors in Royal Sites.

A globalize online marketing model use in all Royal Sites, would improve the relationship marketing with users.

The objectives to prove this hypothesis are:
- Quantitative analysis (survey method) to study if a global online image strategy followed for several countries can improve the relationship and trust of users.

3. METODOLOGÍA Y PLAN DE TRABAJO. *Se debe detallar y justificar la elección de la metodología y el plan de trabajo realizado*

A) Qualitative Research

Inside the qualitative analysis and mixing two models to analyse websites and online presence, a new model has risen and have been used to analyse the Spain, Sweden and United Kingdom Royal Site online presence. This new model is called Qualitative Website Analysis Criteria.

- Qualitative Website Analysis Criteria
A model from the Proceedings of the Ninth International Conference on Information Quality (ICIQ-04) by Moustakis, Litos, Dalivigas and Tsironis that divides the website quality in five main elements to have into account: content of the website, navigation through the website, structure and design, appearance and uniqueness of the content.
Inside each of the elements, different parts must be considered to have a global overview of the real situation of the content.

- 7 C's
The 7 C's model comprehends seven essential elements when studying the content and usefulness of a website for the users: context, content, community, customization, communication, connection and commerce.

- Qualitative Website Analysis Criteria
Considering the important parts of the two models used (and shortly explained above), a new model from own creation appears to be more adjusted to the analysis of Royal Sites online presence current situation. Also, the importance of creating a new model is that is more suitable to the objectives and aims of the research.
The main elements in which this model is divided are: content; navigation, structure and context; design, appearance and customization; connection and commerce; community, communication and change

B) Quantitative Research

There has been applied survey technique for this research project in order to confirm the created hypothesis previously and for obtaining quantitative data for general conclusions and recommendations.

Questionnaire design applied to this survey technique

Considering the "flowerpot approach" technique for questionnaire design (Hair, J.; Bush, R. & Ortinau, D., 2006), it stablishes the importance to start from general information to more specific information. The structure of the questionnaire made in this project follows the next blocks:

- Introduction section.
- First information objective.
- Second information objective.
- If needed, general opinion.
- Identification Section.
- Thank you statement.

The technical data of the survey is the following:

Type of survey	Online survey
Target population	Spanish Royal Sites potential and actual visitors
Sampling method	Non-probability sampling method by convenience of the researcher
Sample size	106 people did the questionnaire
Sampling error	Not applied
Level of confidence	Not applied
Place of execution	Online platforms in Spain (Facebook, Whatsapp, E-mail)
Date of fieldwork	Between 20/May/2018 to 25/May/2018
Response Rate	100%
Software for data collection	Google Forms
Software for data treatment	SPSS
Language for data collection	Spanish & English

Table 1: Technical data of the survey. Own elaboration (2018).

4. ANÁLISIS Y RESULTADOS. *Detallar el análisis y los resultados obtenidos según los objetivos planteados del trabajo.*

QUALITATIVE RESULTS (CONTENT ANALYSIS)

