

Building Effective Marketing Communications in Tourism

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Abstract

In the world of rapid technological evolution and economy of digitalization, consumers are continuously changing. Tourists are among the first. Their behaviour, media consumption, engagement level and expectations must influence on transformation of applied communication tools. In recent decades, the pace of change became faster. Media consumption has shifted to Internet, Mobile and innovative mediums. The paper proposes modern forms of communication tools on different stages of making-decision process and describes role of each to build marketing communications of tourism industry actors in a more effective way.

Key words

Marketing communications, tourism, promotion, innovative mediums

JEL Classification: M31, O30

Introduction

The service sector has significant impact on world economy development. Tourism as a part of it shows positive dynamics for the last several years. According to the World Travel & Tourism Council (2015), direct Travel and Tourism (T&T) contributed 3.5% to GDP in Europe in 2015. Taking into account investments, government and other indirect spending in T&T its share increased up to 9.6% of GDP. However, there are huge differences of the indicator among countries. Countries located on the coast with favourable climate, with unique cultural and historical heritage have a higher share of T&T in GDP vs average level, ex. in Spain T&T directly contributes 5.8% to GDP, in Greece - 7.6%. Others have significantly lower level, ex. 1.3% in Romania, 1.0% in Moldova.

Service as a product has its own unique characteristics. It is intangible, inseparable from source, cannot be stored, highly variable (Kotler & Armstrong, 2012). Quality of service is not stable and can be changed. For example, if you visiting a castle in different weather conditions, if part of the exhibition is closed for renovations, if tour guide is tired and not able to inspire a group excursion etc. In all similar cases, quality of service will differ. Another feature is that consumer can estimate quality of service only after buying and getting the service. Tourist demand can change rapidly. Due to the fact that tourist service is not the first need product it is very sensitive to number of factors which influence consumer behaviour:

- Economic – express in available amount of money and time for travelling;

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- Political – express in government barriers and stimulus for visiting particular places;
- Socio-Cultural – express in consumer preferences based on traditions and habits;
- Security – express in feeling safety;
- Environmental – express in preferences on weather, climate, natural landscape etc.

Therefore, the essence of the tourist service imposes specific characteristics on marketing in the field. Technological evolution and economy of digitalization impact on consumer changes. It causes the need to constant review of marketing communications tools and search for a way to reach consumer more effectively.

1 Methodology

The purpose of the article is to identify the modern tools of marketing communications and its role to influence on tourists. Analysis of tourist profile, identification of relevant touch-points, analysis of different marketing communication tools to promote tourism product were done to achieve the purpose.

Analysis of Tourist profile and relevant touch-points are based on quantitative and qualitative methods. Sources of quantitative statistic data are Worldwide Advertising Research Company (WARC), research company TNS Russia, Nielsen and review of secondary marketing sources of information. In-depth interviews hold with eight respondents were additional source of qualitative data. Mix of traditional and innovative marketing communication tools were investigated in tourism industry with respect to analysis and synthesis methods. Due to the fact that the tourism sector is always related to a specific geographical area, the territory under consideration was Europe with focus on Russian market.

2 Results and Discussion

This section is divided into 3 subsections, which allow reaching the purpose of the article. We start with tourist profile to determine who our target audience is.

