

Navigating digital horizons: A systematic review of social media's role in destination branding

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ABSTRACT

Purpose — *This study aims to acquire a comprehensive understanding of how social media platforms contribute to the process of destination branding by identifying major themes in the literature pertaining to social media's role in destination branding.*

Method — *This study employs a Systematic Literature Review (SLR) methodology to conduct an in-depth analysis of academic journal articles pertaining to the role of Social Media Marketing (SMM) in destination branding. The review encompasses 55 final articles published and indexed in the Scopus database from 2014 to 2024. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method is employed as the framework for this systematic review, ensuring the robustness of the review process.*

Result — *Four prominent themes have been identified regarding the role of SMM in destination branding: 1) Enhancing Destination Brand Value Co-Creation, 2) Influencing Customer-Based Brand Equity, 3) Shaping Destination Brand Identity, and 4) Driving Destination Brand Engagement and Loyalty.*

Practical implications — *Destination marketers should leverage social media strategically to enhance brand visibility, engagement, and loyalty, utilizing these platforms as virtual stages to showcase the destination's culture, heritage, and diversity.*

Keywords: *social media marketing, destination branding, tourism marketing, systematic literature review*

INTRODUCTION

In the contemporary global tourism landscape, destination branding emerges as a pivotal endeavor for regions aiming to differentiate themselves amidst intense competition (Amani, 2022; Kowaas et al., 2023; Mandagi et al., 2021). Recognized as a critical factor in generating employment opportunities at both global and regional levels, destination branding is acknowledged by countries as a key driver for sustainable economic growth (Alam & Biswas, 2023; Karikari & Khan, 2021). At the core of this branding endeavor lies the omnipresence of social media platforms, serving as dynamic channels through which destinations can engage with diverse audiences on a global scale (Chandrasekaran & Annamalai, 2023). However, the interplay between social media marketing and destination branding remains multifaceted and nuanced, encompassing a spectrum of strategies, challenges, and opportunities (Huertas & Lalicic, 2020; Rather et al., 2022). This theoretical gap sets the stage for a comprehensive exploration of this dynamic relationship, outlining the scope, significance, and objectives of the study.

Social media marketing is pivotal for destination marketing and branding for several compelling reasons. Primarily, it exerts a significant influence on tourists' decision-making processes, particularly in regions with limited resources and well-defined social media strategies (Sijabat et al., 2022; Chavadi et al., 2023). Tourists extensively utilize social media for travel planning across all stages of the decision-making process, with a notable positive impact observed during the evaluation and purchase stages (Tanković et al., 2022). Furthermore, social media platforms play a crucial role in travelers' planning and data search, shaping their choices and either enticing



or dissuading them from visiting specific destinations (Osei & Abenyin, 2016; Sharma et al., 2023).

From the perspective of Destination Marketing Organizations (DMOs), social media serves as a cost-effective means to reach a global audience, particularly crucial amidst public sector funding cuts (Hays et al., 2013). It is widely acknowledged as the most preferred and efficient platform for promoting the tourism industry on a large scale (Lund et al., 2018). Additionally, social media marketing plays a significant role in fostering brand attitude, engagement, perception, and loyalty, thereby creating sustainable competitive advantages for destinations (Mandagi & Aseng, 2021; Poluan et al., 2022; Sijabat et al., 2022; Warbung et al., 2023; Waworuntu et al., 2022; Kainde & Mandagi, 2023; Pasuhuk et al., 2023).

In terms of specific benefits for destination marketing and branding, social media offers DMOs low costs per message, unlimited geographical reach, and instant access, enabling them to engage with a global audience even with limited resources (Perakakis et al., 2016). Furthermore, DMOs can tailor messages for individual recipients and participate in interactive exchanges with their audience, capitalizing on online word-of-mouth recommendations (Mandagi & Aseng, 2021; Waworuntu et al., 2022; Kainde & Mandagi, 2023). Social media platforms serve as a cost-effective and efficient channel for DMOs to connect with customers and disseminate information, facilitating various tourism agencies in branding destinations through diverse content sharing portals and techniques (Uşaklı & Sönmez, 2019; Thomkaew et al., 2018).