ITEMS / COUNTRIES		UNITED KINGDOM	SPAIN	SWEDEN
CONTENT				
Utility and reliability of content		Supported by an official organisation	Supported by an official organisation	Supported by an official organisation
Completeness of information		Well organised	Well organised	Confused organisation
Subject specialization and offering mix (level of knowledge)	Content adapted to the current cultural tourist	Good adaptation	Good adaptation	Good adaptation
	Content adapted to the more professional interests or researchers	Membership	No adaptation	No adaptation
Subject specialization and offering mix (languages available)	How many languages available in the website?	English	English and Spanish (poor English translation)	7 different languages (poor transaltion)
Uniqueness of content		Uniqueness in the way to express it	Not uniqueness	Not uniqueness
NAVIGATION, STRUCTURE & CONTEXT				
Convenience of navigation tools and means of navigation		Good level	Good level	Good level
Order of elements in the website and information structure		Good ordenation of elements	Good ordenation of elements	Good ordenation of elements
Ease of use of navigation tool and loading speed		Fluid	Fluid	Fluid
Search engines		To search inside the page	To search inside the page	To search inside the page (with drop-down option)
Browser compatibility		All browsers compatible	All browsers compatible	All browsers compatible
Software requirements		Not special requirements needed	Not special requirements needed	Not special requirements needed
DESIGN, APPEARANCE & CUSTOMIZATION				
Graphics representation		Good quality & good meaning	Good quality but not meaning	Good meaning but not quality
Readability of content		Good (customization available)	Good	Good (customization available)
Multimedia, images, voice and video (syntax of content)	Images	Good	Good	Good
	Voice	No voice	No voice	No voice
	Video	Links to YouTube through the activities	News section	Film Archive
Design characteristics		10/10 elements correctly covered	7/10 elements correctly covered	5/10 elements correctly covered
Aesthetics in content presentation		Very good	Good	Acceptable
Site map		Site map with instructions to get the place	Site map with instructions to get the place & origin option	No Site Map
CONNECTION & COMMERCE				
Links between the website and other external websites		Online shop	Transportation websites	Entrance tickets
		Entrance tickets	Entrance tickets	YouTube account
		Social Networks	Social Networks	
		Google Play	Google Play	
Transactional capacity of the website		Secure	Secure	Secure
COMMUNITY, COMMUNICATION & CHANGE				
Membership and online communities inside the webpage		Membership & blog	News section	News section
		63 publications in a year, frequency every 6 days	24 publications in a year, frequency every 14 days	186 publications in a year
Social networks presence	Facebook	*	*	*
	Twitter	*	*	*
	Instagram	*	*	*

Figure 1: Summary table of the Quality Website Analysis Criteria elements per country considered in the study. Own creation table based on the elements considered in the Quality Website Analysis Criteria (2017).

ITEMS / COUNTRY		UNITED KINGDOM	SPAIN	SWEDEN
FACEBOOK				
ACTIVITY	Publications	30 new publications in a month	-	-
	Frequency of publications	0.96	-	-
	Types of publications	Text & Picture	-	-
SIZE OF THE COMMUNITY	Followers (evolution during a month)	647 (growth 161.75 per week)	-	-
	New likes in the page (evolution during a month)	531 (growth 132.75 per week)	-	-
	People that visited the place (evolution during a month)	25 (growth 6.25 per week)	-	-
VISIBILITY & INTERACTION	Comments from users in the publications	Average 22.76 per publication	-	-
	Sharings	Average 132.30 per publication	-	-
	Likes	Average 924.73 per publication	-	
TWITTER				
ACTIVITY	Publications	58 new tweets in a month	176 new tweets in a month	-
	Frequency of tweets	1.27	1	-
	Average tweets publicated per day	2.52	5.86	
	Types of publications	Text & Picture	Text & Picture	-
SIZE OF THE COMMUNITY	Followers (evolution during a month)	4.455 (growth 1.113 per week)	2.964 (growth 741 per week)	-
VISIBILITY & INTERACTION	Comments from users in the publications	Average 2.56 per tweet	Average 0.44 per tweet	-
	Likes	Average 143.63 per tweet	Average 23.12 per tweet	-
	Retweets	Average 50.53 per tweet	Average 12.21 per week	
INSTAGRAM				
ACTIVITY	Publications	45 new publications in a month	-	-
	Frequency of publications	0.61	-	-
	Types of publications	Text (Intagram has pictures per se)	-	-
SIZE OF THE COMMUNITY	New followers (every week during a month)	6.137 (growth 1.534 per week)	22 (growth 5.5 per week)	-
VISIBILITY & INTERACTION	Comments from users in the publications	Average 12.64 per publication	-	-
	Likes	Average 3.783,6 per publication	-	-

Figure 2: Summary table of the Social networks study elements per country considered in the study. Own creation table based on the elements considered in the Social network element inside the analysis criteria (2017).

