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A social media adoption strategy for cultural dissemination in municipalities with tourist potential: Lamas, Peru, as a case study

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Abstract

Social media is commonly used by governments to disseminate information related to transparency and institutional promotion, but its potential for the dissemination of cultural resources is often overlooked. This research proposes a strategy for adopting social media to achieve cultural dissemination in the municipality of Lamas, Peru, which has tourism potential and has been awarded the “Best Tourism Villages” seal of the World Tourism Organisation. Methodologically, we propose a case study at a propositional exploratory level. We start by determining the current state of dissemination of tangible and intangible resources, as well as the practical use of social media, through a survey of 20 officials. The results reveal that crafts are the most widely disseminated tangible resource in the municipality (according to 55% of officials), and intangible resources are occasionally disseminated (50%). We also find that Facebook is the only digital channel used to disseminate cultural information. In this context, we formulate a strategy for adopting social media to improve cultural dissemination, which consists of six phases: (i) forming a work team, (ii) preparing a budget plan, (iii) strengthening capacities, (iv) taking inventory of cultural resources, (v) coordinating community interests and (vi) preparing a cultural dissemination plan. The findings can contribute to formulating public initiatives for the institutionalisation of social media in governments for the purposes of preserving, promoting and guaranteeing the accessibility of cultural heritage.

Keywords Cultural heritage, Cultural preservation, Cultural promotion, Digital attraction, Digital communication, Government, Social networks, Tourism development, Visitors

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1 Introduction

Cultural heritage, defined as the legacy of inherited practices, traditions, values, and artistic expressions that characterise a society, represents an essential dimension and a distinctive element of the development of communities. This legacy encompasses everything from local history and traditions to artistic expressions and past ways of life that have been preserved over time. By focusing on cultural heritage, we highlight not only its historical and aesthetic value but also its role in shaping collective identity and contributing to cultural enrichment and diversity (Lerario 2022). The effective management of these elements not only preserves and values local culture but

also projects it, showcasing its attractions and potentialities. This, in turn, facilitates the inclusion of local culture in tourism projects and initiatives at any stage, enhancing both cultural identity and tourist appeal (Méndez-Picazo, Galindo-Martín and Castaño-Martínez 2021; Vlasov et al. 2022). Specifically, the enrichment and promotion of cultural development amplify the tourism dynamic and add value to communities, highlighting their unique aspects and attractions (Lei, Suntikul and Chen 2023; Viken, Höckert and Grimwood 2021).

Peru is a country known for its great multicultural, natural, and social wealth (Ramírez Villacorta 2021). This multiculturalism broadens the vision of indigenous peoples, referring to an idea of national thought (Perusset 2022). One of the representative cities of Peruvian multiculturalism is Lamas, which is by law considered part of the cultural, folkloric, and tourist heritage of the San Martín region (Congress of the Republic of Peru 2003) since it presents the legacy of the Chanca culture in customary expressions of handicrafts, festivities, language, music, and clothing, among others.

However, despite the recognition of its multicultural value, in Lamas, there is an underutilisation of heritage resources, with cultural promotion often omitting native elements in favour of external influences. This is manifested in the prevalence of nonrepresentative tourist images of the local culture, such as a European-style castle, suggesting cultural alienation (Galarza Schoenfeld, López Mero and Mendoza Muñoz 2020). Lamas was chosen as a case study due to the unique dynamics of coexistence and conflict between different cultural elements, both tangible and intangible, which include colonial architecture affected by an earthquake and indigenous festivities. This study seeks to understand how different communities, both indigenous and local, relate and contribute to the conservation and promotion of their heritage.

The research of Gordillo Mera et al. (2021) and Yeh et al. (2021) highlights the importance of promoting culture through appropriate tools, especially in the current era of globalisation and mass communication. Information and communication technologies (ICTs) and, in particular, social media have become significant means of sharing and managing information, transforming social dynamics and communication (Pappas et al. 2023; Salgado-García, Terán-Bustamante and González-Zelaya 2024; Van Veldhoven and Vanthienen 2022). However, in the municipality of Lamas, insufficient use of ICTs has been identified, which is attributed to low information management capacity and lack of awareness of cultural value by administrative staff. According to Quiroz-Fabra et al. (2022), Rubio Oliveira (2022) and Stofkova et al. (2022), it is necessary for staff to develop

digital competencies, as ICTs are efficient alternatives for the creation and dissemination of information. Although such tools do not guarantee the success of the processes carried out, it is important to maximise their use.

On the other hand, incorrect dissemination of the benefits presented by a culture limits the social and tourism sector from accessing information that motivates inbound tourism. More importantly, it prevents the native community from being recognised by its own characteristics due to the influence or imposition of external elements (Wang et al. 2023). This causes natural and cultural resources to be underutilised as tourist elements or products, which impedes socioeconomic development and neglects the strengthening, transformation, instrumentalisation, and sustainability of development (Naranjo Lluart 2022; Silva et al. 2022).

