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Instagram Channel Development

Case Study Visit Espoo

DEGREE PROGRAMME IN INTERNATIONAL TOURISM
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This project-based thesis is focusing on Instagram channel development for destination marketing organization Visit Espoo. The purpose of this thesis was to transform the @visitespoo Instagram account into a user-friendly platform with easily accessible information on destination Espoo. The main objectives were to improve the visual presentation of @vistiespoo and increase engagement with their followers.

The theoretical part presented general information on destination marketing and its application to the Instagram channel. That was followed by a deep understanding of Instagram usage, features, tools and strategies. Besides that, theoretical background and latest strategies on content planning and content creation were included.

The empirical part analyzed the current situation of the @visitespoo Instagram account and defined key parts for development. Based on that, the development strategy was implemented for a length of 2 months and its steps were further explained. Lastly, measurable results of the project implementation were evaluated and recommendations for further development were presented.

All in all, the results of this thesis suggested determining destination niche tourism markets and focus marketing activities on them. Visual presentation and content planning should remain and the company´s sustainable effort could be further implemented.

CONTENTS

1 INTRODUCTION

Destination management is a process of coordinating and managing a destination´s marketing, local tourism entrepreneurs, tourism attractions, events, environmental resources and transportation. This process is usually executed by the Destination management company (DMC) or Destination marketing organization (DMO). Both follow the same interest in creating a successful destination image for travelers and sometimes are seen as one organization that manage destination activities. (Website of Revfine 2021.)

Destination marketing organizations (DMOs) are mainly known for building destination image via marketing activities. Highlighting destination attractions and uniqueness is important for attracting potential visitors to the destination. (Website of Revfine 2021.) Moreover, with technology development, DMOs are forced to adapt to new popular forms of digital marketing. Social media certainly play a vital role in digital marketing (Asri & Rashad 2020, 91-96). According to Asri & Rashad (2020, 91-96), Instagram is the most accessed and one of the easiest social media channels for destination marketing. The channel changed the way people make their travel decision as it connects friends, families but also people with similar lifestyles, tastes and motives.

By consuming and interacting with appealing content, people tend to do influenced choices on daily basis. In 2019, 48% of Instagram users discovered and chose their holiday destination on Instagram. This caused Instagram popularity among tourism businesses as many tourism providers were able to reach a wider range of audience and new international markets. (Hyland 2019.) Instagram marketing for tourism destination is also the main topic of this project-based thesis. The content of this paper aims to provide an understanding of destination marketing and its application to Instagram.

2 PURPOSE AND OBJECTIVES OF THE THESIS

Destination marketing company – Visit Espoo is the commissioner of this project-based thesis. The company is a part of destination management company – Enter Espoo and together they aim for tourism development in the city of Espoo. The main tasks of Visit Espoo are developing convention and tourism services, increasing the number of visitors, offering tourism information, organizing meetings, and building destination image. The image of the destination is mainly developed via joint marketing, wherein local tourism entrepreneurs can network and present their needs and wishes. Visit Espoo further coordinates the regional network and helps local businesses to reach international markets and promote their sustainable efforts. (Website of Visit Espoo 2021.) Destination Espoo finds its pull factors and core attractions in national park Nuuksio and adjacent archipelago, where a 40km long waterfront walkway is situated. The city itself is unique for five city centers and its diversity, which introduces the nickname - Finland in miniature. (Website of Visit Espoo 2021.)

Visit Espoo highlight local nature and sustainable effort in its marketing activities on Instagram. The main aim of @visitespoo Instagram is to create and represent a destination image. However, Visit Espoo find its challenges in the development of their Instagram account for destination marketing. In the past @visitespoo Instagram account purpose was to communicate and update Espoo residents on tourism attractions in the destination. During past years, the focus slightly switched as Visit Espoo implemented the English language into long-term published content. According to company representative Hanna Saari (personal communication on 22.1.2021), Content & Public Relations Manager at Visit Espoo, long-term visual content planning and content creation is missing. Besides that, Visit Espoo finds it challenging to increase follower´s engagement and enhance culture-based content attractiveness.

The main objective of this thesis is to develop the @visitespoo Instagram into a user-friendly social media account with easily accessible information about Espoo as a tourism destination. The focus should remain on domestic tourists but also attract key international markets. Furthermore, the project implementation is based on the theoretical background as seen in Figure 1.
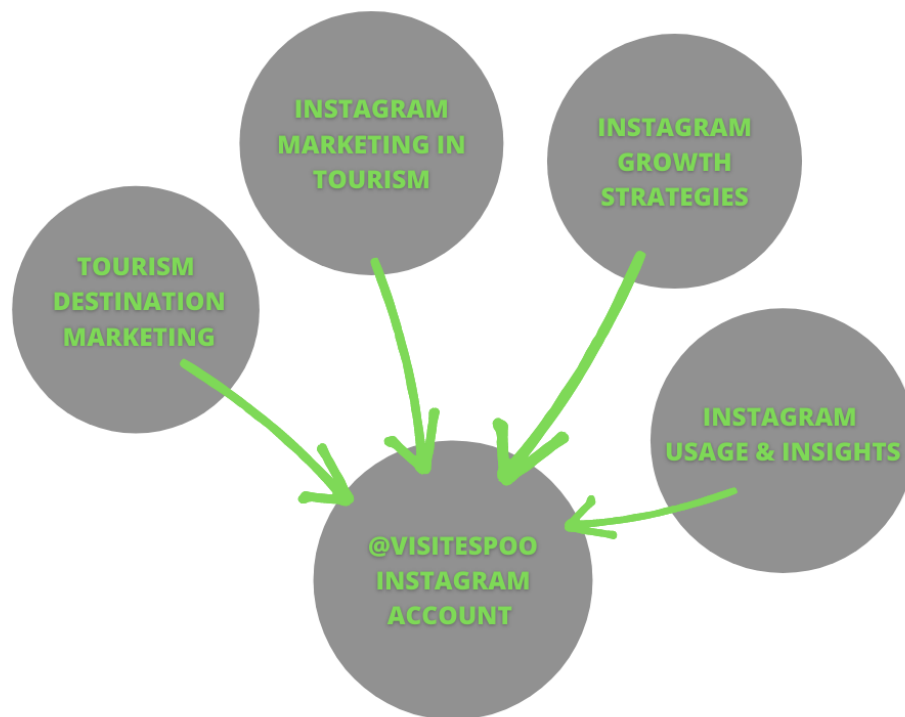

Figure 1: Project-based thesis conceptual framework

As seen in Figure 1, the content of this thesis combines the theoretical background of destination marketing and Instagram. Those two topics are further implemented in the project part of this thesis. Visual presentation and engagement of @visitespoo Instagram represent the key part of the project implementation.

3 DESTINATION MARKETING

Marketing is defined as an exchange that satisfies both the individual and the organization. In the tourism field, it is the tourist on the side of the individual and the destination on the side of the organization. According to Kolb (2017) marketing activities should be beneficial for residents and the wider community to develop the destination and society. (Kolb 2017, 3.) Destination marketing is challenging for its need for cooperation between individual service providers. Therefore, Destination marketing companies (DMOs) represent a significant role in the stability of the destination. World Tourism Organization (2014) describes DMOs as organizations responsible for the management and marketing of individual tourist destination. DMOs main tasks are external destination marketing and internal destination development. (Foris, Florescu, Tiberiu & Sorin 2020.)

Destination marketing should aim for showcasing the destination at its best and still show a realistic image of the place. This is crucial for meeting visitor´s desire and motivation to return for their next holiday (Kolb 2017,3). Furthermore, destination marketing towards international target markets and maintenance of international relations are most essential in times of crisis and early stages of recovery. It is proven by certain destinations that effective communication towards international markets helps to faster the recovery process and tourist return. In addition, a variety of public relations and advertising strategies exist to deal with a negative image of tourism destinations. Those strategies such as changing the campaign´s audience or the Come to see for yourself - strategy, tend to be chosen and used based on the nature of the problem causing the negative image. (Mansfeld & Pizam 2005, 213-247.)

Internal destination development is the core for tourism demand but also stability of destination. Since new or developing destinations may face problems with under-capacity or sudden over-tourism in particular places, it is the work of local DMOs together with local tourism entrepreneurs to discuss, create and follow destination vision and its development plan. However, tourism destination development is recommended to undertake only if its economic benefits improve the quality of life in the destination (Kolb 2017, 3). Besides economic and sustainable goals, there is a

rising demand for experiencing the authenticity of the place. Authenticity can be understood from various point of views however visitors experience has added value if the emotional relationship appears while meeting the place or culture. (Kolb 2017, 7.)

The combination of urban tourism and authenticity is closely linked with a sense of place, which is an important aspect of tourism destination development. Some cities and towns have an unexplainable vibe created by the combination of history, nature, industrial development and society living within the city. Sense of place can be further developed by applying the 5 strategies stated by Newman & Jennings (2008). These strategies consist of recognizing existing key elements, preserving key elements while making them accessible and appealing to the potential audience, connecting the urban part of the city with wider bioregion, using cultural practices and art for the creation of social events, interpreting and reinventing stories linked to the city or region. (Newman & Jennings 2008, 144-156.)

Destination marketing and its application are constantly changing. Storytelling and visual materials together with the development of social media established a new effective way to provide accurate and real-time information about various tourism destinations. However, a variety of visual materials and reviews can either encourage or discourage tourists to visit a certain place. (Kolb 2017, 9.) Therefore, local DMOs are recommended to provide reliable and updated information on their official social media sites. Create attractive content and constantly work on building destination image via social media marketing as this type of marketing offers access to their domestic and international target markets. (Hyland 2019.)

