

Advertising Effectiveness Drivers on Social networks: The Case of Revenue Management-Based Tourist Service Companies in Morocco: A Quantitative Study.

Abstract :

Objective: This paper discusses the modeling of social communication's impact on the effectiveness of network advertising. The study focuses on three key factors: the quality of publications and messages on social networks, the attention given to the online communities by advertisers, and the quality of responses to user interventions. These factors are considered exogenous characteristics that influence attitudes toward network advertising.

Methodology: The research methodology involved a quantitative empirical study, including hypothesis testing and the construction of a sample size of 318 observations.

Results: The results show that the quality of publications and the quality of responses positively influence attitudes toward network advertising, which, in turn, leads to increased advertising effectiveness.

Originality: This study is the first to explore the influence of social network quality of publications on attitudes toward network advertising in a Yield management-oriented context of tourism in Morocco and contributes to the scant literature on Yield management in emerging market.

Key words: *Social media, advertising effectiveness, Yield Management, Electronic communication strategies, social media advertising*

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1. INTRODUCTION :

« Digital marketing » was ranked 4th among the most popular hashtags followed on the LinkedIn social network in 2023, and within the Digital Marketing specific category, the hashtag “Advertising” is ranked 6th (Eclinchier Platform Report 2023). The past decade has seen social media naturally grow into an essential and preferred communication channel for businesses, due to the high potential of the online platform to create engagement within the audience (Miltgen, Cases, & Russell, 2019). This is observed through the substantial increase in digital communication strategies, the budget allocated to these actions, the trend in digital communication degrees within business schools, the rise of digital profiles searches among recruiters around the globe, in all types of industries and economies.

The use of social media has become a daily activity for billions of people worldwide, transforming the way individuals communicate and interact with brands. According to the “We Are Social” 2023 report, the number of social media users worldwide currently stands at 5.7 billion, representing a 25% increase since 2021. This accounts for 72% of the global population and 94% of internet users. The report also shows that the average time spent on social media is two hours and 24 minutes per day, making it a significant source of information and entertainment for a great number of users, and a huge opportunity for advertisers to meet their audience.

Regarding social media usage in Morocco, as indicated by reports released in 2024 by We Are Social, Hootsuite, and Meltwater, the country, with a total population of 37.6 million, boasts approximately 27.4 million internet users, reflecting an internet penetration rate of 73%. Among these users, 23.2 million are active on social media, constituting approximately 62% of the Moroccan population. WhatsApp stands out as the dominant social media platform in Morocco, with 22.8 million users, followed closely by Facebook with 20.5 million users. Notably, TikTok emerges as the fastest-growing platform, attracting 10.3 million users. This trend mirrors a national preference for embracing social media platforms, largely driven by a youthful demographic seeking connectivity, entertainment, and information. Furthermore, the Moroccan government actively promotes social media usage to bolster the country’s economic and social progress, despite persistent challenges such as cybercrime and misinformation. These insights offer crucial context for assessing the impact of digital communication strategies, particularly in the tourism sector, emphasizing the necessity of accounting for local nuances in our analyses.

In this context, it is essential to understand the effectiveness of online communication strategies, especially in developing countries such as Morocco, where the use of the internet and social media is constantly on the rise and where the limited resources of businesses lead them to be on the lookout for quick wins, such as short-term ROI, cost-effective solutions, and scalable, measurable marketing strategies, with guaranteed outcomes to their marketing investments. This study aims to explore the impact of digital strategies on the effectiveness of advertising campaigns on social media, particularly conducted by businesses practicing Yield Management, a commercial technique aimed at optimizing business revenue by dynamically adjusting prices based on demand.

We chose to focus our study on tourism-related services, given the high significance of tourism as a sector within the Moroccan economy. According to the World Travel and Tourism Council 2020 report and the World Tourism Organization Report 2022, this sector contributed 19.5% of Morocco’s GDP in 2019, and after a sharp Covid-19 lockdown-related decline, is reviving with renewed momentum with an objective to double the current tourism revenues by 2030, mainly thanks to the positive touristic ranking of the country and to the organization of the Football African Nations Cup in 2025 and the World Cup in 2030.

In this regard, we conducted a quantitative study among a representative sample of Moroccan internet users to analyze and evaluate the impact of different variables on the effectiveness of advertising campaigns led by tourist-based companies. The results of this study could help Moroccan businesses practicing Yield Management to optimize their digital communication strategies via social media and improve their advertising effectiveness. In addition, this research could contribute to a better understanding of the underlying mechanisms of advertising effectiveness on social media in a developing context. The study’s findings hold significant implications for marketers and advertisers, offering actionable insights into crafting persuasive and engaging social media campaigns that resonate with target audiences. It also identifies key drivers, such as the quality of publications, attention to internet users, and responsiveness to user interventions. Our study aims to fill gaps in current knowledge about the interaction between the use of social media in online communication strategies and the advertising effectiveness of businesses practicing yield management. Our goal is to observe the influence of online publications and responses quality on the attitudes of the target towards the brand and the product advertised.

To do so, we formulated the following research question: What are the key elements of digital communication strategies that impact advertising effectiveness on social media platforms of yield management-driven businesses? We subdivided this question into three essential sub- questions :

- What are the commonly used digital communication strategies on social media?
- What is the impact of these strategies on the advertising effectiveness of businesses?
- What are the key factors that influence this impact?