According to the above, this article seeks to improve cultural dissemination in the Provincial Municipality of Lamas through the proposal of a social media adoption strategy, with the aim of exploiting the resources of the digital society and, above all, exposing and making the appropriate and correct cultural information of the district of Lamas available locally, provincially, nationally, and internationally.

1.1 Social media

Social media, in the cultural and tourism fields, has emerged as a tool that allows the preservation and promotion of cultural heritage in different regions of the world. Jin and Liu (2022) and Leung (2022) argue that digital platforms offer unique opportunities for the presentation and communication of cultural values and traditions, allowing the creation of an authentic and meaningful experience for the audience, which often includes potential tourists. This virtual experience often motivates individuals to explore the promoted places in person, thus generating a virtuous cycle between digital promotion and real tourism.

The strategic use of social networks in the promotion of cultural resources goes beyond simple publications. Marchand et al. (2021) highlight that effective communication through social networks involves interacting with the public, listening to people's concerns and adapting to people's interests and needs. The adoption of social media by local governments and heritage management not only increases the visibility of cultural assets but also enhances citizens' participation in decision-making related to their preservation and promotion (Bokolo 2023). This favours the creation of digital communities interested in and committed to the heritage presented, improving the dissemination and conservation of culture (Diaz Mendoza et al. 2023). Active interaction with followers allows for a constant reevaluation of cultural

assets in response to the trends and needs of contemporary society. Studies such as that of Liang et al. (2022) on World Heritage sites in China and that of Foroughi et al. (2023) on Yazd, Iran, demonstrate how social media has been used to evaluate online participatory practices and reveal the cultural significance of built heritage through the voices of locals and tourists. These approaches highlight the effectiveness of digital platforms in preserving cultural heritage.

For Lamas, we apply similar learning methods, integrating community participation into our cultural conservation strategy. As Van der Hoeven's (2019) study of historic urban landscapes in the Netherlands shows, the use of online narrative practices on social media platforms contributes to the conservation of urban heritage. The stories and online maps shared on these platforms reveal the various layers of heritage values, actively engaging people in urban conservation. This inclusion of citizens in information dissemination and decision-making processes through digital platforms ensures more democratic and sustainable cultural management over time.

1.2 Cultural diffusion

Cultural dissemination has found social networks to be a powerful ally for expanding and reconnecting with global audiences. According to Vicari and Kirby (2023), digital platforms have reconfigured the way in which cultural manifestations are shared, consumed and reinterpreted, allowing them to transcend geographical and generational borders. Multimedia content can facilitate the presentation and appreciation of works, traditions and cultural expressions, highlighting their relevance in the contemporary social fabric.

By democratising access to information, social networks have promoted diversification in cultural representation. Molho (2023) and Münster et al. (2021) argue that these platforms allow marginalised and minority communities to share their narratives and cultural heritages, challenging stereotypes and promoting intercultural understanding. Thus, there has been a resurgence and valorisation of traditions that, outside the digital sphere, could have remained in the shadows.

The potential of social networks for cultural promotion and preservation lies not only in their capacity for dissemination but also in their ability to foster interaction. Lardón-López et al. (2022) maintain that these tools allow the emergence of virtual communities united by shared cultural interests. Within these spaces, debate, reinterpretation and collaborative creation are encouraged, ensuring that cultural manifestations continue to evolve and adapt to contemporary dynamics and maintain their relevance and durability over time.

2 Methodology

We cover a case study corresponding to a propositional exploratory level because, to our knowledge, no studies have explicitly described the route or process of proposing social media adoption strategies for cultural dissemination in municipalities with tourist potential. However, various authors (Criado and Rojas-Martín 2016; Sobaci 2016; Valle-Cruz and Sandoval-Almazán 2015) affirm that social networks provide governments with new channels to quickly disseminate information about transparency and self-promotion to improve their institutional image before society.

3 Case study

Our focus for the case study is the municipality of Lamas, located in the department of San Martín, Peru. Lamas stands out as one of the oldest cities in eastern Peru, with a history dating back to around 1350. It was established by Law No. 7848 on October 16, 1933, during President Óscar R. Benavides' administration. Lamas is a potentially attractive tourist destination that received the prestigious 'Best Tourism Villages' award from the World Tourism Organisation in 2022, thanks to its outstanding preservation of cultures and traditions, celebration of diversity, generation of opportunities, and protection of biodiversity (Ministry of Foreign Trade and Tourism 2023).

3.1 Unit of analysis

We surveyed 20 officials from the provincial municipality of Lamas, out of 91 employees as of April 2023. The sample was nonprobabilistic for convenience, as we selected only officials who were responsible for cultural preservation and dissemination and who were directly involved in managing Lamas' cultural heritage. This sample size was chosen because it represents the key actors in the implementation of the proposed social media strategy. However, we recognise that effective promotion of cultural heritage through social media is not limited to municipal officials. Other important groups, such as local residents, business owners, artists, and educators, also play a fundamental role in this process. Therefore, we will also consider the perspective and participation of these groups in future phases of the study, acknowledging their essential contribution to the dissemination and valorisation of Lamas' cultural heritage through digital platforms.