3.1 Instagram Marketing

Over the past 10 years, Instagram became a powerful platform used by individuals, small and medium-sized companies. According to Instagram data, 60% of Instagram users discover new product via the platform and over 200 million people visit daily some business profile on Instagram (Website of Instagram Business 2021). The channel offers creative tools and forms for creating attractive content, thus a possibility to promote various products and services in an eye-appealing way. Businesses can create their Instagram account, where they promote their products and services and further receive insights about their stories, posts, followers, reactions and feedbacks to their offering. (Website of Instagram Business 2021.)

In terms of the tourism industry, Instagram became the easiest media to promote tourism products, services and even whole destinations (Asri &Rashad 2020, 91). An attractive visual content from a tourism destination may lead followers to further research, comparison of various travel options or even into travel decision making (Kolb 2017, 166). Furthermore, the flexibility in pointing out tourism spots and their locations became an attractive way to customize travelers' experience. Hence, a phenomenon such as the Instagram holiday was created.

Besides that, Instagram is a good tool for local DMCs and DMOs to provide additional value to their followers. Since there is a possibility to stress responsible travelling and sustainable issues, and further provide information on greener travelling to their followers. If the destination marketing on Instagram is well planned it can also avoid over-tourism issues among famous spots by promoting various places within the destination. This strategic planning may be beneficial for local tourism businesses as more of them get to be marketed and visited by more tourists due to their spread among the destination. Nevertheless, destination marketing on Instagram is a great way to renew and build a good reputation among many followers (Hyland 2019). This being said, has the potential to support the image and innovation of the destination in a responsible way.

3.2 Target and Market Specific Focus

When creating a marketing strategy for a tourism destination, it is crucial to determine key target markets and segments (Kolb 2017, 136). Since tourism marketing is explained as an exchange that benefits both the visitor and the destination service providers (Kolb 2017, 2). It is important to know tourist´s and potential visitor´s needs, wishes and desires to offer suitable products and services (Kolb 2017, 136). These target segments may be determined on the following basis as seen in Table 1.

Table 1. Visitor segmentation (Kolb 2017, 139)

Means of segmentation	Target group
Demographic	Age, income, gender, family status, ethnicity
Geographic	Local, regional, national, international
Psychographic	Relaxation, excitement, nightlife, adventure
Usage	Traditional tourists, day visitors, business visitors

For purpose of this project geographic segmentation seen in Table 1 is used. According to @visitespoo Instagram account data, the main geographical market following the account is Finland (82%). When the majority of 45% comes from Espoo, 20% from Helsinki, 2% from Vantaa and 2% from Kirkkonummi. Besides that, the account has followers from the United States (1.9%), Russia (1.9%), Germany (1%) and Italy (0.9%). (Instagram 2021.)

Compare to travel statistics as seen in Table 2 and 3 that determine that on average 60-70% are domestic tourists and 30-40% international tourists. Those numbers are including both business and leisure tourism visits to the destination. (Visitory: Espoo Accommodation and Travel Stats 2019-2020.) Visit Espoo determine key target markets for leisure tourism as domestic Finnish tourists, German-speaking European countries and Russian tourists (Website of Visit Espoo 2021).

Table 2. (Visitory: Espoo Accommodation and Travel Stats 2019-2020)

	2019	2020
Bed nights overall	462 000	237 000
Bed nights domestic	267 000 (57,8% share)	172 000 (72,7% share)
Bed nights international	195 000 (42,2% share)	64 800 (27,3% share)

Due to the Covid-19 outbreak around the world and as Visit Espoo estimates, the focus is on European countries as potential geographic target markets. To conclude the year 2019, the biggest incoming markets were Estonia (5,2%, growing market), Scandinavia (4,2%, declining market), Russia (3,9%, declining market), and Germany (3,0%, growing market). Interesting growth (589,1%) in the statistics comes with visitors from the Czech Republic. (Visitory: Espoo Accommodation and Travel Stats 2019.) Statistics from 2020 show the decline in the tourism industry in both domestic and international tourists. However, the geographic markets which still remind to visit in Espoo are Estonia (6,3%), Russia (2,2%) and Germany (1,6%). Overnight stays statistics include both leisure and business purpose travelers. (Visitory: Espoo Accommodation and Travel Stats 2020.)

Table 3. (Visitory: Espoo Accommodation and Travel Stats 2019-2020)

	Overnight stays in 2019	Overnight stays in 2020
Domestic	267 000	172 000
Germany	13 800 (3,0% share)	3 900 (1,6% share)
Russia	18 200 (3,9% share)	5 100 (2,2% share)

All in all, there is a significant difference in international tourists who visited the destination compare to international tourists who follow @visitespoo Instagram account. There is a variety of factors that may affect the lower popularity of @visitespoo among international audiences such as content partly available only in the Finnish language, lack of information on local attractions or low visibility abroad. However, the main concerns coming from the statistics above are firstly the majority (45% of the domestic audience) of @visitespoo followers being based in the city itself or surrounding areas. (Instagram 2021.) This being said, can support the first phases of destination recovery as residents are the first ones, who may return and visit local dining and entertainment services. Though residents are less likely to use accommodation services provided in the destination and further long-term destination development needs both domestic and international tourists who are willing to use a variety of destination´s products and services.

Secondly, only about 18% of @visitespoo followers come from abroad compare to (before Covid-19 crisis numbers shown in Table 2 and 3) annually 30-40% international travelers visiting the city (Visitory: Espoo Accommodation and Travel Stats 2019-2020). In the 18% of international @visitespoo follower is less than 1% of travelers from Estonia compare to the actual 5-6% overnight stays of Estonian travelers in Espoo. Besides that, Scandinavian countries and German-speaking countries such as Austria or Switzerland represent less than 1% or none of the @visitespoo followers. (Instagram 2021.) Social media marketing and the maintenance of international relations are important in developing destination image in times of destination recovery. Moreover, to motivate international travelers in visiting exact destination there is a need to attract them first. Therefore @visitespoo is recommended to focus on creating relationships with their international target markets while travel restrictions are being placed. Reaching new international markets is a long-term process, that requires welcoming international travelers once when it is safe to travel again.

4 INSTAGRAM CONTENT STRATEGY

Asri & Rashad (2020, 91-96) state that social media are changing the way travelers and tourists search, find, read, trust and produce information about tourism suppliers and tourism destinations. Instagram is a visual channel with various options for content creation and a great marketing tool for promoting tourism destinations. Well planned attractive content has the potential to achieve attention, interest, desire and even action from Instagram users. The attention itself comes from the combination of existing Instagram account and Instagram users. This can be further analyzed by frequency and the total time spend on Instagram. The first awareness may be reached by promotion of travel places photos, profile pictures, locations or information posted. The awareness combined with attractive content leads to follower´s interest in visiting the place or in finding more information about the destination. By consuming the appealing content follower´s interests tend to become a desire for visiting. Which has the potential to start the process of travel recommendations search and bookings. Thus, a travel decision is made. The last step is the action is recognized when tourists use the location or recommendation content to customize their stay within the destination. Lastly, if the experience is satisfactory, visitors tend to share their travel experiences on their own social media account. Whereby reach of new potential tourists is being made. (Asri & Rashad 2020, 91-96.)

In this process is important the interaction with followers. This interaction via an Instagram account is called engagement and can be measured as the sum of the likes, comments, shares and saves received per post by individual Instagram users (Adrian 2020a). It is known that Instagram is based on interaction and inspiration from people, whose trust, knowledge and opinion are considered when making a travel decision (Asri &Rashad 2020, 95). Whenever those people are satisfied with their destination visit, their opinion is more likely to be spread on social media account. Instagram and other social media channels tend to be the most usable channel in B2C communication. (Hyland 2019.) Therefore, local DMOs and tourism service providers are advised to pay attention to their presentation on social media channels.

4.1 Content Planning

Bonita Kolb (2017, 168) states that communication on social media channels should focus on the receiver. The potential visitor is the receiver in the case of destination marketing. Therefore, the content message should provide information of use for potential visitors such as local costs or interesting facts. This type of content is marked as content with added value for the final audience and further, it is more likely to be reshared among receivers. (Kolb 2017, 168). Since the aim of DMOs marketing is firstly to attract, and secondly to satisfy the tourist, the content published must be based on reality. However, the overall tourist satisfaction with the destination is linked with many variables such as service quality, cleanliness or attitude towards tourists. Another step towards destination image development is to determine niche markets. This helps to understand unique destination propositions and brings the opportunity for development towards these markets. (Mansfeld & Pizam 2005, 251-269.)

Considering @visitespoo target markets in content marketing strategy is important. As discussed, the key target markets of @visitespoo are Russia, German-speaking Europe and the domestic Finnish market. According to Akzhigitova & Shakhnocich (2019), the Russian market is specific for its demand for a short weekend trip. On the other hand, the German market is seeking location connected with words such as sauna, archipelago, nature and city (Visit Finland 2017). Lastly, the domestic market is encouraged by the campaign 100 reasons to travel in Finland. This campaign is a reaction to an ongoing Covid-19 pandemic and aims to create attention to Finnish tourism companies, their products and services. (100 reasons to travel… 2020.) Besides that, themes influencing tourist behavior in 2021 can be seen in Table 4 (Visit Espoo 2020).

Table 4. Themes for 2021 (Visit Espoo 2020)

Themes	Meaning
Live like a local	Experiencing local way of living (often based on stereotypes) such as Finnish sauna
Snacking	Short holiday approach focusing on efficiently spending time.
Staycation	Holiday spent close to the home and domestic travels.
DIY – Do It Yourself	Build a trip for yourself by yourself.
Workation - Bleisure	Implementing leisure features into business stay.

