International Journal for Multidisciplinary Research (IJFMR)
E-ISSN: 2582-2160 ● Website: www.ijfmr.com ● Email: editor@ijfmr.com

Evaluating the Government Social Media Communication Strategy in Tourism Sector: The Case Study of Odisha

Swadhin Shaktiprasad[1], Dr. Bandita Kumari Panda[2]

[1]Media and Communication Officer, PIB, Ministry of I & B, Government of India, Bhubaneswar, Odisha, India
[2]Associate Professor, Dept. of Journalism & Mass Communication, Berhampur University, Odisha, India

ABSTRACT
This study evaluates the Government of Odisha's social media communication strategy in tourism sector, recognizing the vital role of digital platforms in contemporary destination marketing and citizen engagement. This study employs a systematic content analysis of the 'X' (Formerly Twitter) handle of the Tourism Department, Government of Odisha, over a six-month period (January to June 2025) to assess the efficacy of government communication strategies within the tourism sector. The investigation centers on engagement metrics, content typologies, linguistic usage, and thematic categorizations to elucidate social media communication strategy of Odisha government and key determinants of audience participation. The study concludes that an integrated, evidence-based multifaceted communication approach, prioritizing event-driven narratives, linguistic inclusivity, compelling visual media, and strategic social media engagement is vital for optimizing government tourism communication and promoting sustainable development in the sector. This study provides a critical foundation for advancing government communication strategies by leveraging data-driven insights to enhance audience engagement, foster linguistic inclusivity, and optimize digital content delivery, thereby supporting the sustainable development and broader impact of the tourism sector in an evolving multimedia and multicultural environment.

Keywords: Social Media, Communication Strategy, Tourism, Odisha Government

INTRODUCTION

Tourism has emerged as one of the most dynamic sectors of the global economy, serving as a key driver for socio-economic development, cultural exchange, and employment generation. Governments around the world increasingly recognize the tourism industry's potential in regional development and global positioning (UNWTO, 2023). In the digital era, the convergence of information and communication technologies (ICTs) has significantly transformed how destinations are marketed and experienced. Among these technologies, social media has become a powerful tool for shaping destination image, engaging audiences, and influencing travel decisions (Xiang & Gretzel, 2010).

Government agencies and tourism boards have embraced social media as a strategic communication channel to promote destinations, disseminate information, and build brand identity. Through platforms

such as Facebook, Twitter (now X), Instagram, and YouTube, public institutions can communicate directly with citizens and potential tourists, fostering transparency, trust, and participation (Mergel, 2013). This shift from traditional media to interactive, user-centered platforms allows governments to humanize their communication, create emotional connections, and encourage community participation in tourism promotion (Kaplan & Haenlein, 2010).

In India, tourism is a critical contributor to the national economy, accounting for 5.8% of GDP and employing millions across diverse sectors (Ministry of Tourism, Government of India, 2023). State governments play a crucial role in this growth by implementing localized strategies that highlight unique cultural, natural, and historical assets. Odisha, located on India's eastern coast, has emerged as a distinctive destination offering rich cultural heritage, ancient temples, vibrant festivals, pristine beaches, and eco-tourism opportunities. The Government of Odisha has increasingly leveraged social media to project its tourism brand, "Odisha by Morning, India by Evening," aiming to attract both domestic and international travelers (Department of Tourism, Government of Odisha, 2022).

Despite the growing emphasis on digital communication, limited academic research has examined how effectively state governments utilize social media in promoting tourism. Understanding the communication strategy of Odisha's government is particularly important, as the state combines cultural richness with growing digital infrastructure, yet faces challenges in competing with more established tourism destinations such as Kerala or Rajasthan. Evaluating the government's social media efforts provides insights into the effectiveness of public sector digital engagement and its role in shaping destination perception, influencing tourist behavior, and achieving sustainable tourism outcomes (Sigala, 2018).

This study aims to assess the Government of Odisha's social media communication strategy in promoting tourism by analyzing content, engagement patterns, and public perception across digital platform. Findings from this case study will contribute to the broader understanding of government-led digital communication strategies in tourism and provide actionable recommendations for enhancing Odisha's digital presence in the competitive tourism landscape.

LITERATURE REVIEW

The intersection of tourism, government communication, and social media has received increasing scholarly attention over the past decade. As digital transformation reshapes how destinations are marketed, social media platforms have become essential tools for governments to engage with audiences, shape perceptions, and promote tourism sustainably (Leung et al., 2013). The literature in this domain can be broadly classified into three areas: (1) the role of social media in tourism promotion, (2) government communication and digital engagement, and (3) challenges and opportunities in public sector social media use.

Social media has revolutionized tourism marketing by facilitating two-way communication and enabling user-generated content (UGC) that enhances destination image and credibility (Xiang &Gretzel, 2010). Platforms like Facebook, Instagram, and YouTube allow tourism boards to showcase destinations through visuals, storytelling, and influencer collaborations (Mariani et al., 2018). Tourists increasingly rely on these platforms for travel inspiration, planning, and sharing experiences, which creates a dynamic feedback loop of engagement and visibility (Zeng &Gerritsen, 2014). Studies highlight that visually rich content, authenticity, and emotional storytelling are key drivers of engagement in tourism-related social media campaigns (Hudson et al., 2015).

