Work package 5

Final report (Part 1):

Review of the new technology and promoting slow adventure

Contents

1. INTRODUCTION

The Internet is one of the most transformational technological innovations in human history, similar to the invention of the electric motor, radio, or television. Yet at the beginning of 2016, only an estimated 3.2 billion people — 44 percent of the world's population — were online and connected to the digital economy. The Internet's truly revolutionary potential will be unleashed only when the remaining 56 percent are also connected. This will create millions of new jobs, develop vast new markets, and lift millions out of poverty. However, achieving universal access in a timely manner is looking increasingly difficult as Internet growth has slowed down in the past four years. However, how much happens in one internet minute is quite astonishing:
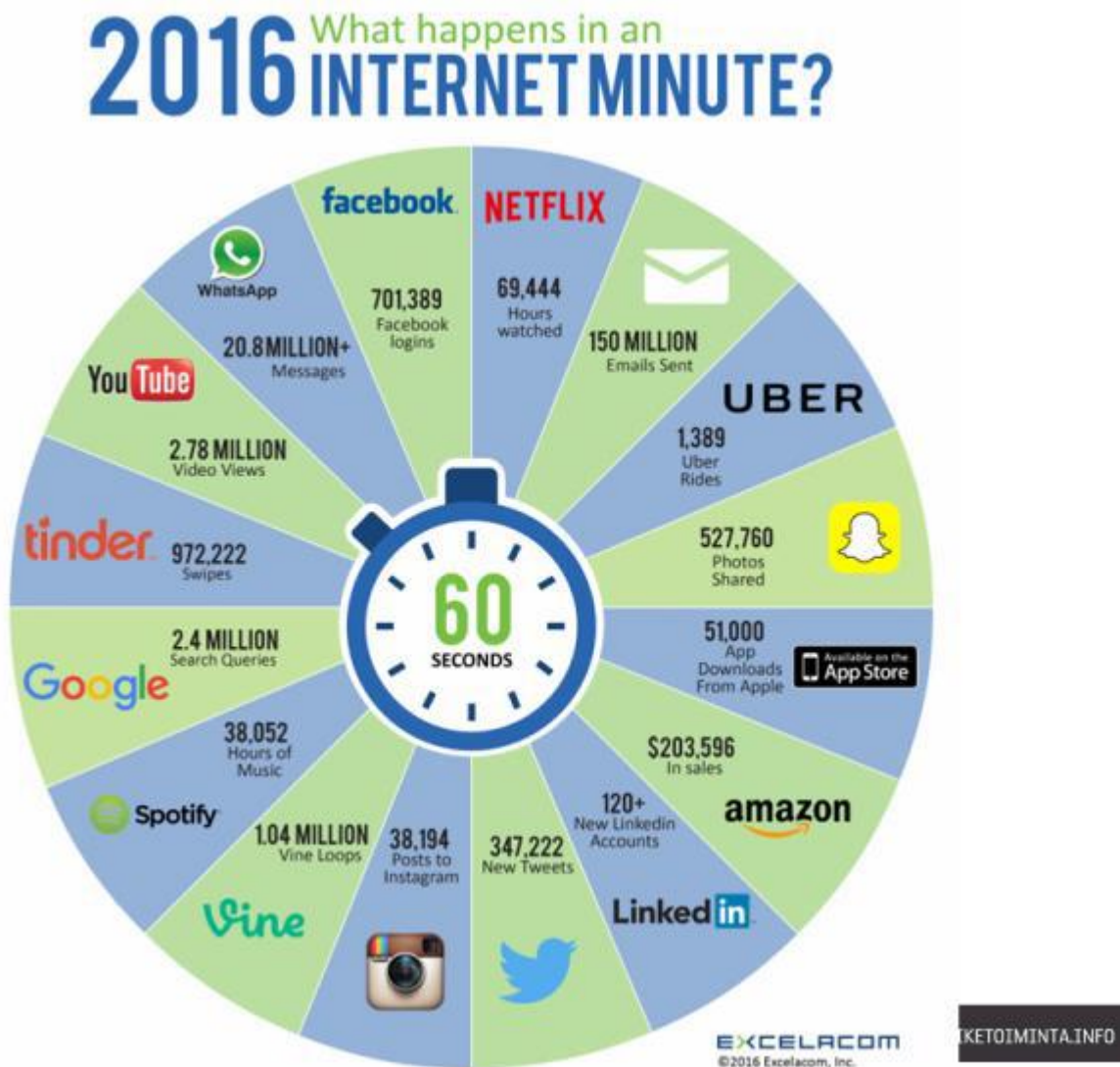
Today our world is becoming ever more digitalized. We live in an age of innovation and digital is transforming everything we do. It is changing the possibilities, affecting every individual, organization, business and government. Billions of devices and machines are generating massive amounts of data; the real and virtual worlds are merging. The ability to capture this data, analyze it and use it to drive real value will shape the future of globally competitive business, industry, and infrastructure. Instead of fearing this change, we should recognize its benefits, such as stronger customer orientation and increased efficiency.

What, When, Where, Who, How – for companies in the travel industry answering these questions has never been more important. As new technologies emerge, travelers are faced with greater choice and greater complexity. If technology is used correctly, travelers avoid the risk of information overload, navigate smoothly through the available options and select the right travel experiences. Purchasing behaviours are changing rapidly, faster than ever before, travelers´ needs and options available for them are becoming more and more polarized. Established segmentations techniques are no longer enough, traveler tribes have now been determined, for example by Amadeus, according to their purchasing behaviours and motivations.

We should remember that technology is a tool for addressing human needs. Customers expect a seamless experience regardless of the device, channel or service provider. Technology does not fundamentally change the traveler journey, but it stimulates a change in customer behaviour. Travelers will still have the same human needs as always, but it is their purchasing behaviour that will vary. The best way is to understand customer needs and see how new technology can address those needs. Due to huge information overload, there will be a great demand for trusted advisory services as travelers seek reliable advice. Due to digitalization and social media service providers are losing their say in their own marketing. Customers are taking over as they can now share disappointment and praise immediately.

Big data has been around for a long time and is already well understood. The more data can be captured, the more personalized the products can be. Those who can effectively collect data will win. In the future machine learning will allow service providers to have a better understanding of their customers and still many manual processes will be automated. Netflix already uses these techniques to recommend new movies.

2. **INFORMATION ON DIGITALIZATION IN EUROPE (EDPR)**

Europe's Digital Progress Report (EDPR) presents a set of horizontal chapters analysing developments in connectivity, digital skills, use of Internet, Integration of Digital Technology by businesses, digital public services and a set of country reports with country specific data. These reports combine the quantitative evidence with country-specific policy insights, allowing to keep track of the progress made in terms of digitalisation

For the first time the Commission compares Europe's performance with its international competitors, in the I-DESI report. International data are scarce but sufficient to show that the top EU performers (Sweden, Denmark, and Finland) are also leading countries in the global stage, followed by Korea and the United States.

The main achievements in EU's digital performance in the past year include: faster and more mobile internet, public administrations providing a wider range of services online, more people buying online.

22% of European homes subscribe to fast broadband access of at least 30 Mbps. Belgium, the Netherlands and Malta are the leaders; Croatia, Greece, Italy and Cyprus are at the bottom of the list. Coverage of fast broadband technologies reached 71% of homes. It mainly reaches urban areas; only 28% of rural homes have fast broadband. Malta, Belgium, The Netherlands and Lithuania are the best with at least 95% coverage, while Greece, Italy and France are below 50%. 8% of European homes subscribe to ultrafast broadband (at least 100Mbps). Romania, Sweden and Latvia are the most advanced in ultrafast broadband adoption.

The majority of people in the EU (76%) use the internet regularly but still 16% have never gone online. In some countries, like Bulgaria and Romania, as much as half of the population are still digitally excluded. 45% of people in the EU do not have basic digital skills. ICT professional skills are also lacking in many countries

The progress in online sales by European companies is slow. 16.7% of them sell online. Large companies are more active, 38% of them selling online. There is a gap between SMEs and large companies' use of eCommerce and it has been is increasing. Only 7.5% of European SMEs sell online to other member states, at the same time 23% of large enterprises do so. The percentage of European citizens ordering goods and services online has gradually increased to 53%, but only 16% engage in cross-border eCommerce. Amongst people who did not buy anything online within the last year, most said that they preferred to shop in person. The next most common reasons given were payment security concerns (27%) and trust concerns about receiving or returning goods, complaint/redress concerns (19%). 18% reported a lack of the necessary skills. EU digital citizens are not always able to protect themselves, their data and their privacy online. 35% of European internet users don't' know cookies can be used to trace people's online movements, although cookies are largely used by almost all web-services for different purposes (i.e. targeted advertising or data collection). Additionally, security concerns continue to keep 1 out of 5 internet users away from online transactions (e-commerce and e-banking)

The SAINT partner countries rank in DESI 2017:

Finland, 2nd

- among the most digital countries worldwide

- scores very well in four out of five dimensions, with a particular strength in digital skills where it is ahead of all other member states with some distance

- very strong in digital public services

Sweden, 3rd

- scores well in all dimensions

- ranks the highest in the use of internet by citizen

- among the best performing countries worldwide

- main challenge is to continuously improve its already high levels of digitisation

The United Kingdom, 7th

- ranking decreased somewhat over 2016, its score increased due to an improved performance in all domains

- important improvements have been made in NGA subscriptions, internet use, open data. Use of Electronic Information Sharing, RFID and eInvoices remains very low

Ireland, 8th

- ranks very high when it comes to the integration of digital technologies by businesses, mostly because many SMEs embraced e-commerce

- internet users increasingly take advantage of high-speed infrastructures and also make good use of online public services. Ireland's main challenge is to equip more than half of the population with at least basic digital skills

Norway

- among the most digital countries in Europe in DESI 2017

- scores very well in broadband connectivity, internet use, business digitisation and digital public services

- above average on digital skills

Iceland

In this report the ranking of Iceland is not mentioned but country information can be accessed

## 3. **BIG DATA AND THE INTERNET OF THINGS**

Big data will become a key basis of competition, underpinning new waves of productivity growth, innovation, and consumer surplus—as long as the right policies and enablers are in place. The sheer volume of data is a global phenomenom, but many people around the world think that this collection of information is suspicious, they see the data flood as an intrusion of privacy. However, there is evidence that big data can play a significant economic role to benefit private commerce and national economics. Data can create value for the world economy, enhance productivity and competitiveness of companies and the public sector, create economic surplus for consumers. Leaders in every sector will have to grapple with the implications of big data, not just a few data-oriented managers. The increasing volume and detail of information captured by enterprises, the rise of multimedia, social media, and the Internet of Things (IoT) will fuel exponential growth in data for the foreseeable future.

Big data refers to data sets whose size is beyond the ability of typical data base software tools to capture, store, manage and analyze. This definition is intentionally subjective and incorporates a moving definition of how big a dataset needs to be in order to be considered big data. Big data is not defined in terms of larger than a certain number of terabytes i.e. thousands of gigabytes. It is assumed that as technology advances, the size of datasets that qualify as big data will also increase. Also the definition of big data can vary from sector to sector, depending on what kinds of software tools and what sizes of datasets are commonly available in a particular industry. Big data in many sectors ranges from a few dozen terabytes to multiple petabytes, thousands of terabytes.