Despite the acknowledged importance of social media marketing in destination branding, there exists a theoretical gap in understanding the nuanced interplay between social media and destination branding strategies (Abbasi et al., 2024; Pike et al., 2018). While existing literature highlights the multifaceted nature of this relationship (e.g., Amani, 2022; Barreda et al., 2020; Chavadi et al., 2023; Esenyele & Girgen, 2019; Grosso et al., 2024), a comprehensive exploration of major themes and practical implications remains lacking. Hence, this study aims to bridge this gap by employing a systematic literature review methodology to identify and analyze major themes pertaining to the role of social media marketing in destination branding. By doing so, it seeks to provide comprehensive insights into how social media platforms contribute to destination branding and explore practical implications derived from the identified themes for destination marketers and organizations.

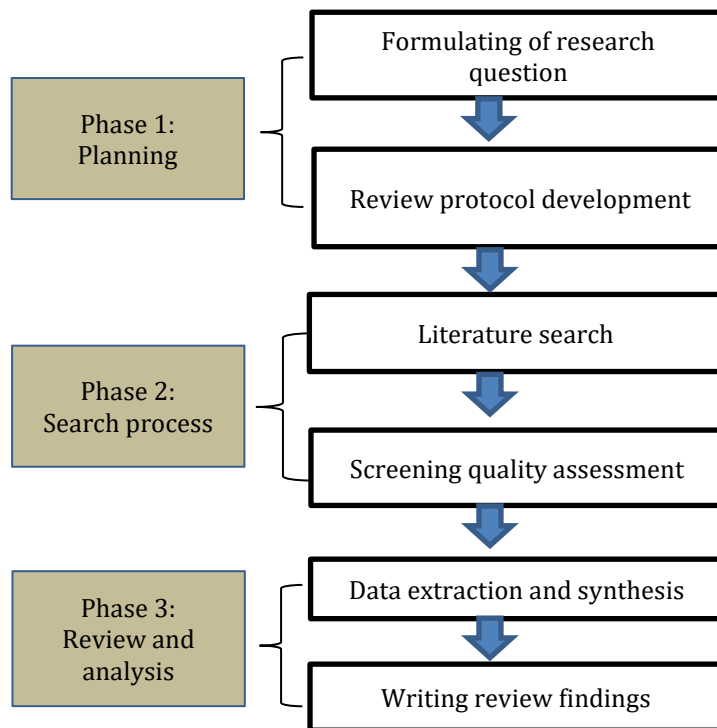
METHOD

To achieve the research objectives, a Systematic Literature Review (SLR) is adopted in this study. SLR is an important review methodology that is increasingly popular for synthesizing literature in various disciplines, particularly in management, hospitality, and tourism (Varsha et al., 2024). Furthermore, the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method is employed as the framework for this systematic review, ensuring the robustness of the review process. The six steps of the PRISMA procedure, as illustrated in Figure 1, were performed in the present study (Višić, 2022; Anderson & Jayaratne, 2015; Maniar et al., 2018).

The initial step involved defining the research question, which aimed to understand the relationship between social media marketing and destination branding. Second, once the research question was formulated, a review protocol was developed. This protocol included criteria for the inclusion and exclusion of studies, search strategies, and guidelines for data extraction and synthesis. Developing a protocol ensures consistency and transparency throughout the review process. Third, a comprehensive literature search was conducted to gather relevant academic journal articles. The search utilized databases like Scopus and covered a specified timeframe (2014 to 2024) to ensure the review captured the most recent and relevant literature on the topic. Fourth, after compiling a list of potentially relevant articles, a screening process was employed to assess the quality and relevance of each study. This step helps ensure that only high-quality and pertinent studies are included in the review, minimizing bias and ensuring the robustness of the findings. Fifth, data extraction involved systematically collecting

relevant information from each included study, such as key findings, methodologies, and theoretical frameworks. Following data extraction, synthesis techniques were employed to analyze and integrate the findings from individual studies, identifying common themes, patterns, and gaps in the literature. The final step involved synthesizing the findings of the systematic literature review into a coherent narrative. This included summarizing the identified themes related to the role of social media marketing in destination branding and discussing their practical implications for destination marketers and organizations.