After establishing the foundational concepts of our research inquiry, which encompass digital communication, advertising effectiveness, and yield management, we will proceed to outline our initial hypotheses and conceptual model. This conceptual framework will provide a structured basis for our subsequent empirical investigation. Following this, we will detail the methodology employed in our quantitative empirical study, elucidating the procedures undertaken for data collection, analysis, and interpretation. Our findings will then be presented, offering insights into the relationships between variables and shedding light on the determinants of advertising effectiveness in the context of yield management-driven businesses.

Subsequently, we will undertake a rigorous examination to verify the validity of our research hypotheses and the robustness of our model. This critical evaluation will involve statistical analyses and hypothesis testing to assess the significance and reliability of our findings. Moreover, we will discuss any unexpected results or discrepancies encountered during the research process, providing a comprehensive understanding of the observed phenomena. Finally, we will address the limitations inherent in our study, acknowledging potential constraints and areas for improvement. This reflective assessment will inform future research endeavors, highlighting avenues for further exploration and refinement of our conceptual framework. By systematically presenting our research process, findings, and limitations, we aim to contribute to the advancement of knowledge in the field of digital marketing, Social communication and yield management, while also fostering a platform for ongoing scholarly inquiry.

2. CONCEPTUAL FRAMEWORK :

In this section, we review the key concepts used in the highlighted research question. Although a large and growing body of literature has addressed the concept of social communication, it has barely investigated drivers of its effectiveness in revenue management- driven businesses.

2.1. Yield Management:

This strategy, also called revenue management or dynamic pricing strategy, is considered an approach to personalized communication designed to maximize the company's profit (Kimes and Wirtz 2003).

Long and Belobaba (2024) gave it a general definition: "Companies practice dynamic pricing when they charge different prices to different customers for the same product, based on a state of observable nature." This practice of adjusting prices in real-time is based on various factors, such as demand, competition, and inventory levels, to optimize revenue and profitability. The inclusion of learning mechanisms allows the pricing and inventory control strategies to adapt and improve overtime based on observed outcomes (Ashlagi, Kanoria and Leshno 2016).

Wittman and Belobaba (2019) developed a definition framework for dynamic pricing and described three mechanisms for its implementation: assortment optimization, dynamic price adjustment, and continuous pricing.

According to Kopalle et al. (2023), dynamic prices are defined as price changes that result from changes or differences in four main underlying factors of market demand: individual consumers or consumer segments, product configurations, periods, and locations. The shift from static to dynamic pricing is observed in different industries, such as online retailers customizing offers based on customer behavior and algorithms using face recognition for personalized pricing in physical stores. But the most observed occurrences are in airlines and hospitality sectors.

Beside the technology advancements to optimize revenue in businesses, literature about yield management addresses customer-centered issues such as loyalty, satisfaction, fairness, Word- of-Mouth and consumer price perception (Yeoman 2022).

2.2. Social Advertising:

Social networks are defined as platforms whose main objective is to connect users with each other (Ellison, Steinfield and Lampe 2007). Social networking platforms are believed to be a crucial component of social media, facilitating social connections, communication, and information sharing (Lin, Halavais and Lackaff 2018). The literature highlights the impact of social networks as a component of social media on various aspects of society, such as online communities, digital activism, privacy, identity and self-presentation, social capital, political engagement, and the spread of misinformation.

Hjorth and Khoo (2020) showcase cultural, social, and technological dimensions of social networks as a part of new media and explore the development and adoption of new media technologies, including the role of infrastructure, digital platforms, and emerging technologies.

Digital advertising has been thoroughly explored by researchers for the past few years, with various terms used to refer to it according to the media used. Sharma et al. (2022) have listed these different terms: digital media advertising (Pintado et al. 2017), digital signage advertising (Garau et al. 2017; Lee and Cho 2019), in-game advertising (Mishra and Malhotra 2021), location-based advertising (Gutierrez et al. 2019; Lin and Bautista 2018), mobile advertising (Wang and Genc 2019), mobile app advertising (Sigurdsson et al. 2018), smartphone advertising (Kim and Han 2014; Martins et al. 2019), SMS advertising (Bakri et al. 2019; Sharma et al. 2021), and social media advertising (Hanaysha, 2021; Shareef et al. 2019; Sharma et al. 2022). Our focus is on the latter advertising type, which we introduce under the term "Social communication."

Social communication in the context of advertising on social media refers to the dynamic process of interaction, information exchange, and engagement between individuals, groups, or organizations within the digital platforms of social media (Floreddu and Cabiddu 2016). According to Schivinski and Dabrowski (2016), social communication encompasses various forms of mediated communication, including text, images, videos, and interactive content, aimed at conveying persuasive messages to target audiences for marketing and promotional purposes (Voorveld 2019).

Research conducted by Kim and Park (2019) indicates that users value targeted advertising that resonates with their interests and needs. Advertisers can enhance the perception of network advertising by customizing messages based on user demographics and online behavior, thereby fostering a more positive response from users. In contrast to intrusive pop-up ads, social media advertising offers interactive and engaging experiences. Følstad and Kjærgaard (2014) discovered that users prefer ads that promote community engagement and facilitate conversations. By prioritizing authentic interaction, brands can foster a more favorable attitude towards their advertising endeavors.

Kim and Kim (2016) delve into the determinants of internet users' perceptions of social media advertisements. Specifically, the article examines how various factors, such as the design of the ads themselves (including informativeness and irritation level), as well as users' motives for using social media (seeking novelty or entertainment), contribute to shaping users' attitudes towards these ads.