The internet of things refers to sensors and actuators embedded in physical objects, connected to networks of computers. This is the concept of basically connecting any device with an on and off switch to the Internet (and/or to each other). This includes everything from cellphones, coffee makers, washing machines, headphones, lamps, wearable devices etc. This also applies to components of machines, for example a jet engine of an airplane. According to analyst firm Gartner , by 2020 there will be over 26 billion connected devices. Some estimate this number to be much higher, over 100 billion. The relationship will be between people-people, people-things, and things-things. It looks like anything that can be connected will be connected. There are many examples for what this might look like:

- on your way to a meeting; your car could have access to your calendar and already know the best route to take; if the traffic is heavy your car might send a text to the other party notifying them that you will be late

- your alarm clock wakes up you at 6 a.m. and then notifies your coffee maker to start brewing coffee

- office equipment knew when it was running low on supplies and automatically re-orders more

- a wearable device used in the workplace could tell when and where you were most active and productive and shared that information with other devices that you used while working

The internet of things can be applied to things like transportation networks: "smart cities" which can help us reduce waste and improve efficiency for things such as energy use; helping us understand and improve how we work and live. IoT allows endless opportunities and connections to take place, many which cannot be understood today. But there are also challenges of which security is one. There is also the issue of privacy and data sharing. Companies need to figure out a way to store, track, analyze and make sense of the vast amounts of data that will be generated.
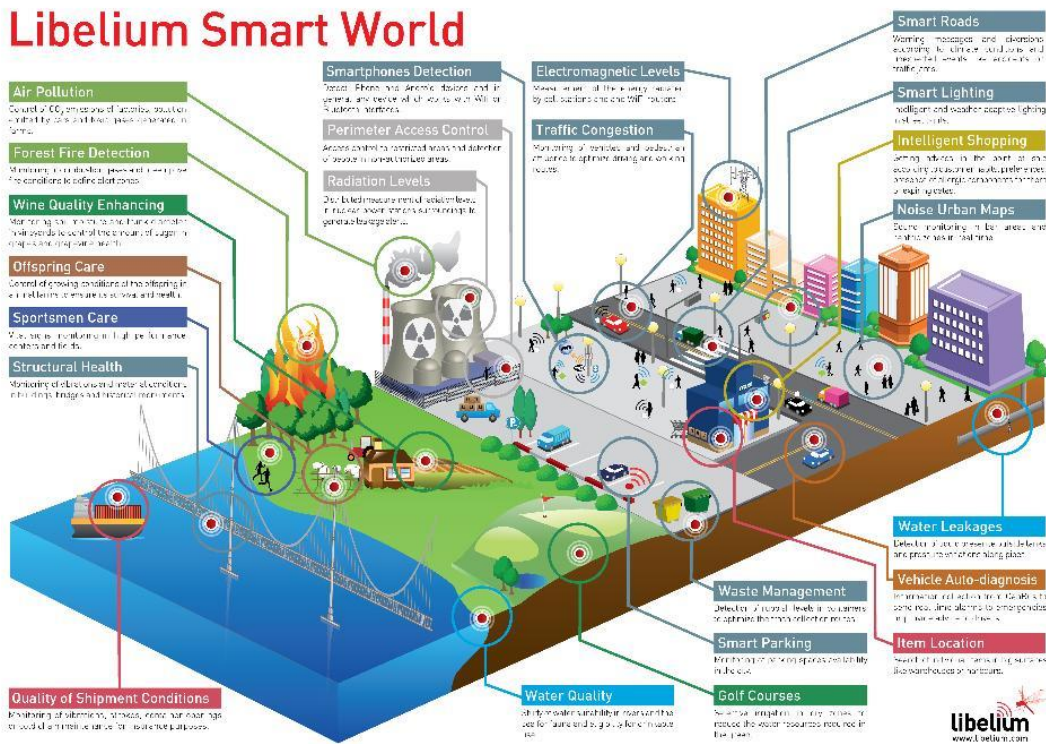
4. **ADAPTING TO CHANGING CONSUMER BEHAVIOUR**

The challenge for businesses is to face the implications of digital change:

- loss of control over the customer relationship

- increased competition

- threat of commoditisation

- the need to engage digitally with suppliers, partners and employees in addition to customers

For the first time, marketers have the tools to deliver personalized marketing to millions of customers. It's worth trying to do it right. Do not offer tailor made, offer personalized service. It`s the value not the price!

An efficient way to achieve meaningful personalization is by testing ideas with real customers systematically, then rapidly iterating. Until recently, the tools and capabilities to execute this operation have not existed. Marketing technology, automation, and advanced analytics techniques have now reached the level where it is possible to personalize effectively. The starting point is a structured approach to assess one´s digital maturity. This should be based on an understanding not just of the technology, but out of the big picture of what digital engagement means to one´s business

Companies need to assess how digital affects their industry and how advanced they want to be in terms of digitalization. It means closely integrating digital ambitions with their overall business goals. As a basic framework, digital strategy could centre either on realizing efficiencies, on increasing revenues, or on reimagining the entire business, or all of these aspects. Once the strategy is formulated, the organization must therefore determine digital focus areas, and specify the tools and platforms to be used.

As the whole area of digitalization is moving so quickly, prolonging will result in ideas becoming outdated. An agile approach, putting concepts into practice, viewing the outcome, and making any necessary changes flexibly, is vital.

For merely realizing efficiencies, the focus areas might include enterprise resource planning implementation, process automation, or industry-specific tools, such as 3D printing in the manufacturing industry, or drones in construction. For growing the existing business model, such focus areas might include digital payment platforms or channels for customer care.

Formal governance processes should also be instituted, ensuring that business units and the IT department collaborate closely, and are working in the same direction. Both parties should set aside their own self-interest and focus on digital business objectives for the organization as a whole. Some companies have even introduced incentives to aid this process, with measurement of an individual's ability and willingness to collaborate introduced into personal assessments.

Closer collaboration between business units and IT is inevitable. Commoditized IT services, which occupy most of the time of technology departments, will be outsourced. Another key aspect in organizing for digital is setting up a robust cybersecurity model, aimed at protecting the business's most critical assets, processes, and information.

No sustainable progress is likely to be made if the culture within the organization is not conducive to experimentation and change, or does not respect cybersecurity measures and practices.

The move toward digital can only succeed with the right people. Companies need digital skills. A good starting point is identifying their future skills requirements and assessing the gaps. They should then attempt to bridge the skills gap. They should certainly invest in the digital training of employees, through social learning platforms or employee exchange programs with technology companies. Procter & Gamble, for example, has launched an employee exchange program with Google to develop the digital skills of its workers. They could use innovative hiring approaches that use social media, big data, and gamification techniques to maximize the chances of finding the

right fit. For example, PwC's Hungary office used a business simulation game called Multipoly to engage with candidates and assess how ready they are to work at PwC.

Every company and every line of business within a company can benefit from looking outside its organizational boundaries for innovative business ideas. Ambitious organizations clearly need to invest in digital. Many companies struggle to assess the future qualitative and quantitative impact of a digital transformation, inevitably affecting their willingness to invest because they do not have a clear sense of the potential return. Long-term decisions are also fraught with risk because rapidly developing technologies often have an uncertain future. A basic lack of understanding of digital technology terms increases caution among executives, particularly when they don't have the right technology experts to advise them. With so many challenges, decision makers can easily feel paralyzed, no matter how much they believe in the potential benefits of digital. However, the situation offers great opportunity.

5. <u>NEW SALES CHANNELS</u>

The sales channel landscape is increasing in complexity. The best way to reduce complexity is to think of sales channels as inspiration and information. Information sales channels need to be completely personalized, with short form content and focused on purchasing rather than discovery. Inspiration channels have larger screens, are more immersive and used as discovery tool.

Inspiration channels:

Smartphone

- single most important digital display for the next 10 years

- usage moving fast from PC to smartphones

- usage moving fast from web to app

PC/ Tablet

- will slowly overtake PC usage, PC will slowly disappear as did the fax machine

- will have fingerprint sensors allowing 1 touch transactions, accelerates the shift of usage and purchasing from pc to tablets

- will be video oriented , providing holographic experiences to help inspire customers

Virtual Reality headset

- gives possibility to experience before purchace

- try-before-you-buy believed to become standard in the travel industry

- allows travelers to re-create their trips when they return

- the re-experience market is expected to be one of the largest new travel markets

Information channels

Smartwatch

- expected to become the remote control of the physical world

- will most likely not replace smart phones, but will be used to complete quick, short tasks

- should be used sparingly at relevant times, based on location and need

Augmented Reality glasses

- expected to be an important sales channel by 2030

- privacy issued must be resolved before coming commonplace

- offers the ability to add digital information onto the physical world, providing inforrmation and valuable experiences

- offers and services overlaid onto real locations offering natural language purchasing

Advanced Robots

- Edmonton International airport already testing service robots

- Henn-na hotel Hotel in Nagasaki is staffed with robots

6. SOCIAL MEDIA

Social media is widely used all around the world for the exception of Africa. 92% of consumers rely on "hearsay" more than any other form of advertising and 70% of consumers around the world say the customer reviews found in the internet are the second most trustworthy form of advertising. Consumer purchasing behaviour has changed: people feel obliged to share personal information, events in their life etc. As much as 97% of the Y-generation share events in social media to their friends and social networks. Use of internet and internet itself can be viewed as an "all consuming"-media in Europe.

This is important to note for example in Facebook marketing, to get the timing correct. The SMEs should not hesitate using social media: the customers are already there! Facebook is the most popular social media in the Nordics; more info around the world can be found : https://www.statista.com/.

More detail is found in part two of this report.

Social Media Explained

www.theAdaptiveMarketer.com

foursquare — I'm at the donut shop – again!

Instagram — Here is a vintage picture of a donut

Pinterest — My donut recipe

facebook — I like donuts

twitter — Hey! I am eating a donut

last.fm — Listening to 'Donuts'

YouTube — This is how you eat a donut

Hotmail — Click for the secret to stop overeating donuts

Google+ — I'm a Google employee and I like Donuts

Vine — Funny donut eating videos

LinkedIn — I want to work at a donut shop

snapchat — Saw the donut? It's gone

SOUNDCLOUD — The sounds of eating a Donut

skype — Call me from the donut shop

WIKIPEDIA — Who invented the donut?

flickr — My donut photo collection

Quora — Is it Donut or Doughnut?

meetup — Join us for Donut Tuesdays!

Out of all the options available, at this day and age, company`s Facebook and LinkedIn profiles have the biggest influence on how a customer perceives a business. To not have this social media available makes many customers suspicious that the company is afraid of open, public reviews, and perhaps they have something to hide about the quality of their service or product. Opening ones operations to public feedback creates trust amongst potential customers. It also pushes the service provider to upgrade services and products and maintain a high level of service as customer feedback – good and bad – is out there immediately. Options are many, and may seem overwhelming. The most vital decision is to choose a few based on the goals and target groups of your business, and get started.

7. MOBILE MARKETING BRIEFLY

Mobile marketing is marketing targeted to consumers personal mobile device. The purchasing behaviour of customers have changed dramatically and businesses who are not yet using social media and "mobile", should sit back and take a moment to think how it effects their business.

As the purchasing behaviour of customers has changed, decision to buy derives from Google and recommendations. If your company is not in mobile, it is if you would not exist. Internet search engines reject your website, if your information is not optimized for mobile devices.