QUANTITATIVE RESULTS (SURVEY TECHNIQUE)

Univariate analysis

Some of the survey results obtained that corroborated the different hypothesis are:

The website is the most important platform for users to get Royal Site information, followed by Facebook, Twitter and Instagram (as the Table 2 shows):

Do you think Royal Sites should have online presence in the following platforms to improve the image?					
	Website	Facebook	Instagram	Twitter	Mobile Apps
Mean	3.48	2.35	2.37	2.36	2.58
Median	3	2	2	2	2.5
Mode	3	2	1	1	1
1	5.70%	29.20%	30.20%	31.10%	**34.90%**
2	14.20%	**30.20%**	**28.30%**	**28.30%**	15.10%
3	**40.60%**	24.50%	24.50%	21.70%	25.50%
4	5.70%	8.50%	8.50%	11.30%	5.70%
5	34%	7.50%	8.50%	7.50%	18.90%

Table 2: Group of questions I, question 2 (survey results). Own elaboration table from SPSS results (2018).

As the figure 3 shows, 58,49% of respondents of the survey thinks that the online presence is essential to have a long-term relationship with users (giving the highest rate to the question):
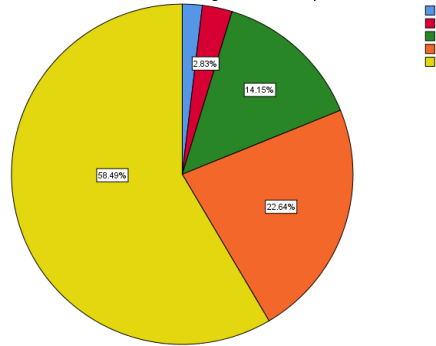
Figure 3: Group of questions I, question 5 (survey results). SPSS chart from results (2018).

The results (table 3) show that the highest percentage of respondents think each of the elements have a bad mark nowadays (not higher than 3 and five out seven not higher than 2). The mode is situated (except in Aesthetics characteristics and Capacity of shop and book tickets) in 1.

What mark do you give to the current online presence situation of the Royal Sites considering the following elements from your point of view and your knowledge? (5 more, 1 less)							
	Aesthetics characteristics	Good and useful content	Membership, online communities...	Personalization of the website	Communication	Connection	Capacity of shop and book tickets
Mean	2.57	2.63	2.26	2.47	2.37	2.47	2.74
Median	3	2	2	2	2	2	2
Mode	3	1	1	1	1	1	2
1	25.50%	**25.50%**	31.10%	**28.30%**	30.20%	**27.40%**	**21.70%**
2	23.60%	**25.50%**	30.20%	26.40%	**29.20%**	26.40%	31.10%
3	**27.40%**	21.70%	**22.60%**	20.80%	21.70%	23.60%	15.10%
4	16%	15.10%	13.20%	18.90%	11.30%	17%	16%
5	7.50%	12.30%	2.80%	5.70%	7.50%	5.70%	16%

Table 3: Group of questions II, question 3 (survey results). Own elaboration table from SPSS results (2018).

Bivariate analysis

Respondents that are agree and would like to record in an online app when they visit any Royal Site to have discounts and offers in other Royal Sites visits think having online presence in Facebook is essential to improve the online Royal Site's image (figure 4):

If you visit a Royal Site in a country, would you like to record it in an online app to have offers and discounts when going to other countries and visit other related Royal Sites?*	F	Sig.
Do you think Royal Sites should have online presence in the following platforms to improve the image? [Facebook]	4,814	,030

Figure 4: ANOVA analysis (from survey results). Own elaboration table from SPSS results (2018).

Contingency Tables (Crosstabs) and Chi-Square Analysis

Another interesting result is that female is more interested in having an app or website to search for good content when they visit Royal Sites to understand better what they are more interested in (figure 5):

	Would you like to have an app or website to search for content when visit a Royal Site to understand better the elements you are more interested in?	
	Yes	No
Female	61	6
Male	27	12

Figure 5: Cross tabulation analysis (from survey results). Own elaboration table from SPSS results (2018).

