

2004-01-24

## Destination Websites Effectiveness Benchmarking

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### Recommended Citation

Horan, Patrick and Frew, Andrew, "Destination Websites Effectiveness Benchmarking" (2004). *Conference papers*. 12.

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**Destination Management Systems - Electronic Distribution Effectiveness  
Amongst Small and Medium Sized Enterprises in the Hotel sector.**

Patrick Horan and Andrew J. Frew.



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Research Title.

Introduction

Rationale

Problem Definition

Methodology

Conclusions

**Destination Management Systems - Electronic Distribution Effectiveness amongst Small and Medium-sized Enterprises in the hotel sector.**



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## Research Aims.

[Introduction](#)[Rationale](#)[Problem Definition](#)[Methodology](#)[Conclusions](#)

The aims of this research are:

- ④ To investigate the **importance of DMS to SMEs** in the hospitality industry.
- ④ To construct a comprehensive set of weighted **criteria to measure the effectiveness of DMSs** to SMEs in the hotel industry.
- ④ To identify the **effectiveness of DMSs to SMEs in the hospitality industry** (Scotland (VisitScotland)) using the criteria constructed above.
- ④ To **model and validate DMS metrics against peer systems.**

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## Research Background.

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- ④ Commissioned by VisitScotland to research the effectiveness of [visitscotland.com](http://visitscotland.com) to its Suppliers
- ④ Project Duration: Jan 2001-September 2001.
- ④ Results Published at Enter 2002.



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# The Iceberg Effect.

- Introduction
- Rationale**
- Problem Definition
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## Conceptual Framework.

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**Conceptual frameworks imply concepts.**  
**Concepts are general representations of the phenomena to be studied**  
**– they are the ‘building blocks’ of the study (Veal 1997).**

## Conceptual Framework.

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Destination Management Systems - Electronic Distribution  
Effectiveness amongst **Small and Medium-sized Enterprises**  
in the hotel sector.

The European hotel sector is dominated by small operations with nearly 95% being classified as SMEs (WTO 1997). The importance of SMEs to the European economy can not be over emphasised.



## Conceptual Framework.

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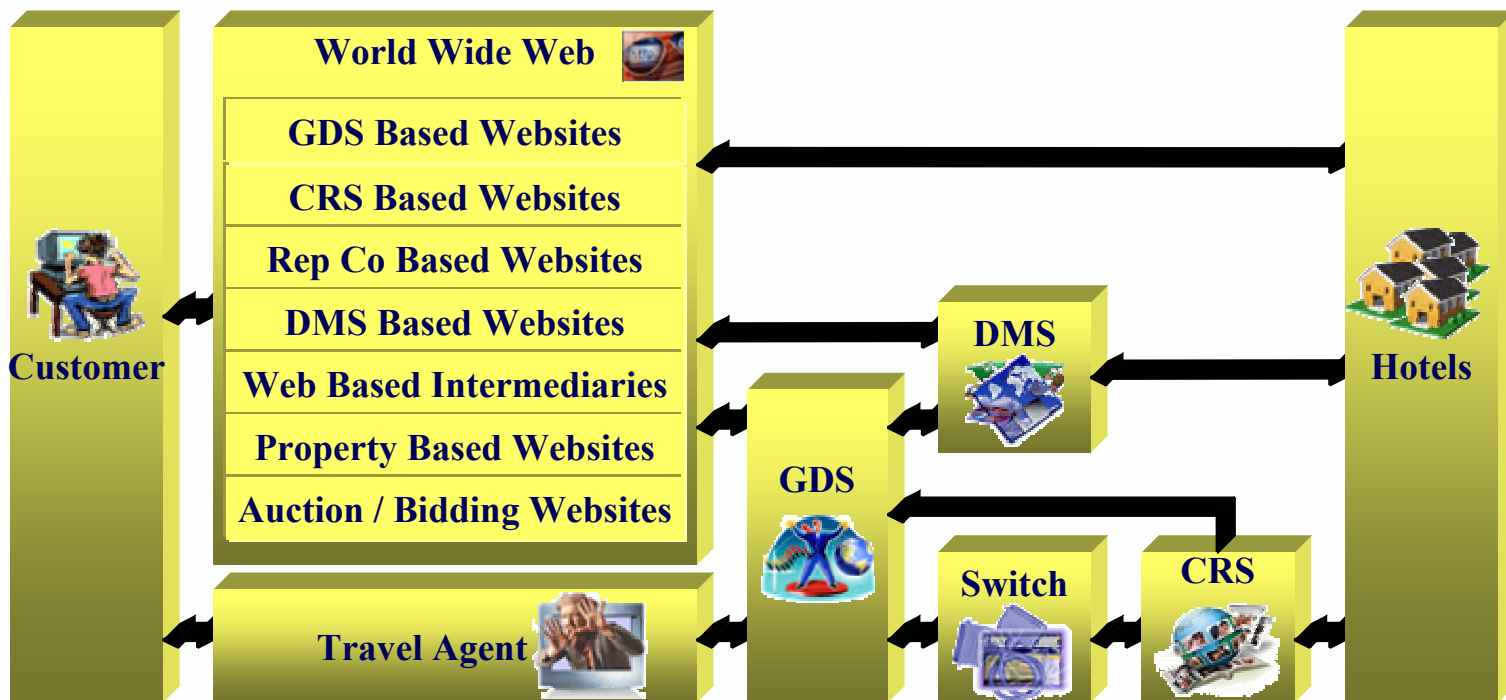
Destination Management Systems - **Electronic Distribution**  
Effectiveness amongst Small and Medium-sized Enterprises  
in the hotel sector.

