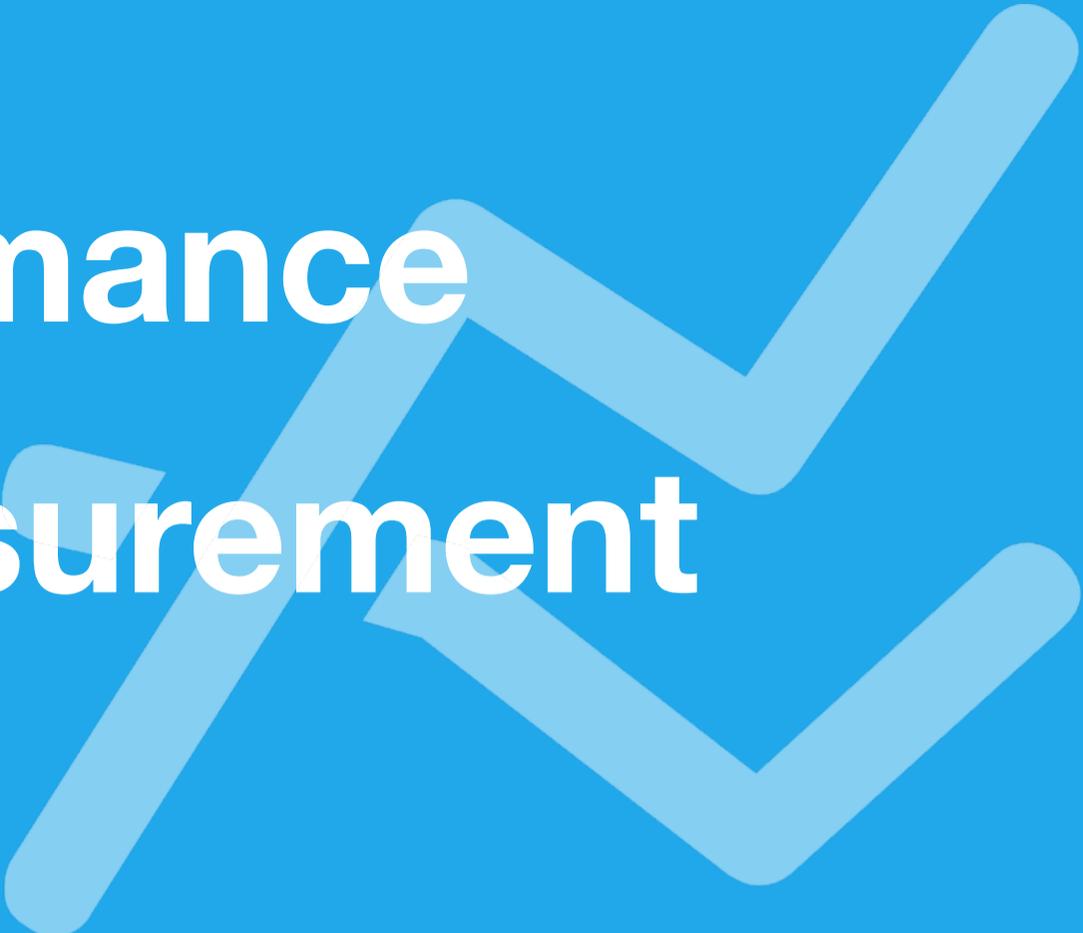
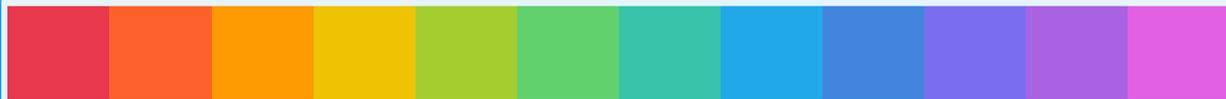


Performance & Measurement



A report by the
Digital Tourism Think Tank
as part of the

12 Stages of Transformation Series



A report developed by the Digital Tourism Think Tank as part of the 12 Stages of Transformation Series

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ABOUT THE DIGITAL TOURISM THINK TANK



The Digital Tourism Think Tank is the industry platform that promotes digital leadership in the tourism industry. Comprising a tightly-knit network of highly engaged marketers, thinkdigital.travel is a truly connected market place, where thought leaders share experiences and best practices. We've put together a team of experts in diverse and varied fields of the tourism industry and we've been connecting destinations worldwide, from the Faroe Islands to Cape Town.

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INTRODUCTION

With an increasing demand for tourism and an expected annual growth of 4-5% in the number of international tourist arrivals, as forecast by the UNWTO World Tourism Barometer¹, there is no doubt that tourism is one of the major driving forces of the economy nowadays. The tourism sector is fragmented by definition, because it encompasses many different actors and players which form part of the tourism experience. But the role of the DMO is slowly shifting from a marketing-only perspective to a management perspective. This has fostered change in the sector and today many DMOs have already started their transformation journey to become the primary subject of reference for the coordination of the tourism players at the destination.

In fact, in order to be competitive on the market, destinations need to embrace the digital era and adapt to the ever changing needs of visitors, but starting a transformation journey for a DMO is not necessarily easy.

This is why the **Digital Tourism Think Tank** has developed a framework to help destinations to shift their role from *DMO* to *DxO*, where the “x” stands for the mathematical symbol.



The focus of this type of organisation nowadays is not marketing-only anymore, it can be experience, data, management, innovation, product, partnerships, storytelling, etc.

Transformation is not an exact science. We work with a thoroughly thought-through methodology and adapt it to the unique needs of each destination fostering collaboration, transparency and productivity within the team. The transformation journey in this sense is;



¹ <http://media.unwto.org/press-release/2018-01-15/2017-international-tourism-results-highest-seven-years>

The **12 Stages of Transformation Series** is a comprehensive pack of resources created by the #DTTT Team which follows the Transformation Framework, a model built around 12 key topics that form the basis for the Destination Transformation.



Each month we are launching a chapter of the series according to each stage of the model, including:

- Relevant Case Studies and Best Practices.
- Relevant Talks from the #DTTT events.
- A package of Templates with relative explanatory video on how to use them.
- An online learning course to understand and embrace the digital transformation with your team.
- An Asana project plan to integrate into your workspace.

EXECUTIVE SUMMARY

This chapter of the Transformation focuses on the topic of performance and measurement, on how to assess the effectiveness of your DMO's actions and the ongoing evaluation of milestones that are necessary to achieve the organisation's short and long-term goals. Measuring the performance of a DMO is not a well defined process with specific procedures. Nevertheless, there are certainly some measures that every DMO can take to prevent failures and to keep projects on track towards the objectives. In this report we are addressing the most common practices and issues in performance measurement for DMOs.

Performance refers to results and the outcomes of strategies, products, services and processes that allow for evaluation with regards to goals. Measurement refers to numerical information detailing input, output and the performance of these products, services and processes. Performance measurement really is one of the cornerstones of a successful organisation.

Whether it is referring to online activities through digital channels or offline, through traditional communication means, measuring the performance of these activities is necessary. For this reason every plan and project should have clearly defined goals and key performance indicators (KPIs) to evaluate the effectiveness of these throughout their timeline.

Setting and achieving goals is not an easy task, though. This is why, in this report, we will describe how to simplify your goals and match them to your campaigns and activities. We will take the example of 5 among the most important goals for DMOs and explain the most common methods for the evaluation of the performance and the setting of KPIs. Furthermore, we will show the best examples of DMO annual performance reports to take inspiration from, for the reporting phase of your activities, and tell you how you can carry out an assessment of your own organisation with our DMO Performance Indicator.

The report also features a selection of resources you can use for your performance measurement as well as a selection of case studies and talks relevant to the topic.

To start working on your goals and KPIs, we created a series of templates that can really help you in the performance evaluation of your DMO.

Along with these resources, you can install the Performance & Measurement Asana Project board into your workspace to guide you through the application of the described tools, and you can also connect to our 8th module of the online learning course of the 12 Stages of Transformation.

MEASURING PERFORMANCE

The importance of measuring performance for DMOs

It can't be argued that knowing how your DMO is performing is valuable information to assess where the organisation's strengths lay, where it is falling behind and factors to improve upon. But what about measuring that performance? And in particular, understanding the need to break down the organisation into different sections in order to assess each individually for a more in-depth analysis.

This is where a good performance measurement system comes into play. These systems provide a basis for target-setting to implement strategies, and are used by marketing teams to grow efficiently and effectively. Target-setting and performance measurement are necessary for growth in any organisation, and gaining control over the various processes within the organisation can be invaluable. This puts organisations in control to manage performance proactively.

Performance refers to results and the outcomes of strategies, products, services and processes that allow for evaluation with regards to goals. Measurement refers to numerical information detailing input, output and the performance of these products, services and processes. Performance measurement really is one of the cornerstones of a successful organisation.²

Big data has been benefitting the travel industry increasingly each year. Each second, travellers are creating chunks of online data, providing organisations and businesses with an edge over their competitors. This data allows DMOs to assess how their visitors are interacting with the outside world, and is currently driving the evolution of the tourism and travel industry. Travel and destination organisations can track the destination preferences of their visitors through the use of big data, and can provide them with suggestions and personalised packages. From automatically suggesting excursions and experiences on travel sites, to suggesting dream holidays fitting budgets, accommodation and flight preferences, big data provides consumers with truly personalised services, assisting not only travellers, but travel agencies and DMOs alike.

DMOs now have the opportunity to use data to improve travel experiences for their visitors, by combining technology and digital trends in the form of tools for data analysis. If DMOs are to remain competitive in a crowded market, they need to utilise their data for analysis and implementation into marketing strategies.

The key challenge in performance management is knowing what to measure, and how to align performance measures with strategies. DMOs must focus on the factors which are linked to the drivers of success within the organisation. These factors are called KPIs (Key Performance Indicators) which we'll address further in this chapter. KPIs can be both financial and non-financial, such as customer service, and it's important to measure both as they are equally as important.

² <https://www.bpir.com/what-is-performance-measurement-bpir.com.html>

Examples of indicators to measure are as follows:

- **Visitors** – the amount, the frequency of visitations, and the comparison between visitors not returning and new visitors.
- **Customer service** – visitor centre and attraction waiting times, feedback, reasons behind the feedback.
- **Market share** – how is your destination performing against competitors?
- **Employees** – levels of satisfaction of DMO employees, quality of work and attendance.

If your DMO has already ascertained the key areas driving your organisation's performance and discovered ways to measure this, then it should look naturally towards setting performance targets. These targets should help clarify the goals and values of the organisation, so everyone is on the same page, and by breaking them down, these key targets become easier to manage, and subsequently easier to achieve. Most importantly, these targets will form a link between strategies and operations.

Performance measurement really is fundamental to the continued improvement and sustainable growth of any organisation. With this realisation, comes the understanding that in order for a DMO to be successful in the long-term, there is a requirement for it to meet the needs of all stakeholders, including visitors, partners, the community and employees, for example. Evidently, in all research, case studies and other resources regarding the improvement of organisations, performance measurement plays a key role. It is also a central requirement for benchmarking against competitors.

Measuring the development and performance of destinations

There is a difference in the measurement of performance related to the DMO's activity or related to the impact and performance of tourism in the destination. First of all, destinations need reporting frameworks in place in order to set and measure the right KPIs for the range of digital and non-digital marketing activities. A clear defined set of KPIs and a vision on where the destination is standing can help destinations to succeed in the complex destination landscape. Rather than measuring so-called vanity KPIs, looking at pure web traffic, fans, likes and shares, digital-first destinations are shifting towards exploring the destination's reach and engagement and measuring the impact of its overall digital marketing activities.

KPIs and measurement are certainly one of the areas that destinations are now investing in, ensuring that teams can demonstrate tangible results and measure activities online and offline. There are, however, differences between the KPIs of different destinations, based on the remit of the individual tourist boards as well as marketing goals. DMOs should firstly decide on the factors of which they wish to measure, and define these. True management and understanding cannot take place without a form of quantitative measurement in a performance-oriented industry such as tourism. There is a clear need for data-driven foundations laying the groundwork for true sustainable tourism progression based on accurate facts and figures; data of which will permit DMOs to make decisions and strategies.

With regards to measuring the performance of the destination in tourism, there exist many techniques to assess and measure tourism at destinations, and also to understand tourism's direct and indirect effects upon the environment, the economy and upon society. In 2015, the UN World Tourism Organisation (UNWTO) partnered with the UN Statistics Division (UNSD) to create the initiative of measuring sustainable tourism (MST). In essence, the aim of this initiative was to connect the various frameworks for tourism, and to capture the benefits of accounting approaches. This was achieved by ensuring internal understanding with regards to reading and comprehending data gaps, bringing about the potential to extract vital indicators based on environmental and economic information. From this, DMOs can create their own unique environmental, economic and also socio-cultural indicators in order to measure their destination's performance, and benchmark it against competitors.

Through utilising tools such as national tourism statistics, alongside cutting-edge technology such as artificial intelligence through advances in data science, supply and demand evaluations can be implemented into marketing strategies for DMOs regarding destination performance measurement and evaluation. DMOs can make accurate estimates of the impacts of their tourism-related activities and initiatives by using a variety of tools such as IPK's World Travel Monitor Data Inquiry and Google Digital Unlocked courses and tools. In addition, more and more companies are now taking advantage of technological advances by using computerised numerical simulation techniques which provide valuable insights amongst uncertain situations, typical of the tourism sector.

IPK World Travel Monitor Data Inquiry

This tool, created by [IPK International](#), enables DMOs to select specific variables in order to receive desired data to analyse and use to implement into their marketing strategies. This, in due course, should improve performance as adjustments will be taken based on this accurate, reliable and relevant data. The Data Inquiry asks the user to select the countries, years and items of interest that they wish to extract data from. Once these variables have been selected, the IPK will then contact the user and assist them in finding the ideal data bundle for them to meet their data requirements, enabling DMOs to meet goals.

Google Digital Unlocked

Google's Digital Garage and [Digital Unlocked](#) allows users to access a huge variety of online courses, helping individuals and organisations with their skills in data, tech and digital marketing. This tool can help DMOs learn how to analyse data, and use it to implement into their strategies. Moreover, gaining certification from Google Academy is a great way for employees and organisations to further their skills and gain more knowledge of the marketing industry.

Utilising performance data and implementing it into strategies

As previously mentioned, data is becoming more and more crucial in creating and instating effective marketing strategies, especially for the travel and tourism industry. There are many ways in which DMOs can harness performance data and use it in specific ways to implement into strategies and make sound business decisions based on solid facts and research.

At present, many companies in the tourism sector, such as airlines, hotel chains, cruise companies and travel agencies, have a wealth of access to big data and the smart ones are already utilising this data to improve the overall visitor experience and become more efficient as a brand. Combine this data with the various tools previously discussed, such as Google Digital Garage, and you're on to a winner with regards to stepping up your game digitally-speaking and overtaking the competition.

Here are a few vital ways in which we here, at DTTT, feel could seriously help DMOs in utilising data for various marketing strategies:

1. Customising the user experience

Data from visitors, such as demographic and psychographic data, can be used to personalise the user experience with regards to suggested products and services. These days, the customer experience can be personalised to such a huge extent with the aid of big data, and brands are able to predict the choice and preferences of their consumers and automatically suggest options for them based on this data.

2. Creating appropriate pricing strategies

The right price is a key aspect to a booking for any traveller, which can really impact upon destination choices. The price of flights, the exchange rate, the cost of accommodation – these are all key aspects when planning a trip. The analysis of big data allows brands to track and assess competitor prices and spot trends and, alongside smart automation, DMOs can track every small change in prices and build relevant pricing strategies according to these results to further improve the visitor experience.

The travel and tourism industry is very sensitive to price, and most importantly, inflation and price increase, therefore pricing strategies need to be spot on to achieve those key goals. By analysing the historical data of fares, the prices of your competitors and the demand, DMOs can create the perfect pricing strategy to benefit not only the organisation, but also the visitors for higher levels of visitor satisfaction and a greater chance for a return visit or recommendation.

3. Gaining an insight into visitor needs

Gathering and utilising data allows DMOs to discover patterns in tourist behaviour and helps them understand the current and future needs of their consumers.

One example of doing this is through the travel booking startup [Hipmunk](#). Hipmunk analyses data from online reviews, social media, airlines and customer profiles, in order to personalise the search results to

meet the individual needs of the consumer. This, in turn, speeds up the time it takes to confirm a booking, therefore meeting KPI goals of sales conversions a lot quicker.

4. Achieving competitive differentiation

Through using big data, brands can make adjustments and improvements to their product as a destination, making them stand apart from the crowd and overtake competitors with regards to what they can offer as a destination and the quality of the visit.

British Airways, for example, has a ‘[Know Me](#)’ feature. This feature analyses data from all of their customers in order to provide customised results and suggestions. In turn, this provides an overall better visitor experience and higher levels of customer satisfaction, alongside a boost in their revenue and booking conversion rates.

5. Instating loyalty programmes and improving marketing strategies overall

Loyalty programmes enable brands to collect super useful information about their consumers and target audience. This information, of course, relies on solid data. Travel and tourism organisations can use these valuable insights extracted from the data to optimise on sales and personalised campaigns to increase and drive loyalty. From doing this, there is a much greater chance of leading to customer retention generating greater profits, and of course, recommendations either by word of mouth or via online review sites; the latter which we shall discuss further in the section ‘Measuring tourist satisfaction’.

Tourists produce vast amounts of data each day, whether at the destination or by searching and booking online. The data they produce enables travel brands to optimise their marketing strategies and efforts and target their specific audience more effectively. This big data will also aid DMOs in maximising their ROI through better-optimised marketing messages, curated around online research and data patterns regarding visitor behaviour. All in all, if all aspects of travel and the visitor journey were to become more affordable, customised for individuals and convenient, visitors are far more likely to convert for bookings, remain loyal to the destination and the brand, and recommend the destination and brand to others, whether online or offline.

Measuring the success of content

With tight budgets and limited time frames, measuring the success of your content has never been more important. Marketers need to understand how many people are seeing their content, what kind of collateral consumers best respond to and how they are discovering it in the first place so they can adapt and improve their efforts. As a result, measurement is a vital final step in the production process.

Whether your target is to increase sales or just awareness of your destination, if you don’t monitor your progress against your goals it’s hard to understand if the content you are producing and sharing is correct.

As already mentioned before, all your goals should be measurable and trackable, and this works both for your general goals as an organisation and for the content you share through your channels as a DMO. Fortunately, online platforms provide a plethora of analytics to help inform this. Data-driven marketing is a big buzz term in media today, and for a good reason: never before have marketers had such rich sources of insight at their fingertips. Here are 6 tips to help you measure the success of your content.

1. Define what success means to your brand

Content marketing doesn't exist in a vacuum. The metrics you choose to measure your performance should always align with wider business objectives. Translate these objectives into metrics and cluster them by social channel. These can be as broad or nuanced as you like: measuring an increase in brand awareness, for example, can be as simple as noting month-on-month differences in reach or impressions on social platforms. More complex goals around promoting specific facets of your destination - such as a city or messaging - can be addressed via tagging content in the publishing module of platforms and collating these stats.

If engagement and advocacy are key to your marketing plan (and they certainly should be for destinations hoping to convert wannabe travellers into passionate paid-up visitors), social shares, follows and subscriptions will reveal the most effective activity. Successful content answers brand objectives, reaches an appropriate audience and initiates a long-term relationship with a consumer.