3.2 Data collection instruments

We developed a closed-ended ad hoc questionnaire divided into two sections. The first section measured the frequency of cultural dissemination in the municipality of Lamas from the perspective of the 20 officials. This section was divided into two dimensions: (i) dissemination

of tangible resources (five items) and (ii) dissemination of intangible resources (six items). An additional item was used to measure the frequency of cultural resource dissemination for tourism purposes. The second section was designed to identify the use of social media strategies for promoting cultural dissemination in the municipality. Three officials were surveyed: one (1) economic development manager, one (1) submanager of tourism and handicrafts, and one (1) head of the institutional image unit. This section consisted of four dimensions: (i) dissemination channels (five items), (ii) social networks (five items), content (four items), and attraction strategies (six items). Responses to the first section were measured on a four-point Likert type scale (never, occasionally, often, and very often), while the second section adopted a dichotomous scale of yes and no.

Before administering the questionnaire, we implemented a process to validate the internal consistency of the items using the Delphi method (Linstone and Murray 1975; Okoli and Pawlowski 2004). For our study, we convened five recognised experts in the field of cultural management and social media. Each expert independently evaluated the questionnaire, focusing on ten key criteria: clarity, objectivity, timeliness, organisation, sufficiency, intentionality, consistency, coherence, methodology, and relevance. We used an ordinal response scale (1=very poor, 2=poor, 3=acceptable, 4=good, 5=excellent) to quantify the evaluations.

The Delphi method allows systematic evaluation by incorporating the perspectives of diverse experts, which is fundamental in the context of cultural management and the adoption of emerging technologies, such as social

media. After evaluation, the questionnaire scores were 4.6 and 4.8 for each section, exceeding the established validity threshold of 4.1. The applicability of the questionnaire was confirmed, and its consistency for investigating cultural management in local governments and the use of social media was ensured.

To ensure the reliability of the instrument, we conducted a pilot test with 15 municipal officials who were not part of the main sample. The resulting Cronbach's alpha coefficient of 0.75 exceeded the acceptability threshold set by Cronbach et al. (1965), ensuring that the questionnaire responses were consistent and reliable.

4 Results and discussion

4.1 Cultural diffusion in the municipality of Lamas

According to Fig. 1, we highlight that crafts are the tangible cultural resource with the highest frequency of diffusion in the municipality of Lamas, as observed by 55% of the officials. In addition, 50% of the officials perceived that works of art and technical and scientific achievements are occasionally disseminated, and 20% stated that information about historical-cultural buildings is never disseminated. According to these findings, we infer that the tangible resources of the municipality are, to a large extent, often or occasionally diffused.

The results show the relevance of crafts as tangible resources with high diffusion, occupying a prominent place in the cultural assessment and promotion of the community. Crafts, according to Koumara-Tsitso and Karachalis (2021) and Mayuzumi (2022), are a direct manifestation of traditions and local identity and are a key attraction for cultural tourism, generating

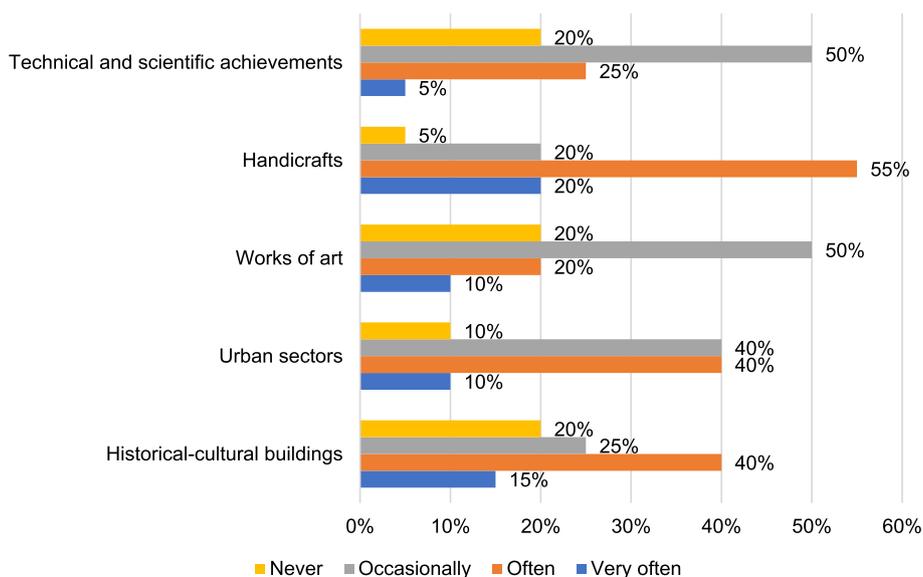


Fig. 1 Frequency of diffusion of tangible resources (Source: the author)

opportunities for the sustainable economic development of small businesses and local communities. Therefore, their widespread promotion and dissemination are required to attract the attention of regional, national and international tourists interested in learning about and acquiring artisan products. On the other hand, the limited diffusion of information about historical-cultural buildings coincides with the finding for Colombia by Bernal-Pedraza and Licona-Calpe (2020), who note that public policies have not been implemented at the national level to promote the preservation of traditional cultural housing at the local level. As a result, institutional support is subject to the disposition of local governments in power, and financing varies between support from the private sector and public resources allocated through inconsistent calls.

