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Destination Website eMetrics

Patrick Horan

Technological University Dublin, patrick.horan@tudublin.ie

Andrew Frew

Queen Margaret College, Edinburgh

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DESTINATION WEBSITE eMETRICS

PATRICK HORAN, DUBLIN INSTITUTE OF TECHNOLOGY & PROF. ANDREW J. FREW, QUEEN MARGARET UNIVERSITY.



Patrick Horan
Faculty of Tourism & Food
Dublin Institute of Technology



Prof. Andrew J Frew
Scottish International Tourism Institute
Queen Margaret University



RESEARCH@EYEFORTRAVEL

MAY 2007



DESTINATION WEBSITE eMETRICS

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Introduction

Introduction

Rationale

Background

Methodology

Findings

Conclusions



Research Title

Introduction

Rationale

Background

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Findings

Conclusions



Destination Management System Website Effectiveness - A Delphi Study Based eMetric Approach.



Research Aims

[Introduction](#)[Rationale](#)[Background](#)[Methodology](#)[Findings](#)[Conclusions](#)

The aims of this research are:

- ④ To generate, validate and prioritise a comprehensive set of **criteria to measure the effectiveness of a Destination Management System (DMS) based website.**
- ④ To **construct an appropriate definition of a DMS.**
- ④ To **determine the aims of a DMS based website.**



DESTINATION WEBSITE eMETRICS

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Rationale

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RATIONALE

The World Wide Web in general, and **electronic distribution** particular, is still regarded by many as a medium still in its **infancy**. The unfortunate part of this is that it will never develop beyond its infantile state if we don't make an attempt to **understand**. This research concentrates on the area of **Destination Management System (DMS) based website effectiveness**. **Website effectiveness** depends on how well a site performs with respect to the related **business goals**. Business managers, especially in the areas of hospitality and tourism have little in the way of **standardised measurements** often referred to as web analytics or **eMetrics**. An agreed upon **robust methodologies** aid them in their decision making process. To conduct an eMetrics evaluation without first understanding exactly which measurements are important will prove to be a frustrating, time consuming, costly, and ultimately, futile exercise. Therefore, in order to measure the effectiveness of DMS based websites we must first decide on **what is important to measure** and then, and only then, can we decide on **how to measure it**. Therefore, a robust methodology is crucial in order to produce good solid actionable metrics. Currently, there is a shortage of research in the area of destination websites effectiveness with no study providing a comprehensive methodology for evaluating destination websites with a focus on effectiveness. To this end, the purpose of this research is to identify the potential attributes of **effectiveness with respect to destination websites**.



Research Origins

[Introduction](#)[Rationale](#)[Background](#)[Methodology](#)[Findings](#)[Conclusions](#)

The Background to the Research:

- ② **Commissioned by VisitScotland to research the effectiveness of visitscotland.com to its Suppliers**
- ② **Project Duration: Jan 2001-September 2001.**
- ② **Results Published at Enter 2002.**



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The Iceberg Effect

Introduction

Ratio

Back

Meth

Findi

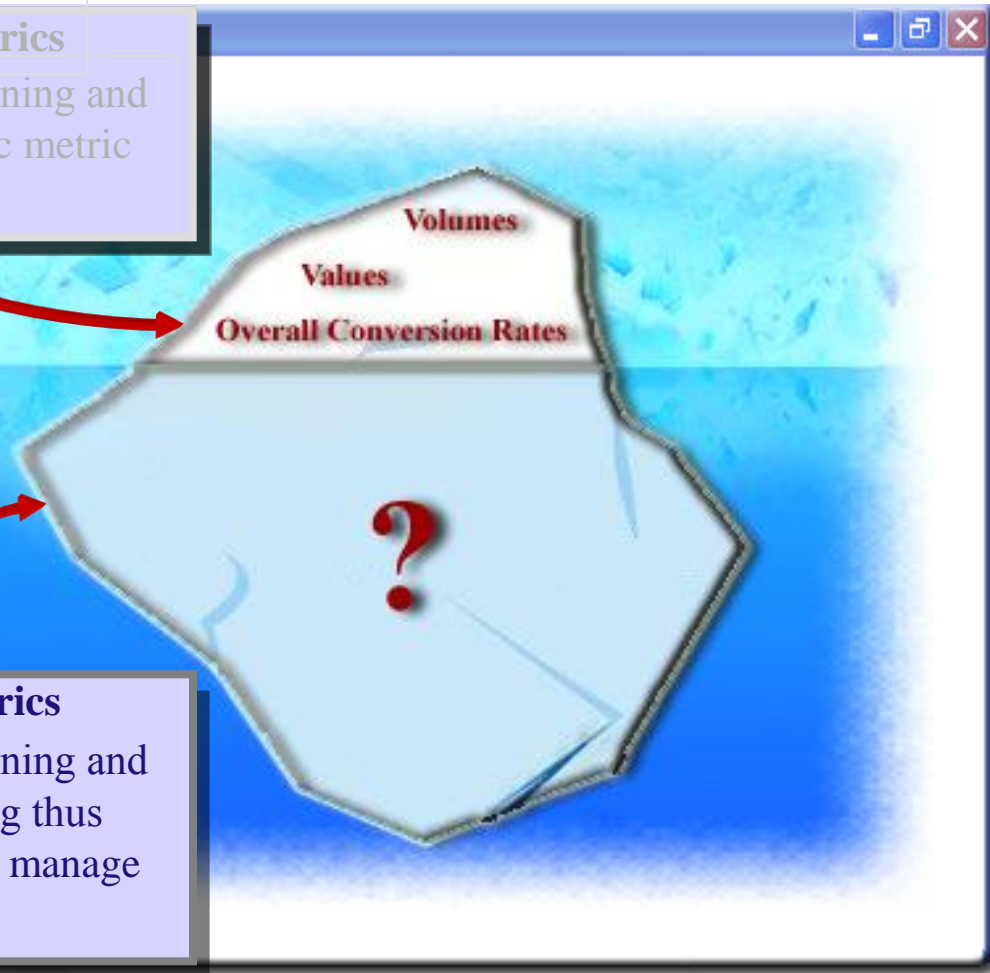
Conc

Macro Level Metrics

Tell us “what” is happening and provide us with a basic metric overview.