Moreover, destination marketing organizations (DMOs) that adopt integrated digital communication strategies tend to achieve stronger brand recognition and tourist satisfaction (Sigala, 2018). However, scholars caution that mere presence on social media does not guarantee success; effective content strategy, audience segmentation, and data-driven evaluation are crucial for meaningful impact (Dwivedi et al., 2021).

Governments worldwide are increasingly leveraging social media for public communication, transparency, and citizen participation. Mergel (2013) proposed that public institutions' use of social media follows three models—representation, engagement, and networking—each offering different levels of interaction. In the tourism context, governments serve as both regulators and promoters, which requires a balanced communication approach emphasizing authenticity, inclusivity, and responsiveness (Bonsón et al., 2015). Social media enables them to humanize their communication and strengthen public trust (Kaplan &Haenlein, 2010).

In India, state tourism departments have actively utilized digital platforms to project local heritage and culture. The Government of Kerala's "Human by Nature" campaign and Madhya Pradesh's "Heart of Incredible India" initiative exemplify successful government-led social media strategies that align with broader national branding (Ministry of Tourism, 2023). However, disparities exist among states in digital literacy, infrastructure, and professional management of online content (Chakraborty & Bhat, 2020). This makes it essential to evaluate each state's approach independently.

Despite its advantages, social media use in government communication faces several challenges, including limited institutional capacity, inconsistent messaging, and lack of performance metrics (Criado &Villodre, 2021). Public agencies often struggle with resource allocation and the need to balance promotional content with information accuracy and inclusivity (Bertot et al., 2012). Furthermore, audience engagement is often limited by bureaucratic structures that hinder real-time responsiveness (Mergel, 2013).

In the tourism sector, challenges also include managing online reputation, handling misinformation, and maintaining content authenticity (Sigala, 2018). However, social media also presents significant opportunities for governments to practice participatory communication, co-create content with users, and foster sustainable tourism narratives (Gretzel et al., 2015). Through strategic use of analytics and public feedback, governments can optimize digital campaigns to enhance visibility and tourist satisfaction (Leung et al., 2013).

Despite Odisha's growing visibility as a cultural and eco-tourism destination, limited empirical research has analyzed its digital communication strategy. The Odisha Tourism Department's efforts—such as promoting local festivals, heritage sites, and adventure tourism through social media—illustrate a proactive approach, yet its strategic effectiveness remains underexplored. Examining Odisha's case can provide valuable insights into how government-led digital initiatives in emerging destinations contribute to tourism promotion, stakeholder engagement, and destination branding.

OBJECTIVE OF THE STUDY

The primary objective of this study is to critically examine the social media communication strategy adopted by the Tourism Department of Government of Odisha. The study aims to understand how digital platforms are utilized to promote the state's tourism assets, engage diverse audiences, and shape Odisha's destination image. Specifically, it seeks to identify the strategic frameworks, messaging patterns, and content practices employed across social media channel. Additionally, the study intends to

assess the effectiveness of these communication efforts in enhancing visibility and fostering tourist engagement. By analyzing user interactions, narrative styles, and digital outreach techniques, the research aims to offer insights into the strengths, limitations, and future opportunities for optimizing Odisha's tourism communication strategy in an increasingly competitive digital landscape.

METHODOLOGY

This study employs a content analysis method to evaluate the Odisha Government's social media communication strategy in promoting tourism through its official X (formerly Twitter) handle. Content analysis is an established qualitative and quantitative research technique that systematically examines communication patterns, themes, and engagement metrics. The data were collected from posts published over a six-month period (January to June 2025) on the official X handle of the Odisha Tourism Department. All original tweets, replies, and retweets related to tourism promotion, cultural events, and destination marketing were included in the dataset.

The analysis focused on identifying key themes, frequency of posts, multimedia usage (images, videos, hashtags, links), and the level of public engagement (likes, shares, comments). Posts were coded into thematic categories such as destination promotion, cultural heritage, festivals, and sustainable tourism. Quantitative data were analyzed using descriptive statistics to assess posting frequency and engagement rates, while qualitative content interpretation helped evaluate message tone, narrative framing, and alignment with tourism communication objectives. The combination of these approaches provides a comprehensive understanding of the government's social media communication effectiveness in enhancing Odisha's tourism image.