The themes mentioned in Table 4 are more likely to be searched for among incoming travelers to Espoo in late 2021 (Visit Espoo 2020). Besides staycation and workation, various key trends for travelling in 2021 are recognized. It is predicted that tourists will tend to do last-minute travel decisions so the reservations will come to tourism establishments on short notice. Extensions of the trips may be experienced due to government restrictions or tourists may prefer to stay within one destination to avoid unnecessary travelling thus experience more local culture and activities. Furthermore, it is predicted that people will be travelling with their families and friends more than ever. Since the year 2020, kept most of the world in lock-down and socializing even with the closest family was restricted, people may want to spend most of their free time with their beloved ones. Therefore, bigger travel groups staying within one destination, which is chosen based on travel and safety information available seems to be the new normal way of travelling. Lastly, green tourism is the phenomenon forcing the tourism industry to work more sustainably and responsibly. In 2021, the trend of sustainable cities and destinations is going to remind. (Hausold 2020.)

In addition, all aspect mentioned above should be considered in content planning and content creation. The tourism destinations recovery process during the year 2021 and 2022 is expected. However, destination management companies should keep in mind that reopening responsibly, maintaining safe distances and providing safety is crucial.

4.2 Instagram Features

Instagram is constantly improving its application by providing new features for content creators, businesses and individuals. For marketing purpose, companies are recommended to use business accounts. By choosing that, the music options for content creations are limited. However, the company gets access to manage, and target paid advertisement for their services. (Adrian 2021c.) To grow and reach a wider range of audience with the help of the Instagram algorithm, it is recommended to incorporate usage of all application features in a long-term content strategy (Adrian 2021a). In Table 5 below, the main Instagram features are introduced with guidance on how often to incorporate their posting.

Table 5. Instagram features (Adrian 2021a)

Feature	What is it?	How often to post?
Feed posts	Photo and video content posted on the feed	3-5 times a week
Stories	Photo and video content available for 24 hours	On everyday basis
Highlights	Collection of photo and video published in stories	Update regularly
IGTV	Video at least 1 minute long	Once a week
Live	Video streamed in real-time with max. length of 1 hour	Once a week

Reels	Video with length 15 or 30 seconds	4-7 times a week
Guide	Collection of posts, locations or products	Once a week

The posting frequency presented in Table 5 is only recommended and may vary significantly based on the account´s purpose. Nevertheless, it is possible to estimate the higher demand for video content since Instagram seems to highlight the usage of stories, reels and regular posts among other features. (Adrian 2021a.)

4.3 Content Analysis

When focusing on content strategy using Instagram, three main categories should be recognized. These categories are engagement, interaction and discovery. In the Instagram platform, statistics are available under each post in the feed and stories. Engagement refers to the popularity of the post such as how many followers liked, commented, shared and saved the post or story. (Adrian 2020a.) Engagement is often linked with various types of content. According to Hanna Saari (personal communication on 22.1.2021), high-quality photos and photos which provides feelings and emotions are popular among @visitespoo followers. On the other side, content linked to culture and art tends to be challenging (Saari, personal communication on 22.1.2021). Besides that, interaction is understood as the action taken by followers in certain post/stories such as profile visits, or website, hashtag and location click. Lastly, the discovery tab refers to follows, reach and the impression which are explained in Table 6. (Adrian 2020a.)

Table 6. Discovery tab statistics meaning (Adrian 2020a.)

Discovery tab statistics	Meaning
Follows	Number of Instagram users who started to follow the account based on certain post/stories
Reach	Number of Instagram users who have seen account´s post/stories (do not include repeat views)
Impression	Total number of certain post/story views (include repeat views)

Regular analysis of mentioned data is crucial for the examination of content attractivity. Companies using Instagram account as part of their marketing activities have access to statistics on follower´s activity such as mentioned above but also on overall account popularity. (Adrian 2020a.) Therefore, DMOs are recommended to analyze those data on regular basis in order to develop their content but also reach an impression towards domestic and international target markets.

5 CONTENT CREATION AND GROWTH

When understanding key Instagram features and their benefits for DMOs destination marketing, it is recommended to focus on content creation. Instagram is a visual app using photos, videos and attractive infographics as powerful advertising tools. Moreover, visual content may change follower perception towards tourism destination hence it is easier to remember visual elements compare to text descriptions. The quality of published photos is crucial when delivering the place uniqueness to the digital consumer. Since uniqueness has the potential to attract consumer attention. The step forward is when certain visual material can create positive emotions towards the destination which may lead to a desire for a visit. (Barbe, Neuburger & Pennington-Gray 2019, 595-604.)

According to Barbe, Neuburger & Pennington-Gray (2019, 595-604), motivation factors for following travel-related and DMOs Instagram accounts are usefulness, enjoyment and entertainment. In-depth DMOs accounts are usually followed for information and incentives in particular tourism destination. Besides that, Instagram is known for its power in promoting lesser-known places and being a great tool for building brand awareness. (Barbe, Neuburger & Pennington-Gray 2019, 595-604.) However, in terms of Instagram growth, the focus should be on defining the profile niche. Knowing the profile goals, vision and value which is going to provide with each post is the core of the whole content creation and content planning. Niche definition and knowledge on how to use it determine whenever the profile is going to grow. (Adrian 2021a.)

5.1 Destination Image Growth on Instagram

Instagram accounts focusing on travel content are constantly developing. As reaching but also keeping followers requires long term exciting content, local DMOs are forced to update their visual and informative presentation on Instagram. In the end, it is social media that present the destination directly to a wide range of individual digital consumers. The inner profile growth on Instagram can be seen mainly in the creation of visual quality and labelling. (Website of Instagram Business b 2019.)

Website of Instagram Business (b 2019) states that keeping aesthetic consistency is important for building a brand image. Since Instagram is a visual channel, users tend to be impressed by what they see. Therefore, quality over quantity should be preferred. To display quality on Instagram seems to be popular by creating a cohesive feed where brand colors are presented. (Adrian 2021a.) This can be done by creating presets that highlight the brand color pallet. Those presets are then used for each photo and video post in the feed. Besides that, the feed can be enriched by creative infographics.

As seen in a company logo, @visitespoo represent bold green with the addition of dark grey. The green color is usually linked with environmentally friendly companies and peaceful effect. Grey color can be seen as calming and darker tones can advocate the feeling of luxury or upscale brands. This being said is important for @visitespoo Instagram feed planning, as the company is recommended to highlight the focus on their brand colors throughout the feed. This can be supported by keeping in mind the brand colors during photo-shooting, which in the @visitespoo case would lead to focus on photo spots with a green and grey background. Furthermore, it is important to plan the posting and photos ahead of time. For a long-term posting strategy with an application of their brand colors, Instagram marketers may use feed patterns ideas as seen in Figure 2 below. (Adrian 2020b.)
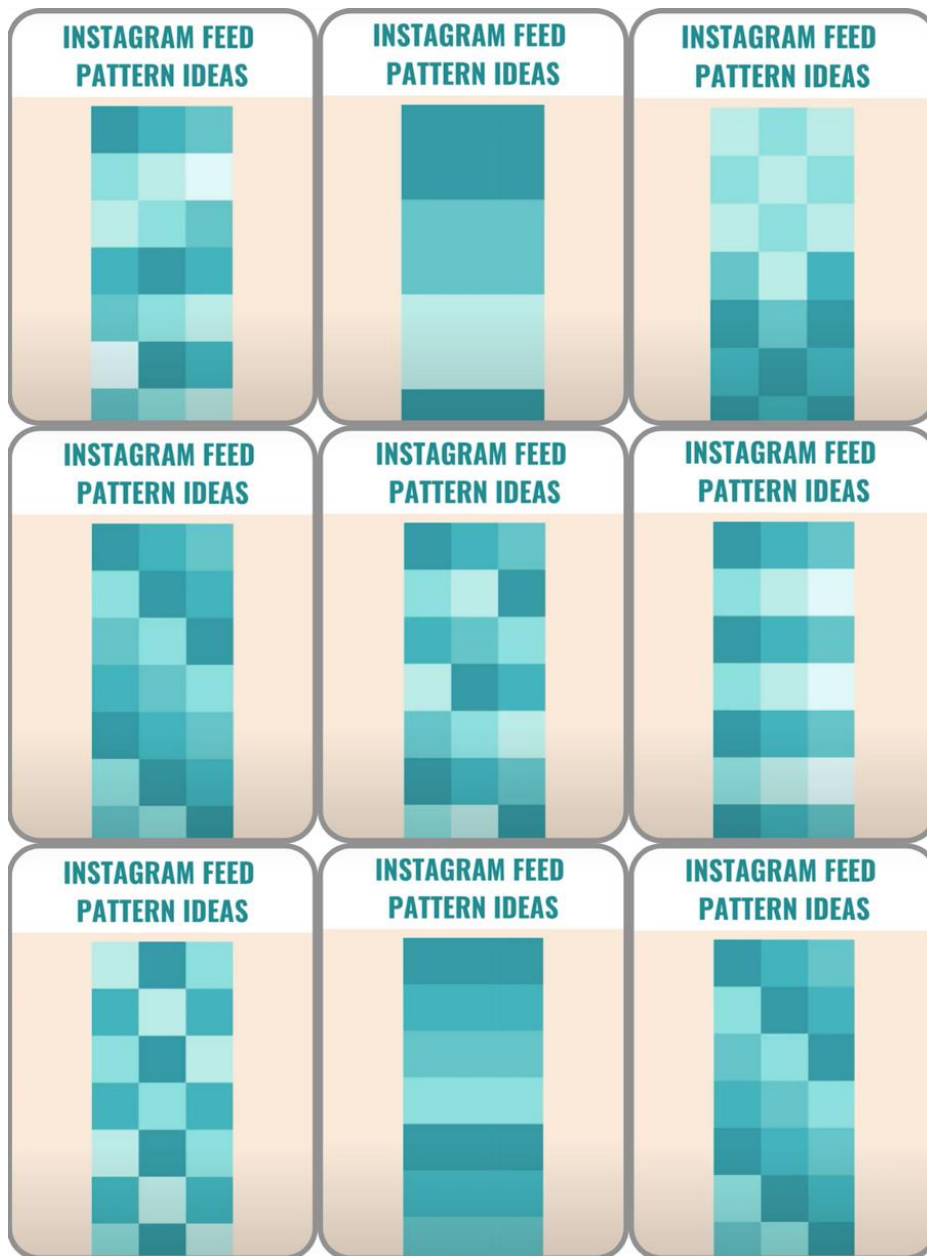
Figure 2. Instagram Feed Patterns Ideas (Adrian 2020b)

Figure 2 elaborate various Instagram feed patterns, that can be used for increasing visual cohesivity. Shadows in the pattern ideas also help the creator when scheduling selected visual materials and applying brand colors. Secondly, the labelling of paid collaboration is important for profile transparency. The website of the Finnish Competition and Consumer Authority (2019) published a guideline for marking the collaboration in Instagram feed and stories as can be seen in Figure 3.

