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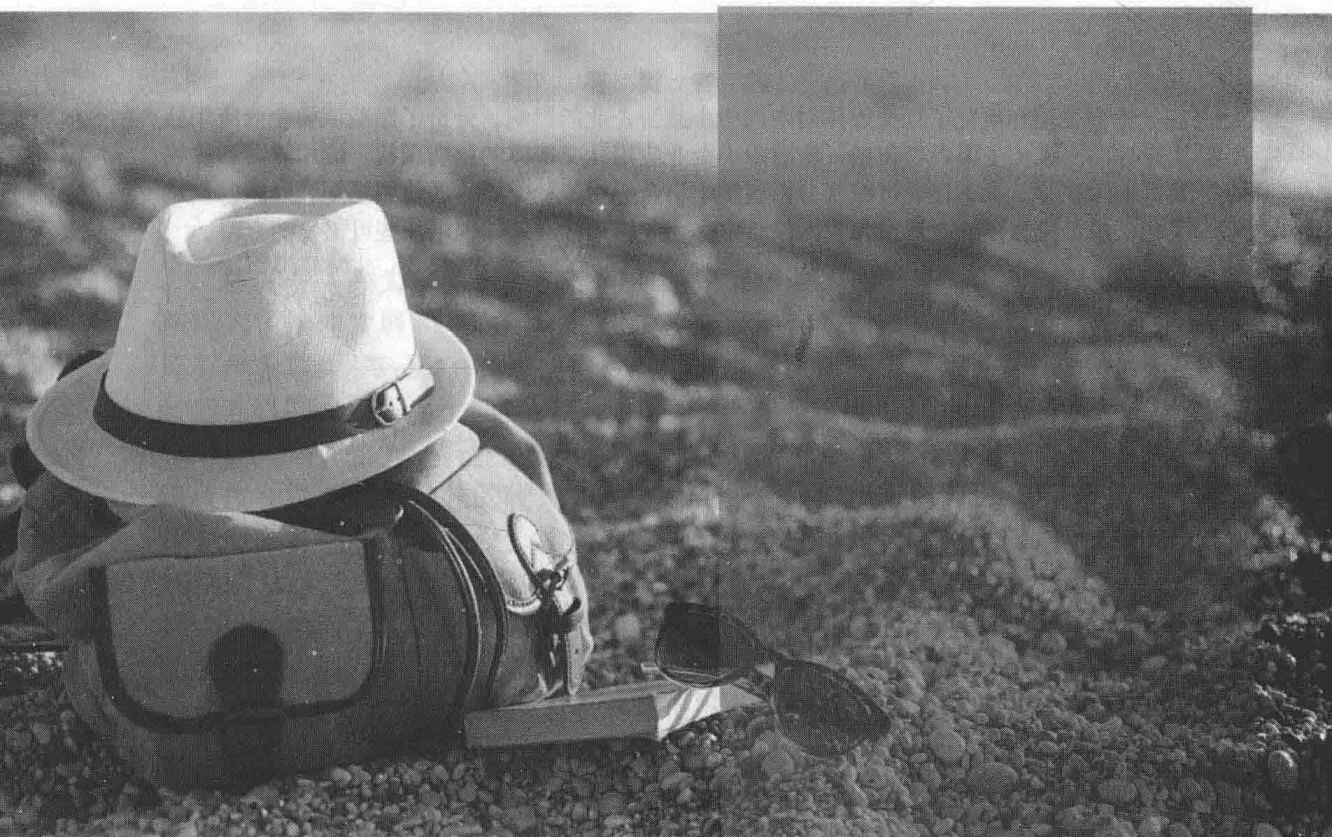
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内 容 提 要

　　本书介绍和研究了社交媒体对中国中小旅游企业的影响，分析了影响该类企业应用社交媒体的因素。主要内容包括：旅游中小企业应用社交媒体的程度现状、应用收益和挑战及影响因素等。本书还通过综合分析旅游中小企业对于社交媒体的使用感知和经验，创建了相关决策流程模型，旨在为我国旅游中小企业应用社交媒体提供一些可借鉴的方略。