Image 1: A list of digital measurements by type of goal.

2. Choose metrics that best illuminate the performance of your specific activity

Is video content a key part of your social strategy? Integrating video analytics into your measurement framework will help optimise future content.

Analysing audience retention (e.g. Facebook's 'Avg % of videos viewed') - the proportion of your videos viewed by people - can highlight the moment viewers tune out, providing clues on how to structure a narrative and the optimal length of content. On Facebook's Business Manager, the number of video views

to 95% is a better indication of a video's effectiveness than total video views. Equivalent metrics are available on YouTube under 'Absolute Audience Retention', while 'Relation Audience Retention' benchmarks the performance of your videos against content of similar length.

3. Make reach and engagement central to your measurement programme

Reach and engagement are the fundamentals of social media measurement. The former reveals how your content has contributed to greater brand awareness, with engagement measuring advocacy and loyalty via the number of interactions content has received.

On Facebook, 'Lifetime Post Total Reach' (or organic/paid if you want a more nuanced breakdown) will tell you the total number of individuals exposed to content. 'Lifetime Post Total Impressions', on the other hand, indicates the number of times your content has been displayed. This is also the primary method used to measure awareness on Twitter.

Engagement shouldn't be dismissed. After all, you don't just want consumers to see content around a destination, you want them to like it too and tell their friends. The metric can be roughly divided between public and private interactions. These include:

Public interactions

- Reactions, comments & shares (Facebook)
- Retweets, replies & Likes, Hashtag uses (Twitter)
- Likes, Dislikes & comments (YouTube)
- Likes & comments (Instagram)
- Repins & Likes (Pinterest)

Account subscriptions and follows can also be included in this category.

Private interactions

They don't have quite the same obvious impact as a share, but clicks - whether offsite to a link or to expand views of content - are also a valuable sign that consumers want to learn more about your destination. This kind of engagement encompasses metrics like:

- Clicks to play, link clicks, other clicks & photo views (Facebook: accessed via the 'Lifetime Post Consumptions by type' tab on the post level data export)
- Engagements (Twitter) - both public and private forms of engagement are combined here

4. Check that the right people are seeing your content

Growth in reach and engagement loses its impact if audiences exposed to your content are off-target. The major social media platforms offer basic audience segmentation metrics, revealing the gender, age and regional makeup of new followers.

For DMOs, the distribution of reach by country will be particularly important for Facebook marketing. This data can be compared against the equivalent community growth metric to see which audiences are being converted into brand advocates.

5. Benchmark against past performance, as well as other tourism organisations for insights on best practice

Creating benchmarks lends context to performance and gives your content a standard to aim for each month. By collecting stats in a master document, you can cross-reference these to compare performance with the equivalent period last year (useful given the seasonal nature of the industry) or with a previous campaign.

For regular reporting, examining a 6-month or year's worth of results, and identifying a monthly average figure across the various metrics can pinpoint what this standard should be. Similarly, tracking how other organisations are faring provides insight into the activity that generates engagement and awareness. Take note, however: many social analytics metrics are available only to account admins, so there's a limit on the kinds of insights that can be drawn. Benchmarking against public engagement measures like Reactions, Likes and retweets, community growth and post counts (split out also by content format) is a good solution.

6. Draw up a measurement framework

Measurement frameworks sort metrics into different easy to understand 'buckets'. These are often aligned to the overall marketing funnel, helping elucidate the impact of online content to non-digital professionals in your organisation.

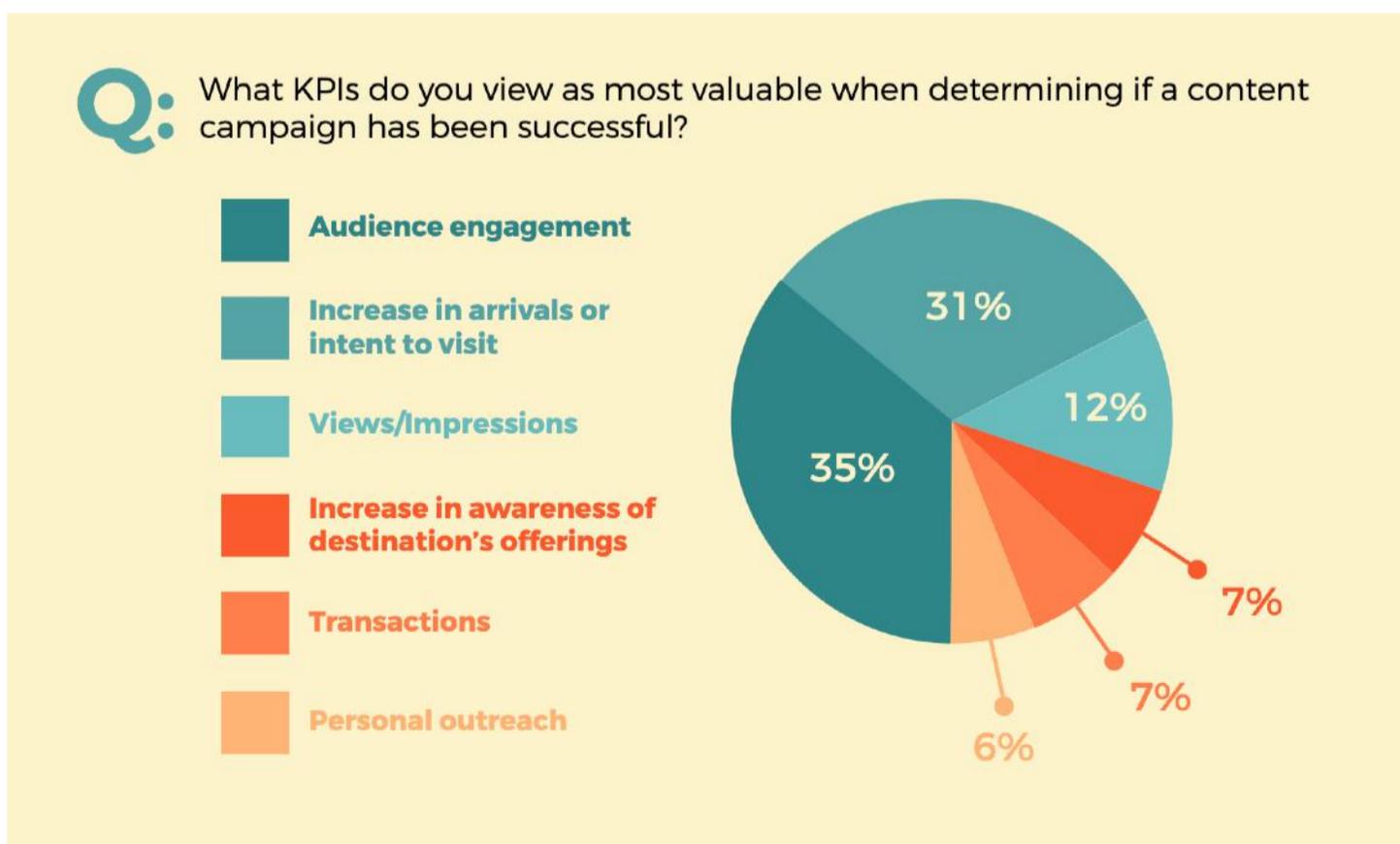


Image 2: a pie chart from a [Brand USA/Skift research](#) suggesting which are the most valuable KPIs to measure content. (2019)

According to a [Brand USA research](#)³, the success of content has different forms, so it has destination storytelling. If the ultimate objective of any destination's marketing activity is to drive visitation, measuring the success of content means evaluating the overall impact of a campaign, of course through different KPIs. In USA, the research suggested a series of KPIs as useful to determine the success of content campaigns. Some of them are easier to analyse such as views/impressions or audience engagement, other ones require a longer-term measurement such as the increase in arrivals/intent to visit or the increase in awareness of the destination's offerings.

Campaigns versus 365 marketing

In [Chapter 6 and 7 of the Transformation Series](#) we talked about the creation and distribution of content to target visitors and we underlined how important it is for DMOs nowadays to be 'Always On', which means constantly creating content to actively keep up with changes in consumer trends and to take advantage of real-time situations to get closer to consumers in a fast-paced social world. DMOs should ensure that the content is relevant to the target audience and distributed on the right channels at the right time while demonstrating a diversity of interests and experiences.

Being 'Always On' is more beneficial for DMOs - especially smaller ones - to focus the efforts on the frequent distribution of content rather than creating few high-budget campaigns. The quantity of content that needs to be produced to keep-up with the daily distribution, though, can be a limitation more than a facilitation in this process, but it is also true that the possibilities for the creation of serialised content for a constant distribution are far more beneficial for the always on DMO and are cheaper than it looks, especially if content is distributed on social media. For example, you could use a budget of 1 million for two big campaigns throughout the year, one for a winter event in your destination and one to promote the summer season at your destination, implying a PR agency for the distribution on several online channels through advertisement, or you could use the same budget to hire a small team of content creators, send them outdoors and film the destination on an almost daily basis and use the same content in a serialised form. This enables your DMO to cover the destination throughout the year and possibly attract multiple different target audiences, depending on the content used, as well as working with different external ambassadors with millions of followers, which help you target your audience but also try to discover and attract new consumers, different niches. All with the same budget.

On the other hand, with few specific campaigns during the year, great results can be achieved as well. What is important, is to have clear and specific goals and stick to them in the creation of KPIs to measure the success of these campaigns. Whether it is serialised content throughout the year or a few campaigns, performance has to be measured during and after their launch. Serialised content launched on social media, especially, is the type of content of which the performance can be measured the easiest. Social media provide many analytics tools that offer insights which can be analysed immediately after the launch of

³ <https://skift.com/destination2020/>

content. On the other hand, big campaigns require more time to be measured and, especially if they have an offline part, they can be trickier to analyse.

We think that there is no correct or wrong way to distribute content to promote your destination but **having a combination of both**, which are effective in their own way, **can represent the correct answer** since the two compliment each other in maintaining audience engagement. With a combination of the two is also good to analyse the performance both in short and long term perspective.

Measuring tourist satisfaction

Another way of measuring performance of the destination is by measuring tourists' satisfaction during or after their experience, most of the time, through online review platforms or through questionnaires. Many of these platforms are public; therefore, any bad review will be seen by a lot of potential customers, even those who may not be even researching the destination. However, negative feedback is not necessarily bad because it shows where and how you can improve the visitor experience as a DMO. The public nature of these review platforms is also positive because any good feedback will concurrently act as authentic marketing for your destination. The following ways describe the platforms that DMOs can use to gauge tourist's satisfaction and analyse the performance of their destination.

1. Customer Satisfaction Surveys

Customer satisfaction surveys are multifaceted and take many different forms. Each form of survey is pertinent to a different stage of the customer's visit. Some of the surveys will simply discover whether the customer was satisfied or not. Others, will enable the tourist to explain why they were satisfied or not. Therefore, the DMO will be able to discern where they are performing well and identify areas of improvement.

In-App surveys is where a subtle feedback bar is embedded within the DMO's website. This survey should only contain one or two questions. This type of survey has a high return rate as the customer is already engaged with the destination and the short style questions do not appear to take up too much of the consumer's time. In-App surveys tend to be used when the consumer has just booked their trip or activity within the destination. Therefore, these surveys should measure your destination's performance in terms of the ease of use of your website and how easily the customer was able to plan their trip. However, due to the brevity of the survey the customer cannot express why they are happy or unhappy with the service they have received.

Post-service surveys are filled out after the customer has experienced the service. To exhibit, this would be an iPad placed at the end of an activity, such as, a museum. A DMO place these post-service surveys in tourist information centres, where the consumer can complete the survey whilst visiting the destination. The experience is still fresh in the mind of the customer, thus there is a high return rate. However, as this is right after the experience, they may be uneasy with sharing their un-filtered opinion. Particularly, if the survey is an oral one.

Email surveys are for when the customer has already left the destination. Email surveys tend to be longer and the questions enable the customer to write their own opinion, rather than selecting an option. The response rate, though, is generally quite low. Visit Scotland's visitor feedback campaign, from 2015/16, found that they were able to get 11,743 people to conduct face to face surveys. However, in comparison, only 2,999 people filled out the email questionnaire.⁴



Image 3: Visit Scotland's infographic of the survey results.

Yet, the quality of data is a lot higher, the customer can express what difficulties they had and why they arose. Hence, the DMO can analyse each areas of their performance. For example, DMOs can also monitor the performance of their advertisement campaigns, by looking at why customers came to their destination. Visit Scotland were were able to see that long-haul customers came to Scotland due to the Scenery & landscape (53%) and their

Scottish ancestry (23%). Thus the DMO is able to gain a fresh perspective on their destination and adapt their destination according to the feedback. Email surveys are also private. So, if there is a serious issue for one customer, those researching the destination would not be deterred from booking a trip, due to one person's opinion. The DMO can see the expectations and the reality of the guest's visit and see how they can improve the reality of the trip.

Google Surveys is a highly valuable tool. They cover all three types of survey. For instance, The Google Survey can be linked with your Google Analytics, Google Ads and Youtube account.⁵ Therefore, Google can supply the consumer with a question before they watch a youtube video and these questions usually relate to brand awareness. A DMO would be able to measure knowledge about their destination, in comparison to competitor destinations. However, you can create an email survey, without asking the customer to fill out all of their details, reducing the time spend on the survey and the likelihood of the customer getting frustrated and abandoning it. Once the data has been collected, Google Surveys will then display the data for you, easing the analysis of the data. Furthermore, these surveys can be quite cost-effective because you are charged per completed survey, between £0.08-£1.10.

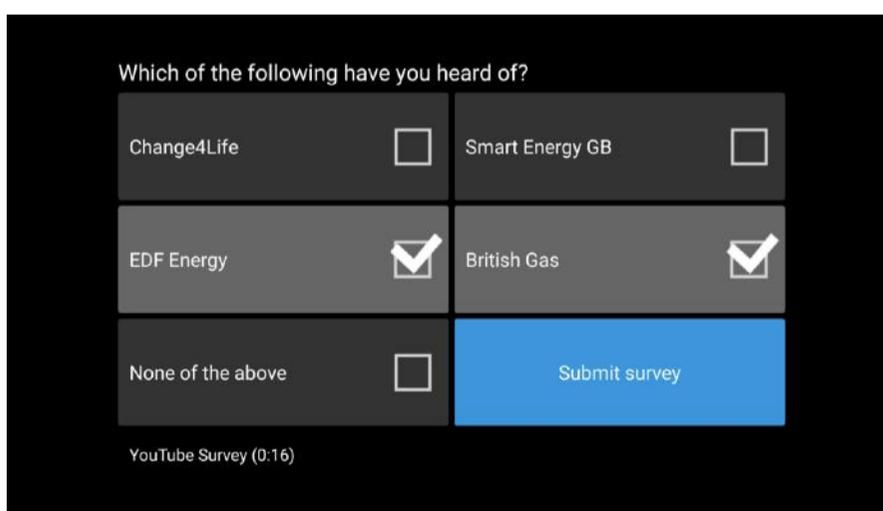


Image 4: YouTube survey on the awareness of different energy providers.

⁴ <https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/research-papers/scotland-visitor-survey-2015-16-overview.pdf>

⁵ https://marketingplatform.google.com/intl/en_uk/about/surveys/

2. Social Media Response

Of course, DMOs can generally gauge tourist satisfaction from the posts about their destination on social media. They can look at the tone of the posts, under the geotag of the destination's location. Checking posts under the geotag about the destination enable you to gauge the performance of various activities in their destination by the popularity and quality of the experience, postulated by these posts. Twitter is a particularly effective platform for consumers and brands to interact. For instance, if a user tweets feedback about the destination, due to Twitter's public nature, the brand can have a conversation with the user and others regarding the destination. Therefore, engagement with past and potential customers is cultivated and the destination's desire to perfect the guest's experience becomes apparent to the consumer. Furthermore, if guest satisfaction is high then this can simultaneously act as authentic advertisement, for the destination.

Social media can be utilised in a more specific manner for customer feedback. For instance, customers will voice their concerns or questions through the direct messages or their social media pages. This sort of feedback is usually provided before the trip takes place. For example, through the questions that a DMO receives about their destination they can assess how easy it is to access their destination and how they can improve upon this. Customers tend to prefer to use these as it is a very quick method of engaging with brands. Facebook's message window can be set to pop up as soon as the customer opens the page, therefore encouraging them to write to the DMO directly rather than through public comments. This helps to keep negative comments shielded from view, even though obscuring parameters for negative sentiment phrases and words can be set beforehand.

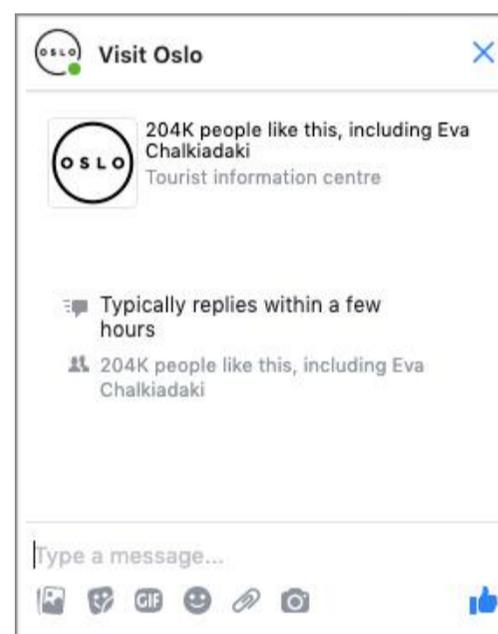


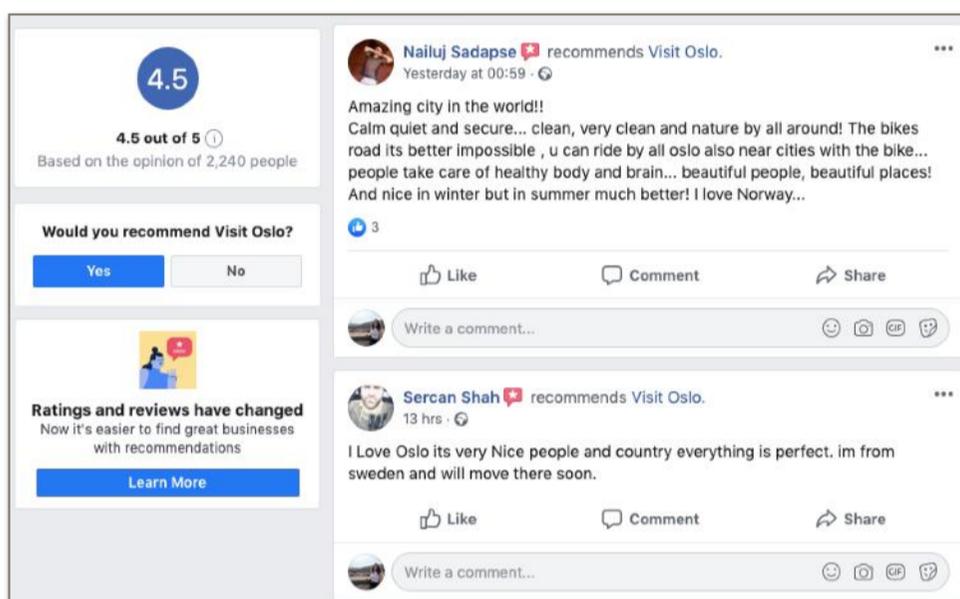
Image 5: An example of pop-up Messenger window from Visit Oslo's Facebook page.