Figure 3. Influencer marketing in social media (Website of Finnish Competition and Consumer Authority 2019)

Using collaboration tags develops the account into transparency and honesty between the DMO and online consumers. Moreover, Instagram users can easily access information on a cooperating company by just clicking on the tag (Instagram 2021). This being said, has the potential to transform Instagram accounts of DMOs into user friendly and visit inspiring accounts with easily accessible information on destination attractions and services.

5.2 Increasing Engagement

The next step to grow on Instagram is to use hashtags and keywords. The usage of hashtags is recommended mainly for its help in increasing profile reach and categorizing the profile content under the most relevant category. By adding a hashtag into the photo or video caption, the photo is more likely to be shown in the discovery tab and so reach a wider range of audience. However, finding out the right hashtags for each caption may be challenging. Therefore, when developing a hashtag strategy

for a brand it is important to examine active and niche hashtags. The active hashtag may be recognized by studying the top nine posts under the certain hashtag and by applying the formula from Figure 4. (Adrian 2021b.)

Active Hashtag = (9 posts Likes + Comments) / 9

Figure 4. Active Hashtag formula (Adrian 2021b)

This formula states the engagement rate, which needs to be higher than the profile engagement to be considered as an active hashtag. Secondly, niche hashtags refer to content caption in connection to the photo and the profile itself. Using relevant niche hashtags helps Instagram to categorize the profile content under relevant category and offer the profile content to the right consumers. Nevertheless, brands should be aware of banned hashtags and eliminate their usage. Banned hashtags can be recognized in the hashtag search. If the hashtag has a caption it is banned by Instagram. Usage of banned hashtags may decrease or eliminate profile reach across the Instagram channel. Therefore, brands are advised to eliminate their usage. Lastly, Instagram allows its users to use up to 30 hashtags per posts. Those hashtags can be placed within the caption or in the comment section under the post. However, to gain reach it is recommended to place hashtags in the post caption. (Adrian 2021b.)

As mentioned earlier, engagement, reach and impression of Instagram account but also individual posts and stories can be measured, and it is the core data for determining brand performance on Instagram. Posts and stories allow users to view, create and publish visual (video and photo) content, however, there are differences among Instagram follower´s expectations in terms of story and post content. (Website of Instagram Business a 2018.) According to the Website of Instagram Business (a 2018), people tend to opt for stories for unfiltered, real-time entertaining content. On the other hand, post content is popular for discovering products and brands (Website of Instagram Business a 2018).

Stories content is specific for its full-screen distinction, disappearance after 24 hours (unless saved) and creative tools such as stickers, emojis, boomerangs and GIFs. Moreover, Instagram Business study states that people appreciate stories format as it brings them closer to friends and brands. Therefore, Instagram released advanced tools as seen in Table 7 that enhanced the way brands can communicate with their followers. Tools presented in Table 7 have the potential to increase the account´s impression and engagement. (Website of Instagram Business a 2018.)

Table 7. Stories Interaction tools (Instagram 2021)

Stories Interaction tools	Meaning
Polls	Question tool with 2 answer options
Question	Question tool allowing followers to write a free answer
Quiz	Question tool with up to 4 options requiring 1 right answer

On the other hand, posts in the feed are visually smaller, stays permanently on the profile account (unless deleted) and may be edited with filters in the app shortly before posting Instagram Business study states that people opt for feed posts for a broader range of reasons. However, the most common advice for post content is to introduce and inform about the brand and its products or services. In terms of travel-related accounts, a study shows that marketing followers dream destinations is more important in the feed than in stories. (Website of Instagram Business a 2018.)

Lastly, when focusing on destination marketing and Instagram usage for trip planning, it is beneficial for travel-related accounts to use location tags and mention directly local service providers. This can increase followers desire for travelling to a certain destination and simplify their trip planning. All in all, Instagram official advises are to tell the brand story, fulfil follower´s expectation, cater to target markets and keep it creative. (Website of Instagram Business a 2018.)

5.3 Marketing Investment

Marketing campaigns and investments are an inseparable part of tourism destination promotion (Mansfeld & Pizam 2005, 265). With the rising popularity of finding new tourism destinations via Instagram, the need for investment into social media promotion is significant. The Instagram channel itself offers promotion tools such as paid advertisements to all kind of businesses. In reality, a brand can transform any of their post in the feed into a paid advertisement. When processing the post into a paid advertisement, the brand is required to select the target audience, budget and duration of the promotion. (Website of Instagram Business c 2020.) This being said, may be used by DMOs and other tourism-related services for reaching new distant markets. Moreover, the promotion tool reports the advertisement performance with information on reach, impression, geographical and demographical aspects of followers.

Another popular way of reaching a wider range of audience is a give-away concept. Give-away is not an Instagram tool, but brands use the platform for the competition. In destination marketing, the whole process is based on free product or service from local providers. This free of charge product or service is then delivered to the selected winner. The give-away concept usually reaches local residents and domestic tourism, as those followers are usually familiar with the place and services in the area. (Saari, personal communication on 22.1.2021.) However, rules under the competition may require participants to share the post or tag a person they would share the winning experience with, which leads to reaching a wider range of audience.

Lastly, Influencer Marketing tends to be the leading force across destination promotion and popularity. The concept is based on brand cooperation with social media influencer. In the case of destination marketing, the cooperation may reside in destination visit and the presentation of local tourism products and services on an influencer or DMO Instagram account. Though DMOs are recommended to consider the worth of cooperation with an influencer as it is known that it can cause negative effects on a destination such as over-tourism in a particular place. Some destinations and their services may face a problem with a rush of an extreme number of visitors in a short period, after the influencer campaign. On the other hand, influencer cooperation

may not meet the campaign goals due to low reach or the wrong target audience on the influencer side. (Berbe, Neuburger & Pennington-Gray 2019, 595-604.) Therefore, all influencer cooperation should be carefully considered and planned.

All in all, investment in social media marketing and cooperation is important. However, for developing the destination and its way people experience the place it takes more than one advertisement campaign. For a satisfying online audience, it is crucial to present the destination at its best but still show the reality. For satisfied visitors, it takes travel industry training and education, development of welcoming attitude towards the tourists, cleanliness, sustainability and a variety of marketing campaigns. (Mansfeld & Pizam 2005, 265.) In addition, attraction creation, development and understanding of investment importance is the core of any successful tourism destination.

6 DEFINITION OF THE PROJECT

A project-based thesis is defined as a development assignment, that focus on improving and providing information on company efficiency and its evolvement related to products, services, operating methods or work practices. This type of work includes recognition and statement of research problems and presentation of solutions based on both a theoretical and practical assessment. (HAMK 2018, 1-20.) To reach the thesis objectives stated in Chapter 2, the author of this Thesis implements a content planning and content creation strategy that focuses on @visitespoo visual presentation towards potential visitors. The project implementation takes 2 months (15.2. – 15.4.2021) and is further explained in Chapters 6 and 7.

6.1 Situation Analysis

To begin with, it is important to analyze the official Instagram account of Visit Espoo as seen in Picture 1. The @visitespoo account itself was created in 2014 to promote tourism in the city of Espoo. At the beginning of the project implementation, the account had 6 123 followers with a total of 374 accounts followed. The number of posts was 1 470 when the majority of the feed are visual images. On average, posts in the feed tab were reaching approximately 150 likes. However, the average number of comments per feed post was approximately 2. The average growth of the account was 2,3% followers per 30 days. At the beginning of the project implementation, the account met 2 600 in engagement (interaction with content) and 34 500 in reach (duration of last 30 days).
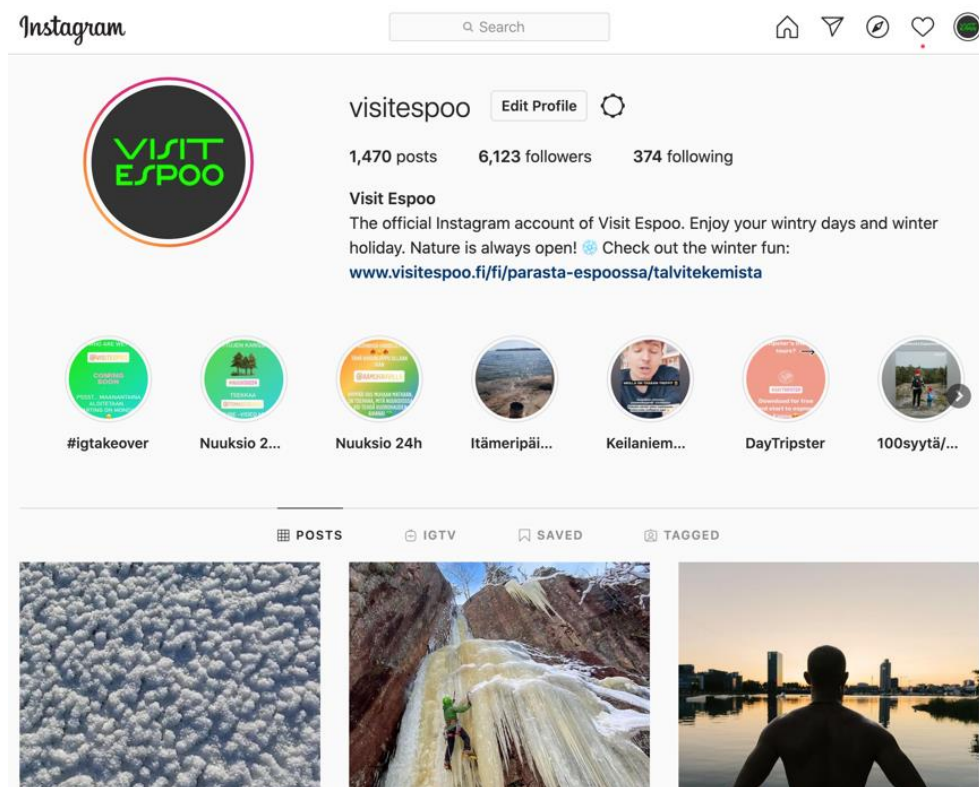
Picture 1. @visitespoo Instagram account (Instagram 2021)

Visit Espoo use feed post, stories and highlights for promoting tourism in the destination. The language used is Finnish in stories and highlights. The English language is used in the feed posts. The content of feed posts is showing local nature, architecture and sometimes activities in the area. This content is mainly created by @visitespoo followers. Planned content is made only for major happenings and events within the destination. Besides that, the highlights of the account are created by reshared content and marketing materials of Visit Espoo. (Instagram 2021.)

