

**The comparison of the destination
management organisations of Södra Dalarna
and Veszprém with special focus on their
online marketing activities**

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“By 2012, the Destination Management Organization will be the dominant, most influential and most respected force behind the world’s largest industry, or...not exist at all.”

[<http://www.omnitourism.com/dmo.htm>, World Tourism Foundation]

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1. INTRODUCTION

The study is analysing the destination management organisations of SöDra Dalarna in Sweden and Veszprém, Hungary, with a special focus on their online marketing activities. The original idea involved the comparison of SöDra Dalarna and the Bakony and Balaton DMO as these two areas roughly correspond so we were going to compare like with like. However, although the latter organisation was established in January 2012, the period since has been spent mostly with the setting up of the organisation rather than marketing activities. Up to October 2012, the Bakony and Balaton DMO did not have a working website, the analysis of which was one of our main aims with the current research. Therefore we decided to focus on the activities of the Veszprém DMO, which does not limit its activities only to the city but involves the nearby settlements in their marketing activities. We therefore argue that the Veszprém DMO at the moment represents a similar area to the one of the SöDra Dalarna, although this may change as soon as the Bakony and Balaton DMO is in full operation.

The subject of the analysis has been chosen for the following reasons. First of all the destination management system in Hungary is a new concept, therefore the idea was to compare this system with another one outside Hungary where the concept of destination management has already got a tradition. Sweden seemed a good choice for the comparison with Hungary because as their tourism figures suggest, they have a better position in the case of tourism and destination management organisations. The thesis focuses on the online marketing activities of the given destination management organisations, for the reason that in the 21st century online marketing has gained an important role in the competition of the destinations. “Destination management calls for a coalition of many organisations and interests working towards a common goal. The Destination Management Organisation’s role should be to lead and coordinate activities under a coherent strategy. They do not control the activities of their partners but bring together resources and expertise and a degree of independence and objectivity to lead the way forward. It follows that DMOs must develop a high level of skill in developing and managing partnerships. Though DMOs have typically undertaken marketing activities, their remit is becoming far broader, to become a strategic leader in destination development“ (UNWTO, 2007). On the other hand SöDra Dalarna and Veszprém were

those places, where we spent our study period, therefore we could experience the development of these organisations and destinations.

The thesis introduces the notions of destination management organisations, the milestones of the development of DMO and after that assesses tourism in Hungary and Sweden. From this chapter, the reader can get a clear picture about the situation of Hungary and Sweden. Another main chapter focuses on marketing, giving us an insight where we get to know the development of marketing, destination marketing in particular, the main rules of online marketing. The chapter will include a critical review of the Facebook pages of these destinations. This will link into the research undertaken for the analysis, which consists of primary and secondary research as well. As part of the primary research, both quantitative and qualitative methods were used. The quantitative method involved questionnaire surveys, while qualitative research was undertaken in the form of interviews with the directors of the destination management organisations. Secondary research involved finding information from third-party sources, such as the organisations' websites, research reports, journal articles, books and other sources.

This work places great emphasis on certain stakeholders of the destination, with a focus on Erasmus students. With the primary research we were aiming to assess their opinion about the marketing activities of Södra Dalarna and Veszprém. We conducted a questionnaire survey as this seemed an optimal method for obtaining data. Due to the complexity of the research, the survey was carried out in 2 settlements over a period of 4 months. Altogether 58 Erasmus students participated in the survey (44 from Högskolan Dalarna and 14 from University of Pannonia). In the case of University of Pannonia, we had fewer participants, because the total number of the Erasmus students was also less than in Högskolan Dalarna, and the proportion of respondents roughly corresponds to the proportion of exchange students at the two universities. The questionnaire survey was conducted by researchers.

2. Defining destinations

The notion of destinations

According to Tózsér (2010), a destination is a physical location, where tourists spend at least one night. It is a target destination, which is chosen by tourists for travelling. On the other hand it is a host destination, which provides services for guests and for locals as well. It consists of tourism products and services to satisfy the tourists' needs at least for a day. Destinations possess physical and administrative boundaries, images and perceptions. They include several stakeholders, which are able to cooperate with each other in order to develop and improve the destination. The definition of a destination is usually composed from the tourists' point of view.

“A tourism destination is one of the key concepts of institutionalized tourism, but researchers and practitioners still disagree on how it should be defined. When building a destination-wide brand, constructing local geographies, or promoting cooperation among entrepreneurs within a region, we must understand the nature of tourism destinations.” (Saraniemi and Kylänen, 2011: 133)

Saraniemi and Kylänen (2011) go beyond the tourists' point of view and propose four different approaches in connection with tourism destinations:

1. Economic geography-oriented
2. Marketing management-oriented
3. Customer-oriented
4. Cultural

“Defining destinations at a national level, a foundation for the systematic development of a theory of destination branding is formed, by roughing out its basic dimensions and developing a comprehensive framework for tourism policy-makers to build upon (e.g. destination marketing organizations – DMOs, national tourism organizations – NTOs, local authorities). (Antonios, Lamprini and George, 2011:2)

According to the Southern Transdanubia Regional Development Agency a tourism destination is a geographical entity which has its own tourist attraction(s), and which

provides its visitors with complex experiences and satisfies their touristic needs. (DDRFÜ, 2007)

Elements of the destinations

Buhalis (2000) lists attractions, accessibility, infrastructure, product packages, activities and public services as key elements of destinations.

- Attractions: natural factors, human factors, heritages, special events...
- Accessibility: transportation system (roads, vehicles, public transportation...)
- Tourism services: hospitality services, retail trade, accommodation facilities, other tourism services...
- Product packages: complex packages, which provide experiences for tourists
- Activities: every kind of activities which is available for tourists
- Public services: banks, telecommunications, hospitals, posts...

Due to the complexity of elements and activities tourism destination management is the cooperation of those service providers, local authorities, civil and church organisations, etc. which are located in the given destination. These activities include the expansion of the supply, to level up, to increase the number of guests and the income from the tourism service activities in the destination.

DESTINATION MANAGEMENT ORGANISATIONS

In Hungary, the tourism sector has reached a milestone due to EU funds available for tourism development. The sector got the possibility to realize the expansion of services, to increase the number of attractions and to reform the management system of tourism. Tourism generates 8.5% of GDP in Hungary and it provides almost 500,000 workplaces for inhabitants (Mányai, 2008). With the multiplicative effect and the sector has a positive impact on the economy as well. In tourism, modernisation means increasing number of employees and does not cut-back as the other sectors. It contributes to the correction of external trade's balance, the usage of local facilities and to improving the quality of life.

The National Tourism Development Strategy (which is valid from 2005 until 2013) sets the development of Destination Management Organisations as the most important aim. DMOs are based on a bottom-up strategy where they function as the stakeholders'

cooperation, working on tourism development and management tasks on a professional basis, i.e. those with first-hand experience with tourists decide on what and how should be developed.

In the past tourism services were delivered by providers operating individually in their areas. They were independent from one another and any other arguably related but independent service areas. With the emergence of the experience-oriented tourism perspective, providers (service and products) recognized the need of co-operation. This step helped to make the complex experience for tourists, for which they are looking for (Pine and Gilmore, 1999).

The introduction of the destination management organisations gave rise to expanding co-operation between service providers. Besides the co-operation of tourism businesses, another rising trend is the co-operation of the customers in producing tourism services.

Several problems arose in tourism, due to the lack of co-ordination and cohesion among the vast number of tourism players. To tackle these problems, the aim is to widen the range of stakeholders and make as wide a range as possible of the affected parties interested in this sector at both local and regional levels. We can say that “coherence is necessary within DMOs if they are to be successful as it relates to the credibility of a common outlook and the ability to mobilise resources to implement the agreed agenda” (Clarke and Raffay, 2011: 319).

2.1. The notion of DMOs

Destination Management Organisations have responsibility for tourism destination products. These organisations should develop these products for tourists, for the reason that these products could provide positive experiences for them (Buhalis, 2000).

“Destination management calls for a coalition of many organisations and interests working towards a common goal. The Destination Management Organisation’s role should be to lead and coordinate activities under a coherent strategy. They do not control the activities of their partners but bring together resources and expertise and a degree of independence and objectivity to lead the way forward. It follows that DMOs must

develop a high level of skill in developing and managing partnerships. Though DMOs have typically undertaken marketing activities, their remit is becoming far broader, to become a strategic leader in destination development. “(UNWTO, 2007)

DMOs often take the form of local tourism associations, boards, councils, or development organizations. The linkages between local tourism businesses (hotels, attractions, transportation services, service providers such as guides and equipment rentals, restaurants, etc.) are also a significant part of a destination. (<http://www.gdrc.org/uem/eco-tour/destination-mgmt.html>)

As the World Tourism Organization Survey of Destination Management Organisations (2004:3) “Destination Management Organisations (DMOs) are the organisations responsible for the management and/or marketing of destinations and generally fall into one of the following categories:

- National Tourism Authorities (NTAs) or Organisations (NTOs), responsible for management and marketing of tourism at a national level
- Regional, provincial or state DMOs (RTOs), responsible for the management and/or marketing of tourism in a geographic region defined for that purpose, sometimes but not always an administrative or local government region such as a county, state or province
- Local DMOs, responsible for the management and/or marketing of tourism based on a smaller geographic area or city/town”

The primary role, function of tourism destination management organisations is to establish the cooperation and coordination among tourism non-profit and private stakeholders. (UNWTO, 1979) Destination management organisations usually function as associations or non-profit limited liability companies, which finance destination management tasks.

A well-organised DMO system results in periodic cycle, which could be identified as follows:

1. Inventory of attractions (values)
2. Attraction development into bases for tourism products
3. Forming products, product groups
4. Bedding developed products into the destination

5. Launching destinations and products on the market
6. Selling products
7. Offering experiences for visitors and guests
8. Retaining satisfied customers. (Balatoni TDM-füzetek / I. füzet-Alapok: 15. p.)

2.2. The mission of DMOs

The formation of competitive and sustainable tourism in a given destination is possible only if a well-prepared tourism system is in place (Tózsér, 2010). She describes the characteristics of DMO systems as follows:

Aspects	DMO characteristics
Character	▪ governing ▪ management ▪ coordinating activities
Mission	▪ establishing sustainable and competitive tourism in a given area by developing the tourism system
Aims	▪ satisfying tourism demands ▪ realizing profit ▪ involving locals in the development processes ▪ improving quality of life ▪ protecting the environment
Tools	▪ tourism planning ▪ developing ▪ monitoring ▪ partner organisations (and lobbying activities)
Main working methods	▪ building community/civic associations ▪ knowing stakeholders' (tourists, locals, authorities, partner organizations, tourism companies) demands and interests
Structure	▪ bottom-up strategy (those organizations, which are in

	the settlement level, are building the local and regional co-operations)
Special requirements for these organisations	▪ well-prepared, professional, competent organisation ▪ joint decision making with stakeholders ▪ own resources and tools to implement the decisions
Finance	▪ own income (membership fees, income from services) ▪ supported from higher levels (government and other funding)
Approach	▪ the aim is to satisfy tourists' demands ▪ DMO has to be aware of the infrastructure of tourism and has to be able to influence its development

1. table: DMO systems' specialities

Source: Adapted from Tózsér (2010): A turizmus korszerű irányításának rendszere: a desztináció menedzsment 2. 3., Miskolci Egyetem

The levels of destination management system:

- settlement
- micro region/ area
- regional
- national

In Hungary, the development of the new tourism management system was aiming to see the establishment of 20-30 local, 3-5 micro-regional and 1 regional DMO organisations in a given tourism region. The activities undertaken by DMOs may vary depending on which level they operate. The core activities of DMO organisations undertaken regardless of their position as the following:

- Tourism planning, product development, project management (quality and service development, innovation).
- Tourism information service, information technology, booking and selling services and the development of customer relation management (CRM) system.

- Planning marketing and communicational campaigns (phasing, cooperation) and practical implementation.
- Tourism data collection, research and monitoring system.
- Human resources development: courses, conferences, meetings.
- Management and other administrative tasks.
- Phasing the tasks of the stakeholders, reducing expenses in order to increase the efficiency (partner and network management).

The following table shows the differing tasks of the DMOS operating at different levels:

DMOs' tasks at different levels			
Tasks	Local	Area	Region
Tourism planning	●	●	●
Product development	●	●	○
Attraction and visitor management	●	●	○
Price policy	●	●	○
Marketing communication	○	●	●
Developing marketing channels	○	●	●
Quality assurance	○	○	●
Monitoring	○	○	●
Vocational training	○	○	●
Partner organisations	○	○	●

Legend: ● – emphasized exercise; ○ – partial tasks

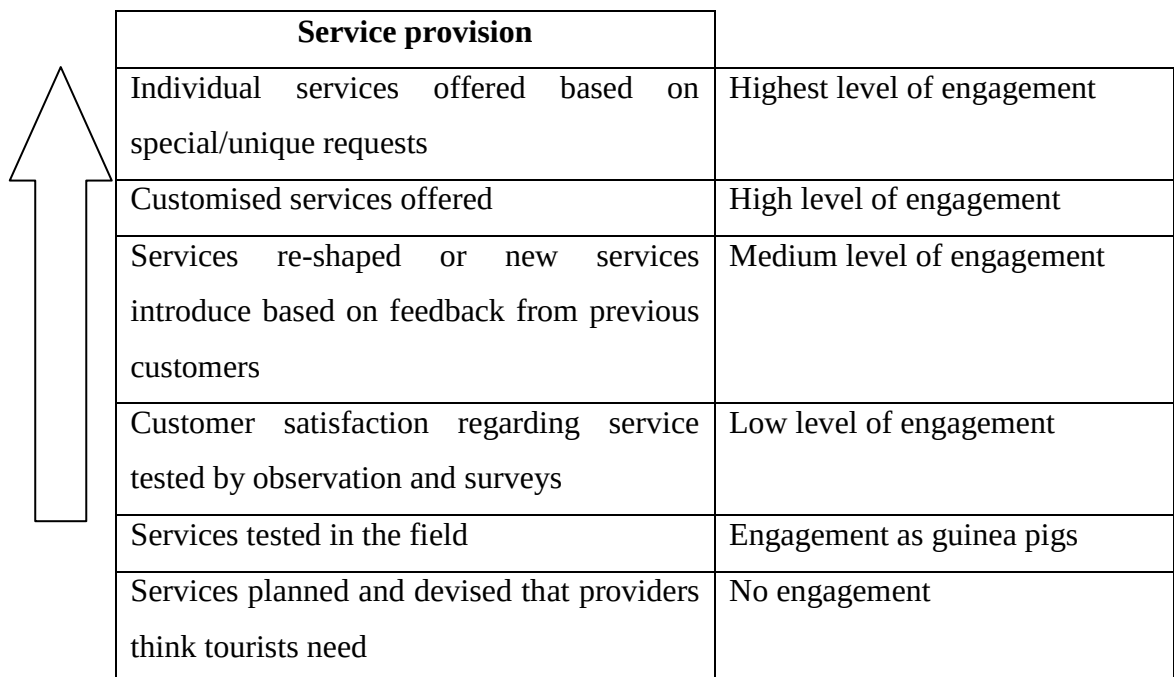
2. table: DMOs' tasks in different levels

Source: Own editing based on the TDM Kézikönyv, 2008

As the table above shows, local DMOs have seemingly less tasks than micro-regional and regional DMOs. Product development, price policy, attraction and visitor management are the responsibility of local and micro-regional DMOs. Moreover, micro-regional DMOs have tasks in connection with marketing communication and developing

marketing channels. Finally, regional DMOs are working on quality insurance, monitoring, vocational training and partner organisations. The outlined tasks are undertaken in order to provide a high quality experience to the visitors of the destinations. However, the tourists themselves are more and more becoming involved with the forming of these activities through their engagement with the tourism services provided by the destination. The figure below shows possible levels of engagement.

Ladder of engagement in DMO services



Service provision	
Individual services offered based on special/unique requests	Highest level of engagement
Customised services offered	High level of engagement
Services re-shaped or new services introduce based on feedback from previous customers	Medium level of engagement
Customer satisfaction regarding service tested by observation and surveys	Low level of engagement
Services tested in the field	Engagement as guinea pigs
Services planned and devised that providers think tourists need	No engagement

1. figure: Ladder of engagement in DMO services

Source: Clarke, Raffay and Lőrincz. 2011: 65

The figure depicts the process of service development in a given destination. As the first step, providers plan services without asking tourists and after that they test these services. They have the possibility to check customer satisfaction by observation or survey. When they analyze the results, they can re-shape the provided service or create another one which is more appropriate for tourists. These are so called customised services. The last step is, when they offer individual services with a special request. The table also discusses the different level of customer engagement.

2.3 Looking out – some examples of destination management from abroad

Although the study aims to compare the activities of two DMOs this chapter will provide some examples of destination management organisations from Europe so that we provide a general view of DMO activities. Doing so, we can assess whether the two chosen DMOs fit in the general picture, i.e. they undertake typical DMO activities.

✓ **Somerset (Great-Britain)**

The local authorities of 9 settlements established Somerset DMO and 6 tourism service providers joined to it. The organisation does not have a formal structure but they formed workgroups for operative tasks. These groups are for instance marketing & PR, internal PR, quality & training, sustainability and research & information. Two persons belong to each working group, one representing the local authorities, the other one the tourism providers. The organisation operates at micro-regional level. Their income is generated from both the local authorities and external sources (e.g.: rural development and Southwest England Regional Development Agency). Somerset DMO with other 8 local organizations is part of the „South West Tourism” Regional DMO.

✓ **Öland (Sweden)**

This organisation operates at micro-regional level and is responsible for tourism in 3 towns. The towns operate their own local organisations; they have their own webpage and human resources. The Öland DMO operates as a business venture, as a limited liability company. The income is generated from the commissions of the online selling. The owners are the municipality of Öland and local providers. The municipality possesses 8% of the shares in the DMO, while local providers own 92%.

✓ **Mid-Wales (Great Britain)**

Mid-Wales DMO was established in 1991. The not for profit organisation counts 600 members. The members include tourism organisations, service providers, local authorities and other providers, such as language schools and libraries. The owners are the members of the management. They generate their income from membership fees, support from regional development funds and services.

✓ **Neusiedler See (Austria)**

This tourism management organisation, located in the area of Lake Fertő, is one of the best practice examples for successful destination management. It comprises 25 settlements and Burgenland's province union. The finance of the organisation is regulated by law. The rules are the followings:

- 50% of local taxes,
 - 50% of campsites' fees,
 - 75% of holiday centre's fee
 - 35% of local tourism taxes, what the organisation is partaking.
- These contributions amount to about 800.000 EUR, what the organisation manages annually.” [ÖM Tourism State Secretariat]

✓ **South Tirol (Italy)**

The destination management organisation in South Tirol operates as an association. It counts 208 members which are mainly commercial accommodation providers. The activities of the destination management organisation are financed by the annual membership fees and the contributions based on guest nights. The development of the Hungarian DMO system was based on this model.

Before the destination management organisations of the two destinations are introduced, we are going to present some general and tourism data about the Sweden and Hungary as well as the destinations themselves. We aimed to get the latest possible tourism data however, these do not always cover the same periods of time (especially when the changes in tourist numbers, arrivals and overnight stays are shown).

3. HUNGARY

Hungary is situated in the Carpathian Basin, in Central Europe. It is bordered by Slovakia, Ukraine, Romania, Serbia, Croatia, Slovenia and Austria. The capital and the largest city is Budapest. The total area of the country is 93.030 km². The number of the population is 9.982.000; therefore the population density is 107.2 km². Just 0.74% of the land area is covered by water (www.gotohungary.com)

Hungary is divided into two parts by the River Danube. Tisza and Dráva are also large rivers in the country. Transdanubia contains Lake Balaton, which is one the most popular tourism attractions in Hungary. The largest thermal lake in the world is situated in Hévíz and the second largest lake in the Carpathian Basin is Lake Tisza, which is an artificial lake in the eastern part of the country.

The country boasts with eight World Heritage Sites, these are the followings: the Banks of the Danube, the Buda Castle Quarter and Andrásy Avenue in Budapest, Caves of Aggtelek Karst and Slovak Karst, Early Christian Necropolis of Pécs, Fertő Cultural Landscape, Hortobágy National Park, Millenary Benedictine Abbey of Pannonhalma and its Natural Environment, Old Village of Hollókő and its Surroundings and Tokaj Wine Region Historic Cultural Landscape. (<http://whc.unesco.org/en/statesparties/hu/>)

3.1. Tourism

The following table shows the development in the number of rooms, guests and guest nights in Hungary in the period of 2000-2009.