3. Review sites

Review sites are a key place to gain feedback from previous customers and, then, ascertain the level of tourist satisfaction. One of the key places is **TripAdvisor**. TripAdvisor, like most review sites, enables the user to leave a rating and a comment on their experience. However, there are no guiding questions to prompt different perspectives about different areas. Hence, a few of the most prominent opinions are discussed by customers. There are pages for specific locations but no reviews for the destination as whole. TripAdvisor divides everything into three categories: 'Things to do', 'Places to eat' and 'Places to stay'. DMOs should evaluate customer satisfaction from the points raised by customers in these categories and see where access can be improved.

Google Reviews provides not only an insight to the most prevalent issues to your customers, enabling a DMO to measure satisfaction with the destination, but they also have an elaborate system of **Google Local Guides**, in which they encourage people to leave informative reviews of the places listed on Google Maps. Hence, synchronously, they also incentivise customers to leave their opinions about your destination. The more the customer writes, in quality and in number, the higher up the local guide level they get. Becoming a Local Guide is incentivised by gaining early access to Google products and features. Google Maps will also

locate where the user has been and after their visit they will send them a push notification to remind the user to leave a review and enjoy the benefits of the Local Guide system. Google reviews can be highly influential for consumers, as they can be seen as the first thing while researching the destination and the opinion of one person might impact the decisions of others to come your destination.



Facebook has also branched out into 'recommendations'. Customers can recommend destinations and give them a star rating, as well, based on their experience. The recommendations are then posted publicly to their followers. Thus, it will not only be people who are researching the destination who see the feedback but those who are unaware of the destination. Facebook recommendations is a great way to simultaneously gain customer feedback and raise awareness about your destination.

In conclusion, DMOs can estimate tourist satisfaction via surveys, social media responses and review websites. In-App and Post Service surveys have high return rates. However, they just specify whether the consumer enjoyed their stay in the destination, not why. Email surveys are more detailed and elaborate on what the consumer experience was and why. Yet, they do not have high return rates, because it requires the customer to invest more time. Social media and review websites allow the customer to discuss a few issues that they felt were more important to them at various activities, places to stay and places to eat, within the destination. Thus, a DMO can see how each part of the tourist experience is rated and where the destination keeps tourists satisfied.

SETTING AND ACHIEVING GOALS

Setting Goals

Before being able to prescribe a value to the success of an objective, it is integral that the goals of the organisation are clearly defined. The key priorities of your DMO may be incredibly obvious, yet it is important that there is a distinction between the various goals. So, whilst different strategies are employed in order to achieve each goal. It is certainly the case that a goal can have various outcomes, but there must be a definition of each and how it translates into a strategy. In doing so, all goals can be measured and can be prioritised accordingly.

Another, seemingly obvious point, is the ability to measure the goal; if it is not measurable it is not a KPI. Although it is often hard to ascribe a specific or single numerical indicator to the success of the goal, there are some key analytical tools that are used throughout the following examples, one of which is Google Analytics, once your central dashboard for digital insights, now only one of many insight tools you'll need to use to truly understand performance.

Once, the key over-arching goal has been established, the DMO can then work backwards and design the process to achieve this goal, with smaller actions to which can also have targets assigned. So, the pace of the overall goal can be monitored. For instance, Visit Helsinki has the overall goal of being carbon neutral by the year 2035. In order to achieve this goal, the aim is that all buses will use renewable energy sources by 2020. So you see in this overarching goal, there are 'micro-goals' which form individual actions which contribute to achieving the bigger goal.

A range of KPIs should be set. Of course, the overall performance of the organisation is integral. Despite a recent shift in looking at 'managing visitor numbers' over 'growing visitor numbers', increasing visitor numbers is still one of the most important KPIs for the vast majority of DMOs.

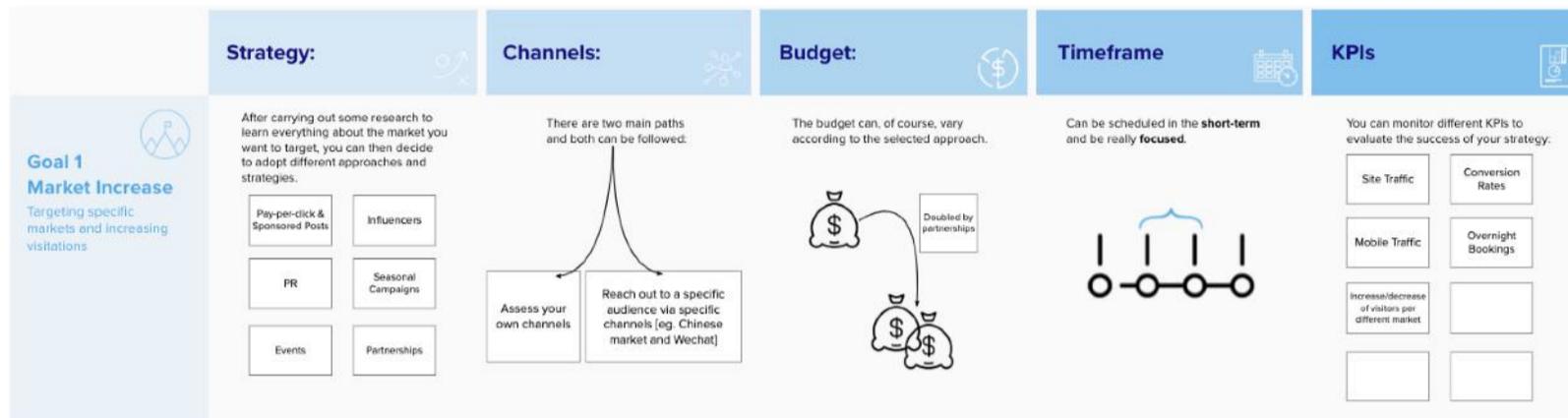
Another key to the setting of KPIs is the consistent update. Based on the success or failure of a KPI, new ones can be set. The reason behind the failure may hold the key to the success of the next KPI. A cycle of constant checking and updating is integral to the growth of a DMO.

Five key Goals are detailed below, demonstrated by examples from DMO's who have successfully activated a targeted campaign / strategy to achieve a clear objective. These instances cover how the DMO achieved these goals and wherein the smaller goals are established. How these DMOs assessed their achievement of their aims and goals is also covered.

For each Goal we present a summary of the strategy DMOs should take into consideration if they want to achieve similar goals. An infographic also suggest the type of strategy, channels, budget, timeframe and key performance indicators that might help to achieve the goals.

Goal 1: Market increase

Targeting specific markets and increasing visits to the destination



To increase the number of visits to the destination, the DMO should define what the best potential markets are and think about how to encourage more visits; this goal is shared across many DMO strategies. In order to achieve this goal, the best and most common strategy is to **build strong campaigns, designed to reach out to those specific audiences with authentic and inspirational content, often supported by a solid influencer strategy.**

When talking about market increase, brand differentiation is extremely important to consider and it should be the bedrock of any strategy. However directly targeting specific markets goes hand-in-hand with brand development. When you know your brand and which audiences are primed for that 'brand match' - which we explained in the [Product & Experience](#) chapter - then you have to assess the potential 'sizing' of that market; this can focus on many factors, such as:

- Access - what's the volume of connections bringing visitors into the destination
- Demographics - what's the population, disposable income, interests etc.
- Affordability - how it sits on the affordability scale; shape the offer and competitive set
- Propensity - how strong is the brand and product match with potential visitors

Once key markets have been identified, there are many different ways in which they can be reached effectively.

In order to achieve market increase, **influencers** relevant to your key markets have been proven to be successful in connecting with audiences through a relatable voice and perspective, as opposed to the official voice of the DMO. Additionally, forming relevant and mutually beneficial **partnerships with content creators** who really know the market and make use of a collaborative approach as a means to target desired audiences with a view to encouraging them to visit the destination. This can be done through the collaboration with influencers and content creators with a high following and high levels of engagement, which allow DMOs to reach out to a readymade audience, whose interests coincide with the destination offer and brand values.

Partnerships can allow the destination to raise significant extra budget from partners such as airlines, hotels, etc. and to build commercial KPIs such as increased bookings and sales, whereas for the destination KPIs can be only linked with awareness, like website visit duration, subscribers, etc. Partnerships bring financial incentives by boosting budgets, allowing campaigns and marketing efforts to shine amongst competitor destinations.

To attract specific audiences, DMOs must be aware of the channels these specific audiences are using. Through influencer campaigns, the channels used will be the channels used by the influencer or creator, and so content and marketing efforts should be designed to reflect these channels and the audiences they attract.

The types of campaigns to use for Market Increase comprise of mainly **PPC and sponsored social media posts**. DMOs should also look to use ad campaigns to increase conversions and drive bookings. **Campaigns should be seasonal** to reflect the different activities and themes the destination can offer.

We would suggest the use of social media to promote the destination through **sponsored posts and ads** to drive clicks and conversions. This is a highly cost effective and easily quantifiable approach as you can measure direct ROI from specific campaigns and posts.

KPIs

For a goal of Market Increase, the main KPIs to focus on are the following: site traffic, conversion rates, mobile traffic, overnight bookings, increase/decrease of visitors per market, campaign/engagement, sales generation from commercial partners such as airlines and/or hotels.

Goal 1 - Best Practice: Brand USA

Brand USA is a great example of a DMO whose key aim was to increase visits to its destination. The overall aim of increasing visits was aided by the objective to target a specific audience, in this case, the British market. Brand USA, in partnership with State partners and The Telegraph, curated an interactive timeline presenting a cultural history of American music. The aim of 'The Ultimate Guide to America's music' was educating and inspiring the British audience on American music and the integral part it plays in its culture. The compelling information from this campaign would then hopefully inspire the British reader to visit one of the many music festivals.

The campaign was highly informative, enabling those who were interested in a particular genre to delve deeper and learn more. For instance, an overview of American music is supplied with a timeline that displays the chronology of various genres, many of which originate in the United States. Each of the genres is connected to a follow-up article that discloses a more in-depth look at the genre's historical significance, cultural impact and information regarding key musicians. Furthermore, each genre has a Spotify playlist of quintessential songs of the genre, for people who are fans and who are also intrigued. This example illustrates the multi-faceted approach taken by Brand USA, with its utilisation of various platforms.

At the bottom of each of these articles, there is an interactive map of America, showcasing where and when festivals for each genre take place. The map also contains smaller music events, genre-specific festivals and musical points of interest all around the USA. As indicated by the map below, the grey dots are areas of significance and the orange dots are music festivals.



The map ensures that fans of every genre will find plenty of inspiration to plan various places to visit with the impetuosity of the large festival driving their visit. The campaign is highly comprehensive in its reach, due to the range of genres elaborated in the articles, even including EDM! The wide variety, therefore, ensures that there will be a distinctive rise in visits from various demographic groups.

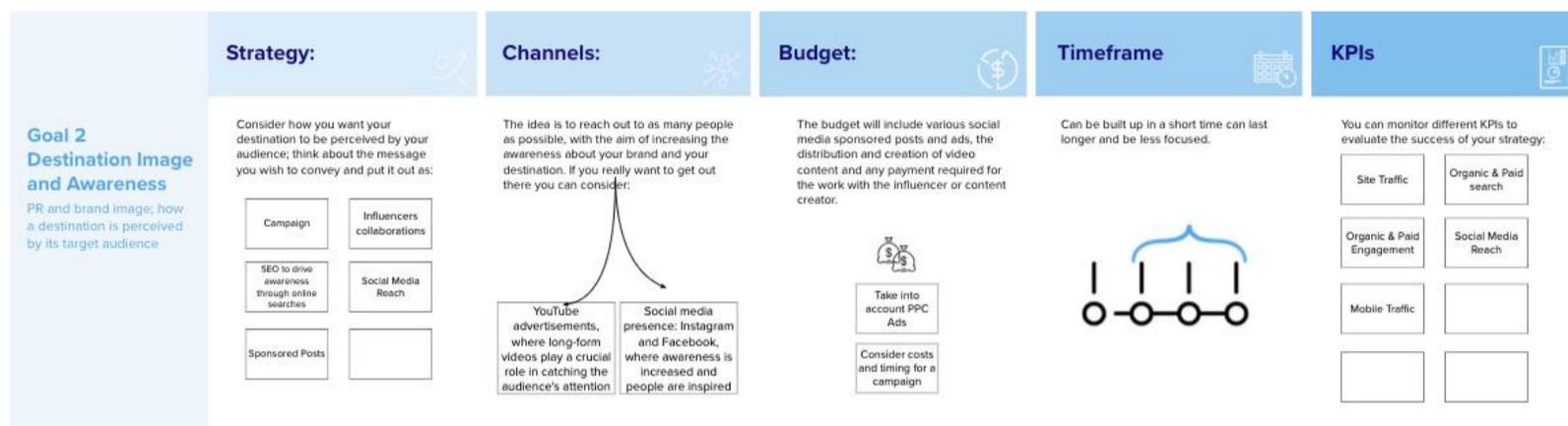
Brand USA is, thus, highly successful at supplying 'top of funnel' inspiration for visiting the United States, exciting the reader about American music culture. The campaign is also successful in providing more 'middle funnel' content, sketching key areas of interest that a person could visit in conjunction with a music festival. 'The Ultimate Guide to America's Music' is a thoroughly considered campaign designed to increase visitation to the United States. The imaginative use of native advertisement is highly evocative and symbiotically inspires and educates the user, with their various articles and playlists. Hence, Brand USA is a great example of a DMO that has created a clear goal and effective aims to achieve this main goal.

This partnership has proved to be a huge success. The 2018 long form content and interactive map registered engagement times to over six minutes. It achieved a click-through rate to relevant offers and trips of 5% and an 18:1 ROI ratio.



Goal 2: Destination Image and Awareness

PR and Brand image: how a destination is perceived by its target audience.



Goal 2 relates to how a destination is perceived by its target audience with regards to its all important brand image. It's so important to understand the existing perception your target audience has, as it could be completely different to what you might expect. It is also important to consider that your perception of your own destination will most likely not be the same as your audience, which is why influencers are an effective way of reaching them.

In order to reach this target, campaigns should focus primarily on **driving awareness and reach**, achieving engagement with online activity, such as social media posts, and improving the search engine optimisation of the destination's website.

Collaborating with influencers and creators increase brand visibility and awareness and improves the overall perception of the destination through a trusted and relatable third-party voice. As influencers typically have amassed a large following, their levels of engagement and also reliability are generally high, and therefore would be a perfect option to promote the destination via social media channels. Content could be co-created between DMOs and creators, and may also involve the influencers 'taking over' social channels within a specific campaign to increase brand visibility. Using local people and local influencers encourages a stronger sense of a community and a desire to be a part of that community, whether online or offline.

In order to increase the destination image and awareness it is very important to create a content brand architecture, creating content of different format following the Hero/Hub/Hygiene categorisation we presented in [Chapter 6](#). The brand has to be driven by strong content with a good planning and a right distribution to the right audiences. In this way, the destination's image appears very strong through a consistent messaging in line with the brand.

Campaigns should be curated around and targeted at specific audiences, through **retargeting campaigns** using YouTube ads, alongside Facebook and Instagram ads and **sponsoring or 'boosting' social posts**. Moreover, to continue to drive awareness, **PPC (pay-per-click) campaigns** should be set up for the

destination to appear top in Search Engine Results Pages when users research places to visit. Hand in hand with PPC comes **SEO** – websites should be optimised to further increase the destination's chances of appearing high on SERPs, by using relevant key words and phrases users are searching.

In our opinion, the main channels for DMOs to utilise in order to drive brand awareness would be through the social media channels of YouTube, Facebook, Instagram and, to an extent, Twitter. Of course, DMOs should assess their current channels and ascertain which work best for them by assessing their data for each, with regards to reach, impressions and engagement. It's important to note here that you do not need to use every channel if it doesn't suit your brand or objective. You can still maintain a presence across the key channels, however you may develop a stronger focus on some more than others. Moreover, the collaboration with influencers and creators also means that their personal channels on these social media platforms will be key within your strategy to achieve this goal.

KPIs

In order to achieve the goal of generating and increasing brand awareness with a focus on the perceptions of the target audience, DMOs should look to use the following KPIs: site traffic, organic and paid search, organic and paid engagement, social media reach and mobile traffic.

Goal 2 - Best Practice: Visit California

[Visit California](#) has a very extensive set of aims to achieve the overall goal of improving their destination's image and awareness of the brand. Through Visit California's various innovations, they have managed to gauge that their website reaches around 23 million people.

One of the key aims was Search Engine Optimisation (SEO), which was achieved by embracing the rise of vernacular, everyday spoken language, language in search engine searches. To elaborate, 'Do I' questions had increased by 65% and 'Should I' questions had increased by 85%. Visit California looked at the performance and frequency of various key terms from consumer searches, looking at 4,388 terms. The most frequent terms were then refined into 37 final topics and from this, 35 videos were curated along these themes, thus, directly answering the questions of the consumer. These videos then provided other suggested videos and articles, pushing more inspirational and informational content about a visit to California.

The success of this was shown when Visit California was the first suggestion on the search engine result, which is particularly impressive considering the volume of searches about the heritage of such a provocative location. Achieving the first result is highly impressive because this position tends to receive around a third of the traffic from that search. Visit California utilised Google Analytics and found that the performance of the targeted key-word search was 40% click-through-rate. Those who reached the website inorganically, 97% of them clicked from the website to other websites in the industry, therefore the SEO goal was highly successful. The success of this goal ultimately meant that the guests were being pushed through the visitor

funnel, inspiring them to book the trip. The assessment of their SEO, also signifies their consistent ongoing strategy for self assessment.

In terms of improving brand image and awareness, Visit California consistently experiment with new and existing content. Therefore, it is extremely important that they continually measure performance to indicate what works best. For example, the '24 Hour 24 Videos' was a series of videos that was released every single hour of a day. This video series was highly effective from an intent to travel perspective and it also established what type of content was highly emotive for potential visitors. For example, the most emotive content related to Native American history and quintessential Californian visitor sites. With the response from the Youtube video, Visit California then implemented these key findings into the Dream 365 TV content.

