

10. Marketing and Communication

Competitive Session

Abstract-only

Tourism destination marketing: A case study of opportunities in China through social media

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Tourism destination marketing: A case study of opportunities in China through social media**ABSTRACT:**

This paper examines a social media campaign initiated by Tourism New Zealand (NZ) using Chinese actress Yao Chen as a brand ambassador to promote NZ as a tourism destination in China. Yao Chen shared her travel experience in NZ, including her wedding in Queenstown, on her Sina Weibo microblog with more than 10.9 million followers, raising awareness of NZ as a tourism destination in China. This article analyses the reach of the social media campaign, and explores key success factors of the campaign. It also investigates implications of the campaign for the tourism firms involved, suggesting ways how firms can capture value from such initiatives.

Key words: *Social marketing, marketing channels, emerging economies, social-technical change*

1. Introduction

Social media provides new avenues for customer engagement and for raising brand awareness. Managers in various industries have successfully incorporated social media tools, such as blogs and social networks, into their marketing strategy to connect with their customers (Hoffman and Fodor, 2010; Kaplan, 2012). The tourism industry in particular has been fundamentally transformed by the rise of social media, as more and more travelers actively seek information on the Internet and actively engage in social media while planning their trips and share their experiences (Sigala, Christou and Gretzel, 2012; Hvass and Munar, 2012).

Social media content directly affects the business model of tourism businesses. Yet the mechanisms by which this occurs are somewhat obscure as managers face greater uncertainty with regard to their communication and brand message as customer generated content on social media can significantly influence the perception of other customers (Sashi, 2012). The content generated by travelers on social media platforms also impacts on the choice of future travelers, and affects the reputation, popularity and legitimacy of specific tourism businesses (Miguéns, Baggio and Costa, 2008). Organizational reputation and legitimacy is crucial for survival (Suchman, 1995; Deephouse, 1999; Deephouse and Suchman, 2008). However, the majority of managers still struggle to respond timely to user-generated social media content, as well as to effectively incorporate social media in their marketing strategy (e.g. Hvass, et Munar, 2012). Content on social media is outside of managerial control.

Managers have little choice but to accept that it will affect their business, and are therefore well advised to strategically respond to social media content that is relevant to their business (Hoffman and Fodor, 2010). Overall, social media provides not only opportunities, but also new challenges for tourism firms.

Government agencies increasingly use social media for a relatively cost-effective way of carrying out tourism destination marketing (Hays, Page and Buhalis, 2013). Stankov, Lazić and Dragičević (2010) point out that about half of the national tourism organizations in Europe have created a Facebook account thereby establishing a platform for local businesses and visitors to share stories and images that promote their region as a tourism destination. Despite this intensifying government engagement in tourism destination marketing, existing research shows that government agents still struggle to use social media effectively (Hays, et al. 2013).

While there is a need for comprehensive investigation into the impact of social media on the tourism industry in general (Zeng and Gerritsen, 2014), this need is even more pronounced in regards to emerging markets. To date, only little is known about the role of social media in attracting visitors from emerging markets. Early research has shown that shared travel experience on social media has the potential to educate potential customers about a certain tourism destination, generating a desire to live through a certain travel experience oneself (Lin and Huang, 2006). Moreover, the opportunities to educate customer about a region seems to be particularly pronounced for potential visitors who have only very little understandings about a certain destination. Through social media, firms and government agencies therefore can promote their region's attractions to new customer segments in physically and culturally distant markets.

Building on a single case, this study aims to advance our knowledge on how to create a successful social media campaign to promote a tourism destination in China. We analyze the successful campaign initiated by Tourism New Zealand (TNZ) that featured the Chinese actress Yao Chen as a brand ambassador for New Zealand (NZ). The campaign had a wide reach leading to a total of 512755 reposts and 389514 comments by Yao Chen's followers on NZ-related content on her Sina Weibo microblog. The blog content and photos featuring NZ scenery and tourism experiences, such as helicopter rides and bungee jumping supported the shaping of an image of NZ for young Chinese travelers. One of the highlights of the NZ related blog content was Yao Chen's wedding when she returned to NZ in 2012, creating an image of NZ as a romantic destination for Chinese honeymoon travelers.