Micro Level Metrics

Tell us “what” is happening and “why” it is happening thus allowing us to actively manage the situation.





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Measurement Spectrum

[Introduction](#)[Rationale](#)[Background](#)[Methodology](#)[Findings](#)[Conclusions](#)

**Not everything that can be counted counts
And not everything that counts can be counted.**

(Einstein)





Methodology

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What is a Delphi Study?

A Delphi study is an **iterative process** that involves **collecting and analysing information** gathered from a **carefully selected panel** of people who are recognised representative sources of **expertise** within a particular field (Fraser, 2003; Cline, 2000; Cindy, 1994).

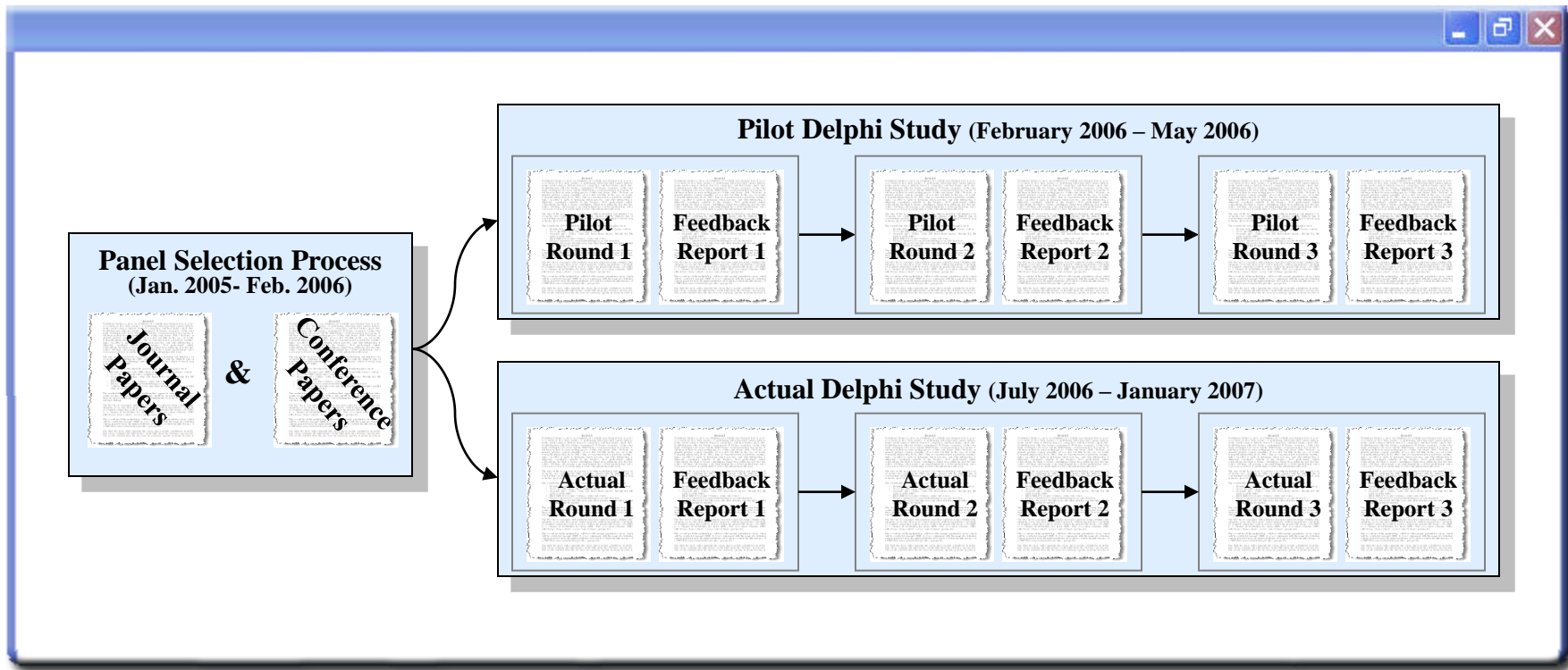


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Methodology

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- Findings
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Methodology

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Panel Selection Process.

Total Relevant Papers	1126
Number of Unique Speakers / Authors	1225
Number of Unique Speakers / Authors that match Criteria	123
Minus Members of the Research Team	- 3
Eligible Delphi Members	<u>120</u>

Sources included events calendars of hospitality and tourism academic journals (both online and offline), hospitality and tourism based websites, existing conference proceedings and through correspondence.