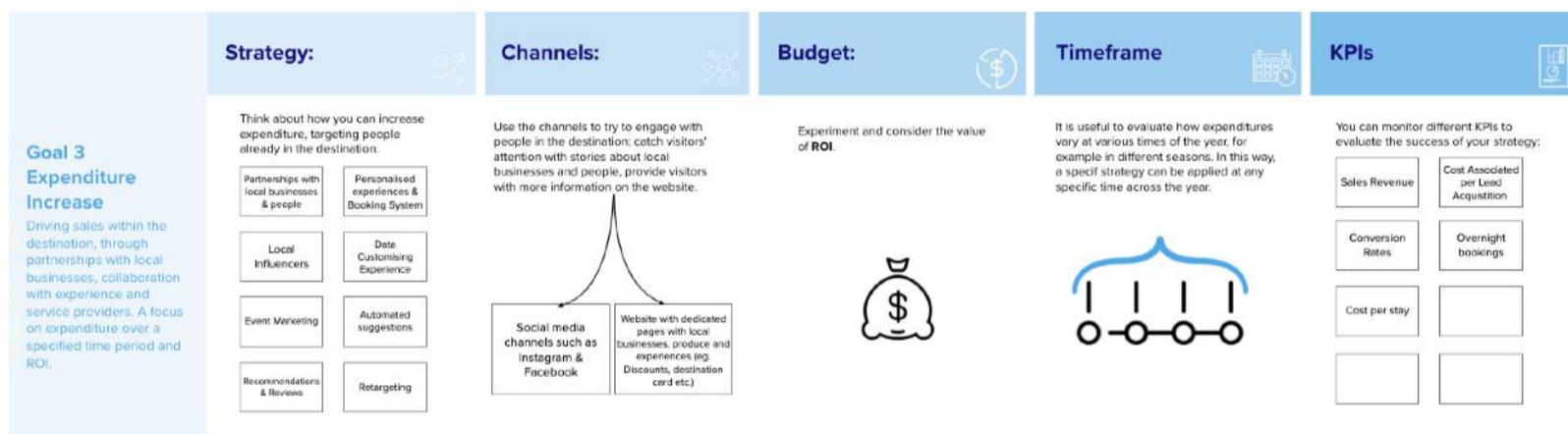
Visit California adopt the 'throw the spaghetti against the wall' approach, in that they try out different ideas and essentially see what 'sticks'. Therefore, they allow for failure in the sheer volume of content they produced, in order to identify the most effective and current method. Visit California is able to evidence its 'spaghetti' technique according to Instagram Audience Insight, demonstrating that the content creation has increased by 65% in the last 5 years. This method of consistent rejuvenation is seen to be effective as they gain 2.4 million likes on their posts every minute.

The series 'Dream Eater' was altered to become more effective through the 'spaghetti' technique. For instance, when the show started, the host was displayed in more of a prominent position rather than the food, for at least the first 15 seconds. The views and watch time were poor, leading Visit California to place the videos on various platforms. Visit California also experimented with the size and length of videos, also incorporating subtitles to respond to the trend of silent viewers. These adjustments were made from educated guesses. The size of the videos were altered to cater for the fact that there will be 50% mobile only users by 2020, and 85% of social media content is viewed with the sound off, contributing to the use of subtitles. Through the experimentation of these videos, the views increased by 40%. They also implemented the findings from this project into a new project, 'Jonny Mosely's Wildest Dreams', where the most successful video has around 3.3 million views.

Hence, we can gather that improvement of brand awareness as a goal has been successfully and continuously employed by Visit California. However, it is a goal which needs to have measures that consistently monitor the content that is produced.

Goal 3: Expenditure increase

Driving sales within the destination, through partnerships with local businesses, collaboration with events, places to eat, places to stay, things to do and see. A focus on expenditure over a specified time period and ROI



Expenditure increase relates to driving sales within the destination. This can be achieved through **forming partnerships with other organisations and local businesses** and collaborating with experience and service providers. Driving sales and measuring the increase in expenditure can be measured by assessing the ROI and benchmarking it over specified time frames. Here, **partnerships with local people and companies are key to join forces by promoting brands, products, services and experiences**, and instates pride into the marketing of the destination. DMOs should also look to collaborate with local influencers and content creators to continue to drive sales through the destination's online promotional efforts.

In order to increase visitor expenditure at the destination, DMOs should look to personalise the entirety of the visitor experience and booking systems. Customisation can be achieved through the analysis of data and predicting visitor behaviour, making automated suggestions based on previous activity, which would encourage visitor spend.

Channels should be used to engage with people directly at the destination, therefore to catch visitors' attention with stories about local businesses and people, providing visitors with more information on the website and the possibility to book services directly from social media posts, primarily on Facebook and Instagram. Through **retargeting sponsored posts**, DMOs could actively promote in-destination activities and things to do and see, encouraging them to make a visit and therefore spend more.

KPIs

The following KPIs should be assessed when measuring expenditure increase: sales revenue, cost associated per lead acquisition, conversion rates, overnight bookings and cost per stay.

Goal 3 - Best Practice: Dubai Tourism

A key example of a DMO who aimed at increasing visitor spend in the destination is [Dubai Tourism](#). More specifically, Dubai Tourism decided to double the impact of tourism in the United Arab Emirates's GDP. In order to achieve this, Dubai Tourism focused its efforts on attracting consumers with a higher spend-per-head ratio rather than just attracting as many people as possible.

Back in 2014, the DMO identified the Chinese travellers as consumers with a high spend per head ratio and started creating marketing campaigns to attract the market. According to the data shown by Dubai Tourism, in 2017, Chinese overseas spend was estimated to be 234 billion USD and steadily growing. In terms of ranking of the city's top tourism source market, China appeared to be ranked 11th in 2014 and grew consistently over the course of four years reaching 4th in 2018, achieving a 41.4% increase of visitors, therefore confirming the growing trend of Chinese travellers to Dubai as a direct result of new and targeted marketing campaigns in China.

Even though Dubai stated they preferred quality over quantity of visitors, there has been a drastic increase in numbers. However, the increase of visitors to the destination was a direct consequence of Dubai's goal to improve quality. The DMO worked to facilitate tourism accessibility for the Chinese market. In October 2016, the UAE government established a Visa Free policy for Chinese citizens who are now able to visit the UAE for up to thirty days without a visa. Since that policy came into effect, the number of Chinese visitors in Dubai skyrocketed. This visa free policy also opened the way to a new segment of travellers: Free-Independent travellers (FIT). Where before travellers needed to be supported by group tour companies in order to obtain a visa, there is now the opportunity for those who want to explore the city by themselves. These Free-Independent Travellers have an even higher spend per head and have had a direct impact on the general increase of visitor spend in the destination.

Even though the calculation of the increase in visitor spend cannot be made per head, the nature of the Chinese spend and currency have made it is easy to find out how much they spend. To explain, Chinese travellers are used to paying for everything through their social media app 'WeChat' or 'Alipay'.

Visit Dubai partnered with both WeChat and Alipay to create integrated programmes to assist Chinese travellers in Dubai and providing as seamless an experience as possible, therefore successfully gaining valuable financial data on their visitors. WeChat can supply information about the financial data, number of transactions, turnover and where users spend money, but it can also be used for promotion and dynamic targeting. This enabled Dubai Tourism to target the Chinese audience at different points of the visitor journey, and analyse the performance of campaigns with the goal of direct visitor spend, which have proven to be successful thanks to the partnership with these key Chinese platforms.

Dubai Tourism has clearly successfully managed to tap into the Free-Independent Chinese traveler market and to measure success through visitor figures.

Goal 3 - Best Practice: Tourism Australia

Another key example of a DMO whose primary goal was to increase spend in the destination is [Tourism Australia](#). Specifically, the goal was to increase overnight visitor expenditure to more than \$103.2 billion. In order to achieve this vast expenditure increase, Tourism Australia aimed to target markets that present the greatest potential sources of high-spending travellers in 2020, similar to Dubai Tourism. Tourism Australia aimed to target high-value leisure and business events customers, through the 'There's Nothing Like Australia' campaign. 'There's Nothing Like Australia' was designed to elaborate the Australian lifestyle to the world through global campaigns and marketing activities.

Tourism Australia defined its high value customers into two sections: the leisure customers and business event customers. The high value leisure customer was defined as being those who are predisposed to long-haul travel and those who are considering a trip to Australia already. The high value leisure customer also tends to spend more as they are inclined to stay longer and have the intention to travel through-out Australia. The high value business events customer include; decision makers and delegates for international association events, incentive planners and attendees. Although, Tourism Australia aims for this target audience all around the globe, they do have specific countries where the target audiences are particularly prominent. For example, the United States is considered to be a highly valuable source market, in terms of the leisure customers and business event customers. Therefore, Tourism Australia aims to be the most desired, considered and intended destination in America, to visit in 2020. Ergo, Tourism Australia has the objective to increase the value of the USA market to \$6 billion dollars, by 2020, which in 2018 was \$3.7 billion.

The campaign, '[There's Nothing Like Australia](#)' was how Tourism Australia successfully illustrated the Australian way of life to its high value target markets. The campaign targeted those already interested in travelling to Australia, by providing specific examples of activities and places to inspire the potential customer further. The campaign demonstrated Australia's core strengths such as its aquatic, coastal and gastronomy experiences. Tourism Australia colluded with various luxury experiences and attractions throughout Australia, fit for their new target audience. One, of these brands, was Acacia Luxury Private tours. Acacia provide exclusive private tours around Australia, tailor-made to the user.

Acacia, also, gained significant publicity through their partnership with Tourism Australia.



Another key element of the advertising campaign towards this specific target market was the campaign, 'Dundee: The Son of a Legend Returns Home'. The advert was played during the Super Bowl, catering to the global and target American market. The guise of the advert was that of a movie trailer, with key Australian stars, most notably Chris Hemsworth, cleverly displaying key destinations in Australia throughout. The Dundee campaign results were highly successful. The video attracted considerable attention, gaining more than 102 million views on social media and more than 14,000 articles which reached an audience of 9.2 billion. Tourism Australia, received a thirty-percent increase in trade and more than 367,000 leads were generated from australia.com.



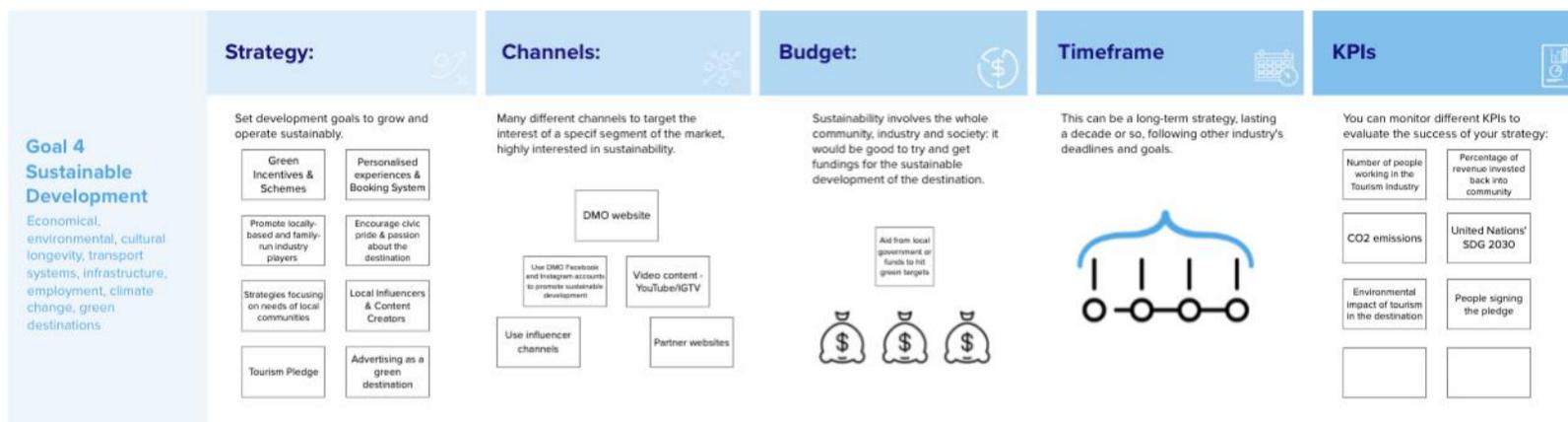
Another strand of Tourism Australia's objective of increasing overnight tourism expenditure was to provide more concrete examples of Australian activities to its high value customers. Thus, pushing those interested further toward booking a trip. Part of its pursuit for the American target market was to provide the means to reach Australia.

Tourism Australia ran a campaign with Virgin Australia to break common American assumptions regarding travel to Australia in terms of time and distance. The campaign #ThisTimeTomorrow demonstrates what unique experiences customers could be experiencing this time tomorrow. Native adverts were placed in popular news and travel websites like Travelzoo and USA Today, featuring articles that contained detailed itineraries of activities around Australia.

All these various measures employed by Tourism Australia were thoroughly successful. Of course the national level status and size of the DMO enables them to employ more drastic and expensive measures. The target to achieve overnight tourism expenditure from \$103.2 billion to \$108.8 billion was exceeded as it secured \$110 billion. Therefore, the targeted advertisement campaign toward Americans and high-value leisure and business events customers was highly successful.

Goal 4: Sustainable development

Economical, environmental, cultural longevity, transport systems, infrastructure, employment, climate change, green destinations



Achieving a sustainable development for a destination means setting goals to grow and operate sustainably, which presupposes a common effort from citizens, businesses, public administrations and every stakeholder of the destination in general. Visitors are also part of these and the DMO's role is to promote the destination as a sustainable and responsible choice for tourism. In order to do this, a DMO must first set out clear strategies addressing a broad sustainable focus. Campaigns should highlight the economical, environmental and cultural longevity of the destination, alongside very real issues concerning climate change, **promoting itself as a green destination.**

Therefore **campaigns need to focus on local products and people**, where local people are fully integrated into the strategy and money is reinvested into the community. These strategies and campaigns should include local communities, businesses and influencers to have local people involved in creating bottom-up sustainable development initiatives that will encourage civic pride and promote locally based jobs. Campaigns should be centred around the destination being a 'green destination', providing green incentives and schemes for its residents and visitors alike. Video content produced by local people and influencers could demonstrate these green initiatives, and DMOs could promote these alongside UGC providing the same, or similar, messages.

To help promote the destination as sustainable, and to enforce this, DMOs should advertise this via their key social media channels. This could be through curated content from local creators, or through partnerships with other brands hoping to encourage sustainable tourism, in which case these other brands will also make use of their main social networks. We would suggest **a key focus here to be user engagement**, with the goal being to attract visitors visually using key global issues such as climate change and plastic pollution to drive engagement online.

As previously mentioned, it's paramount that in order to achieve true sustainable development, DMOs should look to enlist the help of local people in creating schemes, campaigns and strategies for true

longevity. This bottom-up approach to development will outline the real ground-root issues and subsequent solutions, and local involvement will simply boost moral and create more viable ways of development. With regards to partnerships and collaborations, these should be created with local brands and local influencers/creators to further solidify the sense of community and civic pride. Additionally, this will instate trust and reliability into the destination's brand if real local people are also invested in the campaigns and strategies, and are more easily relatable for potential visitors.

The channels we would advise DMOs to use in order to promote and implement sustainable development are primarily those of their **local influencers** and also **YouTube**, as video content and advertisements can be powerful and emotive when displaying the damages tourism can cause an environment etc. Moreover, perhaps DMOs could create their own **docu-series using IGTV** promoting the positive impacts sustainable development has upon a society, the environment and the economy.

KPIs

The main KPIs to use in assessing sustainable development at the destination are: number of local people working in tourism sector, percentage of revenue reinvested back into community and percentage decrease in destination's CO2 emissions.

Goal 4 - Best Practice: Finland and Helsinki

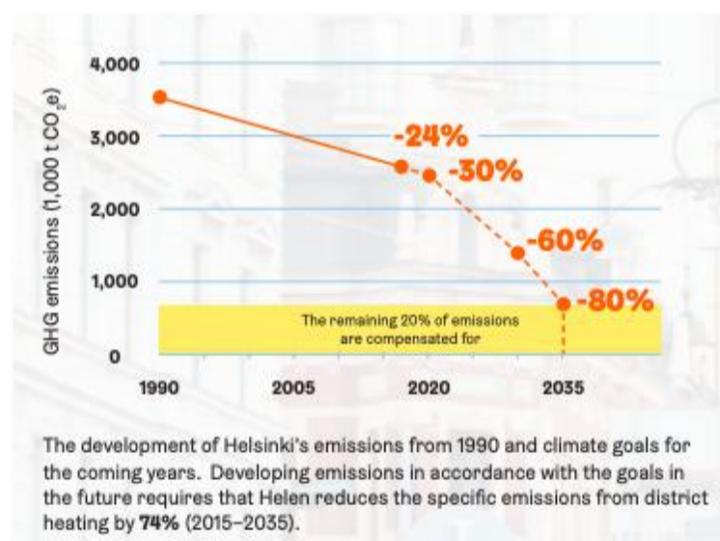
On a national level Visit Finland is committed to being a sustainable destination and pushes sustainable tourism. Hence, Visit Finland and Visit Helsinki are fabulous examples of the various aims set out to achieve their sustainability. Visit Finland declare that they want tourism to have a positive impact on the county's nature through the visitor's appreciation.

Visit Finland lays out the various aims they have from augmenting and maintaining their sustainability, in their '[Tips for Sustainability Communications](#)'. The document also divulges examples of companies in the tourism sphere who have become more sustainable and advise other business on how they can do so too. The document thus simultaneously is to pressure other businesses into becoming more sustainable. One of Visit Finland's primary aims is dedicated to the reduction of emissions. More specifically, they want to diminish the level of emissions to 50% of the level from 2005. Finland is particularly proud of its air quality, so it is consistently measured and can be seen in real time through the [Finnish Meteorological Institute's](#) online service. Furthermore, Finland is home to Pallas-Ylläs Natural Park, where the cleanest air was ever recorded. Hence, there has been an emphasis on alternative fuels. One key example which the document elaborates on is the Harriniva Hotel and Spa. The Harriniva Hotel and Spa used to burn 200,000 litres of fuel every year for heating their property in the intensely cold Finnish winters. Geo-thermal energy was identified as the most suitable replacement, despite the need to drill 14 kilometres into the ground. Also, the removal of oil has made the air cleaner.

Tourism is massive in Finland, particularly in Lapland due to the beautiful forest surroundings. For instance, Lapland has nearly 3 million yearly visitors and this is estimated to rise by 15% annually. However, there is a concern about over-tourism. As a result, there is an initiative to calculate regional capacities and survey the locals on their perspectives of tourism. Furthermore there are targets put in place in order to conserve the surrounding environment, maintaining their spot as the most densely forested country in the European Union, 12% of which is protected, meaning that there is a restriction on their commercial use. Another method Visit Finland has to maintain their forest is to encourage visitors to take the [Sustainable Finland Pledge](#). It reminds visitors to respect their surroundings and includes clauses like 'Its forests and lakes should remain plastic-free, so I will not leave any rubbish behind me'.