3. Social media in the tourism industry

Social media is increasingly used by tourists for making decisions related to their travel (Jacobsen and Munar, 2013). It influences their perception of the attractiveness of a destination (Shu and Scott, 2014). For example, tourist agencies have used social media, such as Twitter, to communicate with tourists during crisis in order to positively influence the tourists' perceptions and experience (Pennington-Gray et al., 2011; Schoeder and Pennington-Gray, 2014). The "image" of a destination plays an important role for customer choices to visit a particular destination. The destination image is shaped by several factors, which are typically classified in cognitive (beliefs) and affective (feelings) components (Baloglu and Brinberg, 1997). Tham, Croy and Mair (2013) argue that social media content influences the destination image of individuals, however empirical research on the dynamics between social media and tourism destination choices is still in its infancy.

Visual images, such as photographs, typically play a crucial part in successful tourism destination marketing (Hunter, 2008; MacKay and Fesenmaier, 1997). They shape the perceptions of individuals about the destination, in particular if the individuals have never experienced the destination and are unfamiliar with its places (Nicoletta and Servidio, 2012). Photographs are central to many social media users. Internet platforms encourage users to share media content, such as photos and images, on blogs and social networking sites, which often triggers discussion, evaluations (Mangold and Faulds, 2009; Kaplan and Haeinlein, 2010), and emotions amongst its users (Lee, Xiong and Hu, 2012). Neurophysiological studies have recognized that visual stimuli, including, pictures and photographs, trigger emotions and feelings (Baumgartner, Esslen and Jäncke, 2006), suggesting that pictures are very powerful in shaping destination images. Research has shown that that photographs taken during visits to Disneyland, have triggered mostly positive emotions after the visit, explaining positive accounts of personal experiences of Disneyland to others, even if the actually visit had not been very pleasurable (Sutton, 1992). Photographs can positively influence feelings about an experience (Sutton, 1992), or even create false memories about an event (Wade et al., 2002).

One of the most prominent social media tools is blogging, where a person realized a statement or photo on a social media page, and invites his or her readers to comment on the content (Thevenot, 2007). The growing importance of social media including blogs on the online tourism domain has been recognized by researchers

(Xiang and Gretzel, 2010), and in particular celebrity blogs seem to have the potential to support destination marketing. For example, Glover (2009) suggests that celebrities may impact on many dimensions of destination image, and that advertisers have at the same time reasonable control over the content, thereby offering opportunities for destination marketing. Celebrities are increasingly blogging on the Internet to connect to their fans, and at the same time, some popular bloggers gain celebrity status in the Internet. Lee, Scott and Kim (2008) find that celebrity involvement positively shapes destination images and facilitates familiarity and visitation intentions of potential travelers.

It is important for marketers to consider cultural differences in the adoption and use of social media for social marketing (Gretzel, Kang and Lee, 2008; Jordan, Norman and Vogt, 2013) as well as for travel choices and preferences (Wong and Kwong, 2004). Cross cultural research suggest that customer preferences are influenced by the cultural norms, and it can be expected that Chinese travelers may social media in different ways than Western travelers. To attract Chinese travelers, a company's Internet presence and image on the Internet is becoming increasingly important for attracting consumers. For example, as at June 2013, in China, 22.4% (133million) of the total Internet users had made a travel booking using online services such as hotel rooms, travel itinerary, showing that Chinese consumer heavily rely on the Internet for their travel planning (CINIC, 2013). The popularity of making consumption decisions via the Internet provides opportunities for tourism firms to connect with Chinese consumers through social media.

In China, social media provides tremendous opportunities for businesses to raise brand awareness, as well as to learn about, and to engage with customers (Smith, 2009). The 32nd Statistical Report on Internet Development in China issued by the China Internet Network Information Centre (CINIC), revealed that the number of Internet users in China had reached 591 million in June 2013 (CINIC, 2013), of which more than 70% relate to active social media users. However, one needs to be aware that customer from culturally distant markets, such as China, use different social media channels. While many European and North American customers have a Facebook account, Facebook is mainly banned in China (Berthon et al., 2012). Consumers therefore rely on different social media networks such as Sina Weibo and WeChat (Cecilia, 2014). Microblogging sites, such as Sina Weibo, have become one of the most popular platforms of public opinions and information acquisition.

According to CINI, active microblog users accounted for 331 million (56%) of the total Internet users (CINI, 2013), and many of these users rely on information posted by opinion leaders for purchasing decisions (Chiu and Silverman, 2012; Smith, 2009).