2.1 Tourist as a target audience

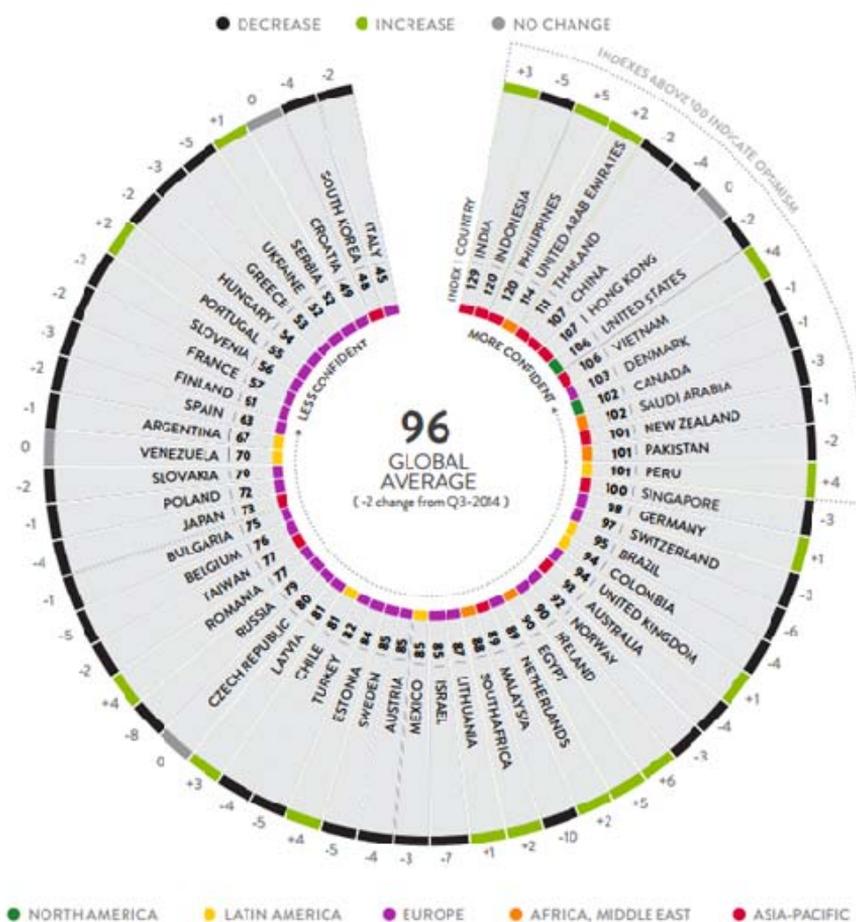
Defining of target audience is essential for building effective marketing communications. Tourists as ultimate consumers are the primary target audience. Their socio-demographic profile, needs, behavior, expectations, media consumption etc. are the subject of regular marketing research to define trends and insights.

Current trends show that high fragmentation of tourism takes place. In addition to the traditional tourism segments appeared wine tourism, agritourism, gastronomy tourism, religious, walking, cycling tourism etc. Deeper market segmentation allows to

find out and satisfy additional consumers' needs, to strengthen incentives for trips, to increase the number of tourists and frequency / duration of their stay. It is necessary to consider that market segmentation and proposed tourism product should be highly matched (Middleton & Clarke, 2001). For example, the marketers found out the high potential of Muslim tourists segment, which is growing. Russian Federal Agency for Tourism launched program «Halal Friendly» in the beginning of 2016 (Federal Agency for Tourism of Russian Federation, 2016). It assumes the adaptation of the tourism infrastructure for tourists from Muslim countries. Hotels, restaurants and other organizations can get Halal certificate if they match the list of special requirements. Furthermore, international exhibition Halal Expo is held annually in Moscow to strengthen and develop the relationship with Muslim countries.

The top spenders in international tourism were China, U.S., Germany, UK, Russia, France and Canada, Italy, Australia, Brazil in 2014 (UNWTO, 2015). Nevertheless, three of top 10 spenders – Russia, France and Italy had confidence index significantly lower vs. average level (Figure 1). The confidence index (Nielson, 2014) is based on concerns and spending intention of respondents with online access.

Figure 1 Global consumer confidence index Q4 2014



Source: <http://www.nielsen.com>

In order to determine correlation between the top spenders expenditure and the consumer confidence index as well as countries' GDP per capita, total population we calculated Pearson coefficient (Table 1). There is a strong correlation between the tourism expenditure and population. The consumer confidence index has moderate correlation and there is no correlation with GDP per capita.