　　旅游业，作为信息密集型、知识密集型产业，近年来，随着 ICT 技术的不断革新得到了快速发展。互联网和其他旅游交互平台的引入，大幅度地改变了旅游业的原有产业结构。Web 2.0 技术使得一般用户也可以在网络上与人合作、他人进行评价，传播互联网内容，为个性化定制应用程序等方面做出贡献。Web2.0 鼓励了用户创造 UGC 的同时，也为同行业创造了新的价值。如今，Web 2.0 技术已经被旅游消费者，不仅仅在旅游产品信息的收集方面，也在分享旅游经验等方面所广泛应用。许多旅游研究人员都曾这样假设：线上旅游信息的全民可用化，是旅游产业在未来走向新成功的基石。2015 年 9 月 16 日，国家旅游局下发了《关于实施"旅游＋互联网"行动计划的通知》，并指出，旅游业是国民经济的综合性产业，是拉动经济增长的重要动力。以互联网为代表的全球新一轮科技革命正在深刻改变着世界经济发展和人们的生产生活，对全球旅游业发展正带来全新变革，旅游与互联网的深度融合发展已经成为不可阻挡的时代潮流。

　　社交媒体，作为互联网＋时代下的另一个产物，早已成为旅游相关信息的重要源泉。国外学者Xiang和Gretzel 就曾预测社交媒体的应用将是电子旅游产业的重要发展趋势。他们认为社交媒体大大影响了旅游产业中的供给方和需求方，特别是博客、论坛、虚拟社区、社交网络、维基类网站、视频图片分享类网站等形式的社交媒体。在社交媒体的时代，互联网已从播放式媒体转向为参与式媒体，甚至是自媒体平台。在旅游社交媒体类研究的两个主要领域中，一类是影响旅客行为研究（例如旅游信息查询、旅游产品采购、旅游产品评价等），而另一类则是旅游企业应用型研究（例如在市场营销、产品分销、提高管理效率、加强信息交流和辅助调研等方面）。

　　社交媒体在近些年已经成为旅游学界所关注的焦点，一些旅游期刊也陆续有相关文章发表。例如：Schmallegger & Carson, 2008; Xiang & Gretzel，2010;Yoo, Lee,Gretzel & Fesenmaier, 2009; Leung, Law, van Hoof & Buhalis, 2013; Sparks & Browning 2011; Miguéns, Baggio & Costa,2008; Krempl, 2007; Noone et al,2011;Tussyadiah & Fesenmaier,2009)。尽管如此，关于社交媒体对旅游中小企业的影响和应用方面仍然存在盲区，国际发表的中国大陆地区的研究更是少之又少。众所周知，世界上绝大多数旅游企业为中小企业，而激励这些业主参与到旅游行业的重要原因是相对低的门槛，低的初期投资和相对低的技术或管理水平，而且他们的创业往往不是以营利为目标的。旅游业给了许多家庭和业主创建小微企业的机会，尤其是在发展中国家。不可否认的是，旅游中小企业的存在为经济发展、就业、新技术应用与革新、社会福利的创造、目的地的综合竞争力提升等方面做出了巨大的贡献。遵循我国旅游业的发展规律和发展趋势，在国家"旅游＋互联网"重大战略背景下，充分发挥我国互联网的规模优势和应用优势，为了推动旅游中小企业与互联网融合发展的广度和

深度，从根本上提高旅游创新能力和创新优势，挖掘旅游中小企业的潜力和活力，培育新业态，发展新模式，构筑新动能，加速提升我国旅游业发展水平，因此，对于新媒体背景下的中小企业应用研究势在必行。