Several studies examine the role and influence of social media in China. Findings indicate that Chinese social media users not only rely on corporate networking sites as the primary source of product and promotional information (Men and Tsai, 2012), but also value their relationship with these corporations (De Mooji, 2010) for emotional exchange (Men and Tsai, 2012). Xiong and Lv (2013) systematically analyze the development of social network service (SNS) in China and find that the trend of public opinion or even the development of social affairs are constantly shaped by conversations and information sharing via social media. In particular, reposts of entertainment content such as jokes and images are the most important driving force attributing to the key trending topics on Sina Weibo (Yu, Asur and Huberman, 2011). Such communal and trending word-of-mouth influences consumer information processing and as a result impact on consumer's purchase decision-making (Wang, Yu and Wei, 2012).

There seems to be a very good fit between influencer marketing and Chinese cultural values. Understanding the differences in cultural values and habits of customers is crucial for effective marketing, and there are profound differences between Chinese and Western consumers (Yau, 1988; Mok and Defranco, 2000). According to Chiu and Silverman (2012), Chinese value the recommendations of opinion leaders because of a greater degree of skepticism in formal institutions compared to Western counterparts. Moreover, Chinese customers rely more on informal channels that "carry both facts and rumor" for purchasing decisions (Yau, 1988, p. 53). Studies find that users tend to follow people of the same or higher social status (Chen, Liu, Wang and Gu, 2012), and that microblogs posted by certified VIP users on Sina Weibo such as elite people, public celebrities and official corporate accounts are more likely to be reposted (Guan et al., 2014). However, in emerging economies such as China, there is also risk to relying on social media for marketing, since the government has banned certain social media networking sites, such as Facebook (Berthon et al., 2012), and uncertainty over existing sites remains high.

Considering the recent growth of Chinese outbound tourism during the last decade, it is not surprising that researchers have increasingly investigated the preferences of Chinese tourists (Agrusa, Kim and Wang, 2011). For example, a study by Kim, Guo and Agrusa (2005) finds that Mainland Chinese tourists considered “safety” and “beautiful scenery” to be the most important attributes for the competitiveness of an overseas destination. In China, raising brand awareness through opinion leaders seems to particularly fit to the customer preferences. Mok and Defranco (2000) argue that Chinese consumers value the opinions of public figures as influencers for their purchasing decisions, which may provide opportunities for firms to use brand ambassadors to raise awareness of a tourism destination on social media. Andersson and Ekman (2009) point out that some public tourism organizations have stepped up as coordinators of ambassador networks, but with limited success. However, little is known how brand ambassadors can support tourism destination marketing through social media, in particular for emerging economies such as China.

3. Methods

To understand how social media can support destination marketing, we conducted a single case study on a social media campaign initiated by TNZ featuring Yao Chen as a brand ambassador to promote NZ as a tourism destination. A single case study is suitable to make a contribution, and is appropriate when a case is particularly unique or revelatory (Yin, 2014; Eisenhardt and Graebner, 2007; Siggelkow, 2007). Given the significantly success that was achieved by the campaign, the case of Yao Chen provides an opportunity to better understand how social media can support tourism destination marketing. For this case study, we relied on both qualitative and quantitative data. First, in December 2013, we retrieved quantitative data from Yao Chen’s Weibo microblog postings between August 2011 and December 2012. We identified and collected all posts related to her travel experience in NZ. In 2011, Yao Chen put up 82 posts with regard to NZ, of which 75 were posted between 19th and 26th of August during her travel in the country. In 2012 she put up 52 posts, mainly during her wedding, honeymoon and campaign shoots in NZ between 15th and 29th of November. More than 90% of these posts contained a photo related to her travel. We then systematically analyzed and classified these 134 microblogs (posts) into 17 categories based on the narrative and graphical content of these messages to demonstrate the

variety of themes captured by Yao Chen's posts about NZ. We further analyzed the number of reposts and comments for each of the microblogs to show the reach of the campaign. The results are listed in Table 1.

