

Moderating Impact of Online Reputation Management on Firm Created Contents and the Online Reputation of Destination Management Companies in Sri Lanka Tourism Industry

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ABSTRACT: This paper aims to investigate the moderating impact of Online Reputation Management on firm created contents and the online reputation of the Destination Management Companies in Sri Lanka tourism industry. The paper examines the leaner relationship between firm created contents and the online reputation of the Destination Management Companies in Sri Lanka tourism industry as well as the moderating role of Online Reputation Management in this relationship. Though the relationship between the firm created contents and the online reputation is a well-researched area, the moderating impact of Online Reputation Management on this relationship is fairly a new area that brings new knowledge to build the extent literature persistently. The results of this study suggest that the interaction effect between Online Reputation Management and Firm Created Contents can have a greater influence on the online reputation of a Destination Management Company in Sri Lanka tourism industry.

Keywords: Firm Created Contents (FCC), Online Reputation, Destination Management Companies (DMCs)

1. Introduction

The online tourism domain is controlled by effective contents (McMenemy, 2018). Content Management is one of the most important activities that must be practiced by the tourism organizations in this digital era (Bruno et al., 2019). Firm Created Contents (FCC) play a major role in generating positive contents to support and improve the online reputation of tourism companies. FCC was very powerful in the traditional search engines that was empowered by the web1.0 technology (Anatoli, Ashish, & Peter, 2019). Web1.0 technology is regarded as read only web. Buyers can read information about products, brands and services before purchasing (Nath, Dhar, & Basishta, 2014). However, these websites often fail to provide adequate information about the user experience of those products, brands and services. Web2.0 websites enabled both firm-created contents and user experiences (Aghaei, 2012). However, high quality FCC is very important to attract the users to share their experiences. With the digital revolution, tourism companies today can create information using the mobile applications and smartphone very easily (Pencarelli, 2020). They also can share these firm

created contents to many people using social media platforms. The evaluation of web from web1.0 to web4.0 has created new opportunities for the companies to use new web technologies like artificial intelligence to create and share the experiences (Kujur & Chhetri, 2015). These positive contents can influence the online reputation of the travel companies (Hartnell, 2021).

Prior studies have confirmed that there is a leaner relationship between firm created contents and online reputation of the companies. Most of the traditional travel companies (Destination Management Companies) in Sri Lanka possess full-service websites (Bandara & Silva, 2016). However, their adaptation of new technologies for creating FCC has not been so strong during the last five years. This study aims to analyze the factors of firm created contents, as previous scholars have considered it as one of the significant elements of online contents that affect the online reputation of a company. This need to be discussed with detail evidences by expanding the theoretical conceptualization. The empirical evidences suggest that the companies can manage their online reputation by using an effective content marketing strategy with four type of firm created contents: paid media, earned media, shared media and owned media (Turgeon, 2020). This PESO model offers an effective framework for the companies to create high quality firm created contents to enhance the online reputation of the companies and influence the purchasing intention of the travellers. Both proactive and reactive online reputation management strategies are essential to manage the online reputation of a destination management company (Ajanovic & Çizel, 2015). Destination Management companies in Sri Lanka face many issues related to online tourism marketing due to the lack of research findings in this area (Bandara & D.A.C. Silva, 2016). Therefore, this study finally assesses the moderating impact of the Online Reputation Management (ORM) on the Firm Created Contents and online reputation of Destination Management Companies in Sri Lanka tourism industry.

2. Literature Review

Online Reputation Management (ORM) is one of the most discussed topics in the tourism industry during the last decade. Content management and content marketing are two main functions of the Online Reputation Management. Content can be created by firms as well as users and they are technically known as Firm Created Contents and User Created Contents. Effective firm created content strategy can drive rich user created contents. Therefore, Firm Created Contents are very useful in the tourism industry to enhance the reputation of the companies.