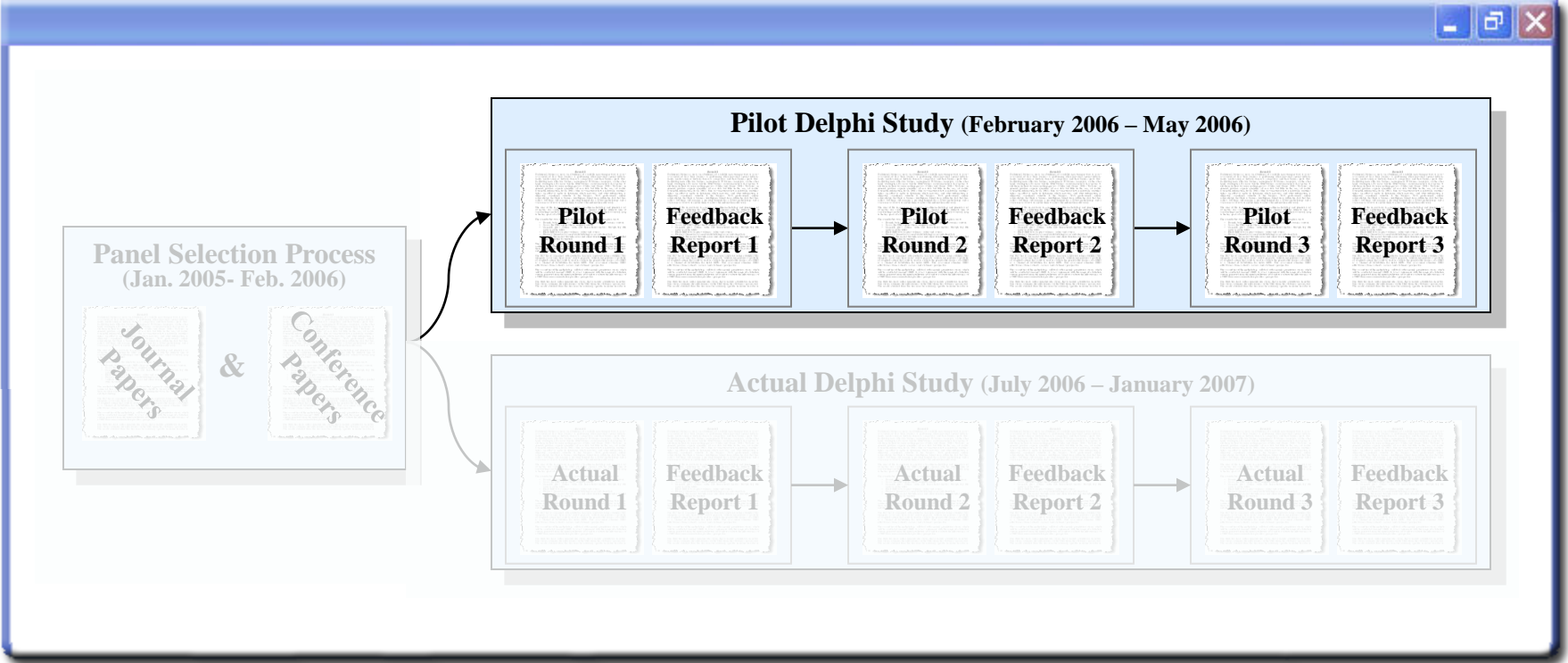


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Methodology

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DESTINATION WEBSITE eMETRICS

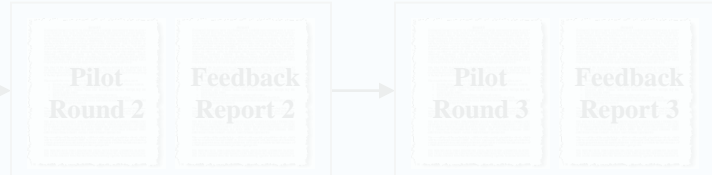
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Methodology

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- Findings
- Conclusions

The aim of Round 1 was to gather as broad a range of information with regards to DMS-based website effectiveness.

Pilot Delphi Study (February 2006 – May 2006)



Actual Delphi Study (July 2006 – January 2007)





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Methodology

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The aim of the second Round was to progressively clarify, expand on and prioritise the portfolio of criteria.

Panel Selection Process
(Jan. 2005- Feb. 2006)



– May 2006)

Pilot
Round 3

Feedback
Report 3

Actual Delphi Study (July 2006 – January 2007)