关于旅游中小企业的研究可以追溯到 20 世纪 80 年代，在中小企业的创业及改革方面，一些学者以案例分析的方式开展了研究 Stallinbrass 1980; Shaw & Williams, 1987，并启发了之后的学术研究 Williams et al, 1989; Shaw & Williams 1990, 1998; Wanhill, 1996; Buhalis & Cooper, 1998。中小企业独有的特征也启发了本项研究课题，关于中国旅游中小企业，特别是旅行社和单体星级酒店如何应用社交媒体以及社交媒体对它们的冲击和影响将是本课题的研究目标。基于国外学者 Shaw, Williams 和 Greenwood 在 1987 年关于英国康沃地区的旅游中小企业的标志性研究，我们发现这些企业具备大多数为独立投资、家庭成员密集化、缺少战略规划、缺乏创新创业观念和技术等特征，这与现今中国坚持市场导向的旅游业颇为相似。许多学者在他们的旅游中小企业研究中指出，旅游中小企业区分于大企业的不同之处在于它们的独立性、灵活性，而非仅仅是规模和体量的不同。中国作为世界瞩目的新兴经济体，中小旅游企业如何充分发挥其优势来执行并渗透"旅游＋互联网"重大战略将是任重而道远，却又势在必行。千里之行始于足下，社交媒体的影响和应用研究也将为其填石铺路。本书就是基于这个目的而写的。

本书具有如下特点：

（1）之前的国内外学者往往把研究重点放在了大型旅游企业和旅游消费者行为等方面，对于中国这个新兴经济体在互联网＋重大战略背景下的新媒体影响和应用方面研究更是少之又少。本书涉及了新媒体、互联网技术应用，旅游中小企业等知识领域，并第一次把这些知识进行联系并深入研究。

（2）对 5 种类型的社交媒体分别进行研究（微博、旅游博客、播放分享类网站、社交网络和 PRS 类网站），每一类对于旅游中小企业都将有不同的应用优势，并决定了他们的功能使用方面的差异（市场营销、产品分销、互动交流、管理效率提高和调查研究等方面）。这些分析都将给政府制定不同的激励政策提供启示。同时，了解旅游中小企业对于新媒体的需求，也将有助于媒体平台给企业用户提供更专项的服务（效果监测、网络安全、媒体营销等）。

（3）本书还立志于给中小旅游企业的高级管理者或业主，提供一个更逻辑更系统的决策模型，以帮助中小企业快速认清自己的位置并掌握社交媒体应用的要素和技巧。

在本书的写作过程中，英国埃克斯特大学的 Gareth Shaw 教授、Adrian Bailey 教授，浙江越秀外国语学院的李萍博士、刘卫星教授提出了许多宝贵意见，给予了热情支持。在此，作者向他们表示衷心的感谢。

感谢中国水利水电出版社的陈洁、田进忠等同志为本书出版付出的辛勤劳动。

由于近年来国内外学术界相关的研究成果层出不穷，加上作者才疏学浅，本书中若出现不当之处，敬请广大读者批评指正。

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作 者

2017 年 11 月

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Chapter One Introduction

1.1 Research background: Social media and small and medium sized tourism enterprises in China

As an information intensive industry (Sheldon, 1997; Werthner & Klein 1999), the global tourism industry has been changed rapidly by Information Communication Technologies (ICTs). The introduction of the Internet, and other interactivetourism multimedia platforms,hasaltered the structure of the tourism industry profoundly (Buhalis, 2004). Web 2.0 is one of the most important recent developments in ICT, enabling users to contribute to developing, rating, collaborating, and distributing Internet content and customizing Internet applications (Vickery & Wunsch–Vincent, 2007). Web 2.0 encourages user generated content (UGC) to be created, which is a way to add value throughpeer produced knowledge (Lee, Miller & Newnham,2009). Nowadays, Web 2.0 ICT is widely used by tourists to not only collect information about tourism products and services, but also to share their tourism experiences. It has been supposed by many researchers that online tourism information, available to all, provides an important stepping–stone for the development of successful marketing programs and better information systems in tourism (Fesenmaier, Wöber K. W.& Werthner, 2006; Xiang, Wöber & Fesenmaier, 2008; Xiang &Gretzel, 2010). Social media, as an important tourism–related information source within the realms of the Internet, has been the focus of study for academic researchers and tourism marketers in recent years.Xiang and Gretzel (2010) portraysocial media as an internet mega trend. They argueit has significantly impacted tourism supply and demand by facilitating various types of UGC:Blogs, virtual communities, social networks, wikis, online video, photo sharing and forums etc. In the era of social media, the Internet has evolved from a broadcasting medium to a participatory platform which allows people to create 'media' themselves by collaborating and sharing information (Li & Wang, 2011; Thevenot, 2007). There are two main research strands surrounding social media in tourism. Firstly,the impact it has on traveller behaviors (i.e. travel information searching, purchase decision making and tourism product evaluating), and secondly its functional uses employed by tourism organizations (i.e. communication, marketing and promotion, product distribution, improving business management, conducting market research).