Figure 1. Steps in the SLR process



Source: Adopted from Višić (2022), Anderson & Jayaratne (2015), and Maniar et al. (2018)

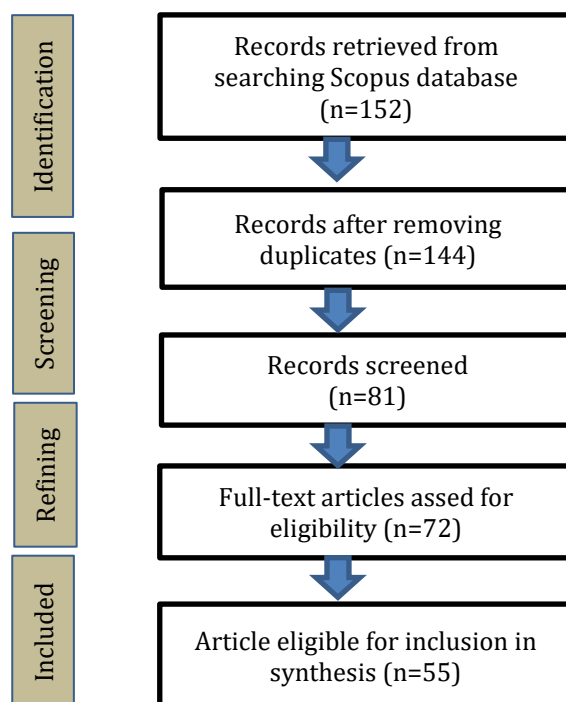
Keywords including “social media marketing”, “destination branding”, and “destination marketing” were used to search one of the most influential academic databases in the world, Scopus. To ensure the quality of the literature searched, further refinements were conducted, considering only peer-reviewed, academic journal articles written in the English language. Finally, data from 152 papers published were retrieved.

After initially obtaining the sample population of 152 documents, the data were checked for duplicates, and 8 records were removed. The remaining 144 articles were further screened to ensure they were within the scope of this study. The criteria employed during the screening process included: 1) scrutinizing the title and abstract of each article; 2) inspecting non-journal literature (e.g., editorials, book chapters, conference proceedings, and reports); and 3) excluding publications from subjects or areas unrelated to Tourism and Destination marketing. As a result, 83 non-journal articles and those irrelevant to social media marketing in the domain of tourism or destination marketing were eliminated during this process.

The remaining sample comprises 61 papers that were downloaded, and the information was recorded in a Microsoft Excel spreadsheet. This spreadsheet presents detailed categories and subcategories of data, as recommended, to facilitate both data management and the subsequent review process (Višić, 2022). Subsequently, the full text of each paper was further reviewed to

assess eligibility for final inclusion or exclusion. During this step, assessment of relevance and quality was conducted simultaneously. Additionally, quality assessment was carried out during the review of full texts, as it is considered a refining step that significantly influences the reliability of any systematic review (Anderson & Jayaratne, 2015; Maniar et al., 2018). Emphasis was placed on appraising the research design and methods employed in studies (Višić, 2022). Ultimately, 55 articles were identified as eligible samples. The process of article searching and evaluation for inclusion is depicted in Figure 2.

Figure 2. Data screening and selection



Source: Modified from Liberati et al. (2008)

RESULT AND DISCUSSION

Table 1 presents the distribution of articles among different publishers. Notably, Elsevier has the highest number of articles with 11 publications, followed by Taylor & Francis with 9 articles and SAGE Publishing with 7. Emerald Publishing follows closely behind with 6 articles. Other publishers such as Springer Nature and Henry Stewart each have 3 articles, while several others, including De La Salle University and Palgrave Macmillan, have 2 articles each. Additionally, there are various publishers with only 1 article each, such as Oxford University Press, Inderscience Publishers, IBIMA Publishing, and others, indicating a diverse range of sources contributing to the literature.