Hotels	2000	2009
Accommodation capacity (rooms)	100.604	118.420
Guests	3.948.000	5.179.000
Guest nights	11.480.000	13.103.000

3. table: Tourism data in the period of 2000-2009

Source: www.ksh.hu

As for the above figures, we can say that the number of rooms increased with almost 20% from 2000 to 2009. On the other hand the increase of the guests' number was higher than in that of rooms. Taking into consideration the number of guests nights, it did not increase in the same proportion as the number of guests.

3.2. Veszprém County

On one hand Veszprém is the name of an administrative county in Hungary and on the other hand it is also the name of the county seat of Veszprém County. The county is situated in Western Hungary, in the Central Transdanubia region. It is covered by the Bakony Hills and most of the northern shore of Lake Balaton also belongs to this county.

Veszprém County in brief

Area	4.493 km ²
Highest point	Kőris Mountain – 709 m
Largest lakes	Balaton, Széki Lake – 68 ha, Nagybirkás Lake – 38.6 ha, Tihanyi Belső Lake – 30 ha,
Number of municipalities	215
County seat	Veszprém

4. table: Veszprém County in brief

Source: www.vpmegye.hu, www.horgaszto.hu

Tourism in Veszprém County

Commercial accommodation	2010
Capacity	92.3 per 1000 person
The ratio of hotels within commercial accommodation	28.5%
Guest nights	4.294 nights per 1000 person
The ratio of foreign guests	21.3%
The average length of stay	3.1 nights
Average price of a guest night	4 624 HUF
Average price of a room	13 337 HUF

Occupancy rate	33.9%
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5. table: Commercial accommodations, 2010

Source: www.ksh.hu

As for the table, the capacity of commercial accommodation is 92.3 per 1000 person (due to the popularity of Lake Balaton), which is the second highest number after Somogy County (which also shares a part of the lake shore).

The result in connection with the ratio of hotels within commercial accommodation is 28.5% in Veszprém County. This number is low in comparison with other counties. Budapest (the capital) possesses the highest number (86%), followed by Győr-Moson-Sopron County (with significant business tourism) with 52.4% and the third one is Pest County with 50.5%.

The number of guest nights spent in commercial accommodation is 4.294 nights per 1000 person. This data is the third highest after Zala County (6.808 nights) and Vas County (5.092). Zala County also has a share of the Lake Balaton while in Vas County there are several health and wellness resorts.

The ratio of foreign guests is just 21.3%. In the other countries the numbers are the following: Budapest (84.7%), Győr-Moson-Sopron County (43.6%), and Vas County (42.6%). Győr-Moson-Sopron and Vas County are located next to the border therefore they have an advantage in the case of foreign guests. Budapest as a capital city is the most popular tourism destination from the tourists' point of view. 21.3% is very low in the case of Veszprém County, because it is located next to Balaton, therefore it supposed to has higher number of foreign guests.

The average length of stay in Veszprém County is 3.1 nights, which is rather low. The longest average stay is 3.7 nights in Zala County.

The average price of a guest night at commercial accommodation is 4 624 HUF. This price is highest in Budapest with 9 940 HUF. An interesting fact is that the 4th highest price is in Csongrád County with 6 318 HUF, although this county is situated in the less developed south-eastern part of the country and none of the most visited attractions and/or destinations can be found in the county.

The average cost of a room is 13,337 HUF which is the third most expensive after Budapest (17,062 HUF), Fejér County (13,731 HUF) and Nógrád County 13,536 HUF. [www.ksh.hu, 2010]

3.3. Veszprém

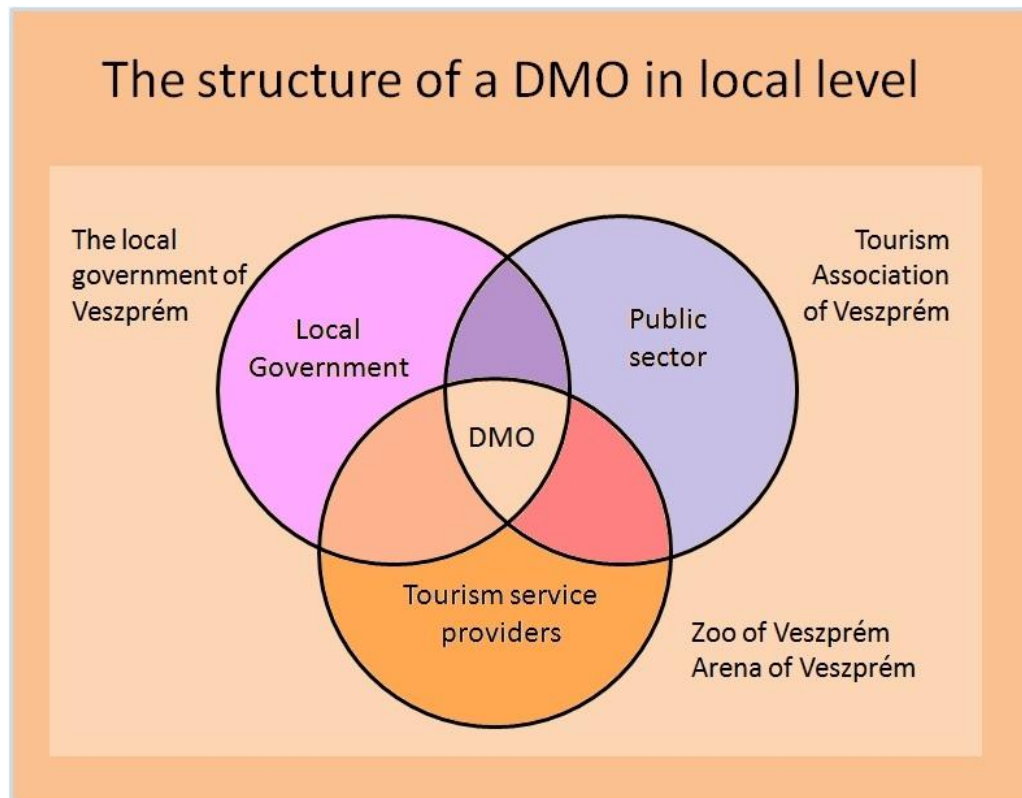
Commercial and private accommodation	2010
Capacity	34 per 1000 person
Guest nights	989.9 nights per 1000 person
Ratio of foreign guests	24.4%
Average length of stay	2 nights

6. table: Tourism data about Veszprém

Source: www.ksh.hu

The tourism organisation of Veszprém

The Tourism Association of Veszprém, the Local Authority of Veszprém, the Kálmán Kittenberger Zoo and the Arena of Veszprém have established the Not for Profit Tourism Ltd. in Veszprém.



2. figure: DMO's structure

Source: Somogyiné Gubicza Fruzsina (2010): TDM rendszerek áttekintése Magyarországon, a TDM szervezet kialakítása, működtetése

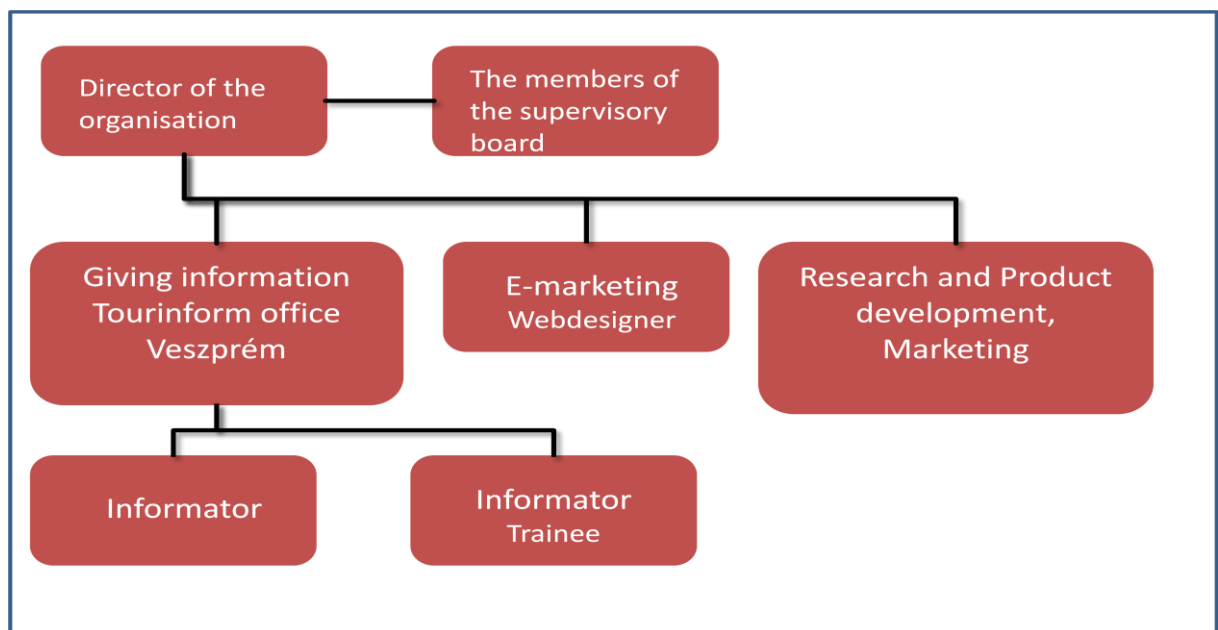
The Local Authority of Veszprém decided on the establishment the Destination Management Organisation to further the tourism activities Tourinform Veszprém had done until then. The organisation has been working since 1st of February, 2009, as a not for profit Ltd. The owners are the Local Authority of Veszprém (with 70% share), the Kálmán Kittenberger Zoo, the Arena of Veszprém and the Tourism Association of Veszprém (have together 30% share, 10% each). The votes are in contrast with the owned shares, because each of them possesses only 1 vote. The financing of the DMO is provided by the annual membership fees (75%) and the own income (25%). The own income is generated mainly from the marketing activities, souvenir and guidebook sales and the ticket sales.

The milestones of the development of the organisation:

- ✓ Tourinform Office Veszprém (1998)
- ✓ The establishment of the Tourism Association of Veszprém (2005)
- ✓ The establishment of the Local Destination Management Organisation (2009)

When the DMO was established the first main goals included the establishment of a new refurbished Tourinform Office and the creation of the plans for the Gastronomy and Wine Village as a new tourist attraction in Veszprém. The plans also included to organise monthly farmers and crafts markets and in the castle area. The DMO of Veszprém also realised that they have to put special emphasis on internet-based marketing and that is why in the future they are planning to design online marketing campaigns as well.

The following picture shows us the structure of the organisation:



3. figure: The structure of the organisation and the tasks

Source: Information provided by Lőrincz Katalin, Manager of the organisation

From the picture we can read that the manager of the organisation has to report to the supervisory board, but she coordinates the work of the organisation. The DMO operates an information office and the main task of it is to provide information to the tourists and the visitors. The additional services and tourist-friendly facilities offered by the Tourinform Office are listed below:

- ✓ Disabled access for the handicaps and for sight-impaired and/or blinds
- ✓ Interior design representing the image of the destination
- ✓ Free computer for browsing various tourism websites
- ✓ Free WIFI access
- ✓ Children's corner
- ✓ Guided tours, ticket sales, souvenirs

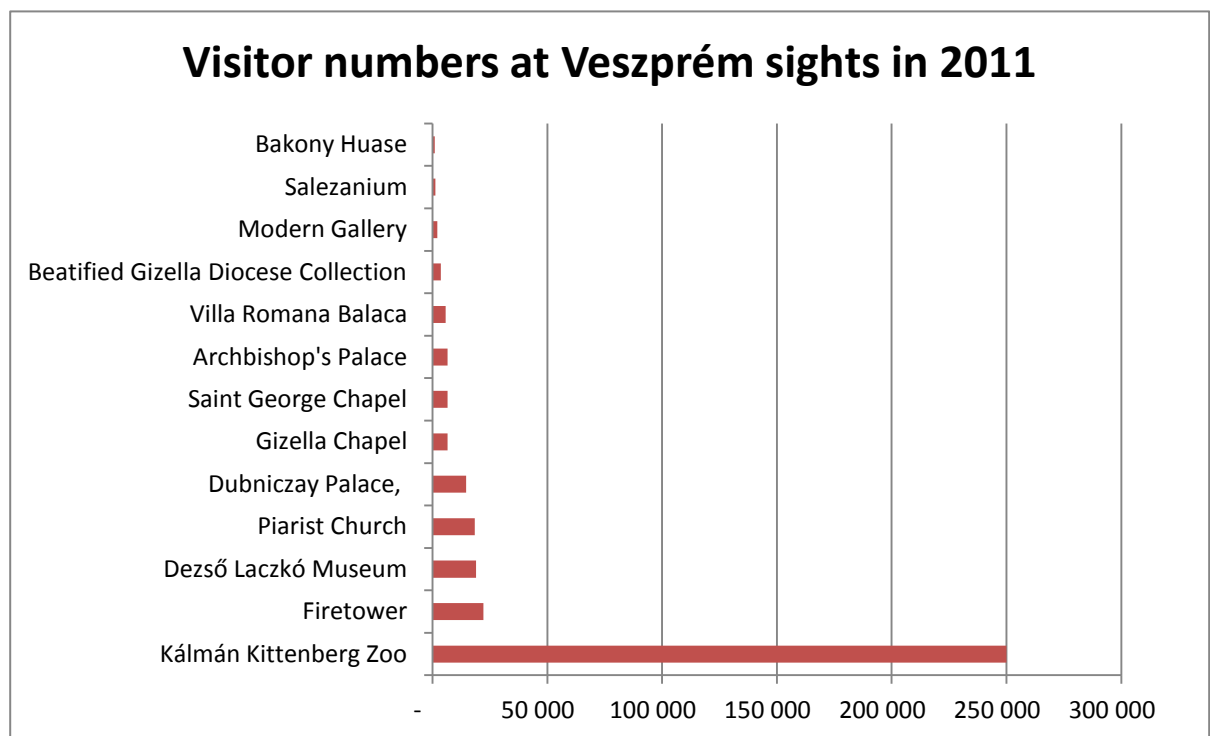
✓ Brochures

Another task of the organisation is to market the city. The organisation has to cooperate with the stakeholders of the city and work out a uniform marketing strategy for the whole city. The e-marketing activities include the development of the tourism page of the city.

The DMO also does market research about the city and the customer profile and satisfaction surveys at the different sights and events to ensure that the visitors have a positive experience. The main areas of research are the following:

- Analysis of the profile of tourists to the city
- Customer satisfaction surveys
- City-marketing research
- Inventory of the sights and attractions

The following charts introduce the attendance of the different sights and festivals.



4. figure: The visitor numbers at Veszprém sights in 2011

Source: Lőrincz Kata; manger of the DMO

The chart shows that the Kálmán Kittenberger Zoo achieves the most visitors. According to the ticket sales in the zoo there were 250.000 visitors in 2011 which means

approximately 685 visitors per day. According to the data in the castle there were less people in the same year. The before mentioned sights are mostly museums and churches where the visitors have to pay an entrance fee. However, the castle area itself can be visited for free therefore it is difficult to calculate how many people visited the castle in a given year. The third most visited attraction in the city is the Arena of Veszprém which has approximately 5096 seats and the maximum capacity of it is 6,000 people. The Arena hosts many music events, concerts, sport events and other programmes during the year. Unfortunately there are no accurate data about the exact number of visitors that is why it is not included in the diagram. However it must be noted that the visitors are of the actual events rather than the Arena itself.

The next diagram shows how many people were interested in the events organised in the city.



5. figure: Attendance of Veszprém's festivals

Source: Lőrincz Katalin, Manger of the DMO

The diagram shows us that approximately how many people were at the different festivals. The numbers are mostly estimated numbers because some of them are free events. In the first place on the list is the Street Music Festival, which is the most popular festival in the city. The second most popular festival is the Veszprém Rally which is part

of the national championship for the rally cars in the summer. The diagram shows us that the most popular festivals are the vibrant ones aimed at the youth.

According to the manager of the DMO the main tourism products in the city are the following:

- Cultural tourism (main attraction: The Castle, art galleries, theatres)
- Family-oriented outdoor products (The Kálmán Kittenberger Zoo,
- Festivals and other programmes
- Religious tourism (various nationwide renowned sites)
- Gastronomy
- Active tourism, including cycling tourism (direct connection to the Balaton cycle route)

The main segments in Veszprém are:

- According to geographical segmentation:
 - Tourists in the Balaton and Bakony region,
 - Visitors from Budapest,
 - Visitors from the southern part of Transdanubia,
- According to the age oriented segmentation:
 - School groups
 - Youth (18 – 30 individuals, friends)
 - 50+ (adults without children)

The main goals of the organisation, as identified in their business plan, are:

- To reduce the negative impacts of seasonality – the development of a destination where tourists can find activities all seasons
- To strengthen the tourist image of the city - through marketing campaigns
- To create service packages – with the cooperation of the stakeholders
- To increase the overnight stays in the city – by 21% within 5 years
- To increase the income from the tourism tax – to increase the number of the reported overnight stays
- To create workplaces – employment for women

- To increase the number of the service providers and tourism companies in the Tourism Association
- To establish a new information system
- To strive for sustainable tourism

4. SWEDEN

Sweden is a Nordic country on the Scandinavian Peninsula, in Northern Europe. The borders are Norway, Finland and Denmark. Sweden is the third largest country by area (450.000 km²) in the European Union. But at the same time the number of the population is around 9.4 million, therefore the population density is just 20 inhabitants per square kilometre. 50% of the total land area is covered with forests, while 10% is covered by water.

Sweden has 3 large lands and 25 provinces. Götaland, Svealand and Norrland are the 3 lands. The 3 biggest lakes are Vänern, Vättern and Mälaren. The first national park was established in 1908. Lappland is a UNESCO natural and cultural heritage. Another natural world heritage is Kvarken's archipelago. Cultural world heritages are the Royal Palace in Drottningholm, Visby, Birka, Hovgården, the cemetery in Skogskyrkogården, Tanum's cliff drawings, Gammelstad's church commue, Karlskrona's naval port, South Öland's agricultural zone, Varberg's radio station, Falun and Kopparbergstag. (www.visitsweden.se)

4.1. Tourism

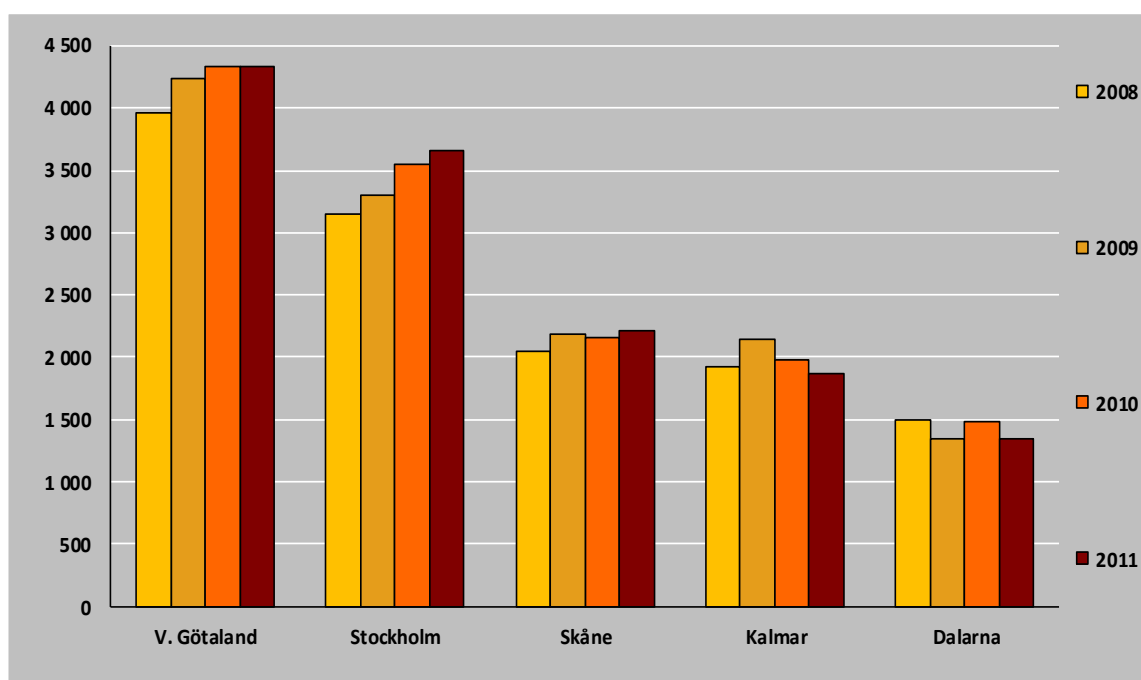
The following data is in connection with the income and the number of guest nights in the period of June-August, 2011.