RESULT AND DISCUSSION

Category/Types of Content

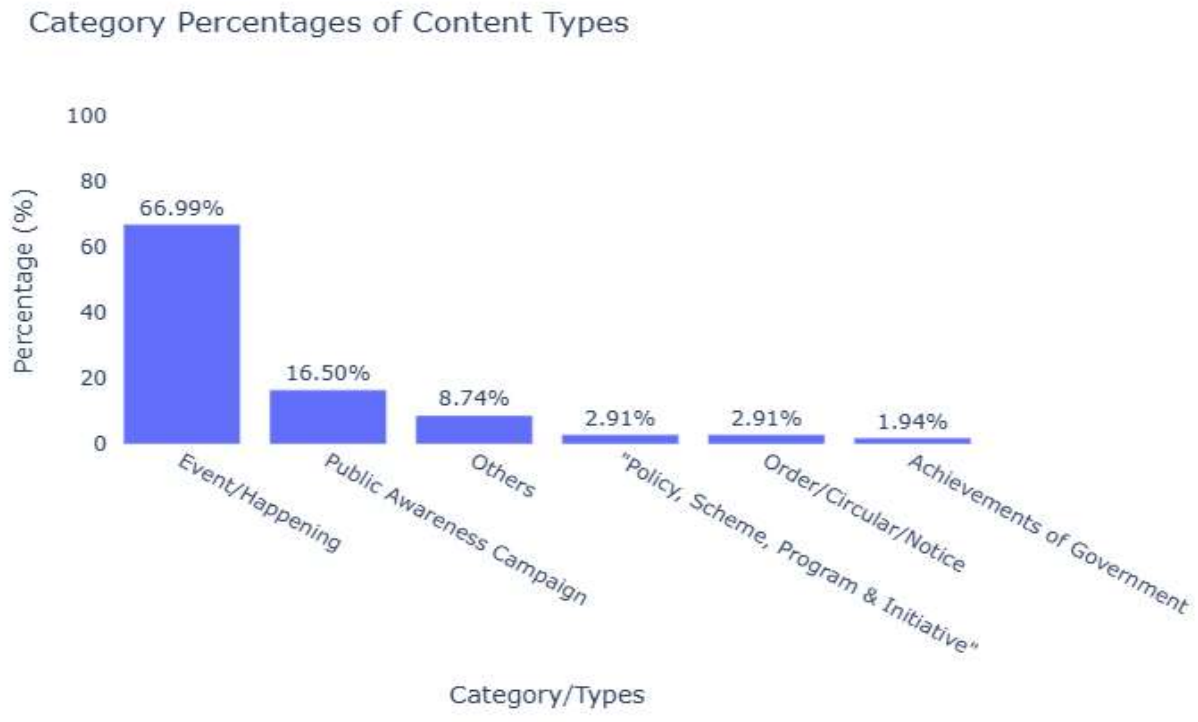

Figure 1 : Types of Content

Based on the analysis of the content categories/types, it is evident that the majority of the content falls under the "Event/Happening" category, which constitutes approximately 67% of the total content. This indicates a strong focus on promoting and highlighting various events and happenings, aimed at engaging the audience with timely and relevant activities. The next significant category is "Public Awareness Campaign," accounting for about 16.5%, reflecting efforts to inform and educate the public on important topics. Other categories such as "Others," "Policy, Scheme, Program & Initiative," "Order/Circular/Notice," and "Achievements of Government" make up smaller portions of the content, ranging from around 2% to 9%. This distribution suggests a diverse content strategy that balances event promotion with informative and official communications, ensuring a comprehensive approach to audience engagement and information dissemination.