Actual
Round 1

Feedback
Report 1

Actual
Round 2

Feedback
Report 2

Actual
Round 3

Feedback
Report 3

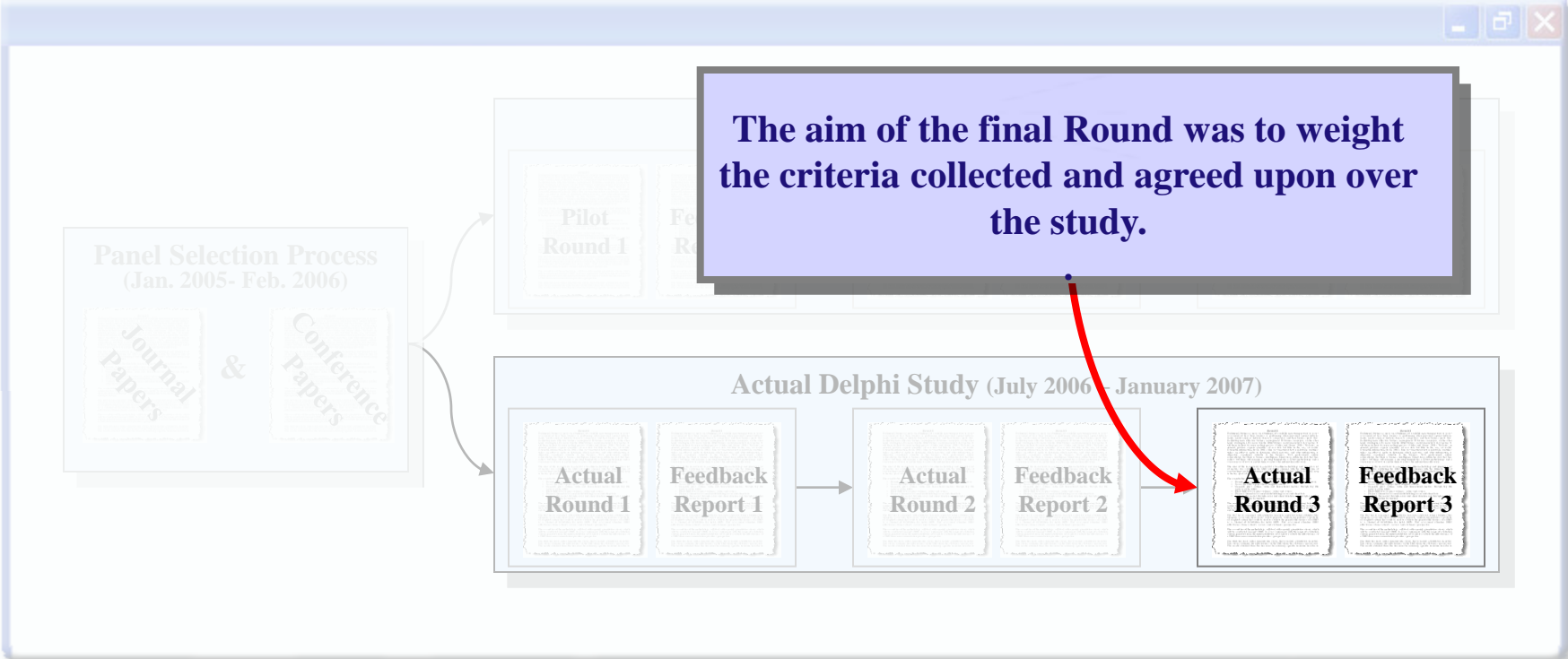


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Methodology

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Findings

Introduction

Rationale

Background

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Findings

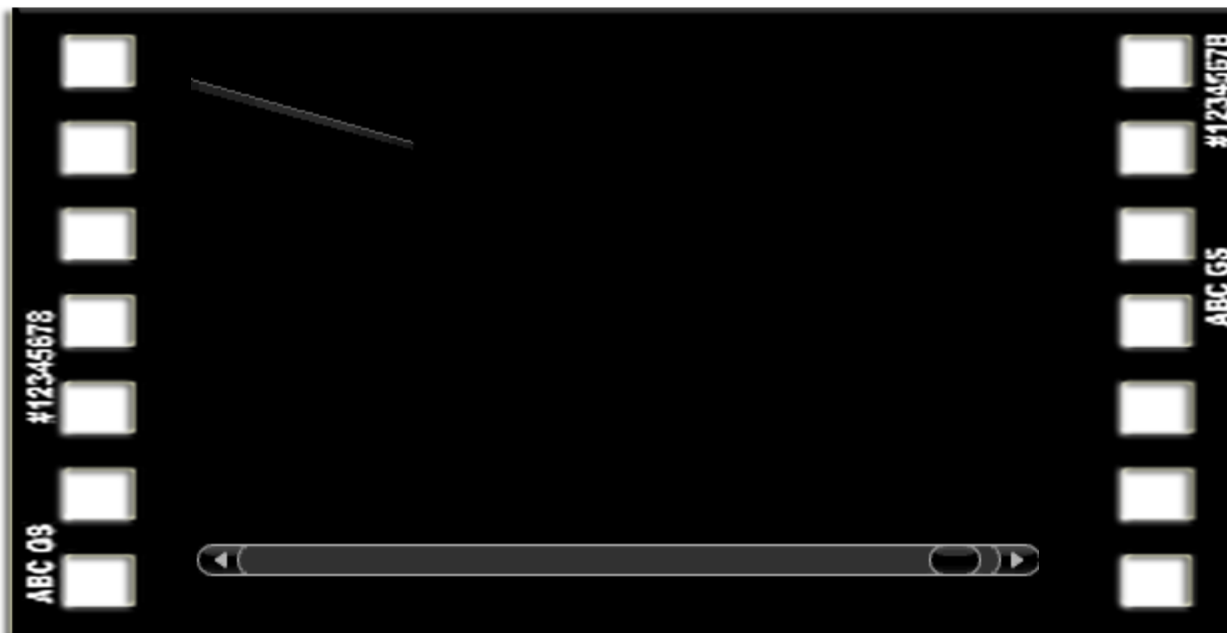
Conclusions

Defintion

Aims

Areas

Criteria



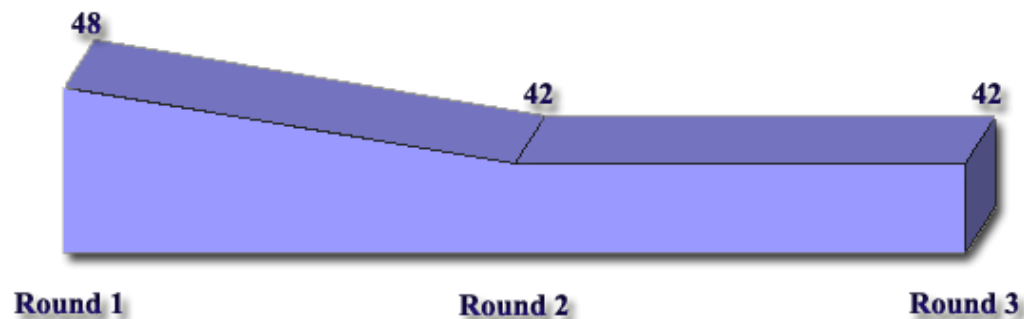


Definition of a DMS

[Introduction](#)[Rationale](#)[Background](#)[Methodology](#)[Findings](#)[Conclusions](#)[Defintion](#)[Aims](#)[Areas](#)[Criteria](#)

The aim of this section of the study was to attempt to come to a consensus concerning an appropriate definition for Destination Management Systems.

Number of Definition Components Identified Throughout the Study.