Building on this data, we selected three posts by Yao Chen that feature a photo of NZ. We selected posts that are representative with regard to the average number of comments a post would receive. We decided to focus our analysis on three posts featuring images and the ensuing discussion because of (a) the importance of image in communicating meaning and emotions in the social media space and (b) the lack of suitable software to analyze all posts. For these three posts, we carefully performed a content analysis of the 8031 comments of Yao Chen's followers to understand the emotional responses to the posts by Yao Chen. The results are listed in Table 2. We classified these responses based on the AIDA model, which measures qualities an effective customer message should include, which are attention, interest, desire and action (Kotler, 2002, Kotler & Armstrong, 2013). We chose the AIDA model because it has been used in similar studies (Lin and Huang, 2006). Second, we conducted qualitative semi-structured, in-depth interviews to obtain deeper insights into the social media campaign and its impact for NZ tourism businesses and NZ as a tourism destination. In particular, we were interested to understand how firms could capture value from the social media campaign with regards to their brand awareness as well as factors that were perceived to have contributed to the campaign's success.

We relied on a variety of sources to identify suitable participants for the semi-structured interviews. First, we analyzed the content of Yao Chen's social media posts to identify businesses that she visited during her trip as well as tourism agencies that were involved in the campaign. Second, we scanned NZ and Chinese press and media releases reporting on her tours newspapers, such as Sina.com and China daily to identify further businesses which engaged with Yao Chen. Overall, we conducted 20 in-depth interviews. First, we conducted seventeen interviews with participants who were in some way directly involved in the campaign, including CEOs/managers of NZ firms providing services or products to Yao Chen, (N=6), government representatives of different government agencies (N=9) and two consultants (N=2). We also conducted three interviews with industry experts to further contextualize our data (N=3). In addition, we obtained a written response to our interview questions of one NZ firm from a manager. All interviews were recorded and transcript. We coded the transcripts thematically and had frequent meetings to discuss the evolving themes. The results are presented in the following section.

4. Results

Table 1 shows the result of the first part of the analysis. The analysis revealed a total of 512755 reposts and 389514 comments by Yao Chen's followers resulting from the 134 microblogs that Yao Chen posted on NZ. Most of these posts feature NZ scenery and typical tourist experiences, clearly shaping an image of NZ as a tourist destination. The high number of reposts and comments by the followers shows a high degree of engagement and emotional attachment of the community (Sashi, 2012). According to Sashi (2012), such user-generated content adds further value to marketing campaigns. Clearly, the campaign triggered a high level of engagement amongst Yao Chen's blogger community.

INSERT TABLE 1 ABOUT HERE

Looking at the individual categories of the microblogs, our analysis shows that Yao Chen's posts on NZ stories and lifestyle, scenery and experience, and animals in general received the most attention, both in terms of total volume of reposts/comments and the average number per post. In addition, the Revive tour in 2011, the Hobbit movie and Yao Chen's wedding in 2012 appear to be the most popular themes. The wide social media reach and community engagement is evidenced by the high rate of reposts and comments per post (e.g., an average of 64331 reposts for each microblog on the wedding).

INSERT TABLE 2 ABOUT HERE

Table 2 shows the result of the second part of the analysis, which tests whether the goal of the NZ government agency to raise awareness of NZ as a tourism destination has been achieved by applying the AIDA-framework. The content analysis shows the effectiveness of Yao Chen's messages in shaping destination image and facilitating learning and emotional responses, which lead to interest, desire and action to visit. In particular, 56.2% of the thematic keywords relate to appealing attributes of the destination image (e.g., beautiful view of nature, dream-like scenery), showing that the campaign was effective to gain '*Attention*' of the community with regard to NZ as a tourism destination. Furthermore, 21% of the comments asked for more information about the destination, or showed that the bloggers had learned something about the destination, which indicates that '*Interest*' increased for potential travelers. The interest was further enhanced by the emotions expressed by the

viewers, with around 14% expressing feelings and fondness for the destination (*'Desire'*). Finally, 4.3% reveal an intention to visit the destination (*'Action'*).

INSERT TABLE 3 ABOUT HERE

Table 3 contains illustrative quotes from the interview data about the perceived impact of the campaign by tourism agencies and firms. It is important to note that the content of the social media blog could not be formally controlled, as a public servant explains:

'One thing that was quite a big learning for us was you can't contract in social media posts in China. ... so we didn't actually write any social media posts into the contract at all which was quite nerve-racking.' (#7 public servant)

However, there was a strong sense that due to Chinese cultural norms, such as *'mianzi - 面子'* (face) or *'hui bao'* 回報 (reciprocity) the content of the blog and the media would be favourable for NZ as the host of Yao Chen's visit. In Chinese culture, it is important to maintain a balance between social relationship between two parties, and the receiver of a benefit is expected to repay favours and treat the benefactor with respect (Hwang, 1987). A public servant reports:

'(the Chinese norm) is while we are gracious hosts and we are there for them, they have to be gracious guests too and they can't make us loose face by doing that when they go back.' (#3 public servant).