Hsu and Lin (2015) investigate the factors influencing consumers' attitudes towards social network advertising and the potential behavioral outcomes associated with these attitudes. The study explores the reasons behind individuals' sentiments towards social media ads and subsequently analyzes how these sentiments may impact their actions, such as ignoring or engaging with the ads

2.3. Advertising Effectiveness

As for our third concept, Kammoun (2008) defines advertising effectiveness as the ability of a campaign or a message to achieve the advertiser's objectives. Previous researches showcased the hierarchy of effects in advertising: (1) Building brand awareness, (2) Learning and remembering ad claims, (3) Accepting/rejecting ad claims, (4) Brand Liking, and (5) Brand Intentions (Paredes et al. 2023).

While the classic hierarchy of effects model (AIDA: Awareness, Interest, Desire, Action) remains relevant, recent studies suggest a more dynamic and interconnected view in the context of social media. Du Plessis and Low (2020) propose a social media advertising hierarchy of effects model specifically within the South African context, highlighting the ongoing relevance of the model while acknowledging the complexities of social media advertising. This shift towards a more dynamic view emphasizes the potential for a more fluid consumer decision-making journey influenced by social interactions and engagement within the social media platform.

Studies exploring social media advertising effectiveness often utilize the hierarchy-of-effects model. This traditional model outlines the stages consumers typically progress through when exposed to advertising, such as brand awareness, information processing, and purchase intent (Paredes et al. 2023). However, in the context of social media, a more dynamic view emerges (Du Plessis & Low 2020). Social interactions and engagement on the platform can significantly influence the decision-making journey, potentially leading to a more fluid and interconnected process. Understanding these dynamics is crucial for crafting effective social media advertising strategies.

When it comes to advertising, according to Loua and Koh (2018), social media are characterized by their ubiquity, proactivity, public visibility, and real-time social networks. These characteristics make social media advertising likely to spread brand information

through network connections as well as increase product purchases through the development of persuasive messages.

Two dimensions bring together digital communication strategies: the "Brand" dimension which encompasses the quality strategy, and the "Consumer" dimension which includes the interaction strategy and the reply strategy. In the

context of the quality strategy, Courbet et al. (2012) as well as Beck and Crie (2018) specify that in social communication, the quality strategy revolves around the quality of brand publications on social media. On the other hand, regarding the interaction strategy, several authors have emphasized that interaction on social networks is a crucial element of advertising effectiveness. Boucher and Durrieu (2011), Gensler et al. (2013), and Daniel et al. (2018) have shown that interaction on social networks is materialized by the interest shown to internet users through the discourse and/or processes of cyber-advertisers. Indeed, it is essential for brands to show a sincere interest in the needs and preferences of consumers, as this can reinforce consumers' trust in the brand and improve their engagement.

Another key element of advertising effectiveness is the reply strategy. According to Strauß et al. (2015), Houston et al. (2015), and Chung and Lee (2016), a good reply strategy on a social network essentially involves the quality of response and the handling of internet users' requests. Brands must be proactive and reactive in their interactions with consumers to maintain their engagement and trust. In addition, brands must be transparent in their communication and provide clear and precise information to address consumers' requests and questions.

By examining the literature, we have identified specific key points that have structured our theoretical and conceptual framework. First, the emergence of social advertising has led to the rise of a new collective decision-making process, called cross-channel community (Collin et al. 2011; Rittinger et al. 2012). This refers to a situation where members of the same community activate multiple channels collectively in the context of the same decision-making process. This interaction between internet users during the purchasing process should lead brands to consider the management of their community relationship (CoRM) rather than customer relationship management (CRM). The goal is therefore not only to be present on these platforms, but also to master the effectiveness of this presence. Sago (2011) asserts that social networks increase the effectiveness of advertising message diffusion. Maubisson (2013) maintains that the effectiveness of a brand's presence on social networks depends on how it manages the components of its CoRM strategy. Abaidi (2018) considers that advertising effectiveness depends on the informational content of the message. In addition, Ranchoux (2012), Maubisson (2013), Strauß et al. (2015), Houston et al. (2015), and Chung and Lee (2016) agree that the effectiveness of a brand's digital communication depends essentially on the quality of publications and interactions with internet users. Furthermore, user-generated content (UGC) plays a crucial role in social media advertising effectiveness. Brodie et al. (2011) emphasize the significance of incorporating UGC in advertising strategies. Attending to user opinions and integrating UGC showcases brand responsiveness, ultimately leading to a more positive perception of network advertising.

In summary, to maximize advertising effectiveness on social networks, brands must adopt a community relationship management (CoRM) approach rather than a simple customer relationship management (CRM). This involves mastering the quality of publications and interactions with consumers, as well as responding proactively and reactively to their requests.

Verdoorn and Verhoef (2021) assert that the effectiveness of social media advertising hinges on the community's interaction and engagement with the content. They propose various metrics to assess this effectiveness, including reach (the number of views), engagement, message utilization, sharing, and recommendations. Research conducted by Van Noort et al. (2012) suggests that a positive perception of advertising leads to increased engagement with the brand on social media platforms, evidenced by actions such as liking, sharing, and commenting. This heightened engagement significantly boosts advertising effectiveness. Furthermore, Smith and Zook (2023) emphasize the pivotal role of positive online word-of-mouth in social media marketing. Chevalier and Liebrand (1996) delve into the influence of online brand communities, where users share favorable experiences and exert influence on others. A favorable attitude towards network advertising can catalyze positive word-of-mouth and social influence, ultimately amplifying advertising effectiveness.