66% of the time spent in online shopping is through mobile devices. 61% of potential buyers leave the online shop if the site is not optimized for mobile devices. This proves that optimizing for smart phones and tablet is more vital than ever before.

To make the most of the customer "suffering" from the need to share personal information, it is worth making sure you offer free wifi at your business location! Let satisfied customers do your marketing for you.

Social media is discussed in detail in part two of this report.

8. SOME USEFUL SITES FOR DIGITAL MARKETING STATISTICS

(These sites cover global statistics including UK, Europe, US, Asia Pacific and Latin America)

Global and country Internet usage breakdown - International Telecomms Union

www.itu.int/ITU-D/ict/statistics

ITU is THE global and by country source with the big sample size for the big picture of digital device usage, trends by continent and use of fixed and mobile broadband access by country per 100 people.

Global use of social media sites and devices - Global WebIndex

Global Web Index is a paid service giving insights on consumer use of social network sites globally and different countries from their own panel of 18 million, but they regularly feature very specific social media stats on their blog

Their research shows the potential of video marketing in 2017 by looking at consumption across different age groups:

Trends 17:
The Victory of Video
GlobalWebIndex – Know Your Audience™

22nd DECEMBER 2016

THE REACH OF ONLINE VIDEO

% who watched a video clip or visited a video-sharing site in the last month

Total
16 to 24
25 to 34
35 to 44
45 to 54
55 to 64
Asia Pacific
Europe
Latin America
Middle East and Africa
North America

0%   20%   40%   60%   80%   100%
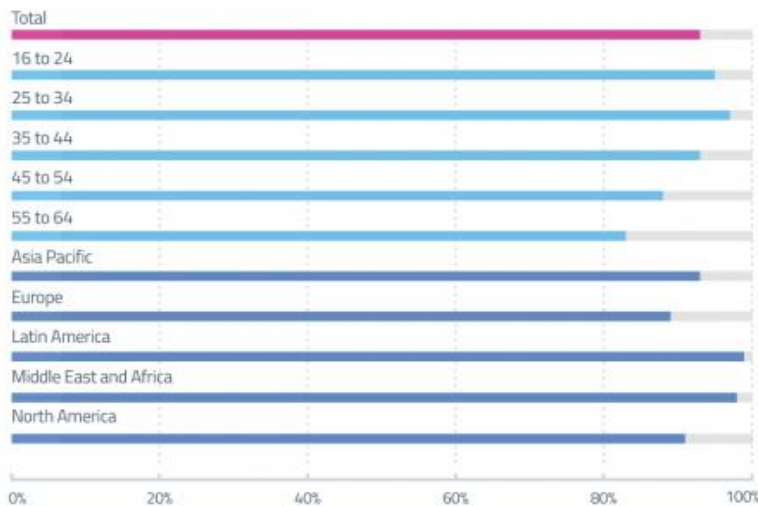
globalwebindex.net /// **Question:** In the past month, which of the following things have you done on the internet via any device? /// **Source:** GlobalWebIndex Q3 2016 /// **Base:** Internet Users aged 16-64

For benchmarking sites within a sector for sources - Similar Web

SimilarWeb is a freemium tool for benchmarking the number of visits to sites and mobile app usage. It shows traffic sources for individual sites (good for student projects) with categories and keywords in the paid Pro version.

Consumer media use in individual countries - comScore

For detailed insights of consumer Internet usage and ad spend by country, The comScore press releases summarising their panel data are one of the best sources of the latest stats releases. Their blog can also be helpful. A similar service based on panel data included in this search engine is Nielsen Insights.

comScore have a **Digital Future in Focus** series of reports covering the UK, US, several European countries, Canada and Brazil - these are released each year and can be accessed by their articles tagged demographics. This result from the panel shows the importance of multiple platforms although some, such as Google follow a 'Mobile first' mantra which can be misleading.

European Union Digital Marketing Statistics

The EU statistics site Eurostat is a good source for overall European use of digital technology and in individual countries. The Information Society page is the best starting point.

UK source for consumer Internet usage statistics - Ofcom

The Office of Communication Communications Market Report Statistics has in-depth reports on adoption of digital media including telecommunications and the Internet (including broadband adoption), digital television and wireless services in the UK. Includes comparisons to other major developed countries in their international benchmark report. For example, the relative popularity of different social networks in different countries.

Figure 6.16 Active reach of selected social networks on laptop and desktop computers: 2016
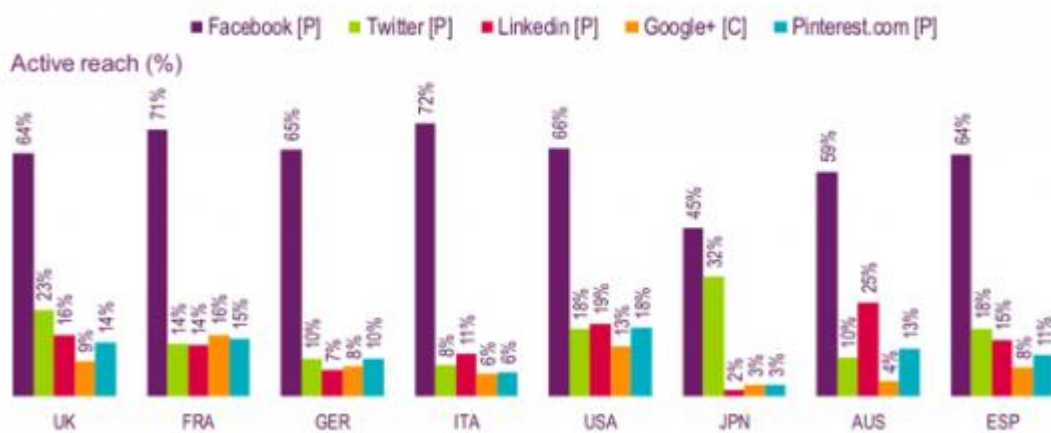
Source: comScore MMX, home and work panel, August 2016, persons 15+

UK National Statistics and consumer trends

The UK Government Office of National Statistics site is an alternative source - search on 'Internet access' or 'Ecommerce'

US digital marketing statistics - Marketing Charts and Pew Internet

Marketing Charts is a long-standing aggregator of information about consumer and business adoption of technologies and approaches. Care has to be taken of sample sizes and it tends to focus on US data - it's rare for it to include any of the sources above. They often feature Pew Internet Statistics which are one of the best sources for the latest statistics on how Americans use digital media and technology.

eMarketer

Emarketer.com is another well-established more US oriented compilation of digital statistics for online marketers. It includes a paid option, but many free statistics are published on their blog.

Ad Spend and media investment - IAB Research

Research reports on online advertising effectiveness from the UK IAB , US IAB and European IAB (AdEx) and IAB Europe (AdEx).

Work package 5

Final report (Part 2):

Review of the new technology and promoting slow adventure:

Tackling social media and mobile marketing

September 2017

Report compiled by

Naturpolis

Nordic Business Centre

Contents

A) **What is social media?**

Social media are web-based communication tools that enable people to interact with each other by both sharing and consuming information. It is interaction in the web: business to business (b2b), business to consumer (b2c) and consumer to consumer (c2c). It is a broad definition but social media is a very broad term.

Features of social media:

User accounts: site allows visitors to create their own accounts, which is a good sign there's going to be social interaction. You can't really share information or interact with others online without doing it through a user account.

Profile pages: Since social media is all about communication, a profile page is often necessary to represent an individual. It often includes information about the individual user, like a profile photo, bio, website, feed of recent posts, recommendations, recent activity and more.

Friends, followers, groups, hashtags, etc: Individuals use their accounts to connect with other users. They can also use them to subscribe to certain forms of information.

News feeds: When users connect with other users on social media, they're basically saying, "I want to get information from these people." That information is updated for them in real-time via their news feed.

Personalization: Social media sites usually give users the flexibility to configure their user settings, customize their profiles to look a specific way, organize their friends or followers, manage the information they see in their news feeds and even give feedback on what they do or don't want to see.

Notifications: Any site or app that notifies users about specific information is definitely playing the social media game. Users have total control over these notifications and can choose to receive the types of notifications that they want.

Information updating, saving or posting**:** If a site or an app allows you to post absolutely anything, with or without a user account, then it's social! It could be a simple text-based message, a photo upload, a YouTube video, a link to an article or anything else.

Like buttons and comment sections: Two of the most common ways we interact on social media are via buttons that represent a "like" plus comment sections where we can share our thoughts.

Review, rating or voting systems: Besides liking and commenting, lots of social media sites and apps rely on the collective effort of the community to review, rate and vote on information that they know about or have used. Think of your favourite shopping sites or movie review sites that use this social media feature.

A lot of people use the terms social media and social networking interchangeably as if they mean the exact same thing. Although the difference is subtle, they're not the same. Social networking is really a subcategory of social media.

The easiest way to understand the difference between social media and social networking is by thinking about the terms "media" and "networking" separately. Media refers to the information you're actually sharing–whether it's a link to an article, a video, an animated GIF, a PDF document, a simple status update or anything else.

Networking, on the other hand, has to do with who your audience is and the relationships you have with them. Your network can include people like friends, relatives, colleagues, anyone from your past, current customers, mentors and even complete strangers.

They overlap, which is why it gets confusing. For example, you can share media with your social network to gather likes and comments–a form of social networking. But you can also just upload a link on Reddit, which is a social media platform, to help out the community and give your say in the matter without any intention of building relationships with other users.

Blogs are one of the oldest forms of social media that dominated the web long before we were friending and following everyone on social networks. Now vlogs are taking over; 60% of girls are already following vlogs.

The key features that make blogs part of social media are their user accounts, comment sections, and blog networks. Tumblr, Medium, WordPress, and Blogger are just a few examples of big blog platforms that have very active community blog networks.

B) **What is mobile marketing**

Marketing done on or with a mobile device – including mobile phones or tablet: a multi-channel, digital marketing strategy aimed at reaching a target audience on their smartphones, tablets, and/or other mobile devices, via websites, email, SMS and MMS, social media, and apps.

Everything that can be done on a desktop computer is possible on a mobile device: opening an email, visiting your website, reading your content.

Effective mobile advertising means understanding your mobile audience, designing content with mobile platforms in mind, and making strategic use of SMS/MMS marketing and mobile apps.

Mobile technology is all about customization and personalization and so is mobile marketing. Every brand and organization should develop their own unique mobile strategy based on the industry and target audience. Understanding your audience is the first step to any marketing strategy, and buyer personas - fictional representations of your various types of customers - are a valuable tool to aid. It is easier to determine a channel and voice for your marketing messages when you have a clear picture of your target audience. Make a specific point to detail your target audience's mobile habits as well. How much of their web usage happens on mobile devices? Are they comfortable completing a purchase on a smartphone? To understand your target market better, monitor Google Analytics for your site's mobile traffic.

You can also compare two versions of the same campaign on a certain channel. When all other factors are the same, do your email campaign landing pages get more views when you send a related email on weekends or on weekdays, in the mornings or evenings, and does the email subject matter?

It is important to set goals for your mobile marketing. What do you want to accomplish? What does success look like?

- What are you doing for mobile at the moment? This will define your starting point. You should make sure you're your team is on the same page as you begin.

- If you are already doing mobile marketing, how are your actions performing? You should identify what works, what does not and is there possibly something you are not even measuring.

- What are your main objectives for including mobile marketing in your overall strategy? Why you're considering mobile now, what has led up to this point, and what you expect from mobile marketing.