June – August, 2011	
Number of guest nights	23 821 180
Total lodging income	5.34 billion SEK
Hotels' income	4.8 billion SEK

7. table: Income and number of guest nights in the period of June-August, 2011

Source: www.tillvaxtverket.se

The number of guest nights in the 5 biggest regions of Sweden (June-July 2011)

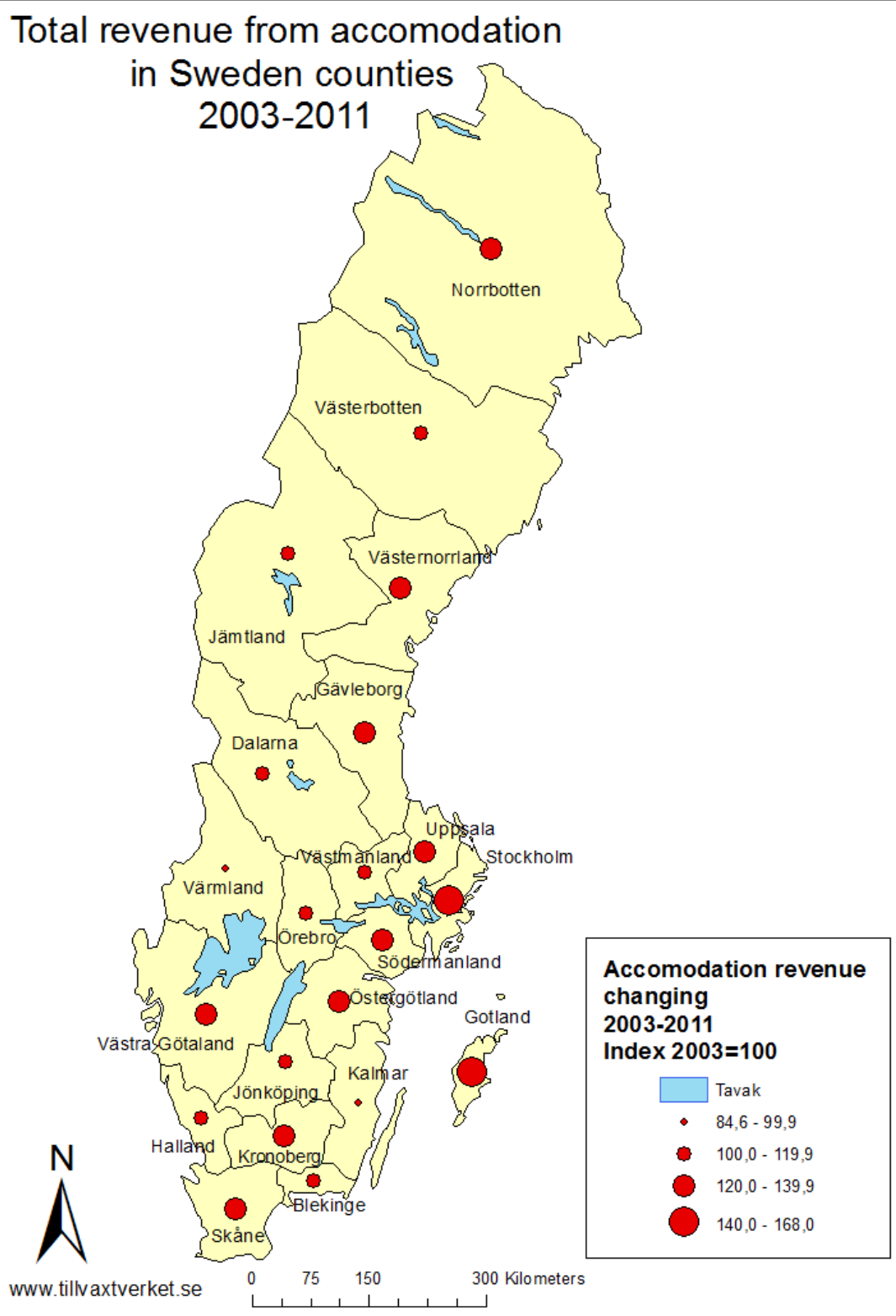


6. figure: The number of guest in the 5 biggest regions in Sweden (June-July 2011)

Source: www.tillvaxtverket.se

As for the diagram, Västra Götaland is the most dominant region in the case of guest nights. The second one is Stockholm followed by Skåne, Kalmar and Dalarna. The order of the regions has not changed since 2008. In Västra Götaland, Stockholm and Skåne region, the number of guest nights has showed a growth tendency since 2008. Meanwhile in the case of Kalmar and Dalarna the tendency is decreasing.

Taking into consideration the types of the accommodation, the share of campsites was 45%, that of hotels was 40%, youth hostels was 6% and the holiday centres' share was 9% of guest nights between June and July in 2011. [www.tillvaxtverket.se]



7. figure: Total revenue from accommodation in Sweden countries, 2003-2011

Source: www.tillvaxtverket.se

Analysis of the map

The map is a proportional symbols map which shows how the total revenue from accommodation changed in the Swedish counties between 2003 and 2011. If the number of the nights is increasing, the revenue will increase too. The biggest change was in Stockholm and Gotland, both of these place are beloved by tourists. Stockholm is one of the most expensive places in Sweden. In Gotland, guest nights increased by more than 40% in 2009 and the revenue also increased by more than 40% in 2011.

In Norrbotten, Västernorrland, Gävleborg, Uppsala, Södermanland, Östergötland, Västra Götaland, Kronoberg and Skåne the revenue increased by 20%-39, 9%. In most of these counties the guest nights also increased with a similar percentage.

In Blekinge, Halland, Jönköping, Örebro, Västmanland, Dalarna, Vasterbotten and Jämtland the increase was smaller than in the other counties. It was between 0-19, 9%.

There were just two counties, where the total revenue decreased until 2011. These counties were Kalmar and Värmland.

The data of the map are the following:

County name	2003	2011
Stockholm	4.233.195	7.113.017
Uppsala	348.930	437.559
Södermanland	285.182	360.336
Östergötland	446.611	600.536
Jönköping	393.615	466.963
Kronoberg	187.461	230.603
Kalmar	474.655	401.617
Gotland	153.716	246.705
Blekinge	200.470	201.523
Skåne	1.403.373	1.905.047
Halland	473.975	486.083
Västra Götaland	2.353.463	2.939.013
Värmland	423.778	409.476
Örebro	283.717	337.720
Västmanland	204.322	244.285

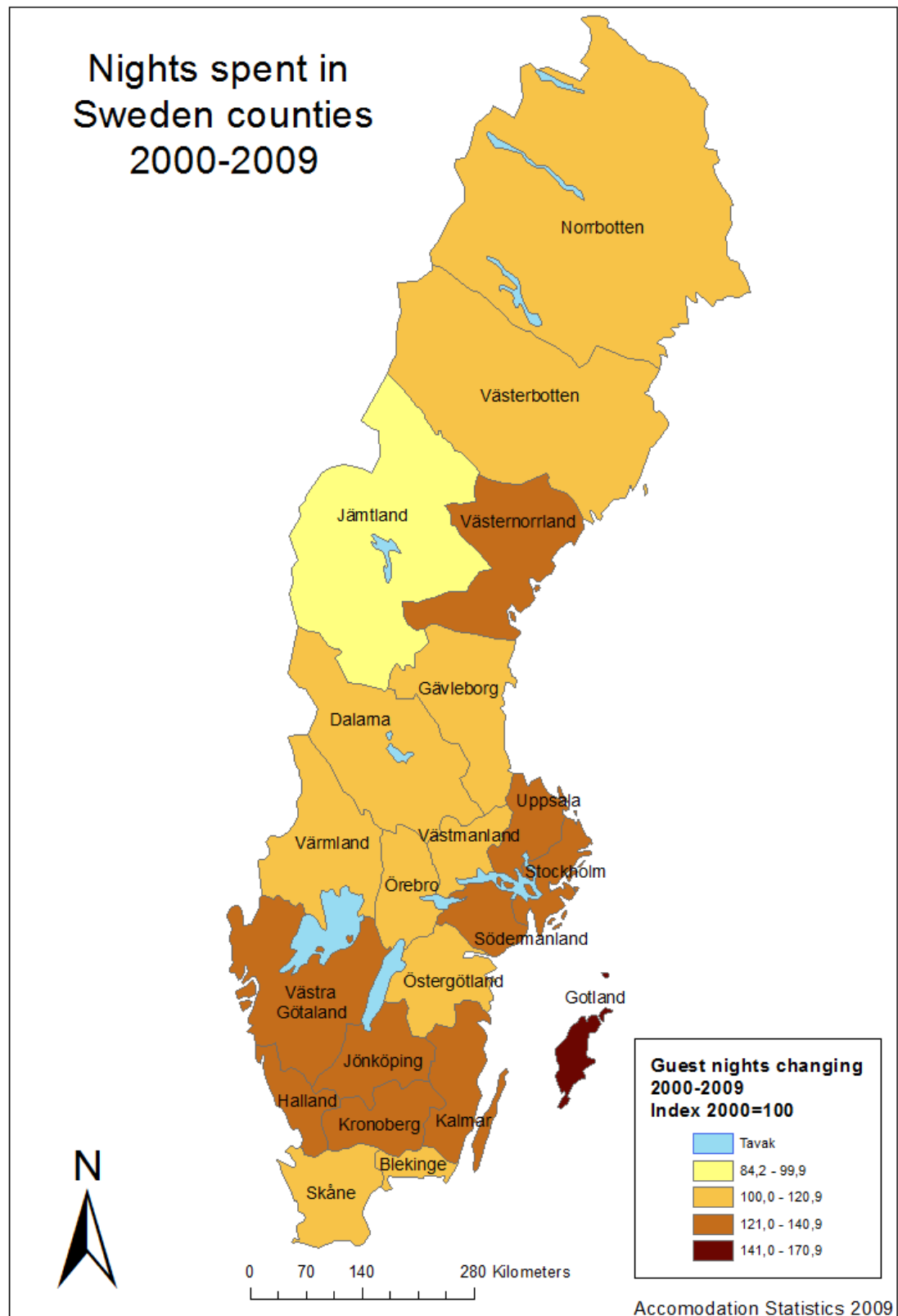
Dalarna	661.057	706.863
Gävleborg	264.940	318.831
Västernorrland	287.768	347.946
Jämtland	403.638	435.131
Västrebotten	366.622	415.447
Norrbotten	487.273	648.396

8. table: Data of the map, 2003-2011

Source: www.tillvaxtverket.se

As we can see from the table, the most dominant counties are Gotland and Stockholm. They are followed by Västra Götaland, Skåne, Kronoberg, Östergötland, Södermanland, Uppsala, Gävleborg, Västernorrland and Norrbotten. In these tourism places the total revenue from accommodation increased more than in the other counties.

Taking into consideration the total revenue from accommodation, there are just two counties (Kalmar and Värmland), where the revenue decreased. The other counties have increasing statistics. In Halland, Jönköping, Dalarna, Västerbotten, Jämtland, Västmanland and Örebro realised no more than 19.9% increase.



8. figure: Nights spent in Sweden countries, 2000-2009

Source: Accommodation Statistics, 2009

Analysis of the map

The map is a choropleth map which shows how the number of guest nights changed in Swedish counties between 2000 and 2009. The aim is to figure out the differences between 2000 and 2009 in the case of guests inflowing into the counties.

Gotland had the biggest change (169%) in guest nights due to the large range of varieties for tourists. In this island travellers have the chance to try health, adventure, green, sport and historical tourism as well.

Stockholm is the capital city of Sweden and the centre of tourism. It attracts tourists into the country. Stockholm is the treasure of shopping and architecture design.

Uppsala and Södermanland are not far from the capital that is why it is easy to commute into these two cities. When the hotels are occupied in Stockholm, tourists could book rooms in these counties. On the other hand for instance Uppsala has an own heritage culture.

Tourists are also interested in Kalmar, Jönköping, Halland and Västra Götaland counties. In these counties they realized 21%-41% increasing.

Kronoberg, Skåne, Blekinge, Östergötland, Örebro, Värmland Dalarna, Västmanland, Gävleborg, Västerbotten and Norrbotten are those counties which had less number of guests in their hotels comparing with other countries and the least was Jämtland which had very few guests during 2009.

The counties are mentioned below. The data of the map are the following:

County name	2000	2009
Stockholm	6.558	8.748
Uppsala	540	670
Södermanland	474	611
Östergötland	813	979
Jönköping	744	921
Kronoberg	320	387
Kalmar	778	973
Gotland	316	535
Blekinge	399	406

Skåne	2-697	3.245
Halland	609	798
Västra Götaland	3.570	4.888
Värmland	705	849
Örebro	489	588
Västmanland	380	433
Dalarna	2.423	2.780
Gävleborg	511	585
Västernorrland	529	646
Jämtland	1.275	1.073
Västrebotten	686	826
Norrbotten	1.042	1.225

9. table: Data of the map, 2000-2009

Source: Accommodation Statistics, 2009

As we can see from the table, the most dominant county is Stockholm and after that Västra Götaland, Skåne and Dalarna. In these tourism destinations the guest nights are higher than in the other counties.

Taking into consideration that Jämtland had a decreasing number, Jämtland possesses the 6th biggest guest nights number.

4.2. Dalarna

Dalarna County is located in the middle of Sweden. The capital is Falun. The county has 15 municipalities. The area covers 28,194 km² and the number of inhabitants is 276.770. [<http://www.scb.se>]

”A province characterized by pleasure, will and creative power.” [www.dalarna.se]
Dalarna is a combination of nature and culture as well.

Dalarna in brief

Area	31.351 km ²
Highest point	Storvätteshåga – 1.204 m
Lowest point	South-easterly point – 55 m
Largest lakes	Siljan – 280 km ² ; Runn - 62,5 km ² ; Amungen -62,9 km ² ; Orsasjön – 59 km ² ; Väsman – 39 km ²
Deepest lake	Siljan – 124 m
Longest watercourse	Dalälven 520 km
Number of municipalities	15
Seat of the County Government	Falun

10. table: Dalarna in brief

Source: TEM 2010; Dalarnas län 2010

Dalarna's tourism

Dalarna is an attractive tourist destination. It is the third most important tourism region in Sweden. As for the forecasts; tourism development will reach the amount of 10 billion SEK in the county until 2020. The plans include the building of accommodation facilities, which could be available for another 35.000 people. With the new accommodations, the number of guest nights could increase by 3.000.000 nights and yield could increase 2.2 billion SEK sales and 2.200 new jobs.

In 2010 the revenues from tourism reached 5.1 billion SEK and it created employment for 5.350 persons. 67% of the revenue was from accommodation, activities and restaurants.

Changes from year 2000 to 2010

- 46% increase in employment in the tourism industry
- 108% increase in the accommodation revenue
- 95% increase in the restaurant revenue
- 159% increase in the activity revenue
- 103% increase in number of nights spent by international guests
- 260% increase in number of nights spent by Dutch guests
- 27% increase in number of nights spent by German guests
- 141% increase in number of nights spent by Norwegian guests
- 133% increase in number of nights spent by Danish guests

Source: TEM 2010; Dalarnas län 2010

4.3. Borlänge and Falun

Borlänge

Borlänge is one of the newest cities, because it has united with other smaller settlements since 1995. The 3 biggest Swedish companies are located in Borlänge. These companies are SSAB (Steel Company), St. Enso Karnsvede (Paper Company) and the headquarters of The Road Administration (highways agency).

Taking into consideration Borlänge's tourism, the most common is business tourism. Several conferences are organized by the companies in the town. The conference rooms are mostly located in hotels. However, Borlänge does not have a purpose built conference centre. Galaxen hotel possesses the largest conference room in the city. The price of the hotel rooms depends on the conferences, for the reason that they have a big impact on the prices. Therefore from Monday till Friday rooms are more expensive than at the weekends.

Falun

Falun is the biggest settlement in Dalarna County and on the other hand it is the centre of cultural traditions. The main target groups are those who prefer leisure recreation. Falun has a sport centre which offers 14 different kinds of sport facilities, for instance tennis, hockey, floorball etc. The bowl and the cross country skiing championships are organized by Falun as well. Falun also attracts several tourists due to the Falun Mine. In 2001, UNESCO declared the historical industrial landscape around Falun and the mine for a World Heritage Site. The mine was one of the world's largest copper mine in the 17th and 18th centuries. It was one of the largest workplaces in Sweden. The mine employed more than 1,200 miners, therefore in those days Falun was the second largest town in Sweden.

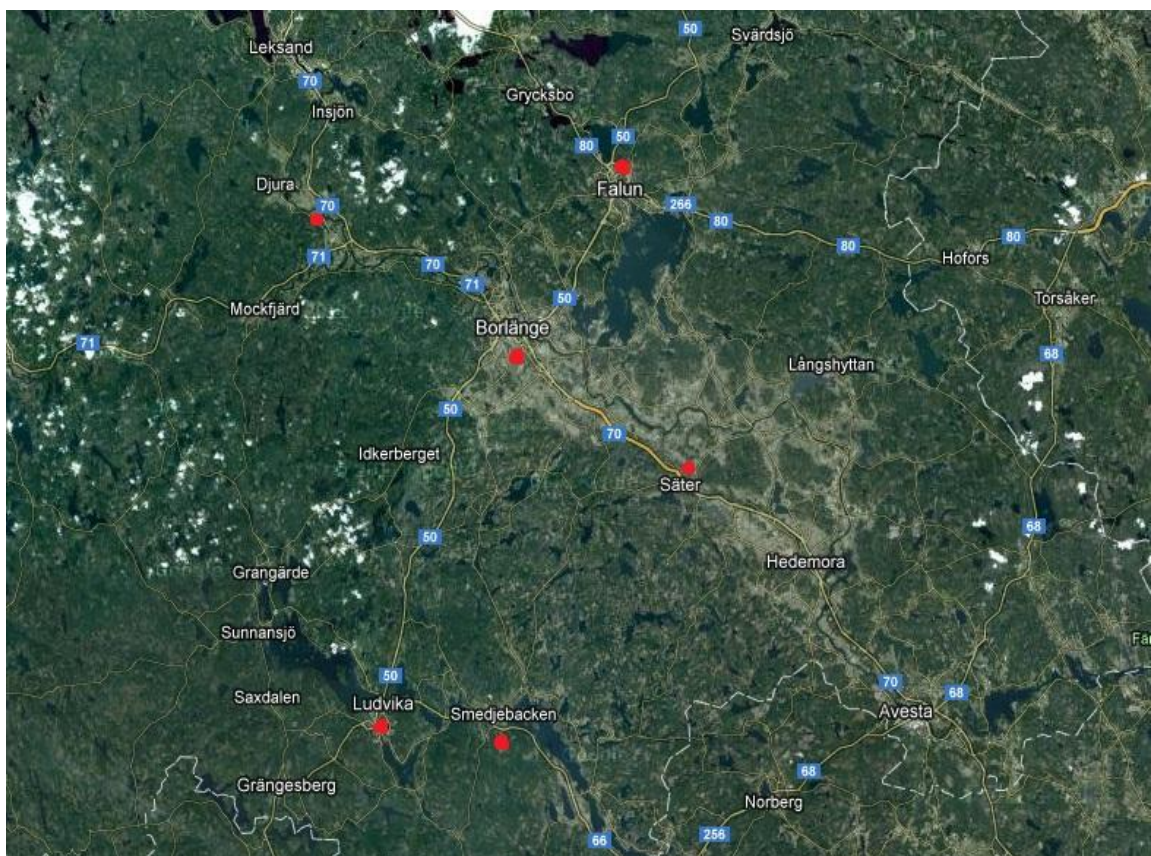
Lake Runn

Lake Runn is located between two settlements (Borlänge and Falun). The lake provides several facilities for tourists. These activities include ice skating, fishing, boat trips and dinner cruises as well. Runn has more than 100 different size islands on the lake.

“It cuts an “Archipelago” feeling” [Cecilia]. Over 30 km of skating trails are ploughed in the ice.

