

TOP 10 DMOS ONLINE REPORT + SMART TOURISM INDICES

How to become the best destination online

Analytical report

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Abstract

This report studies the work performed online by some of the top destinations. The top 10 destinations are chosen according to Eurmonitor's rating of 2021. This particular choice is not considered critical but rather as the way to choose representative study cases. On the example of these destinations, we conduct research and analysis of online performance of corresponding DMOs. We construct our independent research based on open data. We develop our methodology around simple steps of collecting and analyzing data. We believe that such approach makes it very convenient for DMOs to be able to follow the same steps and find out their own strengths and weaknesses. We provide many suggestions and advices regarding each analyzed parameter. The parameters themselves cover everything what any DMO needs to know how to successfully and efficiently work online. Some of the findings are counter-intuitive and no doubt very useful in terms of understanding how DMOs could improve their behavior on the internet and become more popular, respected and attractive destination. None of the suggested methodologies requires specific technical skills or advanced modern technologies such as AI or big data science. Our recommendations are kept simple and very effective. In addition, we provide method for rating any DMO in terms of their work online. Such method is based on "Smart Tourism Indices" introduced in each chapter. The technique is convenient and easy to use with the help of supplementary Excel file. Thus, we provide a basis for evaluating effectiveness of all internet activity of any interested DMO, as well as understandable and implementable recommendations on improvements. We demonstrate the method on the study case of top 10 destinations and calculate Smart Tourism Global Destination index in the final chapter. Along the way, reader is referred to Appendices for the process of the data collection for each parameter and each considered destination. This way we provide transparent and unbiased analysis of online performances of the top destinations.

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INTRODUCTION

It is well-known that Euromonitor determines top destinations for tourism every year. They use their own methodology to rank destinations. This methodology is based on a lot of factors, including participation in the economics of the region and achieving SDG goals. This makes such ranking very valid, reliable and well-constructed. As a result, it is not likely that destinations that were ranked top 10 by Euromonitor would have very poor representation of themselves on the internet. Almost all DMOs around the world have their own official websites, where they place important and useful information. For any DMO this should be one of the key channels of spreading around relevant information about their destination. The case study will be based on the following destinations: Paris (France), Dubai (UAE), Amsterdam (Netherlands), Madrid (Spain), Rome (Italy), Berlin (Germany), New York (USA), London (UK), Munich (Germany), Barcelona (Spain). Looking at the analysis of these destinations, one could draw many conclusions about standards of online work for DMOs and what could be improved in the case of their own online work.

Based on the aims of one or another DMO, website would always have commercial end. However, the aim is also to provide useful materials for tourists. In our opinion, website of a DMO should guide and warn tourists of anything they might otherwise not be aware of, or would be interested to find out. This also benefits commercial goals, as interested and grateful tourists make a great resource. For any DMO it should be important to work in this direction and always think what information and features of the website tourists would appreciate. This includes many factors, including speed of the website, number of available languages, clear ways of contact, availability on social networks, easy navigation etc. In this report we try to address as many such factors as possible.

One could guess that the higher the rank of a destination, the better should their website be. This could also be extended to the conclusion that high ranked destinations should perform their online work on very high level and at very high standards. But how much does this conclusion reflect reality? In this study we analyze top 10 destinations (according to [Euromonitor's rating of 2021-2022](#)) and compare their websites and their activity on the internet. All study is performed according to our own methodology, which we developed in a way that any reader would be able to practically follow all the steps and find themselves in an easy spot to understand every piece in details. **Top 10 destinations according to Euromonitor's rank of 2021-2022:**

Rank (EM)	Destination (City)	Website
1	Paris	https://www.parisinfo.com/
2	Dubai	https://www.visitdubai.com/
3	Amsterdam	https://www.iamsterdam.com/

4	Madrid	https://www.esmadrid.com/
5	Rome	https://www.turismoroma.it/
6	Berlin	https://www.visitberlin.de/
7	NY	https://www.nycgo.com/
8	London	https://www.visitlondon.com/
9	Munich	https://www.munich.travel/
10	Barcelona	https://www.barcelonaturisme.com/

Table 0.1 List of top 10 destinations according to Euromonitor's rating (2021-2022)

We have conducted the research of the top 10 destinations based on 14 parameters of online work. In the first chapters we base our analysis on the basic parameters of the website for top 10 destinations. This includes traffic, availability and reliability of the website of the destination. These parameters include

- Global rank, Country rank, Category rank, Total visits, Bounce rate and Pages per visit – in Chapter 1.
- Search traffic, Number of key words and Number of indexed pages – Chapter 2.
- Domain, mobile friendly, mobile speed and desktop speed – in Chapter 3.