The manner in which hospitality companies bring their product to market remains a cornerstone of any competitive strategy (Castleberry, Hempell et al. 1998).

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# Conceptual Framework.

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**It's not only about Channel Choice its also about Channel Management**

**You cannot manage what you do not measure?**



## Conceptual Framework.

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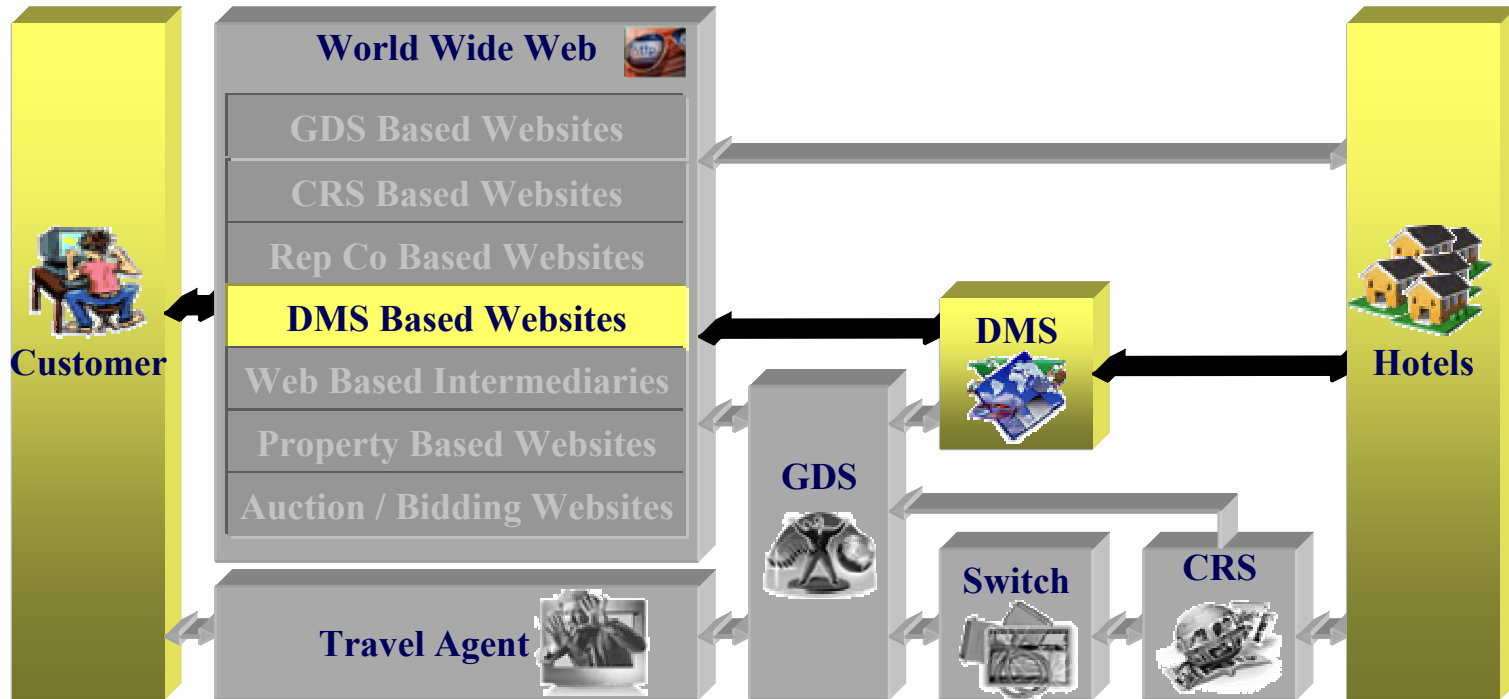
**Destination Management Systems** - Electronic Distribution Effectiveness amongst Small and Medium-sized Enterprises in the hotel sector.