A key success factor for the campaign was that the NZ tourism agencies understood the importance to accommodate for the needs of Yao Chen, and provided her with a memorable experience in NZ. Privileges were made which in the end paved the road for the wedding happening in NZ, as a public servant explained:

'She was determined to bring her parents to NZ ... Originally, we said no, we can't do that. ... but she said well, I am not coming unless my parents come and I will use the director of photography (whom she later married). ... we said, ok, we will do that. while the wedding was obviously luck, the year before when they all travelled together. ... it paved the way for that wedding to happen when it did' (#7 public servant).

Looking at Table 3, the illustrative quotes show that the involvement of actors differed markedly. The different actors can be classified in two groups, namely *'active influencers'* and *'passive actors'*. First, some of the participants from firms and the government agencies were actively involved in the campaign, and strategically managed the campaign (see column *'active influencer'*). Active influencers typically had a clear goal or vision that they wanted to achieve through the campaign. Raising awareness about NZ as a tourism destination was important for these participants. The content of Yao Chen's Weibo postings mattered further for them with regard

to relevance and representation of their brand image. While participants were aware that there were limits to directly influencing the content of the blog, they dedicated resources for the campaign to strategically monitor the content of the blog and measure the impact of the campaign on their institution, either in terms of increasing awareness of the travel destination, or in terms of increasing demand for products or services. In particular, both firms and government representatives responded to the stories and themes evolving on Yao Chen's blog, and incorporated them in their own brand story. For example, firms adapted their product offerings to upcoming themes on Yao Chen blogs by offering wedding themed 'honeymoon packages'. Similarly, government agents prepared material for overseas travel agencies to promote Queenstown as a wedding destination for Chinese honeymooners after it became clear that Yao Chen planned to hold her wedding there.

In contrast, firms that took a bystander role, and were typically pulled into the project by other actors, had a very different approach towards the campaign. Typically, some of the local government agencies and smaller firms had little influence over their involvement, resulting into a very fuzzy definition of goals. It was often very difficult for these actors to monitor or evaluate the impact of the project as well. Local government agencies and small firms typically lacked staff with the required language capabilities to follow the conversation on Yao Chen blogs. They often also had little or no experiences with social media campaigns, and didn't have an established presence on the Web for their potential customers in China. These actors had typically no processes in place to measure the impact of the campaign, and did not experience tangible benefits for the firms' or the agencies' goals.

5. Discussion and conclusion

Our findings show that social media provides many opportunities for tourism destination marketing in terms of reach and impact, drawing on evidence of the social media campaign initiated by TNZ featuring the Chinese actress Yao Chen as a brand ambassador. Photographs can be made accessible to a large audience, shaping the image of a tourism destination and triggering emotions. In particular, the use of a brand ambassador, who was trusted in the Chinese context, proved to be very effective to build an image of NZ as a tourism destination of many of her followers. 'Goodwill trust' plays an important role for knowledge exchange, highlighting the importance of existing relationships for effective information exchange (Levin and Cross, 2004). This importance

of goodwill trust is further exacerbated in developing economies because of institutional voids and the increased uncertainty consumers' face in making purchasing decisions. Having Yao Chen as a brand ambassador was an opportunity for TNZ to get access to her followers, and create a brand image. The photographs featured on her blog were not only very effective to facilitate information flow about NZ as a tourism destination, but her endorsement also underpinned the truthfulness of the photos and stories about NZ.

There has been not much awareness in China about NZ as a tourism destination. We show that in emerging economies, such as China, brand ambassadors are an effective marketing means for raising such awareness. In China, relationships are still very important in facilitating business transactions, which needs to be recognized by marketers (Wong and Chan, 1999). Western businesses can build trust with Chinese brand ambassadors, who have a strong community, to overcome liabilities of outsidership, i.e. a lack of access to relevant networks. To effectively build a relationship, it is important to accommodate for the needs of the brand ambassador. One of the key success factors of the campaign was to respect the Chinese culture and showing willingness 'do favors' for the brand ambassador to build a relationship (Hwang, 1987). The favor was later repaid by Yao Chen when she married in NZ, raising awareness of NZ as a wedding destination. Our study has shown that demonstrating reciprocity and continuous engagement between the brand ambassador and the tourism destination transcends into the fellowship of the ambassador as it enhances the authenticity of the experience.