In Chapter 1 all data is taken from the free resource www.similarweb.com. We show methodology of how to extract needed information from the portal, so that any reader could understand how to extract data about their destination. Global rank of the website represents how website is rated worldwide. Country rank might be more representative to show the rank of the website inside the country. Category rank is even more important to see how well website is rated among touristic websites. Total visits parameter represents current popularity of the destination in general. Bounce rate is the percentage of site visits that are single-page sessions, with the visitor leaving without viewing a second page. This helps to understand the length of stay on the website by an average user. Pages per visit play the role of another parameter that in some sense measures length of stay on the website. We think all of these are important parameters to start our analysis with. Finally, we introduce STWI (Smart Tourism Website Indicators) index to represent the overall results of the website statistics.

In chapter 2 we also use similarweb to collect data, alongside with Google search and Serpstat data. We analyze search traffic, number of key words and number of indexed pages. In this regard we introduce STST (Smart Tourism Search Traffic) index to evaluate search traffic of a given destination.

In chapter 3 we start with the registration of the domain of the website. This is crucial step for any destination, as this shows how open and trustable organization is. We then check whether the mobile version of the website is user-friendly or not. Nowadays, this plays important role as there are more and more tourists use smartphones more than desktop devices to search for information. As the final step in this section we analyze website loading speed for both mobile and desktop versions. In this chapter we introduce STWP (Smart Tourism Website Parameters) index to reflect the state of technicality of the websites of the top 10 destinations.

In the next five chapters (Chapters 4–8) we consider content as the basis line for the analysis. No doubt, that content has crucial importance. It is not obvious how to rate content, this is why we pay a lot of attention to introducing several different parameters that help to navigate directions in which content should be produced. In particular, we look closely at how the content is presented in the context of the following parameters:

- Electrical communications – contacts such as phone number, email, messenger, chat on the website, feedback form and presence of the content in different languages.
- Official information on Disability, visas, potential charges, COVID-19 regulations, list of holidays, special laws, sustainability and privacy.
- Online booking and purchases.

Further on, we have developed our methodology of collecting the content that is no more than two clicks away from the home of a given website. The reason for this is that typical tourist would not search deeper than following several links. In fact, the average length of stay on the website is just 3 viewed pages per visit. Once again all analysis is made easy to absorb and with clear comments regarding practical implementation of the concepts, so that it becomes useful for our readers.

In chapter 4 we concentrate on the ways to communicate with the organization once someone visits their website. This is very crucial aspect as if some ways to contact DMO is missing this not only misses on the customers that would prefer to use this contact method, but also create negative impression for some other tourists. We evaluate importance of each parameter in this category to give an idea of how important this simple step is. To complete the chapter we calculate STDC (Smart Tourism Digital Contacts) index for top 10 destinations and suggest recommended achievable value of the index for any destination. In Chapter 5 we look at the availability of different languages on a given website. We believe that this is very important parameter in terms of attracting customers and creating pleasant impression. This helps to communicate with as many tourists as possible in their own language. To assess the parameter we introduce STWL (Smart Tourism Website Languages) index and evaluate it for top 10 destinations. In Chapter 6 we analyze availability of visa information. Of course, any potential tourist, who already decided to come to your destination, would find this information one way or another. However, we believe it is important to provide up-to-date information on the official website of a DMO to make life of tourists easier, create good impression about your website and inform all visitors about visa requirements for your destination. To conclude the chapter we evaluate STVI (Smart Tourism Visa Information) index for top 10 destinations. In Chapter 7 we focus on information about sustainability and achieving SDG. This is very important topic nowadays; not only because of law restrictions and ecology problems, but also in terms of reputation. More and more tourists are aware of the current ecological crisis, and try their best to find a destination that has ecologically friendly politics. We compare top 10 destinations based on STSD (Smart Tourism Sustainable Development) index. In Chapter 8 we have a look at law restrictions and rights considered by the websites. When visiting new destination, tourists might be worried about rules, laws and etiquette in this destination. Here we

evaluate how well top 10 destinations provide this kind of information on their websites with the help of introduced STDR (Smart Tourism Destination Rules) index.

In the final four chapters (Chapter 9-12) we analyze how destinations operate in the social networks. Each chapter here separately considers specific social networks based on the following parameters:

- Link from website to the social network account.
- Link from social network account to the website.
- Verification.
- Number of followers.
- Posts per month.
- ER (Engagement rate) or change in likes.
- Traffic coming to the website from social network.