Table 1. Distribution of articles among various publishers

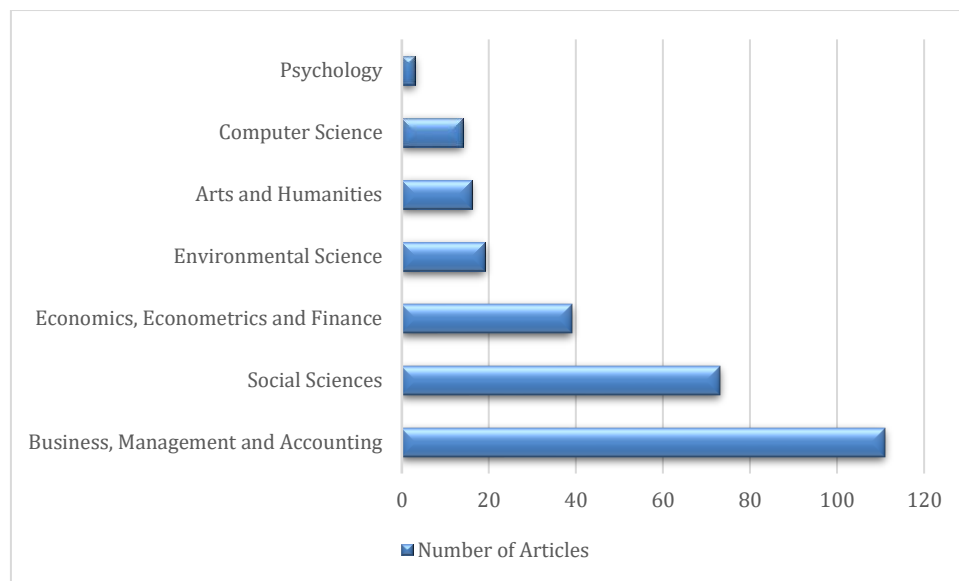
Publisher	# Articles
Elsevier	11
Taylor & Francis	9
SAGE Publishing	7
Emerald Publishing	6

Springer Nature	3
Henry Stewart	3
De La Sale University	2
Palgrave Macmillan	2
Oxford University Press	1
Inderscience Publishers	1
IBIMA Publishing	1
Routledge	1
De Gruyter	1
MDPI	1
University of the Aegean	1

Source: Processed by the authors (2024)

Figure 3 provides a breakdown of the final 55 articles by field. It shows that the majority of articles are related to Business and Management (17 articles), followed closely by Hospitality and Tourism (15 articles). There is also representation from other fields such as IT, Health, Psychology, Social Sciences, and Sociology.

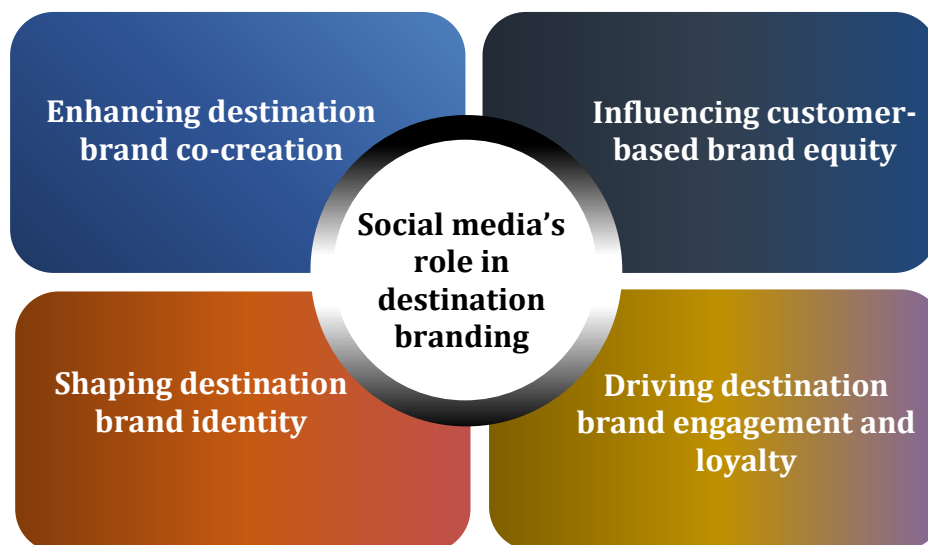
Figure 3. Distribution of articles by field