- Who are your key audiences for mobile marketing? Talk about your customer personas in light of mobile usage updates. How similar or different is each persona's mobile usage?

- How are you engaging your mobile audience cross-channel? This discussion will help analyze how the channels you're currently using can be included in your mobile marketing strategy.

- As in other marketing efforts, mobile marketing needs to be tested and optimized. You should determine which realistic and measurable key performance indicators define your mobile campaign's success.

Google Analytics is a great tool to help monitor mobile usage of your site:

- Mobile behaviour data reveals how well your mobile content engages your audience.

- Mobile conversion data will indicate whether or not some of your key landing pages still need to be optimized for mobile browsing.

With the help of Google analytics, you can see the quantity and quality of much mobile traffic to each individual page on your site, number of page views and bounce rate, the most-viewed pages on your site, per device, you can see how mobile actually affects your web traffic. That information can hint at which search queries may be leading mobile traffic to your site, what content your mobile audience is most interested in, and which pages to optimize for mobile browsing first.

A mobile-friendly website is a must. It is no longer an option. The rise in mobile traffic coupled with Google's mobile-friendliness ranking factor means a brand's site must adapt to mobile devices in order to stay competitive.

For search engines, "mobile-friendliness" means:

- Content fits on the screen without side-to-side scrolling or zooming.

- Content loads quickly.

- Site returns no mobile-specific errors.

Google provides a free mobile-friendliness tool that helps marketeers to determine how they can best improve their sites.

It is important to maintain a mobile-friendly site to create a consistent and engaging user experience. Mobile user experience should be as easy and seamless as possible. This should be a primary marketing goal.

57% of emails are opened on mobile platforms and 69% of mobile users delete email that isn't optimized for mobile. Most email marketing providers will use responsive design that automatically formats web page content for optimal viewing on any device. If your email is mobile friendly, your landing page must be mobile friendly too, to avoid frustrated users bouncing off from the page. Creating a unique landing page for an email campaign is a great way to optimize the mobile user.

C) **Why use social media and mobile marketing:**

Because your customers are already there!

1) 92% of consumers rely on "hearsay" more than any other form of advertising

2) 70% of consumers around the world say the customer reviews found in the internet are the second most trustworthy form of advertising

3) Consumer purchasing behaviour has changed: people feel obliged to share personal information, events in their life etc.

4) As much as 97% of the Y-generation share events in social media to their friends and social networks

5) Use of internet and internet itself can be viewed as an "all consuming"-media in Europe

6) 2/3 of Europeans own a smartphone with an internet connection

7) 50 million Europeans use tablets and spend on average 9,3 hours on the internet each week; the peak is daily at 1730-2100, when Europeans use the internet on their mobile devices while watching TV

8) As the purchasing behaviour of customers has changed, the decision to buy becomes more derived from Google and recommendations.

9) If your company is not "into mobile", it is if you would not exist. Internet search engines reject your website, if your information is not optimized for mobile devices.

10) 66% of the time spent in online shopping is through mobile devices. 61% of potential buyers leave the online shop if the site is not optimized for mobile devices. This proves that optimizing for smart phones and tablet is more vital than ever before.

11) 94% of marketing leaders are planning to launch a mobile application in the next 3-5 years (Marketing Land)

12) 75% of smartphone owners are watching mobile movies and 26% of them daily (NewsCred)

13) 30% of Facebook users use it only on mobile device, 55% daily, 87% monthly (Facebook 2015)

14) 71% of social media users use the media on mobile devices (Jeff Bullas)

15) 64% of decision makers read their emails from a mobile device (MarktheMarketer)

16) 48% of emails are opened on a mobile device but only 11% of emails are optimized for mobile (MarktheMarketer)

17) 50% of young adults (18-35) use their smartphones to compare information when making purchasing decisions

Below is an example graph showing the use of social media in the Nordic countries (2015):
Suomi=Finland, Ruotsi=Sweden, Norja=Norway, Tanska=Denmark

Sosiaalisen median käyttö Pohjoismaissa
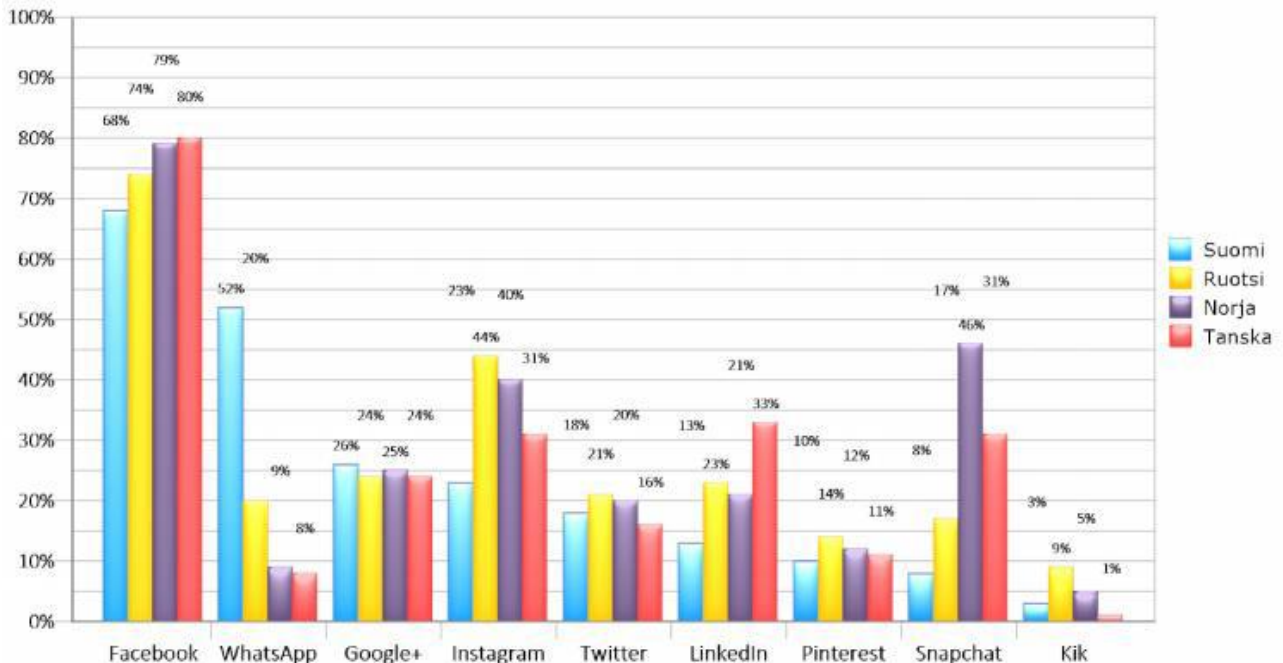
Lähde: Polaris Nordic Digital Music Survey 2015. YouGov, Teosto, Tono, Koda 2015.
(YouGovin webpaneeli 12-65-vuotiaat, N=800 per maa, tiedonkeruu 09/2015)

D) **Social media statistics**

Your choice of social media depends on who you need and want to reach. You need to know which media your target group uses. This varies depending on age, nationality etc. As mentioned earlier, in order to be successful in social media you need to know your customer personas. The variety in social media and social media working tools is massive, for example:

Twitter
Facebook + livestream
Instagram
LinkedIn
Youtube
Wimeo
Flickr
Google My Business

Slideshare
Issuu
Snapchat
Periscope
Livechat
Skype
WhatsApp

Not forgetting VKontakte for Russians and WeChat for the Chinese!

A very good portal for statistics:

https://www.statista.com/

E) **Who is talking about you, where to improve?**

Every now and then, and when getting started, it is advisable to analyze your company´s visibility and reputation in social media. This can also be one of the key performance indicators , by which your progress can be monitored.

- search with a #hashtag in Google

- check your company´s footprint in the internet: www.opensiteexplore.com

- check your company´s reputation online, get help in maximazing the potential of social media:

  https://www.brandwatch.com/2013/08/top-10-free-social-media-monitoringtools/
  http://howsociable.com
  http://www.socialmention.com
  https://moz.com/researchtools/ose/
  http://www.google.fi/alerts
  http://www.whostalkin.com
  www.socialbakers.com
  www.socialmediaexaminer.com

  To get an idea how strong your website is, and in which areas you should improve:

  https://website.grader.com/

F) **Use of hashtags**

Hashtag is a type of metadata tag used on social network and microblogging services which makes it easier for users to find messages with a specific theme or content:

- hashtags collect certain type of pictures and content together

- if you wish to reach a larger audience, use popular widely used hashtags

- you can check if your hashtags are popular enough: www.websta.me

- if you use both popular and less popular hashtags, you reach both audiences: the ones with specific info needs and the ones with general interest

- remember to use hashtags also on your website, not only in social media uploads

G) **Multi-channeling**

Multi-channel marketing is the practice of using multiple channels to reach customers, also known as cross-channel marketing. It makes it easy for customers to complete desired conversions on whatever medium they are most comfortable with. Multi-channel marketing lets the user decide, giving them a choice.

In today's modern marketing era, there are many channels a business can take advantage of in order to reach potential customers

This massive assortment of marketing channels means that your potential customers could be anywhere – and you need to be where they are. As the number of potential marketing channels grows even

further, designing multi-channel marketing campaigns will continue to be key for reining in top-tier customers.

Using multiple channels means you'll get more brand recognition and more customers. Investing in one channel can increase interest in your business through other channels. For example, advertising on YouTube can increase regular Google searches for your brand name.

Multi-channeling is important in different stages of sales, for example:

1. Facebook competition, "guiding" to a landing page

2. Facebook add from a Facebook post

3. Moving on to the landing page

4. Participating in a competition = contact information (phone, email) = sales lead

5. Contact by email

6. Contact by phone

7. Remarketing on Facebook or with the help of Google conversion pixel

8. "Guiding" back to home site or online shop

9. Analysis by Facebook, Google Analytics

AND FINALLY:

The most important thing is that you start in social media and mobile marketing. Be brave and start trying; your customers are there already!

For a company to be successful, use of social media is an ongoing process, not a onetime campaign!

Storytelling is the secret to social media success that truly elevates a brand to new heights. How do you incorporate it into your social media marketing?

Work package 5

Final report (Part 3):

Review of the new technology and promoting slow adventure:

Examples of best practice websites by SAINT project partners

September 2017

Report compiled by
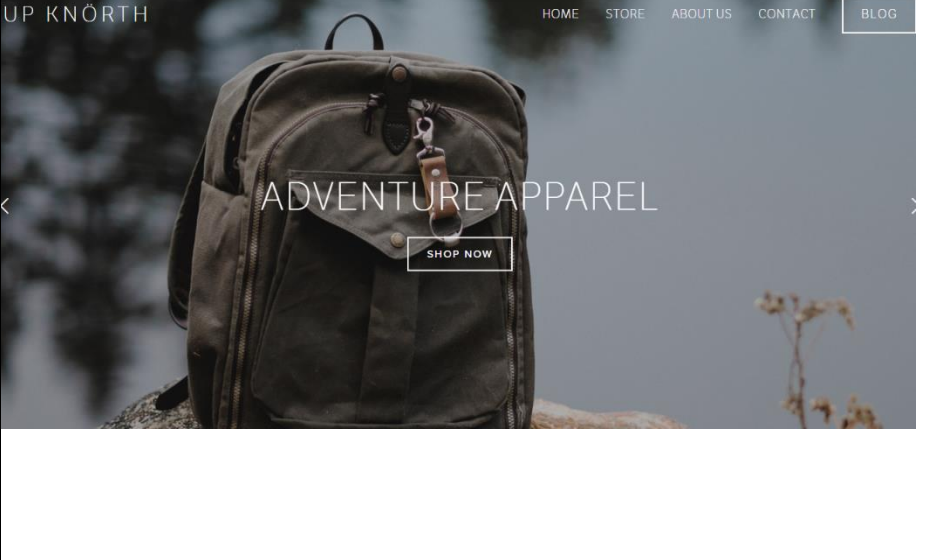
Naturpolis

Nordic Business Centre

Contents

1.Scotland

Name / Responsible Party
Up Knorth

Region:
Vancouver, British Columbia, Canada

Desktop / Mobile:
Desktop website that is scalable on mobile platforms. Full range of social media platforms with a big focus on Instagram and Tumblr.