In this regard we study Facebook in Chapter 9, Instagram in Chapter 10, Twitter in Chapter 11 and LinkedIn in Chapter 12. Almost all DMOs have official pages in social networks, where they post useful and interesting information for current and potential tourists. For DMOs social networks play the role of the channels of communication with tourists. Marketing managers of the destinations often argue about effectiveness and efficiency of social networks in terms of attracting tourists. The most common opinion is that social networks are effective for warming up clients but not for the sales. Applying this to destinations, if potential clients would like to travel somewhere – they would do some part of the research about destinations on social networks. They would go to official social network pages of DMOs and read reviews from other tourists.

Once again, we support the idea that apart from commercial goals, DMOs should give useful material to tourists, help them to navigate and orient and warn about anything they might not know. In some sense social networks play the role of social media. As founder of Facebook Mark Zuckerberg once said "What we're trying to do is give everyone in the world the best personalized newspaper we can", he also added "I bet for a moment you thought I was going to say, a copy of the Monterey Daily, but that isn't what we're doing. Actually we made this up." Being such important source of information, social networks deserve close attention in terms of the quality, reliability and usefulness of any content placed there. This is why we analyze how top 10 destinations approach usage of social networks. One would think that they do everything almost perfect in terms of managing their official pages. However, Would the prediction that top destinations have large engagement and interest on social networks hold true in reality? Would there be space for improvement for them? Regardless of these questions, what is more important is that we are going to provide recommendations for any DMO, based on what we observe from the social network pages of top 10 destinations. To proceed we analyze parameters such as rating, engagement, advertising activities etc. All of these are combined to compute Smart Tourism indices for social networks and give an idea of strengths and weaknesses demonstrated by the analyzed destinations.

Every bit of analysis is based on our unique methodology. We developed the

methods in such a way that it would be easy to absorb for our readers. Further on, we believe that no technical skills are required to understand and practically implement recommendations that we provide.

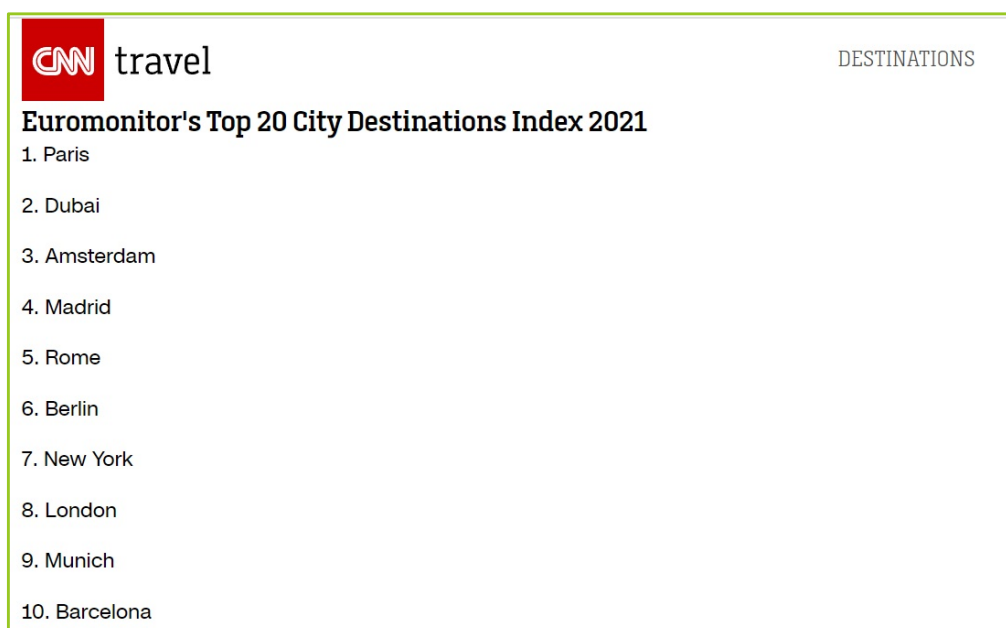
In the final Chapter we analyze all obtained results, summarize key points and calculate global Smart Tourism indices for three main categories. We also compute STGD (Smart Tourism Global Destination) index to give the final grade to each of the considered destinations. The reader is advised to take use of the Excel file *ST-indices-DMO.xls/x* to calculate indices for a destination of interest. To input required data one needs to follow the simple steps of data collection for their destination in the same way to what is shown in each chapter for the examples of Paris and Barcelona. All steps on collecting the data for this report are presented in Appendices in the format of screenshots for simplicity of understanding.

Any customer of this report has the right to use this methodology for one destination. If one wants to organize a study group to use this methodology for several destinations, please contact us for a permission here: info@centersmarttourism.com.