For depth understanding of @visitespoo performance on Instagram, the SWOT analysis was conducted under Table 8. The SWOT analysis is a tool that determines positive and negative elements which currently have an impact or may have an impact on company performance in the future. The main focus of this analysis is on internal and external factors. Internal factors refer to the processes managed by the company such as financial resources, human resources or current processes. These internal factors are further examined as S – Strengths or W – Weaknesses. On the other hand, external factors refer to circumstances the company cannot fully control or change

such as market trends, political, environmental or economic regulations. External factors are further examined based on potential positive or negative impact for the company under O – Opportunities or T – Threats. (Schooley, 2019.)

Table 8. SWOT analysis of @visitespoo Instagram

S
- Storytelling under each feed post is attractive and well linked with the visual content.
- Followers are encouraged to interact under each feed post, which is good for collecting feedback and getting to know the online audience.
- Content is authentic as follower´s posts co-create feed and story content together with the company. Therefore, the content from certain locations within the destination is up to date.
- The company invests in influencer marketing and paid promotions.
- Content interaction can be enhanced by using interactive tools such as polls and by implementing newly released Instagram tools into the content.
- Placing marketing campaign prior to annually low seasons in order to enhanced destination service offerings all year round.
- Implementing content planning and content creation, wherein Instagram users can easily access information on destination attractions and services. Thus, aim for creating and sharing value within each post published in the @visitespoo feed and stories.

W
- As the language of the account is not utilized (stories in Finnish, feed posts in English) international audience may be confused as only half of the content is understandable for them.
- Content planning in long-term (monthly) strategy is missing as posting is based on available visual materials (mainly created by followers) that have an impact on the overall look of the feed and its attractivity.
- Content creation is limited as visual materials used are based on follower´s tags, company photo banks or other photo purchase resources. Combining photos from different sources is challenging for creating an overall feed look. Thus, usage of photo editing systems and presets is missing.
- Utilization of format and usage of brand colors throughout the feed is missing. The creation of brand templates and presentation of their brand colors in the feed is crucial for building a brand image.
- Newly released Instagram tools such as guides, reels or IGTV are not used.
- Local tourist attractions and services are presented, but their presence is not utilized for trip planning. Creating highlights and guides where local services such as accommodations, restaurant and activities are listed, would support online trip planning.
- Influencer marketing and paid promotion have not specified target markets or target markets do not match with destination offerings.
- Destination key markets are not specified and niched enough, which would cause too wide focus that is unrealistic to fulfil.

- Lacking in sharing sustainable effort done within the company after creating the image of sustainable destination leader could cause greenwashing.
O   - Causing desire for a visit can be supported by @visitespoo content creation, editing of visual materials and focusing on cohesivity in all parts of the Instagram account.   - Targeting marketing campaigns to specific niche tourism groups. This can distinguish the destination among others, develop certain services in the area and highlight concrete niche markets.   - Implementing hashtags and location usage can reach a wider range of audience and make the process of trip planning easier for an online audience.   - Reaching new international markets and creating a desire for a visit once it is safe to travel again.   - Stating marketing intensity such as the number of posts published each month for individual tourism businesses would support content planning, content creation and enhanced cooperation services of Visit Espoo.   - Local tourism companies have the opportunity to be reshared by tagging @visitespoo. That helps the online audience to find local tourism services and also promotes them.
T   - Local tourism stakeholders may not be satisfied with the promotion of their products and services. Reasons behind can be the following: not knowing how many times their services are promoted, quality of visual materials used for promotion is low, promotion is based prior to overbooked times or description is not matching their services.   - Restrictions on travelling to Finland continue to be prolonged and the worsening of the pandemic situation in the destination would negatively impact destination image.   - The international audience does not find @visitespoo content attractive. That would have a negative effect on destination recovery and would require re-development of marketing strategy.   - The visual image of the destination not matching reality would cause unsatisfied visitors and negative feedback.   - Marketing campaigns planned prior to the high season could cause over-tourism in certain spots of the destination. Also, it would not benefit local businesses as each destination has a certain capacity so they could not accommodate and provide excellent customer service to more visitors at the same time period.

To conclude the SWOT analysis in Table 8, @visitespoo find its strengths in storytelling, engaging with locals and noticing the importance of investment into social media marketing. The weaknesses are linked mainly to the utilization of the @visitespoo account for destination marketing such as content planning, content

creation and determining their specific marketing focus on Instagram. Besides that, @visitespoo has the potential for further development in term of visual cohesivity, value creation, key market specification and marketing campaigns implementation. This being said, may also prevent potential threads discussed in Table 8 above.

6.2 Defining @visitespoo Core Issues

After understanding the current situation and company objectives, it is important to define the reason that is stopping the company from meeting its goals. Therefore, the next step of this project was to define the company´s core issues. By studying theoretical background on destination marketing (Chapter 3), the latest Instagram posting (Chapter 4) and content creation strategies (Chapter 5). Further, analyzing the destination, its image and @visitespoo performance including the demographic background of @visitespoo audience (Chapter 3.2), the author of this thesis was able to define the main issues that @visitespoo is facing as seen in Table 9.

Table 9. Stating core issues for @visitespoo

Defined Problem	Meaning
@visitespoo is meeting the wrong audience	The majority of @visitespoo followers is located in the city itself or neighboring areas.
@visitespoo is using confusing language settings	The feed posts descriptions are only English language and stories content is only in the Finnish language.
@visitespoo is lacking in content planning	Content planning is implemented only for major events. @visitespoo do not follow any content planning strategy.
Usage of high-quality visual materials and infographics is missing at @visitespoo	The majority of @visitespoo posts are reshared images of their followers. Templates and visual editing of photos are missing.
@visitespoo is lacking in the utilization of Instagram for destination marketing	The content produced is marketing local attractions, products and services. However, the overview of attractions, products and services is not presented.
For @visitespoo content, it is challenging to meet destination image	Visit Espoo has a strong statement in commitment to sustainability but its presentation on Instagram is not seen on regular basis.

Based on Table 9, it is clear that core issues are connected to the visual presentation of @visitespoo Instagram. Therefore, the main focus in project implementation was on content planning and content creation. Before the project implementation started the author of this thesis visited the destination, wherein produced visual materials of various attractions and services offered in the destination.

7 PROJECT IMPLEMENTATION

As mentioned in Chapter 6, the actual project implementation started with a site visit at the beginning of February 2021. During the visit, visual materials such as photos and videos of various attractions and services were produced. After that, the author proceeded to select the best-looking photos and videos. Those visual materials were further edited by using a free version of photo editing software Adobe Lightroom (seen in Picture 2) and the free editing platform Canva (Figure 5).
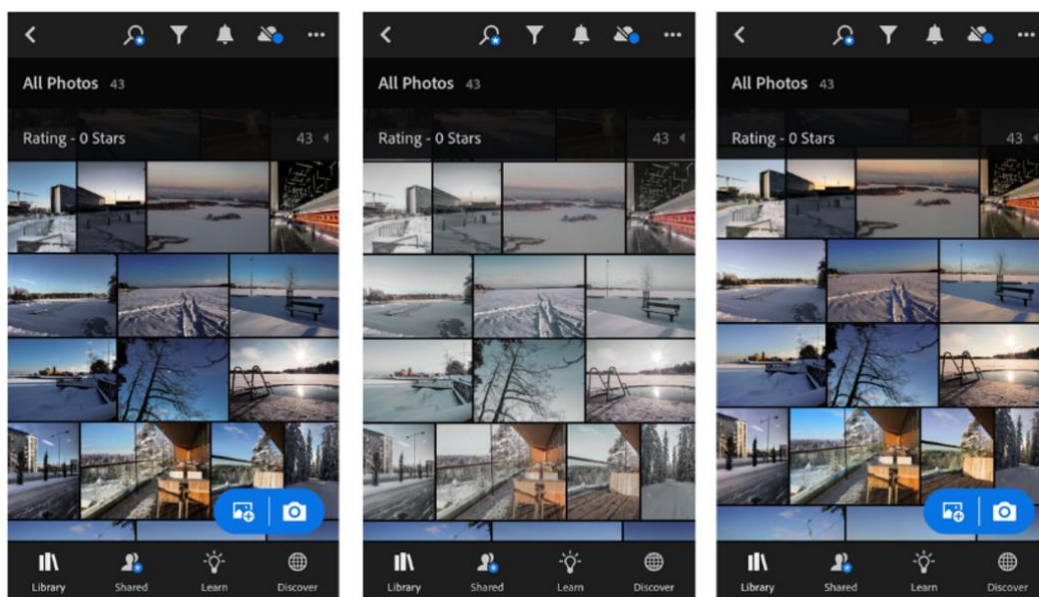
Picture 2. Presets application in Adobe Lightroom