Table 1 Top 10 international tourism spenders and Pearson coefficient, 2014

Country	Tourism expenditure, \$ M 2014	Consumer confidence index Q4 2014	GDP per capita Current price, in T \$, 2014	Population, M people, 2014
China	164900	107	7 617	1394
U.S.	110800	106	53 990	323
Germany	92200	98	47 966	83
UK	57600	94	46 281	63
Russia	50400	79	12 898	142
France	47800	57	42 733	65
Canada	33800	102	50 169	36
Italy	28800	45	35 812	61
Australia	26300	93	62 290	24
Brazil	25600	95	11 387	202
Pearson coefficient with expenditure	-	49%	-25%	84%

Source: Author calculated Pearson coeff. based on UNWTO, 2015; Nielsen, 2014; UNCTADStat, 2015; UN, 2016

Thus, consumer confidence is important but not crucial for tourism expenditure growth. At the same time, population dynamics is an essential indicator that needs to be monitored and taken into consideration by marketers in tourism industry when they forecast source of business and geographic segments.

Despite current decline and negative economic situation, Russia is an important source of worldwide tourism sector. Russian outbound tourism declined by 20% while domestic tourism showed positive dynamic in 2015 vs. 2014 (Federal Agency for Tourism of RF, 2016). About 43% of international tourists from Russia have shifted to domestic tourism due to euro and dollar significant growth vs. local currency – 33% and 58% respectively.

According to TNS Russia (2016) 27% of Russian people made trips within Russia and abroad during last 6 months. Average tourist is 25 – 54 y.o. with a slight shift to women. People 55+ y.o. are retired and due to low level of pension, they have no much opportunity for travelling. In European countries with strong economies and high GDP per capita seniors are significant segment of tourism industry. Moreover, the share of older people increases worldwide. According to United Nations (2016) share of people older than 60 y.o. was 11% in 2009, 12.3% in 2015 and is expected to reach 16.5% in 2030. Europe has a higher share of people 60+y.o.: 23.9% in 2015 and up to 29.6% in 2030. Therefore, segment of seniors should have a lot of attention among tourism industry actors. At the same time, young audience who is just starting

their travel experience is also important segment to communicate and build loyalty as a future source of business.

Despite total number of travelling men is a bit less vs women (44% vs 56%) they travel more often. Most of tourists have stable work that allows getting average and high income. They usually have high education. Most of them have social status as managers, specialists or non-manual workers.

The majority of tourists makes trips within the region of their stay. Trips to visit relatives and friends dominate among domestic tourism. They accumulate 40% of tourists. Excursions and sightseeing, rest in the sanatorium or in the rest home, business purposes are followed with a big gap at 16% level. The main reasons for trips abroad are rest in the sanatorium or in the rest home 14%, excursions and sightseeing 8%, trips to relatives and friends 6% (TNS Russia, 2016). Domestic trips are usually made by cars or trains while airplane is a key for trips abroad. The most popular countries are Turkey, Finland, Egypt, Abkhazia and Kazakhstan.

Trips have clear seasonality. The main season is summer period. 65% of Russian tourists prefer it. Followed by autumn with 21%. This can be explained that people want to extend the warm summer days because of autumn rains and overcast in most part of Russia. Average spending for tours are 800 euro during last 6 months. Internet is a key place for searching information about trips, booking and buying tours or accommodation and tickets. We can state that consumers became more confident and self-booked routes – accommodations, transport, excursions, dining etc. Special platforms help them save money, prolong their trip's duration and get unique, local, authentic experience.

Actors of tourism industry are dealing with different audience segments. Majority of them has several ones at the same time. Emotional significance in consumer behaviour related to tourism product takes place (Swarbrooke & Horner, 2007). Behavioural segmentation is more important now because you can not only define narrow segments, but also send them an accurate marketing communication. Targeting on digital devices became more sophisticated. Implementation of different types of targeting including behavioural targeting in digital devices, integration of information between digital devices have made a big step in the coverage opportunity of narrowing target audiences and have increased the effectiveness of marketing communications.

The Internet provides a large amount of statistical data and analysis opportunities. Target audience analysis should have a regular base – at least 3-4 times a year to be able to get dynamics and forecast. Emotion's measurement is of great importance. Online respondent's panels reduced research cost, allowed to get in touch with them in any place and at any time. Constant updating and synchronization of database with environment are required.