Purpose (customer point of view):
Up Knörth is a lifestyle brand dedicated to quality products for the ever adventurous, showcasing unique, small-batch, well designed products that are practical, durable and sustainable. The site is for sales as well as inspiration.

Usefulness and benefits for SAINT development:
Using lifestyle aspirations to secure sales. Use of fantastic images of people in nature to create a buzz and an "I wish that was me" feeling across all platforms.

User-friendliness / functionality:
Very clean simple design with huge reliance on images. Also strong BLOG content sharing tips and recipes etc. to encourage repeat visits and build loyalty.

More information:
http://upknorth.com/ https://www.instagram.com/upknorth/
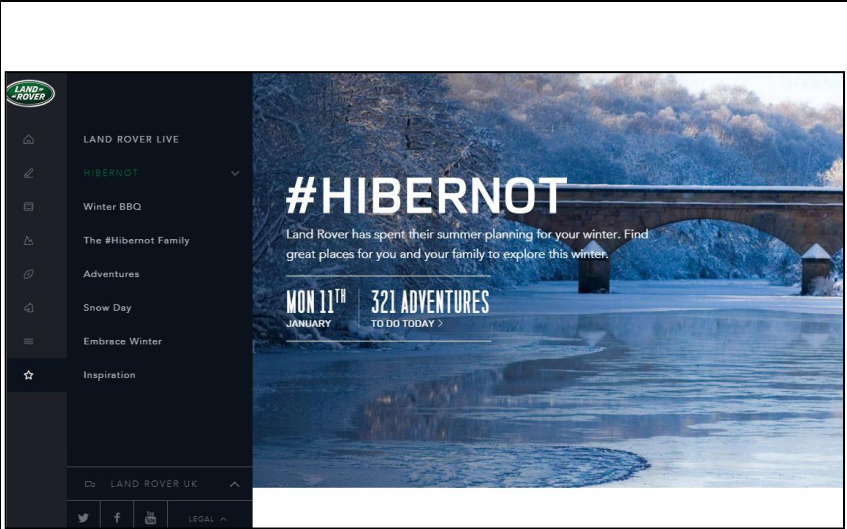
	Name / Responsible Party #hibernot campaign by Landrover
	Region: UK
	Desktop / Mobile: Desktop website that is scalable on mobile platforms. The hashtag is used across all social media platforms.
	Purpose (customer point of view): The purpose is to market Landrover vehicles, but it is done through promoting family days out in winter weather as the vehicle is all terrain.
	Usefulness and benefits for SAINT development: This campaign is making good use of all platforms so is accessible to all. It is also a very well designed website that encourages users to upload their own "adventures" which is interesting.
	User-friendliness / functionality: Very clean content with lots of strong images. Relies on user generated content for growth and coverage of region. Creates a sense of belonging to a club.
	More information:

Name / Responsible Party

Visit Greenland

Region:

Greenland

Desktop / Mobile:

Desktop website that is scalable on mobile platforms.

Purpose (customer point of view):

Purpose of the site is to help visitors to promote Greenland, and to help plan trips.

Usefulness and benefits for SAINT development:

A very strong adventure, outdoor message, but almost entirely based on local people's stories. Fantastic use of photography.

User-friendliness / functionality:

4

	Image led with high impact, and very simple menu structure that is easy to navigate. Options to filter results to your adventure level and category is excellent.
	More information: http://www.greenland.com

2.Ireland

Google Trekker 1

Name / Responsible Party	
Leitrim Tourism	
Region:	
County Leitrim, Ireland	
Desktop / Mobile:	
Drones, Google Trekker, Smartwatches.	
Purpose (customer point of view):	
Purpose is to market the areas that are not accessible by car	
Usefulness and benefits for SAINT development:	
Google Trekker: Capturing Ireland's remotest tourism beauty spots that tourists would not have been able to see online before and putting some of our most beautiful sights on the map.	
Drones: Short videos promoting Leitrim to potential visitors and urging people around the world to come.	
Smartwatches: Allow people to download various apps to make travelling easier. Invaluable tool for slow adventure tourist as they will be able to log all of their walks, challenges and adventures	
User-friendliness / functionality:	
The Google Trekker is a wearable backpack, with a camera system on top, which gathers pictures as you go.	

Google Trekker 2	Images captured and uploaded so millions worldwide get to explore very beautiful and attractive images of some of our remotest parts through Google street view.
Drone 1	The Trekker is the newest piece of equipment in Google's The Drones – Aerial videos that enhance the resources of destinations and the beauty of the natural landscapes.
	The Drone produces no noise nor emissions.
	There are limitations on the size of the playload, flight time due to battery capacity
	Smartwatches – Are wearable devices that allow you to download apps for opening hotel rooms, booking flights, download boarding passes.
	More information:
	http://www.enjoyleitrim.ie
	https://www.facebook.com/

Smartwatch 1	

3.Northern Ireland
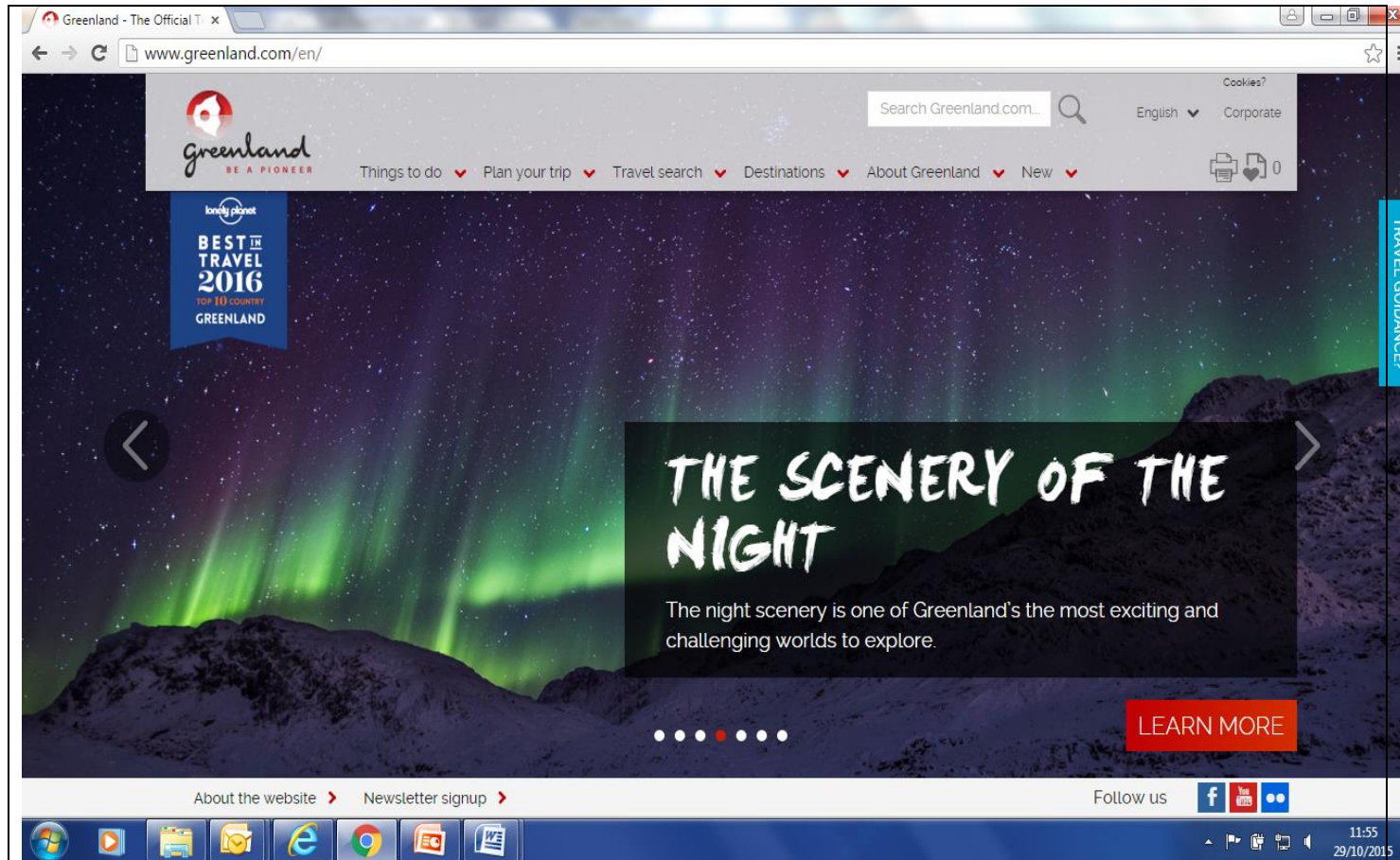
Name / Responsible Party - Greenland.com - Greenland's official tourism site

Region: Greenland
Desktop / Mobile: Desktop website that is scalable on mobile platforms. There is a mobile app available as well.
Purpose (customer point of view): Purpose of the site is to help visitors to plan their trips to Greenland.
Usefulness and benefits for SAINT development: Classed by the regional tourism authority in Northern Ireland as 'inspirational'. The imagery used throughout captures people and delivers on being able to attract visitors, as Greenland may be considered as a place that not a lot of people are very knowledgeable about - similar to some project partner locations. It could be used as a relevant role model for NI and other project partners as this is a country which can be overlooked at times. The fact that ourselves and Greenland face similar challenges makes this website an even greater inspiration. This website promotes Greenland as a adventure and excursion destination and allows visitors to plan and choose precisely the trip that suits you and your budget.
User-friendliness / functionality: An The use of Interactive Map allows visitors to plan their trip, get inspiration, learn about the destination and get practical information including where to sleep, excursions and experiences visitors should not miss, e.g. excursions including dog sledding, northern lights, midnight sun, hiking, icebergs, the ice cap, etc. Social media including Facebook, Youtube channel & Flicker are very neatly embedded on the site.

More information:

http://www.greenland.com/en/

https://www.facebook.com/ilovegreenland

https://www.youtube.com/user/ILoveGreenland

100% PURE NEW ZEALAND   International ∨ | Sign in | Sign up   ♥ Wishlist   Search 🔍

🏠   Destinations   Things to do   Facts   Recommended trips   Travel to NZ   Transport   Accommodation

LET US SHOW YOU NEW ZEALAND

Abel Tasman Coast Track, Nelson
By Alistair Guthrie

Kia Ora

Welcome to the official travel website for New Zealand

Name / Responsible Party
Region:
New Zealand
Desktop / Mobile:
Desktop website that is available in a mobile app ' Essentials' available on Google Play & App Store
Purpose (customer point of view):
Purpose of the site is to help visitors to plan & book their trips to New Zealand

Usefulness and benefits for SAINT development:

Classed by Ireland's National Tourism Authority as exemplary in digital destination marketing providing a website with the Promotion of People & Place as a key theme which include their rich tales, history & legends.