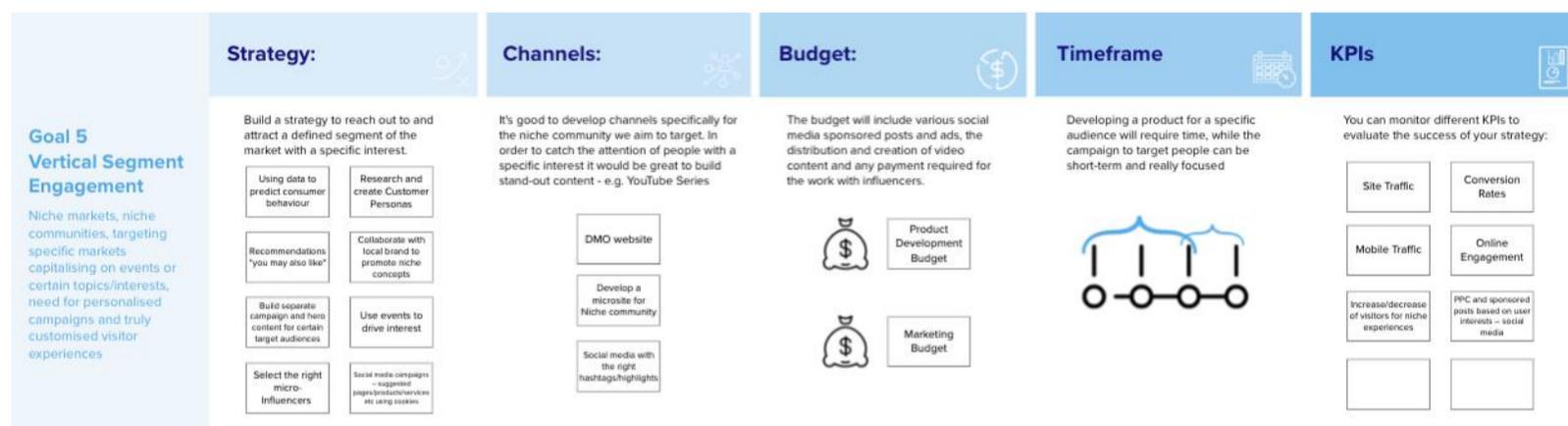
On a very regional level, Helsinki Marketing has set a very ambitious, but very needed goal. They aim to be carbon neutral by the year 2035. In order to achieve this mammoth task, they have set micro goals to facilitate their carbon neutrality. Indeed the '[Carbon Neutral Helsinki 2035 programme](#)' has monstrous 143 measures. One of the key cornerstones is to reduce emissions from cars, as this is the source of over half of the emissions. Thus, Helsinki aims to emphasise the use of bikes, rail, electric vehicles and walking. Helsinki Marketing hope to reduce the emissions to 69% of city's emissions in 2005, more than Finland. One of the ways they will reduce emissions is through their public transport, as buses will only use renewable fuels in 2020 and they will measure the effectiveness of their discouragement of cars with the creation of follow-up surveys for the pricing system of vehicle traffic.

Helsinki measure their sustainable based goals using the GDS-Index, the Global Destination Sustainability Index, in order to assess their performance. The index investigates the city's environmental performance with in various areas, such as Climate, Emissions, Waste, Air Quality, Water, Transportation and Green Areas. Using these measures, Helsinki was listed 6th globally. Hence, the many measures that Visit Finland and Visit Helsinki are extensive and can be hard to implement on a local scale. Yet, they are highly successful with their battle for sustainability due to the clear way they have constructed aims to achieve their overall goal.



Goal 5: Vertical Segment Engagement

Niche markets, niche communities, targeting specific markets capitalising on events or certain topics/interests, need for personalised campaigns and truly customised visitor experiences



The final goal, Vertical Segment Engagement, refers to **targeting specific markets or segment of society** - specifically niche markets and communities - through the investment of resources in specific areas and media. Niche markets are not necessarily small groups but they belong to very specific target audiences who have very narrow needs. To engage with these niches it is necessary to cater to specific interests inducing higher engagement with the audience, therefore it is paramount to get the messaging and delivery right.

Vertical Segment Engagement is an excellent goal for DMOs to strive for. The engagement of niche markets ensures that there is very little competition between other generalised locations for the consumer's visit. Although the appeal is highly specialised, this does not necessarily mean that niche tourism is limited in its target audience. However, the niche nature will have extreme importance in the number of visitors, as we shall see with the examples of Visit Scotland.

In order to reach such a specific niche audience, it is fundamental for DMOs to define a clear objective and develop a strong strategy to achieve it. **Data is instrumental in learning more about these visitors to align messaging and marketing activities effectively**, in addition to using these insights to successfully predict consumer behaviour to create relevant content based on these findings. In terms of content, it is important to invest time and resources in building separate campaigns and hero content specific to these niche audiences. To be even more granular and effective in reaching key target audiences, it is also worth researching further to create different **customer personas**. Again, these different personas should have tailored content created for each.

As well as targeted social media campaigns, **micro-influencers are highly effective in reaching niche audiences**. It is important to select the right micro-influencers, relevant to each persona or niche audience. This is important to achieve the desired impact, interest and levels of engagement. Another great way to connect with your audience more authentically is to collaborate with relevant local brands to promote niche

concepts. This can be done across social media, but also using events to drive interest and connect directly with the key audience.

It's good to develop channels specifically for the niche community you aim to target. In order to catch the attention of people with a specific interest, it would be great to build stand-out content - for example, a YouTube series based on the audience's key interests.

KPIs

The main KPIs to use in assessing the vertical segment engagement strategy at the destination are: site traffic, mobile traffic, conversion rates, online engagement, PPC and sponsored posts based on user interests, and assessing the increase/decrease of visitors for niche experiences.

Goal 5 - Best Practices: Visit Jersey and Visit Scotland

One key example of vertical segment engagement is [Visit Jersey's](#) collaboration with Strava. The aim of the campaign was to raise awareness of Jersey and to encourage other people to take part in the Jersey Marathon Challenge. The campaign was to market Jersey to those who are highly health orientated and who participate in sporting events. Strava is an app which tracks the athletic activity of the user with GPS, enabling the user to analyse their workout for both cycling and jogging. The app is also quite highly used, around 12% of adults in the UK. In Visit Jersey's partnership with Strava, they launched the [Jersey Runcation challenge](#). The challenge consisted of the user running 26.2 miles in 26 days. If they completed the challenge then they would get the chance to win a 'runcation' for two people for two days in a four-star hotel and free entrance to the Jersey marathon. The competition also introduces to those interested in the 'runcation', other sport orientated activities that take place in the destination.

The performance of the collaboration between Strava and Visit Jersey for this specific niche can be easily monitored. The engagement of the consumers with the 'runcation' will be shown with the proportion of those who completed the 26 mile challenge and filled in the form to get the promotional offer regarding the Jersey marathon and the Seymour Hotel. However, this is not a very streamlined process as it requires the consumer to fill the survey out, when optimally the consumer would be given the code on the completion of the challenge.



Another key example of niche tourism that could be set as goal is an emphasis on ancestry tourism, utilised by [Visit Scotland](#). Ancestry tourism can be seen as a highly emotive reason for travel and is a consequence from the rising popularity of DNA sequencing services. [Ancestral tourism](#) is a good example of niche tourism, as although this is a very specific need, it can have quite a large appeal. To elaborate, with the case of Scotland over 50 million people potentially have Scottish ancestry. This establishes that ‘niche tourism’ actually has quite a large appeal.

The ancestral form of vertical engagement is highly lucrative; those influenced by ancestral motivation are very significant for various economic reasons. For example, Visit Scotland found that these customers are more likely to stay longer than average. Ancestral tourism is also appropriate for DMOs who operate on a more local level. Visit Scotland found that emphasis on family connections ensured that visitors not only stayed in the cities, but they were more likely to visit various destinations around Scotland, revolving around their family’s history or the ancient clan land.

The ancestry tourism goal can be monitored through visitor surveys to understand the motivation of each individual. Therefore, it can be difficult to assess the engagement of the consumer motivated by ancestry, unless they interact with the surveys. Unfortunately, analytic tools such as Google Analytics cannot assess the delicate balance of the individual's motivation to travel or their genetic make-up! In 2015-2016, the Visit Scotland Visitor survey demonstrated that over a quarter of the respondents from the United States, Canada and Australia listed Scottish ancestry as a key motivation for their trip. Furthermore, more than a third stated they had Scottish descendants.

Visit Scotland also produces highly informative reports based on their visitor surveys. Based on the positive reaction regarding genealogy, Visit Scotland drew the conclusion that Scotland's history and culture was an integral part of the consumers’ decision to visit Scotland. Furthermore, one of the key recommendations was to continue 'to build tailored marketing messages to specific markets with scenery, landscape, history and culture as core elements’.



REPORTING ON PERFORMANCE

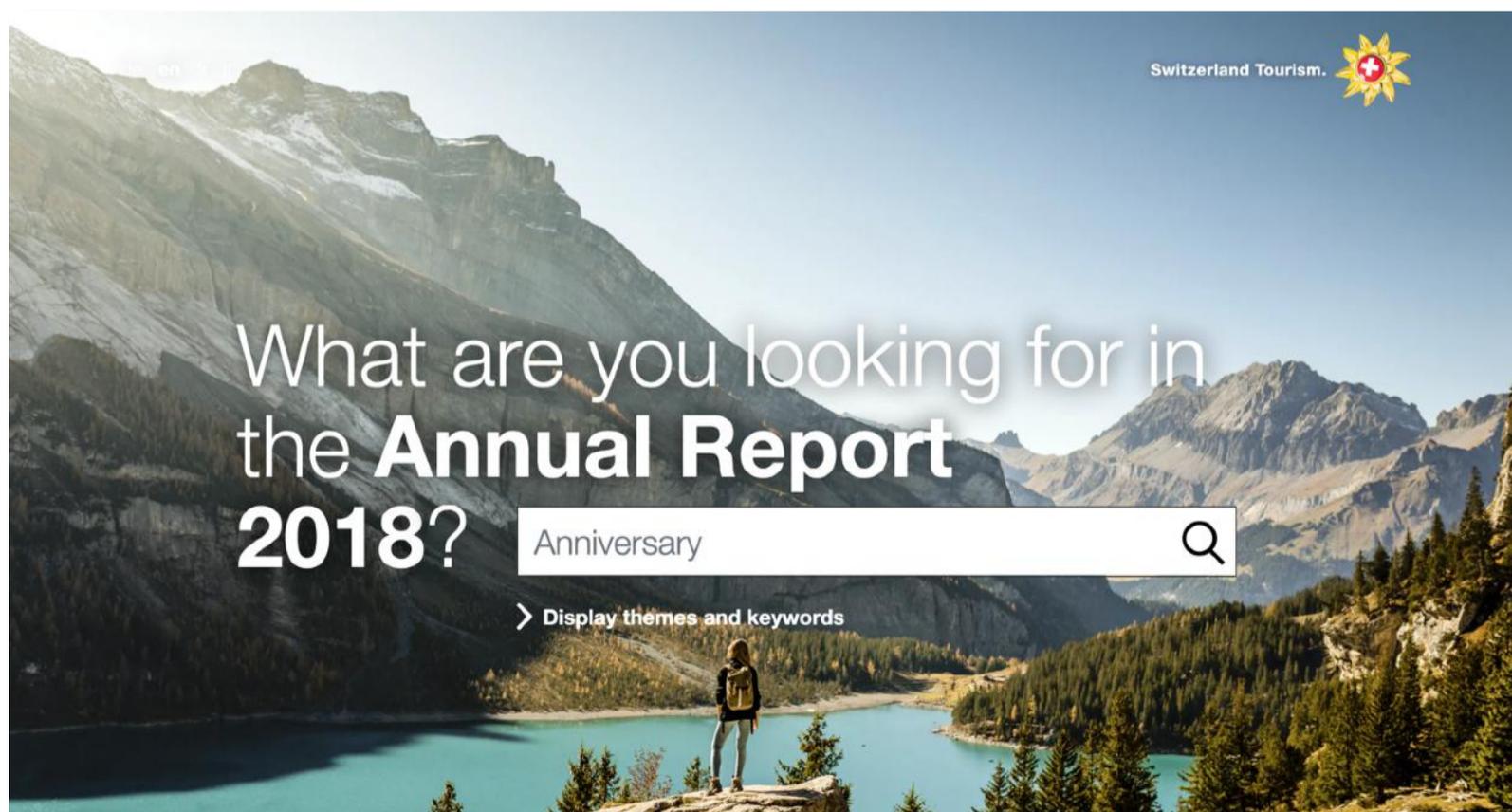
DMO Annual Report benchmarking

Whether your DMO is an NTO or a city-based organisation, it's important to create performance reports to show the results of your activities to internal and external stakeholders. Reporting is the outcome of the DMO's performance measurement that is usually created monthly, quarterly or annually. Every DMO has their specific needs in terms of reporting, but all of them, especially public-funded organisations, have to create periodical reports to sum up the performance of the DMO's promotional activity and the destination's tourism industry. DMOs' annual reports are publicly available for consultation. Some organisations are more innovative in this regard, other more creative. In this chapter we provide few of the best and most innovative examples of DMO annual reports to take inspiration from, three NTOs, one regional and one city DMO.

Switzerland Tourism Board

The Swiss national tourism board has embraced digital 100% when it comes to reporting. The annual report is a website on its own that is built around some very important principles of user experience, such as easing the fruition of content and making the research of topics a central function of the site. In this way, the navigation of the various sections is much clearer than usual pdf reports and users can browse through the content by themes and keywords.

The report is divided in 11 themes - In focus 2018, All contributions, Challenges, Test your knowledge, Organisation, Network, Financial statements, Marketing strategy, Campaigns, Markets, Projects - and 25 keywords that help you navigate the content. Each section is represented as an online article with thorough explanations and interactive content such as videos, charts or infographics and external links.



The style and readability in this type of annual report, appeared to us as the best possible way to report performance to an audience of different background. Financial statements are easily accessible showing the exact numbers of STD's financial performance, while at the same time they are meant to be easily understandable for people with a less financial eye.

- [Access Switzerland Tourism's annual report here](#) -
- [More on Switzerland Tourism Board's marketing strategy](#) -

Tourism Australia

The Australian NTO is one of the most recognised destination organisations in terms of marketing for their beautiful and very well performing campaigns and organic content, which is loved by worldwide consumers because very appealing and genuine. All the channels of Tourism Australia always show appealing visuals and imagery and this is also reflected on their annual reports.

The report shows the strategy and review of performance against the objectives and goals set out in the Tourism Australia Corporate Plan 2017 to 2021, including the NTO's marketing activities across the globe. When portraying numbers and figures it is very important to make them easy to understand. Therefore, Tourism Australia's annual report shows the key stats and successes achieved through very appealing visual charts and infographics.



What we particularly liked is the combination of imagery and the graphic representation of data throughout the report, because it helps the reader easily get all the information. The annual report focuses very much on the organisational goals and values and it explains very well how all these goals are achieved through which measures and KPIs. The report is not only meant to highlight goals and KPIs, as well as tourism spend and increase, but it is also used to state who are the target consumers, the channels used for the marketing campaigns and the events held throughout the year.

Tourism Australia is a good example of DMO able to measure performance. The annual report highlights that the organisation is very active in the research of consumers' activity and feelings towards tourism in the destination. They carry out extensive research through

International Visitor Surveys and one very important tool called "[Mood of the Nation](#)" study, which is aimed at identifying how the Australian citizens see and feel the destination, so that the results can be taken into

consideration when creating campaigns to tell the story of the destination. More about this will be revealed in the chapter 11 of the Transformation Series, Knowledge and Insight.

- [Tourism Australia performance and reporting](#) -
- [Download Australia's 2017/2018 Annual Report](#) -

Destination Canada

The 2018 annual report of the Canadian NTO is very clear and it highlights different objectives of the DMO and their results in a very transparent way. Transparency is key throughout the annual report, with very brief and clear explanations of the activities carried out by the DMO to reach the foreseen targets. The Canadian tourism organisation highlighted 3 main objectives for 2018: 1. Increase demand for Canada with innovative marketing; 2. Advance the commercial competitiveness of the tourism sector; 3. Increase corporate efficiency and effectiveness.

What we really appreciated of this annual report is a section that we didn't notice in any other report, namely an analysis of risks and mitigation activities for each of the three objectives with the description of specific measures that were carried out for every identified risk. An example is [Objective 2 "Advance the commercial competitiveness of the tourism sector"](#) and its connected risk of performance measurement - *"There is a risk that we will be unable to measure the impact, effectiveness and attributable results of our marketing efforts, including the use of new marketing communications technologies in a manner that is meaningful to our stakeholders."* - which was mitigated through the use of third party tools to measure the results of the marketing efforts, including attribution models and proprietary surveys of target audiences in their markets.

- [Download Destination Canada's 2018 Annual Report](#) -
- [More on the annual performance highlights](#) -

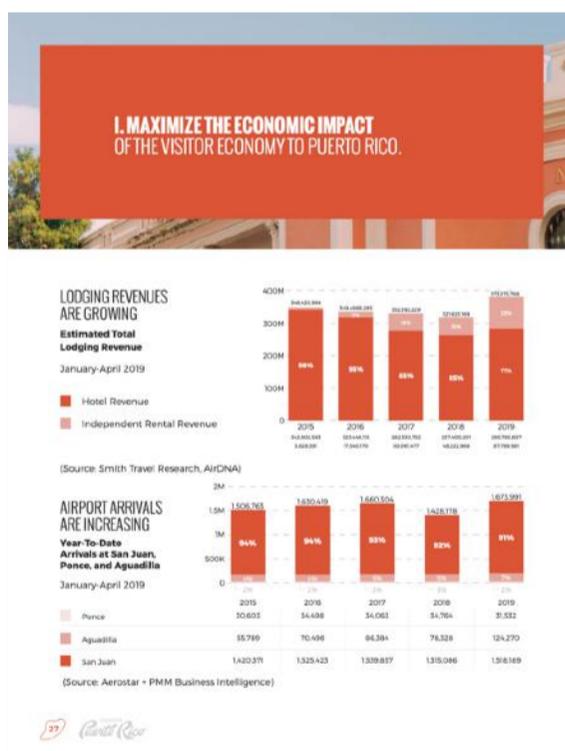
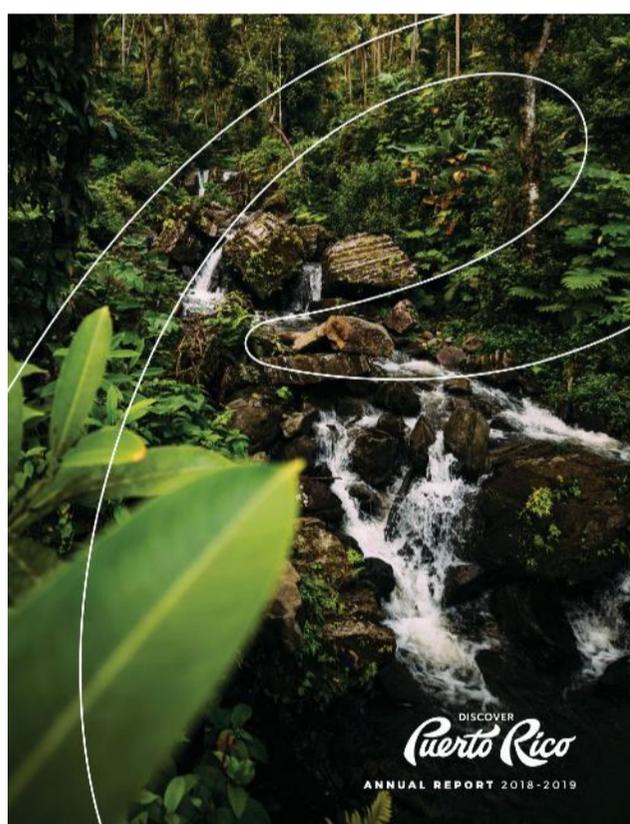


Discover Puerto Rico

As a regional DMO, we found the recently privatised DMO of Puerto Rico to be one of the best examples for yearly performance reporting. As in the case of Australia, also here we see very appealing graphics and imagery but also very clear and concise explanations of the short and long-term goals and objectives of the organisation. In the 2018/2019 annual report, we appreciated the use of timelines as the first section, which permits the reader to have an understanding of all the actions of the DMO in a chronological order.