Adobe Lightroom editing software was prioritized for photos editing mainly for its presets function. This allows the user to create a color-based editing style that can be saved and further use for the next photos editing. By applying the same style on all content photos with small adjustments, a cohesive feed look is created. The feed look can be further arranged by following Instagram pattern strategies mentioned in Chapter 5 Figure 2. Furthermore, the company color pallet can be highlighted during the preset creation.
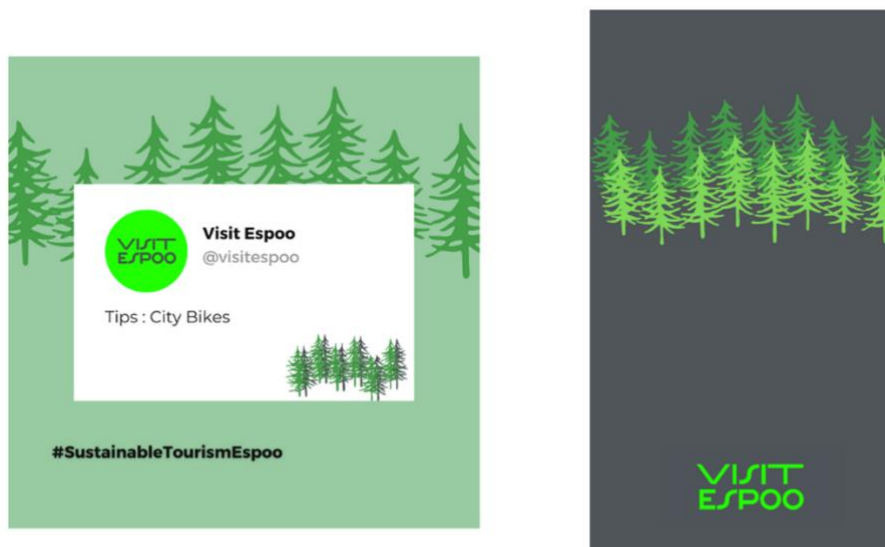
Figure 5. Templates created in editing platform Canva

Editing platform Canva was used for transforming video materials into 15-30 second reels, creation of templates for @visitespoo stories and visual infographics as seen in Figure 5. Created infographics concentrated on presenting destination commitment to sustainability and shared responsible behavior tips for its digital audience. Besides that, Canva is a great place for preparing interactive content such as the concept of This or That, Quiz and Questions as seen in Figure 6. Those concepts were implemented in @visitespoo stories regularly.
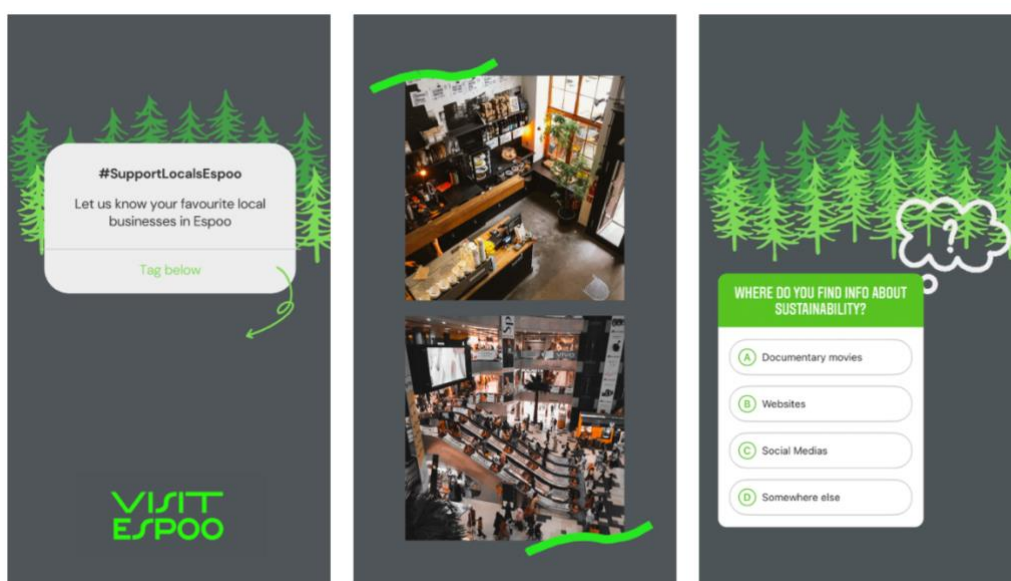

Figure 6. Interactive stories Canva templates

To solve the language confusion issue, the author of this thesis stuck to use the English language in all content creation and its implementation such as feed posts (Picture 3), its descriptions, stories, reels and guides. However, daily communication with followers in the comments section and private messages remained in both Finnish and English language as preferred by individuals.
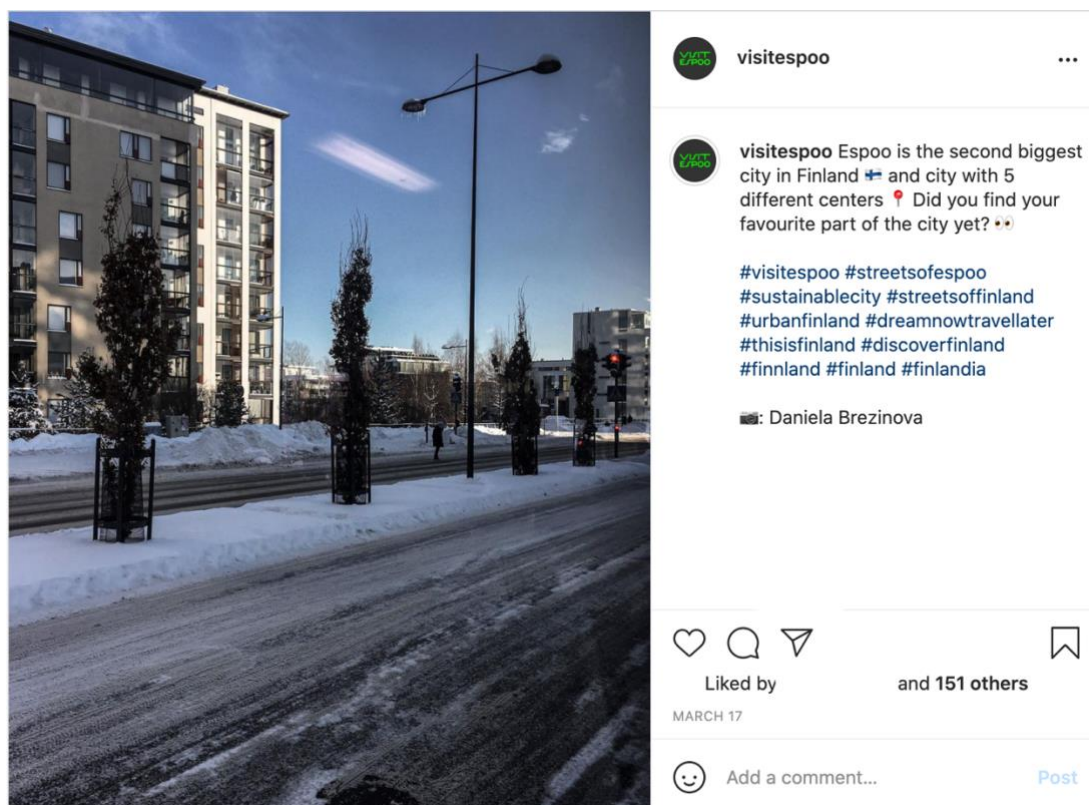
Picture 3. @visitespoo feed post

In addition, to reach a new international audience, various hashtags (Picture 3) that connect Finland, tourism and international markets were used and tested in feed posts and reels descriptions. Hashtags focus on the connection between tourism, Finland and the content of the photo. This also supported the classification of the @visitespoo Instagram account to the tourism content category. The author of this thesis was active in communication with a variety of international followers by sharing likes and comments on their posts. Lastly, the utilization of @visitespoo for destination marketing was supported by the creation of Instagram guides as seen in Picture 4.
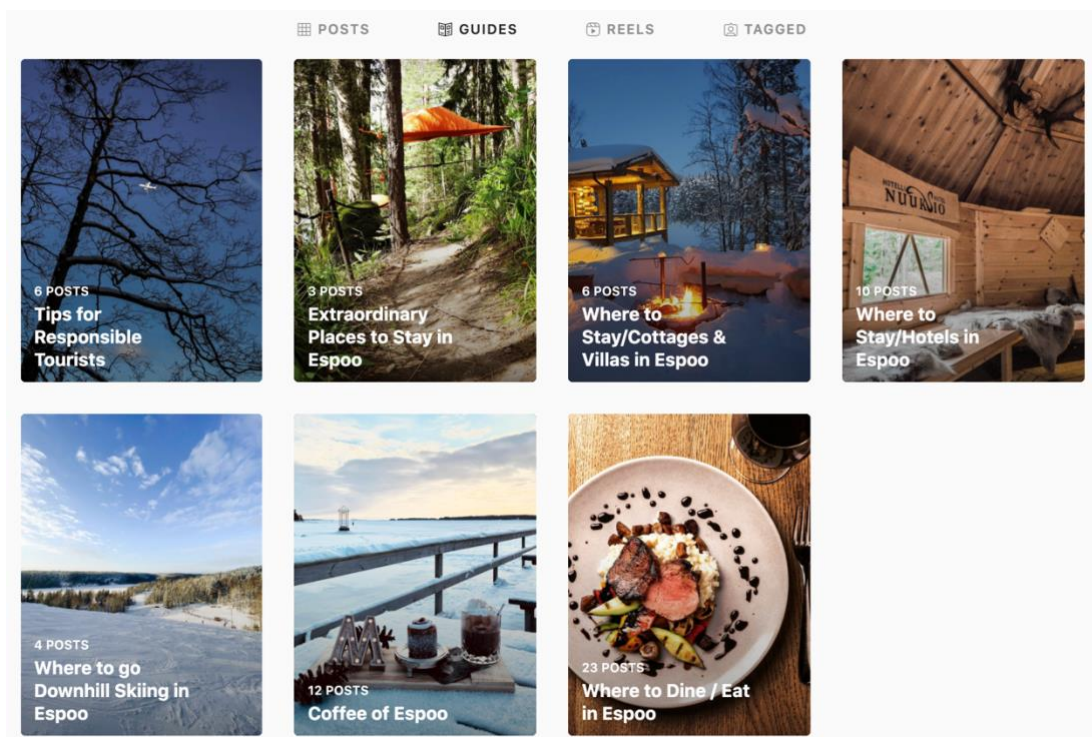
Picture 4. @visitespoo Instagram guides

This tool enables Instagram users to collect posts, locations or products under one tab, that is shared and accessible to their audience. Therefore, this tool was used for an overview of restaurants, cafes, accommodation options and some winter activities in the destination as seen in Picture 4.