2.2 Tourist's appropriate touch-points

In connection with consumer's changes, appropriate touch-points and their efficiency also changed. Media consumption has shifted to Internet and Mobile. 45% of people use the Internet worldwide. The indicator is much higher in Europe and it accounts for 75% of internet users. Consumers spend about 5-6 hour online per day in

European countries (Table 2). TV is essential for building national coverage since the Internet is highly fragmented but the Internet is a leader for younger audiences.

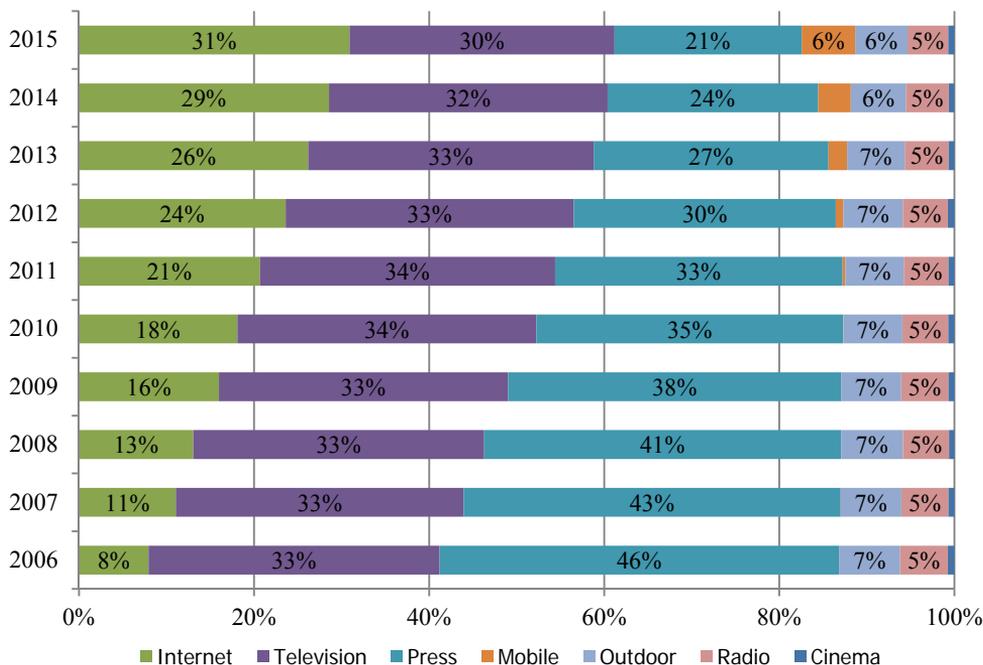
Table 2 Media consumption indicators in several European countries, 2015

Country/ Indicator	Internet penetration 2010/2015	Number of hours spent Online	Number of hours spent on TV	Number of hours spent on Radio	Number of hours spent on Print Press
UK	83%/93%	5,33	2,79	1,21	0,52
Germany	80%/89%	4,73	2,56	1,63	0,48
France	79%/87%	4,69	2,81	1,11	0,44
Slovakia	76%/81%	n/a	n/a	n/a	n/a
Russia	43%/70%	6,08	2,25	0,94	0,48
Italy	51%/68%	6,28	2,44	1,28	0,75

Source: Eurostat (2010); Eurostat (2015); Ecommerce Europe (2016); Globalwebindex (2015)

Advertising investments dynamics confirms that Internet and Mobile are the key media with growing shares in total investments (Graph 1). Internet for the first time exceeded TV investments in 2015. Share of other media channels decreases with the exception of Radio which is stable during the last decade. Dynamics of share of advertising investments as well as media consumption highlights importance and potential for further development of Internet and Mobile.