4.4. Södra Dalarna

In 2004, Borlänge and Falun had separate destination management organisations. In Borlänge it was known as Borlänge & Company, meanwhile in Falun as Visit Falun. In 2010, the organisations decided that they could cooperate. After this point the new organisation was called Visit Falun Borlänge. From 2012 the destination management organisation was expanded with 4 other settlements; Gagnef, Ludvika, Smedjebacken and Säter belong to the regional destination management organisation. 30 persons are employed in the DMO (out of which 5 persons are in Borlänge and 15 persons in Falun, in the largest destinations).



9. figure: Södra Dalarna's settlements

Source: www.google.com

Taking into consideration the number of tourist offices, 5 are already set up and they opened the last office in Smedjebacken in the summer of 2012. The administration tasks are taken care of in Falun.

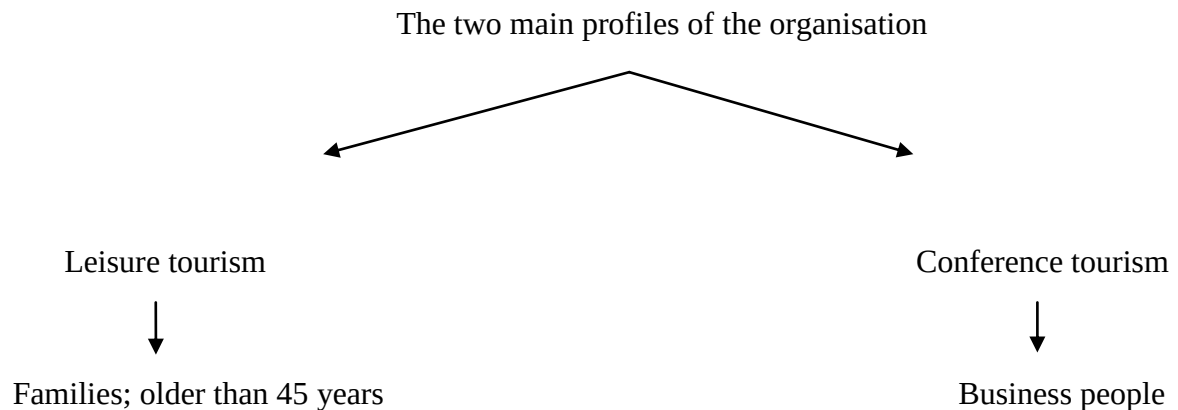
Settlement	Inhabitants	Area km²	Total tourism income in Mkr	Number of guest nights	Number of tourism workplaces
Borlänge	49.251	587	527	689.788	428
Falun	56.044	2.053	423.5	918.209	353
Gagnef	10.097	769	86	250.371	71
Ludvika	25.810	1.499	367	486.807	288
Smedjebacken	10.715	953	134	280.178	96
Säter	10.840	574	73	149.256	50
Total SöDa	162.757	6.435	1.610	2.774.609	1.286
Total Dalarna	277.047	28.189	5.100	12.567.000	5.350
% from Dalarna	59%	23%	32%	22%	24%

11. table: Data about the SöDra's settlements

Source: TEM 2010; Dalarnas län 2010

Taking into consideration the type of the organisation, it is a private and non for profit association. The owners are the local authorities of the settlements, tourism and other companies. Firms possess 51%, while the local authorities hold the other 49% share. Companies are paying yearly membership fees for the organisation. As a not for profit company, they earn income from ticket sales, which they spend on marketing tools to increase the number of visitors. They sell tickets for theatre shows and music concerts. Mainly locals buy these tickets, but they have an important role, because most of the tourists are coming to the destination, due to the locals. They have a kind of “ambassadorial” role. The other income sources are souvenirs, which they also offer to the visitors in the tourist office.

The profile of the DMO



The aims of the DMO

As the manager of the DMO explained, one of the aims of the DMO is to increase the number of visitors and guest nights. From one of their research they realized the following. Those tourists, who are booking accommodations in hotels, their average spend is 1.128 SEK. Those, who have their own holiday houses, spend 162 SEK. All in all, the average spend of these groups is 428 SEK.

Important questions for development

- ✓ Developing projects for outdoor
 - Make it available and make it attractive
 - Family friendly developments
 - More trails
- ✓ Partnership with Visit Sweden
 - Set up the marketing together
 - Organise trainings and seminars for companies
 - Adjustments about the product
 - Main target groups: Norway, The Netherlands, Denmark
 - Collect information about and work out actions for the target groups:
 - ✓ They are not competitive in skiing with Alps.

- ✓ Participation on travel and fishing fairs. Participation on Göteborgs fair in March and fishing fairs in Germany, France and the Netherlands.
- ✓ Set up new advertisements.
- ✓ Customer relation program with Dalarna

Aims until 2014

- ✓ Increasing sales online and decreasing the role of call centres. (Now, online sales take 55% and they would like to increase it up to 75%).
- ✓ Supporting incentive tourism with a separate organization

Dalarna's aims until 2020

- ✓ Increasing the number of guest nights by another 3 million nights
- ✓ 11% market share within Sweden
- ✓ 5% increase in tourism sector

(Information provided by the manager of the DMO)

Marketing tools of the DMO

The organisation uses the following marketing tools: brochures, tourist maps (online and printed versions), calendars for events and participation in travel fairs in Stockholm. They use facebook for showing events and booking accommodation. Those bookings which are done through facebook, the system links to the call centre. They also use www.mynewsdesk.com as well. On this website they advertise their main events, news; therefore visitors can download pictures which represent the region.

At the time of the interviews in 2012, the organisation was planning to redesign and redevelop its website, to include the new members. It possesses its own applications for smartphones and iPhones. These applications are for instance event calendars and maps.

Before 2012, the organisation spent 500.000 SEK for marketing. From 2012 this amount of money could increase up to 1 million SEK. Supports are provided by the local authorities involved and Dalarna County.

For market research, they used www.scb.se webpage, where they wrote reports and in Falun mine they undertook research with students from Högskolan Dalarna.

The number of visitors at the main attractions in Borlänge and Falun per year

The number of visitors at the main attractions per year	
Romme Alpin	240.000
Aqua Nova, Water Park	270.000
The Future's Museum	40.000
Carl Larsson – Garden	50.000
Falun Mine	55.000
Dalarna Museum	100.000
Bjursås Ski Center	60.000
Peace&Love music festival	42.000
Kupolen Shopping mall	4.600.000

12. table: The number of visitors at the main attractions per year

Source: www.visitsodradalarna.se

The previous table represents the number of visitors at the main attractions in Borlänge and Falun. Kupolen Shopping Mall takes the first place; due to the 4.600.000 visitors per year. Kupolen is the biggest shopping mall in Dalarna County with more than 80 shops, cafés and restaurants. It opened in 1990, and it employs around 800 people. First, it was a popular destination for those living in Dalarna County, but nowadays this trend had changed. Now a lot of people are coming from every parts of Sweden, and it is getting popular for tourists as well. The reasons that it has a high number of visitors are the following:

- ✓ Ease of access
- ✓ Large car park

- ✓ Provision of services for every segment
- ✓ Large range of stores

The second most popular attraction is Aqua Nova, Water Park with 270.000 visitors per year. Aqua Nova is visited mainly by local people. It is not popular amongst tourists. The third one is Romme Alpin, which is a ski resort in Dalarna County. It is located between Borlänge and Falun. The other interesting fact from the table is that, Falun Mine has just 55.000 visitors per year. It is rather surprising because Falun Mine is a World Heritage site. However, the site itself can be visited without a ticket therefore measuring the exact number of visitors is difficult.

Tourism products and their main target groups in Sweden

	Outdoor Summer Tourism	Culture & Traditions	Alpin Tourism	Outdoor Winter Tourism
1.	Swedish	Swedish	Swedish	Swedish
2.	Norwegian	Norwegian	Danish	Norwegian
3.	Dutch	Dutch	Norwegian	Dutch
4.	German	German	Dutch	
5.	Danish	British	Russian	
	Active families	Active families	Active families	Active families
	WHOP'S	WHOP'S	WHOP'S	WHOP'S

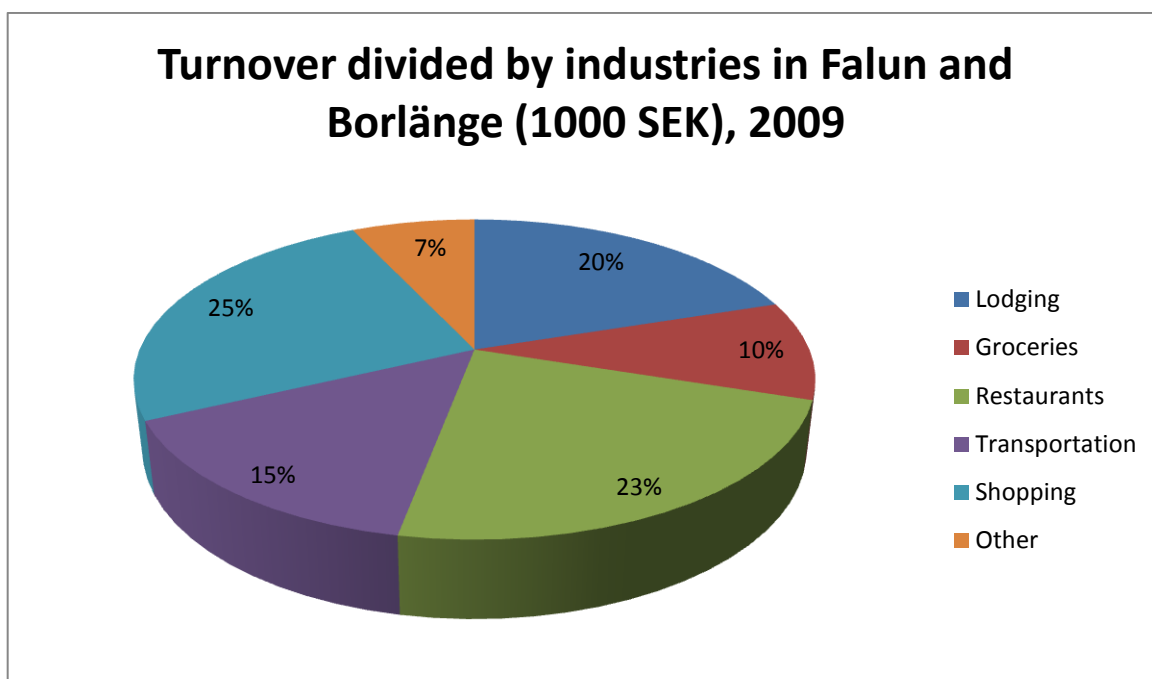
[WHOP means Wealthy Healthy Older People]

13. table: Tourism products and their main target groups in Sweden

Source: www.visitsodradalarna

As for the above table, we can say that the main target group is Swedish people. The second most important ones are the Norwegians, while the third and the fourth ones are the Dutch and the Germans. Dutch people are mainly coming because of the winter activities. This is their main reason to visit Sweden. In the case of alpine tourism, there is an emerging target group, the Russian tourists, and in the case of culture & traditions, British people are taking the fifth place.

Turnover divided by industries in Borlänge and Falun (1000 SEK), 2009



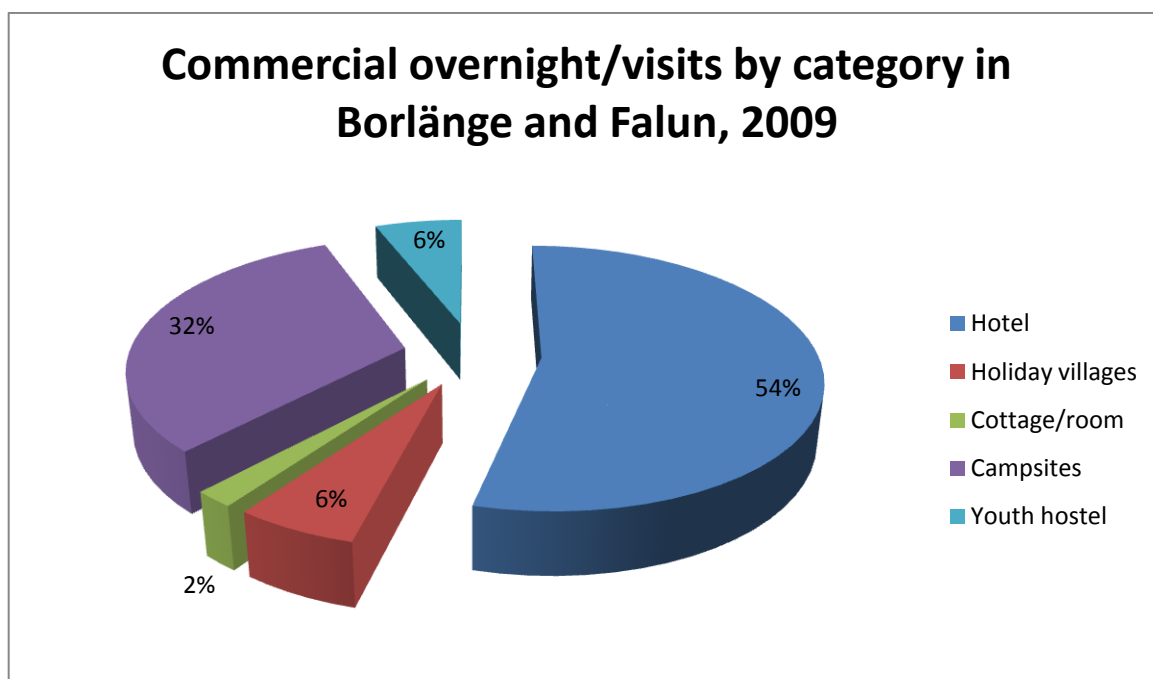
10. figure: Turnover divided by industries in Borlänge and Falun (1000SEK), 2009

Source: www.visitsodradalarna.se

The diagram represents the turnover divided by industries in Borlänge and Falun settlements. Shopping has the biggest share (25% - 240.089.000 SEK) of the total turnover. This share is due to the fact that, as has been mentioned before, the largest shopping mall in Dalarna County is located in Borlänge. Kupolen offers more than 80 shops for its guests. The number of visitors is very high. In 2010, it was up to 4.6 million.

The turnover of the restaurants comes to 23% share (221.231.000 SEK) from the total turnover. In the two settlements there are 132 restaurants. Lodging takes the third biggest part from the shares (185.631.000 SEK). Totally 65 different accommodation facilities are available for the customers. Taking into consideration the types of the accommodation, there are hotels, guesthouses, student hostels, campsites and apartments too. In the case of transportation, it takes 15% of the shares (139.236.000 SEK), due to the fact that Borlänge has its own airport and at the same time it has a main role in connection with train transportation.

Commercial overnight/visits by category in Borlänge and Falun, 2009



11. figure: Commercial overnight/visits by category in Borlänge and Falun, 2009

Source: www.visitsodradalarna.se

The diagram shows the commercial nights by category in Borlänge and Falun. Hotels possess 54% of the total, due to that the number of the hotels is the highest in Borlänge and Falun. Campsites have the second biggest share (32%). Most of them are located in Falun.

5. FACTS IN CONNECTION WITH HUNGARIAN AND SWEDISH TOURISM

	Hungary	Sweden
Area	93.030km ²	449.964km ²
Population	9.982.000	9.415.295
Density	107.2/km ²	20.6/km ²
GDP (nominal)	\$140.303 billion	\$538.237 billion
Per capita	\$14.050	\$56,956
Currency	Forint (HUF)	Swedish krona (SEK)
Exchange rate		1 SEK=33.89 HUF (12.08.2012)

Table 14.: Comparing Hungary and Sweden

Source: www.sweden.se, www.ohb.hu, www.arfolyam.lap.hu

Taking into consideration the area of the countries, Sweden possesses 5 times more land than Hungary, but at the same time the number of the population is nearly the same. Due to the size of the area, the density in Sweden is very low (20.6/km²), if we compare it with Hungary. In Sweden the nominal GDP is 4 times higher than in Hungary. In the case of GDP per capita the proportions are also similar.

Hotels	Hungary	Sweden
Accommodation capacity	157.464	221.776
Domestic tourists	3.922.670	17.949.438
International tourists	3.227.942	4.855.275
Domestic guest nights	8.452.000	2.234.372
International guest nights	-	3.684.005

15. table: Hotel statistics, 2009

Source: www.ksh.hu

In Sweden, the accommodation capacity is up to 221 000 rooms, while in Hungary it is 157 464. As for the table, the proportion of domestic tourists is very high in Sweden. The numbers suggest that the whole population travels twice a year in Sweden. In Hungary

this number does not reach 4 million, which is very low (if we compare it with Sweden). At the same time the number of domestic guest nights shows the opposite, which means that in Hungary it is up to 8 million, while in Sweden it is up to 2 million. Taking into consideration the number of foreign tourists, in Sweden it is 1.5 times more than in Hungary, which is really interesting data, because UNWTOs' figures shows different data. These are the followings:

Destinations	International Tourist Arrivals					
	(1000)			Change (%)		Share (%)
	2009	2010	2011	10/09	11/10	2011
Hungary	9.058	9.510	10.250	5.0	7.8	4.7
Sweden	4.855	4.951	5.029	2.0	1.6	2.3

16. table: International Tourist Arrivals in Hungary and Sweden

Source: World Tourism Organisation (UNWTO)

As for UNWTOs' figures, the numbers represent an opposite view about the international tourist arrivals. The table demonstrates that in 2011 Hungary had twice as many arrivals than Sweden and also the changes from 2010 to 2011 were higher (with 7.8%). The share of the arrivals took 4.7% from the total. We can assume that Hungary has more important role in international tourist arrivals than Sweden.

6. MARKETING

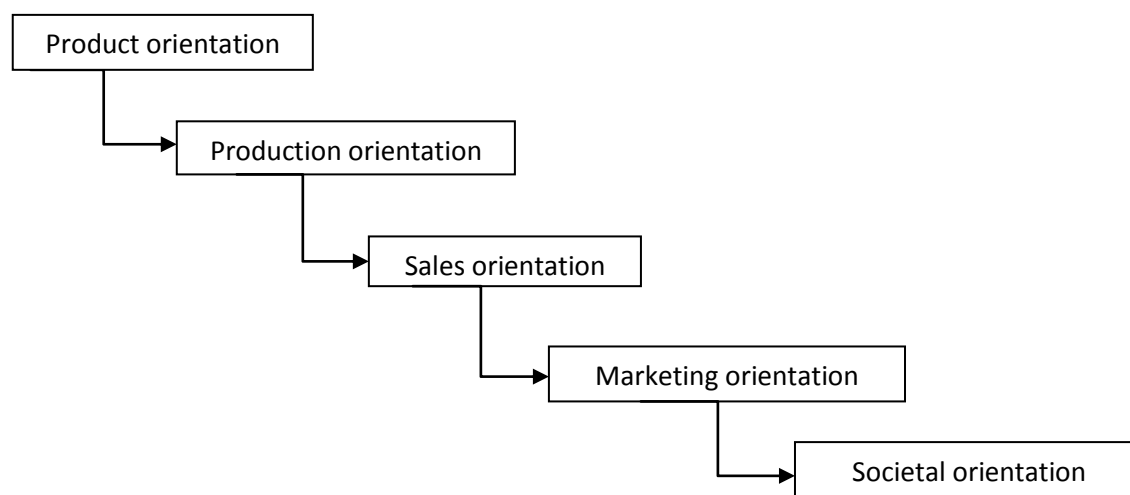
According to the Chartered Institute of Marketing “Marketing is the management process responsible to identifying, anticipating and satisfying customer requirements profitably.” (www.cim.co.uk)

Marketing is not only about advertising and/or selling goods. Marketing is a complex discipline, which comprises to satisfy wants and needs of target market(s). Boone and Kurtz (2011:9) argue that “marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services, organizations, and events to create and maintain relationships that will satisfy individual and organizational objectives”.

6.1. Development of marketing as a discipline

We can differentiate five stages of the development of marketing. In the first times marketing was product oriented. It means that the marketer did everything to satisfy the needs of the organisation, which means to sell as many products as it can. Marketers thought that customers will buy their products, because decades or even a century ago people did not have the possibility to choose from a range of products. The change came in the 20th century when Henry Ford started to think on reducing the cost of the cars and make it available for the masses. It was the beginning of the production oriented period.

The next period was the sales orientation period, when marketers believed that a good salesman could sell anything to anyone. The main focal point of the marketing oriented period was to produce goods and/or services which satisfy customers’ needs and wants. The societal oriented approach is about the production of goods and services which are in society’s best interest.