2.1 Firm Created Contents and Online Reputation

Companies need to provide information about product and services to the buyers. Product descriptions, newsletters, visual contents, location maps, pricing, promotional details and CEO messages are some of these contents (Baker, 2022). Most often, companies provide positive information about products and service through their marketing strategies (Anatoli, Ashish, & Peter, 2019). As the content marketing is an effective strategy to attract the potential customers, they often attract more community links through articles, news, photos, videos, recommendations, rankings, research, statistics etc (Bashir, Ayub, & Jalees, 2017). More innovative firm-created contents can drive more online traffic towards their brands, products and services (Baker, 2022). Firm created content is also used as a damage control mechanism if the organizations face an online PR crisis (Spillane, 2014). A positive brand image is very important for an organization in the digital economy (Forsey, 2021). Firm Created Contents are very useful in generating a positive brand image and attract more customers for their businesses (Tunçel & Yılmaz, 2020). Majority of the companies still rely on firm created contents as a medium to generate brand equity, trust and loyalty (Bashir, Ayub, & Jalees,

2017). The firms need these contents to be directed well to achieve the intended objectives. If a wrong message is communicated through firm created contents, the online reputation of the company will be at a risk until it is created (Kaldeen, 2019). The PESO model (Paid Contents, Earned Contents, Shared Contents and Owned Contents) developed by the Gini Dietrich provides an effective framework to identify the type of firm created contents that the companies need to develop and promote (Kernez, 2022). This model offers an integrated approach to all content marketing companies to get maximum attention distribute the contents and drive reputation of company and its brands (Mosley, 2022).

2.1.1 Paid Contents and Online Reputation

Paid contents in the online domain is a very useful content marketing strategy. Google AdWords, SEO advertising, sponsored posts, Twitter or Facebook ads, and banner ads are some of these contents that are available for the companies to generate effective firm created contents to manage the PR of the company (Landers, 2017). These paid contents are useful in making the search and social media algorithms to get the maximum reach to the content (McMenemy, 2018). Content Marketing Institute (2017) stated that 70% of the customers like to know about the companies through the branded articles. Paid contents and Earned contents are two types of branded articles available for the companies. Graphical presentation of the information that are relevant to the audience is very important in paid contents (Goswami, 2018). The visual presentation of the complex data will be done through infographics quickly and clearly (Futterman, 2013). When the companies face online reputation problems, infographics help the companies to provide above-the-fold search with their contents (Sickler, 2019). Google include an image carousel solution for the firms to use when they make paid contents (Sickler, 2019). These infographics always help the companies to create a good reputation and attract more customers.

2.1.2 Earned Contents and Online Reputation

The earned contents are acquired through the media relations (Turgeon, 2020). Blogger and influencer reviews, media interviews and coverages, press releases and op-eds (Landers, 2017). Most often, these contents are edited and shared by an influencer, analyst or journalist and share to their own audiences (Mosley, 2022). The creativity and competitiveness of the earned media will generate effective results for the companies (Turgeon, 2020). These contents help the companies to declare something newsworthy (Mosley, 2022) which is very important for building online reputation (Fabian, 2023). However, selecting the right audience is key when it comes to the earned media as there are large number of influencers and PR sites available for free in the online domain today (Goodin, 2018).

2.1.3 Shared Contents and Online Reputation

The company share the contents and engage the users in those contents through Facebook, Twitter, YouTube, Instagram, Dailymotion, Pinterest, SlideShare, Flickr and AuthorStream (Landers, 2017). These firm-created contents have a moderate level of control for the firms. However, creating the right shared contents and directing the user for the engagement with these contents need some creativity to enhance the online reputation of the company (McMenemy, 2019). If this is not managed well, companies will face a PR crisis due to negative comments of the users. Therefore, most of the companies use Paid and Earned media when they make shared contents. This will enhance the online reputation of the companies than just sharing the contents in the shared media (Mosley, 2022).

2.1.4 Owned Contents and Online Reputation

The company owned contents include the websites, online videos, eBooks, webinars, blog posts, shareable images, white papers, and podcasts (Landers, 2017). Companies can create effective owned contents to attract the potential customers. As the quality of owned contents is a crucial factor, these contents need clear details and descriptions for the customers to understand the message that the companies want to communicate to its audience (Kernez , 2022). These contents have a high level of control over the outcome that the company intends to produce (Mosley, 2022). Shared and Owned contents are destination of contents where the users can visit to get the information about the company, brands and its products (Mosley, 2022). As the owned media does not allow the user engagement, accuracy and updated contents are very important to enhance the credibility and reputation of the companies (Turgeon, 2020).