Graph 1 Advertising investments by medium dynamic in Europe, 2006-2015

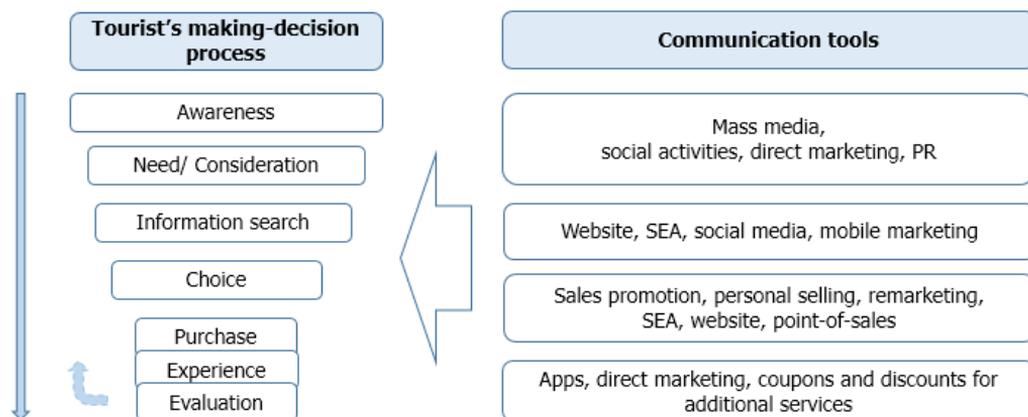


Source: warc.com

Internet and Mobile have even greater importance in tourism industry. Tourists, especially international ones, are heavy internet users. In Russia, their Internet consumption has Affinity Index² 118%, and coverage – 87.3% (TNS Russia, 2016) which is significantly higher vs av. Internet penetration level of 70%. TV has still the highest coverage on tourists – 93.5% but concentration of the tourists in the media is similar to average level. Radio and magazines are consumed at higher level (Affinity Index - 112) vs. average but coverage potential is significantly less vs TV and Internet. Outdoor advertising is a good touch-point to outline benefits for traveling in order to change cloudy and rainy weather to sun beach and pleasure. Furthermore, it is useful to navigate tourists in places. Cinema is used to utilize emotional appeal and communicate with audience of a higher income.

The quantitative interviews helped to understand real consumer journey in decision- making process on tourism product. We can recognize a variety of audience segments based on the typical length of purchase decision and the engagement level. Nevertheless, stages of making-decision process are similar to existing knowledge stated by scientists and marketers (Hollensen, 2011; Kotler & Armstrong, 2012; Pisarevsky, 2014). Numbers of stages, their length, potential gaps between stages etc. depend on particular audience segment. Target audience faces with various barriers and incentives at each stage of making-decision process. Marketers are able to influence potential consumers by different communication tools (Figure 2).

Figure 2 Making-decision process and communication tools in tourism



Source: Author

Internet, Mobile, wearable devices and other digital technologies satisfy consumer needs in real-time information and communication. It has changed the environment and besides traditional tourism organizations peer-to-peer and shared usage, platforms have appeared (OECD, 2016). Consumers are always connected; use digital devices

² Affinity Index shows the weight of Target Audience compared to the total population in case of a specific programme/ medium. If this figure is higher than 1 (100%), it means that the medium is well targeted for our Target Audience. If this figure is lower than 1 (100%), it means that the medium is targeted for our Target audience worse than for the total population. The higher this index the better the targeting is.

during the process of making-decisions and experience of the tourism product. Therefore, digital communication tools are to be used at all stages.

The first stage of making-decision process is building 'Awareness'. Mass media with direct and indirect communication is able to build coverage quickly with low cost-per-thousand³ (CPT). PR is a more trusted channel but more expensive and has more limited coverage. Social activities forced by PR, direct marketing in online and offline environment with emotional or rational appeal move a part of target audience to 'Need/ Consideration' stage. The message should get and keep the target audience's attention.

When the Need / Consideration is fixed, target audience starts 'Information search'. The key channel for search is the internet. Number of reviewed web sites related to tourism is 20-25 in average. Audience can be influenced by website, search engine advertising (SEA) and search engine optimization (SEO), special reviews, tips in social media, mobile marketing etc. Part of target audience inspired to make a trip after information search has 2-4 options in a shortlist and is ready to make a 'Choice'. The most important factors for them are cost, quality/ potential experience. Relevant message communicated via sales promotion, personal selling, remarketing, SEA, website, point-of-sales helps to move the audience to the purchase stage.