# Conceptual Framework.

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**Determining the effectiveness of a distribution channel makes clear business sense.**



## Conceptual Framework.

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**Destination Management Systems - Electronic Distribution Effectiveness** amongst Small and Medium-sized Enterprises in the hotel sector.

**Evaluating a distribution channel can make the difference between the company being Effective, in Existence or Extinct.**



# Measurement Spectrum.

Introduction

Rationale

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

**(Einstein)**



# Measurement Spectrum.

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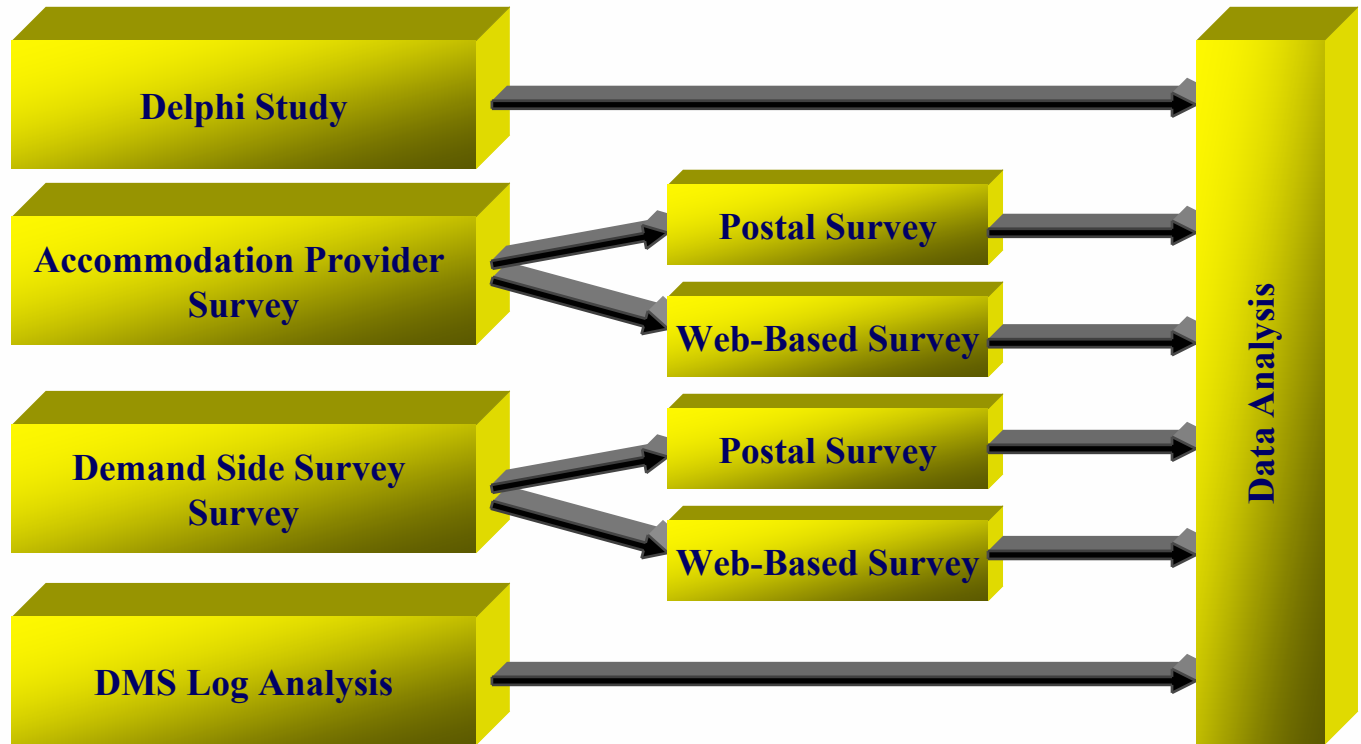