DESTINATION WEBSITE eMETRICS

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Definition of a DMS

- Introduction
- Rationale
- Background
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- Conclusions

Table 3. Proposed Components for Inclusion in a Definition of a DMS	Percentage
Consolidate A Comprehensive Range Of Tourism Products	16.19%
Distribute A Comprehensive Range Of Tourism Products	10.61%
Generally Caters For A Specific Region	8.30%
Present The Destination As A Holistic Entity	8.16%
Include Destination Related Information	8.03%
Include Real-Time Reservations	4.90%
Include A Marketing Element	4.49%
Provide Destination Management Tools	3.95%
Include A "Customer Centric" Approach	3.40%
Include The Words "Support DMO Activities"	2.86%
Pay Particular Attention To Representing Tourism SMEs	2.86%
Include The Term "Web-Based"	2.31%
Provide A Variety Of Platforms/Channels	2.31%
Include A Definition Of A "System"	1.77%
Include A Definition For "Public Sector Involvement"	1.50%
Include The Management Of A Destination	1.50%
Include The Term "Facilitate Networking"	1.50%
Include An Awareness Of Customer Aims	1.09%
Include The Words "Content Management"	1.09%
Include The Words "Create Awareness"	1.09%
Include The Words "Create Tourism Experience"	1.09%
Involve Supplier Feedback	1.09%
Include The Words "Access To Partners"	0.95%
Include The Words "Act As An Enabler For Providers"	0.95%
Should Focus on Partnership between Local Recourses	0.95%
Include B2B & B2G	0.82%
Include A Greater Emphasis On Technology	0.68%
Include Primary Stakeholders	0.68%
Expand The Variety Of Products On Offer	0.54%
Include The Role Of The Destination	0.54%
Include The Word "Portal"	0.54%
Usually Have Public Sector Involvement	0.54%
Include Development Methods: Tailor-Made Solution Or Out Of A Box	0.41%
Include Motivational Aspects	0.41%
Include That A DMS Can Be Thematic In Nature	0.41%
Include The Words "Unbiased Representation/Support"	0.41%
Include DMS Examples	0.27%
Include The Word "Personalisation"	0.27%
Include The Words "Increase Sales"	0.27%
Include A Definition Of A "Customer"	0.14%
Include Benchmarking	0.14%
Remove all DMS Examples	0.00%

16 elements (82.5% of the votes) were included in the definition

not included because they were deemed unnecessary.

There were 20 elements that received less than 1% each of the votes when weighted. These 20 elements only accounted for 9.9% of the votes



Definition of a DMS

[Introduction](#)[Rationale](#)[Background](#)[Methodology](#)[Findings](#)[Conclusions](#)

Destination Management Systems (DMS) are systems that consolidate and distribute a comprehensive range of tourism products through a variety of channels

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There was almost absolute agreement with the criteria proposed by the panel over the course of the study with 98% agreeing with the comprehensive nature of the definition.

the destination as a holistic entity, typically providing strong destination related information, real-time reservations, destination management tools and paying particular attention to supporting small and independent tourism suppliers.

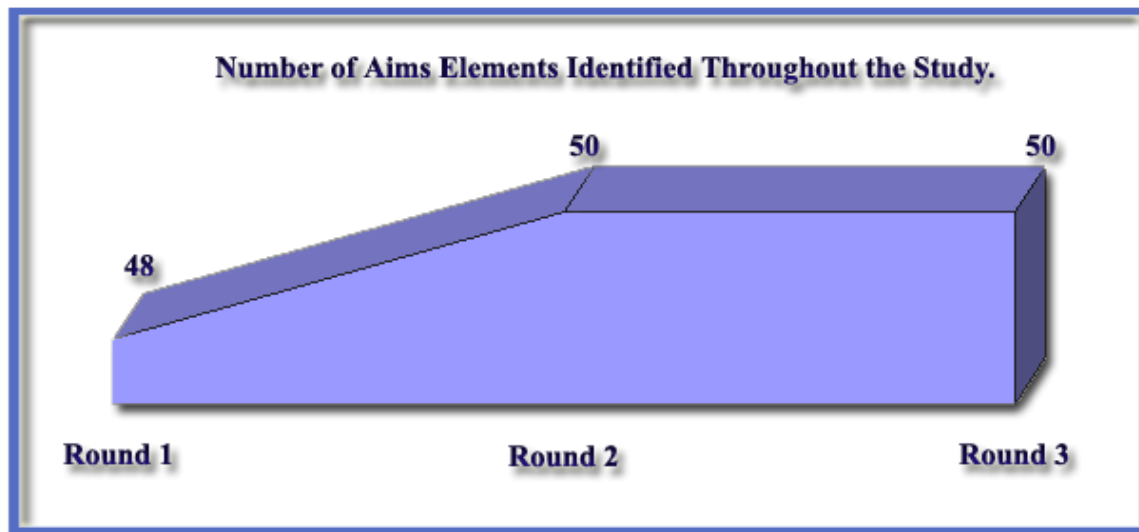




Aims of a DMS

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The purpose of this section of the research was to come to a consensus regarding what the experts perceive as being the aims of a DMS.





