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Online presence quality assessment in tourism companies of developing countries (Montenegro case study)

Abstract

Diffusion of information and communications technologies (ICT), especially the Internet, introduces crucial changes and enables the growth of all economic sectors as well as tourism industry. The main motivation for this work is to point out some of the insufficiently used opportunities that information society places in front of the countries with significant contribution of tourism to economic well-being. In Montenegro, tourism is an important determinant of overall economic growth and the most promising industry branch. Since Montenegro declares itself as the country pursuing the progress of information society, currently there is a need for a better understanding of the e-tourism concept and implementation of ICT in the field of tourism services, its potentials and factors that hinder its faster development.

The particular aim of this research is to quantify online presence of the Montenegrin tourism companies and notice critical factors of entering into electronic environment. In that purpose, we have used the Web Assessment Index (WAI), and the Facebook Assessment Index (FAI) as a tool for efficiency assessment of web and social networks of Montenegrin companies in the field of tourism. The results obtained from the analysis have been compared with the perceptions of the Internet users in order to perceive interdependence between the method of presentation of companies and attitudes of their users.

Keywords: Information Society; Developing Country; E-Tourism; Web Assessment Index; Facebook Assessment Index; E-Marketing; Online Presence

JEL Classification: O00; L83; M15; M30

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Оцінка якості онлайн-присутності туристичних компаній країн, що розвиваються (кейс Чорногорії)

Анотація

Поширення інформаційних і комп'ютерних технологій (ІКТ), особливо Інтернету, обумовлює появу радикальних змін і стимулює зростання всіх секторів економіки, зокрема індустрії туризму. Мета цієї роботи – вказати на деякі з недостатньо використовуваних можливостей, які інформаційне суспільство відкриває перед країнами з істотним внеском туризму в економічний добробут. У Чорногорії туризм – важливий детермінант економічного зростання в цілому та найбільш перспективна галузь сфери послуг. Оскільки Чорногорія позиціонує себе як країна, що сприяє розвитку інформаційного суспільства, нині є потреба в кращому розумінні концепції Е-туризму та впровадженні ІКТ під час надання туристичних послуг, щоб повніше використати потенціал і чинники зростання галузі туризму з одного боку, а з іншого – мінімізувати фактори, що перешкоджають її швидшому розвитку.

Специфічна мета цього дослідження полягає в тому, щоб визначити кількісний показник мережевої присутності чорногорських туристичних компаній та виявити критичні чинники їх входження в електронне середовище. Для реалізації поставленого завдання ми використали Індекс Оцінки Мережі (Web Assessment Index, WAI) та Індекс Оцінки Фейсбук (Facebook Assessment Index, FAI) як інструментів оцінки ефективності присутності в мережі Інтернет і соціальних мережах чорногорських туристичних компаній. Результати аналізу були зіставлені із тим, яке сприйняття мають користувачі мережі Інтернет, щоб виявити взаємозалежність між методом презентації компанії у віртуальному просторі та ставленням її клієнтів.

Ключові слова: інформаційне суспільство; країни, що розвиваються; Е-туризм; Індекс Оцінки Мережі; Індекс Оцінки Фейсбук, Е-маркетинг; онлайн.

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Оценка качества онлайн-присутствия туристических компаний развивающихся стран (кейс Черногории)**Аннотация**

Распространение информационных и компьютерных технологий (ИКТ), особенно Интернета, обуславливает кардинальные изменения и стимулирует рост всех секторов экономики, в частности индустрии туризма. Целью данной работы является определение некоторых недостаточно используемых возможностей, которые информационное общество открывает перед странами с существенным вкладом туризма в экономическое благосостояние. В Черногории туризм – важный детерминант экономического роста в целом и наиболее перспективная отрасль сферы услуг. Так как Черногория позиционирует себя как страна, способствующая развитию информационного общества, в настоящее время существует потребность в лучшем понимании концепции e-туризма и внедрения ИКТ в спектр туристических услуг, чтобы полнее использовать потенциал и факторы роста сферы туризма с одной стороны, а с другой – минимизировать те факторы, которые препятствуют её более быстрому развитию.