Correlation analysis

Respondent that are agree that it should be online presence in Facebook to improve the online presence Royal Sites image, also think that presence in Instagram and Twitter are important (table 4):

PEARSON CORRELATION	Do you think Royal Sites should have online presence in the following platforms to improve the image? [Facebook]	Do you think Royal Sites should have online presence in the following platforms to improve the image? [Instagram]	Do you think Royal Sites should have online presence in the following platforms to improve the image? [Twitter]
Do you think Royal Sites should have online presence in the following platforms to improve the image? [Facebook]	1	,745[**]	,705[**]
Do you think Royal Sites should have online presence in the following platforms to improve the image? [Instagram]	,745[**]	1	,743[**]
Do you think Royal Sites should have online presence in the following platforms to improve the image? [Twitter]	,705[**]	,743[**]	1
Do you think Royal Sites should have online presence in the following platforms to improve the image? [Mobile Apps]	,433[**]	,431[**]	,504[**]

Table 4: Correlation analysis (from survey results). Own elaboration table from SPSS results (2018).

5. **CONCLUSIONES E IMPLICACIONES.** *Destacar las contribuciones académicas y/o las implicaciones organizacionales y recomendaciones que se sustraen del trabajo.*

The results of the qualitative and quantitative analysis have brought some clarification into the hypothesis exposed at the beginning of this research project:

Royal Sites in Spain have a bad or non-existent online image and presence. This situation influences to not have long-term relationships with the current and future visitors.

Considering the Quality Website Analysis Criteria in which the qualitative analysis has been based, Spain has a medium level of online presence in user minds:

- Content

Results show that there is no adaptation to the more professional content considering the special interest of users. Languages available are just Spanish and English (with no a good translation of the concepts). The content is not uniqueness and it is easily

found on Internet.
- Design, appearance and customization

Not all the elements inside design characteristics are covered (great images and web fonts).
- Community, communication and change

Spain has no online presence in Facebook and in Instagram, even that the official account exists, there are no activity.

Considering the quantitative analysis, the main results that corroborate the hypothesis are:
- More than half of respondents in the survey have never visited a Royal Site website, social network account or download a mobile app.
- More than half of respondents in the survey did not know that in Spain Royal Sites have any account in social networks.
- The mark respondents gave to the current online presence of the Royal Sites is not higher than 3 (when the higher rate is 5) in all the elements (aesthetics characteristics, useful content, membership, personalization of the website, communication, connection and capacity of shop and book tickets).

Other Royal Sites around Europe have better online presence and image than in Spain.

United Kingdom has better level of online presence than Spain (fulfilling more elements in the Quality Website Analysis Criteria), but Sweden has not achieved all the elements at the same level of Spain in Royal Sites online presence.

These results show that there are countries in Europe in a better online position in Royal Sites, but there are also countries with a lower presence.

The hypothesis could be confirmed but also having into consideration that there are some other countries that can improve the image to create a better relationship with users.

Improvement in online presence, image and social networks could increase the relationship with the users and to increase visits and knowledge.

As the quantitative results show, the online presence is important for users. They have answered that online presence is key to improve the image and have a better long-term relationship with them (specially in website and social networks). The most important social network is YouTube for users to search for tourism information.

A good content and easy navigation through the websites are the two most important elements for users when visiting a tourism website.

A globalize online marketing model use in all Royal Sites, would improve the relationship marketing with users.

Considering the results in the quantitative analysis, the hypothesis could be confirmed checking the results of the group of questions III.

A high percentage of users in the survey have agreed to:

- Record in an online app when they visit a Royal Site to have offers and discounts to go to other Royal Sites in the same or other country.
- To have an app or website specialized in content that could be interesting for some user profiles.
- To update photos when visiting a Royal Site to share experiences and to compete for prizes with other users (in other countries and in the same).
- To have an app that offers content related to the Royal Site visitors are in (using Global Positioning System).