Social media is a topic of intense interest to academic researchers of tourism, which is demonstrated by discussions in a number of tourism related journal articles (e.g. Schmallegger & Carson, 2008; Xiang&Gretzel, 2010; Yoo, Lee, Gretzel & Fesenmaier, 2009; Leung, Law, van Hoof & Buhalis, 2013;Sparks & Browning 2011;Migu é ns, Baggio & Costa, 2008; Krempl, 2007;Noone et al, 2011; Tussyadiah & Fesenmaier,2009).Despite this, there are few studies that specifically investigate the impact of social media on small and medium sized tourism enterprises (SMTEs), and

the diffusion of social media best practice adoption among SMTES. There are even fewer examples where these themes are explored in the context of China (e.g. Li & Wang, 2011; Chan & Denizci Guillet, 2011).The vast majority of tourism enterprises around the world can be classified as small and medium sized tourism enterprises (Buhalis, 1998; Gammack et al, 2004). Small business owners are easily attracted to the tourism industry due to low levels of capitalization and the skills needed to enter tourism industry (Shaw, 2004).Further, they perceive motivations that are frequently not primarily financial (Thomas, Shaw and Page, 2011). Tourism offers entrepreneurial sole proprietors and/or families easy access to a number of small or micro-business types (Getz & Carlsen, 2005). Moreover, Karanasios and Burgess (2008) stated that small tourism businesses in the developing world are the most numerous form of tourism enterprise in these locations. Figures provided by CNTA (China National Tourism Administration)show that in 2006 there were 12,751 star-rated hotels in mainland China, of which 95.3% were small to medium sized (i.e. less than 300 rooms and less than 400 employees). The data also shows, in same year, that there existed a total of 18,943 travel agencies, of which 96% were small to medium sized (i.e. less than 1 billion Yuan turnover and less than 400 employees) (Gai, 2009).SMTEs have continued to contribute to innovation, economic growth, social benefit creation, destination competitiveness, and employment generation. The importance of small tourism enterprises became a growing focus of interest in the 1980s, following a series of case studies concerned with the role of small business, particularly in the economies of British coastal resorts (Stallinbrass 1980; Shaw & Williams, 1987). These case studies were expanded upon from the late 1980s as entrepreneurship within the small business sector became more closely researched in tourism studies (Williams et al, 1989; Shaw & Williams 1990, 1998; Wanhill, 1996; Buhalis & Cooper, 1998).