Engagement Metrics by Category

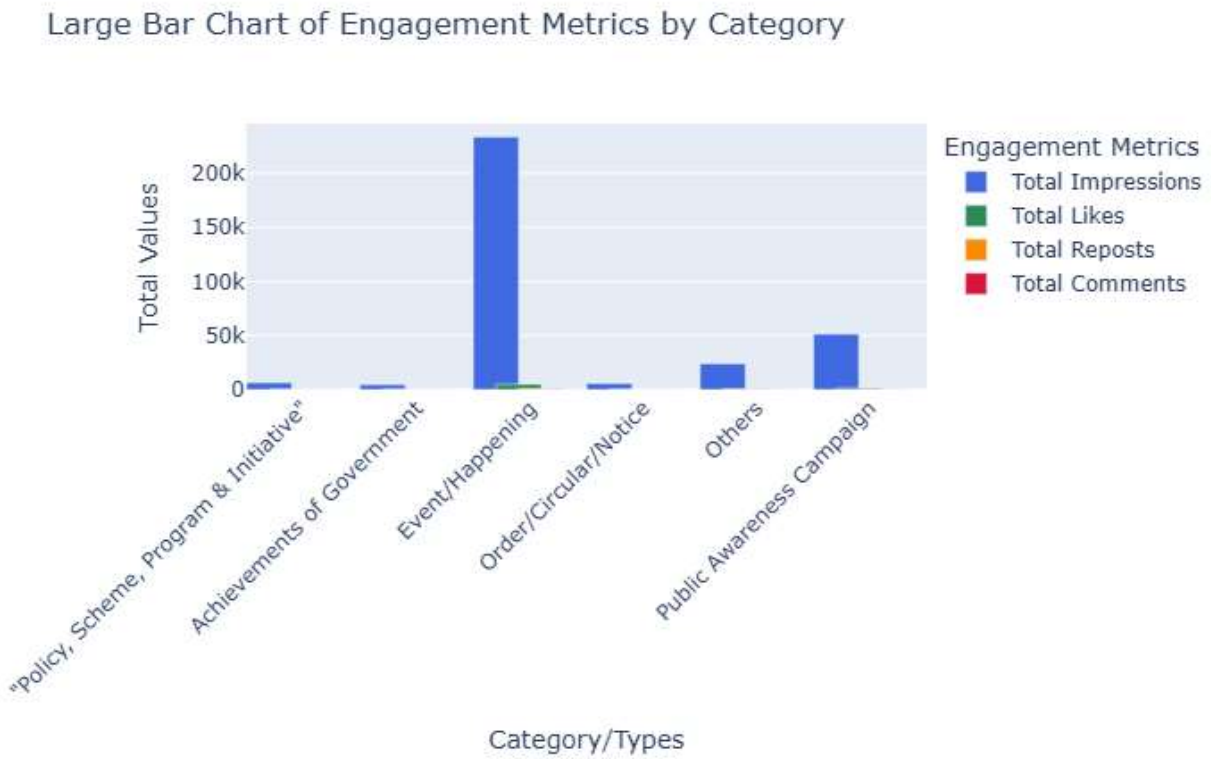

Figure 2 : Engagement Metrics by Category

The analysis of different Category/Types with respect to impressions, likes, reposts, and comments provide valuable insights into audience engagement patterns. Among the categories, "Event/Happening" stands out with the highest total impressions, indicating it attracts the most attention and visibility. This category also leads in likes, reposts, and comments, demonstrating strong audience interaction and enthusiasm.

Other categories such as "Public Awareness Campaign" and "Others" also show significant engagement, with notable numbers of likes and reposts, suggesting that these types of content resonate well with the audience and encourage sharing.

Categories like "Policy, Scheme, Program & Initiative" and "Achievements of Government" have relatively lower impressions but still maintain steady engagement through likes and comments, indicating a dedicated but smaller audience base.

Overall, the data highlights that categories with higher impressions tend to generate more likes, reposts, and comments, emphasizing the importance of reach in driving engagement. This analysis can help tailor content strategies to focus on categories that maximize visibility and foster active audience participation, ultimately enhancing the effectiveness of communication efforts.

Analysis of Impression by Attachment type

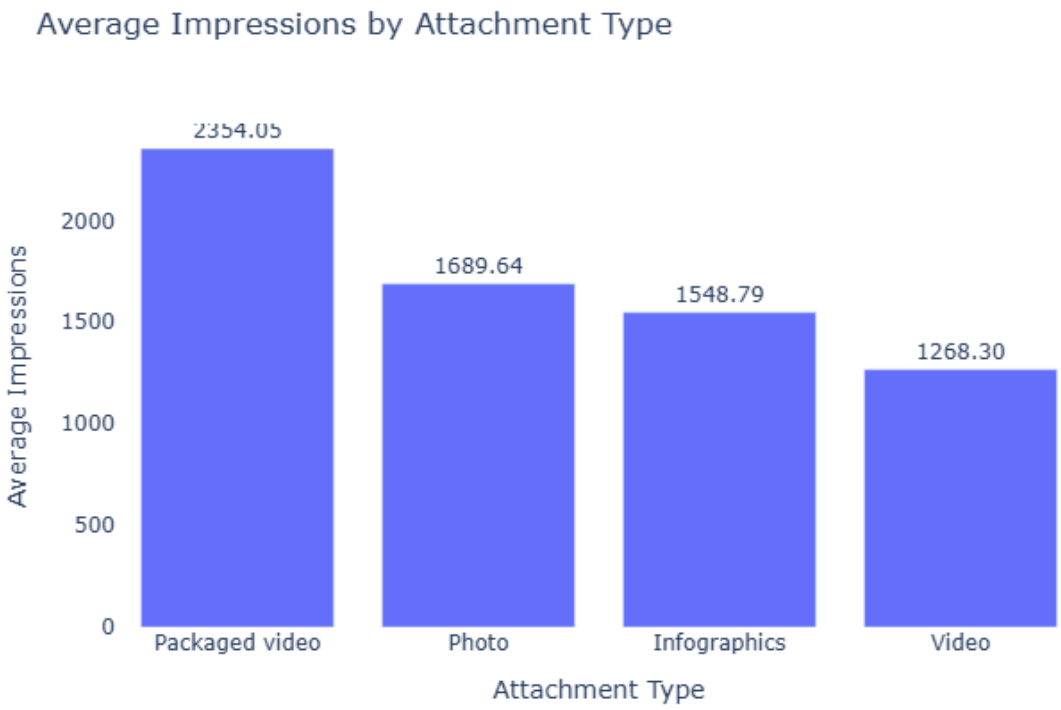

Figure 3 : Analysis of Impression by Attachment type

The analysis reveals a clear variation in average impressions depending on the type of attachment included in the posts. Packaged videos emerge as the most impactful attachment type, garnering the highest average number of impressions. This suggests that content presented in a well-packaged video format is particularly effective at capturing audience attention and driving higher viewership.

Following packaged videos, photo attachments also demonstrate strong performance, achieving a substantial average impression count. This indicates that visually appealing photographic content continues to be a powerful medium for engaging viewers and encouraging them to interact with the posts.