After listing the factors that influence the effectiveness of social advertising and defining the exogenous elements, we use Venkatesh's (2003) model of technology acceptance to complete our own model. We use this model for social media advertising effectiveness because digital advertising is considered a specific application of the technology acceptance model, namely an innovation of use. According to Bauer (2005), "communication of content through digital media can only be effective if consumers tolerate the regular reception of advertising messages on that media." We also follow the work of Herault (2014) and Ben Brahim (2016), who have adopted the same approach for the study of mobile advertising (on mobile phones). By adopting this theoretical postulate, we have defined our theoretical framework and will now focus on the theoretical contextualization of our research. In this regard, the first observation is that Yield Management as a field of study is linked to the changing nature of the system. It is no longer limited to a simple computer program or a set of mathematical techniques. It has become a personalized communication approach that aims to maximize profitability and revenue. Thus, as Zrelli (2008) points out, the relational dimension refocuses the link between dynamic pricing and personalized communication. The second observation is that, while the relationship between yield management and the use of social networks remains a subject of debate, several authors have acknowledged its existence (Sigala et al., 2014; Hubs, 2017; Bland & Sturman, 2017; Noone et al., 2011).

3. INITIAL HYPOTHESES AND CONCEPTUAL MODEL

In the modeling of the impact of social communication on network advertising effectiveness, we seek to identify and measure the respective importance of the determinants presupposed to the acceptance of this usage innovation: « the quality of publications and messages issued on social networks », « the attention paid to internet users by advertisers », and « the quality of responses to internet users' interventions ». These three elements constitute the exogenous characteristics of our model and embody the cognitive stage of the hierarchy of effects. We will then analyze the impact of each of these antecedents on the "attitude towards network advertising", as defined in the TAM model, which represents the affective component of this framework. This factor serves as a pre-conative element influencing network advertising effectiveness, which is our dependent variable. In alignment with the TAM model, we postulate, like Maubisson et al. (2013) and Herault (2012) that cyber-consumers will only accept network advertising if it is judged useful by the quality of the publications.

The Elaboration Likelihood Model (ELM), proposed by Petty and Cacioppo (1980), suggests that the persuasiveness of a message depends on the level of cognitive processing it receives. High-quality publications serve as peripheral cues, enhancing the credibility and persuasiveness of network advertising messages. Additionally, Source Credibility Theory, introduced by Hovland and Weiss (1951), posits that consumers are more likely to accept persuasive messages from credible sources, such as reputable publications.

Several empirical studies have explored the impact of publication quality on attitudes towards network advertising. For instance, Smith et al. (2017) conducted an experimental study revealing that ads displayed on high-quality websites were perceived more positively, leading to higher purchase intentions compared to those on low-quality websites. Similarly, Jones and Lee (2019) identified a significant positive correlation between publication credibility and consumers' attitudes towards advertisements within online social networks.

Publication quality is influenced by various factors, including content relevance (Van Laer and De Ruyter 2010), presentation style (Cho and Cheon 2004), and source credibility (Flanagin and Metzger 2000).

H1: The quality of publications has a positive impact on attitude towards network advertising.

Following the work of Ezan et al. (2014) and Vanheems (2015), we stipulate that the more a cyber-advertiser expresses interest in the online audience and tries to build a relationship with its members, the more positive the attitudinal feedback is towards this communication. Research conducted by Kim and Park (2019) suggests that users value targeted advertising that resonates with their interests and needs. Moreover, social media thrives on user participation, as emphasized by Brodie et al. (2011). Incorporating user-generated content (UGC) in advertising strategies demonstrates brand responsiveness and attentiveness to user opinions. Jung, Park and Kim's (2017) study explores the psychological motivations underlying individuals' engagement with social media and their perceptions of these experiences. It examines how personalization influences social media users, stressing the importance of customized interactions in shaping user behavior. By elucidating the effects of personalization, the research underscores the necessity of considering individual preferences and needs.

H2: The attention paid to internet users through network advertising has a positive impact on attitude towards network advertising.

Similar to the findings of Strauß et al. (2015), Houston et al. (2015), and Chung and Lee (2016), we argue that when an individual expresses an opinion, complaint, or question regarding a brand X's communication on a social network Y, and receives a prompt and appropriate response, they are more likely to develop a positive attitude towards the advertising message. Social media necessitates real-time interaction, as noted by Bruni et al. (2017), who stress the significance of prompt and transparent responses to user inquiries and concerns. Furthermore, social media platforms serve as valuable customer service channels, as highlighted by Grewal et al. (2010), who underscore the potential for social media to enhance customer service experiences.

Additionally, social media thrives on two-way communication, as discussed by Muniz & O'Guinn (2001) in their exploration of brand communities. High-quality responses that encourage meaningful interaction and contribute to a positive online community can foster a more receptive attitude towards network advertising.

H3: The quality of response to internet users regarding network advertising has a positive impact on attitude towards network advertising.