Remark: In our study we have not used paid instruments on purpose. This comes from the idea that any DMO without very much resources should be able to evaluate their work online and implement recommendations that we provide here.

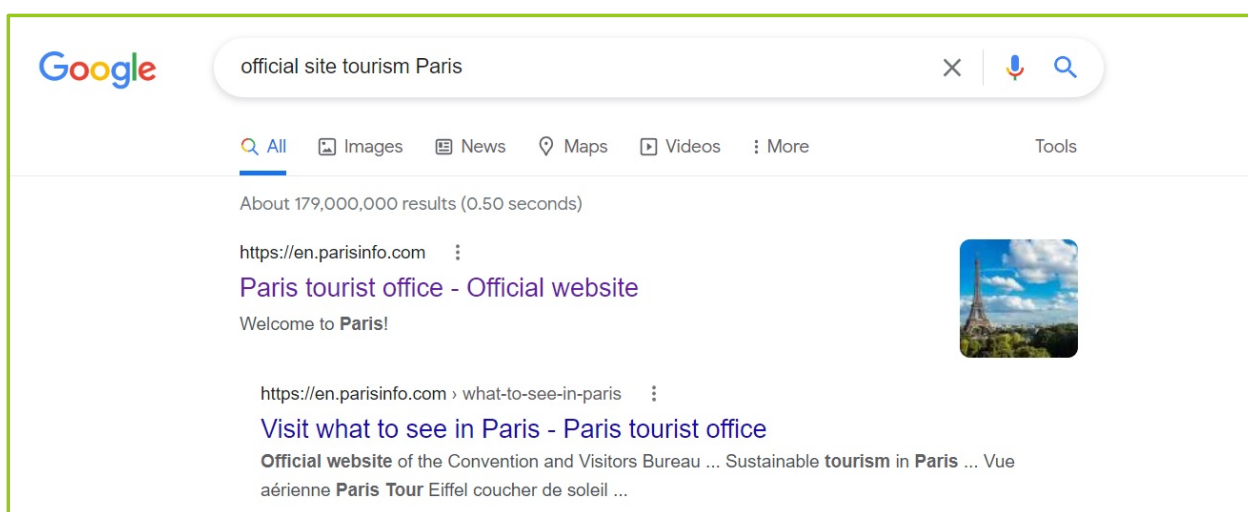
EUROMONITOR RATING – CONSTRUCTING THE LIST OF TOP DESTINATIONS

As discussed before, we are going to analyze all interested parameters on the study case of 10 destinations. In order to choose some large and more or less successful destinations we take the list of top destinations according to Euromonitor international ratings of 2021-2022 (<https://go.euromonitor.com/white-paper-travel-211202-top-100-city-destinations-index.html>). Results of their report were also published in several open sources (e.g. CNN Travel: <https://edition.cnn.com/travel/article/euromonitor-top-city-destinations-index-2021/index.html>).



As we can see this is exactly the list of destinations that we presented in **Table 0.1**. Why did we choose this approach to choose destinations for analysis? The main reason is that it is calculated based on a lot of parameters. Such parameters not only include online activity, but offline results as well. Such results play the role of success criteria and include number of visits and stays overnight, sustainability, feedback from tourists etc. We assume that the destinations from this list have offline indicators on the high level and hence are doing their online work reasonably well. We also believe that Euromonitor's rating is one of the most well-constructed and reliable list of top destinations. Nevertheless, it is not crucially important how successful the considered destinations are. What is more important is demonstrating the way of going through each parameter, detecting strengths and weaknesses of each of analyzed destinations. The choice of these destinations still remains somewhat important as demonstrating how top rated destinations work online could give tips for other destination to perform their online on the same level, and possibly become of the top destinations.

In order to find official websites of the destinations we have performed independent research on the internet to make sure only official websites are chosen. In most of the cases simple Google search like "Official tourism site of Paris" would give the official website in the first link. However, one should always remember that this does not have to be the case. It worked here because we consider top destinations. If one would like to search for other destinations, we recommend looking carefully, as the first link is not always the official website of the corresponding DMO.



The final list of the destinations with their official websites is stored in **Table 0.1**.

Practical recommendation (for DMOs): Make sure that search engines give your official website in the first link for similar searches. If this is not the case, you need to work harder on the content, and check other parameters considered in this guideline.