The DMO was founded in 2017, when it became a privatised organisation with the objective of promoting the Caribbean island, therefore elements like the organisational structure or financial statements appear at the beginning of the report, whereas other reports leave the numbers and financial stats at the bottom of the report. Nonetheless, they clearly stated the key milestones for the first year of the organisation to lay the foundation for future results and productivity and they set their performance goals very clearly with foreseen percentage increase for each sector. What we also appreciated of this annual report is a final part called “Looking Ahead” which is meant to provide an overview of the upcoming activities carried out by the DMO.

- Discover Puerto Rico’s 2018/2019 Annual Report -



III. ESTABLISH A CULTURE OF ORGANIZATIONAL EXCELLENCE WITH VALUES THAT ARE ALIGNED WITH THE MISSION AND VISION OF THE ORGANIZATION.

- Build and develop a dynamic team of professionals guided by a strategic, goal-oriented plan to grow the visitor economy of Puerto Rico.
- Ensure continuity of operations and position the organization for targeted levels of community awareness, industry engagement and best-in-class standards of operation.
- Create and nurture a culture of innovation and collaboration.

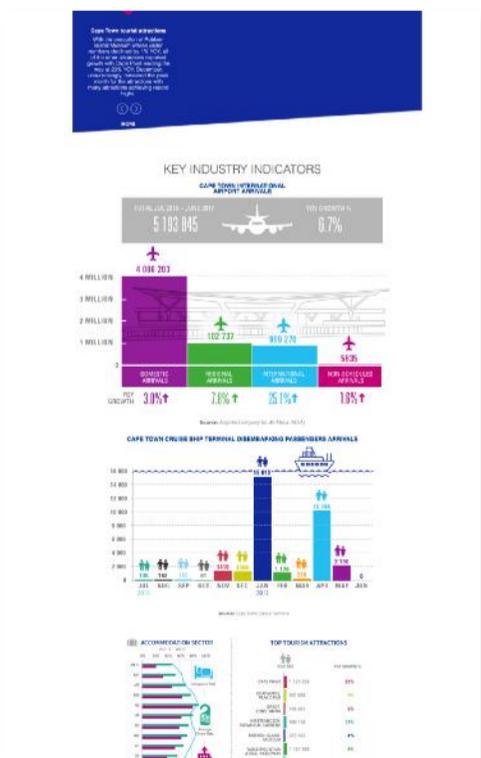
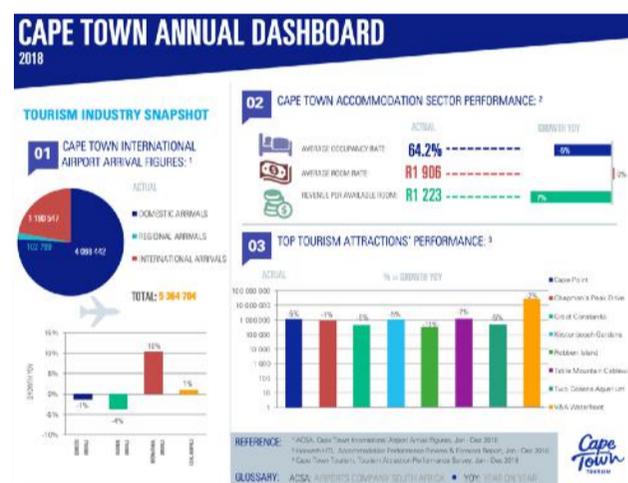
Cape Town Tourism

The city DMO that we found to be one of the best examples for annual reports is Cape Town. The South-African city is a very strong player in tourism, welcoming every year more than 5 million visitors from all over the world. Cape Town Tourism’s website was chosen by Skift among the 25 best tourism board websites in 2017.

The 2017 annual review report is a good example because they created both a PDF and a website version of the report, making it more enjoyable and interactive than traditional PDF reports. This allowed them to include interactive charts and also show their brand content, which makes up their activities. Moreover, we appreciated the choice to not include financial statements in the web version but nonetheless including a strong call to action to download them, for those who are interested in more detail.

The DMO also produces infographics about tourism throughout the year and videos to show the produced research about the travel and tourism industry in Cape Town.

- Access the web version of the 2016/2017 Annual Report -
- Download the PDF version of the 2016/2017 Annual Report -
- Download the PDF version of the 2017/2018 Annual Report -



DMO Performance Indicator

To help DMOs better assess their performance, the DTTT created an assessment method that DMOs can carry out to get a concrete understanding of what's working, what's not and where opportunities present themselves. All this, with a view to absolute alignment throughout the organisation.

The [DMO Performance Indicator](#) is a 30-minute assessment process that any DMO can carry out on their own through a guided list of questions divided for each point of the 12 Stages of Transformation framework.

The assessment is aimed at identifying the level of performance of your DMO for each of the 12 transformation points, from the destination brand to the level of innovation used within the organisation. You can go through the questions on your own or gather the team and do it together to provide more unbiased answers.

At the end of the assessment, each DMO receives an individual scorecard setting out their results for each of the twelve assessment areas, allowing them to quantifiably measure improvements and reassess their score over time to measure the impact of change. This will also lead, over time, to the generation of a Global Industry Benchmark, a ranking and global benchmark for destination transformation.

The DMO Performance Indicator gives you a point of reference to see if you improve over time and to measure your score against the industry, see how you compare and which areas require the most improvement.

Resources

These various resources are tools that DMOs can use to monitor the success of their online presents. Google Analytics relates to the success of their website and the interaction with the advertisements, as well.

Google Analytics

Google Analytics is a highly useful tool, for DMOs, because it enables them to monitor their user's behaviour on their websites. Therefore, DMOs will be able to improve their customer usage of their website, based on their various KPIs.

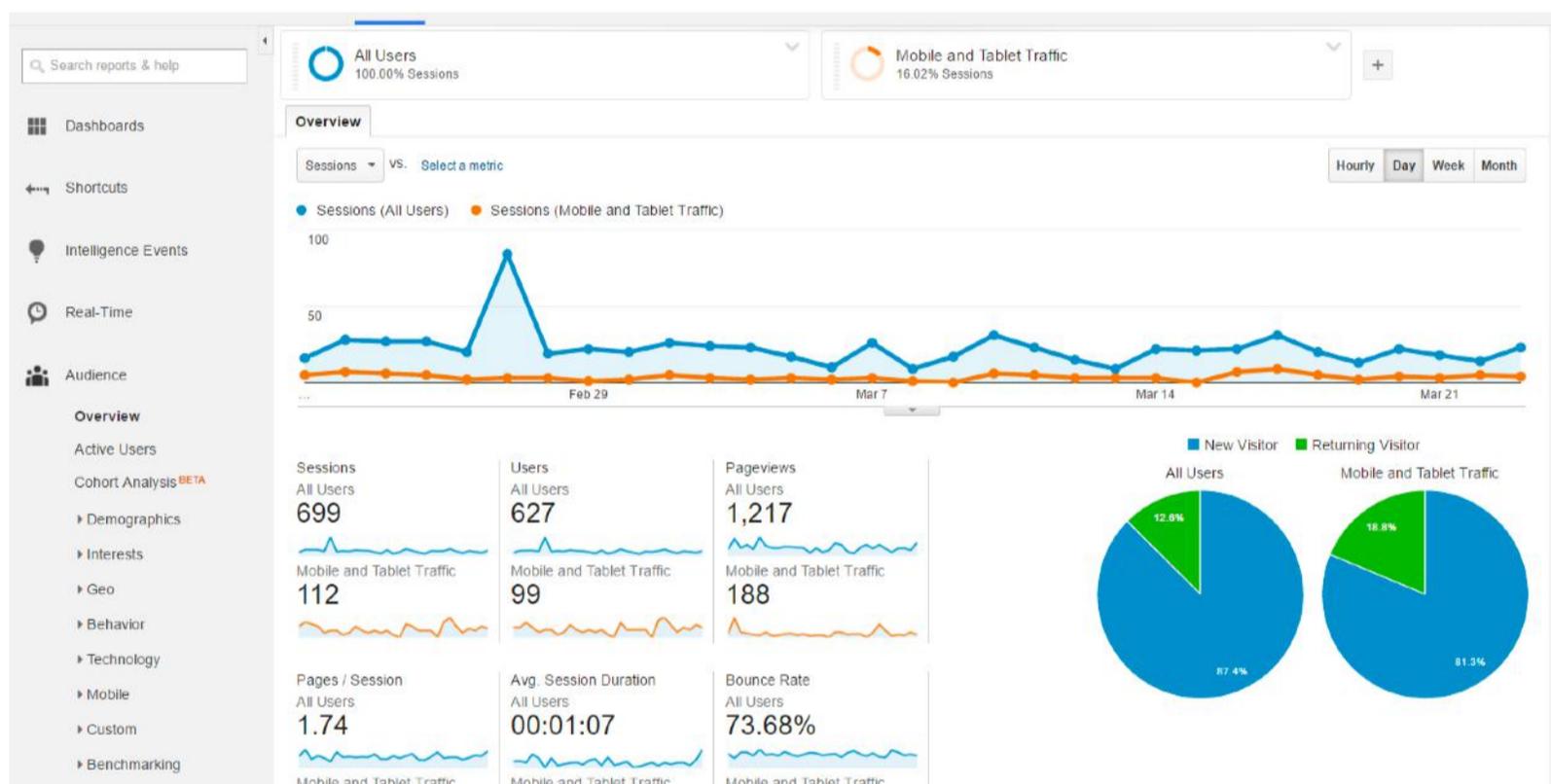
First, the DMO must establish their key KPIs, for their website. These 'goals' could be perhaps, for DMOs, have users read at least three different articles or booking a trip to the destination. Google Analytics has pre-made 'goal' templates, which DMOs can use, or they can create custom goal.

Google Analytics is also highly useful because of all the other instrumental tools, which Google provides. Therefore, all these tools can be amalgamated to provide more information on the user or potential customer. Thus once, the DMO's goals are set the Google Analytics account can be merged with the

Google Ad Words accounts. Hence, a more in-depth vision of the brand's advertisement performance can be seen. Ergo, a wide variety of KPIs can be monitored with Google Analytics.

Google Analytics creates pictorial and graphical reports based on the DMO's performance against the set out 'goals'. The graphs enables a better overview, for the DMO to envision where their 'goals' were not met. For instance, as shown below, the changes in the average bounce rate and page views can easily viewed and understood.

Google Analytics can also suggest new KPIs, for the DMO, from this graphical data. For example, the percentage of people who use the mobile verses the desktop verses tablet to view their website can suggest whether which outlet may need to be improved.



Facebook Audience Insights

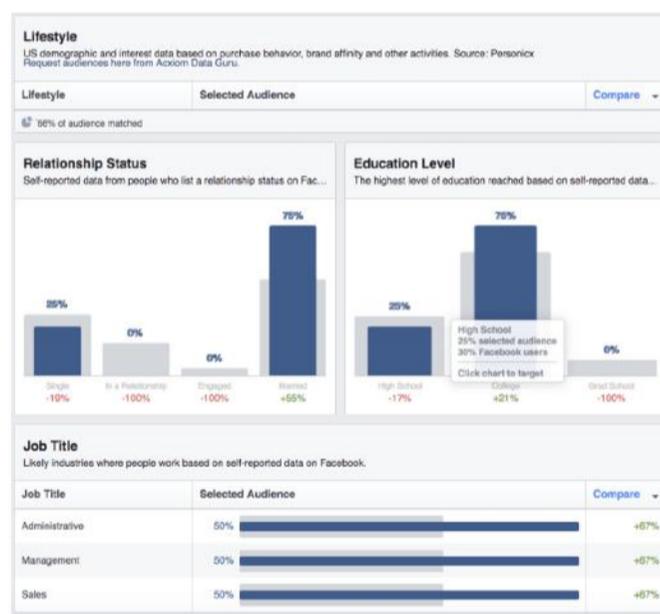
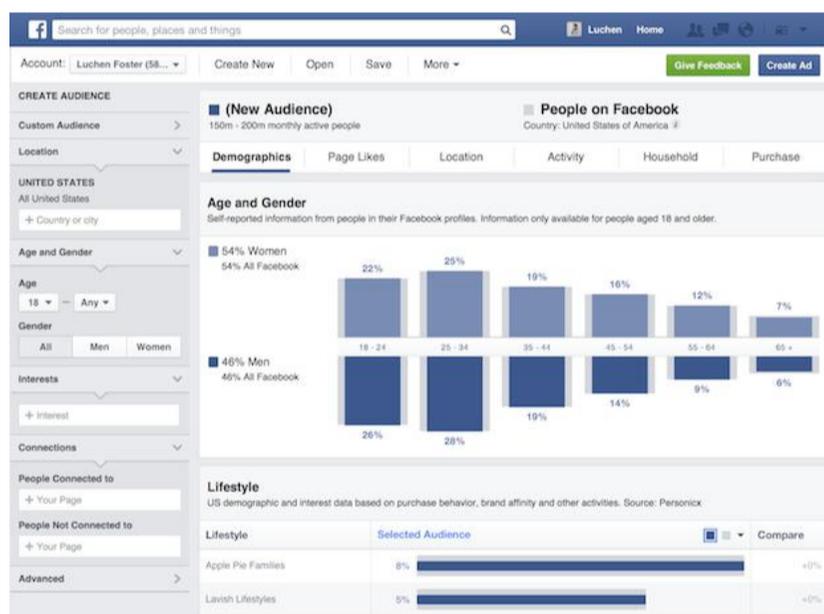
Facebook Audience Insights is very similar to the various tools that Google provides. However, they are all found in the same application. Not only does Facebook Audience Insight allow companies to specifically target their chosen audience; it measures the success of the page for each chosen group.

The data that is provided is a lot more in-depth, than Google Analytics. This is as result of the nature of information, which is shared on the website. To elaborate, a DMO could filter their targeting of the page based on relationship status, lifestyle and educational levels. Facebook Audience Insights also depicts the data, in graph and pictorial forms, which is easier to digest.

The performance of the Facebook page can be viewed in incredible detail. Of the selected audience that the DMO would have previously outlined; the percentage of people with a particular job who have the liked can be viewed. This is also the case with relationship status and educational level. Therefore, DMOs can measure their performance with their key target audience.

A DMO can also gauge their performance against their competitors. The users', who have liked their page, other likes can be viewed. The affinity for your audience to like the other pages is shown. Thus, the DMO can view the content on the competitor's page and see how it compares to the performance of their own posts, in terms of engagement.

The destination's page's activity across the preceding thirty days is also elaborated, on Facebook Insights. The page not only displays the number of likes but also the engagement with the content, in terms of comment, promotions redeemed, likes, shares and ad clicks. The data, as it spans across the last thirty days, can of course be saved. Therefore, previous performance can be assessed against current performance.

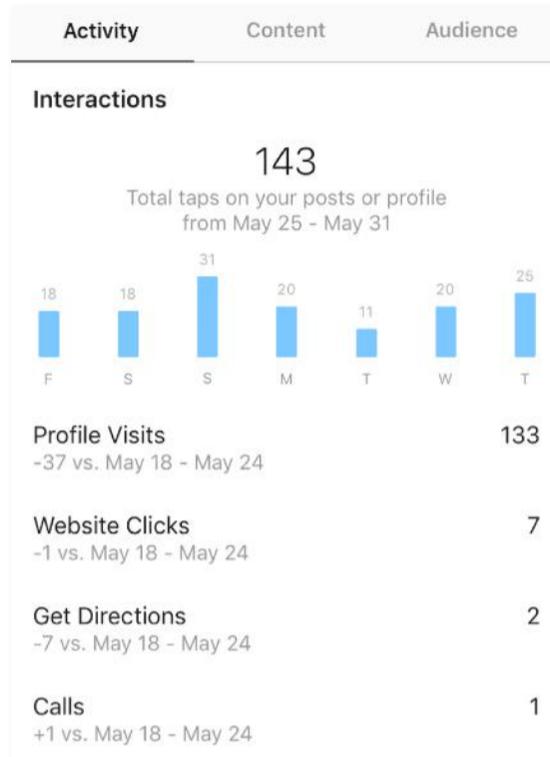


Instagram Audience Insights

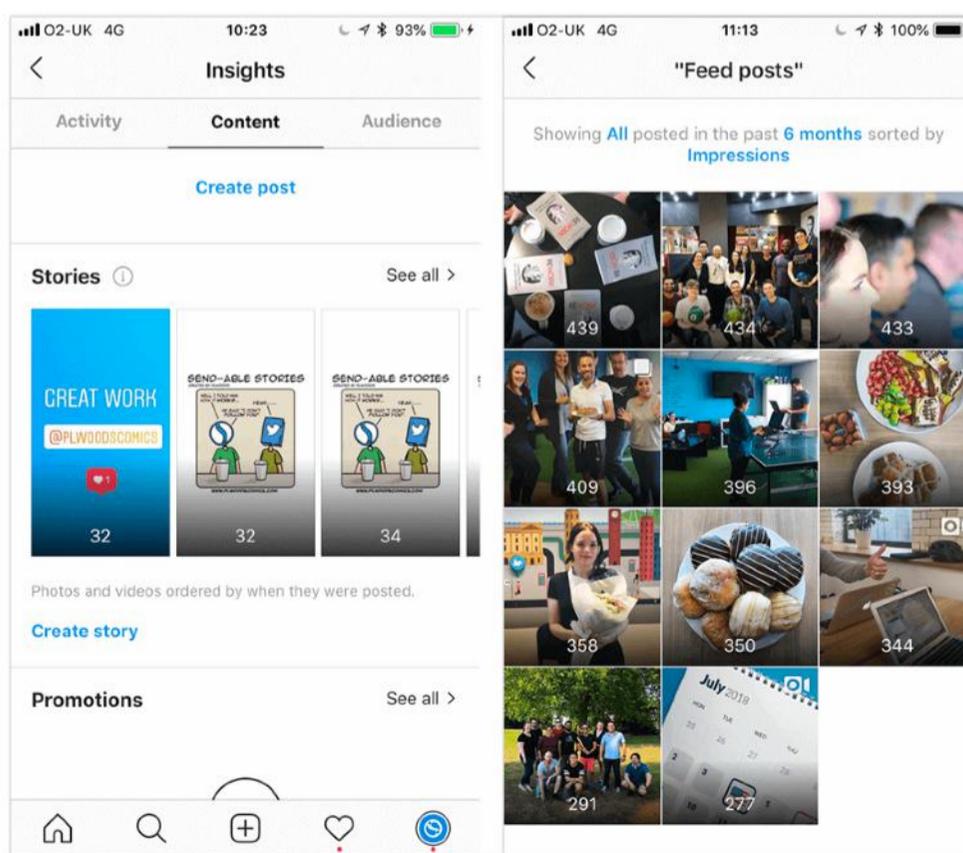
Instagram Audience Insights is divided into three sections Activity, Content and Audience. The precise division of these various sections, enables DMOs to make very specific KPIs, for their Instagram account and the content they share on the platform.