A compelling approach in destination marketing providing a website that promotes into the people, landscape and natural wonders of the region, highlighting their range of activities on offer.

The 'Essential' App allows access up-to-date information about hundreds of selected travel experiences while you're in New Zealand without the need for an internet connection which is excellent for rural locations with poor digital infrastructure.

Promotion and ability to book activity packages.

User-friendliness / functionality:

Very user friendly website with the use of strong imagery of landscape & people.

Wish list tool to allow potential visitors to collect ideas for holidays & function to map journeys.

Interactive map highlighting destinations, national parks promotion of 3-15+ day itineraries with the function to book online.

Ability to find & book flights from the home page with a link to Air New Zealand.

Ability to change language.

Social media including Facebook, Twitter, Pinterest, Instagram are all very neatly embedded on the site, all featuring strong images of landscape.
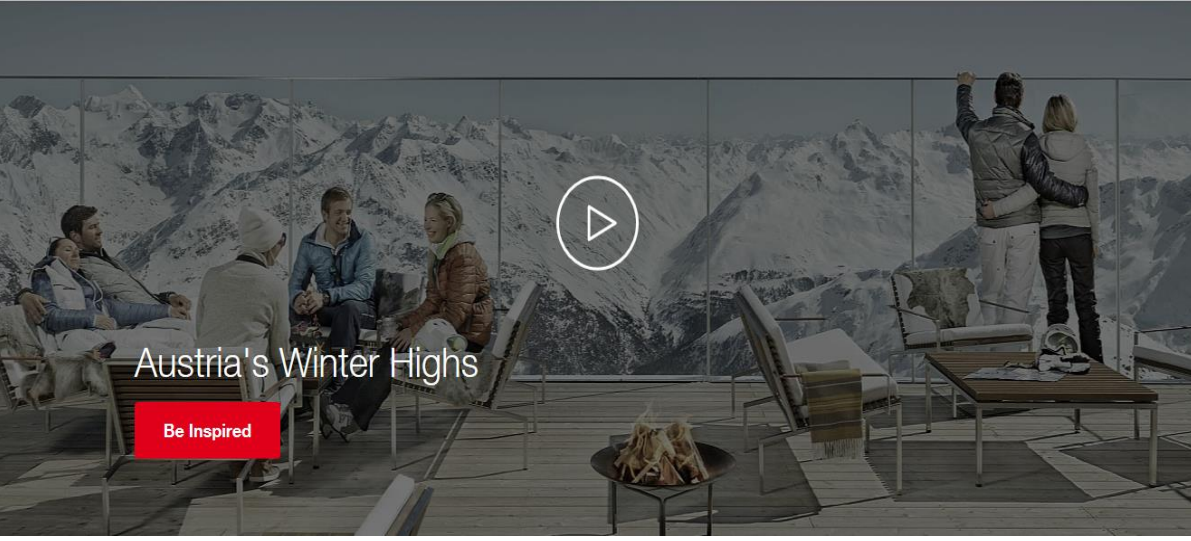
More information:

http://www.newzealand.com/int/

https://www.facebook.com/purenewzealand

https://www.youtube.com/user/PureNewZealand

https://instagram.com/purenewzealand/

| **Name / Responsible Party** |
| Austria – Arrive & Revive – The Official Austrian National Tourist Office |

| **Region:** |
| Austria |

| **Desktop / Mobile:** |
| Desktop website |

| **Purpose (customer point of view):** |

Purpose of the site is to help visitors to plan their trips to Austria
Usefulness and benefits for SAINT development: An innovative approach in tourism region brand development and delivery, providing a website that taps into the activities & landscape of the region. The use of a digital story book which is prominent on the website uses imagery of the region which fits into our two-eyed seeing element of the project.
User-friendliness / functionality: The site layout is very nicely designed and it is very easy to find relevant information. Use of a selection of videos to sell the region. An interactive map to highlight destinations that has images of attractions, accommodation embedded. The separate map allows visitors to discover experiences, editor's tips, cycle paths, forest paths etc. Links to social media including Facebook, Twitter, Pinterest & Instagram
More information: http://www.austria.info/uk https://www.facebook.com/visitaustria https://www.pinterest.com/austriatravel/ https://instagram.com/visitaustria/

4.Norway

Name / Responsible Party
Kystriksveien / Destination Steinkjer-Bodø

Region:
Mid Norway (Nord Trøndelag og Nordland)

Desktop / Mobile:
Desktop website that is scalable on mobile platforms. There is a mobile app available as well.

Purpose (customer point of view):
Purpose of the site is to help visitors to plan their trips in this area.

Usefulness and benefits for SAINT development:
It is very interesting because the company's strategy is nowadays two fold: 1. Slow adventure as a strategy for communication. 2. Slow adventure as a strategy for development.

User-friendliness / functionality:
The site layout is very nice designed and it is easy to find relevant information. The name is in Norwegian so you would properly start with the Norwegian site. It can be a challenge to find the link to other languages. Connection to social media and other digital applications are available. This contains of fun stuff, apps, games etc.

More information:
http://www.visitnorway.com/places-to-go/trondelag/kystriksveien/?lang=usa

Name / Responsible Party	
Norges Midtpunkt SA/ Destination Mid-Norway	
Region:	
North Trøndelag/Mid-Norway	
Desktop / Mobile:	
Desktop website that is scalable on mobile platforms.	
Purpose (customer point of view):	
Purpose of the site is to help visitors to get an overview of EMS in the area, and it open the door for customers who want more information and plan their trips to Mid-Norway area.	
Usefulness and benefits for SAINT development:	
A conventional approach in tourism region branding and delivery. It provides a website that promote interest in the wild and natural beauty, as well as traditional food. There are possible improvement of doing the site more vivid. Connect film, digital stories, customers feedback etc.	
User-friendliness / functionality:	
The site layout is very nicely designed and it is very easy to find relevant information.	
Social media and user-generated content are available from both the common site and the EMSs.	
More information:	
http://norgesmidtpunkt.no/	

Above: Front page of www.turapp.no

Below: A selection of "turapps" for different regions in Norway which is downloadable for both iphones and android.

Name / Responsible Party	Turapp/ TurApp AS
Region:	From Ytre Hvaler National Park on the South Coast to Forollhogna National Park in Trøndelag and several places in between.
Desktop / Mobile:	Great scalability on mobile platforms, available as app.
Purpose (customer point of view):	Purpose of the site is to help visitors to plan their trips to the area, give an overview of attractive places to go.
Usefulness and benefits for SAINT development:	It provides with an interesting frame on how to showcase trips, through images, gps tracking, information on weather conditions etc. It is probably one of the more modern twists on how to promote tours through new technology. TurApp AS is predominantly an app-designer which designs apps with specific content on behalf of customers ranging from national parks, communes, DMOs etc.
User-friendliness / functionality:	It has high user-friendliness as the website almost gives the visitor all the information available. The main page also offers easy access to facebook, twitter and Instagram through small icons. It offers both English and Norwegian website content.
More information:	
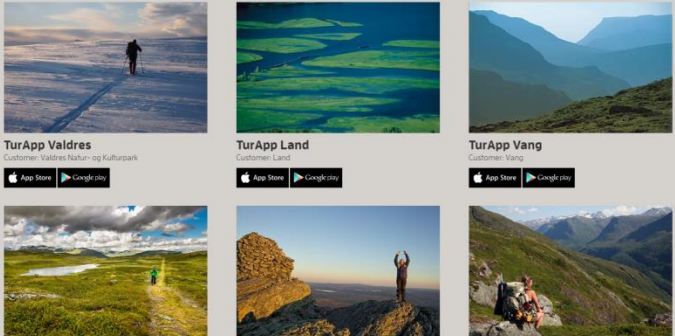
http://turapp.no/turforslag/

http://turapp.no/en/adventures/

5.Iceland

Name / Responsible Party
A team of local guides and tourism service providers
Region:
SE Iceland, mainly Hornafjörður municipality
Desktop / Mobile:
An ambitious website design with a mobile friendly interface and linked to social media, such as Facebook, Youtube, Twitter, Instagram and rss feeds.
Purpose (customer point of view):
A website operated by local tourism guides and entrepreneurs focused on ice cave tours, glacial walks, puffin sightseeing on the nearby coast and mountain skiing on the Vatnajökull icecap.
Usefulness and benefits for SAINT development:
The emphasis is on local knowledge and expertise and immersive travel experiences that are self-propelled. They highlight the continuity of operations and local roots.
User-friendliness / functionality:
The site layout accessible and use friendly, although one has to scroll down to find the offers. The focus of the website is on the tours offered. Corresponding social media exist and are active.
More information:
http://localguide.is/

Name / Responsible Party	
A team of local guides and tourism service providers	
Region:	
SE Iceland, mainly Hornafjörður municipality	
Desktop / Mobile:	
A relatively simple desktop website.	
Purpose (customer point of view):	
Purpose of the site is to service professional photographers wanting to come to the Vatnajökull region and immerse themselves in wildlife, nature and society. The site offers a portfolio of activities geared to catering to professional photographers.	
Usefulness and benefits for SAINT development:	
The emphasis is on linking experts on site specific recreation with professional photographers and making sure that theirs will be a visit to remember	
User-friendliness / functionality:	
The site layout is simplistic but grants access to key information. The focus of the website is on the activities portfolio to be offered. A corresponding facebook page exists. The page is not mobile device optimized.	
More information:	
http://vatnajokullphoto.is/	
https://www.facebook.com/VatnajokullPhoto?ref=hl	
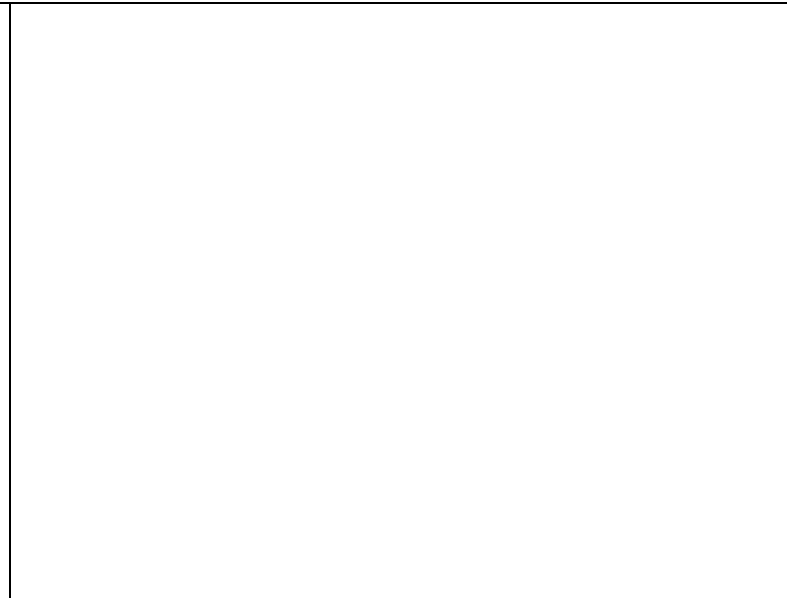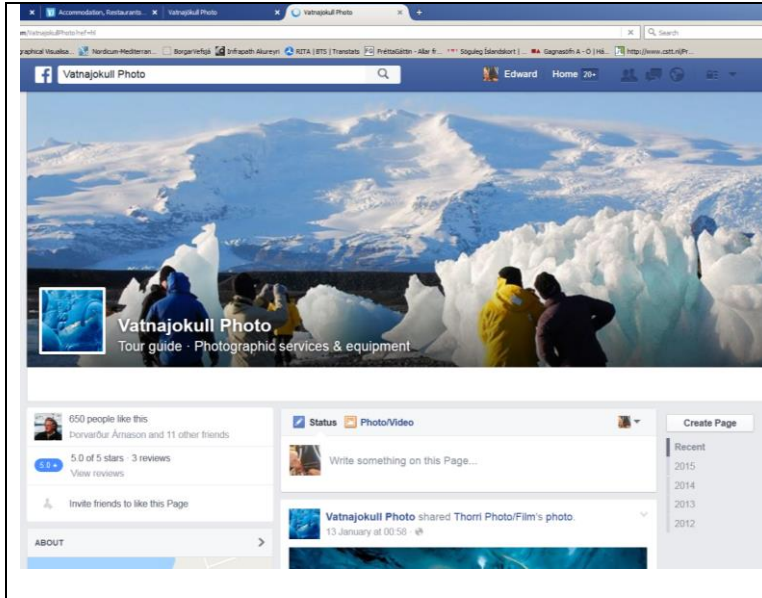
Name / Responsible Party	
The Vatnajökull Region (tourism cluster)	
Region:	
SE Iceland, mainly Hornafjörður municipality	
Desktop / Mobile:	
Desktop website that is scalable on mobile platforms. There is a mobile app available as well.	
Purpose (customer point of view):	
Purpose of the site is to help visitors to plan their trips SE Iceland and experience the region of Vatnjökull ice cap.	