In congruence with Fishbein and Ajzen's Theory of Reasoned Action (1975), the Hierarchy of Effects model, and

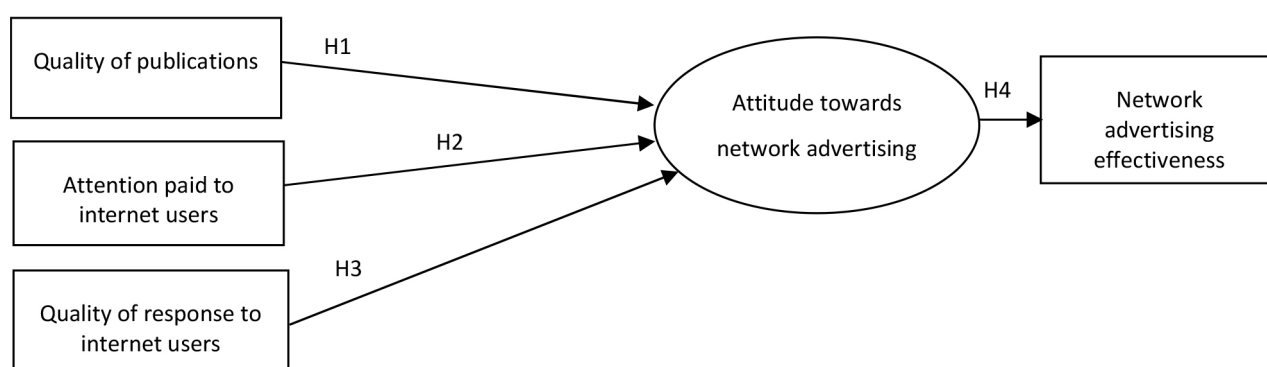
Herault's model (2012), it is assumed that the more an individual develops a positive attitude towards an advertisement, the more likely they are to engage with it in some way (clicking on it, liking it, saving it, sharing it, developing an intention to buy or to recommend etc.). Similarly, De Vries et al. (2012) investigated brand posts' popularity on social media platforms, concluding that favorable attitudes towards brand content positively correlate with user engagement and brand loyalty. Research by Van Noort et al. (2012) suggests that a positive attitude towards advertising increases user engagement with the brand on social media, evidenced by actions like liking, sharing, and commenting, which significantly enhance advertising effectiveness.

H4: Attitude towards network advertising has a positive influence on network advertising effectiveness.

In presenting the graphical representation of our research model, we want to emphasize that during its construction, we first ensured its alignment with Cucchi and Führer's (2011) tested model regarding the analysis of social capital and the use of information and communication technologies by social networks.

4. RESEARCH MODEL

Figure 1: Representation of our primary conceptual model.



5. METHOD

To validate the research hypotheses, a quantitative empirical study was conducted. Our sample design considered three key elements: target competence criteria, sample size, and sampling methods.

- **Target Competence Criteria:** Given the digital nature of our research, the first criterion was internet usage. The second was owning at least one social media account on a platform allowing advertising messages (e.g., Facebook, Twitter, Instagram, YouTube, LinkedIn, etc.). Finally, since the research targeted companies using dynamic pricing in the air transportation, accommodation, and catering sectors, it was essential for respondents to have been exposed to advertising messages from these companies. This meant that participants needed to belong to an Online Travel Agency (OTA) community. Consequently, the third selection criterion was that respondents must have used or been a member of at least one of the four largest and most well-known OTAs—Booking.com, TripAdvisor, Trivago, or Google Destinations—at least once.

- **Sample Size and Sampling Methods:** We calculated the sample size using Dessel's formula (2016) to achieve a 95% confidence level and a 5% margin of error, resulting in a target sample size of 318 people. However, given the lack of accessibility to any database containing Moroccan users for any Online Travel Agency (OTA), we employed a combination of convenience and snowball sampling methods. Consequently, we initially selected individuals from our network who met the target competence criteria. We then leveraged snowball sampling by asking these

initial respondents to recommend and connect us with others who fit the profile. While strict quota sampling wasn't feasible, we incorporated a nod to this approach by ensuring gender representation through a roughly equal split (160 women and 158 men) reflecting the latest Moroccan population census. This combined approach allowed us to gather data from a diverse and representative sample of the target population, acknowledging the limitations inherent to non-probabilistic methods.

• **Data Analysis** : Developing reliable and valid measurement scales is crucial for rigorous research. We employed a methodology rooted in established principles for scale development, ensuring the statistical soundness of our scales and preserving the holistic theoretical foundation of our measurement instruments. Best practices were incorporated during item selection to ensure a comprehensive set of theoretically relevant items.

SPSS and AMOS softwares were employed for data analysis and structural equation modeling, respectively.

6. FINDINGS :

This study analyzed data from 318 Moroccan social media users, with a nearly equal gender split. Young adults (aged 18-34) with university degrees formed the dominant demographic. Their social media habits leaned heavily towards Facebook, Instagram, and Youtube, accessed primarily through smartphones with Wifi connections. Interestingly, home emerged as the preferred location for social media browsing. Daily engagement with these platforms was high, with over 75% of respondents expressing a generally positive view of network advertising messages. The informativeness and visual appeal of these messages resonated well with users. However, negative aspects were also identified, including the perceived intrusiveness of frequently appearing ads, the potential for excessive message length, and the occasional presence of disturbing pop-up advertisements.

Table 1: Maximum and minimum values of the sampling distribution indices

	Mean	Standard Deviation	Skewness	Kurtosis
MIN value	3,074	1,028	-1,146	-1,127
MAX value	4,071	1,336	-0,078	0,599

Our findings indicate that the majority of respondents exhibit similar opinion patterns regarding the proposed claims, as evidenced by a maximum standard deviation value not exceeding 1.34. Furthermore, all skewness and kurtosis coefficients fall within the acceptable ranges established by statistical norms. Subsequently, we conducted an analysis of the model's relationships by estimating standardized regression coefficients, performing the Student's T- test, and determining the significance threshold for each association.