14. figure: The development of marketing

Source: Avlonitis and Gounaris (1999) alapján saját szerkesztés

In the 21st century a new dimension has come into the focus of marketing: the notion of value and value creation for customers. Value might capture the nesting of supply chain with more encompassing value networks. Lusch, Vargo and Tanniru (2010) pointed out that a supply chain is a sub part of the value network. Organisations have to learn to be a vital and a sustaining part of a value network in order to survive in a networked economy. This means that an organisation will survive if it has the ability to learn to adapt and change in order to compelling value propositions to customers (2004).

According to Vargo and Lusch (2004), knowledge is a kind of operant resource. The use of knowledge (as the basis for competitive advantage) can be extended to service provision chain or the entire supply chain. We can differentiate prescriptive knowledge (which is referred to as technique) and propositional knowledge (which is referred to as abstract or generalised).

Morgan has observed “The advantage of the theoretical metaphor is that the consumers are no longer seen as a target to be hit or penetrated, but an audience to be entertained, involved, and drawn into participating in the drama.” (2010: 219)

Market is always dynamic and the environment is changing all the time therefore organisations have to pay attention on it. There are many factors which have effect on the market formation such as political, economical, technological, legal etc. forces.

There are some differences between the products and services. For example Kotler (1980: 374) noted “... a service is not a physical thing rather an energy expenditure.” The

characteristic of the services are intangibility, inseparability, heterogeneity and perishability (Bittner, Fisk and Brown, (1993)).

The **intangibility** is the key characteristic of service, for the reason that customers cannot see it, touch it, smell it or sense it beforehand. The services are mostly tailor-made products, because the end product highly depends on the customer, the temporary spirit of the customer and other direct and indirect factors.

Services are **inseparable**, because the service production and the usage happen at the same time. The service provider is also a part of the service and that is why the provider-user interaction is an important factor in service marketing.

Heterogeneity reflects the potential for high variability in service delivery (Zeithaml et al 1985). The service depends on the people who use it and also who make it and we cannot forget that the performance of the different people can vary day after by day.

The last characteristic is **perishability** which means that we cannot store and carry forward services to future (Rathmell, 1966; Donnelly, 1976; and Zeithaml et al, 1985).

These four characteristics make services different. When we are talking about the public sector and service marketing we can mention 7Ps despite of 4Ps. Boomes and Bittner (1981) suggest the 7Ps are the following:

- Product
- Price
- Place
- Promotion
- People
- Physical evidence
- Process

Product means what we are producing or in the case of a non profit organisation also could be a service. The price is the ideal price of the product/service on which our customers are able to purchase it. The place is where we try to sell our products and/or our services. The promotion is the visible part of the marketing and that is why most of the people know marketing as advertising (Moti, 2005). “People refer to the customers,

employees, management and everybody else involved in it. It is essential for everyone to realize that the reputation of the brand that we are involved with is in the people's hands. Process - It refers to the methods and process of providing a service and is hence essential to have a thorough knowledge on whether the services are helpful to the customers, if they are provided in time, if the customers are informed in hand about the services and many such things. Physical (evidence) - It refers to the experience of using a product or service.” (Booms and Bitner (1981:49)

We can argue that the advertising is an important element of the marketing mix, because thanks to that, people get to know our product and/or our service. That is why before advertising, we have to plan the publicity. According to an Australian marketing and advertising specialist Michael Newman (2008), to make good ads we have to follow 22 “laws”. These “laws” are mostly advice but with the help of them the marketing campaigns can become better. Some of them the marketers can use when they are planning the image of a destination.

6.2. Destination marketing

The marketing activities of destinations have become more and more important recently with the growing competition between destinations. Every destination, regardless whether it is a country, a region or a city, needs to take care about their image. The management organisations recognized that the success of a destination highly depends on what the people are thinking about it. Destination image is emerging as a more and more important issue in the destination management.

Tourists perceive the destination as a complex product and this complexity may give them the feeling of satisfaction. Before their trip they have some information, prejudices about the destination which comes from the advertising, the brochures, the image of the destination, and from the opinion of their friends and/or relatives. “During their holiday they “consume” destinations as a comprehensive experience, without often realising that each element of the product is produced and managed by individual players.” (Buhalis, 2000:99) The tourists' overall experience depends on a lot of small factors such as the kindness of the receptionist in the hotel, the helpfulness of the tourist guide, etc. After

this, we can say that tourists' image about the destination is continuously developing during their holiday.

As we mentioned before, destinations offer an integrated experience to the customers (Buhalis, 2000) which have an impact for the tourists' perceptions. "Destinations offer an amalgam of tourism products and services, which are consumed under the brand name of the destination." (Buhalis: 2000:97)

Taking this into consideration we can say, that the image formation and the destination marketing is a significant factor of success.

In the following part the marketing activities of the destinations will be introduced. The focus point is the marketing communication which is the most visible part of the marketing tools. We know that destination management organisations in Hungary usually operate as not for profit organisations. At first those kinds of opportunities which are cost effective and can reach masses introduce will be introduced. According to Seearam (2012) the successful marketing strategy of non profit organisations contains using websites, writing letters to an editor and putting on special events. Molina, Gómez and Martín-Consuegra (2010) said that tourist guides, tourist offices and brochures play also a significant role in the formation of the destination image.

As the tourism sector undergoes changes, the supply of information has been changing as well, through several different models. At first brochures advocated the destination and guide books, which contained reliable information. These were produced by professionals. As marketing developed, more emphasis was placed on the service component of the given destination. Nowadays the information focuses on the experience of the destination. "Contributions are welcome from beyond the professional domain through the postings of any and all participants". (Clarke, A. 2011:59)

"Information is power – a truth universally acknowledged." (Clarke, A. 2011:59)

This statement is valid also in the tourism sector. The customers, the competitors, the generating areas and the information on the destination have a significant importance and value too. The usage of the internet, websites, search engines and databases is constantly increasing, but destinations still need personal contact and information service.

7. RESEARCH METHODS

The study examines the organisational structure, the main aims and activities and especially the marketing activities of two chosen DMOs. Furthermore, it also explores the Erasmus students' opinions about the marketing of the destinations where they were studying for a semester. Primary research is necessary to investigate the above areas in order to get to know the stakeholders' opinions.

Qualitative research is a type of scientific research, which means that it seeks to understand a given research problem or topic from the perspective of stakeholders it involves. This kind of research is effective in obtaining specific information about the values, opinions and behaviours. As for qualitative research, in-depth interviews were deemed to be the best method to use in this research, because it was optimal for collecting data from the DMO directors' perspectives. Interviews were conducted with the managers of three DMOs, Södra Dalarna, Veszprém as well as the Bakony and Balaton DMO as in the first period of the research that organisation and their marketing activities were going to be analysed in depth.

Quantitative research is used to develop and employ mathematical models, theories pertaining to phenomena. In the current research it takes the form of questionnaire surveys.

7.1. Comparison of quantitative and qualitative approaches

	Quantitative	Qualitative
General framework	- Seek to confirm hypotheses about phenomena - Instruments use more rigid style of eliciting and categorizing responses to questions - Use highly structured methods such as questionnaires,	- Seek to explore phenomena - Instruments use more flexible, iterative style of eliciting and categorizing responses to questions - Use semi-structured methods such as in-depth interviews, focus groups, and participant

	surveys, and structured observation	observation
Analytical objectives	- To quantify variation - To predict causal relationships - To describe characteristics of a population	- To describe variation - To describe and explain relationships - To describe individual experiences - To describe group norms
Question format	Close-ended	Open-ended
Data format	Numerical (obtained by assigning numerical values to responses)	Textual (obtained from audiotapes, videotapes, and field notes)
Flexibility in study design	- Study design is stable from beginning to end - Participant responses do not influence or determine how and which questions researchers ask next - Study design is subject to statistical assumptions and conditions	- Some aspects of the study are flexible (for example, the addition, exclusion, or wording of particular interview questions) - Participant responses affect how and which questions researchers ask next - Study design is iterative, that is, data collection and research questions are adjusted according to what is learned

17. table: Comparison of qualitative and quantitative approaches

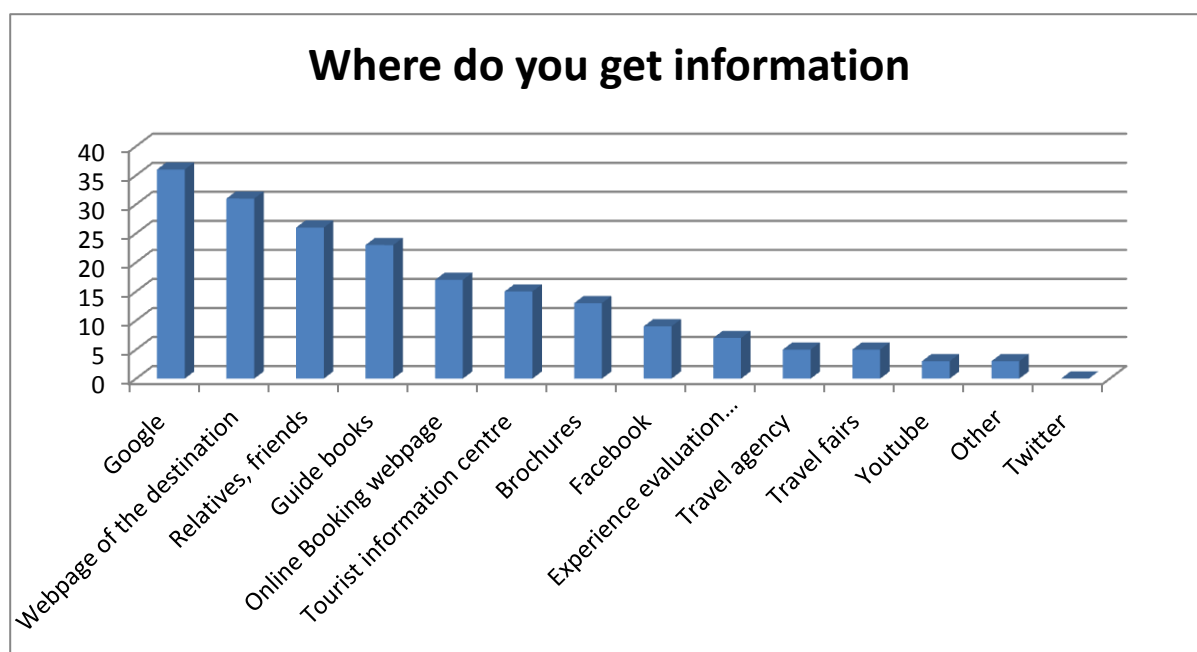
Source: Family Health International: Qualitative Research Methods: A Data Collector's Field Guide, 3.p.

The questionnaires were filled in by Erasmus students at the Högskolan Dalarna and the University of Pannonia. The questionnaire survey took place from the beginning of April to the end of June 2012. A facilitator always helped the respondents in both destinations and gave them computer access to check the websites of the destination

management organisations. The research was taken during trips, events and conferences organised for international students. In the case of Veszprém, the international coordinators also helped to communicate with Erasmus students in connection with the research. There were 44 respondents studying at Högskolan Dalarna and 14 from the University of Pannonia. (In Veszprém, 21 Erasmus students were approached but we had only 14 complete answers.)

The questionnaire contained generic questions in connection with information provision and marketing of destinations and specific questions referring to the chosen destinations (Borlänge and Veszprém).

According to the research which was made among the Erasmus students in Sweden and in Hungary we can say that the most frequently used information sources are Google, destination WebPages, friends, relatives and guide books. In our research brochures were only in the 7th place.



15. figure: Information sources

Source: Own research

Destinations have direct impact on their own webpage, on the online booking sites, on the tourist information office, on the brochures, on the travel fairs and the social media platforms. The destination management organisation may not be able to impact directly the other sources.

It is an interesting finding that among Erasmus students, Facebook and Youtube are not so commonly used to get information. Knowing that Facebook is the biggest social media network in the world, this result is surprising.

Molina, Gómez and Martín-Consuegra (2012) also suggest that it is important to consider what tools a not for profit organisation could use. There are many possibilities to keep in touch with the consumers, for example e-mail updates, newsletters, or even social media. But it is not enough to build up a Facebook or some other social media profiles, the not for profit organisation should manage these on a daily basis. They should be active participants of the process with posting and answering comments, sharing pictures and videos, writing blogs, etc.

In the following parts the marketing activities of the DMOs in Hungary and in Sweden are going to be introduced. The main aim was to focus on the most cost effective tools, which are the homepage and the Facebook profile. Finally it is going to be presented how destinations keep up with times and use the inventions of the 21st century, and what other creative solutions are used in the world. Last but not least there will be some recommendations as to how the chosen destinations could do their marketing activities more effectively.

7.1.1. The homepage of the DMO in Veszprém

Veszprém's target markets are mostly the youth, families with small children, the children who are coming to have an excursion in Veszprém and the 'empty nesters', adults without children (50+ years). The key tourism products in the city are the Castle of Veszprém, the Zoo which realized 250.000 visitors in 2011, the various festivals, and the cultural and religious tourism. The most popular festival in the city is the Street Music Festival which has about 100.000 visitors (estimated value) yearly. (Lőrincz Katalin –the manager of the DMO in Veszprém)

The first impression is that the homepage www.veszpreminfo.hu is well structured and it has a really good design. But if we know who the target market is and what the needs of them are than can cause some problems. The homepage suggests nobility, which is incompatible with the lifestyle of the youth and the children. According to the psychological properties of colour violet has “associations with royalty and usually communicates the finest possible quality” (<http://www.colour->

affects.co.uk/psychological-properties-of-colours). It is also associated with feminine and romantic notions. In the Christian religion, purple symbolizes the rules of priest, the authority, the truth, fasting, the sadness and the waiting.

According to the psychological meaning of the colours, we can say that the homepage does not reflect the characteristics of the target market, especially not for the youth and children. However, if we know the history of the city, we can argue that the design of the homepage is in harmony with the colours.

Our research can be important for the destination, because one of their target groups is youth. In the following analysis we will pay attention to the opinion of those students who filled in the questionnaire. Their views can be helpful the destination.

The following picture demonstrates the design of Veszprém's tourism homepage.



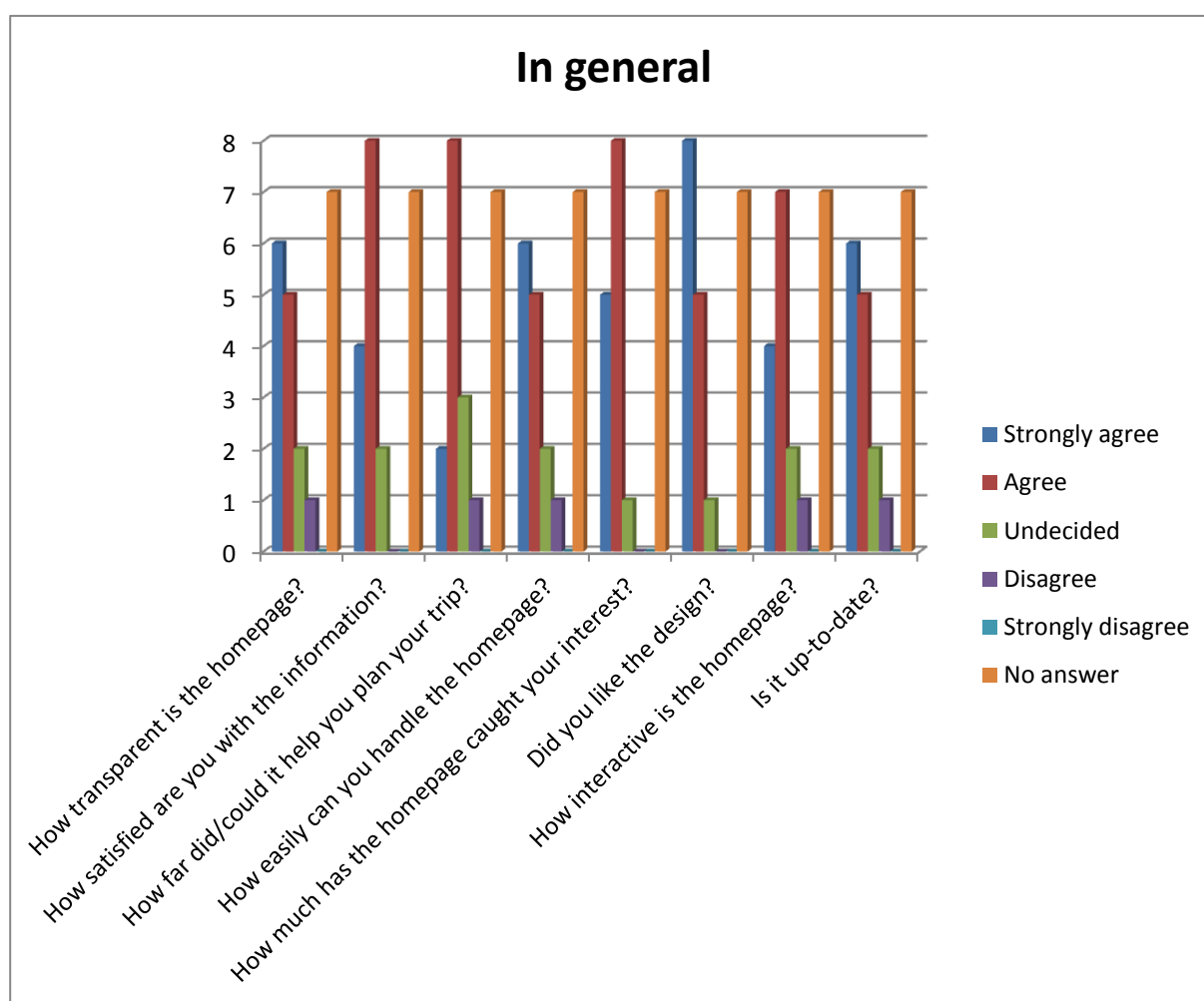
16. figure: The Webpage of Veszprém

Source: <http://www.veszpreminfo.hu/en>

The homepage is available in four languages (Hungarian, English, German and Italian). It is important, because there are many foreigners in the city in the high season. But unfortunately not all the content is translated into foreign languages which could lead to problems. One of our respondents said: “It is a bit confusing, because not all of the content is translated into English, therefore sometimes I need an extra help (dictionary).”

Unfortunately there are also some problems with the navigation of the homepage. Not all the buttons are working or not as easily as the user expects. In some of the cases the system sends a message about the problem, but in some cases there is nothing on the page, or it may even change into Hungarian.

The homepage is well structured and the user can easily handle it. The following figure summarises the Erasmus students' general opinion about the homepage.



17. figure: The judgement of the homepage in general

Source: Own research

The respondents were asked to evaluate the criteria using a Likert scale, where 5 was the best and 1 was the worst possible mark.

The diagram shows us that the students were mostly satisfied with the homepage, because most of them gave a positive evaluation. Unfortunately there were seven students

who did not answer our questions. The page is really transparent which is also proven by the fact that only three respondents marked it worse than 4.

The design of the homepage gets the best evaluation, which shows us that the managers of the destination and the web designer made good work if we put the comment on suitability for the target market aside. Our respondents were mostly female which may explain why they like the design of the homepage so much. The following table shows us that what kind of evaluation the female and male respondents gave to this question.

Gender * In general . Did you like the design? Crosstabulation

Count

		Did you like the design?			Total
		3	4	5	
Gender	Female	1	3	6	10
	Male	0	2	2	4
Total		1	5	8	14

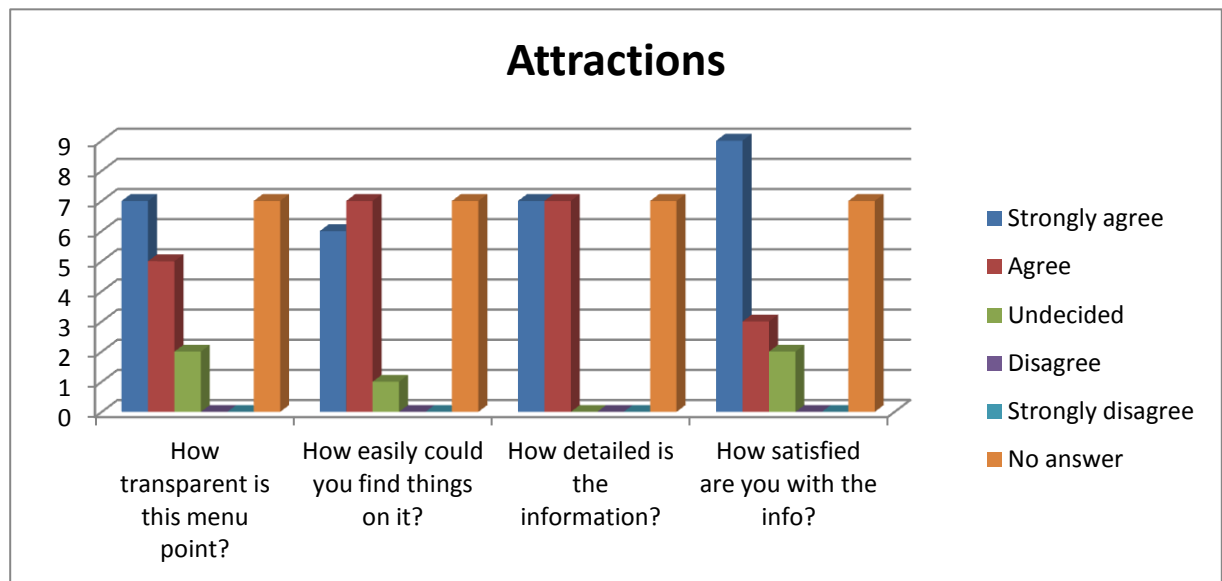
18. table: The answers of the question: Did you like the design according to gender

Source: Own Research

The table shows us that most of the female respondents marked the best evaluation for the question about the design, while males were less on common denominator. Unfortunately the sample is not large enough therefore we cannot clearly state that female likes purple better.