7.1 Content Posting Schedule

The actual project implementation was handled for 8 weeks between 15.2. – 15.4.2021. During this time posting strategy presented in Table 10 was followed with exception of the first and last week of the project due to overlap with another company project. The posting strategy included the weekly posting of photos, reels and infographic.

Table 10. Applied Feed Posting Strategy

Posting in feed	How often?
Photo post	3 times a week
Reels	2 times a week
Infographic	1 time a week

The posting strategy in Table 10 was settled based on following one of the Instagram pattern strategies mentioned in Chapter 5 Figure 2. Though, the pattern was slightly changed due to technical issues with uploading reels during the third week of the project implementation. Besides that, content in stories was posted on daily basis and its performance was followed. The strategy of letting stories content expire before posting new stories content was tested during the project implementation. The results were positive. Overall, stories content was maintained according to daily flow. As some days were richer on reshared content and for other days interactive content created in Canva was published. Also, updates on new post, reel or guide were published regularly as well as the company´s website updates.

The posting process itself required several steps to appear in followers Instagram feed. As mentioned earlier the process started with site visits and the production of visual materials. That was followed by choosing the best-looking ones for further editing and application of prepared preset. The next step was to choose the order of post with attention to the certain Instagram pattern. Besides that, variety of destination sites and connection to national days or special events such as International Women´s Day was considered. Based on that and the content of the visual material, the description of the post was created by the author of this thesis. The last step before publishing the post was to make sure everything is correctly tagged; location is added, and related hashtags are introduced. This process was repeated 6 times a week with posting photos on Mondays, Wednesdays and Fridays, reels on Tuesdays and Thursdays, and infographic post with responsible tips on Saturdays as seen in Table 11.

Table 11. Feed posting week plan

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Feed	Post (Local places, activities or businesses)	Reels (Capturing Espoo)	Post (Local places, activities or businesses)	Reels (Capturing Espoo)	Post (Local places, activities or businesses)	Post (Responsible tips)	-----

In addition, the project implementation included daily communication with followers in the comments section, private messages and tagged posts under @visitespoo and #visitespoo. This includes also communication with local tourism providers and resharing of their service updates.

7.2 Measurable Results

Overall, 41 feed posts, 15 reels, and 7 guides were published in @visitespoo Instagram during the project implementation. The number of @visitespoo audiences increased by about 215 followers from 6 123 in the beginning to 6 338 at the end of the project implementation. Besides that, the look of the feed was transformed, and its final form can be seen in Picture 3. During the project implementation, one give-away draw with paid advertisement was conducted.
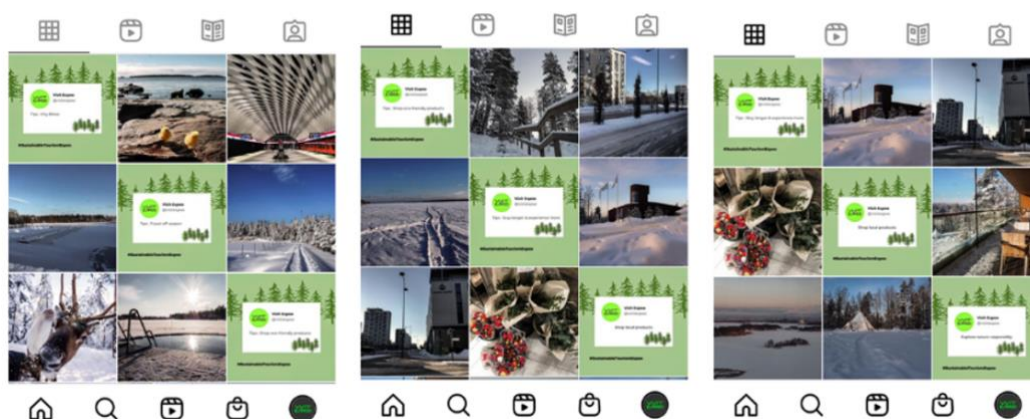
Picture 5. Feed photos look during the project implementation

When studying @visitespoo insights statistics, the main focus was on reach, impression and content interaction. These indicators have the similarity in starting each time from the bottom as each post or stories have 0 in reach, impression and content interaction at the moment of posting. As seen in Figure 6 there is a clear growth in reach, impression and content interaction towards the end of the project implementation. By comparing the beginning and middle of the project period it is possible to notice a bit lower reach and impression but still growth in content interaction.
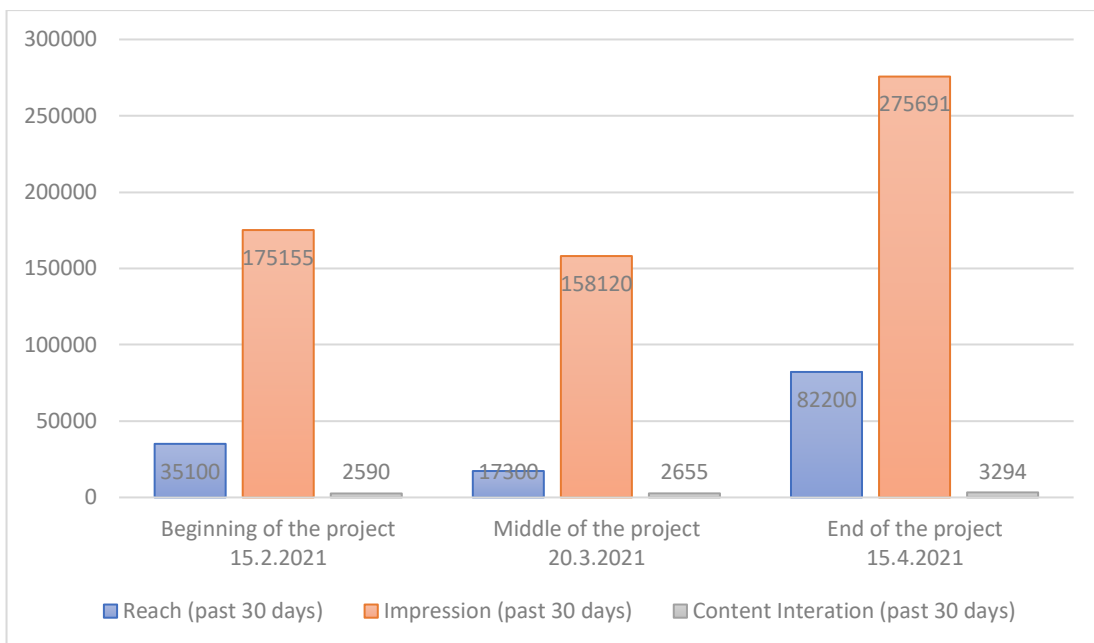
Figure 7. @visitespoo Insights – overall project overview (Instagram 2021)

Figure 7 above is presenting overall progress in mentioned reach, impression and content interaction. Those indicators are possible to study deeper under each photo post (or stories) as seen in Figures 8 and 9 below. However, reels and guides statistics are not reflecting directly in those indicators. In reels, it is possible to study replayed views. While guides are complicated for measuring as they can be created by a collection of posts, locations or products.
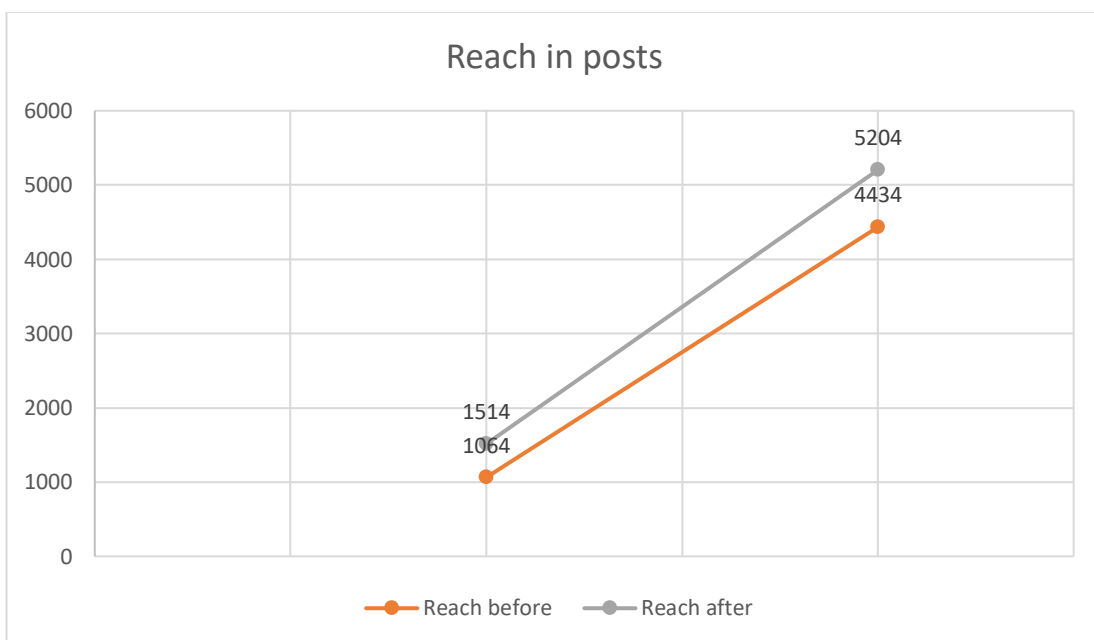