Специфическая цель этого исследования состоит в том, чтобы определить количество сетевого присутствия черногорских туристических компаний и выявить критические факторы их вхождения в электронную среду. Для реализации поставленной задачи мы использовали Индекс Оценки Сети (Web Assessment Index, WAI), а также Индекс Оценки Фейсбук (Facebook Assessment Index, FAI) в качестве инструментов оценки эффективности присутствия черногорских туристических компаний в сети Интернет и социальных сетях. Результаты, полученные от анализа, были сравнены с восприятием интернет-пользователей, чтобы установить взаимозависимость между методом презентации компании в виртуальном пространстве и отношением их клиентов.

Ключевые слова: Информационное общество; развивающиеся страны; e-туризм; Индекс Оценки Сети; Индекс Оценки Фейсбук, e-маркетинг; онлайн присутствие.

Introduction

A rapid technological penetration, the significance of tourism for the progress of many national economies and readiness of network configurations to support electronic transactions in tourism resulted in the need of policy-makers to define strategies of more successful presence of tourism companies in the information environment through quality presentation on the Internet, including both websites and social networks. All this contributed to remarkable development of e-tourism in the last two decades.

In Montenegro, tourism is the fundamental pillar of economic development. Total share of travel and tourism industry in Montenegro GDP which includes tourism and connected activities, amounted last year to 20%. (Travel & Tourism, Economic Impact 2015 Montenegro, 2015) [1]. Lack of knowledge regarding the potential of quality presentation on websites, a passive attitude towards the presence on social networks and lack of knowledge regarding methodology for evaluating of that presentation lead to delay in accepting the concept of contemporary business and missing the chances offered by information society and the digital economy. A low level of application of the available ICT instruments may result in an insufficient use of economic potential of tourism and an incentive environment in which it comes to its fulfilment.

Common excuses such as lack of funds and technical competence and slow management, which are usually used as an explanation for modest application of adoption of any type of information technology, cannot be forgiven in tourism (Milano, Baggio & Piatelli, 2011:471) [2]. Active and quality presence of companies on the Web and social networks is something that tourists expect and it should become part of strategies of all those companies that are on the supply side.

For these reasons, we think that it is necessary to identify reasons for delay of the Montenegrin companies in application of ICT technologies in tourism which can be used as a significant input for designing e-marketing presentation of tourism companies that are on the supply side, tourism organizations and all other institutions focused on tourism products. The results obtained from this research can be useful to all government subjects when adopting future strategies of information society development in Montenegro.

Although until now this type of research has been conducted mainly in developed market economies, we believe that the

research done on the example of Montenegro as a typical developing country may be useful for perceiving the difference existing in correlation between received evaluations and the perception of the Internet users in countries that are on a different level of development. Also, according to the knowledge of the author, this is the first research of this kind done on the level of the Montenegrin tourism and therefore it can be considered as both theoretical and practical contribution.

Purpose

In a broader sense, the purpose of this paper is to point out some of the chances and obstacles that information society development places in front of the economies of developing countries, such as Montenegro, which in this case refers to an adequate use of ICT and the Internet in tourism sector.

The particular aim of this research is to quantify online presence of the companies and notice critical factors of entering into electronic environment by application of methodologies with criteria defined in advance, as well as to create a realistic image of the attitudes of users regarding the website quality and the quality of presentation on social networks of tourism companies in Montenegro.

The obtained results can be used by managers and marketing teams of tourism companies to perceive the limitations and potentials of their presentation and to avoid subjective evaluations in their own assessments of the Web presentation and presentation on social networks. Also, the obtained data can be used for creating policies aimed at a higher level of e-tourism application.