DESTINATION WEBSITE eMETRICS

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Aims of a DMS

- Introduction
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Figure 2: Proposed Aims of a DMS.	Percentages
Co-ordinate Marketing Activities	7.60%
Help Sellers Sell	5.83%
Create Strategic Alliances	4.88%
Co-ordinate Branding	4.61%
Enhancing the Prosperity of the Local Community	4.61%
Provide a Comprehensive Product Range	4.61%
Help Buyers Buy	4.40%
Provide Destination Information	3.93%
Provide Accurate Information	3.26%
Gather Customer Information	3.12%
Provide a Destination Orientation Rather Than Product Orientation	2.99%
Sell a Destination	2.99%
Satisfy Customer Needs	2.76%
Lower Cost of Distribution	2.58%
Provide a Booking System	2.58%
Improve Networking	2.44%
Provide Online Presence	2.44%
Provide User-friendly Online Presence	2.44%
Show the Destination as Holistic Entity	2.44%
Provide Real-Time Availability	2.31%
Improve Customer Retention	2.17%
Include Non-Accommodation Products	2.04%
Increase Visitors	2.04%
Represent SMEs	2.04%
Provide Destination Management Tools	1.78%
Provide Timely Information	1.63%
Provide Management Information	1.36%
Support DMO activities	1.36%
Improve Yield Management	1.22%
Provide a Portal	1.09%
Provide Product Information	1.09%
Use Customer Relationship Management	1.09%
Generate Revenue for DMS Operator	0.95%
Provide Value Creation	0.95%
Increase Percentage of Provider Participation	0.68%
Provide Dynamic Packaging	0.68%
Provide One-Stop Shop	0.68%
Provide Access to Expert Knowledge	0.54%
Provide Cross Channel Management	0.54%
Provide Itinerary Planner	0.54%
Provide Unbiased Representation	0.54%
Supports Providers & Stakeholders	0.54%
Provide Quality Assured Product Range	0.41%
Provide Secure Transactions	0.41%
Provide Supplier Feedback	0.27%
Provide Value for Tourism Providers	0.27%
Provide Online Channel Management	0.14%
Provide Training for SMEs	0.14%
Provide Offline Channel Management	0.00%
Provide Transaction Information	0.00%

The aims of a DMS that evolved are as follows:

- ☐ To effectively co-ordinate the marketing activities and branding of a specific destination and the comprehensive range of products it has to offer,
- ☐ To provide timely, accurate, unbiased, quality assured destination and product based information (both accommodation and non-accommodation),
- ☐ To facilitate the effective distribution and sale of a comprehensive range of tourism products from a destination,
- ☐ To present the destination as a holistic entity displaying a destination orientation rather than product orientation.
- ☐ To provide an appropriate and sustainable relationship building mechanisms with customers through effective, meaningful and continuous communication,
- ☐ To increase the satisfaction level of its suppliers, the local community and all its stakeholders through building and maintaining meaningful relationships,
- ☐ To facilitate the management of a destination by supporting DMO activities and through the provision of tools, support and training for its stakeholders.

Marketing	Content	Distribution	Destination Orientation	Customers	Stakeholders	Management
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☐ To effectively co-ordinate the marketing activities and branding of a specific destination and the comprehensive range of products it has to offer,

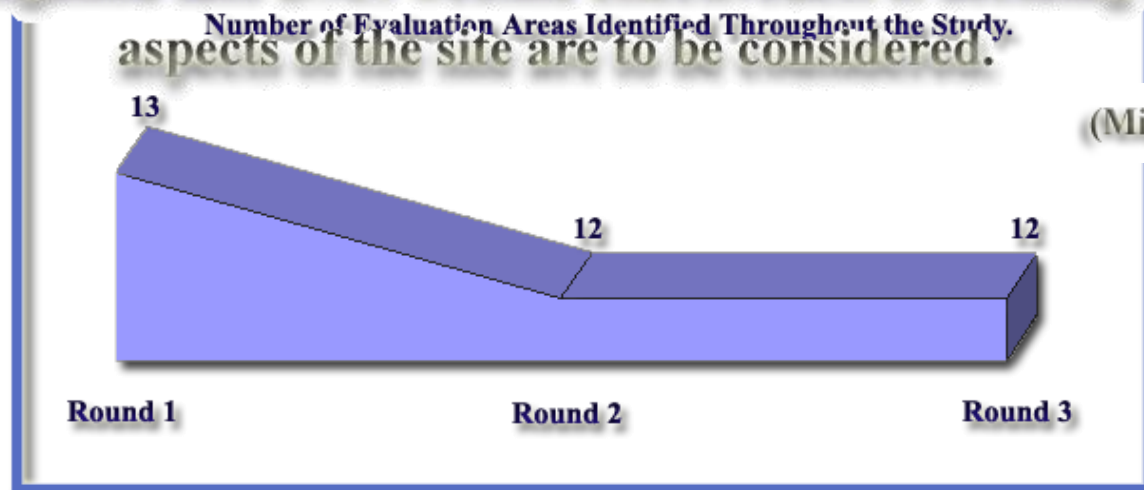


Determine DMS Effectiveness Areas

[Introduction](#)[Rationale](#)[Background](#)[Methodology](#)[Findings](#)[Conclusions](#)[Defintion](#)[Aims](#)[Areas](#)[Criteria](#)

The purpose of this section of the study was to identify the evaluation areas and weight them in their order of importance.

"One of the most important steps in conducting a thorough investigation into DMS website effectiveness is deciding on which aspects of the site are to be considered.



(Mich et al, 2005)