Table 2: Test of the global model links

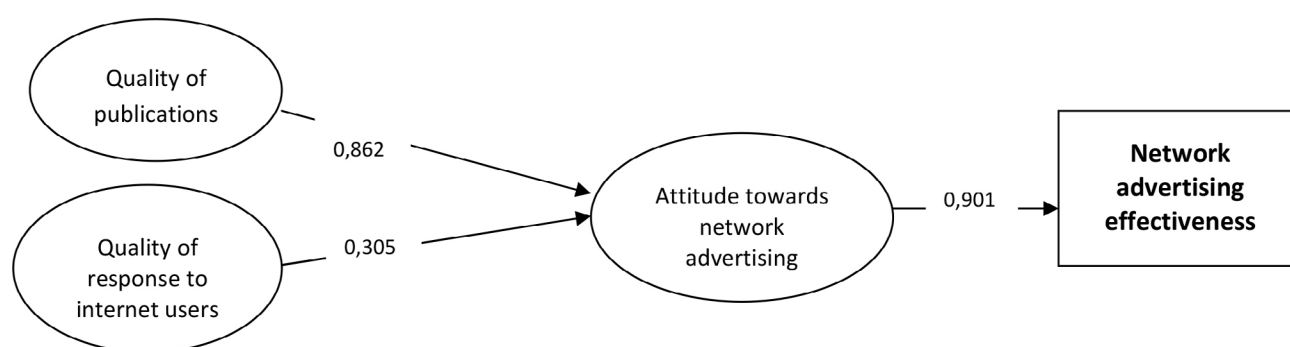
Tested relationship			Standardized regression coefficients	Student's T test	Significance threshold
Quality of publications	→	Attitude towards network advertising	0.862	8.201	***
Attention paid to internet users	→	Attitude towards network advertising	0.064	1.309	0.195
Quality of response to internet users	→	Attitude towards network advertising	0.305	3.466	***
Attitude towards network advertising	→	Network advertising effectiveness	0.901	8.485	***

The results in Table 2 indicate that the relationship between “Attention paid to internet users” and “Attitude towards network advertising” is not statistically significant ($\beta = 0.064$, $t = 1.309$, $p = 0.195$). This suggests that “attention paid to users” doesn’t have a strong influence on their attitude towards network advertising in this model.

7. DISCUSSION OF RESULTS :

The findings confirm most of our hypotheses, highlighting the crucial role of **high- quality social media publications** and **responsive communication** in shaping user attitudes towards network advertising for tourism service companies using dynamic pricing. However, the study suggests that simply “getting attention” might not be enough in this context. For detailed information on sample distribution analysis, reliability and validity tests for all studied variables, and the evaluation of global model fit, please refer to the appendix.

Figure 2: Model of advertising effectiveness on social networks.



This research contributes to the social media advertising literature by refining the application of the established hierarchy-of-effects model (Lavidge & Steiner, 1961; Ehrenberg, 1974) within the context of tourism service companies in emerging markets. Our findings confirm that, as the model suggests, user attitudes towards network advertising significantly influence the overall effectiveness of advertising efforts. However, unlike previous research (e.g., McCafferty, 2016; Singh & Singh, 2012), which emphasized the value of merely acknowledging the audience through community relationship management strategies, our findings in the Moroccan context suggest a different dynamic. Specifically, it appears that the effectiveness of network advertising is not solely driven by any form of attention, but rather by the quality of that attention. High-quality content that resonates with the audience and timely, personalized responses seem to be more influential in shaping user attitudes than generic efforts to engage. This underscores the need for brands to prioritize meaningful, tailored interactions over superficial engagement to truly foster positive attitudes among their target users.

Furthermore, this study sheds light on the potential for integrating social media advertising effectiveness with yield management practices in tourism. Previous research has explored the separate impacts of social media advertising (e.g., Chaudhuri and Hartmann, 2008 ; Verhoef et al. 2020) on tourism customer behavior and yield management (e.g., Phillips, 2005 ; Qu et al. 1997) on tourism success. Our work contributes by suggesting that by fostering positive user attitudes, tourism service companies can potentially attract more customers, ultimately influencing factors like occupancy rates and room pricing that are central to yield management strategies.

These findings offer valuable insights for tourism service companies, particularly in Morocco:

- **Emphasis on Content Quality:** The findings suggest that focusing on producing high-quality content that is both informative and visually engaging is more effective than merely attempting to capture attention. This approach is consistent with the research of Xiang and Gretzel (2019) and Baptista et al. (2014), who emphasize the importance of user-generated content and authentic storytelling in tourism marketing. Utilizing

such strategies, including the integration of user-generated content and the creation of narrative-driven campaigns centered around destinations and experiences, can contribute to deeper audience engagement.

- **Importance of User Engagement:** The results indicate that engaging with users through timely and professional responses is crucial for establishing a two-way communication channel. This aligns with previous studies by McKenna (2011) and Muniz & O'Guinn (2001), which highlight that active and meaningful interactions are key factors in shaping positive brand attitudes in digital contexts. The emphasis should be on maintaining ongoing dialogues with users rather than one-way message dissemination, as this approach fosters trust and enhances the perception of the brand's attentiveness to user feedback.

By implementing these recommendations, tourism service companies can leverage social media advertising not just for brand awareness, but also to cultivate positive attitudes that ultimately contribute to yield management success.