We next consider the dissemination of the municipality’s intangible cultural resources, which cannot be physically touched but have a deep cultural and symbolic meaning for the community and are related to practices, expressions, knowledge and traditions that are transmitted from generation to generation and that contribute to identity and social cohesion. More than 50% of officials (Fig. 2) reported that almost all cultural resources are occasionally disseminated. We highlight the low diffusion practiced by cultural agents who play a crucial role in promoting the conservation and communication of heritage resources. Similarly, we observe a limited diffusion of oral native and traditions, specifically Kichwa, which

is an indigenous language used by the original communities of Lamas and spoken by various communities in the Amazon region of South America.

The results show that the dissemination of both intangible and tangible resources is low in the municipality of Lamas, which corroborates the perception of 55% of officials, who indicated that heritage resources are occasionally disseminated for tourism purposes. In addition to considering institutional efforts, we observe how social media is used by other community actors, such as local artists, cultural organisations, and the general population, to actively promote the cultural heritage of Lamas. This community participation expands information dissemination and enriches the cultural narrative of the municipality, complementing official initiatives.

Unlike the case in the municipality of Lamas, encouraging findings about the importance of the preservation and dissemination of artistic manifestations have been reported in places such as Lisbon, Portugal, by Campos and Barbio (2021), who mention that artistic expression is treated as a resource for the formulation of cultural and public policies focused on its revaluation and urban marketing. Furthermore, the authors point out that local authorities use urban art with three fundamental strategic objectives: the construction of landscapes and urban revaluation, the remodelling of the image of the city or city brand, and the social promotion of stigmatised territories and communities. On the other hand, Singh and Rana’s (2021) study of cultural diplomacy in India

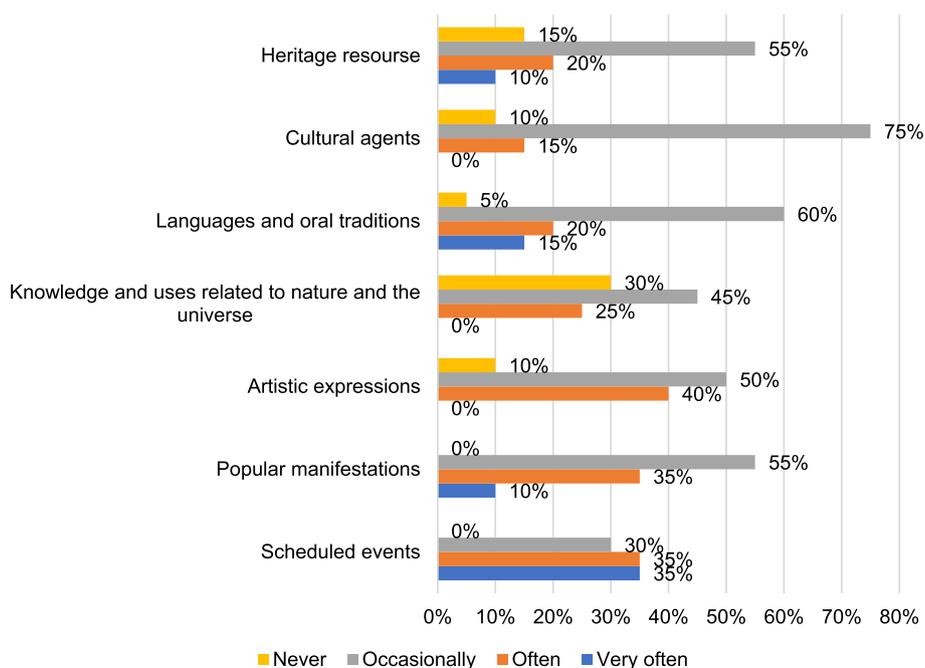


Fig. 2 Frequency of diffusion of intangible resources (Source: the author)

provides an interesting parallel with our focus on Lamas. In India, institutional policies in local governments have been successful at promoting popular manifestations as tourism assets rather than focusing exclusively on spiritual approaches and religious identities. This success in cultural dispersion and representation in Southeast and East Asia highlights the effectiveness of adapting cultural diffusion strategies to local contexts. In Lamas, we also seek to explore how local policies and the promotion of specific cultural elements through social networks can influence the perception and tourist attraction of the municipality.

Compared to those in the municipality of Lamas, government institutions in Europe and Asia have played a key role in the preservation and promotion of cultural heritage, recognising cultural diversity as a resource for strengthening local identity and attracting tourism. At Lamas, we address a similar strategy, focusing on cultural conservation as a means to reinforce community identity and belonging (Škrabić Perić et al. 2021; Ng et al. 2023). Our analysis describes the cultural heritage of Lamas, including archaeological sites, oral traditions and crafts, each protected at different levels according to their historical and cultural relevance. The management of this heritage is carried out by the local government in collaboration with indigenous communities and cultural organisations, ensuring that each group has a say in how their heritage is preserved and promoted.