Figure 8. @visitespoo insights – reach (Instagram 2021)

When studying individual posts (mainly photos) in the feed, an increase in reach and impression can be noticed. At the beginning of the project lowest reach estimated was 1 064 and the highest reach stood at 4 434. Those numbers refer to the last 30 days posts. At the end of the project, the lowest reach post stood on 1 064 and the highest on 5 204 (both refer to last 30 days).
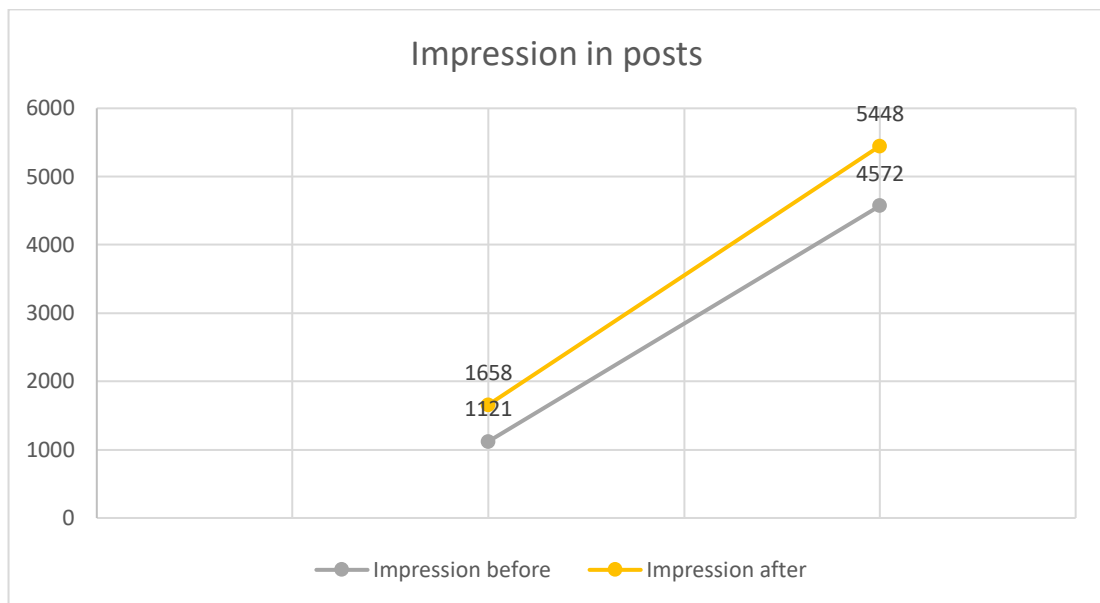

Figure 9. @visitespoo insights – impression (Instagram 2021)

Impression number examination at the beginning of the project implementation stood at lowest 1 121 and highest 4 572 for last 30 days posts. At the end of the project implementation, the lowest posts impression was 1 658 and the highest impression was 5 448 (refer to last 30 days). Exceptional post not calculated in reach Figure 8 and impression Figure 9 was Give-away draw with a paid advertisement. This post itself gained 52 500 in reach and 97 140 in impression. Lastly, it is important to mention geographical changes at @visitespoo Instagram. During the project implementation, @visitespoo gained 215. Therefore, the changes seen in Table 12 are only proportional as the overall audience of @visitespoo grew throughout the project.

Table 12. @visitespoo Insights - Geographic Audience (Instagram 2021)

	15.2.2021	15.4.2021
Domestic market	82%	81.6%
Russian market	1.9%	2.0%
German market	1.0%	1.0%

As seen in Table 11, the domestic market became proportionally smaller. The Russian target market gained 0.1% and the German target market did not notice any changes proportionally. Therefore, it can be assumed that @visitespoo Instagram gained followers who are based in other geographical locations.

7.3 Limitations

As this project was undertaken during February – April 2021, there have been several unusual limitations that affected the overall progress of the project implementation. The main issue was the government restrictions on travelling and openings of local tourism businesses as a reaction to the ongoing Covid-19 pandemic. This limitation affected the project site visits as museums, galleries and some activity services were forced to close. The situation and ethics-based reasons also limited the promotion of any activities that could lead to support of people gathering.

Besides that, the company marketing focus remained on locals and domestic tourism which limited the author´s effort to reach international markets. The aim for reaching international markets was proposed in order to attract international tourists to the destination once it is safe to travel again. Lastly, the author found a limitation in content creation, its planning and editing as the company is missing access to content planning or visual material editing software.

8 CONCLUSION

All in all, this project-based thesis provides information about the social media channel Instagram and its importance in destination marketing. There are many factors to take into account when maintaining and developing a destination presence on Instagram. Therefore, the content of this thesis discusses how tourism destinations can develop their Instagram marketing by implementing content planning, content creation and understanding various Instagram tools and tactics. Besides that, Instagram marketing is a fast-changing industry, that requires constant updating of skills and knowledge on the latest actualizations. The most important findings and strategies were further tested as a part of project implementation in the @visitespoo Instagram account.

As a final product of project implementation, the @visitespoo visual presence noticed major changes due to the realization of content planning and content creation. Arrangement and organization of local tourism attractions, products and services on the @visitespoo Instagram account were completed and presented to the followers. Lastly, measurable results in terms of @visitespoo reach, impression, content interaction and online audience recorded significant growth during the project period.

In conclusion, the project´s aim to transform @visitespoo into a user-friendly platform with easily accessible information on local attractions and services was successful. However, the length of the project implementation and stated limitations restricted the author from completing all tasks required in order to reach further Instagram destination marketing development.

8.1 Recommendations

Based on the project outcome the author of this thesis would further recommend determining the destination´s niche tourism markets and focus the marketing activities on them. That would benefit the content planning and content creation process, which is necessary in order to grow the destination image on Instagram. Furthermore, it would define destination pull factors, that are important in creating tourist´s desire to visit. The implementation and scheduling of marketing campaigns should be implemented in line with destination objectives and analysis.

As stated in the thesis itself the visuality and cohesive feed is subject to keep in mind when designing marketing activities of Visit Espoo. This being said, refers to the authenticity of the content while showcasing the destination at its bests. Besides that, the company is recommended to present their own actions towards sustainability regularly on the @visitespoo Instagram. This action is crucial as from the leader of sustainable ecosystem position, the company aim is to avoid any risk of greenwashing. Lastly, the company is recommended to continue in the creation of easily accessible information on destination attractions and services.

8.2 Final Words and Evaluation

The whole thesis process was a great learning experience, that taught important lessons about executing development idea in real work life. Given the timing and unusual limitations caused that the project implementation required more creativity and improvisation than was expected. However, it was interesting to notice that even short site visits that are focused and planned well ahead may be enough for creating Instagram content for 2 months period. That being said, makes wonder how the content creation and content planning could look like if more time and resources are available and how that could impact the destination performance on Instagram. Nevertheless, the visual work implemented in the project was noticed by @visitespoo followers as well as the company itself. Besides that, statistics measured before, during and at the end of the project implementation provided trustworthy background on the importance of content planning and content creation for destination marketing on Instagram.

The whole thesis process also revealed various areas for further development, that can be processed by the company in the near future. In the tourism industry, everything is connected and so has direct and indirect consequences on the whole tourism destination. That being said is the main lesson learned for the writer of this thesis. In conclusion, the whole process of the thesis appointed the importance of the chosen topic and its implementation. Moreover, the outcome brought up positive results, feedback and further development recommendations that cover whole destination livability and performance. All in all, the author of this thesis found the outcome valuable for the company´s Instagram marketing, destination attractivity and further destination development.

8.3 Visit Espoo Feedback

Thesis cooperation with Daniela Brezinová and Visit Espoo:

The Instagram development project for Visit Espoo

All in all, the whole Visit Espoo team was very satisfied with the whole thesis process – the planning phase, material collected, work during the process, the results and the conclusion and recommendations part. Daniela was easy to work with and she did the work as planned and promised, on thorough manner.

Daniela showed that she is very well aware and has an up to date knowledge of social media as a channel and as a marketing act in tourism and destination marketing. The awareness was shown both in practical work and the theoretical analysis in the theory part of the thesis. Also, the effect of the COVID pandemic on tourism business was well taken into consideration during project and when analyzing the present situation, work and the results.

The thesis cooperation process went well from the beginning to the end even though COVID restrictions affected clearly to the collection of material and the ability to visit places and sights. Many sights were closed during the whole working process. Especially with this considered, the material produced was excellent and with good quality and very useful. The whole process was fluent and communication with the student easy.

Daniela showed great creativity with ideas and the many experiments she performed on Visit Espoo Instagram account during two months in winter and spring 2021. The experiments were innovative and well argued and developed the Visit Espoo Instagram account further with also new kind of content, like Instagram Guides and Reels which are a new tool or way of marketing for Visit Espoo.

The thesis was a comprehensive and cohesive entity with visualising tables and pictures or graphs - being a good combination of theory, common knowledge, practical information and analysis. The results provided many useful points e.g. the need of specifying the niche groups and advantages of Visit Espoo as a destination. The feedback and critical analysis based on the results was useful and well argued and the whole Visit Espoo team gave good feedback. The SWOT-analysis, as well the whole work, was very impressive and useful for future work with social media. As a conclusion, the process developed the use of Visit Espoo Instagram account as a result of the different experiments done and with new ways of using the Instagram tools.

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