Unfortunately there are many students who were not so satisfied with the information and they could not really use it for planning their trip. Maybe these two criteria are related, so the manager of the DMO should take it into consideration to update the homepage with more relevant information in the English (non-Hungarian) versions. We have to mention also that only 5 people from the 14 (we subtract from 21 those 7 who did not provide an answer) respondents find the homepage really attractive.

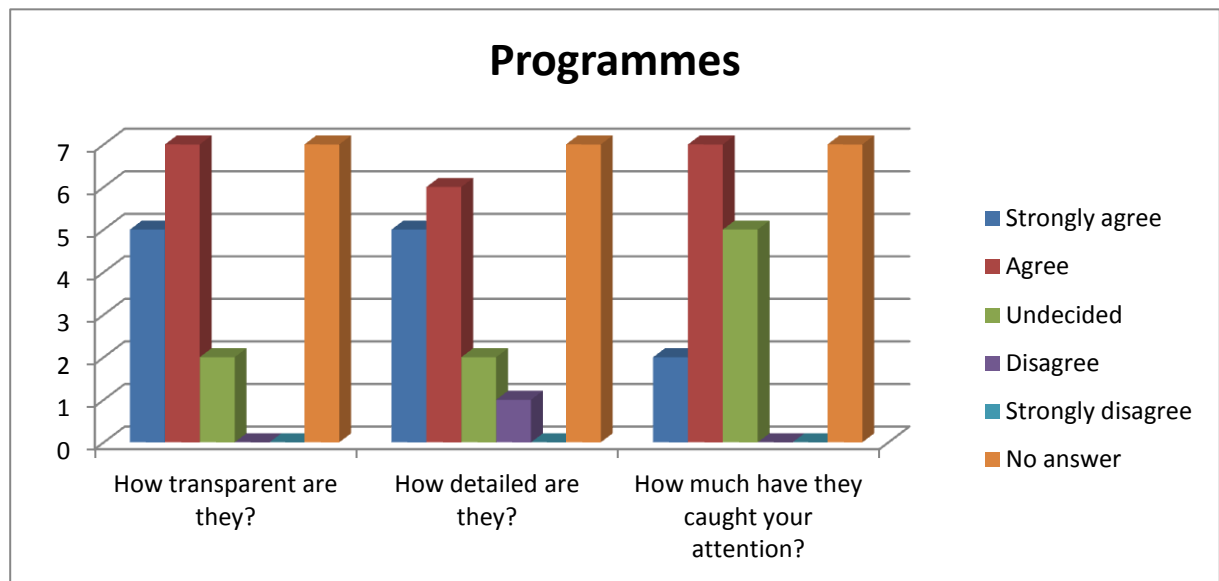
In the following part we will introduce three menu points, which could be really interesting for the visitors. These are the Attractions, Programs and the online booking.



18. figure: Attractions menu point of the homepage of Veszprém

Source: Own research

Generally we can say that according to the Erasmus students this menu point is well structured because most of them were really satisfied with it. They mostly gave positive answers to the questions, only a few of them were undecided. The structure of this menu point is good and transparent (<http://www.veszpreminfo.hu/en>). On the first place of the menu is the Zoo like the biggest attraction of the city. It is disturbing, that if somebody is clicking for example on the Africa House on the left side of the page in the sub menus are Online booking, Hotel, Pension, Youth Hostel, Private accommodation. In this case this sub menu point should contain the submenus of the Zoo. If visitors click on the submenu, they cannot see directly the further information. They only get the possibility to choose from the articles (this solution is not that attractive and logical). These problems are valid only if we see the page in foreign language.



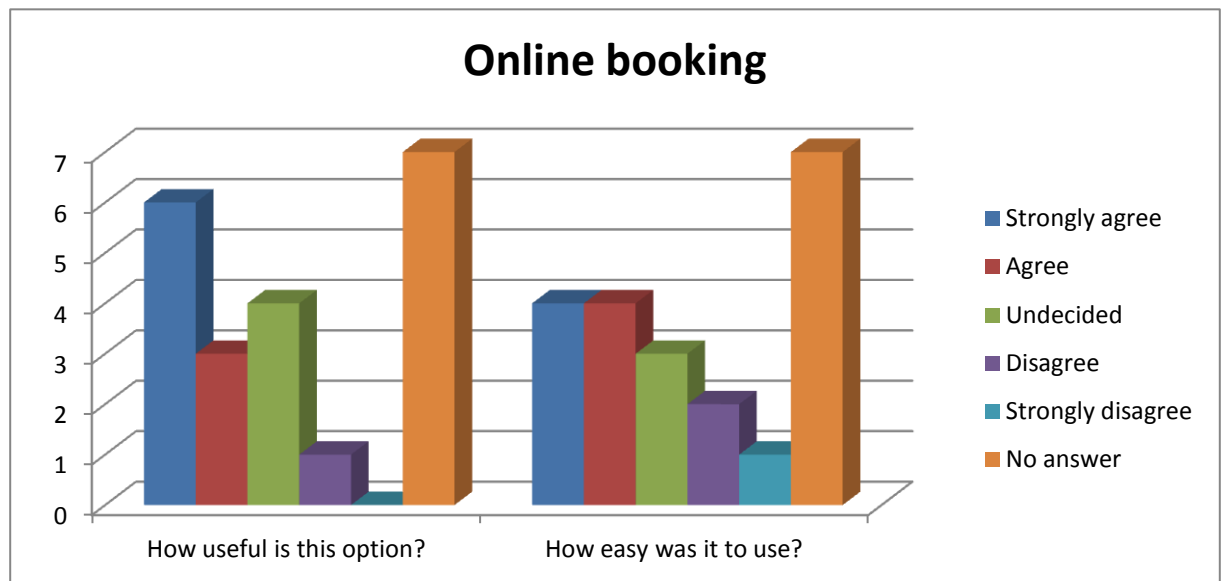
19. figure: Programmes menu point of the homepage of Veszprém

Source: Own research

Programmes get higher attention, because the target group of our research were university students. As the diagram shows the students were not so satisfied with the programmes. The menu point is divided into three part e.g. events, active tourism and substantial events. The menu point “events” includes mostly cultural programmes like exhibitions, concerts, theatre and cinema, and festivals. These programmes are not so interesting for youth and children, as the festivals organised especially for them are only in the summer. Unfortunately the plays and movies in the cinema are only in Hungarian. There are even less movies in the cinema in foreign language, which of course is only bad for foreigners. The active tourism menu point contains cycling, hiking, leisure, sports and for children. Unfortunately the menu points are almost empty so they cannot offer so many options for tourists.

If one of the target groups is youth, then the destination has to offer for them programmes. Unfortunately there are fewer festivals for them and the weekend programmes are missing too. In Veszprém there are two universities but the students do not want to stay in the city for the weekend because the city cannot tempt them to stay cannot offer for them programmes.

The following question was about the online booking facility.



20. figure: The online booking menupoint of the homepage of Veszprém

Source: Own research

According to the stakeholders of the destination and also the students argue that the online booking facility is important and can play a significant role of the destination's life.

In general we can say that most of the students were satisfied with the homepage and liked that. There were some problems in connection with the use of the homepage but generally it works well and there is a lot of information on it.

7.1.2. The homepage of the DMO in Dalarna

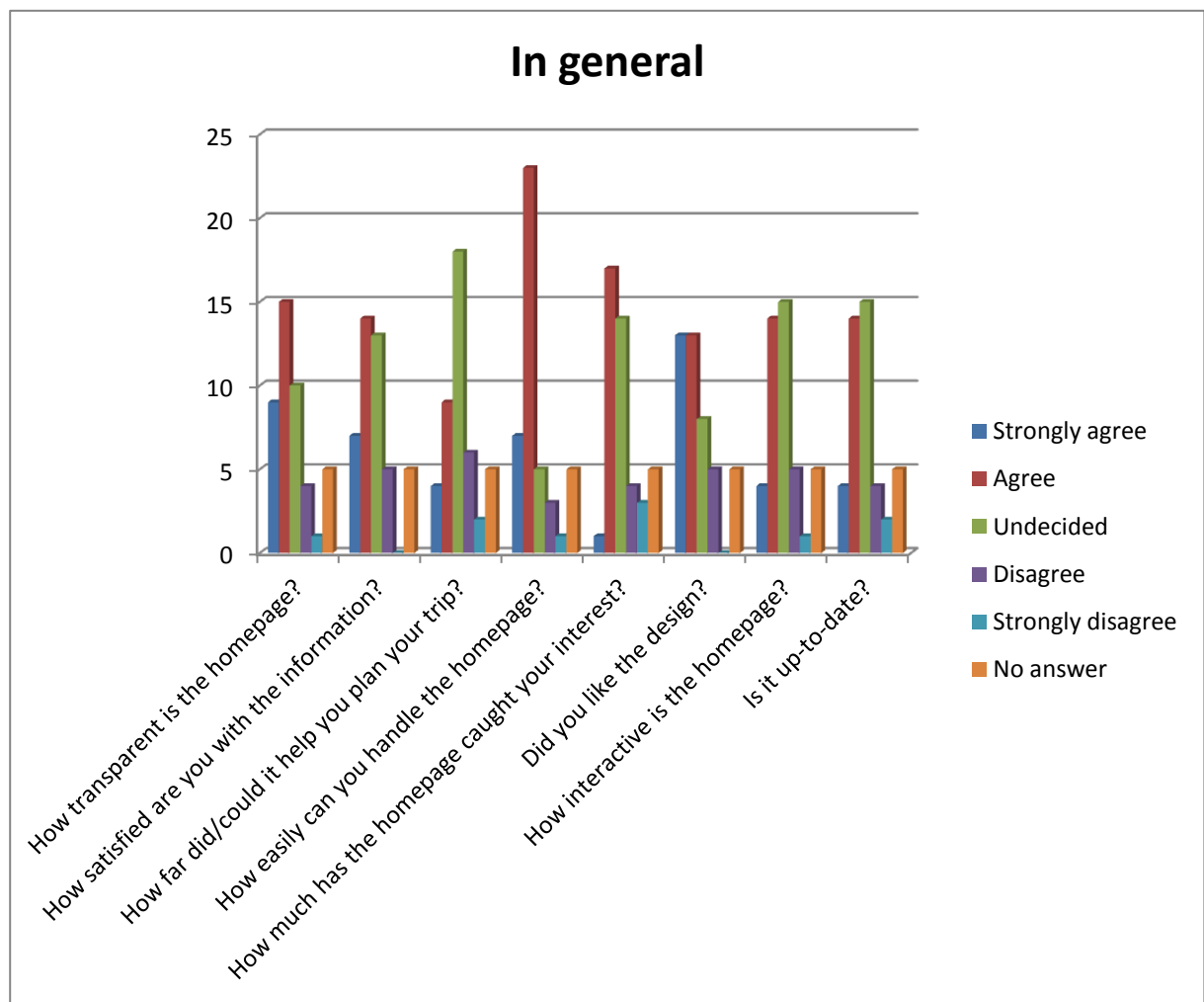


21. figure: The webpage of Södra Dalarna

Source: <http://www.visitsodradalarna.se/en/>

The picture shows us that the webpage of the Swedish DMO is much simpler. The users can choose from two different languages which are the Swedish, and English. Taking into consideration that Borlänge's main target is the business travellers these two languages should be enough.

In the case of Dalarna we were asking also the students to fill out our questionnaire. 44 students filled out the questionnaires in Borlänge, but 6 of them did not finish it. The following question was about how the students see the webpage in general.



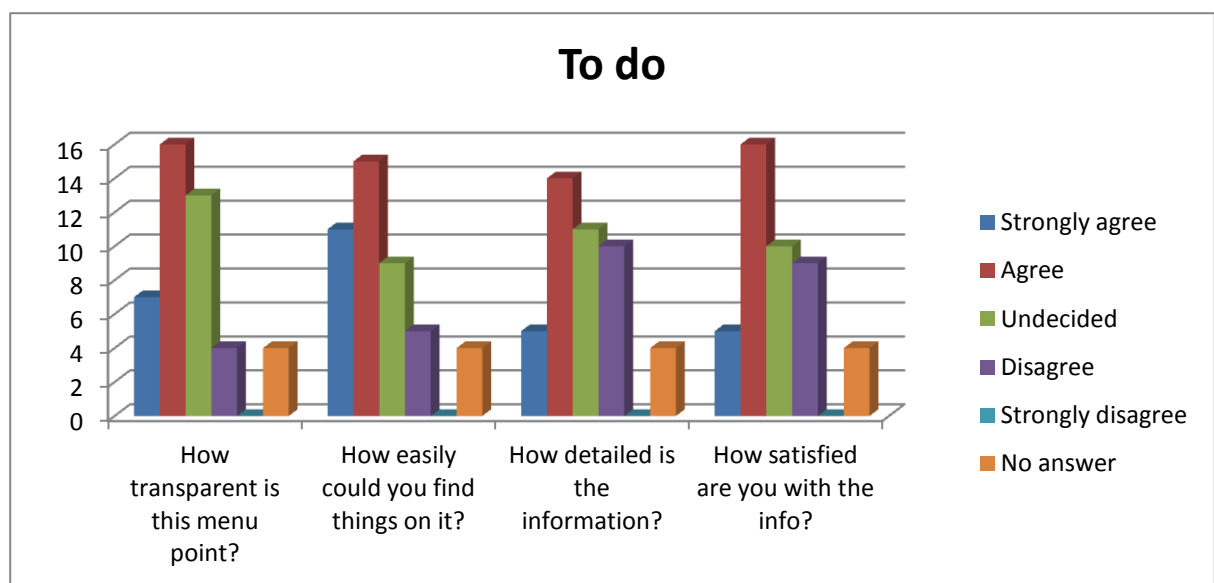
22. figure: The judgement of the homepage in general

Source: Own research

The respondents in Borlänge were more critical like the respondents in Veszprém. The chart shows us that the students mostly gave 3 or 4 for the questions. The worst evaluation gets the question; How much has the homepage caught your interest? Only a few respondents said that it is really interesting, but most of them argue, that something is

missing from it which makes the homepage even better. The best evaluation gets the question about the design. This result underpins that it is a not must to have a really designer homepage, because the less is sometimes more. The students sad that the navigation is not difficult, maybe the two is in connection with each other.

The following questions were in connection with the webpage of the destination (<http://www.visitsodradalarna.se/en/>) and in regarding to how obvious, how easily adaptable, how up-to-date the website is.



23. figure: To do menu point of the homepage of the destination

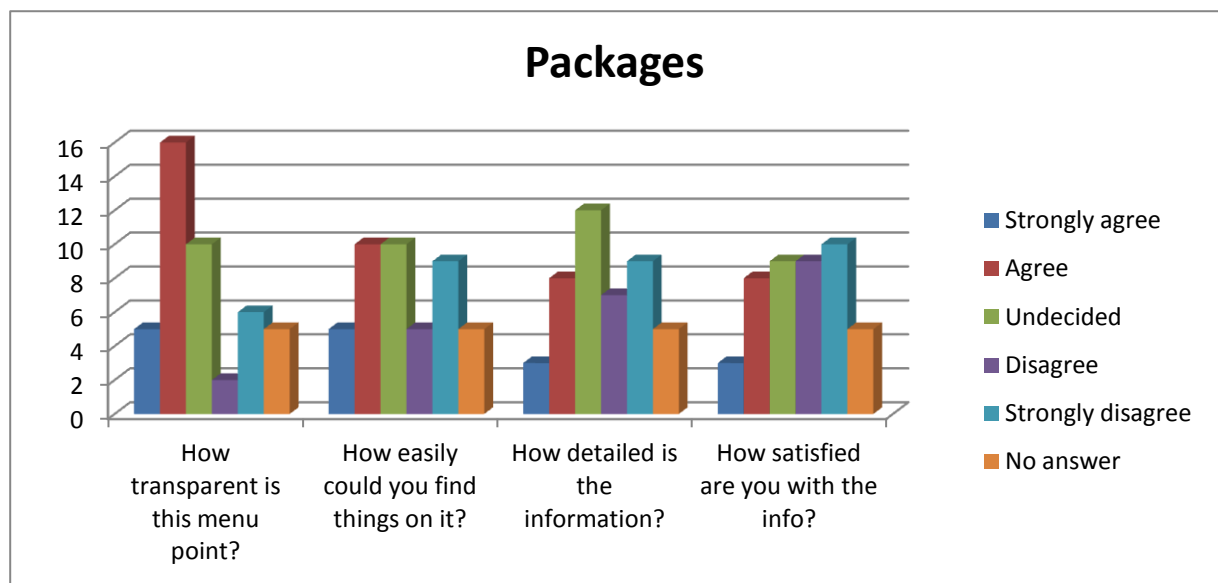
Source: Own research

As for the diagram, most of the responders agree with this menu point. The transparency is very clear for the visitors, therefore they had a positive view from it. They are satisfied because it is well transparent, easy to handle and up-to-date information are available. The participants of the research highlighted one mistake, which is the lack of well-detailed information.

Let us mention an example for it. In this menu point, visitors get the possibility to search for different kind of events, activities, attractions or services and shopping facilities. Also they could select between the settlements. The problem is coming when they choose a program; let us say that we have chosen adventure in mine Tuna Hästberg program (<http://booking.visitsodradalarna.se/en/to-do/a151523/adventure-mine-tuna-hastberg-borlange/showdetails>). It is possible to read about the overview, to see images from the mine, to browse on the map (where the mine is located), to find contact

information (telephone number and web-address) and to book the program. The major problem is that there is not any information in connection with the guided tour. Visitors have to search for further details on the website of the mine, but the second problem is that the website is just in Swedish therefore it is hard to find any information for those who cannot speak in Swedish. On the other hand, if somebody would like to book this program, he/she has to give it up, because it is not possible to book it on the website.

The following diagram represents the “packages” menu point.



24. figure: Packages menu point of the homepage of the destination

Source: Own research

As we can see, the results are not that positive like in the case of „to do” menu point. The reasons are the followings. It is not easy to find information and they are not detailed enough, therefore visitors are unsatisfied with this menu. When students filled out these questionnaires, some parts of the packages menu did not work. Fortunately in the summer, the organisation developed this part as well (<http://booking.visitsodradalarna.se/en/packages/7221/discover-runn-lake-system-with-kayak/external>). Now it is possible to find the major information about the packages and also tourists get the possibility to book these packages, without searching on other Web Pages. Information about the packages are well-detailed. It is possible to book a program with an accommodation and the enquirers get the chance to choose between the accommodations as well. The price and further information are highlighted in connection with the package. The only important missing data is the exact time. At some packages, it

is not possible to check from what time the travellers could participate on the program and what the duration is. It could be a serious problem, if they plan other programs at the same day. To summarize it, the organisation developed this menu point on the right way.

The next diagram shows the results in connection with the „events” menu point.