Additionally, we examined the demographic composition of Lamas and the specific heritage of each group. For example, indigenous ceremonial sites have high spiritual and cultural value, while craft practices are valued for both their cultural significance and their economic potential. These different aspects of heritage are promoted through investments in cultural infrastructure, educational programs and events, thus contributing to cultural tourism and local economic development (Amalu et al. 2021; Mwangoso, Sirima and Mgonja 2023; Nooripoor et al. 2021; Wani et al. 2023). According to Giannakopoulou and Kaliampakos (2020), to achieve sustainable benefits, it is crucial to have solid cultural policies that integrate all these dimensions.

4.2 Use of social media strategies in the municipality of Lamas

We seek to obtain a concrete understanding of the practical use of social media strategies and use this information as a foundation for the design of digital strategies aimed at promoting cultural dissemination in the municipality of Lamas. The officials unanimously stated that they disseminate cultural heritage through only one channel, social networks, and more particularly, through Facebook, and its frequency is occasionally. Regarding the content used for cultural dissemination, they mentioned that they use photos and videos occasionally; and regarding attraction strategies, they mentioned that they do not use any due to their lack of knowledge. Table 1 shows the indicators that were analysed.

The findings suggest that in the municipality of Lamas, current efforts to disseminate cultural heritage through social networks are carried out occasionally and are limited by a restricted focus in terms of diversity of content and attraction strategies, challenges that are largely attributed to the low institutionalisation of social networks in the local environment. This low institutionalisation is supported by factors such as concern for security; the scarcity of resources for maintenance, control and evaluation; and the absence of a solid governance framework (Criado and Villodre 2022). This coincides with the finding of Català-Oltra and Penalva-Verdú (2020) that communication technologies are incorporated late in small municipalities, and the municipalities need institutional support to adapt to this new form of administration and communication of political action.

In addition, local governments often use social networks as platforms for the communication of political events, such as the promulgation of regulations or laws, institutional agreements, risk warnings or measures in response to natural disasters (Cho and Melisa 2021; Hagen et al. 2020; Padeiro, Bueno-Larraz and Freitas 2021). Although this communication is relevant in itself, it is evident that cultural dissemination at the municipal level receives minimal attention, a fact that could be attributed to low perception of the importance of cultural dissemination, as well as a lack of central government

Table 1 Evaluated indicators

Social media strategies			
Broadcast channels	Social networks	Content	Attraction strategies
- Web page	- Facebook	- Photos	- Content Marketing
- Social networks	- Instagram	- Videos	- Online events
- Email	- Tik Tok	- Audios	- Webinars
- Blogs	- Twitter	- Infographics	- Live broadcasts- Influencers
- Podcast	- YouTube		- Storytelling

support to develop officials’ competencies in cultural management and the use of digital tools, provide technological resources and encourage the preservation and promotion of local culture (Bernal-Pedraza and Licon-Calpe 2020).

4.3 Social media adoption strategy for cultural dissemination

To improve the poor cultural dissemination of the municipality of Lamas, we propose a strategy for adopting social media tools that will expand the communication and preservation of the tangible and intangible heritage of the municipality, which are sources of high tourism potential. The strategy seeks to improve the understanding of and approach to the communication of cultural heritage within the local municipality through digital mechanisms, considering identity as a central axis in municipal management and thinking about the cultural legacy that will be transmitted to new generations. Considering this area of action as a transversal axis within the role of the municipality favours local development and respect for cultural diversity in the context of sociocultural dynamics, such as migration (San-Martín-Salgado et al. 2020).

The strategy for adopting social networks for cultural dissemination in the municipality of Lamas is presented as a proposal through a systematic plan. Before its implementation, indicators are evaluated to measure the pre- and postimpact of social networks. The indicators include the number of followers on the fan page of the municipality of Lamas, the number of reactions to the dissemination of heritage, reposts, the degree of commitment of tourists and residents with digital resources, and the number of tourists who visit a certain heritage resource, among others.

Figure 3 shows the scheme for the adoption of the social media strategy, which begins with the formation of a multidisciplinary team for cultural management in the municipality of Lamas, selected from the main areas or subareas linked to heritage preservation and communication. These include the Sub-Management of Culture, Sub-Management of Social Programs, Sub-Management of Indigenous Affairs, Sub-Management of Tourism and Crafts, Sub-Management of Local Economic Development and the Institutional Image Unit. Next, a budget must be prepared for the operational activities of the strategy, which must be integrated into