**These criteria may differ from Industry to Industry  
and from Channel to Channel.**

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# Methodology.

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## Methodology.

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**Delphi Study**

Panel  
Selection

Round 1

Round 2

Round 3

### The Delphi Study (Tier One).

The aim of the Delphi study is to generate, validate and prioritise a portfolio of weighted criteria that could be used to evaluate the effectiveness of a DMS as a channel of distribution for SMEs.

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## Methodology.

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### The Industry Survey (Tier Two).

The Industry Survey will be a mainly quantitative survey which will be conducted amongst Hotel SMEs in Scotland.

The aims will be twofold:

- ① Assess the validity of the criteria generated from the Delphi Study.
- ② Evaluate the effectiveness of a DMS from an Hotel SME's perspective.



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## The Demand Side Survey (Tier Three).

The Customer Satisfaction Survey is a mainly quantitative survey that examines DMS effectiveness from the customer's perspective.



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### **The Log Server Analysis (Tier Four).**

**The E-Metrics Phase will be based upon an in-depth examination of the DMS based website (VisitScotland) through consolidation and re-treatment of their server log files.**

**The aim of this tier is to assess the effectiveness of the DMS based websites from a marketing, financial, operational and technical perspective.**



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## Phases of E-Metrics.

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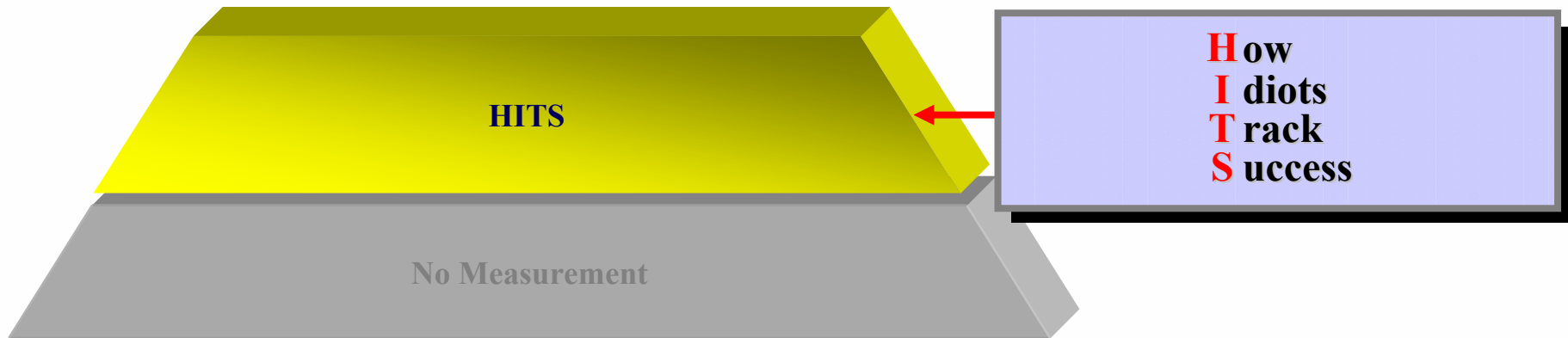
**No Measurement**

**It is inconceivable to have a successful Internet Strategy without management information (Pineda, 2004)**

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## Phases of E-Metrics.