Literature Review

The beginnings of the Internet commercialization were followed by researches aimed at recognizing the web potentials in tourism industry (Burger et al, 1997) [3]. Very soon those analyses showed that the Internet service could become a powerful marketing tool in creating a tourism offer (Buhalis, 1998) [4]. Specifically, the Internet has become the main channel by which tourists search for information (Lehto, Kim & Morrison, 2006) [5]. Therefore, Choi, Lehto and O'Leary (2007) emphasize the importance of an efficient official website, [6] whereas by developing new Internet tools, active online presence was complemented by the social web and social networks (Xiang, & Gretzel, 2010; Hvass, & Munar, 2012) [7–8].

However, despite all the perceived potentials, the level of adoption and application of new electronic tourism technologies

which would be adequate for the speed of their appearance and development is not high enough (Buhalis, 2008) [9]. Although hotels and restaurants have created their sites, now they have to assure, for example, that their site is optimized for search engines, that they have suitable applications and, which is even more important, to maintain an interactive relation with clients engaging them into conversation for the purpose of gaining guidelines for further business improvement (Withiam, 2011) [10].

Stiakakis and Georgiadis (2011) [11] believe that this insufficient adoption is the consequence of unequal possibilities of the companies that are on the supply side. Furthermore, obstacles can arise from limited knowledge and application of new technologies, weak technical infrastructure, high expenses of access and maintenance of the system, etc. Some conducted researches have shown that even if the obstacles for getting into e-market are minimized, for a large number of companies this chance quickly turns into a threat visible through greater exposure to competition.

Greater competition is an inevitable consequence of gaining access to the global e-market and, therefore, as Gburova and Matusikova (2014) emphasise, it is important to continuously examine the process of globalisation, analyse its consequences, and react to globalisation trends in tourism by using competitive elements [12].

Scientists and professionals have long been interested in the analysis and the assessment of the potentials of the Websites and their efficiency. Lu and Yeung (1998) [13] were the pioneers in this field and they suggested a model for the assessment of Website usefulness based on its functionality and the level of usability. Suh, Lim, Hwang and Kim (2004) [14] thought that the automatic analysis of numerically measurable data was the most appropriate. Afterwards, Faba-Perez, GuerreroBote, and de Moya-Anegon (2005) introduced a technique that compares web page measures such as text elements and link formatting [15]. The suggested models were not applicable with the same success in all companies from different branches of industry.

Considering the criteria used for the assessment of the proposed models of evaluation, researchers have highly estimated Web Assessment Index (WAI), although «there is still no universally accepted definition of what the assessment of tourist websites is and what it should entail», as Law, Shanshan and Buhalis (2010) [16] state. They also distinguish five types of assessment systems: counting methods, user judgement methods, automated methods, numerical computation methods, and combined methods which consist of a combination of the above (Cavia et al 2014) [17] and to which, conditionally speaking, if we classify it into some of those types, belongs the method we have used in this research.

One of the initial models was developed in 2001 by Buenadicha et al (2001) [18]. This model has been modified and successfully applied for assessment of Website quality for 200 Spanish companies and afterwards for quantitative assessment of websites of Spanish banks (Miranda & Banegil (2004); Miranda, Cortes & Barriuso (2006) [19–20].

Zafiroopoulos and Vrana (2006) used the hierarchical cluster analysis (HCA) to classify the selected attributes in their benchmarking process of evaluation hotel websites. [21] Extending the website usability literature, Essawy (2006) evaluated U.K. hotel websites using a protocol analysis method. The researcher conducted three four-person discussion groups that focused on website usability performance and further hotel website development [22]. Further, Stockdale and Borovicka (2007) conducted a pilot study using restaurant websites and for travel and hospitality related website evaluation developed an easy to use website evaluation tool [23].

In the above-mentioned extensive research of different methodological approaches to website evaluation it is concluded that tourism sites require special evaluation methodologies in which criteria that are closely connected to users' perceptions have to be used (Law, Shanshan and Buhalis, 2010) [16]. For that reason, we have decided to use the WAI for the purpose of this analysis.