In the Activity section, firstly looks at the level of interaction of the DMO's instagram page. For instance, the number of the clicks onto the profile and them clicked onto the email, phone number and website from there is displayed. The Activity section, also enables the DMO to measure the discoverability of the page and tend to look at the performance of the individual posts, in terms of views. The total number of times all the posts has been viewed, impressions, and number of accounts that have seen some of your posts, reach. Unlike Facebook Audience Insights, information is provided about each day across the last seven days. Yet, the DMO is able to compare the preceding week to the current week. Hence, if a DMO had the

goal to improve the discoverability of their brand on Instagram, they would measure the various forms of 'Activity'.



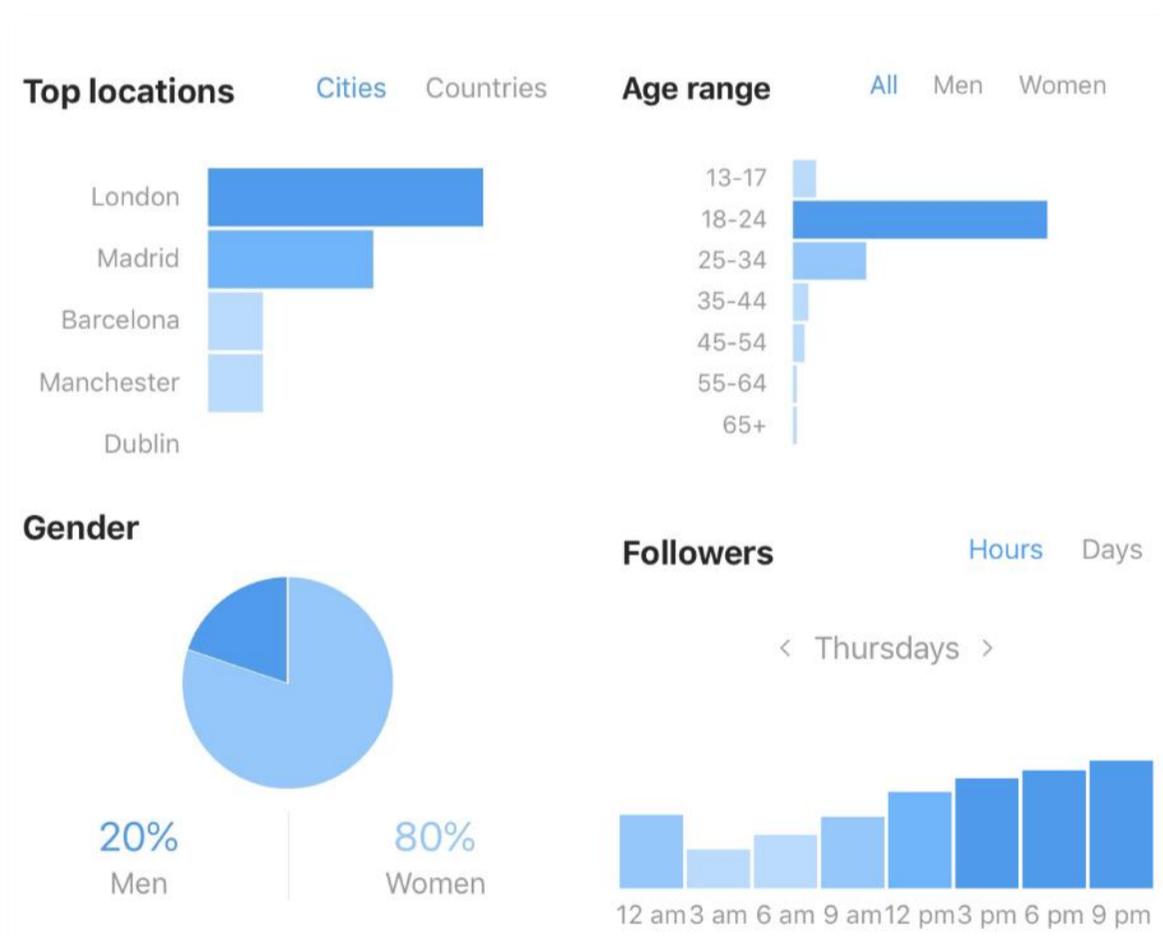
The Content section, relates to the performance of specific posts, including stories and IGTV. The Feed part of the content sections holds information about the account from the past two years and the insights can be filtered by time, content type and metric. Thus, the number of views, comments, likes, and saves is recorded. The Feed section also displays, due to a particular post, the gotten directions, found the business email/phone number, visited the profile and found the companies website. The feed can also organise the posts in order of best performing to worse performing. Therefore, a DMO is able to see what content performs the best and how they should continue to optimise their content along these lines. The Feed part enables DMOs to set up more in-depth KPIs. For instance, they may wish for there posts to encourage more interactions toward their website.



The Stories have similar measurements. They have more metrics, such as the measurements of the number of users who skipped past, the number of users who went back to view the story again, number of taps to the next account's story, replies and the number of times user's swiped up to gather more information. Instagram stories are a way to measure interest and engagement. Not only, can a DMO look at whether they are meeting their KPIs; they can also see what parts of their content is successful and continue to adapt their future KPIs along those lines.

Promotions is another part of the content section. This relates to the performance of posts, which are involved with paid partnership with brands. Therefore, this section would measure the performance of blogger which a DMO had contracted. The usage of the influencer and the success of their post can be viewed to understand if their post had facilitated the reaching of certain KPIs. Thus, the DMO can assess if they will contract the influencer again.

The final section is the Audience section. This section relates to KPIs which are concerned with targeting certain groups. This section enables DMOs to look how their followers have changed in the past week. The four demographical groups, which the sections focus on is gender, age range, locations and the most active times of your followers. Moreover, the DMO can work out the best times to post their stories, videos and pictures, in order to reach their KPIs for user interaction on their post.



CASE STUDIES AND TALKS

As in every chapter of the Transformation Series, we provide a selection of Case Studies and Talks from the Launchpad that are particularly relevant for the described topic. What follows is a selection of those that according to us mostly stand out in terms of measuring performance.

San Diego Tourism Authority – Shifting to an ‘Always-on’ Content Strategy

In Spring 2019 we visited the San Diego Tourism Authority offices and met with the Director of Communications, Candice Eley, who is responsible for telling San Diego’s story around the world. Candice gave us an insight into how the DMO’s marketing activities have grown and evolved significantly over the last 10 years, and how that has successfully positioned San Diego today.

In the case study, Candice explains how the ultimate goal for San Diego is to drive visitors to the city. In order to achieve this, the DMO decided to play on the inspirational level with campaigns that are meant to inspire travellers to visit San Diego. The results of the campaigns is constantly monitored by the DMO through the implication of research partners who measure the brand effectiveness twice a year directly with consumers, showing them the creatives produced by the organisation to promote the brand and asking them if they saw them anywhere and if they made an effect in the decision process.

Highlight: minutes 08:03-10:24



[Watch the case study](#)

Brand USA: Consumer Strategy

For Brand USA, like many organisations, measuring the return on investment of their activities is crucial and the only way to determine whether the organisation is adding value. As a starting point for any organisation, Mark Lapidus, Director Digital Development at Brand USA, recommends defining what success looks like, setting goals and measuring results. This helps a destination to determine whether their organisation is successful with its marketing and communication.

Brand USA invests significant resources in digital marketing, setting clear, achievable goals, measuring all investments closely with regards to outputs and results. Each year, the organisation is publishing an ROI study, outlining investments and a full analysis of the effectiveness of all marketing activities in the fiscal year. Working together with Oxford Economics, the study focuses on ad tracking surveys in eight markets, a market share analysis and KPIs of market activities to quantify the incremental visits and spending generated by Brand USA.

More on an organisational side, the team at Brand USA organises weekly analytics meetings to make sure the activities are on track and that they reach their goals. In the case study, Lapidus also underlines that it's important to set goals that are reachable and that engagement is a very important KPIs.

Highlight: minutes 29:07-35:18



[Watch the case study](#)

Singapore Tourism Board: Marketing Strategy Deep Dive

The Singapore Tourist Board launched their new marketing strategy in 2016, setting a clear and ambitious direction for the organisation between 2016 and 2020. What was really interesting for us here at the #DTTT was that Singapore as a destination is setting a new tone with their marketing strategy, really challenging themselves to step up their digital marketing and transform their organisation to be ready for the future.

To enable Singapore Tourism Board to monitor and assess the outcomes of marketing efforts as part of a dashboard, the organisation focuses on three core areas that together help to measure its success. Over the course of implementing the marketing strategy, the success metrics were refined further, looking at awareness, tracking conversion and spend along with the current visitor experience to determine better business outcomes for the tourist board. The three core areas, or KPIs, were called:

Mind share: Focuses on developing consumer awareness about Singapore as a destination and is used to measure and determine the success of Singapore's marketing efforts.

Wallet share: Focuses on conversion and spend, looking at current consumer spend on goods and services when visiting the destination.

Heart share: Focuses on the visitor experience and advocacy, looking in detail at how consumers relate to their experience in Singapore to drive advocacy further.

Highlight: minutes 25:33-28:45



[Watch the case study](#)

Copenhagen: 2020 Strategy

At the start of 2017, Visit Copenhagen launched a new 2020 strategy that reflects a fundamental shift that is taking place internally both in mindset and attitude towards digital marketing. The strategy's headline '**the end of tourism as we know it**' is quite a bold statement for a destination to make and caused quite a stir among the DMO community. We spoke to Signe Jungersted, Director of Development at Wonderful Copenhagen to get a deeper understanding of the strategy, what it means for the organisation and how they are planning to implement it from 2017 to 2020.

The organisation is trying to work in a more agile way utilising sprints to solve challenges such as moving beyond traditional KPIs that focus solely on bed nights, as this is no longer the reality of how destination success should be measured. Targets and objectives need to be set allowing for agile methods in the destination. The strategy focuses on five strategic coordinates in view of measuring results and managing the future success of the destination: shareability is king; once attracted, twice valued; tomorrow's business today; co-innovation at heart; people based growth. In view of these coordinates, Visit Copenhagen introduced three KPIs that measure citizen local support, the satisfaction of visitors and socio-economic growth. This reflects the need to reinvent the attitude towards KPIs and also introduce new methods to measure these.

Highlight: minutes 33:51-43:30



[Watch the case study](#)

Geneva: Global Inbound Marketing for City Tourism

After transforming internal processes and establishing a clear organisational structure over the last several years, Geneva Tourism is continuing to develop its digital activities, consistently refining the digital strategy into that of a highly sophisticated and targeted approach. The strategy is largely based on a strong data-driven foundation, utilising visitor insight and content engagement to better target and optimise key objectives and performance.

In terms of measuring performance, the organisation stresses very much on the utilisation of tools for monitoring data and gather insights from consumers. Monthly reporting identifies exactly what posts have worked and what haven't, plus the level of engagement in terms of clicks, likes, shares and comments. This is benchmarked against the previous year to provide a clear indication of how the marketing is fairing and then fed into the strategy going forward. In addition to this, they are consistently looking at competitors posts and websites within the market, both locally and globally, tweaking their social media plan and content strategy each month based on all factors. Other KPI's such as the number of rooms booked, website sales, and data from Swiss Tourism are also consistently monitored, in addition to utilising travel data platform Adara.

Highlight: minutes 33:51-43:30



[Watch the case study](#)

Designing Signature Experiences to Build Brand and Narrative with Destination Canada

Gloria Loree, Vice President of Global Marketing at Destination Canada, joined us at DTTT Campus 2019 for a truly fantastic talk about how the DMO has evolved from a destination brand to a passion brand, with insights into the brand journey of this transformation, alongside how to successfully keep up with the speed of change and ever-changing traveller.

During the keynote, she mentioned how they set KPIs for their web series and how they learned the lesson from not having KPIs from the beginning.

Highlight: minutes 37:11-44:56



[Watch the talk](#)

Closing the Content Strategy Loop with California 101

At DTTT Campus 2018, Gwynne Spann, Director of Consumer Content from Visit California, shared some valuable insights on how building a new content programme based on the foundation of a strong brand, had grown to a reach of 23 million through its native channels alone.

Gwynne focused on the importance of brand, SEO research, and unifying the team in order to respond to this, honing in on what consumers are really looking for and creating valuable content around that by filling gaps or maintaining strong hub content. Through the analysis of search terms and keywords and by understanding how the Visit California website was ranking on search engines, they could create a content strategy that was able to draw visits to their channels, proving that performance measurement can be the starting point even in the creation of marketing content.

Highlight: minutes 31:31-37:25



[Watch the talk](#)

Marketing Canada's First National Park with a Data-Driven Approach

Diane Bures, Director of Consumer Marketing at Banff & Lake Louise Tourism, joined us at #DTTTGlobal 2018 to share the challenge of attracting visitors to Canada's first National Park while protecting its natural environment and adding value to the visitor experience at the same time. The DMO's communication strategy aims to educate visitors, promote positive geographic spread around the destination, and influence visitors' behaviour, for example, doing more to enhance their experience.

In the talk, Diane explains how they used 'conversion pixelling' to measure the quality of their leads and to better understand the visitor to inform marketing decisions. Thanks to pixelling they could measure the performance of their ads and if they were generating conversions.

Highlight: minutes 15:25-20:18



[Watch the talk](#)

Attracting and Engaging with An Up-and-Coming Market

Dubai is the 4th most visited city worldwide, but like others, each destination deals with different challenges and barriers. Tourism now makes up the most significant part of Dubai's GDP, and while there is no shortage of attracting visitors, it is now about attracting the right kind of visitors. At DTTT Global 2018, Hoor Alkhaja, Associate Vice President at Dubai Tourism, shared insights on Dubai's marketing strategy specifically for China and always-on marketing campaigns.

As we mentioned earlier in the report - [Goal 3: Expenditure increase](#) -, Dubai Tourism set as one of their goals the increase in visitor spend to have a greater impact on the nation's GDP. In order to achieve this, they started targeting Chinese visitors through marketing campaigns carried out since 2014. Eventually, through policy facilitation, highly targeted messaging and partnering with Chinese platforms, the DMO was able to measure the effectiveness of their activities on the expenditure increase goal, through visitor figures and data provided by their partners.

Highlight: minutes 36:26-39:42 and 45:40-49:24



[Watch the talk](#)

TEMPLATES

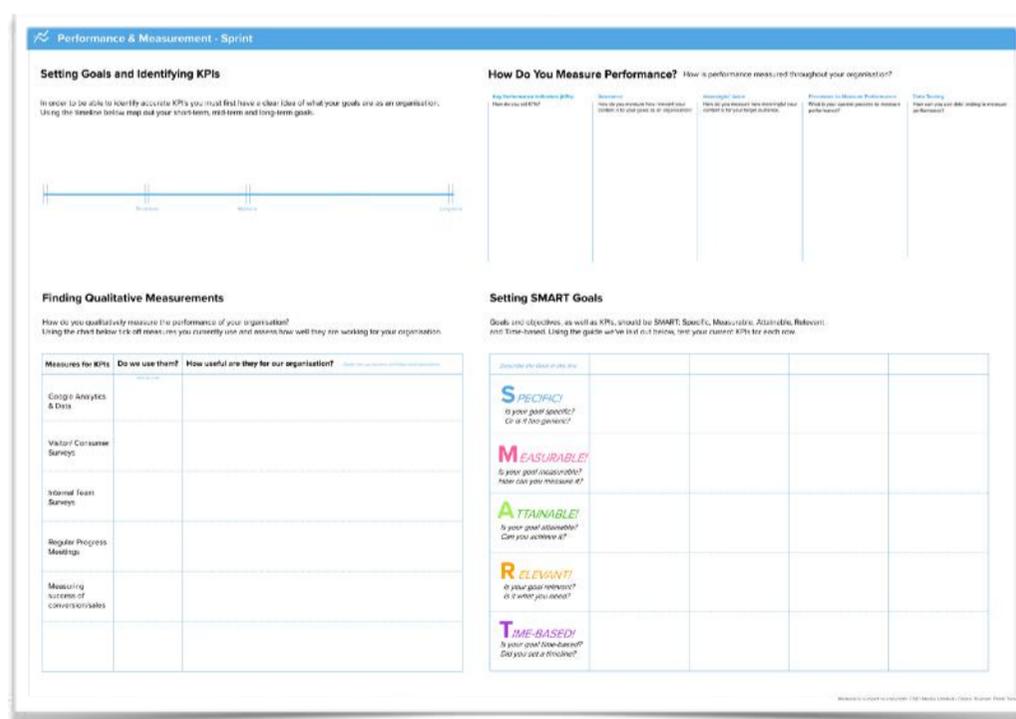
1. Performance & Measurement - Sprint

With this Sprint, you will be able to kick-off your work on performance and measurement. You will be, in fact, able to organise a workshop for your team and brainstorm together around the topic. Sprints are good to gather initial ideas about certain themes, gathering the opinions and ideas of a variety of people involved. Defining goals and setting KPIs is a crucial part of the work of every DMO, even if it is not always straightforward.

Unfortunately, there is no rule about how to set the 'right' KPIs; however, this means that there is no right or wrong and everything is established according to your DMO's needs and objectives. So, first of all, before deciding how to measure your performance, you need to set the right goals. It would be perfect, if, before running this workshop, you collected some insights about your performance.

This template is divided into four sections:

1. Set your goals on the timeline, to define what to prioritise and what to schedule in a more long-term perspective.
2. Assess how you currently measure your performance, the tools you use and what works the best for you
3. Think about your methods: how do you usually set KPIs? How do you measure the relevance of your content and the value for your audience?
4. Finally, think SMART! Discuss how to make your KPIs specific, measurable, attainable, relevant and Time-based.



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[Mural template](#)

2. Setting Goals, Strategies & KPIs

This template is a guide to understanding the 5 Goals explained earlier in this report:

1. Market Increase
2. Destination Image & Awareness
3. Expenditure Increase
4. Sustainable Development
5. Vertical Segment Engagement

For each of these 5 Goals, we defined 5 elements that characterise them: Strategy, Channels, Budget, Timeframe and KPIs. These elements need to be set by the DMO in order to achieve the goals.

In this board, we summarised the most common tips and options that can help the DMO set the strategy to achieve the 5 Goals. Use it as a guide to define your own short-and long-term goals. At the bottom of the canvas, you can see a blank space where you can organise your ideas and think about the goal for your DMO and the connected strategy, channels, budget, timeframe and KPIs.

The template is a grid with 5 columns (Strategy, Channels, Budget, Timeframe, KPIs) and 5 rows (Goal 1 to Goal 5). Each cell contains a goal description, a diagram of the goal's structure, and a list of relevant KPIs. At the bottom, there is a blank grid for user input.