Our study shows that to make such a campaign successful, coordinated action between the firms and the government agencies is required. The key was to provide Yao Chen with a unique and authentic experience that enabled story-telling necessary for creating an image on the social media page of NZ as an attractive destination. To achieve this, the tourism agencies needed to work closely together with NZ firms in order to ensure a high quality experience. The image created about NZ as a tourism destination is the result of a coordinated effort. While the social and community-based character of social media content has been pointed out by others (Kietzmann et al. 2011), the benefits of collective action between firms and the other market actors, such as government agencies have not been discussed. In the case of tourism destination marketing, externalities exist impacting on a variety of firms embedded in the region that is promoted.

Our study further shows that the content on the social media webpage affects the opportunities for firms. Firms may have no individual control over the content, but they need to carefully monitor the discussions and stories on social media, and incorporate emerging themes in their brand story. The latter is the key to achieve a tangible outcome of social media campaigns on the firm level. In particular, specific product offerings, such as product packaging that are linked to a campaign, (e.g. 'honeymoon packages') offer opportunities for differentiation. Firms that have successfully leveraged off the social media content closely monitor the story that is unfolding on social media, and respond to it with regard to their marketing and product offering. They further actively measure the impact of product launches related to the social media content in terms of sales. This way, they can learn about how to best refine their product offering for the new target customers. The users' comments therefore not only provide learning opportunities for firms to gain a better understanding about the desires of their customers, but they can also adjust their product offerings to the stories unfolding, for example through targeted promotions to increase their sales.

Positive social media marketing of a country has some public good character. However, our data show that businesses may lack the resources and capabilities to exploit the emerging opportunities. In fact, our study shows the tail of two stories. On the one hand, the Yau Chen campaign clearly was successful in raising awareness for New Zealand as a travel destination. On the other hand, the ability of New Zealand tourism businesses to take advantage of the emerging opportunities varied greatly. In line with previous work our study highlights the importance of management capabilities for successful brand building through social media and for navigating the changing business environment (Mangold, and Faulds, 2009). In particular small businesses tend to have difficulty in leveraging off awareness and to convert initial interest into sales. Our study shows that raising awareness for a travel destination does not seamlessly translate into business results. Hence a successful destination marketing using social media needs to be accompanied by initiatives to build relevant management capabilities particularly in small businesses. Finally, our study shows that using brand ambassadors to promote tourism through social media can be very effective in China. While the content on the social media of a brand ambassador cannot be directly controlled, cultural norms such as *mianzi* and *hui bao* are effective mechanisms to make it likely that the content is positive, provided the relationship with the brand ambassador is managed well.

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Table 1: Categorized Weibo Messages

Categorised Weibo Messages	<u>2011 Weibo Posts</u>			<u>2012 Weibo Posts</u>		
	Frequency	Repost Volume	Comments Volume	Frequency	Repost Volume	Comments Volume
<i>General</i>						
Animals	9	17,052	15,853	10	49,475	31,271
Friends & Family	3	2,084	4,087	3	5,959	8,032
Interaction with TNZ & Air NZ	2	1,195	1,645	5	7,604	8,729
Kiwi lifestyle	2	2,643	2,137	3	9,493	8,282
NZ Scenery - General	12	24,264	21,146	6	14,214	17,167
NZ Experience - General	7	12,748	16,267	3	6,021	7,442
South island Scenery & Experience	13	30,071	31,176	8	29,748	23,628
Stories about NZ	10	34,385	23,207	-	-	-
Homesick	-	-	-	2	7,248	6,330
<i>Campaign Related</i>						
Revive Tour	3	8,412	5,583	-	-	-
NZ Culture	4	8,446	9,678	-	-	-
The Hobbit Premier	-	-	-	6	26,867	23,140
Wedding	-	-	-	3	192,994	99,255
<i>Tourism Operators' Activities</i>						
Cruise rides	7	3,816	6,937	-	-	-
Helicopter rides	6	4,848	6,638	-	-	-
Sailing	4	1,717	2,693	-	-	-
Hobbiton & Lord of the Rings	-	-	-	3	11,451	9,191
Total	82	151,681	147,047	52	361,074	242,467