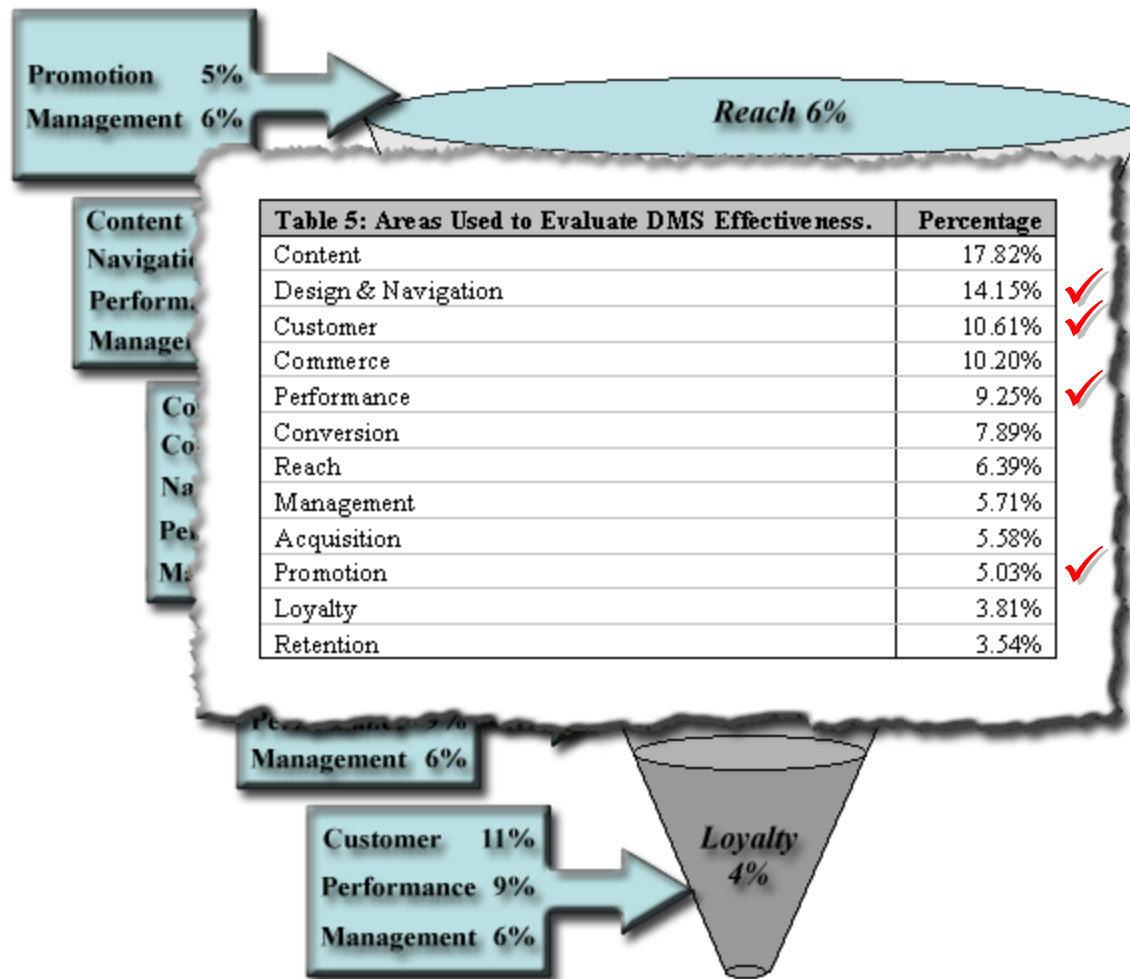


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Determine DMS Effectiveness Areas

- Introduction
- Rationale
- Background
- Methodology
- Findings**
- Conclusions





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Determine DMS Effectiveness Criteria