2.2 Firm Created Contents and the Online Reputation of DMCs

The information presented online influence the customers choices as the travel and hospitality industry have entirely been revolutionized by the internet (Ploumidou, 2018). Online reputation management is considered as more significant in the marketing strategies of travel companies (Rodríguez-Díaz, Rodríguez-Díaz, & Espino-Rodríguez, 2018). ORM is also considered as an effective communication strategy of tourism firms that influence the image, sales and financial performance (Dinçer & Alrawadieh, 2017). Positioning the companies in online travel sites such as TripAdvisor, Booking.com and HolidayCheck influence the competitiveness of the travel & hospitality organizations (Rodríguez-Díaz, Rodríguez-Díaz & Espino-Rodríguez, 2018). Marketing in the tourism industry today is not about finding the customers but it is being found by the customers (Capatina & Schin, 2017). Companies need effective content management strategy to encourage the customers to share the reviews, stories, photos and videos to increase the visibility on the search results (Liberte, 2018). The destination management companies need a methodical approach to attract the smart tourist segment with a successful reputation management program to be successful in destination level. Creating a clear marketing mix and communicating it to the stakeholders with sound objectives will make the online reputation management process more effective (Gajdošík, 2019). Firm created contents on the like Dailymotion, Pinterest, SlideShare, YouTube, Flickr and AuthorStream boost the storytelling and engage audience of the company very effectively and enhance the online reputation (Eddy, 2015). The video and photo contents in the digital tourism domain have created a new paradigm of information sharing (Pencarelli, 2020). The visual contents in the online tourism domain travel faster than texts and this image formation affects the online reputation of the destination management companies (Martínez-Ruiz, Llodrá-Riera, & Jiménez-Zarco, 2018).

2.3 Online Reputation Management

Online reputation management has become more important as 88% customers trust digital reputation as the same way they value a recommendation from a friend (Martin-Rios, 2018). Protecting the reputation of the company from the storm of online contents is a challenge in the present digital era (Zimmatore , 2020). Companies need to ensure that the customers find the best content when they search a brand on the internet (Baker, 2022). Online reputation management proactively influence what customers find when the search the information online (Somal, 2018). Online reputation management is managing the content in the websites, blogs and social media effectively and capturing the attention of the visitors (Chan, 2017). Online Reputation Management is an effective strategy that helps to maintain the reputation of a brand with an endless effort (Dan, 2019). ORM monitor, influence and manage the perception of the customers about the company and it helps to safeguard

the companies from potential PR crisis (Kelly, 2021). Online reputation management includes reputation monitoring and removing negative contents that damage the reputation of a brand (Mersad, 2021). Online reputation management covers continuous online monitoring, avoiding contralateral topics on social media, expanding online presence, making the inventories of digital assets and negativities, building the strength of the controllable (Beaumont, 2020). ORM is part of digital marketing strategy that counter attacks the negative comments (Da Silva J., 2013). ORM is a continuous process and it is not just practiced only during the crisis (Misra, 2019). Companies in the tourism industry need to spend time in monitoring third party reviews sites such as Yelp, TripAdvisor and Urban Spoon to bring more successful results (Kelly, 2021). Online Reputation Management can be done proactively and reactively (Lee, 2022). However, preventing from the future damage through is more valuable than finding solutions for the existing damage.

2.3.1 Proactive Online Reputation Management

Proactive online reputation management actively promote and share the positive contents about the company. It gives a full control about what, when and how the message is delivered to the audience (Jones, 2021). Promoting positive content, employing social media listening, proactively responding to negative customer feedback, legal responses, using an online reputation management company, and appointing a reputation manager to run the campaigns are some of the most important proactive online reputation management strategies that the companies must practice to enhance the online reputation (Lee, 2022). In addition to above strategies, working with influencers and tracking the reputation strategies of competitors are very useful proactive online reputation management strategies for the organizations to enhance their reputation (Chan, 2017).