Usage convenience, variety of possibilities incl. bookings/ payment online and over mobile devices, delivering tourism product documents, sending receipts of payment by consumer's request with courier are important because consumers are always busy and time conscious. 'Purchase' is not the end of communication. Wise industry actors go through 'Experience' stage and on with their customers. Experience stage begins in the process of purchasing tourism product. It is important to note that consumers actively search during their trips, sharing photo, video, and text messages with friends. Apps, direct marketing, tips, coupons and discounts for additional services, geotargeting are useful tools for communication. Matching consumer's expectations is essential for further relations. At this stage consumer, become influencer for the other people. Tourism industry actors should strengthen and stimulate positive experience sharing and work with negative ones. It is appropriate time for innovative gadgets proposal like Tamaggo⁴, GoPro that can get an unforgettable experience during the trip. Stages of purchase and experience are inseparable from each other and are perceived by the target audience as a single tourism product at the stage of evaluation. 'Evaluation' stage begins in the delivery of tourism product and ends when the tourist returns.

Conversion rate to be calculated between different stages to find out opportunities for improvement. Separate segments response and correlate with different touch-points at different level. For example, heavy tourists, consumers with speed priority focus more on word-of-mouth, budget segment – on reviews, ratings of authority organizations.

³ Cost-per-thousand (CPT) is an indicator, which shows the cost of a media vehicle reaching 1000 impressions of an audience.

⁴ Tamaggo is a 360° camera enables users to capture spherical or panoramic photos and videos in high-resolution that naturally mirror real life.

2.3 Mix of marketing communication tools

Tourism industry uses existing communication tools with focus on innovative ones but value of each tool differs in a mix of marketing communications. Availability of media varies around the world (Hollensen, 2011). Marketers state that Mobile, Content and Big data are the main priorities in 2016 (AdAge, 2016). It is highly relevant for tourism industry as tourists are always connected with devices.

Communication tools should work all together for the promoting of tourism products but interactive marketing is a mainstream. Digitalization of the economy is stated among the major challenges for tourism industry (OECD, 2016). Travel-related services have dominated share of online sales in Europe – 77% in Travel: Leisure Flights category and 65% in Travel: Hotel Stays (Ecommerce Europe, 2016).

The basis for success in the online environment is a quality of website and domain like location and inside part of the traditional sales office. Website is a starting point, which should be linked with all communication channels. Before proceeding directly to the promotion of website, it is necessary to analyse it. This can help to optimize the investments significantly. It is worth paying attention to the ease of site navigation, the ability to make a purchase in a few clicks, view detailed information, compare several options, create your own trip plan etc. SEO helps to raise up the company's website in the ranking of the search results and to increase traffic to the website. User's behaviour on the site, any activity correlates with a time interval through cookies that remember users. Map transitions of users on the site, between sites helps to understand the sources of traffic, traffic loss points, speed and travel path for separate sections.

Additional web services can significantly contribute with the conversion of site users into buyers. For example, setting counter add-ins to website allows collecting cookies from user behaviour. The personalized page and the content that is most likely to lead to the purchase of tourist products or additional services will be shown for return visits. Due to the fact that customers use different devices – PC, smartphone, tablet and other it is crucial that web sites are optimized for different ones. It is also important for website promotion because search engine platforms (Google, etc.) began to take into account adaptability factor of site when ranking search results on mobile devices.

Mobile devices accompany tourists in decision making about tourism products and during their trips. High coverage of mobile internet was driven by data rates increase, reduction of charges for mobile internet access, increase in the number of smartphones and tablets, the improvement of software. This has increased the importance of Mobile as a communication channel. It can be noted that a test launch of 5G networks is planned for 2018. They will connect a large number of devices, further increase the data rate, and reduce the cost of internet traffic.