8. CONTRIBUTIONS, LIMITATIONS, AND PROSPECTS OF THE RESEARCH

8.1 Contributions of the research

In this study, multiple noteworthy contributions are put forth. From a theoretical standpoint, the research introduces a novel model that elucidates the impact of communication strategies employed in a "digi-social" context, highlighting how these strategies alter the fundamental elements on which users depend to cultivate a favorable attitude towards a brand and its communication efforts on social networks platforms. By delving into the intricate dynamics of this digital-social landscape, the study sheds light on the intricate interplay between communication strategies and users' perceptions, paving the way for a deeper understanding of brand-customer interactions in the realm of social networks.

From a managerial perspective, the findings of this study offer valuable insights that can significantly aid managers in devising and propagating compelling social media content. The research outcomes equip managers with crucial elements and knowledge, empowering them to craft content that resonates with their target audience and yields desired outcomes. By understanding the dynamics of effective network communication, managers are better equipped to navigate the intricacies of social media platforms and leverage their potential to the fullest.

Through the identification of key factors influencing content effectiveness, managers gain a competitive edge in creating engaging and impactful messages that align with their brand identity and marketing objectives. Armed with these insights, they can make informed decisions regarding content creation, distribution, and engagement strategies, optimizing their brand's presence in the digital sphere.

8.2 Limitations of the research

Our research work comprises several limitations, categorized into distinct areas. Firstly, the limitations pertain to the research context, which is somewhat constrained in comparison to the broader scope of the issue at hand. This confined context might restrict the generalizability of our findings to a wider context or industry.

Secondly, we acknowledge the challenges posed by rapid technological developments, which could potentially render the results obtained from our study outdated in the near future. The ever-evolving nature of technology necessitates constant vigilance and awareness to maintain the relevance of our research insights.

Additionally, our limitations encompass the sampling method employed, as we had to resort to a non-probabilistic approach due to practical constraints in data collection. Although we made diligent efforts to ensure the sample's representativeness, the non-probabilistic method might have introduced certain biases into our analysis.

Furthermore, while the sample size surpassed the minimum requirement for structural equation modeling, augmenting the sample size further could enhance the statistical robustness and bolster the external validity of our research outcomes.

Moreover, a deliberate choice was made to consider yield management as the empirical context of the study, rather than a variable to be integrated into the research model. This choice translated into adopting Online Travel Agencies (OTAs) as the exclusive research setting. While this approach yielded a model examining advertising network effectiveness within this specific context, focusing on the yield management system's impact on our hypotheses, the effect of yield management attributes is not directly examined and remains embedded within the overall model structure. Investigating the potential and actual linkages between the components of yield management and all the model's variables would have been more judicious. This would have allowed for a more nuanced understanding of how yield management interacts with the other variables studied and could have enriched the model by exploring new dimensions.

Furthermore, we acknowledge that our decision to exclusively focus on Yield management as the empirical context might limit the direct applicability of our research model to other management domains. A broader range of empirical contexts could enrich our model's versatility and applicability across diverse industries and business scenarios. Given these limitations, it is essential for future research endeavors to address these constraints proactively, potentially expanding the scope of the study and employing more comprehensive sampling methods to strengthen the validity and relevance of the findings.

8.3 Prospects of our research for the future:

The prospects of our research hold exciting possibilities for extending the study field and enhancing the model's effectiveness. To begin, validating the model beyond the confines of North African borders would be a valuable step, exploring its applicability in diverse and broader contexts. Extending the research results to other sectors that utilize dynamic pricing, such as telecommunication services, would provide valuable insights and broaden the model's reach.

In refining the conceptual framework, the inclusion of other categories of social media, such as blogs and newsletters, would enrich our understanding of the dynamics of digital communication. Furthermore, the integration of additional variables would bolster the model's holistic significance, particularly by incorporating behavioral variables as an endogenous factor. By incorporating such variables, we can gain a deeper understanding of users' attitudes and actions in response to dynamic pricing strategies on social media platforms.

Another avenue for exploration involves testing the components of Yield management within the research model, treating them as moderating variables. This approach would enrich the model by accounting for the contextual nuances and variations in the application of Yield management strategies, allowing for a more nuanced analysis of its impact on user perceptions. For example, investigating price elasticity, booking limits, and length of stay restrictions as yield management attributes could reveal valuable insights. Furthermore, examining them as moderators would shed light on how these attributes influence user perceptions.

Lastly, delving into components such as purchase intention, message circulation, and level of online community engagement as exogenous variables would shed light on the factors influencing users' decision-making processes and the virality of social media content. By examining these factors, we can gain deeper insights into the mechanisms that drive user behavior and the overall effectiveness of social media marketing efforts.

In conclusion, our research opens up a plethora of promising avenues for further exploration and refinement. By venturing into these areas, we can expand the applicability and robustness of our model, paving the way for a more comprehensive and insightful understanding of dynamic pricing and social media communication dynamics.