2.3.2 Reactive Online Reputation Management

The reactive online reputation management is not considered as a good strategy. However, it is very much important in online reputation management (Lee, 2022). Companies follow different reactive online reputation management strategies. Monitoring online contents about the brand, responding to positive and negative comments, monitoring online trends for enhancing customer services are some of the reactive ORM strategies (Forsy, 2021). The online reputation management cannot be done only through reactive ORM practices. It requires the combination of both proactive and reactive practices to enhance the reputation of a company (Beaumont, 2020).

3. Research Methodology

Although there have been many studies on the online reputation management in travel and tourism, there is still a considerable gap when concerning the Firm Created Contents and online reputation management. Most of the researchers have given the priority for the firm created contents and its impact on the online reputation of the companies. The literature has limited evidences about the moderating impact of the ORM on FCC and the online reputation. When it comes to the tourism industry in Sri Lanka specially in the DMC category, this gap is much wider. There are three variables under this study: Firm Created Contents (FCC), Online Reputation Management (ORM) and Online Reputation of Destination Management Companies (DMC) in Sri Lanka tourism Industry. FCC is the independent variable, online reputation of DMCs in Sri Lanka tourism industry is the dependent variable. The relationship between these two variables is moderated by the ORM. The conceptual framework under this study can be illustrated as below.

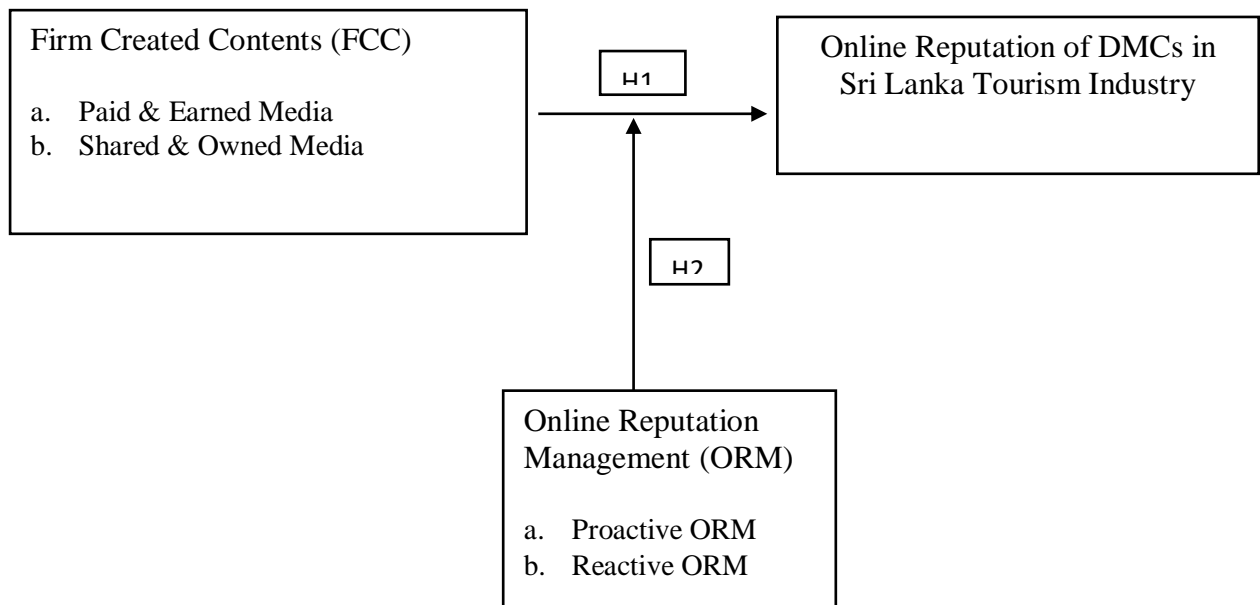


Figure 1 – Conceptual Framework

3.1 Sampling and Data Collection

The population under this study is 300 Destination Management Companies (Travel Agents) in Sri Lanka tourism industry that were listed under the Safe and Secure Travel agents of Sri Lanka Tourism Development Authority, issued on 22nd April 2022. Sample size was decided based on the minimum number of respondents for this study with a 95% confidence level, 0.5 standard deviation, and a confidence interval of +/- 5% and it was 169. Considering the response rate of the pilot study which is 68%, sample questionnaires were delivered to 248 destination management companies. The questionnaire included 37 questions under four sections. First six questions were multiple choice questions related to the demographic information of the sample. All other questions were five-point Likert scale questions. Questionnaire was administrated through google forms and sent via emails to all 248 DMCs. 174 responses were received at the response rate of 70%. As three questionnaires were received from outside of the sample, those 3 responses were removed. Out of 171 responses, one response was found with a missing value. After removing that response, the final count was recorded as 170 responses from the sample of Destination Management Companies in Sri Lanka Tourism industry.