Table 2: AIDA MODEL- Content Analysis

Keywords	<u>Queenstown Scenery</u>		<u>Hobbiton</u>		<u>Champagne Pool</u>		<u>Total</u>	
	Frequency	Percentage (%)	Frequency	Percentage (%)	Frequency	Percentage (%)	Frequency	Percentage (%)
Destination image develops (Attention)							Subtotal	56.2
<i>Beautiful, Pretty, Lovely (Scenery) 美 漂亮 可爱</i>	1816	55	743	33.7	488	34.5	3047	44
<i>Nature, Scenery, Painting 自然 景 画</i>	282	8.5	131	5.9	57	4	470	6.8
<i>Wonderland, Fairy-tale, Paradise, Dream 仙境 童话 天堂 梦</i>	121	3.7	176	8	76	5.4	373	5.4
Learning about NZ (Interest)							Subtotal	20.7
<i>Where is it (destination) 哪</i>	222	6.7	53	2.4	65	4.6	340	4.9
<i>New Zealand 新西兰</i>	133	4	86	3.9	61	4.3	280	4
<i>Photo related (Queenstown, Hobbiton, Champagne Pool) 山 明信片 霍比特人 魔戒 指环王 小矮人 电影 湖 火山 温泉</i>	221	6.7	447	20.2	144	10.2	812	11.7
Emotions (Desire)							Subtotal	14.1
<i>Happiness, Feeling, Frame of Mind, Romance 幸福 感觉 心情 浪漫</i>	217	6.6	206	9.3	192	13.6	615	8.9
<i>To be Fond of, To Yearn for, Envy 喜欢 向往 羡慕</i>	151	4.6	93	4.2	56	4	300	4.3
<i>Safety, Danger, Be Careful 安全 危险 小心</i>	5	0.2	0	0	56	4	61	0.9
Plan to visit (Action)							Subtotal	4.3
<i>Want to go, Going to go 想去 要去</i>	136	4.1	128	5.8	33	2.3	297	4.3
Others							Subtotal	4.8
<i>Honeymoon, Wedding 蜜月 婚</i>	-	-	145	6.6	187	13.2	332	4.8
Total	3304	100	2208	100	1415	100	6927	100

Table 3: Illustrative quotes – Perceived impact of the campaign

Group	Government		Firm	
	Passive actor, pulled in	Active influencers, Lead-role	Passive, pulled-in	Active influencers, goal oriented
	Low/Weak	High	Low	High
Stake in project	<p>‘(The other government agency) managed most of that visit so we contribute ideas; we contribute logistics support and things but they had an on-going relationship with Yao Chen already established at that point.’ (#1 public servant)</p> <p>‘(The other government agency) is obviously the lead agency and we would assume their objectives, basically.’ (#2 public servant)</p>	<p>‘The ultimate goal was obviously to grow the following for NZ Weibo account not for Yao Chen, right? to strategically grow social media following and engagement through Yao Chen ... as an ambassador’ (#3 public servant)</p> <p>‘It was our first real local marketing push ... we put about 2 or 3 people into it to actively research. So the first thing we did was check the appeal and relevance of those opinion leaders against our segmentation model ...</p> <p>Yao Chen was the most appealing across the board’ (#7 public servant)</p>	<p>‘We were approached by (the government agency) to provide a (service) for Yao Chen for filming as part of a social media campaign.’ (#1 manager)</p> <p>‘I think (one of the government agencies) ... whoever it was ... was in touch with, my landlord they knew Yao Chen was coming that weekend, ... what I vaguely recall.’ (#2 manager)</p>	<p>‘Our goals and opportunity for markets are aligned. Our main objective for (the government agency) and us is to grow high ranking visitors into NZ because it serves both of us.’ (#4 manager)</p> <p>‘So we worked with the trade partners in particular trying to increase our awareness in the market; tried several special offers in terms of travel package ... basically just tried to create noise in the market ... to promote NZ and also we partnered up with a bank and Weibo ...’ (#5 manager)</p>
Resources/Skills	<p>‘Here (our town) was unable to participate in that directly because we don’t have a Weibo account and so we weren’t in the same channels.’ (#2 public servant)</p> <p>‘Because we don’t have any staff in-house that can speak Chinese or use simplified Mandarin, we contract out the Weibo account.’ (#1 public servant)</p>	<p>‘I have facilitated a few workshops or seminars to Chinese travel trading firms specifically about destination weddings... they have gotten requests from customers specifically saying I want to get married where Yao Chen did; ... , I want to have exactly what she had.’ (#3 public servant)</p> <p>‘To leverage this opportunity, we run romance JV campaign with (another company) to promote NZ as a good honeymoon and romance destination together.’ (#5 public servant)</p>	<p>‘It feels like they are just looking through their phones, taking pictures of each other and (they are) off again. I don’t know what it is. ... I find it quite hard to even get to them to engage with me to tell me what they are looking at ... they don’t really...’ (#2 manager)</p> <p>‘So we don’t ask guests why they are booking ... we don’t record that information from a guest when they are booking with us. So I wouldn’t know.’ (#3 manager)</p>	<p>‘(we offer) honeymoon packages ... we found out it is one of the most popular travel themes for that particular market ... with Yao Chen having her wedding here in NZ, it is particularly successful.’ (#5 manager)</p> <p>‘NZ is a destination in China that people like to go for potentially a wedding or a honeymoon. How we market it to get capture value is important ... to attract people really to come (to us) and then measure it.’ (#4 manager)</p>