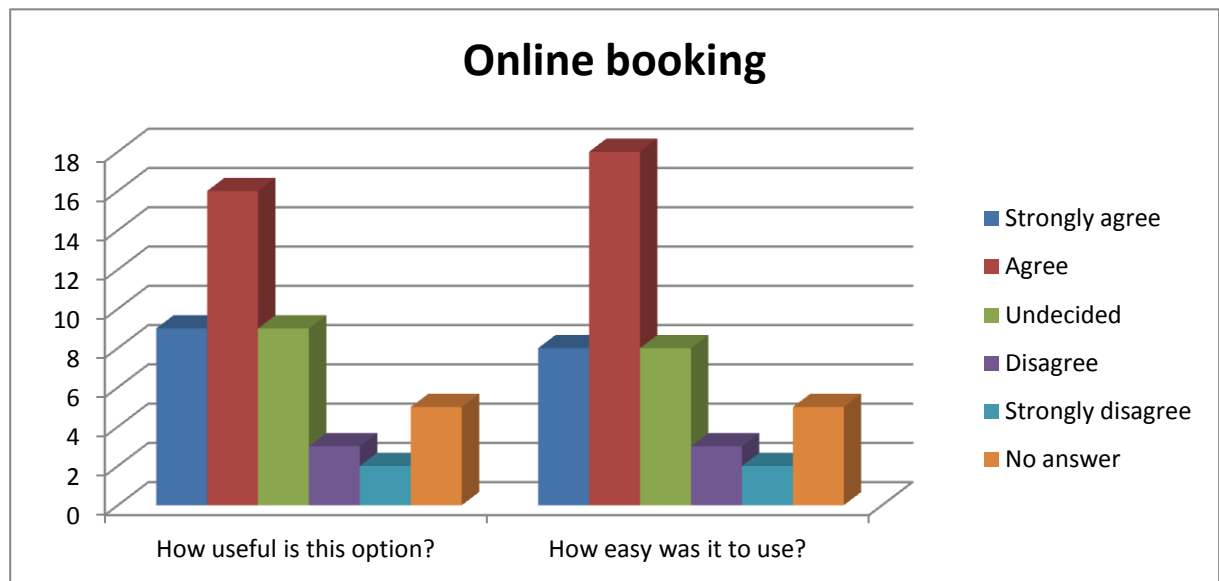


25. figure: Events menu point of the homepage of the destination

Source: Own research

As the target groups were university students, therefore the “events” menu point got higher attention. Most of them said that the menu is transparent, but they were not satisfied with the detailed information. Let us mention an example and take into consideration the Rockstad Festival in Falun, which is advertised on the website. (<http://booking.visitsodradalarna.se/en/packages/7571/rockstad-falun-16-188-2012/details?packageCategoryId=0>). The webpage provides basic information in connection with the festival, which means that the enquirers could find detailed program just on the website of the festival.

The following figure represents the “online booking” option.



26. figure: Online booking menu point of the homepage of the destination

Source: Own research

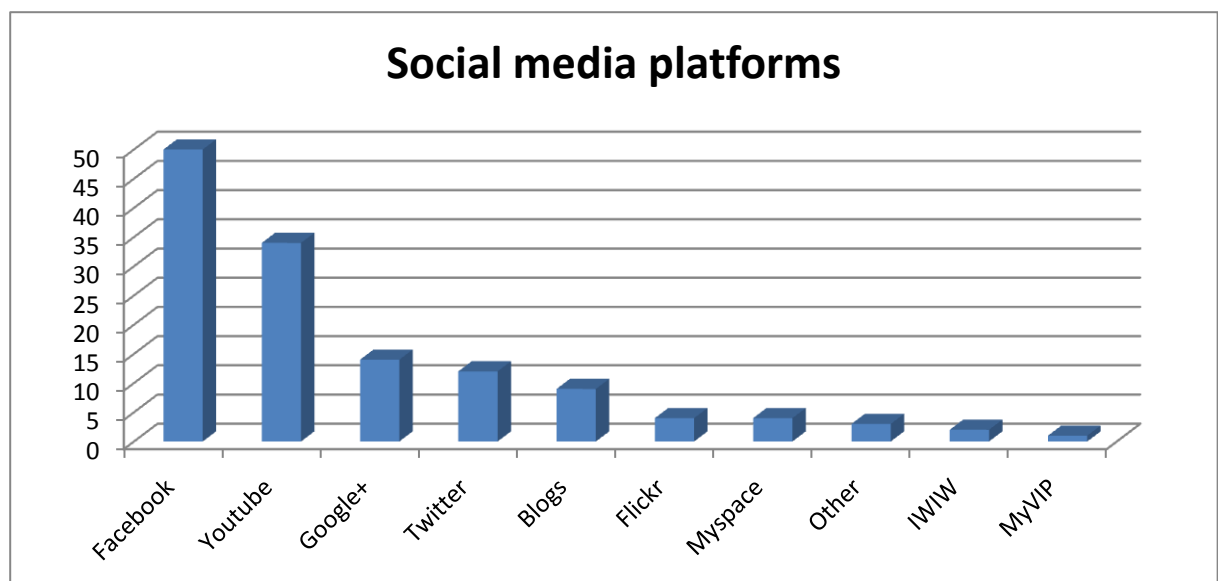
Online booking is getting more and more important in the world, due to the spread of internet. It is especially true in the youth generation, who can easily handle internet. Nowadays new trends require these kinds of possibilities on the websites of the destinations as well. Most of the students think that this option is very useful on a webpage.

In general we can say that the webpage is transparent and easy to handle. On the other hand sometimes information are not informing properly, therefore it is hard to organise a trip in this region. The interface of the page is attractive and it symbolises the region too. First and last, in most of the cases the opinions were positive.

8. SOCIAL MEDIA

“DMOs need to realize the role of online marketing and social media activities in marketing tourism destination and engage the audience to reach the potential visitors. Social media as one of internet communication options is an area of growth in the online marketing communication DMOs need to emphasize the wide participation in online marketing and social media activities to achieve benefits. DMOs have to be in the place where the visitors are. Integrating online marketing and social media activities with traditional marketing is an essential marketing strategy for today’s DMOs. Understanding the role of online marketing and social media in building destination brands and creating audience’s engagement may contribute to the success of marketing strategies and correspondingly to the destination’s ability to increase the competitiveness.” (<http://www.uppsatser.se/uppsats/f7a8fdb974/>)

In our research we were interesting in which social media platforms Erasmus students are using. The results are listed below:



27. figure: The use of social media platforms

Source: Own research

The diagram shows us that most of the students are using Facebook. It follows youtube the biggest video sharing portal. After them are Google+, Twitter and Blogs. Google+ is a rising network, which was found in 2011. There were some surveys about how many

people are using Google+ and the result in December was that more than 49 million people are using it.



28. figure: The growth of Google+

Source: Experian Hibwise US

The biggest advantage of Google+ is that can improve the search engine optimization. The target market of the two networks are different, on Google+ are mostly man from technical field from the youth while on Facebook the genders are more balanced mostly form all age groups (<http://www.pardot.com/blog/page/13#customprettyphoto/0/>). Twitter has lower number of followers in Europe like in the United States. In USA this is a big fashion to share tweets to the world but in Europe it could not come into general use (Klausz 2011).

This research helped us to concentrate the most frequently used social media platforms in our thesis which is Facebook.

8.1. The Facebook pages

“Every day, millions of people all over the world visit facebook to connect with friends and share what they love” (Facebook). Facebook is a very good marketing tool, if somebody could use it in the right way. Facebook is the fastest developing social media network nowadays. Millions of people are on facebook just to sharing things and caring with each other every day. In fact, more than 30 billion pieces of content are shared among friends each month (Facebook).

The average person in the system has over 130 friends. If somebody started to follow an organisation's facebook profile, his/her friends will get information about the organisation's activity. These people are the organisation's potential followers. If the company's posts are interesting and awareness, these people are going to join to the group of followers.

The founder of it is Mark Zuckerberg. His first idea was to create a face book for the students in Harvard in 2004. They opened it for the whole world in 2006 and since than it is available for everyone. This platform is accessible over in 200 countries and 50 languages in the world.

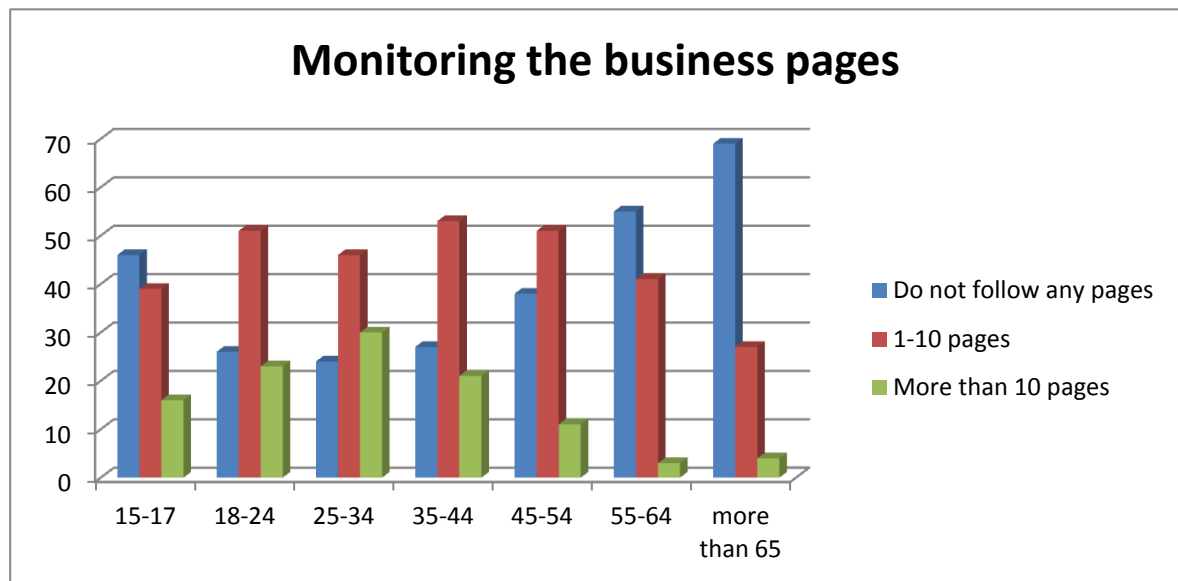
Facebook Page helps organizations to join to the conversations, share their stories and build a meaningful dialogue with their supporters.

Facebook's 5 top tips to develop a publishing strategy and create a dialog for the community are:

1. Be authentic. Create fun, engaging conversations with clear calls-to-action and encourage people to like and share your posts.
2. Offer exclusive content. Post "sneak-peeks" about latest news and share personal stories using photos and videos.
3. Use the Questions app to solicit feedback and opinions from supporters. Highlight great responses by re-posting them and responding personally.
4. Post from your phone. Add your mobile phone number to post via text, or use a smartphone app to upload photos and post status updates to your Page.
5. Take advantage of apps and Social Plugins such as the Like box, which makes it effortless for supporters to connect to your Page. Build custom tabs and easily pull any page from your website into a tab on your Facebook Page.

(Klausz, 2011)

Klausz (2011) also quotes a study about facebook pages and in connection with how many people and why they follow an organisation's facebook page. The main results are the followings:



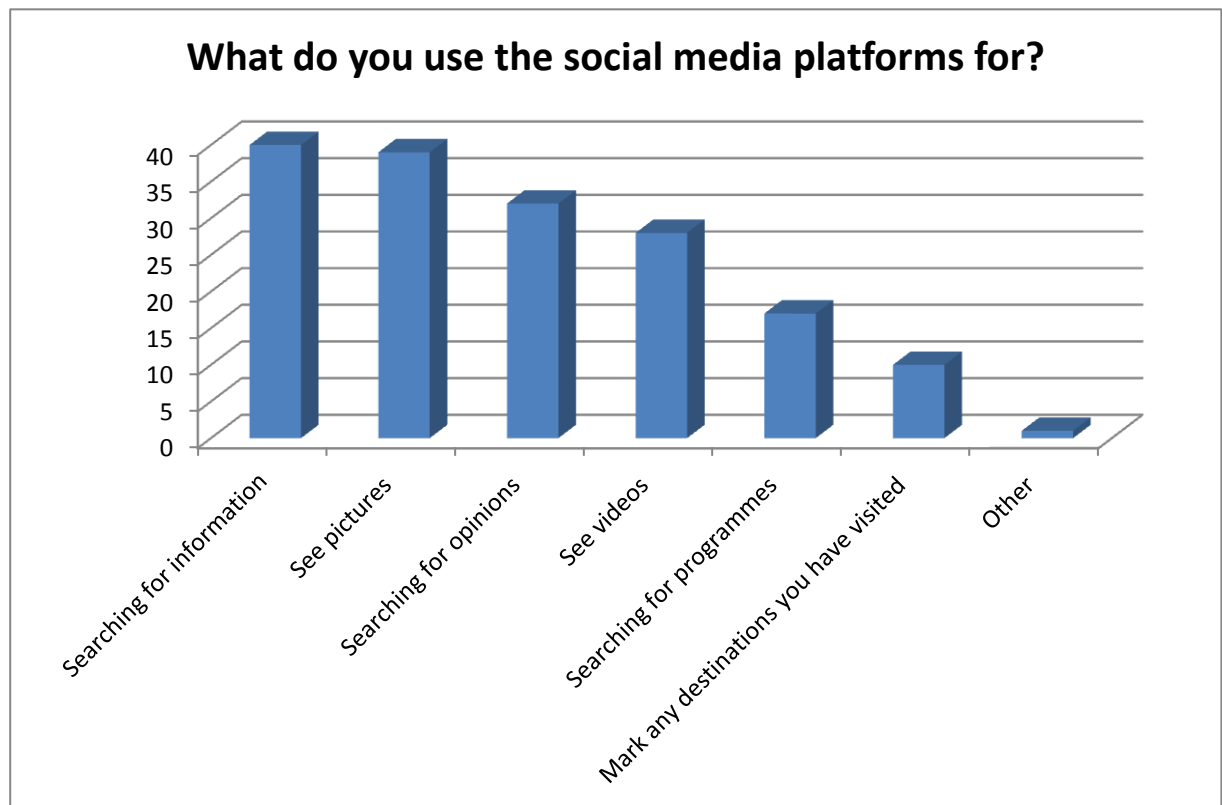
29. figure: Monitoring the business pages according to age groups

Source: Exact Target

We can see that the highest activity comes from the youth and the middle-aged people. The motivation of these people is mostly to get information about the company. Some of them are interesting in it because they would like to work at the organisation/company, or simply they would like to be well informed. The study represents on what expectations the followers have. The results are the followings:

- 58 % initiated contents
- 58 % discounts, coupons
- 47 % general messages, information
- 39 % updates, pictures, videos
- 37 % nothing special
- 37 % only would like indicate that know the company/organisation
- 26 % direct communication with the company/organisation (ExactTarget)

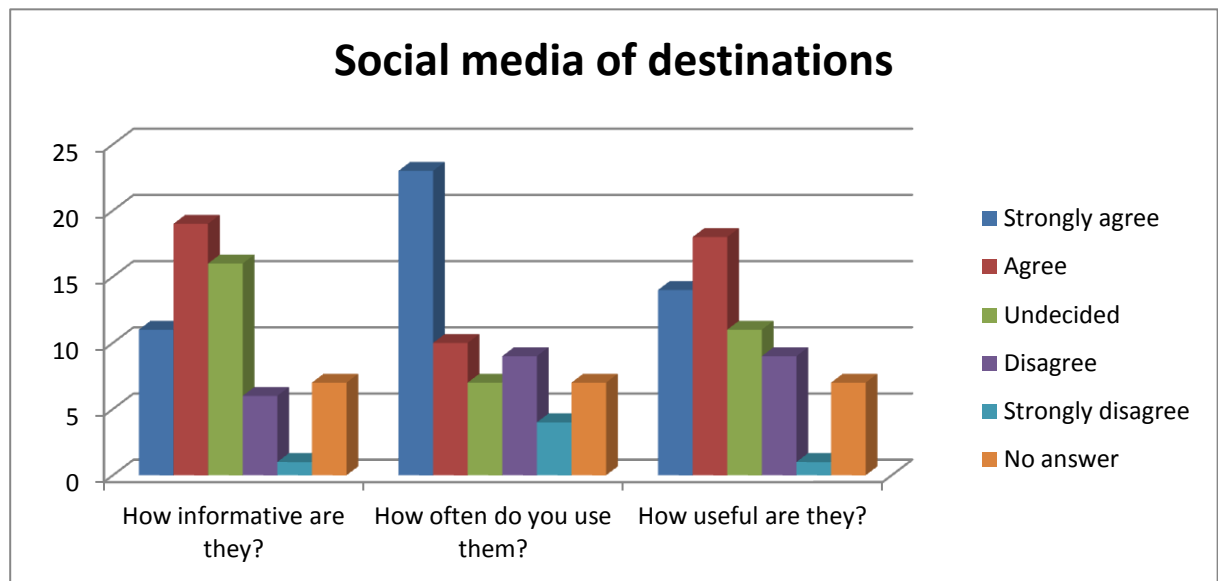
In our research we asked what the respondents were doing when they were searching for destinations in Facebook. The answers were the following:



30. figure: The use of social media platforms in connection with the destinations

Source: Own research

According to our research most of the students are searching for information on Facebook. That is why the organisations have to deal with their Facebook page, fill out the about part correctly and pay attention on their posts. According to experts the post could be informative and up to date but have to find the voice of the followers. Not surprisingly in the second place are the pictures. A lot of the students are seeing pictures. Our research supports the studies which state that it is important to use pictures in the Facebook profile. Now when the new Timeline profile was introduced it gets bigger emphasis then before. Mashable.com did a webcam eye-tracking study among the Facebook users and the result was that the first thing which users see on the Timeline is the cover picture. They realized that if there are faces on cover picture users will spend more time to see it and it attract more attention (<http://mashable.com>).



31. figure The opinions about the social media of destination

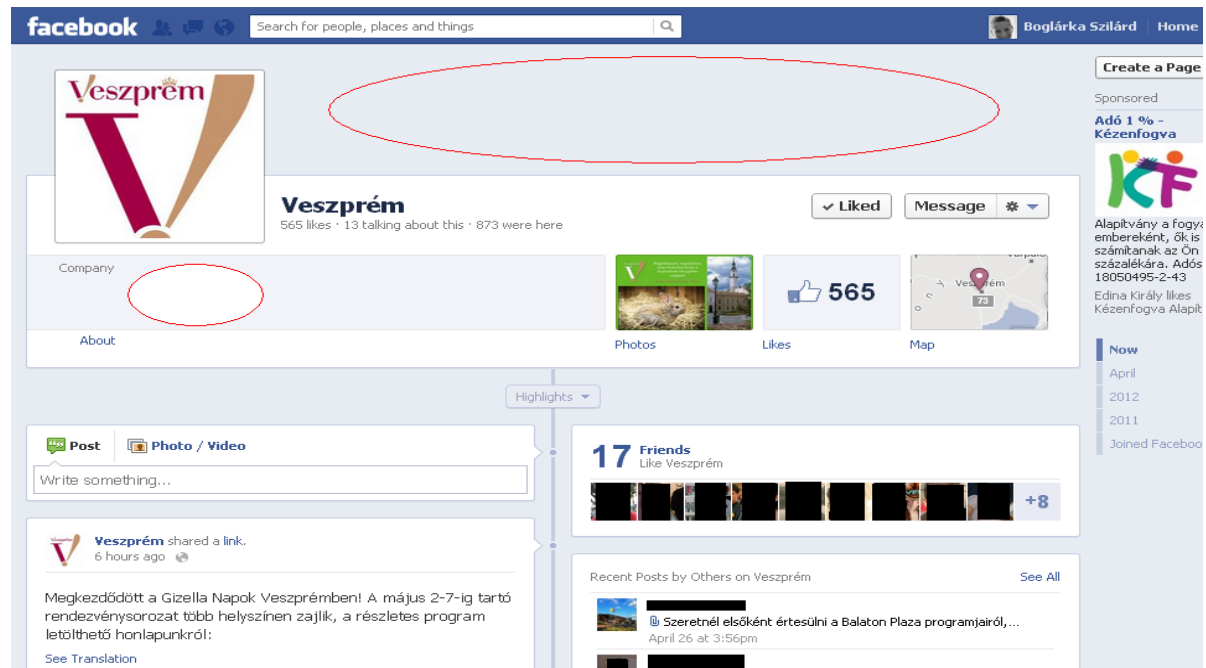
Source: Own research

This figure shows us how much the informants agree with the questions. In connection with the first question we can say that mostly they are not satisfied with the information, and that could be why they feel it not so useful. It can be in connection with the language problems. The connecting language among the people is mostly English – combining the native and non-native speakers it is probably the most commonly spoken language in the world – so the DMOs have to take into consideration to start build social media platforms in English too. The research also see us that student use Facebook to find info about the destination, but they do not find them useful and informative.