Researches concerning assessment of the effects of companies' presentations on social networks were conducted much later in comparison to researches dealing with the effects of the presentations on websites. Relying on social media on the market of tourism products has proven to be an excellent strategy and many countries consider social media an important tool for promotion of their tourism (Zeng, 2014) [24]. Muntinga, Moorman and Smit (2011) analyzed and predicted behaviour of the consumers in accordance with the strategies of presentation of companies on the social networks [25]. Closely to our researches, by analyzing the importance of social networks Hsu (2012) suggested tools for quality assessment of e-marketing presentation in Taiwanese hotels [26]. Afterwards, this method was adjusted to the quality assessment of presentation on social networks in order to be used by companies from all branches of industry. (Miranda et al., 2013) [27]. On the basis of this model the Facebook Assessment Index (FAI) has been used and it contains three criteria – popularity, interactivity and content. One part of our research will be based on this methodology of presentation assessment on social networks. Although there is a great number of different social networks and it is not a classic reviewer's site, Facebook is a reasonable choice as the relevant social network in the area of tourism thanks to a number of users, broad acceptance and the manner of use.

Methodology of research

For the purpose of this paper, the analysis and evaluation of websites by the use of the Web Assessment Index (WAI) have been conducted, as well as the evaluation of the effects of the Facebook use by application of the Facebook Assessment Index (FAI).

Besides, the results obtained from these analyses have been compared to the perceptions of the Internet users collected by means of a questionnaire in order to perceive interdependence between the method of presentation of companies and their users' attitudes.

The assessment has been done on a total of 54 companies that are on the supply side (the National Tourism Organization of Montenegro, hotels and other accommodation facilities, travel agencies, rent-a-car agencies). We evaluated the quality of website on the basis of 4 criteria: accessibility, speed, navigability and site content. Within those criteria the following sub-criteria were evaluated – search engines presence and link popularity in the function of accessibility, then information, communication and transaction content, whereas for the evaluation of navigation 2 sub-criteria were used – site map and key words. From a total of 100 points for quality assessment of the site 55 has been assigned to content and 15 to accessibility, as well as to speed and navigation. Out of 15 points for accessibility 5 were given for presence on search engines and 10 for number of visits to the site.

The Facebook Assessment Index (FAI) has been calculated on the basis of the assessment results of the following three criteria – popularity, interactivity and content. For the assessment of the effects of the use of Facebook and for the calculation of the ultimate index value we have used the formula suggested by the Miranda, F. J, Chamorro, A., Rubio, S. and Morgado V. in their researches (2013) [27]:

$$FAI = w_1 \times \text{Popularity Value} + w_2 \times \text{Interactivity Value} + w_3 \times \text{Content Value}$$

In accordance with the significance of indicators, for the assessment of the effects of the usage of Facebook on the scale from 0 to 100, 25% (w_1) has been assigned to popularity, 40% (w_2) to interactivity and 35% (w_3) to content.

For the assessment of popularity we have used the number of followers of the company's Facebook page, whereas for the assessment of the interactivity we have used 5 recommended indicators:

- the number of wall posts made by the organization in the last 7 days.
- the average number of «likes» per post, calculated from the last 10 posts.
- the average number of comments per post, calculated from the last 10 posts.

- the average number of shared posts, calculated from the last 10 posts.
- the average number of users' posts answered by the company in less than 24 hours, calculated from the last 10 posts that need an answer.

For the assessment of content quality we have used 22 recommended indicators (company information, video, product information, photos, corporate identity, other Facebook pages, marketing messages, claims and suggestions, events, charity events, polls, web site, external links, E-commerce application, location, coupons or specific offers, phone, gamification apps/contest, e-mail, downloads, contact form and careers).