The distinctiveness of SMTEs has been identified and explored by previous researchers. It is therefore important that this research, which examines social media adoption by hotels and travel agencies in SMTEs, is fully cognizant of the distinctive characteristics of SMTEs. According to Shaw, Williams and Greenwood (1987), based upon their research into the accommodation industry in Cornwall (UK), the typical characteristics of small tourism organizations are:Individual-owned businesses in many cases funded entirely by private capital; high concentrations of family employment; lack of business plans and strategy;a lack of entrepreneurial skills. Buhalis (2004) has also argued that SMTEs differ from their larger counterparts, not only because of their smaller size, but also because of their independence, flexibility, and often family ownership and management. The distinctions between large and small firms in all sectors has been identified in Storey's(1994) small business research,and then applied to tourism by Thomas (1998, 2000) as well as Page, Forer and Lawton (1999).In these works, a number of issues are explored: Firstly, the notion of uncertainty faced by small businesses(i.e. the greater external uncertainty of the environment in which the small firm operates together with the greater internal consistency of its motivations and actions). Secondly, different approaches to innovation (e.g. the ability of the smaller firm to provide something marginally different, in terms of product or service, which distinguishes it from standardized products or services provided by larger firms). Thirdly, the greater likelihood of evolution and changing management approaches, as well as the structure of the organization in the smaller firm. Fourthly, availability of capital associated with financial constraints. Fifthly and finally,operating
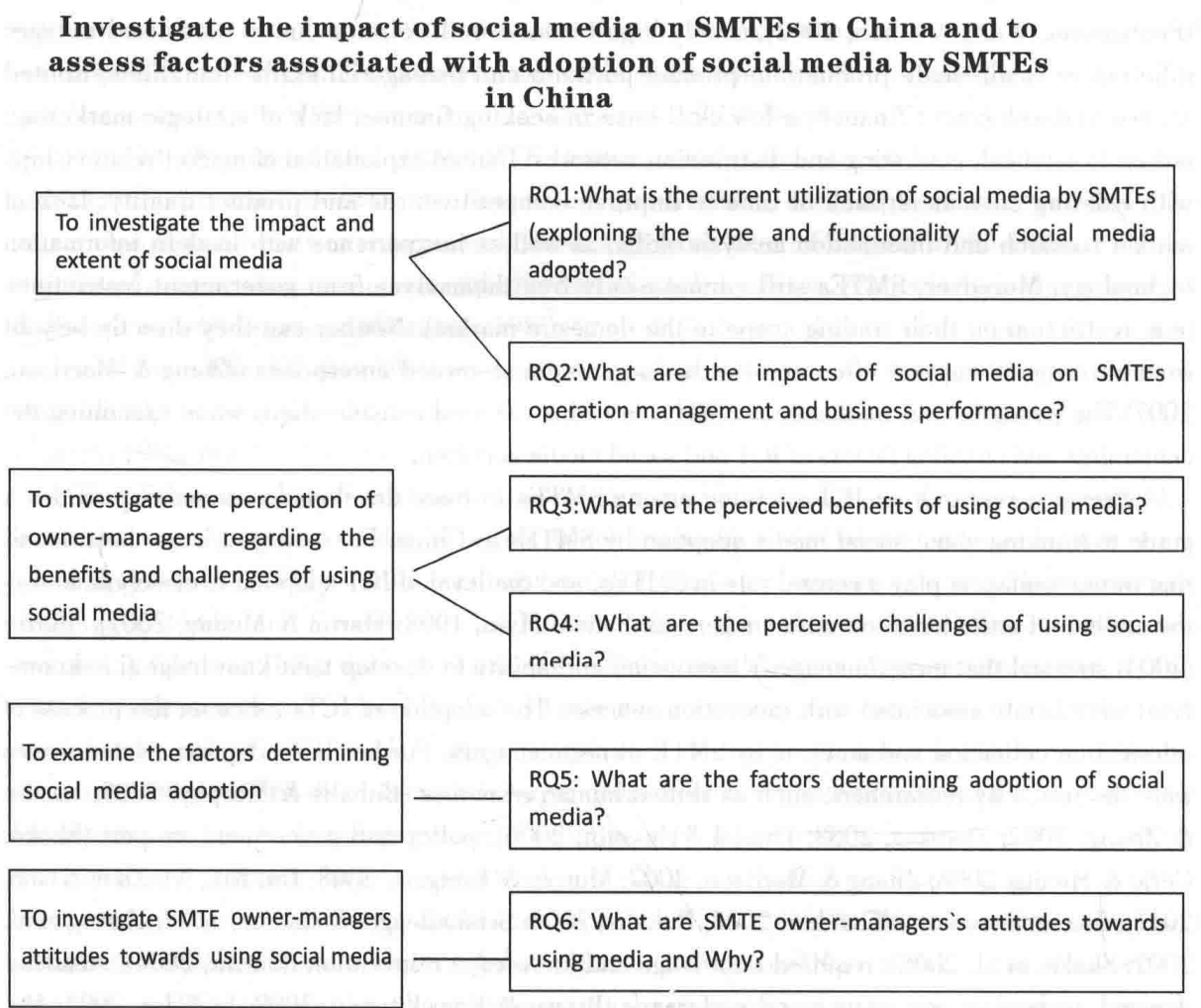
in a distinctive manner as a result of a lack of specialist managers for various functional activities. These distinctive features were considered as partly making a case for the separate study of small firms in tourism.