3.2 Measures

The five-point Likert scale questions that were included in the questionnaire scales from 1 = “Strongly disagree” to 5= “Strongly agree” with a neutral point of 3. Questionnaire included 31 Likert scale questions related the area of the study and they were adapted through the literature (Kim, 2014; Shandrow, 2013; Rabinowitz, 2019; Nyein, 2019). 12 items were used for Firm Created Contents, 5 items were used for online reputation of destination management companies in Sri Lanka tourism

industry and 14 questions were used for the Online reputation management for testing the moderating impact.

4. Results and Discussions

4.1 Key Findings of the Demographic Analysis

The demographic analysis was done under six categories; Gender, Age, Education, Occupation (Position), Monthly income (Salary), Company size. Out of 170 respondents, 44.7% was female and 55.3% was male. Majority of the respondents (88.23%) were aged between 25-44. Most of the respondents (57.6%) have completed Bachelor's Degrees. The highest representation (52.4%) is from the junior management category. Monthly Salary of the majority of the respondents (44.1%) was between 101,000- 200,000. The highest representation (60%) is from the SME category that less than 50 employees. The cross tabulation was done against the "Position" as the position is a very important characteristic under this study as it reveals the decision-making capacity of the respondents in each of their respective companies. The table 1 indicates the cross tabulation between the "Position" and the "Size of the Company" of the respondents.

	3-7 Employees	8-19 Employees	20-49 Employees	50-99 Employees	100 Employees and Above	Total
Junior Manager	16	19	21	13	20	89
Senior Manager	2	4	7	9	13	35
Director	7	5	0	0	1	13
Owner / Chairman	13	1	1	0	0	15
Other	2	0	5	2	9	18
Total	40	29	34	24	43	170

Table 1: Position and Company Size of the Respondents

The above table summarizes that most of the respondents were junior managers (52%) and majority of them represented the companies that have less than 50 employees (63%).

4.2 SEM Analysis

After conducting the demographic analysis, the structural equation modeling was used to analyze the results. Several tests related to validity, reliability and path coefficients were conducted to ensure that the data is from multicollinearity and other data-related bias.

4.2.1 Assessment of the Measurement Model

The two constructs related the independent variable and the one dependent variable were tested to find out the model fit. After confirming the significance of these factors, the measurement model is drawn to examine the relationship between latent variables and their measures. As the ORM is the moderator variable, it is excluded when drawing the measurement model.

Normed Chi-Square=1.188

CFI=.991

RMSEA=.033

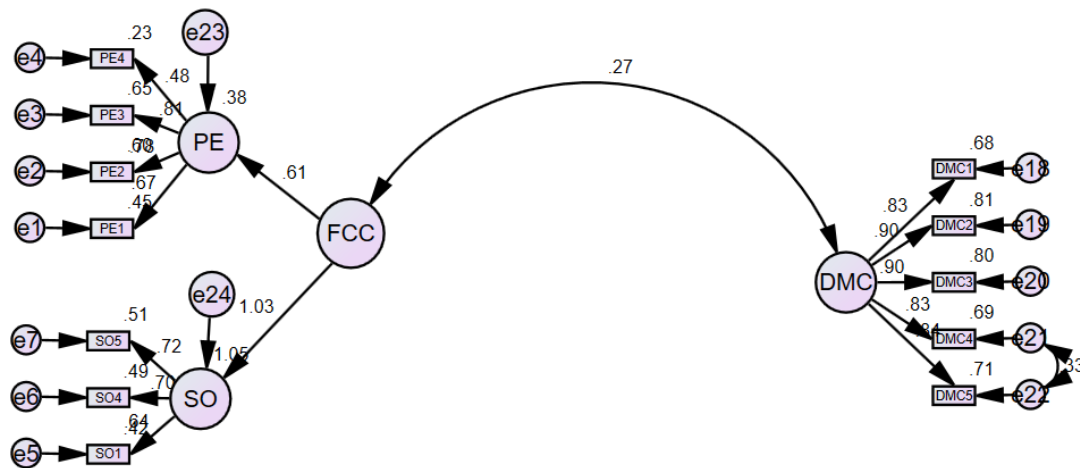


Figure 2: Measurement Model

The result of the measurement model analysis can be indicated in the table 2.