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## Phases of E-Metrics.

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**Metrics  
(Macro)**

HITS

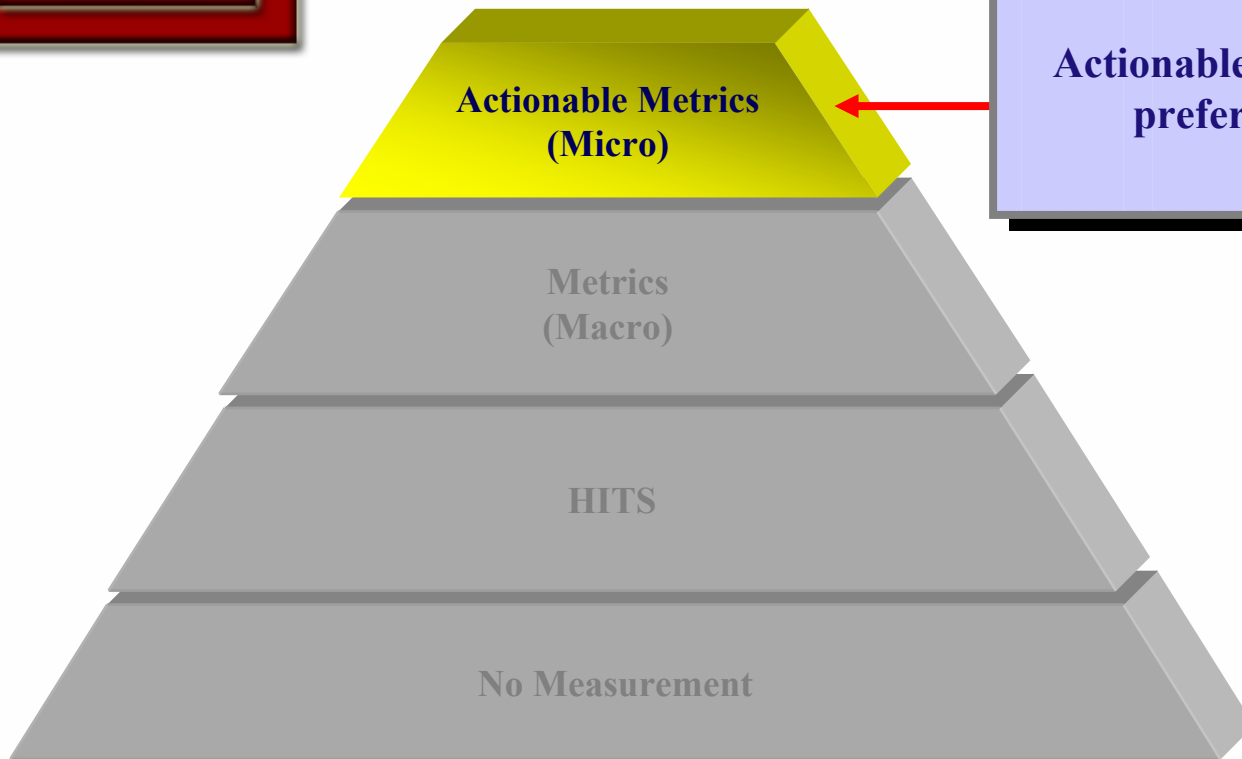
No Measurement

While site traffic remain an important measure to be aware of, traffic alone doesn't paint a clear picture of your site's benefits.

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## Phases of E-Metrics.