As mentioned previously, SMTEs are the majority organizational form in the Chinese tourism industry. In this emergent economy, economic health and social stability has been perceived to depend largely, but not exclusively, on the success of SMEs (Forney/Chengdu, 2003). The positive contribution of SMEs in China is believed to be related to their characteristic features;their small size enables them to be operationally and strategically flexible, which provides them with the capability of taking advantage of new opportunities (Zhang & Morrison, 2007). This flexibility means that they can adapt to changing business environments more effectively through innovation. However, SMTE business performance in China is possibly constrained by common structural weaknesses (Poutziouris, Wang & Chan, 2002),namely high business failure rates due to cost disadvantages inherent in small-scale production; product portfolio and managerial skills limitations; limited access to development finance; a low skill base in seeking finance; lack of strategic marketing; failure to establish marketing and distribution networks; limited exploitation of market relationships with existing customers; lack of time to improve competitiveness and product quality; lack of market research and information analysis skills, as well as inexperience with modern information technology. Moreover, SMTEs still cannot easily free themselves from government restrictions (e.g. restriction on their trading scope to the domestic market). Neither can they directly benefit from government support often enjoyed by large national-owned enterprises (Zhang & Morrison, 2007).The strengths and weakness of SMTEs in China are vital considerations when examining the constraints and enabling factors of ICT and social media adoption.

Previous research on ICT adoption among SMTEs in more developed economies provides a guide to thinking about social media adoption by SMTEs in China. For example, it has been found that owner/managers play a central role in SMTEs, and the level of ICT adoption is closely linked to the skills and attitudes of owner/managers (Buhalis &Main, 1998; Martin & Matlay, 2001). Martin (2004) stressed that owner/manager's motivation and ability to develop tacit knowledge (i.e. know-how) were firmly associated with innovation success. The adoption of ICTs relies on the process of information collection and analysis by SMTE owner/managers. Further ICT adoption related issues were discussed by researchers, such as skilled human resources (Buhalis & Murphy, 2009; Lu, Lu & Zhang, 2002; Shanker, 2008; Paudel &Hossain, 2006); policy and government support (Skoko, Ceric & Huang, 2008; Zhang & Morrison, 2007; Murphy& Kielgast, 2008; Du, Xin, Xu,Zhou &Guo, 2011); financial resource (Shanker, 2008; Buhalis, 2008; Schmallegger & Carson, 2007; Huang et al, 2002; Skoko, et al, 2008); required knowledge and knowledge reinvention (Martin, 2004); customer demand, technology acceptance and preference (Brown & Kaewkitpong, 2009; Lu& Lu, 2004; Ma, Buhalis&Song, 2003) and online security issues (Ma et al, 2003; Heung, 2003; Ozturan & Roney, 2004; Kim, 2004; Khanchouch, 2005; Abou-Shouk et al, 2012). With respect to ICT adoptionin China, a number of researchers (Du et al, 2011; Lu & Lu, 2004) have concluded that the usage of ICT applications in tourism sectors is limited in China due to technical barriers and financial barriers involving capital investment, along with organizational and behavioral bottlenecks.