1. KEY WEBSITE INDICATORS

The first aspect that we are going to analyze is key website indicators of a website. For the key indicators we consider parameters that are available in open sources (such as Similarweb). The considered website parameters include global rank, country rank, category rank, total visits, bounce rate and pages per visit. We are going to rate each website of the top 10 destinations based on these parameters and analyze who has a better website based on the key website indicators. All these indicators can be thought of as indicators of website competition between destinations. In our opinion, competition is always good for average quality of the websites, which leads to better experiences of tourists, who search something online.

In this Chapter we have used free service <https://www.similarweb.com/>, which is designed to collect the key information about websites without any payments or registration. There is extended version of this service that allows collecting even more information, but this version is a paid option. In order to keep things simple and repeatable by our readers we are just going to use the free version. We believe that parameters given by the free versions are more than enough to analyze main website indicators. Firstly, we collect the required information for 10 considered destinations and then process the results to be able to compute Smart Tourism index. The considered parameters are as follows:

- **Global rank** – Traffic rank of site, compared to all other sites in the world. This parameter is critically important for DMOs to work with international market. The higher this rank – the more visits you get from the tourists around the world.
- **Country rank** – Traffic rank of the site in the country with the biggest traffic share. Important parameter, showing how popular website is among one given country. It is very desirable that website is popular inside the country of operation because tourists who have already arrived at a destination would need to search for some additional information during their stay.
- **Category rank** – Traffic rank of the site compared to all other sites in its main category in the top country. This parameter is very valid and representative as it shows how popular website is in the category of travel, hospitality and activity.
- **Total visits** – Sum of all visits on desktop and mobile from the last month. This is universal parameter that shows the traffic itself.
- **Bounce rate** – Average percentage of visitors who view only one page before leaving the website. If this parameter is high it means that there is likely some problem with the content on the website.
- **Average pages per visit** viewed by the visitor. If this parameter is high it means visitors find website interesting and spend their time there.

Let us demonstrate how the data was obtained on the examples of two destinations. Let us take Paris and Barcelona since they are #1 and #10 in the rating (see [Table 0.1](#)). The rest of the data collection can be found in [Appendix A](#). Here we just want to show the method of collecting data for two destinations, alongside results for all 10 considered destination in [Table 1.1](#) below. Data is taken from the website www.similarweb.com.

1.1 PARIS AND BARCELONA EXAMPLES – KEY WEBSITE INDICATORS

Remind ourselves that the considered website indicators are the following: *Global rank*, *Country rank*, *Category rank*, *Total visits*, *Bounce rate* and *Pages per visit*. Similarweb search for Paris looks as shown in the figure below.

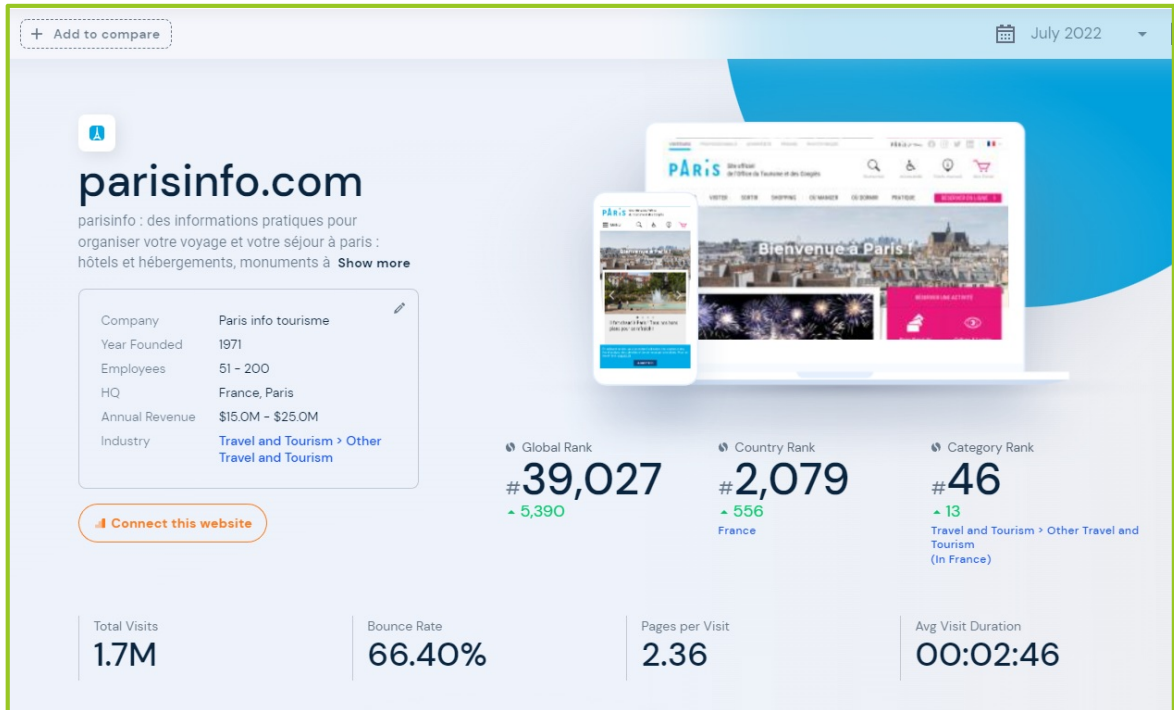


Figure 1.1 Paris key website indicators ([Similarweb](#))