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**Actionable Metrics - "Most people prefer insights, not data."  
(Smith, 2002)**



## Phases of E-Metrics.

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**Multi Channel Metrics**

**The web is not an isolated channel – therefore the results/metrics can not be viewed in isolation.**

Actionable Metrics (Micro)

Metrics (Macro)

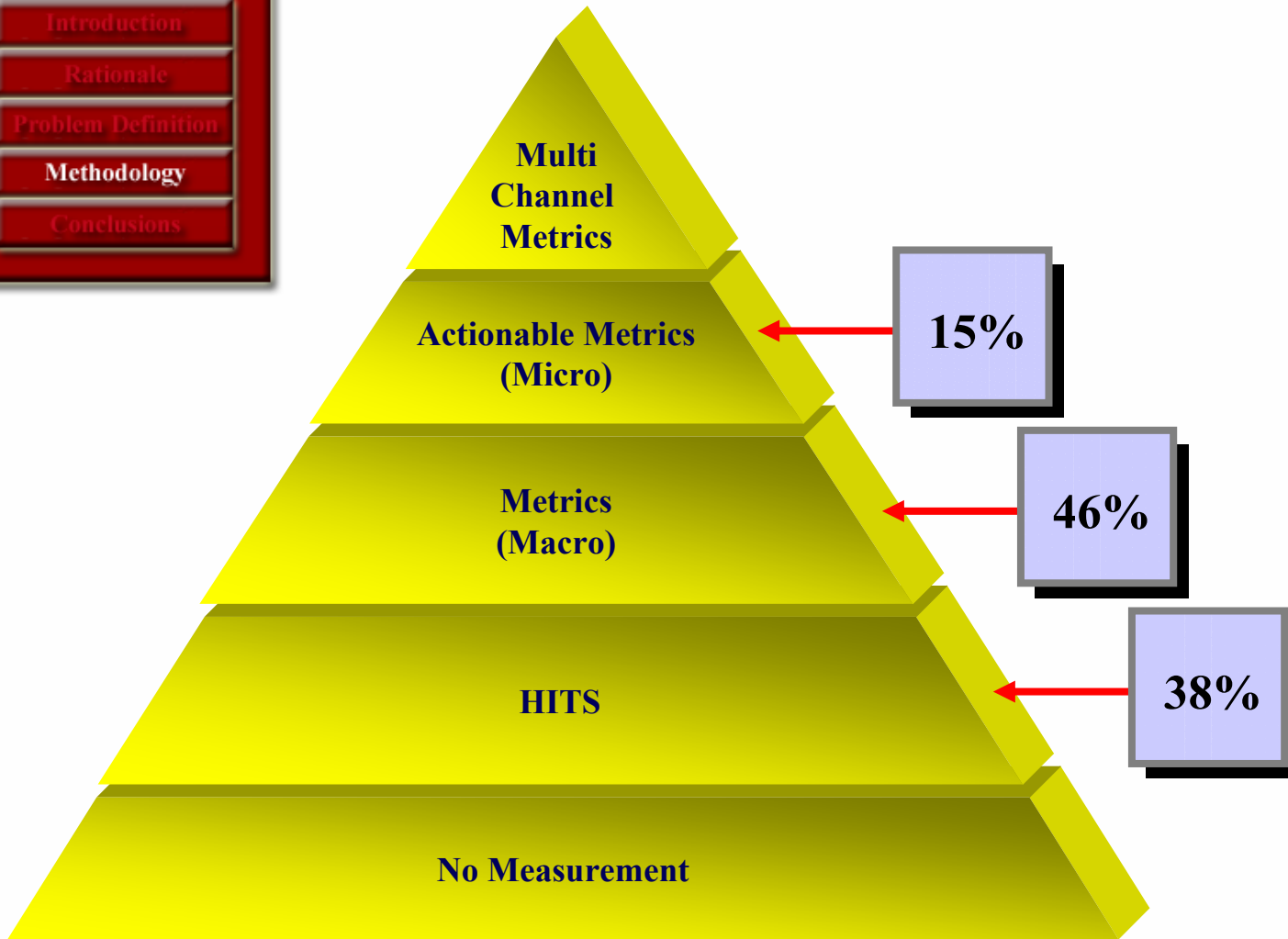
HITS

No Measurement

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## Phases of E-Metrics.