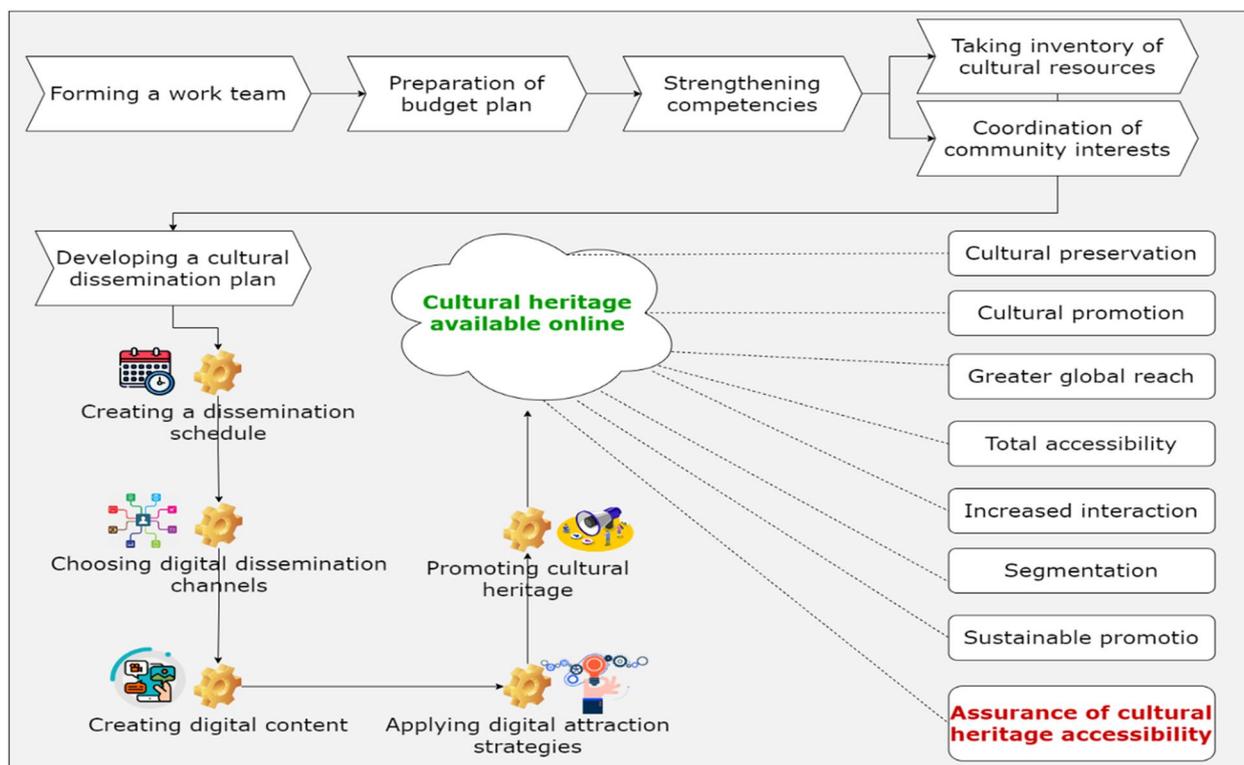


Fig. 3 Outline of the social media adoption strategy for cultural dissemination (Source: the author). (Experts who validated the instrument: Mg. Tomas Cotrina Trigozo (<https://orcid.org/0000-0001-5959-5772>), Dr. Rony Flores Ramírez (<https://orcid.org/0000-0002-9171-6172>), Dra. Karla Patricia Martell Alfaro (<https://orcid.org/0000-0002-4416-8740>), Mg. Cinthya Torres Silva (<https://orcid.org/0000-0002-8543-6975>), M. Sc. Ruth Nataly Aragón Navarrete (<https://orcid.org/0000-0001-7967-0741>))

the municipality's expenses. Then, the officials on the team that will be in charge of implementing the strategy should receive training in basic cultural management skills and the use of digital tools. In addition, an inventory of heritage resources must be carried out in coordination with the cultural agents of Lamas and the local population according to the 'Guide for the preparation of inventories on intangible heritage in urban contexts' proposed by Martínez-Ordóñez and Hernández-MacEDO (2021). In addition, coordination and awareness-raising must be carried out with native communities to articulate the interests of the population in the dissemination of heritage for tourism purposes. The next stage concerns preparing the dissemination plan, which includes the cultural dissemination schedule according to the inventoried dates on which cultural events are celebrated or commemorated, if applicable, in addition to the selection of content and strategies to attract broader audiences through social networks.

In Table 2, we describe the actions that must be carried out in the municipality of Lamas to improve the cultural dissemination of heritage through the adoption of a social media strategy.

Our proposal reveals that social media has evolved from a simple online communication platform to a useful tool for cultural dissemination in municipalities with tourism potential since its global reach and ability to create instant connections have revolutionised the way in which municipalities can present their cultural wealth to the world and attract travellers seeking genuine and enriching cultural experiences. In this context, it is imperative to emphasise the importance and value of social media in cultural promotion and to demystify the notion that its use is limited solely to political issues since these digital channels provide not only a means for political expression but also a virtual showcase for the artistic expressions, traditions, customs and cultural heritage that define a municipality. This online exhibition can transcend geographic boundaries, capturing the attention and interest of cultural explorers seeking authentic destinations.