Introduction

Rationale

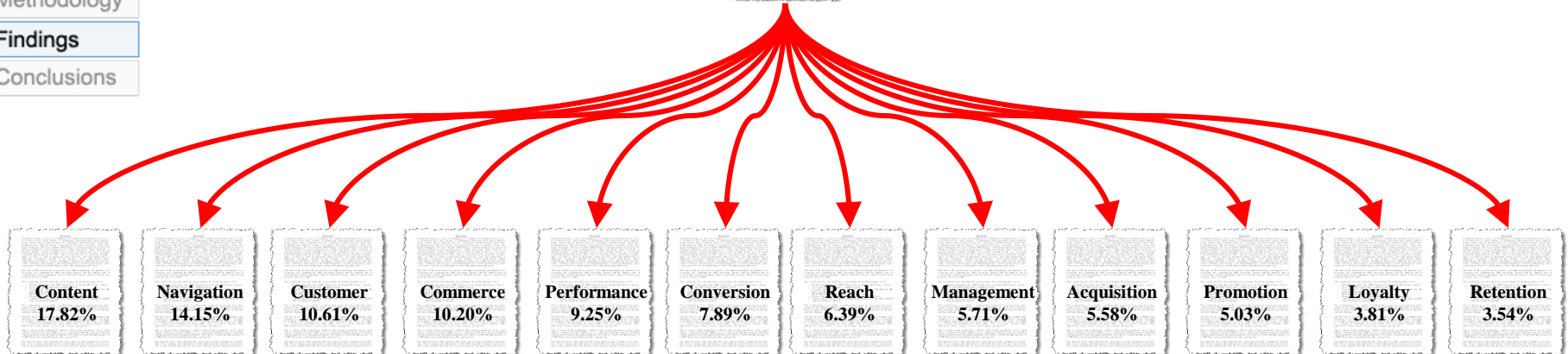
Background

Methodology

Findings

Conclusions

Overall Effectiveness

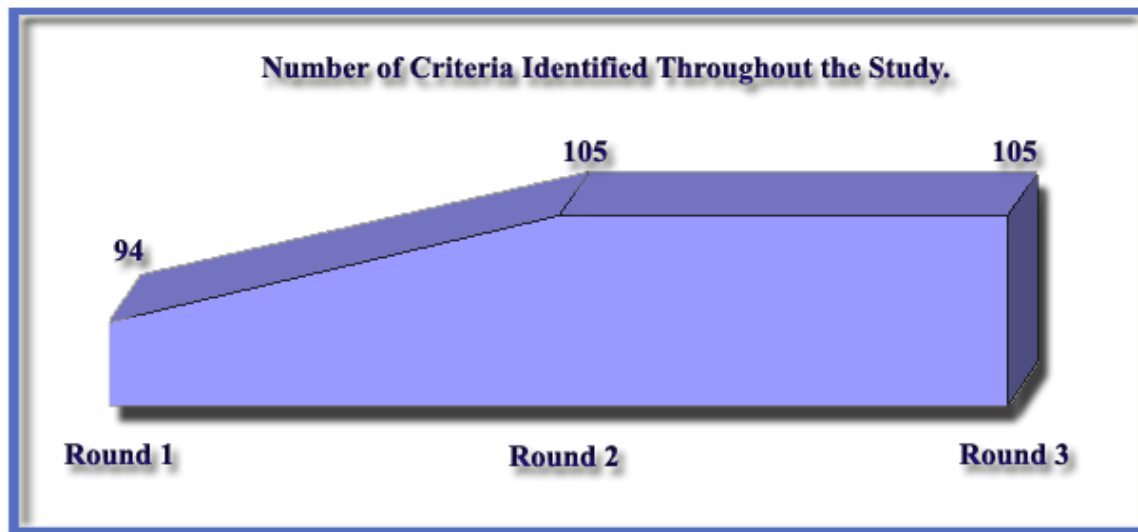




Determine DMS Effectiveness Criteria

[Introduction](#)[Rationale](#)[Background](#)[Methodology](#)[Findings](#)[Conclusions](#)[Defintion](#)[Aims](#)[Areas](#)[Criteria](#)

The purpose of this section was to come to a consensus with regards to the criteria that should be included in any comprehensive evaluation of a DMS based website.





DESTINATION WEBSITE eMETRICS

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Determine DMS Effectiveness Criteria

- Introduction
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Focus Example.

Focus		
$\frac{\text{Average Number of Pages Visited in a Given Section}}{\text{Total Number of Pages in the Section}}$	=	%
21	=	77.8%
27	=	Focus

Focus

Focus Weighting * 1.63%

Contribution to Content Area Effectiveness 1.27%

Content Weighting * 17.82%

Contribution to Overall Effectiveness 0.23%

Table 6b. Weightings Applied

Accuracy
Freshness - up to date
Content Quality
Comprehensive Product Range
Content
Content Comprehensiveness
Multiple Language
Stickiness
Content Uniqueness
Percentage of Supplier Participation
Range of Content Providers
Intelligibility of Text
Product Comparison
Value Added Features (Customer Side)
Focus
Knowledge Creation
Slipperiness

Content
17.82%

17															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td></tr> <tr><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td></tr> <tr><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td></tr> <tr><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td></tr> <tr><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td><td style="width: 25px; height: 25px;"></td></tr> </table>															

2.30%	15.77%
2.10%	9.30%
1.70%	6.33%
1.63%	5.66%
1.27%	5.12%
0.95%	4.18%



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Expert System (Beta - Version)

- Introduction
- Rationale
- Background
- Methodology
- Findings**
- Conclusions

Destination I Systems - Beta - Version - Mozilla Firefox

File Edit View History Bookmarks Tools Help 53.6 minutes saved

Destination I Systems - Beta - Version Destination I Systems - Beta - Ve...



[Introduction](#) | [Content](#) | [Navigation](#) | [Customer](#) | [Commerce](#) | [Performance](#) | [Conversion](#) | [Reach](#) | [Management](#) | [Acquisition](#) | [Promotion](#) | [Loyalty](#) | [Retention](#) | [Glossary](#)

Overall Effectiveness 69.65%	DMS Effectiveness				
	Areas	Weightings	Micro-Level Effectiveness	Area-Level Effectiveness	Weighted Overall Effectiveness
More/Less Information	Content	17.82%		73.17%	13.04%
More/Less Information	Design & Navigation	14.15%		58.35%	8.26%
More/Less Information	Customer	10.61%		74.38%	7.89%
More/Less Information	Commerce	10.20%		63.81%	6.51%
More/Less Information	Performance	9.25%		93.15%	8.62%
More/Less Information	Conversion	7.89%		42.54%	3.36%
More/Less Information	Reach	6.39%		75.87%	4.85%

Done





Conclusions

[Introduction](#)[Rationale](#)[Background](#)[Methodology](#)[Findings](#)[Conclusions](#)

This research has taken some valuable steps when it comes to evaluating DMS based website effectiveness.

Research Outcomes Include:

- Ⓢ **An appropriate definition of a DMS**
- Ⓢ **A comprehensive set of aims of a DMS**
- Ⓢ **12 distinct evaluation areas to be evaluated (+ weightings)**
- Ⓢ **105 separate criteria that must be assessed (+ weightings)**

A model containing a suite of actionable e-metrics that accurately relate to the key goals of a Destination Management System.

Where to Next:

Longitudinal Study on a system that will be tested and retested from many different perspectives and not just a simple content analysis.





DESTINATION WEBSITE eMETRICS

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Questions are the Answer!!

Introduction

Rationale

Background

Methodology

Findings

Conclusions



<http://webeffectiveness.dit.ie/padman/>



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Patrick Horan
Faculty of Tourism & Food
Dublin Institute of Technology
Dublin
patrick.horan@dit.ie



Prof. Andrew J Frew
Scottish International Tourism Institute
Queen Margaret University
Edinburgh
afrew@qmuc.ac.uk



RESEARCH@EYEFORTRAVEL

MAY 2007

Techniques Employed to Measure Effectiveness						
Areas	Log Files	DMO Interview	CSS	SSS	Other	Total
Content	26%	29%	41%	0%	3%	100%
Commerce (Inc. Revenue Generation)	70%	12%	0%	17%	2%	100%
Design & Navigation	11%	0%	39%	6%	44%	100%
Customer	30%	30%	25%	10%	5%	100%
Performance	17%	33%	11%	0%	39%	100%
Conversion & Attrition	100%	0%	0%	0%	0%	100%
Reach	100%	0%	0%	0%	0%	100%
Management	9%	45%	32%	9%	5%	100%
Promotion	50%	0%	0%	40%	10%	100%
Acquisition & Abandonment	100%	0%	0%	0%	0%	100%
Retention & Churn	100%	0%	0%	0%	0%	100%
Loyalty	83%	0%	0%	0%	17%	100%
Overall Percentages	49%	17%	17%	7%	10%	