Infographics, which combine visual elements with informative content, rank third in terms of average impressions. While they attract slightly fewer views than photos, infographics still play a significant role in conveying information effectively and maintaining audience interest.

Interestingly, standard videos (non-packaged) receive the lowest average impressions among the attachment types analyzed. This may imply that simply including a video is not sufficient; the way the video is packaged and presented could be a critical factor influencing viewer engagement. This indicates the growing popularity of edited visuals and reels in present days.

Overall, the findings highlight the importance of the attachment format in shaping the reach and visibility of posts. Packaged videos and photos are particularly effective in maximizing impressions,

while infographics also contribute positively. Content creators and marketers should consider focusing on these attachment types to enhance the impact and reach of their posts.

Analysis of the Top 10 Percent Posts

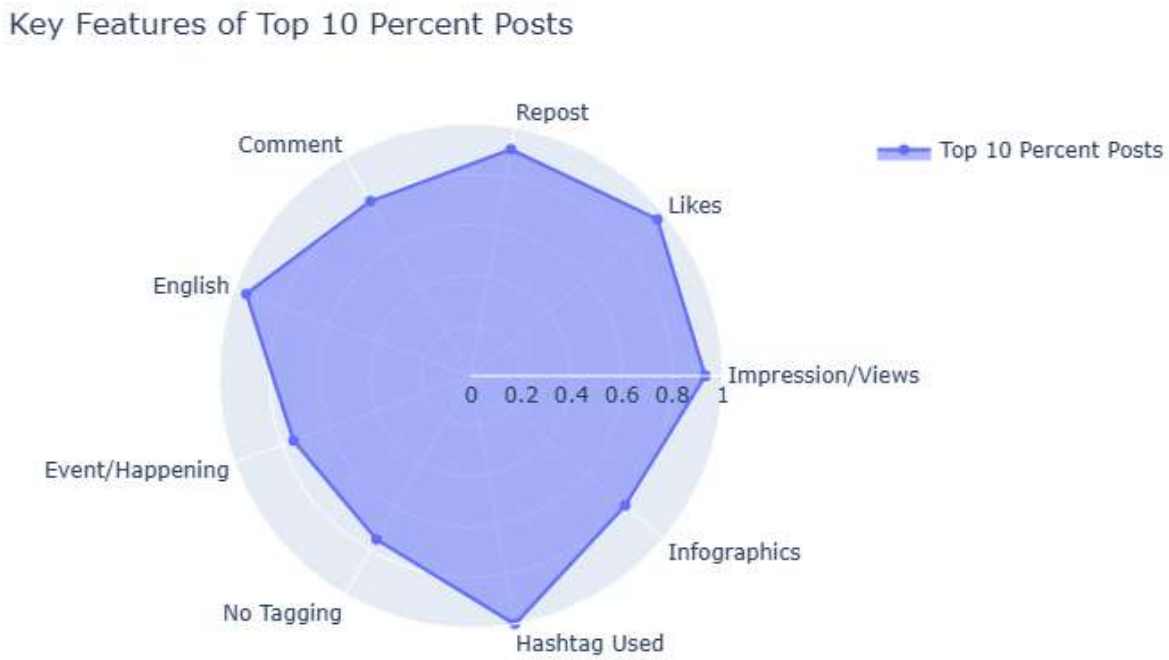

Figure 4 : Analysis of the Top 10 Percent Posts

The radar chart visually summarizes the key features of the top 10 percent posts, highlighting their strengths across multiple dimensions:

High Impressions and Engagement: The top 10 percent posts have significantly higher impressions, likes, reposts, and comments compared to the average post. This indicates strong audience reach and interaction, which are critical for post performance.

Predominantly English Language: The chart shows a strong presence of English language posts among the top performers, suggesting that English content may have broader appeal or reach within the audience. This may be due to the reason that tourism is also an interest area of people outside the state and attracts tourists across the globe.

Focus on Event/Happening Category: Most top posts belong to the "Event/Happening" category, indicating that timely, event-related content resonates well with the audience and drives higher engagement.

Limited Tagging but High Hashtag Usage: While tagging is less common, the use of hashtags is nearly universal among top posts. Hashtags likely help increase discoverability and engagement by connecting posts to broader conversations.

Preference for Infographics and Visual Content: Infographics and photos are prominent in the top posts, emphasizing the importance of visually appealing content in capturing audience attention and encouraging interaction.

Overall, the top 10 percent posts perform better because they combine high-quality, visually engaging content with strategic use of language, category focus, and hashtags to maximize reach and engagement. These factors collectively contribute to their superior performance compared to other posts.