Fit Indices	Accepted Value	Results
Chi – Square / df	Less than 5.0	1.188
CFI	Greater than 0.9	0.991
REMSEA	Less than 0.08	0.033

Table 2: Summary of the Model fit of Measurement Model

As indicated in table 2, the results obtained from the measurement model analysis indicates a normed chi-square value of 1.188 which is well within the threshold value of less than 5.0. The CFI indicates a value of 0.991 which is also above the minimum threshold values of 0.9. RMSEA has been recorded as 0.033 and it is well within the threshold value of less than 0.08. All these values are well within their respective threshold values. Therefore, it can be concluded that overall goodness of fit statistics and parameters are well within the acceptable fit.

The convergent validity, construct validity and discriminant validity are the three types of validity that should be tested (Hair et al., 2010). All the constructs have recorded factor loading of greater than 0.5 which is the minimum threshold value. The Average Variance Expected (AVE) of all the constructs indicate values greater than 0.5. Therefore, the convergent validity is achieved (Fornell & Larker, 1981). The chi-square value, CFI and the RMSEA have recorded values well within their respective

threshold values in all the constructs. This indicates that the construct validity of the overall measurement model is achieved (Awang, 2012). The correlation value between the firm created contents and the online reputation of destination management companies in Sri Lanka tourism industry indicate as 0.266 which is in the accepted threshold value. Therefore, it is concluded that the discriminant validity of the overall measurement model is achieved (Awang, 2012).

4.2.2 Assessment of the Structural Model

The assessment of the structural model is done to test the relationship between latent variables and measure the association between the constructs (Henseler, 2017). The two constructs were drawn in the model to examine the overall goodness of fit. The figure 3 indicates the model fit statistics of the structural model.

Normed Chi-Square=1.188
CFI=.991
RMSEA=.033

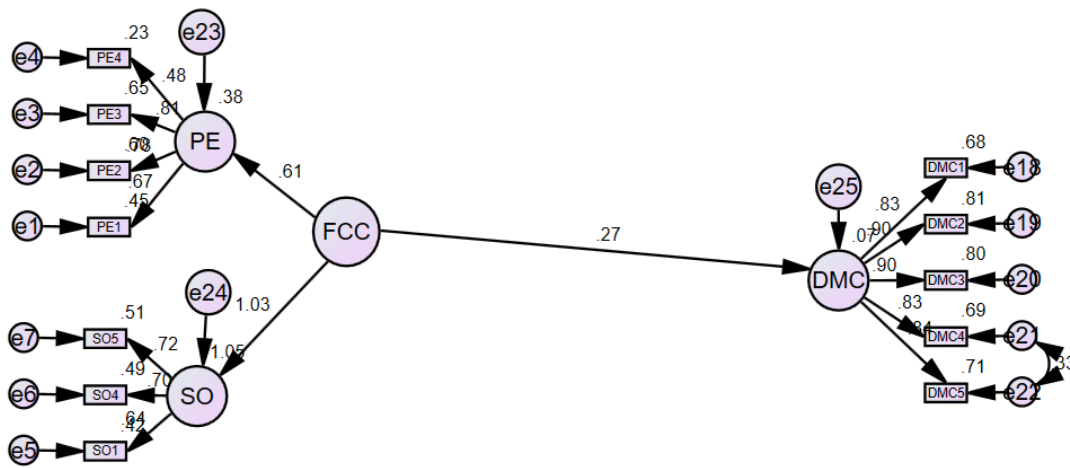


Figure 3: Structural Model

The above figure demonstrates the structural model under this study. The model was drawn based on the data collected through 170 respondents in the sample. This model specifies the regression structure among the latent variables. This hypothesizes the causal direction of one latent construct on another. Once the estimates are calculated the output page generates the results that are indicates in table 3.