Mobile communications are more characterized by short duration with a single clear message, quick precise response, immediate queries, and the relevance of the information. Mobile apps segment is actively developing. It is of particular interest and is actively used by the players on the market. Marketing campaigns using mobile applications are often the winners of specialized festivals in recent years. In addition, this is not surprising, because 80% of users of smartphones and tablets using mobile applica-

tions. The total number of installed applications is quite large - 23. Nine applications of them are used within a month.

Mobile phones are used in the implementation of such advanced technologies as virtual and augmented reality, near field communication (NFC), bluetooth, i-beacons, geo-marketing, mobile payment systems etc. Wearable devices are an emerging medium that will play a great role in tourism industry in several years. Virtual reality (VR) is an innovative emerging medium, which has a huge potential in entertaining and engaging consumers. It promises immersive experiences and provide opportunity to try several kind of tourism personally. In this case, decision-making will be based on real experience with virtual reality. Marriott Hotels launched VR Teleporter program in 2014 to promote, strengthen relationships with their guest and support innovative attributes of the brand. Proved its success the program was expanded into VR Postcards and VRoom Service programs. It allows visiting different corners of the world via a fully immersive, 4-D sensory experience (Marriott, 2016).

Augmented reality (AR) doesn't need any headsets only smartphone. It enhances experiences with the real world by adding virtual elements such as digital images, graphics, and sensations. Apps with AR help tourists to take virtual tours via accommodations, restaurants, navigate, support interactivity, translate texts to other languages etc. NFC, Bluetooth and I-beacons technologies associated with data transmission over a short distance. They are able to integrate online and offline environments, digital devices, to entertain and engage customers, provide useful information for them and collect data for marketing. The technologies find their use in different sub-sectors of tourism industry – accommodations, dining, attractions, tourism trade etc.

Mobile marketing is most often used together with the Internet, social media and TV in marketing strategies. Social media marketing (SMM) is a very powerful tool to influence target audience. Social media include social networks, blogs, forums, video hostings etc. They allow users to communicate with each other. It takes significant part of audience life. Internet users spend more than half the time in social networks – 52% in Russia (TNS Russia, 2016). Actors of tourism industry can establish its own group, send text, picture, video posts in the news section, organize and announce events, etc. It should be used to inform tourists about provided tourism products, to prove advantages, to propose tips, to collaborate with customers, to find ways for improvements etc. The most popular are Facebook, YouTube, Instagram and Twitter. Due to high coverage of Mobile internet consumption of social media has moved from PC to mobile devices as people like to be connected on the go.

Powerful idea is the key in social media communications. One of impactful example is the Sydney Opera House, Australia. Marketers recognized that only 1% of tourists who take its photo with the house ever go inside. Thus, the Opera house invited people to #comeonin in social media. The #comeonin campaign was a brilliant reminder to the tourists that there was so much happening inside (Cannes Lions, 2016).

Interactive marketing is very close to other communication tools. PR, advertising, direct marketing, sales promotion, personal selling is implemented in both online and offline environments. PR builds and supports good relationships with various publics. It grows brand equity, build positive corporate image, relationships with the media, publicizing tourism products and the brand among target audience via events, tours, affiliate programs, sponsorship, news, speeches, reports, corporate identity materials,

word-of-mouth, storytelling. It plays a great role in tourism industry because RP is a more trusted channel vs advertising and trust is the key because of tourism product characteristics mentioned earlier in the article. Individual operators focus on PR, as they are not able to cover high level of advertising cost.

Online environment contributes to high speed of information distribution. It is important to monitor it constantly and provide immediate reaction when appropriate. Special attention should be given to review and work with user-generated content in blogs, forums, social networks, special platforms like TripAdvisor, Expedia etc. Specialized aggregators software helps to optimize the collection of information for the analysis. It can quickly give the dynamics of references to the brand over time, sites and other details. It is important to use not only the text references, but also graphics. It is vital to build and support positive reputation in online environment, improve tourism products and services in line with consumers' expectations, maintain relationships with target audience.