All required data is clearly presented in this screenshot and is stored in **Table 1.1** below. Let us perform similar search for Barcelona (see figure below).

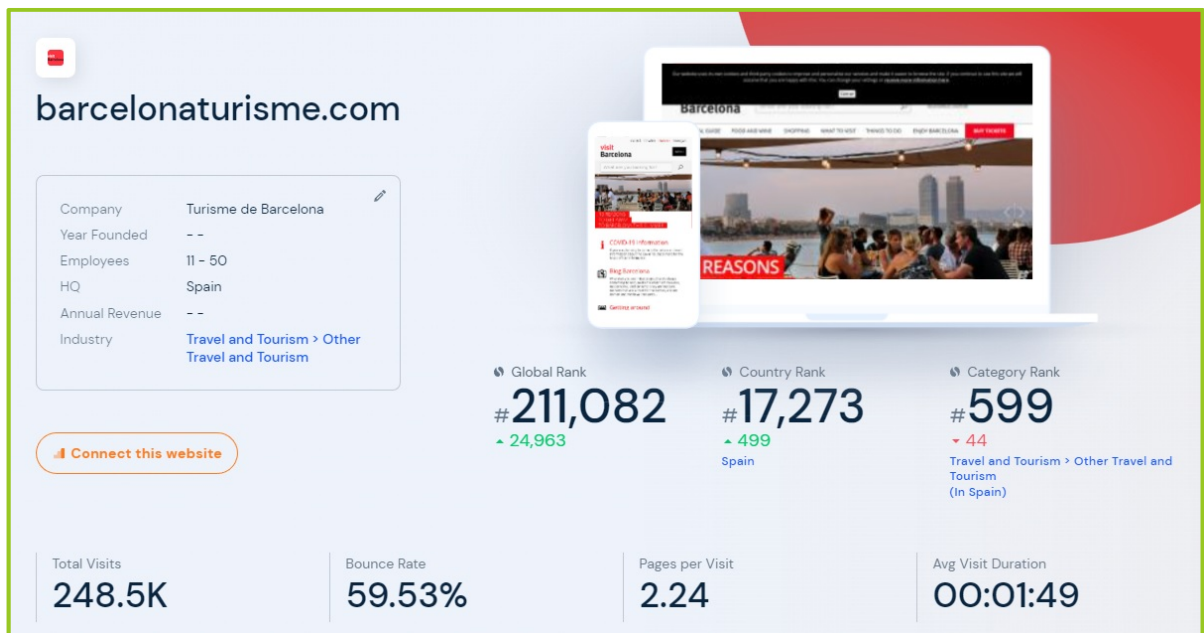


Figure 1.2 Barcelona key website indicators ([Similarweb](#))

Once again, we can see that all required data is nicely and clearly presented to us by Similarweb service. The process of the data collection for all top 10 destinations is shown in [Appendix A](#). Interested reader can follow step-by-step process of obtaining data for each destination.

1.2 RESULTS FOR KEY WEBSITE INDICATORS

Performing Similarweb search for 10 considered destinations (from [Table 0.1](#)) we can construct table of results for this chapter as follows.

Rank (EM)	Destination	Global Rank	Country Rank	Category Rank	Total visits	Bounce rate	Pages per visit
1	Paris	39,027	2,079	46	1,700,000	66%	2.36
2	Dubai	36,625	6,170	36	2,300,000	74%	1.48
3	Amsterdam	48,253	3,001	73	1,100,000	63%	3.26
4	Madrid	56,020	1,653	52	1,200,000	55%	2.07
5	Rome	288,742	13,644	420	201,000	74%	1.6
6	Berlin	48,990	3,193	57	1,300,000	60%	2.69
7	NY	30,149	6,093	63	1,200,000	47%	8.33
8	London	35,138	2,367	46	2,100,000	62%	1.94
9	Munich	475,280	850,279	9,321	92,000	79%	2.17
10	Barcelona	211,082	17,273	599	248,000	60%	2.24