Comparison of Top 10 Posts with bottom 10 percent posts

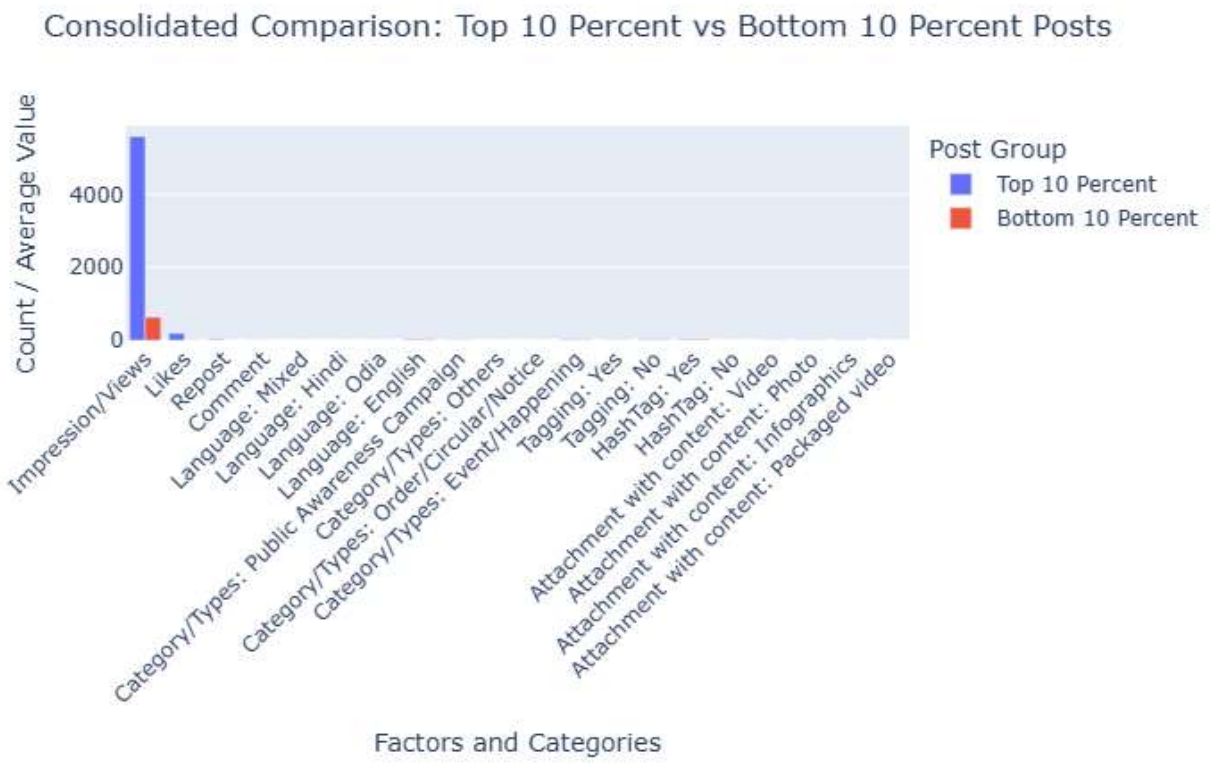

Figure 5 : Comparison of Top 10 Posts with bottom 10 percent posts

The comparative analysis of the top 10 percent and bottom 10 percent posts reveals significant differences in performance metrics and contributing factors:

Performance Metrics: The top 10 percent posts exhibit substantially higher average impressions (5581.62), likes (193.33), reposts (27.38), and comments (4.0) compared to the bottom 10 percent posts, which have much lower averages in these metrics (impressions: 633.43, likes: 8.57, reposts: 1.75, comments: 1.0). This indicates that top posts reach a wider audience and generate more engagement.

Language: Both groups predominantly use English, but the bottom 10 percent includes a small proportion of Hindi posts. The dominance of English in top posts suggests broader audience appeal or better reach in this language.

Content Category: The top 10 percent posts are mainly concentrated in the "Event/Happening" and "Public Awareness Campaign" categories, which resonated more with the audience. In contrast, the bottom 10 percent posts have a more diverse category distribution, including less engaging categories like "Order/Circular/Notice" and "Others," which contributed to lower interest and engagement.

Tagging: Tagging is more prevalent in the top 10 percent posts (40% tagged) compared to the bottom 10 percent (33% tagged). Effective tagging can enhance visibility and interaction by connecting posts to relevant accounts and communities.

Hashtag Usage: Hashtags are widely used in both groups, but the top 10 percent posts have a slightly higher usage rate. Hashtags improve discoverability and can drive higher engagement.
Content Type: The top 10 percent posts favor visually engaging content types such as infographics and photos, which are known to attract more attention and interaction. The bottom 10 percent posts have a more balanced distribution of content types but less emphasis on these visually appealing formats.
Reasons for Performance Differences: The top 10 percent posts combine high-quality, visually appealing content with strategic use of language, focused content categories, effective tagging, and hashtag usage, resulting in greater reach and engagement. The bottom 10 percent posts, with their lower engagement metrics, more diverse and less engaging content categories, and less optimized use of tagging and hashtags, struggle to capture audience interest and interaction.