Source: Processed by the authors (2024)

Four prominent themes have been identified regarding the role of SMM in destination branding, including: 1) Enhancing Destination Brand Value Co-Creation; 2) Influencing Customer-Based Brand Equity; 3) Shaping Destination Brand Identity; and 4) Driving Destination Brand Engagement and Loyalty, as illustrated in Figure 4. The following section comprehensively discusses each of these themes.

Figure 4. Framework on social media's role in destination branding



Source: Authors' elaboration (2024)

Social media and destination brand value co-creation

Social media serves as a catalyst for fostering dynamic interactions, thereby nurturing destination brand patriotism, and facilitating collaborative value creation among users, ultimately enhancing the brand's appeal and relevance. Amani's (2022) study provides compelling insights into the transformative impact of social media on brand engagement, which significantly shapes the landscape of destination brand value co-creation. Through fostering dynamic interactions across various social platforms, users forge deep connections and a strong allegiance to destination brands, thereby nurturing a profound commitment to the destination's unique identity and offerings. Similarly, Riley (2020) underscores how social media offers ample opportunities for value co-creation between customers and brands, particularly within the context of content creation within social media brand communities. This phenomenon, commonly referred to as destination brand patriotism, creates an environment conducive to collaborative value creation (Amani, 2022). As individuals actively engage in discussions, share personal experiences, and publicly express their affinity for the destination, they play a pivotal role as integral contributors to the collective narrative of its brand. Through this organic collaboration, users not only reinforce the destination's image but also actively co-create its brand value by infusing it with authentic stories, insights, and sentiments that resonate with fellow users and stakeholders. Furthermore, Shaykhzade and Alvandi (2020) highlight that satisfaction and immersion resulting from social media interactions generate significant customer value for brands, underscoring the importance of strategically leveraging social media platforms to maximize interactions between customers and firms.

Leveraging the power of social media to facilitate interactions and value co-creation, destination brands can forge deeper connections with their audience, differentiate themselves in a competitive market, and foster long-term loyalty and engagement. Pham et al. (2023) illuminate the intricate relationship between value co-creation and social commerce information sharing, demonstrating how social media platforms act as catalysts for exchanging insights and recommendations among users. Through active participation in discussions, users share firsthand experiences, provide reviews, and offer recommendations on destinations or experiences. This organic exchange of information not only shapes the destination's brand equity but also cultivates a collaborative ecosystem where users actively engage in co-creation efforts. By leveraging their collective knowledge and preferences, users influence the evolution of the

brand's offerings and experiences, fostering a sense of ownership and loyalty within the community. This dynamic process not only enhances the perceived value of the destination but also strengthens the bond between the brand and its audience, driving sustained engagement and brand advocacy.

Social media function as dynamic arenas where brands can cultivate deep-seated connections with their audience, fostering a sense of trust and loyalty beyond traditional marketing approaches (Rezaei et al., 2021; Coelho et al., 2018; Ganassali & Matysiewicz, 2021; Crespo et al., 2023). By actively engaging in conversations, responding to feedback, and involving users in decision-making processes, brands can harness social media's collaborative potential to co-create value that aligns closely with their audience's evolving preferences and aspirations (Waworuntu et al., 2022). This approach not only strengthens brand equity but also establishes enduring relationships built on mutual understanding and shared values (Labrecque, 2014; Warbung et al., 2022). Prioritizing meaningful engagement over mere promotion enables brands to leverage social media as a strategic tool for cultivating brand advocates, driving innovation, and maintaining a competitive edge in an increasingly interconnected digital landscape (Riley, 2020; Wantah et al., 2024).