	Usefulness and benefits for SAINT development:
	The emphasis is on the interplay of culture and nature and how the majestic wilderness feeds into local culinary customs and society at large. The taste of Vatnajökull region is a special focus.
	User-friendliness / functionality:
	The site layout is very nicely designed and it is very easy to find relevant information. The focus is on where to stay and what to do, with the added benefit of culinary delights. The site is scheduled for an overhaul in order to make it more easily navigable through mobile devices.
	More information: http://www.visitvatnajokull.is/

6.Sweden

Figure 1. Online booking via Visit Värmland website

Interactive online maps featuring attractions, restaurants and accommodation

Unsurprisingly, the vast majority of examined DMO websites, except Västmanland and Skåne, integrate Google-based digital maps. However, digital maps are integrated in three different way. The most basic functionality is showing the location of a selected object (local destination, accommodation facility or attraction provider) on a Google map. A more advanced alternative is to show the location of all objects for a selected category/type of attractions or accommodation facilities simultaneously on the map. However, most DMOs integrate the *interactive map* functionality, which allows the user to select, combine and simultaneously locate various categories/sub-categories of accommodation facilities and (or) attractions, which result in customized maps (as shown on figure 2).

The findings are described in more details below:

- Visit Sweden – interactive map is available on the pages featuring the tourism regions (i.e., Northern Sweden, Central Sweden, Southern Sweden, Stockholm, Göteborg and Malmö).
- *Vastsverige.com* (and websites for Bohuslän, Dalsland and Västsverige), Visit Sörmland, *Halland.se*, Visit Östergotland – the interactive map is featured on the front page.
- Visit Dalarna, Visit Hälsingsland and Gästrikland, Visit Blekinge, Visit Småland - the link to an interactive map ("Karta") is shown on the front page.
- Visit Västerbotten – the link "Platser" on the front page leads to an interactive map.
- Visit Stockholm – the front page features various activities and the user can switch between the image view (default), list view and map view.
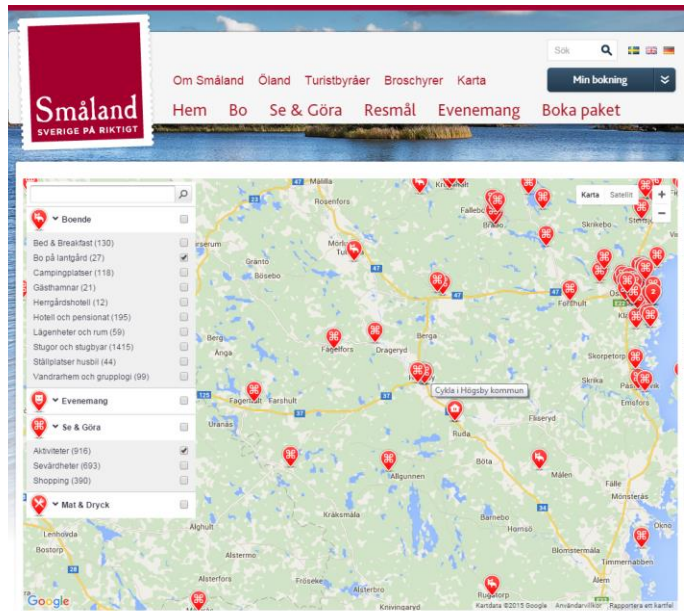- Visit Uppland – the link "Karta" forwards the user to a Google map.

Figure 2. Interactive map on the Visit Småland website (combines selection of "live on the farm" and "activities"; an activity "bike in Högsby municipality" is highlighted)

- Visit Värmland, *goteborg.com*, *gotland.com* – the interactive map feature is missing, however, the user can view the location of a selected attraction/accommodation by following the link to the Google maps.
- Visit Öland – in addition to a Google map showing the location of all objects for a selected type of attractions/activities/accommodation facilities, the website features "my map" function, which a user can utilize after registration and logging in.
- *Malmotown.com* – a Google map shows the location of all objects for a selected type of attractions/activities/accommodation facilities
- Jämtland Härjedalen - a Google map shows the location of all objects for a selected type of attractions/activities/accommodation facilities. Additionally, the website shows the Google-based maps for a great variety of hiking tours at 12 local destinations, as well as features 3 itineraries for several days combined tours including detailed description and the route maps ("5 days across Norway and Sweden", "3 day summer tour around lake Storsjön", "3 days on the wilderness road").
- Swedish Lapland - a Google map shows the location of a selected type of attractions/activities/accommodation facilities, as well as local destinations.

Blogs and Chat

Only two regional DMOs feature the links to blogs on their websites. The website *vastsverige.com* on the front page features the destination blog "Västsverigebloggen". On the website of Jämtland Härjedalen the options under the menu item "Things to do" ("Göra") include "Outdoor-blogg" and "Running blog". The Visit Skåne website has no direct link to the blog, but users can find it via a search engine (blog.visitskane.com).

None of the regional DMO websites have a chat functionality. However, the DMOs of Göteborg and Malmö have the chat option on their websites.

Social media integration

Facebook and Instagram are the most commonly utilized social media outlets for regional DMOs. Twitter accounts are more common for DMOs in South Sweden (Figure 3). Only few destinations feature Youtube, Thumbler, Pinterest, and Mynewsdesk. Additionally, some destinations feature TripAdvisor.

Visituppland.se does not feature social media pages. However, the Visit Uppland page can be found on Facebook and Instagram. *Visitdalarna.se* does not feature its social media pages. Search on Facebook identified an empty page for "Visit Dalarna" (category "company"). At the same time, "Visit Södra Dalarna" (Visit South Dalarna) page can be found on Facebook, which also features the pages in twitter, Instagram and Mynewsdesk (newsroom). Similarly, other tourism sub-regions of Dalarna are presented in social media, including Siljan Turism (Facebook, Instagram, Twitter, Mynewsdesk) and Malung-Sälen (Facebook). Idre-Älvdalen tourism is not represented in social media.
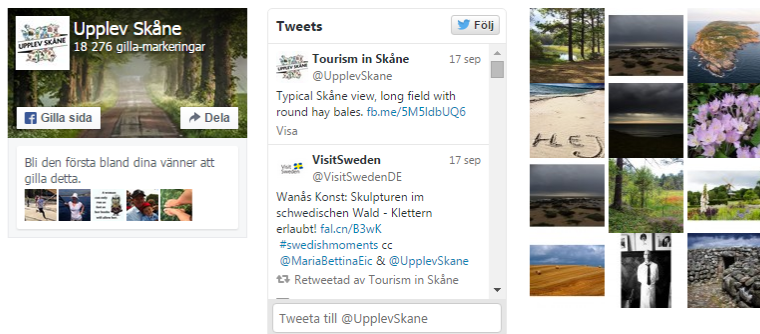

Figure 3. Visit Skåne website featuring Facebook, twitter and Instagram on the front page

Vastmalnand.se – "Meet Jeroen" is one of the links in the main menu, which features a four day vacation of Jeroen, a young tourist from Netherlands. First, the web page and Facebook page visitors could have selected and voted for activities for Jeroen to participate. The list of activities is long and includes a photo image and description in English. Some activities have funny titles (e.g. "Beware of mosquitos" for tenting, "Stink bomb" for surströmming (fermented herring) testing, "Get those clothes off!" for sauna, etc.). The page also features YouTube videos about Jeroen's vacation in Västmanland.

Visithalsinglandgastrikland.se only features its Twitter page, however, Visit Hälsingland Gästrikland can be found on Facebook.

Jamtland.se features Facebook and Instagram pages for Visit Jämtland Härjedalen, however, Twitter page can also be found.

Swedishlapland.se features only Facebook, but Instagram and Twitter pages can also be found. Additionally, the webpage features free music album on Spotify "New Sounds of Swedish Lapland #2".

Västerbotten (*visitvasterbotten.se*) instead of featuring own Instagram page has the link "Instagramambasssadör". Users are invited to apply as Instagram ambassadors for Västerbotten tourism website. Each week a new ambassador is appointed. The tourism website of Västerbotten features selected Instagram accounts and publishes photos every week. Additionally, @visitvasterbotten Instagram page can also be found.

Mobile applications featured on destination web sites

Stockholm

The website does not promote its own mobile application, however, it communicates that the website works well on mobile devices. To support the use of mobile devises the website promotes the Wi-Fi spot search applications ("Free WiFi Map" for iOS and "WiFi Finder" for Android).

Södermanland (Sörmland)

The website features mobile travel guide "VisitSörmland" (iOS, Android, Figure 3).

Dalarna

The mobile applications were not featured on the webpage. Moreover, as the page has no search engine, information about mobile applications could not be found. Tourism-related mobile applications could neither be located on Google play or Appstore ("dalarna" was used as a search keyword).

Hälsingland and Gästrikland

The website does not feature mobile applications. The web site has no search engine to identify if mobile apps are presented on other pages.

Jämtland Härjedalen

Mobile applications were not found.

However, the main Swedish mountain ski resort Åre located in Jämtland is integrated into the SkiStar mobile application providing the information on weather conditions, open lifts, slopes, slope maps, restaurants, activities, news and offers. An application also enables the user to view booking details and gives access to ski statistics, competitions and challenges (if a Ski-Pass is connected).

Swedish Lapland (Lapland and Norbotten)

The website does not feature mobile applications. By searching "Lapland" on the webpage the travel guide application iKiruna can be found (iOS, Android).