Fit Indices	Accepted Value	Results
Chi – Square / df	Less than 5.0	1.188
CFI	Greater than 0.9	0.991
REMSEA	Less than 0.08	0.033

Table 3: Summery of the Model fit Structural Model

The above output table indicates the results similar to the results generated through the measurement model. The Normed Chi-Square is 1.188 which is well within the accepted threshold value of less than 5. The CFI is 0.991 and it also falls under the accepted threshold value of greater than 0.9. The RMSEA value is also within the acceptable threshold value of less than 0.08. These results indicate that the overall structural model fit is achieved under this study. The maximum likelihood table indicates a p value of 0.007 which is well within the maximum threshold value of 0.05. The CR value is indicated as 2.710. This indicates a positive linear correlation between Firm Created Contents and the online reputation of Destination Management Companies in Sri Lanka tourism industry.

4.2.3 Moderation Analysis

The purpose of this study is to test the moderating impact of Online Reputation Management on Firm Created Contents and the online reputation of the Destination Management Companies in Sri Lanka tourism industry. The Structural model suggest that there is a significant linear relationship between FCC and the Online Reputation of the Destination Management Companies in Sri Lanka tourism industry. Literature suggests that relationship between above two variables is moderated by the Online Reputation Management. The moderating effect analysis was performed by using AMOS and the following model was generated as a result of this analysis.

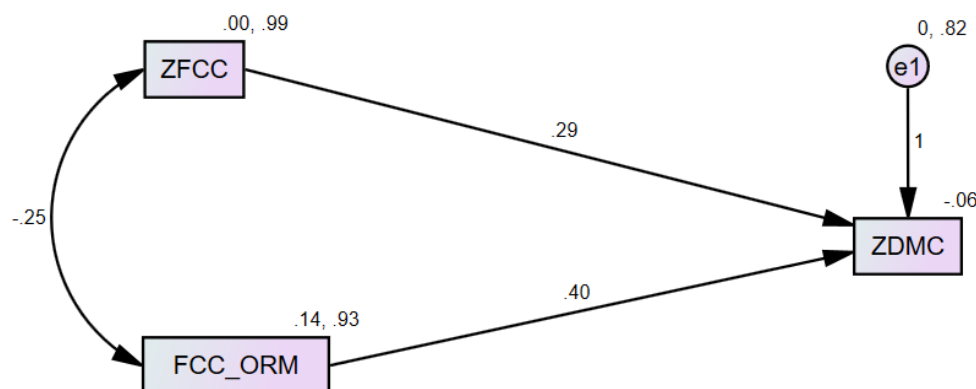


Figure 4: Moderation Effect

The regression weight under this study should be checked under the estimates in order to identify the significance of the moderating effect. The following table summarizes the regression weights of the moderating effects of the ORM.

	Estimate	S.E.	C.R.	P
ZDMC <--- ZFCC	.401	.075	5.383	***
ZDMC <--- FCC ORM	.290	.072	4.005	***

Table 4: Regression Weights: (Group number 1 - Default model)

The findings of the moderator analysis are indicated in the table 4. The table presents a significant p value for the relationship between Firm Created Contents and the online reputation of the Destination Management Companies in Sri Lanka tourism industry. The results also indicate a significant p value for the moderating impact of Online Reputation Management on the relationship between Firm Created Contents and the online reputation of the Destination Management Companies in Sri Lanka tourism industry.

5. Discussion and Conclusions

This study was conducted to find out the moderating impact of Online Reputation Management on Firm Created Contents and the online reputation of the Destination Management Companies in Sri Lanka tourism industry. The online reputation plays a significant role in the global digital tourism economy with the development of ICT (Patricia, Jambrino, Correia, 2019). Most of the Destination Management Companies are in undesirable position as they are falsely accused, slandered and attacked online (White, 2020). Safeguarding the companies from a potential PR crisis can be done through the Firm Created Contents (Baker, Donthu, & Kumar, 2016). The FCC can also have a huge impact on the reputation of the company and all its brands. The literature suggests that companies can use ORM as a tool to manage the online reputation challenges. It helps the companies to create a positive perception about the company and its brands, remove negative contents and minimize the damage with effective online monitoring (Kalyadina, 2020).