Effective storytelling on social media platforms serves as a crucial strategy for brands to navigate and mitigate instances of brand co-destruction, as extensively discussed in contemporary literature (e.g., Lund et al., 2020; Mills & Robson, 2020; Dessart, 2018; Mandagi & Sondakh, 2022). When faced with negative feedback or criticisms, brands can strategically employ storytelling to reframe perceptions, accentuate their distinctive value propositions, and cultivate positive interactions with their audience (Mills & Robson, 2020). By crafting narratives that evoke emotions, resonate with their target demographic, and authentically reflect the brand's ethos, companies can not only neutralize unfavorable sentiment but also catalyze engagement and co-creation initiatives (Zhao et al., 2022; Hamby et al., 2019). Through the power of storytelling, brands can foster meaningful connections with their audience, instill a sense of brand loyalty, and solidify their reputation in the competitive landscape of social media, thereby bolstering their brand value and resilience against potential threats to their image (Pasuhuk et al., 2023; Mandagi & Aseng, 2021; Mandagi et al., 2021; Wulyatiningsih et al., 2023; Wantah et al., 2024; Manggopa et al., 2023).

Social media plays a significant role in facilitating the establishment and nurturing of brand communities, which serve as fertile ground for multifaceted value co-creation endeavors (Al-Dwairi et al., 2020; Rosenthal & Brito, 2017; Habibi et al., 2014). These communities cultivate a profound sense of belonging and shared identity among users, fostering a collaborative environment where individuals feel empowered to engage actively with the brand and each other (Hsieh et al., 2022; Davies et al., 2024). Within these digital spaces, users freely exchange ideas, share personal experiences, and offer recommendations, all of which contribute to a rich collective knowledge pool. Through their active participation, users not only shape brand perceptions but also play a pivotal role in co-creating value. By voicing their opinions, preferences, and aspirations, users influence the development of products, services, and experiences offered by the destination brand (Bilro & Loureiro, 2023; Wulyatiningsih et al., 2022). This collaborative process ensures that offerings are not only aligned with the desires and preferences of the community but also reflect the diverse perspectives and needs of its members. As a result, brand communities on social media platforms emerge as dynamic ecosystems where mutual engagement and collaboration lead to the continuous evolution and enhancement of the brand experience, ultimately strengthening brand loyalty and advocacy (Bilro & Loureiro, 2023; Lever et al., 2021; Rosenthal & Brito, 2017).

How social media influencing customer-based brand equity

In the realm of destination branding, the significance of social media cannot be overstated, as it serves as a central platform for shaping customer-based brand equity across various channels. Social media platforms offer destinations an unparalleled opportunity to connect with potential

visitors worldwide, utilizing a strategic blend of content, hashtags, and geotags to enhance visibility and cultivate awareness among target demographics (Ramos & Hassan, 2021; Chandrasekaran & Annamalai, 2023). Through consistent updates showcasing attractions, events, and distinctive experiences presented in visually captivating formats such as photos and videos, destinations effectively captivate user attention, facilitating the organic dissemination of positive word-of-mouth and bolstering brand recognition (Moran et al., 2020; Tellis et al., 2019; Bakri et al., 2020).

Moreover, social media platforms serve as dynamic virtual stages for destinations to exhibit their unique identities, cultural richness, and array of offerings, thereby molding favorable perceptions and forging strong associations in the minds of potential visitors (Marasco et al., 2018; Mandagi & Aseng, 2021; Wulyatiningsih et al., 2022; Lever et al., 2021). By curating a compelling narrative that highlights the essence and allure of a destination, social media fosters a sense of intrigue and desire among audiences, ultimately enticing them to explore and engage with the brand on a deeper level (Mills & Robson, 2020; Zhao et al., 2022). In essence, social media acts as a powerful conduit through which destinations can shape their image, foster meaningful connections, and ultimately thrive in an increasingly competitive tourism landscape.