Knowing these facts we can start to analyse the facebook pages of Veszprém and Borlänge.

8.1.1. Veszprém

The design of Veszprém's Facebook profile



32. figure: The design of Veszprém's Facebook profile

Source: <http://www.facebook.com>

The new Facebook time line is obligatory for every page from the end of March 2012. It means that the old design is the past and businesses and other profit or non profit organisations have to use the new Time line design.

As we can see in the picture, Veszprem does not use the time line well. They did not upload a cover picture. In the case of a destination it is easy to find a good cover or more. On the homepage of the destination there are different pictures about the city and about its sights. They should upload some, because now it seems like that they do not understand the new design and they do not care about their Facebook profile. Most of the people are visible that is why pictures play a significant role in such platforms.

The second thing which could strike the eye is that the “about” part is empty. If we click on the button, we can see the details, but not in the first view. It can be disturbing, if somebody is interesting in it and of course it only takes a quick setting to correct this problem.

If we click on the button and check the result, we can see that they show us the location of Veszprem's office on the map. It is already a good idea, because who has never been in Veszprém, easily can find the location of the tourist information centre. The description of the office is not so long, but informed the visitors about the mission of the office. However the basic information is missing which could be also a problem.

We think the page could lose its value, if these basic things are missing. These problems are mostly coming from the laziness or careless of the operator. The destination management organisation has a lot of pictures about the sights and attractions, or only atmosphere pictures in connection with Veszprém. It is very easy to fill out normally the basic information. It only takes a few minutes and it does not demand any special skills.

We think these things are very important and everybody can easily manage them. The owners of the page have to deal with them, because everybody knows that the first impression is very substantial.

About the activity of the page

Unfortunately Veszprém do not use its Facebook page well. It has only a few posts monthly. In April it had only 5 posts on its timeline and in the past the average posts were even fewer.

The users of the page do not use the page like a community. It seems like that the preserver of the page does not generate posts which set the users in motion. It is a problem, because they can lose their followers, if it is not interesting for them anymore.

Every page has to define how they share their stories. Every company/organisation has an own voice which makes them interesting. The followers like the short and funny things which catch their interest. They would like to get information about the organisation in an awareness way.

It seems like that Veszprém has not found its voice because the maintainer of the page is very careful and he/she does not communicate freely with its followers. Of course if somebody is asking something they answer the question but nothing else is happen on the page. Facebook's tips to find the organisation's own voice are the following:

- Always use first person in your posts
- Building online personality – people want to connect with people behind the organisation.
- Share candid, personal stories

Knowing the before mentioned results Veszprém should communicate more with their community. To build the personality of the page Veszprém should communicate personally, asking questions and involve the members of the community to the dialogs. The responsible is doing it most of the cases, but this kind of communication is in its infancy. They should inform them the latest news, programs and other activities, share stories, which can be interesting for their followers.

Otherwise we cannot understand why they do not inform the followers about the upcoming programs and activities. This is one of their tasks which they have to do, to inform the tourists and inquirers. Using this opportunity which get them the social network they can easily manage this task, and doing something more for the guest satisfaction. We cannot forget that the first reason why people follow a page is to get information.

An example: from 2nd of May to 7th of May there are the Gizella days in Veszprém. The owner of the page did not inform the people about which programs they can find during the festival. It is also missing that the user did not write any report about the programs which were and did not upload any photo or video. I think the value of the page would be higher if they use it more often the page and post info, news in informal mode and upload photos and videos, to take the page more attractive.

As I mentioned before, people are mostly visible that is why it is good for the user to publish not only messages and posts, but also photos and videos. Visuals are always more compelling than texts.

It is difficult to find a page which is outstanding in Hungary but we can find some good examples, like the Facebook pages of Tatabánya, Balatonfüred and Budapest. The page of Budapest is in English and they use it in a very good way. They communicate personally with their followers they share posts, photos and videos too. The design of the page is also correct there is not missing things on it. The cover picture is attractive the info is filled out correctly, but the description is missing. Of course we can say that it easy

to do something correctly if we are as big as Budapest. But there are some smaller cities, towns which could do it very well. Balatonfüred is also a good example.

We can say that unfortunately a lot of the destinations are only learning how to use Facebook. Maybe some months later the situation is going to be better but now it is elementary.

8.1.2. Borlänge

The design of Borlänge's Facebook profile



33. figure: The design of the DMO (Södra Dalarna) on Facebook

Source: <http://www.facebook.com>

As we can see on the picture, the Facebook profile of Södra Dalarna DMO is in one's infancy. They started to use the time line, but not successfully. What tourists can see on this profile is a cover picture which represents canoeing. "Runns Sjöbod is located at Främby Udde with direct access to Lake Runn which is perfect for kayaking and canoeing. Lake Runn has many islands of varying size. There are also several smaller rivers in the vicinity." [<http://www.visitsodradalarna.se/en>]

On the homepage of the destination there are different pictures about the sights and activities which are the most popular in the destination. These topics are the followings:

hiking, nature, riding, canoening, festival, Falun Mine and cuisine. Every picture has an own slogan. These are for instance:

- “Take a hike and seize the moment”
- “Feel the power of the great scenery”
- “Take a ride through our historical districts”
- “Oh, Rihanna, Peace&Love”
- “Enjoy life with good food”
- “Explore the mysterious underground”
- “Discover the Falun Mine in the Falun World Heritage site
- “Nice lakes for enjoyable water activities”

Going back to their Facebook profile their main profile picture represents Swedish spirit. Tourists could see houses on the photo and as they realize it every house is almost the same. The houses are wooden houses which are typical in Dalarna County. The colour of them is so called Falun red. This kind of paint is protected by law and might only be used for paint containing pigment from the mine in Falun. This traditional paint remains popular due to its effectiveness in preserving wood. The reason for building the houses out of wood is because one of Sweden's greatest nature resources is trees.

Except these pictures they did not upload more photos on Facebook, which is a big disadvantage, because as it mentioned previously, pictures play significant role in this kind of platforms. On the other hand, the profile could be more interactive if they upload video as well. The video could represent the sights, attractions, festivals of the region.

At the 'About' part, visitors could find some information in connection with the DMO. They could read about the tasks and the members of the Destination Management Organisation. At the availability part, they could see the telephone number, the e-mail address and the website of the DMO. The organisation could develop this part because the information are just basic. In the case if they expand it, the page could be more transparent.

About the activity of the page

Södra Dalarna uses its Facebook page well. It has posts weekly (in connection with programs, events and organisation. On its timeline visitors get the possibility to see the

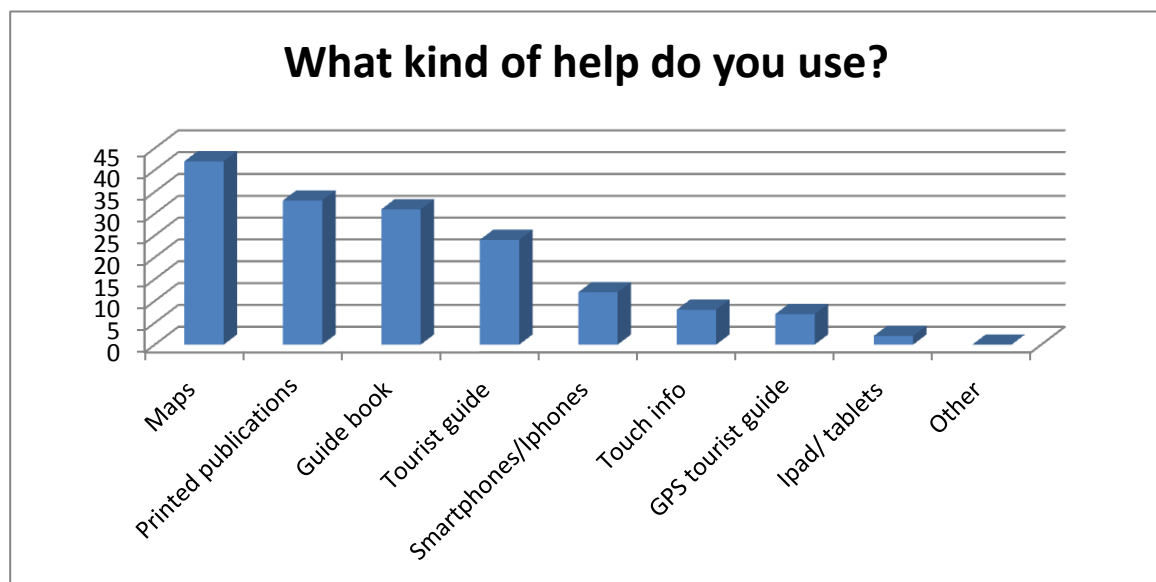
posts with pictures and with comments as well. The users of the page use the site like a community.

Of course the organisation could improve on the website. The first reason is that some of the comments are in Swedish and others are in English. They have to post in both of the languages. The second reason is that the page is not that interesting (lack of interesting posts) as for a visitors' view. It seems like an average site which does not consist of any outstanding things. Södra Dalarna could communicate more with its visitors. The organisation could solve it in the way like involving them into the dialogs or convincing them to use this site frequently and post on it regularly.

9. USING THE TOOLS OF THE 21TH CENTURY

It is really important to follow the new possible tools which the visitors can use while planning the holiday or/and during their trip. The world is rapidly changing and the service providers have to follow these changes if they would not like to lose their visitors. Our questionnaire involved a question that aimed to assess whether the students (the young generation) use the new technologies as well as the traditional marketing materials.

The following table shows us that what kind of help students in Veszprém and Borlänge use during their trips.



34. figure: What kind of help do you use, when you visit a destination

Source: Own research

The figure shows us that most of our respondents are using printed materials when they are travelling, or visiting a destination. But on other hand we can see that the tools of the 21th century are also used. The result is not surprising, because the old tools are very common also nowadays. The trends are suggested that the modern technology will take over the old tools. These kinds of modern technology are really rare now, but the number of them and the availability of them are higher year by year.

There are many opportunities for the destinations to improve themselves by using the tools of the 21th century. In the following part we are going to introduce some modern technological solutions which are used already used by the destinations, and we are also going to highlight some modern applications from other destinations that could work as

best practice examples for the destinations involved in our research. We also aim to discuss these options with the DMO managers in future research.

9.1. QR code

It was invented in 1994 in Japan by Denso Wave and during the years became the most popular two-dimensional barcode in the world. The characteristics of the QR code:

- store much more data than a standard barcode
- include URL links, which means that the QR code is in connection with the brand's website
- include geo coordinates
- include texts
- many modern cell phones can easily read them, so they do not require special scanners
- high tolerance of the fault,
- the error correction makes it possible to read damaged QR codes as well
- the QR code is mouldable which means that not only the black-and-white types readable



35. figure: QR code

Source: <http://customqr codes.com/custom-qr-codes-gallery>

The QR code is really commonly used also in the tourism. The DMO in Veszprém also utilize them in their brochures. The following picture shows us, how the DMO use the QR code in Veszprém.



36. figure: Use of the QR code in Veszprém

Source: Katalin Lőrincz the manager of the DMO

The picture shows us a coupon, which the customers could use on the Tourism Day in Veszprém.

9.2. GPS-based tourist guide

The GPS-based tourist guide is already used in the Old city of Avesta and in Falun in the case of the world heritage mine. This is the first guide in Södra Dalarna, which is based on GPS. It is a new technology for experience products. These guides are able to interpret places with the use of narratives. They are delivering stories using handheld multimedia. The components of the study were the following:

- Developing a digital guide and constructing stories.

- It is a quantitative evaluation of digital guides to the Old city of Avesta and the Falun Mine.
- Evaluating three commercial applications.

The acceptance of the digital guides are extremely high. But at the same time there are some technical limitations, such as display is sensitive in bright sunlight, one device per person, updating of the content is expensive and batteries deplete fast.

Digital guide to Avesta



37. figure: Digital guide to Avesta

Source:Högskolan Dalarna

Prototype of the E-guide for the World Heritage of Falun



38. figure: Prototype of the E-guide for the World Heritage of Falun

Source:Högskolan Dalarna

9.3. Smart Phones

Mobile phones have radically developed in past few years, they have a variety of input capabilities, large screens, they provide internet access and also location awareness functions. Thanks to these developments the mobile phones i.e. smartPhones provide a variety opportunity like information searching, navigation and social activities, etc. There are some applications which help to the customer find more information about the visited destination (Wang et al. 2011). For example:

Category name	Description	Examples
Flight information manager	Apps for searching and tracking flights	Flight tracker; Triplt – Travel Organiser, etc
Destination guides	Apps for providing information about the destination	Vegas Mate, NYCWay, etc
Online travel agency	Apps for searching and reserving transportation, hotels, cars	Travelocity, etc
Attractions Guides	Apps for providing travel tips within a destination	Disney World Dining
Food finder	Apps for searching restaurants	Urbanspoon
Currency converter	Apps for calculating exchange rates	Universal Currency Converter
Entertainment	Apps for searching fun	Sodasnap Postcard

19. table: Categories of Smartphones apps

Source: D. Wang, S. Park, D. R. Fesenmaier (2012:371) : The Role of Smartphones in Mediating the Touristic Experience

There are some new advertisement possibilities which could be also interesting to the destinations. The name of it is “advergame” The term advergame refers to games to promote products or brand by combining advertisement, computer games and mobile phones (Celtec, 2010). Those kinds of advergames are created by own which means that the brand is integrated into the game, with the game especially built around the brand. The main goal of those advergames is not to directly make revenue, but building customer relationships and brand awareness. According to a Jupiter Media Metrix survey

(Zodal, 2008) the average time spent in an advergame is 7 to 30 minutes, and 67% of males and 62% of females younger than 35 are online gamers.

Among the advantages of an advergame we can mention the interactivity of them, and that they involve the individuals. The number of the players is getting bigger year by year because the advertisement is non-annoying for the customers.

The main disadvantage of the advergames is that they are really expensive at the moment, and most of the destinations do not have enough money to commission programmers to do an advergame.

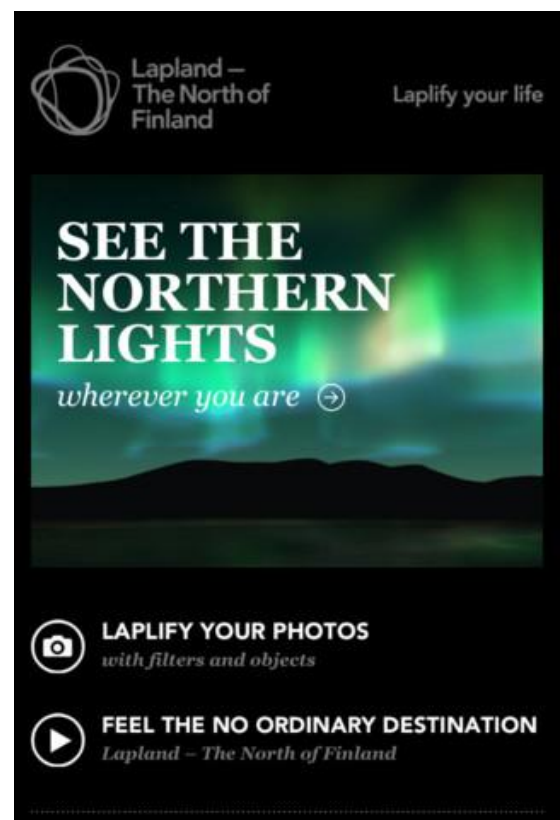
9.3.1. Laplication

Laplication is an innovative app for Smart Phones in Finnish Lapland. Unfortunately it is available only for iPhones and iPads.

The application includes tourist information such like places to visit, videos and images. The users based on their own creativity can change “Laplify” a normal picture into a Lappish wonder; they can change the background of the picture and add Lappish objects to it.

The application is using also augmented reality as well. If the users turn their phones upwards the screen will be change into the Northern Lights. When the phone is put in the upright position the image returns to normal.

The application can be used in offline mode as well it means that after the app has been downloaded no internet connection is needed.



39. figure: Laplication

Source:
<http://itunes.apple.com/fi/app/laplication/id553424031?mt=8>

9.4. Virtual reality

“We don't package tourists and airline seats we create and sell dream-like experience” (Hobson and Williams, 1994:124) According to Smith and French (1994) , quoted by Hobson and Williams, 1994:125) “many of the expectation are based on illusion, romantic myth and marketing hype”. Virtual reality helps the people to get to on other world with the help of the technique. It gives the feeling to the people they are transported to a world of imagination. Virtual reality is able to provide experience to the consumers which are beyond the normal capabilities of them. The characteristics of the virtual reality:

- the visual effects are much more realistic and dramatic than the visual effects of the video games
- it provides 3D pictures, video images and graphics
- it provides to the users interaction with the virtual nature and with the other participants
- it creates a realistic environment

The virtual reality can be used to provide a special experience to the customers without travelling. It occurs some questions like Is it good for the destination that tourist are not coming directly just buy the software and leave at home? It is difficult to answer those questions and it needs more surveys in the future, but we can say that most of the people will not give up the travel experience so in this case the virtual reality will be used by people who would not like to travel directly, but will help to them to learn about the different destinations all around the world.

In the future it can help to the travel agencies to sell their products, because they will be able to provide a realistic and powerful simulated image of the destination.

9.4.1 The case of Machu Pichu

Machu Pichu is an interesting case if we are talking about Facebook and the use of it. They made an app in Facebook, where people can look around the old settlement. During the virtual trip sounds traditional music of Peru. In that sense the app has an impact not only on the visual organ but also on the organ of hearing. The app is two dimensional but

we can say that it builds upon virtual reality, because it gives to the visitors virtually to another place.

10 SUMMARY

The study analysed two organisational structure and the activities of two destination management organisations, with a special focus on their online marketing activities. The thesis was focusing on the online marketing activities of the given destination management organisations, for the reason that in the 21th century online marketing had an important role in the competitions of the destinations.

The thesis introduced the notions of destination management organisations, the roles of DMOs and after that it visualized the positions of tourism in Hungary and Sweden. From this chapter, the reader could get a clear picture about the situation in Hungary and Sweden. The other main chapter provided a review of the literature on marketing, where we got to know the development of marketing, destination marketing, the main rules of online marketing and the critical view of the Facebook pages of these destinations.

During the analysis of the home pages of the destinations we focussed special interest on the opinion of the Erasmus students living in the destination. The main reason of it was to get to know how they see the marketing activity of the city where they spent shorter or longer time. Their opinions were really interesting in some reasons. First because they all came from different countries which means that they may have differing views about how a good homepage or Facebook profile should look like. Secondly they all belong to the Y generation who have grown up on the internet that is why they may not be satisfied with general things, they need more which attract them.

We conducted a questionnaire survey as this seemed an optimal method for obtaining data. The survey was carried out in 2 settlements over a period of 4 months. Altogether 58 Erasmus students participated in the survey (44 from Högskolan Dalarna and 14 from University of Pannonia).

According to the results, we can say that the destinations should pay more attention to their homepages. The homepage gives the first impression for the people about the destination that is why they always have to renew it, they have to update it with the latest news and they have to be attractive to the users. In our cases the most common mistakes were that the destinations did not upload the latest news, the information did not satisfy the students, the programmes did not attract them and the homepages did not catch their

interest. We aim to discuss the results with the managers of the destinations and hope the destinations would take these into consideration.

Facebook is nowadays a big trend, almost every company and organisation has a page where they would like to advertise themselves. But it is not enough to create a profile the owners have to deal with them if they would like to reach their goals. In the case of Veszprém we found a lot of shortcomings which they can easily manage. It takes only a few minutes, because they are mostly design problems. But in other hand it is not enough to have a good looking profile the content of it is also very important. It was a problem with both of the destinations that they did not communicate with their followers in the right way. Our research underpin that most of the people are searching for information and pictures on the Facebook that is why it is really important to pay attention for it.

There are some new technologies which are also available for the destinations. Those kinds of tools can attract more the youths' attention. Nowadays the smart phones and iPhones are really commonly used, and there are more and more apps for them which can help to the customers to find their way in the destination, find a good restaurant, or petrol station. The DMOs in Veszprém and Borlänge should also take into consideration to invest more time and effort in developing the applications which can help to their visitors. The advergames belongs to the newest category. The problem with them is that they are really expensive and most of the destinations do not have so much money to create one. The result could be if the advergame will be developed by the national level.

After having discussed the results with the DMO managers it would be worthwhile repeating the research in the near future to see if the issues our research highlighted have been addressed and also because the development of new technologies happens at such a rapid pace that even in a year's time new applications may be introduced.

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