Importantly, social media platforms are more than promotional tools; they can also be active channels of cultural dissemination. For example, social media facilitates the creation of virtual events and dissemination of real-time information about festivals, exhibitions and cultural activities. This capacity for instant interaction not only fuels audience enthusiasm but can also influence people's decision to visit the municipality. Online interaction allows potential visitors to engage with the culture before they arrive, creating an early and lasting connection with the destination.

However, the effectiveness of social media for cultural dissemination also entails notable challenges. One is the competition for attention in an information-saturated online environment. Municipalities must strive both to create content that is visually attractive and narratively distinctive and to use and enhance content created by social media users. Promoting specific hashtags, such as #LamasPueblo, can be an effective tool for making the place visible and encouraging members of the local community and visitors to share their experiences and perceptions. Moreover, social media should be seen not only as a means for superficial cultural promotion but also as a vehicle for education about and the preservation of cultural heritage. The stories transmitted through these platforms, by both municipality officials and users, can keep traditions alive, preserve historical memory and foster a sense of cultural identity. Direct interaction with the public, allowing real-time questions and answers, promotes meaningful dialogue that deepens the understanding and appreciation of local culture.

4.4 Adoption challenges

Despite the obvious benefits that social media can offer to cultural dissemination in municipalities with tourism potential, such as Lamas, it is essential to recognise that its adoption entails challenges that can influence the effectiveness of cultural promotion strategies and must be approached with caution and consideration. The following limitations are complemented by the observations of Criado and Villodre (2022) regarding the low institutionalisation of social networks in the government.

4.4.1 Content saturation

The digital age is characterised by the constant generation of information online. In this saturated environment, the fight to capture the attention of the public is more challenging. Municipalities with tourism potential that seek to highlight their culture must face constant competition for the public's attention. This requires the work team to creatively develop attractive and relevant content that satisfies the audience and differentiates the municipality from other destinations.

4.4.2 Maintenance and continuous updating

Effective social media management goes beyond the initial creation of profiles. It involves a constant commitment to generating quality content, interacting with followers and regularly updating information. However, this demand on time and resources can be overwhelming, especially for municipalities with staffing and funding limitations. A lack of constant attention can lead to an outdated online presence and ultimately a loss of audience interest.

Table 2 Actions to adopt the social media strategy for cultural dissemination

Phases	Actions to take
Form a work team	A work team must be formed and consolidated in municipal governance with officials whose work activities are linked or related to the cultural management of the municipality, including personnel from the following areas and subareas: <ul style="list-style-type: none"> - Mayor's Office - Institutional Image Unit - Social Development Management - Sub-Management of Education, Health, Culture and Sports - Sub-Management of Indigenous Affairs - Economic Development Management - Sub-Management of Tourism and Crafts - Sub-Management of Local Economic Development
Prepare budget plan	A budget plan must be developed for the execution of the social media strategy for cultural dissemination. This may include a budget for field work to carry out a heritage inventory, payment for advertising on social networks, editing of promotional videos, etc.
Strengthen skills	Once the working group responsible for ensuring the cultural dissemination of the municipality has been consolidated, competencies must be strengthened in two fundamental aspects: <ol style="list-style-type: none"> i) Cultural management: Involves training in the planning, organization, implementation and supervision of activities and projects related to culture, as well as the administration of resources, the promotion of artistic and cultural expressions, and the preservation of cultural heritage, with the aim of enriching the cultural life of the community and promoting sustainable cultural development. ii) Use of digital tools: Corresponds to developing activities to strengthen skills in the use of a variety of digital platforms relevant to cultural dissemination, such as social networks (Facebook, Instagram, Twitter), visual content platforms (YouTube, Vimeo), blogs and websites. Training is also necessary regarding the production of multimedia content, such as videos, photos and graphics, and effective social media marketing strategies, such as scheduling posts and creating engaging content.
Inventory cultural resources	This is a crucial phase for planning effective cultural dissemination. The tangible and intangible assets located within the municipality must be inventoried using record cards. The process must be inclusive and collaborative, involving the residents of the communities and respecting traditions and customs at all times.
Coordinating community interests	Along with taking inventory of cultural resources, it is important to coordinate community interests and articulate the communities' purpose regarding the dissemination of their cultural heritage for preservation and tourism purposes, as well as for the implementation of the social media strategy. This will allow integrative work between municipal officials and the local community in an effort to promote the socioeconomic development of the municipality of Lamas.
Prepare cultural dissemination plan	The cultural dissemination plan involves 5 stages: <ul style="list-style-type: none"> - Stage 1: Prepare dissemination schedule <p>The period in which the cultural heritage of the municipality will be disseminated must be scheduled. It is important to account for the dates of festivals or specific commemorations according to the inventory prepared. Likewise, it must be determined which channels, contents and attraction strategies will be used for each case.</p> <ul style="list-style-type: none"> - Stage 2: Select digital broadcast channels <p>It is suggested that all cultural resources be available on a web page, as well as on social networks, such as Facebook, Instagram, Tik Tok, Twitter and YouTube. In all cases, dissemination must be widespread to generate greater reach and influence the decisions of potential tourists regarding visits to the municipality of Lamas. It is suggested that the communications provide links to the profiles created in the different cultural dissemination channels of the municipality and use hashtags. On the other hand, the use of blogs is also suggested to receive comments from interested parties. Moreover, podcasts can be used to manifest intangible traditions, such as myths, legends, or stories, and even broadcast interviews with cultural or indigenous agents of the municipality.</p> <ul style="list-style-type: none"> - Stage 3: Prepare digital content <p>The dissemination content must be varied and attractive. It is recommended to use referential photographs of cultural resources, videos, audios and infographics that reveal the different cultural manifestations. Here, the same graphic line must be maintained, representing the colours of the municipality, to generate a greater impact on user retention regarding digital content.</p> <ul style="list-style-type: none"> - Stage 4: Apply digital attraction strategies <p>Cultural dissemination must integrate attraction strategies to capture the attention of digital media users. To this end, content marketing can be applied, with online cultural events, webinars on cultural manifestations, live broadcasts of cultural events, heritage information releases by influencers and storytelling to dynamically show the history of the municipal assets. Multiple digital attraction strategies can be used according to their convenience for officials and the availability of the different inventoried resources.</p> <ul style="list-style-type: none"> - Stage 5: Spread cultural heritage <p>Finally, cultural heritage must be disseminated with consideration of the stages described above. Dissemination through digital media has greater reach and a high probability of attracting potential specialized or general visitors to the municipality and thereby increasing the socioeconomic development of the town.</p>