The table 4 presents the actual regression coefficient (beta value) as 0.401 for the relationship between FCC and Online Reputation of DMCs in Sri Lanka tourism industry. This indicates that when the FCC goes up by 1, the online reputation of DMC goes up only by 0.401 which is a significant correlation. The Standard Error (S.E) has been recorded as 0.075 and the Critical Ratio (C.R.) is estimated as 5.383. This implies that the regression weight is estimated as 5.383 above zero. This implies that the regression weight estimate is having 0.808 above zero. The p value indicates the significance level at 95% confidence level which should be less than 0.05. Therefore, this relationship is considered as highly significant.

The moderating impact of the Online Reputation Management on the above relationship was tested and the results are indicated in the table 4. According to the table, the actual regression coefficient (beta value) is 0.290. This specifies that when the interaction effect of ORM and FCC goes up by 1, the online reputation of DMC goes up only by 0.290 which is a moderate correlation. The Standard Error (S.E) is recorded as 0.072 and the critical ratio (C.R) is 4.005. This stipulates that the regression weight estimate is having 4.005 above zero. The p value which is indicated in the table for this correlation is highly significant under the 95% confidence level. Therefore, the conclusion can be made as the Online Reputation Management has a moderating effect on the Firm Created Contents and online reputation of DMCs in Sri Lanka as the FCC and ORM interaction in the forecast of online reputation of DMCs in Sri Lanka create a significant difference from zero at the significant level of 0.05 via two-tailed test.

5.1 Contributions of the Study

This study contributes to the travel and tourism industry in Sri Lanka, policy makers and the academia in many ways. This paper generates new knowledge by discovering vital relationships between content marketing concepts and online reputation management strategies in the field of online marketing related to the Sri Lanka Travel and Tourism Industry. The findings of this paper provide a comprehensive view of important determinants, allowing owners, managers and executives of the

Destination Management Companies in Sri Lanka tourism industry to find effective solutions to manage their online reputation and increase the sales in the online travel market. For instance, results reveal that the firm created contents can influence the online reputation of a Destination Management Company. However, the FCC is more influential when interacting with the ORM to have an impact on the online reputation. The managers can prioritize their content marketing strategies together with the online reputation management strategies to generate positive reputation for their destination management companies based on the findings of this study. This study also enlightens the policy makers to formulate new policies and regulations for the destination marketing and online travel market where the OTAs have more power than the local DMCs. Finally, this study suggests that there is a need of filling the knowledge gap in terms of the tourism online marketing is concerned.

5.2 Limitations and Suggestions for Further Research

This study is limited to collect data only one time and the sample is limited to Safe and Secure Certified Destination Management Companies that are registered under the Sri Lanka Tourism Development Authority. The questionnaire was administrated to collect only the data related to the moderating effect of the online reputation management on the firm created contents and online reputation of Destination Management Companies in Sri Lanka. The conceptual framework under this study is limited to only one independent variable, one dependent variable and one moderating variable. The Firm Created Content is limited to two dimensions. The data of this study is limited to the information collected through the questionnaire from 170 respondents in the sample. In order to have a more target-oriented approach, this research is limited to Safe and Secured Destination Management Companies in Sri Lanka. The demographic analysis of this study was limited to few demographic factors of the Destination Management Companies due to the limited time frame and financial capacity.

This study needs to be done with all the Destination Management Companies in Sri Lanka without limiting to the Safe and Secure Certified agents. More demographic factors of the DMCs should be considered when the research is repeated in the future. It would be much better if the study is done by administrating two questionnaires for the DMCs and the tourists separately to understand their different views points. This will enable the researcher to understand the effectiveness of the online reputation management as a tool to moderate the firm created contents and online reputation of the DMCs in Sri Lanka tourism industry. The Destination Management Companies can conduct this study with their own customers by including the questions related to this study in their questionnaires to the customers. The number of dimensions under the independent variable can be increased to establish a broader concept by using the conceptual framework when conducting this study again in the future.

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