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(Pineda & Parakevas, 2004)

# Metrics are like Onions.

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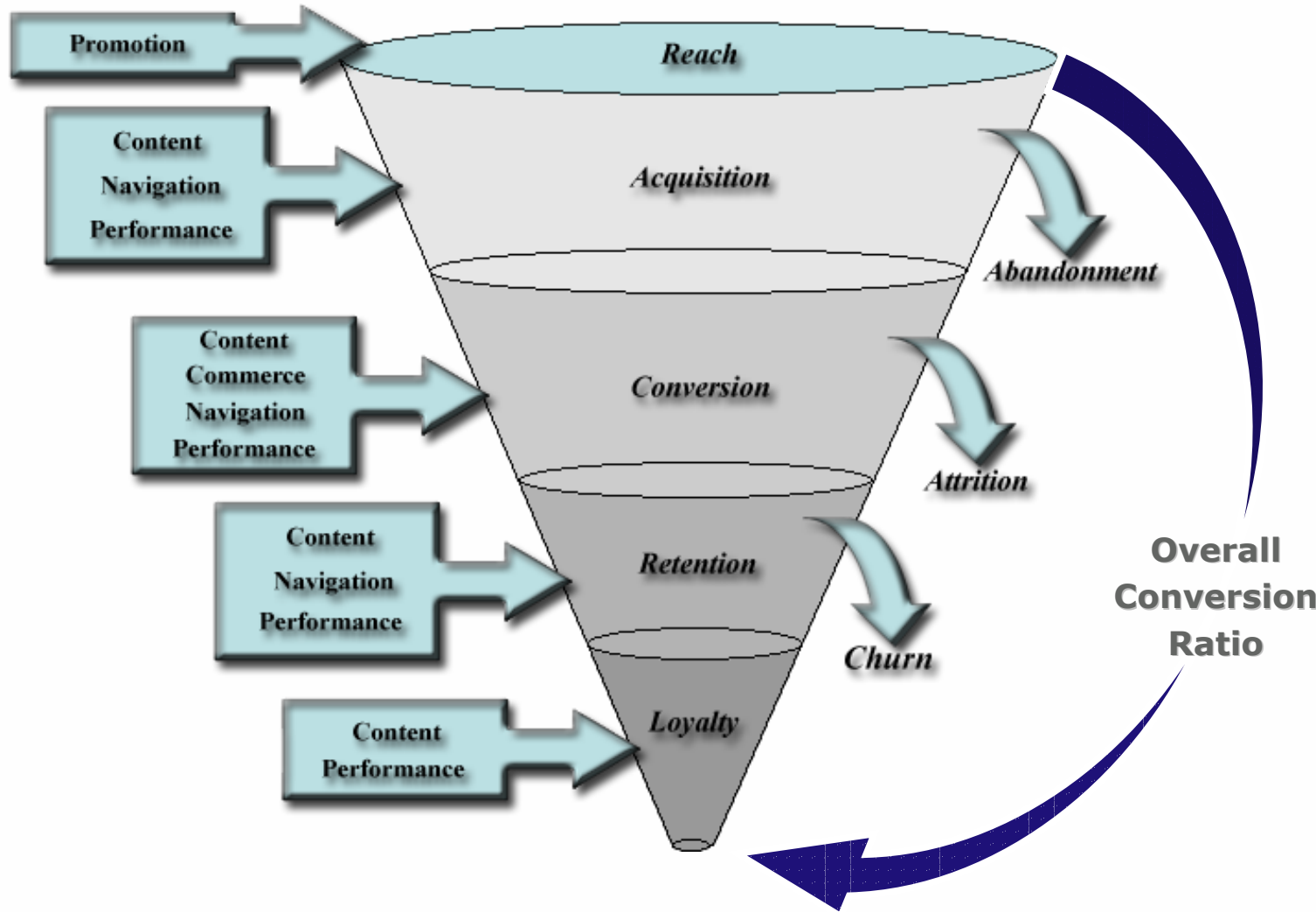
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# Actionable Metrics.