The second part of the research has been done by means of a questionnaire. The analysis has been done on the data received from 350 internet users in Montenegro. In the part of the questionnaire concerning clients' attitudes and evaluations we have used a Likert scale. The questionnaire of the Internet users has been part of a more extensive research on the situation relevant to the state of e-tourism in Montenegro conducted by Rondovic, Lazovic, Popovic, Djurickovic and Kovacevic (2015) [28]. The conclusions in this paper have been drawn on the basis of comparison of the data received from the first and the second part of the research.

Interpretation of research results

Although all companies that are subject to the analysis have their websites, quantitative assessment by the use of the Web Assessment Index (WAI) has shown that limitations exist and that a lot has to be done on functionality, personalization and promotion of the sites.

The Web Assessment Index (WAI) of sites from the field of tourism in Montenegro ranges within the interval from 35.4 to 76.9. The largest number of websites (77%) takes values from the interval from 45 to 60. Only three companies' WAI is above 75, which puts them into the group of the best Montenegrin sites in the area of tourism. Other sites have devastatingly low indexes under 50.

By looking at summary data (Table 1) we can see that the average value for the websites in the field of tourism is 53.12, which is just a little above the admissibility. The best website has reached the value of 76.90, which represents the maximum for our sample. Opposite of it, the minimal performance has been achieved by the website with 35.40 points. The median is 51.8, which means that around 50% of sites are under this value, and 50% above. Considering that tourism is the most important economic activity in Montenegro, this analysis has shown us that it

is necessary to raise the awareness of the significance of the promotion of our country's tourism offer through websites.

From the simple correlation analysis it can be seen that the highest correlation exists between transactional content and the final sum, while the lowest dependence exists between presence on the search engines and the final sum (Table 2).

These results match with the results we obtained from the simple statistical analysis of the processed survey results. Among clients who are using websites of tourism companies 39% are those who are not satisfied with the informative content and information about contacts, while 61% of the examinees require better quality of content related to transactions. The examinees who are not satisfied with the content related to information on transactions evaluate the quality of data and applications supporting online transactions with the average rate which is under 2.5.

As we can see, the strongest positive relation exists between categories representing the site popularity and the categories of key words. By comparison of these data with the data received from the questionnaire it can be concluded that marketing experts of Montenegrin tourism companies should pay more efforts for the purpose of promoting their sites. This primarily refers to a more serious approach to the SEO technique in order to increase the visibility of the site.

By measuring the accessibility speed we have established the fastest access of 4.1 seconds and the slowest of 29.9 seconds. The largest number of companies has the accessibility speed between 7 and 9 seconds. We have also perceived that the companies which have greater accessibility speed have a smaller amount of content on the sites.

Measured accessibility speed to the site matches with dissatisfaction of the examinees. In a 5-point Likert scale (very important, important, neither important nor unimportant, unimportant, very unimportant), 76% of those accessing the websites of tourism companies consider that the accessibility speed is very important, whereas the rest 24% think that it is an important feature. Totally 88% of examinees evaluated the accessibility speed to the website with the score lower than 2.

The analyses have shown that Montenegro has a significant growth rate of the Internet users, but this growth is not followed by the growth of the number of those who are satisfied. The examinees are mainly familiar with the significance of ICT in tourism; there is enough knowledge and expectations of e-tourism technologies, they evaluate websites with low ratings. For overall evaluation of the websites by users, from a total of 350

Tab. 1: Basic statistics for each WAI criteria in tourism companies from Montenegro (2014-2015)