In-Depth analysis of the Content of Posts

TOP 10 PERCENT V/S BOTTOM 10 PERCENT
IN-DEPTH CONTENT ANALYSIS

Feature	Top 10 Percent Posts	Bottom 10 Percent Posts
Feature 1	0.25	0.1
Feature 2	0.15	0.12
Feature 3	0.2	0.08
Feature 4	0.18	0.05
Feature 5	0.22	0.07

Table 1 : In-Depth analysis of the Content of Posts

The content analysis was conducted using a combination of natural language processing (NLP) techniques to quantitatively compare the textual content of the top 10 percent and bottom 10 percent posts. The detailed steps are as follows:
Data Extraction: The text content of all posts was extracted from the dataset, focusing on the "Post Link and content" field.
Text Vectorization (TF-IDF): The extracted text was transformed into a numerical format using Term Frequency-Inverse Document Frequency (TF-IDF) vectorization.TF-IDF measures the importance of each word in a document relative to its frequency across all documents, emphasizing distinctive and relevant terms while down-weighting common words.
Dimensionality Reduction (TruncatedSVD): Since TF-IDF produces a high-dimensional sparse matrix, Truncated Singular Value Decomposition (TruncatedSVD) was applied to reduce the dimensionality.This step extracts a smaller set of latent features (topics or themes) that capture the most significant patterns in the text data.

Normalization: The resulting f eature vectors were normalized to ensure comparability between posts.
Group Averaging: Average feature vectors were computed separately for the top 10 percent and bottom 10 percent posts based on their impression metrics.
Comparative Analysis: The average feature values for both groups were compared to identify key textual differences that may explain performance variations.
Descriptive Explanation of the Table: The table presents a comparison of the average values of five key textual features (labeled Feature 1 to Feature 5) extracted from the content of the posts using the above method. Each feature represents a latent topic or theme derived from the TF-IDF and dimensionality reduction process.
The "Top 10 Percent" column shows the average normalized importance of each feature in the high-performing posts.The "Bottom 10 Percent" column shows the corresponding average for the low-performing posts.
Performance Metrics Analysis: Top 10 percent posts have significantly higher average impressions, likes, reposts, and comments compared to bottom 10 percent posts.This indicates greater reach and audience engagement for top-performing posts.
Categorical Factors Analysis: Language: Both groups predominantly use English, but top posts have a slightly more focused language use.
Category/Types: Top posts mainly fall under "Event/Happening" and "Public Awareness Campaign," while bottom posts have a more diverse and less engaging category distribution.
Tagging: More prevalent in top posts, enhancing visibility and interaction.
Hashtags: Widely used in both groups, slightly higher in top posts, aiding discoverability.
Attachment with Content: Top posts favor visually engaging formats like infographics and photos, while bottom posts have a more balanced but less focused distribution.
Content/Textual Analysis: TF-IDF analysis revealed that top posts use more distinctive and relevant language patterns (latent features) compared to bottom posts. Key keywords in top posts are aligned with popular themes and events, contributing to higher engagement.
Comparative Visualizations: Radar charts, bar charts, and grouped bar charts highlighted clear differences in metrics, categorical factors, and content features between top and bottom posts. Visualizations confirmed the quantitative findings and provided intuitive insights.

Key Insights

The analysis indicates that focused content categories and the use of visually compelling formats significantly enhance audience engagement. Strategic linguistic choices—particularly the effective use of English, tagging, and hashtags—further contribute to increased reach and interaction. Additionally, the creation of distinctive, relevant textual content that aligns closely with audience interests emerges as a critical determinant of post performance.

RECOMMENDATIONS

Based on the study, the following recommendations are enumerated to strengthen effectiveness of Government Social Media Communication with respect to the Tourism sector.

Focus on Event-Driven Content:

- Events and happenings generate the highest engagement and impressions. Prioritize promoting cultural, tourism, and government events with rich storytelling to capture audience interest.
- Use live updates, behind-the-scene content, and event highlights to maintain engagement.

Leverage Public Awareness Campaigns:

- Public awareness campaigns also show strong engagement. Design campaigns that educate and inform the public about tourism opportunities, heritage, and government initiatives.
- Use clear messaging and calls to action to encourage participation and sharing.

Optimize Content Formats:

- Packaged videos and photos attract the highest impressions. Invest in high-quality video production and compelling photography to showcase destinations and events.
- Infographics are effective for conveying complex information visually and should be used to highlight statistics, heritage facts, and travel tips.

Language and Inclusivity:

- English dominates high-engagement posts, but including regional languages like Odia can enhance local connection and inclusivity.
- Consider bilingual or multilingual posts to reach diverse audiences.

Use Hashtags Strategically:

- Hashtags are widely used in top-performing posts and help increase visibility. Develop a consistent hashtag strategy combining popular, campaign-specific, and location-based hashtags.
- Encourage user-generated content with branded hashtags to amplify reach.

Tagging and Collaboration:

- While tagging is less common in top posts, strategic tagging of influencers, government bodies, and tourism partners can expand reach and credibility.
- Collaborate with local influencers and tourism stakeholders for co-created content.

Data-Driven Content Planning:

- Regularly analyze engagement metrics to identify trending topics, preferred content types, and audience preferences.
- Use insights to refine content calendars and communication strategies.

Enhance Interactivity:

- Incorporate interactive content such as polls, quizzes, and live Q&A sessions to boost engagement and community building.
- Use live streaming for real-time event coverage and audience interaction.

Consistent Branding and Messaging:

- Maintain a consistent visual and messaging style aligned with government tourism branding to build recognition and trust.
- Highlight unique cultural and natural assets to differentiate the destination.