Goal	Strategy	Channels	Budget	Timeframe	KPIs
Goal 1: Market Increase Targeting specific markets and growing visitors	After carrying out some research to learn everything about the market you want to target, you can then decide to adopt different approaches and strategies. - Promotions & Incentives - PR - Events	There are two main paths and both can be followed: - Directly via your channels - Reach out to specific audiences via specific offerings (e.g. Content, Email and Partners)	The budget can, of course, vary according to the selected approach. - Marketing - Partnerships	Can be scheduled in the short-term and be well focused. - Short-term	You can monitor different KPIs to evaluate the success of your strategy. - Site Traffic - Conversion Rate - Median Traffic - Campaign Reach - Engagement per advertisement
Goal 2: Destination Image and Awareness PR and brand image: how a destination is perceived by its target audience	Consider how you work your reputation to be perceived by your audience. Think about the message you wish to convey and how it is delivered. - Content - PR - Social Media - Newsletters	The idea is to reach out to as many people as possible, with the aim of increasing the awareness about your brand and your destination. If you really want to get out there you can consider: - TV, Radio - Influencers - Social Media - PR - Events	The budget will include various social media sponsored posts and ads, the production and creation of video content and any payment required for the work with influencers or content creators. - Social Media - Influencers - Content Creators	Can be carried out in a short time but can also be well focused. - Short-term	You can monitor different KPIs to evaluate the success of your strategy. - Site Traffic - Engagement - Content & Post Engagement - Social Media Reach - Median Traffic
Goal 3: Expenditure Increase Driving sales before the destination, through partnerships with local businesses, collaboration with experience and service providers, & focus on expenditure over a specified time period and RCH.	Think about how you can increase expenditure, targeting people already in the destination. - Promotions with incentives - Local Influencers - Event Marketing - Sponsorships - Referrals	Use the channels to try to engage with people in the destination: which "outlets" offer local services about local businesses and people, provide visitors with more information on the website. - Local Influencers - Social Media - PR - Events	Expenditure and consider the value of RCH. - Marketing - Partnerships	It is useful to evaluate how expenditures vary at various times of the year, for example in different seasons. In this way, a specific strategy can be applied at any specific time across the year. - Short-term	You can monitor different KPIs to evaluate the success of your strategy. - Sales Revenue - Conversion Rate - Cost per click - Customer Acquisition
Goal 4: Sustainable Development Economic, social, cultural, environmental, and governance systems, infrastructure, employment, climate change, green destinations	Set development goals to grow and support sustainable: - Green Destinations & Services - Events - Marketing - Partnerships	Make effective channels to target the interest of specific segments of the market, help a responsible sustainability. - DMO website - Local Influencers - Social Media - PR - Events	Sustainability involves the whole community, industry and society. It would be good to set and get funding for the sustainable development of the destination. - Marketing - Partnerships	This can be a long-term strategy, being a result of it, following other industry standards and goals. - Long-term	You can monitor different KPIs to evaluate the success of your strategy. - Economic Growth - Environmental Sustainability - Social Inequality - Infrastructure Development - Employment Rate - Carbon Footprint
Goal 5: Vertical Segment Engagement Make relevant, more opportunities, targeting specific channels, targeting an activity or content, maintaining, based on the individual segments and their engagement with the experience.	Build a strategy to reach out to and attract a targeted segment of the market with a specific interest. - Content - PR - Social Media - Events	It's good to develop channels specifically for the niche community you are trying to reach. You can also try to target a specific interest, a niche or a group to build a brand around content - e.g. YouTube series. - DMO website - Local Influencers - Social Media - PR - Events	The budget will include various social media sponsored posts and ads, the production and creation of video content and any payment required for the work with influencers. - Marketing - Partnerships	Developing a product for a specific audience will target a time, of the campaign is to target people in the short-term and well focused. - Short-term	You can monitor different KPIs to evaluate the success of your strategy. - Site Traffic - Conversion Rate - Median Traffic - Content Engagement - Engagement per advertisement - Social Media Reach
Now it's your turn! Choose your goal and reflect on it.					

3. Social Media Performance Audit

Here you can find one of the templates that will help you access some of the digital assets of your DMO.

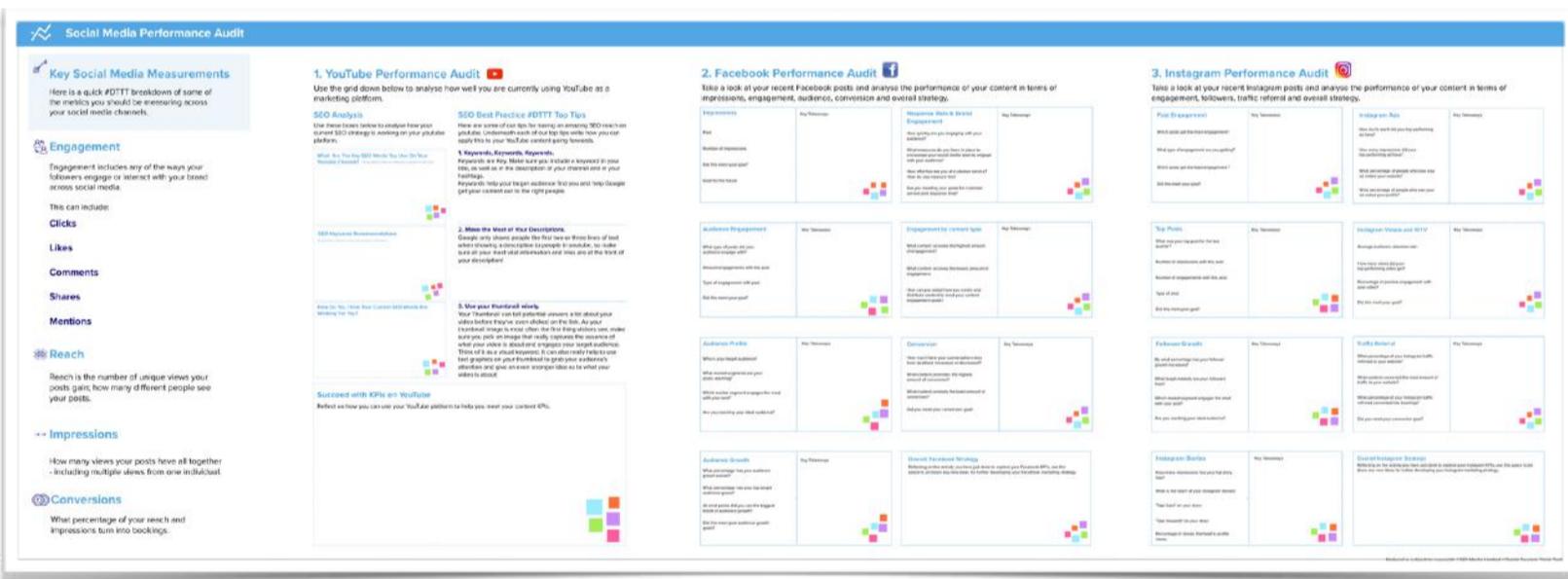
We start with a performance audit of three of the main social networks: YouTube, Facebook & Instagram.

On the left-hand side, you can find a breakdown of some of the metrics you should be measuring across your social media channels: Engagement, Reach, Impressions and Conversions.

In the second column of the template, you will be able to analyse how your content is performing on YouTube, paying particular attention to thumbnail, SEO and keywords.

In the third column, you will then focus on Facebook. You will be able to analyse the best performing activities on your channel, to find out what works the best for your audience.

In the last fourth column, on the right-hand side, you will work on your Instagram strategy. Take a look at your recent Instagram posts and analyse the performance of your content in terms of engagement, followers, traffic referral and overall strategy.



[Download the PDF](#)

[Mural template](#)

4. Website Review & Benchmarking

This template will allow you to evaluate your website and compare it to other DMOs' ones. You will be able to gather insights, views and ideas all on the same worksheet.

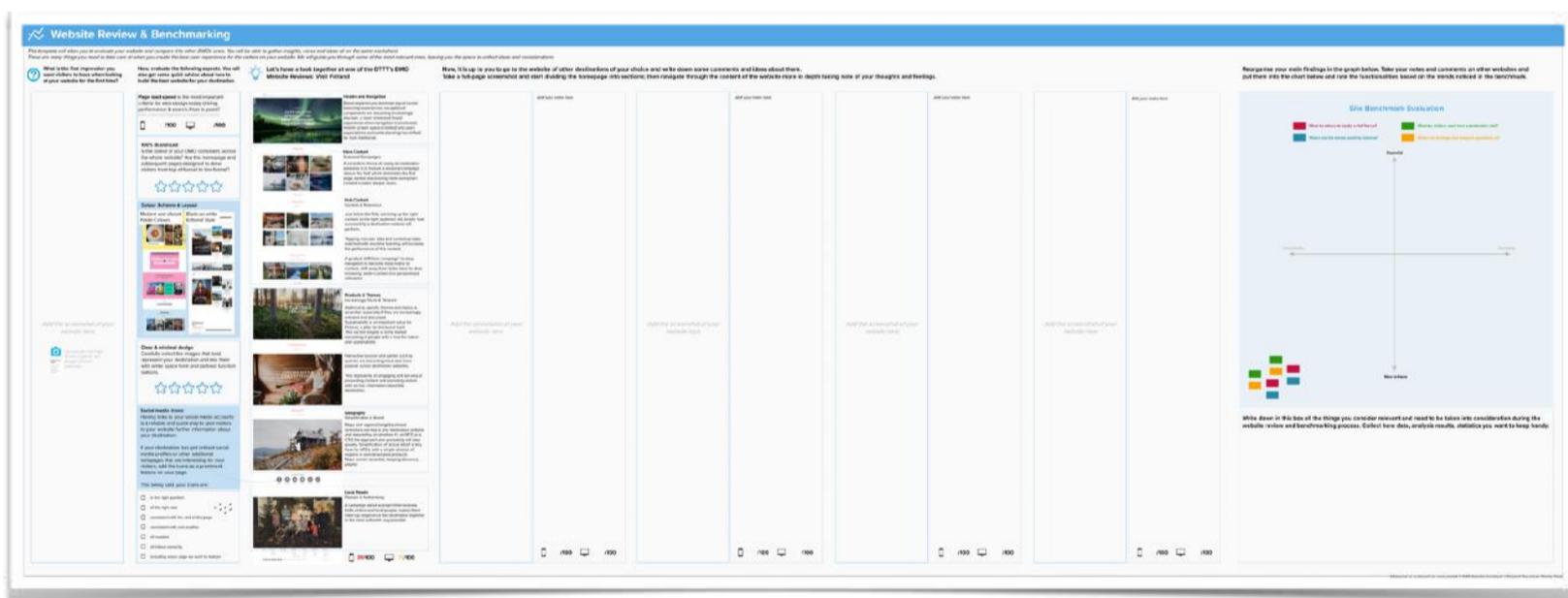
There are many things you need to take care of when you create the best user experience for the visitors on your website. We will guide you through some of the most relevant ones, leaving you the space to collect ideas and considerations.

We suggest you take a full-page screenshot of your website and try to think what you want your website to look like and what it does look like.

Then you can have a look at a quick analysis of the content of [Visit Finland](#)'s website, just to have an idea of what a good website in 2019 is.

After this, the stage is yours! You can add up to 4 further websites and analyse their content, taking notes in the dedicated space.

In the final part, you can carry out a final evaluation, summing up the features you liked the most and that you would consider integrating into your DMO's website.



[Download the PDF](#)

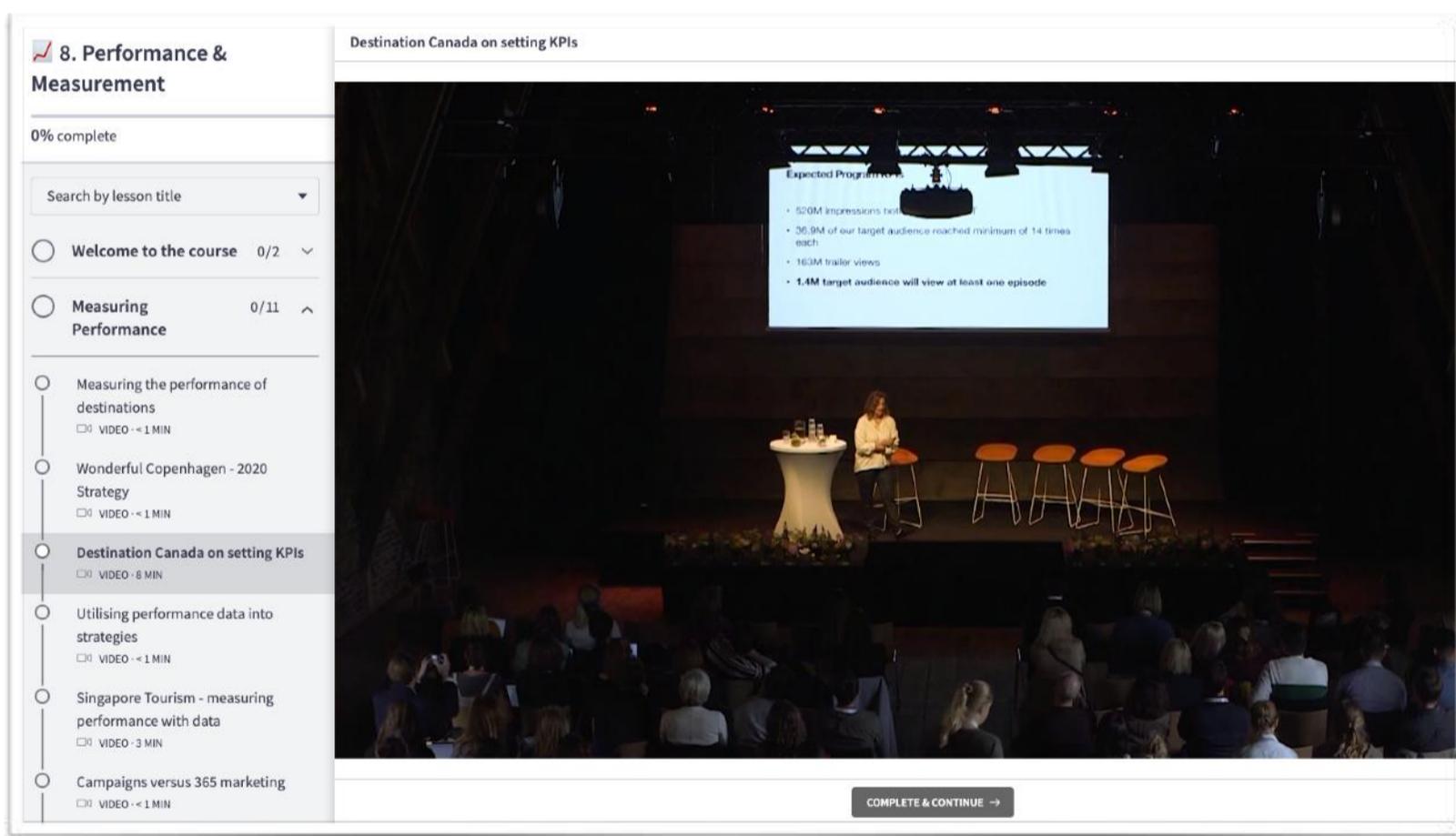
[Mural template](#)

ONLINE LEARNING

The resource pack of the 12 Stages of Transformation Series related to this topic includes the access to the eighth module of the 12 Part DMO Transformation Online Course, [Performance & Measurement](#), that gives you an overview of the topics covered in this report in the form of video lessons with additional extracts from the selected case studies and talks mentioning the topic of measuring performance and KPIs. The online course is meant to guide you in a more interactive way into the topic and assess your knowledge.

Once completed, you'll get a certificate which shows you are equipped to start changing your organisation with the #DTTT's seal of approval.

Click on the link below to join the course. If you are a #DTTT Member, ask the Launchpad Resource Manager of your DMO how to access the course, or contact the #DTTT Team through the chat on the Launchpad or by email at michela@thinkdigital.travel.

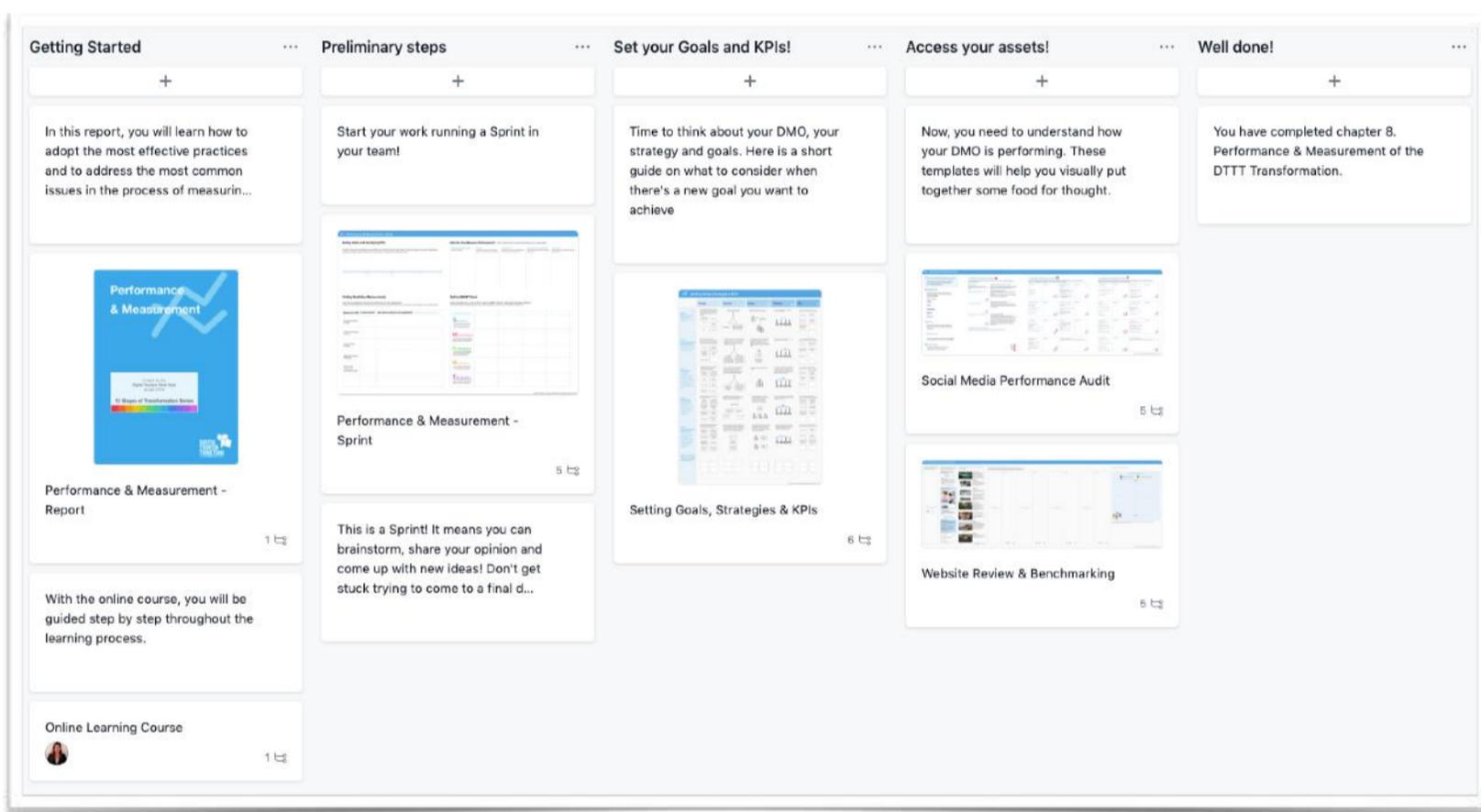


[Go to the online course!](#)

ASANA PROJECT TEMPLATE

Along with this report, templates and the online course about Performance & Measurement, we created an Asana Project Template that you can import into your [Asana](#) workspace to start working on your goals and KPIs and strategies to carry out your DMO's performance evaluations.

With this, you'll have a project with multiple tasks to plug-in and play, including the actions you need to take to review your performance measurement and reporting activities, as well as analysing your website and social media.



[Go to the Asana board](#)



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