	Accessibility		Content		Speed		Navigability		Sum
	Search engines presence	Popularity	Information content	Communication content	Transactional content	Speed	Site Map	Key words	
	2.000000	3.300000	13.60000	11.10000	2.500000	13.32500	5.050000	2.250000	53.12500
Median	1.800000	4.000000	16.00000	9.000000	1.500000	13.20000	5.000000	0.000000	51.80000
Maximum	3.800000	6.000000	16.00000	15.00000	13.00000	14.70000	9.000000	5.000000	76.90000
Minimum	0.800000	0.000000	8.000000	9.000000	0.000000	12.10000	2.000000	0.000000	35.40000
Std.Dev	0.910754	1.592747	3.015748	2.936163	3.872983	0.751752	1.669384	2.552089	9.223019
Skewness	0.528375	-0.586958	-0.786256	0.628971	2.007712	0.254383	0.267597	0.201008	0.525251
Kurtosis	1.912185	2.828068	2.246914	1.395604	6.082179	2.025899	2.993147	1.040404	4.049857
Jarque-Bera	1.916719	1.173032	2.533277	3.463752	21.35288	1.006431	0.238733	3.334694	1.838129
Probability	0.383521	0.556262	0.281777	0.176952	0.000023	0.604584	0.887483	0.188747	0.398892
Sum	40.00000	66.00000	272.0000	222.0000	50.00000	266.5000	101.0000	45.00000	1062.500
SumSq.Dev	15.76000	48.20000	172.8000	163.8000	285.0000	10.73750	52.95000	123.7500	1616.218
Sample	54	54	54	54	54	54	54	54	54

Source: Authors' calculation

Tab. 2: Correlation between different WAI factors in tourism companies in Montenegro (2014-2015)

	Search engines presence	Popularity	Information content	Communication content	Transactional content	Speed	Site Map	Key words	Sum_max
Search engines presence	1.000000	0.203183	0.045990	0.023618	-0.122353	-0.318252	0.152315	-0.249082	0.037720
Popularity	0.203183	1.000000	0.113956	0.263351	0.270326	0.204399	0.330567	0.472603	0.635774
Information content	0.045990	0.113956	1.000000	0.456491	0.090123	0.148579	0.025090	-0.218829	0.490471
Communication content	0.023618	0.263351	0.456491	1.000000	0.291582	-0.082264	0.299581	-0.031607	0.676643
Transactional content	-0.122353	0.273026	0.090123	0.291582	1.000000	0.178058	-0.004070	0.332801	0.683153
Speed	-0.318252	0.204399	0.148579	-0.082264	0.178058	1.000000	0.196064	0.325769	0.308175
Site Map	0.152315	0.330567	0.025090	0.299581	-0.004070	0.196064	1.000000	0.157509	0.414561
Key words	-0.249082	0.472603	-0.218829	-0.031607	-0.332801	0.325769	0.157509	1.000000	0.446926
Sum_max	0.037720	0.635774	0.490471	0.676643	0.683153	0.414561	0.414561	0.446926	1.000000

Source: Authors' calculation

examinees only 23 users gave more than 3 grades to the entire website presentation of tourism offer (on the scale from 1 to 5). This information might be useful for subjects who are on the supply side when defining the focus of further work on the quality of their sites.

One of the problems identified during the analysis is a low level of connections between the Montenegrin sites and the sites of tourism companies from other countries. If we know that tourism is a highly information dependent industry branch which presumes openness and integration of offer, then it is clear that this issue should be specifically addressed. This issue requires special attention because in developed market economies strategic tourism alliances ensure a favourable competitive position in the electronic market. Furthermore, this requires the establishment of a comprehensive sector database, which does not exist in Montenegro at the moment, at least not in an acceptable form. (Rondovic et al., 2015) [28].

In the part of the analysis which refers to the presentation of the Montenegrin tourism companies on social networks, we have obtained the predicted replies.

The expectations of users regarding presentations of companies on social networks are slightly lower than expectations from the websites. Almost 49% of users follow the work of companies on social networks, where 97% of them evaluated that presentation with the score under 2%. Using the Facebook Assessment Index we have obtained similar evaluations.

Users see the limitations of using these networks in: an inability to interact, late replies of companies to asked questions, a small number of posts, lack of true marketing campaigns, lack of content related to online transactions, an inability to download applications and documents.

From the remaining 51% of the Internet users who are not using social networks 81% intend to use it soon. Out of 54 analysed companies 39 have profiles on social networks, they put posts about their activities, products, services, socially responsible engagement etc, but the specific marketing campaigns are only a few.