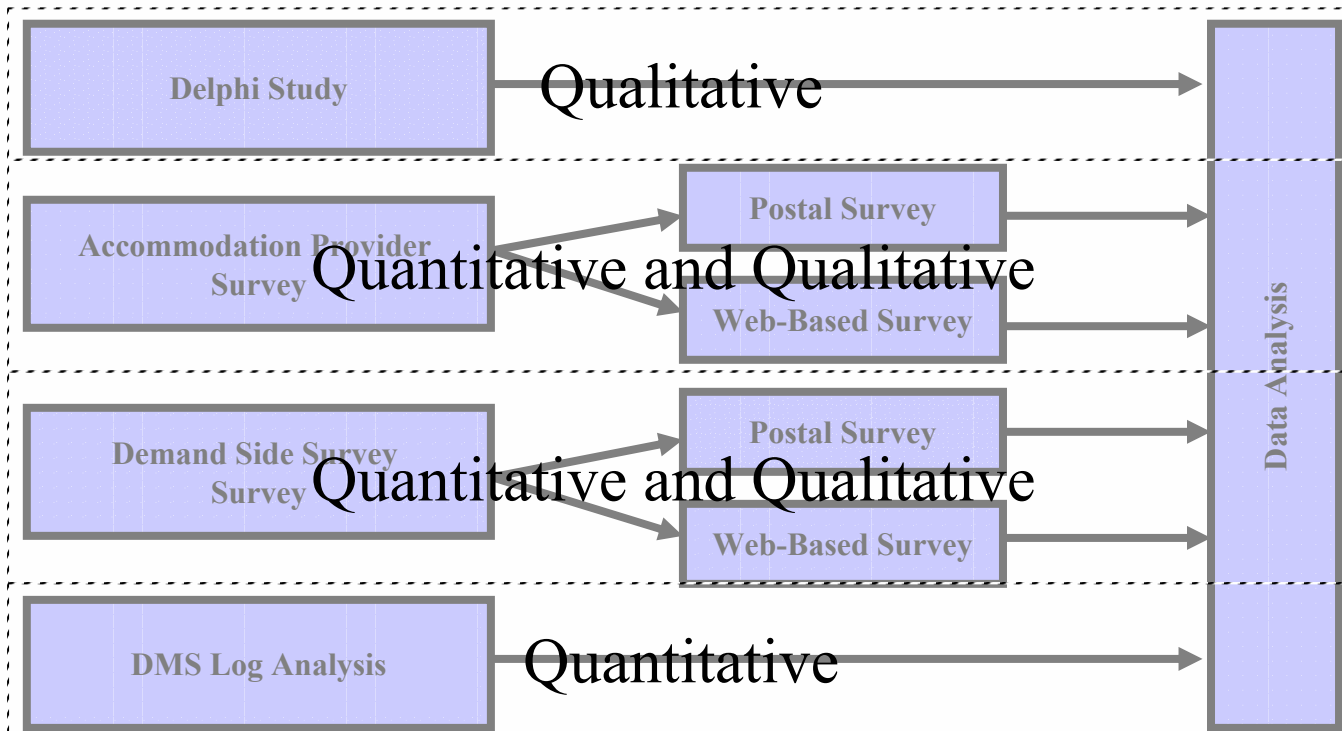
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# Methodology.

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The results from the research will be triangulated in order to tell us not only **What** is happening within the DMS based website but also **Why** it is happening.

## Conclusions.

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

- Ⓢ **Triangulation of results from each tier of the Methodology.**
- Ⓢ **Multi-channel metrics are vitally important.**
- Ⓢ **Longitudinal Study - Test And Retest - Robust Methodology.**





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