Table 1.1 Key website indicators for top 10 destinations

Let us start with the first parameter – global rank. The good sign for a DMO website if it is ranked within top 50,000 websites in the world. This could slightly vary but we can see that the majority of top 10 destinations have this parameter within 50,000 or around 50,000, which is not bad. In terms of the country rank it is recommended for DMO to aim to be ranked within top 5,000 websites in the country. Once again, we see this result is achieved by most of the top 10 destinations. The aim for the category rank should be within 100, that is being ranked one of the top 100 websites about tourism in the country. For the number of visits, DMOs should aim at one million visits or more. Being just below a million would be find for some smaller destinations. Appropriate bounce rate should be less than 66%, that is it is good if at least one out of three visitors views more than one page. For pages per visit we believe that good parameter lies above 1.8. In other words average number of viewed pages should be around two or more.

From [Table 1.1](#) we can clearly see that most of the considered destinations do indeed have reasonably good key website parameters. In this part of the analysis we see that only Rome, Munich and Barcelona lie outside recommended boundaries. The bounce rate and pages per visit are fine, but global rank, country rank, category rank and total visits indicate that websites of these three destinations suffer some unpopularity. The rest of the destinations are doing great according to the proposed standards. It would be interesting to see what leads to lower parameters for Rome,

Munich and Barcelona. We will come back to this when we consider number of indexed pages and other website parameters in upcoming chapters.

It is hard to give overall grade to any destination based on **Table 1.1**, as some of parameters represent rank (position), some parameters represent direct numerical values and some percentages. This is why we aim to reformulate each of them in the form of a grade on the scale 1–10. To be able to rate one or another parameter let us give a grade (1-10) to each of them. We will then take the average of all grades for each destination, which will result in some total grade on the scale 1–10. This final grade will be called **Smart Tourism Website Indicators (STWI) index**.

To start constructing the indices we need to transform parameters in such a way that they have similar direction of magnitudes. For now, we have that greater Total visits and Pages per visit is better, which is the opposite of the other parameters. Let us reverse some parameters to make them all in the form that would mean greater values are better. Let new parameters be defined as follows.

- $G := \frac{100,000}{\text{Global rank of destination}} .$
- $C_1 := \frac{10,000}{\text{Country rank}} .$
- $C_2 := \frac{100}{\text{Category rank}} .$
- $V := \frac{\text{Total visits}}{100,000} .$
- $B := \frac{1,000}{\text{Bounce rate} \times 100} = \frac{10}{\text{Bounce rate}} .$
- $P := \text{Pages per visit} .$

Now let us determine the best value of each parameter. This will be the value that any destination should aim for. To do so we are going to take the best parameter values observed under the scope of the top 10 destinations and consider “the best possible” being 5% better (greater) than this value. That is for global rank parameter we take the best value of 30,149 (for New York from **Table 1.1**) and say that 10/10 grade is achieved if global rank is greater than introduced optimal value:

$$G^* = \frac{100,000}{G_{NY}} * 1.05 = \frac{100,000}{30,149} * 1.05 = 3.48.$$

Hence, if parameter G for a given destination is better than 3.48, then this destination receives *global rank grade=10*. For each 10% away from this value the grade is devalued by 1. In other words we have the following system of grading. Let

$$\delta = \frac{\text{Parameter}^* - \text{Parameter}}{\text{Parameter}^*},$$

where *Parameter** is the optimal value of a given parameter. Then we give the following grades based on δ :

Difference, δ	Grade
$\delta \leq 10\%$	10
$10\% < \delta \leq 20\%$	9
$20\% < \delta \leq 30\%$	8
$30\% < \delta \leq 40\%$	7
$40\% < \delta \leq 50\%$	6
$50\% < \delta \leq 60\%$	5
$60\% < \delta \leq 70\%$	4
$70\% < \delta \leq 80\%$	3
$80\% < \delta \leq 90\%$	2
$90\% < \delta \leq 99.99\%$	1
$99.99\% < \delta$	0

Table 1.2 Grading system for Key Website Indicators

We are going to use this methodology for all parameters in the list. Let us first summarize the optimal values for all parameters from **Table 1.1**:

G^*	C_1^*	C_2^*	V^*	B^*	P^*
3.48	6.35	2.92	24.15	22.34	8.75

Table 1.3 Optimal values of the parameters representing website indicators

Each of these optimal values is simply calculated by taking the largest value of each parameter among 10 considered destinations and multiplying it by the factor of 1.05. In the table above C_1^* , C_2^* , V^* , B^* and P^* represent the optimal values for the parameters of Country rank, Category rank, Total Visits, Bounce rate and Pages per visit respectively. For each of them we use grading system introduced in **Table 1.2**. Applying this logic to all parameters in **Table 1.1**, we can construct the new table of results, where initial values are replaced by the grades that we give to each destination.