	Weak	Strong	No/Weak	Strong
Measures/Monitoring	<p>‘I have never seen any stats specifically associated with Yao Chen.’ (#1 public servant)</p> <p>‘So look, I don’t have any data; there is certainly an increase in Chinese travel to NZ but I don’t think you can put that down to Yao Chen. (#4 public servant)</p>	<p>‘We are measuring the number of visits; the numbers that are active ... at multiple pages ... the most important metric we are looking at is the proportion that click on a travel provider that they can commercially interact with. ... We built some KPIs around the proportion that is engaging with potential sellers.’ (#6 public servant)</p> <p>‘You can see the engagement in social media flowing through to campaign sites and through to referrals and bookings ... that is relatively easy to see. On an on-going basis, we use a formula to work out an advertising equivalent of engagement with someone on our social media site.’ (#7 public servant)</p>	<p>‘I have noticed more Asian tourists in the last couple of years but it is hard for me to link it to that particular visit.’ (#2 manager)</p> <p>‘It is very difficult to measure you will understand, whether things are directly as a result of the social media that she shared about her time here.’ (#3 manager)</p>	<p>‘you can narrow it down to the success of having Yao Chen as the opinion leader (...) you have to have a performance measurement matrix in front of you before you even go and launch something like that.’ (#4 manager)</p> <p>‘The measurement ... for us is definitely the (total number of customers) the actual volumes of sales.’ (#5 manager)</p>
Outcome/Impact	<p>Low to medium</p> <p>‘It would be very difficult to attribute any of that work to Yao Chen’s presence in NZ but (during her visit) there was a direct economic impact. The hotels are full; the restaurants are buzzing; people come from out of town to see that. There is an enormous amount of media coverage, some of which is captured and some of which is not.’ (#1 public servant)</p> <p>‘Are we seeing increase in young people coming here to get married? Look, no more than normal. But ... it takes time for these messages to filter out.’ (#4 public servant)</p>	<p>High</p> <p>‘It was an extremely successful campaign. ...it helped us considerably with awareness and social media and general media coverage into China at that time.’ (#8 public servant)</p> <p>‘...The church she got married out is now often featured in people’s wedding photography ...you often see couples taking wedding pictures there... it has turned into a tourism attraction.’ (#3 public servant)</p>	<p>No</p> <p>‘While we do have a certain amount of FIT (free-and independent travellers) visitors from China it is still very small and not a strong focus for us.’ (#1 manager)</p> <p>‘I have no idea whether anything has been out there about the gallery based on that ... I wouldn’t know.’ (#2 manager)</p>	<p>High</p> <p>‘There is now awareness for NZ as a destination for romance in the market. ... We launched a product based on romance... we target young couples or people who want to go on a honeymoon.’ (#4 manager)</p> <p>‘Brand ambassadors are important but also the product ... how you can make it stand out. We never run a pure brand campaign per se or put up some pictures about NZ without a product attached to it because that would be just a waste of money.’ (#5 manager)</p>