4.4.3 Information security

Cultural dissemination through social media often involves the publication of event details, personal data or sensitive information. Protecting the privacy and security of this information is critical. Concerns about unauthorised exposure or misuse of data must be addressed with robust information security strategies and the implementation of clear privacy policies.

The above three limitations of the adoption of the social media strategy for cultural dissemination in the municipality of Lamas lead to the need to propose mitigation actions. In addition, although our proposal aims at cultural dissemination through digital means, we must remember the importance of dissemination through traditional media, such as television, radio, and newspapers, to reach a broader audience that lacks access to digital channels (digital divide); thus, the complementarity of both dissemination mechanisms is recommended.

5 Conclusions

The municipality of Lamas, awarded the 'Best Tourism Villages' seal by the World Tourism Organisation, stands out for its global tourism potential, thanks to the preservation of its cultures and traditions, the celebration of its diversity, the generation of opportunities, and the protection of biodiversity. However, the municipality faces challenges in disseminating cultural resources due to officials' limited skills in cultural management and information technologies. The lack of policies for the institutionalisation of social media tools that promote collaborative work between officials and residents restricts the revaluation and dissemination of these resources to a wider audience, which is crucial for attracting visitors and promoting socioeconomic development.

This research contributes both theoretically and practically to the field of cultural management. Theoretically, it describes how the use of social media and digital tools can facilitate the dissemination of the cultural heritage of tourism-based municipalities, thereby strengthening their public policies related to cultural promotion and preservation. This paper proposes a new approach for the academic community to consider the viability of using social networks in the cultural context, which can significantly benefit the management of local governments.

From a practical standpoint, this research highlights the potential benefits of the use of social networks in municipalities with touristic and heritage appeal to improve and expand the dissemination of cultural resources. This not only contributes to attracting visitors interested in cultural, rural, or experiential tourism but also supports the socioeconomic development of local communities and entrepreneurs by encouraging the

reevaluation and preservation of their heritage. Measuring the impact of these social media strategies will be crucial for validating their effectiveness in improving the cultural dissemination of the municipality of Lamas.

The main limitation is the nature of the research design. Since we covered a propositional study for a particular case, the findings cannot be generalised to the situation of cultural diffusion in other municipalities of Peru, despite the importance of formulating digital strategies in complement with other cultural dissemination mechanisms in municipalities with tourism potential. Future research could follow the implementation or adjustment of similar strategies in other municipalities, accounting for the established phases of the strategy and measuring the impact on cultural diffusion through indicators such as the number of followers, reactions, reposts, and tourist attendance. Likewise, we suggest developing research to measure the level of cultural management in governments and the actions carried out to promote tourism development through the use of cultural heritage.

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Authors' contributions

Conceptualisation: PVR; SJVR; LP; VRH; TPLS; JGSD. Data Curation: LP; MVC; JRNC; ACG; RECO. Formal Analysis: PVR; SJVR; LP; VRH; TPLS; RECO. Funding Acquisition: PVR; SJVR; VRH; TPLS; JGSD. Investigation: All authors. Methodology: PVR; SJVR; LP; MVC; JRNC; VRH; TPLS; JGSD; ACG. Project Administration: PVR; SJVR; LP; MVC; RECO. Supervision: PVR; LP; ACG; RECO. Visualisation: LP; MVC; JRNC; ACG. Writing - Original Draft: All authors. Writing - Review & Editing: All authors read and approved the final manuscript.

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Declarations

Competing interests

The authors declare that they have no competing interests.

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