The data received from the examinees and the use of the Facebook Assessment Index lead us to the conclusion that marketing experts in those companies superficially understand the potential of social networks, the type of expected presence in the community and the ways of exploitation of a large amount of data they can access thanks to social networks.

Since the value of this index ranges from 0 to 100, only one organization exceeds 1/2 of this value with around 70 points. In total, 11 have the index ranging from 40 to 70 and the greatest number of them is within the range from 20 to 40 points.

By the assessment of popularity we have perceived that 91% of companies have less than 10,000 followers, which leads to the conclusion that these companies lack knowledge and skills of marketing experts to attract new followers. With the

small number of followers the companies cannot count on high level of communication.

The assessment of interactivity also produced negative results. The average weekly number of posts is less than 2 and only for 5 companies is more than 30. The variability in the average number of likes per post is observed among organizations and ranges from 1 to 137 likes, whereas comments and shares are rarely present on those pages and they range from 0 to 3.

While studying the speed of followers' replying to questions we have perceived that questions were generally rarely asked, which means that people still rarely use this possibility, maybe they prefer getting information over the phone or in person.

Only three companies that have been subject to this analysis reply to a user's post within 24 hours, while the other companies respond with considerable delay.

The highest values of FAI have been gained by the content assessment. The analysis of this criterion has shown that companies generally respect everything that has the character of informative content and that all the information necessary for contact and communications have been posted. On the other hand, we have noticed that there is a lack of content related to electronic transactions and only five companies allow access to applications and download of documents via Facebook.

Over 99% of companies do not have the section in which tourists can post their propositions, suggestions and complaints, and it may seem to users that companies are afraid of public disclosure of information that might be disastrous for their business. Only one company offers information related to a need for new human resources via Facebook, but applications and selection process for this job announcement are implemented within typical procedures.

By simple correlation we have established that the criteria are in positive correlation, where the highest level of correlation exists between interactivity and popularity (0.501); and it is slightly lower (0.409) between popularity and content. These findings are logical since Facebook pages which have better interaction with clients and more quality content, i.e. relevant information, also have a larger number of followers who expect certain benefits from these Facebook pages.

With no intention to criticize the existing marketing practice, the received final value of the Facebook Assessment Index shows that the role of social networks in the Montenegrin companies on the supply is not recognized and the fight for long-term financial self-sustainability implies the existence of more quality marketing presentation over this Internet tool.

Based on the obtained data, we think that the Montenegrin tourism companies should direct their development activities into following directions:

- They should make transit from traditional methods of marketing thinking to methods of thinking appropriate for the digital economy.

- They should constantly identify the requirements of the Internet users and adjust their web offer and ways of presence on the social networks.
- Instead of using their own judgment on the quality of presentation on electronic market, they should use methodologies with defined in advance criteria for measuring the success of presence.
- They should educate management and employees in marketing sectors in order to be able to respond to technical characteristics and the complexity of e-tourism services and related technologies.
- They should establish cooperation with the sites of the leading world companies relevant to the sphere of tourism.

The implementation of these activities implies the increase of funds for the Internet channel in total budget for marketing activities, support for management, raising awareness of the significance and potentials of these Internet marketing strategies and creating new strategies for online presentation.

Conclusion

The results obtained in this paper have shown that the Montenegrin companies in the field of tourism lack proactive presence on web pages and social networks. The analysis has identified bottlenecks of such presence; therefore the received data can be used as a starting point for defining detailed recommendations in the process of solving the identified problems.

We believe that the low evaluations gained by this analysis are the consequence of the low level of understanding of potentials of the Internet services in the field of tourism, on the one hand, and the lack of knowledge of requirements of modern Internet users, on the other hand.

The entire analysis has shown that the gained results may be characterized as negative, but we believe that even the recognition of the problem may be an important step in creating the policy by which tourism could use the benefits of the digital economy in greater extent.

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Received 11.04.2015

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