Monitor and Adapt:

- Continuously monitor social media analytics and audience feedback to adapt strategies dynamically.
- Experiment with new formats and platforms to stay relevant and engaging.

CONCLUSION

This research study provides a comprehensive analysis of government communication strategies in the tourism sector, focusing on engagement metrics, content types, language use, and thematic categories. The findings reveal that event-driven content and public awareness campaigns are the most effective

categories in generating high impressions and engagement, underscoring the importance of culturally rich and informative messaging in attracting public interest.

The dominance of English-language posts in high-engagement content highlights the need for inclusive communication strategies that also embrace regional languages to foster local connection and broader reach. Content format analysis indicates that packaged videos and photos are particularly impactful in capturing audience attention, while infographics serve as valuable tools for visually conveying complex information.

Hashtag usage emerges as a critical factor in enhancing content visibility, suggesting that a strategic and consistent hashtag approach can significantly amplify the reach of government messages tourism. Although tagging is less prevalent in top-performing posts, its potential for expanding audience networks through collaborations with influencers and stakeholders is noteworthy.

The study emphasizes the value of data-driven content planning, advocating for continuous monitoring and adaptation of communication strategies based on audience preferences and engagement trends. Interactive content and live streaming are recommended to deepen audience involvement and foster community engagement.

In conclusion, this research underscores the necessity for a multifaceted communication approach that integrates event-centric storytelling, high-quality visual content, inclusive language use, and strategic social media practices. Such an approach can enhance the effectiveness of government tourism communication, promoting cultural heritage, increasing public participation, and ultimately contributing to the sustainable development of the tourism sector.

REFERENCES

1. Department of Tourism, Government of Odisha. (2022). *Odisha Tourism Annual Report 2021–22*. Bhubaneswar: Government of Odisha.
2. Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons, 53*(1), 59–68.
3. Mergel, I. (2013). A framework for interpreting social media interactions in the public sector. *Government Information Quarterly, 30*(4), 327–334.
4. Ministry of Tourism, Government of India. (2023). *India Tourism Statistics 2023*. New Delhi: Government of India.
5. Sigala, M. (2018). Social media and customer engagement in the tourism industry. In *Social Media in Travel, Tourism and Hospitality* (pp. 23–45). Routledge.
6. UNWTO. (2023). *World Tourism Barometer, Volume 21, Issue 3*. Madrid: United Nations World Tourism Organization.
7. Xiang, Z., &Gretzel, U. (2010). Role of social media in online travel information search. *Tourism Management, 31*(2), 179–188.
8. Bertot, J. C., Jaeger, P. T., & Grimes, J. M. (2012). Promoting transparency and accountability through ICTs, social media, and collaborative e-government. *Transforming Government: People, Process and Policy, 6*(1), 78–91.
9. Bonsón, E., Royo, S., &Ratkai, M. (2015). Citizens' engagement on local governments' Facebook sites: An empirical analysis. *Public Administration Review, 75*(5), 673–684.
10. Chakraborty, S., & Bhat, S. (2020). Digital tourism marketing in India: Emerging trends and challenges. *Tourism Review, 75*(4), 812–825.

11. Criado, J. I., &Villodre, J. (2021). Government social media communication: Theoretical foundations and challenges. *Government Information Quarterly, 38*(4), 1016–1034.
12. Dwivedi, Y. K., et al. (2021). Setting the future of digital and social media marketing research. *International Journal of Information Management, 59*, 102168.
13. Gretzel, U., Sigala, M., Xiang, Z., & Koo, C. (2015). Smart tourism: Foundations and developments. *Electronic Markets, 25*(3), 179–188.
14. Hudson, S., Roth, M. S., Madden, T. J., & Hudson, R. (2015). The effects of social media on emotions, brand relationship quality, and word of mouth. *Tourism Management, 47*, 68–76.
15. Kaplan, A. M., &Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons, 53*(1), 59–68.
16. Leung, D., Law, R., Van Hoof, H., &Buhalis, D. (2013). Social media in tourism and hospitality: A literature review. *Journal of Travel & Tourism Marketing, 30*(1–2), 3–22.
17. Mariani, M., Di Felice, M., & Mura, M. (2018). Facebook as a destination marketing tool: Evidence from Italian regional tourism boards. *Tourism Management, 68*, 321–332.
18. Mergel, I. (2013). A framework for interpreting social media interactions in the public sector. *Government Information Quarterly, 30*(4), 327–334.
19. Ministry of Tourism, Government of India. (2023). *India Tourism Statistics 2023*. New Delhi: Government of India.
20. Sigala, M. (2018). Social media and customer engagement in the tourism industry. In *Social Media in Travel, Tourism and Hospitality* (pp. 23–45). Routledge.
21. Xiang, Z., &Gretzel, U. (2010). Role of social media in online travel information search. *Tourism Management, 31*(2), 179–188.
22. Zeng, B., &Gerritsen, R. (2014). What do we know about social media in tourism? A review. *Tourism Management Perspectives, 10*, 27–36.