Tourism industry is not among top investors in advertisers but it has strong position in Outdoor in some countries including Russia. Advertising is still very important for big industry players. Internet and TV are the key mediums to build awareness. Search (SEA), video and particularly display ads are relevant. Search helps to lead target audience to your website or micro site in relevant moment. It should be taken into account that message for PC and mobile devices to be different. For example, enquiries of users and ads in SEA mobile campaign must differ from the PC due to the nature and needs of the consumer at the time of treatment to seek. Queries from mobile are at high level. Video advertising builds coverage. Display advertising is mostly suffered from ad blocking programs. That is why native advertising and editorial content, which fit in the environment and does not cause rejection of the user, have got popularity. Outdoor, Radio, Press and Cinema are the supportive ones. Press lost its importance as the medium because printed reviews and guides were replaced by online ones. In Russia tour operators, travel agencies, tourism associations, resorts etc. focus their advertising activity on spring and summer period. Hotels are advertised mostly in summer as the best time to making trips.

One of the most important technology widely used in advertising, became programmatic. It is an algorithmic principle of advertising buying which use automated systems to make decisions about the transaction based on available data about users. The auction in the real time allows determining the broadcasted advertising message for a split second on the basis of the rates. A key advantage of this placement is to buy a specific audience, not impressions or issues.

Direct marketing helps with customized communication and offers. Such forms of database marketing as emails, direct mails, SMS/MMS have a negative reputation, so their volumes reduce. It is the most powerful tool in customer relationship management. Swedish tourist association conducted brilliant campaign in direct marketing field. The idea was to get a county number and allow every person in the world to call the phone number in Sweden and talk directly to a random Swede. Ambassadors had no trainings or instructions about their talks and people got freedom of speech. The Swedish number campaign got high results and huge spread in media worldwide (Cannes Lions, 2016).

Sales promotion tools are important to convert target audience from information search to choice and purchase stage. Rebates, price discounts, catalogues, brochures, coupons and gifts, loyalty programs are widely used to influence the audience. Personal selling tools are face-to-face presentations, video, web conferences, webinars, exhibitions have a big impact on B2B segment and support PR activity. Mobile, internet calls and internet chats are important for ultimate consumers in the second part of making-decision process.

Marketing strategy as well as marketing communications should be based on powerful idea related to target audience insights. Content is vital for successful marketing communications. It should be in harmony with place, format and placement time. Messages claims have to be tested before implementation. Mix of communication tools should be integrated with focus on interactive marketing. The exact communication forms and formats are highly depending on objectives, competitive environment and targeted segments. Marketers should monitor appearing innovative communication tools and formats, define their role in their marketing strategies and accurately implement relevant. Getting competitive advantages via differentiation and technological development is a key.

Conclusion

In the world of rapid technological evolution, economy of digitalization consumers is continuously changing – their behaviour, media consumption, engagement level, expectations etc. Such changes as well as highly competitive environment force marketers to apply innovative solutions in their marketing strategies and communication tools in particular. They try to collect and implement big data to make smarter connections with their target audience. They should search for new communication tools, new ways of targeting and smart buying solutions in media to reach target audience at right moment with right message and low cost. Constant monitoring of environment and making quick decisions are required as the speed of change became significantly faster.

Today's consumer is getting older. He is highly connected and looking for local personal experience. The paper determined the need to pay close attention for population dynamics, seniors and young audience as a future source of business. Actors of tourism industry should find out profitable segments and define additional opportunities to satisfy them with tourism products.

The most powerful touch-points are internet, social media, mobile and TV. Innovative mediums such as social media, mobile developments, viral and augmented reality, wearable devices, interactive video etc. play important role in tourism industry. Communication tools differ by stages of making-decision process and should accompany target audience at each stage to stimulate the progress. Effective mix of communication tools should be based on company's objectives, target audience and competitive environment. To be successful actors of tourism industry should gain competitive advantages by differentiation, using powerful ideas, keeping up to speed with new technology. Operation of powerful ideas for target audience, which accompanies and facili-

tate the movement on the decision-making process by relevant communication tools, is the right way to build effective marketing communication in tourism.

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