1.2 Aims and objectives

The aim of this study is to investigate the impact of social media on SMTEs in China, and to assess factors associated with the adoption of social media by SMTEs in China. The region of Beijing was chosen as the appropriated case study area as it represents one of the most important tourism destinations in the country, and is home to a significant proportion of China's tourism related firms. In order to reach the aims of this research, four specific objectives are investigated (Figure 1.1)

Investigate the impact of social media on SMTEs in China and to assess factors associated with adoption of social media by SMTEs in China

| To investigate the impact and extent of social media | RQ1:What is the current utilization of social media by SMTEs (exploning the type and functionality of social media adopted? |
| | RQ2:What are the impacts of social media on SMTEs operation management and business performance? |

| To investigate the perception of owner-managers regarding the benefits and challenges of using social media | RQ3:What are the perceived benefits of using social media? |
| | RQ4: What are the perceived challenges of using social media? |

| To examine the factors determining social media adoption | RQ5: What are the factors determining adoption of social media? |

| TO investigate SMTE owner-managers attitudes towards using social media | RQ6: What are SMTE owner-managers`s attitudes towards using media and Why? |

(Source: author)

Figure 1.1　Aims, objectives & research questions of this study

The first objective explores the impact and extent of social media on SMTEs in China. The impact of social media are examined in two aspects: first, the current utilization of social media (different types and function selection); second, the impact on their business performance as well

as business operation and management following the adoption of social media.The second objective focuses on examining the perception of owner/managers regarding the benefits and challenges of using social media in SMTEs. Owner/managers' perceived benefits/challenges are important impetuses/barriers of social media adoption due to their central roles and strong decision–making power in their businesses.The third objective is to examine the factors determining social media adoption. Researching the third objective involves the analysis of a wide range of factors, including: owner/manager related factors, financial resource related factors, skilled human resource related factors, customer related factors, government and policy related factors, social media related factors, and knowledge developmentand sharing. The fourth and final objective is to investigate SMTE owner/managers' attitudes towards using social media. Different types of attitudes and their transitions are identified, and further studied as the outcomes of a complex decision making process.

Chapter Two Literature Review

2.1 Introduction

The aim of this chapter is to review previous literature associated with social media studies in the tourism industry, in order to understand the impacts of social media (positive and negative) and the factors associated with its adoption by small and medium tourism enterprises (SMTEs) in China. Although there is relatively limited literature that specificallyaddresses social media adoption by Chinese SMTEs, the existence of literature about social media, SMTEs, and ICT adoption providest hetheoreticalbackgroundto this study. This chapter begins by examining the impact of social media on the tourism industry (including impacts on traveller behavior and firm organization), followed by the study of different functions and types of social media employed by tourism organizations. Next, the chapter explores the distinctiveness of SMTEs in China, which includes an examination of the relevant policy frameworks and the Chinese policy context. Finally, ICT adoption among SMTEs is considered through a meta−review of the literature, which identifies possible factors associated with ICT and social media adoptions.

2.2 Social media and tourism industry

2.2.1Rapiddevelopment of Web 2.0 and social media: An overview

Tourism is an information intensive industry (Sheldon, 1997; Werthner & Klein 1999):

Information communication technologies (ICTs) have been changing the global tourism industry rapidly. The implications of the internet and other growing interactive multimedia platforms for tourism promotion are far reaching and alter the structure of the industry. (Buhalis, 2004:104)

Xiang and Gretzel (2010) suggested that the innovation in technology and changes in consumer behavior which impact the distribution and accessibility of travel−related information are important phenomena to study.Buhalis and Law (2008) also argued that the Internet has fundamentally reshaped the way tourism−related information is distributed and the way people plan for and consume travel. Web 2.0 is one of the most important developments of ICT, and it describes a Web which is "increasingly influenced by intelligent Web services that enable users to contribute to developing, rating, collaborating and distributing Internet content and customizing Internet applications" (Vickery & Wunsch−Vincent, 2007：9).Nowadays, Web 2.0 ICT is widely used