Through immersive experiences and user-generated content, destinations have found a powerful tool to humanize their brand, creating a relatable and appealing image for audiences (Radomskaya & Pearce, 2021; Bakri et al., 2020). This strategy leverages positive interactions, reviews, and recommendations shared by users across social media platforms, contributing significantly to the formation of a favorable brand image. Such interactions influence perceptions of quality, authenticity, and desirability (Bilro & Loureiro, 2023). Moreover, the direct and real-time communication facilitated by social media platforms has opened up new avenues for engagement and relationship-building between destinations and travelers (Barreda et al., 2020; Lei et al., 2020). Destinations are actively involved in this process, promptly responding to inquiries, addressing concerns, and actively soliciting feedback. This not only helps in establishing trust and credibility but also fosters a sense of partnership and collaboration between destinations and their visitors.

Interactive experiences and rich content offered on social media platforms play a pivotal role in fostering user engagement and dialogue, thereby establishing a deeper emotional connection with the brand, as noted by researchers (Baldus, 2018; Tanković et al., 2022; Riley, 2020). This engagement extends beyond mere interaction, contributing to the development of brand advocates and loyal followers, as emphasized in studies (Coelho et al., 2018; Wantah et al., 2024; Kainde et al., 2023). By nurturing meaningful relationships with their audience, brands can cultivate loyalty, leading to repeated engagement and positive word-of-mouth referrals (Walean et al., 2023; Mandagi, 2023).

How social media shaping destination brand identity

Social media significantly shapes destination brand identity by providing platforms for showcasing unique attributes and experiences through visual storytelling and content creation (Alegro & Turnšek, 2020; Lund et al., 2018; Dessart, 2018). Captivating imagery, videos, and live streams enable destinations to convey their cultural heritage, natural beauty, and local charm, fostering emotional connections with potential visitors (Yang et al., 2024; Huertas, 2018; Alamäki et al., 2023). User-generated content (UGC) shared on social media adds authenticity and credibility to destination branding efforts, as travelers sharing their experiences provide firsthand accounts that resonate with authenticity-seeking audiences, thereby building trust in the destination's identity (Bilro & Loureiro, 2023; Yamagishi et al., 2023; Al-Abdallah et al., 2024).

Social media platforms provide destinations with direct channels to engage with their audience, including responding to inquiries and participating in conversations, which fosters a sense of community and belonging (Sijabat et al., 2022; Rather et al., 2022; Amani, 2022). Additionally, by actively involving users in co-creation initiatives, destinations empower their audience to

become brand ambassadors, contributing to the ongoing narrative and evolution of the destination brand identity (Camatti & Wallington, 2023; Rather et al., 2022). Collaborating with influencers, bloggers, and content creators on social media enables destinations to amplify their brand message and reach new audiences (Omeish et al., 2024; Ay et al., 2019; Hernández-Méndez & Baute-Díaz, 2024). Influencers provide curated insights and firsthand experiences that resonate with their followers, influencing perceptions and shaping brand identity (Gholamhosseinzadeh et al., 2019; Seeler et al., 2019).

Social media serves as a dynamic platform for fostering real-time communication between destinations and their audience, enabling instantaneous feedback, insights, and reactions (Rahman et al., 2019; Camilleri & Kozak, 2022; Chilembwe & Gondwe, 2020). For instance, social media channels can provide personalized, up-to-date information to public transport passengers, including details of travel disruptions extracted from social media posts (Gault et al., 2019). This direct interaction allows destinations to actively listen to the sentiments and preferences of their social media audience, providing invaluable insights into evolving consumer expectations (Rather et al., 2022; Grosso et al., 2024). By embracing this feedback loop, destinations can adapt their brand identity in real time, ensuring it remains relevant and resonant with their audience (Coelho et al., 2018; Bakri et al., 2020). This responsiveness not only enhances the destination's reputation but also fosters a sense of inclusivity and authenticity, as the brand actively engages with its community. Furthermore, by staying attuned to emerging trends and consumer preferences, destinations can proactively shape their brand identity to align with evolving market dynamics, thus maintaining their competitive edge in the tourism landscape.