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10. APPENDIXES:

Appendix 1: Sample Distribution Analysis

Variable	Item	Mean	Standard Deviation	Skewness Coefficient	Kurtosis Coefficient
Quality of Publications	Network advertising messages correspond to what I need	3.132	1.173	-0.334	-0.757
	Network advertising messages meet my information needs	3.412	1.116	-0.514	-0.475
	Network advertising messages are relevant	3.446	1.146	-0.486	-0.366
	Network advertising messages are easy to understand	3.858	1.038	-0.737	-0.161
	I find the quality of network advertising materials to be good	3.618	1.064	-0.652	0.057
	Network advertising messages respect my ethical and social requirements	3.236	1.161	-0.288	-0.659
	Network advertising messages are tailored to my tastes and needs	3.328	1.128	-0.243	-0.704
	I find network advertising messages to be more original than traditional ads	3.466	1.264	-0.476	-0.708

	I find that network advertising messages reflect the experiences they represent	3.426	1.174	-0.561	-0.331
Quality of Response to Internet Users	Responses correspond to what I need	3.412	1.173	-0.454	-0.544
	Responses meet my information needs	3.605	1.072	-0.491	-0.396
	Responses on social networks are relevant	3.439	1.106	-0.526	-0.295
	Responses on social networks are easy to understand	3.639	1.162	-0.751	-0.198
	I appreciate responses to all my questions and comments	3.811	1.187	-0.854	-0.149
	I find the best response is to address my complaints and grievances	3.909	1.084	-0.911	0.197
	I appreciate responses in the same manner I expressed myself	3.696	1.046	-0.368	-0.756
	I appreciate responses in a professional manner	3.784	1.102	-0.543	-0.630
	I find the best response is one that is not deceptive	4.071	1.104	-1.146	0.599
	I appreciate quick/immediate responses	3.929	1.152	-0.959	0.071
	I like seeing advertising messages on social networks	3.270	1.271	-0.349	-0.804
	I am favorable to advertising on social networks	3.463	1.262	-0.497	-0.736

Attitude towards Network Advertising	Advertising on social networks is a good thing	3.618	1.210	-0.701	-0.352
	I want to receive/see advertisements on social networks	3.476	1.232	-0.651	-0.463
	I appreciate the content and/or format of advertisements on social networks	3.395	1.139	-0.474	-0.435
	I dislike the content and/or format of advertisements on social networks	3.172	1.336	-0.078	-1.127
	I avoid/ignore advertisements on social networks	3.365	1.219	-0.344	-0.732
Network advertising effectiveness	I wish to see advertising messages on social networks	3.074	1.257	-0.151	-0.989
	I will frequently consult advertising messages on social networks in the future	3.318	1.254	-0.401	-0.833
	I will regularly use advertising messages on social networks in the future	3.456	1.195	-0.495	-0.508
	I strongly recommend others to use advertising messages on social networks	3.395	1.250	-0.426	-0.789
	I "like" network advertising messages	3.497	1.167	-0.584	-0.358
	I share/send network advertising messages	3.332	1.332	-0.392	-0.938
	I save/re-watch network advertising messages	3.216	1.281	-0.284	-0.939
	I talk about network advertising messages to my friends/family/circle	3.365	1.274	-0.324	-0.890

Appendix 2: Results of the Reliability and Validity Tests for the 'Attitude towards Network Advertising' Scale

Scale Items	Test Statistic (C.R.)	p-value
ATT_RP1	10.212	***
ATT_RP2	10.068	***
ATT_RP3	9.560	***
ATT_RP4	9.411	***
ATT_RP5	8.744	***
Cronbach's Alpha		0.816
Joreskog's Rho		0.817
Composite Reliability (pVC)		0.824

Appendix 3: Results of the Reliability and Validity Tests for the 'Network advertising effectiveness' Scale

Scale Items	Test Statistic (C.R.)	p-value
NAD_EF1	10.605	***
NAD_EF2	9.940	***
NAD_EF3	9.925	***
NAD_EF4	10.793	***
NAD_EF5	9.878	***
NAD_EF6	10.834	***
NAD_EF7	10.727	***
Cronbach's Alpha		0.883
Joreskog's Rho		0.884
Composite Reliability (pVC)		0.868

Appendix 4: Results of the Reliability and Validity Tests for the 'Quality of Response to Internet Users' Scale

Scale Items	Test Statistic (C.R.)	p-value
QUAL_REP1	8.786	***
QUAL_REP2	8.154	***
QUAL_REP6	9.034	***
QUAL_REP10	9.848	***
Cronbach's Alpha		0.718
Joreskog's Rho		0.720
Composite Reliability (pVC)		0.734

Appendix 5: Results of the Reliability and Validity Tests for the 'Quality of Publications' Scale

Scale Items	Test Statistic (C.R.)	p-value
Qual_Pub1	9.502	***
Qual_Pub2	8.343	***
Qual_Pub3	10.017	***
Qual_Pub7	9.737	***
Qual_Pub9	10.590	***
Cronbach's Alpha		0.793
Joreskog's Rho		0.794
Composite Reliability (pVC)		0.785

Appendix 6: Evaluation of Global Model Fit

Index	Recommended Cut-Off Value	Our Model's Value	Interpretation
Chi-Square (X^2)	Not a definitive measure; low pvalue suggests poor fit	947. 16 (p-value = 0.0)	Significant Chi-Square, may indicate some model misspecification.
GFI (Goodness-of-Fit Index)	≥ 0.90	0.922	Acceptable value, suggests the model explains a good portion of the variance.
AGFI (Adjusted Goodness-of-Fit Index)	≥ 0.80	0.884	Acceptable value, indicates the model fits well compared to a null model.
RMSEA (Root Mean Square Error of Approximation)	≤ 0.08	0.023	Excellent value, suggests good model fit.
SRMR (Standardized Root Mean Squared Residual)	≤ 0.08	0.018	Excellent value, suggests good model fit.
CFI (Comparative Fit Index)	≥ 0.90	0.982	Excellent value, indicates good model fit compared to a baseline model.
NNFI (Non-normed Fit Index)	≥ 0.90	0.978	Excellent value, indicates good model fit compared to a null model.