All these results can confirm the hypothesis of that a globalize online marketing model (with apps, offering special content…) would improve the relationship marketing with users.

RECOMMENDATIONS

- **Improve the website (all the elements) because is the most important element for Royal Sites users**
  To give a better service, to increase the impact and to foster the relationship marketing between the organization and users or visitors, it is important to manage and control all the elements possible inside the website.
  Also, and although United Kingdom and Sweden are different from the Royal Sites Spanish website (with different elements to improve), the importance of improving all the elements inside the website can be applied to other countries.

- **Increase Royal Sites online presence in Social Networks (YouTube, Facebook, Instagram**…)
  Quantitative analysis shows that the second most important element to have a closer relationship in a long-term way with users and visitors is Social Networks.

  The platform that has the most visits for searching tourism information in **YouTube**. The current online situation of Royal Sites does not include promotions or events related with YouTube, so it would be interesting to invest in to obtain a better reaction from users (improving the image and increasing the visits to Royal Sites and the relationship with them).

  Some of the strategies to increase the visits in YouTube videos can be:
    - Create a blog where organization update videos in a periodical manner (each week, for example). This blog shows the different events of the week in the Royal Site, some curious or strange facts, parts of history…
    - Viral videos or videos campaigns. Create videos with the objective of attracting people to the channel and to share information about the Royal Site. An example can be creating a video where explain that a competition for a prize will be carried out in the following days (not giving too much details). After that, each day, update a new video with new clues about the competition.

  The second most important social network for users to search for tourism

information is **Facebook**.
The content analysis (qualitative analysis) shows that Spain does not have online presence in Facebook. Being an important social network for users, it would be recommendable to have an official account in Facebook and have a community management plan for this platform. It would increase the number of users searching for information and it is a helpful tool to post in different ways (videos, publications, audios…)

These all results related to social networks recommends creating a community management plan where focus on YouTube and Facebook in first instance (with more aggressive and impressive strategies to reach the users interested) but also do some strategies in Instagram and Twitter to start catching the attention of interested users.

- **Create a globalize platform between countries (update information to get offers, discounts and prizes, to give more specialized information based on GPS location and based on the interest of users in different issues)**

  In an everyday more globalized world and considering the global project UNESCO is carrying out, it is important to think in creating a globalize platform between countries to share, exchange and have information about different Royal Sites in different countries.
  In qualitative analysis it has been studied that each country has a website where users can find information about the country but not information about other countries or other links to websites. So, can be confirmed that a globalize point of information or relation between countries in Royal Sites online presence is not developed or even present.

- **Reinforce the membership in online presence**
  As the qualitative analysis has shown, the current online presence in Spain and Sweden (two out of three countries analyzed) is not developed in membership issues. However, users are interested in having more specialized information about the Royal Sites depending on their interests.

  These results reveal the importance of focusing on membership and be able to offer a good and customized information for users to be more integrated and be heard.

  A membership group where users can join for a little fee per month or year fee would improve the online presence image users have of Royal Sites online presence. All users or visitors that are interested in having more information would easily access to it and use it to achieve their needs.

  Membership could be grouping in single or groups. Students or researcher's groups would access to a specific information they need to create or develop a specific

project.

- **Improve the subject specialization and offering mix (languages available)**
  In order to reach more users from other countries and have a better globalized Royal Sites network, it is important to increase the number of languages available in each of the sections of the website.
  As the qualitative analysis has shown, there is a poor variety of languages and even in Spain and Sweden the languages that are not natives from the country are not correctly translated. The perception users can get from this current situation is a lack of professionalism.
  The advantages of improving the translation of other languages and to increase the number of languages available are: increasing the professional perception of the users and visitors and the possibility of globalizing the information in a user's network through different countries around the world (where they can exchange information, content and opinions).

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