Destinations	Grade G (Global rank)	Grade C ₁ (Country rank)	Grade C ₂ (Category rank)	Grade V (Total Visits)	Grade B (Bounce rate)	Grade P (Pages per visit)	STWI Index (Average grade)
Paris	8	8	8	8	7	3	7.0
Dubai	8	3	10	10	7	2	6.7
Amsterdam	6	6	5	5	8	4	5.7
Madrid	6	10	7	5	9	3	6.7
Rome	1	2	1	1	7	2	2.3
Berlin	6	5	7	6	8	4	6.0
New York	10	3	6	5	10	10	7.3
London	9	7	8	9	8	3	7.3
Munich	1	1	1	1	6	3	2.2
Barcelona	2	1	1	2	8	3	2.8
Average	5.7	4.6	5.4	5.2	7.8	3.7	5.4

Table 1.4 Website indicators grades for each destination and STWI index

From the results in **Table 1.4** we can see that our grading is quite strict as the best total grade (*STWI index*) received among top 10 destinations is 7.3. We also see that the average *STWI index* for top 10 destinations is just 5.4. What does this mean? This simply means that the value of grades is high and receiving anything greater than 7 is very good. Further, having *STWI index* in the range 5–7 is also good and very competitive to become one of the top destinations in terms of working online. *STWI index* of 3–5 could be fine but in this case there is clearly room for improvements. However, if your DMO gets *STWI index* less than 3, this is the sign that something is wrong and urgent actions are required. Actions are fairly simple and usually very obvious – you will see which parameters from **Table 1.4** is doing poorly and concentrate your work directly on improving such parameters.

1.3 CONCLUSIONS AND RECOMMENDATIONS ON KEY WEBSITE INDICATORS

We have clearly seen that even top destinations have space for improvement even when we talk about such basic aspect as website indicators. Our proposed grading system detects some weaknesses for every destination. In terms of their performance so far we could rate them as follows: London and New York share the first two places with the grade 7.3, Paris takes 3rd place with grade 7, 4th and 5th places are taken by Dubai and Madrid with 6.7 grade each, followed by Berlin with grade 6 in 6th place, Amsterdam in 7th place with grade 5.7, Barcelona in 8th place with grade 2.8, Rome in 9th place with grade 2.3 and Munich in 10th place with grade 2.2. This draws to the observation that having *STWI index* of around 5 is enough for a good destination in the current reality. However, aiming towards the grade 7 or 8 is recommended for ambitious destinations.

The natural question that comes to mind is why is there discrepancy between performance we observe here and Euromonitor's rankings of the destination? The answer is simple – there are so many parameters to judge by, here we make the first tests and see that the destinations that are considered generally better do not always do

great work in all directions. Everyone could be making mistakes year after year, everyone could be missing simple things, and everyone could neglect important aspects of work without realizing it. It could also be the case that some DMO might have very young website and don't know how to efficiently improve popularity of their website. This is why we take this step-by-step analysis of a variety of factors that have effect on the success of DMO's internet activity.

Let us now move on to practical recommendations for DMOs regarding key website parameters. By using free service <https://www.similarweb.com/> any DMO can check their website indicators. Excel file *ST-indices-DMO.xlsx* could be then used to input the data and index would be calculated automatically. One could also follow each step using the methodology described in this chapter to calculate parameters G , C_1 , C_2 , V , B and P . Then compare these with optimal values from **Table 1.3** and grade themselves on the basis of **Table 1.2** for each parameter. To do so one simply needs to subtract their parameter from the optimal parameter from **Table 1.3** and divide by the value of the optimal parameter:

$$\delta = \frac{\text{Parameter}^* - \text{Parameter}}{\text{Parameter}^*}$$

Then according to the limits on δ shown in **Table 1.2** it is trivial to give a grade for each parameter. Once this is done, the average of all calculated grades will equal to *STWI index*. This should give the same result to the automatic calculation in supplementary file *ST-indices-DMO.xlsx*. By judging each grade separately it is easy to see where the improvements are more required. We believe that once destinations start to use such methodology there will be more competition between DMOs, which will result in benefits for both destinations and tourists.

You have read the introductory fragment from the first 18 pages of the report "TOP 10 DMOS ONLINE REPORT + SMART TOURISM INDICES".

If you are interested in purchasing the full version, please contact us by email:

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