How social media driving destination brand engagement and loyalty

Social media platforms have become indispensable tools for driving destination brand engagement and fostering traveler loyalty (Rather et al., 2022; Helme-Guizon & Magnoni, 2019; Sijabat et al., 2022; Amani, 2022; Riley, 2020; Zhao et al., 2022). Destinations employ a variety of strategies and tactics to leverage social media, creating immersive and interactive experiences that captivate audiences (Mandagi & Aseng, 2021; Waworuntu et al., 2022; Kainde & Mandagi, 2023; Baldus, 2018; Tanković et al., 2022; Riley, 2020). One key aspect is the creation of engaging content, such as visually appealing photos, videos, and live streams, showcasing the destination's unique attractions, culture, and experiences (Radomskaya & Pearce, 2021; Bakri et al., 2020). This content encourages users to interact, share, and comment, thereby increasing brand engagement and fostering a sense of connection with the destination (Grosso et al., 2024; Mills & Robson, 2020; Brubaker & Wilson, 2018).

In addition to content creation, social media facilitates real-time communication and customer service, enabling destinations to address travelers' inquiries, concerns, and feedback promptly (Coelho et al., 2018; Bakri et al., 2020). By being responsive and proactive on social media platforms, destinations demonstrate their commitment to customer satisfaction, building trust and loyalty among travelers (Esenyel & Girgen, 2019; Mandagi & Aseng, 2021; Al-Dmour et al., 2023). Furthermore, user-generated content (UGC) serves as authentic testimonials for destinations, influencing the perceptions and decisions of potential travelers. Destinations can leverage UGC by resharing, reposting, or featuring user content on their own social media channels, thereby fostering a sense of community and advocacy among travelers (Yamagishi et al., 2023).

Collaborating with social media influencers, bloggers, and content creators is another effective strategy for driving destination brand engagement (Ay et al., 2019; Hernández-Méndez & Baute-Díaz, 2024). Influencers share their travel experiences, recommendations, and endorsements with their engaged audience, effectively promoting the destination and enhancing brand engagement (Chen et al., 2020; Sijabat et al., 2022). Moreover, interactive features on social media, including organizing contests, challenges, and gamified experiences, encourage user participation and engagement (Gilstrap & Park, 2022; Kainde & Mandagi, 2023; Baldus, 2018; Tanković et al., 2022; Riley, 2020). By offering incentives such as prizes, discounts, or exclusive

experiences, destinations incentivize travelers to interact with their brand, share content, and participate in promotional activities (Sun et al., 2023; Mills & Robson, 2020).

CONCLUSION

This study aims to investigate the role of social media platforms in destination branding. The results highlight four key themes: Enhancing Destination Brand Value Co-Creation, Influencing Customer-Based Brand Equity, Shaping Destination Brand Identity, and Driving Destination Brand Engagement and Loyalty.

Firstly, social media facilitates dynamic interactions, fostering collaboration between users and destinations to co-create brand value. Through engaging content creation and strategic storytelling, destinations can deepen connections with their audience, enhancing brand loyalty. Secondly, social media significantly impacts customer-based brand equity by serving as a central platform for brand exposure and relationship-building. Through immersive experiences and influencer collaborations, destinations can shape perceptions and drive visitation. Thirdly, social media platforms showcase unique destination attributes, shaping brand identity. By leveraging captivating imagery and collaborative initiatives, destinations can convey their essence and foster emotional connections. Finally, social media drives brand engagement and loyalty through real-time communication and personalized marketing. Through interactive experiences and targeted campaigns, destinations can encourage user participation and establish themselves as top choices for travelers.

The integration of social media into destination branding has broad implications, shaping marketing practices and fostering community engagement. Marketers can leverage social media to enhance brand visibility and drive economic growth. Additionally, social media serves as a platform for showcasing destination culture, promoting cultural exchange, and breaking down barriers between travelers and local communities. Suggestions for further study may include exploring the effectiveness of specific social media strategies on destination branding and investigating the impact of social media on sustainable tourism development.

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