VisitSörmland

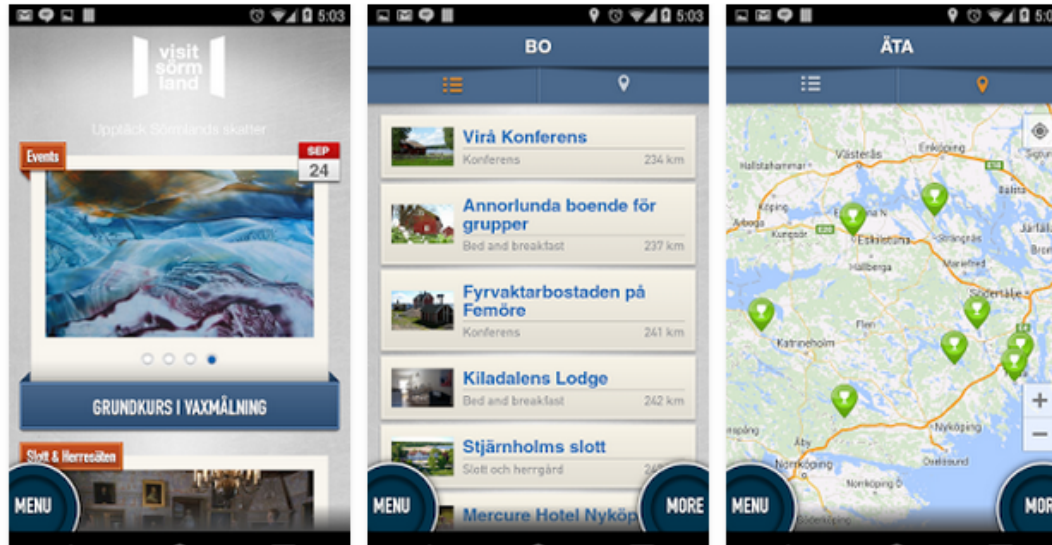**Turistsupport**   **Resa och lokalt**

★★★★☆ 3 👤

🟩 3 PEGI 3

ℹ️ Den här appen är kompatibel med din enhet.

🔖 Lägg till på önskelistan   **Installera**

Visitsörmlands destinationsapplikation är en besöksguide som hjälper dig att hitta bland boenden, mat, sevärdheter, aktiviteter, paketerbjudanden och evenemang i Sörmland.

Applikationen är framtagen av Turistsupport och Softwerk till visitsormland. Ansvarig utgivare av informationen i applikationen är visitsörmland. Applikationen hämtar sitt innehåll uteslutande från Basetool.

Figure 4. Visitsörmland mobile app on Google play

Västsverige
The website does not feature mobile apps in the menu or on the front page. However, the search of the keywords "mobilappar", "iPhone" or "Android" produces results: digital guide to the bronze age "Empire of the Sun" (iOS, Android), nature guide for children "Naturfrågan I Lerum" (iOS, Android), historical guide about neighboring areas of Göteborg "Vår historia berättar" (iOS, Android), "Göta Canal" (hiking guide along Göta canal, iOS, Android), "Kosterhavet" (application for Hiking and viewing wildlife in the new marine national park, iOS, Android), Strömstad guide (iOS, Android), "Göteborgs lånecyklar" (loan the bicycle in Göteborg, iOS, Android), "Track4Outdoors" (guide for outdoor activities and sports for selected destination, iOS, Android; the Västsverige website features the guide in connection to cross-country skiing in Billingen), application for the restaurant Pinchos in Uddevalla (iOS, Android).
The search results also include the information about the visitor application for Lerum destination, however, the exact name or direct link to the application are missing.

Göteborg
The web site features Göteborgs officiella besöksguide (official visitor guide, Android and iOS), Reseplaneraren (local transportation planner, iOS, Android, Windows Phone) and Cykelstaden (city of bikes, iOS, Android).

Blekinge
The website features the option to compose the offline mobile guide applications (iOS, Android) via Arrival Guides application.
Search for "mobilapp" shows no results. Search results for "iPhone" and "Android" show the link to "Hi-Story" historical guide, however, the application could not be found neither on Appstore, nor on Google play.

Gotland
Offline mobile guide applications (iOS, Android) can be composed via Arrival Guides application (featured on front page).
Link "Smarta appar för resan" presents other iOS and Android apps, including "Öppet Gotland" (official guide), "DestGotland", "Gotland" and "Gutamål" (application about the local language)

Halland
The website features mobile application "Ledig boende I Halland" (available accommodation in Halland region, iOS, Android)

Skåne
Offline mobile guide applications (iOS, Android) can be composed via Arrival Guides application (featured on front page)
The page visitskane.com/mobilappar can by located via search engine (e.g., by searching for "mobilappar", "iPhone" or "Android"). The page features the following apps: travel guide "Österlen I handen" (iOS, Android), "In the footsteps of Wallander" (iOS, Android), "Malmö Stad" (iOS), "Kulturhistorien.se, Ystad & Österlen" (iOS), "Skånetrafikens Reseplanerare" (local transportation planner in Skåne, iOS), "Lokaltrafik Skåne" (local transportation in Skåne, Android), and "Skånemejerier recept" (recipes from Skåne diary factory, Android).

Malmö
Webpage features offline mobile guide applications (iOS, Android) composed via Arrival Guides application

Småland
The website features the "Smålandsappen" (iOS, Android) as a complete guide to the region.
The search results ("iPhone", "Android") show the link to the "Sagomuseet" (museum of fairy tales), which features its own iOS and Android app (Sagobygden), however the application could not be found, neither on Appstore nor on Google play.
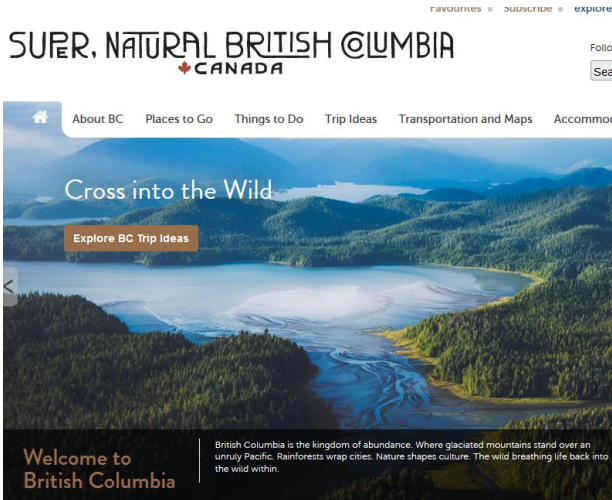
Öland
Visitoland.com does not promote mobile applications. Moreover, the page "Öland goes mobile" emphasizes that absence of mobile applications is a strategic decision, website is adjusted to viewing via mobile devices, and registration together with "MyMap" function serve the purpose of content customization.
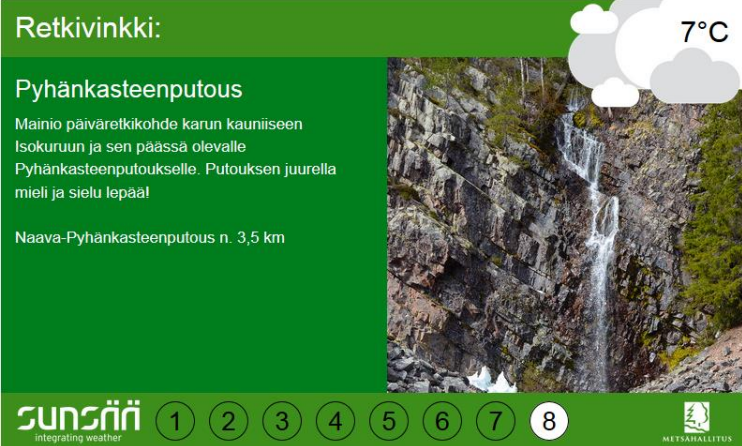
Östergötland
The website features the travel guide "Östergötland" (iOS, Android). The search result ("iPhone", "Android") shows the link to the page "Naturnära äventyr I Motala" (nature adventure in Motala) featuring "Motalas Naturkarta" application for iOS and Android (guide to nature in Motala municipality).

7.Finland

Name / Responsible Party Super, Natural British Columbia / Destination BC (DMO)	
Region: British Columbia, Canada	
Desktop / Mobile: Desktop website that is scalable on mobile platforms. There is a mobile app available as well.	
Purpose (customer perspective): Purpose of the site is to help visitors to plan their trips to BC area.	
Benefits for SAINT development: - successful delivery of a brand strategy and guide - inspiring and compelling online service package - parks, wildlife and aboriginal culture as unique selling points	
User-friendliness / functionality: - Great site design, easy to find your way around - Trip ideas and TOP10 feature help in planning your trip - Social media and user-generated content neatly embedded on-site	
More information: http://www.hellobc.com https://www.facebook.com/HelloBC http://www.destinationbc.ca/	

Redefining our brand:
..." That's why we undertook a comprehensive research and consultation process to understand travellers' perceptions of BC. We spoke to over 10,000 consumers in our key markets in Canada, the US and overseas."…
https://www.youtube.com/watch?v=dNFrZNjs2ng&feature=youtu.be

	Name / Responsible Party Outdooractive.com
	Region: Central Europe / Alp Region
	Desktop / Mobile: Desktop website that contains and presents all contents. There is a product family of mobile apps available.
	Purpose (customer perspective): - Site for trip planning - "Outdoors companion" app - Travel guide and webshop
What is the platform? "Outdooractive is THE information platform for outdoor enthusiasts. Perhaps they are looking for information on routes, trips or mountain huts or maybe they want to book an excursion or other activity. Whatever their needs, our platform offers the ultimate overview of outdoor opportunities across Europe and the rest of the world. We edit and update information from 2,000 partners in the tourism, outdoor and publishing industries, along with suggested tours and reviews from our growing Outdooractive community."	**Benefits for SAINT development:** - great example of using modern mobile technologies in engaging and communicating with customers - How to take advantage of mobile technology in provision of self-guided tourism products?
	User-friendliness / functionality: + mobile app family with many helpful features + website for trip planning purposes + peer-to-peer reviews, sharing experiences - challenge of producing content in english
	More information: http://www.outdooractive.com

  Retkivinkki: Pyhänkasteenputous Mainio päiväretkikohde karun kauniiseen Isokuruun ja sen päässä olevalle Pyhänkasteenputoukselle. Putouksen juurella mieli ja sielu lepää! Naava-Pyhänkasteenputous n. 3,5 km 7°C sunsää integrating weather ① ② ③ ④ ⑤ ⑥ ⑦ ⑧	**Name / Responsible Party** Sunsää – Integrating Weather
	Region: Finland / Case Pyhä-Luosto National Park
	Desktop / Mobile: Info screen in customer facilities or tablet computer in a visitor centre
Target marketing based on weather "Weather-reactive services allow you to specify recommendations day-to-day, and to customize how they look on websites, display screens and mobile devices. A 5 day weather forecast (night & day) is included as standard." SunSää is a service solution adapted to Visitor Centre Naava in Pyhä-Luosto National Park. 	**Purpose (customer perspective):** - Weather reactive suggestions for activities in a national park - Improving customer experience
	Benefits for SAINT development: - this case shows how combining open data and professionally generated tourism content enable new innovations in customer service and communications
	User-friendliness / functionality: + requires only watching or browsing the ready made suggestions + content easy to maintain and generate - challenge of keep providing interesting contents - currently limited possibilities to integrate other services
	More information: http://sunsaa.fi/en/